

CABINET: THURSDAY, 15 SEPTEMBER 2016 at 3.30 PM

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

A G E N D A

Apologies & Declarations of Interest

- 1 Minutes of the Cabinet meetings held on 14 and 27 July 2016 *(Pages 1 - 8)*

Corporate Services & Performance

- 2 Quarter 1 Performance *(Pages 9 - 66)*
- 3 Budget Monitoring - Month 4 Report *(Pages 67 - 130)*
- 4 Wales Audit Office Annual Improvement Report *(Pages 131 - 174)*

Education

- 5 School Organisation Planning: The provision of additional English-medium primary school places at Radyr Primary School *(Pages 175 - 210)*

Health, Housing & Wellbeing / Skills, Safety & Engagement

- 6 Advice & Support Recommissioning *(Pages 211 - 282)*

Health, Housing & Wellbeing / Transport, Planning & Sustainability

- 7 Meeting Housing Need Under the Housing (Wales) Act - Gypsy & Traveller Site Assessment *(Pages 283 - 310)*

PAUL ORDERS

Chief Executive

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CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD



MINUTES

CABINET MEETING: 14 JULY 2016

Cabinet Members Present:	Councillor Phil Bale (Chair) Councillor Sue Lent Councillor Peter Bradbury Councillor Dan De'Ath Councillor Bob Derbyshire Councillor Graham Hinchey Councillor Susan Elsmore Councillor Sarah Merry Councillor Ramesh Patel
Observers:	Councillor Dianne Rees Councillor Paul Chaundy (for Cllr Woodman – Item 6 only) Councillor Neil McEvoy (Item 6 only)
Officers:	Paul Orders, Chief Executive Christine Salter, Section 151 Officer David Marr, Interim Monitoring Officer Claire Deguara, Cabinet Office
Apologies:	Councillor Judith Woodman

13 MINUTES OF THE CABINET MEETING HELD ON 16 JUNE 2016

RESOLVED: that the minutes of 16 June 2016 be approved.

14 CARDIFF CAPITAL REGION CITY DEAL UPDATE

Cabinet received an update on the progress of finalising the City Deal agreement. Progress has been made in establishing governance and support arrangements for the finalisation of the deal. It was noted that a Programme Manager had been appointed. A future report will be brought to Cabinet to outline the regional governance arrangements.

RESOLVED: that the progress in finalising the City Deal agreement be noted.

15 EU REFERENDUM IMPLICATIONS FOR CARDIFF

The Leader as Chair, has ruled that, by reason of special circumstances, this item should be considered at this meeting as a matter of urgency. Whilst this item was published on the Agenda, the report was only finalised on Wednesday due to

continuing developments, including meetings held this week involving the Council. The Council needs to assess the potential implications for Cardiff as a priority and to provide a position statement in what is a rapidly evolving situation.

As a result, this item is considered to be urgent for decision at this meeting. The reason for urgency is the need to secure Cabinet agreement for the City of Cardiff Council to commence work immediately through Core Cities UK and the Welsh Local Government Association to make representations to the UK Government on key issues to be considered as part of future negotiations to leave the EU.

Cabinet received a report outlining the implications for Cardiff in relation to the referendum result to leave the European Union and the proposed response to those implications in order to re-affirm Cardiff's position as an international city and the administration's vision to make Cardiff Europe's most liveable capital city.

RESOLVED: that

1. the contents of the report be noted.
2. Cardiff's position as an international city and the administration's vision to make Cardiff Europe's most liveable capital city be re-affirmed.
3. work through Core Cities UK and the Welsh Local Government Association to make representations to the UK Government on key issues to be considered as part of future negotiations to leave the EU be agreed;
4. it be agreed to strengthen community engagement mechanisms in Cardiff by working with partners via the Cardiff Public Services Board; and
5. the continuation of Cardiff's membership of the Eurocities network be approved.

16 CORPORATE ASSET MANAGEMENT PLAN

The Leader declared a personal but non-prejudicial interest in this matter as he is a Member of Friends of the Old Library (Yr Hen Llyfrygell).

Cllr Bradbury declared a personal but non-prejudicial interest in this matter as he is a Member of the Caerau and Ely Sports trust who are involved in a community asset transfer (CAT); and is also a trustee of the Cardiff Story Museum who are referenced in the report.

Cllr Hinchey declared a personal but non-prejudicial interest in this matter as he is a Member of Friends of Llwynfedw Gardens who are involved in a CAT.

Cabinet considered a report setting out the strategy for the management of the Council's 441 operational properties within its estate. The plan sets out the key principles of rationalisation, modernisation and collaboration to work towards a smaller, more efficient and fit for purpose modern estate. The Corporate Asset Management Plan sets targets which includes reducing the maintenance backlog, reducing running costs and generating capital receipts whilst ensuring the operational needs of the Council are met.

RESOLVED: that the 2016/17 Corporate Asset Management Plan be approved.

17 BUDGET STRATEGY 2017/18 AND THE MEDIUM TERM

The Cabinet considered the budget strategy for 2017/18, which outlined the financial strategy needed to meet the ongoing severity of financial challenges for the Council in the medium term and sets out the budget timetable.

RESOLVED: that

- (1) the framework for the savings targets on which this Budget Strategy report is based including the use of a targeted approach to meeting the Budget Reduction Requirement both in 2017/18 and across the period of the Medium Term Financial Plan be agreed.
- (2) directorates work with the relevant Portfolio Cabinet Member, in consultation with the Corporate Resources Director and Cabinet Member for Resources and Performance Management to identify potential savings to assist in addressing the indicative budget gap of £24.328 million for 2017/18 and £75.297 million across the period of the Medium Term Financial Plan.
- (3) relevant bodies who raise precepts and levies on the Council be formally contacted to request that funding reductions are also fed into these settlements which should be in line with those it is expected that Welsh Government will impose in respect of local authority funding.
- (4) Authority be delegated to the Corporate Resources Director in consultation with the Cabinet Member for Corporate Services and Performance to identify an alternative budget gap requirement upon further clarification being provided by the Welsh Government in respect of funding.
- (5) Authority be delegated to the Corporate Resources Director in consultation with the Cabinet Member for Corporate Services and Performance to amend the Budget Strategy, once the budget savings proposals have been reviewed, if this amendment does not significantly depart from the underlying principles. Any requirement to significantly depart from these principles would require a further Budget Strategy Report to Cabinet.
- (6) the Council seeks expressions of interest from officers in respect of the voluntary redundancy scheme.
- (7) It be agreed that that Council be recommended to agree that the Budget Timetable Framework set out in Appendix 2 be adopted and that the work outlined is progressed with a view to informing budget preparation.
- (8) It be agreed that there will be a two stage process in relation to consultation on 2017/18 proposals. This will commence with the Ask Cardiff Survey including a section on general budget themes followed by more detailed consultation on 2017/18 proposals later in the Autumn, once there is further clarity on the 2017/18 funding position.

18 SCHOOL ORGANISATION PLANNING: SPECIALIST PROVISION FOR PRIMARY AGED PUPILS WITH SPEECH AND LANGUAGE DIFFICULTIES AND WITH BEHAVIOURAL EMOTIONAL AND SOCIAL DIFFICULTIES

Cabinet received a report outlining the responses received to the public consultation regarding specialist provision for primary aged pupils with speech and language difficulties, and with behavioural emotional and social difficulties.

It was noted that the consultation results identified significant concerns for stakeholders and that additional work was needed to engage with stakeholders more fully.

RESOLVED; that the Director of Education and Lifelong Learning, in consultation with the Cabinet Member for Education be authorised to;

1. Carry out a further review of speech and language support in Cardiff with the aim of bringing forward revised proposals;
2. Undertake further engagement with schools and other stakeholders in relation to early intervention for children with behavioural emotional and social needs;
3. Work with the governing bodies of Meadowbank and Allensbank Schools to ensure the needs of children with speech and language needs placed at the schools can continue to be met effectively, pending any revised proposals.

19 CARDIFF STATUE AND MONUMENT PROTOCOL

Cabinet considered a report detailing proposals for a Statue and Monument protocol for Cardiff. Cardiff contains over 200 public artworks that contribute to the architectural and cultural heritage of the city.

The report sets out a guidance note and decision making process for determining the acceptability and suitability of statues and monuments in Cardiff.

RESOLVED; that

1. the content of the report be noted.
2. the Cardiff Statue and Monument Protocol as a guidance note for assessing proposals to install statues and monuments in Cardiff be approved.
3. the decision making process for determining the initial acceptability and suitability of proposals for statues and monuments be agreed.

MINUTES

CABINET MEETING: 27 JULY 2016

Cabinet Members Present:	Councillor Phil Bale (Chair) Councillor Sue Lent Councillor Peter Bradbury Councillor Dan De'Ath Councillor Bob Derbyshire Councillor Graham Hinchey Councillor Susan Elsmore Councillor Sarah Merry Councillor Ramesh Patel
Observers:	Councillor Dianne Rees Councillor Gareth Holden Councillor Judith Woodman
Officers:	Paul Orders, Chief Executive Christine Salter, Section 151 Officer David Marr, Interim Monitoring Officer Claire Deguara, Cabinet Office

**20 TO RECEIVE A REPORT OF THE CHILDREN & YOUNG PEOPLE
SCRUTINY COMMITTEE ENTITLED "CHILD SEXUAL EXPLOITATION"**

Cabinet received a report of the Children and Young People Scrutiny Committee entitled "Child Sexual Exploitation". The report contained 34 key findings and 13 recommendations.

RESOLVED: that the report be received and responded to by October 2016.

21 PROPERTY INVESTMENT ESTATE

The Leader declared a personal but non-prejudicial interest in this matter as his Constituency Labour Party is a tenant of two properties within the Council's investment Estate.

Cabinet considered a report which provided an update on progress made regarding the Council's property investment estate.

The investment estate is a portfolio of non-operational properties held by the Council for the purpose of generating income.

RESOLVED: that

1. the content of the report and the current position with regard to the Investment Estate be noted.
2. a future report outlining the Corporate Investment Estate Plan will follow to November Cabinet meeting setting out a strategy and targets for the next 3 years.

22 CARDIFF BUSINESS IMPROVEMENT DISTRICT

Cabinet received a report outlining the developments in relation to the proposals for a Cardiff Business Improvement District (BID). The report outlined a Service Level agreement for the City Centre Management team, advance funding to support initial activities of the BID and agreed nominations to the BID Board.

RESOLVED: that

- a) authority be delegated to the Director of Economic Development, in consultation with the Leader of the Council, the Chief Executive, the Section 151 Officer and the Monitoring Officer to conclude a Service Level Agreement with relation to City Centre Management on the basis of the draft agreement set out in Appendix A.
- b) authority be delegated to the Section 151 Officer in consultation with the Leader of the Council, the Chief Executive, the Director of Economic Development and the Monitoring Officer to approve an advance to the BID company on the basis that any advance would be repaid through levy collection and paid within the current financial year and based on the principles established in this report.
- c) the Leader of the Council be nominated in addition to the Director of Economic Development as BID Board Members.

23 ALTERNATIVE DELIVERY MODEL - LEISURE CENTRES

The Leader, as Chair, after taking advice from the Cabinet Members for Community Development, Co-operatives and Social Enterprise and Corporate Services and Performance has ruled that by reason of special circumstances, that this item should be considered at this meeting as a matter of urgency. Whilst notice of this item was published on the Agenda the report was only finalised on Tuesday 26 July 2016 and is urgent for decision at this meeting. The reasons for urgency are as follows: -

- *The reason for this report emanates from the budget decision regarding the exploration of an Alternative Delivery Model to produce substantial savings for the operation of the Council's Leisure Services operation whilst all facilities remain open with a similar type of service as currently provided.*
- *As part of the decision making process the recommendations contained in the report were the subject of a pre-decision Scrutiny. A meeting of the Economy and Culture Committee took place on Thursday 21 July 2016. The Committee's letters to the Cabinet Members for Community Development, Co-*

operatives and Social Enterprise and Corporate Services and Performance were submitted the next day and in order for the comments contained in those letters to form part of the report, along with other feedback received from consultation with Trade Unions, the report was finalised on Tuesday 26 July.

- *It is noted that this matter has previously been reported to Cabinet (with Cabinet authorising the commencement of the procurement (Cabinet decision of 15 May 2014). Further, having regard to the potential importance of the proposed contractual arrangement, including the substantial financial savings which should be achieved) then it is thought appropriate that this matter should be considered at the Cabinet meeting of 27 July 2016.*

Cabinet considered a report which detailed a proposal to appoint a preferred bidder for the operation and management of the Council's leisure centres. It was proposed that Greenwich Leisure Limited (GLL) be appointed as preferred bidder whilst ensuring continued consultation with trade unions and affected staff.

RESOLVED: that

1. the appointment of Greenwich Leisure Limited (GLL) as the Preferred Bidder for the operation and management of the Leisure Facilities referred to in the report, while ensuring that the Council retains ownership of the facilities be approved;
2. authority be delegated to the Director of City Operations, in consultation with the Cabinet Member for Community Development, Co-operatives and Social Enterprise, the Section 151 Officer and the Monitoring Officer, to finalise the procurement to contract close (including conclusion of the proposed Leisure Operating contract with Greenwich Leisure Limited (GLL) in respect of Eastern Leisure Centre, Fairwater Leisure Centre, Llanishen Leisure Centre, Maindy Centre, Pentwyn Leisure Centre, STAR Centre (Splott), Western Leisure Centre and Penylan Library & Community Centre and to deal with any ancillary documentation and matters);
3. the decision to remove the Channel View Centre from the Council's wider procurement process due to its improved financial performance and strategic access to the waterfront in Cardiff Bay which is being developed as part of a new Cardiff Bay masterplan (see paragraph 42) be noted; and
4. ongoing discussions with the Trade Unions and consultation with employees, will take place in accordance with the requirements of TUPE legislation, up to and beyond the date of transfer.

24 NATIONAL NON-DOMESTIC RATES - WRITE OFFS

Appendices A and B to this report are exempt from publication by virtue of paragraph 14 of Part 4 and paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972

The Cabinet received a report which sought authorisation to write off non domestic rates which were considered to be irrecoverable.

RESOLVED: that debts amounting to £1,849,173.37 as outlined in Appendix A to the report be written off.

25 CORPORATE RISK REGISTER (YEAR END POSITION 2015/16)

The Cabinet considered the Corporate Risk Register which outlined the strategic risks facing the Council, together with details of the effective and robust systems in place for managing those risks.

RESOLVED: that the content of the Corporate Risk Register be noted.

26 DIRECTOR OF SOCIAL SERVICES ANNUAL REPORT (ANNUAL COUNCIL REPORTING FRAMEWORK)

The Cabinet received the Annual Report of the Director of Social Services. The report will be submitted to the Care and Social Services Inspectorate Wales. It was noted that the priorities for action identified in the Annual report are reflected in the Directorate Plan for Social Services for 2016-17.

RESOLVED: that the Annual Report of the Director of Social Services for 2015-16 be received and that it be forwarded for consideration by Council.

27 RESPONSE TO THE REPORT OF THE COMMUNITY AND ADULT SERVICES SCRUTINY COMMITTEE REPORT ENTITLED "HOW TO REDUCE CRIME AND DISORDER IN THE NIGHT TIME ECONOMY IN A TIME OF AUSTERITY"

Cabinet received the response to the report published by the Community & Adult Services Scrutiny Committee entitled "How to Reduce Crime and Disorder in the Night Time Economy in a Time of Austerity". The report contained 15 recommendations all of which were accepted or partially accepted.

RESOLVED; that the response to the Community and Adult Services Scrutiny Committee report entitled 'How to Reduce Crime and Disorder in the Night Time Economy in a Time of Austerity' attached at Appendix A to the report be agreed.

**CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD**



CABINET MEETING: 15 SEPTEMBER 2016

2016-17 QUARTER 1 PERFORMANCE REPORT

REPORT OF CORPORATE DIRECTOR RESOURCES

AGENDA ITEM:2

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

Reason for this Report

1. To present the City of Cardiff Council's performance report for Quarter 1 (April to June) of the 2016-17 financial year, providing Cabinet with an opportunity to review performance. The Performance Report for Quarter 1 2016-17 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, the Performance Support Group (PSG) has recently formed. The PSG is designed to oversee and investigate performance at a corporate level, and help shape the performance discussions at SMT. The content of this report focuses on the areas highlighted through discussion at both the PSG and SMT.

Quarter 1 Performance Report Structure

4. Attached at **Appendix A** is the Quarter 1 performance report. This report structure represents a continuing evolution of the Council's performance management framework, and is the result of continuing stakeholder engagement and project work.

5. To provide consistency with the previous reporting format, this report still provides an analysis of performance for each directorate, but the format has been changed to ensure a more accessible and focused examination of the Council's performance.
6. The report contains the following sections for each Directorate:
 - Key Performance Indicators (PIs)
 - Progress against Corporate Plan commitments
 - Directorate priorities
 - Key challenges & achievements
7. In addition, the report opens with a Council Overview Scorecard. This Scorecard is designed to give an at-a-glance picture of the health and effectiveness of the organisation. The Scorecard covers four key areas:
 - Customer
 - Financial
 - Internal Processes
 - Learning & Growth
8. The specific contents of each area of the Scorecard will vary from quarter to quarter in order to highlight the most important issues and achievements in relation to these four topics.

Summary of Key Issues – Council Overview Scorecard

9. Members' attention is drawn to the following key issues highlighted in the Council Overview Scorecard:

Sickness Absence

10. Most areas of the Council have experienced significant levels of sickness during Quarter 1. If performance carries on at this level throughout the remainder of 2016-17 the Council will miss its target of 8.5 FTE days lost per person.
11. However, significant targeted work is now being undertaken to ensure these rates are reduced and the organisation gets back on track to meet its target, and this is reflected in the high rates of Return to Work Interviews undertaken within the required timescale.
12. Other initiatives include ensuring the learning from targeted work is effectively transferred from one area of the Council to another (for example from Children's Social Services to Adults' Social Services), the monitoring of trigger points and associated data, and the utilisation of Stress Risk Assessments for employees where this is appropriate.
13. The Chief Executive and Chief HR Officer have also been meeting with relevant Senior Managers to discuss sickness issues in those areas where rates are particularly high to ensure there is corporate visibility of any underlying issues.

Personal Performance and Development Reviews (PPDRs)

14. 90% of PPDRs were initiated within the required timeframe across the Council. There have been specific issues within Education which the service is investigating and will then look to remedy.

Information Requests

15. Compliance rates continue to increase, with 88% of information requests responded to within the prescribed timeframes.

Customer Satisfaction

16. 100% of visitors to the City's Hubs reported satisfaction with their experience, along with 96% of English-speaking callers and 100% of Welsh-speaking callers to C2C, and 91% of customers using the repair line. Satisfaction measures for other contact channels are under development for Quarter 2.
17. 94% of the 425 complaints that were logged during Quarter 1 were responded to within the 20-day target timeframe.

Summary of Key Issues – Directorates

City Operations

18. Following improved performance in Quarter 4 last year, there has been a significant improvement in the time taken to determine the outcome of both Major and Householder planning applications. The Quarter 1 Performance of both indicators is significantly above target and far exceeds outturn at this point last year. This increase in performance is due to concerted action within the service, including the introduction of a robust Business Planning process, enhanced performance management in relation to these two key areas of business and the introduction of new processes to increase efficiency. The service faces continuing challenges to meet demand, but clearly success in this area is integral to ensuring the city is able to harness the opportunities provided by the forecast growth in its population.
19. As Neighbourhood Services is a newly established division, its set of Performance Indicators was still in development at the time of the Quarter 1 report. However, it is clear that performance is good in some areas, including parks and road condition, but other areas (notably street cleanliness) need an enhanced focus to bring them up to the required standard.
20. There is a projected overspend in City Operations, which is principally connected with the Leisure ADM savings shortfall; removing this deficit from consideration leaves an overall underspend. Reductions in maintenance costs, as well as income from several areas including travel reimbursement and planning fees, have helped to mitigate the directorate's shortfalls.

Communities, Housing and Customer Services

21. Although the target for Disabled Facilities Grants has been met, and there has been a decrease of 42 days since Quarter 4, the position will be kept under close review. It is recognised that there are several more complex adaptations in the schedule of works still to be completed and these may affect future performance.
22. The level of Vacant Local Authority stock has improved and exceeded its target. However, work in relation to voids currently takes place in different areas and this will be brought together in one place to streamline the process and make it more effective.
23. The new PI measuring interventions provided by the outreach service within 3 working days of a report of rough sleeping met its target of 100%. As the service develops, alternative outcomes-based measures will be introduced. The number of rough sleepers has increased - up to the end of June there were 50, up from 41 in the same period last year and 35 the year before. The Council has undertaken a full analysis of rough sleepers and monitors this on a weekly basis. The service is also working closely with third sector partners and has an action plan in place, concentrating on new-to-the-streets outreach referrals, reconnections and diversionary work.
24. To address the impact of Welfare Reform, an action plan has been developed to address restrictions on social housing rents, a Benefit Cap working group has been established and a wide range of support is available through Hubs. Reduction in the advice budget is being managed and the potential negative impact has therefore been minimised.
25. The realisation of savings associated with the Alarm Receiving Centre has been delayed due to challenges signing up to the Public Sector Broadband Aggregation network. However, a full business plan is in place to progress income opportunities.
26. In addition to the financial impact of the delayed implementation of the Alarm Receiving Centre, budget pressures are also being felt as a result of the roll-out of the Libraries and Hubs strategy. These shortfalls are mitigated by factors including additional income from renovation grants and savings on staff and supplies budgets.

Economic Development

27. Work is underway with developers and advisors to finalise a funding package for the agreed design of the new Bus Station within the wider context of the Central Square vision. Planning will be progressed in Quarter 3 with a start on site scheduled for Quarter 4.
28. Cardiff Castle's income is slightly down from Quarter 1 last year but has still met the quarterly target. In order to increase footfall and income at Cardiff Castle, different options for an 'invest to save' family attraction are being reviewed.

29. A significant overspend has been accrued in relation to Office Rationalisation and the delay in vacating the Global Link building, with further pressures expected within Major Projects. These are, however, offset by additional income from functions and advertising, as well as an underspend on Workshop NDR costs. The New Theatre and St. David's Hall are currently projecting a balanced position, which will be closely monitored as the Arts and Cultural Venues ADM evolves through the year.
30. The newly-formed Commercial Services has achieved a balanced financial position despite shortfalls against savings in digitalisation and vehicle rationalisation and also increased operating costs for recycling.

Education and Lifelong Learning

31. Provisional 2016 results show a narrowing of the gap in achievement between pupils receiving Free School Meals (FSM) and pupils who do not at Foundation Phase and Key Stages 2 and 3. At Key Stage 4, the Level 2+ indicator is likely to increase for FSM pupils but not by enough to meet the 2016 target.
32. Cardiff schools have typically focused on improving achievement of Level 2+ (5 GCSEs A* to C, including English or Welsh and Maths). This approach has had an impact on more vulnerable pupils who might be aiming for the Level 1 threshold (5 or more GCSEs at any grade or vocational equivalent) or Level 2 threshold (5 or more GCSEs at grade C or above in any subject or vocational equivalent). Following GCSE results this summer, the Head of Achievement and Inclusion and the Consortium's Challenge Advisors will ensure that broader curriculum options are available for pupils. Partnership Inclusion Officers (PIOs) will work with schools to ensure that pupils at Level 1 are monitored and receive appropriate curriculum offers.
33. Of the six Challenge Cymru Schools, two – Michaelston and Glyn Derw – are recognised as having complex issues. These have been amalgamated into one school, which is receiving key support from Education. Eastern High, one of the four other Challenge Cymru Schools, has made progress under a new head teacher and the school will move to its new premises in September 2017. All Challenge Cymru schools have an Advisor from Welsh Government. They also have an Accelerated Improvement Board and Plan to increase performance.
34. Integrated working will be established between Education, Social Services, Careers Wales and other partners to ensure that Year 11 leavers identified as at risk of becoming NEET (Not in Education, Employment or Training) are tracked over the summer and effectively supported.
35. Education has a projected balanced position despite savings shortfalls, which relate predominantly to Out of County placements and education outside the school environment. An increase in Schools Catering income and identification of alternative funding sources have alleviated the directorate's deficit.

Governance and Legal Services

36. The Welsh Language Standards Annual Report was approved and published by 30th June as required. The Council has raised awareness of the new Welsh language standards and encouraged Welsh language training for staff across the organisation.
37. Unachieved savings targets from previous years have significantly contributed to the current projected overspend in Governance and Legal Services. This shortfall is partially offset by staff vacancies, including the interim Monitoring Officer arrangements.

Resources

38. Although the PI for the *Percentage of Freedom of Information (FOI) requests meeting the statutory deadline* is rated at Amber, having narrowly missed its target, it has improved significantly from Quarter 1 last year. In particular, compliance for multi-function FOI requests has increased from 62% in Quarter 1 of last year to 82% this year, following streamlining of the process. The Information Management Team will be looking at further ways of improving management of requests in Quarter 2.
39. Collection of both Council Tax and Non-Domestic Rates are classified as Amber but the quarterly targets for these were only narrowly missed. It is acknowledged that some businesses' capacities to pay are uncertain so a risk-based focus on the customer base is operated.
40. Although Resources has experienced savings shortfalls and increased employee costs in Finance and Health & Safety, these are balanced by savings associated with staff vacancies in Human Resources and Performance & Partnerships, resulting in a projected underspend overall.

Social Services

41. Although performance on Delayed Transfers of Care (DToCs) has improved, Social Services continues to work with health partners in light of current projections indicating potential issues during a winter demand increase. As immediate mitigation for the forthcoming winter, a Bridging Team is being established, financed by the successful Intermediate Care Fund bid, to enhance the Community Resource Team's capacity to prevent DToC figures spiking.
42. Demand has increased in Children's Services, with the average social worker caseload now at 18.5, compared to 17.9 at the start of Quarter 1. Furthermore, these cases are increasingly complex, as reflected by the increase in looked after children from 644 to 681 within Quarter 1.
43. The Multi-Agency Safeguarding Hub (MASH) will help to address some of the increase in Children's Services cases. They worked with partners at South

Wales Police to put in additional resources in June 2016 to risk assess and review a backlog of PPNs (referral forms).

44. Both Adults' and Children's Services have projected overspends that are largely attributable to savings shortfalls but also additional factors. Rising costs in domiciliary and nursing care have partly been offset by lower than anticipated demand in residential care and Deprivation of Liberty Safeguards. Some mitigations have also been identified in Children's Services against costs including external placements and agency spend.

Reason for Recommendation

45. To ensure that improvements are made, to allow the culture of managing performance to embed within services and to ensure clear accountabilities are established for the performance of service areas.

Financial Implications

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

Legal Implications

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

HR Implications

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

RECOMMENDATION

The Cabinet is recommended to note the current position regarding performance, the delivery of key commitments and priorities as at Quarter 1, and the action being taken to address areas of concern.

CHRISTINE SALTER
Corporate Director
9 September 2016

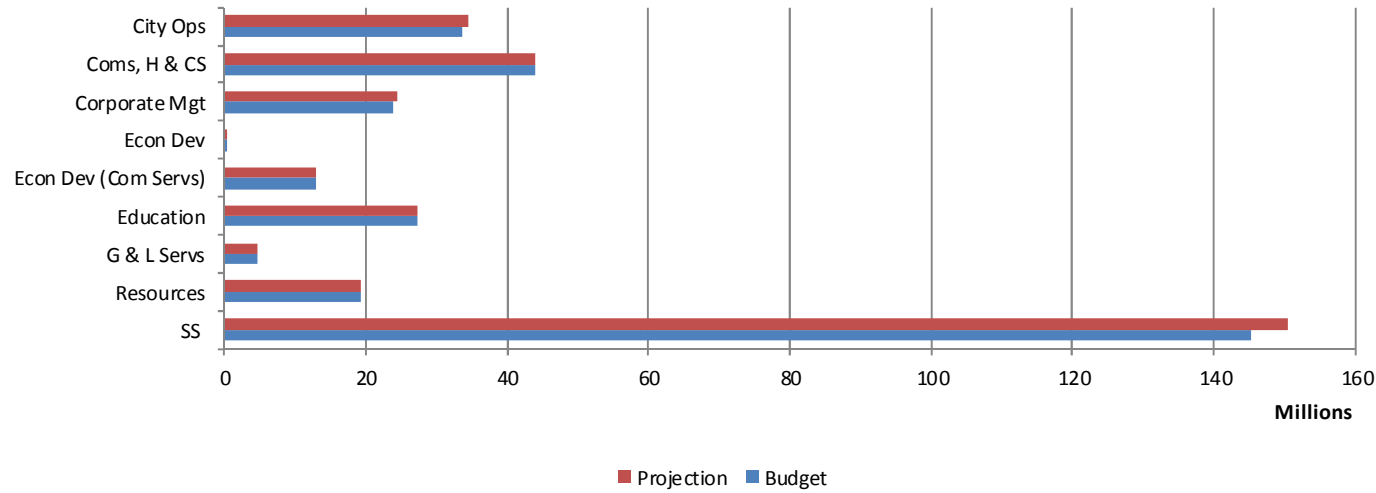
The following appendix is attached:

Appendix A - 2016-17 Quarter 1 Performance Report

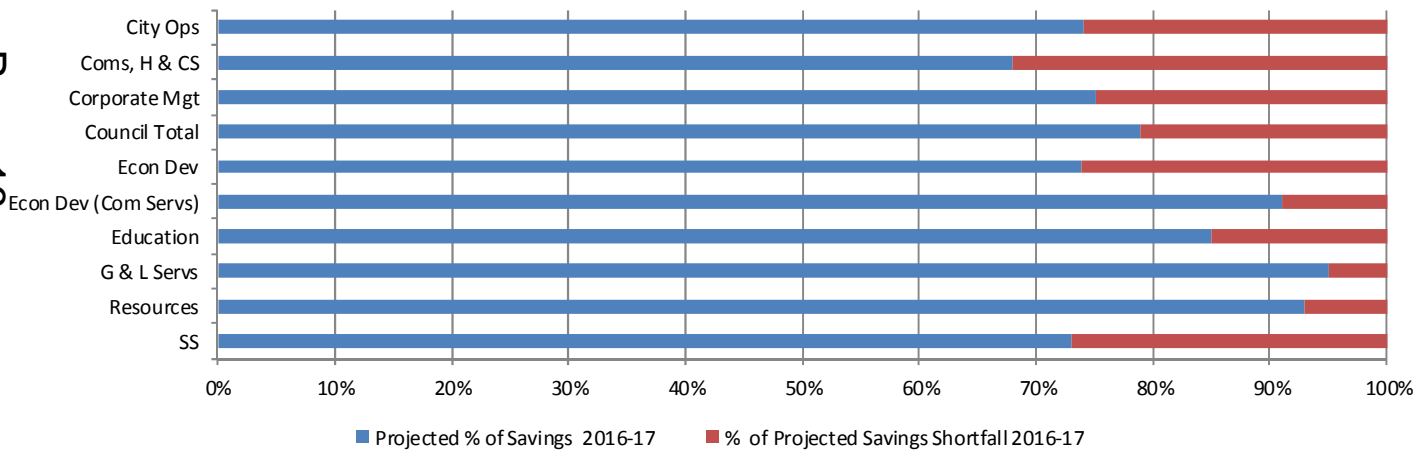
Council Overview Scorecard Quarter 1 2016-17

Financial - tracking financial success and value

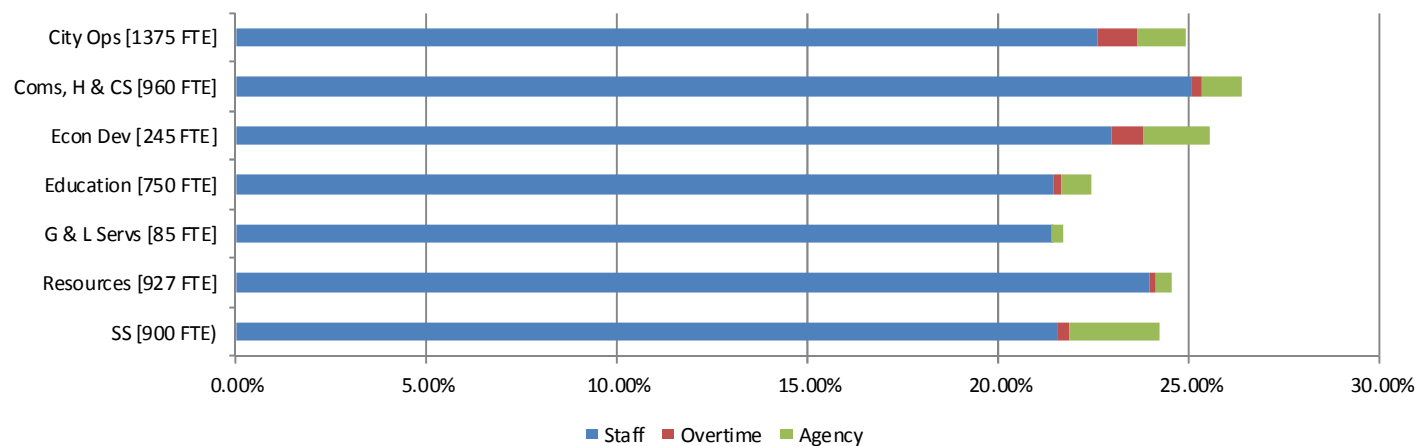
Projected Budget Outturn 2016-17



Percentage of Projected Savings 2016-17



Staff Budgets, Overtime & Agency



The table above represents the percentage spend for Quarter 1

Customer - clarifying and adding value to the customer

Social Media

Twitter
 59,030 followers @cardiffcouncil
 2,029 followers @cyngorcaerdydd
 6,505 Likes on Facebook



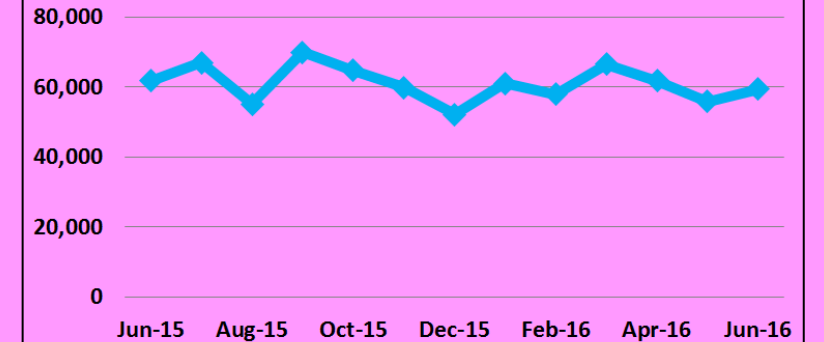
During Q1 there were **618,735** visits to Library & Hubs across the City

Calls to Connect Centre remain high with additional calls in Q1 in relation to the Referendum, Assembly Elections and PCC Elections.

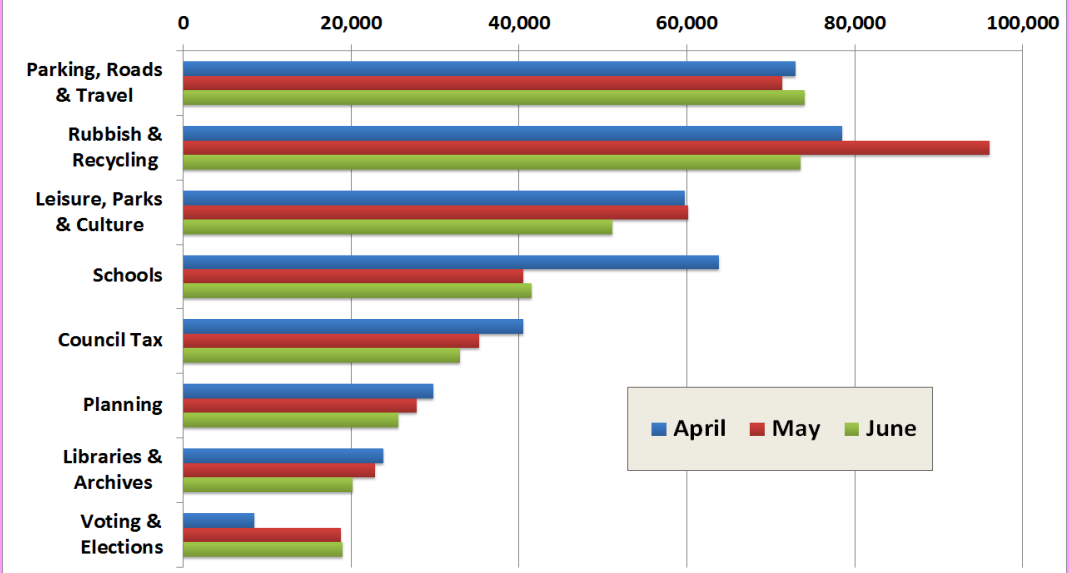
Customer Satisfaction Levels Q1

Visitors to Hubs : **100%**
 Callers to C2C : English - **96%** Welsh - **100%**
 Repair Reporting Line : **91%**
 (other areas to be developed in Q2)
 The council received **237** compliments

Calls to Connect to Cardiff



Most visited areas on the Cardiff.gov.uk



In May & June, **Czech** was the most popular language the website was translated into

Complaints

During Quarter 1 the 425 Complaints were logged, of which **94%** were responded to within 20 days

Information Requests

There has been a 10% increase in overall compliance for Information Requests from 78% to 88% and an increase in multi-function requests from 62% to 82%

Council Overview Scorecard Quarter 1 2016-17

Internal Processes - transforming the way that we do things

Enabling & Commissioning Services

This portfolio will establish Council-wide measures to support effective delivery and cost reduction across all directorates.

↑ 10 Green

↓ 3 Amber/Green

→ 5 Red/Amber

→ 0 Red

Reshaping Services

Reshaping Services will exploit enabling technologies and develop working practices to facilitate the reshaping of key services across the Council.

Its aim is to better understand and manage customer demand, re-align services and functions that are currently delivered across a number of service silos, and deliver services at a reduced cost in order that they are sustainable within the tough financial climate.

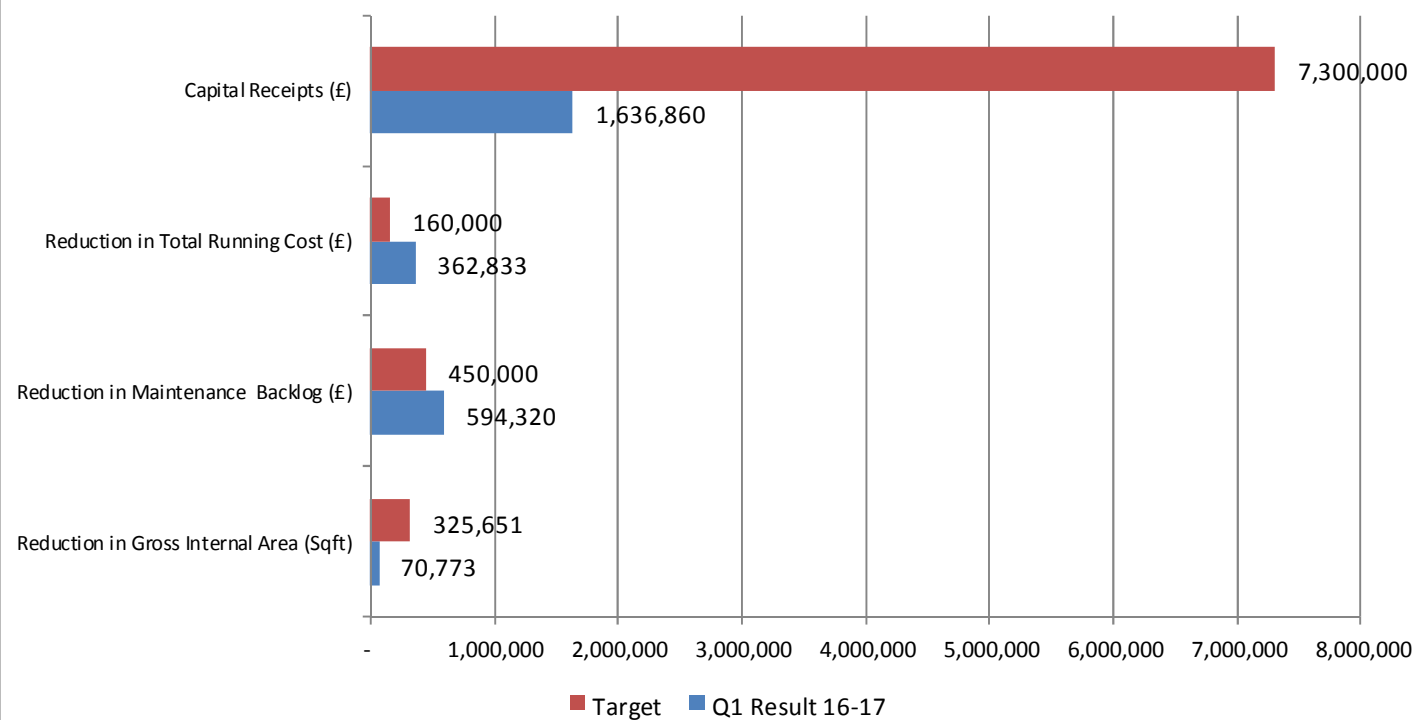
↑ 7 Green

↓ 7 Amber/Green

↑ 1 Red/Amber

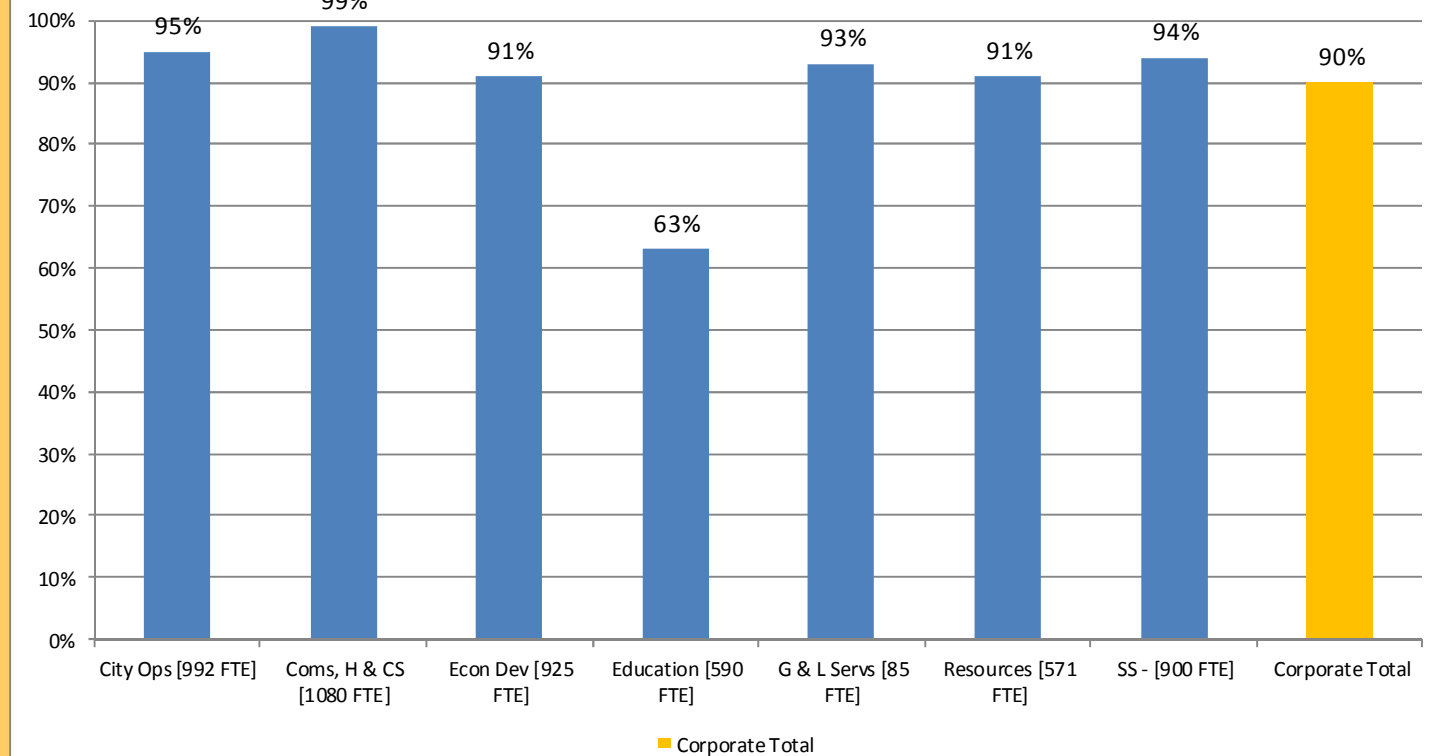
→ 1 Red

Corporate Asset Management 2016-17

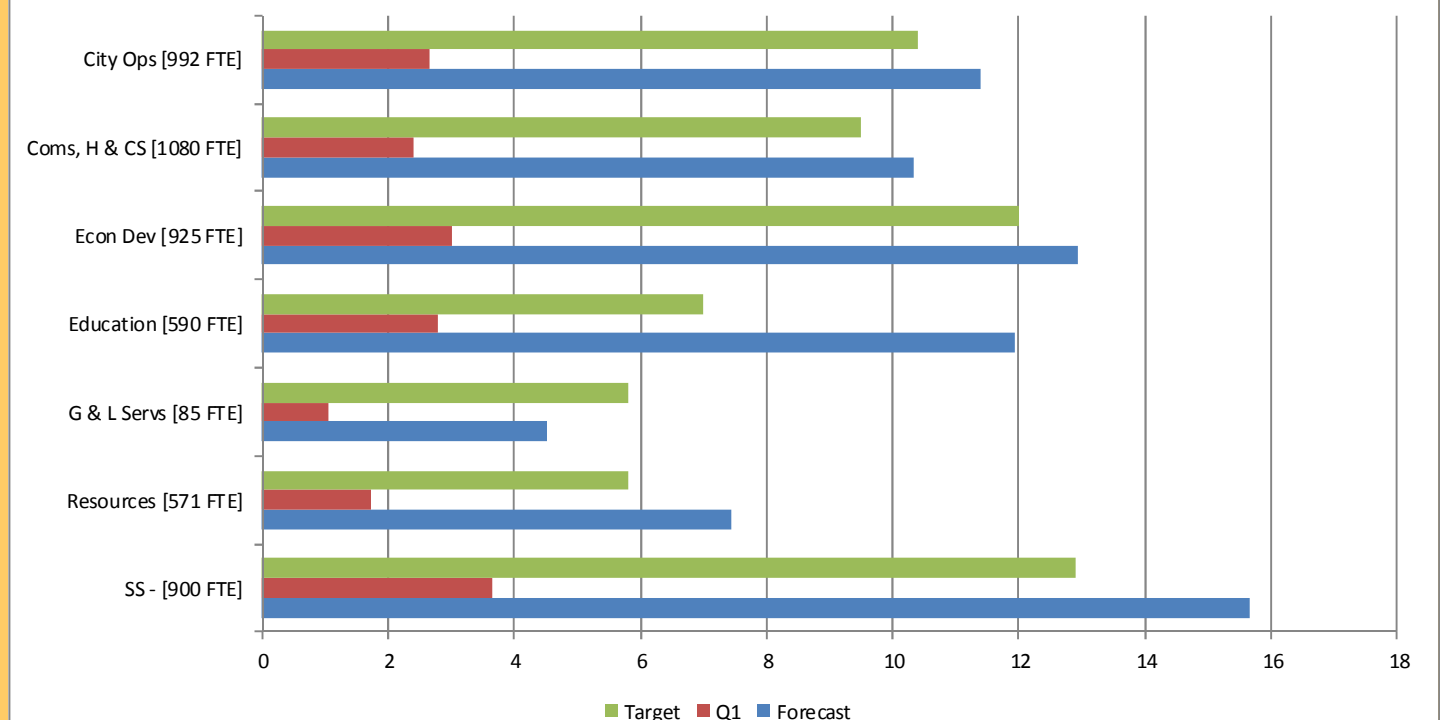


Learning & Growth - inspired, competent, engaged & aligned workforce

PPDR - Initiation of Objectives



Sickness Absence - FTE Days Lost Per Person

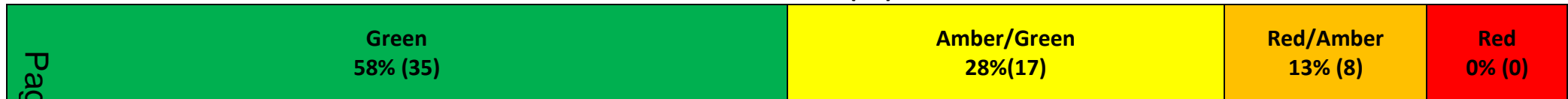


90% of Return to Work Interviews have been completed across the organisation

Q1 Delivery and Performance Report 2016-17

Performance against Commitments in the Corporate Plan 2016-17

Q1 2016-17 – (60)



Page 18

Performance against Performance Indicators included in this report

Q1 2016-17 – (54)



*Including 6 (11%) being used to set a baseline and 2 (4%) are annual indicators

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Quarter 1 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

Q1 Measures

Performance Indicators (Total: 17)

Performance Indicator	Q1 2016-17	Target 2016-17	Q1 2015-16	Q4 2015-16	Outturn 2015-16	RAG	Commentary
PLA/004 (a) - The percentage of major planning applications determined during the year within 13 weeks	37.5%	25%	11.76%	21.43%	12%	G	A wide range of improvement measures are currently being developed and rolled out within the Planning Service as part of an inaugural Business Plan which has been prepared for the Service for 2016/17. The results therefore reflect the full range of measures including enhanced performance management arrangements/new weekly & monthly reporting mechanisms, reviewing reporting anomalies, improving existing systems and processes and developing new ways of working.
PLA/004 (c) - The percentage of householder planning applications determined during the year within 8 weeks	80.8%	80%	64.72%	79.02%	71.4%	G	As above
PPN/009 - The percentage of food establishments which are 'broadly compliant' with food hygiene standards	93.5%	92%	93.03%	93%	93%	G	
THS/007 - The percentage of adults aged 60+ who hold a concessionary bus pass	92.1%	94%	93.74%	96.50%	96.5%	A	Potentially there may a greater number of those age over 60 who have good access to private transport now and they maybe more resistant to using public transport and very unlikely to take up entitlement to the free bus pass. Also improvements have been made to ensuring data on those who have passed away is used to delete passholders on the database. Opportunities for more publicity for applying for bus passes will be explored.

NB 17 Performance Indicators are included in the Directorate Delivery Plan; 8 are annual and 9 are of a quarterly collection frequency, of which 5 results are awaiting validation, the remainder are included above.

Quarter 1 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

Progress against Performance Indicators (Corporate & Delivery Plans) (Total Reported 4)

RAG	Red %	Amber %	Green %	Notes
Q1	0	25% (1)	75% (3)	See note above
Q2				
Q3				
Q4				

Q1 Priorities

Corporate Plan Priorities						RAG
Priority 3 - Creating more and better paid jobs						
Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
3.2 Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure	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.	Summary provided by Economic Development.	A/G			
	Support Welsh Government and other stakeholders in the formulation of proposals to develop the Cardiff City Region Metro	The Council is in communication with Welsh Government officials; clarification is being sought regarding the technical scope of the Metro project (mode of operation) and arrangements/timetable for franchising and future governance.	A/G			
	Approve a new Cardiff City Transport Strategy following public consultation and stakeholder engagement by October 2016	Draft Strategy prepared following internal officer consultation; this will be considered at September Cabinet. Public engagement will follow in Quarter 3 - October/November 2016.	A/G			
	Deliver first phase of the Action Plan for Cardiff Bay by December 2016	On programme, outline plan agreed	G			
	Work with neighbouring Local Authorities and other relevant stakeholders to prepare a Strategic Development Plan (SDP) for the Cardiff Capital Region by 2021	Discussions taking place with relevant authorities, on programme	A/G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

Page 22	<p>Establish a strategy for asset maintenance and renewal within the new City Operations Directorate by October 2016</p>	<p>The Asset Investment Strategy has been presented at the Investment Review Board, Informal Cabinet and Scrutiny. Agreement has been reached to further develop the funding strategy between City Operations and Corporate Finance Senior Managers – meetings have commenced and plans are being developed. Should the additional funding strategy not be achievable, Capital Annual Sums and Specifics Schemes Templates have been submitted to identify areas of specific financial pressure.</p>	A/G			
	<p>Develop a Cardiff Cycle Strategy, benchmarked against European best practice, by December 2016</p>	<p>Gehl Architects commissioned to assist with development of Cycle Strategy and stakeholder workshops facilitated by Gehl have been undertaken with key internal and external stakeholders. Stage 1 of the package of work to deliver the Integrated Network Map has been completed, setting out a review of Strategic Cycle Network Map routes and work required to bring them up to Welsh Government Active Travel standards.</p>	G			

Priority 4 – Working together to transform services

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress/Issues/Mitigating Actions	Q1	Q2	Q3	Q4
4.1 Communities and partners are actively involved in the design, delivery and improvement of highly valued services	<p>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</p>	<p>Proposed process being worked up, on programme</p>	G			
	<p>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</p>	<p>Cabinet will be considering a proposal for the Council to enter into a partnership with a not-for-profit social enterprise to deliver leisure services, Greenwich Leisure Limited (GLL). This will ensure that all of the</p>	A/G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

Page 23		city's leisure centres remain open and continue to be invested in, with safeguards also being put in place to protect jobs, staff terms and conditions, staff pensions, service provision and the level of charges for use of these facilities. This proposed new way of working is not unusual for leisure services, especially in Wales, as all local authorities look at new ways to deliver these non-statutory services in innovative ways.			
	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	On 16th June, Cabinet approved that the Modified In-House model would be adopted for the delivery of the services within scope of the Infrastructure Services project. The model comprises two complementary programmes of change: Cardiff Commercial Services and Neighbourhood Services. These programmes of change were implemented immediately after the Cabinet meeting.	G		
	Implement service changes for Cardiff to enable the Council to exceed its statutory recycling target (58%) by March 2017	Arrangements are now in place for carpet and mattress recycling from the HWRCs. The recycling of these materials will begin in July.	A/G		

Progress against Corporate Plan Commitments (Part 1) total: 11

RAG	Red %	Red/Amber %	Amber/Green %	Green %
Q1	0	0	60% (6)	40% (4)
Q2				
Q3				
Q4				

Progress against Directorate Core Business Actions (Part 2) total: 33

RAG	Red %	Red/Amber %	Amber/Green %	Green %
Q1	0	18% (6)	39% (13)	43% (14)
Q2				
Q3				
Q4				

Quarter 1 2016-17 Directorate Performance Report

Directorate: City Operations	Director: Andrew Gregory	Number Employees (FTE): 992	Cabinet Members: Cllrs Patel, Derbyshire, Bradbury
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Directorate Priorities - other than those included in Corporate Plan (Max. five)		RAG			
Priority	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Budgets – deliver and define balanced budget for 2016-17	Regular meetings being held to help mitigate with key support from teams and financial staff	R/A			
Define revised Neighbourhood Services model	Team set up and meeting weekly to help define new model	R/A			
Take forward service integration approach for digital, back office, enforcement	Rationalisation started with back office, projects commenced for digital and enforcement	R/A			

Q1 Challenges & Achievements

Key Challenges faced by Directorate (Max. five)		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
Outlined in commitments and priorities as above					
Key Achievements (Good News and Successes) (Max. five)					
Neighbourhood Services moving forward as a result of ADM infrastructure Cabinet Decision					
Delivered balanced budget for 2015-16					

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Quarter 1 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services	Director: Sarah McGill	Number Employees (FTE): 1080	Cabinet Members: Cllrs Elsmore, Bradbury, De'Ath, Hinchey, Bale
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Q1 Measures

Performance Indicators (those included in Corporate & Delivery Plans) (Total 56)

Performance Indicator	Q1 2016-17	Target 2016-17	Q1 2015-16	Q4 2015-16	Outturn 2015-16	RAG	Commentary
Number of Landlords in Wales registered with Rent Smart Wales	13,759	26,000	New	New	New	G	Good performance with an average of 1,158 additional landlords registering per month.
Percentage of Commercial Landlord Agents licensed with Rent Smart Wales	5.63%	Q1 – 5% Q2 – 10% Q3 – 15% Q4 – 30%	New	New	New	G	The impact of delayed implementation of enforcement measures until 23rd November was greater than expected, however we are currently seeing a significant increase in the number of applications received on a weekly basis.
The Number of visitors to Libraries and Hubs across the City	618,735	Q1 – 500,000 Q2 – 1,000,000 Q3 – 1,500,000 Q4 – 3,100	429,964	3,068,228	3,068,228	G	This is excellent performance and demonstrates the success of the Libraries Strategy and Hubs Programme.
Percentage of Telecare calls resulting in an ambulance being called out	6%	10%	7%	6%	7%	G	Continued good performance and shows the impact the service is having on reducing demands place on Health.
Percentage of cases where alternative solutions were found by an Independent Living Visiting Officer that did not result in a referral through to Social Care	90%	45%	New	New	New	G	New service performing significantly better than anticipated at the time the target was set.

Quarter 1 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services
Director: Sarah McGill
Number Employees (FTE): 1080
Cabinet Members: Cllrs Elsmore, Bradbury, De'Ath, Hinchey, Bale

Performance Indicator	2016-17 Q1	Target 2016-17	2015-16 Q1	2015-16 Q4	Outturn 2015-16	RAG	Commentary
Percentage of new service requests to be managed within Independent Living Services as opposed to Social Care	43%	50%	New	New	New	R	The implementation of the Social Services & Well-being Act from 6th April impacted on the Independent Living team's performance. Immediate measures have been put in place; performance has shown improvements through June and an improved Q2 result is anticipated
Percentage of interventions provided by the outreach service within 3 working days of a report of rough sleeping	100%	100%	New	New	New	G	New PI and excellent performance. As the service develops alternative outcomes based measures to be developed.
Percentage of customers who agreed with the statement "Overall the Hub met my requirements/I got what I needed"	100%	90%	100%	100%	99.8%	G	Excellent customer satisfaction, especially when linked to visitor numbers it demonstrated the success of the Hubs.
Additional weekly benefit awarded to clients of the City Centre Advice Team	£3,468,280	£10m	£2,014,781	£2,257,127	£9,797,432	G	A key indicator in measuring the impact that the money advice team are having in Cardiff.
Number of customers supported and assisted with their claims for Universal Credit	142	400	New	New	New	G	New Indicator that measures the demand/impact that UC changes is having. This along with a suite of indicators is being used to monitor whether the support provided to UC customers appropriate.
The average number of calendar days taken to deliver a Disabled Facilities Grant (from first contact to payment date)	215	200	214	257	247	G	There has been a decrease of over 40 days since Quarter 4, although a number of larger works are still to be completed, which will impact on the performance figures when finished.

Progress against Performance Indicators (Corporate & Delivery Plans) 11 Reported

Q1	Red (1)	Amber (0)	Green (10)	Q2	Red	Amber	Green	Q3	Red	Amber	Green	Q4	Red	Amber	Green
	9.1%	0%	90.9%												

Quarter 1 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services	Director: Sarah McGill	Number Employees (FTE): 1080	Cabinet Members: Cllrs Elsmore, Bradbury, De'Ath, Hinchey, Bale
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Q1 Priorities

Corporate Plan Priorities RAG

Priority 1: Better Education and Skills for All

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Improvement Objective 1.3: Adult Learners Achieve their Potential	CHCSCP1: 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.	Current figures suggest a success rate of just over 90% for Terms 1 and 2 so far. Up to the period 2014-15, overall each provider from the CVCLP Partnership has seen a positive increase in the number of enrolments from Communities First areas. Cardiff Council showed an overall increase of 44%. While currently showing as 48% compared to 65% in 2014-15 (full year), Term 3 figures for 2015-16 should make the difference in order to reach the target of 65%.	G/A			
	CHCSCP2: By March 2017, the Into Work service will: <ul style="list-style-type: none"> • Offer taster sessions in different employment sectors • Hold two 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. 	Monthly training timetables are based around the jobs currently available across the City. Quarter 1 focussed its training on the hospitality sector, concentrating on offering different levels of Food Safety training and Customer Service qualifications. Senior Advisors have made contact with recruiting employers, including Wilko and Premier Inn, to establish training needs. Monthly training timetables will be altered accordingly to meet labour market needs.	G			

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Priority 2: Supporting Vulnerable People

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress/Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Improvement Objective 2.1: People at Risk in Cardiff are Safeguarded	CHCSCP3: Implement a fully re-commissioned domestic violence support service to meet the requirements of new legislation, which ensures more integrated provision by	Discussions held with key stakeholders in terms of funding and strategic direction. Procurement process initiated with Sell2Wales advert published and consultation events arranged. Data gathering	G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services
Director: Sarah McGill
Number Employees (FTE): 1080
Cabinet Members: Cllrs Elsmore, Bradbury, De’Ath, Hinchey, Bale

	March 2017.	exercise initiated to inform the Needs Assessment.			
Improvement Objective 2.2: People in Cardiff have Access to Good Quality Housing Page 28	CHCSCP4: 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.	All resident consultation completed and planning applications have been submitted for Braunton/Clevedon and Willowbrook West sites.	G		
	CHCSCP5: 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 and council house building programmes.	A total of 8 new potential development sites have been identified so far. A housing land ‘protocol’ agreed with Strategic Estates to help identify more development sites and funding parameters. Resourcing and use of consultants for scheme concept design has been agreed.	G		
	CHCSCP6: 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.	A Benefit Cap working group has been established with a wide range of partners and an action plan developed; sub-groups have been set up to deliver the plan. Information regarding affected families has been shared with the relevant RSLs so that they can provide advice and assistance. Help is available in the Hubs for those claiming Universal Credit. The Council’s Money Advice team continues to provide personal budgeting support for claimants referred from the Job Centre and other partners. The Into Work advice team provides support to make and maintain Universal Credit claims. An action plan has been developed with our partners in response to the restrictions on social housing rents and regular meetings have commenced.	G		
Improvement Objective 2.2: People in Cardiff have Access to Good Quality Housing	CHCSCP7: Promote the Rent Smart Wales service to communicate the new requirements on landlords and agents, and review related processes in preparation for the implementation of the enforcement provisions in November 2016.	New campaign plan for 2016-17 has been developed in conjunction with our contractor and will be launched on 11th July with a ministerial visit.	G		
	CHCSCP8: Through working in partnership, engage with	Engagement work continues with rough sleepers and partner	G		

Quarter 1 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services
Director: Sarah McGill
Number Employees (FTE): 1080
Cabinet Members: Cllrs Elsmore, Bradbury, De'Ath, Hinchey, Bale

	Rough Sleepers in the city to support them to find suitable accommodation.	agencies to reduce rough sleeping. Meetings are being held in Quarter 2 with Welsh Government and a homelessness charity to discuss plans for a successful £1 million funding bid to address rough sleeping in Wales. Work continues with statutory agencies to address these issues.				
	CHCSCP9: Review the management of accommodation used by Homelessness Services by March 2017.	Work has commenced analysing data in this area. Agreements for the payment of voids are in the process of being reviewed to ensure consistency.	G			
Improvement Objective 2.3: People in Cardiff are Supported to Live Independently	CHCSCP10: Promote and increase the number of adults using the new First Point of Contact 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.	A series of meetings have taken place with partners with more planned for the near future. In addition, a partnership workshop took place to establish a more strategic approach to integrated working with a view to seamless referrals from GPs to Independent Living Services.	G			
	CHCSCP11: Work with our health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital by 2017.	The Housing Resettlement Officer now attends a Multi-disciplinary Team on four major wards; their purpose is to support access to Stepdown accommodation and, where appropriate, help facilitate DTOC and discharge.	G			

Corporate Plan Priorities

RAG

Priority 4: Working Together to Transform Services

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Improvement Objective 4.1: Communities and Partners are Actively Involved in the Design, Delivery and Improvement of Highly Valued Services	CHCSCP12: Progress the agreed Community Hubs development programme by delivering new Hubs in: <ul style="list-style-type: none"> Fairwater by June 2016 Splott by October 2016 Llanedeyrn by December 2016 Llandaff North by January 2017 Agreeing plans for Llanishen and St Mellons Phase 2 Hubs by July 2016. 	Construction work on the Fairwater Hub was completed in May and the building re-opened to the public.	G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services	Director: Sarah McGill	Number Employees (FTE): 1080	Cabinet Members: Cllrs Elsmore, Bradbury, De'Ath, Hinchey, Bale
	CHCSCP13: Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018.	The system performance levels are under investigation with involvement from the supplier and implementation partner to optimise performance. Further discussions will take place in Quarter 2 on the progress made following this work.	
			R/A

Directorate Priorities - other than those included in Corporate Plan		RAG			
Priority	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Relocation of Local Studies and Library Stock Support and progression of Stock Management strategy.	Following a positive public consultation the decision to create a Heritage Library within Cathays Branch Library has been agreed and published. HR processes will be implemented in Quarter 2 and full design work undertaken. The Advisory Group has continued to meet during Quarter 1 and draft recommendations are currently being considered by the group.	A/G			
The continuous development of the Connect2Cardiff (C2C) service, including: Expansion of service provided on behalf of Civil Parking Enforcement to include meter fault reports and act as a point of contact for recovery-led payments for parking related debut recovery.	C2C are now operating as the first point of contact for all on-street parking meter faults. Call volumes will continue to be closely monitored but at this point no additional staff are required to deal with the calls, which have been absorbed comfortably into the existing service provided for Civil Parking Enforcement. Similarly, C2C are now answering queries and taking full/part payments for fines generated as a result of a parking and moving traffic contravention. Currently C2C are NOT negotiating repayment agreements and offer to transfer/arrange a call-back via Recovery in these cases. This was agreed on a six-month trial, with a review of volumes and processes due in August.	G			
Investigate income generation within the Caretaking Services Section, offering clearing/cleaning services to other sections including the private rented section.	The Caretaking team is carrying out work for Cleansing within the city centre and continue to take on other work as it is requested. They are also assisting with filming requests which generates income via location fees.	G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services
Director: Sarah McGill
Number Employees (FTE): 1080
Cabinet Members: Cllrs Elsmore, Bradbury, De'Ath, Hinchey, Bale

Review and improve void property management arrangements	The quick turnaround project has been expanded and all properties are visited whilst on notice as long as access can be gained. A review of forms completed has also taken place and is being implemented. There has been a meeting with contractors and a review of working practices, with new process developed, including joint post inspections. Reports are being reviewed to capture more data. Despite some progress, void turnaround times continue to be of concern; structures are currently being looked at to being in new ways of working.	R/A			
Commence agile working for technical staff across all teams, with a view to eventually rolling out mobile working and scheduling.	Hardware has been procured and is in use by the technical teams.	G			

Progress against Corporate Plan Commitments (Part 1) total: 13

Q1	R (0)	R/A (1) 7.5%	A/G (1) 7.5%	G (11) 85%	Q2	R	R/A	A/G	G	Q3	R	R/A	A/G	G	Q4	R	R/A	A/G	G
Progress against Delivery Plan Commitments (Part 2) total: 53																			
Q1	R (0)	R/A (2) 4%	A/G (5) 9%	G (46) 87%	Q2	R	R/A	A/G	G	Q3	R	R/A	A/G	G	Q4	R	R/A	A/G	G

Q1 Challenges & Achievements

Key Challenges faced by Directorate		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
Welfare Reform	An action plan has been developed to address restrictions on social housing rents, a Benefit Cap working group has been established and a wide range of support is available through Hubs.	R			
Alarm Receiving Centre - challenging PSBA timelines with Welsh Government	A meeting has been arranged with Welsh Government to address issues.	A/G			
Continued increase in demand on front-facing customer services and telephony	Work is ongoing to further develop web access to council services, to encourage channel shift; in June 76.6% of requests for waste caddies and replacement recycling bags were made online.	A/G			
Four Red Delivery Plan Performance Indicators	Work is ongoing to address these issues, particularly call queues for C2C and the repair reporting line. Rota adjustments have been made and senior officer presence on the floor is starting to take effect.	R/A			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services

Director: Sarah McGill

Number Employees (FTE): 1080

Cabinet Members: Cllrs Elsmore, Bradbury, De'Ath, Hinchey, Bale

Key Achievements (Good News and Successes)

Fairwater Hub – On Monday 16th May Fairwater Hub opened to the public following considerable refurbishment of the building that was Fairwater Library. The Hub provides Council and Partner agency services to residents in one accessible location, including a full Library service, a full Housing & Benefit service, Into Work advice, Communities First events and space for children's events, as well as meeting and interview rooms. The Hub also provides free Wi-Fi access and free phones to contact council and partner services.

Closer to Home – This Cardiff & Vale partnership supported living project aimed to deliver improved accommodation and support services for those with Learning Disabilities, Autistic Spectrum Disorder and other complex needs, within their local communities. The Housing Development team joined forces with the Disabled Facilities Team and Adults' Social Services to identify, plan, design and produce a Closer to Home Supported Living Scheme at Meteor Street in Cardiff. The development was completed in May and is now operational. The scheme is expected to deliver substantial year-on-year savings for Social Care, whilst keeping those in need of supported living accommodation within their local community.

Volunteering – There are currently 67 people engaged in volunteering within Housing & Communities Advice Services. More than 160 people have volunteered within the programme and nearly half of these have now returned to work after developing their skills through the programme.

Website – Website development continues and during Quarter 1 sites for the Harbour Authority, Storey Arms and Flying Start went live.

Telecare – Telecare Cardiff has been working to increase their customer base through promotion of the service. A rebranding was carried out over the past year, with the branding updated on the Telecare vehicles during Quarter 1. Telecare also joined forces with Cardiff Neighbourhood Watch to promote the importance of remaining safe and independent in your own home. The team is already receiving over 100 referrals a month and are confident this will further increase with partnership working and promotion.

Quarter 1 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 200 ED/925 including CS

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

Q1 Measures

Performance Indicators (those included in Corporate & Delivery Plans) (Total 26*)							
Performance Indicator	Q1 2016-17	Target 2016-17	Q1 2015-16	Q4 2015-16	Outturn 2015-16	RAG	Commentary
16. Number of Paid Attendances at St David's Hall and New Theatre	95,105	398,000 (105,775 for Q1)	94,275	156,761	444,756	R	Mitigating action: Tickets sold for both venues were adversely affected with the unexpected lack of uptake for the Festival of Voice team events in SDH and the New Theatre. The resultant below target figures for Q1 of 14,915 tickets sold was partly mitigated by better than targeted results in April and May. Ticket sales will be monitored on a weekly basis and with sales remaining strong in both venues it is hoped targets will be met by the end of the financial year
17. Retained Income For St David's Hall and New Theatre	304,841	£1,318,341 (£360,183 for Q1)	£408,515	£727,635	£2,045,951	R	Mitigating action: Tickets sold for both venues were adversely affected with the unexpected lack of uptake for the Festival of Voice team events in SDH and the New Theatre. The resultant below target figures for Q1 of £81,916 on the retained income was partly mitigated by better than targeted results in April and May. Retained income will be monitored on a weekly basis and with sales remaining strong in both venues the retained income targets should be met by the end of the financial year.
9. Grade A' office space committed for development in Cardiff Measuring sq ft of grade 'A' office space from commencement of development	156,600 sq ft	150,000 sq ft	180,000 sq ft	136,21 sq ft	316,211 sq ft	G	

Quarter 1 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 200 ED/925 including CS

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

10. New and safeguarded jobs in businesses supported by the Council, financially or otherwise	214	500	478	2,205	4,304	G	
6. Revenue savings delivered through Property Rationalisation	£445,418	£1.6m	n/a	n/a	£968,605	G	
12. City Centre Footfall	10.8m	40m	9.4m	7.6m	40m	G	
15. Cardiff Castle Total Income	£922,499	£3,105,000	£994,751	£562,516	£3,425,528	G	
CTS –Income generation	£24,000	£200,000 (£50,000 Q1)	£39,960	£142,364	£142,364	R	Additional income is yet to be received for the ATF, vehicle wash and Days Rental; this gives a Q1 income of approx. £24k, which is still a shortfall on the target for the year.
Cleaning - Income generation	£1.3m	£5.7m (£1.4m Q1)	£1.5m	£5.6m	£5.6m	A	This is a trading account and based on costs, the achievement of this target is dependent on the retention of business

*This excludes 9 annual performance indicators and PPDR and Sickness PIs for Economic Development which are included in the Corporate Overview Scorecard.

Progress against Performance Indicators (Corporate & Delivery Plans) total PIs reported 9

RAG	Red %	Amber %	Green %
Q1	33% (3)	11% (1)	56% (5)
Q2			
Q3			
Q4			

Q1 Priorities

Corporate Plan Priorities

RAG

Priority 3 - Creating more and better paid jobs

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
3.1 Cardiff has more	Facilitate growth in the Financial and Professional Service sector by working with partners to deliver 300,000 square feet of Grade	Planning application submitted for No 2 Central Square for 100k sq ft.	G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 200 ED/925 including CS

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

<p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 35</p>	<p>employment opportunities and higher value jobs</p>	<p>A office accommodation within the Cardiff Central Enterprise Zone by March 2018</p>	<p>Planning application to be submitted for Interchange building in Q3 providing a further 120k sq ft.</p> <p>Strong current pipeline of office enquiries including Government Property Unit requirement of 250k sq ft.</p>			
		<p>Deliver with partners a proposal to Central Government for a City Deal for Cardiff by March 2017, along with a subsequent programme for delivery</p>	<p>Establishment of new governance arrangements being progressed and dedicated staff appointed.</p> <p>Independent Growth Commission launched and due to report late autumn.</p>	G		
		<p>Implement a delivery strategy for regeneration of the city centre including progressing a planning application for a Multi-Purpose Arena by March 2017</p>	<p>A report to secure land for the delivery of the Multi-Purpose Arena project will be presented to Cabinet in Q3.</p>	G		
		<p>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</p>	<p>Draft masterplan for Civic Centre completed for consultation.</p> <p>Options appraisal for City Hall under development.</p>	G		
		<p>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</p>	<p>Draft masterplan for Cardiff Bay nearly completed.</p> <p>A developer for the Coal Exchange has been secured. Proposals to create a creative industries cluster at Porth Teigr being progressed including: potential 2nd phase of the GloWorks; proposal for the C Shed; options for the Dr Who building; and new meanwhile use development fronting Roath Basin.</p>	G		
		<p>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</p>	<p>Works to create a new consolidated car park facility on the Retail 3 site to commence in Q3.</p> <p>A review of the development plan has commenced with the</p>	G		

Quarter 1 2016-17 Directorate Performance Report

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		developer.				
3.2 Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure	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.	A comprehensive review of the mixed use scheme has been undertaken and options will be presented to Cabinet in July. A decision on the final funding approach will be taken by Cabinet in Q3. Planning will be progressed in Q3 with a start on site scheduled for Q4.	A/G			

Priority 4 – Working together to transform services

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress/Issues/Mitigating Actions	Q1	Q2	Q3	Q4
4.1 Communities and partners are actively involved in the design, delivery and improvement of highly-valued services	In line with the agreed commercialisation strategy, develop and implement a continuing programme of specific commercial opportunities to commence by October 2016	A decision was made at June cabinet in respect of the way forward for the ADM infrastructure as a modified in house model. This has set the path for the commercial strategy going forward. The board has met twice and outline action plans have been developed for CTS, FM and waste	R/A			
4.3 The City of Cardiff Council makes use of fewer, but better, buildings	Implement new Investment Estate arrangements in order to improve performance and returns by March 2017	New Investment Board established and commercial advisor appointed. Investment Strategy will be presented to Cabinet for agreement in Q3.	G			
	Implement annual Corporate Asset Management Plan by March 2017 to deliver £1.6m of revenue savings and £3.78m of capital receipts through Property Rationalisation	Corporate Asset Management Plan (CAMP) 2016-17 will be presented to Cabinet in July. Targets progressing on-track.	G			

Quarter 1 2016-17 Directorate Performance Report

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Complete Operational Estate utilisation review to guide future use of all assets and inform decision making by March 2017

Vacation of Global Link to be completed in Q2.

Draft business case to develop a single property management database system is being progressed and will be completed in Q3.

G

Directorate Priorities - Other than those included in Corporate Plan (Max five)

Priority	Progress /Issues/Mitigating Actions	RAG			
		Q1	Q2	Q3	Q4
Business Improvement District	Following 'Yes' vote, establish new organisation and the transition of the City Centre Management team in Q3.	G			
Sales and marketing restructure	OM appointed. Restructure on-going.	G			
Digital advertising strategy	First phase contracts close to completion. Second phase opportunities now being progressed with the market.	G			
Deliver UEFA Champions League 2017	Host city agreement now signed.	G			



Progress against Corporate Plan Commitments (Part 1) total: 9

RAG	Red %	Red/Amber %	Amber/Green %	Green %
Q1	0%	11% (1)	11% (1)	78% (7)
Q2				
Q3				
Q4				

Progress against Directorate Core Business Actions (Part 2) total: 9

RAG	Red %	Red/Amber %	Amber/Green %	Green %
Q1	0%	0%	11% (1)	89% (8)
Q2				
Q3				
Q4				

Q1 Challenges & Achievements

Key Challenges faced by Directorate (Max five)

Challenge	Mitigating Actions	RAG			
		Q1	Q2	Q3	Q4
Cultural Alternative Delivery Model	The procurement process has progressed to the final 'Invitation to Submit Final Tender' (ISFT) stage. The process is expected to deliver the outcomes the Council anticipated subject to final negotiations. Full handover of the facilities is expected to be completed within the current financial year.	A/ G			
Castle income and costs	Identify appropriate 'invest to save' family attraction to increase footfall and income by end Q4.	A/ G			

Quarter 1 2016-17 Directorate Performance Report

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Cabinet Members: Cllrs Bale, Bradbury, Hinchey

Catering income and costs	Undertake a comprehensive review of retail and functions catering and produce a strategy to reduce costs and increase income by end Q4.	A/ G			
Increase overnight stays and visitors	Prepare options for the establishment of a Tourism Management Organisation in Q3.	G			
Mansion House income and costs	Prepare a detailed plan for the future of the Mansion House by the end of Q4.	G			

Key Achievements (Good News and Successes) (Max five)

STEAM 2015 results show an increase in tourism visitor numbers (5%), economic impact of tourism (6.8%) and FTE jobs supported by tourism spend (8.3%) since 2014.

£100,000 awarded to complete two new tourism projects in 2016-17.

Successful delivery of the Euro 2016 Fanzone and Homecoming events.

New NatWest Entrepreneurial Spark business accelerator hub confirmed for No1 Central Square.

Local Organising committee for the Volvo Round the World Race 2018 has been established.

Q1 Corporate 2016-17 Directorate Performance Report

Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Number Employees (FTE): 594

Cabinet Member: Cllr Merry

Measures

Performance Indicators (selection from those included in the Corporate Plan and Cardiff 2020) (Total = 21)

Performance Indicator CP = Corporate Plan Indicator 2020 = Cardiff 2020 Indicator CS = Currently secure school figures (in year) P = Provisional result for academic year F= Final Result for academic year R = Real time figures	Q1 2016-17	Target 2016-17	Q1 2015-16	Q4 2015-16	Outturn 2015-16	RAG	Commentary
	Academic Year 2015-16 (June 2016)	Target Academic Year 2015-16	Academic Year 2014- 15 (June 2015)	Academic Year 2015-16 (March 2016)	Academic Year 2014-15 FINAL		
The percentage of pupils achieving Level 2+ threshold (5 GCSEs at A*- C, including a GCSE grade A*-C in English or Welsh first language and Mathematics) at Key Stage 4 (CP & 2020)	61.40% CS	65.00%	60.27% CS	56.29% CS	59.30% F	A	
The percentage of FSM pupils achieving the Level 2+ threshold at Key Stage 4 (CP & 2020)	35.95% CS	45.45%	29.53% CS	? CS	32.23% F	R	
The percentage of pupils achieving Level 2 threshold (5 GCSEs at A*- C) at Key Stage 4 (CP)	83.79% CS	87.08%	81.25% CS	78.42% CS	81.06% F	A	
The percentage of pupils achieving Level 1 threshold (5 GCSEs at Grade A- G) at Key Stage 4 (CP)	95.10% CS	97.81%	94.51% CS	94.33% CS	92.15% F	A	
The percentage of pupils achieving the Core Subject Indicator at the end of Key Stage 3 (CP)	86.60% P	85.00%	P	/	83.40% F	G	
The percentage of pupils achieving outcome 5 in the Foundation Phase Outcome Indicator (2020)	88.58% P	86.00%	P	/	86.73% F	G	
The percentage of pupils achieving the Core Subject Indicator at the end of Key Stage 2 (CP & 2020)	89.53% P	89.62%	P	75.26% CS	87.76% F	A	
The percentage of FSM pupils achieving the Core Subject Indicator at the end of Key Stage 2 (CP & 2020)	79.16% P	81.14%	P	? CS	76.74% F	A	
Attendance at primary school (CP & 2020)	95.08% P	95.4%	95.33% P	95.43% R	95.10% F	A	
Attendance at secondary school (CP & 2020)	94.18% P	95%	93.78% P	93.88% R	93.86% F	A	

Q1 Corporate 2016-17 Directorate Performance Report

Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Number Employees (FTE): 594

Cabinet Member: Cllr Merry

Progress against Performance Indicators (Corporate & Delivery Plans) 10 Reported

RAG	Red %	Amber %	Green %	Notes
Q1	10% (1)	70% (7)	20% (2)	
Q2				
Q3				
Q4				

Q1 Priorities

Corporate Plan Priorities

RAG

Priority: Better Education and Skills for all

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Every Cardiff school is a good school	Deliver the Schools Organisation Programme (SOP) including the completion of Band A investment projects by 31 March 2019	The SOP Capital Programme is progressing well. Willmott Dixon has been appointed to construct Eastern High and the Trowbridge campus is now demolished and cleared ready for construction to commence at the end of June. Morgan Sindell has been appointed to construct the three new primary schools across Cardiff with a successful bid of £13.5m, which was £4m below the expected level. The extensions at Coed Glas, Ysgol Y Wern and Adamsdown primaries are on time and budget for completion this August. The Master Planning of Band B of the Capital Investment has commenced with data being collected to prioritise schemes later in the year.	G			
	Contribute to the development of a regional 'Central South Wales networked learning community', run by schools, for September 2017, focused on improvements in the quality of leadership, teaching and learning	All schools in Cardiff are part of an accredited school improvement group or network. There are 55 learning and teaching programmes and 19 leadership programmes on offer across 26 schools. Phase 3 of the peer review programme commences autumn term 2016 for green, yellow and amber schools.	G			

Q1 Corporate 2016-17 Directorate Performance Report

Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Number Employees (FTE): 594

Cabinet Member: Cllr Merry

Corporate Plan Priorities

RAG

Priority: Better Education and Skills for all

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Page 41	Implement the requirements of the new curriculum for Wales - 'Successful Futures' - by September 2021, commencing with the introduction of the Digital Competence Framework (DCF) in all Cardiff schools by September 2016	Good progress has been made in raising awareness of the DCF in schools via a dedicated city-wide headteachers meeting. The LA is working collaboratively with schools and IT providers, via the Schools ICT Board, to further develop the 'Computing Unlocked' scheme of work so that it aligns with the Welsh Government's recently published draft DCF. Through consultation, headteachers have raised concerns regarding the suitability and sustainability of the current school ICT infrastructure.	A/G			
	Implement the new strategy framework for supporting children and young people with Additional Learning Needs (ALN), in accordance with the legislative framework, by 2021	The Welsh Government has confirmed that an ALN Reform Bill will be introduced in the forthcoming year. Preparatory work is in place, including an ongoing programme of training for headteachers and SENCos . Individual Development Plans (IDPs) are now used in place of statements for nursery-aged children with complex needs.	G			
	Turn around the performance of the minority of secondary schools that are causing concern by July 2018	The latest data submitted by schools shows that four out of the six Challenge Cymru schools are expecting improved outcomes this summer. The recruitment and appointment of a headteacher for the new secondary school in the West has been successfully completed.	R/A			
	Improve and sustain the expertise of Cardiff schools in mathematics and English, increasing capacity in teaching and learning at all levels	The mathematics strategy has been extended and communicated with all heads of department. One mathematics curriculum hub is developing a leadership programme to begin in the autumn term. All mathematics and English curriculum hub programmes feature improving the quality of teaching.	R/A			

Q1 Corporate 2016-17 Directorate Performance Report

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Number Employees (FTE): 594

Cabinet Member: Cllr Merry

Corporate Plan Priorities

RAG

Priority: Better Education and Skills for all

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Page 42		<p>The Key Stage 2 provisional results for mathematics at Level 4 are 91.3% (2015 89.9%) and English 91.0% (2015 89.9%). At Level 5 the equivalent figures are mathematics 45.0% (2015 42.4%) and English 44.5% (2015 40.9%).</p> <p>At Key Stage 4 the “currently secure” Level 2 mathematics figure in June 2016 was 66.6%, compared to a 2015 actual result of 63.2%. The equivalent figures for English are 71.6% and 71.9%.</p>				
	Address the persistent impact of poverty on attainment and the marked variations between schools in the attainment of Free School Meals (FSM) pupils	<p>The consortium collects and collates the attainment of FSM pupils by school.</p> <p>In 2016 provisional results for FSM pupils show that there has been a 3.2 ppt increase in the Foundation Phase Outcome Indicator, a 2.1 ppt increase in the Key Stage 2 Core Subject Indicator and a 4.4ppt increase in the Key Stage 3 Core Subject Indicator. This has led to a closing of the gap between the performance of FSM and non FSM pupils in these key stages. Currently secure figures at Key Stage 4 point to a likely increase in the Level 2+ indicator for FSM pupils but this increase is unlikely to be large enough for the 2016 target to be met.</p>	A/G			

Corporate Plan Priorities

Priority: Creating more jobs and better paid jobs

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress/Issues/Mitigating Actions	Q1	Q2	Q3	Q4
All young people make a successful transition into employment, education	<p>Improve multi agency arrangements:</p> <ul style="list-style-type: none"> To ensure the early identification of children and young people at risk of not progressing to ongoing education, 	<p>Good progress has been made with the implementation of the Vulnerability Assessment Profile (VAP) in each secondary school. Each pupil who has fallen below the 85% attendance threshold in</p>	A/G			

Q1 Corporate 2016-17 Directorate Performance Report

Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Number Employees (FTE): 594

Cabinet Member: Cllr Merry

Corporate Plan Priorities

Priority: Creating more jobs and better paid jobs

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress/Issues/Mitigating Actions	Q1	Q2	Q3	Q4
or training	<ul style="list-style-type: none"> training or employment after leaving school, and To ensure that identified children and young people receive early and appropriate support 	<p>Years 7-11 in secondary schools has been given a RAG status. Of the 1,560 in total who have been identified using the VAP tool in Quarter 1, 1,222 have been classed as red or amber. Further interrogation of the data has led to 455 Year 11 pupils being offered further support from Cardiff's Youth Service and Careers Wales to ensure a positive destination post 16. The Local Authority and secondary schools have worked together to ensure a robust tracking process is in place for Quarters 2 and 3 to ensure all Year 11 leavers are accurately accounted for and recorded appropriately.</p> <p>However, the outcomes of this refreshed process will not be seen until after October 31st 2016 as this is the deadline for destinations.</p>				
	Strengthen and extend the existing lead worker model to directly support the transition of young people into employment, utilising European Social Fund (ESF) resources to extend capacity for the next three years.	<p>Good progress has been made with the implementation of the ESF-supported Inspire to Achieve programme being delivered in partnership with Careers Wales. This has allowed for an increase in the number of Youth Mentors from five to 19. Careers Wales has also recruited six members of staff. These 19 mentors plus 6 Careers Wales staff will work directly with the 455 pupils during July and August and will be allocated to secondary schools, Educated Other Than at School (EOTAS) provision and Cardiff and Vale College (CAVC) from September 2016, to ensure pupils identified as in need from the VAP receive early and appropriate support. An element of Inspire to Achieve allows for the development of bespoke provision for Step 5 pupils. A number of meetings have been held with schools as part of a</p>	A/ G			

Q1 Corporate 2016-17 Directorate Performance Report

Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Number Employees (FTE): 594

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Corporate Plan Priorities

Priority: Creating more jobs and better paid jobs

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress/Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Page 44		<p>phased roll out based on the timescales for completion of the recruitment. To date in Quarter 1 we have 56 referrals and 28 starts.</p> <p>However, the roll out of the offer needs to be further strengthened in September. Quarter 1 has seen the completion of the recruitment of mentors and management staff. A presentation will be given to heads of secondary schools in September to strengthen the understanding of the new structure for the academic year 2016-17. The new procurement framework is unlikely to be live until October 2016.</p>				
	Improve information sharing and tracking systems between partners for young people pre- and post-16 by September 2016	<p>Good progress has been made with information sharing as the Wales Accord on the Sharing of Personal Information (WASPI) has been written and is currently being modified and quality assured by WG.</p> <p>However the time being taken to agree this means that an assured information sharing protocol is still not in place. This is having a negative impact post-16 and will prevent the sharing of personal information with post-16 providers. This will hinder the appropriate support being made available and increase the likelihood of pupils disengaging prior to 31st October deadline.</p>	R/ A			

Q1 Corporate 2016-17 Directorate Performance Report

Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Number Employees (FTE): 594

Cabinet Member: Cllr Merry

Corporate Plan Priorities

Priority: Creating more jobs and better paid jobs

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress/Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Page 45	Implement the Welsh Government Youth Guarantee and Cardiff Commitment to ensure appropriate progression routes for all learners by September 2016.	During Quarter 1 the VAP was run against the Year 11 cohort in all schools and the output list of vulnerable learners was agreed with senior colleagues. Any young people who had not yet received an offer under the Guarantee were identified and received lead worker support and going forward will gain further support from the Youth Support Services Summer Transition programme. Additionally, other young people who have an offer but are at risk of not making the transition in September are also being supported through the summer.	A/ G			
	Enhance the range of opportunities for young people to develop employability skills and secure employment in Cardiff	Schools and colleges continue to deliver the revised WBQ. A junior apprenticeship scheme has been planned to start in September 2016 providing 75 places for Year 10 pupils identified using the VAP.	A/ G			

Priority: Supporting vulnerable people

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress/Issues/Mitigating Actions	Q1	Q2	Q3	Q4
People at risk in Cardiff are safeguarded	Work towards Cardiff becoming a Child Friendly City by March 2017	Initial discussions have been held with Naomi Danquar, Director, Child Rights Partners - UNICEF UK. A team from UNICEF will be meeting with Council representatives in July. The aim of this meeting will be to study the findings of a three year Child Rights Partner pilot programme, examine the potential outcomes for Cardiff and identify the strategic commitment required to enable Cardiff to work with UNICEF to meet the Corporate Plan commitment of a 'Child Friendly City'.	A/ G			

Q1 Corporate 2016-17 Directorate Performance Report

Directorate: Education & Lifelong Learning	Director: Nick Batchelar	Number Employees (FTE): 594	Cabinet Member: Cllr Merry
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Directorate Priorities - other than those included in Corporate Plan (Max. five)		RAG			
Priority	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
Improve the quality of provision for pupils Educated Other Than At School (EOTAS)	Aligned with the Estyn all-Wales thematic review on EOTAS. An external review of EOTAS provision has been completed in Cardiff. Recommendations will form the basis of an action plan to be implemented from September 2016 with implications for both secondary schools and the local authority.	R/A			
Raise the attainment of children who are looked after.	Outcomes for children who are looked after will be reported in Quarter 2. Good progress has been made in tracking the attainment of these pupils as recognised in the recent Estyn thematic review.	A/G			
Deliver the 2016-17 Capital Programme and reduce the maintenance backlog, leading to improvements in the learning environment.	There has been good progress in Quarter 1 in delivering the Capital Programme with significant projects planned to be delivered across the summer break. At the end of Quarter 1 the backlog of repairs has been reduced by 6%.	A/G			
Improve the quality of services delivered to schools.	By the end of Quarter 1 all school-related Service-level agreements were refreshed and distributed to schools. Early indications are that the majority of schools will buy back the full range of Council services. However, for a minority of services, for example educational psychology and human resources, a number of schools have signalled their intent to explore alternative providers.	A/G			

Progress against Corporate Plan Commitments (Part 1) total: 13					Progress against Directorate Priorities (Part 2) total: 3				
RAG	Red %	Red/Amber %	Amber/Green %	Green %	RAG	Red %	Red/Amber %	Amber/Green %	Green %
Q1	0	23% (3)	54% (7)	23% (3)	Q1	33.3% (1)	33.3% (1)	33.3% (1)	0
Q2					Q2				
Q3					Q3				
Q4					Q4				

Q1 Challenges & Achievements

Key Challenges faced by Directorate (Max. five)		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
There is a significant amount of work to be undertaken to complete the SOP priorities outlined above. This is taking place during a period of recruitment of Project Managers to the Schools Organisation and Admissions Programme (SOAP) Team.	The appointment of professionally qualified and experienced staff will be instrumental in achieving the delivery of the Band A investment priorities. Additionally, the engagement of contractors will be critical to assist in the master planning of Band B Investment priorities, in order to ensure that this is progressed alongside the delivery of the portfolio of existing projects.	A/G			

Q1 Corporate 2016-17 Directorate Performance Report

Directorate: Education & Lifelong Learning	Director: Nick Batchelar	Number Employees (FTE): 594	Cabinet Member: Cllr Merry
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Ensuring appropriate support is in place for school leavers at risk of becoming Not in Education, Employment or Training (NEET) over the summer period	A letter has been sent to secondary schools outlining their responsibilities and explaining the role of the youth mentors who will work directly with the 455 most at risk pupils during July and August. The effectiveness of the mentors in ensuring school leavers have an appropriate pathway to follow post-16 will be monitored by the senior youth workers.	R/ A			
Revenue budget 2016-17.	Early monitoring indicates that the Directorate will not achieve the necessary savings for out of county placements. The plan to reduce the shortfall of £630K is to initiate a project task group involving education officers and other stakeholders, to identify and develop a range of approaches to address the issue by 31 st March 2017.	R			

Key Achievements (Good News and Successes) (Max. five)

Launch and endorsement of the Cardiff 2020 Vision and Strategy in June, at an event in City Hall attended by over 400 people, including schools, governors, council officers, members, Further Education and Higher Education, business partners and a range of other public, private and voluntary sector stakeholders from across the city.

Indications of improvements in Foundation Phase and Key Stage 2 results this year.

Cardiff Looked After Children Service's new Virtual School tracker, to help monitor the attainment of looked after pupils, is named as a case study of best practice in Estyn's recently published thematic review.

Quarter 1 2016-17 Directorate Performance Report

Directorate: Governance & Legal Services

Director: David Marr/Liz Weale

Number Employees (FTE): 85

Cabinet Member: Cllr De'Ath

Q1 Measures

Performance Indicators (those included in Corporate & Delivery Plans) (Total –6, of which 2 are annual performance indicators)

Performance Indicator	Q1 2016-17	Target 2016-17	Q1 2015-16	Q4 2015-16	Outturn 2015-16	RAG	Commentary
Number of 'live' webcasting hits during meetings a. Full Council b. Planning Committee c. Scrutiny Committees (from December 2016)	227 180 0	Establish baseline	N/A	N/A	New		
Increase the number of properties responding to the Annual Canvass	N/A*	79%	N/A	New for 16/17	79%		*Annual Indicator
The number of cross-cutting Scrutinies undertaken during the year to review issues affecting more than one service or public body	9	15	N/A	N/A	New	G	
Member satisfaction with Scrutiny and Democratic Services outcomes	N/A*	Establish baseline	N/A	N/A	New		*Annual Indicator

Progress against Performance Indicators (Corporate & Delivery Plans) Total 6 (Total reported 1)

[2 Annual Performance Indicators]

RAG	Red %	Amber %	Green %	Notes
Q1	0	0	14.3% (1)	28.6% (2) indicators are annual and 42.8% (3) indicators are new and have no target
Q2				
Q3				
Q4				

Quarter 1 2016-17 Directorate Performance Report

Directorate: Governance & Legal Services

Director: David Marr/Liz Weale

Number Employees (FTE): 85

Cabinet Member: Cllr De'Ath

Q1 Priorities

Directorate Priorities - Other than those included in Corporate Plan (Max five)		RAG			
Priority	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
6. Implementation of the recommendations of the Improving Scrutiny Report (May 2016)	Delivering the quick wins promised in the September 2015 "Improving Scrutiny" Report, for example, better meeting and agenda management, work programming, public engagement & communications, evaluating scrutiny impact. These will continue to be monitored and any outstanding actions will be rolled forward into the Review of Scrutiny. Scrutiny Chairs have undertaken a self-evaluation in relation to good practice and good characteristics of Scrutiny and the outcomes are positive.	G			
20. Implement year one of the Council's second Strategic Equality Plan, 2016-2017	All actions contained in Directorate Delivery Plans indicate which Strategic Equality Action Plan priority they address. This will allow the Equalities Team to review the Directorates' contribution to the delivery of the Strategic Equality Plan. The Equalities Team is also working with Performance Leads and are undertaking a 'mapping exercise' within the Communities Directorate to develop a case study as an example for managers about how they could implement the Strategic Equality Plan within Directorates.	A/G			
14. Lead on the implementation of the Welsh Language Standards across all Council Directorates, including preparing the Bilingual Cardiff 5 Year Strategy and increasing capacity to deliver bilingual service	The Welsh Language Standards Annual Report was approved by Council on 30 th June 2016 and published, on the Council website, by 30 th June as required. It is a report on the compliance with the Welsh Language Standards 2015-16 that came into force on 30 th March 2016 and focusses on the actions taken to prepare to comply with the Standards. Of the 171 Standards issued to the council, 155 had a compliance date of 30 th March 2016.	G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Governance & Legal Services	Director: David Marr/Liz Weale	Number Employees (FTE): 85	Cabinet Member: Cllr De'Ath
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12. Democratic Services Committee to review Member Development & Training and agree new approach and programme to commence in May 2017 (December 2016)	A report has been drafted to be agreed by the Democratic Services Committee in due course. A steering group will be set up to oversee the work including members of the Standards & Ethics Committee. The Governance Programme Board and the Democratic Services Committee have also received initial briefs.	A/G			
23. Review Contract Procedure Standing Orders and Procurement Rules in conjunction with Resources Director	To be reported to Constitution Committee before the end of the year.	G			

Progress against Corporate Plan Commitments (Part 1) total: 0

RAG	Red %	Red/Amber %	Amber/Green %	Green %
Q1	0% (0)	0% (0)	0% (0)	0% (0)
Q2	0% (0)	0% (0)	0% (0)	0% (0)
Q3	0% (0)	0% (0)	0% (0)	0% (0)
Q4	0% (0)	0% (0)	0% (0)	0% (0)

Progress against Directorate Core Business Actions (Part 2) total: 25

RAG	Red %	Red/Amber %	Amber/Green %	Green %
Q1	0	4% (1)	16% (4)	80% (20)
Q2				
Q3				
Q4				

Q1 Challenges & Achievements

Key Challenges faced by Directorate (Max five)		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
1. Compliance with the new Welsh Language Standards. More investigations than anticipated have been undertaken by the Welsh Language Commissioner. Under the new Standards all complaints result in an investigation which is resource-intensive as it is a legal process. To date five investigations have been responded to and a further four have been received, with prescriptive templates, formats and timelines for the submission of acknowledgements and information etc.	Bilingual Cardiff continues to raise awareness of the Welsh Language Standards, for example through the Core Brief, and the standards are available on CIS. The Bilingual Working Group will review the investigations on a quarterly basis.	R/A			
2. Committee services provide a note taking service for Legal during the Education school admission appeal process, which takes place April – September. The volume of appeals received this year is significant.	The team is carrying out its statutory functions as a priority.	A/G			
3. (Scrutiny) Supporting Member capacity to deliver Scrutiny, given the number of vacancies on Scrutiny Committees.	Working with Chairs and Committee Members to ensure that the scope and scale of committee work programmes for 2016-17 is achievable within existing capacity.	A/G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Governance & Legal Services

Director: David Marr/Liz Weale

Number Employees (FTE): 85

Cabinet Member: Cllr De'Ath

	Working with Group Whips to seek to manage any further vacancies arising during the year.			
4. (Equalities) Securing championship from management to mainstreaming implementation of the Council's Equality Objectives.	Working with Chief Executive and Chief Human Resources Officer to build a number of equalities considerations into the Workforce Strategy Organisational Development Programme. Working with Director of Communities, Housing and Customer Services to build some current good practice activity into a case study on how a Directorate can report on its equalities practices. Working with Directorate Business Planning Officers to identify appropriate actions for their Directorate to build into their business reporting arrangements for Quarters 3 and 4.	A/G		
5. Demand for legal advice continues to exceed capacity, resulting in work being outsourced at cost to the Council.	To consider with the new Director, once in place, how best, given the available resources, to rebalance Legal Services work between internal legal service and external providers.	R		
Key Achievements (Good News and Successes) (Max five)				
1. <u>W</u> Members have new tablet devices with the ModernGov app which is easier to use than previously. They are able to access meeting agendas and papers and can annotate them on the device.				
2. <u>W</u> We have improved the robustness of our educational practice and admission appeals by the recruitment of an education barrister and senior legal assistant, so that this area of work can be carried out in house.				
3. Successfully delivering the National Assembly for Wales and Police and Crime Commissioner elections and the EU Referendum.				
4. Equalities - Co-ordinating the Council's response to the 48 recommendations in the "Breaking the Barriers" Conference Report.				
5. Delivering the Voter Registration Campaign. Since the register of Electors was published in December 2015 over 18,000 new electors were registered, with a further 9,000 electors registered in the weeks leading up to the election.				

Currently the Directorate does not have a definitive rationale for assigning RAG status to Performance Indicators.

The Indicators that have a RAG status have been discussed with the responsible OM and, where targets have been set, if the Quarter 1 result is a quarter or more of the annual target the indicator has been marked as **Green**; if it is less than a quarter of the annual target it has been marked as **Red**.

Quarter 1 2016-17 Directorate Performance Report

Directorate: Resources

Director: Christine Salter

Number Employees (FTE): 571

Cabinet Members: Cllrs Hinchey, Bale, De'Ath

Q1 Measures

Performance Indicators (those included in Corporate & Delivery Plans) (Total 23*)

Performance Indicator	Q1 2016-17	Target 2016-17	Q1 2015-16	Q4 2015-16	Outturn 2015-16	RAG	Commentary
The percentage of council tax due for the financial year which was received by the Authority	28.13%	97% (28.23% Q1)	28.44%	97.28%	97.28%	A	
NNDR Collections – non-domestic rates received during the year, net of refunds	31.45%	96.5% (32.21% Q1)	32.21%	96.08%	96.08%	A	The Q1 figure is 31.45%. This figure compares to 32.21% for Q1 for 2015-16. A deeper analysis of annual trends of the last five years shows that Q1 take up is not a trusted indicator of the final year position thus there is no guarantee that the final year performance will not achieve at least the 2015-16 performance levels. However, there are risks associated with the ability to pay of a minority of businesses and a risk based focus on the customer base continues to be in operation as mitigation.
Reliability of top 10 ICT applications	99.98%	99.90%	99.99%	100%	99.99%	G	
Internal Customer Satisfaction of ICT services	91.42%	90%	88.32%	89.55%	88.83%	G	
Percentage of information requests meeting the statutory deadline - Freedom of Information	84.83%	85%	75.19%	78.87%	80.14%	A	Since streamlining the FOI multifunction requests process, compliance has increased from 62% in Quarter 1 of the last financial year to 82% this year. The Information Management Team will be looking at further ways of streamlining management of requests in Quarter 2 as outlined within the Corporate Assessment Objectives.
Percentage of information requests meeting the statutory deadline - Data Protection Act	92.38%	85%	86.81%	92.50%	91.06%	G	

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Quarter 1 2016-17 Directorate Performance Report

Directorate: Resources Director: Christine Salter Number Employees (FTE): 571 Cabinet Members: Cllrs Hinchey, Bale, De'Ath

Performance Indicator	2016-17 Q1	Target 2016-17	2015-16 Q1	2015-16 Q4	Outturn 2015-16	RAG	Commentary
Number of Social Media Followers (Facebook & Twitter)	67,564	2.5% increase per quarter	44,527	62,127	62,127	G	

Progress against Performance Indicators (Corporate & Delivery Plans) (Total reported – 7)

RAG	Red %	Amber %	Green %	Notes
Q1	0% (0)	43% (3)	57% (4)	
Q2				
Q3				
Q4				

Q1 Priorities

Corporate Plan Priorities			RAG			
Priority 2. Supporting Vulnerable People						
Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress /Issues/Mitigating Actions	Q1	Q2	Q3	Q4
2.1 People at risk in Cardiff are safeguarded	Introduce and deliver within the school curriculum a WJEC accredited "Challenging Extremism" module to raise awareness and prevent radicalisation	The programme has been in place nationally (Wales) since last September and Training has been supported by Welsh Government and the SEWAC education consortium and national affiliated bodies. Three Cardiff schools to date are involved in the WBQ Challenging Extremism project - Bishop of Llandaff, Fitzalan and Michaelston. (NB the WBQ modules are by choice). Pilot reviews with schools will take place in the summer term. Meeting are also taking place with Welsh Government to ascertain whether further training/awareness raising could be provided	G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Resources

Director: Christine Salter

Number Employees (FTE): 571

Cabinet Members: Cllrs Hinchey, Bale, De'Ath

Priority 4. Working together to transform services						
Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress/Issues/Mitigating Actions	Q1	Q2	Q3	Q4
4.1 Communities and partners are actively involved in the design, delivery and improvement of highly-valued services	Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018 to enable Customers to access services through their preferred way and gain a single view of a customer across the organisation and a standard way of processing customers	Progress has been delayed to Quarter 2 for the Business Case for Council Tax services online portal and operational issues are currently being resolved.	R/A			
4.2 The City of Cardiff Council has effective governance arrangements and improves performance in key areas	Further embed performance management tools consistently across the Council to ensure continuing performance improvement in key areas by 2017	A Performance & Governance Programme has been set up under the Enabling & Commissioning Programme within the ODP. There are a number of projects within this which address performance management. In Quarter 1 the projects have considered how the Council applies Red-Amber-Green ratings consistently to commitments and Performance Indicators, and has continued to developed business planning and reporting processes. As part of this a revised quarterly report template has been developed along with a corporate overview scorecard which will allow better performance discussions within the Council's strategic groups	R/A			
	Further reduce sickness absence by March 2017 through continued monitoring, compliance and support for employees and managers	The Health & Wellbeing Strategy was approved at June's cabinet meeting and the TTCW (Time to change Wales) pledge was signed in May. Targets for sickness absence are being recalibrated from the 1st July as a result of the Cabinet Decision in respect of the Infrastructure ADM.	R/A			
	Further improve completion rates, quality and consistency of personal performance and development reviews (PPDR) by March 2017 through continued provision of support and training for employees and managers	An E-Learning module has been completed for the development of SMART objectives. Objectives have been set up in DigiGov as developmental objectives for Managers.	G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Resources **Director:** Christine Salter **Number Employees (FTE):** 571 **Cabinet Members:** Cllrs Hinchey, Bale, De'Ath

	Develop a strategy for the temporary, casual and agency workforce taking account of social inclusion and youth engagement by March 2017	Initial planning underway and discussions taking place with colleagues on other Directorates.	G			
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Directorate Priorities - other than those included in Corporate Plan (Max. five)

Priority	Progress /Issues/Mitigating Actions	RAG			
		Q1	Q2	Q3	Q4
Maintain and improve collection rates for Council Tax to generate income for the Council through the review of collection and enforcement processes	The Q1 figure is 28.31%. This figure compares to 28.62% for Q1 for 2015-16. A deeper analysis of annual trends of the last five years shows that Q1 take up is not a trusted indicator of the final year position thus there are no concerns at this stage. The Introduction of alternative online options have been implemented with an average of 2785 clicks per month (including 1200 in respect of viewing balance). The positive impact of these arrangements will be reviewed in Q2 / Q3.	G			
Develop the 2016-17 and medium term financial strategy culminating in the production of a balanced budget for 2017-18 by March 2017.	The timetable has been adhered to with guidance issued and detailed proposals for 2017-18 being submitted by each directorate and shared informally with Cabinet in order to inform direction of the 2017-18 budget. The Budget Strategy has been formulated, shared and agreed with SMT during Q1 with themes being included in the budget strategy report. The budget strategy has been developed and shared with Directors and SMT and will be issued to Cabinet in Q2.	G			
Production of financial resilience snapshots in order to inform SMT and Cabinet of the long term financial implications of decisions already taken and inform financial strategy options going in to the medium and long term	A financial resilience snapshot has been produced accompanied by an analysis which compares key financial indicators with other Welsh Local Authorities. This snapshot will accompany and inform the 2017-18 Budget Strategy which will go to Cabinet in July.	G			
Provide Capital and Revenue monitoring and management information for member, directorates, schools and corporate reporting. This will enable monitoring of in-year spend against revenue and capital budgets in order to aid budget holders to proactively manage change. This monitoring will lead in to an effective closure of the 2016-17 directorate revenue accounts in April 2017.	The 2015-16 outturn report has been finalised and reported. Monitoring reports produced for Month 2 and 3 have been produced with specific regard to the performance against savings proposed. The introduction of the Commercialisation Board will require financial performance information to be provided in a trading format with a focus other than budget variances. The Amber rating reflects the scale of the accepted budget savings that are to be monitored and the reliance that accountancy puts on directorate evidence on their	R/ A			

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Quarter 1 2016-17 Directorate Performance Report

Directorate: Resources **Director:** Christine Salter **Number Employees (FTE):** 571 **Cabinet Members:** Cllrs Hinchey, Bale, De'Ath

	projected performance for the year.			
Implement the Corporate Digital Strategy to enable the organisation to understand the benefits of digitisation, meet the increasing expectations of citizens on public services and to deliver great efficiencies	The Digital Strategy has been approved by Cabinet. An action plan is now in place to deliver the vision and goals of the Strategy. Three posts have been recruited to in the Digital Delivery Team with further recruitment taking place. A Digitisation project has been commenced within the Enabling & Commissioning programme to progress the Digitisation agenda.	R/A		
Deliver the Council's contribution to the city's new Public Services Board	The annual review is to be developed now that 2015/16 national data sets are available. The first meeting of the Cardiff Public Services Board was held on 24th May 2016 and Terms of Reference agreed. At the first meeting of the Cardiff Public Services Board on 24th May 2016, it was agreed that a facilitated workshop should be held to establish priority issues. This workshop will also define and agree an overarching quality of life vision for public services partnership working in Cardiff. It is intended that the workshop will be held in Q2.	G		

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Progress against Corporate Plan Commitments (Part 1) total: e.g. 6					Progress against Directorate Core Business Actions (Part 2) total: e.g. 48				
RAG	Red %	Red/Amber %	Amber/Green %	Green %	RAG	Red %	Red/Amber %	Amber/Green %	Green %
Q1	0	50% (3)	0	50% (3)	Q1	4.16% (2)	20.83% (10)	0	68.75% (33)
Q2					Q2				
Q3					Q3				
Q4					Q4				

Q1 Challenges & Achievements

Key Challenges faced by Directorate (Max. five)		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
<u>SLAs with Schools</u> Work is being undertaken across the Directorate regarding revising and updating SLAs with Schools, however, some schools are considering opting out of services in favour of alternative providers.	Work is being undertaken to offer Core, Optional or Premium services to give Schools more flexibility in the services received. ICT have also supported some schools to use a provider of their own choice whilst still providing connectivity back to County Hall	R/A			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Resources **Director:** Christine Salter **Number Employees (FTE):** 571 **Cabinet Members:** Cllrs Hinchey, Bale, De’Ath

<p><u>Digitisation Strategy and delivery of Projects within the ODP</u> There are issues with recruiting quality staff to enable the delivery of the Digitisation Strategy due to the high demand in the private industry. This along with the sheer scale and appetite for the delivery of projects within ODP (including Digitisation) is affecting the authority’s ability to deliver the technology at the pace required.</p>	<p>as a result of Education mandating this. Recruitment has been ongoing along with alternative means of recruitment such as engaging with Universities for year in industry/graduate placements. Current Programmes and Projects, as well as Projects coming online are being reviewed and will be prioritised as appropriate to enable resources to be allocated appropriately.</p>	<p>R/ A</p>			
<p>Key Achievements (Good News and Successes) (Max. five)</p>					
<p>A successful event was held to give a public declaration specifically outlining the Council’s reasons as an organisation for being a part of Time to Change Wales. This event gave employees an opportunity to learn more about our commitment to send the stigma and discrimination around mental health. The declaration was signed by the Chief Exec and Corporate Director – Resources on behalf of the organisation. Colleagues shared their personal experiences of how mental health has affected them and their lives and why the event was so important.</p>					
<p>The Communications Team launched a successful “Make the Difference Moments” campaign aimed to celebrate all the moments that staff across the council have created that help make the difference, we were overwhelmed with “Make the Difference” moments, seeing a whole range of “moments” from hard working to heart-warming and humorous.</p>					
<p>A Performance & Governance Programme has been set up under the Enabling & Commissioning Programme within the ODP. There are a number of projects within this which address performance management. These projects are drawing on the expertise of staff across the council to collaboratively deliver the changes needed in relation to performance.</p>					

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Quarter 1 2016-17 Directorate Performance Report

Directorate: Social Services

Director: Tony Young

Number Employees (FTE): 900

Cabinet Members: Cllrs Lent, Elsmore

Q1 Measures

Performance Indicators (those included in Corporate & Delivery Plans) (Total 30)

Performance Indicator	Q1 2016-17	Target 2016-17	Q1 2015-16	Q4 2015-16	Outturn 2015-16	RAG	Commentary
Staff 1 - Percentage of social work vacancies in all teams	22.9%	18%	23.5%	22.2%	22.2%	R	For further information, please see the update against Improvement Objective 2.1 below – People at risk in Cardiff are safeguarded – improve recruitment and retention
Measure 25 - Percentage of children supported to remain living within their family	59.0%	N/A	New	New	New		Of the 1,661 children with a Care & Support Plan at 30.06.16, 980 were being supported to live at home (i.e. were not being looked after). No RAG rating has been applied as 2016-17 is the first year that this PI has been reported. A baseline will be established during the year to inform target setting for 2017-18.
Measure 26 - Percentage of looked after children returned home from care during the year	3.2%	N/A	New	New	New		Of the 747 children who have been looked after during the year to date, 24 have returned home. This PI is cumulative and performance will improve as we progress through the year. No RAG rating has been applied as 2016-17 is the first year that this PI has been reported. A baseline will be established during the year to inform target setting for 2017-18.
SCAL25 - The total number of adults in need of care and support using Direct Payments	633	Q1 648 Q2 682 Q3 716 Q4 750	New	New	New	A	Cumulative indicator. New indicator introduced to capture the flow to give a more accurate picture of take up regarding direct payments. For further information, please see the update against Improvement Objective 2.3 below - People in Cardiff are supported to live independently – increase the take up of direct payments.
SCA18a - Percentage of eligible adults who are caring for adults that were offered a Carers Assessment during the year	30.06	Q1 22.5% Q2 45.0% Q3 67.5% Q4 90.0%	29.2%	76.8%	76.8	G	Cumulative indicator. The number of completed carers assessments for Quarter 1 2016-17 is 217

Quarter 1 2016-17 Directorate Performance Report

Directorate: Social Services		Director: Tony Young			Number Employees (FTE): 900		Cabinet Members: Cllrs Lent, Elsmore	
Performance Indicator	Q1 2016-17	Target 2016-17	Q1 2015-16	Q4 2015-16	Outturn 2015-16	RAG	Commentary	
Measure 18 - Percentage of adult protection enquiries completed within 7 working days	97.1%	N/A	New	New	New		No RAG rating has been applied as 2016-17 is the first year that this PI has been reported. A baseline will be established during the year to inform target setting for 2017-18.	
Measure 19 - The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	1.78	Q1 2.70 Q2 5.39 Q3 8.09 Q4 10.79	3.65	11.18	11.18	G	Cumulative indicator. Total number of delayed transfers of care for social care reasons (Cardiff) for this period is 30. For further information, please see Key Challenges Section - Delayed Transfers of Care.	

*This includes the Sickness and PPDR PIs which are included on the Corporate Overview Scorecard

Progress against Performance Indicators (Corporate & Delivery Plans – Total reported 7)

RAG	Red %	Amber %	Green %	Notes
Q1	14.3% (1)	14.3% (1)	28.6% (2)	RAG not included for 3 PIs (42.8%) which are in a baseline year
Q2				
Q3				
Q4				

RAG Rating Explanation

Service	Red	Amber	Green
Children's Services	Below threshold	Above threshold; below target	On or above target
Adults' Services	Unlikely to meet target (projected result)	Below target - within tolerance (projected result)	Target likely to be met (projected result)

Q1 Priorities

Corporate Plan Priorities				RAG			
Priority				Q1	Q2	Q3	Q4
Improvement Objectives	Commitments (Part 1 in Delivery Plans)			Progress / Issues / Mitigating Actions			
1.2 Looked after children in Cardiff achieve their potential	Embed key elements of the Corporate Parenting Strategy in collaboration with partners by March 2017			Corporate Parenting Strategy approved by Cabinet. Implementation plan to address the key outcomes of the Strategy is included as part of the Strategy document.			
				G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Social Services

Director: Tony Young

Number Employees (FTE): 900

Cabinet Members: Cllrs Lent, Elsmore

Priority						
Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress / Issues / Mitigating Actions	Q1	Q2	Q3	Q4
2.1 People at risk in Cardiff are safeguarded	Improve the system for protecting children from significant harm by implementing new Multi Agency Safeguarding Hub (MASH) arrangements for managing referrals by June 2016	Children's Services, Health, Police, Probation and Wales Community Rehabilitation Company co-located to Bay Police Station in readiness for go-live date on 4 th July 2016. Education preparations to join MASH are underway – anticipated that staff will be co-located in Quarter 2.	G			
	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 PI = Staff 1	Recruitment and Retention campaign reviewed. Work to refresh adverts to be undertaken in Quarter 2. Children's Services to recruit to a pool of additional social workers once all vacancies have been filled. This will enable the service to maintain consistency of service provision and caseload levels along with the ability to manage a healthy turnover of staff and to minimise the need to rely on expensive agency workers. Retention - remodelling of services is designed to support better retention of staff. The Care & Social Services Inspectorate, Wales (CSSIW) commented that investment into workforce planning has improved the ability to recruit suitably qualified and experienced staff. Workforce Strategy Implementation Group has commenced work to consider internal opportunities for secondments / shadowing in order to promote staff retention. Interviews undertaken for secondment to the degree in Social Work and two new seconded places offered for 2016-17. Vacancy position remains reasonably stable at 23%, although this is slightly higher than the 22% reported for Quarter 4 2015-16. Vacancy and sickness levels are subject to ongoing monitoring and senior managers continue to be informed of capacity issues within their teams.	A/G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Social Services

Director: Tony Young

Number Employees (FTE): 900

Cabinet Members: Cllrs Lent, Elsmore

Priority

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress / Issues / Mitigating Actions	Q1	Q2	Q3	Q4
Page 61	Implement key elements of the Cardiff Child Sexual Exploitation Strategy in collaboration with partners by March 2017	<p>Child Sexual Exploitation (CSE) Strategy approved by Cabinet. Implementation plan in place and targets being met. Case review undertaken covering the period January 2014 – December 2015.</p> <ul style="list-style-type: none"> • Trends, patterns and areas of practice improvement identified. • Changes in process implemented in light of findings. • Bespoke training for individual teams being rolled out. • Guidance for staff issued. • Range of tools to support practice under development. <p>Work underway to improve multi-agency working. Professional Interest Group established and well supported by multi-agencies. Third sector organisations consulted and report improvements in the statutory response to CSE. All organisations offering support to children at risk of CSE are meeting quarterly to ensure a cooperative, coordinated approach to tackling CSE in Cardiff.</p>	G			
	Work to make Cardiff a recognised Dementia Friendly City by March 2018	<p>Scope has expanded and a partnership approach with Health is being developed. Action Plan on course for issue to partners in Quarter 2. Dementia Awareness Week took place during the week commencing 15th May 2016 and a range of Council departments supported the initiatives.</p>	G			
	Complete roll out of the second phase of a specialist training programme regarding the Social Services and Well-being (Wales) Act 2014	<p>Specialist training on phase 2 (local implementation) of the Social Services and Well-being (Wales) Act 2014 commenced. Training for elected members on the Act expected to take place in Quarter 2. Outcome focussed training for Social Services, Health and third sector staff commenced.</p>	G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Social Services

Director: Tony Young

Number Employees (FTE): 900

Cabinet Members: Cllrs Lent, Elsmore

Priority						
Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress / Issues / Mitigating Actions	Q1	Q2	Q3	Q4
2.3 People in Cardiff are supported to live independently	Improve the effectiveness of transitional support for disabled and vulnerable children approaching adulthood	Transition protocols for Cardiff and the Vale of Glamorgan reviewed and areas for alignment identified. Following a scoping of needs exercise, additional Welsh Government funding (£2.5 million) has been secured for work relating to joint working arrangements, enhancing transition arrangements and the delivery of services across Cardiff and the Vale of Glamorgan. Additional staff to be recruited into Adults' Services to work more closely with Children's Services in Cardiff and to align the transition services across the region. When I Am Ready scheme launched and operational.	G			
	Explore with the University Health Board (UHB) the feasibility of an integrated model for the management and delivery of health and social care services in adult social care	The Intermediate Care Fund for 2016-17 is being utilised as a pooled budget across the Cardiff and Vale region to further support key areas of work in relation to the priority areas for integration identified in the Social Services and Well-being (Wales) Act 2014. Work is progressing in relation to further developing locality working across health and social care in relation to care models, community health and wellbeing hubs and community resilience / support structures. Strategic integrated workshop held with partners in Quarter 1 to identify challenges and agree opportunities	G			
	Work with our health partners to reduce the total number of Cardiff residents who experience a Delayed Transfer of Care (DToC) from hospital by 2017 PI = ACT19	DToC numbers decreased in May to 78, a 17% decrease in a month. This is 33% lower than the same period last year when reported DToCs were 117. The Partnership is exceeding its initial 25% target reduction on the February 2015 position set for the first quarter of 2015-16. The number for Cardiff decreased by 7 in comparison to the previous month. The Cardiff and Vale of Glamorgan Integrated Health and Social Care Partnership Board DToC report for June (pre-	R/A			

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Quarter 1 2016-17 Directorate Performance Report

Directorate: Social Services

Director: Tony Young

Number Employees (FTE): 900

Cabinet Members: Cllrs Lent, Elsmore

Priority

Improvement Objectives	Commitments (Part 1 in Delivery Plans)	Progress / Issues / Mitigating Actions	Q1	Q2	Q3	Q4
Page 63		validated figures excluding Mental Health) will not be available until after the data is released from Welsh Government.				
	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 Wellbeing (Wales) Act by 2017 PI = SCAL25	Direct Payments Project Group members and lead have met. Service specification has been updated in line with the Social Services and Well-being (Wales) Act 2014 and a Task & Finish Group are outlining Direct Payment Models and funding support mechanisms for future delivery.	R/A			
	Offer a Carers Assessment to all eligible adult carers who are caring for adults PI = SCA18a	The two Carer Assessment Workers (CAWs) have had a positive impact on the number of Carer Assessments offered and completed. During Quarter 1, 30.1% of carers were offered an assessment (897 offers for 2,984 carers) compared to 29.2% for the same period last year (799 offers for 2,740 carers). The number of completed assessments is 217 compared to 175 for the same period last year and is therefore on course to exceed target. The CAWs have also achieved positive outcomes for carers by listening to their needs and finding solutions to meet their outcomes in line with the objectives of the Social Services and Well-being (Wales) Act 2014.	G			

Directorate Priorities - other than those included in Corporate Plan (Max. five)

Priority	Progress / Issues / Mitigating Actions	Q1	Q2	Q3	Q4
Implement the Agile / Mobile Working Strategy across Social Services	Phase 1 implementation achieved.	G			
Early Help Strategy	Joint Assessment Family Framework pilot ongoing and subject to regular monitoring and review; training commenced.	G			
Improve the quality of residential care to support improved care for people in	Schedule of planned visits by the Contracts & Service Development team (announced and unannounced) now completed and implemented with visits being undertaken by the team. Robust escalating concerns	G			

Quarter 1 2016-17 Directorate Performance Report

Directorate: Social Services	Director: Tony Young	Number Employees (FTE): 900	Cabinet Members: Cllrs Lent, Elsmore
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residential homes by March 2017. (In response to the Care & Social Services Inspectorate Wales (CSSIW) performance evaluation.	procedures in place to monitor residential care across Adult Services. Cardiff and the Vale Local Safeguarding Board's Operation Jasmine Review Group met on 13 th April to update the Action Plan. Statutory partners within the board have been instrumental in implementing the recommendations from the Operation Jasmine Independent Review, with some recommendations directly specifically at residential and nursing homes.				
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Progress against Corporate Plan Commitments (Part 1) total: 11					Progress against Directorate Core Business Actions (Part 2) total: 25				
RAG	Red %	Red/Amber %	Amber/Green %	Green %	RAG	Red %	Red/Amber %	Amber/Green %	Green %
Q1	0% (0)	18% (2)	9% (1)	73% (8)	Q1	4% (1)	0% (0)	8% (2)	88% (22)
Q2					Q2				
Q3					Q3				
Q4					Q4				

Q1 Challenges & Achievements

Key Challenges faced by Directorate (Max. five)		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
Address fragility of domiciliary care market in preparation for winter pressures	As immediate mitigation for the forthcoming winter, a 'Bridging Team' is being established using monies from the successful Intermediate Care Fund bid to enhance the Community Resource Team's capacity to mitigate against DToC figures spiking. Development of alternative delivery models for domiciliary care as a long-term strategy.	G			
Caseloads in Children's Services	The increase in average caseloads is being mitigated by manager support and senior management oversight on particularly complex cases.	R/A			

Key Achievements (Good News and Successes) (Max. five)	
Submission of ACRF Director's Report to Scrutiny and Cabinet processes before the summer recess, including challenge with service users.	
Looked After Children Traineeship Scheme received an award for Innovation from Cardiff and the Vale College.	
Positive inspection report from Care & Social Services Inspectorate, Wales (CSSIW) published in April 2016 in relation to Adult Domiciliary Care. With regards to the Council's In-House Service, it was reported that the service focused on outcomes and independence and was provided by competent and confident staff who had a clear leadership structure providing good communication. Service user feedback included: "Staff listened" and offered choice, "cannot praise them enough" and care "not rushed", "able to talk".	

Performance RAG Status Matrix for Corporate Commitments

CONSEQUENCES				
LIKELIHOOD	A1	A2	A3	A4
	B1	B2	B3	B4
	C1	C2	C3	C4
	D1	D2	D3	D4

LIKELIHOOD	CONSEQUENCES
A = Very Likely	1 = Major
B = Likely	2 = Significant
C = Unlikely	3 = Moderate
D = Very Low	4 = Minor

RAG DEFINITION
<p>Significant issues. Commitment will not be achieved, or requires immediate action required to address. Issue to be raised with the Performance Support Board/SMT and Emphasis should be given on including in Performance Reports.</p>
<p>Moderate issues. Management action required to bring matters back on track. Issue either requires a corporate response to address or can be managed within the Directorate but issues needs to be raised with the Performance Support Group/SMT. Emphasis should be given on including in Performance Reports.</p>
<p>Some Issues. Delivery of the commitment is either delayed, or will not achieve the all the desired outcomes. Issues can be managed with the Directorate and does not require escalation.</p>
<p>On target – Commitment is on course to be delivered on time, on budget and to achieve the desired outcome.</p>

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**CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD**



CABINET MEETING: 15 SEPTEMBER 2016

BUDGET MONITORING – MONTH 4 REPORT

REPORT OF THE CORPORATE DIRECTOR RESOURCES

AGENDA ITEM: 3

**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 four 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 2016/17 compared with the budget approved by Council on the 25th February 2016.
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. Overall, the month four revenue monitoring for the Council shows a projected overspend of £850,000 reflecting financial pressures and shortfalls against budget savings targets in directorate budgets. These are partly offset by projected savings on capital financing, the release of contingency budgets previously earmarked to fund voluntary severance costs, an anticipated surplus on Council Tax collection and NDR refunds on Council properties. Directorate budgets are currently projected to be overspent by £6.5 million however it is anticipated that management actions will enable this to be reduced by the year end. The current position includes projected overspends in the Social Services, City Operations and Governance & Legal Services Directorates and in Corporate Management. The directorate overspends are partially offset by the £4.0 million general contingency budget which was maintained as part of the 2016/17 budget in

order to reflect the quantum, risk and planning status of the proposed savings for 2016/17. A summary of the overall position is attached as Appendix 1 to this report.

5. The projected overspends in directorate budgets include £5.221 million in Social Services, £785,000 in City Operations, £494,000 in Corporate Management and £44,000 in Governance and Legal Services. This position reflects a range of factors including increased demographic pressures in Social Services, shortfalls in income and the anticipated failure to fully achieve the savings targets set as part of the 2016/17 Budget together with on-going shortfalls carried forward from the previous financial year.
6. The 2016/17 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 £5.462 million is currently anticipated against the £25.892 million directorate savings target with £7.297 million having been achieved to date and a further £13.133 million anticipated to be achieved by the year end. The budget approved by Council on the 25 February 2016 identified red or red / amber achievability risks totalling £11.663 million with £2.752 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 four monitoring. A projected shortfall of £1.819 million has also been identified in relation to savings targets carried forward from 2015/16 and these are set out in Appendix 2 (b) to this report. 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 2016/17 is also 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 about to embark on another very difficult budget round.
7. Actions are being taken by those directorates currently reporting a projected overspend to try to resolve the issues that led to the current position or alternatively to identify offsetting savings in other areas of the service. These will be considered as part of the challenge process to review the performance of directorates including the budget monitoring position. The Chief Executive has held a series of meetings with directors to identify measures to reduce the level of spend across the Council with the intention of improving the overall position as the year progresses. These reviews will continue throughout the year and the actions taken also discussed in the Chief Executive's monthly meetings with individual directors. In addition the Chief Executive has implemented a number of management actions enabling a balanced position to be achieved by the end of the financial year. The management actions include:
 - **Purchase of Goods and Services**
 - Review all uncommitted revenue funded works contracts on buildings, roads and other infrastructure.
 - review all spending budgets to ensure that no further spend is incurred unless essential including but not limited to:

Non-essential supplies and services
Furniture, ICT and other equipment
Training courses and events (excluding essential H&S/First Aid/Fire Evacuation training)
Consultants
Use of non-council buildings for council activities
Non-essential travel

- **Maximise income**

- Review income sources in order to seek new opportunities to maximise income in the current year.

- **Staffing Arrangements**

- Review and limit any new agency engagements or extensions to current agency engagements (including Cardiff works but see exceptions).
- Review and limit any increase in level of contracted hours currently being worked.
- Review the need to fill any posts as they become vacant.
- Further review and limit external recruitment.
- Review all temporary contracts of less than 12 months and any extensions to existing temporary contracts.
- Review overtime working with a view to reducing non-essential spend.

- **Exceptions**

It is recognised that there will be exceptions where for technical funding reasons or to support the achievement of income the implementation of measures will not result in direct savings to the Council's Revenue Account. These exceptions can be agreed with the Council's Accountancy Manager and include:

- (i) Harbour Authority.
- (ii) Housing Revenue Account (posts fully and/or part funded).
- (iii) External grant funded services.
- (iv) Work on capital schemes or on schools delegated budgets.
- (v) Expenditure necessary to generate income or future savings and service transformation.
- (vi) Expenditure in relation to financial pressures specifically approved as part of the 2016/17 Budget including service priorities as identified in Appendices 4 and 14 to the Budget Report.

8. The 2016/17 Budget included a number of specific contingencies including £1.168 million in relation to waste disposal reflecting the difficulty of predicting tonnage figures and the consequent impact on disposal costs, £950,000 to reflect the potential for increased costs in relation to placements for looked after children in Social Services 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 this report recommends that the contingency budgets for looked after children and the

MRF be fully allocated and that an allocation of £439,000 be made from the Waste Management Contingency. The budget pressures in these areas will continue to be monitored as the year progresses and any further variations to this position will be identified. Other Contingency budgets include £1.228 million to reflect the potential for future growth in the number and value of claims as part of the Council Tax Reduction Scheme (CTRS) with an allocation of £434,000 currently required to support claims in the current financial year. This will continue to be reviewed as the year progresses. At present, for monitoring purposes the balance on these contingency budgets is shown as committed. The budget also includes £5.975 million to meet costs arising from the Council's Voluntary Severance Scheme in the current financial year. Following a review of the anticipated commitments and taking into account the impact of the early repayments made to the earmarked reserves linked to this funding scheme as part of the closure of the 2015/16 accounts it has been identified that an amount of £600,000 can be released from this Contingency to support the projected outturn position in the current financial year. The balance of £5.375 million is currently committed but will be reviewed as the year progresses.

9. 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 (£794,000)

10. The capital financing budget is currently forecasting an underspend of £794,000. This is primarily as a result of two main factors. Firstly, following the determination of final capital expenditure in 2015/16 and slippage in the programme, the amount required to be set aside for the repayment of capital expenditure which is usually charged a year in arrears is lower than originally forecast for this year. Secondly, as part of the Outturn report for 2015/16, it was reported that a technical adjustment was undertaken to pay off historic premiums and penalties amounting to £2.1 million in relation to rescheduling of borrowing undertaken in previous years. This cost would normally be spread over future years, however charging the full cost in 2015/16 has allowed a saving to be made in 2016/17 which will also support the Council's budgets in future years.
11. Following a further reduction in the Bank of England Base Rate and in line with the Treasury Management Strategy, the use of temporary cash balances to defer any significant external borrowing requirement continues to be adopted. Deferral of borrowing is likely to result in further savings to the Capital Financing Budget during the course of the year. However given the recent uncertainty in financial markets, this is a position that continues to be reviewed and further updates will be provided later in the year.

City Operations +£785,000 (£372,000 underspend excluding the impact of the Leisure ADM)

12. The Directorate is currently forecasting an underspend of £372,000 however when the impact of the delays to the Alternative Delivery Model (ADM) for Leisure are included this results in a projected overspend of

£785,000. In addition to the shortfall against the savings target relating to the implementation of the ADM in Leisure Services, overspends are also currently projected in relation to Neighbourhood Services, Enforcement and cross-directorate budgets. The mitigations against these overspends include savings in Bereavement Services, Infrastructure Services, Parks & Sport, Planning & Building Control, Schools Transport, Street Cleansing and Transport Policy. Within the overall position is a projected shortfall against 2016/17 savings targets totalling £1.629 million, of which £850,000 relates to the Leisure ADM. In addition, there are projected savings shortfalls of £511,000 in respect of unachieved 2015/16 savings carried forward, of which £307,000 also relates to the Leisure ADM. The individual variances can be seen in Appendices 2(a) and 2(b) to this report.

13. The total overspend within Leisure Services is projected to be £1.202 million, including the £1.157 million savings shortfall relating to the ADM process. Although a decision has been taken by Cabinet in respect of this issue, the implementation date of 1st November 2016 has resulted in a delay to the transfer of leisure centres to the new operator and therefore, in the achievement of the saving. This is partly offset by projected efficiency savings in leisure centres in the period prior to the transfer to the new operator. These amount to £170,000 thereby reducing the overall projected overspend on leisure centres to £987,000 in the current financial year. An operational deficit of £130,000 is also projected in respect of the Cardiff International White Water Centre together with a savings shortfall of £85,000 relating to the implementation of a new management operation for Canton Community Hall.
14. The other overspends within the Directorate relate to Neighbourhood Services, Enforcement and cross directorate savings targets. The Neighbourhood Services overspend of £288,000 is due to a shortfall against unachieved savings targets brought forward from 2015/16 in connection with a review of the cross service support functions within the newly formed division. It is anticipated that this saving will be achieved by a review of the structure for Neighbourhood Services, albeit that this will not take effect in time to deliver any savings in 2016/17. The £36,000 projected overspend in relation to Enforcement is due to employee costs associated with covering long term sickness absence and the £250,000 shortfall in cross-directorate savings targets relates to a range of savings initiatives, including a wholesale review of staffing levels.
15. The most significant projected underspend within the Directorate relates to the Transport Policy budget and totals £278,000. This is predominantly in relation to overstay charges for the Windsor Road Bridge scheme totalling £207,000 and other income increases from road related activities. In addition, Infrastructure Services is also projected to underspend by £143,000. This relates to additional concessionary fares travel reimbursement income of £138,000, as well as a £53,000 saving in connection with new contracts for electrical and tunnel maintenance and a £48,000 saving from vacant posts. These are partly offset by financial pressures in relation to the SWTRA cost recovery mechanism. Although there is also a shortfall of £102,000 due to delays in implementing the LED

street lighting saving, this is planned to be offset by a draw down from the Energy Conservation Reserve.

16. Further underspends are anticipated in relation to Schools Transport, Street Cleansing, Bereavement Services, Parks & Sport and Planning & Building Control. The School Transport underspend of £139,000 is due to additional income through the sale of seats, restriction of non-essential expenditure and further route optimisation in addition to that relating to agreed savings targets. The Street Cleansing underspend of £132,000 is due to employee cost savings resulting from the delayed filling of vacant posts. Bereavement Services is currently forecasting an underspend of £110,000 due to income in excess of targets and a reduced requirement to contribute to the Bereavement Reserve, albeit that the lower reserve contribution does present a risk in terms of reduced scope for future capital works. The Parks & Sport division is projected to underspend by £61,000, despite a shortfall in landscape design fees, increased ground maintenance costs and costs associated with parks toilets cleaning. However, it has been possible to more than mitigate these pressures with staff vacancies, reduced expenditure within Outdoor Leisure Management and Sports Development, reduced Bute Park maintenance and a reduced subsidy for the RHS Show. The £88,000 projected underspend against Planning & Building Control budgets is the result of additional planning fees and staff savings, partly offset by increased advertising costs and a Building Control overspend. Other projected underspends include £21,000 in Management & Support, £16,000 in Animal Services and £2,000 in Energy Management.
17. The other budgets within the Directorate, including Civil Parking Enforcement, Registration Services and Regulatory Services, are either forecasted to have balanced positions or minor variances. Although an anticipated income shortfall of £98,000 is currently forecast in relation to Civil Parking Enforcement this is offset by a reduced contribution to the Parking Reserve thereby enabling a balanced position to be reported. Regulatory Services is also projecting a balanced position, reflecting the full achievement of the £310,000 savings target in connection with the collaborative arrangement. The balanced position within Registration Services is despite challenges in achieving income targets however, it is still anticipated that targets will be achieved via increased volumes of events and ceremonies.
18. The budget for 2016/17 included additional resources to deal with around 3000 more potholes than previously (£320,000) and also £320,000 to improve neighbourhood and city centre street cleansing, drainage and gully cleaning. This work is being actively managed through City Operations and the expenditure is reflected in this report. In order to ensure optimal use of this budget, expenditure will be overseen by the Visible Services Joint Working Board which has already met.

Communities, Housing & Customer Services (£6,000)

19. The overall position indicates an underspend of £6,000 against budget. This includes projected underspends against the Housing & Communities, Partnership Delivery and Into Work Services divisions, partly offset by

projected overspends in relation to Customer Services and Libraries. Current indications are that savings totalling £814,000 will be achieved against the 2016/17 target of £1.197 million, leaving a shortfall of £383,000. In addition, a shortfall of £72,000 is projected in relation to unachieved savings targets brought forward from 2015/16. The shortfalls include £372,000 in relation to delays in the implementation of the Alarm Receiving Centre and this is reflected in the overall Directorate position.

20. The Housing & Communities division is currently projecting an underspend of £332,000. This includes a £121,000 underspend in relation to Assessment & Support functions, resulting from savings on employees and supplies and services, particularly postage. This is partly as a result of the proposed use of earmarked reserves to fund certain costs. Preventative Services is currently forecast to underspend by £179,000 with projected amounts of Renovation Grant administration fees in excess of the target, partly offset by reduced income levels relating to Targeted Elderly provision. All other budgets within this division are projected to balance, aside from Service Development & Improvement, which is projected to underspend by £32,000, resulting from projected savings within Housing Strategy Grants. Included within the overall position is a projected drawdown of £434,000 from the specific contingency budget set aside to meet increased costs in relation to the Council Tax Reduction Scheme. Further adjustments to this figure may be required as the year progresses, depending upon fluctuations in the number of applications and level of support required.
21. Customer Services is currently projected to overspend by £317,000, primarily in relation to the aforementioned £372,000 savings shortfall in connection with the Alarm Receiving Centre. This particular overspend is partly mitigated by employee savings within the division. A number of alternative income sources have also been identified, however these will not materialise until after 31st March 2017. A £52,000 underspend is projected within Partnership & Delivery, which primarily relates to employee and supplies and services savings in connection with Neighbourhood Working grants. This is due to the fact that alternative funding has been identified for certain costs. An underspend of £46,000 in relation to Into Work Services is also projected due to alternative funding for employee costs. In addition, an underspend of £24,000 is projected in relation to Independent Living Services, which is the result of additional Meals on Wheels and employee recharge income, partly offset by other minor overspends.
22. The projected £131,000 overspend in relation to Libraries is largely the result of a delay in the roll out of the Libraries and Hub Strategy. This £83,000 shortfall forms the balance of the total savings shortfalls outlined previously. The remainder of the Libraries overspend is because of additional employee costs and income shortfalls, both of which are partly offset by underspends against supplies and services budgets. The other divisions with the directorate are reporting balanced positions. Both the Supporting People and Communities First grants are forecast to be used in full.

Corporate Management +£494,000

23. An overspend of £494,000 is currently projected in relation to Corporate Management. This includes a projected shortfall of £275,000 against the 2016/17 budget savings target of £875,000 in relation to savings arising from the implementation of digitalisation across the Council. Work is continuing to identify further savings and this is being supported through the Organisational Development Programme. All other budget savings targets for 2016/17 are currently anticipated to be achieved.
24. A shortfall of £200,000 is also anticipated in relation to the budget for the release of savings through voluntary schemes including the purchase of leave although this will continue to be monitored as the year progresses. Other projected overspends include £49,000 in relation to payments for the Coroner's Service and £16,000 on the precept for the South Wales Fire Service. These are partly offset by savings in relation to bank charges and contributions to the Mid Glamorgan Superannuation Fund relating to past employees.

Council Tax Collection (£240,000) and NDR refunds on Council properties (£32,000)

25. A review of the Council Tax position indicates a potential surplus of £240,000. This reflects a number of factors including a higher than anticipated number of properties across the city and lower levels of single person discounts than was anticipated when the Council Tax base report was approved in December 2015. The surplus represents a variance of 0.1% of the estimated gross debit and may be subject to further fluctuations as the year progresses. A saving of £32,000 is also currently identified in relation to refunds of NDR on Council properties achieved through the appeals process however this may increase as further appeals are taken forward during the year.

Economic Development (£3,000)

26. The position for Economic Development is anticipated to be an underspend of £3,000. This includes underspends against Business & Investment, Workshops and Culture, Tourism & Events, offset by overspends within Major Projects, Property, City Centre Management and Office Rationalisation. Included within the overall Directorate position is the newly formed Commercial Services, which is currently projected to have a balanced position. The overall Directorate position includes anticipated savings shortfalls of £1.034 million in respect of 2016/17. In addition, there is a projected shortfall of £120,000 in relation to unachieved savings targets carried forward from 2015/16.
27. A significant underspend of £377,000 is projected against the budgets for Business & Investment. This is largely due to increased advertising income in connection with the contract for bus shelters and the Hayes Screen totalling £282,000. In addition, there is a £95,000 underspend projected in relation to Cardiff Branding following a reduction in committed expenditure. An underspend is also projected in relation to Workshops totalling £40,000.

This is due to savings in respect of non-domestic rates costs. Partly offsetting these underspends is a £94,000 projected overspend in relation to Major Projects, predominantly due to continued income shortfalls in connection with the naming rights for the Doctor Who Experience. This contract is due to cease in July 2017. An overspend of £46,000 is also forecast against City Centre Management budgets and relates to increased salary costs resulting from a delay in implementing a new operating model for the taxi marshalling service. These increased costs are partly offset by additional income and reduced premises costs.

28. The budget for Culture, Tourism & Events is forecast to underspend by £50,000. This is due to a £66,000 projected underspend within the Venues division, primarily because of additional income of £204,000 in relation to City Hall Functions. This is partly offset by income below target in respect of Functions and Retail Catering and a £26,000 overspend against the budgets for Mansion House. Protocol Services are also projecting an underspend, totalling £9,000, which relates to managed underspends within supplies and services budgets. Partially offsetting these underspends is a forecast overspend of £26,000 in connection with Events. This is largely due to parks sponsorship income being below target, partly offset by additional income at Cardiff Caravan Park and underspends at Sophia Gardens car park. The budgets held in respect of St David's Hall and the New Theatre are currently projecting a balanced position with an anticipated operational shortfall of £130,000 being mitigated by the use of an earmarked reserve. This reserve was created from the surplus which was reported as part of the 2015/16 outturn, part of which was set aside to act as a buffer against potential shortfalls in future years. The forecast income position will need to be closely monitored as box office income in particular can be subject to volatility. There is also uncertainty regarding the timing of a potential implementation of the Arts Venues ADM and this could also impact on the overall monitoring position.
29. The overall position in relation to the Property Division is an overspend of £37,000. Rental income shortfalls amount to £316,000 however these are partly offset by a series of income-related mitigations totalling £173,000, including rent reviews, acquisitions and disposals, and the issue of one-off licences. In addition, capital receipts under £10,000 are anticipated to exceed budget by £50,000, there is additional projected staff recharge income of £50,000 and an underspend of £6,000 in relation to Cardiff Market. Further to the Property overspend is a projected overspend of £287,000 in connection with Office Rationalisation. This is primarily in relation to the delayed transfer of the Global Link building to the local health board, as well as delays in the disposal of Bessemer Close resulting in increased non-domestic rates costs.
30. The new Commercial Services Division is currently anticipating a balanced position with all units within the division forecasting balanced positions aside from Recycling Waste Services and Management, which have minor offsetting variances. The £340,000 savings shortfall, in respect of 2016/17 targets relate to digitalisation and depot security within Recycling Waste Services and vehicle utilisation within Fleet Services. However, it has been

possible to identify mitigations to offset both these shortfalls and other emerging financial pressures.

31. The Council's 2016/17 budget included specific contingencies totalling £1.168 million in relation to waste disposal, reflecting the difficulty of predicting tonnage figures and the consequent impact on disposals, and £350,000 to offset potential income shortfalls in relation to the Materials Recycling Facility (MRF) to reflect the volatility in the market for recycle materials. Having reviewed these areas as part of the monitoring process, this report reflects the full use of the contingency budget for the MRF together with £439,000 allocated in respect of the impact of increased tonnages. These allocations have been incorporated within the Directorate position.
32. The overall position for Recycling Waste Services is a projected overspend of £7,000. This includes a £140,000 shortfall in savings targets, as well as in-year pressures totalling £440,000. These in-year pressures relate to higher third party payments associated with the treatment of glass and increased operating costs for the Recycling & Waste Management division. However, mitigations totalling £573,000 have been identified, including additional landfill income from inert materials, additional transfer station income and an assumed transfer from earmarked reserves to offset the projected costs associated with the delay in the implementation of changes to the HWRC sites. Fleet Services is currently reporting a balanced position, despite the savings shortfalls associated with vehicle utilisation. A number of mitigations for the £200,000 savings shortfall have been identified, including vacant posts and a projected surplus on the fabrication unit. Both Facilities Management and Design & Construction are also projecting balanced positions. Within Facilities Management small underspends relating to school caretaking and pest control are offset by a number of minor premises overspends in connection with operational buildings. The balanced position within Design & Construction is predicated on the use of earmarked reserves to fund upgrades to ICT equipment.

Education & Lifelong Learning – On target

33. The overall position indicates a balanced spend against budget, with a projected overspend against out of county placements offset by savings elsewhere within the Directorate, particularly Catering. Total savings of £2.838 million are currently projected to be achieved against the 2016/17 savings target of £3.356 million, leaving a projected shortfall of £518,000. In addition, there is a projected shortfall of £46,000 against the unachieved savings targets brought forward from 2015/16. These shortfalls are reflected in the directorate outturn projection.
34. An overspend of £529,000 is currently projected in relation to the budgets for Inter-Authority Recoupment and Special Educational Needs (SEN). The majority of this relates to the cost of out of county placements and shortfalls against savings targets totalling £468,000. The intention of the savings proposal was to reduce both the cost and number of placements and, whilst this has been possible in a number of cases, it has not resulted in the full achievement of the target. In addition, there is a projected overspend of

£50,000 in connection with the budget for Education Other Than At School (EOTAS), as a result of delays in the implementation of a new approach to the delivery of one-to-one tuition. A minor overspend is currently projected against the budget for Services of a Specialist Nature with all other SEN budgets, including the Pupil Referral Unit projecting balanced positions.

35. The overspend outlined above is partly offset by a £275,000 projected underspend in relation to the Catering service. This underspend has become possible because of additional income, following a price increase, and the continued identification of efficiencies against expenditure budgets. In addition to this there is a projected underspend of £7,000 against centrally held budgets, comprising an underspend of £31,000 against continuing pension contributions budgets and a projected £5,000 trading surplus relating to the Storey Arms Centre. These are partially offset by a £20,000 overspend against the budget for fees and subscriptions and a projected £9,000 overspend in connection with the Music Service.
36. The remainder of the overspend is offset by underspends totalling £197,000 within the School Improvement, Management & Support division and an underspend of £50,000 relating to Wellbeing & Compliance. This includes savings of £218,000 against Management & Support budgets, largely the result of recent management actions. These actions took the form of a review of staffing recharges and subsequent realignment of staffing costs. This allowed certain costs to be absorbed elsewhere within the directorate, without having a detrimental impact upon the overall position. Additional savings have resulted from staffing vacancies. Partly offsetting this particular position are various overspends against School Improvement budgets amounting to £40,000. The Wellbeing & Compliance saving results from shared service arrangements within Health & Safety. All other budgets are projected to balance.

Governance & Legal Services +£44,000

37. The overall position indicates an overspend against budget of £44,000. This includes a shortfall of £7,000 in relation to the 2016/17 savings targets. The overall position comprises a projected overspend within Legal Services of £116,000, partially offset by underspends against the Monitoring Officer budget, Scrutiny Services and Bilingual Cardiff. The Legal Services overspend is due to a shortfall against a previous initiative to reduce external legal costs totalling £200,000 and a shortfall in land charges fee income. Partially mitigating against this shortfall are staffing savings due to delays in appointing to vacant posts. The £41,000 underspend against the Monitoring Officer budget is the result of the vacant Monitoring Officer post, partly offset by the recruitment costs associated with filling the post. The underspend of £23,000 within Scrutiny Services is the result of staffing vacancies, whilst the projected £12,000 Bilingual Cardiff underspend is also due to staffing vacancies combined with additional income generation. The other budgets within the Directorate are projected to have balanced positions or minor variances.

Resources (£19,000)

38. The Directorate is currently projecting an underspend of £19,000 with savings in Performance & Partnerships and Human Resources partly offset by projected overspends in Finance and Health & Safety. Total savings of £1.756 million are currently projected to be achieved against the Directorate's 2016/17 savings target of £1.886 million leaving a projected shortfall of £130,000. All savings targets carried forward from 2015/16 are projected to be achieved.
39. An underspend of £104,000 is currently projected in relation to Performance and Partnerships with savings on employee budgets as a result of vacancies in the Cabinet Office, Performance Management and Policy and Partnerships. The latter also includes savings on supplies and services and transport costs although these are partly offset by a shortfall on income within the Cardiff Research Centre. An underspend of £9,000 is also currently projected in Human Resources with savings on employee budgets due to vacancies partly offset by shortfalls in income and a projected shortfall of £41,000 against the budgeted surplus for Cardiff Works.
40. These are partly offset by a projected overspend of £77,000 in Finance. This is mainly due to additional costs and income shortfalls within the Revenues Service including a £130,000 shortfall against the budget saving from the extension of the income enforcement service. Although savings have been achieved and continue to be progressed in this area it is not anticipated that they will be fully achieved in the current financial year. The projected overspend in Revenues is partly offset by vacancy savings and additional income in other areas of Finance. An overspend of £17,000 is also currently projected in relation to Health & Safety mainly as a result of being unable to meet the vacancy provision on the employee budgets in this area. All other areas within the Resources Directorate are currently projecting a balanced position.

Social Services +£5,221,000

41. The overall position for the Directorate shows a projected overspend of £5.221 million with overspends of £2.766 million forecast in relation to Children's Services and £2.455 million in Adult Services. The projected overspend reflects the impact of 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 particularly in relation to external fostering. The overall position also reflects a significant shortfall against budget savings targets both in respect of the 2016/17 budget and in relation to on-going shortfalls against 2015/16 savings targets which have yet to be achieved. Total savings of £4.053 million are currently projected to be achieved against the Directorate's 2016/17 savings target of £5.539 million leaving a projected shortfall of £1.486 million. In addition a shortfall of £1.070 million is also forecast against the savings targets carried forward from 2015/16. 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.

42. The current projections make no assumptions in relation to further growth arising from demographic pressures during the remainder of this financial year. Demand for services are needs led and can be volatile and costs, particularly in relation to domiciliary, residential and nursing placements can be high. If the levels of demand continue to increase then the overall cost to the Directorate will also increase. This together with the significant level of assumed savings which have still to be achieved during the remainder of the year provides an element of risk that must continue to be closely monitored.
43. The Children's Services budget is currently projecting an overspend of £2.766 million however this already includes the impact of the draw down of the £950,000 specific contingency budget set aside to meet increased costs in relation to placements for looked after children. The drawdown has been incorporated into the Directorate budget position in this report. Although the Service received an additional budget realignment of £1.6 million as part of the 2016/17 budget process, on-going pressures on the budgets for external placements, leaving care support costs and external legal costs have all contributed to the 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 House Fostering & Adoption. The overall position includes a projected shortfall of £1.396 million against the savings targets for 2016/17 and carried forward from 2015/16 and this is reflected in the analysis of the variances below.
44. An overspend of £2.556 million is currently projected in respect of external placements for looked after children with on-going pressures on external residential placements and a significant rise in the number of external fostering placements thereby increasing costs in this area. This 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 £837,000 against the budget savings targets in this area with only partial savings likely to be achieved in relation to a number of initiatives including the establishment of an Adolescent Resource Centre.
45. Other projected overspends include £450,000 on leaving care support costs for children aged 16+ reflecting the on-going high cost of supported accommodation and other support for those leaving care. An overspend of £633,000 is also projected in relation to Management & Business Support. This includes shortfalls in savings targets of £487,000 together with an anticipated overspend on external legal costs with pressures continuing in this area. An overspend of £246,000 is also currently anticipated on safeguarding budgets together with £87,000 on other social work teams. This is mainly due to the on-going requirement for agency support in this area although it is anticipated that this will reduce with measures to fill vacant posts continuing to be progressed.
46. A saving of £635,000 is projected in relation to guardianship orders with no increase in the level of residential order allowances anticipated in this financial year. A saving of £200,000 is also projected in relation to Child

Health & Disability commissioning budgets mainly in respect of domiciliary and respite care. This reflects the continuing reduction in expenditure in this area following a process of reviews and a switch to direct payments in recent years. Other underspends include £181,000 on Internal Fostering reflecting reduced numbers and savings on staffing budgets, £140,000 on Adoption budgets although there have been indications of further pressures in this area in recent months and £50,000 on the Family Support / Personal Advisor Service mainly due to savings on staffing budgets.

47. The Adult Services budget is currently projecting an overspend of £2.455 million. This is due to a combination of shortfalls against the budget savings targets for 2016/17 and the on-going shortfalls from 2015/16 together with a number of demographic and cost pressures particularly in relation to domiciliary and nursing care. This is despite the additional funding provided as part of the 2016/17 Budget which included a budget realignment of £2.5 million in relation to savings targets from previous years, funding for demographic pressures of £1.6 million and additional funding set aside to meet fee increases including the impact of the National Living Wage. Overall the shortfall against the savings targets amounts to £1.160 million with £607,000 relating to 2016/17 and £553,000 carried forward from 2015/16. Details of the individual variances are set out in Appendices 2(a) and 2(b) to this report.
48. Overall, commissioning budgets are currently reporting a projected overspend of £2.733 million. The overall position includes projected overspends of £2.631 million on Services for Older People, £576,000 on People with a Physical Disability including alcohol and drugs and £8,000 on People with Learning Disabilities. The projected overspends include both shortfalls against savings targets and demographic and cost pressures particularly in relation to domiciliary and nursing care. Domiciliary care costs for older people and people with a physical disability have increased by 7% in the past 12 months resulting in additional costs of £1.25 million. There has also been an increase of around 6% in the price of a nursing bed during this period increasing costs within services for older people by £700,000. These overspends are partly offset by a projected underspend of £482,000 in Mental Health Services. This is largely due to levels of expenditure on Deprivation of Liberty Safeguards (DOLS) continuing to be lower than anticipated. There has also been a recent reduction in residential placements.
49. Internal Services are currently projecting an underspend of £277,000. This is mainly due to an anticipated saving of £645,000 in Assessment and Care Management reflecting staff vacancies within the service. An underspend of £40,000 is also forecast in relation to Internal Support & Management. These are partly offset by an overspend of £397,000 in relation to Learning Disabilities Supported Living and Day Care mainly as a result of shortfalls against savings targets. An overspend of £11,000 is also projected in relation to day care and reablement services for older people.

Housing Revenue Account

50. The Housing Revenue Account (HRA) is currently reporting a balanced position with projected savings and additional income enabling the transfer to an earmarked reserve of £1.115 million. This reserve will be used to support investment and future housing development costs. Employee costs are currently projecting an underspend of £330,000 reflecting vacancies and other savings against the staffing budget. An underspend of £200,000 is also currently anticipated on premises budgets including reduced costs in relation to space occupied at the Central Library. A balanced position is currently forecast in relation to the Housing Repairs Account but this will continue to be closely monitored as the year progresses. Other variances include underspends of £120,000 on supplies and services with savings on insurance and bank charges and £136,000 on estimated support costs. There is also an anticipated reduction of £300,000 to the provision for bad debts. Income forecasts currently suggest a surplus of £29,000 mainly due to a lower than budgeted level of void rent loss.

Cardiff Harbour Authority

51. The original budget for 2016/17 was set at £6.146 million, as part of a three year budget that was agreed with the Welsh Government covering the period 2014/15 to 2016/17.
52. An amendment in April 2016 to the deed of variation, dated 3rd April 2014, between the Welsh Government and the City of Cardiff Council, reduced the 2016/17 fixed costs budget by £255,000.
53. The current financial position at the end of quarter one indicates that the forecasted annual draw down of funding will be £5.891 million, representing a full spend of budget.

Heading	Budget £000	Projected Out-turn £000	Variance £000
Expenditure	6,365	6,406	41
Income	(820)	(861)	(41)
Fixed Costs	5,545	5,545	0
Asset Renewal	346	346	0
TOTAL	5,891	5,891	0

54. The position includes reduced environment costs plus increased income generation offset by some additional essential maintenance costs at the barrage. The projected income of £861,000 includes £495,000 from car parking fees, £237,000 from harbour dues, £83,000 from water activities and a further £46,000 from other sources.
55. The Asset Renewal budget is currently indicating a full spend in line with the approved schedule of work.

56. The balance in the Project and Contingency Fund at 1st April 2016 was £756,000. 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

57. The Council in February 2016 approved a Capital Programme of £114.329 million for 2016/17 and an indicative programme to 2020/21. This included a range of assumptions in relation to slippage together with projected spend for other schemes planned to be undertaken in the year. The budget for the General Fund and Public Housing has since been adjusted to £127.126 million to include actual slippage reported at outturn, incorporation of new grant approvals and confirmation of actual grant awards.
58. The sections below indicate a forecast position for 2016/17 for the General Fund and Public Housing.

General Fund

59. The projected outturn for the year is currently £81.704 million against a total programme of £101.641 million, a variance of £19.937 million which is slippage. Expenditure at the end of Month 4 was £16.071 million which represents 20% of the projected outturn, a third of the way through the financial year.

Capital Schemes Update

60. Delivery of capital projects is complex, may span a number of years and is influenced by a number of external and internal factors such as weather, statutory and non-statutory approval processes. Directorates continue to be reminded of the need to set achievable profiles of expenditure and to identify slippage at an early stage.
61. Given the significant capital pressures and reductions in funding seen over the last few years and highlighted in the Budget Strategy Report to Council in July, slippage not identified at Month 4, for annual sums, will not automatically be carried forward. Therefore, Directorates are encouraged to review existing schemes and plan future schemes to determine realistic expenditure profiles in order to avoid slippage.
62. The following provides an update on the significant capital schemes included in the programme in addition to the detailed list in Appendix 3. Future monitoring reports will focus on key variances.

City Operations

63. The 2016/17 programme for the Directorate is £28.875 million, with an initial variance identified of £3.045 million. This is primarily in relation to the implementation of LED lighting on principal roads and also the Greener

Grangetown scheme, where it is essential that the schemes proposed are technically suitable and which involve agreement of external partners. Details of schemes within the Directorate are shown below.

Energy Projects & Sustainability

64. Following approval of a business case to enter a contract under the retrofit programme, the Council is to implement a mixture of energy saving technologies at the following sites in order to achieve energy cost savings; Cardiff Castle, City Hall, Fitzalan High School, Lamby Way Cleansing Depot, Llanedeyrn Primary School, Radyr Comprehensive School, Willows High School and Ysgol Gyfun Gymraeg Plasmawr. The payback period for the project is 8 years, with the level of financial savings guaranteed by the contractor. The cost of the scheme is £1.230 million and as this is funded by borrowing from the WG Green Growth Wales Fund, it will need to be repaid from savings arising from the measures introduced.
65. The Radyr Weir hydro scheme, which has been under construction since June 2015, is part of the Council's commitment to generate and invest in clean, locally generated energy. The scheme to generate hydro electricity became operational in July 2016 and alongside the turbines is a specially constructed fish pass, a picnic area and wider improvements for cyclists and walkers on this section of the Taff Trail. The estimated total scheme cost of £4.1 million is higher than the initial business case and this has previously been reported to Cabinet. Such additional costs facilitated earlier commissioning of the technology and the receipt of a higher annual income in the form of a feed in tariff available over the next 25 years, despite the UK governments reduction in the level of feed in tariff available. All income receivable will be used to repay the invest to save loan undertaken to support investment in the project and to generate income in line with revenue budget targets over a 20-year period.
66. Salix Energy Efficiency Loan Schemes (SEELS) is an invest to save project to achieve energy efficiency and carbon reduction savings in schools. £235,000 of the initial £1.0 million approved towards these projects remains to be implemented, with the opportunity for further investment during the year subject to approval of an updated business case.

Regulatory

67. As part of the regionalisation of regulatory services, the Council is required to pay primarily towards new software, hardware and mobile working solutions to ensure maximisation of efficiencies as well as estate related requirements for the service. Following selection of an appropriate system after testing, the full £299,000 allocated in this financial year is currently forecast to be spent with a further £117,000 allocated in 2017/18 for these commitments.

Parks & Green Spaces

68. The Asset Renewal Infrastructure budget of £140,000 will be used to provide improvements at Lady Mary and Highfields allotments, renew

footpaths in public open spaces and for drainage and water course improvements at various locations.

69. The annual play equipment capital allocation of £90,000 is used towards resurfacing of playgrounds and replacement of playground equipment. Proposed use includes Llandaff Fields play area, The Marl multi use games area, Sanatorium Road, Wilson Road, Coleford Drive, Cwm Farm, Heol y Delyn and Parklands play areas.
70. A phased programme of flood prevention works to address issues at various locations is still being developed. Investigations at several sites to determine the condition of existing drainage systems and to understand the underlying reasons for the flooding problems are being undertaken. Sites, where the information has been obtained are being used to inform design solutions, the first phase of which will be implemented later this year. Delay in implementation means slippage of £100,000 has been initially identified into next year.
71. Following a successful bid to the Heritage Lottery Fund, Parc Cefn Onn a grade 2 listed historic country park, has been awarded a £459,999 grant. £190,000 of the grant and contributions are initially forecast to be used this financial year along with Council match funding of £30,000. Planned improvement over the forthcoming years include restoration of some of the historic park features, upgraded toilet provision, enhanced interpretation in a variety of formats including tactile and audio interpretation, colour contrast and use of symbols to provide a place where people with visual impairment and those with dementia can gain maximum benefit from their use of the park. Mobility scooters are proposed to be provided to encourage people to see the park as an accessible place despite its terrain.
72. Following confirmation of WG loan approval in April 2016 to support development of sporting facilities, existing sports pitches at Trelai Park and at the Marl are being upgraded to a 5 a-side and 7 a-side 3G pitch respectively. The estimated cost is £432,000, with any loan required to be repaid over a 10-year period along with ensuring adequate provision is made from retained income and Directorate revenue budgets for eventual replacement of the surface and ongoing maintenance of the pitches in line with required standards.
73. A scheme to provide an interactive wet play park on the site of the former paddling pool at Victoria Park was opened in June with numerous features for children to enjoy. The total cost of the scheme is circa £500,000 with £315,000 funded primarily by planning obligations and a Council capital programme allocation of £185,000.
74. The parks and green spaces programme also includes completion of schemes started in prior years including Heath Park Tennis Courts, Hywel Dda public open space creation and also preservation works to Bishops Palace and Llandaff Belltower.

Leisure

75. The lease and operational transfer of Insole Court is proposed to take place in September 2016. Additional costs due to heritage finds and extensions of time have previously been reported to Cabinet with the estimated costs for the project to date being £3.1 million, funded primarily by BIG Lottery, Heritage Lottery and the Council. This excludes any costs required to address the heritage finds and to complete the main house, although additional HLF funding of £268,000 to complete this additional work has been secured. This is not shown in the Council's Capital Programme at this stage as discussions are taking place with the Trust with a view to determining how these works are procured and progressed. The Council remains responsible for all external works to the building and is working with the Trust in order to undertake external works to the East wing of the house to allow the Trust to rent the space in accordance with their business plan.
76. Eastern Leisure Centre has been refurbished with total costs estimated to be £6.5 million including any fit out. The scheme started at the end of April 2015 for a 66-week period and is to be opened for use in August 2016.
77. Accessibility improvement works at Pentwyn Leisure Centre have been completed including a new front entrance, ramp and steps access from Bryn Celyn Road. The cost of £165,000 has been funded from proceeds following the sale of the Dome in Pentwyn.
78. As part of the procurement process for operators to run the Council's Leisure services there were two commitments included in the Capital Programme. The first was a requirement to provide a loan facility of up to £4.0 million over a 20-year period as an Invest to Save allocation, to be used by the successful bidder to invest in facilities and repay any such investment to the Council from additional income or savings. £1.0 million was initially profiled for use in 2016/17, however subject to completion of final contract it is assumed that there is likely to be some delay as to any approval and expenditure of this amount. Accordingly, slippage of £500,000 is assumed at this stage.
79. In addition, the Capital Programme also includes £531,000 of the initial £750,000 made available in 2015/16 to undertake priority works to the external fabric of buildings for which the Council would be responsible for under any contract. The Council has commissioned and received full external surveys and a detailed schedule of works based on these is currently being developed. Subject to the timing of this, whilst full spend is currently predicted for the remaining budget, there is a risk of slippage.

Bereavement & Registration services

80. The programme of £60,000 reflects proposed replacement plant and equipment to be purchased during the year and infrastructure works including roads and paths. There are circa £20,000 of building enhancements at Cathays Chapel which are being funded through planning obligations and other donations.

Highway Maintenance

81. A capital budget of £750,000 was approved in 2016/17 for the reconstruction of structurally deteriorated roads which were deemed to be a priority. Site investigations will be concluded in October which will determine the most appropriate treatment to address condition and form the basis of any tender exercise. Prioritised roads are Grand Avenue, Caegwyn Road, Rhydhelig Avenue, Llandennis Avenue, Ty Gwyn Road, Caeglas Road and New Road.
82. Over the prolonged winter months, Cardiff along with the majority of the country experienced unprecedented volumes of rainfall. These conditions, coupled with the low road temperatures had a severely detrimental effect on the road surfaces. Council funded allocations for carriageway and footway resurfacing including slippage from 2015/16 totals £2.459 million. Contracts already awarded include carriageway preventative works of £420,000 and permanent patching of £406,000. However, the balance of investment proposed in schemes such as carriageway resurfacing, footway resurfacing and footway preventative works are the subject of consultation and prioritisation. Full expenditure is currently forecast by the Directorate, however to avoid risk of slippage, these activities and procurements should be completed promptly to avoid works having to be undertaken in the winter period.
83. The A48 and A4232 were the worst hit roads, and deteriorated quickly primarily due to the very high traffic flows. Although localised 'make safe' repairs were undertaken throughout the winter period this could not be maintained from an operational, safety or cost perspective. It was therefore essential that the areas of worst deterioration were resurfaced. The estimated cost of urgent resurfacing works on routes is £595,000. No overspend is reported at this stage as it is proposed to review options for bringing forward future budgets or re-prioritising existing highway investment capital budgets which have not yet started and the implications and risks of doing so. A further update is to be provided in the next monitoring report.
84. The Bridges and Structures budget of £759,000 for 2016/17 is primarily the balance of the Council's agreed £1.628 million contribution to Network Rail of 20% towards the cost of the works for Windsor Road bridge. Although the road reopened in July 2016 additional work to the bridge is ongoing and final costs are unknown at this time. This will need to be managed within overall budgets for structures.
85. The street lighting renewal budget of £270,000 is proposed to be used to replace columns shown by surveys to have structural and corrosion issues. No expenditure has been incurred to date and this scheme will be the subject of a procurement and tender exercise. The street lighting energy reduction scheme to introduce dimming technology to circa 22,500 columns in residential areas completed most modifications in July 2016. Surveys are being undertaken to identify remaining lanterns that can be adapted to ensure completeness of the scheme, with financial savings from reduced energy usage to be used to repay initial investment.

86. Slippage of £1.984 million of the invest to save budget for LED Lighting on Principal Roads was carried forward into 2016/17. This was primarily as a result of the need to ensure that the technology introduced is suitable for the City, and relevant consultation takes place to avoid potential adverse risks including public perception. Following consideration in April 2016 of a business case and approval by Cabinet in July 2016, for the implementation of LED lighting and a Central Management System, a procurement exercise is to commence in September 2016 to deliver the change over a 2-year period. Subject to the outcome of this, a scheme with estimated costs of circa £4.9 million could start in December 2016, resulting in significant savings in energy usage and cost. If the estimated cost of the contract could exceed a value of £5.5 million, a further report is required for Cabinet for consideration. SALIX have offered an in principal interest free loan towards the full cost of the scheme which will need to be considered subject to any final contract to proceed. Subject to timing of implementation, estimated expenditure in 2016/17 is £1.2 million, with the balance of the 2016/17 budget shown as slippage.
87. Subject to completion of agreements with funding partners Dwr Cymru and Landfill Community fund, the Greener Grangetown scheme is expected to start on site in October 2016. The scheme will retrofit sustainable drainage systems and in the process improve the public realm in the relevant areas. The estimated contract length is 42 weeks with expected completion in summer 2017. The total cost of the scheme is estimated to be £2.5 million, with £1.270 million profiled to be spent during 2016/17. Given the infrastructure nature of the scheme, any risks of additional costs during the construction period will need to be closely managed.

Traffic & Transportation

88. The asset renewal allocation including slippage from 2015/16 for Transport, Traffic Management, Cycling and Telematics is £1.934 million. It is to be spent on a range of schemes including safety improvements, strategic transport schemes, cycling and replacement of fans within Butetown tunnel. Full spend is currently being forecast by the Directorate.
89. A sum of £375,000 Council match funding is included in the Capital Programme to help secure a range of WG grants where match funding is required. Assumptions initially made at budget setting in relation to the availability of external grant schemes operated by WG have been revised downwards following confirmation of grant approval.
90. The WG allocation to Cardiff for the Local Transport Fund is £1.713 million. The fund supports development of integrated, effective, accessible, affordable and sustainable transport systems. Schemes bid for and approved this year include Active Travel Mapping (£25,000), Eastern Corridor Active Travel (£316,000), Western Corridor Active Travel Network (£554,000), A48 Eastern Corridor improvements at the Newport Rd/ Fitzalan Place and West Grove Junction (£738,000) and A469 Corridor parallel cycle route (£80,000).

91. The WG Road Safety grant of £427,500 will support capital projects that contribute to WG objectives to reduce road casualties. Schemes to be undertaken include safety improvements at Newport Road, Cypress Drive, Heathpark Road and Allensbank Road.
92. The WG Safe Routes in Communities Grant (£595,000) aims to improve the accessibility and safety of local routes for Splott and Pentwyn primary schools. Works programmed for 2016/17 include junction improvements, raised and zebra crossings as well as signage.
93. In 2015/16 the Directorate was successful in securing grant funding of up to £2.948 million from WG under the 'Metro Phase 1' scheme to enable the construction of the A469 and A470 Bus Corridor Improvement Schemes. These are expected to be complete by 31 October 2016 and 31 March 2017 respectively.
94. The Moving Traffic Offences enforcement scheme is a bid for £750,000 Invest to Save funding. The allocation will be spent on bus lane enforcement, yellow box junctions and replacement of aged pay and display machines, with any borrowing to be repaid from parking and enforcement income.
95. The programme includes an allocation of £500,000 to create a bus interchange at Waungron Road in the West of the city. Design and costing work is currently being undertaken to develop a feasible scheme. Whilst it is currently estimated that the allocation can be spent by the end of the financial year, this is subject to the factors above and affordability. A further update will be provided at the next monitoring report.
96. In respect of the CCTV Control Room System Upgrade to replace aged and unsupported software and IT equipment, a specification to allow a tender exercise to be undertaken has been prepared. Subject to costings the proposals may need to be prioritised so as not to exceed the available budget of £340,000. Full spend is currently predicted.

Harbour Authority

97. The Harbour Asset Renewal budget of £346,000 forms the final part of a 3-year programme for works at the Harbour and Barrage and the surrounding environmental infrastructure. Works included in the programme include seating renewal, renewal of litter bins and timber decking within the Inner Harbour area (£50,000), electrical and mechanical work in relation to the barrage (£30,000), replacement of equipment in the children's play area (£40,000), replacement of vessels (£73,000), replacement of oil pollution collection equipment (£35,000) and renewal of equipment at Cardiff Bay Water Activity Centre (£10,000).

Communities, Housing & Customer Services

98. The 2016/17 programme for the Directorate is £13.610 million, with an initial variance identified of £629,000 in relation to the timing of implementation of

remaining hubs projects. Details of schemes within the Directorate are shown below.

Citizen Hubs

99. The schemes included in the current programme allow completion of the Hubs strategy approved by Cabinet. Where cost estimates received have been in excess of budgets available, opportunities have been sought for external grant funding or reductions to scope where feasible to remain within the overall budgets allocated.
100. The STAR Hub, which commenced in August 2015, is on target for completion in September 2016 and within total budget of £6.760 million, which includes a contribution of £1.325 million from the public housing capital programme and £120,000 grant from WG Museum Archives and Libraries towards furniture and equipment. It is expected to open to the public at the end of September 2016.
101. Phase 2 of the planned extension of St Mellons Hub involves an extension to include a community hall, youth den, changing facilities, multi use rooms, flying start provision and a café area. Following the granting of planning permission, the proposals are to be the subject of a tender exercise starting in September 2016 in parallel with confirming potential valuations of four site disposals that would be used to pay for the works. Subject to no issues of affordability, construction could begin in January 2017. Estimated construction costs are circa £3.885 million and slippage of £400,000 is estimated to date.
102. Llanishen Hub involves the conversion of the ground floor of Llanishen Police Station to accommodate library, training and interview spaces, which will replace current provision from the existing leased premises. Subject to agreement with the police authority, works are proposed to start in the final quarter of 2016/17, and slippage of £100,000 is initially recorded to reflect this.
103. Llandaff North & Gabalfa Hub involves the refurbishment and re-modelling of the library and day centre to accommodate a wider range of community services and activities. Works commenced in May 2016 with the new facility forecast to be opened November 2016 at a total cost of £1.335 million of which £280,000 is a contribution from the public housing capital programme. Fairwater hub opened in May 2016, allowing an extension to the range of Council and partner services offered to fairwater residents.
104. Llanedeyrn Hub will be formed through an extension to the Powerhouse building. Estimated total costs of the scheme are £1.9 million of which £450,000 is a proposed contribution from the public housing capital programme. Works are scheduled to begin in September, with completion expected in April 2017.

Neighbourhood Regeneration

105. The Neighbourhood Renewal schemes budget is £985,000 allowing completion of schemes already started as well as design and tender of others in the programme. These include public realm improvements at Birchgrove Shopping Centre and Wentloog Road Shops; local centre improvements within Llanishen Village; environmental improvements at Cowbridge Road West/Narbeth Road Gully; Safer Splott CCTV and pedestrian safety improvements; Trenchard Drive footway renewal as well as play area improvements at Heol y Delyn and access improvements to Hendre Park.
106. Following the completion of Clare Road / Penarth Road junction improvements last financial year, the local shopping centre budget of £321,000 which includes owners' contributions estimated at £20,000 continues to incur expenditure on shop front improvements to commercial premises. This is supplemented by WG Vibrant & Viable Places Grant for the area of £138,000.
107. A regeneration scheme at Maelfa received planning approval in April 2016. Works are the subject of tender and subject to its development partner, Cardiff Community Housing Association, and the Council finalising a development agreement, implementation is scheduled to commence this autumn. Works include the construction of affordable and private sale homes, the creation of retail units for commercial rent, as well as extensive infrastructure and public realm improvements. The budget available for 2016/17 of £441,000 is primarily for pre development costs, with any land disposals arising as part of the regeneration being re-invested to support the viability of the scheme.
108. The Alleygating budget of £134,000 includes a further phase of area based schemes being implemented in Gabalfa £55,000 and Cathays £60,000, complemented by a number of one-off schemes for prioritised individual lanes. Following resident consultation, implementation is to be undertaken in the latter part of the financial year.

Housing (General Fund)

109. The Disabled Facilities Service supports administration fees and both mandatory and discretionary grants to housing owner occupiers to enable a person to continue living in their own home. The total budget of £4.905 million includes the one off allocation of £1.9 million of revenue budget in order to help reduce waiting times and meet additional pressures on this budget during 2016/17.
110. To provide adaptations support for independent living, encourage improvement of processes, joint working with health and the 3rd sector to reduce admissions, a grant of £398,000 has been approved by WG. Whilst the number of referrals is currently as expected, activity will need to be monitored closely during the year to determine whether any grant can be used to displace any of the Council's own funding, with an update provided in a future monitoring report.

111. A WG Intermediate Care Fund grant of £100,000 has been received to complete development, production and purchase of bespoke assisted living devices. These aim to ensure availability of a complete suite of technology to help sufferers of degenerative cognitive conditions to remain at home safely and independently. Such technology will be used alongside telecare units and key safes to enable the mobile warden response to assist at home as well as outside it.
112. To encourage comprehensive regeneration schemes, the estate environmental improvements capital allocation is intended, where feasible, to complement schemes being undertaken to public housing and estates by providing options to support the costs of works to owner occupier properties.

Economic Development

113. The 2016/17 programme for the Directorate is £9.835 million, with an initial variance identified of £1.432 million primarily in relation to the timing of central square public realm. Details of schemes within the Directorate are shown below.

Business and Investment

114. The extended Voucher Scheme was launched by the Department of Culture Media and Sports (DCMS) on 1 April 2015 with £40 million of grant funding available at a national level. It offers grants to Small and Medium Enterprises towards the capital costs of installing new broadband connection in order to access high speed connectivity and capability. The scheme has closed for any new voucher applications and the projected expenditure for Cardiff is £195,000 this financial year.
115. Under the umbrella of the Capital Cardiff fund scheme, no additional Council budget has been allocated for 2016/17. Any additional support is to be provided from the recovery of previous loans awarded under the scheme. Any outright grants provided during the year, will result in less funds being available for recycling into additional support in future years.
116. Slippage of £48,000 has been carried forward from 2015/16 for the Social Innovation Fund for 2016/17. The fund aims to award capital grants of up to £5,000 towards start up costs for new or expanding social enterprises. There are currently 7 projects approved to date with further applications expected following further promotional marketing. The Directorate forecast is for the budget to be fully spent.
117. The Council has also developed a joint investment fund in Small to Medium Enterprises with S4C. The partners will make £150,000 available over a one-year period. To be eligible for funding, businesses must be based in the Cardiff area and fall within S4C's remit. There were no awards for 2015/16, therefore the full amount was been carried forward. Full expenditure is currently forecast by the Directorate in 2016/17 whilst

applications are reviewed, however actual expenditure will be subject to any applicant meeting the terms and conditions of any loan agreement.

City Development & Major Projects

118. Following the completion of works to create the Cardiff International White Water facility as well as construction works on neighbouring sites over the past few years, construction waste materials have to be removed from land at the International Sports Village. Removal will allow land to be used for further development in line with the ISV masterplan, with removal costs to be paid for from the proceeds of disposal of land from phase one of the Bayscape development. Estimated costs including removal, disposal, landfill tax and any tipping fees are £600,000.
119. Following on from the above scheme, the Council is working with the developer at the ISV site in order to rationalise the parking strategy. This is necessary to meet existing contractual and planning requirements and will enable other areas of ISV land to be released for development. This is subject to confirmation of funding being in place and initially the Council is investigating potential funding options with the developer and other stakeholders.
120. Initial design work for the transport interchange is continuing as well as an options appraisal and costing to recommend a strategic approach to the delivery of the scheme and Central Square. This is to be the subject of a future Cabinet report and subject to approval for further design work, estimates for expenditure in the current year remain at £500,000.
121. Development is in progress of the first phase of design for public realm works at Central Square in conjunction with the developer. The developer will deliver the scheme with any council contribution anticipated at circa £9 million as part of the original estimate when setting the Capital Programme. The actual cost is yet to be agreed along with any specified maximum or contractual ceiling. Expenditure of £1.0 million is currently projected however is subject to finalisation of agreements.
122. As part of a proposal to bring forward further phases of the House of Sport in Leckwith and address wider security issues at the allotments, the Council is to contribute towards site clearance, road infrastructure and fencing at Leckwith allotments. The Council's commitment is to be £150,000 and funded from the invest to save capital budget. As part of a contractual agreement, the Council will benefit from increased land value and aims to recover any such investment from future development of the site.
123. A payment sum of £88,000 towards dilapidation costs was received by the Council in respect of the early termination of the Virgin Active lease at the New Tennis Facility. Originally this was set aside for upkeep of the building during 2016/17. However, the current lease arrangements are not due to terminate until 2017, therefore the sum is to be carried forward into future years in the event that we still have the responsibility for the building after that date.

124. A contribution was received from the lease towards dilapidations costs at Llanrumney Hall as compensation for their early release from the lease. Whilst part of the contribution has been utilised to pay for roofing works, the balance is to be carried forward to future years until agreements for a scheme are in place.

Property

125. The Investment Property Strategy approved by Cabinet in November 2015 approved the principle of ring fencing and reinvesting all capital receipts generated from the disposal of assets held in the newly formed Investment Estate to improve the yield of existing assets or to purchase better quality and better yielding assets. In accordance with that strategy a recommendation was made to acquire the leasehold interest of a former veterinary site on Bute Street, the freehold of which was already held by the Council. The investment (£273,000) is deemed to be of strategic importance for medium to long term redevelopment opportunities in the area, as well as short term income generation to offset any rental income lost on investment properties sold.
126. The projected outturn for the Office Accommodation Rationalisation budget is £1.019 million to support the efficient use of administrative buildings. This includes expenditure to relocate staff to County Hall from Global Link and other accommodation. The Council's lease for Global link was to run until November 2019. Rather than mothball the building, the Council has agreed to assign the lease to the Cardiff and Vale University Local Health Board in August 2016 in order to maximise savings to the Council. The agreement includes a commitment by the Council to pay an annual reverse premium and also includes a £600,000 dilapidations payment which has been included as part of the projection.
127. Further priorities in the short term are implementation of a Children's Services accommodation strategy which would allow the rationalisation of Suffolk House and Penhill Youth Offending Service. Both properties have a maintenance backlog and disposal would generate capital receipts to support costs arising from office rationalisation as well as supporting the overall Capital Programme. Any relocation will require investment in other buildings to improve service delivery, which can be funded from proceeds of the disposal of 150 Thornhill Road subject to certain criteria. As agreed by Cabinet, this £560,000 was earmarked for re-investment for the direct benefit of children and is currently profiled for use in the 2017/18 capital programme. No assumptions for use of this sum are currently included in 2016/17, however subject to costs and timing of the strategy, further monitoring reports will provide updates on the proposals.
128. The Community Asset Transfer budget can provide up to £25,000 for improvement works to buildings being taken on by third party organisations. Based on known commitments, any requirement is likely to be minimal during 2016/17 resulting in £50,000 slippage shown initially.

Commercial Services

129. Following receipt of tenders, the estimated cost during the year to replace the Household Waste Recycling Centre (HWRC) at Lamby Way is £1.941m. This is £396,000 in excess of the budget available and is primarily due to the cost of the modular system proposed which is increased in size from 16 skips to 20 skips in order to future proof the requirement and also the addition of a canopy to keep recycling streams dry and thus avoid future cost or loss of income. Additional costs are proposed to be met from existing budgets.
130. Whilst not shown in the monitoring report as costs are met by a separate provision, a contract of £2.0 million has been let for capping and restoration to the remaining 12 hectares of the Lamby Way landfill site. This will complete works as per requirement by Natural Resources Wales. The contract is anticipated to start in August 2016 with a programme of 40 weeks to complete the works.
131. Property Asset Renewal works for administration buildings of £534,000, includes works at County Hall to complete fire dampers and electrical works to ensure continuity of power supply and replacement lighting. City Hall works include subsidence and underpinning works to the ground floor toilet block as well as completion of the programme of fire alarm works which ensures the building meets new fire alarm regulations.
132. A number of vehicles that have reached the end of their useful life for Facilities Management and Social Services are proposed to be replaced as part of the £250,000 annual capital budget set up to replace via outright purchase. A feasibility study and trials are to be undertaken to determine suitability of electric or hybrid vehicles for parts of the Council's fleet.

Venues and Cultural Services

133. The property asset renewal allocation of £610,000 is for St David's Hall and the Castle. £300,000 is to refurbish two escalators at St David's Hall during 2016/17. Following repeated mechanical breakdown and their age, technical advice is that these need full refurbishment in order to ensure effective use of the building for patrons of the centre. It is proposed that two of the four escalators will be refurbished initially which will provide an indication of the effectiveness and cost for replacement of the remaining two.
134. Property Asset Renewal works of £310,000 at the Castle include health and safety lighting works in areas open to public access, emergency lighting upgrades to meet fire regulations, CCTV and intercom upgrades to main car park as well as an upgrade of public toilets.
135. St David's Hall and New Theatre were initially allocated funding in 2015/16 of £350,000 and £295,000 respectively to address priority works to the external fabric of the building, as part of any consideration of alternative delivery mechanisms. Estimates of costs and works proposed for the remaining total budget of £623,000 are currently being considered by the

Directorate following receipt of building condition reports. This includes works to New Theatre roof. As these works have not yet been determined there is a risk of slippage, with a further update provided at the next monitoring report.

Education and Lifelong Learning

136. The 2016/17 programme for the Directorate is £45.566 million, with an initial variance identified of £13.236 million. Whilst contracts for construction have been let, the variance relates to timing of costs expected in relation to the new Eastern High School and three new primary schools. Details of schemes within the Directorate are shown below.

Schools - General

Asset Renewal - Buildings

137. The original 2016/17 budget of £2.7 million is revised to £2.972 million as a result of slippage of £272,000 being carried forward from 2015/16. The Directorate has agreed a full schedule of works and the budget is currently expected to be fully spent in 2016/17.

Asset Renewal – Suitability and Sufficiency

138. The annual suitability and sufficiency budget of £500,000 is enhanced with an additional £500,000 funding for 2016/17 to give a total approved budget of £1.000 million. In addition, slippage of £171,000 has been carried forward from 2015/16 to give a total suitability and sufficiency budget of £1.171 million for 2016/17. A schedule of works has been agreed and the budget is expected to be fully spent in 2016/17.

Whitchurch High DDA

139. A budget of £2.0 million was approved within the 2016/17 Capital Programme for improvement works to comply with disabled accessibility requirements at Whitchurch High School. Current indications suggest that there will only be expenditure to the value of £1.0 million and therefore projected slippage of £1.0 million against this budget for 2016/17. Options for any further improvements required will need to be considered as part of a longer term strategy.

Flying Start Grant

140. Cardiff has been awarded £535,000 capital grant from WG to deliver improvements to St Cadoc's Primary. It is anticipated that the full allocation will be utilised in 2016/17. There is also slippage of £51,000 brought forward from 2015/16 schemes anticipated to be spent in 2016/17.

Schools Organisation Plan – 21st Century Schools

141. In March 2015 the Authority submitted a re-aligned 21st Century Schools Programme for investment totalling £164.1 million which was subsequently

approved by WG and now forms the basis for the Authority's Schools Organisation Programme going forwards until 2019.

142. 21st Century Schools expenditure anticipated in the 2016/17 Capital Programme totalled £39.186 million. The net impact of 2015/16 slippage, 2016/17 expenditure brought forward and budget virements is a reduction in the anticipated expenditure of £1.057 million to a revised programme of £38.133 million for 2016/17.
143. The projected outturn for 2016/17 is £25.897 million, which is a net variance of £12.236 million. This relates to projected slippage of £13.737 million partially offset by expenditure brought forward from later years of £1.5 million.
144. The most significant slippage amount is £8.712 million in relation to the new Eastern High School. Delays in reaching agreements with Cardiff and the Vale College for site access led to delays in demolition of the Trowbridge site which has had a knock on impact to the commencement of the construction contract. The contractors are now on site and no further delays to the construction timetable are anticipated at this stage.
145. Other notable slippage is recognised from schemes to deliver new primary schools, Howardian (£3.5 million) and Ysgol Hamadryad (£1.5 million). Procurement for these primaries as well as Ysgol Glan Morfa has been undertaken and works awarded to a single contractor to deliver all three primaries by September 2017. Initial designs have been agreed and the finalising of design requirements and fixed price agreements has now begun. It is anticipated that works will begin on site by January 2017.
146. Works brought forward from 2017/18 total £1.500 million and relate to Ninian Park Primary Extension (£800,000), New High School in the West (£500,000) and Moorland Primary (£200,000).

Resources

147. The 2016/17 programme for the Directorate is £3.430 million, with an initial variance identified of £1.595 million in relation to projects to improve business process. Details of schemes within the Directorate are shown below.

Technology

148. The main priority for the Modernising IT to improve Business Processes budget in 2016/17 is to support key projects in the Organisational Development Programme and the digitisation of business services utilising modern technology.
149. The budget for modernising business process in 2016/17 is £2.446 million and the projected spend is £851,000 resulting in slippage of £1.595 million into 2017/18. This slippage is due to a number of factors including resources available to support and facilitate business change and time taken to adopt new and often very different ways of working, extending the

original project timelines significantly e.g. in relation to electronic document management system and mobile working.

150. Slippage of £306,000 has been forecast for the SAP Customer Relationship Management project due to the need to resolve technical issues within phase 1 of the project. Until these are resolved further phases of expenditure are assumed to be deferred into 2017/18.
151. Any expenditure on a new property asset management system is likely to now occur in 2017/18 whilst a full business case is prepared to determine whether a SAP based or standard off the shelf solution is more effective in meeting the Councils' requirements at a lower cost.
152. The initial forecast of expenditure included the creation of several new posts to accelerate delivery of digital services, which if used effectively would support some of the issues highlighted above and create technical capacity to build IT infrastructure. Any posts created would need to be eligible capital expenditure and until posts have been approved and appointed to slippage of £461,000 is recognised to date.
153. The £384,000 budget for ICT refresh is to be used on a range of projects to support resilience, capacity and capability. This includes electrical works to the Computer electrical suite in County Hall in conjunction with back up power replacement works in the event of failure; Private Cloud and works towards Disaster Recovery strategy; and web proxy replacement and expansion to improve resilience.

Corporate

154. In respect of the contingency budget of £250,000, given that it is early in the financial year this is shown projected to be fully required, although as the year progresses, any under spend will be used to reduce the level of borrowing assumed in the Capital Programme.
155. Of the original £500,000 invest to save budget, £150,000 has been used towards an Economic Development scheme towards fencing and infrastructure at Leckwith allotments as mentioned previously. The balance is shown as fully required, however use will be dependant on approval of any relevant business cases received from Directorates.

Social Services

156. The 2016/17 programme for the Directorate is £325,000, with full expenditure projected. Details of schemes within the Directorate are shown below.

Adult Services

157. In order to support the Day Centre Opportunities Strategy and reconfiguration of day services for older people, design and costing work is currently being undertaken for the refurbishment and re-modelling of Minehead Road and Grand Avenue day centres. The aim is to provide high

quality day care facilities appropriate for dementia and other high need clients and their carers. A total of £920,000 has been allocated by the Council with £140,000 profiled for use in 2016/17 allowing completion of Minehead Road in the last quarter of this financial year and the start of Grand Avenue next financial year. Minehead Road is one of three projects supported by the WG Intermediate Care Fund Grant, with £185,000 approved and required to be spent by 31 March 2017.

Capital Receipts

158. The 2016/17 Capital Programme included an assumption of £2.0 million non-earmarked capital receipts net of fees to pay for the Capital Programme. To date the main receipts include the sale of former terrapin offices at Bessemer Close and depot on Hadfield Road (£394,000) and also the completion of disposal of the former Trading Standards offices at Bridge Street in the City Centre (£566,000).
159. Other disposals include the sale of investment property and former caretaker's houses (£281,000) and the youth hostel on Wedal Road (£885,000) which are proposed to be earmarked for reinvestment in specific schemes. The latter is proposed for re-investment in essential works to Roath Park and subject to agreed and acceptable costs, investment in Roath Park House.
160. In 2013/14, the Council provided a loan to Cardiff Bus Transport Limited of £1.0 million. In accordance with the loan agreement the loan was repaid to the Council in June 2016.

Public Housing (Housing Revenue Account)

161. The Capital Programme of £25.405 million set in the February 2016 Budget is forecast to be fully spent by the end of the financial year. Opportunities will be taken to bring spend forward and manage spend within the budget. The Directorate should ensure that procurement and contracts are in place to fully use the Major Repairs Allowance (MRA) Grant in 2016/17 as well as other grants and capital receipts made available.
162. Estate regeneration and stock remodelling scheme projected costs are circa £6 million in 2016/17 and include a range of schemes including; conversion of the former children home at 150 Thornhill Road into older person "independent living" accommodation (£700,000); (£1.9 million) for Edinburgh Court improvements and remodelling of the buildings and communal areas and South Morgan Place balcony improvements, door entry system upgrades and remodelling of bin stores and communal areas to encourage ownership of the estate and avoid anti social behaviour; Phase 2 of the estate regeneration scheme at Trowbridge Mawr (£1.480 million) and Hodges Square (£450,000) as well as schemes at Trenchard Drive and Loudoun House; Garage and courtyard improvement schemes (£800,000) and a number of schemes to improve the energy efficiency of blocks is proposed (£400,000) such as at Lavender Grove.

163. External and Internal Improvements include boiler replacement, heating, roofing, rewiring, underpinning of properties where subsidence issues have been found, front door upgrades to flats and works to maintain Welsh Housing Quality Standards, such as kitchens and bathroom upgrades when properties become vacant prior to re-letting. The budget includes £1.6 million for the refurbishment of Sandown Court to bring it up to a modern and desirable standard for older person housing. The refurbishment will remove the difficult to let and unsuitable bedsit units and make all flats on the ground floor fully wheelchair accessible. The refurbished complex will promote independent, older person living as well as making better use of the existing communal space and improving the external space for residents.
164. Where opportunities arise, particularly in high rise flats where significant works are proposed by the Council, properties previously sold as part of the Right to Buy scheme are being repurchased to bring them back into Council use and avoid significant scheme delays.
165. Following the appointment of Wates as partner for the Housing Partnership Programme, preparatory works include the completion of demolition of former scientific laboratory at Croft Street, as well as demolition of properties at Clevedon and Highmead Road. Planning applications for five Phase 1 sites have been submitted including at Braunton / Clevedon, Willowbrook in St Mellons, Llanrumney Depot and Walker House, which are due to be considered in September. Subject to appropriate consents, completion of viability and development agreements for each site and overall affordability, a start on site is expected for each of the above by the end of March 2017.
166. The allocation of £1.8 million to provide adaptations and associated improvements to the homes of disabled people in HRA properties is currently forecast to be fully spent. In addition, a grant of £80,000 has been received from the WG Intermediate Care Fund to make property adaptations and create 'Step Down' accommodation to allow prompt discharge from hospital.
167. The Hubs budget of £2.055 million makes allowance for HRA contributions towards the cost of service provision from Hubs during 2016/17. This includes £1.325 million for STAR Hub, Llandaff North / Gabalfa £280,000 and also £450,000 towards a Hub at Llanedeyrn.
168. The programme includes, a sum of £250,000 towards the Public Housing share of capital expenditure on modernising business process and technology. A virement has been undertaken to move this budget for use on building works and improvements to Council Dwellings, with any share of technology costs during 2016/17 being met from an earmarked revenue reserve which exists for this purpose.

Section 106 schemes and Other Contributions

169. The table below shows the Section 106 and other contributions forecast to be spent at the time of setting the budget. This has been reviewed by directorates and is reflected in the new projection at Month 4:

	Budget	Projection at Month 4	Variance
	£000	£000	£000
Traffic & Transportation	703	475	(228)
Parks & Sport	1,324	885	(439)
Neighbourhood Regeneration	151	22	(129)
Bereavement	20	20	0
Schools	270	274	4
Planning	133	94	(39)
Economic Development	494	269	(225)
Total	3,095	2,039	(1,056)

170. The Traffic and Transportation Section 106 projection of £475,000 is made up of over 30 individual contributions, ranging in value from £1,000 to £190,000. Monies are used to fund telematics, junction improvements and public transport schemes across the city. Slippage compared to the original profile is as a result of a revision of telematics schemes initially included.
171. Significant Parks and Sport schemes which are complete or will be on site in 2016/17 include Victoria Park Wet Play Area (£148,000) and 3G Pitch at Pentwyn Leisure Centre (£140,000). Public open space improvements are proposed at Parc Coed y Nant (£75,000), Pontcanna Fields/ Llandaff Fields (£91,000), Hamadryad Park (£50,000), Canal Park (£10,000) and Hendre Lake Park (£84,000). Significant slippage persists primarily as a result of capacity to design and take forward works.
172. Neighbourhood regeneration funding is to be used for community facilities and £22,000 is to be spent on Cathays Community Centre. Contributions originally planned towards the new STAR Hub are no longer proposed to be used for the facility with discussion on their use now planned to be undertaken with local members.
173. Sums within Planning relate to a programme of public realm works around the city centre between Queen Street Eastern Gateway and Fitzalan Place.
174. A Schools contribution of £274,000 is to be used towards an extension to allow the provision of additional school places at Coed Glas Primary School.
175. A contribution held under Economic Development was received towards dilapidations costs at Llanrumney Hall. Whilst some of the compensation received from the early release has been utilised to pay for roofing works, the balance is to be carried forward to future years until agreements are in place. The £269,000 profiled to be spent this year is being used towards removal of waste building materials/soil on two sites within the Cardiff International Sports Village for the provision of usable space.

Reasons for Recommendations

176. To consider the report and the actions therein that forms part of the financial monitoring process for 2016/17.

Legal Implications

177. 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

178. The month four revenue monitoring for the Council shows a projected overspend of £850,000 reflecting financial pressures and shortfalls against budget savings targets in directorate budgets. These are partly offset by projected savings on capital financing, the release of contingency budgets previously earmarked to fund voluntary severance costs, an anticipated surplus on Council Tax collection and NDR refunds on Council properties. Directorate budgets are currently projected to be overspent by £6.5 million however it is anticipated that management actions will enable this to be reduced by the year end. The directorate overspends are partially offset by the £4.0 million general contingency budget which was maintained as part of the 2016/17 budget in order to reflect the quantum, risk and planning status of the proposed savings for 2016/17.
179. The projected overspends in directorate budgets include £5.221 million in Social Services, £785,000 in City Operations, £494,000 in Corporate Management and £44,000 in Governance and Legal Services. This position reflects a range of factors including increased demographic pressures in Social Services, shortfalls in income and the anticipated failure to fully achieve the savings targets set as part of the 2016/17 Budget together with on-going shortfalls carried forward from the previous financial year.
180. The potential overspend includes a projected shortfall against the savings identified for each directorate as part of the 2016/17 budget together with any shortfalls against savings targets carried forward from the previous year. An overall shortfall of £5.512 million is currently anticipated against the £25.892 million directorate savings target with £7.249 million having been achieved to date and a further £13.131 million anticipated to be achieved by the year end. A projected shortfall of £1.819 million has also been identified in relation to savings targets carried forward from 2015/16. The projected shortfalls are reflected in the directorate monitoring positions although where possible shortfalls have been offset by savings in other budget areas. The July Cabinet meeting approved the Budget Strategy Report for 2017/18 and identified the significant financial challenges that the Council faces in the medium term. The projected under-achievement of identified savings in 2016/17 together with those carried forward from the previous year underlines the difficulties of achieving year on year savings across the Council.

181. The projected overspend in directorate budgets and in particular the shortfalls against savings targets represent a continuing cause for concern. Actions are being 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 Chief Executive has also held a series of meetings with directors to identify measures to reduce the level of spend across the Council. These reviews will continue throughout the year. A number of management actions have been implemented to reduce the level of spend across the Council with the intention of improving the overall position as the year progresses and so enabling a balanced position to be achieved by the end of the financial year.
182. The 2016/17 Capital Programme is £127.126 million of which £101.641 million is in respect of General Fund schemes and £25.485 million is in relation to the Council's Public Housing schemes. Against this, the projected outturn for 2016/17 is £107.189 million resulting in a total variance of £19.937 million.
183. The Programme, Projected Outturn and Projected Variance are shown below:

Capital	2016/17 Programme	2016/17 Projected Outturn	Projected Variance
	£M	£M	£M
General Fund	101.641	81.704	(19.937)
Public Housing	25.485	25.485	0
Total	127.126	107.189	(19.937)

184. 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.
185. 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 four months of the financial year.

2. Note the allocations from the Specific Contingency Budgets to the Economic Development, Communities, Housing & Customer Services and Social Services Directorates as set out in this report.
3. Reinforce the requirement for all directorates currently reporting overspends as identified in this report to put in place action plans to reduce their projected overspends.

CHRISTINE SALTER
Corporate Director
9 September 2016

The following appendices are attached:

- Appendix 1 – Revenue position
- Appendix 2 (a) – Budget Savings position – 2016/17 Savings
- Appendix 2 (b) – Budget Savings position – 2015/16 Savings
- Appendix 3 – Capital Programme

REVENUE 2016/2017

CASH LIMIT BUDGETS

PROJECTED OUTTURN

VARIANCES

Service Area	CASH LIMIT BUDGETS			PROJECTED OUTTURN			VARIANCES		
	Gross Expenditure £000's	Income £000's	Net Expenditure £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's
City Operations	89,285	(55,537)	33,748	90,414	(55,881)	34,533	1,129	(344)	785
Communities, Housing & Customer Services	235,393	(191,307)	44,086	235,170	(191,090)	44,080	(223)	217	(6)
Corporate Management	24,563	(582)	23,981	25,034	(559)	24,475	471	23	494
Economic Development	58,641	(45,635)	13,006	59,831	(46,828)	13,003	1,190	(1,193)	(3)
Education & Lifelong Learning	315,739	(71,981)	243,758	315,347	(71,589)	243,758	(392)	392	0
Governance & Legal Services	5,696	(1,032)	4,664	5,752	(1,044)	4,708	56	(12)	44
Resources	30,456	(11,130)	19,326	30,549	(11,242)	19,307	93	(112)	(19)
Social Services	167,445	(22,053)	145,392	172,943	(22,330)	150,613	5,498	(277)	5,221
Capital Financing	39,714	(4,404)	35,310	38,913	(4,397)	34,516	(801)	7	(794)
General Contingency	4,000	0	4,000	0	0	0	(4,000)	0	(4,000)
Summary Revenue Account	10,590	0	10,590	9,990	0	9,990	(600)	0	(600)
Discretionary Rate Relief	300	0	300	300	0	300	0	0	0
Total	981,822	(403,661)	578,161	984,243	(404,960)	579,283	2,421	(1,299)	1,122
Council Tax Collection	0	0	0	0	(240)	(240)	0	(240)	(240)
NDR refunds on Council properties	0	0	0	0	(32)	(32)	0	(32)	(32)
Total	981,822	(403,661)	578,161	984,243	(405,232)	579,011	2,421	(1,571)	850

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
1	City Operations	New operator for Canton Community Hall via "stepping up process" - new management operation for Canton Community Hall.	43	0	0	43	Whilst there have been initial expressions of interest, these have not materialised. A review of the future plans is now required. In the meantime the saving is unlikely to be achieved this year.
2	City Operations	Alternative Delivery Model (ADM) for Cardiff International Sports Stadium - Lease of asset - ADM for Cardiff International Sports Stadium (based on Cardiff & Vale taking over the facility in 2015/16).	78	78	78	0	The Lease with the Cardiff and Vale College was signed on 31st March 2016, therefore this saving has been fully realised.
3	City Operations	Alternative delivery for Leisure - a new operating model in Leisure.	850	0	0	850	This target is in addition to the unachieved saving of £435k brought forward from 2015-16. The procurement process, decision making and implementation timescales is unlikely to generate any of this saving in the current year.
4	City Operations	Transfer of Insole Court to Community Trust, "stepping up process" - transfer of Insole Court to Community Trust (Friends of Insole Court).	59	59	59	0	Friends of Insole Court are due to take responsibility of the building from April 2016 upon completion of the refurbishment. A budget has been retained to cover FM costs but no other operational costs should be incurred, therefore the saving has been fully realised.
5	City Operations	New model for Children's Play - 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.	270	118	220	50	A proportion of the saving has already been realised from action taken the previous year. A delivery plan is being discussed with staff for implementation during Q2. Transfer of centres to the communities is proceeding in all locations apart from Llanrumney. There is a risk that not all of the savings will be achieved.
6	City Operations	Parks reduced business administration/ efficiencies - reduced business support through deletion of a vacant post and savings across supplies and services.	24	21	24	0	Part of this saving has already been achieved through the deletion of a vacant post. The remaining saving should be achieved.
7	City Operations	Tree Management efficiencies - the Council in-house team will be reshaped, releasing capacity and enabling it to undertake work previously undertaken by a contractor.	25	15	25	0	A plan is in place to deliver this saving in full.
8	City Operations	Optimise Parks Income - optimise income by increasing sales of nursery plants stock and increasing income from Roath Park Conservatory and Royal Horticultural Show.	41	23	41	0	Whilst the RHS Show reduction should be achieved in light of attracting a main sponsor, the targets for the Nursery and Conservatory will represent a challenge. The current assumption is that the saving will be achieved, however the forecast may need revising as the year progresses.
9	City Operations	Reshaping of grounds maintenance service - reshaping of grounds maintenance services to protect core services whilst increasing productivity.	450	256	450	0	The saving is made up of a number of income and expenditure budgets. The element which is at risk relates to CTS reductions (£90k) through reduction in damages/additional costs, however the current commitment from the directorate is to achieve this saving in full.
10	City Operations	Outdoor Sports - Reduce subsidies and outsource sport facilities - reduce subsidy through reductions in employee expenditure, supplies and services budgets, implementation of alternative delivery models and remodelling of fees and charges.	50	28	50	0	The saving relating to reduced employee costs has already been achieved. The remaining saving relates to the generation of income.
11	City Operations	Victoria Park Paddling Pool Wet Play Improvements - modernisation to a wet play area will result in lower maintenance, utilities, supplies and services costs.	45	45	45	0	The development of the wet play facility to replace the paddling pool has been completed and should result in the saving being achieved in full.
12	City Operations	Landscape design fees - improve recharging process - a new mechanism for fees and charges will be introduced as part of a review of the landscape design service.	128	0	78	50	Realistically this proposal will only generate £48k through business as usual work, but a further £30k is anticipated from work relating to S106 schemes.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
13	City Operations	New Operating Model for City Operations - the business case for reshaping services within City Operations.	418	0	38	380	The saving was originally allocated to Cleaner Cardiff but is now likely to come from a wholesale staff restructuring and reductions in discretionary expenditure, the timing of which will prevent the majority of this saving being achieved in 2016/17.
14	City Operations	Planning Fee Income increase - through combination of volume and price increase.	100	53	100	0	It is anticipated the additional income will be achieved through the 15% increase in fees (Autumn '15) and increased volumes of applications following approval of LDP.
15	City Operations	Building Control - improve Business Process Efficiency.	46	15	46	0	This saving is currently anticipated to be achieved in full through expenditure efficiencies and fire risk assessment income.
16	City Operations	Transportation Policy - improved recharging for services and deletion of vacant posts.	90	54	90	0	A proportion of the saving has already been realised following the deletion of vacant posts. The remaining saving relies on the recharging of staff time to capital/grant funded projects.
17	City Operations	Public Transport - saving to be realised through transfer of Heliport to new operator.	40	40	40	0	The Heliport has been transferred to an operator and the saving has been achieved.
18	City Operations	Electrical Team - contract rationalisation and improved business process efficiencies.	134	134	134	0	A new contract has been awarded from July 2016 for the Telematics contracts and Tunnel, which should generate the saving.
19	City Operations	Butetown Tunnel - contract rationalisation, Business Process Efficiency and continued review of maintenance costs.	20	20	20	0	A new contract has been awarded from July 2016 for the Telematics contracts and Tunnel, which should generate the saving.
20	City Operations	School Crossing Patrols - 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.	50	50	50	0	A number of vacant posts have been deleted so this saving should be achieved.
21	City Operations	Increase Civil Parking Enforcement contribution to fund Transport/Environment improvements currently funded by base revenue budgets - increase in Moving Traffic Income (bus lane enforcement and yellow box junctions.) Delivery of on- line payments for residential permits.	370	21	370	0	The generation of income is aimed at Yellow Box Junctions and Bus Lanes. Tender awarded for procurement of cameras and expansion programmed for Apr-Aug '16 and it is currently assumed this will be fully achieved.
22	City Operations	Design Team - improved business process efficiencies.	100	21	100	0	In 2015/16 the unit over achieved its income target due to work volumes. Assuming a similar workload for 2016/17 this saving should be achieved.
23	City Operations	Riverwalk Bridge - Reduction in base budget for maintenance - saving to be achieved through the revision of the level of maintenance to the Riverwalk bridge to reflect existing requirements.	8	8	8	0	Maintenance of the bridge is transferring to the Structures Division and future maintenance will be combined with existing structures thereby reducing costs.
24	City Operations	Improved highway safety inspection will result in a reduction in the level of insurance claims - enhanced safety inspection information (introduction of new Asset Management system) will result in improved defence to claims.	60	0	60	0	Inspection staff have been retrained and should be able to work at full capacity to deliver improved defence to claims.
25	City Operations	Maintenance Operations - review of additional staff payments.	50	4	50	0	All standby payments are being reviewed with a view to reducing the number in each team. It is currently assumed the review will deliver the savings in full.
26	City Operations	Maintenance Operations (Foul drainage) - improved performance allowing for additional work to be undertaken internally.	40	5	40	0	Performance is being reviewed and additional internal work being clarified. A new process is being established to ensure correct costs are being captured and recharged.
27	City Operations	Roads & Pavements Highway Services - improved performance allowing for additional work to be undertaken internally. In-house work becomes a priority.	25	9	25	0	Performance is being reviewed and additional internal work being clarified. A new process is being established to ensure correct costs are being captured and recharged.
28	City Operations	Highways Transport - vehicle reduction/rationalisation	50	18	50	0	It is planned to reduce the overall number of vehicles and review existing CTS charges.
29	City Operations	High Speed Routes & Public Rights Of Way - saving to be achieved through staffing restructure.	7	0	7	0	A restructure is planned which should generate the saving.
30	City Operations	Drainage Staff recharging - optimise recharging of staff costs to applicable grants.	50	5	50	0	Performance is being reviewed and additional internal work being clarified including the opportunity to charge against grant funding.
31	City Operations	Street Lighting Operations - improved performance allowing alternative chargeable works to be undertaken.	33	12	33	0	Performance is being reviewed and additional internal work being clarified. A new process is being established to ensure correct costs are being captured and recharged.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
32	City Operations	Street Lighting Recharging - improve recharging of design and inspection both externally and internally.	26	3	26	0	A new process is being established to ensure all rechargeable works are being captured and costs are appropriately recharged.
33	City Operations	One Directorate Synergies - alignment of core processes within the new City Operations Directorate will result in synergies.	157	0	187	-30	There is a plan to review the staffing structures including flexi-retirements across the directorate which should deliver this saving in full.
34	City Operations	Commercialisation - improved charging and income generation projects within the Transport Portfolio.	200	94	200	0	Progress is being achieved through the marketing partnership (Bay Media) and other sponsorship.
35	City Operations	Litter Enforcement - Increase enforcement powers to reduce Environment Crime (Full Year Effect) - 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.	50	0	50	0	New processes are being developed for parking on verges and increased focus on littering fines and it is assumed that this will be achieved with the use of third parties.
36	City Operations	Regulatory Collaboration - 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.	310	310	310	0	The saving represents to agreed reduction in payment to the Vale of Glamorgan Council.
37	City Operations	Cessation of Automated Public Conveniences - 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.	137	137	137	0	The APC contract was terminated on 31st March 2016 so the saving has been achieved in full.
38	City Operations	Capital investment of Butetown Tunnel Fans resulting in reduced maintenance costs (6 years only)	80	80	80	0	A new contract has been awarded from July 2016 which is anticipated to generate the saving.
39	City Operations	Conversion of CCTV cameras from BT lines to WIFI/own fibre	20	20	20	0	The programme is currently being developed and conversion is ongoing.
40	City Operations	Managing reinstatement of road working for Utility street works - street works to manage fines and reinstatement.	30	0	18	12	The Street Works Division is to implement and process the inspection and enforcement for utility reinstatements, generating penalty charges. The current forecast indicates a shortfall of £12,000.
41	City Operations	Trading - Street Lighting Maintenance (10 years)	27	0	27	0	The contract was in place from 1st Jan 2016 for 10 years which should now generate the saving.
42	City Operations	Improve charging for bespoke Planning Applications - support on design/master planning work	50	13	50	0	Charges are being agreed with applicants to secure an agreement on anticipated determination timescales. This should generate the additional income.
43	City Operations	Bereavement Service - Improved efficiency and income generation - saving to be achieved through reshaping services and delivering increased income opportunities.	100	12	65	35	A new fees and charges structure was introduced in April 2016, but it is unlikely to generate sufficient income in Registration Services.
44	City Operations	Improved digitalisation of services and payments - introduce E-auctioning to all areas of the City Operations directorate.	100	0	0	100	The income is anticipated to be generated from developing Chipside but is likely to require ICT investment. It is currently at risk of not being achieved this financial year.
45	City Operations	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history	277	0	277	0	Whilst this is shown as a projected achievement, this will not be confirmed until year end, following confirmation with the Council's insurance section.
46	City Operations	Renewable Energy Generation	20	0	0	20	The Radyr Weir Scheme is now complete and whilst it will soon begin to generate income it is currently forecast to be insufficient to meet this additional saving target in the current year.
47	City Operations	Street Lighting Dimming - 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.	35	0	35	0	Completion of dimming street lights is on track and the saving is anticipated to be achieved.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
48	City Operations	Street Lighting Conversion to LED - Replace main route lighting with LED to reduce long term energy expenditure.	150	0	48	102	The scheme was delayed due to a trial to ascertain best product. The tender contract is scheduled for Oct/Nov 2016 and as a result is unlikely to deliver all of the saving this financial year.
49	City Operations	Traffic Signals/Bollards - Conversion of traffic signals to LED lighting.	25	0	25	0	A Business Case has been developed. The intention is to use GCF to deliver new improvements and savings via a new service contract.
50	City Operations	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.	81	81	81	0	This is the full year effect of routes being withdrawn in Sept 2015.
51	City Operations	School Transport increase price of bus passes - Increase bus passes from £300 to £325.	5	0	5	0	Letters were sent to parents in July 2016 for implementation date of September 2016 and, therefore, it is anticipated that this saving will be achieved.
52	City Operations	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.	60	7	60	0	Retendering and optimisation are on going. It is currently assumed that the saving will be achieved in full.
53	City Operations	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.	100	0	100	0	Retendering/optimisation and merges are on going. It is currently assumed that the saving will be achieved in full.
54	City Operations	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 stated 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.	125	0	125	0	Discussions are taking place with Education to review transport needs on a case by case basis. It is targeting year 7, 8, 9, 10 & 11 pupils living within distance to encourage travel training to assist independent travel.
55	City Operations	Facilities Management Budget for Cardiff Athletic Stadium	175	175	175	0	The lease was signed with the Cardiff and Vale College on the 31st March 2016 so no further costs should be incurred.
56	City Operations	Fees & Charges	60	10	54	6	The directorate is working towards achieving this saving in full but there is a projected shortfall against Registration Fees.
57	City Operations	Travel/Mileage	56	21	51	5	The directorate is working towards achieving this saving in full. The shortfall relates to Planning.
58	City Operations	Reduction in Agency (Sickness & General) & General Staffing Savings	124	87	118	6	The directorate is working towards achieving this saving in full but there is a shortfall relating to Bereavement Services.
		Total City Operations	6,334	2,162	4,705	1,629	
59	Communities Housing & Customer Services	Refocusing Services from the Hubs - 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.	100	100	100	0	The CAB Advice Service Grants contract has already been extended at the reduced rate and this saving has been achieved. The service area is working proactively with partners to review the outreach advice provision.
60	Communities Housing & Customer Services	Alarm Receiving Centre Additional Income - further realisation of income opportunities following the creation of the Alarm Receiving Centre.	300	0	0	300	Delays to the implementation of this new service were experienced last financial year resulting in income shortfalls against the £250,000 savings target. The recruitment of the Locality Wardens is now underway and whilst trials within schools are planned there will only be a part year impact from the income generating business. This is expected to partly offset the 2015-16 savings target in the first instance but is not anticipated to contribute to the 2016/17 target at this stage.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
61	Communities Housing & Customer Services	Additional income in relation to Adult Community Learning - 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.	49	0	49	0	It is anticipated that this saving will be achieved in full through planned changes to course delivery with more focus on the more popular and more profitable courses within the Learning for Life programme.
62	Communities Housing & Customer Services	Continued roll out of the Libraries/Hub Strategy - 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.	250	102	167	83	This target is partly achieved through the release of budgets associated with the closure of Roath Library and other rationalisations within the Library service. Part year staff savings associated with this target are anticipated which may increase the shortfall and this will be reviewed in future months. This proposal is no longer linked to the vacation from Dominions Way.
63	Communities Housing & Customer Services	Into Work Services - grant funded delivery - 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.	130	45	130	0	This target partly relates to the funding of an Into Work Services trainer through the Adult Community Learning grant thus releasing base budget within that service. A restructure of the Into Work Service has already achieved £45,000 savings towards this target. The balance of the saving will be achieved through additional Universal Credit grant funding.
64	Communities Housing & Customer Services	Recharging of management costs to appropriate funding streams - 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.	65	65	65	0	This saving is achieved through the realignment of management costs to the Adult Community Learning grant and Rent Smart Wales fee income reflecting the level of management support.
65	Communities Housing & Customer Services	Additional Web Income Generation - commercially exploit the expertise of the Council's web team to achieve additional income.	30	0	30	0	It is anticipated that this saving will be achieved in full. A surplus of £39,000 was achieved in 2015/16 through website development recharges.
66	Communities Housing & Customer Services	Neighbourhood Regeneration - 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.	142	142	142	0	This target is achieved through the realignment of staffing costs partly to Capital Programme recharges and partly to Housing Revenue Account recharges reflecting the appropriate level of staff support to those areas.
67	Communities Housing & Customer Services	Fees & Charges	13	3	13	0	It is anticipated that this saving will be achieved in full.
68	Communities Housing & Customer Services	Travel/Mileage	24	7	24	0	It is anticipated that this saving will be achieved in full.
69	Communities Housing & Customer Services	Reduction in Agency (Sickness & General) & General Staffing Savings	85	0	85	0	It is anticipated that this saving will be achieved in full. The service historically has a high volume turnover and usage of agency staff but this will be managed within the available budget.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
70	Communities Housing & Customer Services	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history	9	2	9	0	It is anticipated that this saving will be achieved in full.
		Total - Communities, Housing & Customer Services Total	1,197	466	814	383	
71	Corporate Management	Corporate Initiative Efficiencies - reduction in the amount available to support events and market the city.	131	0	131	0	The current assumption is that this saving will be achieved, pending the completion of a review of the budget for Corporate Initiatives.
72	Corporate Management	Reduction in Corporate Banking Charges - savings in relation to the banking contract.	15	0	15	0	This saving is anticipated to be achievable based on the charges experienced in previous years, following the introduction of a new banking contract.
73	Corporate Management	Reduction in Corporate Audit Fees - anticipated reduction in audit charges for 2016/17 as a result of partnership working.	30	0	30	0	It is anticipated at this stage that this saving is achievable.
74	Corporate Management	Reduction in Agency (General)	2	0	2	0	It is anticipated at this stage that this saving is achievable.
75	Corporate Management	General Staffing	3	0	3	0	It is anticipated at this stage that this saving is achievable.
76	Corporate Management	Precepts and Levies - 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.	32	0	32	0	The current monitoring position suggests that this saving is achievable.
77	Corporate Management	Reduction in External Audit Fee - review of the audit fee to ensure that all areas of the Council are appropriately charged for audit work incurred.	25	0	25	0	Current indications suggest that this saving will be achievable, however the final position will not be known until nearer the end of the financial year.
78	Corporate Management	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history	1	0	1	0	It is anticipated at this stage that this saving is achievable.
79	Corporate Management	Digitalisation	875	0	600	275	Work is continuing to identify and realise savings arising from digitalisation in the current year with particular focus on initiatives to reduce spend on postages, printing and stationery. This is being supported through the Organisational Development Programme although at this stage it is unlikely that the full saving will be achieved during the current financial year.
		Total - Corporate Management	1,114	0	839	275	
80	Economic Development	Economic Development Income - generate additional income through sponsorship / advertising to cover a reduction in management costs.	88	0	88	0	It is currently anticipated that this saving will be achieved in full through bus shelter advertising income.
81	Economic Development	Capitalisation of posts - Major Projects - appropriate charging of staffing costs within Major Projects (two full time and one part time post) to reflect capital works undertaken.	86	0	86	0	This saving is currently anticipated to be achieved in full although progress will be monitored closely throughout the year and projections updated accordingly as and when scheme details become available.
82	Economic Development	Service Redesign of Strategic Estates - to release one full time post.	41	0	41	0	The proposed Directorate restructure is currently underway and it is anticipated that this saving will be achieved in full.
83	Economic Development	Reduced service in Economic Development - reduce part-time hours in economic development to release 0.3 FTE.	15	15	15	0	This saving has been achieved in full, as the reduction in hours has taken place.
84	Economic Development	Increase in Income - increase rental income from the managed industrial workshop estate over and above existing income targets.	47	16	47	0	This saving is anticipated to be achieved in full through additional workshop rental income.
85	Economic Development	Reduction in Revenue Budget - reduction in miscellaneous revenue support budget.	7	2	7	0	This saving is anticipated to be achieved in full.
86	Economic Development	Economic Development Revenue Budget Reduction - remove budget for the provision of discretionary grants to Small to Medium Sized Enterprises (SMEs).	51	51	51	0	Discretionary grants are no longer granted to SME's, therefore this saving is achieved in full.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
87	Economic Development	Cardiff Business Council - reduce revenue subsidy to Cardiff Business Council.	120	120	120	0	Cardiff Business Council have received a reduced budget allocation and this saving is therefore achieved in full.
88	Economic Development	Alternative model for the delivery of the Taxi Marshalling service – release revenue funding through a new approach to funding the taxi marshalling service for night time economy in the city centre on weekends.	122	0	51	71	Alternative models for the delivery of the taxi marshalling service are currently being considered. An increased shortfall of £71,000 is anticipated as changes to the existing system are not scheduled to be implemented until October. Any further delays will increase the projected shortfall and the position will be closely monitored throughout the year.
89	Economic Development	Increase in City Centre Management Income - through increased use of activity sites in the city centre.	45	10	45	0	This saving is expected to be achieved in full through additional income generated from weekly street food events within the City Centre.
90	Economic Development	Increase in Tourism Income - through increased local business subscriptions to the Cardiff Convention Bureau and the Cardiff Tourism Network.	33	0	33	0	This saving is projected to be achieved in full through additional income generated by the re-launch of the Visit Cardiff Network.
91	Economic Development	Arts Venues - review of costs, income and service delivery in Arts Venues.	430	0	300	130	Operational shortfalls in the region of £130,000 are currently anticipated primarily due to retained income below target due to the unplanned usage of the venues for the Festival of Voice. It is now anticipated that the Arts contract will not be in place until later in the financial year. The position will need to be reviewed in detail both as to the variables within the operational performance and the progress of the ADM.
92	Economic Development	Remove Cardiff Contemporary Project Budget - release revenue saving by identifying alternative funding sources for the Arts Management budget associated with the Cardiff Contemporary project.	50	0	50	0	Work is continuing to finalise the details of this proposal, however the directorate anticipate that it will be achieved in full.
93	Economic Development	Rationalisation of Culture, Venues and Events Sales, Marketing & Advertising Functions - rationalise existing Culture, Venues & Events Marketing and Sales provision releasing savings through reduced FTE.	95	95	95	0	The vacant posts which will be deleted as part of the service restructure have been identified and, therefore, this saving is achieved.
94	Economic Development	Income and Business Process Efficiencies - Strategic Estates - generate additional rental income from the Council's property estate through the periodic rent review process.	56	0	0	56	This saving is not anticipated to be achieved based on the projected shortfalls in rental income targets of £296,000 projected for 2016-17. The Investment Estate has undergone a recent restructure and any changes to this projection will be updated in future months.
95	Economic Development	Fees & Charges	51	18	51	0	The directorate is working towards achieving this saving in full.
96	Economic Development	Travel/Mileage	5	3	5	0	The directorate is working towards achieving this saving in full.
97	Economic Development	Reduction in Agency (Sickness & General) & General Staffing Savings	51	17	51	0	The directorate is working towards achieving this saving in full.
98	Economic Development	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history	19	6	19	0	The directorate is working towards achieving this saving in full.
99	Economic Development	Office Accommodation - 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.	1,250	0	813	437	Delays in the Global Link vacation has meant a significant overspend. There are also concerns over the realisation of savings in other buildings. This will be partly mitigated in year by a unbudgeted drawdown from earmarked reserves, currently estimated at £150,000. To be carefully monitored throughout the year.
		Total - Economic Development	2,662	343	1,968	694	

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
100	Economic Development (Commercial Services)	New Operating Model for City Operations - the business case for reshaping services within City Operations.	634	161	634	0	Detailed plans and modelling are being developed to re-balance the rounds and improve the efficiency of domestic collections. Further gains are expected through the generation of additional trade waste income.
101	Economic Development (Commercial Services)	One Directorate Synergies - alignment of core processes within the new City Operations Directorate will result in synergies.	83	0	83	0	The directorate are planning to review staff structures including flexi-retirements with the aim of achieving this saving in full.
102	Economic Development (Commercial Services)	Commercialisation - Improved charging & income generation projects within the Environment portfolio - from areas such as sponsorship, selling services via the website, fees and charges.	200	200	200	0	This target has been achieved through the continuation of the landfill operation for inert materials.
103	Economic Development (Commercial Services)	Trade Waste - Increase commercialisation - increase income through provision of new services and improved competitiveness.	78	78	78	0	It is currently assumed that this will be achieved through increased income and lower operational costs.
104	Economic Development (Commercial Services)	Waste Disposal - Prosiect Gwyrdd & Interim Contract - 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.	759	759	759	0	The saving is based on the original tonnage profile. This position is likely to change due to demographics. However, it is currently assumed that this saving will be fully achieved, with any significant variation funded from earmarked reserves.
105	Economic Development (Commercial Services)	Materials recycling Reshaping Services - Increase productivity and plant maintenance of materials recycling processing. Improving flexibility to operate services for other Local Authorities and with partner operators.	252	252	252	0	Detailed plans were developed with the Partner which have resulted in the release of the night shift and the saving has now been achieved in full.
106	Economic Development (Commercial Services)	Marketing Bulking facility - income generated by optimising the marketing of transfer waste and recycling bulk loading facility with other local authorities and businesses.	90	30	90	0	A contract has been secured and a gate fee agreed with the Vale of Glamorgan for 2016/17, which means that this saving has been achieved.
107	Economic Development (Commercial Services)	Household Waste Recycling Centres - 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.	76	0	76	0	This is the full year effect of a saving planned in 2015/16 that was not realised. The remaining saving should be achieved through the rotation of staff and shift changes although the proposal is linked in part to the new HWRC planned at Lamby Way which is delayed and could affect the full achievement.
108	Economic Development (Commercial Services)	Improved automated security at Lamby Way depot - security operation replaced by CCTV.	68	0	28	40	This is linked to the new Lamby Way HWRC build which has been delayed. Only a part year saving is likely from November 2016 through staff reductions. There might be an opportunity to deliver this saving through the ARC and this requires further dialogue.
109	Economic Development (Commercial Services)	Further increasing income opportunity from renewal of landfill gas generator contract - contract negotiations in place.	100	13	100	0	The directorate is working towards achieving this saving in full.
110	Economic Development (Commercial Services)	Cost reduction from implementation of improved Customer Management Processes	105	105	105	0	This saving has been achieved through action taken in the previous financial year.
111	Economic Development (Commercial Services)	Improved digitalisation of services and payments - introduce E-auctioning to all areas of the City Operations directorate.	100	0	0	100	The original plan was to generate income from E-auctioning of recyclables. However there are concerns regarding the robustness of the business case particularly as it will require IT investment and a 6 month procurement process. It is therefore unlikely to yield any savings in this financial year.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
112	Economic Development (Commercial Services)	Building general savings - general efficiency savings across a number of budget headings within Facilities Management Buildings.	11	2	11	0	This saving is anticipated to be achieved across a range of premises related budgets including security, pest control and cleaning.
113	Economic Development (Commercial Services)	Deletion of two Grade 3 posts in Business Support - the saving can be made without any impact on service delivery.	42	42	42	0	The employee budgets have been reduced and the saving has been achieved.
114	Economic Development (Commercial Services)	Alternative Delivery Model - Security and Cleaning.	135	80	135	0	Security savings of £100k are anticipated through the reduced safeguarding of sites eg Wilcox House. A saving of £35,000 is also anticipated for cleaning, through a combination of increased productivity and/or reduced service provision in schools.
115	Economic Development (Commercial Services)	Efficiencies in Security and Cleaning - maximising income and savings from partnership with the Alarm Receiving Centre.	30	0	30	0	This saving is anticipated to be fully achieved through increased work for Social Care and additional key holding for schools.
116	Economic Development (Commercial Services)	Building Services Income - maximise all internal sources of income and market services to public sector bodies.	50	10	50	0	This saving is anticipated to be fully achieved through additional internal work undertaken during the year.
117	Economic Development (Commercial Services)	Staffing savings in Central Transport Services - Impact of team restructure.	30	30	30	0	The employee budgets have been reduced and the saving has been achieved.
118	Economic Development (Commercial Services)	Central Transport Services parts procurement & supply framework - improving the supply, stock and managing of parts.	20	20	20	0	This saving is fully achieved, as an underspend of £102,000 is currently projected on parts and stores in 2016/17.
119	Economic Development (Commercial Services)	Vehicle replacement programme - efficiencies through procurement.	68	0	68	0	The budget for leases has been reduced accordingly. Assumed achievable at this stage, although this will need to be carefully monitored throughout the year.
120	Economic Development (Commercial Services)	Fees & Charges	53	41	53	0	The directorate is working towards achieving this saving in full.
121	Economic Development (Commercial Services)	Reduction in Agency (Sickness & General) & General Staffing Savings	268	268	268	0	The current projection shows that overall spend on Agency has reduced from £4.279 million in 15/16 to £3.643 million, a reduction of £636k so this saving will be achieved.
122	Economic Development (Commercial Services)	Vehicle Utilisation	400	0	200	200	Action is currently being taken towards realising this saving, but progress is slow. The full year saving is not achievable and various delays have contributed towards this.
		Total - Economic Development (Commercial Services)	3,652	2,091	3,312	340	
		Grand Total - Economic Development	6,314	2,434	5,280	1,034	
123	Education & Lifelong Learning	Rationalisation of centrally held budgets for school related issues - 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.	569	0	569	0	Specific budgets have been identified where savings can be achieved. However, continued monitoring is required to ensure achievability is maintained.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
124	Education & Lifelong Learning	Reduction in costs of placements with other Local Authorities - 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.	150	0	75	75	Discussions required around commissioning of placements with other local authorities are unlikely to deliver any cashable savings prior to October and therefore the saving achievable has been reduced accordingly.
125	Education & Lifelong Learning	Reduction in number of Looked After Children placed Out Of County - 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.	100	0	50	50	Achievement of this proposal requires discussion and work with Children's Services to try and implement. Unlikely that any progress resulting in cashable savings will be achieved prior to October and therefore the saving achievable has been reduced accordingly.
126	Education & Lifelong Learning	Reduction in number of new placements - 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.	680	0	337	343	The current placement cost information provided indicates reductions in the number of placements, however it is unlikely that it will be possible to achieve this saving in full.
127	Education & Lifelong Learning	Rationalisation of staff costs centrally retained to provide services of a specialised nature - The savings will be achieved by a restructure of the Specialist SEN teams.	60	0	60	0	This saving is currently projected to be achieved in full, as work is ongoing to identify posts against which savings can be made.
128	Education & Lifelong Learning	Reduction in central costs for the Education of Children not in School - 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.	149	0	99	50	Delays in the implementation of this proposal have led to an inability to fully recover the costs of delivering the service. Steps are being put in place to increase cost recovery levels for 16/17 which may mitigate the level of unachievement but appear unlikely to fully mitigate the unachieved element at this stage.
129	Education & Lifelong Learning	Reduction in centrally retained budgets for supporting Childcare Providers - 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.	100	75	100	0	A shortfall of £25,000 against the intended budget saving is currently evident, however work is ongoing to identify further savings to replace the intended saving.
130	Education & Lifelong Learning	Reduction in contribution towards the Central South School Improvement Consortium - 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.	81	81	81	0	A reduction has been made to the budget and the Consortium have been notified.
131	Education & Lifelong Learning	Further rationalisation of Education Service business processes - 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.	100	0	100	0	Specific budgets have been identified where savings can be achieved. However, continued monitoring is required to ensure achievability is maintained.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
132	Education & Lifelong Learning	Reduction in staffing for Performance Management - 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.	35	0	35	0	A restructure has taken place but this did not produce any staffing savings. The Directorate felt that delivering staffing savings from this restructure was not beneficial and that they would identify an alternative saving from another area. There is potential to deliver alternative staffing savings from further reductions to the Education Welfare Service but this has yet to be confirmed.
133	Education & Lifelong Learning	Youth Service Budget - 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.	650	0	650	0	There have been some delays in implementation of restructure and relinquishing of buildings, however it is anticipated that this saving will still be achieved. However, there remains a risk to achievement within this financial year and continued monitoring will be required throughout the year.
134	Education & Lifelong Learning	Annual Increase in the price of School Meals plus rationalisation of the service delivery model - 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.	300	0	300	0	The current monitoring position for the Catering service indicates that the 10p price increase will deliver this saving, as with a similar proposal for 15/16.
135	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.	100	100	100	0	This saving has already been realised through the reduction of staff within the section. There is likely to be an overachievement against the proposal which could be used to offset the requirement to achieve staffing savings from a restructure of the Performance Team.
136	Education & Lifelong Learning	Fees & Charges	39	0	39	0	Based on first quarter performance, it is anticipated that this saving will be achieved via increased income generation with Catering and the Music Service. Increased lettings within the Storey Arms centre are also likely to contribute.
137	Education & Lifelong Learning	Travel/Mileage	44	0	44	0	This saving will be achieved through increased use of pool cars across the directorate
138	Education & Lifelong Learning	Reduction in Agency (Sickness)	25	0	25	0	Potential reductions in agency spend have been identified, which should allow this saving to be achieved.
139	Education & Lifelong Learning	Reduction in Agency (General)	21	0	21	0	Potential reductions in agency spend have been identified, which should allow this saving to be achieved.
140	Education & Lifelong Learning	General Staffing	36	0	36	0	Options have been identified, which will enable this saving to be achieved.
141	Education & Lifelong Learning	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history	117	0	117	0	It is currently anticipated that this saving will be achieved in full, however this will only be confirmed at year end, once insurance costs for the year are known.
		Total - Education and Lifelong Learning	3,356	256	2,838	518	
142	Governance & Legal Services	Review scrutiny research function - Reduction in vacant posts. Funding to be reinstated for 2016/17 to retain necessary resource and to carry out a review of the service.	50	35	50	0	Current salary projections has resulted in the identification of a £35,000 saving and the directorate is committed to identifying the remaining £15,000 during the remainder of the financial year.
143	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.	3	0	3	0	It is currently anticipated that it will be possible to achieve this saving in full.
144	Governance & Legal Services	Reduce level of directorate printing - a review of printing costs reflecting printing levels in the current year.	7	0	7	0	The directorate are currently committed to ensuring that this saving will be delivered.
145	Governance & Legal Services	Additional land charges income - additional income in land charges through a combination of increased demand and price.	41	0	34	7	The price increase did not come into effect until July. Therefore, this saving will only be achieved in respect of the remaining part of the financial year.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
146	Governance & Legal Services	Welsh translation new income source - via a proposed invest to save initiative.	24	0	24	0	The directorate are currently anticipating that this saving will be achieved in full.
147	Governance & Legal Services	Fees & Charges	3	0	3	0	It is currently anticipated that it will be possible to achieve this saving in full.
148	Governance & Legal Services	Travel/Mileage	2	0	2	0	It is currently anticipated that it will be possible to achieve this saving in full.
149	Governance & Legal Services	Reduction in Agency (Sickness)	9	0	9	0	It is currently anticipated that it will be possible to achieve this saving in full.
150	Governance & Legal Services	Reduction in Agency (General)	6	0	6	0	It is currently anticipated that it will be possible to achieve this saving in full.
151	Governance & Legal Services	General Staffing	6	0	6	0	It is currently anticipated that it will be possible to achieve this saving in full.
152	Governance & Legal Services	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history	1	0	1	0	It is currently anticipated that it will be possible to achieve this saving in full.
		Total - Governance & Legal Services	152	35	145	7	
153	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.	99	99	99	0	This saving is already achieved as both posts have been deleted and the occupants have taken voluntary severance
154	Resources	Reduction in Subscriptions - a review to streamline subscriptions has generated savings in relation to health and safety and credit checks.	8	8	8	0	Both subscriptions have not been renewed in 2016-17.
155	Resources	Projects and Technical Accountancy Additional Income - additional income in respect of activities in relation to major projects.	14	0	14	0	It is anticipated that this saving will be achieved
156	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.	140	86	140	0	Two vacant posts have been deleted to achieve the £86,000. A request will be submitted to request the draw down of £54,000 from the fraud detection reserve
157	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.	80	80	80	0	This saving has been achieved through the deletion of vacant posts.
158	Resources	Extension of Income Enforcement Service - 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.	150	0	20	130	The total saving target in respect of this is £230,000. Only £23,000 of the 2015-16 target of £80,000 was achieved. It is anticipated at this stage that overall £100,000 will be achieved, meeting the full £80,000 target from 2015-16 and £20,000 of the £150,000 target in 2016-17. Anticipated volumes of PCN notices are lower than previously expected.
159	Resources	Business rates additional court cost income - 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.	15	0	15	0	It is anticipated that this saving will be achieved
160	Resources	Commissioning & Procurement Employee Owned Mutual 2016-17 - 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.	60	0	60	0	Cabinet approved the creation of the company in June. It is anticipated that £90,000 will be achieved, meeting the full £30,000 target for 2015/16 plus the £60,000 for 2016/17.
161	Resources	Corporate Digital Efficiencies - 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.	125	0	125	0	It is anticipated that 60% of this target will be achieved through charging service areas for work undertaken internally with the remaining 40% coming from external opportunities

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
162	Resources	Post Deletions – HRPS Partnership Co-Ordinator (Grade 6) and Service Delivery Advisor (Grade 4) - 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.	61	61	61	0	The relevant employee budgets have been reduced and this saving has been achieved.
163	Resources	Post Deletion – HRPS First Point of Contact Team (1 x Grade 4 and vacant hours at Grade 4) – This is based on reviewing demands and efficiencies in managing the Contact Team.	40	40	40	0	The relevant employee budgets have been reduced and this saving has been achieved.
164	Resources	Post Deletion – HRPS Manage Team (2 x Grade 4) - 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.	50	50	50	0	The relevant employee budgets have been reduced and this saving has been achieved.
165	Resources	Savings from vacant hours across HR People Services - the permanent redesignation of full time employee posts to contracted hours.	24	24	24	0	The relevant employee budgets have been reduced and this saving has been achieved.
166	Resources	Review of HR Organisational Development Team - 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.	40	40	40	0	The relevant employee budgets have been reduced and this saving has been achieved.
167	Resources	Staff savings within ICT - deletion of one vacant ICT Developer post and one vacant technical administrative post.	56	56	56	0	The relevant employee budgets have been reduced and this saving has been achieved.
168	Resources	Reduction in spend on licences, network, telephony links, support and maintenance - this will include negotiations with suppliers and driving down costs.	111	37	111	0	This saving is anticipated to be fully achieved through reductions in software licensing (Citrix, IBM Domino, One Modules, Fast) plus the migration of circuits to PSBA and voice circuits to SIP.
169	Resources	Alternate Delivery Models (ADMs) ICT implementation - income in relation to two posts to reflect transitional support provided to ADMs.	105	35	105	0	This saving is anticipated to be fully achieved. Costs will be recharged to the ADMs during the year.
170	Resources	Training budget savings - reduction in training budget.	5	0	5	0	This budget within Business Support has consistently underspent and therefore a £5,000 saving is fully achievable.
171	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.	10	10	10	0	The relevant employee budgets have been reduced and this saving has been achieved.
172	Resources	Restructure of the Improvement and Information Team - reduction in posts.	22	22	22	0	The relevant employee budgets have been reduced and this saving has been achieved.
173	Resources	Streamlining business processes and income generation through delivering Information Governance responsibilities across Council services	82	39	82	0	£39,000 of charges have already been made and a further £43,000 will be achieved through agreed SLAs with City Ops and Education.
174	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.	35	35	35	0	The charges for 2016-17 have been made and the savings target fully achieved.
175	Resources	Cardiff Works Income - securing additional income over existing budget.	29	8	29	0	This saving is anticipated to be fully achieved, as £80,000 above the external income target was achieved in 15/16.
176	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.	60	0	60	0	The relevant organisations are aware of the reduction in funding and, therefore, this saving is achievable.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
177	Resources	Reduction in Community Safety Funding - 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 obsolete 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).	35	0	35	0	The budget has been reduced accordingly and current projections indicate that this saving will be fully achieved.
178	Resources	Reduction in Cabinet Office - staffing reductions in Cabinet and Policy.	54	33	54	0	This target has been partly achieved through the deletion of a vacant post and it is currently anticipated that this saving will be achieved in full.
179	Resources	Efficiencies within Communications & Media - reduction in campaign budgets.	77	0	77	0	This saving is anticipated to be fully achieved, based on historic underspends and the fact that there are no fixed commitments against this budget.
180	Resources	Fees & Charges	5	0	5	0	This saving is anticipated to be fully achieved.
181	Resources	Travel/Mileage	24	0	24	0	This saving is anticipated to be fully achieved.
182	Resources	Reduction in Agency (Sickness & General) & General Staffing Savings	140	0	140	0	The full saving will be achieved through a combination of reduced spend on agency plus general staffing savings (reduced hours, vacant posts).
183	Resources	General Staffing	4	0	4	0	This saving is anticipated to be fully achieved.
184	Resources	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history.	56	0	56	0	This saving is anticipated to be fully achieved.
185	Resources	Energy (VIA TECHNICAL ADJUSTMENT)	70	0	70	0	Initiatives will be put in place during the year to achieve this full saving.
		Total - Resources	1,886	763	1,756	130	
186	Social Services	Early Help Strategy - 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.	340	42	340	0	A rapid response team has been established and is providing a crisis intervention service aimed at preventing children from becoming looked after. The saving will reflect referrals to rapid response and the length of time of the intervention. It is assumed that, for the period of the intervention, children are not 'looked after' and there is therefore a resultant cost avoidance saving. A significant number of referrals to rapid response was already evident in 2015/16. Although there is evidence of cost avoidance overall looked after children numbers are still increasing.
187	Social Services	Establish an Adolescent Resource Centre - 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.	700	0	443	257	The recruitment process for the ARC has commenced and a suitable base for the centre has been identified and is being considered for modification. It is anticipated however that the centre will not be fully operational until later in the year. A reduced saving is therefore projected. There are ongoing building issues, however it is considered that a service can be provided in flexible settings, albeit progress will have to be closely monitored.
188	Social Services	Safer Families Initiative - 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.	210	0	210	0	This saving is predicated on volunteering groups providing respite and mentoring services aimed at preventing children becoming looked after or reducing the intensity and cost of any care requirement. The saving is dependent on the number of referrals. Take up is initially low but efforts are being made to increase the number of referrals. A full saving is anticipated at this stage, however, the position on referrals will need to be monitored through the year.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
189	Social Services	Reduction in the Number of Children Placed in Out Of Area Placements - 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.	500	0	250	250	A number of children have already been identified for possible return from out of area placements. However, a significant element of the potential saving associated with this is shown against the unachieved saving brought forward from 2015/16. It is however assumed that the process of review will continue and further returns from OOA will be identified through the year. Some have already stepped down to foster care or independent living.
190	Social Services	Restructure of Social Work Teams - remodelling of social work service to reflect early help, targeted and specialist services that encourage prevention.	90	0	90	0	A number of vacant posts and hours are currently being held with a view to possible deletion.
191	Social Services	Review of Commissioned Services - a number of commissioning opportunities have been identified by the directorate to be targeted in 2016/17.	1,000	186	780	220	This saving was predicated on a number of different re-commissioning opportunities. A small number of these have already been realised. An individual assessment has been made in relation to each of the remaining opportunities to determine the likelihood and scale of saving in 2016/17. Some potential shortfalls have been identified, notably in relation to the dynamic purchasing bidding process and LD day care. It is also anticipated that some of the saving related to extra care will slip into 2017/18.
192	Social Services	Learning Disabilities Supported Living Contract - 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.	350	350	350	0	This is the full year effect of the saving achieved in 2015/16 through the re-commissioning of the Learning Disabilities supported living contract.
193	Social Services	Reshape Day Services for Older People - 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.	250	250	250	0	A number of vacant posts have been identified for deletion following the re-structuring and re-modelling of the older people day care service in recent years, including the closure of Gabalfa day centre.
194	Social Services	Review of Continuing Health Care eligibility for Physical Disability care packages - review care packages for people with a physical disability to identify those service users who are eligible for continuing health care/joint funding.	100	173	250	(150)	A number of reviews to date have been successful in securing continuing health care funding. It is predicted therefore that this proposal will over-achieve in 2016/17.
195	Social Services	Review of Third Sector grants - Review of third sector grants to identify areas where funding can be reduced.	75	75	75	0	A review of the level of commitments against third sector grants budgets shows that the required saving will be achieved in 2016/17.
196	Social Services	Review of commissioning within the Community Alcohol and Drug Team - Review of the use of residential placements for people with substance misuse issues.	100	0	0	100	Given the ongoing demand for commissioned care for service users with substance misuse needs, it is anticipated that this saving will not be achieved in 2016/17.
197	Social Services	Review of administrative arrangements for Direct Payments - 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.	200	0	50	150	Although work is progressing to identify/establish alternative arrangements for the administration of direct payments, it is anticipated that revised arrangements will not be in place until the last quarter of 2016/17.
198	Social Services	Reduction in external legal costs - Proposed reduction in the external legal advice costs incurred in relation to Children's services, including the examination of alternative internal arrangements.	130	0	0	130	There is already evidence that a significant level of external legal advice will be commissioned in 2016/17, with a number of high cost court cases currently predicted. At this stage it is considered unlikely that there will be a significant reduction in external legal costs in 2016/17.
199	Social Services	Family Support/ Youth Offending Services (YOS) staffing review - Review of staffing in Family Support/YOS, involving increased use of grant funding.	65	65	65	0	Part of this saving will be achieved by transferring staff costs to the YOS grant. Additional FIS related vacancies have been identified and will be frozen in advance of wider restructuring.
200	Social Services	Reduction in Travel Costs - arising from office rationalisation.	25	0	25	0	It is anticipated that the relocation of staff and the adoption of agile working will result in a travel saving in 2016/17.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
201	Social Services	Efficiency savings due to integration of directorate's central functions - Merger of directorates will enable business process efficiencies and facilitate a reduction in staffing, including finance assessment functions.	130	0	65	65	Central functions are being reviewed and the scope for savings is being quantified. It is likely however that the realisation of any savings will be delayed until the second half of the year.
202	Social Services	Review of staffing within Assessment & Care Management - There will be a review of case management roles, responsibilities and assessment processes to ensure optimum efficiency in service delivery.	100	40	100	0	One post has already been identified for deletion and it is anticipated that the balance of the saving will be realised in the remainder of the year.
203	Social Services	Demand Management - Signposted alternative provision - 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.	250	0	250	0	A number of referrals have been signposted to alternative forms of care. This will largely be a cost avoidance rather than cashable saving, though ultimately the proposal should help limit the growth in demand for domiciliary care.
204	Social Services	Locality based service delivery - 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.	250	0	100	150	It is anticipated that locality based service delivery will not be fully operational in 2016/17. However, additional ICF grant will be utilised in 2016/17 to develop some of the initiatives implicit in the locality model thus providing a degree of offsetting saving.
205	Social Services	Review of Reablement Services - restructure of reablement services, refocussing towards reablement activities with fewer and better trained staff.	193	0	193	0	The service is anticipating a significant increase in ICF grant funding in 2016/17, aimed at intermediate care services such as reablement. It is anticipated that the reablement resource will therefore be strengthened, potentially reducing the subsequent demand for care services. There may also be the potential, via the grant, of some offset against existing costs.
206	Social Services	Fees & Charges	26	0	0	26	Limited growth in income is anticipated at this stage.
207	Social Services	Travel/Mileage	194	0	107	87	A 33% saving on social work travel for 3/4 of the year is assumed, in addition to £50,000 in other areas.
208	Social Services	Reduction in Agency (Sickness & General) & General Staffing Savings	241	0	40	201	The projected part-achievement of the target is based on the reduction in agency costs evident compared to 2015/16.
209	Social Services	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history.	20	0	20	0	It is assumed that this will be achieved as part of corporate review.
		Total - Social Services	5,539	1,181	4,053	1,486	
		COUNCIL TOTAL	25,892	7,297	20,430	5,462	

REF	Directorate 16/17	Directorate Savings 2015/16	Total Saving (£'000)	Savings already achieved 2015/16 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2016/17 (£'000)	Projected savings in 2016/17 (£'000)	Projected Shortfall 2016/17 (£'000)	Comments
1	City Operations	In House Improvements (Council wide) and Neighbourhood Services (Council wide) - 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	304	296	8	8	288	The remaining savings target originally related to cross service support functions. The saving is now expected to be delivered through the newly formed Neighbourhood Services Division but the exact details of how the saving will be achieved are still to be finalised.
2	City Operations	Redesign of cleansing as part of Neighbourhood Services (Environment only) - 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	431	19	19	19	0	This saving has now been fully achieved, due to the full year effect of posts deleted in 2015/16.
3	City Operations	Bute Park Horticultural Nursery - increase income from the nursery by selling hardy stock and bedding plants throughout the city.	40	26	14	0	0	14	The service has worked with a supply partner, the Horticultural Trades Association, in order to identify the most profitable markets for sale however this additional challenging income target is unlikely to be achieved.
4	City Operations	Highways Income - fee increases in line with inflation.	10	0	10	10	10	0	Fees have been increased for 2016-17. Projected to be achieved.
5	City Operations	Highways Street Lighting - LED conversion main routes - replace main route lighting with LED to reduce long term energy expenditure.	50	0	50	0	50	0	The LED programme was delayed in 2015-16 as additional trials were required due to public concern. The implementation is anticipated to go ahead in 2016-17 to achieve this savings target.
6	City Operations	Highways Charge for Land Searches - bench marking exercise undertaken - other authorities charge for this service.	50	12	38	6	38	0	Income from this source is anticipated to be sufficient to meet the target.
7	City Operations	Renewable Energy Generation - 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	85	0	85	0	The Radyr Weir Scheme is now complete and whilst it will soon begin to generate income it is currently forecast to be insufficient to meet this additional saving target in the current year.
8	City Operations	Reduction in sport, leisure and culture staffing - 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	36	36	36	0	The deletion of a post has enabled this saving to be achieved.
9	City Operations	Canton Community Centre - new management operator for Canton Community Centre to be operational by September 2015.	53	11	42	0	0	42	Whilst there initial expressions of interest these have not materialised. A review of the future plans is now required. In the meantime the saving is unlikely to be achieved this year.
10	City Operations	New Operating Model for Leisure Centres - 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	435	0	128	307	The procurement process, decision making and implementation timescales mean that the majority of this saving will not be achieved during 2016/17.
11	City Operations	Leisure Centres - reduced subsidy to be achieved through a combination of expenditure efficiencies and additional income generation.	340	102	238	171	408	(170)	An action plan has been developed by the directorate to deliver the savings in 2016-17. This is already proving successful with an anticipated over-achievement against the target.
12	City Operations	Cardiff International White Water - increase income.	30	0	30	0	0	30	This target remains challenging particularly as there has been a further reduction in the subsidy received from Cardiff Harbour Authority.

REF	Directorate 16/17	Directorate Savings 2015/16	Total Saving (£'000)	Savings already achieved 2015/16 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2016/17 (£'000)	Projected savings in 2016/17 (£'000)	Projected Shortfall 2016/17 (£'000)	Comments
	City Operations	Total City Operations	2,472	1,179	1,293	250	782	511	
13	Communities Housing & Customer Services	Alarm Receiving Centre Income - additional income through the creation of an Alarm Receiving Centre	250	0	250	0	178	72	This target was linked to the construction of the new Alarm Receiving Centre (ARC) which experienced delays to the full implementation of the new initiative. Due to these delays, the target was not achieved in 2015-16 although it is anticipated that £178,000 of this target will be achieved this year with balance achieved in 2017-18.
14	Communities Housing & Customer Services	Implementation of Community Hub Strategy - 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	50	0	This saving target was linked to the creation of the Community Partnership Hub in Rumney and the closure of Rumney Library. A part year saving and a £50,000 shortfall was achieved due to the delays in property moves and closures with the transfer of the library completed in November 2015. A full year impact will be achieved in 2016/17.
15	Communities Housing & Customer Services	Development of a City Centre Superhub - 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	233	116	116	116	0	This target was linked to the demolition of Marland House and the transfer of staff and services to the new Superhub at the Central Library. This transfer was not completed until August 2015 and part year premises costs at both venues resulted in part savings of £233,000 achievable in the year. A full year impact will be achieved in 2016/17.
	Communities Housing & Customer Services	Total Communities Housing & Customer Services	699	283	416	166	344	72	
16	Corporate Management	Management and Related Savings - review of the Council's management structures.	650	563	87	87	87	0	Full achievement of this target was not possible due to part year impacts in 2015/16 and a final shortfall of £87,000 was reported last year. The full year impact of the changes to the Council's management structure fully achieves this target in 2016/17.
	Corporate Management	Total Corporate Management	650	563	87	87	87	0	
17	Economic Development	Capitalisation of posts in Major Projects - two part-time posts and one full time post in Major Projects to be funded via capital rather than revenue.	163	0	163	42	163	0	Savings of £42,000 have been achieved to date and reflect the transfer of two members of staff to City Operations. The remainder of the saving is currently anticipated to be achieved in full although progress will be monitored closely throughout the year and projections updated accordingly.
18	Economic Development	Capitalisation of Posts in Strategic Estates - 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	38	58	0	58	0	This saving is expected to be achieved in full. Strategic Estates maintain time records to enable recharges for eligible staff time against relevant capital receipts.
19	Economic Development	Rent review income - generate additional income as result of future rent reviews that need to be negotiated in 2015/16.	120	0	120	0	0	120	This saving is not anticipated to be achieved based on the shortfalls reported in the 2015-16 rental income position. The revised operational arrangements in respect of the recent Investment Review will help address these shortfalls. This review involves the consideration of future disposals and acquisitions in order to generate greater returns for the Council. Any changes to this projection will be updated in future months.
22	Economic Development	Increased income through rent reviews of non-operational property - Strategic Estates -Review rental income on properties across the Council owned non-operational estate.	100	25	75	63	75	0	This saving is expected to be achieved in full based on rent reviews due this year.
	Economic Development	Total Economic Development	479	63	416	105	296	120	

REF	Directorate 16/17	Directorate Savings 2015/16	Total Saving (£'000)	Savings already achieved 2015/16 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2016/17 (£'000)	Projected savings in 2016/17 (£'000)	Projected Shortfall 2016/17 (£'000)	Comments
20	Economic Development (Commercial Services)	Waste Disposal Stop Post Sort - 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	215	215	215	0	The Post sort budget has been removed, with no post sorting to be undertaken in 2016-17.
21	Economic Development (Commercial Services)	Remaining two Household Waste Recycling Centres (HWRC) with reduced operating days and hours - 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	0	42	42	42	0	A delay to the introduction of reduced opening hours at the HWRC's resulted in the 2015-16 saving being delayed until 2016-17. These savings have now been achieved.
	Economic Development (Commercial Services)	Total Economic Development	358	101	257	257	257	0	
	Economic Development	Grand Total Economic Development	837	164	673	362	553	120	
23	Education	Education Other Than at School (EOTAS) - 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	42	108	0	108	0	These savings were only partially achieved in 2015-16, due to the resistance from delegated schools in accepting the charges and charges not reflecting a recovery of total cost. The Directorate are committed to achieving this target in 2016/17, however there remain risks which will need close monitoring throughout the year.
24	Education	Pupil Referral Unit - 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	50	50	0	50	0	The savings were only partially achieved in 2015-16. Due to the uncertainty surrounding the level of funding it is unclear whether these savings can be achieved in 2016-17, however the current assumption is that the savings will be achieved.
25	Education	Staffing Realignments and Restructures within Education - 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.	348	188	160	160	160	0	The savings were only partially achieved in 2015-16. However, due to management actions taken to review the distribution of costs across the directorate and a vacant post, it has been possible to report this saving as achieved in full.
26	Education	Admissions and Education Welfare - 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	20	30	0	30	0	The savings were only partially achieved in 2015-16. It is currently assumed that this saving will be achieved, however this will require close monitoring during the remainder of 2016-17.
27	Education	School Effectiveness Grant - following a reduction in Welsh Government grant funding, there will be a cut in the match funding element of the School Effectiveness Grant.	79	33	46	0	0	46	The savings were only partially achieved in 2015-16. Due to the reduction in the match funding element set by the CSC it is assumed that these savings will not be achieved in 2016-17.
	Education	Total Education	727	333	394	160	348	46	
28	Resources	Projects Accountancy Additional Income - 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	0	45	0	45	0	This saving is anticipated to be fully achieved.
29	Resources	Implementation of Corporate Debt Approach - 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	23	57	18	57	0	A delay in implementation resulted in a saving of only £23,000 in 15/16. It is anticipated that the full saving will be achieved in 2016-17.

REF	Directorate 16/17	Directorate Savings 2015/16	Total Saving (£'000)	Savings already achieved 2015/16 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2016/17 (£'000)	Projected savings in 2016/17 (£'000)	Projected Shortfall 2016/17 (£'000)	Comments
30	Resources	Commissioning and Procurement Local Authority Trading Company - to allow the Strategic Commissioning team to trade through the creation of an alternative trading company.	30	12	18	18	18	0	The £30k saving was impacted by delays with company proposals resulting in a saving of only £12k in 2015-16. Cabinet approved the creation of the company in June and the saving of £18k has now been achieved.
31	Resources	Recharge Mobile & Scheduling Licenses to Directorate Services - recover licence costs through service areas for utilising corporate technology	16	0	16	0	16	0	This saving was not achieved in 15/16 due to delays in rolling out to directorates. It is anticipated that this saving will be fully achieved in 2016-17
32	Resources	Mediation Service - 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	10	10	10	0	The mediation service is built into the new Resolution Policy as a tool to achieve resolution of issues.
33	Resources	Restructure the way in which Cardiff manages its partnership working - 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	65	65	65	0	Following a detailed review of related budgets within the service area, savings have now been identified which have fully achieved the remaining savings target.
	Resources	Total Resources	291	80	211	111	211	0	
34	Social Services	Supervised Contact Service - 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	60	60	0	The procurement process for re-commissioning contact service was completed towards the end of 2015/16. The new contract with a new provider has recently commenced and the tendered prices suggest that this saving will be achieved in 2016/17.
35	Social Services	Payment by Results - 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	198	476	376	476	0	The scope of this saving was widened in 2015/16 to include the return or step down of children from out of county placements to lower cost form costs of care or independence. The service has already identified a number of children currently out of area who will/should return to foster care or independence during 2016/17. A number of high cost placements have already stepped down and it is anticipated that there will be sufficient returns from out of area in 2016/17 to achieve the carried forward saving.
36	Social Services	Business Support Review (LEAN Review) - 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	327	0	0	327	Although, a BPR/lean review was undertaken in 2015/16 it is considered that no significant cashable savings will be generated as a result. A significant element of administrative savings were achieved separately in 2015/16 as part of a review of business support arrangements but these contributed to another specific savings target.
37	Social Services	Block Purchase of residential beds - 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.	25	0	25	0	0	25	This saving is predicated on a block booking arrangement with a specific provider. However, demand for LAC ASD placements has reduced meaning that block booking arrangements are not currently considered viable.
38	Social Services	Leaving Care Support - 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	60	60	0	60	0	Jointly commissioned arrangements with Housing/SP were not fully operational during 15/16 therefore there was a shortfall against the savings target. A number of savings opportunities are 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.

REF	Directorate 16/17	Directorate Savings 2015/16	Total Saving (£'000)	Savings already achieved 2015/16 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2016/17 (£'000)	Projected savings in 2016/17 (£'000)	Projected Shortfall 2016/17 (£'000)	Comments
39	Social Services	Market and Demand Management of Commissioned Residential Services - 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	35	165	0	0	165	Negotiations were undertaken in 2015/16 with a number of key specialist (non framework) residential providers who hold multiple placements. However, given the countrywide demand for this form of care, no significant cost reductions were obtainable. Other initiatives are being explored, though it is difficult to predict any savings with certainty at this stage.
40	Social Services	Reshaping the Internal Supported Living Service for people with learning disabilities - 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	250	0	0	250	Although, certain schemes are being considered for review in 2016/17, it is anticipated that any resultant saving will be offset against the shortfall carried forward from 2014/15. It is considered, at this stage therefore, that any savings generated will be insufficient to meet the carry forward from 2015/16.
41	Social Services	Re-shape the Internal Day Opportunity Service for people with learning disabilities - 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	450	100	37	37	63	Full year effect savings of £37,000 will be realised in 2016/17 as a result of a service review in 2015/16 that involved the deletion of vacancies and the release of agency staff. Other high cost day care external packages are being reviewed however it is difficult to predict any further savings with certainty at this stage.
42	Social Services	Review of Care Management across Health & Social Care - 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.	681	660	21	21	21	0	The balance of this saving can be met via the full year effect in 16/17 of counselling staff who took voluntary severance in 2015/16.
43	Social Services	"Closer To Home" service for people with Learning Disabilities - 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	300	4	150	150	There is a full year effect saving in relation to service users who stepped down to lower cost forms of care in 2015/16, however this will largely be counted against the unachieved saving brought forward from 2014/15. It is anticipated that the new Meteor Street scheme will shortly become operational offering supported living support to service users who would otherwise have been in higher cost packages. A further saving is therefore anticipated in relation to 2016/17, though probably insufficient to meet the whole of the target.
44	Social Services	Full year effect of 2014/15 savings Review of Mental Health Out of County Placements in residential care and re-commission - 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	200	12	87	113	A contract for floating support is in place and a number of service users stepped down to lower forms of care in 2015/16. There is some full year effect of the 15/16 saving and some further step downs are anticipated in 2016/17. Some of this further saving has however been counted against the shortfall brought forward from 2014/15 thus leaving a potential shortfall against the carry forward from 2015/16.
45	Social Services	Recommissioning of Direct Payments Support Provision - 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.	30	0	30	53	53	(23)	Negotiation with the external provider in 2015/16 led to an agreement to reduce the management fee for direct payments in advance of potential commissioning exercise. The saving reflects the additional impact of this new arrangement in 2016/17.
	Social Services	Total Social Services	3,417	1,403	2,014	563	944	1,070	
			9,093	4,005	5,088	1,699	3,269	1,819	

<u>DIRECTORATE & SCHEME</u>	2016-17 Programme	2015-16 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2016-17	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
<u>CITY OPERATIONS</u>													
<u>Energy Projects and Sustainability</u>													
Energy Retrofit of Buildings	0	0	0	0	1,230	1,230	1,230	0	0	0	0	0	0
Radyr Weir	0	0	0	0	200	200	200	0	0	0	0	0	0
Salix Energy Efficiency Loan Scheme (SEELS)	0	0	0	0	235	235	235	0	0	0	0	0	0
Heritage Energy Efficiency Retrofit Grant	0	38	(32)	0	0	6	6	0	0	0	0	0	0
Performer Grant Grant Matchfunding	0	18	0	0	0	18	18	0	0	0	0	0	0
Total Energy Projects and Sustainability	0	56	(32)	0	1,665	1,689	1,689	0	0	0	0	0	0
<u>Regulatory</u>													
Regionalising Regulatory Services	83	216	0	0	0	299	299	0	0	0	0	0	0
Total Regulatory	83	216	0	0	0	299	299	0	0	0	0	0	0
<u>Parks & Green Spaces</u>													
Asset Renewal Buildings	78	0	0	0	0	78	78	0	0	0	0	0	0
Asset Renewal Parks Infrastructure	140	0	0	0	0	140	140	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	144	0	0	0	244	144	0	0	0	(100)	0	(100)
Parc Cefn Onn	30	0	0	0	190	220	220	0	0	0	0	0	0
36 Pitches - Sports Facilities Loan	0	0	0	0	432	432	432	0	0	0	0	0	0
Water Play Park at Victoria Park	0	185	0	0	0	185	185	0	0	0	0	0	0
Heath Park Tennis Courts	0	13	0	0	0	13	13	0	0	0	0	0	0
Howel Dda Public Open Space	0	28	0	0	0	28	28	0	0	0	0	0	0
Bishops Palace & Llandaff Belltower	0	7	0	0	0	7	7	0	0	0	0	0	0
S106 schemes	1,324	705	(705)	0	0	1,324	885	0	0	0	0	(439)	(439)
Total Parks & Green Spaces	1,762	1,082	(705)	0	622	2,761	2,222	0	0	0	(100)	(439)	(539)
<u>Leisure</u>													
Asset Renewal Buildings	0	0	0	0	0	0	0	0	0	0	0	0	0
Insole Court Conservation	0	643	0	0	0	643	643	0	0	0	0	0	0
Eastern Leisure Centre refurbishment	1,500	610	0	0	0	2,110	2,110	0	0	0	0	0	0
Pentwyn Leisure Centre accessibility (Dome)	0	165	0	0	0	165	165	0	0	0	0	0	0
Leisure Centres Alternative Service Delivery	1,000	0	0	0	0	1,000	500	0	0	(500)	0	0	(500)
Leisure Centres Priority Works	0	531	0	0	0	531	531	0	0	0	0	0	0
Total Leisure	2,500	1,949	0	0	0	4,449	3,949	0	0	(500)	0	0	(500)
<u>Bereavement & Registration Services</u>													
Improvements funded by Bereavement reserve	140	0	0	0	(80)	60	60	0	0	0	0	0	0
S106 schemes	20	0	0	0	0	20	20	0	0	0	0	0	0
Total Bereavement & Registration Services	160	0	0	0	(80)	80	80	0	0	0	0	0	0
<u>Highway Maintenance</u>													
Highway Carriageway -Reconstruction	750	0	0	0	0	750	750	0	0	0	0	0	0
Highway Resurfacing	1,350	86	0	0	595	2,031	2,031	0	0	0	0	0	0
Footpath Resurfacing	595	428	0	0	0	1,023	1,023	0	0	0	0	0	0
Bridges & Structures	500	259	0	0	0	759	759	0	0	0	0	0	0
Street Lighting Column Replacement	270	93	0	0	0	363	363	0	0	0	0	0	0
Street Lighting Energy Use Reduction (Invest to Save)	0	259	0	0	0	259	259	0	0	0	0	0	0
LED Lighting on Principal Roads (Invest to Save)	0	1,984	0	0	0	1,984	1,200	0	0	(784)	0	0	(784)
Greener Grangetown	1,687	1,389	(851)	0	0	2,225	1,270	0	0	0	(155)	(800)	(955)
Rhiwbina Flood defence scheme	0	36	0	0	0	36	36	0	0	0	0	0	0

<u>DIRECTORATE & SCHEME</u>	2016-17 Programme	2015-16 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2016-17	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
Total Highway Maintenance	5,152	4,534	(851)	0	595	9,430	7,691	0	0	(784)	(155)	(800)	(1,739)
<u>Traffic & Transportation</u>													
Asset Renewal Transport & Traffic Management	670	4	0	0	0	674	674	0	0	0	0	0	0
Asset Renewal Telematics/Butetown Tunnel	860	0	0	0	0	860	860	0	0	0	0	0	0
Cycling Development Asset Renewal	400	0	0	0	0	400	400	0	0	0	0	0	0
Transport Grant Matchfunding	375	206	0	0	0	581	581	0	0	0	0	0	0
Local Transport Fund - Active Travel Mapping	0	0	0	0	25	25	25	0	0	0	0	0	0
Local Transport Fund - Western Corridor Active Travel	0	0	0	0	554	554	554	0	0	0	0	0	0
Local Transport Fund - Eastern Corridor Active Travel	0	0	0	0	316	316	316	0	0	0	0	0	0
Local Transport Fund - Newport Rd/Fitzalan Place	0	0	0	0	738	738	738	0	0	0	0	0	0
Local Transport Fund - A469 Corridor Parallel Cycle Rout	0	0	0	0	80	80	80	0	0	0	0	0	0
Metro Ph1 - A469/A470 Bus Corridor Improvements	1,523	1,713	(1,523)	0	431	2,144	2,144	0	0	0	0	0	0
Road Safety Grant - Highway Junction improvements	0	0	0	0	428	428	428	0	0	0	0	0	0
Safe Routes in Communities (WG)	0	0	0	0	595	595	595	0	0	0	0	0	0
Moving Offences Enforcement equipment	750	0	0	0	0	750	750	0	0	0	0	0	0
Cardiff West Interchange	500	0	0	0	0	500	500	0	0	0	0	0	0
CCTV System Upgrade	340	0	0	0	0	340	340	0	0	0	0	0	0
S106 schemes	703	31	(31)	0	0	703	475	0	0	0	0	(228)	(228)
Total Traffic & Transportation	6,121	1,954	(1,554)	0	3,167	9,688	9,460	0	0	0	0	(228)	(228)
<u>Strategic Planning</u>													
S106 schemes	133	93	(93)	0	0	133	94	0	0	0	0	(39)	(39)
Total Strategic Planning	133	93	(93)	0	0	133	94	0	0	0	0	(39)	(39)
<u>Harbour Authority</u>													
Harbour Asset Renewal	350	0	0	0	(4)	346	346	0	0	0	0	0	0
Total Harbour Authority	350	0	0	0	(4)	346	346	0	0	0	0	0	0
TOTAL CITY OPERATIONS	16,261	9,884	(3,235)	0	5,965	28,875	25,830	0	0	(1,284)	(255)	(1,506)	(3,045)
<u>COMMUNITIES, HOUSING & CUSTOMER SERVICES</u>													
<u>Citizen Hubs</u>													
Hubs proposals - ongoing schemes	200	0	0	(200)	0	0	0	0	0	0	0	0	0
STAR Hub	1,450	171	0	0	100	1,721	1,721	0	0	0	0	0	0
STAR Hub - MALD Grant	80	0	0	0	40	120	120	0	0	0	0	0	0
St Mellons Hub Phase 2	900	0	0	0	0	900	500	0	0	0	(400)	0	(400)
Llanishen Hub	490	0	0	0	0	490	390	0	0	0	(100)	0	(100)
Llandaff North & Gabalfa Hub	888	0	0	33	0	921	921	0	0	0	0	0	0
Llanedeyrn Hub	1,129	89	0	167	0	1,385	1,385	0	0	0	0	0	0
Fairwater Hub	90	0	0	0	0	90	90	0	0	0	0	0	0
Total Citizen Hubs	5,227	260	0	0	140	5,627	5,127	0	0	0	(500)	0	(500)
<u>Neighbourhood Regeneration</u>													
Neighbourhood Renewal schemes	595	390	0	0	0	985	985	0	0	0	0	0	0
Local Shopping Centre regeneration	360	(59)	0	0	20	321	321	0	0	0	0	0	0
Vibrant & Viable Places WG grant - Local Shopping Centre Regeneration	138	0	0	0	0	138	138	0	0	0	0	0	0
Maelfa Centre Regeneration	100	341	0	0	0	441	441	0	0	0	0	0	0
Allegating	155	(21)	0	0	0	134	134	0	0	0	0	0	0
S106 schemes	151	26	(26)	0	0	151	22	0	0	0	0	(129)	(129)
Total Neighbourhood Regeneration	1,499	677	(26)	0	20	2,170	2,041	0	0	0	0	(129)	(129)

<u>DIRECTORATE & SCHEME</u>	2016-17 Programme	2015-16 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2016-17	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
<u>Libraries</u>													
Asset Renewal Buildings	6	0	0	0	0	6	6	0	0	0	0	0	0
S106 schemes	0	6	0	0	(6)	0	0	0	0	0	0	0	0
Total Libraries	6	6	0	0	(6)	6	6	0	0	0	0	0	0
<u>Housing (General Fund)</u>													
Disabled Facilities Service	4,970	(65)	0	0	0	4,905	4,905	0	0	0	0	0	0
Enable Adaptations support for independent living	0	0	0	0	398	398	398	0	0	0	0	0	0
Assisted Living Technology	0	0	0	0	100	100	100	0	0	0	0	0	0
Estate Environmental Improvements	280	124	0	0	0	404	404	0	0	0	0	0	0
Total Housing	5,250	59	0	0	498	5,807	5,807	0	0	0	0	0	0
TOTAL Communities, Housing & Customer Services	11,982	1,002	(26)	0	652	13,610	12,981	0	0	0	(500)	(129)	(629)
<u>ECONOMIC DEVELOPMENT</u>													
<u>Business & Investment</u>													
Urban broadband	0	0	0	0	195	195	195	0	0	0	0	0	0
Cardiff Capital Fund	0	0	0	0	22	22	22	0	0	0	0	0	0
Council/S4C Investment Fund	0	150	0	0	0	150	150	0	0	0	0	0	0
Cardiff Social Innovation fund	0	48	0	0	0	48	48	0	0	0	0	0	0
Total Business & Investment	0	198	0	0	217	415	415	0	0	0	0	0	0
<u>City Development and Major Projects</u>													
Cardiff Enterprise Zone	0	163	0	0	0	163	163	0	0	0	0	0	0
ISV Waste Removal	600	0	0	0	0	600	600	0	0	0	0	0	0
ISV Temporary Car Park	200	0	0	0	0	200	200	0	0	0	0	0	0
Central Square Integrated Transport Hub	500	0	0	0	0	500	500	0	0	0	0	0	0
Central Square Public Realm Detailed Design	2,000	0	0	0	0	2,000	1,000	0	0	0	(1,000)	0	(1,000)
Leckwith Allotments	0	0	0	150	0	150	150	0	0	0	0	0	0
Llanrumney Hall	294	250	(250)	0	0	294	0	0	0	0	0	(294)	(294)
Tennis Centre Ocean Way	88	0	0	0	0	88	0	0	0	0	0	(88)	(88)
Total City Development & Major Projects	3,682	413	(250)	150	0	3,995	2,613	0	0	0	(1,000)	(382)	(1,382)
<u>Commercial Services</u>													
New HWRC Lamby Way	0	1,545	0	0	396	1,941	1,941	0	0	0	0	0	0
Waste Material Recycling Facility Upgrades	45	13	0	0	0	58	58	0	0	0	0	0	0
Asset Renewal Buildings FM	534	0	0	0	0	534	534	0	0	0	0	0	0
Asset Renewal - Vehicle Replacement	250	0	0	0	0	250	250	0	0	0	0	0	0
Total Commercial Services	829	1,558	0	0	396	2,783	2,783	0	0	0	0	0	0
<u>Venues & Cultural Facilities</u>													
Asset Renewal Venues	610	0	0	0	0	610	610	0	0	0	0	0	0
New Theatre	0	295	0	0	0	295	295	0	0	0	0	0	0
St David's Hall	0	328	0	0	0	328	328	0	0	0	0	0	0
Total Venues & Cultural Facilities	610	623	0	0	0	1,233	1,233	0	0	0	0	0	0
<u>Property & Asset Management</u>													
Office Accommodation rationalisation (General Fund)	681	338	0	0	0	1,019	1,019	0	0	0	0	0	0

<u>DIRECTORATE & SCHEME</u>	2016-17 Programme	2015-16 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2016-17	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
Investment Property Strategy	0	0	0	0	273	273	273	0	0	0	0	0	0
Community Asset Transfer	0	92	0	0	0	92	42	0	0	0	(50)	0	(50)
Asset Renewal Buildings	25	0	0	0	0	25	25	0	0	0	0	0	0
Total Property and Asset Management	706	430	0	0	273	1,409	1,359	0	0	0	(50)	0	(50)
TOTAL ECONOMIC DEVELOPMENT	5,827	3,222	(250)	150	886	9,835	8,403	0	0	0	(1,050)	(382)	(1,432)
EDUCATION & LIFELONG LEARNING													
Schools - General													
Planning & Development													
Asset Renewal Buildings	2,910	272	0	0	0	3,182	3,182	0	0	0	0	0	0
Suitability and Sufficiency	1,000	171	0	0	0	1,171	1,171	0	0	0	0	0	0
Early Years - Flying Start	0	51	0	0	535	586	586	0	0	0	0	0	0
Whitchurch High School	2,000	0	0	0	0	2,000	1,000	0	0	0	(1,000)	0	(1,000)
Total Planning & Development	5,910	494	0	0	535	6,939	5,939	0	0	0	(1,000)	0	(1,000)
Other schemes													
Schools Challenge Cymru	0	35	0	0	49	84	84	0	0	0	0	0	0
Bryn Deri Nursery Kitchen	410	0	0	0	0	410	410	0	0	0	0	0	0
Total Other schemes	410	35	0	0	49	494	494	0	0	0	0	0	0
Total Schools	6,320	529	0	0	584	7,433	6,433	0	0	0	(1,000)	0	(1,000)
Schools Organisation Planning													
21st Century Schools	39,186	18,234	(19,291)	0	4	38,133	25,897	0	0	(7,283)	0	(4,953)	(12,236)
Total Schools Organisation Planning	39,186	18,234	(19,291)	0	4	38,133	25,897	0	0	(7,283)	0	(4,953)	(12,236)
TOTAL EDUCATION & LIFELONG LEARNING	45,506	18,763	(19,291)	0	588	45,566	32,330	0	0	(7,283)	(1,000)	(4,953)	(13,236)
RESOURCES													
Technology													
Modernising IT to improve Business Processes	1,670	776	0	0	0	2,446	851	0	0	0	(1,595)	0	(1,595)
ICT Refresh	400	(16)	0	0	0	384	384	0	0	0	0	0	0
Total Technology	2,070	760	0	0	0	2,830	1,235	0	0	0	(1,595)	0	(1,595)
Corporate													
Contingency	250	0	0	0	0	250	250	0	0	0	0	0	0
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	(150)	0	350	350	0	0	0	0	0	0
Total Corporate	750	0	0	(150)	0	600	600	0	0	0	0	0	0
TOTAL RESOURCES	2,820	760	0	(150)	0	3,430	1,835	0	0	0	(1,595)	0	(1,595)
SOCIAL SERVICES													
Adult Services													
Day Centre Opportunities	140	0	0	0	185	325	325	0	0	0	0	0	0
Total Adult Services	140	0	0	0	185	325	325	0	0	0	0	0	0

<u>DIRECTORATE & SCHEME</u>	2016-17 Programme	2015-16 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2016-17	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
Childrens Services													
Childrens Social Services Asset Renewal	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL SOCIAL SERVICES	140	0	0	0	185	325	325	0	0	0	0	0	0
TOTAL GENERAL FUND	82,536	33,631	(22,802)	0	8,276	101,641	81,704	0	0	(8,567)	(4,400)	(6,970)	(19,937)
PUBLIC HOUSING (HRA)													
Housing Development	0	0	0	0	0	0	0	0	0	0	0	0	0
Estate Regeneration and Stock Remodelling	6,000	0	0	0	0	6,000	6,000	0	0	0	0	0	0
External and Internal improvements to buildings	12,900	0	0	250	0	13,150	13,150	0	0	0	0	0	0
Disabled Facilities Service	1,800	0	0	0	0	1,800	1,800	0	0	0	0	0	0
Step Down Accommodation	0	0	0	0	80	80	80	0	0	0	0	0	0
Housing Partnerships Project	2,400	0	0	0	0	2,400	2,400	0	0	0	0	0	0
Hubs	2,055	0	0	0	0	2,055	2,055	0	0	0	0	0	0
Modernising IT to improve Business Processes	250	0	0	(250)	0	0	0	0	0	0	0	0	0
TOTAL PUBLIC HOUSING	25,405	0	0	0	80	25,485	25,485	0	0	0	0	0	0
TOTAL	107,941	33,631	(22,802)	0	8,356	127,126	107,189	0	0	(8,567)	(4,400)	(6,970)	(19,937)

**CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD**



CABINET MEETING: 15 SEPTEMBER 2016

**WALES AUDIT OFFICE: ANNUAL IMPROVEMENT REPORT
2015-16**

REPORT OF DIRECTOR OF CORPORATE RESOURCES

AGENDA ITEM: 4

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

Reason for this Report

1. To consider the Wales Audit Office Annual Improvement Report and identify key areas to monitor at future Challenge Forum meetings held between Cabinet Members and Directors.

Background

2. Each year, the Auditor General is required to audit the improvement planning and reporting arrangements of Welsh councils to assess whether each authority will meet statutory continuous improvement duties. In addition, the Auditor General undertakes an in-depth corporate assessment at each authority on a cyclical basis (currently at least once every four years). In the intervening years, in addition to audits of improvement planning and reporting, the Wales Audit Office, on behalf of the Auditor General, will keep track of developments and focus further assessment work on a number of key themes, developed in discussion with each authority.
3. This Annual Improvement Report summarises the audit work undertaken at the Council since the last such report was published in September 2015. In October 2015 the Council received a Corporate Follow-on Inspection and in their report of February 2016, the Wales Audit Office concluded that: The Council has put in place better arrangements to support improvement and to address longstanding issues, but is now at a critical point in embedding them if it is to achieve a step change in delivering improved outcomes.
4. This Annual Improvement Report includes a summary of the key findings from reports issued by 'relevant regulators', namely: the Care and Social Services Inspectorate Wales (CSSIW) and Her Majesty's Inspectorate for Education and Training in Wales (Estyn). Nonetheless, this report does

not represent a comprehensive review of all the Council's arrangements or services. The conclusions in this report are based on the work carried out at the Council by relevant external review bodies and, unless stated otherwise, reflect the situation at the point in time that such work was concluded.

Wales Audit Office Findings

5. The Auditor General sets out in the Wales Audit Office Annual Improvement Report 2015-16 his belief that, based on and limited to the work carried out by the Wales Audit Office and relevant regulators, the Council is likely to comply with the requirements of the Local Government Measure during 2016-17. Whilst the Auditor General states that this is not a definitive diagnosis of organisational health or a prediction of future success, it provides an opinion on the extent to which the arrangements currently in place are reasonably sound as far as can be ascertained from the work carried out.
6. Attached at Appendix A is the Wales Audit Office Annual Improvement Report 2015-16.
7. The Auditor General made two recommendations in his Annual Improvement Report issued as part of the previous Corporate Assessment Follow-on:
 - The Council must ensure that it addresses the proposals for improvement as set out in the Annual Improvement Report to deliver improved outcomes within the next 12 months.
 - The Council must ensure that its annual improvement report contains a summary assessment of the Council's view of its success in achieving its improvement objectives for the year.
8. A significant amount of work has been undertaken to make improvements in these key areas:
 - As part of the Council's Performance and Governance Programme, three key projects have been established to address Business Planning, Performance Reporting, and Performance Support and Improvement. These projects are focussed on strengthening the performance management arrangements of the Council, which will lead to a fully developed Performance Management Framework and Strategy.
 - The Council has responded with confirmation that future improvement reports will include a summary assessment of its success in achieving its improvement objectives. The Council published a separate self-assessment in respect of its performance in achieving its 2014-15 improvement objectives.

Legal Implications

9. There are no direct legal implications arising from this report. However it should be noted that the Local Government (Wales) Measure 2009 requires the Auditor General to undertake an annual improvement assessment, and to publish an annual improvement report, for each improvement authority in Wales.
10. The Report appended at Appendix A has been produced by staff of the Wales Audit Office on behalf of the Auditor General to discharge his duties and states whether he believes that the authority has discharged its improvement planning duties under the Local Government Measure. An important ancillary activity for the Auditor General is the co-ordination of assessment and regulatory work (required by section 23), which takes into consideration the overall programme of work of all relevant regulators at an improvement authority. The Auditor General may also take account of information shared by relevant regulators (under section 33) in his assessments.
11. The Auditor General, depending on his findings, could carry out special inspections (under section 21), which would be reported to the authority and Ministers, and which he may publish (under section 22).

Financial Implications

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

HR Implications

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

RECOMMENDATIONS

Cabinet is recommended to:

1. Note the Wales Audit Office Annual Improvement Report 2015-16
2. Note that key issues will be built into the Challenge Forum meetings

Christine Salter
Corporate Director
9 September 2016

The following appendix is attached:

Appendix A - Wales Audit Office Annual Improvement Report 2015-16.



WALES AUDIT OFFICE
SWYDDFA ARCHWILIO CYMRU

Annual Improvement Report 2015-16

The City of Cardiff Council

Issued: July 2016

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This Annual Improvement Report has been prepared on behalf of the Auditor General for Wales by Non Jenkins and Chris Pugh under the direction of Alan Morris.

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The Auditor General is independent of government, and is appointed by Her Majesty the Queen. The Auditor General undertakes his work using staff and other resources provided by the Wales Audit Office, which is a statutory board established for that purpose and to monitor and advise the Auditor General. The Wales Audit Office is held to account by the National Assembly.

Together with appointed auditors, the Auditor General audits local government bodies in Wales, including unitary authorities, police, probation, fire and rescue authorities, national parks and community councils. He also conducts local government value for money studies and assesses compliance with the requirements of the Local Government (Wales) Measure 2009.

Beyond local government, the Auditor General is the external auditor of the Welsh Government and its sponsored and related public bodies, the Assembly Commission and National Health Service bodies in Wales.

The Auditor General and staff of the Wales Audit Office aim to provide public-focused and proportionate reporting on the stewardship of public resources and in the process provide insight and promote improvement.

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Summary report

About this report

- 1 This Annual Improvement Report (AIR) summarises the audit work undertaken at the City of Cardiff Council (the Council) since the last such report was published in August 2015. This report also includes a summary of the key findings from reports issued by 'relevant regulators', namely: the Care and Social Services Inspectorate Wales (CSSIW); and Her Majesty's Inspectorate for Education and Training in Wales (Estyn). Nonetheless, this report does not represent a comprehensive review of all the Council's arrangements or services. The conclusions in this report are based on the work carried out at the Council by relevant external review bodies and, unless stated otherwise, reflect the situation at the point in time that such work was concluded.
- 2 Taking into consideration the work carried out during 2015-16, the Auditor General will state in this report whether he believes that the Council is likely to make arrangements to secure continuous improvement for 2016-17.
- 3 This statement should not be seen as a definitive diagnosis of organisational health or as a prediction of future success. Rather, it should be viewed as providing an opinion on the extent to which the arrangements currently in place are reasonably sound insofar as can be ascertained from the work carried out.
- 4 We want to find out if this report gives you the information you need and whether it is easy to understand. You can let us know your views by e-mailing us at info@audit.wales or writing to us at 24 Cathedral Road, Cardiff, CF11 9LJ.

2015-16 performance audit work

- 5 The work carried out since the last AIR, including that of the 'relevant regulators', is set out below.

Project name	Brief description
Wales Audit Office: Financial Resilience Assessment	Review of the Council's financial position and how it is budgeting and delivering on required savings, and following up issues highlighted in the 2014-15 financial position work.
Wales Audit Office: Annual 'Improvement Plan' Audit	Review of the Council's published plans for delivering on improvement objectives in line with the requirements of the Measure.
Wales Audit Office: Annual 'Assessment of Performance' Audit	Review of the Council's published performance assessment in line with the requirements of the Measure.
Wales Audit Office: Corporate Assessment Follow On	A follow-on from the Corporate Assessment reported in September 2014 to assess the Council's progress against the Proposal for Improvement made.
Estyn: Evaluation of schools performance	A review of the performance across a range of areas of schools within the Council.
Estyn: Final monitoring visit	An assessment of the Council's progress against recommendations made following a monitoring visit in February 2014.
CSSIW: Annual Review and Evaluation of Performance	An evaluation of the Council's performance in delivering its social services functions.
CSSIW: Inspection of Children's Services	An inspection of Children's Services looking at the access arrangements for children and young people and their families who were either referred for care and support or where information was received about children's well-being.
HM Inspectorate of Probation	A full joint inspection of Youth Offending work in Cardiff.
Wales Audit Office National reports	<ul style="list-style-type: none"> • The financial resilience of councils in Wales • Community safety partnerships • Income generation and charging • Council funding of third sector services

Based on, and limited to, the work carried out by the Wales Audit Office and relevant regulators, the Auditor General believes that the Council is likely to comply with the requirements of the Local Government Measure during 2016-17 providing that it fully embeds arrangements to support improved outcomes and maintains the current pace of improvement

- 6 The Auditor General has reached this conclusion because:
- a Our Corporate Assessment Follow On report published in February 2016 concluded that the Council had put in place better arrangements to support improvement and to address longstanding issues, but it was now at a critical point in embedding them if it is to achieve a step change in delivering improved outcomes.
 - b The Council did not meet the requirements of the Measure in respect of its assessment of its 2014-15 performance. Its Improvement Report published in October 2015 did not assess how progress had contributed to the success of achieving its 2014-15 improvement objectives. Our certificate is contained in [Appendix 3](#).
 - c Our Financial Resilience Assessment reported that the Council had improved its arrangements for financial planning and has sound financial control and governance arrangements, but now needs to develop robust plans to support the timely delivery of its savings proposals.
 - d The CSSIW published in its October 2015 Annual Review and Evaluation of Performance that the Council continued to face significant challenges in social services as some key areas of performance still require improvement, although it is moving in the right direction.
 - e Estyn reported in March 2016 that the Council had made sufficient progress in relation to the recommendations arising from its monitoring visit in 2014, and it was no longer in need of significant improvement. Estyn removed the Council from follow up activity.
 - f The CSSIW's inspection of Children's Services reported in March 2016 that the Council was committed to prioritising services that support the most vulnerable, but had to deliver this against a backdrop of declining budgets and increasing demand.
 - g The Council met the requirements of the Measure in publishing its 2016-17 Improvement Plan. Our certificate is contained in [Appendix 2](#).

- 7 The Council is now at a critical point and must ensure that it continues to embed its improved arrangements consistently to secure a step change in improved outcomes by the end of this year.
- 8 In response to our Corporate Assessment Follow On report, the Council prepared an action plan to address our recommendation, and associated proposals for improvement. During 2016-17, we will assess the Council's arrangements for demonstrating its progress in addressing the recommendation and proposals for improvement contained in our Corporate Assessment Follow-on Report.

Recommendations and proposals for improvement

- 9 Given the wide range of services provided by the Council and the challenges it is facing, it would be unusual if we did not find things that can be improved. The Auditor General is able to:
- a make proposals for improvement – if proposals are made to the Council, we would expect it to do something about them and we will follow up what happens;
 - b make formal recommendations for improvement – if a formal recommendation is made, the Council must prepare a response to that recommendation within 30 working days;
 - c conduct a special inspection and publish a report and make recommendations; and
 - d recommend to Ministers of the Welsh Government that they intervene in some way.
- 10 The formal recommendations made by the Auditor General during the course of the year are set out below. Authorities must prepare a response within 30 working days of receiving them. Lower-priority issues, known as proposals for improvement, are contained in our other reports but may be referred to later on in this report. We will continue to monitor both the Auditor General's recommendations and proposals for improvement during the course of our improvement assessment work.

Recommendation – Corporate Assessment Follow-on (published February 2016)

R1 The Council must ensure that it addresses the proposals for improvement as set out in this report to deliver improved outcomes within the next 12 months.

The Council responded with an action plan to address this recommendation and the proposals for improvement contained within the report. We will assess the Council's arrangements for demonstrating its progress during our improvement assessment work in 2016-17.

Recommendation – Certificate of Compliance for the Audit the City of Cardiff Council’s assessment of 2014-15 performance (issued November 2015)

R2 The Council must ensure that its annual improvement report contains a summary assessment of the Council’s view of its success in achieving its improvement objectives for the year.

The Council responded with confirmation that future improvement reports would include a summary assessment of the Council’s view of its success in achieving its improvement objectives. In response, the Council also published a separate self-assessment in respect of its performance in achieving its 2014-15 improvement objectives.

We will audit the Council’s 2015-16 Annual Improvement Report in November 2016.

- 11 Areas for Improvement (AFIs) made by Estyn and recommendations made CSSIW and HM Inspectorate of Probation during the course of the year are set out below.

CSSIW’s Performance Evaluation Report 2014-15

AFI1

- Timeliness of completing reviews of older people’s care needs.
- Implementation of a quality element in the commission of residential care.
- Increase capacity in the delivery of domiciliary care.
- Improve performance in reducing delayed transfers of care.
- Continue to increase the number of direct payments to the people of Cardiff.

AFI2

- Continue to increase the uptake of direct payments.
- Continue to increase the number of permanently appointed social workers.
- Improve performance in completing personal education plans.
- Recruitment of personal advisers.
- Completion of initial and core assessments.

AFI3

- To maintain a sustainable management structure.
- Appoint to the posts of assistant director.
- Continue to meet the challenges of the Social Services and Wellbeing Act.

CSSIW's Inspection of Children's Services

Providing Direction

- R1 Strong political and corporate support for children's services should be continued in order to achieve the Council's vision for children and young people in Cardiff, while continuing to manage the consistent high volume of demand on statutory services.
- R2 The council must strengthen the operational plans to support the effective co-ordination of the remodelling of children's services and its interface with the Early Help Strategy.
- R3 The council should assure itself that arrangements for accommodation and 'agile working' which it was planning to implement will support effective social work.

Delivering Social Services

- R4 The workforce strategy should be fully implemented to maximise retention of staff and action taken to promote more timely recruitment of staff.
- R5 The council should consider how it can increase the opportunities for staff to be engaged in the development and transformation of services; and for the voices of children and their families to be included in service planning.
- R6 Staff must have the capacity to complete the training which has been identified to support their professional development.
- R7 The quality assurance framework should be systematically implemented across children's services. This should include management oversight of the quality and frequency of supervision.

Shaping Services

- R8 The council must review its arrangements to ensure services can meet the needs of children and young people, particularly for those being subjected to domestic violence.
- R9 A timely review of the effectiveness and the impact on outcomes for people of the remodelling of children's services and its interface with the Early Help Strategy should be included in the planning arrangements.

Access Arrangements

- R10 A range of user-friendly information should be developed and made easily accessible for families, children and young people not only with respect to signposting to preventative services but also how children's services carries out its work.
- R11 The council must develop more effective arrangements to ensure that the needs of children and young people are assessed if contacts and referrals about their well-being are repeated.
- R12 The council must work with partners to agree a shared understanding of the threshold for statutory services.
- R13 Careful consideration should be given to how the current effective interface between 'children's access point and the intake and assessment teams' is maintained when the remodelling of the service is implemented.
- R14 Arrangements for children's services staff to access information held on parents who are users of adult services should be reviewed.
- R15 The 'out of hours' arrangements for the completion of 'welfare checks' on children and young people should be agreed with partner agencies.

Assessment Care Management

- R16 The quality of plans should be improved to be more outcome-focused and reflect the needs identified in the assessments.
- R17 Work to agree a model of risk assessment should be completed with a strong focus on consistency in risk management.
- R18 More emphasis should be given to recording the views of children, young people and their families.
- R19 The council should review the use of written agreements with families which should only be used within safeguarding or public law outline arrangements. Guidance for social workers and managers for their use should be developed.

HM Inspectorate of Probation's Full Joint Inspection of Youth Offending Work

The Chair of the Youth Offending Service Management Board should ensure that:

- R1 Governance arrangements, at all levels, provide appropriate support, scrutiny and challenge to the work of the Youth Offending Service and its outcomes.
- R2 The work of the Youth Offending Service is targeted, meets local need, and is driven by a clear strategy and effective delivery plan.
- R3 There is sufficient access to Child and Adolescent Mental Health Services.
- R4 There is sufficient exchange of information between the Youth Offending Service and the police service.

The Youth Offending Service Manager should ensure that:

- R5 The planning and review of work to manage the risk of harm posed to others is of sufficient quality.
- R6 The planning and review of work to manage the safeguarding and vulnerability of children and young people is of sufficient quality.
- R7 There is effective management oversight of the quality of work to manage risk of harm to others, and the safeguarding and vulnerability of children and young people.
- R8 The Youth Offending Service meets fully the needs of Welsh speakers, and promotes the value of Welsh as an employment skill.

Detailed report



Corporate Assessment Follow On

The Council has put in place better arrangements to support improvement and to address longstanding issues, but it is now at a critical point in embedding them if it is to achieve a step change in delivering improved outcomes

- 12 We reported our Corporate Assessment of the Council in September 2014, and continued to monitor the Council's progress during 2014-15 and 2015-16. In February 2016, we published our Corporate Assessment Follow On report which concluded that; 'The Council has put in place better arrangements to support improvement and to address longstanding issues, but was now at a critical point in embedding them if it is to achieve a step change in delivering improved outcomes'.
- 13 We reached this conclusion because:
 - a overall, the Council had responded positively to the Corporate Assessment findings, and put better arrangements in place to support improvement and address longstanding issues; and
 - b the Council is now at a critical point in ensuring that improved arrangements are embedded and implemented consistently and constructively across the organisation in order to achieve a step change in delivering improved outcomes.
- 14 Our Corporate Assessment Follow On report made one formal recommendation which was that: 'The Council must ensure that it addresses the proposals for improvement as set out in this report to deliver improved outcomes within the next 12 months.' The 14 proposals for improvement in the Corporate Assessment Follow On report related to the following areas
 - a Leadership and Management
 - b Governance
 - c Performance Reporting
 - d Corporate Enablers
- 15 The full **Corporate Assessment Follow On report** can be obtained from the Wales Audit Office website.
- 16 The Council responded constructively to the Corporate Assessment Follow on report and prepared a **statement of action** to address the recommendation made and its associated proposals for improvement. The statement of action was resolved at the Council's Cabinet meeting on 21 March 2016, and can be obtained from the Council's website.
- 17 During 2016-17, we will continue to assess the Council's arrangements for demonstrating its progress in addressing the recommendation and proposals for improvement contained in our Corporate Assessment Follow-on Report.

Performance

Audit of the City of Cardiff Council's 2016-17 Improvement Plan

- 18 On 29 April 2016 we issued a certificate confirming that the Council had discharged its duties under section 15(6) to (9) of the Local Government Measure and had acted in accordance with Welsh Government guidance sufficiently to discharge its duties. Our certificate is contained in [Appendix 2](#).

Certificate of compliance for the Audit of the City Of Cardiff Council's assessment of 2014-15 performance

- 19 On 13 November 2015, we issued a certificate of Compliance for the Audit of the City of Cardiff Council's assessment of 2014-15 performance. The certificate confirmed that the Council had not discharged its duties under sections 15(2), (3), (8) and (9) of the Measure. Our certificate is contained in [Appendix 3](#).
- 20 The Auditor General made the following recommendation when issuing the assessment of 2014-15 performance certificate of compliance: 'The Council must ensure that its annual improvement report contains a summary assessment of the Council's view of its success in achieving its improvement objectives for the previous year.'
- 21 Whilst the Council's Improvement Report 2014-15 published in October 2015 set out its eight improvement objectives, it did not contain an assessment of its success in achieving these. The Council's Improvement Report 2014-15 instead assessed performance against the delivery of actions contained within its Corporate Plan 2014-17.
- 22 The Council responded constructively to our recommendation and in January 2016 published an additional report [The Report on Our Improvement Objectives](#) containing an assessment of the Council's view of its success in achieving its 2014-15 improvement objectives. This can be obtained from the Council's website.
- 23 We will review the Council's 2015-16 performance assessment in November 2016.

Estyn's evaluation of school performance

- 24 Estyn undertook a review of school performance within the Council for 2015-16 and identified the following:
- a The proportion of pupils eligible for free school meals in Cardiff was higher than the Wales average. This was taken into account when evaluating the performance of the Council.
 - b Performance in the Foundation Phase indicator and key stage 2 core subject indicator had improved steadily over the last four years and was now broadly in line with the Wales average.

- c At key stage 3, performance in the core subject indicator also remained broadly in line with the Wales average.
- d At key stage 4, performance in the level 2 threshold including English or Welsh and mathematics had improved at a faster rate than the Wales average and in 2015, and for this measure, met or slightly exceeded the benchmarks for performance set by the Welsh Government over the last three years. Performance in the capped points score was improving at a slower rate than the Wales average and the authority had not met the Welsh Government benchmarks for this measure for the last three years.
- e The performance of pupils eligible for free school meals had improved and was now broadly in-line with the Wales average across the majority of the main indicators. However, at level 2, level 1 and the capped points score, performance was worse than the Wales average.
- f Attendance at secondary schools remained at the same level in the past two years and is in-line with the Wales average. Primary school attendance is slightly higher than the Wales average.

Estyn reported that the Council had made sufficient progress in relation to the recommendations arising from its monitoring visit in 2014, and it was no longer in need of significant improvement

- 25 Following its monitoring visit in February 2014, Estyn made six recommendations to the Council:
- a raise standards, particularly at key stage 4;
 - b reduce exclusions and reduce the proportion of young people who are not in education, employment or training post-16;
 - c make sure that the arrangements for delivering school improvement services challenge and support all schools effectively, in order to improve standards for learners in all key stages;
 - d improve the effectiveness of joint planning across the range of partnership working;
 - e improve performance management processes to ensure a consistent approach in delivering objectives; and
 - f improve the scrutiny of local education services.

- 26 During January 2016 Estyn undertook its final monitoring visit to assess the Council's progress against the six recommendations made in February 2014. Following the final monitoring visit, Estyn concluded that the Council had made satisfactory progress in addressing the all of the recommendations. As a result, Estyn reported that the Council was no longer in need of significant improvement, and removed it from follow-up activity. Estyn's **final outcome letter** published in March 2016 is available on its website.

CSSIW reported that the Council continues to face significant challenges in social services as some key areas of performance still require improvement, although the Council is moving in the right direction

- 27 The CSSIW published its **Annual Review and Evaluation of Performance 2014-15** in October 2015 and this is available on its website.
- 28 The CSSIW reported that the Council continued to face significant challenges in transforming services in light of increasing demand and financial pressures, alongside preparing for the implementation of the Social Services and Well Being (Wales) Act. The reorganisation of the corporate leadership team saw a further planned change at senior management level being implemented. Changes to the role of the director for social services should bring more clarity and cohesion to the delivery of services across the Council.
- 29 The Director's annual report presented a clear picture of the challenges and areas of progress made within the directorate over the past year. Clear aims were set for delivering improvements over the coming year.
- 30 Performance indicators demonstrated some key areas of performance still required improvement, although the Council is moving in the right direction. In adult services improvements were required in reducing the number of people waiting for hospital discharge. In children's services there was an increase in the number of children being looked after by the Council. Performance in the area of intake and assessment needed continued improvement.
- 31 Undertaking a strategic overview of services enabled the Council to begin to plan for changes within the department. Planned appointments for the posts of assistant director children's services and assistant director adult services should enable the directorate to:
- a take up the strategic challenge it faces in responding to the delivery of the Social Services and Wellbeing Act;
 - b promotion of integrated services with health and the Vale of Glamorgan;
 - c management of new models of care; and
 - d the promotion of service users' well-being in ever-increasing financial restraint.

- 32 There remained strong corporate support for the delivery of social services and efforts have been made to protect the social services budget as far as possible. The Council had ensured that elected members were briefed and understood the implications of the Social Services and Wellbeing (Wales) Act 2014.
- 33 There remained good corporate understanding of the challenges facing the department and the difficulties it faced in its efforts to provide services to the most vulnerable.

CSSIW undertook an inspection of Children's Services and found that the Council was committed to prioritising services that support the most vulnerable, but had to deliver this against a backdrop of declining budgets and increasing demand

- 34 In January 2016, the CSSIW undertook an **Inspection of Children's Services** and the report is available on its website. The inspection looked at the access arrangements for children and young people and their families who were either referred for care and support or where information was received about children's well-being. The inspection included reviewing the effectiveness of the interface between preventative and statutory provision, but there was no focus on services for disabled children. The CSSIW considered the quality of outcomes achieved for children and families who received a service.
- 35 The CSSIW inspection reported in March 2016, and concluded that there was a clear strategic direction for children's services and a high level of confidence in leadership arrangements. Staff morale was generally positive and the senior management team were well regarded by staff.
- 36 There was strong corporate support for children's services which had a high profile across the Council. Elected members and the corporate management team demonstrated a common understanding of the direction and drive needed to ensure the service effectively supported improved outcomes for children and young people.
- 37 Corporate and senior officers evidenced good strategic preparation for the impending implementation of the Social Services and Well-being (Wales) Act 2014. Senior managers were able to articulate how the remodelled services and the early help strategy would deliver the intended outcomes for young people.
- 38 The timeliness for managing contacts and referrals had improved in the first two quarters of 2015-16 but remained an area for progress. The recording of previous history of multiple contacts was inconsistent and did not support effective risk assessment.

- 39 The quality of initial assessments seen was good, with appropriate decision-making and records clear and up to date. A good range of information had been used to develop the analysis of need, but it was not always evident that the child had been seen.
- 40 Children and young people who were, or were likely to be, at risk of harm were identified and work was appropriately undertaken to help keep them safe. The arrangements for child protection enquiries and investigations including those which were outside working hours were timely and effective.
- 41 The arrangements for access to children's services were well organised and mainly effective. Timeliness for decision making on referrals in one working day stood at 83 per cent for 2014-15, and the 28,354 contacts screened during the year resulted in 4,195 referrals. The threshold to statutory services was relatively high but there was timely appropriate response to concerns about children or young people who might be at risk. It appeared that the high number of repeat contacts will only be reduced if there are sufficient preventive services to effectively support families sooner.

Use of resources

Audit of the Council's accounts

- 42 On 23 November 2015, the Auditor General issued an Annual Audit Letter to the Council. The letter summarises the key messages arising from his statutory responsibilities under the Public Audit (Wales) Act 2004 as the Appointed Auditor and his reporting responsibilities under the Code of Audit Practice. The Auditor General issued an unqualified opinion on the Council's accounting statements confirming that they present a true and fair view of the Council's, Group's and the Pension Fund's financial position and transactions. The Annual Audit Letter can be found in [Appendix 4](#) of this report.

The Council had improved its arrangements for financial planning and has sound financial control and governance arrangements, but now needs to develop robust plans to support the timely delivery of its savings proposals

- 43 During the period May to October 2015 we undertook a review of the Council's financial resilience, following up issues highlighted in the 2014-15 financial position work. The focus of the work was on the delivery of 2014-15 savings plans, and the 2015-16 financial planning period.
- 44 We reported in March 2016 that the Council had improved its arrangements for financial planning and had sound financial control and governance arrangements, but now needed to develop robust plans to support the timely delivery of its savings proposals.
- 45 In reaching our conclusion, we reported the following findings:
- a the Council had improved its financial planning arrangements, and has a track record of operating within its overall budget, but has not delivered all of its in-year planned savings;
 - b the Council had sound financial control arrangements in place; and
 - c the Council had sound financial governance arrangements in place.
- 46 The Council's Audit Committee received our [Financial Resilience Assessment report](#) in June 2016 and the full report can be found on the Council's website.

Governance

- 47 During 2015-16, our governance-related work was undertaken as part of the Corporate Assessment Follow On, which is reported separately above. The full [Corporate Assessment Follow On Report](#) is available on our website.

HM Inspectorate of Probation Cardiff Youth Offending Service had experienced staff, but there was scope for improvement in its work with children and young people and leadership and oversight needed strengthening

- 48 In May 2016, HM Inspectorate of Probation reported on its [Full Joint Inspection of Youth Offending Work](#) at the Council, and the report is available on its website. The Council was inspected primarily because its performance showed the lowest three-month and 12-month reconviction performance in Wales over a sustained period. The reoffending data showed a decrease from the previous year to 41.8 per cent but was still higher than the latest average figure for England and Wales at 37.9 per cent. Reoffending frequency rates and the use of custody were also decreasing but still above the England and Wales average.
- 49 The joint inspection of youth offending work in Cardiff was one of a small number of full joint inspections undertaken by HM Inspectorate of Probation with the criminal justice, social care, education and health inspectorates. Inspectors focused on six key areas: reducing reoffending, protecting the public, protecting children and young people, ensuring the sentence is served, the effectiveness of governance and court work and reports.
- 50 Inspectors were pleased to find that:
- a Work to reduce reoffending was satisfactory. Inspectors found good quality work in custodial sentences and in managing the transfer of cases to adult probation services. There was little evidence of work with victims or restorative justice work.
 - b Work to protect the public and actual or potential victims was satisfactory. Reports to court gave clear explanations of the risk children and young people posed to others. Case managers had a good understanding of policies and procedures to manage risk of harm, but management oversight was insufficient.
 - c Work to protect children and reduce their vulnerability was satisfactory. Initial assessments of safeguarding and vulnerability were good, but the quality of planning to address vulnerability was insufficient. There was good liaison and joint working with Children's Services but limited access to Child and Adolescent Mental Health Services.

- d Work to ensure that the sentence was served was satisfactory. Staff had a good knowledge of, and interest in, the children and young people they worked with. In some cases restrictive requirements in criminal behaviour orders ran the risk of further criminalising the child.
 - e The management and delivery of interventions to reduce reoffending was satisfactory. Staff were delivering and planning services to a high standard. There was a well-established junior attendance centre fully integrated within the Youth Offending Service. There was no overarching strategy or policy to determine the range and content of provision.
- 51 Inspectors were, however, concerned to find that the effectiveness of governance and partnership arrangements was unsatisfactory. A previous lack of effective leadership had weakened the Youth Offending Service Management Board. There was minimal use of performance data and local information to target service delivery and improve outcomes.
- 52 Inspectors made recommendations to assist the Youth Offending Service to make continuing improvements, including ensuring governance arrangements at all levels provide appropriate support, scrutiny and challenge to the work of the Youth Offending Service and its outcomes.

Appendix 1 – Status of this report

The Local Government (Wales) Measure 2009 (the Measure) requires the Auditor General to undertake an annual improvement assessment, and to publish an annual improvement report, for each improvement authority in Wales. This requirement covers local councils, national parks, and fire and rescue authorities.

This report has been produced by staff of the Wales Audit Office on behalf of the Auditor General to discharge his duties under section 24 of the Measure. The report also discharges his duties under section 19 to issue a report certifying that he has carried out an improvement assessment under section 18 and stating whether, as a result of his improvement plan audit under section 17, he believes that the authority has discharged its improvement planning duties under section 15.

Improvement authorities are under a general duty to ‘make arrangements to secure continuous improvement in the exercise of [their] functions’. Improvement authorities are defined as local councils, national parks, and fire and rescue authorities.

The annual improvement assessment is the main piece of work that enables the Auditor General to fulfil his duties. The improvement assessment is a forward-looking assessment of an authority’s likelihood to comply with its duty to make arrangements to secure continuous improvement. It also includes a retrospective assessment of whether an authority has achieved its planned improvements in order to inform a view as to the authority’s track record of improvement. The Auditor General will summarise his audit and assessment work in a published annual improvement report for each authority (under section 24).

The Auditor General may also, in some circumstances, carry out special inspections (under section 21), which will be reported to the authority and Ministers, and which he may publish (under section 22). An important ancillary activity for the Auditor General is the co-ordination of assessment and regulatory work (required by section 23), which takes into consideration the overall programme of work of all relevant regulators at an improvement authority. The Auditor General may also take account of information shared by relevant regulators (under section 33) in his assessments.

Appendix 2 – Audit of the City of Cardiff Council’s 2016-17 Improvement Plan

Certificate

I certify that, following publication on 7 April 2016, I have audited the City of Cardiff Council’s Improvement Plan in accordance with section 17 of the Local Government (Wales) Measure 2009 (the Measure) and my Code of Audit Practice.

As a result of my audit, I believe that the Council has discharged its duties under section 15(6) to (9) of the Measure and has acted in accordance with Welsh Government guidance sufficiently to discharge its duties.

Respective responsibilities of the Council and the Auditor General

Under the Measure, the Council is required to prepare and publish an Improvement Plan describing its plans to discharge its duties to:

- make arrangements to secure continuous improvement in the exercise of its functions;
- make arrangements to secure achievement of its improvement objectives; and
- make arrangements to exercise its functions so that any performance standard specified by Welsh Ministers is met.

The Measure requires the Council to publish its Improvement Plan as soon as is reasonably practicable after the start of the financial year to which it relates, or after such other date as Welsh Ministers may specify by order.

The Council is responsible for preparing the Improvement Plan and for the information set out within it. The Measure requires that the Council has regard to guidance issued by Welsh Ministers in preparing and publishing its plan.

As the Council’s auditor, I am required under sections 17 and 19 of the Measure to carry out an audit of the Improvement Plan, to certify that I have done so, and to report whether I believe that the Council has discharged its duties to prepare and publish an Improvement Plan in accordance with statutory requirements set out in section 15 and statutory guidance.

Scope of the Improvement Plan audit

For the purposes of my audit work I will accept that, provided an authority meets its statutory requirements, it will also have complied with Welsh Government statutory guidance sufficiently to discharge its duties.

For this audit I am not required to form a view on the completeness or accuracy of information, or whether the Improvement Plan published by the Council can be achieved. Other assessment work that I will undertake under section 18 of the Measure will examine these issues. My audit of the Council’s Improvement Plan, therefore, comprised a review of the plan to ascertain whether it included elements prescribed in legislation. I also assessed whether the arrangements for publishing the plan complied with the requirements of the legislation, and that the Council had regard to statutory guidance in preparing and publishing its plan.

The work I have carried out in order to report and make recommendations in accordance with sections 17 and 19 of the Measure cannot solely be relied upon to identify all weaknesses or opportunities for improvement.

Huw Vaughan Thomas
Auditor General for Wales

CC: Non Jenkins, Manager
Chris Pugh, Performance Audit Lead

Appendix 3 – Audit of the City of Cardiff Council’s assessment of 2014-15 performance

Certificate

I certify that, following publication on 20 October 2015 I have audited the City of Cardiff Council’s (the Council’s) assessment of its performance in 2014-15 in accordance with section 17 of the Local Government (Wales) Measure 2009 (the Measure) and my Code of Audit Practice.

As a result of my audit, I believe that the Council has not discharged its duties under sections 15(2), (3), (8) and (9) of the Measure and has not acted in accordance with Welsh Government guidance sufficiently to discharge its duties.

Respective responsibilities of the Council and the Auditor General

Under the Measure, the Council is required to annually publish an assessment which describes its performance:

- in discharging its duty to make arrangements to secure continuous improvement in the exercise of its functions;
- in meeting the improvement objectives it has set itself;
- by reference to performance indicators specified by Welsh Ministers, and self-imposed performance indicators; and
- in meeting any performance standards specified by Welsh Ministers, and self-imposed performance standards.

The Measure requires the Council to publish its assessment before 31 October in the financial year following that to which the information relates, or by any other such date as Welsh Ministers may specify by order.

The Measure requires that the Council has regard to guidance issued by Welsh Ministers in publishing its assessment.

As the Council’s auditor, I am required under sections 17 and 19 of the Measure to carry out an audit to determine whether the Council has discharged its duty to publish an assessment of performance, to certify that I have done so, and to report whether I believe that the Council has discharged its duties in accordance with statutory requirements set out in section 15 and statutory guidance.

Scope of the audit

For the purposes of my audit work I will accept that, provided an authority meets its statutory requirements, it will also have complied with Welsh Government statutory guidance sufficiently to discharge its duties.

For this audit I am not required to form a view on the completeness or accuracy of information. Other assessment work that I will undertake under section 18 of the Measure may examine these issues. My audit of the Council’s assessment of performance, therefore, comprised a review of the Council’s publication to ascertain whether it included

elements prescribed in legislation. I also assessed whether the arrangements for publishing the assessment complied with the requirements of the legislation, and that the Council had regard to statutory guidance in preparing and publishing it.

The work I have carried out in order to report and make recommendations in accordance with sections 17 and 19 of the Measure cannot solely be relied upon to identify all weaknesses or opportunities for improvement.

Recommendations under the Local Government (Wales) Measure 2009

The Council must prepare a statement of action and a timetable for taking action in response to this statutory recommendation within 30 working days of receiving this certificate.

R1 The Council must ensure that its annual improvement report contains a summary assessment of the Council's view of its success in achieving its improvement objectives for the previous year.

Huw Vaughan Thomas
Auditor General For Wales

CC: Leighton Andrews, Minister for Public Services
Non Jenkins, Manager
Chris Pugh, Performance Audit Lead

Appendix 4 – 2014-15 Annual Audit Letter

Councillor Phil Bale
Leader Cardiff Council
County Hall
Atlantic Wharf
Cardiff
CF10 4UQ

Dear Councillor Bale

Annual Audit Letter – City of Cardiff Council 2014-15

This letter summarises the key messages arising from the Auditor General for Wales' statutory responsibilities under the Public Audit (Wales) Act 2004 as the Appointed Auditor and my reporting responsibilities under the Code of Audit Practice.

The Council complied with its responsibilities relating to financial reporting and use of resources

It is the Council's responsibility to:

- put systems of internal control in place to ensure the regularity and lawfulness of transactions and to ensure that its assets are secure;
- maintain proper accounting records;
- prepare a Statement of Accounts in accordance with relevant requirements; and
- establish and keep under review appropriate arrangements to secure economy, efficiency and effectiveness in its use of resources.

The Public Audit (Wales) Act 2004 requires me to:

- provide an audit opinion on the accounting statements;
- review the Council's arrangements to secure economy, efficiency and effectiveness in its use of resources; and
- issue a certificate confirming that I have completed the audit of the accounts.

Local authorities in Wales prepare their accounting statements in accordance with the requirements of the CIPFA/LASAAC Code of Practice on Local Authority Accounting in the United Kingdom. This Code is based on International Financial Reporting Standards.

On 29 September 2015 I issued an unqualified audit opinion on the accounting statements confirming that they present a true and fair view of the Council's, Group's and the Pension Fund's financial position and transactions. My report is contained within the Statement of Accounts. The key matters arising from the accounts audit were reported to members of the Audit Committee and Council in my Audit of Financial Statements Report on 16 and 24 September 2015 respectively, and a more detailed report to officers has also been issued.

Overall the statement of accounts and associated working papers provided for audit were of a good standard although the audit process took longer than it has in previous years, with a contributory factor being the number of experienced staff leaving the Council and officers having to take on new roles at a crucial time in the audit process. We will work with officers to improve the closure process from both our and the Council's perspective in 2015-16. One of the more significant issues noted in my Audit of Financial Statements Report related to the incorrect capitalisation of some revenue expenditure on Council Dwellings. Whilst the amounts involved were not material to my audit opinion this is an important issue that needs to be addressed going forward.

I am satisfied that the Council has appropriate arrangements in place to secure economy, efficiency and effectiveness in its use of resources but areas for improvement have been identified

My consideration of the Council's arrangements to secure economy, efficiency and effectiveness has been based on the audit work undertaken on the accounts as well as placing reliance on the work completed as part of the Improvement Assessment under the Local Government (Wales) Measure 2009.

Overall, I am satisfied there are no issues that would impact on the unqualified audit opinion given on the 2014-15 statement of accounts. However, a number of issues were raised in last year's Annual Improvement Report and Corporate Assessment 2014. The main conclusion of the report was that 'fragmented leadership and management have meant that weak performance in key service areas has not improved'. Given the findings of the report and the work that the Council had already started to address these issues, it was agreed that a follow on review would be undertaken in 2014-15 with progress monitored throughout this period. The findings of this work, due to be reported by the end of the year, will highlight areas where the effectiveness of these arrangements has yet to be demonstrated or where further improvements could be made. It is vital that the Council addresses any issues raised if it is to achieve improved performance.

The extremely challenging financial position faced by all local government bodies in Wales continues, with the Council projecting a £117 million shortfall over the period 2016-17 to 2018-19. The Council has acknowledged that it needs to consider fundamental changes in the way it operates and delivers its services and that difficult decisions will need to be made to meet the funding gap. It is recognised that effective financial

management has a high profile throughout the Council at both officer and member level but the focus now must be on delivering agreed savings proposals to ensure the Council remains financially resilient in the future.

I issued a certificate confirming that the audit of the accounts has been completed on 29 September 2015

My work to date on certification of grant claims and returns has not identified significant issues that would impact on the 2015-16 accounts or key financial systems

A more detailed report on my grant certification work will follow in 2016 once this year's programme of certification work is complete.

The financial audit fee for 2014-15 was in line with the agreed fee set out in the 2015 Audit Plan.

Yours sincerely

Ann-Marie Harkin

For and on behalf of the Auditor General for Wales

23 November 2015

Appendix 5 – National report recommendations 2015-16

Date of report	Title of review	Recommendation
April 2015	<p>The financial resilience of councils in Wales</p>	<p>R1 Councils should ensure that their corporate plan:</p> <ul style="list-style-type: none"> • is the core driver for the service plans and other supporting strategies including workforce, information technology and capital expenditure; • maintains at least a three to five year forward view and is aligned with the medium term financial plan and other supporting strategies; and • should clearly articulate the desired role of the council in five years - the model for delivering priority services and the infrastructure and resources needed to deliver future priorities within available finances. <p>R2 The medium term financial plan should identify the major financial risks and key assumptions and senior officers and councillors should subject them to effective scrutiny and challenge before adopting the plan.</p> <p>R3 Councils need to ensure that funding deficits are accurately projected and fully reconciled to detailed savings plans for each year over the life of the medium term financial plan.</p> <p>R4 Councils should review the adequacy of the financial assurance arrangements that underpin the delivery of annual savings plans, including the level of scrutiny and challenge provided by councillors.</p> <p>R5 Councils should ensure that they have a comprehensive reserves strategy that outlines the specific purpose of accumulated useable reserves as part of their Medium term Financial Plan.</p> <p>R6 Councils should develop corporate wide policies on income generation with a view to increasing revenue streams and relieving financial pressures.</p> <p>R7 Councils should:</p> <ul style="list-style-type: none"> • strengthen budget setting and monitoring arrangements to ensure financial resilience; and • review the coverage and effectiveness of their internal and external assurance financial systems and controls to ensure they are fit for purpose and provide early warning of weaknesses in key systems.

Date of report	Title of review	Recommendation
April 2015	The financial resilience of councils in Wales	<p>R8 Councils must review their finance teams and ensure that they have sufficient capacity and capability to meet future demands.</p> <p>R9 Council officers need to equip councillors with the knowledge and skills they need to deliver effective governance and challenge by extending training opportunities and producing high quality management information.</p>
June 2015	Achieving improvement in support to schools through regional education consortia – an early view.	<p>R1 To clarify the nature and operation of consortia. We found there to be continuing uncertainty about some aspects of the nature of regional consortia and their present and future scope (paragraphs 2.2 to 2.20). We therefore recommend:</p> <ul style="list-style-type: none"> Local authorities should clarify whether consortia services are jointly provided or are commissioned services (services provided under joint-committee arrangements are jointly provided services and are not commissioned services). <p>R2 To focus on outcomes through medium-term planning. We found that the development of effective regional consortia was hindered by a focus on short-term actions and uncertainty about the future of consortia (paragraphs 2.33 to 2.36; 3.16 to 3.17). We therefore recommend:</p> <ul style="list-style-type: none"> As any possible local authority re-organisation will not be fully implemented until 2020, the Welsh Government and regional consortia should develop three-year plans for the further development, scope, and funding of regional consortia linked to appropriate strategic objectives.

Date of report	Title of review	Recommendation
June 2015	<p>Achieving improvement in support to schools through regional education consortia – an early view.</p>	<p>R3 To develop more collaborative relationships for the school improvement system. The development of the National Model for Regional Working involved many school improvement partners but we found that this had not led to the development of sufficiently collaborative relationships (paragraphs 2.25 to 2.32). We therefore recommend:</p> <ul style="list-style-type: none"> • Regional consortia should develop improved arrangements for sharing practice and supporting efficiency (for example, one consortium could take the lead on tackling an issue or have functional responsibility for the development of a policy). • The Welsh Government, local authorities and regional consortia should recognise the interdependency of all partners fulfilling their school improvement roles and agree an approach to: <ul style="list-style-type: none"> – information sharing and consultation about developments related to school improvement; – developing collaborative relationships of shared accountability; and – undertaking system wide reviews, and an alignment of the understanding and position of regional consortia across all Welsh Government relevant strategies. <p>R4 To build effective leadership and attract top talent. Regional consortia, local authorities and the Welsh Government have all found difficulties in recruiting to senior leadership for education and we found there had been limited action to address this (paragraphs 2.37 to 2.40). We therefore recommend:</p> <ul style="list-style-type: none"> • the Welsh Government and local authorities should collaborate to improve the attractiveness of education leadership roles to attract the most talented leaders for the school improvement system; and • local authorities should collaborate to support the professional development of senior leaders and to ensure appropriate performance management arrangements are in place for senior leaders.

Date of report	Title of review	Recommendation
June 2015	<p>Achieving improvement in support to schools through regional education consortia – an early view.</p>	<p>R5 To improve the effectiveness of governance and management of regional consortia. Whilst continuing progress is being made, we found that regional consortia have not yet developed fully effective governance and financial management arrangements (paragraphs 3.2 to 3.36). We therefore recommend that local authorities and their regional consortia should:</p> <ul style="list-style-type: none"> • improve their use of self-evaluation of their performance and governance arrangements and use this to support business planning and their annual reviews of governance to inform their annual governance statements; • improve performance management including better business planning, use of clear and measurable performance measures, and the assessment of value for money; • make strategic risk management an integral part of their management arrangements and report regularly at joint committee or board level; • develop their financial management arrangements to ensure that budgeting, financial monitoring and reporting cover all relevant income and expenditure, including grants funding spent through local authorities; • develop joint scrutiny arrangements of the overall consortia as well as scrutiny of performance by individual authorities, which may involve establishment of a joint scrutiny committee or co-ordinated work by local authority scrutiny committees; • ensure the openness and transparency of consortia decision making and arrangements; • recognise and address any potential conflicts of interest; and where staff have more than one employer, regional consortia should ensure lines of accountability are clear and all staff are aware of the roles undertaken; and • develop robust communications strategies for engagement with all key stakeholders.

Date of report	Title of review	Recommendation
July 2015	<p>Review of Corporate Safeguarding Arrangements in Welsh Councils</p>	<p>R1 Improve corporate leadership and comply with Welsh Government policy on safeguarding through:</p> <ul style="list-style-type: none"> • the appointment of a senior lead officer who is accountable for safeguarding and protecting children and young people with corporate responsibilities for planning improvements; • the appointment of a lead member for safeguarding; and • regularly disseminating and updating information on these appointments to all staff and stakeholders. <p>R2 Ensure there is a corporate-wide policy on safeguarding covering all Council services to provide a clear strategic direction and clear lines of accountability across the Council.</p> <p>R3 Strengthen safe recruitment of staff and volunteers by:</p> <ul style="list-style-type: none"> • ensuring that Disclosure and Barring Service (DBS) checks and compliance with safe recruitment policies cover all services that come into contact with children; • creating an integrated corporate compliance system to record and monitor compliance levels on DBS checks; and • requiring safe recruitment practices amongst partners in the third sector and for volunteers who provide services commissioned and/or used by the Council which are underpinned by a contract or service level agreement. <p>R4 Ensure all relevant staff, members and partners understand their safeguarding responsibilities by:</p> <ul style="list-style-type: none"> • ensuring safeguarding training is mandated and coverage extended to all relevant Council service areas, and is included as standard on induction programmes; • creating a corporate-wide system to identify, track and monitor compliance on attending safeguarding training in all Council departments, elected members, schools, governors and volunteers; and • requiring relevant staff in partner organisations who are commissioned to work for the Council in delivering services to children and young people to undertake safeguarding training.

Date of report	Title of review	Recommendation
July 2015	<p>Review of Corporate Safeguarding Arrangements in Welsh Councils</p>	<p>R5 In revising guidance, the Welsh Government should clarify its expectations of local authorities regarding the roles and responsibilities of the designated officer within education services, and the named person at senior management level responsible for promoting the safeguarding.</p> <p>R6 Improve accountability for corporate safeguarding by regularly reporting safeguarding issues and assurances to scrutiny committee(s) against a balanced and Council-wide set of performance information covering:</p> <ul style="list-style-type: none"> • benchmarking and comparisons with others; • conclusions of internal and external audit/ inspection reviews; • service-based performance data; • key personnel data such as safeguarding training, and DBS recruitment checks; and • the performance of contractors and commissioned services on compliance with Council safeguarding responsibilities. <p>R7 Establish a rolling programme of internal audit reviews to undertake systems testing and compliance reviews on the Council's safeguarding practices.</p> <p>R8 Ensure the risks associated with safeguarding are considered at both a corporate and service level in developing and agreeing risk management plans across the Council.</p>

Date of report	Title of review	Recommendation
October 2015	<p>Supporting the Independence of Older People: Are Councils Doing Enough?</p>	<p>R1 Improve governance, accountability and corporate leadership on older people's issues through:</p> <ul style="list-style-type: none"> • the appointment of a senior lead officer who is accountable for coordinating and leading the Council's work on older people's services; • realigning the work of the older people's strategy coordinators to support development and delivery of plans for services that contribute to the independence of older people; • the appointment of a member champion for older people's services; and • regularly disseminating and updating information on these appointments to all staff and stakeholders. <p>R2 Improve strategic planning and better coordinate activity for services to older people by:</p> <ul style="list-style-type: none"> • ensuring comprehensive action plans are in place that cover the work of all relevant council departments and the work of external stakeholders outside of health and social care; and • engaging with residents and partners in the development of plans, and in developing and agreeing priorities. <p>R3 Improve engagement with, and dissemination of, information to older people by ensuring advice and information services are appropriately configured and meet the needs of the recipients.</p> <p>R4 Ensure effective management of performance for the range of services that support older people to live independently by:</p> <ul style="list-style-type: none"> • setting appropriate measures to enable Members, officers and the public to judge progress in delivering actions for all council services; • ensuring performance information covers the work of all relevant agencies and especially those outside of health and social services; and • establishing measures to judge inputs, outputs and impact to be able to understand the effect of budget cuts and support oversight and scrutiny.

Date of report	Title of review	Recommendation
October 2015	<p>Supporting the Independence of Older People: Are Councils Doing Enough?</p>	<p>R5 Ensure compliance with the Public Sector Equality Duty when undertaking equality impact assessments by:</p> <ul style="list-style-type: none"> • setting out how changes to services or cuts in budgets will affect groups with protected characteristics; • quantifying the potential impact and the mitigation actions that will be delivered to reduce the potentially negative effect on groups with protected characteristics; • indicating the potential numbers who would be affected by the proposed changes or new policy by identifying the impact on those with protected characteristics; and • ensuring supporting activity such as surveys, focus groups and information campaigns includes sufficient information to enable service users to clearly understand the impact of proposed changes on them. <p>R6 Improve the management and impact of the Intermediate Care Fund by:</p> <ul style="list-style-type: none"> • setting a performance baseline at the start of projects to be able to judge the impact of these overtime; • agreeing the format and coverage of monitoring reports to enable funded projects to be evaluated on a like-for-like basis against the criteria for the fund, to judge which are having the greatest positive impact and how many schemes have been mainstreamed into core funding; and • improving engagement with the full range of partners to ensure as wide a range of partners are encouraged to participate in future initiatives and programmes.

Date of report	Title of review	Recommendation
December 2015	Delivering with less - Leisure Services	<p>R1 Improve strategic planning in leisure services by:</p> <ul style="list-style-type: none"> • setting an agreed council vision for leisure services; • agreeing priorities for leisure services; • focusing on the Council's position within the wider community sport and leisure provision within the area; and • considering the potential to deliver services on a regional basis. <p>R2 Undertake an options appraisal to identify the most appropriate delivery model based on the Council's agreed vision and priorities for leisure services which considers:</p> <ul style="list-style-type: none"> • the availability of capital and revenue financing in the next three-to-five years; • options to improve the commercial focus of leisure services; • opportunities to improve income generation and reduce council 'subsidy'; • a cost-benefit analysis of all the options available to deliver leisure services in the future; • the contribution of leisure services to the Council's wider public health role; • better engagement with the public to ensure the views and needs of users and potential users are clearly identified; • the impact of different options on groups with protected characteristics under the public sector equality duty; and • the sustainability of service provision in the future.

Date of report	Title of review	Recommendation
December 2015	Delivering with less - Leisure Services	<p>R3 Ensure effective management of performance of leisure services by establishing a suite of measures to allow officers, Members and citizens to judge inputs, outputs and impact. This should cover council-wide and facility specific performance and include:</p> <ul style="list-style-type: none"> • capital and revenue expenditure; • income; • council 'subsidy'; • quality of facilities and the service provided; • customer satisfaction; • success of 'new commercial' initiatives; • usage data – numbers using services/facilities, time of usage, etc; and • impact of leisure in addressing public health priorities. <p>R4 Improve governance, accountability and corporate leadership on leisure services by:</p> <ul style="list-style-type: none"> • regularly reporting performance to scrutiny committee(s); • providing elected Members with comprehensive information to facilitate robust decision-making; • benchmarking and comparing performance with others; and • using the findings of internal and external audit/inspection reviews to identify opportunities to improve services.

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**CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD**



CABINET MEETING: 15 SEPTEMBER 2016

**SCHOOL ORGANISATION PROPOSALS: THE PROVISION OF
ADDITIONAL ENGLISH-MEDIUM PRIMARY SCHOOL PLACES AT
RADYR PRIMARY SCHOOL**

**REPORT OF DIRECTOR OF EDUCATION AND LIFELONG
LEARNING**

AGENDA ITEM: 5

PORTFOLIO: EDUCATION (COUNCILLOR SARAH MERRY)

Reason for this Report

1. To enable the Cabinet to consider a recommendation to hold public consultation on a proposal which responds to the rising demand for additional English-medium primary school places in the Radyr and Morganstown areas of the city.

Background

2. There has been an increased demand for English-medium primary school places in the Radyr and Morganstown areas in the past five years. The area is served by two English-medium community primary schools, Bryn Deri Primary School and Radyr Primary School.
3. As a temporary measure to meet demand, additional places were provided using a combination of existing and temporary accommodation at Radyr Primary School in September 2012, September 2013, September 2014, September 2015 and September 2016.
4. Projections indicate that this demand for places will continue to exceed the capacity of local schools in future years and therefore a permanent solution is required.

Issues

**Demand for English-medium places within the Radyr Primary School
catchment area**

5. The catchment area of Radyr Primary school falls entirely within, and serves part of, the Radyr and Morganstown ward. The Radyr and Morganstown ward is also served by Bryn Deri Primary School.

6. The Radyr Primary School catchment area lies within the catchment area of Radyr Comprehensive School. Projected demand for English-medium community school places varies in each of the primary school catchment areas within the secondary school catchment, however, the combined demand is at a high level.

School Capacities and Published Admission Numbers

7. The published overall school capacity of Bryn Deri Primary School is 184 places. The Published Admission Number, agreed in consultation with the Governing Body of the school, is 30 places for each year group.
8. The school accommodates 8 teaching classrooms, including the nursery classroom. This allows for one classroom for the nursery and one for each year group from Reception to Year 6.
9. The published overall school capacity of Radyr Primary School was set in 2008 at 315 places. The Published Admission Number, agreed in consultation with the Governing Body of the school, is 45 places for each year group. The assessed capacity and Admission Number are based on 12 teaching classrooms, including two classrooms in a demountable unit.
10. A nursery class was established at the school in 2013. An additional demountable unit containing two classrooms was provided, allowing for the new nursery class to be accommodated within an existing classroom within the main building and providing the school with one (net) additional classroom.
11. The school presently accommodates 14 teaching classrooms, including the nursery classroom. This configuration is one classroom fewer than necessary for the school to organise two classes (i.e. as 2FE) for each year group from Reception to Year 6.
12. A reassessment of the capacity, taking into account the use of shared support space in the school, indicates that the school is able to accommodate up to 376 pupils.

Recent demand for places

13. A growth in the pre-school population has been evident in recent years in the Radyr and Morganstown area.
14. School census data (PLASC) confirms that the number of pupils attending English-medium Reception places at any school, resident within the catchment area of Bryn Deri Primary School, exceeded 30 places by 8 pupils in January 2013 and by 4 pupils in January 2014.
15. The number of pupils attending English-medium Reception places, resident within the catchment area of Radyr Primary School, exceeded 45 places by 10 pupils in January 2014 and by 2 pupils in January 2015. Initial data analysis suggests that the number of pupils attending Reception at an English-medium primary school also exceeded 45 in January 2016 by 26 pupils.

16. In September 2012, to assist in meeting the demand for places in the local area, the Council agreed with the Governing Body of Radyr Primary School to allow the admission of up to 15 additional pupils to the school, utilising spare accommodation in the school.
17. In order to continue to accommodate pupils in Radyr and Morganstown in local English-medium schools, and to prevent late applicants being unable to obtain local school places in neighbouring schools, the Council has allowed the admission of up to 60 pupils at entry to Reception in the successive intakes since September 2012.
18. The combined demand for English-medium community school places in the Bryn Deri and Radyr catchment areas, and take up of places at the two schools, in recent years is set out below:

Table 1: Pupils enrolled in EM community Reception classes					
	Primary School catchment area:			Pupils admitted to school	
Academic Year	Bryn Deri Primary	Radyr Primary	Bryn Deri Primary & Radyr Primary combined catchment	Bryn Deri Primary	Radyr Primary
2011/2012	26	29	55	30	38
2012/2013	38	39	77	30	60
2013/2014	34	55	89	30	60
2014/2015	28	47	75	30	56
2015/2016	25	71	96	30	60

School Class Organisation

19. Schools that are highly/ fully subscribed and which also have a Published Admission Number that is not a multiple of 30 pupils are expected to operate mixed age classes. In the case of Radyr Primary School, the Published Admission Number of 45 provided a suitable balance with the demand for places in the area for a number of years and the school was able to balance numbers of pupils in each year group with other year groups, in order to operate as a 1.5 Form entry school.
20. Having admitted 60 pupils in September 2012 to meet the demand for places that could not be accommodated elsewhere, and demand for places having remained at a high level, the Council has required the school to admit in excess of 45 pupils each year since and school has not been able to return to a 1.5 form entry organisation.

21. As a consequence of this, the school would require an additional classroom for September 2017 in order for the Council to comply with admitting pupils up to the Published Admission Number of 45 places. Class structure details can be seen at Appendix 1.
22. The provision of an additional classroom would result in an enlargement of the premises of the school which would increase the capacity of the school by at least 25% resulting in a significant alteration (known as “regulated alterations”) for which proposals must be published (School Organisation Code 2013).

Future demand

23. Projected demand based upon NHS data received in 2015 indicates that the number of English-medium community pupils entering Reception will remain at high levels until at least September 2018, the latest year for which data are available.

Table 2: Future demand for places in EM community Reception classes			
	Primary School catchment area:		
Academic Year	Bryn Deri	Radyr	Bryn Deri & Radyr combined catchment
2016/ 2017	34	69	103
2017/ 2018	37	54	91
2018/ 2019	30	80	110

24. The above projections take account of a positive Cohort Survival Ratio in the area, indicative of pupils moving into the area in the years between the age of 0-4. This ratio is evident in the annual NHS population data update for the Bryn Deri and Radyr catchment areas.
25. Projected demand for school places takes account of data supplied by the NHS and the recent take-up of places. The Council is aware of a number of sites approved for housing and/ or under consideration by housing developers that, if progressed, would increase the demand for school places in the local area.
26. Whilst any additional housing, if agreed for development, will be expected to include provision for education, any new housing in the locality could create additional demand for school places in addition to that included in projections, at least in the short term. In the event of this being the case consideration would need to be given to how this demand would be met.

Solutions to meet demand

27. The catchment areas of Radyr Primary School and Bryn Deri Primary School are abutted by those of the following primary schools:
 - Coryton Primary School, Whitchurch
 - Danescourt Primary School, Llandaff
 - Hawthorn Primary School, Llandaff North
 - Pentyrch Primary School, Pentyrch

- Peter Lea Primary School, Fairwater
 - Tongwynlais Primary School
 - Ysgol Gynradd Gwaelod Y Garth
28. The number of places available at Coryton, Hawthorn, Pentyrch and Tongwynlais primary schools and the demand for places in each of these catchment areas broadly balances with places available at each school.
29. Coryton, Hawthorn and Tongwynlais are, in terms of safe home to school walking distance, geographically distant from Radyr and Morganstown. There is no safe walking route between Radyr/ Morganstown and Pentyrch.
30. Whilst Ysgol Gynradd Gwaelod Y Garth is within a reasonable¹ walking distance of parts of Morganstown, demand for places at the school from within its catchment area also broadly balances with the places available.
31. Peter Lea Primary School is in close proximity to some parts of the Radyr Primary School catchment area. However, this school falls within the secondary school catchment area of Cantonian High School. The demand for places at the three English-medium community primary schools in the Cantonian catchment (namely Fairwater, Pentrebanne and Peter Lea) broadly balances with the places available in these catchment areas combined.
32. Changes to catchment areas of the above schools, and to Radyr Primary and Bryn Deri Primary, would not therefore provide a sustainable solution to balance the supply of and demand for places across the wider area.
33. Danescourt Primary School falls within the secondary school catchment area of Radyr Comprehensive High School, is within walking distance of parts of the Radyr Primary School catchment area, and has surplus places in comparison to demand from within its catchment area.

Academic Year	Primary School catchment area:			Danescourt	Bryn Deri, Radyr , Danescourt combined catchment
	Bryn Deri	Radyr	Bryn Deri & Radyr combined catchment		
2016/ 2017	34	69	103	21	124
2017/ 2018	37	54	91	24	115
2018/ 2019	30	80	110	26	136

34. Projections indicate that it may therefore be possible to provide a broad balance in the overall supply of and demand for places across the catchment areas of Bryn Deri, Radyr and Danescourt Primary Schools.
35. However, the distribution of children in the catchment area of Radyr Primary School is such that:

- the majority of pupils in the Radyr Primary School catchment area are more than 2 miles from Danescourt Primary School.
 - a large proportion of pupils are resident North of the Radyr Primary School site, and would therefore pass the school to commute to Danescourt Primary,
 - a large proportion of pupils are resident on the 'Radyr sidings' development and would, based on existing safe walking routes, be required to commute in excess of two miles to Danescourt Primary School.
36. Danescourt Primary School has also been fully subscribed at entry in recent years. At entry in September 2016, all 60 places available at Danescourt Primary School were allocated and the final place offered, on the basis of proximity to the school, was in closer proximity to the school (1.227 miles) than that of pupils resident on the Radyr sidings estate.
37. This suggests that in future years, should no action be taken to balance catchment areas, those pupils in the Radyr catchment that are refused admission to the school would also be unlikely to gain admission to Danescourt Primary School.
38. In summary, retaining existing arrangements would not be likely to provide sufficient places for pupils in the Radyr Primary School catchment area to be accommodated in schools within two miles of the school.
39. Additionally, implementing this option would also not allow the Council to comply with the published admission arrangements in September 2017 i.e. admitting a minimum of 45 pupils, should there be sufficient successful applicants.
40. The provision of an additional classroom is therefore necessary in order for the school to admit pupils in accordance with these published admission arrangements.
41. Implementation of these arrangements on a permanent basis, would enable the school to organise classes as a two form entry intake (up to 60 pupils per year).

(¹ Reasonable walking distance being less than two miles, this being set as the limit beyond which free home to school transport would have to be provided, in accordance with the Council's Home to School Transport Policy).

Demand for Welsh-medium places

42. The Radyr and Morganstown ward is served by Ysgol Coed Y Gof, Pentreban, and Ysgol Gynradd Gwaelod Y Garth. The Published Admission Number for Ysgol Coed Y Gof is 60, and for the Welsh stream at Ysgol Gynradd Gwaelod Y Garth is 26.
43. Consultation on changes to the boundary between the catchment areas of these schools was undertaken in spring 2014, and the boundary amended

from September 2015. The demand for places at the schools remains at a high level; However, in the first round of admissions for entry in September 2016 all pupils resident in these catchment areas were able to be allocated a place at their catchment area school, if this was stated as their preference.

44. Ysgol Coed Y Gof was not fully subscribed in the first round of admissions for September 2016, admitting 49 pupils. Although Ysgol Gynradd Gwaelod Y Garth was fully subscribed in the first round, only 14 pupils were resident in the catchment area of the school. The remaining places were allocated to pupils resident in other areas, who stated a preference for the school.
45. Whilst the demand for places remains at a high level, the percentage of pupils requiring places in Welsh-medium community primary schools who are resident in the Ysgol Coed Y Gof catchment fell from 13% in January 2013 to 11% in 2015. The number and percentage of pupils requiring places in Welsh-medium community primary schools, who are resident in the Ysgol Gwaelod Y Garth catchment varies. However, all pupils resident in the catchment area requiring a place have been accommodated at the school in recent years.
46. It would therefore be prudent to continue to monitor the demand for Welsh-medium primary school places in the local area, and to bring forward appropriate proposals to balance the supply of and demand for places, when necessary.
47. The catchment areas of Ysgol Coed Y Gof and Ysgol Gynradd Gwaelod Y Garth lie within the catchment area of Ysgol Gyfun Gymraeg Plasmawr. Projected demand for Welsh-medium community school places varies in each of the primary school catchment areas within the secondary school catchment. However, the combined demand is at a high level. Consultation on reducing the catchment area of Ysgol Gyfun Gymraeg Plasmawr was undertaken in Spring 2016. The proposed reduction was approved and the boundary will be amended from September 2017.

How would nursery provision be affected

48. Nursery provision was established at Radyr Primary School in 2013 and currently operates with 32 part-time places. There is scope to increase the number of places within the existing accommodation subject to demand.

How would secondary catchments/schools be affected

49. At the point of expansion, Radyr Primary School would be in the existing Radyr Comprehensive catchment area.
50. Separate proposals would be brought forward in good time to ensure there are sufficient places to meet demand for English-medium places within the Radyr Comprehensive catchment areas if required.

Quality and Standards

51. The Council works closely with the governing bodies of schools to ensure that standards in schools are high, that teaching is good and that leadership and governance is strong. The Council works closely with two organisations in order to monitor the performance of schools and to support school improvement.
52. Estyn is the office of Her Majesty's Chief Inspector of Education and Training in Wales. It is a Crown body, established under the Education Act 1992. Estyn is independent of the National Assembly for Wales but receives its funding from the Welsh Government under Section 104 of the Government of Wales Act 1998. Estyn inspects quality and standards in education and training providers in Wales.
53. Central South Consortium Joint Education Service (CSCJES) was established in September 2012. The Local Authority has commissioned the Consortium to support and challenge schools in Cardiff.
54. When proposing changes of this type to schools Local Authorities are required to refer to the most recent Estyn reports, other evidence from performance monitoring and any other information available on school effectiveness.
55. Local Authorities must also demonstrate the likely impact of the proposals on the quality of:
 - outcomes (standards and wellbeing)
 - provision (learning experiences, teaching, care support and guidance and learning environment)
 - leadership and management (leadership, improving quality, partnership working and resource management)

Estyn

56. Schools are inspected as part of a national programme of school inspection. The purpose of an inspection is to identify good features and shortcomings in schools in order that they may improve the quality of education offered and raise standards achieved by their pupils (Estyn).
57. The relevant Estyn Inspection reports provide grades against Key Questions and provide schools with recommendations for improvement.
58. For inspections carried out since September 2010 a common inspection framework was introduced and Estyn inspections carried out after September 2010 provides judgements against three Key Questions.
59. Each key question is provided with a judgement:
 - Excellent –many strengths, including significant examples of sector-leading practice.
 - Good – many strengths and no important areas requiring significant improvement.
 - Adequate – strengths outweigh areas for improvement.

- Unsatisfactory – important areas for improvement outweigh strengths.
60. Radyr Primary School was last inspected in June 2011. The school's performance was judged to be good with prospects for improvement judged to be adequate.
61. In October 2012, the school was judged to have good progress and was removed from the list of schools requiring Estyn monitoring.
62. In 2014 the Welsh Government introduced a new categorisation system that considered each school's standards alongside the school's capacity to improve so as to understand the level of support that organisations such as CSC need to give each other in order that they achieve their targets.
63. The categorisation system is described below:

Welsh Government Categorisation System	
Category	What the category means
Green	A highly effective school which is well run, has a strong leadership and is clear about its priorities for improvement.
Yellow	An effective school which is already doing well and knows the areas it needs to improve.
Amber	A School in need of improvement which needs help to identify the steps to improve or to make change happen more quickly.
Red	A school in need of greatest improvement and will receive immediate, intensive support.

64. The Welsh Government has categorised the school as Yellow.
65. Further information regarding quality and standards at Radyr Primary school can be seen at Appendix 2.

Standards

66. The Council has in place policies to support school improvement e.g. 'High Achievement for All' and 'Achievement for Inclusion'. It is working to respond to the key principles of the 'School Effectiveness Framework' to secure better learning outcomes and well-being for all children.
67. It is not anticipated that there will be any impact on the quality of standards of education or the delivery of the Foundation Phase at Radyr Primary School as a result of this proposal.

Provision

68. The proposal seeks to provide appropriately for demand for English-medium primary school places in the Radyr and Morganstown areas.

Leadership and Governance

69. The Council would continue to work with the leadership of Radyr Primary School to continue to ensure a rigorous whole school approach to

improvement planning and secure good relationships with parents and other partners in order to ensure pupils receive a high quality education.

70. Careful planning would take place during the proposed period of change to avoid any risk of distraction or disruption to leadership and governance that could impact on educational outcomes.

Potential Benefits

71. The Council's aims to improve the sufficiency of school places and suitability of school places across Cardiff. This proposal would contribute towards this aim.

72. The following benefits would be expected to result from this proposal:

- Achieve a better match between the supply and demand for English-medium primary school places within the local area.
- When compared with smaller schools, the scale of a two form entry primary school permits greater flexibility and opportunity for pupils due to an extended, more enhanced and secure financial resource base.
- A two form entry school can provide a greater degree of stability at all levels of leadership including maintaining a full and stable complement of school governors.
- The ability to employ more teaching and support staff would allow the two form entry school to cover a wider range of curriculum expertise.

Potential Disadvantages

73. The proposal could result in potential increased traffic congestion around the school site at drop off/pick up times. As noted at paragraph 3 the school has been operating at increased numbers since September 2012. The proposal if implemented would result in a marginal increase in the number of families accessing the school at drop off/pick up times. This is not however expected to have a significant impact on transport to/from the school and around the site.

74. Changes to any existing buildings can cause some disruption although experience shows that this can be kept to a minimum and the children's education does not suffer.

Risks associated with this proposal

75. There is a risk that the expected number of pupils entering Reception does not materialise. Whilst this appears unlikely, officers will ensure projections are kept under review and respond to any such changes in demand accordingly.

76. There is a possibility of development constraints not yet identified becoming apparent and having both cost and delay implications.

Catchment area arrangements

77. There are not proposed changes to catchment areas as part of this proposal.

Local Member consultation (where appropriate)

78. The Local Member has been consulted and is supportive of the proposal.

Reason for Recommendations

79. To respond to demand for English-medium primary school places in the Radyr and Morganstown areas.

Financial Implications

80. This report seeks authority to consult on a proposal to increase the capacity of Radyr Primary School to allow the school to admit up to 60 pupils from September 2017. There are no direct financial implications of the decision to undertake a consultation exercise.
81. Following the consultation, a further Cabinet report on the proposals will be required, which would seek to clarify the funding arrangements and detailed financial implications would be provided as part of that report.
82. Currently, no bid for Council Capital Programme funding has been made, however it is anticipated that any funding required would be sought from this source. Expectations arising during the consultation exercise will need to be managed appropriately until full confirmation of funding has been received.

Legal Implications (including Equality Impact Assessment where appropriate)

83. Under the Education Act 1996, the Council has a responsibility for education and must provide sufficient school places for pupils of compulsory school age.
84. A local authority can make proposals to make regulated alterations to a community school which include enlargement of the premises to increase its capacity under section 42 and Schedule 2 of the Schools Standards and Organisation (Wales) Act 2013. The Council is required prior to publishing its proposals to undertake a consultation on those proposals in accordance with section 48 of that Act and the School Organisation Code. The recommendation seeks authority to carry out that statutory consultation.
85. Any proposals must be the subject of full and fair consultation and due regard must be had by the Cabinet to the responses before a final decision is taken.
86. The Council has to satisfy its public sector duties under the Equality Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions have due regard to the need to

(1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. 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

87. As such the decision on whether to proceed to publish intention to implement the proposal has to be made in the context of the Council's public sector equality duties.
88. The report identifies that the Equality Impact Assessment has been updated to take into account the consultation and is included in the Statutory Screening Tool at Appendix 1. The purpose of the Equality Impact Assessment is to ensure that the Council has understood the potential impacts of the proposal in terms of equality so that it can ensure that it is making proportionate and rational decisions having due regard to its public sector equality duty. The decision maker must have due regard to the Equality Impact Assessment in making its decision.
89. As such the decision on whether to proceed to publish intention to implement the proposal has to be made in the context of the Council's public sector equality duties.
90. In accordance with the Welsh Language (Wales) Measure 2011 and the Welsh Language Standards included within the Council's Compliance Notice issued by the Welsh Language Commissioner, the Council must also consider the consultation must also consider (a) opportunities for persons to use the Welsh language, and (b) treating the Welsh language no less favourably than the English language.
91. The decision maker must also have regard to certain other matters when making its decision as outlined in the Statutory Screening tool (including where appropriate a Strategic Environmental Assessment). The decision maker is therefore referred to the Screening Tool attached at Appendix 1.

HR Implications

92. HR People Services will work with the Governing Body of Radyr Primary in readiness for its permanent expansion. In line with the SOP HR Framework the Headteacher and the Governing Body will be encouraged to undertake a review of their staffing structure to ensure that they are sufficient for expansion as the numbers on roll increase. This will have to be balanced against the forecasted school budget. However, it is likely that the permanent expansion of the school will result in the creation of additional permanent vacancies.
93. HR People Services will also provide recruitment support in line with the Council's Redeployment and Redundancy Policy which the Governing Body has adopted. This means that any new vacancies arising as a consequence of an increase in the numbers on role, will provide opportunities for staff on the school redeployment register.

Transport Implications

94. A Traffic and Transport Assessment has been commissioned to assess any potential impact on traffic and transport in the event of the proposal being implemented. Following the consultation, a further Cabinet report on the proposals will be required and any implications arising out of the assessment would be provided as part of that report.
95. Under these proposals there are no plans to change the Council's policy on the transport of children to and from schools. The Council's transport policy for school children can be viewed on the Council's website (www.cardiff.gov.uk)

RECOMMENDATIONS

The Cabinet is recommended to:

1. Authorise officers to consult on a proposal to increase the capacity of Radyr Primary School to allow the school to admit up to 60 pupils from September 2017.
2. Note that officers will bring a report on the outcome of the consultation to a future meeting to seek authorisation as to whether to proceed to publish proposals in accordance with section 48 of The School Standards and Organisation (Wales) Act 2013.

Nick Batchelar
Director
9 September 2016

The following appendices are attached:

Appendix 1 – Class structure details
Appendix 2 – Quality and Standards
Appendix 3 – Statutory Screening Tool

Radyr Primary School – Class Structure

Class organisation: 2015/16								
Class	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Total
1	30							30
2	29							29
3		30						30
4		30						30
5			30					30
6			30					30
7				30				30
8				30				30
9					30			30
10					14	14		28
11						30		30
12							23	23
13							21	21
Total	59	60	60	60	44	44	44	371

Class organisation: 2016/17								
Class	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Total
1	30							30
2	30							30
3		30						30
4		29						29
5			30					30
6			30					30
7				30				30
8				30				30
9					30			30
10					30			30
11						30		30
12						14	14	28
13							30	30
Total	60	59	60	60	60	44	44	387

Class organisation: 2017/18 – existing accommodation								
Class	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Total
1	45?							45
2		30						30
3		30						30
4			30					30
5			29					29
6				30				30
7				30				30
8					30			30
9					30			30
10						30		30
11						30		30
12							22	22
13							22	22
Total	45?	60	59	60	60	60	44	388

Class organisation: 2017/18 – with additional classroom								
Class	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Total
1	30							30
2	30							30
3		30						30
4		30						30
5			30					30
6			29					29
7				30				30
8				30				30
9					30			30
10					30			30
11						30		30
12						30		30
13							22	22
14							22	22
Total	60	60	59	60	60	60	44	403

Class organisation: 2018/19 – with additional classroom								
Class	Yr 0	Yr 1	Yr 2	Yr 3	Yr 4	Yr 5	Yr 6	Total
1	30							30
2	30							30
3		30						30
4		30						30
5			30					30
6			30					30
7				30				30
8				29				29
9					30			30
10					30			30
11						30		30
12						30		30
13							30	30
14							30	30
Total	60	60	60	59	60	60	60	419

The Table below shows the Estyn judgements, recommendations (Estyn Inspection June 2011), WG category and the Foundation Phase and Key Stage 2 data for Radyr Primary School

Estyn judgements and recommendations, WG category, FP & KS 2 data	
School's current Performance	Good
School's prospect for improvement	Adequate
Key Questions	Judgement
Key Question 1: How good are the outcomes?	Good
Standards	Good
Wellbeing	Good
Key Question 2: How good is provision?	Good
Learning experiences	Adequate
Teaching	Good
Care, support and guidance	Good
Learning environment	Good
Key Question 3: How good are leadership and management?	Adequate
Leadership	Adequate
Improving quality	Adequate
Partnership working	Good
Resource management	Good
Recommendations	
R1	Continue to focus on raising standards of achievement for all pupils
R2	Improve the planning of key skills to ensure coherency, progression and development across the school
R3	Improve teacher's planning to meet the needs of all pupils
R4	Clarify the roles and responsibilities of school leaders at all levels to improve development planning
R5	Improve the partnership between the school and parents or guardians
Welsh Government Support Category	
*Pupils achieving the expected outcome in the FP areas of learning (2015)	95%
*Pupils achieving the expected level in the core subjects at KS2 (2015)	96.4%
*Attendance (2015)	96.7%

*further information can be found on the website: mylocalschool.wales.gov.uk

Increasing Provision at Radyr Primary School



Cardiff Council Statutory Screening Tool Guidance

If you are developing a strategy, policy or activity that is likely to impact people, communities or land use in any way then there are a number of statutory requirements that apply. Failure to comply with these requirements, or demonstrate due regard, can expose the Council to legal challenge or other forms of reproach.

For instance, this will apply to strategies (i.e. Housing Strategy or Disabled Play Strategy), policies (i.e. Procurement Policy) or activity (i.e. developing new play area).

Completing the Statutory Screening Tool will ensure that all Cardiff Council strategies, policies and activities comply with relevant statutory obligations and responsibilities. Where a more detailed consideration of an issue is required, the Screening Tool will identify if there is a need for a full impact assessment, as relevant.

_____The main statutory requirements that strategies, policies or activities must reflect include:

- **Equality Act 2010 - Equality Impact Assessment**
- **Welsh Government's Sustainable Development Bill**
- **Welsh Government's Statutory Guidance - Shared Purpose Shared Delivery**
- **United Nations Convention on the Rights of the Child**
- **United Nations Principles for Older Persons**
- **Welsh Language Measure 2011**
- **Health Impact Assessment**
- **Habitats Regulations Assessment**
- **Strategic Environmental Assessment**

This Statutory Screening Tool allows us to meet all the requirements of all these pieces of legislation as part of an integrated screening method that usually taken no longer than an hour._____

The Screening Tool can be completed as a self assessment or as part of a facilitated session, should further support be needed. For further information or if you require a facilitated session please contact the Policy, Partnerships and Citizen Focus Team on 2078 8563 e-mail: siadavies@cardiff.gov.uk. Please note:

- **The completed Screening Tool must be submitted as an appendix with the Cabinet report.**
- **The completed screening tool will be published on the intranet.**

Statutory Screening Tool

Name of Strategy / Policy / Activity: Proposal to provide additional English-medium primary school places in the Radyr and Morganstown area of the city.	Date of Screening: August 2016 (new)
Service Area/Section: Education & Lifelong Learning	Lead Officer: Nick Batchelar
Attendees: Self assessment	

What are the objectives of the Policy/Strategy/Project/Procedure/Service/Function	Please provide background information on the Policy/Strategy/Project/Procedure/Service/Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]
<p>To respond to the rising demand for additional English-medium primary school places in the Radyr and Morganstown area of the city.</p>	<p>There has been an increased demand for English-medium primary school places in the Radyr and Morganstown area in the past four years.</p> <p>The area is served by two English-medium community primary schools, Bryn Deri Primary School and Radyr Primary School.</p> <p>As a temporary measure to meet demand additional places were provided using a combination of existing and temporary accommodation at Radyr Primary School in September 2013, September 2014, September 2015 and September 2016.</p> <p>Projections indicate that this demand for places will exceed the capacity of local schools in future years and therefore a permanent solution is required.</p> <p>The increased number of primary aged pupils will be accommodated in demountable classrooms. The location and installation of the demountable accommodation would be subject to planning consent. Site and financial constraints do not allow for the expansion of existing facilities.</p> <p>If the proposal were to proceed, an equality impact assessment would be carried out at the design stage to ensure the accessibility of the proposed demountable accommodation and to identify any reasonable adjustments that could be made to improve accessibility to existing accommodation. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design June 2009 as well as building regulations such as, BS8300, Part M, BB98 and BB102.</p>

Part 1: Impact on outcomes and due regard to Sustainable Development

Please use the following scale when considering what contribution the activity makes:		
+	Positive	Positive contribution to the outcome
-	Negative	Negative contribution to the outcome
ntrl	Neutral	Neutral contribution to the outcome
Uncertain	Not Sure	Uncertain if any contribution is made to the outcome

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
Page 1942	1.1 People in Cardiff are healthy; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <i>the promotion of good health, prevention of damaging behaviour, promote healthy eating/active lifestyles etc,</i> <i>vulnerable citizens and areas of multiple deprivation</i> <i>Addressing instances of inequality in health</i> 	x				N/A As the open space used by the school is not accessible to the public, the only potential impact of a school organisation proposal would be a loss of visual amenity value. The additional demountable accommodation would be in keeping with the existing school buildings and therefore there would not be a significant impact on the visual amenity value of the school site as a whole.
1.2	People in Cardiff have a clean, attractive and sustainable environment; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <i>the causes and consequences of Climate Change and creating a carbon lite city</i> 	x				The demountable accommodation would be new and therefore would be of suitable environmental quality for the foreseeable future. The demountable accommodation would be approved by Building Control.
	<ul style="list-style-type: none"> <i>encouraging walking, cycling, and use of public transport and improving access to countryside and open space</i> 	x				To reduce congestion and associated pollution in the vicinity of Radyr Primary School, a Travel Plan which includes schemes such as the Park Safe/Walk Safe scheme which encourages parents to park further away from the school would be explored by the school.
	<ul style="list-style-type: none"> <i>reducing environmental pollution (land, air, noise and water)</i> 			x		Water efficient measures may be possible to a lesser or greater extent depending on the compatibility of existing buildings.
	<ul style="list-style-type: none"> <i>reducing consumption and encouraging waste reduction, reuse, recycling and recovery</i> 	x				The demountable accommodation would be new and therefore would be of suitable environmental quality for the foreseeable future. The demountable accommodation would be approved by Building Control.

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
	<ul style="list-style-type: none"> <i>encouraging biodiversity</i> 				x	Any potential impact on the natural environment would be taken into account at an early stage in the planning and design process.
1.3	People in Cardiff are safe and feel safe; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <i>reducing crime, fear of crime and increasing safety of individuals</i> <i>addressing anti-social behaviour</i> <i>protecting vulnerable adults and children in Cardiff from harm or abuse</i> 	x				N/A
1.4	Cardiff has a thriving and prosperous economy; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <i>economic competitiveness (enterprise activity, social enterprises, average earnings, improve productivity)</i> <i>Assisting those Not in Education, Employment or Training</i> <i>attracting and retaining workers (new employment and training opportunities, increase the value of employment,)</i> <i>promoting local procurement opportunities or enhancing the capacity of local companies to compete</i> 	x			x	<p>The school would provide employment.</p> <p>Consideration would be given to using local sub-contractors and suppliers.</p>
	People in Cardiff achieve their full potential; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <i>promoting and improving access to life-long learning in Cardiff</i> <i>raising levels of skills and qualifications</i> <i>giving children the best start</i> <i>improving the understanding of sustainability</i> <i>addressing child poverty (financial poverty, access poverty, participation poverty)</i> <i>the United Nations Convention on the Rights of a Child and Principles for Older persons</i> 	x x x			x	<p>The following benefits would be expected to result from this proposal:</p> <ul style="list-style-type: none"> Achieve a better match between the supply and demand for English-medium primary school places within the local area. When compared with smaller schools, the scale of a two form entry primary school permits greater flexibility and opportunity for pupils due to an extended, more enhanced and secure financial resource base. The ability to employ more teaching staff and support staff would allow the two form entry school to cover a wider range of curriculum expertise.

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
Page 196	1.6 Cardiff is a Great Place to Live, Work and Play <i>Consider the potential impact on</i> <ul style="list-style-type: none"> • promoting the cultural diversity of Cardiff • encouraging participation and access for all to physical activity, leisure & culture • play opportunities for Children and Young People • protecting and enhancing the landscape and historic heritage of Cardiff • promoting the City's international links 			x		Using the Council's online sources there are no cultural heritage receptors recorded within the site boundary.
	1.7 Cardiff is a fair, just and inclusive society. <i>Consider the potential impact on</i> <ul style="list-style-type: none"> • the elimination of discrimination, harassment or victimisation for equality groups 	x				See Equality Impact Assessment below and attached. Recruitment of school staff: The Council's recruitment process would ensure that good practice is followed, including the application of the Council's policies on equal opportunities.
	<ul style="list-style-type: none"> • has the community or stakeholders been engaged in developing the strategy/policy/activity? • how will citizen participation be encouraged (encouraging actions that consider different forms of consultation, through more in depth engagement to full participation in service development and delivery)? 			x		<ul style="list-style-type: none"> - Public consultation with relevant stakeholders and pupil consultation as appropriate. - Ecological Appraisal - external surveyors if appropriate
	EQUALITY IMPACT ASSESSMENT (This is attached on page 12)					
	1.8 The Council delivers positive outcomes for the city and its citizens through strong partnerships <i>Consider the potential impact on</i> <ul style="list-style-type: none"> • strengthening partnerships with business and voluntary sectors • the collaboration agenda and the potential for shared services, cross-boundary working and efficiency savings 				x	N/A

SUMMARY OF APPRAISAL (highlight positive and negative effects of the policy / plan / project being assessed, demonstrating how it contributes to the economic, social and environmental sustainability of the city):

Economic

- The school would provide employment.
- Consideration would be given to using local sub-contractors and suppliers.
- Potential efficiencies if the school facilities were used to deliver community provision outside of school hours.

Social

- Investment in buildings enables schools to be best placed to provide the opportunities for learners to achieve their potential.
- There could be the potential for community use of school facilities outside of school hours.
- The new proposal would increase English-medium primary school provision to serve the Radyr and Morganstown areas. This should minimise the outflow of pupils to other areas of Cardiff thereby reducing the use of cars or public transport and encouraging walking and cycling to and from school.
- Accessibility has been considered. See Equality Impact Assessment section 3.2.

Environmental sustainability

WHAT ACTIONS HAVE BEEN IDENTIFIED OR CHANGES BEEN MADE TO THE POLICY / PLAN / PROJECT AS A RESULT OF THIS APPRAISAL:

Recommendations made in the Equality Impact Assessment /Traffic Assessment at the design stage and any Ecological appraisal would be taken into account in the planning application Design & Access Statement and any Environmental Assessment respectively.

Part 2: Strategic Environmental Assessment Screening

		Yes	No
2.1	Does the plan or programme set the framework for future development consent?	x	
2.2	Is the plan or programme likely to have significant, positive or negative, environmental effects?		x

<p>Is a Full Strategic Environmental Assessment Screening Needed?</p> <ul style="list-style-type: none"> ▪ If yes has been ticked to both questions 2.1 and 2.2 then the answer is yes ▪ If a full SEA Screening is required then please contact the Sustainable Development Unit to arrange (details below) 	Yes	<p>No X An SEA has been undertaken (attached)</p>
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If you have any doubt on your answers to the above questions regarding SEA then please consult with the Sustainable Development Unit on 2087 3228 sustainabledevelopment@cardiff.gov.uk

Part 3: Habitat Regulation Assessment (HRA)

		Yes	No	Unsure
3.1	Will the plan, project or programme results in an activity which is known to affect a European site, such as the Severn Estuary or the Cardiff Beech Woods?		x	
3.2	Will the plan, project or programme which steers development towards an area that includes a European site, such as the Severn Estuary or the Cardiff Beech Woods or may indirectly affect a European site?		x	
3.3	Is a full HRA needed?		x	

Details of the strategy will be sent to the County Ecologist on completion of the process to determine if a Habitat Regulation Assessment is needed. For further information please phone 2087 3215 or email biodiversity@cardiff.gov.uk

Appendix 1 – Statutory Requirements

It is possible that the Impact Screening Tool will identify the need to undertake specific statutory assessments:

- **Equality Impact Assessment:** *This assessment is required by the Equality Act 2010 and Welsh Government's Equality Regulations 2011.*
- **Sustainable Development Bill:** *The Bill, when it comes into effect, will require sustainable development (SD) to be a central organising principle for the organisation. This means that there is a duty to consider SD in the strategic decision making processes.*
- **Shared Purpose Shared Delivery-** *The Welsh Government requires local authorities to produce a single integrated plan to meet statutory requirements under a range of legislation. Cardiff Council must therefore demonstrate its contribution towards Cardiff's own integrated plan; "What Matters".*
- **United Nations Convention on the Rights of the Child:** *The Children Act 2004 guidance for Wales requires local authorities and their partners to have regard to the United Nations Convention on the Rights of a Child.*
- **United Nations Principles for Older Persons:** *The principles require a consideration of independence, participation, care, self-fulfillment and dignity.*
- **The Welsh Language Measure 2011:** *The measure sets out official status for the Welsh language, a Welsh language Commissioner, and the freedom to speak Welsh.*
- **Health Impact Assessment:** *(HIA) considers policies, programmes or projects for their potential effects on the health of a population*
- **Strategic Environmental Impact Assessment:** *A Strategic Environmental Assessment (SEA) is an European Directive for plans, programmes and policies with land use implications and significant environmental effects.*
- **Habitats Regulations Assessment:** *The Conservation (Natural Habitats, &c.) (Amendment) Regulations 2007 provides a requirement to undertake Habitats Regulations Assessment (HRA) of land use plans.*

Equality Impact Assessment

Corporate Template



Policy/Strategy/Project/Procedure/Service/Function Title: To provide additional English-medium primary school places in the Radyr and Morganstown area of the city.
New

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Janine Nightingale	Job Title: Head of Schools Organisation, Access & Planning
Service Team: Schools Organisation Planning (SOP)	Service Area: Education
Assessment Date: 16/08/16	

1. What are the objectives of the Policy/Strategy/Project/ Procedure/ Service/Function?

To provide additional English-medium primary school places in the Radyr and Morganstown area of the city.

2. Please provide background information on the Policy/ Strategy / Project / Procedure / Service / Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]

There has been an increased demand for English-medium primary school places in the Radyr and Morganstown areas for the past four years. The area is served by two English-medium community primary schools, Bryn Deri Primary School and Radyr Primary School.
--

3 Assess Impact on the Protected Characteristics

3.1 Age

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on younger/older people?

	Yes	No	N/A
3 to 11 years	x		
11 to 18 years		x	
18 - 65 years		x	
Over 65 years		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
Primary school provision (Age 3-11) The Council aims to improve the sufficiency and suitability of school places across Cardiff. This proposal would contribute towards this aim. The following benefits would be expected

to result from this proposal:

Achieve a better match between the supply and demand for English-medium primary school places within the local area.

When compared with smaller schools, the scale of a two form entry primary school permits greater flexibility and opportunity for pupils due to an extended, more enhanced and secure financial resource base.

A two form entry school can provide a greater degree of stability at all levels of leadership including maintaining a full and stable complement of school governors
The ability to employ more teaching and support staff would allow the two form entry school to cover a wider range of curriculum expertise.

Catchment areas

The proposal would not result in catchment area changes.

Potential impact on community provision (All Ages)

n/a

What action(s) can you take to address the differential impact?

n/a

If no differential impact, explain the reason(s) for this assessment:

Transport and traffic

- Management of access to the school site prior/during parent drop off and pick up times would help with health & safety.
- Cardiff's Supplementary Planning Guidance (Access, Circulation and Parking Standards 2010) sets out that all new or expanded schools are required to develop a Travel Plan for submission with a planning application. A Travel Plan is a policy and action plan to:
 - o manage transport efficiently
 - o improve access by all means of travel for employees, visitors, patients and students
 - o encourage sustainable transport – walking, cycling, public transport and car sharing
 - o reduce car use.
- A School Travel Plan is specifically designed to address the transport needs of pupils and staff and will vary according to the nature of the education being provided and the catchment area of the school.

Employed age group

Redeployment opportunities

There may still be a perception that redeployment opportunities to the new school could be affected by age. The Council's procedure for managing staffing changes arising from reorganisation would be used in implementing any changes as a result of this proposal. This would ensure that good practice is followed, including the application of the Council's policies on equal opportunities.

3.2 Disability and Access

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on disabled people?

	Yes	No	N/A
Hearing Impairment		x	
Physical Impairment		x	
Visual Impairment		x	
Learning Disability		x	
Long-Standing Illness or Health Condition			X
Mental Health			X
Substance Misuse			X
Other			X

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
What action(s) can you take to address the differential impact?
<p>If no differential impact, explain the reason(s) for this assessment:</p> <p>If the proposal were to proceed, an equality impact assessment would be carried out at the design stage on the accessibility of the new demountable build accommodation. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design June 2009 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.</p> <p>New demountable accommodation</p> <p>The design would take into account the needs of the following:</p> <ul style="list-style-type: none"> - Those with a hearing impairment – e.g. appropriate acoustics, British Sign Language images/symbols and portable/static hearing loops. - Those with a visual impairment - e.g. the use of colour to differentiate between the function of spaces, tactile maps and Braille language on signs. - Those with a physical impairment – e.g. level threshold doors, lifts with disabled access - Those with learning disabilities – e.g. quiet spaces <p>The design stage would give consideration to future proofing the accommodation in terms of accessibility. For example, space could be provided to enable accessible toilets to be modified without significant structural changes being required.</p> <p>Special Educational Needs (SEN) School Action support is provided in the classroom. However, there may be occasions where pupils are withdrawn from a classroom to receive an intervention.</p> <p>Transport</p> <p>Transport for pupils with a disability would not be affected as it would be provided if required to meet the child’s needs in accordance with the SEN Code of Practice.</p>

3.3 Gender Reassignment

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on transgender people?

	Yes	No	N/A
Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
What action(s) can you take to address the differential impact?
If no differential impact, explain the reason(s) for this assessment:
The Council's procedure for securing staffing requirements to implement this proposal would be used in implementing this proposal. This would ensure that good practice is followed, including the application of the Council's policies on equal opportunities.

3.4 Marriage and Civil Partnership

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on marriage and civil partnership?

	Yes	No	N/A
Marriage			X
Civil Partnership			X

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
What action(s) can you take to address the differential impact?
If no differential impact, explain the reason(s) for this assessment:
N/A

3.5 Pregnancy and Maternity

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on pregnancy and maternity?

	Yes	No	N/A
Pregnancy		x	
Maternity			N/A

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
What action(s) can you take to address the differential impact?
If no differential impact, explain the reason(s) for this assessment:
If the proposal were to proceed, an equality impact assessment would be carried out at the design stage to identify any reasonable adjustments that could be made to improve

accessibility to the new demountable accommodation. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design June 2014 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.

3.6 Race

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
White		x	
Mixed / Multiple Ethnic Groups		x	
Asian / Asian British		x	
Black / African / Caribbean / Black British		x	
Other Ethnic Groups		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

What action(s) can you take to address the differential impact?

If no differential impact, explain the reason(s) for this assessment:

The proposal would not have a differential impact upon one particular ethnic group as the provision would be available to all.

3.7 Religion, Belief or Non-Belief

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on people with different religions, beliefs or non-beliefs?

	Yes	No	N/A
Buddhist		x	
Christian		x	
Hindu		x	
Humanist		x	
Jewish		x	
Muslim		x	
Sikh		x	
Other		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

What action(s) can you take to address the differential impact?

If no differential impact, explain the reason(s) for this assessment:

The proposal would not have a differential impact upon faith as the provision would be available to all.

The senior staff in a school would be best placed to manage diversity in terms of belief (e.g. provision of a space for prayer).

3.8 Sex

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on men and/or women?

	Yes	No	N/A
Men		x	
Women		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
What action(s) can you take to address the differential impact?
If no differential impact, explain the reason(s) for this assessment:
The Council's procedure for securing staffing requirements to implement this proposal would be used in implementing this proposal. This would ensure that good practice is followed, including the application of the Council's policies on equal opportunities.

3.9 Sexual Orientation

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
Bisexual		x	
Gay Men		x	
Gay Women		x	
Heterosexual		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
What action(s) can you take to address the differential impact?
If no differential impact, explain the reason(s) for this assessment:
(Fears that recruitment opportunities could be affected by sexual orientation) Evidence collated by the Stonewall lobby group alleges that Lesbian, Gay, Bisexual people are likely to be discriminated against in workplace recruitment. The Council's procedure for securing staffing requirements to implement this proposal would be used in implementing this proposal. This would ensure that good practice is followed, including the application of the Council's policies on equal opportunities.

3.10 Language

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on Welsh Language?

	Yes	No	N/A
Welsh Language		x	
Other languages			

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
What action(s) can you take to address the differential impact?
If no differential impact, explain the reason(s) for this assessment:
Proposals are brought forward to meet demand for English-medium or Welsh-medium education.

Other Language support

The proposals would not directly impact on the level of support provided as all support is dependent on the Minority Ethnic Achievement Grant which is reviewed and then renewed according to the results of the annual Needs Assessment Survey. The allocation of teachers and Bi-lingual Teacher Assistants (BTAs) is usually in place for the period of the academic year but is liable to change throughout the year to meet fluctuations in demand.

It is Cardiff Council policy to provide signage in English and Welsh but not in other spoken languages. Therefore, additional way-finding methods would be considered including the use of colour to differentiate between the function of spaces, tactile maps, Braille language on signs and British Sign Language images/symbols.

4. Consultation and Engagement

What arrangements have been made to consult/engage with the various Equalities Groups?

If the proposal proceeds, the Design Equalities Advisory Group (DEAG) and/or the Cardiff Council Access Focus Group (CCAFG) would be given the opportunity to comment at the design stage.

5. Summary of Actions [Listed in the Sections above]

Groups	Actions
Age	See Generic over-arching actions below
Disability	
Gender Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	
Race	
Religion/Belief	
Sex	
Sexual Orientation	
Language	
Generic Over-Arching [applicable to all the above groups]	If the proposal were to proceed, an equality impact assessment would be carried out. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design June 2009 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.

6. Further Action

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

7. Authorisation

The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

Completed By: Rachel Willis	Date: August 2016
Designation: : School Organisation, Access & Planning	
Approved By: Michele Duddridge Hossain	
Designation: School Organisation, Access & Planning	

Environmental Report: Sustainability Appraisal (SA) Incorporating Strategic Environmental Assessment (SEA) of the School Organisation Planning proposal to provide additional English-medium primary school places in the Radyr and Morganstown area of the city.

Background

In 2008, a retrospective Strategic Environmental Assessment (SEA) of Cardiff's 21st Century: A Strategic Framework for a School Building Improvement Programme (published in 2006) was carried out based on the guidance that supports the European SEA Directive 2001/42/EC.

The retrospective approach to assessment was quality assured by an external consultant and their independent compliance review determined that the report detailing the assessment on the strategic framework met the key requirements set out for reporting the SEA process as required by the SEA Directive.

The retrospective assessment provides the basis for assessing current and future school organisation proposals at a strategic level.

If a proposal were to proceed, an environmental assessment would be carried out as part of the planning application process.

To request a copy of the assessment on the Strategic Framework please contact Rachel Willis, 029 2087 3946, RWillis@cardiff.gov.uk

Proposal

To provide additional English-medium primary school places in the Radyr and Morganstown area of the city.

Key:

xx	= very incompatible; very negative effect
x	= incompatible; negative effect
✓	= compatible; positive effect
✓✓	= very compatible; very positive effect
0	= no links; neutral effect
? and/or mitigation	= uncertain effects
DNA	= data not available

See table headers below: * Comparison of the preferred option to a possible alternative option(s) are required in a SA/SEA.

SEA objective	Proposal		Meet demand by directing pupils to other schools in the area or neighbouring schools and/or revising catchment areas		Do nothing	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective
1. Promote a greener economy by delivering a sustainable pattern of schools across Cardiff	✓	Achieved by expanding an existing school to meet the projected demand for places.	x	<p>The nearest primary school to Radyr Primary School is Bryn Deri Primary School.</p> <p>Increasing primary provision at Radyr Primary School provides the opportunity to achieve high quality school places which meet the needs of Cardiff's growing and changing population, as outlined as a key goal in the Council's Cardiff 2020 document, "A renewed vision for education and learning in Cardiff".</p>	x	<p>There is an immediate need for the Council to provide additional English-medium primary school places in the Radyr area as projections indicate that demand for places will exceed the capacity of local schools in future years and therefore a permanent solution is required.</p> <p>Providing additional English-medium primary school places at Radyr Primary School meets the Council's vision of 4 Key Educational Aims:</p> <p>AIM 1: To improve Educational Attainment; AIM 2: To improve the Sufficiency and Suitability of School Places across Cardiff and ensure we are providing a 21st Century School Standard; AIM 3: To ensure that Cardiff achieves Best Value from its financial resources to improve the efficiency and cost-effectiveness of the education estate. AIM 4: To facilitate the development of Community Focussed Schools, for benefit of the wider community, across Cardiff.</p>

SEA objective	Proposal		Meet demand by directing pupils to other schools in the area or neighbouring schools and/or revising catchment areas		Do nothing	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective
<p>2. Reduce greenhouse gas emissions through:</p> <p>a) Energy efficient building design and disposing of poor quality surplus accommodation</p> <p>b) Promoting sustainable modes of transport and integrated transport systems</p>	<p>0</p> <p>x Mitigation</p>	<p>An increase in the number of children attending a school could increase the volume of traffic in the immediate vicinity.</p> <p>However, if the demand for school places in an area of the city is not met, pupils without places travel outside of their locality to attend school and are more likely to use polluting modes of transport. Congestion is also exacerbated due to the volume of traffic transversing the city.</p> <p>Traffic and transport implications including measures to encourage walking and cycling would be considered as part of the Transport Assessment for the proposal.</p> <ul style="list-style-type: none"> - Emphasis is placed on travel by active modes where this is possible and on providing the facilities and opportunities at school for students to travel by walking, cycling and public transport. Encouraging active travel to school is a very important means of increasing levels of physical activity in children and tackling the growing problem of childhood obesity. Reducing congestion at the school gate is key to ensuring the safety of pupils and to mitigating impacts on the local neighbourhood. - Limited scope for parking would encourage walking and cycling to school. Provision of parent parking places is generally not supported by Cardiff Council. This is because such provision would promote travel to school by car, generate local traffic, contribute to congestion and reduce pupil safety. Parking facilities provided at schools is generally only for staff and to meet operational needs. - Consideration would be given to providing safe walking routes to existing designated parking in the wider locality. - Management of access to the school site prior/during parent drop off and pick up times would help with health & safety. - School safety zones could be set up to address health and safety concerns from increased traffic flows in the school vicinity <p>Cardiff's Supplementary Planning Guidance (Access, Circulation and Parking Standards 2010) sets out that all new or expanded schools are required to develop a Travel Plan for submission with a planning application. A Travel Plan is a policy and action plan to:</p> <ul style="list-style-type: none"> • manage transport efficiently • improve access by all means of travel for employees, visitors and pupils/students • encourage sustainable transport – walking, cycling, public transport and car sharing <ul style="list-style-type: none"> - A School Travel Plan is specifically designed to address the transport needs of pupils and staff and will vary according to the nature of the education being provided and the catchment area of the school. 	N/A	N/A (See comments next to SEA Objective 1. above)	x	<p>Doing nothing is not an option as additional capacity is needed to meet the demand for places.</p> <p>If the demand for school places in an area of the city is not met, pupils without places have to travel outside of their locality to attend school and are more likely to use polluting modes of transport. Congestion is also exacerbated due to the volume of traffic transversing the city.</p>
<p>3. Promote health and wellbeing by protecting and enhancing Public Open Space (POS) and improving access to POS</p>	0	<p>As the open space in and around the school are not accessible to the public the only potential impact of the option on the open space would be loss of visual amenity value. However, given the nature of the proposal and the value of the open space it is considered that the impact would be minimal.</p>	N/A	N/A (See comments next to SEA Objective 1. above)	N/A	N/A (See comments next to SEA Objective 1. above)
<p>4. Minimise air, light and noise pollution associated with building development and traffic congestion</p>	0	<p>a) Builders would be encouraged to minimise air, light and noise pollution during the construction period.</p> <p>The position of the demountable accommodation would seek to minimise any adverse impact on access to natural light for neighbouring properties.</p> <p>b) An increase in the number of children attending the school could increase the volume of traffic in the vicinity of the school.</p>	N/A	N/A (See comments next to SEA Objective 1. above)	x	<p>If the demand for school places in an area of the city is not met, pupils without places have to travel outside of their locality to attend school and are more likely to use polluting modes of transport. Congestion is also exacerbated due to the volume of traffic</p>

SEA objective	Proposal		Meet demand by directing pupils to other schools in the area or neighbouring schools and/or revising catchment areas		Do nothing	
	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective	Rating	Commentary/ explanation of compatibility with SEA objective
	x Mitigation	<p>Locating provision central to the area it would serve should reduce this outflow of pupils to schools elsewhere in Cardiff, minimise the use of polluting modes of transport such as cars and buses and encourage walking and cycling to and from school.</p> <p>To reduce congestion and associated pollution the following would be considered:</p> <ul style="list-style-type: none"> Formalising the parking regime outside the school to discourage unsafe parking and help with enforcement. The school agrees to a Travel Plan which includes schemes such as the Park Safe / Walk Safe scheme which encourage parents to park further away from the school. 				transversing the city.
5. <i>Protect and enhance biodiversity, flora and fauna</i>	? Mitigation required?	A Phase 1 survey (Preliminary Ecological Assessment) of the site(s) could be required to identify the main habitats and whether any detailed surveys for protected species are needed. If more detailed surveys are required recommendations to mitigate any impacts on biodiversity would be considered as part of the planning application.	N/A	N/A (See comments next to SEA Objective 1. above)	N/A	N/A (See comments next to SEA Objective 1. above)
6. <i>Protect and enhance the landscape (habitats/visual amenities)</i>	? Mitigation required?	A Phase 1 survey (Preliminary Ecological Assessment) of the site(s) could be required to identify the main habitats and whether any detailed surveys for protected species are needed. If more detailed surveys are required recommendations to mitigate any impacts on biodiversity would be considered as part of the planning application.	N/A	N/A (See comments next to SEA Objective 1. above)	N/A	N/A (See comments next to SEA Objective 1. above)
7. <i>Conserve water resources and increase water efficiency in new developments and promote sustainable urban drainage systems</i>	✓	Achieved by designing water efficient measures into the building design and addressing drainage through Sustainable Urban Drainage Systems (SUDS).	N/A	N/A (See comments next to SEA Objective 1. above)	N/A	N/A (See comments next to SEA Objective 1. above)
8. <i>Promote regeneration by delivering inclusive schools that will improve equality of opportunity and access for all</i>	0	If the proposal were to proceed, an equality impact assessment would be carried out on the accessibility of the design and to identify any reasonable adjustments that could be made to improve accessibility to existing accommodation. The equality impact assessment would take into account policies such as the Equality Act 2010, TAN 12: Design June 2009 as well as building regulations such as, BS8300, Part M and relevant Building Bulletins.	N/A	N/A (See comments next to SEA Objective 1. above)	N/A	N/A (See comments next to SEA Objective 1. above)
9. <i>Protect and enhance designated historic assets</i>	0	There are no registered historic assets within the proposed site.	N/A	N/A (See comments next to SEA Objective 1. above)	N/A	N/A (See comments next to SEA Objective 1. above)

Conclusion

The proposal has been assessed to be largely compatible with the environmental objectives used to assess the goal and principles of the “21st Century Schools: A Strategic Framework for a School Building Improvement Programme” underpin school organisation proposals.

There has been an increased demand for English-medium primary school places in the Radyr and Morganstown area in the past four years. The area is served by two English-medium community primary schools, Bryn Deri Primary School and Radyr Primary School.

There is an immediate need for the Council to provide additional English-medium primary school places in the Radyr and Morganstown areas as projections indicate that this demand for places will exceed the capacity of local schools in future years and therefore a permanent solution is required.

**CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD**



CABINET MEETING: 15 SEPTEMBER 2016

ADVICE & SUPPORT RECOMMISSIONING

**REPORT OF DIRECTOR COMMUNITIES, HOUSING &
CUSTOMER SERVICE**

AGENDA ITEM: 6

**PORTFOLIO: HEALTH, HOUSING AND WELLBEING (COUNCILLOR
SUSAN ELSMORE)
SKILLS, SAFETY AND ENGAGEMENT (COUNCILLOR DAN
DE'ATH)**

Appendix G of this report is exempt from publication because it contains information of the kind described in paragraph 16 of Part 4 of Schedule 12A to the Local Government Act 1972

Reason for this Report

1. To set out proposals for the recommissioning of Advice and Support services.
2. To agree the overall timetable for recommissioning of Supporting People funded services.
3. To agree detailed proposals for the recommissioning of Advice Services, Floating Support Services and Gender Specific support services (including Domestic Abuse).

Background

4. The Council currently receives £16.2m in Supporting People Programme grant to provide housing related support services. This grant funds a wide range of services including homeless hostels, domestic violence refuges, supported housing, floating support provided in the client's own home, community alarm and warden services.
5. Supporting People Funding reduced each year between 2012/13 and 2015/16, with an overall cut of £4.5m. While there was no cut to funding in 2016/17, it is anticipated that there will be a reduction for 2017/18 of between 5% (£813k) and 10% (£1.6m).

6. There is also an underuse of some types of support, which needs to be addressed, for example there are currently 80 to 100 units of generic floating support that are not being utilised.
7. Services are currently provided under 38 contracts and delivered by 32 third sector organisations. In addition, the Council provides some services directly, including: homeless hostels, community alarm, mobile warden services and services to clients with learning disabilities.
8. While a small number of services have been recommissioned recently, most have continued through direct awards for some years and very clear legal advice has been given that these services should be recommissioned. There is a need to ensure best value through proper procurement and this, together with a rationalisation of the number of contracts, should provide economies of scale and reduce the administrative burden of managing such a large number of contracts.
9. There is an opportunity to jointly recommission services across different funding streams, joining up services and creating clear support pathways to assist vulnerable people towards independence.
10. In addition, the Council directly funds Advice Services, some of which are provided in-house and some provided under an external contract. There is an opportunity to better align these services and reduce duplication.
11. Given the number and complexity of the Support Services, it is proposed to recommission these in three phases:

Advice & Support Services - Three Phase Commissioning Plan	
Phase 1	Generic Floating Support services Older Persons Floating Support services All Gender Specific services (including domestic abuse) Advice Services
Phase 2	Supported Housing Specialist Floating Support services (includes substance misuse, mental health, young persons and refugees.) Other specialist support (includes learning disabilities and physical disabilities).
Phase 3	Homeless Hostels

12. It is anticipated that this full programme of recommissioning will take up to 3 years to complete, and that services will continue on a direct award basis in the meantime. However, it may be necessary to make changes to these services ahead of the planned recommissioning should the grant funding reduce significantly; therefore, a review of supported housing will be carried out alongside the phase 1 recommissioning to identify any potential savings, particularly with regard to 24-hour-staffed accommodation.
13. The approach to the commissioning process will be strongly aligned to the Co-operative Values that the Council has signed up to:
 - **OPEN** – allowing service users to have their say on what is important to them, ensuring that they are listened to and their views directly inform the way that services are delivered in the future.
 - **FAIR** – ensuring that all organisations have the best opportunity to be successful, every effort will be made to ensure that smaller organisations can participate by encouraging joint working and consortia.
 - **TOGETHER** – working together with partner agencies, co-producing solutions and jointly commissioning where possible, to deliver a range of services designed for those who need them most.
14. A number of principles have been set in taking forward this recommissioning:
 - I. Ensuring that services are based on need and that the most vulnerable service users are protected.
 - II. Promoting independence and delivering support at the lowest appropriate level to meet client needs.
 - III. Taking an evidence based approach to service design – considering current usage / turnover, outcomes and service user feedback.
 - IV. Ensure services are sustainable.
 - V. Maximise the time spent on the client and reduce management costs.
 - VI. Wherever possible, commission support in partnership with other organisations / across funding streams.
 - VII. Develop service specifications that are outcome based and quality focused.
15. The remainder of this report sets out the detailed proposals for recommissioning services in phase 1.

Issues

16. Early consultation with existing providers and stakeholders commenced in May 2016. This focused on the nature of the services to be commissioned, contract packages, and how to ensure quality. This consultation informed the following proposals:

Floating Support Services

17. Floating Support services provide housing related support to families and individuals to help them maintain their accommodation and live independently. This support aligns well with the preventative work required under the new Housing (Wales) Act and the Social Services and Wellbeing (Wales) Act. Access to services is through a gateway operated by the Council, which ensures that the available support is directed at the clients most in need.
18. It is proposed that, while generic floating support services are recommissioned in phase 1, specialist floating support services are recommissioned alongside supported housing in phase 2. This gives the opportunity to create a joined up pathway towards independence for the most vulnerable clients, such as young people and those with significant mental health issues.
19. There are currently 14 providers delivering generic floating support services under 17 different contracts, with the size of the contracts ranging from 8 to 79 units. Overall 713 units of support are provided, with units generally representing the number of individuals supported at any one time. The current cost of services is £2.9 million. A list of current providers is included in **Appendix A**.
20. The large number of providers and contracts increases administration and prevents effective contract management. It is more difficult to ensure consistency of service delivery and to monitor quality. The large number of contracts also prevents economies of scale being achieved. In the current economic climate, with reductions in funding likely and increased pressure on resources, continuing with smaller contracts is not sustainable.
21. While floating support provides important, low level intervention to help people remain at home, comparisons with other authorities show that Cardiff's provision of floating support is relatively high. Currently there are on average between 80 to 100 unused units of floating support, and it is envisaged that this number will increase as work continues to reduce the time individuals spend on support. There is, therefore, considerable opportunity to reduce provision of this support while still maintaining a robust floating support service. Making savings in this area will help protect, and could possibly enhance services to the most vulnerable clients.
22. Overall, there are opportunities to reduce the supply of floating support, deliver greater economies of scale, reduce administration, improve contract management, and improve the sustainability of services by significantly reducing the number of contracts.
23. It is, therefore, proposed to commission two large generic floating support contracts for non-specialist, Generic Floating Support. It is

envisaged that bidders will only be able to deliver one contract, as the aim is to have two separate contractors to ensure resilience. Each contractor will provide housing related services across the city and will have the expertise to deal with all client groups. There will be no split by geography or client type. Cases will continue to be assigned through the Council operated gateway on a pro rata basis.

24. Bids for the contracts would be welcome from single providers, consortia or a lead provider with subcontractors. A networking event for providers was co-ordinated by C3SC on behalf of the Council to promote joint working and encourage the involvement of smaller organisations in the procurement process.
25. The floating support provided under the contract will be generic rather than specialist, dealing with a wide range of housing related support issues. However, due to the larger size of the contract, providers should have the capacity to offer workers with significant expertise in key areas, including:
 - Mental health issues / hoarders
 - Welfare Benefits / Appeals
 - Homeless prevention and resettlement

It is anticipated that by delivering more comprehensive services in these areas, pressure on other existing services can be reduced.

26. Providers will also be expected to offer mainstream provision for clients with protected characteristics, providing sensitive and appropriate services for all clients. Provision for equality and diversity will be a key criteria in the tender specification.
27. The reduced number of contracts should generate significant economies of scale. It will also reduce administration and allow for more effective contract management. The smaller number of providers will further allow greater alignment with council services and promote consistency of service for clients.
28. Due to the current excess supply of floating support services and the potential for economies of scale, it is envisaged that the value for each contract will be £1m per annum, giving a total spend of £2m. This is a reduction of £908,000 (31%) of the current spend and achieves the 5% predicted savings. There will, however, be the opportunity to award further work under the contract should more funding be available for floating support purposes.
29. It is proposed that the assessment of the tenders will be 50% quality and 50% price/value. The high percentage for quality reflects the nature of the services provided. The contract would be for 5 years with the option to extend for up to a further 2 years, with the aim of giving the provider greater certainty and adding to sustainability. However, there will be an option to amend should there be a change in grant funding arrangements.

30. It is anticipated that the saving released by this process will be available to cover any potential grant funding reduction, or to refocus support onto the most vulnerable clients.

Older Persons Floating Support

31. Welsh Government guidance requires a move away from support based on tenure towards a service based on need; for example, it is no longer possible to fund a warden service to all residents of sheltered accommodation through the Supporting People grant. Some social landlords have already reconfigured their services to remove the support element from their warden's role, providing support instead through a floating support model.
32. There are currently 7 contracts for older persons support; one is a floating support contract, and the others are accommodation based. It is proposed to commission one contract for Older Persons support services, and retain the current funding level of £250k per annum. There will, however, be the opportunity to award further work under the contract should more funding be available for floating support purposes.
33. Bids for the contract would be welcome from single providers, consortia or a lead provider with subcontractors. As referenced above an event to promote networking was co-ordinated by C3SC on behalf of the Council to promote joint working and encourage the involvement of smaller organisations in the procurement process
34. The single contract will offer services city wide, supporting clients in their own homes, including residents of extra care and sheltered accommodation. This will provide a much fairer and comprehensive service for older people across the city.
35. It is envisaged that the older persons support will have a broader remit than generic floating support. This reflects the wider range of services needed by older people to help them remain independent at home, such as support in overcoming social isolation, assistance in employing cleaners or gardeners, support in leaving hospital, or intensive support to move to more suitable housing.
36. As with generic floating support, it is proposed to provide bidders with the level of funding available for the service, and a minimum level of units of support to be provided. Bidders will then be asked to state how many units of support they can provide for this set funding.
37. It is proposed that the assessment of the tenders will be 50% quality and 50% price/value. The high percentage for quality reflects the sensitive nature of the services provided, while retaining financial competitiveness.
38. The contract would be for 5 years with the option to extend for up to a further 2 years, with the aim of giving the provider greater certainty and

adding to sustainability. However, there will be an option to amend should there be a change in grant funding arrangements.

39. During consultation with providers about the changes, some concerns were expressed about the reduction in the number of contracts. It was considered that, with only 2 contracts for generic floating support, and 1 for older persons services, there would be a risk if one of the contractors failed. There was also some concern that the expertise required to support clients would be compromised. However, while there would only be a small number of providers commissioned for these services, there would also be a number of other contracts delivering specialist support and providing a broader supply chain. There are considerable benefits to having fewer, larger contracts, including the ability to develop additional expertise and delivering economies of scale, making services more sustainable for the future. Further information about the consultation can be found at **Appendix C**.

Gender Specific Services (Including Domestic Abuse)

40. The Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015 places significant additional duties on public bodies to 'Ask and Act' in relation to violence against women, and there is an expectation that a full range of preventative and support services will be in place to address the identified issues. It is anticipated that this will increase demand on current services.
41. In addition to the requirements under the act, there is a need to cater for male victims of abuse and to improve the response to perpetrators.
42. There are currently a number of different gender specific and domestic abuse services in Cardiff, including domestic violence refuges, supported accommodation, floating support and advocacy services. These services are funded through a range of sources, a full list of these can be found at Appendix A.
43. There is a need to join up and further develop these services to create straightforward access to a range of provision, to meet the need for preventative services, and to provide a clear pathway through support.
44. It is proposed to commission a comprehensive service under one contract, to include:
- A 'One Stop Shop':
 - Single 'front door' for all referrals
 - Intake and assessment
 - Advice and signposting
 - Sessions from other specialist community support services
 - Larger team of community based support workers, providing support and advocacy, and bringing together housing related floating support and the current work of the Independent Domestic Abuse Advocates
 - Refuge provision

- Supported housing
 - Self-help programmes
 - Provision of advice and support to assist police call-outs 24/7
45. Bids for the contract would be welcome from single providers, consortia or lead provider with subcontractors. Current providers in this area also attended the event to promote networking and joint working co-ordinated by C3SC.
46. It is anticipated that the service will provide assistance to those affected by a wide range of violence against women, domestic abuse and sexual violence as defined in the Act. The service will also provide assistance to male victims.
47. The contractor will be expected to have expertise in the following areas:
- Domestic Abuse and the wider violence against women and sexual violence issues, and in assisting male victims.
 - Mental Health
 - Welfare Benefits (including Appeals)
 - Homeless Prevention and Resettlement
48. It is envisaged that the contract will be for a fixed price; however, the amount of funding available remains uncertain, and discussions are ongoing with a number of organisations that fund services, including Welsh Government and the Police and Crime Commissioner.
49. Further work is needed to define the services to be commissioned, to develop specifications for the different components of the service and to decide a balance between quality and cost, this process will be informed by further consultation and research. Community and Adult Services Scrutiny Committee will continue to scrutinise the further development of the proposed Gender Specific Services.
50. It is proposed again that a longer contract term would be awarded, possibly 5 years with the option to extend for up to a further 2 years, with the aim of giving the provider greater certainty and adding to sustainability. However, there will also be an option to amend should there be a change in grant funding arrangements.

Timescale for recommissioning

51. It is proposed that the procurement process for Floating Support services will commence in late autumn 2016, with the aim of having new contracts in place by spring 2017.
52. Further time is required finalising the specification for Gender Specific Services (including domestic abuse) as this is a much more complex process, involving a wide range of services. Therefore, it is proposed that this procurement process commences in the late autumn/winter 2016 with the aim of awarding the contract in summer/autumn 2017.

53. To ensure continuity of service, it will be necessary to continue to fund existing services by direct award until the changes come into place; this includes services funded from number of different sources that are to be part of the joint commissioning (see appendix A).

Advice Services Recommissioning

54. Advice services in Cardiff are provided through a mix of directly delivered 'in house' services and contracted out provision. The current contract for Advice Services ends in March 2017, and therefore, these services need to be recommissioned ahead of April 2017. To inform this recommissioning, a review of advice provision has been carried out.

Council Advice Provision

55. The Council's Money Advice service provides a wide range of money advice, including generalist welfare benefits advice, budgeting and low level debt advice. The service links closely with the Into Work service to provide a solutions based approach for clients.
56. There are considerable advantages to providing this advice 'in house'. Council Advice Officers work closely with the Hub staff, who provide advice on a wide range of council issues including housing allocations and housing benefits. Day to day liaison between these teams takes place to resolve issues at first point of contact. Advice Officers have direct access to council systems such as Housing Benefit/Council Tax Reduction, Housing rent recovery and Housing Waiting List systems. With the client's consent, they can directly access data from these systems to identify the latest information and resolve issues at an early stage.
57. Staff work closely with other officers within the Housing Benefit assessment service, and are fully involved in developing responses to Welfare Reform, as well as carrying out proactive work to help those affected by the Bedroom Tax, Benefit Cap and Universal Credit. They are also empowered to make decisions on Discretionary Housing payments.
58. The team have excellent relationships with Registered Social Landlords and, with the client's consent, liaise with them directly to resolve issues. The team also work closely with Council Tax recovery and are empowered to make arrangements for Council Tax debt. While data is protected and information is not given without client consent, this close working can help prevent further recovery action and evictions.
59. With advice now being provided in the local community hubs, there is some capacity to move existing staffing resources into Money Advice and to increase the services provided by the in house team. This would allow fewer services to be contracted out.

Contracted Advice Provision

60. The current advice contract is with “Cardiff Advice Services”, which consists of the Citizens Advice in partnership with The Speakeasy Advice Centre at a cost of £440,000 per year. The contract currently provides 3 different levels of advice:

- Information and signposting
- Generalist advice
- Specialist advice

The different types of advice provided are listed below:

- Welfare Benefits
- Budgeting / Debt
- Housing
- Consumer Advice
- Employment Advice
- Immigration Advice
- Family / Relationship Advice
- Discrimination Advice

Specialist advice is only provided for key issues such as Welfare Benefits and Debt Advice.

61. Having a single contract for advice services has worked well, allowing much better communication and greatly improved contract management. Performance of the contract has been good, with 19,286 customers seen in 2015/16, and the majority of clients seen the same day. Over £3.2 million in weekly benefits was gained and 85% of Tribunal cases were successful. 100% of customers surveyed were happy with the service.

62. The service is provided in Central Library Hub, and accommodation is provided free of charge for this purpose. This includes both customer facing and back office provision. Therefore, both council services and advice provided under contract are already co-located.

63. There is considerable crossover between the contracted out and in house provision, particularly in generalist advice, and there is an opportunity to make better use of resources if a partnership working approach is taken. Consideration was given to providing all services in house; however, one of the key benefits was the ability for an external provider to access additional external funding to support some of the services.

64. It is therefore proposed that an ‘Advice Partner’ is commissioned who will work with the Council to provide complementary services. This will reduce duplication over time, and thereby reduce costs.

65. While there will continue to be one contract for Advice, however bids for the contract would be welcome from single providers, consortia or by a lead provider with subcontractors as at present.

66. It is proposed that some of the generalist advice provided under the contract is provided in house by the Council's Money Advice Service, and that the funding provided under the contract reduces on a phased basis to £300,000, making a saving to the General Fund of £140,000 over 5 years. The overall spend on advice will not decrease, however more services will be provided in house.

The proposed phased reduction is set out below.

	Annual Contract Value	Saving
Year 1	£410,000	£30,000
Year 2	£380,000	£30,000
Year 3	£350,000	£30,000
Year 4	£320,000	£30,000
Year 5	£300,000	£20,000
Full Saving from year 5		£140,000

67. The new Advice Partner would also be required to bid for other external funding to supplement the council funding. There will also be the opportunity for the Council to award further work under the contract should more funding be available for Advice purposes.
68. In addition to the Annual Contract Value listed above, the Council will continue to provide space within council buildings where appropriate, including the continued space in Central Library Hub, which has an indicative value of £25,800 pa (excludes any additional costs such as service charges, gas, electric, maintenance etc).
69. While the contract amount is decreasing over time, it is anticipated that the longer term contract proposed (5 years with the option to extend for a further 2 years) will provide stability and sustainability to the new Advice Partner. It is proposed to let the bidders know the value of the contract and a minimum level of service required – the value will be measured by the amount of services that can be provided over this minimum.
70. During the consultation with providers, some concerns were expressed about the reduction in funding for services when demand is increasing due to welfare reform. However, with the redirection of resources within the Council's own team, the same level of provision will be available and no impact on service users is anticipated. Concern was also expressed that independent advice should be available and that not all clients will wish to access council provision. While many clients are already accessing Council provision without issue, it is accepted that this may cause concern for a small number of clients. Therefore, some changes have been made following the consultation to the detail of the service provision to allow for these circumstances. A report on the consultation can be found at **Appendix C**.

Timescale for Recommissioning Advice Services

71. It is proposed that the procurement process for Advice Services commence in late September / October 2016, with the aim of having new contracts in place by April 2017.

Equality Impact Assessment

72. Equality Impact Assessments have been carried out on the changes above and these can be found at Appendices D, E and F. Findings from the assessments have informed these proposals, and will also inform the detailed service specification.

Consultation

73. Communities & Adult Services Scrutiny Committee have considered these proposals. Amendments have been made to the report in response to the Committee's comments: in particular clear reference has been made to the option for organisations to join together to form a consortia or to bid as a lead provider with subcontractors; it has been made clear that the ratio of quality to cost for the Gender Specific contract has yet to be decided and will be informed by further research. It has also been made clear that the Committee will be further involved as the detailed proposals for the Gender Specific contract are developed. The Committee's letter and the response is attached at **Appendix B**.
74. Workshops have been held with current and potential providers of services and comments requested. Their comments have been considered as part of the development of these proposals. Service user consultation has also taken place. A report of the findings of the consultation can be found at Appendix C.
75. Officers will continue to work closely with providers, third sector partners and other stakeholders to learn lessons from recent and current commissioning arrangements. Every effort will be made to involve stakeholders and in particular Service Users in the specification of services and in the evaluation process.
76. This report does not relate to a local issue.

Reason for Recommendations

77. To agree the approach to the recommissioning of Advice and Support Services.

Financial Implications

78. Cardiff's grant funding for the Supporting People Programme Grant (SPPG) in 2016/17 totals £16,267,470. There is speculation that funding reductions of 5% to 10% will be made to the grant funding in the next

financial year, resulting in a potential reduction of between £813k and £1.6m.

79. The report includes measures that could result in savings of £908k within Floating Support Services which, if achieved, would help to mitigate the impact of any grant reduction applied to the Supporting People Programme Grant. As in current contracts, it is important that there remains an option to amend contract prices if there are subsequent changes in the level of grant the Council receives, both in 2017/18 and future years.
80. The SPPG grant conditions require that financial commitments are only entered into where there has been approval from the Regional Collaborative Committee and the Welsh Government, with Spend Plans detailing expenditure commitments submitted by the Council. These spend plans will continue to require some degree of flexibility in dealing with any uncertainty over future funding allocations.
81. Any additional base budget savings committed to in relation to the Contracted Advice Provision will contribute towards future budget savings targets for the Directorate.

Legal Implications

82. Confidential legal advice is attached at Appendix G.

HR Implications

83. The recommissioning of services may or may not have implications under the Transfer of undertakings (Protection of employment) regulations 2006 (TUPE) for the incoming and outgoing providers. An assessment will be made by the Council and referred to in any tender documentation. However, it will be recommended that any contractors take their own legal advice on whether TUPE applies or not as they will be the ones with the legal responsibility.

RECOMMENDATIONS

It is recommended that Cabinet:

1. Agree the phased approach to recommissioning Supporting People Programme grant funded services as set out above, and agree the use of direct awards as appropriate to facilitate the phased approach to the recommissioning.
2. Agree the approach to recommissioning phase 1 services: generic floating support services, older persons floating support services, and gender specific services (including domestic abuse) as set out above.
3. Agree the approach to Advice Services as set out above, including the recommissioning of services.

4. Delegate authority to the Director of Communities, Housing and Customer Services in consultation with Councillor Susan Elsmore (Cabinet Member for Health, Housing & Wellbeing) and Councillor Dan De'Ath (Cabinet Member for Safety, Engagement & Democracy), the Council's Section 151 Officer, and the Director of Law and Governance to:
 - (i) deal with all aspects of the recommissioning of floating support services, both generic and older persons, gender specific services and advice services as set out in the report, up to and including the award of contracts and
 - (ii) deal with all ancillary matters which pertain to the recommissioning proposals set out in this report , including, without limitation, making decision as to any direct award of contracts that may be required until the recommissioning arrangements for all phases are in place.
5. To note that it is intended to submit further reports to Cabinet to seek authorisation to commence the procurement processes for those Services to be recommissioned as part of phases 2 and 3, as and when the detailed procurement strategies are developed.

SARAH MCGILL
Director
9 September 2016

The following appendices are attached:

Appendix A – Breakdown of current providers
Appendix B – Letter from Communities & Adult Services Scrutiny Committee and response to Communities & Adult Services Scrutiny Committee
Appendix C – Report on Consultation
Appendix D - Equality Impact Assessment (Floating Support)
Appendix E – Equality Impact Assessment (Gender Specific Services)
Appendix F – Equality Impact Assessment (Advice Services)

Appendix G of this report is exempt from publication because it contains information of the kind described in paragraph 16 of Part 4 of Schedule 12A to the Local Government Act 1972

Current Provision**Floating Support Services**

Generic Floating Support		
Contracted Provider	Project	Units
BAWSO	BAWSO - Tenancy Support TST	50
CADWYN	TENANT SUPPORT OFFICER	20
CAER LAS	CAER LAS - Tenancy Support TST	70
GOFAL	GOFAL - Tenancy Support TST	70
GWALIA	CARDIFF MOVE ON floating support	79
HAFAN CYMRU	TAI HAFAN - Tenancy Support TST	50
HAFOD CARE	Family project Floating support	8
HAFOD CARE	Cardiff 25 Floating support	25
HAFOD CARE	Mental Health floating support	20
HUGGARD	HUGGARD - Tenancy Support TST	25
INNOVATE TRUST	INNOVATE TRUST - Tenancy Support TST	50
LLAMAU	LLAMAU - Tenancy Support TST	30
SALVATION ARMY	SALVATION ARMY - Tenancy Support TST	55
STEPPS	STEPPS - Tenancy Support TST	55
TAFF HA	TAFF HA - Tenancy Support TST	60
TAFF HA	TAFF Tenancy Support Project	38
UWHA	UWHA Floating Support	8
		713
Older Persons Floating Support		
Contracted Provider	Project	Units
AELWYD	OP Support Warden SBC	10
CCHA	OP Support	27
HAFOD HA	OP Support Warden SBC	25
LINC CYMRU	Older Person support	37
LINC CYMRU	Physical Disability support	8
TAFF HA	Older Persons low level floating support	40
TAFF HA	OP support warden	15
		162

Appendix A - Current Provision

Gender Specific Services (including Domestic Abuse)

Gender Specific Floating Support		
Contracted Provider	Project	Units
BAWSO	BAWSO DA Floating Support	42
CARDIFF WOMEN'S AID	TENANCY RESCUE DA MODEL 3A - TST	25
		67
Gender Specific Accommodation		
Contracted Provider	Project	Units
BAWSO	Refuge	12
CARDIFF WOMEN'S AID	Intake & Assessment Refuge	8
CARDIFF WOMEN'S AID	Refuge 1	7
CARDIFF WOMEN'S AID	Refuge 2	10
CCHA	Streetlife	2
Llamau	Hamilton St	4
Llamau	Holmesdale St	5
Llamau	Romily Rd West	5
Llamau	Ryder St	5
Llamau	Women's Services Supported Housing	6
Gwalia	Cedar House	4
		68

Non-Supporting People Funded services

Funding	Provider	Project
Welsh Government	SAFER WALES	WSU IDVA service
	CARDIFF WOMEN'S AID	CWA IDVA post
Police and Crime Commissioner IDVAs (Male/BME/IRIS)	SAFER WALES	WSU Male IDVA Dyn
		WSU specialist children's IDVA
	CARDIFF WOMEN'S AID	CWA IDVA x 2 posts
		IDVA Safe As u8's
	BAWSO	BME IDVA x 1.5
Children's Service support	CARDIFF WOMEN'S AID	Key workers for Safe As project
Flying Start IDVAs support	SAFER WALES	Health visitor liaison and pregnant women support
	LLAMAU	IDVA input
Home Office IDVA support	CARDIFF WOMEN'S AID	IDVA posts

Not all non - Supporting People Funding confirmed as part of recommissioning at present

My Ref: Scrutiny/Correspondence/Cllr McGarry

08 September 2016

Councillor Daniel De'Ath
Cabinet Member for Safety, Skills, Engagement and Democracy
c/o Room 520
County Hall
Cardiff
CF10 4UW



Dear Councillor De'Ath

COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE 7 SEPTEMBER 2016: SUPPORT AND ADVICE SERVICES RECOMMISSIONING

Thank you for attending Committee last night with Sarah McGill, Jane Thomas and Sam Harry to present your draft proposals for recommissioning of Advice and Support Proposals. Please pass on our sincere thanks to officers for their diligence and patience in participating in what was a long and interesting meeting. Members found their evidence to be very helpful.

I recognise that Councillor Elsmore was unable to attend the meeting, and that you attended specifically in relation to the recommissioning of Gender Specific Services. I am writing this letter to you on the understanding that Cabinet has sought Members' feedback on the proposals in advance of your meeting on Thursday 15 September. Given the complexity and range of your proposals, I will be writing again to you and to Councillor Elsmore with more general comments and feedback.

This letter contains views which Members felt were most urgent to be communicated to Cabinet given the imminent publication of your papers for the 15 September meeting, and we hope that these views may help inform any decisions you make then.

The points in this letter cover the following four elements of the draft Cabinet report:

- The way that the commissioning packages might be offered to prospective bidders;
- The balance between quality and cost in the evaluation of tenders;
- The level of delegation suggested for commissioning Gender Specific Support, given the current lack of detail available for this proposal; and
- The need to retain flexibility, and to maintain a firm "learning culture" approach as recommissioning arrangements move forward.

THE PACKAGING OF PROPOSALS THROUGH PROCUREMENT

Your proposals offer a radical realignment of the way services are currently provided, which is designed to generate efficiencies and resilience. You will be aware that there will be risks inherent in this approach, but while we have natural concerns at the significant reduction in proposed providers (wondering if the number of Floating Support providers could for instance be less significantly reduced), we heard the officers express confidence that the proposed solution was robust and resilient, and respect this judgement.

We do, however, have a suggestion about how these packages can be offered through procurement. Members heard useful evidence from four members of the Provider Forum, who had consulted Forum members in advance of the meeting to secure a representative view on the Generic and Older People Floating Support proposals. Their clear message was that, while the Consortium approach (commended as a possibility in your draft proposals) was an appropriate way to possibly maximise the package's inclusivity, creativity, flexibility, expertise and resilience, it carried two key risks:

- The first of these was that the timescale for the recommissioning of these services was not long enough to robustly prepare for the creation of a Consortium, which they suggested should take up to two years, given the complexities involved in creating this legal entity. It was for this reason that they requested a delay in your agreeing these proposals to July 2017.
- The second was that a Consortium would not effectively reduce management overheads and increase efficiency. Indeed, there was a possibility that overheads could increase, given the administrative role that the lead provider might need to fulfil in managing the Consortium.

Consequently, there was a view expressed by various witnesses throughout the meeting that Cabinet might wish to consider as an alternative the simpler approach of a 'lead and supportive bidders' model, as currently in place, for instance, in the current advice contract with 'Cardiff Advice Services', which sees Citizen's Advice working in partnership with The Speakeasy Advice Centre.

While we can see that – given enough time – a Consortium would be a desirable way of ensuring wide input into a resilient overall service – we are concerned about the timescale issues, and would **recommend** that your draft report makes reference to the possibility of commissioning a lead organisation with potentially several sub-contractors, before the concept of a Consortium becomes framed as the only possible partnership model for you to take forward for these proposals.

THE BALANCE OF QUALITY AND COST

This Committee has in the past commented on the prevalence of using the 50/50 quality and cost split in tender specification and evaluation. This may work well in many circumstances, but when procuring complex services for highly vulnerable service users we have a natural tendency to consider that quality should occupy a

more significant focus. Committee heard evidence from Gwendolyn Sterk of Welsh Women's Aid, who referred to interesting developments in thinking at a Welsh Government level on this matter, and **recommend** that your draft report retains flexibility to allow officers to undertake further research with Welsh Government and other local authorities to see if there are other approaches to the percentage split that would be more appropriate to meet the needs of people requiring these services.

THE DELEGATION OF ARRANGEMENTS FOR PROCURING GENDER SPECIFIC SERVICES

Your draft Cabinet report makes clear that further thinking needed to be invested in considering the size, nature and cost of the commissioning package for Gender Specific Services before a specification could be developed, and that the commissioning specification and evaluation proposals were still developing. Sarah McGill made clear at the meeting that she would be content to return to the Committee with draft proposals in the above areas, so that Committee could provide further advice before they are determined. We therefore **recommend** that part 4i of the recommendations in the draft Cabinet report be amended to include reference to the future role of scrutiny in shaping the emerging recommissioning proposals (specifically for 'gender specific services' but potentially for all aspects of the proposals).

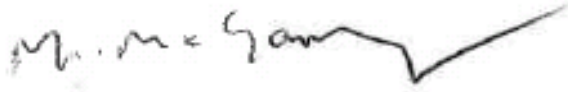
MAINTAINING FLEXIBILITY, AND A "LEARNING CULTURE" APPROACH

Committee benefited from evidence from Sheila Hendrickson-Brown of C3SC. Her evidence related specifically to Advice Services, but Members felt it was equally applicable to all aspects of the recommissioning proposals. Sheila recognised that the Council was taking bold and difficult decisions in seeking to optimise a very unsatisfactory funding environment, and paid tribute to many aspects of the excellent work being delivered through Hubs and other Council services. However, the driving need for efficiencies was forcing the Council to amalgamate support arrangements into larger and larger units, and (as in the case of Advice Services) deliver more services in-house that had traditionally been delivered through grant-funded third sector organisations.

This could naturally pose a specific threat to the sustainability of local third sector organisations, and a more general dilution of third sector and social enterprise culture in the city. We would like to stress our appreciation of the good work developing in Hubs – for instance the development of volunteering and links with local communities – but **recommend** that, as there are so many uncertainties and concerns associated with charting a way forward with no clear blueprint of success to measure against, it would be helpful if your draft report could acknowledge the need to keep working closely with providers and third sector partners, to manage any unintended consequences and ensure that any lessons from recent and current commissioning arrangements could closely inform future proposals.

Members made many other relevant observations at the meeting which I am sure will be of benefit to Councillor Elsmore and to you, but which are probably more suited to a future policy development discussion than an urgent piece of pre-decision scrutiny. I hope the above comments help you and Cabinet colleagues in your consideration of these proposals, and look forward to receiving your feedback on the four above recommendations.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Mary McGarry', with a long, sweeping horizontal stroke extending to the right.

COUNTY COUNCILLOR MARY M^CGARRY
Chairperson - Community & Adult Services Scrutiny Committee

Cc: Cllr Susan Elsmore
Sarah McGill
Jane Thomas
Chantel Abel
Matt Swindell

Fy Nghyf / My Ref : **CM 35661**

Eich Cyf / Your Ref : **Scrutiny/Correspondence/Cllr McGarry**

Dyddiad / Date: **9th September 2016**

Cllr Mary McGarry
Cardiff County Council
County Hall
Atlantic Wharf
Butetown
Cardiff
CF10 4UW

Annwyl / Dear Councillor McGarry

**COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE 7 SEPTEMBER
2016: SUPPORT AND ADVICE SERVICES RECOMMISSIONING**

Thank you for your letter setting out your recommendations relating to the Advice and Support Recommissioning Process. I very much welcome the constructive and helpful comments set out in the letter.

I look forward to receiving your more detailed letter in due course and both Councillor Elsmore and I will make a fuller response at that time, however, I wanted to respond immediately to your recommendations to make changes to the report. All your recommendations have been accepted and changes have been made to the report to reflect this:-

- **The packaging proposals for procurement**

Each section of the report has been amended to include a statement that confirms that bids will be welcome from single providers, consortia or a lead provider with sub-contractors will be accepted. The possibility of the more informal approach of a lead provider in partnership with other organisations was made clear during the provider workshops, and C3SC had organised a networking event on the Councils behalf to encourage providers to work

ATEBWCH I / PLEASE REPLY TO :

Swyddfa Cymorth Y Cabinet / Cabinet Support Office, Ystafell / Room 518, Neuadd y Sir / County Hall, Glanfa'r Iwerydd / Atlantic Wharf , Caerdydd / Cardiff, CF10 4UW,
Ffon / Tel: (029) 2087 2420

Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg a Saesneg a byddwn yn sicrhau ein bod yn cyfathrebu â chi yn eich dewis iaith boed yn Gymraeg, yn Saesneg neu'n ddwyieithog dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn creu unrhyw oedi.

The Council welcomes correspondence in English and Welsh and we will ensure that we communicate with you in the language of your choice, whether that's English, Welsh or bilingual as long as you let us know which you prefer.



together. This is a very helpful addition to the report and clarifies the intention of the Council to encourage joint working between providers.

- **The Balance of Quality and Cost**

I note your comment on the cost/quality ratio and also the comments of Welsh Women's Aid on this issue. There are no firm proposals as yet for the cost / quality ratio for the Gender Specific tender, it is recognised that more time is needed for the complex commissioning exercise. The report has been amended to confirm that further research will be undertaken on this matter before proceeding with the recommissioning.

- **The Delegation of Arrangements for Procuring Gender Specific Services**

I would be very happy for the Committee to have further involvement in the Gender Specific proposals as the further detail is developed. The report has been amended to include this. Officers will also be happy to feed back to committee on progress with the other recommissioning processes; your oversight of these issues will be very welcome.

- **Maintaining Flexibility, and a "Learning Culture" Approach**

I also note your comment about a learning culture and the need to learn from providers and sector organisations regarding the lessons from other commissioning arrangements. The consultation section of the report has been amended to reflect this commitment.

May I commend the Committee for the very thorough scrutiny of this issue and the constructive comments. I would also like to thank you as Chair on behalf of myself and the officers who attended for the very professional manner in which the meeting was conducted.

I look forward to your further comments on this matter.

Yn gwyir
Yours sincerely



Y Cyngorydd / Councillor Councillor Daniel De'Ath
Aelod Cabinet Dros Cabinet Member for Safety, Engagement & Democracy

Advice & Support Recommissioning

Consultation Report

To inform the recommissioning of advice and support services consultation has taken place with a range of stakeholders. This report sets out the consultation process, key issues raised and responses. It also sets out the proposals for further engagement in the drafting of specifications and evaluation of tenders.

Part 1 - Provider Consultation

Floating Support

A notification of the Council's intention to recommission Floating support was published on the Sell2Wales portal in early May 2016 to inform providers of the intention to recommission services and to invite them to register for further information.

Two commissioning workshops were held attended by current and prospective providers of Floating support. The purpose of the workshops was to gather provider input to help shape the recommissioning process and the services to be commissioned. The number of organisations and representatives attending can be seen in the table below:

Floating Support	
Attendees	Organisations
Workshop 1	
45	30
Workshop 2	
39	28

Floating Support Provider Workshop 1

The reason for re-commissioning services was explained and the providers were asked to consider the initial proposal to commission separate packages for Generic and Older Persons floating support and to recommission Specialist floating support at a later stage alongside accommodation based services.

The advantages and disadvantages of one or multiple contracts were discussed and providers were also asked for their views about how support should be allocated if there were to be multiple providers, e.g. geographical or client based. Providers' views were also invited on what makes a quality support service and to consider methods of measuring a quality service. In addition to the views gathering during the workshops, providers were invited to submit their responses and feedback in writing.

Overall there was widespread support for separate packages for Generic, Older Persons and Specialist Floating Support. The general consensus was that more than one provider would be the preferred option for generic floating support; allowing diversity, greater flexibility and a broader range of skills. In terms of how generic floating support contracts should be split the majority of respondents favoured all-inclusive contracts of equal size. The majority of respondents favoured one provider for Older Persons floating support given the lower value of the contract.

A range of feedback was received about specifying and measuring quality services this was summarised in a presentation to the second workshop.

Floating Support Provider Workshop 2

Providers were informed of the proposal to commission 2 contracts for Generic floating support; and one contract for older person's floating support. This balanced the need to have flexibility with the need to make economies of scale. It was explained that one contract did not mean one provider and that a lead provider model or consortium would be welcomed.

Some providers agreed that the proposal offered the opportunity to deliver a wide range of locally based services and expertise; the potential for economies of scale, the retention of local knowledge and would facilitate new ways of working. However a number of issues were raised including concerns that the expertise required to support all diverse client needs would be compromised; that there was risk if one of the two contractors failed. Concerns were also raised that there would be increased TUPE implications for the successful contractor to deal with. Some thought that smaller organisations would not be able to participate as sub-contractors due to anticipated reduction in management costs and economies of scale and that this could impact on the service user.

The comments of providers were carefully considered however the main proposals, to have two contracts for generic support and one for older persons support was not changed as a result of the feedback. Given the potential cuts to funding there is a need to ensure best value and that services for clients can continue.

It was considered that although there would only be limited number of contracts for generic floating support, there are still other providers for specialist floating support

ensuring a robust supply chain is in place. The specification will include as a key requirement, the need to mainstream the skills to meet all equality and diversity needs of all client groups, the need for this expertise will be set out very clearly in the tender documents. Quality of service will be given equal rating to cost in the tendering process to ensure that any reduction in cost will not impact the service user.

The possible impact of TUPE on providers was accepted and while it is a matter for potential bidders to seek their own independent legal advice with regard to any potential issues, the council will give its opinion on TUPE as soon as possible to help with planning. In addition the Council have arranged with C3SC to organise a provider networking event to help encourage collaboration and consortia.

Comments from the providers about how to ensure quality will be considered as part of the detailed specification of services.

Gender Specific Support Services (including Domestic Abuse)

A notification of the Council’s intention to recommission Gender Specific support services was published on the Sell2Wales portal in early May 2016 to inform providers of the intention to recommission services and to invite them to register for further information.

Two commissioning workshops were held attended by current and prospective providers of Gender Specific support services. The purpose of the workshops was to gather provider input to help shape the recommissioning process and the services to be commissioned. The number of organisations and representatives attending can be seen in the table below:

Gender Specific Services (including Domestic Abuse)	
Attendees	Organisations
Workshop 1	
28	18
Workshop 2	
24	17

Gender Specific Provider Workshop 1

The need to re-commission services was explained to providers. Initial findings from the Needs Assessment were presented including the number of current referrals. It was explained that this data would help the council to identify key needs and any gaps in provision. Views were sought on the range of services to be commissioned, any gaps in provision and the potential contract packaging options. Comments on the day were recorded and written feedback was also invited.

There was widespread agreement with the proposal to commission a one stop shop and it was strongly felt that the Service User views should be at heart of commissioning. Many respondents stressed the importance of prevention / early intervention; and for partnership working to resolve problems. It was felt that children & young people should be included in the proposals, along with greater provision for male victims; many cited the need for a holistic / 'wrap around' approach.

The majority of respondents favoured the option of all services being delivered in one bundle, as a consortium/partnership approach, in order to deliver a wide range of locally based services & expertise in a joined up manner.

Gender Specific Provider Workshop 2

The proposals for re-commissioning Gender specific services, including the definition of service users to be assisted under the contract and the range of services to be included, were explained. It was proposed that the Perpetrator Programme put forward in the first workshop be commissioned separately, but that close links to victims' services be maintained.

A representative of Welsh Women's Aid presented the findings of the organisation's research into domestic abuse services including survivor feedback; principles and suggested approaches to take in redefining services. It was agreed that this was broadly in line with the council's proposals. Welsh Womens Aid, which is a national organisation not a direct provider of services, have agreed to have an ongoing involvement in the services design.

The feedback was generally positive although the difficulty in attempting to bring together a diverse community of services whilst striving for inclusivity was acknowledged. The proposed scope of the new services, including support for the victims of wider violence against women, was welcomed.

There was strong support for a consortium / lead provider approach and attendance at the networking event to be facilitated by C3SC was publicised as a way to take this forward. There were concerns raised over the proposed separation of a perpetrator programme; the feeling being that there should be a wraparound

approach that is all inclusive. It was therefore agreed to reintroduce the perpetrator programme into the services to be commissioned. It was also agreed to extend the timescales for the procurement process to allow suitable models of support to be explored.

Advice Services

An advert was placed on Sell2Wales to inform providers that the council intended to recommission Advice Services and to ask for expressions of interest. A workshop was held on 3rd August 2016, with current and potential providers. 33 individuals attended the session from 26 organisations. A presentation was given of the proposed approach to recommissioning. The success of having a single contract was outlined and the intention to continue with this approach. It was explained that the council's Money Advice team will be able to carry out more advice work in house and to the aim is to procure an advice partner who will work with the council to reduce duplication. It was explained that funding would reduce over the 5 years of the contract. The presentation was followed by a round table discussion. Comments made at the meeting were recorded and further written comments were invited.

A number of key issues were raised by the group responses to these issues are recorded below:

Key Issues

1. Concern was expressed about the reduction in funding given the growth in demand due to Welfare Reform. The requirement for a needs assessment to determine unmet / future need was raised and the also need to provide services to hard to reach groups.

It was explained that the overall resource for Advice provision is not being reduced, but that resources within the Central Library Hub will be reconfigured and four Hub Officers upskilled to provide advice, there will also be an Advice Mentor to assist the existing manager to maintain the quality of the advice given. Reassurance was given that the level of current demand has been taken into account in the proposals and also the impact that Welfare Reform will have on the demand for Advice Services. The Service is very aware of all the Welfare reform changes.

It was explained that advice services are only one aspect of the council's response to Welfare Reform and the need for advice. Details of how the council is responding to welfare reform were given as below :

Universal Credit

The Council's Money Advice Team and Into Work Advice Services have been funded by the Department of Work and Pensions (DWP) to provide Personal Budgeting Support and Digital Support to those clients who are claiming Universal

Credit. These services are provided in 14 locations across the city. It was explained that all Advice Providers should be referring their clients who need support with Universal Credit into these sessions. Communities First teams also have extensive resources, including Communities For Work, to provide into work advice and to help clients meet the claimant commitment. The DWP also share with the Local Authority the projected number of new Universal Credit claimants for the coming financial year so that steps can be taken to ensure that services are in place to meet the demand.

Benefit Cap

The DWP share information with the council about the individuals that are going to be affected by the Benefit Cap. Funding has also been provided by the DWP to the Local Authority to support those affected by the Benefit Cap. Two new advisors have been created from this temporary funding to work on a casework basis, to practically assist those tenants who have been affected by the Benefit Cap with a range of solutions.

Benefit Sanctions

There is an increase in the number of clients that are having their benefits sanctioned. The Money Advice Team seek to resolve the issues causing the sanction and work closely with the Into Work Advice Team to ensure that the client's Universal Job Match account or Universal Credit Account is up to date and that clients are proficient in the IT systems they need to be accurately showing their job searching activity. The Money Advice team are also signatories for the Foodbank, and so can issue Foodbank vouchers for those clients who are struggling to feed themselves and their families.

Disability Benefits (PIP, DLA, ESA)

As migration from DLA to PIP continues, many clients require support to complete PIP forms. The Money Advice Team are fully trained on the completion of both forms and the descriptors associated with these forms. Visits are co-ordinated through the Hub using the most appropriate service such as the Council's Independent Living Service which carries out holistic visits to older people and people with disabilities, helping with income maximisation, assessing them for disabled adaptations and addressing issues of social isolation. Where more intensive support is required clients are referred to Floating Support services.

Appeals against Welfare Reform decisions

The new contract retains all the current specialist advice provision. Much of this work currently is appealing PIP / DLA / ESA decisions. The Council has recognised the need to protect this independent specialist advice provision and as at present specialist advice will be provided under the contract for Housing, Welfare Benefits and Debt. There is also Floating Support provision to provide more intensive support, visiting clients in their own home and accompanying them to Tribunal. Under new contractual arrangements providers of floating support will be required to have

greater expertise in welfare benefits which will further enhance this more intensive service.

2. Concerns were raised that some customers may not want advice from council officers and that clients should have a choice. There was also concern that there may be conflict between council departments and that council advice may not be independent and accredited / audited.

Many clients are already happily using council services for advice. Client satisfaction survey results for the period April 2015 – March 2016 show that 95% of those surveyed were happy with the advisor, 95% rated the advice they received as very good and 99% would recommend the service. The Money Advice team have not directly experienced any client stating that they do not want to be helped by an advisor because they are council staff, however we accept this may be the case in a minority of cases. For the minority of clients wanting to seek advice from another source there are other projects where clients can be referred, although there are eligibility criteria for most of these. Some changes have been made to the proposals in response to the consultation and these changes will help address this issue (see point 3 below).

There are many advantages to having directly employed council advisors who, with clients consent, can access council systems, including Housing benefit and Council Tax IT systems. It is often in the clients' best interest to see a council advisor as queries can be resolved more quickly. Advice given by council Advice staff is always independent; officers are fully aware that they are to remain impartial. The advisors do not act on behalf of any council departments and this has not caused any conflicts as officers respect each other's roles. The advisors do not pass on any client information to any organisation / council department without the consent of the client. The IT systems used for advice work are not accessible to any other council departments.

All council advisors have or are working towards a qualification, these include IMA in Money Advice Practice, and Introduction to Debt Advice (accredited by the Money Advice Service Quality Framework for Individuals). Regular auditing of the advisors work is carried out by the quality team in the council, who have a wealth of experience in welfare benefits. By realigning the resources available in the Hub we are also creating an Advice Mentor. The purpose of this role is to carry out audits regularly and to be on hand daily to support the team with their queries. Senior officers are also in place who have years of experience in working in welfare benefits and are also qualified in the IMA Money Advice Practice.

Specialist advice will continue under the new contract and therefore any specialist advice required by a client would be given by the new contractor. The aim under the new contract is to commission an 'Advice Partner' to work with the council service to

ensure the effectiveness of overall provision of the service. The contractor will work proactively with the in house team to help resolve any issues.

3. There was concern that generalist welfare benefit will not be provided by the contractor.

Following the workshop and comments made, it has been decided that a more flexible approach will be taken and some generalist welfare benefit advice will now be provided by the new contractor. However over time council advisors will be seeing more of the clients seeking generalist advice for welfare benefits, budgeting and debt and housing.

Part 2 - Service User Consultation

Floating Support

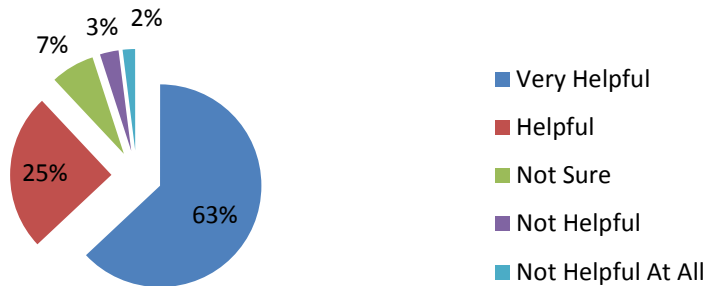
As part of the engagement with users of Floating Support services, a survey was sent to people who ceased receiving support in the six months from January to June 2016. The aim was to capture views on current services and how these could be improved for the future, in order to inform the specification of services.

The survey was posted to 607 former users of the service. As well as returning the survey in paper format, users were given the option of completing the survey electronically through the Council's website. A total of 59 responses were received, 10% of those sent. While a low number this was considered a reasonable sample level for this hard to reach group.

The clients who returned the survey had received a service from a range of providers, the list of these can be found at appendix 1.

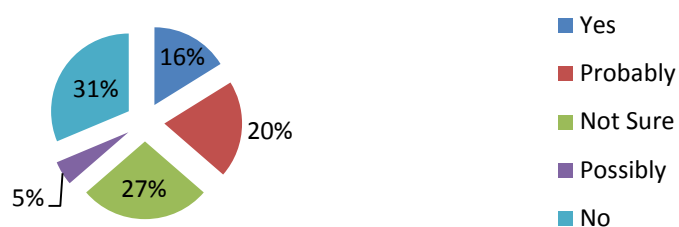
Chart 1 below indicates the responses to a question relating to the helpfulness of the support, this showed very high satisfaction with the current services. A small number were dissatisfied and details of these issues have been passed to the providers concerned.

Chart 1: How helpful do you think the support was?



As well as helping clients to maintain their accommodation, providers of Floating Support services are expected to help clients develop the skills and confidence to be able to tackle similar problems should they arise again. Responses to this issue are reflected in chart 2 below. As can be seen 36% said they would or probably would be able to deal with the issues themselves in future while 31% were clear that they would not be able to do so.

Chart 2: If you had similar problems again, would you feel able to deal with them yourself?



Those completing the survey were asked what they had found most helpful about the support they received. Many respondents expressed how grateful they were to receive help and were full of praise for their support worker. Example comments were:

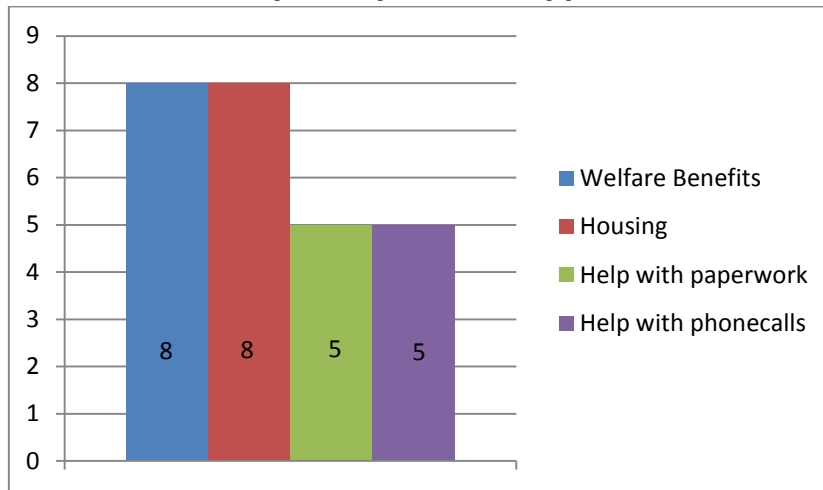
“I will be eternally grateful for the support I received.”

“My support worker was fantastic.”

“She did not judge me.”

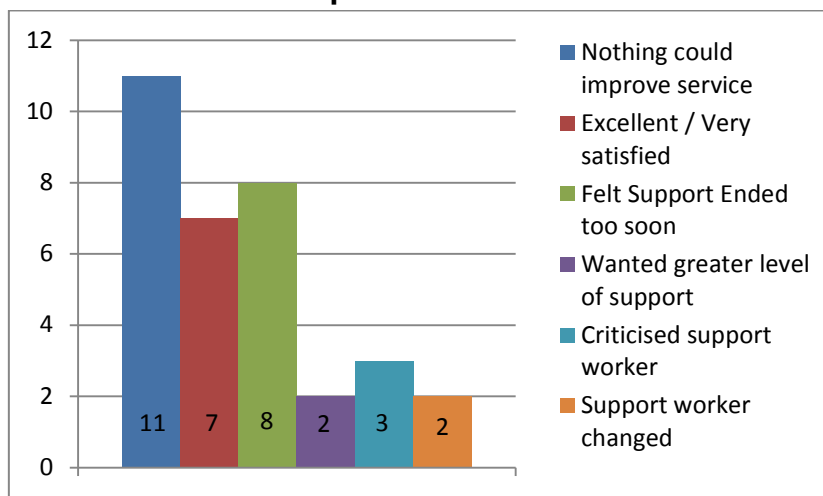
When the service user did identify a specific area where the support had been helpful, Chart 3 shows which aspects featured most often.

Chart 3: Most helpful aspects of support



Service users were also asked to say what they felt could be done to improve the service they had received. Chart 4 shows the responses to this request; many indicated that they were very satisfied with the service they received and there was nothing that needed to be improved.

Chart 4: Areas for improvement



Comments included:

- “A little more empathy with the person’s needs.”
- “Same support worker calling.”
- “Having my support for a bit longer.”

Key Issues

- The overall level of satisfaction with the service was good across a range of providers.
- The importance of help with welfare benefits was clear and this will be one of the priorities for the new service.

- The lack of resilience amongst service users was of concern with many feeling they would need support again if similar issues occurred. The importance of empowering service users to become more independent will be a key part of the new arrangements.
- The length of support was an issue for some clients. The normal period for support to be provided is 12 weeks while this period is generally long enough the time in support can be extended if necessary, although the aim is not to develop dependence in the client but to encourage independence where possible. This flexibility to extend the time on support will form an important part of the new contractual arrangements.

Further Service User involvement.

Encouragingly, 19 respondents to the floating support survey indicated that they would be willing to be involved in helping the council to develop services. It is planned to involve these volunteers further in focus groups to inform the specification of services. This will also be the case with any respondents to the domestic abuse survey who have expressed an interest in helping further with the consultation.

Older Persons Services

A number of separate consultations have taken place with older people recently who are users or potential users of services.

A questionnaire was issued to all applicants aged 50 and over on the Common Waiting List to gain further information about their housing and support needs. In 2015, the Council commissioned David Couttie Associates to carry out Local Housing Market Assessment in respect of older people. Both surveys confirmed that older people were most interested in independent accommodation with visiting support. Only with those over 80 years old was sheltered housing a more popular option.

In addition the tenants of ten Council-run sheltered housing schemes across Cardiff were visited to identify their ongoing needs for support. The type of support identified included mainly housing management issues such as security and safety and reporting repairs. Within the council sheltered housing schemes these services are still offered by scheme managers and the community alarm system. Assistance with explaining letters, filling in forms and making appointments were also important and this service will be included in the recommissioned service.

Further consultation has been arranged with other landlords of sheltered housing accommodation to identify any gaps in service as a result of the changes in

supporting people funding and to ensure that where appropriate needs are met through the new contractual arrangements.

Gender Specific Services

People who are currently experiencing domestic abuse, or have experienced domestic abuse within the past 3 years have been invited to take part in an online survey.

The consultation, which has been conducted in collaboration with the Vale of Glamorgan, is still open but, to date only 82 responses have been received. Fourteen responses were excluded as they stated that they had not been a victim of domestic abuse within the past 3 years, at which point they were asked no further questions and the survey closed. 27 responses have been received from people living in Cardiff, 23 from residents of the Vale and 18 from people living elsewhere. Due to the low number of responses from Cardiff residents the period of consultation has been extended. Once the consultation closes the responses will be analysed and considered. A number of focus groups are also being held to inform the recommissioning.

Part 3 - Other Stakeholder Consultation / Involvement

As part of the consultation a number of other stakeholders and those with specific expertise were consulted, including:

Registered Social Landlords – a separate meeting was held to gain a landlords perspective and a number of useful comments were received regarding client needs and the importance of communication with landlords. A landlord representative has agreed to be further involved in the details specification of services.

Cymorth – were contacted and they referred officers to their commissioning guidance which was reviewed.

The Head of Partnership Strategy and Commissioning for University Health Board was consulted and has agreed to be involved in the drafting of the specification as it relates to mental health.

The Domestic Abuse Executive – including a wide range of statutory partners including Police and Fire Services have been advised of the proposed changes and comments have been requested.

Welsh Womens Aid – presented to the workshop and have provided information and research on the provision of services, their expertise will be sought further during the recommissioning process.

Welsh Government (Department for Local Government and Communities) - sent a representative to the Advice Service commissioning event, have advised about accreditation and offered further help with the specification of services.

C3SC (Cardiff Third Sector Council) - hosted a networking event for potential support providers to raise awareness of ways that they can work together through consortia or other forms of partnership. There were 49 attendees to the event all representing third sector providers.

Further Consultation

A focus group of floating support clients will be held to better understand their needs and preferences, if possible service user involvement in assessment of tenders will take place. Further consultation will take place with landlords about the need for services in sheltered and extra care facilities to ensure that their needs are addressed in the specification. RSL and Health representatives have agreed to be further involved in the specification and tender evaluation.

The survey of sufferers of domestic abuse will continue for a further period and will be widely promoted. Focus groups are continuing and a full report on the findings will be produced. Further consultation will take place about the detailed nature of the service to be provided and Welsh Womens Aid will be asked to provide expert assistance with the specification.

Feedback from all the consultations will help inform the detailed specification and evaluation of services.

CARDIFF COUNCIL

Equality Impact Assessment
Corporate Assessment Template



Policy/Strategy/Project/Procedure/Service/Function Title:

Recommissioning Floating Support Services – including generic floating support and older peoples services

New/Existing/Updating/Amending: New

Who is responsible for developing and implementing the Policy?

Name: Jane Thomas

Job Title: AD (Housing & Communities)

Service Team: Housing & Communities

Service Area: Communities, Housing and Customer Services

Assessment Date: July 2016

1. What are the objectives of the Policy?

To recommission floating housing related support services in line with procurement and legal advice and to secure quality services and best value for clients.

2. Please provide background information on the Policy / Strategy / Project / Procedure / Service / Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]

Generic Floating Support Services

Background

1. Floating Support services provide housing related support services to families and individuals to help them maintain their accommodation and live independently. This support aligns well with the preventative work required under the new Housing (Wales) Act and Social Services and Wellbeing (Wales) Act. Access to services is through a gateway operated by the Council which ensures that the available support is directed at the clients most in need.
2. There are currently 14 providers delivering generic floating support services under 17 different contracts, with the size of the contracts ranging from 8 units to 79 units. Overall 713 units of support are provided; generally units represent the number of individuals supported at any one time.

Equality Impact Assessment
Corporate Assessment Template

3. The large number of providers and contracts increases administration and prevents effective contract management; it is more difficult to ensure consistency of service delivery and to monitor quality and it prevents economies of scale being achieved. In the current economic climate with reduction in funding likely, smaller contracts are less likely to be sustainable.
4. While floating support provides important, low level intervention to help people remain at home, comparisons with other authorities show that Cardiff's provision of floating support is relatively high. Currently there are on average between 80 to 100 unused units of floating support and it is envisaged that this number will increase as work continues to reduce the time individuals spend on support. There is therefore the considerable opportunity to reduce provision of this support while still maintaining a robust floating support service. Making savings in this area will help protect and possibly enhance services to the most vulnerable clients.
5. Overall there are opportunities to reduce the supply of floating support, deliver greater economies of scale, reduce administration, improve contract management and improve the sustainability of services by significantly reducing the number of contracts.

Proposal

6. It is therefore proposed to commission two large generic floating support contracts for non-specialist, Generic Floating Support. Bidders will only be eligible for one contract; the aim is to have two separate contractors. Each contractor will provide housing related services across the city and will have the expertise to deal with all client groups. There will be no split by geography or client type. Cases will be assigned though the Council operated gateway on a pro rata basis
7. The floating support to be provided under the contract will be generic rather than specialist, dealing with a wide range of housing related support issues. However due to the larger size of the contract providers will be expected to have workers with significant expertise in the following areas:
 - Mental health issues / hoarders
 - Welfare Benefits / Appeals
 - Homelessness prevention and resettlement

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It is anticipated that by delivering more comprehensive services in these areas pressure can be reduced on other existing services.

8. Some current providers have a particular focus such as assisting individuals from ethnic minorities groups or those with mental health issues. Although these organisations are contracted to provide generic support, appropriate cases are referred to these providers where possible. However this is not always possible and clients are referred on a random basis to providers who may not have this level of expertise.
9. Under the new arrangement it is proposed that providers will be expected to mainstream provision for clients with protected characteristics, providing sensitive and appropriate services for all clients. Provision for equality and diversity will be key criteria in the tender assessment.
10. The reduced number of contracts should generate significant economies of scale; it will also reduce administration and allow for proper contract management. The smaller number of providers will also allow greater alignment with council services and promote consistency of service for clients.

Older Persons Floating Support:

Background

11. Welsh Government guidance requires a move away from support based on tenure towards a service based on need, for example it is no longer possible to fund warden service to all residents of sheltered accommodation through Supporting People grant. Some social landlords have already reconfigured their services to remove the support element from their warden's role providing support instead through a floating support model.
12. There are currently 7 contracts for older persons support, one is a floating support contract and the others are accommodation based.

Proposal

13. It is proposed to commission one contract for Older Persons support services, and retain the current funding level of £250k per annum.
14. The single provider will offer services city wide, supporting clients in their own homes including residents of extra care and sheltered accommodation. This will provide a much fairer and comprehensive service for older people across the city.

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15. It is envisaged that the older persons support will have a broader remit than generic floating support, reflecting the wider range of services needed by older people to help them remain independent such as support in overcoming social isolation, assistance in employing cleaners or gardeners, support in leaving hospital or intensive support to move to more suitable housing.

Data Review

A review of the current data provided under the current contracts was reviewed for both generic and older persons floating support.

Generic Floating Support - 2015/16 data

Gender		
Male	572	31.15%
Female	1261	68.68%
Transgender	3	0.16%
Total	1836	100.00%

Age Range		
16-24	237	12.91%
25-54	1308	71.24%
55-64	194	10.57%
65+	77	4.19%
Not Known	20	1.09%
Total	1836	100.00%

Use of services was significantly higher among women than among men, with a small number of clients identifying as transgender.

Most clients of generic support were in the age range 25 to 54 with a relatively low number of clients in the younger and older categories, this reflects the alternative options available for these clients with specialist support services for younger people and dedicated older persons services. Relatively few clients were from an Asian background compared to the population as a whole white black ethnicity is higher than average,

Ethnicity		
White	1491	81.21%
Mixed	100	5.45%
Asian	55	3.00%
Black	120	6.54%
Other	54	2.94%
Not Known	16	0.87%
Total	1836	100.00%

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Sexuality			Disability		
Hetrosexual	1485	80.88%	Male	239	13.02%
Gay	19	1.03%	Female	411	22.39%
Lesbian	12	0.65%	Transgender	0	0.00%
Bisexual	16	0.87%	Total disabled	650	
Not Known	304	16.56%	Total	1836	35.40%
Total	1836	100.00%			

More than 35% clients of generic floating support were disabled, this is a very high level compared to the population of Cardiff as a whole.

Older Persons Floating Support

Gender			Age Range		
Male	598	48.34%	16-24	0	0.00%
Female	637	51.50%	25-54	16	1.29%
Transgender	2	0.16%	55-64	174	14.07%
Total	1237	100.00%	65+	809	65.40%
			Not Known	238	19.24%
			Total	1237	100.00%

As expected most clients are aged 55+. For older persons floating support the number of male and female clients is much more balanced than for generic floating support.

Ethnicity		
White	999	80.76%
Mixed	17	1.37%
Asian	16	1.29%
Black	29	2.34%
Other	10	0.81%
Not Known	166	13.42%
Total	1237	100.00%

Clients with Asian ethnicity were low compared with the population as a whole, however a large number of not known make this data unreliable. A very high number (95%) of clients were identified as disabled.

Disability			Sexuality		
Male	575	46.48%	Hetrosexual	492	39.77%
Female	595	48.10%	Gay	0	0.00%
Transgender	1	0.08%	Lesbian	10	0.81%
Total disabled	1171	100.00%	Bisexual	0	0.00%
Total	1237	94.66%	Not Known	735	59.42%
			Total	1237	100.00%

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3 Assess Impact on the Protected Characteristics

3.1 Age

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on younger / older people?

	Yes	No	N/A
Up to 18 years			
18 - 65 years	x		
Over 65 years	x		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Generic floating support will continue to be provided to the full range of age groups from 16 upwards. Although the spend on generic floating support will be reduced there are currently unused units of support and it is anticipated that economies of scale will be delivered. A minimum level of units will be specified in the contract. Therefore it is anticipated that there will not be a significant reduction in the number of clients supported across the age groups.

The change to the support for older people should have a positive impact on clients over the age of 55 as more floating support will be available and this will reach a wider client group than at present. While some clients in sheltered accommodation may experience a change in the way that services are delivered, all should still be able to access the services that they need.

What action(s) can you take to address the differential impact?

None anticipated, however careful monitoring and targeting of support will take place to ensure that no groups are unduly impacted by the change.

3.2 Disability

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [negative]** on disabled people?

	Yes	No	N/A
Hearing Impairment	x		
Physical Impairment	x		
Visual Impairment	x		
Learning Disability	x		
Long-Standing Illness or Health Condition	x		
Mental Health	x		
Substance Misuse	x		

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Other			
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Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Generic floating support – Identified Need

- 39.08% Mental Health Issues
- 8.70% Physical / Sensory Disabilities
- 5.54% Learning Disabilities
- 7.28% Substance Misuse
- 3.56% Chronic Illness

Older Persons Support

- 21.32% Mental Health Issues
- 48.06% Physical / Sensory Disabilities
- 3.88% Learning Disabilities
- 4.26% Substance Misuse
- 20.93% Chronic Illness

The demographic data shows that a very high number of clients are identified as disabled. The figures above show the clients' identified needs in more detail. For Generic Floating Support mental health issues at a very high level with 39% of clients identified with this need. With older persons support mental health issues are still a significant need.

It is not anticipated that there will be any negative impact on these clients. Positive impacts are anticipated from the greater expertise expected under the new arrangements in helping those with mental health difficulties, including hoarders. Expertise is also expected in supporting the most vulnerable with welfare benefit appeals which often relate to disability benefits.

NB - specialist support for those with higher level mental health issues will continue as at present and will be recommissioned as part of a separate process.

What action(s) can you take to address the differential impact?

None anticipated, however careful monitoring and targeting of support will take place to ensure that no groups are unduly impacted by the change and that the most vulnerable are supported.

Providers will also be expected to mainstream provision for clients with protected characteristics, providing sensitive and appropriate services for all clients. Provision for equality and diversity will be key criteria in the tender assessment.

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3.3 Gender Reassignment

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive]** on transgender people?

	Yes	No	N/A
Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Currently services are provided to a very small number of clients identifying as transgender. No change is anticipated in this service.

What action(s) can you take to address the differential impact?

None anticipated, however careful monitoring and targeting of support will take place to ensure that no groups are unduly impacted by the change and that the most vulnerable are supported

Providers will also be expected to mainstream provision for clients with protected characteristics, providing sensitive and appropriate services for all clients. Provision for equality and diversity will be key criteria in the tender assessment.

3.4. Marriage and Civil Partnership

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on marriage and civil partnership?

	Yes	No	N/A
Marriage		x	
Civil Partnership		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

No impacts identified

What action(s) can you take to address the differential impact?

N/A

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3.5 Pregnancy and Maternity

Will this Policy /Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on pregnancy and maternity?

	Yes	No	N/A
Pregnancy		x	
Maternity		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
No impacts identified
What action(s) can you take to address the differential impact?
N/A

3.6 Race

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on the following groups?

	Yes	No	N/A
White		x	
Mixed / Multiple Ethnic Groups		x	
Asian / Asian British		x	
Black / African / Caribbean / Black British		x	
Other Ethnic Groups		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
No differential impact identified.
What action(s) can you take to address the differential impact?
N/A

3.7 Religion, Belief or Non-Belief

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [negative]** on people with different religions, beliefs or non-beliefs?

	Yes	No	N/A
Buddhist		x	
Christian		x	
Hindu		x	
Humanist		x	
Jewish		x	
Muslim		x	

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Sikh		x	
Other		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

No differential impact identified

What action(s) can you take to address the differential impact?

Providers will also be expected to mainstream provision for clients with protected characteristics, providing sensitive and appropriate services for all clients. Provision for equality and diversity will be key criteria in the tender assessment.

3.8 Sex

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on men and/or women?

	Yes	No	N/A
Men		x	
Women		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

A high proportion of floating support clients are female. It is not anticipated that there will be any differential impact of the changes as it is anticipated that units of support will be sufficient to assist current client numbers.

What action(s) can you take to address the differential impact?

None anticipated, however careful monitoring and targeting of support will take place to ensure that no groups are unduly impacted by the change and that the most vulnerable are supported

Providers will also be expected to mainstream provision for clients with protected characteristics, providing sensitive and appropriate services for all clients. Provision for equality and diversity will be key criteria in the tender assessment.

3.9 Sexual Orientation

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive]** on the following groups?

	Yes	No	N/A
Bisexual		x	
Gay Men		x	
Gay Women/Lesbians		x	

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Heterosexual/Straight		x	
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Please give details/consequences of the differential impact, and provide supporting evidence, if any.

No impact identified

What action(s) can you take to address the differential impact?

Providers will also be expected to mainstream provision for clients with protected characteristics, providing sensitive and appropriate services for all clients. Provision for equality and diversity will be key criteria in the tender assessment.

3.10 Welsh Language

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on Welsh Language?

	Yes	No	N/A
Welsh Language		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

All welsh language policies will be followed

What action(s) can you take to address the differential impact?

N/A

4. Consultation and Engagement

What arrangements have been made to consult/engage with the various Equalities Groups?

Consultation has taken place with current providers of services, two workshops have taken place and comments on the changes have been requested, current providers are third sector organisations.

Consultation has taken place with service users with more than 600 surveys sent to current users to identify what they appreciate about current services and what they would like to change. This will inform the specification for services.

5. Summary of Actions [Listed in the Sections above]

Groups	Actions
Age	The specification of services will require that the provider have expertise will be required in mental health issues including hoarders and in welfare benefits / appeals.
Disability	
Gender Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	
	Careful monitoring and targeting of support will take place to

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Race	ensure that no groups are unduly impacted by the change and that the most vulnerable are supported Providers will also be expected to mainstream provision for clients with protected characteristics, providing sensitive and appropriate services for all clients. Provision for equality and diversity will be key criteria in the tender assessment.
Religion/Belief	
Sex	
Sexual Orientation	
Welsh Language	
Generic Over-Arching [applicable to all the above groups]	

6. Further Action

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

7. Authorisation

The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

Completed By : Jane Thomas	Date:
Designation: Assistant Director Housing and Communities	
Approved By: Sarah McGill	
Designation: Director of Communities, Housing and Customer Services	
Service Area: Housing & Communities	

7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council.

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email citizenfocus@cardiff.gov.uk

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Equality Impact Assessment
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Policy/Strategy/Project/Procedure/Service/Function Title:

Recommissioning Gender Specific Services (including Domestic Abuse)

New/Existing/Updating/Amending: New

Who is responsible for developing and implementing the Policy?

Name: Jane Thomas

Job Title: AD (Housing & Communities)

Service Team: Housing & Communities

Service Area: Communities, Housing and Customer Services

Assessment Date: July 2016

1. What are the objectives of the Policy?

To recommission gender specific support services (including domestic abuse services in line with procurement and legal advice and to secure quality services and best value for clients.

2. Please provide background information on the Policy / Strategy / Project / Procedure / Service / Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]

Gender Specific Services (Including Domestic Abuse)

1. The 'Violence Against Women, Domestic Abuse and Sexual Violence (Wales) Act 2015, places significant additional duties on public bodies to 'Ask and Act' in relation to violence against women and there is an expectation that a full range of preventative and support services will be in place to address the identified issues. It is anticipated that this will increase demand on current services.
2. In addition to the requirements under the act there is a need to cater for men who have suffered abuse and to improve the response to perpetrators.
3. There are currently a number of different gender specific and domestic abuse services in Cardiff, including domestic violence refuges, supported accommodation, floating support and advocacy services. These services are funded through a range of sources.
4. There is a need to join up and further develop these services to create straightforward access to a range of provision, to meet the need for preventative services and to provide a clear pathway through support.

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5. It is proposed to commission a comprehensive service under one contract, to include:
- A 'One Stop Shop' :
 - Single 'front door' for all referrals
 - Intake and Assessment
 - advice and signposting
 - sessions from other specialist community support services
 - Larger team of community based support workers, providing support & advocacy and bringing together housing related floating support & the current work of the Independent Domestic Abuse Advocates
 - Refuge provision
 - Supported Housing
 - Self-help programmes
 - Provision of advice and support to assist police call-outs 24/7
6. It is anticipated that the service will provide assistance to those affected by a wide range of violence against women, domestic abuse and sexual violence as defined in the act. The service will also provide assistance to male victims.
7. The contractor will be expected to have expertise in the following areas:
- Domestic Abuse and the wider violence against women and sexual violence issues and in assisting male victims.
 - Mental Health
 - Welfare Benefits (including Appeals)
 - Homeless Prevention and Resettlement
8. Further work is needed to refine the services to be commissioned and to develop

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specifications for the different components of the service.

Data Review

Gender		
Male	14	2.23%
Female	615	97.77%
Transgender	0	0.00%
Total	629	100.00%

Age Range		
16-24	203	32.27%
25-54	404	64.23%
55-64	17	2.70%
65+	3	0.48%
Not Known	2	0.32%
Total	629	100.00%

Most clients were female but there were a small number of male service users. The majority of service users were under the age of 55 with a very small percentage of clients aged 65 compared to the population as a whole .

Ethnicity		
White	120	19.08%
Mixed	4	0.64%
Asian	66	10.49%
Black	40	6.36%
Other	16	2.54%
Not Known	383	60.89%
Total	629	100.00%

Disability		
Male	5	0.79%
Female	55	8.74%
Transgender	0	0.00%
Total disabled	60	9.54%
Total	629	100.00%

Data about ethnicity was poorly recorded with nearly 70% not recorded, however from the data available a relatively large number of clients with Asian background compared to the population as a whole. A relatively low number of service users were recorded as disabled when compared to the clients of other types of support.

Sexuality		
Heterosexual	214	34.02%
Gay	2	0.32%
Lesbian	2	0.32%
Bisexual	8	1.27%
Not Known	403	64.07%
Total	629	100.00%

Most services users were recorded as heterosexual with a small number of other sexuality, again recording in this area was not complete.

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3 Assess Impact on the Protected Characteristics

3.1 Age

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on younger / older people?

	Yes	No	N/A
Up to 18 years	x		
18 - 65 years	x		
Over 65 years		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Clients of this service tend to be under 65 years of age. No negative impacts are anticipated as a result of the change, services should be more joined up and coherent as a result of the recommissioning better serving all clients.

What action(s) can you take to address the differential impact?

No negative impact anticipated, however careful monitoring and targeting of support will take place to ensure that no groups are unduly impacted by the change.

3.2 Disability

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [negative]** on disabled people?

	Yes	No	N/A
Hearing Impairment		x	
Physical Impairment		x	
Visual Impairment		x	
Learning Disability		x	
Long-Standing Illness or Health Condition		x	
Mental Health		x	
Substance Misuse		x	
Other			

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

As stated above a relatively small number of clients in this support group are recorded as having a disability. Further details can be obtained from the recorded needs of clients as shown below.

7.18% Mental Health Issues

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<p>Physical / Sensory disabilities 0.00%</p> <p>Learning Disabilities 1.10%</p> <p>Substance Misuse 3.87%</p> <p>Chronic Illness 0.55%</p> <p>Mental health issues and substance misuse tend to be the main disabilities recorded.</p> <p>No negative impacts are anticipated.</p>
What action(s) can you take to address the differential impact?
<p>None anticipated, however careful monitoring and targeting of support will take place to ensure that no groups are unduly impacted by the change and that the most vulnerable are supported.</p> <p>Providers will be expected to have expertise in mental health issues.</p> <p>Providers will also be expected to mainstream provision for clients with protected characteristics, providing sensitive and appropriate services for all clients. Provision for equality and diversity will be key criteria in the tender assessment.</p>

3.3 Gender Reassignment

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive]** on transgender people?

	Yes	No	N/A
<p>Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)</p>		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
No differential impact identified
What action(s) can you take to address the differential impact?
<p>Providers will be expected to mainstream provision for clients with protected characteristics, providing sensitive and appropriate services for all clients. Provision for equality and diversity will be key criteria in the tender assessment.</p>

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3.4. Marriage and Civil Partnership

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on marriage and civil partnership?

	Yes	No	N/A
Marriage		x	
Civil Partnership		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Many of the clients may be married or in civil partnership, however no negative impact is expected as part of the change.

What action(s) can you take to address the differential impact?

No negative impact anticipated, however careful monitoring and targeting of support will take place to ensure that no groups are unduly impacted by the change and that the most vulnerable are supported

Providers will also be expected to mainstream provision for clients with protected characteristics, providing sensitive and appropriate services for all clients. Provision for equality and diversity will be key criteria in the tender assessment

3.5 Pregnancy and Maternity

Will this Policy /Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on pregnancy and maternity?

	Yes	No	N/A
Pregnancy		x	
Maternity		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

No differential impacts identified

What action(s) can you take to address the differential impact?

No negative impact anticipated, however careful monitoring and targeting of support will take place to ensure that no groups are unduly impacted by the change and that the most vulnerable are supported

Providers will also be expected to mainstream provision for clients with protected characteristics, providing sensitive and appropriate services for all clients. Provision for equality and diversity will be key criteria in the tender assessment

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3.6 Race

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on the following groups?

	Yes	No	N/A
White		x	
Mixed / Multiple Ethnic Groups		x	
Asian / Asian British		x	
Black / African / Caribbean / Black British		x	
Other Ethnic Groups		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Violence against women can occur in any ethnic group although some issues are more prevalent in some ethnic minority groups. No negative impact identified as joined up service should improve services to all clients .

What action(s) can you take to address the differential impact?

No negative impact anticipated, however careful monitoring and targeting of support will take place to ensure that no groups are unduly impacted by the change and that the most vulnerable are supported

Providers will also be expected to mainstream provision for clients with protected characteristics, providing sensitive and appropriate services for all clients. Provision for equality and diversity will be key criteria in the tender assessment

3.7 Religion, Belief or Non-Belief

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [negative]** on people with different religions, beliefs or non-beliefs?

	Yes	No	N/A
Buddhist		x	
Christian		x	
Hindu		x	
Humanist		x	
Jewish		x	
Muslim		x	
Sikh		x	
Other		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

No differential impact identified

What action(s) can you take to address the differential impact?

None anticipated, however careful monitoring and targeting of support will take place to

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**Equality Impact Assessment
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ensure that no groups are unduly impacted by the change and that the most vulnerable are supported

Providers will also be expected to mainstream provision for clients with protected characteristics, providing sensitive and appropriate services for all clients. Provision for equality and diversity will be key criteria in the tender assessment

3.8 Sex

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on men and/or women?

	Yes	No	N/A
Men	x		
Women	x		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

A high proportion of gender specific clients are female, however this could be partly due to current under provision for male victims. It is not anticipated that there will be any differential impact of the changes for female clients however there could be positive impacts for both male and female clients as a result of the joined up services and clear pathway for both genders.

What action(s) can you take to address the differential impact?

No negative impacts anticipated, however careful monitoring and targeting of support will take place to ensure that no groups are unduly impacted by the change and that the most vulnerable are supported

Providers will also be expected to mainstream provision for clients with protected characteristics, providing sensitive and appropriate services for all clients. Provision for equality and diversity will be key criteria in the tender assessment.

3.9 Sexual Orientation

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive]** on the following groups?

	Yes	No	N/A
Bisexual		x	
Gay Men		x	
Gay Women/Lesbians		x	
Heterosexual/Straight		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

No impact identified

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What action(s) can you take to address the differential impact?
Providers will be expected to mainstream provision for clients with protected characteristics, providing sensitive and appropriate services for all clients. Provision for equality and diversity will be key criteria in the tender assessment.

3.10 Welsh Language

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on Welsh Language?

	Yes	No	N/A
Welsh Language		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
All welsh language policies will be followed
What action(s) can you take to address the differential impact?
N/A

4. Consultation and Engagement

What arrangements have been made to consult/engage with the various Equalities Groups?

<p>Consultation has taken place with current providers of services, two workshops have taken place and comments on the changes have been requested, current providers are third sector organisations many of which have direct experience of supporting different protected groups.</p> <p>Consultation has taken place with service users and this is ongoing. This will inform the detail of the services specification.</p>
--

5. Summary of Actions [Listed in the Sections above]

Groups	Actions
Age	<p>The specification of services will require that the provider to have expertise in mental health issues.</p> <p>Careful monitoring and targeting of support will take place to ensure that no groups are unduly impacted by the change and that the most vulnerable are supported</p> <p>Providers will also be expected to mainstream provision for clients with protected characteristics, providing sensitive and</p>
Disability	
Gender Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	
Race	
Religion/Belief	
Sex	
Sexual Orientation	

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Equality Impact Assessment Corporate Assessment Template

Welsh Language	appropriate services for all clients. Provision for equality and diversity will be key criteria in the tender assessment.
Generic Over-Arching [applicable to all the above groups]	

6. Further Action

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

7. Authorisation

The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

Completed By : Jane Thomas	Date:
Designation: Assistant Director Housing and Communities	
Approved By: Sarah McGill	
Designation: Director of Communities, Housing and Customer Services	
Service Area: Housing & Communities	

- 7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council.

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email citizenfocus@cardiff.gov.uk

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Equality Impact Assessment
Corporate Assessment Template



Policy/Strategy/Project/Procedure/Service/Function Title:

Recommissioning Advice Services

New/Existing/Updating/Amending: New

Who is responsible for developing and implementing the Policy?

Name: Jane Thomas

Job Title: AD (Housing & Communities)

Service Team: Housing & Communities

Service Area: Communities, Housing and Customer Services

Assessment Date: July 2016

1. What are the objectives of the Policy?

To recommission Advice Services in line with procurement and legal advice and to secure quality services and best value for clients.

2. Please provide background information on the Policy / Strategy / Project / Procedure / Service / Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]

- Advice services in Cardiff are provided through a mix of directly delivered 'in house' services and contracted out provision. The current contract for Advice Services ends in March 2017 and therefore these services need to be recommissioned ahead of April 2017. To inform this recommissioning, a review of advice provision has been carried out.

Council Advice Provision

- The Council's Money Advice service provides a wide range of money advice, including generalist welfare benefits advice, budgeting and low level debt advice. The service links closely with the Into Work service to provide a solutions based approach for clients.
- There are considerable advantages to providing this advice 'in house'. Council Advice Officers work closely with the Hub staff, who provide advice on a wide range of council issues including housing allocations and housing benefits. Day to day liaison between these teams takes place to resolve issues at first point of contact. Advice Officers have direct access to council systems such as Housing Benefit/Council Tax Reduction, Housing rent recovery and Housing Waiting List systems. With the client's consent, they can directly access data from these systems to identify the latest information and resolve issues at an early stage.

Equality Impact Assessment
Corporate Assessment Template

4. Staff work closely with other officers within the Housing Benefit assessment service and are fully involved in developing responses to Welfare Reform, as well as carrying out proactive work to help those affected by the Bedroom Tax, Benefit Cap and Universal Credit. They are also empowered to make decisions on Discretionary Housing payments.
5. The team have excellent relationships with Registered Social Landlords and, with the client's consent, liaise with them directly to resolve issues. The team also work closely with Council Tax recovery and are empowered to make arrangements for Council Tax debt. While data is protected and information is not given without client consent, this close working can help prevent further recovery action and evictions.
6. With advice now being provided in the local community hubs, there is some capacity to move existing staffing resources into Money Advice and to increase the services provided by the in house team. This would allow fewer services to be contracted out.

Contracted Advice Provision

7. The current advice contract is with "Cardiff Advice Services", which consists of the Citizens Advice in partnership with The Speakeasy Advice Centre at a cost of £440,000 per year. The contract currently provides 3 different levels of advice:

- Information and signposting
- Generalist advice
- Specialist advice

The different types of advice provided are listed below:

- Welfare Benefits
- Budgeting / Debt
- Housing
- Consumer Advice
- Employment Advice
- Immigration Advice
- Family / Relationship Advice
- Discrimination Advice

Specialist advice is only provided for key issues such as Welfare Benefits, Housing and Debt Advice.

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**Equality Impact Assessment
Corporate Assessment Template**

8. The service is provided in Central Library Hub, and accommodation is provided free of charge for this purpose. This includes both customer facing and back office provision. Therefore, both council services and advice provided under contract are already co-located.
9. There is considerable crossover between the contracted out and in house provision, particularly in generalist advice, and there is an opportunity to make savings if a partnership working approach is taken. Consideration was given to providing all services in house; however, one of the key benefits was the ability for an external provider to access additional external funding to support some of the services.
10. It is therefore proposed that an 'Advice Partner' is commissioned who will work with the Council to provide complementary services. This will reduce duplication over time and thereby reduce costs.
11. It is proposed that some of the generalist advice provided under the contract is provided in house by the Council's Money Advice Team, and that the funding provided under the contract reduces on a phased basis to £300,000, making a saving to the General Fund of £140,000 over 5 years. The proposed phased reduction is set out below.
12. The new Advice Partner would also be required to bid for other external funding to supplement the council funding. There will also be the opportunity for the Council to award further work under the contract should more funding be available for Advice purposes.

Data Review

A review of the demographic data collected under the contracted out service was carried out and the findings of this are set out below:

Ethnicity		
White	5,373	65.78%
Mixed	358	4.38%
Asian	589	7.21%
Black	771	9.44%
Other	449	5.50%
Not Known	628	7.69%
Total	8,168	100.00%

The percentage of clients from an ethnic minority background was significantly higher

CARDIFF COUNCIL

Equality Impact Assessment Corporate Assessment Template

than the population of Cardiff as a whole, this was particularly so for those recording their ethnicity as Black, while the percentage recorded as Asian was slightly lower than the Cardiff population.

Age Range		
16-24	776	9.50%
25-54	4,254	52.08%
55-64	2,131	26.09%
65+	737	9.02%
Not Known	270	3.31%
Total	8,168	100.00%

Most clients were between the ages of 25 to 54, with a significant number between 55 to 64. Those over the age of 65 were slightly under represented in the client group as were those under 24.

Gender		
Male	3,824	46.82%
Female	4,216	51.62%
Transgender	12	0.15%
Not recorded	116	1.42%
Total	8,168	100%

There were slightly more female clients than male, although not significantly so. A small number of clients identified themselves as transgender.

Disability		
Yes	3028	37.07%
No	4627	56.65%
Not Recorded	513	6.28%
Total	8,168	100%

A very high percentage of clients to the service are recorded as disabled.

Overall clients of the services are more likely to be from an ethnic minority background and significantly more likely to be disabled than the population of Cardiff as a whole.

No specific issues were identified from the marital status information.

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**Equality Impact Assessment
Corporate Assessment Template**

3 Assess Impact on the Protected Characteristics

3.1 Age

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on younger / older people?

	Yes	No	N/A
Up to 18 years		x	
18 - 65 years		x	
Over 65 years		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Services will continue as the same level as currently, although some services will be provided in house by the Council Money Advice Team and by other teams within the Council.

Older people can have more difficulty in accessing services and the demographic data does show a lower number of older people receiving advice. However other services are available for older people including the Councils Independent Living service which provides a holistic service to older people and those with physical disabilities, providing income maximisation alongside assessment for disabled adaptations, and assistance to overcome social isolation. This service is currently bedding in and will be advertised more widely in the near future.

There is also a dedicated floating support service for older people which is used to supplement this service when more intensive support is needed, and a generic floating support service which provides attendance at welfare reform appeals. New contractual arrangements for floating support will strengthen the requirement for the provision of welfare benefit advice by these providers.

The Advice Hub co-ordinates visits for clients who are not able to access services independently and refers these requests to the most appropriate organisation to assist the individual, including the Independent Living Service.

Most social landlord have strengthened their provision of money advice in response to welfare reform. The Councils housing service now has its own welfare liaison team to tackle poverty and mitigate the impact of welfare reform. Where appropriate the Advice Hub staff will refer in to these services as they can often offer a range of support and funding not available to other services.

What action(s) can you take to address the differential impact?

No differential impact is anticipated however careful monitoring will take place to ensure that service are reaching the most vulnerable individuals.

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**Equality Impact Assessment
Corporate Assessment Template**

3.2 Disability

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [negative]** on disabled people?

	Yes	No	N/A
Hearing Impairment		x	
Physical Impairment		x	
Visual Impairment		x	
Learning Disability		x	
Long-Standing Illness or Health Condition		x	
Mental Health		x	
Substance Misuse		x	
Other			

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

There is potential here for a differential impact given the high level of clients who are recorded as disabled, the difficulties that people with a disability can have in accessing services and the particular impact of welfare reform on those claiming disability benefits.

However it is not anticipated that there will be any impact on disabled clients from the change. No reduction in service is anticipated however more generalist provision will be provided by the Councils in house team. Specialist advice however will continue to be provided as at present and this includes assisting with welfare benefit tribunal cases.

There are robust arrangements for helping clients with disabilities. The Councils Independent Living service also serves clients with physical disabilities, providing income maximisation alongside assessment for disabled adaptations, and assistance to overcome social isolation. This service is currently bedding in and will be advertised more widely in the near future.

Floating support services are available and provide attendance at welfare reform appeals. New contractual arrangements for floating support will strengthen the requirement for the provision of welfare benefit advice by these providers.

The Advice Hub co-ordinates visits for clients who are not able to access services independently and refers these requests to the most appropriate organisation to assist the individual, including the Independent Living Service.

Most social landlord have strengthened their provision of money advice in response to welfare reform. The Council's housing service now has its own welfare liaison team to tackle poverty and mitigate the impact of welfare reform. Where appropriate the Advice Hub staff will refer in to these services as they can often offer a range of support and funding not available to other services.

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**Equality Impact Assessment
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What action(s) can you take to address the differential impact?
No differential impact is anticipated however careful monitoring will take place to ensure that service are reaching the most vulnerable individuals.

3.3 Gender Reassignment

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive]** on transgender people?

	Yes	No	N/A
Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
Currently services are provided to a very small number of clients identifying as transgender. No change is anticipated in this service.

What action(s) can you take to address the differential impact?
None anticipated.

3.4. Marriage and Civil Partnership

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on marriage and civil partnership?

	Yes	No	N/A
Marriage		x	
Civil Partnership		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
No differential impacts identified

What action(s) can you take to address the differential impact?
N/A

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**Equality Impact Assessment
Corporate Assessment Template**

3.5 Pregnancy and Maternity

Will this Policy /Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on pregnancy and maternity?

	Yes	No	N/A
Pregnancy		x	
Maternity		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

There is a potential differential impact as pregnant women and those with young children can find it more difficult to access services, however as set out above a visiting service is co-ordinated through the Advice Hub and services are available locally in the community hubs.

Families with children are impacted more by the Benefit Cap and some other welfare reforms than some other groups. However no differential impact is anticipated from this change. Additional resource has been made available to assist with these families, 2 benefit cap advisors are being employed and a very proactive approach is being taken to supporting these families linking money advice to Into Work Advice to take a solutions based approach to address the benefit reduction.

What action(s) can you take to address the differential impact?

No impact identified, however careful monitoring will take place to ensure that services are reaching families affected by the welfare reform changes.

3.6 Race

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on the following groups?

	Yes	No	N/A
White		x	
Mixed / Multiple Ethnic Groups		x	
Asian / Asian British		x	
Black / African / Caribbean / Black British		x	
Other Ethnic Groups		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

A relatively high number of clients are from an ethnic minority background and therefore any change in service could have a differential impact, however the change is not

CARDIFF COUNCIL

**Equality Impact Assessment
Corporate Assessment Template**

<p>expected to have any impact on service delivery</p> <p>More advice will be given by the Councils in house staff many of which have community language skills. There are 24 different languages spoken by Advice and Hub staff in Central Library Hub. In addition this all advisors have access to the language line translation service, so can easily call a translator to assist them if required.</p> <p>Discrimination and immigration advice remain the same as under the current arrangements.</p>
<p>What action(s) can you take to address the differential impact?</p> <p>None expected however careful monitoring will take place to ensure that advice services are available to all ethnic groups.</p>

3.7 Religion, Belief or Non-Belief

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [negative]** on people with different religions, beliefs or non-beliefs?

	Yes	No	N/A
Buddhist		x	
Christian		x	
Hindu		x	
Humanist		x	
Jewish		x	
Muslim		x	
Sikh		x	
Other		x	

<p>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</p> <p>No differential impact identified</p> <p>What action(s) can you take to address the differential impact?</p> <p>N/A</p>

3.8 Sex

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on men and/or women?

	Yes	No	N/A
Men		x	
Women		x	

<p>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</p>

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**Equality Impact Assessment
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No differential impact identified
What action(s) can you take to address the differential impact?
N/A

3.9 Sexual Orientation

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive]** on the following groups?

	Yes	No	N/A
Bisexual		x	
Gay Men		x	
Gay Women/Lesbians		x	
Heterosexual/Straight		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
No differential impact identified
What action(s) can you take to address the differential impact?
N/A

3.10 Welsh Language

Will this Policy / Strategy / Project / Procedure / Service / Function have a **differential impact [positive / negative]** on Welsh Language?

	Yes	No	N/A
Welsh Language		x	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
All welsh language policies will be followed
What action(s) can you take to address the differential impact?
N/A

4. Consultation and Engagement

What arrangements have been made to consult/engage with the various Equalities Groups?

A Workshop was held with current and potential providers of advice, a wide range of third sector groups attended the meeting to go through the proposals. Comments from the group have been responded to in detail. Changes were made to the proposals as a result of the consultation and now all levels and categories of advice will be provided

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Equality Impact Assessment Corporate Assessment Template

under the contract to accommodate for the small number of clients who may not want to access council advice services.

5. Summary of Actions [Listed in the Sections above]

Groups	Actions
Age	Careful monitoring will take place to ensure that services are reaching the most vulnerable individuals and those affected by welfare reform changes. Equalities data will be reviewed quarterly to ensure that this is the case and proactive work will be undertaken to target services and hard to reach groups.
Disability	
Gender Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	
Race	
Religion/Belief	
Sex	
Sexual Orientation	
Welsh Language	
Generic Over-Arching [applicable to all the above groups]	

6. Further Action

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

7. Authorisation

The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

Completed By : Jane Thomas	Date:
Designation: Assistant Director Housing and Communities	
Approved By: Sarah McGill	
Designation: Director of Communities, Housing and Customer Services	
Service Area: Housing & Communities	

7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council.

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email citizenfocus@cardiff.gov.uk

By virtue of paragraph(s) 16 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

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**CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD**



CABINET MEETING: 15 SEPTEMBER 2016

**MEETING HOUSING NEED UNDER THE HOUSING (WALES)
ACT: GYPSY AND TRAVELLER SITE ASSESSMENT**

**REPORT OF DIRECTORS OF COMMUNITIES, HOUSING &
CUSTOMER SERVICES & CITY OPERATIONS**

AGENDA ITEM: 7

**PORTFOLIO: HEALTH HOUSING AND WELLBEING (COUNCILLOR SUSAN
ELSMORE)
TRANSPORT, PLANNING AND SUSTAINABILITY
(COUNCILLOR RAMESH PATEL)**

**Appendices 1-2 of this report are exempt from publication because they
contain information of the kind described in paragraph 16 of Part 4 of
Schedule 12A to the Local Government Act 1972**

Reason for this Report

1. To outline progress in undertaking the Gypsy and Traveller Site Assessment and to set out a proposed way forward for meeting the housing need of the Gypsy and Traveller community in Cardiff.

Background

2. The Council is required, under Part 3 of the Housing (Wales) Act 2014, to undertake a Gypsy and Traveller Accommodation Assessment and to make provision for sites where the assessment identifies an unmet need for Gypsy and Traveller pitches.
3. Cabinet in January 2016 approved the submission of the Gypsy and Traveller Accommodation Assessment (GTAA) to Welsh Ministers for approval and endorsed the proposed Gypsy and Traveller Site Selection Criteria, which were used to assess potential sites.
4. Following ongoing discussion with Welsh Government officers which resulted in some amendments to the report, the Council has now submitted its final GTAA and is awaiting the decision on ministerial approval. The most significant change to Cardiff's previous GTAA is a reduction in the short-term (5 year) need for pitches from 64 to 48 pitches, and a reduction from 87 to 72 pitches to 2026.

5. In relation to funding the provision of sites, there is a Welsh Government grant available of £1.6 million per annum. In order to meet the needs identified in the GTAA, the sites will need to be delivered on a phased basis so the Welsh Government Grant meets the full cost of delivering the necessary pitches.
6. As set out above, the Housing (Wales) Act 2014 also introduces a statutory requirement on the Council to meet the need for Gypsy and Traveller accommodation as identified in the GTAA. The Deposit LDP proposed a new Gypsy and Traveller site of 65 permanent pitches at Seawall Road, Tremorfa to meet the short-term need identified in the previous April 2013 GTAA. However, due to concerns raised in relation to flood risk, the LDP Inspectors appointed to examine the Plan instructed the Council to remove the site from the Plan, and to prepare a position statement setting out how the Council intended to meet this unmet need.
7. The position statement submitted to the Inspectors sets out a comprehensive and inclusive process to address the need for additional pitches over the next two years. The first phase is the identification of suitable sites to meet identified short and long-term.

Potential Site Identification

8. Prior to the commencement of the assessment, potential sites were identified across the city from analysis of the following potential sources:
 - **Existing authorised and unauthorised sites, and sites subject to full, temporary or personal consents or certificates of lawful use** – An investigation was undertaken of the potential to regularise, implement, intensify, or extend existing Gypsy and Traveller sites and permissions.
 - **Sites owned by Gypsies and Travellers** – Sites identified by Gypsies and Travellers during the fieldwork interviews were followed up, and key Gypsy and Traveller representatives known to the local Gypsy and Traveller community were contacted to identify any additional sites.
 - **LDP Candidate and Alternative sites** – All Candidate sites submitted in 2010, and Alternative sites submitted in 2013, were reviewed to check if any privately-owned land was available for Gypsy and Traveller use. Publicly owned Candidate sites were deemed potentially available and discussions were undertaken with private promoters to determine availability.
 - **Surplus public sector land** – All Council and Welsh Government landholdings were reviewed and discussions were held with Council officers and other public stakeholders to establish potential sites for the survey.

- **Strategic sites and potential urban extensions** – The scope for identifying land within larger housing allocations to meet the objective of achieving mixed and balanced communities has been investigated.
- **Sites owned by Housing Associations (RSLs)** – Housing associations were contacted to assess whether they had any potential sites.
- **Private Landowners** – A Call for Sites was undertaken by contacting local agents and landowners to identify any potential from land held by private landowners or large estates.

Site Assessment Progress

9. The Site Selection Criteria, endorsed at Cabinet in January 2016, is included as Appendix 3 to this report and set out assessment criteria around three main headings relating to availability, site suitability and achievability. Availability considerations include whether the site is genuinely available long term and there are no legal issues. Site suitability considerations include a comprehensive list of policy and physical constraints, and deliverability considerations relate to the consideration of total cost (including any abnormal costs) to ensure it does not prejudice the ability to develop the site.
10. Since the Site Selection Criteria were approved at Cabinet in January 2016, good progress has been made in undertaking a city wide search for land which could be suitable for Gypsy and Traveller sites). However, the assessment is not yet fully complete; indeed it has reached the point where there is a clear need to further investigate technical aspects identified in the agreed methodology.
11. In this respect, more detailed technical investigations, particularly flood risk assessments, are considered prudent to fully establish the extent of risk at this stage, along with the potential scope of mitigation measures and any other relevant site-specific technical matters. This work will be carried out in liaison with Natural Resources Wales and take account of the most up to date information with regard to flood risk data.
12. It is, therefore, considered that it would be premature to conclude the site assessment process until these detailed technical investigations have been carried out as referenced above. Indeed, identifying a site(s) prior to such studies being undertaken is considered to introduce significant risk. For example, issues could later emerge (in relation to flood risk and potential for effective mitigation) when more detailed work is undertaken which could undermine decisions taken without this information in place at the outset.
13. The Council clearly has an obligation to progress the site assessment as soon as possible; however, this needs to be balanced against the need to find the best possible site for the community. Confidential legal advice is attached in Appendices 1 and 2.

14. There remains a firm and absolute commitment to comply with the requirements of the Housing (Wales) Act 2014, and a further report will be presented to Cabinet as soon as practicable.

Next Steps

15. It is proposed that further technical work is undertaken as described in paragraphs 10 to 14, and that a report is taken back to Cabinet in no longer than 12 months' time which summarises the technical investigations along with overall conclusions.
16. In parallel with the ongoing technical investigations, the Council will continue to research best practice across the UK so that an exemplar site is delivered for the 21st century in terms of design, community integration and community facilities. Examples of best practice researched to date are included in Appendix 4, which shows the site layout and photographs from two recently developed Gypsy and Traveller sites at King's Meadow in Brecon and Greenfield Way in Weston-Super-Mare.

Reason for Recommendations

17. To seek Cabinet's endorsement of the proposed further technical investigations in order to report back within 12 months' time.

Financial Implications

18. Any technical studies as identified in the report will need to be undertaken from existing revenue budgets and be used to inform the suitability of the site, including consideration of any abnormal costs, land acquisition and potential Welsh Government funding to meet the costs of the development of additional pitches on any recommended site compared to alternatives.
19. This report proposes a further report be brought back for Cabinet consideration to allow the site assessment criteria to be fully determined as described, during which time the full financial implications will need also to be considered.

Legal Implications (including Equality Impact Assessment where appropriate)

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

21. The Council have a legal duty under the Housing (Wales) Act 2014 to carry out an assessment of the accommodation needs of Gypsies and travellers residing in or resorting to its area. The Council has a duty to consult such persons as it considers appropriate.
22. Following the assessment the Council must prepare a report which contains details of how the assessment was carried out, details of the consultation and details of the accommodation needs identified by the assessment. The Council must submit the report to the Welsh Ministers for approval.
23. If the approved assessment identifies needs within the Council's area with respect to the provision of sites on which mobile homes may be stationed' the Council must exercise its powers under section 56 of the Mobile Homes (Wales) Act 2013 so far as may be necessary to meet those needs.
24. The Council has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics.
25. Protected characteristics are: Age, Gender reassignment, Sex, Race – including ethnic or national origin, colour or nationality, Disability, Pregnancy, Maternity, Marriage and civil partnership, Sexual orientation, and Religion or belief – including lack of belief.
26. A decision to implement the proposal has to be made in the context of the Council's Equality Act public sector duties.
27. An Equality Impact Assessment has been carried out and was appended to the Report to Cabinet on 21st January 2016. The purpose of the Equality Impact Assessment is to ensure that the Council has understood the potential impacts of the proposal in terms of equality so that it can ensure that it is making proportionate and rational decisions having due regard to its public sector equality duty.
28. The decision maker must have due regard to the Equality Impact Assessment in making its decision. The decision maker must also have regard to certain other matters when making its decision as outlined in the Statutory Screening tool.
29. Further confidential legal advice is attached in Appendices 1 and 2.

RECOMMENDATIONS

It is recommended that Cabinet:

1. Agree to undertake further technical investigations as outlined in paragraphs 10 to 14

2. Delegate authority to Directors for Community, Housing and Customer Services, and City Operations in consultation with appropriate Cabinet Member(s) to report back to Cabinet with the findings of the technical studies along with overall conclusions on the site(s) considered most appropriate to meet the need for Gypsy and Traveller accommodation outlined in this report within 12 months

Sarah McGill
Andrew Gregory
Directors
9 September 2016

The following appendices are attached:

Appendices 1-2 of this report are exempt from publication because they contain information of the kind described in paragraph 16 of Part 4 of Schedule 12A to the Local Government Act 1972

3. Gypsy and Traveller Assessment Site Selection Criteria
4. Example of best practice in delivering new Gypsy and Traveller sites

The following background papers have been taken into account

1. Gypsy and Traveller Accommodation Assessment February 2016
2. Designing Gypsy and Traveller Sites Guidance, Welsh Government, May 2015
3. Circular 30/2007 Planning for Gypsy and Traveller Caravan Sites, Welsh Government, December 2007

Gypsy and Traveller Accommodation Assessment February 2016**1. Availability**

- Council owned or landowner (public or private) is willing to sell to Council
- Site will be available for use as a Gypsy and Traveller site long term (at least 21 years)
- No **legal or ownership problems** such as:
 - i. Multiple ownerships
 - ii. Ransom strips
 - iii. Tenancies
 - iv. Operational requirements

2. Site Suitability**Policy Constraints**

- Not within an **international designation** (SPA, SAC, Ramsar)
- Does not compromise the objectives of **nationally or locally recognised designations** (SSSI, SINC, LNR, RIGS, SLA, Ancient Monuments, Listed Buildings, Conservation Areas, Archaeologically Sensitive Areas, Registered Historic Parks and Gardens and locally listed buildings).

Physical Constraints

- Acceptable and safe access to
 - the **road, footpath and public transport network** (in case of transit site would need to be the primary highway network)
 - **local services and facilities** (education, health services, shops, employment, leisure, recreation, churches and other religious establishments) including consideration of the views of the Gypsy and Traveller community.
 - **utilities** (water, drainage sewerage, waste collection, electricity, gas, telecoms, etc.)
- **Air quality** and **noise** levels are acceptable
- Not at in a C2 **flood** zone or in a C1 flood zone that cannot be mitigated
- Not located on **unstable land**
- Not located on **contaminated land** which cannot be mitigated
- Not located in close proximity to **hazardous installations** or **water bodies** such as docks, rivers and canals unless effective mitigation in place
- Not located on high quality **agricultural land** (1, 2 3a)
- Unacceptable impact on **landscape, biodiversity** or **historic environment**
- **Noise** levels are acceptable
- Can meet other planning requirements

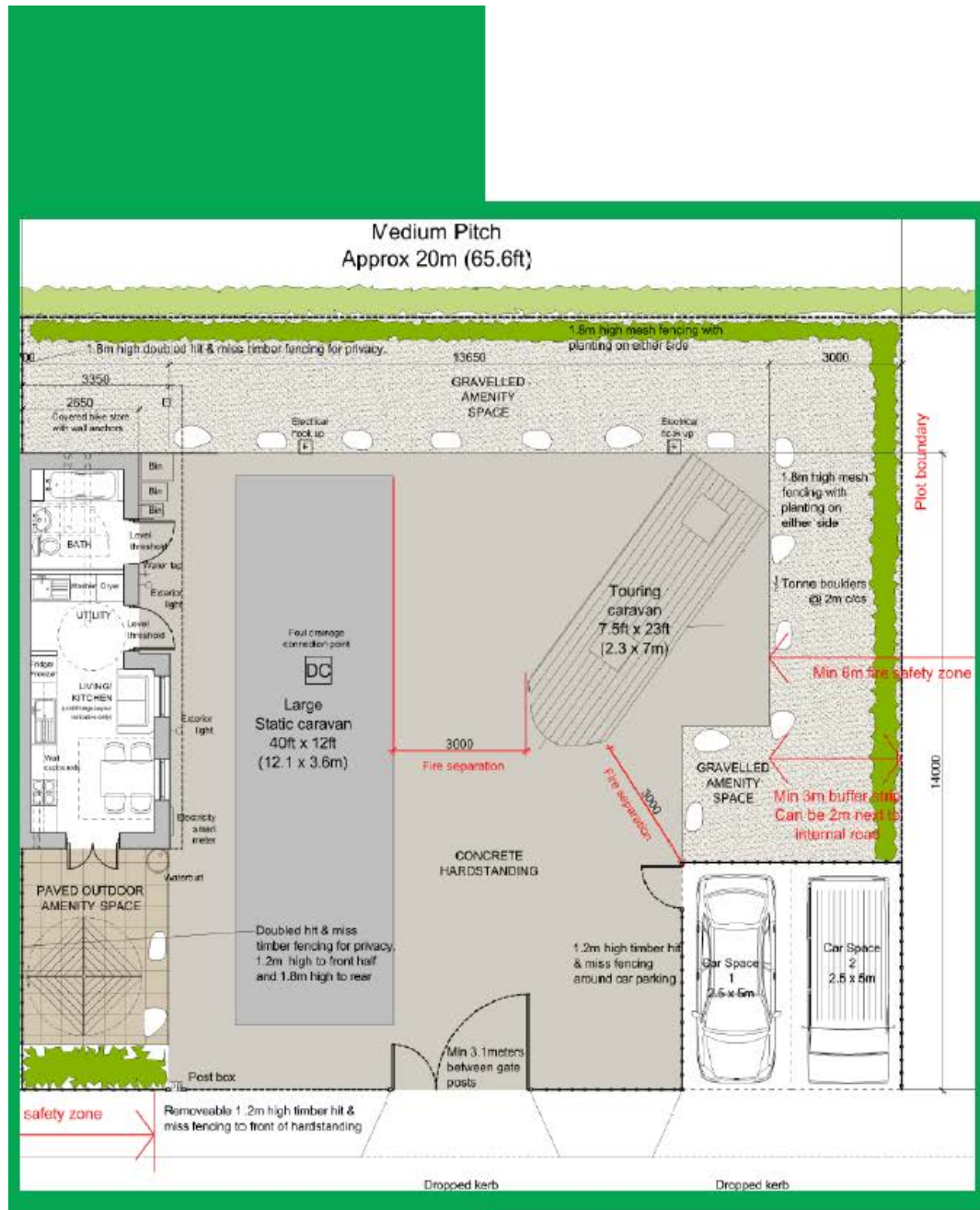
3. Achievability

- **Physical Constraints** identified are capable of being overcome
- **Total cost** (including any abnormal costs) does not prejudice the ability of the site to be developed.

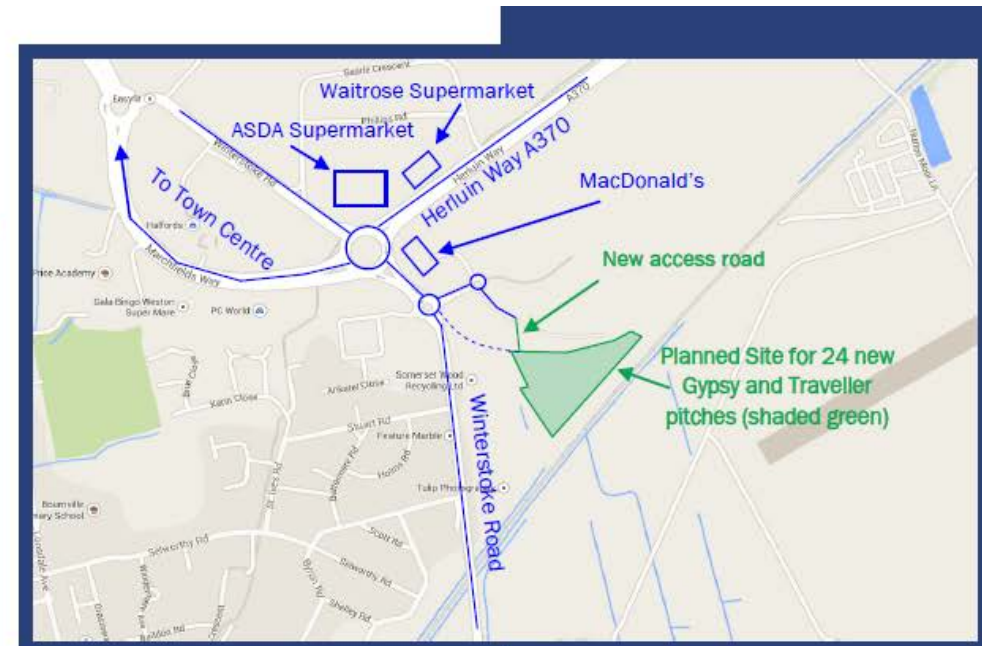
Examples of best practice in delivering new Gypsy and Traveller sites

Greenfield Way, Weston Super Mare – Site Layout and Plan

Page 291



Example of medium pitch



Site location map



Site layout design

Greenfield Way, Weston Super Mare – Photographs





Kings Meadow, Brecon – Photographs





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