

CABINET: THURSDAY, 16 FEBRUARY 2017 at 4.30 PM

A Cabinet Meeting will be held in the City Hall on at 4.30 pm

A G E N D A

Apologies and Declarations of Interest

- 1 Minutes of the Cabinet meetings held on 19 and 25 January 2017 *(Pages 1 - 8)*

Leader

- 2 Corporate Plan 2017-2019 *(Pages 9 - 90)*

Community Development, Co-operatives and Social Enterprise

- 3 Arts Management Procurement *(Pages 91 - 146)*

Corporate Services & Performance

- 4 Quarter 3 Performance *(Pages 147 - 208)*
5 Budget Monitoring - Month 9 Report *(Pages 209 - 272)*
6 Budget Report 2017/18 *(Pages 273 - 560)*

Health, Housing & Wellbeing

- 7 Application to suspend the Right to Buy and Right to Acquire in Cardiff *(Pages 561 - 628)*

Transport, Planning & Sustainability

- 8 Response to the Call-in - Cardiff West Transport Interchange *(Pages 629 - 646)*

PAUL ORDERS

Chief Executive

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**CYNGOR DINAS CAERDYDD
CITY OF CARDIFF COUNCIL**



MINUTES

CABINET MEETING: 19 JANUARY 2017

VENUE: FITZALAN HIGH SCHOOL

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 David Walker
Cllr Elizabeth Clarke

Officers: Paul Orders, Chief Executive
Christine Salter, Section 151 Officer
Davina Fiore, Monitoring Officer
Claire Deguara, Cabinet Office

65 MINUTES OF THE CABINET MEETINGS OF THE 1 AND 15 DECEMBER 2016

RESOLVED: that the minutes of the Cabinet meetings held on 1 and 15 December 2016 be approved.

66 PROVISION OF LIBRARY SERVICES AT CARDIFF ROYAL INFIRMARY

Cabinet considered a report outlining proposals to progress with a partnership with University Health Board to deliver a Health and Wellbeing Centre at the Cardiff Royal Infirmary in Adamsdown. Subject to consultation, this would include relocation of library services from Roath Library and would also include a café, computers, meeting/training space and regular classes/reading groups (subject to demand).

AGREED; that

1. Consultation to be undertaken on the re-provision of library services to be co-located within the Cardiff Royal Infirmary.

2. Authority be delegated to the Director for Communities, Housing & Customer Services in consultation with Cabinet Member for Community Development, Co-operatives and Social Enterprise to implement the proposals determined as a result of the consultation referred to in this report.
3. Authority be delegated to the Director for Communities, Housing & Customer Services and Director for Economic Development in consultations with Cabinet Members for Community Development, Co-operatives & Social Enterprise and Corporate Services & Performance to fully undertake the Community Asset Transfer process for Roath Library Building on new terms.
4. It be noted that a further cabinet report will be received if the Community Asset Transfer of Roath Library Building is unsuccessful.
5. The Council's involvement in a partnership development at Cardiff Royal Infirmary be noted and that future reports will follow regarding opportunities for other potential Council service provision from the building.

**67 WITS (WALES INTERPRETATION AND TRANSLATION SERVICE):
TRANSFER OF HOSTING RESPONSIBILITIES FROM GWENT POLICE TO
CITY OF CARDIFF COUNCIL**

Cabinet received a report detailing the proposals to transfer the hosting responsibilities of the Wales Interpretation and Translation Service from Gwent Police to the City of Cardiff Council. There are currently approximately 1300 translators who supply a service through the Wales Interpretation and Translation Service covering 125 languages including British Sign Language.

AGREED; that

1. The Wales Interpretation and Translation Service hosting responsibilities are transferred from Gwent Police to City of Cardiff Council.
2. Authority be delegated to the Director of Communities, Housing and Customer Services in consultation with the portfolio Member for Corporate Services and Performance.
 - i. To approve the detail of the collaboration agreement between the WITS Members and to conclude the collaboration agreement; and
 - ii. To deal with all aspects associated with the hosting and running of the WITS Service, including the carrying out of any procurements required
3. It be noted that, should the transfer be approved, a future cabinet report is received on the potential expansion of the service.

68 UPDATE OF THE COUNCIL'S ALCOHOL AND DRUG MISUSE POLICY

Cabinet received the Council's updated Alcohol and Drug Misuse Policy. The policy and the manager's guide reinforces the Council's commitment to the health and wellbeing of employees.

AGREED; that

1. the changes to the policy and rebranding as the Management of Alcohol, Drugs and Substance Misuse at Work be agreed.
2. the revised policy be commended to School Governing Bodies for adoption.
3. the revised policy be brought to the attention of employees, managers, contractors etc. by relevant means.

69 PROPOSAL TO DEVELOP A REGIONAL SOCIAL CARE WORKFORCE DEVELOPMENT UNIT FOR CARDIFF AND VALE OF GLAMORGAN

Cabinet considered a report outlining proposals to further develop plans to establish a Regional Social Care Workforce Development Unit. The preferred option of collaboration seeks to ensure that the region's statutory functions in relation to workforce development for Social Services and wider Social Care Sector are fully met by ensuring that the workforce is well-qualified, skilled, engaged and motivated.

AGREED; that

1. the preferred option of collaboration in line with the outcome of the Options Appraisal in **Appendix A** undertaken by officers from Cardiff and Vale of Glamorgan Councils be approved.
2. Progression to the next stage be authorised i.e. the creation of a regional Social Care Workforce Development Unit across Cardiff and the Vale of Glamorgan Local Authorities based on a fully integrated model, including the identification of the host Authority and employer of staff.
3. The City of Cardiff Council will lead the further development of the detailed operational business model for the Regional Social Care Workforce Development Unit (RWDU).
4. It be noted that a further report will follow early in **2017/18** that provides information on the proposed detailed business model for operating the Regional Workforce Development Unit and the Governance arrangements for the Unit, including a Memorandum of Understanding and Financial Agreement.

70 DIRECT PAYMENTS TO VULNERABLE PEOPLE

Cabinet received a report detailing the proposed approach to the recommissioning of Direct Payments support services in line with the implementation of the Social Services and Wellbeing (Wales) Act 2014.

Direct Payments are a form of cash payment made to a person who is eligible for care and support from social services in order to enable them to arrange and pay for their own care and support.

Cabinet also received a response to the Chair of the Community & Adult Services Scrutiny Committee following its consideration of this issue at their meeting on 10 January 2017.

AGREED; that

1. the proposed model for the provision of direct payments support services for service users as set out in the report be approved;
2. the proposed procurement process as set out in the report be approved; and
3. Authority be delegated to the Director of Social Services in consultation with Cabinet Members for Corporate Services & Performance; Early Years Children and Families and Health, Housing & Wellbeing; the Section 151 Officer and Monitoring Officer, to determine all aspects of the procurement process up to and including the award of contracts and all ancillary matters pertaining to the procurement.

71 THE PERFORMANCE OF CARDIFF SCHOOLS 2015/2016

Cabinet received a report detailing the performance of Cardiff Schools during the 2015/16 academic year.

The report provided an initial analysis of educational outcomes for the academic year 2015-2016 and identified the main strengths and shortcomings in performance. It was noted that there has been further improvements in all the main indicators, however there remains too much variation between schools, secondary school in particular.

AGREED: that the performance of Cardiff schools in the academic year 2015/2016 be noted.

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

Cabinet received a report detailing the responses received following consultation regarding the provision of additional English-medium primary school at Radyr Primary School. This will address a shortfall in English-medium primary school places in the Radyr and Morganstown area by increasing capacity of the school allowing admission of 60 pupils from September 2017.

AGREED; that authority be delegated to the Director of Education and Lifelong Learning and the Director of Governance and Legal Services to publish a statutory notice to:

- i. Increase the capacity of Radyr Primary School to allow the school to admit up to 60 pupils from September 2017.
- ii. Note that prior to implementation of the proposal a further report will be provided to the Cabinet providing details of any objections received, the proposed

responses to those objections and recommendations for implementation or otherwise of the proposal.

73 SUPPLEMENTARY PLANNING GUIDANCE - RESIDENTIAL DESIGN GUIDE, TALL BUILDINGS, LOCATING WASTE MANAGEMENT FACILITIES, PLANNING OBLIGATIONS

Cabinet considered a report advising of the outcome of consultation in relation to four draft Supplementary Planning Guidance (SPG); Locating Waste Management Facilities, Planning Obligations, Residential Design Guide, and Tall Buildings. The SPGs help to deliver the Liveable City agenda and aim to bring about positive improvements to neighbourhoods.

AGREED; that

1. the Supplementary Planning Guidance attached to this report at appendices A to D be approved for consideration by Council.
2. It be recommended that Council delegate authority to the Director of City Operations, in consultation with the Cabinet Member for Transport, Planning and Sustainability and Chair of Planning Committee, to review and make consequential amendments to the Planning Obligations SPG (Appendix B) to take account of any annual changes in financial contribution calculations (e.g. changes in line with the Retail Price Index) and the adoption of other supporting supplementary planning guidance by the Council.

74 CARDIFF CYCLE STRATEGY

The Cardiff Cycling Strategy was received by Cabinet. The report sets out the reasons for developing a new Cycling Strategy, the steps undertaken in its development, a summary of key actions, and proposals for public consultation.

Cabinet also received a response to a letter from the Chair of the Environmental Scrutiny Committee following its consideration of the Strategy at its meeting on 10 January 2017.

AGREED; that

- 1) Public consultation be undertaken on the draft Cardiff Cycling Strategy, as set out in Appendix 1 to this report;
- 2) the proposed Cycling Strategy Engagement Plan be approved, as set out in Appendix 2 to this report; and
- 3) it be noted that the decision to approve the final Cardiff Cycling Strategy, following consultation, will be the subject of a separate Cabinet report.

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MINUTES

CABINET MEETING: 25 JANUARY 2017

VENUE: COUNTY HALL

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 David Walker
Councillor Joe Boyle

Officers: Paul Orders, Chief Executive
Christine Salter, Section 151 Officer
Davina Fiore, Monitoring Officer
Claire Deguara, Cabinet Office

75 CAPITAL CITY REGION - CITY DEAL

Cabinet considered a report regarding the next steps for the Cardiff Capital Region City Deal. The report seeks the approval of the establishment of the Cardiff Capital Region Joint Committee, the Joint Working Agreement, Assurance Framework, Implementation Plan and details Cardiff's role as the Accountable body that will enable the establishment of the Cardiff Capital Region City Deal.

In response to a question in relation to how the funding attached to the City Deal will be spent the Chief Executive confirmed that there has been no prior selection of projects. Projects will be subject to examination of evidence based business plans and will be assessed against benchmarking criteria to demonstrate the economic impact to the city-region. It was also noted that the UK Government aspect of the Investment fund is dependant on five-yearly gateway reviews to ensure the money is being spent correctly and delivering the key objectives of the City Deal. Furthermore, before Local Authority contributions are accessible to the Investment Fund, all 10 participating Local Authorities will need to agree a business plan which is expected to be brought back to Councils within 12 months.

RESOLVED: that subject to the terms of the Joint Working Agreement the Cabinet agree the following in so far as it applies to their functions:

- a) Approve the Joint Working Agreement (Appendix C) as the legal document that formally establishes the Cardiff Capital Region Joint Cabinet (the Regional Cabinet) as a Joint Committee, with delegated functions, with a Commencement Date of the 1st March 2017. The elected member representative to the Regional Cabinet shall be the Leader of the council, or his/her nominated Deputy.
- b) Approve, the financial contributions towards the collective £120m total, (together with such associated costs e.g. carry costs), as detailed in paragraph 94 of this report.
- c) Approve the carry forward of any remaining revenue funds from 16/17, contributed by each Council, into 17/18 in order that the support structure for the Joint Committee continues.
- d) Approve the collective revenue contributions of up to £1 million (inclusive of recommendation (c) above, on a proportionate basis as set out in the Joint Working Agreement) to the 17-18 budget, in order that the support structure for the Regional Cabinet continues.
- e) Approve that the City of Cardiff Council acting as the Accountable Body with the responsibilities as set out in the Joint Working Agreement.
- f) Approve the Assurance Framework as the open and transparent, robust decision making process for considering all proposals requiring support from the Cardiff Capital Region City Deal Wider Investment Fund.
- g) Approve the Implementation Plan in the form attached to the Joint Working Agreement, subject to each council approving the Joint Working Agreement Business Plan.
- h) That the Chief Executive in consultation with the Leader of the Council, the Monitoring Officer and s151 Officer be granted delegated authority to agree such amendments as are necessary to the Joint Working Agreement, Assurance Framework and Implementation Plan (as are appropriate) from the date of acceptance of these recommendations to the Commencement Date of the 1st March.
- i) That the Chief Executive in consultation with the Leader of the Council, the Monitoring Officer and s151 Officer be granted delegated authority to decide whether the Council should continue to explore the opportunity in the CCR City Deal in the event that one or more of the 10 Constituent Councils fail to agree any of recommendations (a) to (g) above.
- j) That the Leader of the Council or his/her nominated Deputy be granted delegated authority to sign the Joint Working Agreement on behalf of the Council.

**CYNGOR DINAS CAERDYDD
CITY OF CARDIFF COUNCIL****CABINET MEETING: 16 FEBRUARY 2017**

CORPORATE PLAN 2017-2019**REPORT OF THE CHIEF EXECUTIVE****AGENDA ITEM: 2**

PORTFOLIO: LEADER (ECONOMIC DEVELOPMENT & PARTNERSHIPS)**Reason for this Report**

1. To enable the Cabinet to consider the draft Corporate Plan for 2017-19 and recommend it to Council for approval.

Background

2. The Corporate Plan forms part of the strategic policy framework set out within the Council's Constitution and is considered annually by the Council. The document outlines the organisation's strategic policy priorities and forms part of the required statutory improvement framework as it discharges the Council's obligations under the Local Government (Wales) Measure 2009 to publish a stage one plan, which sets out how the Council plans to achieve its priorities for improvement. The Corporate Plan usually covers a 3-year period and is subject to an annual refresh.
3. The Wales Audit Office (WAO) Corporate Assessment report of the City of Cardiff Council, which was published in September 2014, found that the Corporate Plan 2014-17 lacked "sufficiently clear measures of success". The Corporate Assessment also noted that "variation in the way in which directorates describe outcomes, confused use of terminology and lack of clarity about the improvement sought...mean that the Plan does not provide a clear reference point from which performance can be evaluated in the future." However, the report also noted that "the Council produced a more concise document with the aim of establishing a clearer focus on priorities".
4. In October 2014, Cabinet considered the report entitled, "Repositioning Cardiff as Europe's Most Liveable Capital City: Vision, Values and Corporate Planning". The report outlined the Council's approach to strengthening corporate and partnership planning in order to deliver the organisation's vision and address key organisational issues including those identified in the previous Wales Audit Office Corporate Assessment. The Corporate Plan 2015-17 was developed in this context and has continued to provide the plan template in subsequent years. This reflects the previous recognition by the Wales Audit Office that the

Council “made a step change in improving the quality of its 2015-16 Improvement Plan [Corporate Plan] when compared to the previous year.”

5. The Well-being of Future Generations (Wales) Act, which was passed by the National Assembly for Wales in April 2015, places a duty on public bodies to carry out sustainable development which means that the Authority must set and publish well-being objectives, supported by a well-being statement, which make progress towards meeting the seven national well-being goals that are set out below:
 - A prosperous Wales
 - A resilient Wales
 - A healthier Wales
 - A more equal Wales
 - A Wales of cohesive communities
 - A Wales of vibrant culture and thriving Welsh Language
 - A globally responsible Wales
6. The Council must also act in accordance with the ‘sustainable development principle’ by embedding the following five ways of working:
 - Long Term
 - Prevention
 - Integration
 - Collaboration
 - Involvement
7. The Council also has to develop the Corporate Plan for 2017-19 in the context of sustained severe financial pressures. The Council is facing an estimated budget reduction requirement of £25.1 million in 2017/18 and £81 million over the three year Medium Term Financial Plan period to 2019/20. This follows over £220 million in savings having already been made by the Council since 2006/07, with over 50% of these savings having been achieved between 2013/14 and 2016/17.

Issues

Corporate Priorities

8. In support of the Cabinet’s vision for Cardiff to be “Europe’s most liveable capital city”, the Council has previously set out four clear corporate priorities, which originally formed the basis of the Corporate Plan 2015-17. The majority of these priorities have been maintained in subsequent plans, but the Corporate Plan 2017-19 includes an amendment to Priority 3 to reflect the Council’s commitment to securing inclusive and sustainable economic growth. The four priorities are also consistent with the organisation’s co-operative values and are set out below:
 - Priority 1 – Better education and skills for all
 - Priority 2 – Supporting vulnerable people
 - Priority 3 – An economy that benefits all our citizens
 - Priority 4 – Working together to transform services

Well-being Objectives

9. In accordance with the statutory requirements of the Well-being of Future Generations (Wales) Act 2015, the Council must agree and publish well-being objectives by 31 March 2017 that are designed to maximise the Council's contribution to achieving each of the 7 national well-being goals set out previously in Paragraph 5 of this report.
10. In defining these draft well-being objectives, an integrated corporate approach has been developed in order to combine the Council's well-being and improvement objectives. This has been based on a comprehensive audit and self-assessment by directorates, which was undertaken to explore the extent to which the directorates contribute to each of the well-being goals, what more could be done and what further action could be taken to make progress towards the goals.
11. The Corporate Plan has been reviewed and developed in the context of the Well-being of Future Generations (Wales) Act 2015, including examining all council services and identifying areas where the Council can increase its contribution to achieving the national well-being goals. As a result, further commitments around health, leisure and sustainability have been developed and the well-being objectives have a clear focus on space, environment and overall 'liveability' for our citizens.
12. Following on from this exercise, a number of well-being objectives have been developed for each priority within the Corporate Plan 2017-19, which are supported by a number of commitments and performance indicators in order to measure progress. Directors have also agreed 5 strategic improvement objectives, which will be taken forward within their respective Directorate Delivery Plans.

Well-being Statement

13. The Council must publish a 'statement' about its well-being objectives at the same time as the objectives are published. Both requirements should be contained in the Corporate Plan and the well-being statement must explain:
 - Why the Council considers that its well-being objectives will contribute to the achievement of the well-being goals;
 - Why the Council considers that its well-being objectives have been set in accordance with the sustainable development principle, including an explanation of how the Council will involve people with an interest in achieving the well-being goals. Those people must also reflect the diversity of Cardiff's population;
 - The steps to be taken to meet the well-being objectives in accordance with the sustainable development principle;
 - How the Council will govern itself to meet its well-being objectives;
 - How the Council will keep the steps it takes to meet its well-being objectives under review;

- How the Council will ensure that resources, including financial, are allocated annually for the purpose of taking steps to meet its objectives;
- When the Council expects to meet its well-being objectives;
- Any other information about the well-being objectives that is considered to be relevant.

Consultation and Engagement

14. The development of the Corporate Plan 2017-19 has also been informed by the findings of the annual Ask Cardiff survey and the consultation on the budget proposals for 2017/18.
15. All Councillors were invited to a member engagement session to help inform the development of both the Liveable City report and draft Corporate Plan 2017-19, which was held on 23 January 2017. This also provided an opportunity for Members to learn more about the development of the Corporate Plan 2017-19 in the context of the Well-being of Future Generations (Wales) Act 2015 and in advance of formal consideration by all Scrutiny Committees in February 2017. The Corporate Plan 2017-19 has also been reviewed and endorsed by the lead Peer Advisor on performance issues from the Council's Challenge Forum.
16. The Policy Review and Performance Scrutiny Committee was provided with an early opportunity to help inform the development of the Corporate Plan 2017-19 when it considered a draft version of the Plan on 17 January 2017. Members were briefed on the approach undertaken to 'refresh' the Corporate Plan for 2017-19 and were able to comment on the draft well-being objectives and related commitments. A draft version of the Corporate Plan 2017-19 was also provided to each of the Council's five Scrutiny Committees for consideration alongside the draft budget proposals for 2017/18 at meeting held between the 13th and 15th February 2017. A copy of the letter from the Chair of the Policy Review and Performance Scrutiny Committee detailing any comments on the Corporate Plan 2017-19 following the meeting held on 15 February 2017 is expected to be circulated at the Cabinet meeting on 16 February 2017.
17. Following the publication of Quarter 3 performance results for 2016/17 in late January 2017, proposed targets for inclusion in the Corporate Plan 2017-19 were reviewed as part of a target setting exercise. The Corporate Plan 2017-19 includes a basket of performance measures with clear targets, which consist of a mixture of (statutory) National Strategic Indicators (NSIs) and Public Accountability Measures (PAMs) as well as "Local" indicators selected for their particular relevance to directorates. The Appendix to the Corporate Plan includes details on past performance to enable trend analysis, benchmarking information on the Council's relative position (where available) and agreed targets for 2017/18 that were agreed previously and contained within the Corporate Plan 2016-18. It should be noted that many of the statutory indicators are subject to change, with a Page 12 likely to be abandoned. The Council

will continue to recognise the importance of statutory indicators and respond to the demands of the external performance landscape; however, an emphasis will also be placed on selecting measures of success which are relevant for Cardiff.

18. A copy of the Corporate Plan 2017-19 will be published on the Council's website by 1 April 2017, together with an interactive and more accessible version of the Corporate Plan that will assist in communicating the Council's priorities and objectives.

Directorate Delivery Plans

19. The "business as usual" and more service focused commitments will be included in Directorate Delivery Plans to be prepared by Q1 2017. The Directorate Delivery Plans will continue to provide an important link between the Corporate Plan, the work of directorates and the objectives set for individual employees. Directorate Delivery Plans will also further integrate financial and service planning, more detailed action about progressing Corporate Plan improvement objectives, as well as details of other important activities not included in the Corporate Plan. The Balance Scorecard approach, also being developed, is intended to provide a sharper focus on the key issues.
20. In addition, Directorate Delivery Plans will provide clear lines of responsibility, increased accountability and be subject to effective management challenge and scrutiny. This will ensure that team and individual employee objectives are aligned with Council's key strategic priorities. This will support the Council's continued drive to improve compliance with organisational performance management requirements, including Personal Performance and Development Reviews (PPDRs). In this way, the Council will maintain an overview and manage the key organisational functions of:
 - identification and delivery of priorities;
 - service and financial planning;
 - timely performance management integrating financial and service performance; and
 - objective setting for, and performance of, individual members of staff.

Reason for Recommendations

21. To enable the draft Corporate Plan 2017-19 to be considered by the Council on 23 February 2017 and to be published thereafter, subject to any consequential amendments that may be required.

Financial Implications

22. This report sets out the Council's Corporate Plan for the period up until 2019. Implementing these strategic priorities and improvement objectives will need to be in accordance with the amounts set out in the February 2017 Budget Report which included the revenue and capital budgets for 2017/18, the indicative Medium Term Financial Plan for the period up to 2020/21 and the indicative Capital Programme for the period up until 2021/22.

23. Some of the objectives contained in this report will need to be the subject of further reports so that detailed financial implications can be determined when further financial information is known. The Plan clearly identifies the demand and financial pressures within which the Council is operating in terms of both revenue and capital budgets with associated impact on the level of borrowing. As such, it is important that the financial implications and risks of actions in the Corporate Plan are considered as part of robust business cases. This is particularly the case for proposals which are not yet fully developed to be included in the current budget proposals and these will need to be carefully appraised for the financial impact, affordability and considered as part of the Council's Medium Term Financial Plan for future years.

Legal Implications

24. The Local Government Measure 2009 sets out the Council's obligations to ensure continuous improvement in the exercise of its functions. The Corporate Plan is part of the Policy Framework and a decision on whether to adopt the draft Corporate Plan is a matter for full Council.
25. Effective consultation is required for lawful decision making on policy matters. This Report sets out the steps taken in identifying and consulting on the improvement objectives contained in the draft Corporate Plan 2017-2019.
26. The Council has to satisfy its public sector duties under the Equality Act 2010. The Council's decisions must have due regard to the need to (a) eliminate unlawful discrimination (b) advance equality of opportunity and (c) foster good relations on the basis of the protected characteristics defined in the Act.
27. 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
28. The Well-Being of Future Generations (Wales) Act 2015 places a well-being duty on public sector bodies to take action to achieve seven well-being goals in accordance with the 'sustainable development principle'.
29. The seven well-being goals are: "a prosperous Wales", "a resilient Wales", "a healthier Wales", "a more equal Wales", "a Wales of cohesive communities", "a Wales of vibrant culture and thriving Welsh language" and "a globally responsible Wales"; and a description of each goal is given in the Act. Decision makers should consider how the proposed

decision may contribute towards, or impact upon, achievement of the well-being goals.

30. The Council must set well-being objectives to achieve the well-being goals and publish these objectives by 31st March 2017. Reference to this obligation is made in paragraphs 9 and 13 of this Report. Once the Council's well-being objectives have been set, decision makers must have regard to the same, and must be satisfied that all reasonable steps have been taken to meet those objectives.
31. In order to comply with the well-being duty, the Council must act in accordance with the 'sustainable development principle', which is defined as meaning that the Council must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take into account the impact of their decisions on people living their lives in Wales in the future. There are a number of factors which the Council must take into account in this regard, specifically, decision makers must:
 - Look to the long term
 - Focus on prevention by understanding the root causes of problems
 - Deliver an integrated approach to achieving the seven well-being goals
 - Work in collaboration with others to find shared sustainable solutions
 - Involve people from all sections of the community in the decisions which affect them
32. In considering the above, due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

RECOMMENDATIONS

Cabinet is recommended to:

1. approve the Corporate Plan 2017-19 as set out in **Appendix A** for consideration by Council on 23 February 2017; and
2. recommend to Council that authority be delegated to the Chief Executive, in consultation with the Leader of the Council, to make any consequential amendments to the Corporate Plan 2017-19 following consideration by Council on 23 February 2017.

PAUL ORDERS

Chief Executive
10 February 2017

The following Appendix is attached:

Appendix A: Corporate Plan 2017-19

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The City of Cardiff Council

Corporate Plan

2017 - 2019



make the difference



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The Corporate Plan: What is the Corporate Plan and how does it help deliver our vision?

What is the Corporate Plan?

The Corporate Plan is the Council's road map, setting out our vision and priorities for the next two years.

What is our vision?

The Council's vision is for Cardiff to become "Europe's most liveable capital city".

The need to prioritise

With reduced funding and increased demand, the City of Cardiff Council can no longer do everything it has done in the past. In order to ensure the Council delivers for Cardiff, the organisation must focus on those actions that will have the greatest impact. The Council's priorities are:

- Better education and skills for all
- Supporting vulnerable people
- An economy that benefits all our citizens
- Working together to transform services

The Corporate Plan therefore demonstrates the Council's contribution to achieving its vision but it is not an expression of everything the Council does. It is a statement on the strategic priorities of the organisation.

Directorate Delivery Plans, sitting underneath the Corporate Plan, will provide greater detail on all the other activities and services which the Council is responsible for delivering.

Statutory requirements

The Corporate Plan meets the Council's duty to publish well-being objectives and a well-being statement as set out in the **Well-being of Future Generations (Wales) Act 2015**. Our well-being objectives also represent our improvement objectives, as required by the **Local Government (Wales) Measure 2009**.

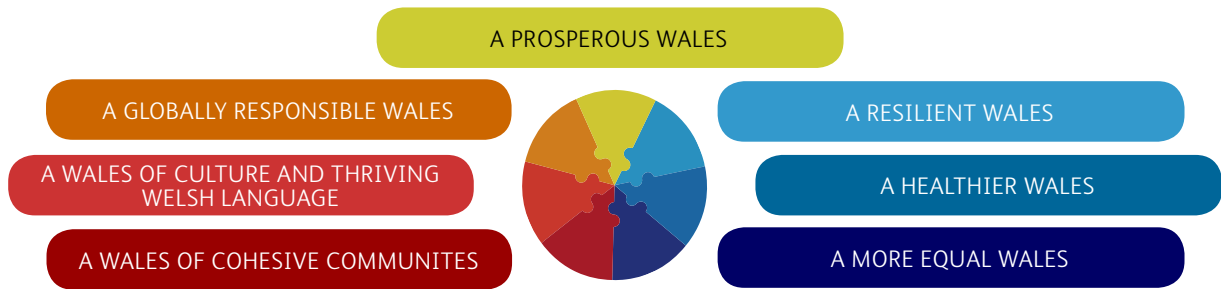
The Council is committed to all its statutory obligations, such as the duties expressed within, but not limited to, the:

- Equality Act 2010
- Welsh Language (Wales) Measure 2011
- Social Services & Well-being (Wales) Act 2014
- Environment (Wales) Act 2016
- Planning (Wales) Act 2015
- Housing (Wales) Act 2014



The Planning and Policy framework

National Well-being Goals



Cardiff Public Services Board shared outcomes



The City of Cardiff Council

Co-operative Council: Delivering the Vision

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

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

Co-operative Values: We Are Cardiff



Our Priorities:



The Well-being of Future Generations Act

The Well-being of Future Generations Act

The Well-being of Future Generations Act provides a framework for developing a balanced approach to the way Cardiff grows as a city and delivers services. It also encourages the Council to make sure that today's solutions are not tomorrow's problems.

The Act aims to ensure the economic, social and environmental well-being of Wales and places a statutory duty on public bodies to work towards the achievement of seven national well-being goals whilst embedding the sustainable development principle and five ways of working.

The seven national well-being goals are:

- A Prosperous Wales
- A Resilient Wales
- An Equal Wales
- A Healthy Wales
- A Wales of Cohesive Communities
- A Vibrant Culture & Thriving Welsh Language
- A Globally Responsible Wales

The five ways of working are:

- Long-term
- Prevention
- Integration
- Collaboration
- Involvement

The Council welcomes the Act and takes its obligations under the Act seriously. We believe there are areas where we are very well positioned to meet and exceed the requirements, but we are also committed to working with all partners including Welsh Government, Local Authorities, Future Generations Commissioner for Wales, UK Core Cities and others to further develop our approach where appropriate.

Cardiff Public Services Board

The Act establishes Public Services Boards (PSBs) for each local authority area in Wales. The Members of each Public Services Board must include:

- The local authority
- The Local Health Board for an area any part of which falls within the local authority area
- The Welsh Fire and Rescue Authority for an area any part of which falls within the local authority area
- The Natural Resources body for Wales

Cardiff has established its Public Services Board, which builds on over a decade of collaboration with our public service partners. The PSB has adopted seven outcomes that will ensure progress towards the national well-being goals.

The seven outcomes are:

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

The Well-Being Assessment

To understand the challenges facing the city and help identify the areas where the Council can have a positive impact on life in Cardiff, a Liveable City Report was published. The Liveable City Report captures how the city is performing against a range of high level indicators and represents the City's well-being assessment which is required by the Act.

A well-being plan, which is also required by the Act, will be developed by the PSB for the city to provide a strategy for improvement against key indicators by May 2017.

The Corporate Plan

The Corporate Plan sets out the Council's well-being objectives, which show how we will address the challenges revealed by the Liveable City Report under each of our four priorities.

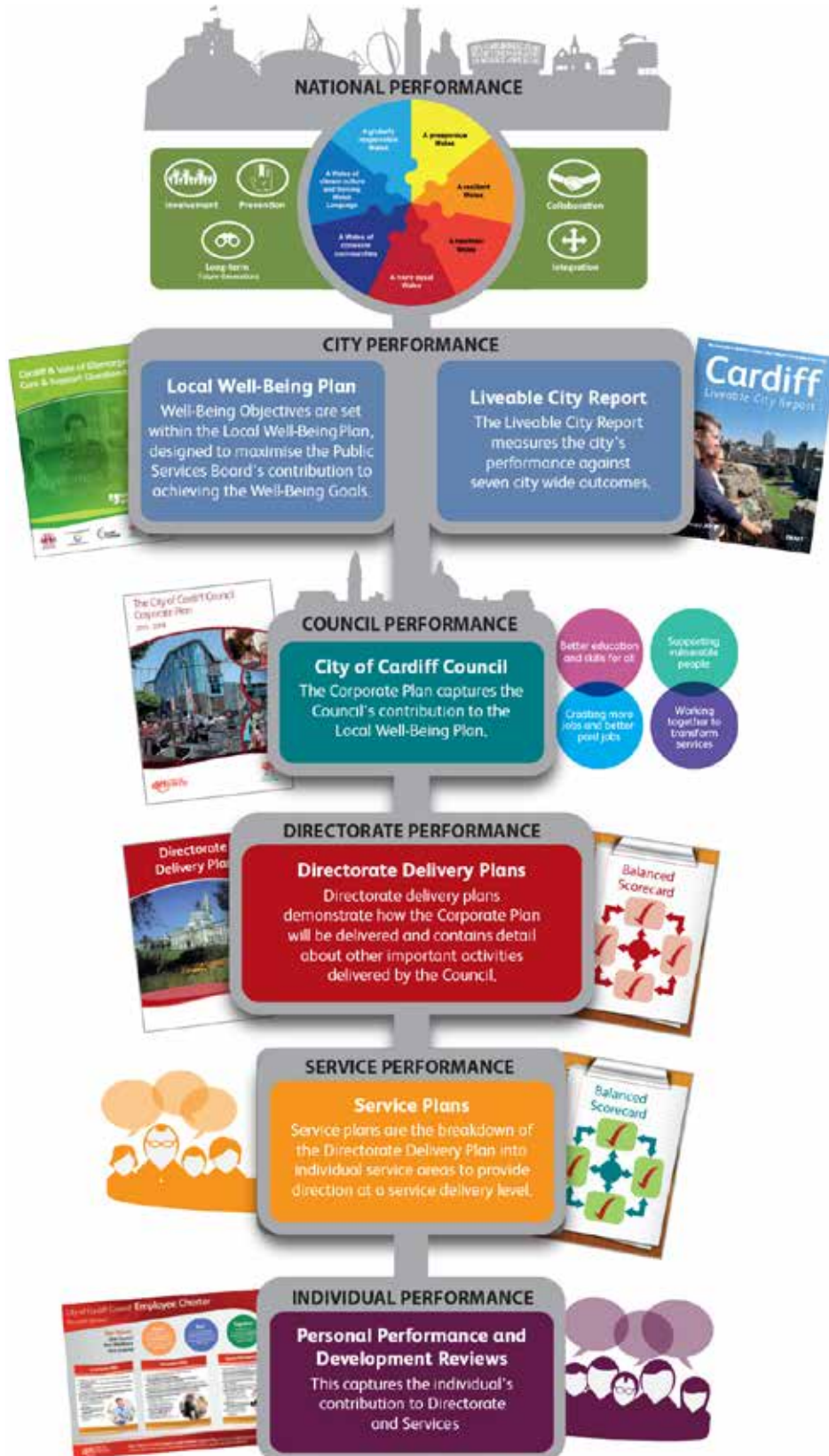
City Performance (measured by outcomes)

The Liveable City Report is an important guide to the overall well-being of the city. It captures the city's performance and benchmarks Cardiff against other appropriate areas where data is available. The Liveable City Report therefore captures city performance by measuring high level outcomes.

Council Performance (measured by outputs)

The Corporate Plan states what the Council will do to help achieve our vision of becoming Europe's most liveable capital city by delivering against the four priorities. The Corporate Plan therefore focuses on performance indicators which more accurately measure how effectively the Council delivers its services.

Delivering our vision: The hierarchy of plans



Delivering our vision: How the Council's well-being objectives contribute to the national well-being goals






The Council has developed thirteen well-being objectives which represent our commitment to delivering the national well-being goals. This table indicates which of the well-being goals our objectives will deliver against.

	Prosperous	Resilient	Equal	Healthy	Cohesive Communities	Vibrant Culture & Thriving Welsh Language	Globally Responsible
Priority 1: Better education & skills for all							
Every Cardiff school is a great school							
Looked after children in Cardiff achieve their potential							
Supporting people into work and education							
Priority 2: Supporting vulnerable people							
People at risk in Cardiff are safeguarded							
People in Cardiff have access to good quality housing							
People in Cardiff are supported to live independently							
Priority 3: An economy that benefits all our citizens							
Cardiff has more and better paid jobs							
Cardiff has a high quality city environment where population growth and transport needs are managed sustainably							
All young people in Cardiff make a successful transition into employment, education or training							
Ensure high quality and sustainable provision of culture, leisure and public spaces in the city							
Priority 4: Working together to transform services							
Communities and partners are involved in the redesign, development and delivery of local public services.							
The Council has effective governance arrangements and improved performance in key areas							
Our services are transformed to make them more accessible, more flexible and more efficient							

Delivering our vision:

Embracing the five ways of working

The five ways of working represent a shift in focus that the Council has been pursuing for a number of years. Here are some examples of how we have changed the way we deliver our services and how we will continue to develop our approach as we move forward.

	Way of Working	Examples of actions the Council has taken forward
	<p>Long-term</p> <p>Thinking far enough ahead so that today's solutions are not tomorrow's problems.</p>	<ul style="list-style-type: none"> • The Liveable City Report considers long term trends in the city across a range of indicators. • We have considered the impact of predicted growth in the city with plans now based on an expected population increase of 20% over the next 20 years alongside a budget reduction of £81m over the next 3 years. • The development of medium term financial planning will ensure decisions consider the impact on future generations. • Our workforce strategy will ensure the Council develops workforce skills for the future.
	<p>Prevention</p> <p>Acting to stop problems happening in the first place, or getting worse</p>	<ul style="list-style-type: none"> • Our approach to collaboration will ensure a focus on prevention with public service partners. • We have already begun the shift towards prevention in our Independent Living Service, our approach to housing and homelessness and support offered for young people Not in Employment, Education or Training. As we move forward, we will consider what further action we can take to ensure we shift from a reactive to a preventative approach.
	<p>Integration</p> <p>Considering how our actions may impact on others</p>	<ul style="list-style-type: none"> • Our new Liveable City Policy Forum facilitates cross-departmental working to ensure strategy and policy is integrated and can achieve the best outcomes. • A city-wide policy forum has also been launched to provide a space for policy development and integration across public service in Cardiff. • Our Future Generations Champions Network ensures well-being goals and objectives are integrated across the organisation and are at the forefront of service planning.
	<p>Collaboration</p> <p>Acting together with others</p>	<ul style="list-style-type: none"> • Successful collaboration is key to delivering effective and efficient public services. • One major example of our work with partners includes the Cardiff Capital Region City Deal which involves 10 Local Authorities, Welsh Government and UK Government. • Other successes include our Hubs programme which ensures the provision of public and third sector advice and support services in the heart of the community. • Working with local housing associations to mitigate the impact of welfare reform which includes providing into work support
	<p>Involvement</p> <p>The importance of involving people in what we do</p>	<ul style="list-style-type: none"> • Our approach to engagement with residents over the last three years shows our commitment to involving the citizens of Cardiff in developing our services. • We recognise, however, that there is always room for improvement and as such are reviewing our approaches to ensure all voices are heard.

Delivering for Cardiff:

Our core business

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



Each year the Council delivers **around 700 services to over 357,000 residents in 151,000 households**, helping to support local communities and improve the lives of local people. Many will be aware that the Council is responsible for collecting bins, cutting grass and cleaning streets, but it also provides support for older people and people with disabilities, it runs schools and manages high quality housing stock, as well as looking after children who are in care.



The Council has a commitment to make a positive impact on the health and well-being of communities. **Parks and green spaces** - which are a huge part of the city's appeal - are maintained by the Council. We

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

Cardiff has a long and successful track record of delivering **major sporting events**. Hosting **Rugby World Cup matches, Ashes Cricket test matches and the World Half Marathon** again demonstrated the city's capacity to deliver globally recognised events. In June the city will host the biggest sporting event in the world in 2017 - the **Champions League Final**. In 2018 the **Volvo Round the World Race** will stop in Cardiff for the first time in its history – and the first time the race will have returned to Britain for 12 years.



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

As well as those living in the city, over 80,000 people commute into Cardiff every day from across the city-region.

This represents over one third of the city's workforce. Keeping the city and the city-region moving is therefore a top priority. This will require planning and delivering with our neighbours across the Cardiff Capital Region.



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

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

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

Shaping the Corporate Plan:

Sustainable and inclusive management of growth

The city is preparing for significant growth over the next 20 years with a considerable number of people expected to move to the area, representing one of the biggest population increases (in percentage terms) of any major British city. This growth represents the success of Cardiff, as the city becomes a place that people want to live and work.

Growth, however, also brings a number of challenges such as ensuring we meet the growing demand for services in a way that protects the economic, social, environmental and cultural well-being of Cardiff.

Amongst other things, we will need to build new homes whilst ensuring that we protect the environment. We will need to create new jobs, whilst ensuring that all our citizens

can contribute to a prosperous economy. And we will need to provide more school places, ensuring that all children can reach their potential.

At the same time, we face continued financial pressures as budgets shrink further each year. The Council faces a budget shortfall of £81m over the next 3 years, in addition to the £213 million in savings identified over the last decade.

The challenge now is to deliver a liveable city whilst managing growth and austerity. This will require close partnership working with other public and third sector organisations to ensure we use the money that is available to us in the most effective way. This balanced approach to development is consistent with the spirit of the Well-being of Future Generations Act.



OVER THE NEXT 3 YEARS



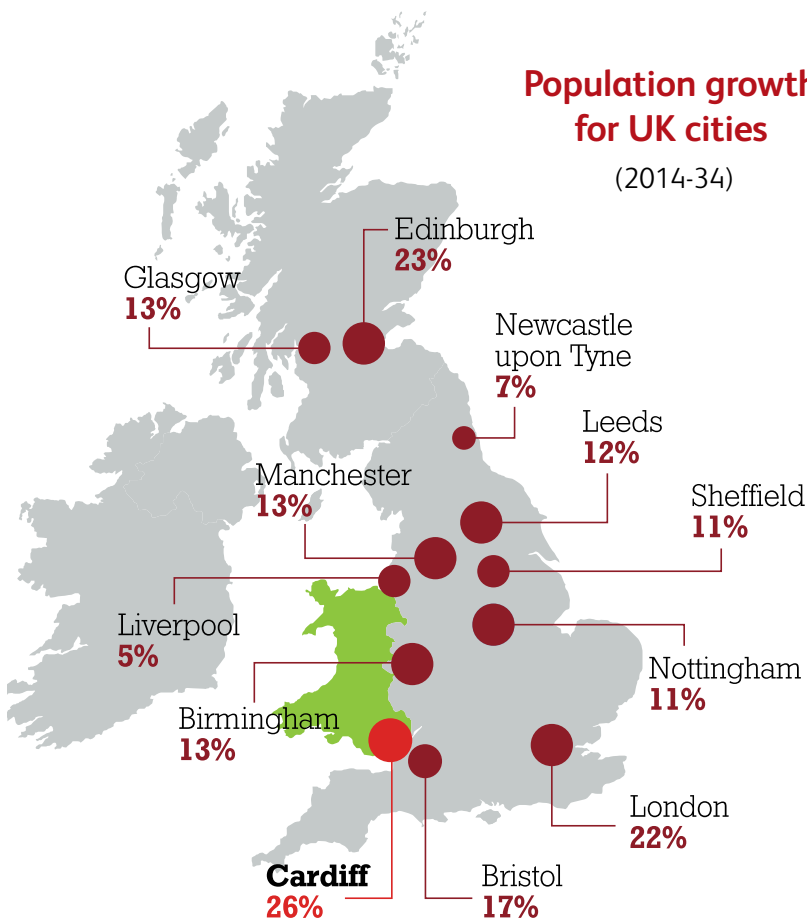
Developing Our Workforce

Developing a resilient workforce that can adapt to the changes ahead is important to us. Our people are a valuable asset and as such, we want to ensure they are able to deliver services that meet the needs of all service users.

This is important, not least because the Well-being of Future Generations Act sets out a cultural change that begins with the workforce having the right skills and support to achieve the transformation expected.

We are currently working to ensure that our workforce is fully engaged in achieving the aims of the Act and are able to adapt to the changing needs of society.

This includes working with our teams to embed the five ways of working and develop delivery mechanisms accordingly.



Shaping the Corporate Plan: Representing Our Communities

In developing the Corporate Plan, we have involved a wide range of citizens who have put forward their views by taking part in our Ask Cardiff survey or budget consultation.

In order to ensure the best responses, we have taken action to boost the response rates from under-represented groups through targeted marketing and engagement activities. This has included delivering additional paper copies and facilitating engagement sessions in the areas of City & Cardiff South and Cardiff East, and collaborating with the three universities in Cardiff to increase the number of under 35s participating in our consultation activities, ensuring our

large student population is able to inform priorities for the city.

We also piloted some engagement sessions with the Welsh Refugee Centre to gather the views of refugees and asylum seekers. This allowed us to trial a model that we can use with under-represented groups to ensure we are engaging with people who reflect the diversity of our communities.

Over 4,000 people took part in Ask Cardiff, with 2,520 participating in the Changes for Cardiff budget consultation and their views have helped us to decide what is important for the Council to focus on in 2017-18.

Key terms

Well-being goals

Seven national well-being goals set out in the Well-being of Future Generations (Wales) Act 2015

Well-being objectives

Strategic objectives that will ensure the Council is contributing to the delivery of the well-being goals. For each priority, 3-4 objectives have been set that will enhance and protect the economic, social, environmental and cultural well-being of Cardiff.

Improvement objectives

Our well-being objectives also represent our improvement objectives. As such, they set out clearly and simply what we want to achieve and are therefore outcome focused.

Ways of working

Five ways of working set out in the Well-being of Future Generations (Wales) Act 2015 that must characterise the way the Council delivers activities.

Sustainable development principle

The way a public body must act to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs.

Council priorities

The Council's priorities recognise the most important areas to address in the short to medium term.

Commitments

Commitments are specific initiatives that the Council will undertake to deliver the well-being objectives and contribute to the well-being goals.

Measures

Measures are indicators which we have agreed will measure our performance against our well-being objectives.



Our Priorities and Well-being Objectives



**Better
education and
skills for all**

Priority 1

- 1.1 Every Cardiff school is a great school
- 1.2 Looked after children in Cardiff achieve their potential
- 1.3 Supporting people into work and education



**Supporting
vulnerable
people**

Priority 2

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



**An economy
that benefits all
our citizens**

Priority 3

- 3.1 Cardiff has more and better paid jobs
- 3.2 Cardiff has a high quality city environment where population growth and transport needs are managed sustainably
- 3.3 All young people in Cardiff make a successful transition into employment, education or training
- 3.4 The Council has high quality and sustainable provision of culture, leisure and public spaces in the city



**Working
together to
transform
services**

Priority 4

- 4.1 Communities and partners are involved in the redesign, development and delivery of local public services.
- 4.2 The Council has effective governance arrangements and improved performance in key areas
- 4.3 Our services are transformed to make them more accessible, more flexible and more efficient

Priority 1:

Better education and skills for all



The Council is committed to ensuring excellent educational achievement in all sectors, from the early years, through school, to post 16 and adult learning. A city in which all citizens have equal opportunities to access effective and relevant learning, throughout life, is essential to building skills for the future, social inclusion and economic well-being and prosperity.

We will continue to work in partnership with schools, parents, communities, further and higher education providers, the third sector, business and enterprise in the city, to develop a workforce ready to respond to the challenges of the 21st century.

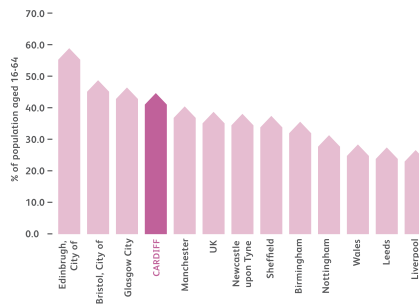
Better Education and Skills for All

Cardiff is a well-educated city with a high proportion of people qualified to degree-level or equivalent (NVQ Level 4). With a strong university sector and major employers in the region, Cardiff attracts and retains a highly skilled workforce. The city also has a low number of people with no qualifications compared to other major UK cities.

As Cardiff's economy expands, it is increasingly important that its citizens are equipped to take advantage of the opportunities this growth offers.

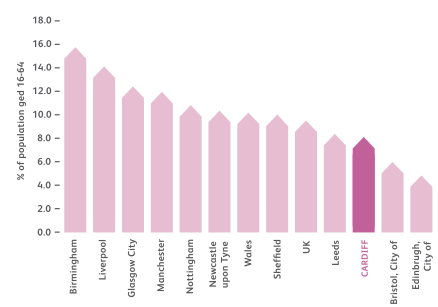
43.5% of Cardiff's working-age population are qualified to degree level or equivalent

Percentage of population Aged 16-64 Qualified NVQ4+, Jan-Dec 2015



Only 8.8% of working-age residents have no qualifications

Percentage of population Aged 16-64 with No Qualifications, Jan-Dec 2015



School Performance

The performance of Cardiff schools continues to accelerate across all phases of education, with further improvements at each key stage at the end of the academic year 2015-2016.

In primary schools, the proportion of pupils achieving the Foundation Phase Indicator has increased to 88.9%, exceeding the Wales average of 87.0%. The proportion of pupils achieving the Key Stage 2 Core Subject Indicator has also increased to 89.5%, again above the Wales average of 88.6%. The number of high performing schools is increasing and variation between schools is reducing.

In secondary schools, at the end of Key Stage 4, a higher proportion of pupils achieved the Level 2+ threshold (Five GCSEs A* - C, including English/Welsh first language and Mathematics), increasing performance to 63%, a 14 percentage point increase since 2011-12. The number of secondary schools where less than 50% of pupils achieved the Level 2+ threshold has decreased from eight in 2015, to four this year.

The performance of pupils eligible for free school meals has improved at each key stage, narrowing the gap between

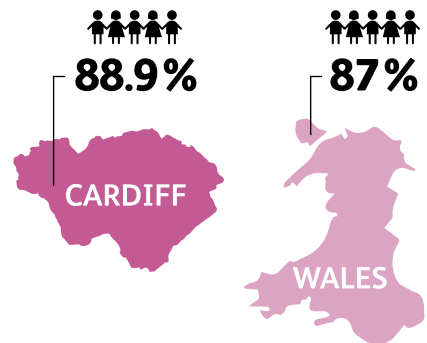
these pupils and their peers. However, this gap remains too wide, particularly in the secondary sector.

The proportion of pupils with special educational needs achieving headline measures has improved at every key stage.

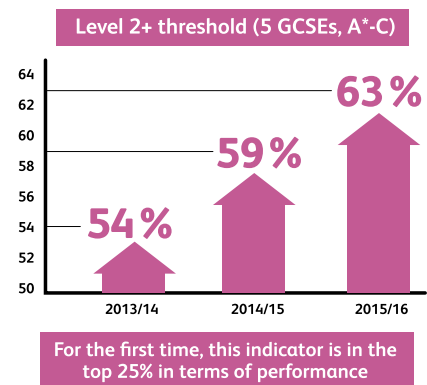
Priority improvement areas in the year ahead are:

- Improving pupil outcomes at the minority of secondary schools that are causing concern
- Improving performance in Key Stage 4 at the Level 1 threshold (5 GCSEs A* - G)
- Tackling the variation in standards achieved by schools with comparable pupil demographics
- Developing improved provision for young people who are educated other than at school
- The review and development of provision and practice in relation to special educational needs across Cardiff
- Improving outcomes for looked after children, both educated within and beyond the Cardiff school system

Percentage of pupils achieving the Foundation Phase Indicator



In secondary schools at the end of Key Stage 4:

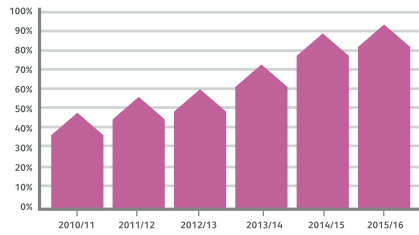


Supporting Lifelong Learning

We also want to ensure that adults have the skills they need to enter and remain in employment. Our Adult Community Learning and Into Work Advice services provides employment related advice and courses to individuals in Cardiff who are actively seeking work or are looking for skills to further progress to better paid jobs.

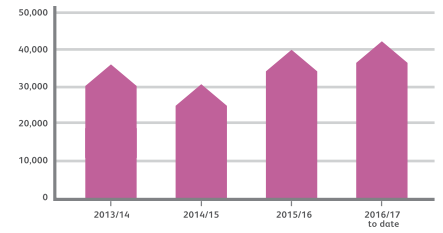
Since 2010-11 there has been a marked increase in the number of people completing Learning for Work courses

Adult Community Learning Success Rate



Since the Into Work Advice Service was launched, we have provided advice to almost 150,000 people

Total number who received Into Work Service Advice



Well-being objective 1.1:

Every Cardiff school is a great school

1 What do we want to achieve?

During 2016, the Council and its partners launched 'Cardiff 2020 – A renewed vision for education and learning in Cardiff', which underlines a shared commitment to ensure that:

'All children and young people in Cardiff attend a great school and develop the knowledge, skills and characteristics that lead them to become personally successful, economically productive and actively engaged citizens'. Cardiff 2020 recognises that a strong school system is a key foundation for a prosperous economy and

society. Our schools are pivotal in raising the skills and competencies of the future workforce, and to empowering young people to respond to the rapidly changing needs of a dynamic labour market.

Cardiff 2020 also acknowledges the essential role our schools and early years settings have to play in preventing and tackling poverty, enabling social inclusion, promoting mutual respect for each other and building the foundations for an open and democratic society upon which active citizenship rests. These are essential

contributors to the goals of the Well-being of Future Generations (Wales) Act.

Building upon the strengthening picture of school performance in Cardiff in recent years, Cardiff 2020 outlines five key goals:

- Excellent outcomes for all learners
- A high quality workforce
- 21st Century learning environments
- A self-improving school system
- Schools and Cardiff in Partnership

2 Commitment

	Lead Member	Lead Directorate
Improve educational outcomes for all children and young people, particularly at Key Stage 4, through improved school leadership, teaching and learning and curriculum development	Cllr Sarah Merry	Education
Close the attainment gap for pupils from low income families, looked after pupils, pupils educated other than at school and pupils entering Cardiff schools with English as an additional language	Cllr Sarah Merry	Education
Improve provision for children and young people with additional learning needs, through the implementation of the new Statutory Framework for Additional Learning Needs	Cllr Sarah Merry	Education
Ensure there are sufficient and high quality school places to meet the population growth in the city, through planned expansion and the upgrade of the existing school estate via the School Organisation Programme	Cllr Sarah Merry	Education
Recruit, retain and develop the best people to lead and work in our schools and education settings to secure a high quality workforce at all levels	Cllr Sarah Merry	Education
Work with the Central South Consortium to further develop the capacity of the school system to be self – improving	Cllr Sarah Merry	Education
Build effective partnerships between schools, business, the voluntary sector and wider public services and communities to enrich the school curriculum and strengthen school governance	Cllr Sarah Merry	Education

3 Measuring Progress

Target

<p>The percentage of Cardiff schools categorised as 'Green' in the annual Welsh Government School Categorisation process:</p> <ul style="list-style-type: none"> • Primary Schools • Secondary Schools • Special Schools 	<p>Primary = 35% Secondary = 27% Special = 86%</p>
<p>The percentage of pupils achieving the Core Subject Indicator (expected levels in English or Welsh first language, Science and Mathematics) at the end of Key Stage 2:</p> <ul style="list-style-type: none"> • All pupils • Pupils eligible for free school meals • Pupils not eligible for free school meals 	<p>All Pupils = 90% eFSM = 80.6% Not eFSM = 93%</p>
<p>The percentage of pupils in Year 11 achieving the Level 2 + threshold (5 GCSEs at grades A*-C including English or Welsh first language and Mathematics) at the end of Key Stage 4:</p> <ul style="list-style-type: none"> • All pupils • Pupils eligible for free school meals • Pupils not eligible for free school meals 	<p>All Pupils = 65% eFSM = 43% Not eFSM = 70%</p>
<p>The percentage of pupils in Year 11 achieving the Level 2 threshold (5 GCSEs at grades A* - C) at the end of Key Stage 4</p>	<p>85%</p>
<p>The percentage of pupils in Year 11 achieving the Level 1 threshold (5 GCSEs at grades A* - G) at the end of Key Stage 4</p>	<p>97%</p>
<p>Percentage Attendance at secondary school</p>	<p>95%</p>
<p>Percentage Attendance at primary school</p>	<p>95.5%</p>
<p>The new Capped Points Score (Capped 9) - Year 11 pupil results from nine of the qualifications available in Wales</p>	<p>New indicator for 2017-18</p>
<p>The percentage of children securing their first choice of school placement:</p> <ul style="list-style-type: none"> • Primary school • Secondary school 	<p>Primary = 80% Secondary = 70%</p>
<p>The percentage of children securing one of their three choices of school placement:</p> <ul style="list-style-type: none"> • Primary school • Secondary school 	<p>Primary = 90% Secondary = 90%</p>

Well-being objective 1.2:

Looked after children achieve their potential

1 What do we want to achieve?

The Council is committed to providing high quality care and support for looked after children to help them achieve their potential.

An integrated approach which promotes greater collaboration across Council Directorates, Cardiff schools and partner organisations is crucial. The Corporate Parenting Advisory Committee, delivering within a framework provided by our Corporate Parenting Strategy, helps ensure that our approach is as joined up as

possible. This response also encourages us to concentrate on providing support that seeks to address problems before they arise and deliver positive long term outcomes for children and young people.

A good proportion of looked after children achieve their aspirations and succeed educationally, including at university but there remain significant challenges for the authority in improving educational outcomes for looked after children overall. The award winning Looked After Children

Traineeship Scheme has been successful in offering work placement opportunities to Looked After Children and care leavers, some of whom have since taken up apprenticeships within the Council.

The shared vision of the City of Cardiff Council and the Cardiff & Vale University Health Board is to continue to work together to ensure the best possible outcomes for children who are looked after or who have left care, so that they can be happy and lead fulfilling lives.



2 Commitment

	Lead Member	Lead Directorate
Deliver the Corporate Parenting Strategy by 2019 to ensure that the Council and partners collectively fulfil their responsibilities to all children and young people who are in their care by seeking exactly the same positive outcomes that every good parent would want for their own children	Cllr Sue Lent	Social Services

3 Measuring Progress

	Target
The percentage of looked after children returned home from care during the year	12%
The percentage attendance of looked after pupils whilst in care in primary schools	98%
The percentage attendance of looked after pupils whilst in care in secondary schools	93%
The percentage of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	9%
The percentage of children looked after on 31 March who have had three or more placements during the year	9%
The percentage of children looked after by the City of Cardiff Council, as at the annual pupil census date, achieving: <ul style="list-style-type: none"> The Core Subject Indicator (expected levels in English or Welsh first language, Science and Mathematics) at the end of Key Stage 2 The Level 1 threshold (5 GCSEs at grades A* - G) at the end of Key Stage 4 The Level 2 threshold (5 GCSEs at grades A* - C) at the end of Key Stage 4 	Core subject indicator = 73% Level 1 = 57% Level 2 = 33%
The percentage of children looked after by the City of Cardiff Council, as at the annual pupil census date, achieving the Level 2 + threshold (5 GCSEs at grade A* - C including English or Welsh first language and Mathematics) at the end of Key Stage 4.	7%
The percentage of all care leavers in education, training or employment at 12 months after leaving care	TBC
The percentage of all care leavers in education, training or employment at 24 months after leaving care	TBC

Well-being objective 1.3:

Supporting people into work and education

1 What do we want to achieve?

The Adult Community Learning service is delivered in collaboration through the Cardiff and Vale Community Learning Partnership and offers a broad range of adult education courses that help support the citizens of Cardiff to meet their learning aspirations, enhancing prospects and quality of life.

The Council is especially focused on supporting those on low income because income poverty can have a profound impact on people's aspirations as well as broader effects on the health, wellbeing and safety of citizens. The Council's contribution to Adult Community Learning

in Cardiff focuses on two key areas: Learning for Work and Learning for Life. In 2015-16 the Learning for Life programme achieved a 94% success rate, which was up from 88% in 2014-15.

As part of our Into Work service we are working to widen digital inclusion within communities by helping people 'get online' through learning basic computer skills. The digital inclusion agenda is also assisting preparations for the full rollout of Universal Credit across the city and the Council will be supporting all new claimants and helping people to maintain their Universal Credit account online.

The Into Work Advice Service provides one to one support to individuals. We offer help with CVs, job application forms, universal job-match and digital inclusion. As we know that helping individuals to get online is crucial, we deliver a range of digital sessions across the city. We can also offer a range of free accredited training courses to individuals looking to upskill. In 2015-16, over 40,000 people received Into Work Advice with 98% of people stating that they felt more 'job ready' as result of attending a work preparation course.

2 Commitment

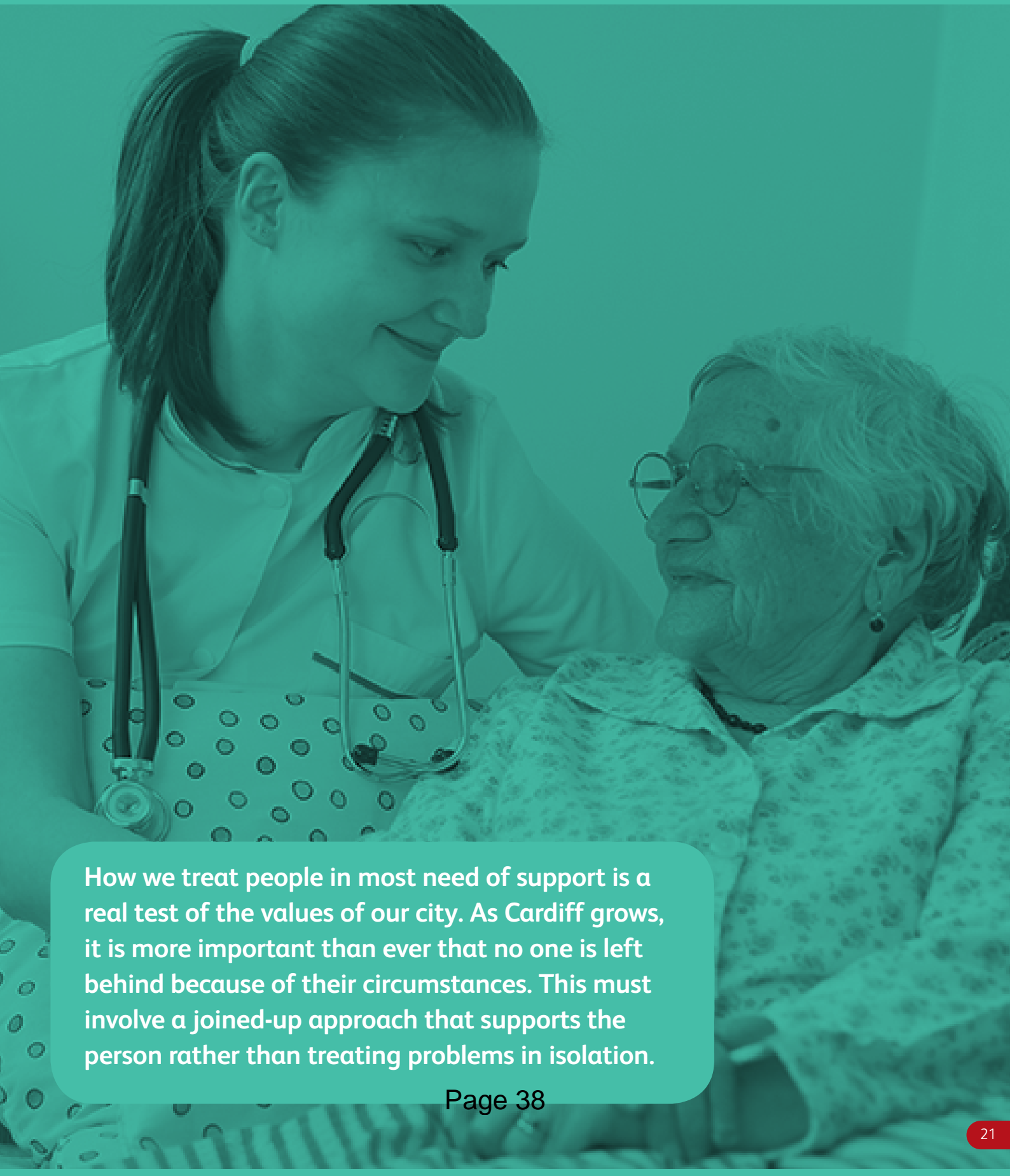
	Lead Member	Lead Directorate
Further develop Adult Community Learning and the Into Work Advice Service to support vulnerable people to maximise their employment opportunities	Cllr Dan De'Ath	Communities, Housing & Customer Services

3 Measuring Progress

	Target
The number of people receiving Into Work Advice	41,000
The number of people successfully engaging with the Into Work Advice Service and completing accredited training	1,200
The number of people who have been affected by The Benefit Cap and are engaging with The Into Work Advice Service	150
The number of Into Work Advice Service customers supported with their claims for Universal Credit	800
Maintain the success rate at or above the Adult Community Learning National Comparator (Cardiff specific return)	90%
Adult Community Learning enrolment rate for learners within deprivation deciles one and two	45%

Priority 2:

Supporting Vulnerable People



How we treat people in most need of support is a real test of the values of our city. As Cardiff grows, it is more important than ever that no one is left behind because of their circumstances. This must involve a joined-up approach that supports the person rather than treating problems in isolation.

Supporting Vulnerable People

Supporting Vulnerable Adults and Children

The services we are responsible for delivering are crucial to the well-being of some of the most disadvantaged in the city and helping people who, from time to time are in need of our support. Our performance in these areas is therefore a priority for the organisation. We will prioritise the integration of our services to

ensure vulnerable adults and children are supported and kept safe. Safeguarding is everybody's business so we will ensure that, together with partners, we protect the vulnerable from child sexual exploitation, human trafficking, abuse and neglect.

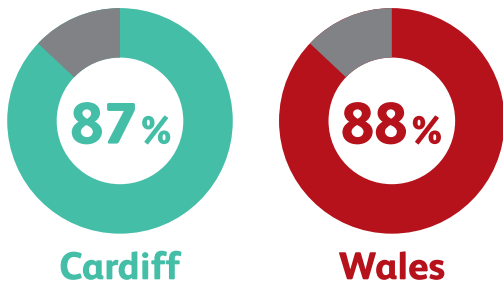
In addition, we will improve the provision of Adult Social Services through collaboration with partners in health and housing, ensuring that people in Cardiff receive the care and support they need, with an

emphasis on maintaining independence where appropriate.

Whilst we have made strong progress in this area, we recognise that there is further work to be done. Our detailed planning in preparation for the Social Services and Well-being (Wales) Act 2014 has initiated a tangible cultural shift in our approach to the delivery of care and support whilst housing also remains a priority.

Council Performance: Children

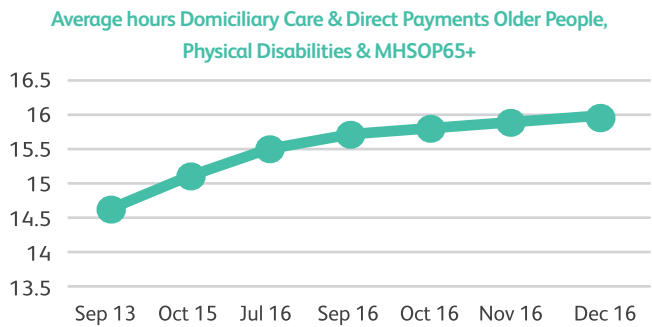
87% of required visits to looked after children took place in 2015/16, only one percentage point behind the average for Wales



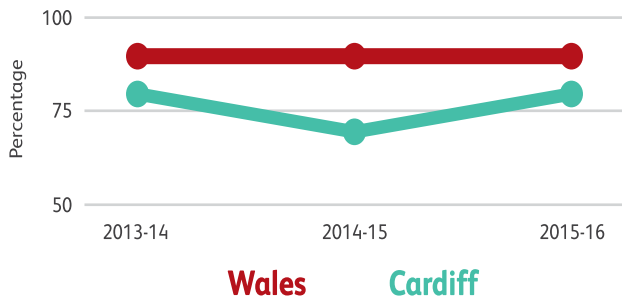
Information is shown to the nearest whole number - 2015-16

Council Performance : Adults

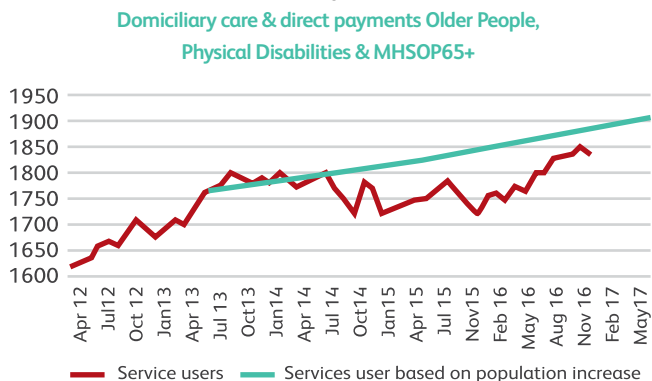
The average hours of care each older person receives increased from 14.6 hours per week in September 2013 to 16 in December 2016



82% of reviews of vulnerable children were completed on time in 2015-16, an increase of 11% on 2014-15



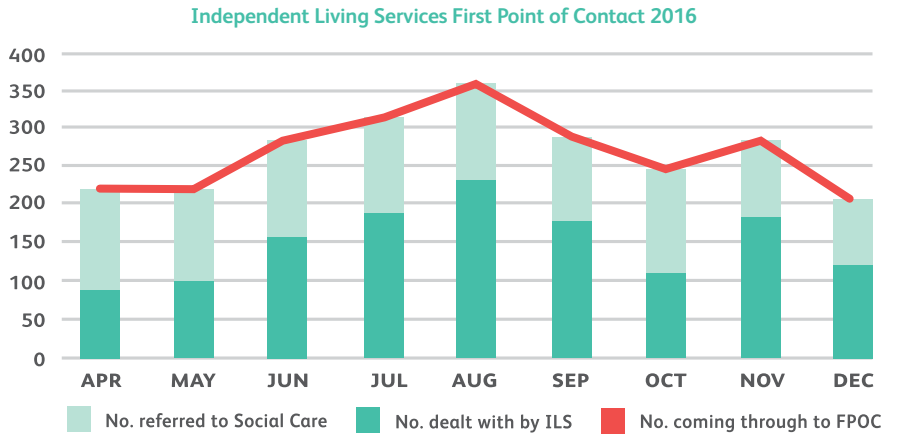
The number of older people supported at home by the Council increased from 1,622 in April 2012 to 1,839 in December 2016. The 'number of service users based on the population increase' is based on the mid-year population estimates for people in Cardiff aged 65+



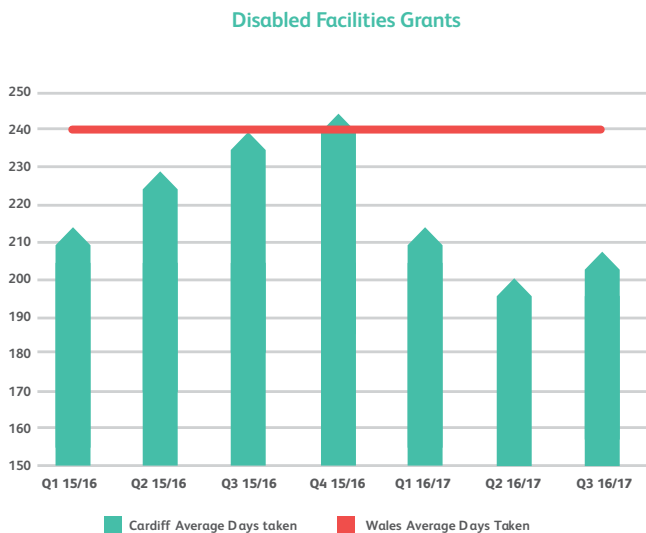
Supporting access to homes and Independent Living

We are also committed to delivering high-quality, affordable social housing. Our allocations process ensures that we give priority to those most in need of a home and we provide additional support to those who are homeless or at risk of becoming homeless in Cardiff. More broadly, we help enforce standards in the private rented sector to increase the number of high-quality properties available in the city.

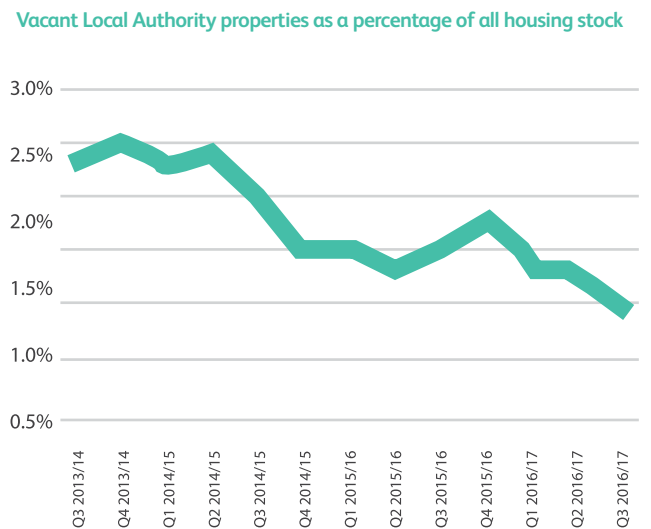
Almost 4,000 people contacted Independent Living Services between April and December 2016



The average number of days for a resident to be awarded a Disabled Facilities Grant has decreased to just over 200, below the Welsh average of 240 days



Only 1% of Council properties were vacant during Quarter 3 of 2016-17 compared with 2.36% during the same period in 2013-14



Well-being objective 2.1:

People at risk in Cardiff are safeguarded

1 What do we want to achieve?

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

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

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

2 Commitment

	Lead Member	Lead Directorate
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 2018	Cllr Sue Lent	Social Services
Ensure that Domestic Violence Support Services meet the requirements of new legislation, including the recommissioning of the service	Cllr Dan De'Ath	Communities, Housing & Customer Services
Work to make Cardiff a recognised Dementia Friendly City by March 2018 to support those affected by dementia, enabling them to contribute to, and participate in, mainstream society	Cllr Susan Elsmore	Social Services
Renew the safeguarding vision and strategy across Social Services by March 2018 in order to take account of new national policy and practice guidance currently under development	Cllr Sue Lent/ Cllr Susan Elsmore	Social Services
Develop and implement a mechanism to improve engagement with communities at large and faith communities in particular by March 2018 to improve the safeguarding of children across the various communities in Cardiff	Cllr Sue Lent	Social Services

3 Measuring Progress

	Target
The percentage of Children's Services social work vacancies across the service	18%
The percentage of re-registrations on the Child Protection Register during the year	4%
The percentage of children supported to remain living within their family	59%
The percentage of adult protection enquiries completed within 7 working days	TBC



Well-being objective 2.2:

People in Cardiff have access to good quality housing

1 What do we want to achieve?

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

Demand for housing of all tenure types in Cardiff is high, particularly for social housing. The Council will therefore prioritise work to increase the level of housing available for Council tenants as well as maximising the delivery of affordable housing. Achieving and maintaining 100%

compliance with the Welsh Housing Quality Standard also demonstrates that the housing offer for Council tenants is of a high quality.

The Council will work to ensure landlords and agents comply with their legal obligations under the Housing (Wales) Act 2014, also acting as the host licensing authority for the Welsh Government's Rent Smart Wales scheme. This is an all-Wales registration and licensing scheme,

which works to prevent rogue agents and landlords letting and managing properties, driving up standards in the private rented housing sector.

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

2 Commitment

Implement the Cardiff Housing Strategy 2016-2021 to ensure those in need have access to appropriate, high quality services

- 1,500 new homes (of which 40% affordable) through the 'Cardiff Living' programme.
- In addition to the Cardiff Living programme, deliver 100 additional Council properties through a range of capital funding by 2022
- Deliver Independent Living Solutions for Older and Disabled People
- A new Homelessness Strategy based on a full needs assessment and review of services
- Implement a new Rough Sleeping Strategy to address rough sleeping in the city
- Continue to develop joint working to mitigate the issues caused by Welfare Reform

Lead Member

Cllr Susan Elsmore

Lead Directorate

Communities, Housing & Customer Services



3 Measuring Progress

	Target
The percentage of affordable housing agreed at planning stage to be provided in a development on greenfield sites	30%
The percentage of affordable housing agreed at planning stage to be provided in a development on brownfield sites	20%
The number of homes commenced on site through Cardiff Living in year: Council Homes	136
The number of homes commenced on site through Cardiff Living in year: All Homes	353
The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service	50%
The number of rough sleepers assisted into accommodation	144

Well-being objective 2.3:

People in Cardiff are supported to live independently

1 What do we want to achieve?

Helping people to live independently means enabling potentially vulnerable people to develop the skills they need to live on their own, supporting them with reasonable adaptation to their homes and providing more preventative services before their needs become critical.

This is done by identifying an individual's strengths and skills through a re-ablement approach.

Doing so respects the dignity and independence of individuals whilst reducing the demand for domiciliary packages and traditional models of care. In order to strengthen individual independence and effective care and support, we will continue to:

- Facilitate timely and safe discharge from hospital to allow people to remain at home
- Build on the success of the new single point of contact for anybody who needs support
- Ensure that on the first point of contact, those who need support can access a range of services to secure independent living
- Facilitate access for young care leavers to good accommodation, employment opportunities and mentoring

2 Commitment

	Lead Member	Lead Directorate
Implement the 'Disability Futures' Programme by December 2018 to remodel services for disabled children and young adults aged 0-25 across Cardiff and the Vale of Glamorgan to improve effectiveness and efficiency of services and outcomes for young people and their families	Cllr Susan Elsmore / Cllr Sue Lent	Social Services
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 act as a Gateway to accessing advice and assistance	Cllr Susan Elsmore	Communities, Housing & Customer Services
Work with partners to maintain the reduction in Delayed Transfers of Care for social care reasons during 2017-18 to support more timely discharge to a more appropriate care setting	Cllr Susan Elsmore	Social Services
Continue to increase the number of children and adults with care and support needs in receipt of Direct Payments by March 2018 to enable people to make their own choices and take control over the care services they receive	Cllr Susan Elsmore / Cllr Sue Lent	Social Services
Offer a Carers Assessment to all eligible adult carers who are caring for adults during the 2017-18 financial year to ensure that they receive the help and support they need, in the ways they need it	Cllr Susan Elsmore	Social Services
Undertake a campaign by March 2018 to raise young carers' awareness of their entitlement to a young carers assessment	Cllr Sue Lent	Social Services

	Lead Member	Lead Directorate
Implement a new model of Day Opportunities by March 2018 (subject to the completion of major building works which should be substantially completed by this date) to maximise independence for adults with care and support needs	Cllr Susan Elsmore	Social Services
Conclude the implementation of Signs of Safety in Children's Services by March 2020 in order to ensure that all staff within the Directorate are able to engage with families using the Signs of Safety Risk Assessment Framework	Cllr Sue Lent	Social Services
Further develop the Alarm Receiving Centre including partnership work with stakeholders as well as the use of new technology to assist people to live independently.	Cllr Susan Elsmore	Communities, Housing & Customer Services
Develop Locality Based Working building on the learning of the Older Persons pilot project to effectively integrate services for older people within a geographical location, taking a person centred approach, reducing duplication and improving citizen engagement.	Cllr Susan Elsmore	Communities, Housing & Customer Services

3 Measuring Progress

	Target
The percentage of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adults' Services	60%
The total number of alternative solutions provided by Independent Living that help people remain independent at home.	3,900
The percentage of people who feel reconnected into their community, through intervention from Day Opportunities	60%
The percentage of Assistive Living technology trial participants who think the service helps them remain in their own home	65%
The percentage of Telecare calls resulting in an ambulance being called out	<10%
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	TBC
The number of children and adults in need of care and support using the Direct Payments scheme	910
The percentage of eligible adults who are caring for adults that are offered a Carers Assessment during the year	90%
The percentage of care leavers aged 16-24 experiencing homelessness during the year	TBC



Priority 3:

An economy that benefits all our citizens

A strong and inclusive economy is at the heart of a city with a great quality of life. To achieve this we must ensure Cardiff offers the right conditions to attract and support investment; to create more and better-paid jobs, in the city and wider region, and to provide the support and pathways to help our citizens access these jobs and build careers in Cardiff.

An economy that benefits all our citizens

Achieving our vision will mean continued improvement in Cardiff's business infrastructure and support, alongside an enhanced approach to supporting people – particularly young people – into education, employment and training. This must be aligned to maintaining Cardiff's position as one of the best British cities for culture

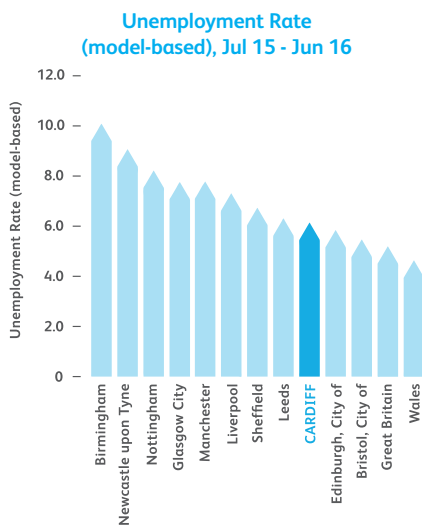
and leisure, particularly as the city grows over the coming decade. Given Cardiff's pivotal role in the city-regional economy, the City Deal and emerging city-regional approach to economic development, spatial planning and transportation will be increasingly important.

Partnership working will be central to delivering an economy that benefits all our citizens, with the business community, the city's universities; local authorities in the Capital Cardiff Region, the Welsh and UK Governments and, most importantly of all, with the citizens of Cardiff.

City Economy

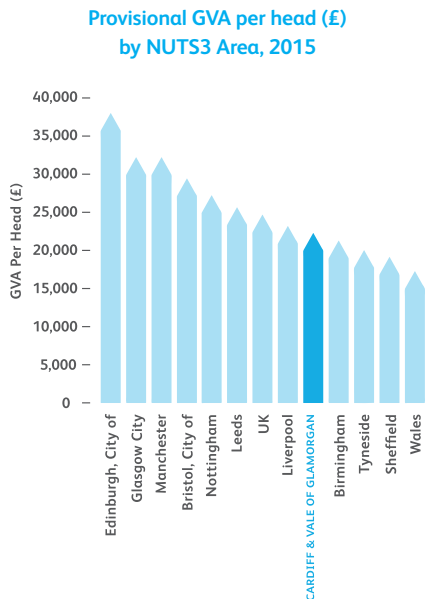
Cardiff is the economic powerhouse of Wales, playing a vital role in creating jobs and wealth for the people of the city and the wider city region, with well over 80,000 people commuting into the city each day. The city economy is demonstrating strong performance across a number of headline indicators, with jobs growth up, unemployment down, visitor numbers up and growth in the number of new businesses.

Unemployment in the city is at its lowest level since 2009 and is currently 6%



That said, Cardiff's total economic output (GVA per head) although much higher than other parts of Wales, compares relatively poorly to the top performing major British cities, and levels are only now returning to pre-crisis levels.

In 2014 the economic output (Gross Value Added) per head in Cardiff and the Vale was £22,107, above the Welsh average but below many major cities in the UK

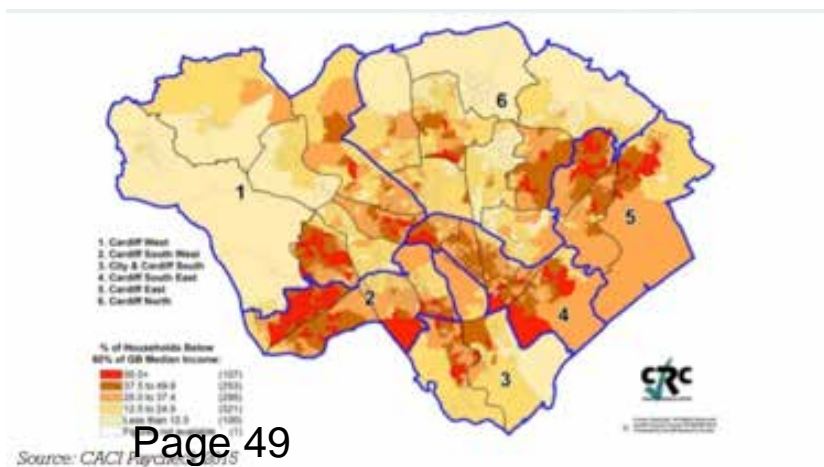


Together, these figures suggest that while jobs are being created, the city's economy is not becoming more productive. To meet the demands of growth it will be important that Cardiff's economy not only keeps on creating and attracting new companies and new jobs, but that these companies are more productive and the jobs better paid.

Equally, the dividend of economic growth have not been felt by all of the city's residents. Despite the jobs created and the investment in the city centre, many of the poorest communities in Wales can be found in its capital city. The large disparities in levels of unemployment, household poverty and workless households closely align with health, crime and educational inequalities across the city.

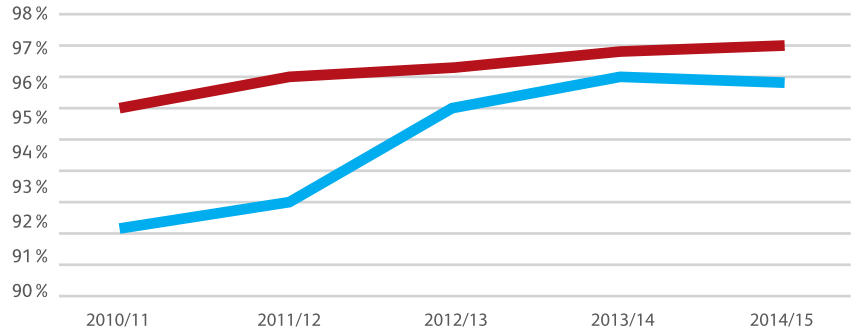
Over a quarter of households in Cardiff are living in poverty - over 46,000 households. Living in poverty is defined as a household whose income is below 60% of the annual median income.

Welsh Index of Multiple Deprivation (WIMD)



An important part of tackling disadvantage will be helping people into education, employment and training. That is why supporting the successful transition of young people has been a priority for the Council and its partners, with significant progress being made in this area over the last five years.

Year 11 leavers making a successful transition to education, employment or training



Cardiff — Wales

High-Quality City Environment

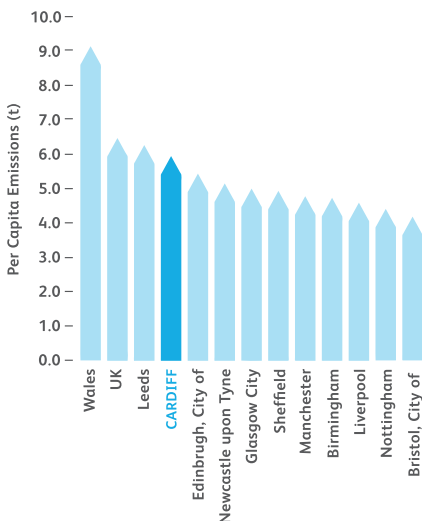
Cardiff is a green city. It is well served by parks and open green spaces, with areas such as Bute Park in the heart of Cardiff recognised for their outstanding natural beauty. Residents also have easy access to a national park and coastlines in the wider city-region. Cardiff's recycling rates perform strongly compared to other British cities.

The household waste recycling rate has risen from 4% to 58% since the recycling and composting targets were put in place. Street cleanliness, however, is consistently seen as a priority for residents.

Levels of car use are amongst the highest of the Core Cities and use of public transport in the city is comparatively low, although levels of walking and cycling compare well and are growing. Over 60% of residents now think that transport in the city is a serious or very serious problem. The city's reliance on cars also contributes to Cardiff's carbon emissions being high compared to many other British cities, with some city centre wards particularly vulnerable to high levels of air pollution.

Carbon emissions per person in Cardiff have fallen in the last decade and are lower than both the UK and Wales averages

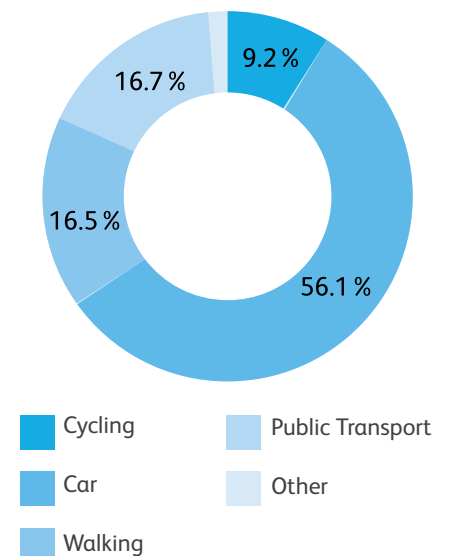
Total Per Capita CO2 Emissions (t), 2014



Percentage of household waste sent for reuse, recycling or composting 2014-15

CARDIFF	53.4
Bristol	43.5
Leeds	42.9
Newcastle	40.8
Edinburgh	37.2
Nottingham	32.9
Manchester	32.8
Sheffield	30.0
Liverpool	29.6
Birmingham	26.6
Glasgow	25.8

9.2% of residents travel to work by bike; this figure has more than doubled since 2005



Well-being objective 3.1:

Cardiff has more and better paid jobs

1 What do we want to achieve?

The Council will work with partners in the public and private sectors to create jobs and deliver economic growth in a way that benefits all our communities. To achieve this we will create an environment which supports the development of new business, the growth and sustainability of existing businesses, and attracts continued investment. Doing this will increase the number and quality of the jobs available for people in the city and across the city-region.

The high-quality portfolio of business premises delivered in the city centre has already secured the new BBC HQ in Central Square, bringing high quality jobs into the city centre. The Council will continue to deliver projects to help attract employment in high-value sectors such as the creative industries and financial and business services. As we recognise the importance of ensuring local people benefit from the city's success, we will seek maximum social value from our contracts and investment by

creating opportunities for apprenticeships, work placements and employment, with a focus on reducing long-term economic inactivity.

We also have an aspiration for Cardiff to become a Living Wage city by encouraging suppliers, contractors and providers to ensure they pay decent wages for their staff and advocating for the Living Wage across the wider business community.

2 Commitment

	Lead Member	Lead Directorate
Facilitate jobs growth by working with partners to deliver 300,000 square feet of Grade A office accommodation within Central Square by March 2019	Cllr Phil Bale	Economic Development
Work with partners to deliver the Cardiff Capital Region City Deal	Cllr Phil Bale	Economic Development
Progress delivery of an Indoor Arena to attract visitors, overnight stays and increase visitor spend	Cllr Phil Bale	Economic Development
Commence delivery of International Sports Village phase 2 by 2018	Cllr Phil Bale	Economic Development
Support growth in the creative industries sector through the development of creative hubs	Cllr Phil Bale	Economic Development
Develop an integrated approach to the management of the city centre with the business community with the Business Improvement District	Cllr Phil Bale	Economic Development
Implement the Tourism Strategy with a view to attracting more visitors to the city who stay longer and spend more by March 2018	Cllr Phil Bale	Economic Development
Undertake a detailed feasibility study as the basis for securing investment to enable the maintenance and refurbishment of City Hall	Cllr Phil Bale	Economic Development

	Lead Member	Lead Directorate
Develop a revised International Strategy for Cardiff in 2017-18 reflecting implications of and opportunities from last year's referendum decision for the UK to leave the EU	Clr Phil Bale	Economic Development
Work with major contractors and providers to deliver increased social value through Council contracts by creating opportunities for apprenticeships, work placements and employment, with a focus on reducing long term economic inactivity	Clr Phil Bale / Clr Graham Hinchey	Resources
Make Cardiff a Living Wage City by encouraging suppliers, contractors and providers to pay their staff the Living Wage	Clr Phil Bale / Clr Graham Hinchey	Resources

3 Measuring Progress

	Target
New and safeguarded jobs in businesses supported by the Council, financially or otherwise	500
The amount of 'Grade A' office space committed to in Cardiff (sq. ft.)	150,000 sqft
Gross Value Added per capita (compared to UK average)	Above Wales Average
Unemployment (compared to Wales average)	Below Wales Average
Increase number of staying visitors	2% increase pa
Increase total visitor numbers	3% increase pa

Well-being objective 3.2: Cardiff has a high-quality city environment where population growth and transport needs are managed sustainably

1 What do we want to achieve?

Delivering well-being for the city at a time of growth requires an approach that ensures development is carried out in a sustainable, resilient and inclusive manner. Creating an outstanding capital city, with an attractive vibrant city centre, liveable neighbourhoods, with high quality housing, mixed use, great parks

and open spaces and excellent transport links, will be a priority. This will mean securing investment in Cardiff's transport infrastructure and services allowing people to travel around the city – and the city region – in a convenient and clean way. A new integrated transport interchange and gateway to the city, created at the heart

of the transport network, is a key priority. In addition, developing a transformative cycle integrated network is essential. We will also seek to reduce carbon emissions by investing in sustainable transport solutions and green energy, and supporting individuals and communities to achieve their recycling potential.

2 Commitment

	Lead Member	Lead Directorate
Develop a resilience strategy including harmonising other policies in relation to clean air, zero carbon renewal fuels, energy retrofitting and solar projects in line with UK and European best practice by March 2018	Cllr Ramesh Patel	City Operations
Work with developers, transport operators and businesses to deliver a new central transport interchange in Capital Square on agreed programme	Cllr Ramesh Patel	City Operations
Develop a programme of phased improvements to city wide bus routes	Cllr Ramesh Patel	City Operations
Work with Welsh Government, regional partners and the transport industry to progress proposals for the Cardiff City Region Metro as part of the City Deal	Cllr Ramesh Patel	City Operations
Adopt the Active Travel Integrated Network Map and the Cardiff Cycling Strategy and deliver a prioritised programme of walking and cycling infrastructure schemes	Cllr Ramesh Patel	City Operations
Work with partners on developing a public, on street, cycle hire scheme with hire stations at key locations throughout the city	Cllr Ramesh Patel	City Operations

	Lead Member	Lead Directorate
Develop and deliver aligned spatial planning and transport development programmes for Cardiff Bay and the City Centre	Cllr Ramesh Patel	City Operations
Ensure the delivery of design-led, sustainable, master-planned developments through the Local Development Plan	Cllr Ramesh Patel	City Operations
Achieve the statutory recycling / landfill diversion targets	Cllr Bob Derbyshire	Economic Development

3 Measuring Progress

	Target
People travelling to work by sustainable transport	45.10%
People travelling to work by cycling	11.20%
The percentage of major applications determined within agreed time periods	25%
The percentage of householder planning applications determined within agreed time periods.	80%
The percentage of municipal waste collected and prepared for re-use and / or recycled	58%
The maximum permissible tonnage of biodegradable municipal waste sent to landfill	37,627t
Capacity (in MW) of renewable energy equipment installed on the Council's land and assets	6MW

Well-being objective 3.3:

All young people in Cardiff make a successful transition into employment, education or training

1 What do we want to achieve?

In January 2016, the Council approved a new Youth Progression and Engagement Strategy, 'The Cardiff Commitment', signalling a clear commitment to work with schools and partners across the city to support all young people to secure positive opportunities to move on, post-statutory schooling at 16, to further and higher education, training and the world of work.

The Cardiff Commitment aims to improve outcomes for all young people, by connecting them to opportunities across the city to pursue their ambitions, improve their skills and ultimately to secure employment routes that empower them to thrive and prosper.

We recognise the importance of having a skilled and qualified workforce to strengthen economic growth in the city. Employers across the region report significant skills gaps in their existing workforces and all sectors forecast future skills demand in what is recognised as a rapidly changing workplace due to dynamic technological and demographic change.

The Cardiff Commitment is bringing together young people, education professionals, training providers and the public, private and voluntary sectors to join up supply and demand and embrace the opportunities being presented by the Regional Skills Partnership and City Deal.

We have seen significant improvement over the last five years in increasing the number of young people who leave school and make a positive transition to education, employment or training. We expect to see further improvements in 2016 when destination figures are published.

We aim to continue this positive trend, ensuring that our most vulnerable learners are offered support to meet their individual needs and secure appropriate learning and employment pathways.

Simultaneously, we want to see much greater opportunities and better outcomes for our most able pupils and learners, to allow them to compete with peers nationally and internationally.

2 Commitment

Lead Member **Lead Directorate**

Deliver the 'Cardiff Commitment' to youth engagement and progression by:

- Ensuring early identification of young people most at risk of disengagement
- Delivering stronger tracking systems both pre and post 16 to keep in touch with and support young people
- Strengthening curriculum and skills pathways
- Improving the range of employment, education and training opportunities that are available to young people across the city
- Enabling better brokerage of support and opportunities for young people

Cllr Phil Bale / Cllr Sarah Merry

Education

Increase provision of apprenticeships, traineeships and work placements for young people and work-based training enabling them to develop appropriate skills, knowledge and experience

Cllr Graham Hinchey

Resources

3 Measuring Progress

	Target
The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training	97.5%
The percentage of Year 13 leavers making a successful transition from schooling to education, employment or training	98%
The number of young people in Cardiff, aged 16 -18 years old, known not to be in education, employment or training (Careers Wales Tiers 2 & 3)	300
The percentage of young people in Cardiff Schools achieving a recognised qualification by the end of Year 11	99.5%
The number of apprenticeships, traineeships and work placements opportunities created by the Council in 2017-18	100



Well-being objective 3.4:

Ensure high-quality and sustainable provision of culture, leisure and public spaces in the city

1 What do we want to achieve?

Delivering a successful capital city requires a focus on the city environment. We recognise the value of our green and blue spaces, public squares, streets and highways.

We will ensure that they are well-designed and maintained and are attractive, clean, safe, liveable, high quality spaces for people to access, use, and enjoy for recreation

and business. They will be developed by involving and collaborating with communities, seeking to maximise natural sustainability, as well as the provision of services that enhance the citizen's lived experience, well-being and prosperity.

In addition to this, we will ensure leisure services are provided in a way that makes them accessible to all to allow them to be healthy and well.

We will also help the Welsh Government meet its aspiration of having one million Welsh speakers by 2050 by working with partners to double the number of Welsh speakers in Cardiff.

Finally, we will invest in culture by working with partners to provide support which nurtures the creative and cultural industries.

2 Commitment

	Lead Member	Lead Directorate
Work in partnership with Cardiff University to deliver the Creative Cardiff initiative	Clr Phil Bale	Economic Development
Deliver phased Coastal Risk Management Programme to manage the risks associated with current coastal flood protection conditions	Clr Bob Derbyshire	City Operations
Deliver phased programme of well-maintained highway asset and public realm	Clr Ramesh Patel	City Operations
Deliver improvements in street cleansing, grounds maintenance, highway maintenance and enforcement through our Neighbourhood Services programme	Clr Bob Derbyshire	City Operations
Deliver benchmarked improved engagement with citizens with regards to how services are delivered and embrace partnership and volunteer working with Citizen Groups across Neighbourhood Services	Clr Peter Bradbury	City Operations
Deliver high-quality and well-maintained Bay and water ways at Harbour Authority	Clr Bob Derbyshire	City Operations
Deliver an updated Parks and Green Spaces Strategy by March 2018 including maintaining and increasing the Green Flag status of parks	Clr Bob Derbyshire	City Operations
Ensure Leisure Centres deliver high-quality service according to contract	Clr Peter Bradbury	City Operations
Develop a strategy to help modernise and expand a sustainable financing dogs home service to ensure the welfare of animals in our care by promoting and supporting responsible pet ownership, consolidating work with partners, stakeholders and increasing opportunities for further community engagement by March 2018	Clr Bob Derbyshire	City Operations

	Lead Member	Lead Directorate
<p>Work with partners to double the number of Welsh speakers in Cardiff by 2050 through the Bilingual Cardiff Strategy, in line with Welsh Government's vision. Key to this will be:</p> <ul style="list-style-type: none"> Accommodating the growth projections for children entering Welsh medium education each year and ensuring a good qualification in Welsh for Welsh first language and Welsh second language pupils Supporting Council employees in undertaking Welsh language training 	Cllr Phil Bale	Governance & Legal Services

3 Measuring Progress

	Target
The number of Green Flag Parks and Open Spaces	11
The percentage of highways inspected of a high or acceptable standard of cleanliness	90%
The percentage of reported fly tipping incidents cleared within 5 working days	90%
The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity.	8,266
The percentage of principal (A) roads, non-principal/classified (B) roads and non-principal/classified (C) roads that are in overall poor condition	7%
The percentage of pupils achieving a Level 2 qualification (A*-C grade GCSE) in Welsh first language at the end of Key Stage 4 (Year 11)	82%
The percentage of pupils achieving a Level 2 qualification (A*-C grade GCSE) in Welsh second language at the end of Key Stage 4 (Year 11)	83.5%
The number of Council employees undertaking Welsh language training	113



Priority 4:

Working together to transform services



Sharply declining budgets, increased demand for services and a desire to achieve sustainability mean that the Council must continue to transform the way we deliver services. Over the past four years we have worked closely with residents and partners across the city to safeguard the long term future of many of the city's most highly valued services. Our programme of change will continue as we position ourselves for the future.

Working together to transform services

The Organisational Development Programme (ODP), established in May 2014, was designed to safeguard prioritised services. This change programme has already delivered for Cardiff. We are now delivering services in a way that helps ensure sustainability and continuity. New ways of working have been characterised by collaboration which has led to more efficient services, flexible enough to meet the needs of the people who want to use them.

There are a number of examples of how we have worked with partners to deliver services which are vital to the well-being of citizens. The Council has joined forces with Cardiff Metropolitan University to secure the future of sport in Cardiff, 10 community hubs have brought services closer to the community and this initiative has further plans for expansion, leisure centres are now on a sustainable footing, and our neighbourhood teams are working with communities to 'love where they live' by tackling litter in their local area.

Overall, the programme continues to make a positive contribution to the Council's improvement journey. In the first two years of the ODP, significant progress has been made towards achieving the ambitions set out in 2014, and this was recognised by the Wales Audit Office in its Corporate Assessment Follow On Report (February 2016), which concluded that "the Council has put in place better arrangements to support improvement and to address longstanding issues".

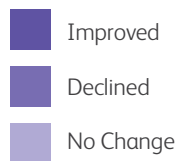
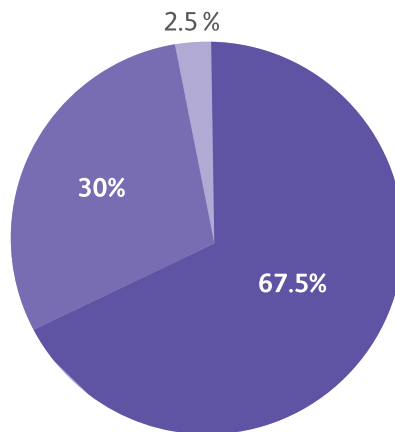
Council Performance

Improving the Council's financial resilience and service delivery performance have been key priorities, which is why the Corporate Plan set out challenging targets for the Council to achieve. Overall, the Council:

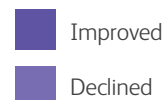
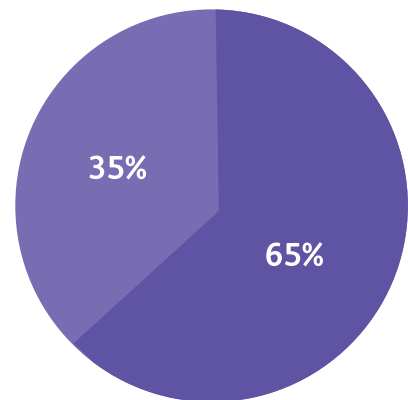
- Improved in 67.5% of performance indicators compared to 42.9% in 2014-15
- Maintained in 2.5% of performance indicators compared to 4.8% in 2014-15
- Declined in 30.0% of performance indicators compared to 52.4% in 2014-15

Cardiff's improvement of 67.5% across all statutory performance measures exceeds the all Wales improvement of 65%, but there are still areas where we can improve.

Cardiff Improvement



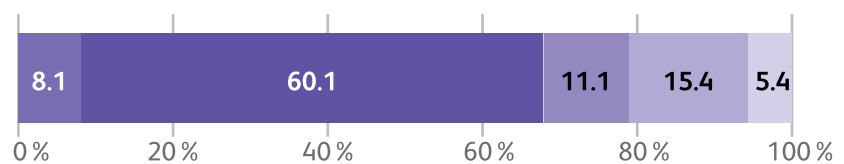
Wales Improvement



Satisfaction with the service

In the 2016 Ask Cardiff survey, 68.2% of respondents were satisfied with the services provided by the Council. This marks a slight decline from 2015 (69.3%) and a continuation of the downward trend since 2013 (88.4%). This, to some extent, is explained by a change in survey methodology however, we recognise that with decreasing budgets and growing demand pressures, it will be a challenge to maintain service satisfaction.

Overall how satisfied are you with the services the Council Provides?



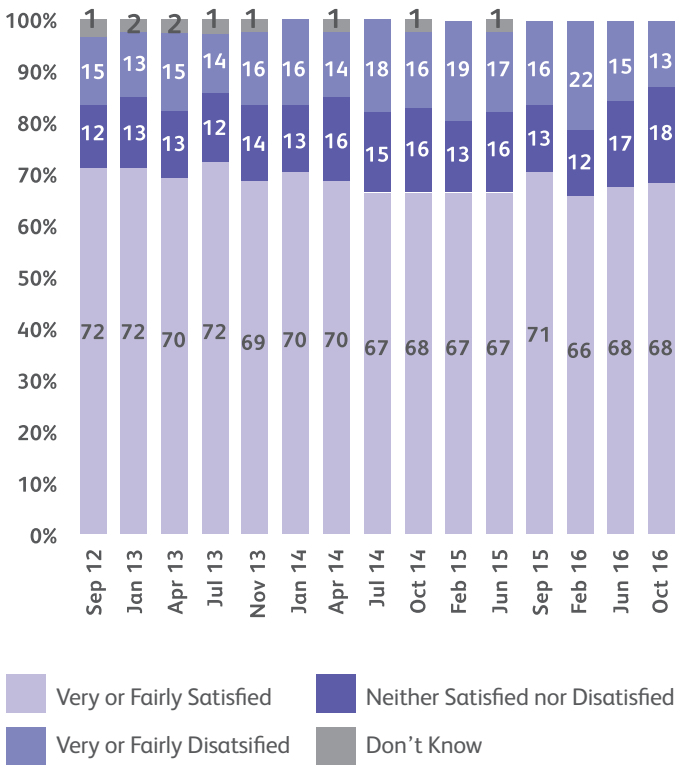
Base: 3874. Excludes 'Don't Know' responses.

Satisfaction with services in Cardiff is however higher than national satisfaction levels for council services. The Local Government Association's October 2016

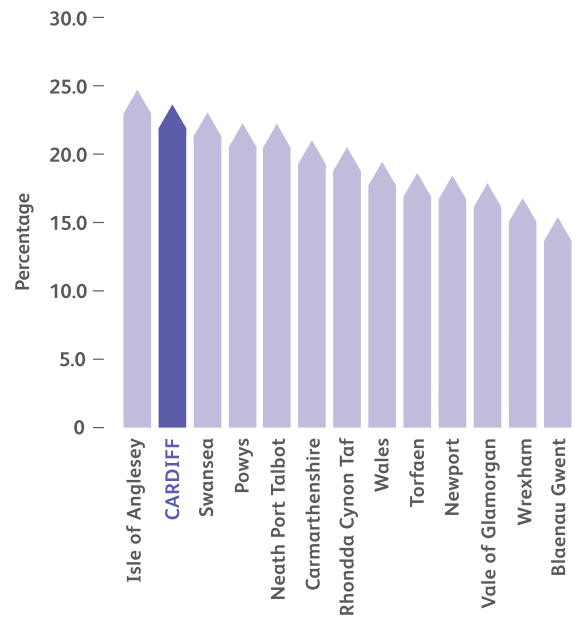
poll on satisfaction with local council services stood at 66%. This is one percentage point lower than Cardiff. More broadly, people in Cardiff feel engaged in

the shaping of the city with residents the second most likely in Wales to feel they can influence decisions. This reflects an ongoing commitment to engagement.

Figure 3: Overall, how satisfied or dissatisfied are you with the way your local council runs things?



Percentage that Agree they Can Influence Affecting their Local Area, 2014-15



Source: National Survey of Wales



Well-being objective 4.1:

Communities and partners are involved in the redesign, development and delivery of local public services

1 What do we want to achieve?

Involving citizens in the design, delivery and development of services allows us to ensure we are meeting the needs of those we represent and develop lasting partnerships with communities. Budget and demand pressures mean that the Council and its public sector partners must work closely together to deliver services. This is particularly true for those services which, though non-statutory, are highly valued by the residents of Cardiff.

This means increased collaboration with other local authorities and public services,

including co-locating services within community facilities or Hubs, sharing assets or buildings, pooling budgets, or introducing multi-agency teams to work with residents and communities to provide more integrated services. It also means being more focused about when and where services are delivered. Within the organisation, a 'One Council' approach is enabling departments to work together, making services easier to access for residents - with a focus on increased use of digital channels where appropriate. As part of our new approach to locality

working we will hold local roadshows in each neighbourhood area. The aim will be to showcase what is already available in the locality, provide opportunities for existing services, businesses and partners to network, meet the community and promote their work.

The events will also provide an opportunity for residents, partners and elected members to come together to discuss priorities, identify issues and develop solutions alongside services.

2 Commitment

	Lead Member	Lead Directorate
Continue with the implementation of the peripatetic delivery model for the provision of play services within communities across the city with full implementation by March 2018	Cllr Peter Bradbury	City Operations
Continue to deliver the Community Hubs development programme to provide access to a wide range of services, including advice, support and library provision within communities	Cllr Peter Bradbury	Communities, Housing & Customer Services
Review our Neighbourhood Partnerships to ensure we are working with citizens and partners to address need on a locality basis by March 2018	Cllr Peter Bradbury	Communities, Housing & Customer Services
Consider options for a regional Youth Offending Service model by March 2018 in order to better align inter-agency resources	Cllr Dan De'Ath	Social Services
Implement the Child Rights Partners programme over the three years to March 2020, to work towards Cardiff's ambition to be a Child Friendly City	Cllr Sue Lent / Cllr Dan De'Ath	Education

3 Measuring Progress

Target

The number of visitors to Libraries and Hubs across the City	3.2 million
The percentage of customers who agreed with the statement "Overall the Hub met my requirements/I got what I needed"	95%
The percentage of people who feel more informed about their locality as a result of attending a Neighbourhood Partnership Roadshow.	70%



Well-being objective 4.2:

Ensure effective governance arrangements and improved performance in key areas

1 What do we want to achieve?

The Council's latest performance against National Indicators used by all Local Authorities in Wales shows the progress that is being made in key areas. The Council was the third-most improved in Wales, with performance in social services and education being particularly critical to this achievement. This performance reflects the work that has been done since the findings of the Corporate Assessment

undertaken by the Wales Audit Office (WAO) in 2014. Since that time, the Council's approach to performance management has been developed while consulting with the WAO to ensure greater visibility of performance information, stronger challenge and support for underperformance along with a focus on specific areas.

The Council's approach to performance management will continue to develop in 2017-18, building on the steps already taken to ensure that the right level of performance information is available to the right groups at the right time to enable evidence-led decision making and continued improvement in key service areas.

2 Commitment

	Lead Member	Lead Directorate
Implement the new Performance Management Strategy across the organisation to support the Council's continued improvement	Cllr Graham Hinchey	Resources
Further reduce sickness absence by March 2018 through continued monitoring, compliance and support for employees and managers	Cllr Graham Hinchey	Resources
Implement refreshed Personal Performance and Development Review (PPDR) scheme by March 2018 to improve staff performance	Cllr Graham Hinchey	Resources
Ensure the Council's decision making process is timely, inclusive, open, honest and accountable	Cllr Dan De'Ath	Governance & Legal Services

3 Measuring Progress

Target

The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	9
Percentage of Personal Performance and Development Reviews completed for permanent staff	95%
The number of 'Live' webcast hits: <ul style="list-style-type: none"> • Full Council Meetings • Planning Committees • Scrutiny Committees 	1,200 600 400
The number of external contributors to Scrutiny meetings	TBC
The percentage of draft committee minutes published on the website within 10 working days of the meeting being held	80%



Well-being objective 4.3:

Our services are transformed to make them more accessible, more flexible and more efficient

1 What do we want to achieve?

Increasing demand and continued financial pressure means that the Council must ensure resources are managed efficiently to ensure long term sustainability. Managing our property and rationalising our estate remains a priority and we are also focused on changing the way we deliver to maximise the resource available to us.

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

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

Making sure we deliver results effectively now and in the long term requires us to develop and implement alternative models for delivering services. Traditionally, the Council has been a direct provider of many services. Through the ODP, the Council is developing other approaches,

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

2 Commitment

	Lead Member	Lead Directorate
Deliver the Council's property strategy for fewer but better buildings	Cllr Graham Hinchey	Economic Development
Change our way of working through digitalisation, reflecting changes in customer preference by enabling them to interact with our services through their preferred methods, enabling the Council to adopt more efficient working practices	Cllr Graham Hinchey	Communities, Housing & Customer Services
The Council fleet to include 5% alternative fueled, fuel-efficient vehicles by April 2018, continuing to increase alternative and efficient fuel usage by 10% per annum thereafter.	Cllr Graham Hinchey	Economic Development
Commercialise key Council services to increase net gross income	Cllr Graham Hinchey	Economic Development
Further develop the Medium Term Financial Plan to inform the Annual Budget Setting Process, ensuring robust decision making which is sustainable in the longer term	Cllr Graham Hinchey	Resources
Implement the workforce strategy to develop and appropriately skill the workforce to meet the changing needs and demands of the Authority	Cllr Graham Hinchey	Resources
Achieve the Silver Level of the Corporate Health Standard by March 2018 to promote and support the health and wellbeing of employees	Cllr Graham Hinchey	Resources

3 Measuring Progress

	Target
Reduce the gross internal area of buildings in operational use	70,000 sqft / 1%
Customer contacts to the Council using digital channels	10% increase
Reduce the total running cost of occupied operationa builingsl	2.80%
Reduce the maintenance backlog	£1.3m
Capital Income generated	£7.3 million
Commercial and Collaboration net gross income target achieved (£)	TBC
Increase customer satisfaction with Commercial and Collaboration Services	Establish baseline in 2017-18
Maintian customer/citizen satisfatcion with Council services	80.8%



Corporate Plan Appendix NSIs, PAMs and Local Indicators

Key:

AY = Academic Year

NSI = National Strategic Indicator

PAM = Public Accountability Measure

Expected Future Direction of Travel:

A judgement about the expected direction of travel for this measure, based on the progress against actions and measures.

Up Arrow = Performance expected to improve

Down Arrow = Performance expected to worsen

Flat Arrow = Performance expected to remain stable

Not available = Insufficient information to make a judgement

Results / Targets:

Not available = Information will be obtained, but it is not yet available – e.g. Year-end benchmarking information

Not applicable = Where information does not exist – e.g. Wales Result for local indicators

2016-17 results are for Year-to-date at the end of December 2016 (Quarter 3), unless otherwise stated.

Priority 1: Better education and skills for all

Well-being Objective 1.1: Every Cardiff school is a great school

Ref	Measure	Type	2014-2015 Result (AY 13-14)	2015-2016 Result (AY 14-15)	2016-2017 Result (AY 15-16)	2017-18 Target (AY 16-17)	2016-17 Wales Average (AY 15-16)	2016-17 Wales Rank (AY 15-16)	Expected Future Direction of Travel	Lead Member
LED/3	The percentage of Primary schools categorised as 'Green' in the annual Welsh Government School Categorisation process	Local	Not available	25%	34%	35% (Actual - 38%)	27% (2016-17)	Not available	↑	Cllr Sarah Merry
Page 70 ED/3	The percentage of Secondary schools categorised as 'Green' in the annual Welsh Government School Categorisation process	Local	Not available	11%	26%	27% (Actual - 26%)	26% (2016-17)	Not available	↔	Cllr Sarah Merry
LED/3	The percentage of Special schools categorised as 'Green' in the annual Welsh Government School Categorisation process	Local	Not available	57%	57%	86% (Actual - 63%)	41% (2016-17)	Not available	↑	Cllr Sarah Merry
EDU/003	The percentage of all pupils achieving the Core Subject Indicator at the end of Key Stage 2	Local	85%	88%	90%	90%	89%	8	↑	Cllr Sarah Merry
LED/27	The percentage of pupils eligible for free school meals achieving the Core Subject Indicator at the end of Key Stage 2	Local	72%	77%	79%	80.6%	77%	Not available	↑	Cllr Sarah Merry

Ref	Measure	Type	2014-2015 Result (AY 13-14)	2015-2016 Result (AY 14-15)	2016-2017 Result (AY 15-16)	2017-18 Target (AY 16-17)	2016-17 Wales Average (AY 15-16)	2016-17 Wales Rank (AY 15-16)	Expected Future Direction of Travel	Lead Member
LED/27	The percentage of pupils not eligible for free school meals achieving the Core Subject Indicator at the end of Key Stage 2	Local	89%	91%	93%	93%	91%	Not available	↑	Cllr Sarah Merry
EDU/017	The percentage of all pupils in Year 11 achieving the Level 2+ threshold (5 GCSEs at grades A*-C including English or Welsh first language and Mathematics) at the end of Key Stage 4	Local and NSI (combined)	54%	59%	63%	65%	60%	8	↑	Cllr Sarah Merry
Page 79 ED/6	The percentage of pupils eligible for free school meals in Year 11 achieving the Level 2+ threshold (5 GCSEs at grades A*-C including English or Welsh first language and Mathematics) at the end of Key Stage 4	Local and NSI (combined)	27%	32%	39%	43%	36%	Not available	↑	Cllr Sarah Merry
LED/6	The percentage of pupils not eligible for free school meals in Year 11 achieving the Level 2+ threshold (5 GCSEs at grades A*-C including English or Welsh first language and Mathematics) at the end of Key Stage 4	Local and NSI (combined)	61%	67%	69%	70%	67%	Not available	↑	Cllr Sarah Merry


Ref	Measure	Type	2014-2015 Result (AY 13-14)	2015-2016 Result (AY 14-15)	2016-2017 Result (AY 15-16)	2017-18 Target (AY 16-17)	2016-17 Wales Average (AY 15-16)	2016-17 Wales Rank (AY 15-16)	Expected Future Direction of Travel	Lead Member
LED/4	The percentage of pupils in Year 11 achieving the Level 2 threshold (5 GCSEs at grades A*-C) at the end of Key Stage 4	Local	76%	82%	84%	85%	84%	13	↑	Cllr Sarah Merry
LED/5	The percentage of pupils in Year 11 achieving the Level 1 threshold (5 GCSEs at grades A-G) at the end of Key Stage 4	Local	93%	92%	94%	97%	95%	17	↑	Cllr Sarah Merry
EDU/016 B	Percentage Attendance at Secondary school	PAM	94%	94%	95%	95%	94%	7	↑	Cllr Sarah Merry
EDU/016 A	Percentage Attendance at Primary school	PAM	95%	95%	95%	95.5%	94.9%	9	↔	Cllr Sarah Merry
LED/1	The proportion of Primary schools where Standards are judged by Estyn to be good or excellent on a 3 year rolling basis (schools inspected in period)	Local	81%	76%	71%	85%	Not available	Not available	↓	Cllr Sarah Merry
LED/2	The proportion of Primary schools where Capacity to Improve is judged by Estyn to be good or excellent on a 3 year rolling basis (schools inspected in period)	Local	74%	74%	74%	85%	Not available	Not available	↔	Cllr Sarah Merry
LED/1	The proportion of Secondary schools where Standards are judged by	Local	40%	45%	44%	55%	Not available	Not available	↔	Cllr Sarah Merry

Ref	Measure	Type	2014-2015 Result (AY 13-14)	2015-2016 Result (AY 14-15)	2016-2017 Result (AY 15-16)	2017-18 Target (AY 16-17)	2016-17 Wales Average (AY 15-16)	2016-17 Wales Rank (AY 15-16)	Expected Future Direction of Travel	Lead Member
	Estyn to be good or excellent on a 3 year rolling basis (schools inspected in period)									
LED/2	The proportion of Secondary schools where Capacity to Improve is judged by Estyn to be good or excellent on a 3 year rolling basis (schools inspected in period)	Local	40%	45%	33%	55%	Not available	Not available	↓	Cllr Sarah Merry
Page 73 D/1	The proportion of Special schools where Standards are judged by Estyn to be good or excellent on a 3 year rolling basis (schools inspected in period)	Local	100%	100%	75%	75%	Not available	Not available	↓	Cllr Sarah Merry
LED/2	The proportion of Special schools where Capacity to Improve is judged by Estyn to be good or excellent on a 3 year rolling basis (schools inspected in period)	Local	80%	75%	25%	85%	Not available	Not available	↓	Cllr Sarah Merry
LED/18	The number of schools subject to follow-up action post inspection, by Estyn: Schools in Estyn monitoring	Local	Not available	4	7	5	Not available	Not available	↓	Cllr Sarah Merry
LED/18	The number of schools subject to follow-up action post inspection, by Estyn:	Local	Not available	3	3	0	Not available	Not available	↔	Cllr Sarah Merry

Ref	Measure	Type	2014-2015 Result (AY 13-14)	2015-2016 Result (AY 14-15)	2016-2017 Result (AY 15-16)	2017-18 Target (AY 16-17)	2016-17 Wales Average (AY 15-16)	2016-17 Wales Rank (AY 15-16)	Expected Future Direction of Travel	Lead Member
	Schools Requiring Significant improvement									
LED/18	The number of schools subject to follow-up action post inspection, by Estyn: Schools in Special Measures	Local	Not available	3	3	0	Not available	Not available	↔	Cllr Sarah Merry
LED/15	The percentage of children securing their first choice of school placement – Primary school	Local	Not available	88%	86%	80%	Not available	Not available	↓	Cllr Sarah Merry
LED/15	The percentage of children securing their first choice of school placement – Secondary school	Local	Not available	87%	76%	70%	Not available	Not available	↓	Cllr Sarah Merry
LED/16	The percentage of children securing one of their three choices of school placement – Primary school	Local	Not available	93%	93%	90%	Not available	Not available	↓	Cllr Sarah Merry
LED/16	The percentage of children securing one of their three choices of school placement – Secondary school	Local	Not available	94%	93%	90%	Not available	Not available	↓	Cllr Sarah Merry
LED/28	The new Capped Points Score (Capped 9) – Year 11 pupil results from nine of the qualifications available in Wales	Local	New indicator for 17-18	New indicator for 17-18	New indicator for 17-18	New indicator for 17-18	New indicator for 17-18	New indicator for 17-18	Not available	Cllr Sarah Merry

Well-being Objective 1.2: Looked after children in Cardiff achieve their potential

Ref	Measure	Type	2014-2015 Result (AY 13-14)	2015-2016 Result (AY 14-15)	2016-2017 Result (AY 15-16)	2017-18 Target (AY 16-17)	2016-17 Wales Average (AY 15-16)	2016-17 Wales Rank (AY 15-16)	Expected Future Direction of Travel	Lead Member
Measure 26	Percentage of Looked After children returned home from care during the year	SSWB	New indicator for 16-17	New indicator for 16-17	9.9%	12%	New indicator for 16-17	New indicator for 16-17	Not available	Cllr Sue Lent
SCC/022 (a)	Percentage attendance of Looked After pupils whilst in care in primary schools	SSWB	96.9%	96.7%	Not available – recorded annually	98%	96.4%	10	Not available	Cllr Sue Lent
SCC/022 (b)	Percentage attendance of Looked After pupils whilst in care in secondary schools	SSWB	93.6%	91.8%	Not available – recorded annually	93%	92.5%	16	Not available	Cllr Sue Lent
Measure 32 (Previously SCC/002)	The percentage of children Looked After at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March	SSWB (Previously NSI)	17.8%	9.1%	Not available – recorded annually	9%	11.9%	6	Not available	Cllr Sue Lent
Measure 34 (Previously SCC/004)	The percentage of children Looked After on 31 March who have had three or more placements during the year	SSWB (Previously NSI & PAM)	10.5%	9.9%	Not available – recorded annually	9%	9.8%	15	Not available	Cllr Sue Lent

Ref	Measure	Type	2014-2015 Result (AY 13-14)	2015-2016 Result (AY 14-15)	2016-2017 Result (AY 15-16)	2017-18 Target (AY 16-17)	2016-17 Wales Average (AY 15-16)	2016-17 Wales Rank (AY 15-16)	Expected Future Direction of Travel	Lead Member
LED/30	The percentage of children looked after by Cardiff Council, as at the annual pupil census date, achieving the Core Subject Indicator (expected levels in English or Welsh first language, Science and Mathematics) at the end of Key Stage 2	Local	New indicator for 16-17	New indicator for 16-17	70% (19 out of 27 pupils)	73% (22 out of 30 pupils)	Not available	Not available		Cllr Sue Lent
Page 76 D/30	The percentage of children looked after by Cardiff Council, as at the annual pupil census date, achieving the Level 1 threshold (5 GCSEs at grades A*-G) at the end of Key Stage 4	Local	New indicator for 16-17	New indicator for 16-17	54% (25 out of 46 pupils)	57% (31 out of 54 pupils)	Not available	Not available	Not available	Cllr Sue Lent
LED/30	The percentage of children looked after by Cardiff Council, as at the annual pupil census date, achieving the Level 2 threshold (5 GCSEs at grades A*-C) at the end of Key Stage 4	Local	New indicator for 16-17	New indicator for 16-17	33% (15 out of 46 pupils)	33% (18 out of 54 pupils)	Not available	Not available	Not available	Cllr Sue Lent
LED/30	The percentage of children looked after by Cardiff Council, as at the annual pupil census date, achieving – the Level 2+ threshold (5 GCSEs at grades A*-C including	Local	New indicator for 16-17	New indicator for 16-17	15% (7 out of 46 pupils)	7% (4 out of 54 pupils)	Not available	Not available	Not available	Cllr Sue Lent


Ref	Measure	Type	2014-2015 Result (AY 13-14)	2015-2016 Result (AY 14-15)	2016-2017 Result (AY 15-16)	2017-18 Target (AY 16-17)	2016-17 Wales Average (AY 15-16)	2016-17 Wales Rank (AY 15-16)	Expected Future Direction of Travel	Lead Member
	English or Welsh first language and Mathematics) at the end of Key Stage 4									
Measure 34a	The percentage of all care leavers in education, training or employment at 12 months after leaving care	SSWB	New Indicator for 16-17	New Indicator for 16-17	Not yet recorded	To be confirmed	New Indicator for 16-17	New Indicator for 16-17	Not available	Cllr Sue Lent
Measure 34b	The percentage of all care leavers in education, training or employment at 24 months after leaving care	SSWB	New Indicator for 16-17	New Indicator for 16-17	Not yet recorded	To be confirmed	New Indicator for 16-17	New Indicator for 16-17	Not available	Cllr Sue Lent

Well-being Objective 1.3: People are supported into work and education


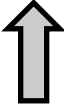
Ref	Measure	Type	2014-2015 Result (AY 13-14)	2015-2016 Result (AY 14-15)	2016-2017 Result (AY 15-16)	2017-18 Target (AY 16-17)	2016-17 Wales Average (AY 15-16)	2016-17 Wales Rank (AY 15-16)	Expected Future Direction of Travel	Lead Member
New	The number of people receiving Into Work Advice	Local	31,259	40,005	30,845	41,000	Not available	Not available	↑	ClIrr Dan De'Ath
New	The number of people successfully engaging with the Into Work Advice Service and completing accredited training	Local	2,257	1,431	921	1,200	Not available	Not available	↓	ClIrr Dan De'Ath
New	The number of people who have been affected by The Benefit Cap and are engaging with the Into Work Advice Service	Local	Not available	Not available	Not available	150	Not available	Not available	Not available	ClIrr Dan De'Ath
New	The number of Into Work Advice Service customers supported with their claims for Universal Credit	Local	Not available	Not available	541	800	Not available	Not available	↑	ClIrr Dan De'Ath
ACL02	Maintain the success rate at or above the Adult Community Learning National Comparator	DfES / Local	72%	87%	94%	90%	90%	Not available	↑	ClIrr Dan De'Ath
New	Enrolment rate for learners within deprivation deciles one and two	WG	24%	44%	47%	45%	Not available	Not available	↑	ClIrr Dan De'Ath

Priority 2: Supporting Vulnerable People

Well-being Objective 2.1: People at risk in Cardiff are safeguarded

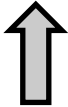

Ref	Measure	Type	2014-2015 Result (AY 13-14)	2015-2016 Result (AY 14-15)	2016-2017 Result (AY 15-16)	2017-18 Target (AY 16-17)	2016-17 Wales Average (AY 15-16)	2016-17 Wales Rank (AY 15-16)	Expected Future Direction of Travel	Lead Member
New	Council staff completing Level 1 of the National Training Framework on violence against women, domestic abuse and sexual violence, as a percentage of all staff	WG	New indicator for 17-18	New indicator for 17-18	New indicator for 17-18	50%	New indicator for 17-18	New indicator for 17-18	Not available	Cllr Dan De'Ath
Staff 1	The percentage of Children's Services social work vacancies across the service	Local	27.2%	22.2%	23.6%	18%	Local indicator	Local indicator		Cllr Sue Lent
Measure 27	The percentage of re-registrations on the Child Protection Register during the year	SSWB	New indicator for 16-17	New indicator for 16-17	3.7%	4%	New indicator for 16-17	New indicator for 16-17	Not available	Cllr Sue Lent
Measure 25	The percentage of children supported to remain living within their family	SSWB	New indicator for 16-17	New indicator for 16-17	56.6%	59%	New indicator for 16-17	New indicator for 16-17	Not available	Cllr Sue Lent
Measure 18	The percentage of adult protection enquiries completed within seven working days	SSWB	New indicator for 16-17	New indicator for 16-17	98%	To be confirmed	New indicator for 16-17	New indicator for 16-17	Not available	Cllr Sue Lent


Well-being Objective 2.2: People in Cardiff have access to good quality housing

Ref	Measure	Type	2014-2015 Result (AY 13-14)	2015-2016 Result (AY 14-15)	2016-2017 Result (AY 15-16)	2017-18 Target (AY 16-17)	2016-17 Wales Average (AY 15-16)	2016-17 Wales Rank (AY 15-16)	Expected Future Direction of Travel	Lead Member
New	The percentage of affordable housing agreed at planning stage to be provided in a development on greenfield sites	WG	25%	36%	Not available	30%	Not available	Not available		Cllr Ramesh Patel
New	The percentage of affordable housing agreed at planning stage to be provided in a development on brownfield sites	WG	11%	16%	Not available	20%	Not available	Not available		Cllr Ramesh Patel
New	The number of homes commenced on site through Cardiff Living in year – Council Homes	Local	Not available	Not available	Not available	136	Not applicable	Not applicable	Not available	Cllr Susan Elsmore
New	The number of homes commenced on site through Cardiff Living in year – All Homes	Local	Not available	Not available	Not available	353	Not applicable	Not applicable	Not available	Cllr Susan Elsmore
New	The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service	Local	Not available	Not available	Not available	50%	Not applicable	Not applicable	Not available	Cllr Susan Elsmore
New	The number of rough sleepers assisted into accommodation	Local	Not available	Not available	Not available	144	Not applicable	Not applicable	Not available	Cllr Susan Elsmore

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Well-being Objective 2.3: People in Cardiff are supported to live independently

Ref	Measure	Type	2014-2015 Result (AY 13-14)	2015-2016 Result (AY 14-15)	2016-2017 Result (AY 15-16)	2017-18 Target (AY 16-17)	2016-17 Wales Average (AY 15-16)	2016-17 Wales Rank (AY 15-16)	Expected Future Direction of Travel	Lead Member
New	The percentage of new cases dealt with directly at First Point of Contact with no onward referral to Adult Services	Local	Not available	Not available	57%	60%	Not applicable	Not applicable		Cllr Susan Elsmore
New	The total number of alternative solutions provided by Independent Living that help people remain independent at home	Local	Not available	Not available	2,909 (Quarters 2 and 3)	3,900	Not applicable	Not applicable	Not available	Cllr Susan Elsmore
Page 81 New	The percentage of people who feel reconnected into their community, through intervention from day opportunities	Local	Not available	Not available	Not available	60%	Not applicable	Not applicable	Not available	Cllr Susan Elsmore
CASKPI9	The percentage of Telecare calls resulting in an ambulance being called out	Local	7.30%	7.10%	6%	Less than 10%	Not applicable	Not applicable		Cllr Susan Elsmore
New	The percentage of Assistive Living technology trial participants who think the service helps them remain in their own home	Local	Not available	Not available	Not available	65%	Not applicable	Not applicable	Not available	Cllr Susan Elsmore
Measure 19	The rate of delayed transfers of care for social care reasons per 1000 population aged 75 or over	SSWB	New indicator for 16-17	New indicator for 16-17	New indicator for 16-17	To be confirmed	New indicator for 16-17	New indicator for 16-17	Not available	Cllr Susan Elsmore

Ref	Measure	Type	2014-2015 Result (AY 13-14)	2015-2016 Result (AY 14-15)	2016-2017 Result (AY 15-16)	2017-18 Target (AY 16-17)	2016-17 Wales Average (AY 15-16)	2016-17 Wales Rank (AY 15-16)	Expected Future Direction of Travel	Lead Member
SCAL 25a	The number of children and adults in need of care and support using the Direct Payments scheme	Local	New indicator for 17-18	New indicator for 17-18	New indicator for 17-18	910	Not applicable	Not applicable	Not available	Cllr Susan Elsmore
SCA/018 (a)	The percentage of eligible adults who are caring for adults that are offered a carers assessment during the year	Local (previously PAM)	64.4%	76.8%	61.7%	90%	91.4%	19		Cllr Susan Elsmore
Measure 35	The percentage of care leavers aged 16-24 experiencing homelessness during the year	SSWB	New indicator for 16-17	New indicator for 16-17	New indicator for 16-17	To be confirmed	New indicator for 16-17	New indicator for 16-17	Not available	Cllr Susan Elsmore

Priority 3: An economy that benefits all our citizens

Well-being Objective 3.1: Cardiff has more and better paid jobs

Ref	Measure	Type	2014-2015 Result (AY 13-14)	2015-2016 Result (AY 14-15)	2016-2017 Result (AY 15-16)	2017-18 Target (AY 16-17)	2016-17 Wales Average (AY 15-16)	2016-17 Wales Rank (AY 15-16)	Expected Future Direction of Travel	Lead Member
EEI001-Q	New and safeguarded jobs in businesses supported by the Council, financially or otherwise	Local	2,395	4,304	586	500	Not applicable	Not applicable	↑	Cllr Phil Bale
ED005	The amount of 'Grade A' office space committed to in Cardiff (sq. ft.)	Local	New indicator for 16-17	New indicator for 16-17	285,070 sq. ft.	150,000 sq. ft.	Not applicable	Not applicable	↑	Cllr Phil Bale
Page 83 PED-D	Gross Value Added per capita (compared to UK average) Note: city indicator that relates to well-being objective	City Indicator	89.40%	89.90%	Not available	Above Wales average	71%	Not available	Not available	Cllr Phil Bale
F&ED-E	Unemployment (compared to Welsh average) Note: city indicator that relates to well-being objective	City Indicator	2.90%	2.40%	Not available	Below Wales Average	2.30%	Not available	↑	Cllr Phil Bale
PED 013	Increase in Number of staying visitors	Local	1.91 million	2 million	Not available	2% increase per annum	Not applicable	Not applicable	↑	Cllr Phil Bale
ECR15a	Increase in Total visitor numbers	Local	19.53 million	20.51 million	Not available	3% increase per annum	Not available	Not available	↑	Cllr Phil Bale

Well-being Objective 3.2: Cardiff has a high quality city environment where population growth and transport needs are managed sustainably

Ref	Measure	Type	2014-2015 Result (AY 13-14)	2015-2016 Result (AY 14-15)	2016-2017 Result (AY 15-16)	2017-18 Target (AY 16-17)	2016-17 Wales Average (AY 15-16)	2016-17 Wales Rank (AY 15-16)	Expected Future Direction of Travel	Lead Member
LTPPI/011	Mode of Travel to Work: Sustainable Transport	Local	43.10%	43.90%	44.90%	45.10%	Not available	Not available	↑	Cllr Ramesh Patel
LTPPI/011C	Mode of Travel to Work: Cycling	Local	8.40%	9.20%	10%	11.20%	Not available	Not available	↑	Cllr Ramesh Patel
None	The percentage of major applications determined within agreed time periods	Local	36.67%	42.37%	33.33%	25%	Not available	Not available	↑	Cllr Ramesh Patel
None	The percentage of householder planning applications determined within agreed time periods	Local	82.64%	84.02%	95.15%	80%	Not available	Not available	↑	Cllr Ramesh Patel
WMT - 009b	The percentage of municipal waste collected by local authorities and prepared for reuse and/or recycled, including source-segregated biowastes that are composted or treated biologically in another way	NSI	53.38%	58.17%	Not available	58%	60.19%	19	↔	Cllr Bob Derbyshire
New	Maximum permissible tonnage of biodegradable municipal waste sent to Landfill	Local	29,328 tonnes	6,807 tonnes	Not available	37,627 tonnes	Not available	Not available	↑	Cllr Bob Derbyshire
ES001	Capacity (in MW) of renewable energy equipment installed on the Council's land and assets	Local	0.417MW	0.698MW	Not available	6MW	Not available	Not available	↑	Cllr Ramesh Patel

Well-being Objective 3.3: All young people in Cardiff make a successful transition into employment, education or training

Ref	Measure	Type	2014-2015 Result (AY 13-14)	2015-2016 Result (AY 14-15)	2016-2017 Result (AY 15-16)	2017-18 Target (AY 16-17)	2016-17 Wales Average (AY 15-16)	2016-17 Wales Rank (AY 15-16)	Expected Future Direction of Travel	Lead Member
LED/8	The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training	Local	95.7% (4.3% NEET)	95.5% (4.5% NEET)	Not available	97.5% (2.5% NEET)	96.9% (3.1% NEET)	22	↔	Cllr Phil Bale & Cllr Sarah Merry
LED/9	The percentage of Year 13 leavers making a successful transition from schooling to education, employment or training	Local	95.6% (4.4% NEET)	97.05% (2.95% NEET)	Not available	98% (2% NEET)	96.24% (3.76% NEET)	7	↑	Cllr Phil Bale & Cllr Sarah Merry
LED/29	The number of young people in Cardiff, aged 16 - 18 years old, known not to be in education, employment or training (Careers Wales Tiers 2 & 3)	Local	1028 pupils	750 pupils	426 pupils	300 pupils	Not available	Not available	↑	Cllr Phil Bale & Cllr Sarah Merry
EDU/002i	The percentage of young people in Cardiff Schools achieving a recognised qualification by the end of Year 11	NSI	Not available	99.5%	99%	99.5%	99.1%	Not available	↔	Cllr Phil Bale & Cllr Sarah Merry
HRPS1	The number of apprenticeships, traineeships and work placement opportunities created by the Council in 2017-18	Local	4	10	19	100	Not available	Not available	↑	Cllr Graham Hinchey

Well-being Objective 3.4: Ensure high quality and sustainable provision of culture, leisure and public spaces in the city

Ref	Measure	Type	2014-2015 Result (AY 13-14)	2015-2016 Result (AY 14-15)	2016-2017 Result (AY 15-16)	2017-18 Target (AY 16-17)	2016-17 Wales Average (AY 15-16)	2016-17 Wales Rank (AY 15-16)	Expected Future Direction of Travel	Lead Member
SLC10	The number of Green Flag Parks and Open Spaces	Local	New indicator for 15-16	9	10	11	3.5	2	↑	Cllr Bob Derbyshire
STS/005b	The percentage of highways inspected of a high or acceptable standard of cleanliness	National	86.79%	90.64%	84.21%	90%	96.5%	20	↑	Cllr Bob Derbyshire
STS/006	The percentage of reported fly tipping incidents cleared within five working days	National	82.61%	97.91%	98.57%	90%	95.26%	4	↑	Cllr Bob Derbyshire
LCS/002b	The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	National	8,744.01	8,028.30	Not available	8,266.00	8,409.00	13	↓	Cllr Peter Bradbury
THS/012	The percentage of principal A roads, non-principal/classified B roads and non-principal/classified C roads that are in overall poor condition	National	6.83%	5.23%	Not available	7%	11.2%	6	↑	Cllr Ramesh Patel


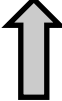
Ref	Measure	Type	2014-2015 Result (AY 13-14)	2015-2016 Result (AY 14-15)	2016-2017 Result (AY 15-16)	2017-18 Target (AY 16-17)	Wales Av. (AY 15-16)	Wales Rank (AY 15-16)	Expected Future Direction of Travel	Lead Member
TBC	The number of pupils enrolled in Welsh medium education aged 4 - 18 years.	Local	6,541	6,867	7,010	7,222	Not available	Not available	↑	Cllr Phil Bale
TBC	The percentage of pupils achieving at least outcome 5 in language, literacy and communication skills in Welsh medium schools, at the end of the Foundation Phase (Year 2).	Local	90.5%	92.8%	93.1%	93.5%	90.7%	8	↑	Cllr Phil Bale
TBC	The percentage of pupils achieving at least level 4 in teacher assessment in Welsh 1 st Language at the end of Key Stage 2 (Year 6).	Local	90.1%	93.7%	96.1%	96%	90.8%	2	↑	Cllr Phil Bale
Page 87	The percentage of pupils achieving a Level 2 qualification (A*-C grade GCSE) in Welsh 1 st Language at the end of Key Stage 4 (Year 11)	Local	83%	84.1%	79.8%	82%	75.1%	Not available	↔	Cllr Phil Bale
TBC	The percentage of pupils achieving a Level 2 qualification (A*-C grade GCSE) in Welsh 2 nd Language at the end of Key Stage 4 (Year 11)	Local	Not available	Not available	83.2%	83.5%	80%	Not available	↑	Cllr Phil Bale
TBC	The number of Council employees undertaking Welsh language training	Local	85	123	113	Not available	Not available	Not available	↑	Cllr Phil Bale

Priority 4: Working together to transform services

Well-being Objective 4.1: Communities and partners are involved in the redesign, development and delivery of local public services

Ref	Measure	Type	2014-2015 Result (AY 13-14)	2015-2016 Result (AY 14-15)	2016-2017 Result (AY 15-16)	2017-18 Target (AY 16-17)	2016-17 Wales Average (AY 15-16)	2016-17 Wales Rank (AY 15-16)	Expected Future Direction of Travel	Lead Member
HUBPI1	The number of visitors to Libraries and Hubs across the city	Local	2,945,838	3,068,228	1,839,464 (On target - Virtual visits for the full year are added in Q4)	3,200,000	Not available	Not available		Cllr Peter Bradbury
Page 88 BPI3	The percentage of customers who agreed with the statement "Overall the Hub met my requirements/I got what I needed"	Local	Not available	Not available	99%	95%	Not available	Not available		Cllr Peter Bradbury
New	The percentage of people who feel more informed about their locality as a result of attending a Neighbourhood Partnership Roadshow	Local	Not available	Not available	Not available	70%	Not available	Not available	Not Available	Cllr Peter Bradbury

Well-being Objective 4.2: Cardiff Council will have good governance arrangements and improved performance in key areas

Ref	Measure	Type	2014-2015 Result (AY 13-14)	2015-2016 Result (AY 14-15)	2016-2017 Result (AY 15-16)	2017-18 Target (AY 16-17)	2016-17 Wales Average (AY 15-16)	2016-17 Wales Rank (AY 15-16)	Expected Future Direction of Travel	Lead Member
CHR/002	The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence	PAM	10.11	9.56	10.63	9	10.2	4		Cllr Graham Hinchey
HRPS2a	The percentage of Personal Performance & Development Reviews completed for permanent staff	Local	89%	90%	92%	95%	Not available	Not available		Cllr Graham Hinchey
New	The number of 'Live' webcast hits a. Full Council	Local	New indicator for 16-17	New indicator for 16-17	1,210	1,200	Not applicable	Not applicable	Not available	Cllr Dan De'Ath
New	The number of 'Live' webcast hits b. Planning Committee	Local	New indicator for 16-17	New indicator for 16-17	457	600	Not applicable	Not applicable	Not available	Cllr Dan De'Ath
New	The number of 'Live' webcast hits c. Scrutiny Committees	Local	New indicator for 16-17	New indicator for 16-17	91 (Quarter 3 only)	400	Not applicable	Not applicable	Not available	Cllr Dan De'Ath
New	The number of external contributors to Scrutiny meetings	Local	New indicator for 17-18	New indicator for 17-18	New indicator for 17-18	To be confirmed	Not applicable	Not applicable	Not available	Cllr Dan De'Ath
New	The percentage of draft committee minutes published on the website within 10 working days of the meeting being held	Local	New indicator for 17-18	New indicator for 17-18	Q1 - 75.8% Q2 - 82.6% Q3 - 67.1%	80%	Not applicable	Not applicable	Not available	Cllr Dan De'Ath

Well-being Objective 4.3: Transform our services to make them more accessible, more flexible and more efficient

Ref	Measure	Type	2014-2015 Result (AY 13-14)	2015-2016 Result (AY 14-15)	2016-2017 Result (AY 15-16)	2017-18 Target (AY 16-17)	2016-17 Wales Average (AY 15-16)	2016-17 Wales Rank (AY 15-16)	Expected Future Direction of Travel	Lead Member
ED014	Reduce the gross internal area (GIA) of buildings in operational use	Local	2.50%	3.50%	4.20%	1%	Not available	Not available	↑	Cllr Phil Bale
New	Customer contacts to the Council using digital channels	Local	Not available	536,699	447,767	10% increase	Not available	Not available	↑	Cllr Graham Hinchey
ED015	Reduce the total running cost of occupied operational buildings	Local	Not available	2.70%	5.30%	2.80%	Not available	Not available	↑	Cllr Phil Bale
ED018	Reduce the maintenance backlog	Local	£900,000	£4,300,000	£2,335,961	£1,300,000	Not available	Not available	↑	Cllr Phil Bale
New	Capital Income generated	Local	Not available	£6,869,352	£430,000	£7,300,000	Not available	Not available	↑	Cllr Phil Bale
New	Commercial and Collaboration gross income target achieved (£)	Local	Results not collected	Results not collected	Not available	Not available	Not available	Not available	Not Available	Cllrs Bale, Bradbury & Hinchey
New	Increase customer satisfaction with Commercial and Collaboration Services	Local	Results not collected	Results not collected	Not available	Establish baseline in 17-18	Not available	Not available	Not Available	Cllrs Bale, Bradbury & Hinchey
RES4	Maintain customer / citizen satisfaction with Council services	Local	80.80%	69.30%	68.20%	70%	Not available	Not available	↔	Cllr Graham Hinchey

**CYNGOR DINAS CAERDYDD
CITY OF CARDIFF COUNCIL**



CABINET MEETING: 16 FEBRUARY 2017

ARTS MANAGEMENT PROCUREMENT

REPORT OF DIRECTOR OF ECONOMIC DEVELOPMENT

AGENDA ITEM: 3

**PORTFOLIO: CLLR PETER BRADBURY (COMMUNITY DEVELOPMENT,
CO-OPERATIVES AND SOCIAL ENTERPRISE)**

Appendices 2, 3, 4 & 5 to this report are not for publication under Schedule 12A Part 4 paragraph 14 pursuant to Schedule 12A Part 5 paragraph 21 of the Local Government Act 1972 (as amended). It is viewed that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Reason for this Report

1. To seek Cabinet approval to terminate the Arts & Culture Alternative Delivery Model (ADM) competitive dialogue procurement process with immediate effect as the best offer does not meet the Council's aspirations.
2. To seek Cabinet approval to progress an internal programme of improvement at St. David's Hall and New Theatre referred to as the 'Enhanced In-house Model' to significantly reduce the annual revenue subsidy.
3. To outline a high level strategy for further reducing the annual revenue subsidy and for attracting external capital funding to modernise St David's Hall and New Theatre to improve the commercial potential of the venues.

Introduction

4. In 2014, the City of Cardiff Council embarked upon a procurement process to explore 'Alternative Delivery Models' for the management and operation of its Leisure Centre estate and for its Arts Venues. Two separate Competitive Dialogue procurement processes were established and were run in parallel by the same in-house dialogue team. At the Final Tender stage the Leisure Centre procurement was given priority by the Council resulting in slippage to the Arts procurement whilst the Leisure Centre process was concluded.

5. The Arts procurement process is now at a Gateway Review stage following receipt of a Draft Final Tender from the one remaining bidder in the process. The Council now needs to decide whether to expend further resources to continue dialogue with the bidder or to terminate the process forthwith.
6. The detailed offer presented by the final bidder does not deliver the level of financial benefit and risk transfer the Council had set out to achieve through the process. The bid requires the Council to contractually commit to providing a subsidy of £1.26m per annum over the 15 year term of the contract.
7. The proposed model of operation presented by the bidder involves the transfer of Council staff into a 'new-start' Community Interest Company (CiC), with the bidder providing management expertise and retaining step-in rights. This model is designed to help reduce operational costs, including National Non Domestic Rates (NNDR) contributions and to provide access to external funding. However, the model inadvertently introduces an additional level of complexity for the Council in terms of the apportionment of risk and responsibilities. Furthermore, given that through this process the bidder is seeking to make its first significant step into the arts market the expertise largely rest with the staff already employed at the venues.
8. In terms of financial appraisal, the bid represents only a marginal benefit compared to the in-house comparator model. As outlined above, the difference essentially relates to the reduction in National Non Domestic Rates (NNDR) contributions which the bidder aims to realise through the CiC model. There is potential for the Council to mitigate these costs through its own consideration of a 'not for profit' vehicle without the need to transfer control of the venues to the private sector and importantly without the need for the Council to commit contractually to the provision of a £1.26m subsidy for 15 years.
9. The Council had also hoped to transfer some additional risks through the process including costs associated with the deteriorating condition of the buildings. The bidder's offer lacks any commitment to direct capital investment and instead relies on contributions from funding organisations that the Council is already aware of. Other significant risks remain with the Council including the pension liability of existing staff.
10. Given the nature of dialogue to date, and the lack of competition left in the process, it is unlikely that the bidder's offer would be significantly improved through further dialogue. It is therefore proposed to terminate the process with immediate effect and to instead concentrate effort and resources on mobilising an internal improvement programme for the venues.

Background

11. St David's Hall (the national Concert Hall for Wales) and the New Theatre generate more than 440,000 attendances each year across a broad range of shows, programmes and workshops, including events of national and international significance such as the Cardiff Singer of the World. Together the venues generate circa £38 million of economic benefit for the city and make a significant contribution to the city's social and cultural richness and diversity.
12. The venues have a combined turnover of circa £11.6m per annum with the cost of operation largely met through ticket sales and other commercial income. The Council has however needed to provide a level of 'top-up' revenue funding, historically in the region of just under £3m per annum (e.g. £2.94m in 2008/9). In recent years this subsidy has been reduced year on year as the financial pressures have continued to bite, to a point where in 2015/16 financial year the level of operational subsidy was down to just under £1.79m for both venues.
13. Despite the recent improved income position, growing pressure on public finances has led the Council to consider alternative approaches to managing and operating the venues in an attempt to provide better long term financial sustainability. In May 2014 a report was presented to Cabinet outlining future management options for St David's Hall and the New Theatre and authority was granted to begin a competitive dialogue procurement process to secure one or more management partner organisations. The key aim of the process was to attract a commercial operator with a strong track record in the industry that would significantly reduce the need for revenue subsidy from the Council whilst protecting the cultural programme and at the same time committing to invest in the buildings including unlocking external capital funding.

The Procurement Process

14. The Cabinet decision in May agreed that the competitive dialogue process would be run in parallel with a similar process being taken forward in relation to the Council's Leisure Centre estate. This was designed to enable a small pool of experienced staff to spread their expertise across both streams to limit the overall cost to the Council. The process began with the issuing of a Prior Information Notice to raise market awareness shortly following the Cabinet decision. An open meeting was organised to inform interested parties, followed by 22 individual meetings. On 11th December 2014, an OJEU Contract Notice, Memorandum of Information and a Pre-Qualifying Questionnaire were issued to the market. Following evaluation, 7 organisations were invited to submit Outline Solutions and to proceed to the dialogue stage.
15. The Invitation to Submit Outline Solutions (ISOS) was issued on the 14th April 2015. First round dialogue meetings took place in May with submissions received in June 2015. The evaluation team reviewed submissions from the 7 bidders in line with the scoring methodology and the process was moderated for further assurance.

16. Following this, an Invitation to Submit Detailed Solutions (ISDS) was issued to 4 bidders on the 4th August 2015, and dialogue meetings were held on August 14th. Responses were received on 23rd October 2015. Following dialogue and evaluation, only one bidder was able to be invited to continue with the procurement.
17. A Draft Final Submission was received on the 5th July 2016 from the single remaining bidder and dialogue remains open. Much of the operational and programme development is, as would be expected, similar to that contained within the Council's existing programme. Further headline detail of the bidder's submission is included in Confidential Appendix 4.
18. As part of the process, the Council has developed an internal comparator model known as the 'Enhanced In-house Model' which sets out changes the Council could introduce to improve the financial performance of the venues. This was undertaken primarily to establish an internal benchmark to compare with the proposals received from bidders to ensure the scale of benefit would justify the consequential loss of control.

Issues

19. The attraction of a commercial operator was intended to help the Council address some of the fundamental issues with managing and operating the venues. The reduction of the revenue subsidy has always been the Council's foremost priority. Based on the 'Enhanced In-house Model', a reduction of £1.26m is set out in the Council's Medium Term Financial Plan phased over a number of years. In the current financial year it was anticipated to deliver £130k of savings but this has been deferred until 17/18 to take account of the slippage in the procurement process. In 17/18 additional savings of £417k are required, and a further £416k is planned for 18/19. Together these savings will reduce the overall level of subsidy for both venues to £1.26m per annum.
20. In addition to the above, both venues are in need of significant capital investment. The maintenance backlog across the two buildings based on recent condition surveys is in excess of £5.8m, including Priority 1 works at £644k. A provision of £644k has been made in the Council's Capital Programme to support the procurement process and has been allocated to the Priority 1 works that would fall within the Council's responsibility if the contract were to be awarded to an external partner. An additional amount of £1.01m has been identified in further condition reports as being necessary over the length of the contract to satisfy the Council's contract obligations. The Council had hoped to offset some of the longer-term 'landlord' costs associated with the deteriorating condition of the buildings, but it has become clear through dialogue that the Council will need to retain all of the risk and costs associated with the external fabric of the buildings.

21. In addition to the costs set out in the above paragraph, the internal presentation of the buildings are in need of comprehensive modernisation, particularly St David's Hall. Addressing these costs will become an important aspect of any plan to achieve long term financial sustainability as the venues need to be able to deliver a range of commercial income streams over and above ticket sales, which are currently difficult to achieve due to the condition of the buildings. Unfortunately the procurement process has not managed to un-lock any significant commitment from bidders to invest in the buildings.
22. Through the process the Council has sought to retain a level of control over how the buildings are operated and has sought to transfer a number of operational liabilities to the external operator. A particular issue has been to protect the terms and condition of staff and to ensure that any efficiencies promised in operating costs are not simply achieved through a reduction in staff wages and terms and conditions, with particular protections put in place to ensure compliance with single status and to exclude zero hours contracts. Another consideration that needed to be given was in respect of the pension risk of additional employer contributions being required in future years. Following consideration of the actuarial report it was determined to keep the risk with the Council in order to provide certainty to bidders who would otherwise have built contingency into their bids, adding to the level of subsidy when the risk may never have materialised. The Council has also sought to ensure the buildings retain their cultural importance to the city and are not commercialised to the extent that the cultural programme becomes eroded. All of these controls have to some extent affected the ability of bidders to deliver the Council's financial objectives.
23. Since the Invitation to Submit Detailed Solutions stage of the procurement process the Council has been in dialogue with a single bidder. The other bidders have either withdrawn, or have been excluded through evaluation, or have failed to comply with the procurement process. The single bidder has therefore been effectively competing against the Council's 'Enhanced In-house Model'. This has created a lack of competitive tension for the final stages of the process and gives little confidence that significant improvement on the current offer will be achieved by continuing the process. In a normal competitive scenario, the remaining bidders would now be offered a final opportunity to submit their full and final bid to conclude the process. This would involve another round of dialogue and the preparation of another document adding to the cost of the bidding process for both the bidder and the Council.
24. Confidential Appendix 4 provides a summary of the Draft Final Submission that has been presented by the remaining bidder to the Council. Confidential Appendix 5 provides an analysis of the bid and a comparison against the 'Enhanced In-house Model'.
25. The conclusion drawn is that whilst the external bid provides a marginal revenue benefit compared to the 'Enhanced In-house Model'), there is potential for this to be mitigated without transferring control to a

commercial operator and committing to a long term subsidy. In the short term this would involve exploring the benefits of a Trust or other appropriate 'not for profit' vehicle. The external bidder proposes that NNDR will be reduced through the creation of a Community Interest Company allowing access to mandatory NNDR relief and potential discretionary relief. There is potential for the in-house model to also reduce these costs through the establishment of a similar vehicle which would effectively remove the revenue differential between the external and in-house positions. However, it is fair to say that the introduction of a Trust or 'not for profit' vehicle could also lead to a certain loss of control and may have other implications for the Council which need to be fully understood before committing to this approach.

26. Further to the above, St David's Hall in particular has significant potential to improve its income position if investment can be secured to modernise the building. The external bid delivers little by way of direct capital investment from the bidder and instead relies on applications to external funding bodies, which an 'in-house' approach evolving into a Trust or 'not for profit' vehicle should be equally well placed to deliver. The crucial point though, is that if the Council commits to a 15 year operating contract at an agreed level of subsidy, any improvement to the level of income derived from securing capital investment would be shared with the commercial operator as a 'gain share' proposal rather than being incorporated into the contractual Council subsidy to the operator.
27. In sum, the revenue benefit and risk transfer offered by the bidder does not meet the Council's aspiration and is not deemed sufficient to justify the transfer of control to the bidder and/or to commit contractually to providing an on-going level of subsidy over the 15 year term of the contract.
28. It is therefore proposed that the procurement process does not proceed to the final stage and is terminated with immediate effect. This action will stop the Council incurring any further costs associated with the procurement process and will also limit the bidder's exposure to any further costs. The risks associated with taking this decision at the current stage in the process are set out in the legal implications below.
29. The procurement process has confirmed that there remains an ongoing need for revenue subsidy of the venues, at least until such a time as a deliverable plan to modernise the buildings comes forward. An in-house approach will enable the Council to retain full control of the buildings including all aspects of service delivery, pricing, programming and marketing, and importantly control over any development potential. However, retaining in-house control also means that the Council will remain fully responsible for all income risk and all risk associated with expenditure, including staffing, utilities, repairs and maintenance and costs relating to the replacement of equipment and facilities. The Council, as landlord, would in any case retain responsibility for costs relating to the external fabric of the building.

The Way Forward

30. The Enhanced In-house Model has been developed as a comparator model to provide a benchmark against which to assess external bids through the procurement process. It has proven to be a very useful exercise and has sharpened the Council's thinking regarding what can be achieved internally to reduce the subsidy and to provide a more sustainable financial footing for the venues over the longer term. The proposal being put forward in this report is to terminate the procurement process and to move forward immediately with the implementation of the Enhanced In-house Model.
31. The Enhanced In-house Model consists of three potential phases of implementation:

Enhanced In-House Model - Phase 1

32. The first step, to be progressed with immediate effect, involves a restructure of the existing venues staff to ensure the 17/18 savings target of £417k and the deferred 16/17 target of £130k are delivered. The aim is to create a single staffing team across both venues to provide more efficient management, as well as to generally improve co-ordination between the various teams including programming, marketing, finance, administration, education/community, building maintenance, box office, bars/catering and customer service. This will also allow for effective scheduling of staff to allow for differing 'dark' periods and will improve the venues ability to adapt to the needs of the programmed performances and events.
33. The proposed restructuring will result in a reduction of circa 11 posts, with the majority to be managed through natural churn and Voluntary Severance. The restructuring is anticipated to deliver circa £300k of savings. In addition to restructuring, the remaining savings target to achieve the MTFP will be delivered through improved income performance at both venues reflecting the improved position in the current financial year and in the previous financial year.

Enhanced In-House Model - Phase 2

34. The next step will be to explore alternative methods for attracting capital investment including an examination of a suitable 'not for profit' vehicle such as a Trust. This approach may potentially enable the Council to retain a significant level of interest in the venues, whilst providing operational efficiencies, and enabling outside partners to make a greater contribution.
35. 'Not for profit' organisations are able to claim mandatory National Non Domestic Rates (NNDR) relief and sometimes discretionary relief, depending on local policy. In terms of the procurement process, future reduction of current NNDR costs for both venues of £196k would bring the Enhanced In-house Model (operating as a Trust or similar vehicle) more or less in line with the financial offer from the remaining bidder.

36. A 'not for profit' vehicle may also help with the attraction of external funding to service capital requirements and to provide funding for additional performance and programme related development in both venues. It is also anticipated this type of approach will help to foster improved partnership working with national companies, organisations and initiatives from across the UK securing the current output and programming whilst also attracting and supporting additional activities.
37. Whilst a 'not for profit' vehicle seems to offer an opportunity to further reduce the revenue subsidy and to attract investment, there are potential implications, including a consequential loss of control. It is therefore proposed to undertake a full and detailed consideration of the potential 'not for profit' approaches model and to report back to a future meeting of Cabinet with a recommendation.

Enhanced In-House Model - Phase 3

38. The final step in the Enhanced In-house Model is to explore a development-led investment proposition for the venues, particularly for St David's Hall. It is clear that St David's Hall is in need of a comprehensive modernisation plan to address its significant maintenance backlog and to enable internal reconfiguration and upgrade. Funding the modernisation plan will require the attraction of substantial capital investment from external bodies and could also require an innovative approach to maximising the development potential of the site.
39. St David's Hall occupies a large site right in the heart of Cardiff's thriving retail centre which benefits from the highest regional levels of footfall. The key aim of the plan will be to explore ways in which the venue can be re-configured to make it more accessible to adjacent footfall to provide an investment basis for new facilities that can capture the significant secondary spend opportunities. The plan will also need to improve the customer experience associated with the venue's primary purpose and primary income stream (concerts, shows and events) by unlocking investment into the main concert hall. Similar venues in other parts of the UK have successfully managed to secure significant investment and generate new income streams over and above ticket sales by providing facilities such as bars, restaurants, meeting rooms and conference/exhibition/gallery spaces that drive people into the building when there is no programmed event.
40. At present the ground-floor space under St David's Hall is occupied by two large retail units that form part of the St David's Shopping Centre. This limits the venue's access to passing footfall. The only ground level accommodation currently available to the venue is occupied by a ticket hall which provides little scope for attracting secondary spend. The Hall also sits directly above the new St David's 2 Shopping Centre and yet no direct access points exist into the Centre. In addition to upgrading the fabric of the building, the modernisation plan will need to reconsider access points and will need to improve general visibility into the building to passing footfall.

Enhanced In-House Model – Key Benefits

41. One of the major benefits of the Enhanced In-house Model is that the Council will retain control of the venues. This will enable the Council to:
- Ensure that any income generation benefits arising from the successful attraction of investment in the building translates directly into reduced subsidy.
 - Retain its discretion over the event programme and the wider community use of the venues.
 - Provide more security to staff regarding their future terms and conditions of employment including ensuring compliance with single status regulations and fully protecting against zero hours contracts.
 - Manage the restructure in a way that protects the interests of staff as they will remain employed by the Council during that process. It is anticipated that the reduction in staff required by the restructure will largely be managed through natural churn and Voluntary Severance.
 - Deliver the savings targets in the Council's Medium Term Financial Plan. The Enhanced In-house Model can be implemented almost immediately, whereas continuing with the procurement process will require time to conclude the final part of the process and further time to negotiate a final contract. This effectively means the commercial operator will not be able to meet the savings targets within the required timescales.
 - Make progress with exploring development options. Introducing a new lease arrangement between the Council and an external operator would introduce an additional layer of complexity in considering a development approach. Furthermore, given the lack of commitment from the bidder to invest in the buildings and the lack of incentive for the Council to invest in terms of reducing the subsidy, it seems the development approach would only realistically be achieved if the venues remain in Council control.

Enhanced In-House Model - Risks

42. The Enhanced In-house Model means that the risk of delivering savings and improvements will remain with the Council rather than being transferred to an external organisation. A contractual arrangement with an external operator does provide greater certainty of delivery of savings, as the external operator will be obliged to operate the venues at the agreed level of subsidy. However, entering into a long term commitment to provide an agreed level of subsidy also creates a risk that the Council will be required to provide an on-going subsidy even if financial performance improves. It also reduces the Council's flexibility should budget pressures continue.

43. Issues such as changes within the market, both in terms of demand from users as well as competition from other similar providers also poses a risk to the successful operation of the venues, and if the venues remain in-house this risk will sit with the Council. Again, this risk can be mitigated by the ability to respond relatively quickly to changes in demand.

Consultation

44. Consultation has taken place during the procurement process with staff and representative Unions. The proposals and recommendations contained within this report have been the subject of consultation with staff and their representative Unions and no issues have been raised.

Reason for Recommendations

45. To cease the competitive dialogue procurement exercise with immediate effect and to begin the process of implementing the 'Enhanced In-House Model', and to undertake further work to assess the implications for the council of adopting a 'not for profit' model.

Financial Implications

46. The legal implications make reference to the Council reserving the right to not award a contract and that bidders have entered into the competitive dialogue process at their own risk including funding their bid costs. Consequently any challenge from bidders for reimbursement of their bid costs should be dismissible.
47. By continuing to provide these Cultural Services in-house the Council will retain full control and flexibility over how these services are delivered in the future. This would include control over both pricing and programming. By retaining the direct operation of these venues, the Council would also retain all financial risks associated with service delivery including any Budget variances from the under recovery of income and expenditure overspends. The Enhanced In-house Model would therefore deliver 2017/18 budget reductions and any future MTFP proposals. There is a fundamental trade-off between the Council's retention of operational flexibility on one side and its retention of financial risk on the other.
48. The Enhanced In-house Model could be implemented quicker than the transfer of delivery to an external partner. In the latter case this would require concluding the competitive dialogue process, resulting in the submission of the Final Tender, and then completion of the contract between the Council and the external partner. Any financial advantage associated with the quicker delivery of the Enhanced In-house Model will be a short-term financial advantage. This is evidenced by the lower projected costs of the external partner model over the 15 year evaluation period compared to the Enhanced In-house Model.
49. With a long term external partner contract the financial risks of delivering the agreed service to a fixed subsidy would pass to the external partner with the Council's financial commitment limited to the agreed subsidy

payments included in the contract. A long term contract with an external partner although it will include provisions for change to the contract will be inherently less flexible than an equivalent in-house model. Changes may require further negotiation and may have an impact on the agreed value of the contract.

50. The report outlines the option of transferring these cultural venues to a 'not for profit' vehicle such as a Trust as a potential phase 2 and that further work is undertaken to research the costs and benefits associated for these venues. Any future decision to transfer to a 'not for profit' vehicle will need to be supported by a robust business case in which the implications for the Council of moving to this operating model are fully outlined. Significant elements of the additional financial benefits achieved by the external partner are as a consequence of its status as a not for profit organisation, in particular its eligibility for Mandatory Non-Domestic Rate Relief. The same benefit would also apply if the venues were transferred to a similar vehicle but it would be necessary for the vehicle to operate at arms-length from the Council to secure this benefit. Any 'not for profit' model will therefore be associated with a degree of loss of control and flexibility for the Council. The report suggests that in addition to the reduction in NNDR the not for profit/trust model would include the additional income generation benefits, in particular with regard to securing external funding, but that the running costs of any vehicle and the lack of any strong financial covenant will also need to be considered in the Business Case.
51. The possible redevelopment of St David's Hall, which is identified as Phase 3 in the report, will also require a subsequent Cabinet report, including a Business Case / Development Appraisal justification, but the Directorate believe these development options will be enhanced by the Council retaining control of this venue. The implications of any potential redevelopment will also need to be considered as part of the further work on the operational implications of the Trust / Not for Profit Model.
52. The potential for the generation of additional income arising from investments in the venues has been highlighted in the report. These will need to be supported by appropriate business cases to robustly demonstrate that the net returns from these potential investments are deliverable.
53. The further work required to assess the implications for the Trust / Not for Profit model may need to be supplemented by specific professional advice. The costs of this additional advice will need to be funded from existing resources, either from the Directorate or through Organisational Development resources.

Legal Implications

54. It is lawful for an authority to abandon a procurement process (*Apcoa Parking (UK) Ltd v City of Westminster* [2010] EWHC 943 (QB)). In that case, the court noted that Westminster expressly reserved the right in the original tender documents not to award any contracts and stated that it

was not bound to any course of action because of issuing the invitation to tender or negotiating with the bidders.

55. In the present case it is understood that the tender documentation contained caveats to the effect ‘...The Authority reserves the right to choose not to award any contract as a result of the current procurement process and the Authority shall not be committed to any course of action as a result of issuing this draft ISFT or any invitation to participate in this procurement exercise...’.
56. If the decision is made to abandon the procurement (not to proceed to award a contract) the authority must notify candidates and tenderers of the grounds for its decision (Regulation 55 Public Contracts Regulations 2015) and follow the prescribed procedures.
57. It is important that the decision maker is satisfied that a decision to abandon this procurement is a ‘reasonable’ decision to reach having regard to all material facts, as such a decision is subject to potential review/challenge. Case law has established that the grounds for a contracting authority's decision to abandon a procurement process may (i) be based on the authority's assessment of whether it is expedient and in the public interest to carry an award procedure to its conclusion. This decision may consider any changes in the economic context or factual circumstances, or the needs of the contracting Authority concerned and or (ii) relate to an insufficient degree of competition due to the fact that, at the conclusion of the award procedure in question, only one tenderer was qualified to perform the contract.
58. It is noted that the Court of Justice of the European Union (*Croce Amica One Italia Srl v Azienda Regionale Emergenza Urgenza* (Case C-440/13) [2014] EUECJ, has confirmed that:
 - ‘A decision by a contracting authority not to award a public contract need not be limited to exceptional cases or must not necessarily be based on serious grounds’, (none the less the decision must be a reasonable decision having regard to the potential for judicial review).
 - ‘Although the contracting authority must notify candidates and tenderers of the grounds for its decision if it decides to withdraw the invitation to tender for a public contract, there is no implied obligation on that authority to carry the award procedure to its conclusion’.
 - ‘The requirement to communicate the grounds for a decision to withdraw an invitation to tender is dictated by the concern to ensure compliance with the principle of equal treatment’.
59. As regards potential liability for bidders' costs, courts have proved reluctant to compensate bidders, either for the costs incurred where a procurement process is abandoned, or for the loss of the profits that the contract would have generated if the process had not been abandoned and the contract had instead been awarded to the claimant. In any event, in this case the Council's procurement documents made clear

that the Authority reserved its position as to whether or not it will enter into contractual arrangements and dialogue will be entirely at the participants' risk and cost and if any challenge was brought for costs/damages the caveats, as set out in the procurement documents, would be relied upon ['The Authority reserves its position as to whether or not it will enter into contractual arrangements and dialogue will be entirely at the participants' risk and cost ...'; The Authority is not liable for any costs resulting from any cancellation of this tender process or for any other costs incurred by those tendering for this Contract; Each party will bear its own costs of preparation and draft ISFT submission, and any subsequent clarification and negotiation; the Authority shall bear no liability whatsoever for the outcome of the CD and shall not be liable for the costs of draft ISFT preparation, CD, or any loss of profit or other economic loss incurred by participants or their sub-contractors or funders'].

60. The report refers to future consideration being given to the establishment of a Not for Profit Vehicle/Trust and/or other development options. Detailed legal advice should be sought on the proposals as they are developed and before any decision is sought
61. The report refers to potential establishment restructures, which can raise sensitivities for the staff concerned. The employment implications are set out within the HR implications below.
62. In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010. Pursuant to these legal duties Councils must, in making decisions, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: (a) Age,(b) Gender reassignment(c) Sex (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h)Sexual orientation (i)Religion or belief – including lack of belief.

HR Implications

63. Both scenarios involve a staffing restructure. Any staff changes arising from the introduction of the enhanced in-house model will require full consultation with trade unions and staff. The new structure must be achieved by applying the Council's agreed restructure process, which will include the consideration of Voluntary Redundancy, in line with the Council's Voluntary Redundancy Scheme.

RECOMMENDATIONS

The Cabinet is recommended to:

1. Provide authority to abandon the Arts Management Competitive Dialogue procurement process;

2. Delegate authority to the Director of Economic Development, in consultation with the Cabinet Member Community Development, Co-operatives and Social Enterprise, the Cabinet Member Corporate Services and Performance, the Chief Executive, the Section 151 Officer and the Monitoring Officer to begin the process of implementing the 'Enhanced In-House Model' as outlined in this report;
3. Provide authority to explore the potential of a 'not for profit' vehicle and note that a separate report will be presented back to Cabinet.
4. Provide authority to prepare a modernisation plan for St David's Hall and New Theatre including consideration of development options and note that a separate report will be presented back to Cabinet.

NEIL HANRATTY

Director

10 February 2017

The following appendices are attached

Appendix 1: Arts Venue Procurement Information

The following appendices to this report are not for publication under Schedule 12A Part 4 paragraph 14 pursuant to Schedule 12A Part 5 paragraph 21 of the Local Government Act 1972 (as amended). It is viewed that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Confidential Appendix 2: Financial Summary

Confidential Appendix 3: Enhanced In-house Model

Confidential Appendix 4: Summary of Draft Final Tender

Confidential Appendix 5: Bid Comparison

ARTS VENUE PROCUREMENT**Arts Venues Procurement Information.**

- The Cabinet decision in May 2014 agreed that the competitive dialogue process would be run in parallel with a similar process being taken forward in relation to the Council's Leisure Centre estate.
- The process began with the issuing of a Prior Information Notice to raise market awareness shortly following the Cabinet decision.
- An open meeting was organised to inform interested parties, followed by 22 individual meetings.
- On 11th December 2014, an OJEU Contract Notice, Memorandum of Information and a Pre-Qualifying Questionnaire were issued to the market.
- Following an evaluation, 7 organisations were invited to submit Outline Solutions and to proceed to the dialogue stage.

Invitation to Submit Outline Solutions (ISOS)

- The Invitation to Submit Outline Solutions (ISOS) was issued on the 14th April 2015.
- First round dialogue meetings took place in May with submissions received in June 2015.
- The evaluation team reviewed submissions from 7 bidders in line with the scoring methodology and the process was moderated for further assurance.
- At this point 2 of the bidders were excluded and 1 withdrew

Invitation to Submit Detailed Solutions (ISDS)

- An Invitation to Submit Detailed Solutions (ISDS) was issued to 4 bidders on the 4th August,
- Dialogue meetings were held on August 14th.
- Responses were received on 23rd October 2015.
- 2 bidders were withdrew and 1 bidder was excluded due to non-compliance
- Following evaluation, only one bidder (GLL) was able to be invited to continue dialogue.

Invitation to submit Final Tender (ISFT)

- GLL were invited to submit a draft final tender and this was received on the 5th July 2016.
- This has not been evaluated and several dialogue sessions took place.
- The dialogue and procurement process remain open.

Comment

- Much of the operational and programme developments are, as one would expect, similar to that contained within our existing programme for both of the venues and will be part of the In house comparator.

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2016-17 QUARTER 3 PERFORMANCE REPORT

REPORT OF CORPORATE DIRECTOR RESOURCES

AGENDA ITEM: 4

PORTFOLIO: CORPORATE SERVICES & PERFORMANCE (COUNCILLOR GRAHAM HINCHEY)

Reason for this Report

1. To present the City of Cardiff Council's performance report for Quarter 3 (October to December) of the 2016-17 financial year, providing Cabinet with an opportunity to review performance. The Performance Report for Quarter 3 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 deliver the Council's priorities and targets.

Performance Overview

3. As in Quarter 1 and 2, the Performance Support Group (PSG) identified performance issues of strategic importance for discussion at the relevant SMT meeting. These conversations have informed the content of this report.

Quarter 3 Performance Report Structure

4. Attached at **Appendix A** is the Quarter 3 performance report. The report contains the following information:
 - A separate section for each Directorate, structured around the Corporate Plan priorities and improvement actions.
 - For each Corporate Plan priority there is detailed information on:
 - **Performance indicators** that measure progress to deliver the priority.
 - A **summary of progress** towards the priority
 - The delivery of **commitments** that support the priority.

- At the end of each directorate section there is an overall summary of:
 - The results for the performance indicators in the Corporate Plan
 - Progress on commitments and actions
 - Challenges and achievements of that directorate.
5. The report is accompanied by 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:
- Financial
 - Customer
 - Internal Processes
 - Learning & Growth
6. The Scorecard highlights the most important issues and achievements in relation to each of these four areas.

Summary of Key Issues – Council Overview Scorecard

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

Sickness Absence

8. The level of sickness absence in Q3 was lower than in Q2 for 6 of the 7 directorates. The Council-wide figure was also lower for Q3 than for Q2.
9. The year-end forecast is 10.63 days lost per FTE. This is worse than last year's performance and we are not expected to achieve the year-end target of 8.5.
10. Senior Management and HR colleagues have been working with staff across the Council to reinforce the procedural and cultural messages in relation to staff sickness absence and ensure that people have the skills and knowledge to implement the policy appropriately.
11. Actions arising from the Quarter 2 STAR Chamber include a review of previously agreed actions regarding sickness absence, particularly in relation to Social Services and City Operations. A review of sickness absence will also be conducted in Culture and Arts venues ahead of the Alternative Delivery Model (ADM) decision. An update will also be sought in relation to Social Services Domiciliary Care policy, to include clarification of 48/72-hour refrain from contact with clients, in relation to Diarrhoea and Vomiting advice from Public Health.
12. Directorate Budgets are projected to be overspent by £7.032 million, which primarily relates to Social Services (£5.981 million) and City Operations (£955,000). It is anticipated that continued management actions will result in reductions to the over-spend by the year-end.
13. Collective directorate performance in achieving savings proposed for 2016-17 is currently projected at 76%, with Communities, Housing and Customer

Services at 68% and Resources at 92%. In addition, there is a representation which breaks down the spend for each directorate across staff costs, overtime and agency, which shows that spend is broadly in line with the budget assumptions for the year to date.

Information Requests

14. Compliance with Freedom of Information requests – The result was 92.17% in Q3, compared to 92.32% in Q2 and 88% in Q1.

Customer Insight

15. Customer satisfaction:
- a. Library and Hub services – The result was 99% in Q3, which is the same as for Q2.
 - b. Calls to C2C – The results remain high for calls handled in English (96%) and in Welsh (97%).
 - c. Calls to Repair Reporting Line – Performance has fluctuated throughout the year and was 89% in Q3.
16. Online applications / requests
- a. Proportion of Parking Permit applications submitted online – This increased to 77.5% in Q3, from 61.1% in Q2.
 - b. Proportion of requests for caddies and extra bags submitted online – This is relatively stable with a result of 74.3% in Q3, compared to 75.9% in Q2.
17. Complaints
- a. Number – 527 were received in Q3, compared to 374 in Q2 and 425 in Q1.
 - b. Timeliness of response – 94% of complaints were responded to within 20 days, the same as in Q2.

Summary of Key Issues – Directorates

City Operations

18. Planning Applications
- a. Major – Performance continues to be above target and well above 2015-16 performance. In Q3, 33.3% of these applications were determined within 13 weeks.
 - b. Householder – Performance continues to be above target and well above 2015-16 performance. In Q3, 95.1% of these applications were determined within 8 weeks.
19. Cleanliness
- a. Streets – There was a fall in performance in Q3, with 84.2% of the highways and land that were inspected being of a high or acceptable standard of cleanliness, compared to 98.1% in Q2. This was due to the need to move resources from street cleaning and towards leaf

collection during autumn, to prevent issues arising from uncollected leaves.

- b. Fly-tipping – Performance remains very high, with 98.5% of reported fly-tipping incidents cleared within 5 working days. This compares well to the Q2 figure of 98.1% and an annual target of 90%.

- 20. There remains a projected overspend associated largely with the Leisure ADM savings shortfall and, as before, removing this from the position results in an overall underspend for the directorate. There are additional savings shortfalls relating to planned restructures and digitisation but these are mitigated by overachievements against certain savings proposals as well as income from charges, concessionary fares travel reimbursement and Bereavement Services.

Communities, Housing and Customer Services

- 21. Supporting people to be job ready

- a. Number of people assisted – In Q3 30,845 people were assisted through the 'Into Work Service', which is well above target and more than the 21,000 people assisted in Q2.
- b. People feeling 'job ready' after completing the course – The percentage remains high and stable at 99%.

- 22. Housing

- a. Homelessness – During Q3 the Outreach Service made an intervention within 3 days on every single occasion they were made aware of a rough sleeper, so performance is at 100%. A review of the management of accommodation used by rough sleepers is expected to be completed by the target date of March 2017.
- b. Use of Lettable accommodation – The number of days taken to let this type of accommodation continues to improve and in Q3 was 78.35, compared to a Q2 result of 82. However, performance is worse than the target of 65 for Q3.
- c. Delayed transfers of care (DToC) – Housing continue to develop their joint working arrangements with Social Services and Hospitals and their efforts to reduce the number of Cardiff residents who experience a DToC, are progressing well.

- 23. Housing

- a. Homelessness – During Q3 the Outreach Service made an intervention within 3 days on every single occasion they were made aware of a rough sleeper, so performance is at 100%.

- 24. Despite savings shortfalls relating to the implementation of the Alarm Receiving Centre and roll-out of the Libraries and Hubs strategy, the directorate has a projected underspend of £119,000 at year-end. Contributing to this is additional income from renovation grants and administration fees, as well as underspends on supplies and service budgets.

Economic Development

25. Employment

- a. The number of jobs created or safeguarded through Council support has increased in Q3 to 586, compared to 499 in Q2 and annual target of 500.
- b. A site north of Wood Street has been selected by HMRC for a relocation and expansion that could deliver up to 3500 jobs.
- c. Headquarters for a major international development charity will be established in Cardiff creating 50 new skilled jobs

26. Land development and regeneration

- a. The quantity of Grade A office space committed for development continues to increase and in Q3 was 285,700 sq. ft., compared to 180,000 in Q2 and an year-end target of 150,000.
- b. Work to deliver 300,000 sq. ft. of office space in a Cardiff Enterprise Zone by March 2018 is on target.
- c. Work to develop the International Sports Village, including a review of the plan for the waterfront site by March 2017, is on target.
- d. Work to design and deliver a new transport interchange by December 2017 is progressing well and on target.

27. Waste

- a. 3,195 tonnes of green bag recycling was collected from households over the Christmas period, an increase of 5% from last year and an increase of 25% from the previous year.
- b. Construction of the new Lamby Way Household recycling Centre is due to be completed by February 2017.

28. The directorate has experienced shortfalls against savings targets, largely associated with Office Rationalisation and City Centre Management. Overspends have been offset in part by additional income from advertising and City Hall functions and also reduced spending on Cardiff Branding and Workshop NDR costs. St. David's Hall and the New Theatre also continue to project a balanced position, however this will be closely monitored as the Arts and Cultural Venues ADM progresses this year.

29. The recently-formed Commercial Services has a projected underspend that will deliver an overall underspend for the directorate at year-end. This is despite savings shortfalls in areas including digitisation, depot security and vehicle rationalisation. Additional pressures have been experienced through increased operating costs in Recycling Waste Services but there has been mitigation from additional income, operational savings and savings on unfilled posts, as well as a projected surplus within Facilities Management.

Education and Lifelong Learning

30. Most of the results available in Q2 were provisional. In most cases these results are now final and where this is the case, this will be highlighted.

31. Attainment at Key Stage 4

- a. Level 2+ Threshold – The result for the % of pupils achieving this threshold (5 GCSEs at A* – C grade including A* – C in English or Welsh and Mathematics) is now final at 62.5%. This is higher than the provisional figure (62%) and higher than the result for the 2014-15 academic year (59.3%), but lower than the target for the 2015-16 academic year (65%). The result is also above the Wales average of 60%.
- b. Level 2+ Threshold (Free school meals) – The result for the % of eFSM pupils achieving Level 2+ Threshold (definition same as in point a) is now final at 39.3%. This is higher than the provisional figure (35.4%) and higher than the result for the 2014-15 academic year (32.23%), but lower than the target for the 2015-16 academic year (45.45%).
- c. Level 2 Threshold – The result for the % of pupils achieving this threshold (5 GCSEs at A* – C grade) is now final at 84.3%. This is higher than the provisional figure (84%) and higher than the result for the 2014-15 academic year (81.06%), but lower than the target for the 2015-16 academic year (87.08%). The result is in line with the Wales average of 84%.
- d. Level 1 Threshold – The result for the % of pupils achieving this threshold (5 GCSEs at A – G grade) is now final at 94.4%. This is higher than the provisional figure (94%) and higher than the result for the 2014-15 academic year (92.15%), but lower than the target for the 2015-16 academic year (97.81%). The result is below the Wales average.

32. Attainment at Key Stage 3

- a. Core Subject Indicator – The result for this measure was final in Q2 and is 86.6%. This is higher than the result for the 2014-15 academic year (83.4%) and higher than the target for the 2015-16 academic year (85%).

33. Attainment at Foundation

- a. Outcome 5 in the Foundation Phase Outcome Indicator – The result for this measure was final in Q2 and is 88.9%. This is higher than the result for the 2014-15 academic year (86.73%) and higher than the target for the 2015-16 academic year (86%). The rate of improvement in Cardiff is greater than that across Wales.

34. Attendance (These real time figures may change once they are finalised)

- a. Primary School – The real time result for Q3 was 95.4%, which is identical to the target for this academic year.
- b. Secondary School – The real time result for Q3 was 94.3%, which is just below the target for this academic year of 95%.

35. The Band A investment programme in relation to School Organisation, Access and Planning is progressing well. Construction of Eastern High is progressing well and the new schools being completed as part of Band A will increase primary places in English medium schools by 60 and in Welsh medium by 90.

36. Out of County placements is currently showing a projected overspend of £612,000.00 and the savings target is £900k. A joint project group has been established between Education and Children's services and risk cases are identified early and discussed at Risk Management meetings.

Governance and Legal Services

37. The Welsh Language Commissioner to date has received 14 complaints in relation to alleged breaches of the Standards. The Bilingual Working Group continues to review the investigations on a quarterly basis and Cabinet are notified of issues of concern.

Resources

38. Revenue collection
- a. Council Tax – The % of Council Tax due, which was received by the authority at the end of Q3 was 81.59%. This result increases throughout the year and is forecast to achieve the year-end target of 97%. The current result is slightly lower than for the same period last year (81.66%) and the difference in performance equates to approximately £108,000.
 - b. Non Domestic Rates – The % of NNDR collected (net of refunds) at the end of Q3 was 82.03%. This result is forecast to achieve the year-end target of 96.50%. The current result is slightly lower than for same period last year (81.80%).
39. Work is being undertaken to automate online transactions to improve the customer experience.

Social Services

40. Staff vacancies – At the end of Q3, 23.3% of posts within social work teams were vacant. This has improved on the Q2 position of 24.8%, but is worse than the year-end target of 18% and performance for Q3 last year of 21.6%.
41. Children
- a. Looked after children (LAC) – At the end of Q3, 9.9% of the children taken into care during the year had returned home. This equates to 88 of the 893 children taken into care. The Q2 figure was 6.2% but there is no target or 2015-16 data, so no further comparison is possible.
 - b. Children supported to remain living within their family – Of the 1,588 children with a Care and Support Plan at 31st December 2016, 898 were living at home (56.5%). This is slightly down on Q2 performance (57.3%) but there is no target or 2015-16 data, so no further comparison is possible.
42. Adults
- a. Adult protection enquiries – At the end of Q3, there had been 271 enquiries and 266 of these were completed within 7 working days (98.2%). The Q2 figure was 97.6% but there is no target or 2015-16 data, so no further comparison is possible.
 - b. Delayed Transfers of Care (DTocS) – The Q3 figure of 4.16 (people delayed for social care reasons per 100,000 of population aged over 75) is a significant improvement on the figure at this time last year (7.95) and

is close to the Q2 figure (3.10) despite the challenges in the health and social care system.

- c. Direct Payments – The number of adults in need of care and support who received a direct payment at the end of Q3 was 707. This is higher than in Q2 (679) but there is no target or 2015-16 data, so no further comparison is possible. There are currently 45 people in the process of obtaining a direct payment.

43. There continue to be capacity issues across Cardiff, and the UK, within the domiciliary and nursing care home market, along with a shortage of paid carers. A number of engagement sessions have taken place both within and outside Cardiff with Care Providers to encourage growth in this area.

44. Social Services has a projected overspend, resulting mainly from savings shortfalls in both Adults' and Children's Services. Significant additional pressures in Adults' Services include increased costs of and demands for domiciliary care, while there have been underspends in relation to residential care and staff budgets. In addition to savings shortfalls, the overspend in Children's Services has been impacted further by agency and external fostering costs, with some mitigation delivered by savings on guardianship orders and internal fostering and adoption budgets.

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 3, and the action being taken to address areas of concern.

CHRISTINE SALTER

Corporate Director
10 February 2016

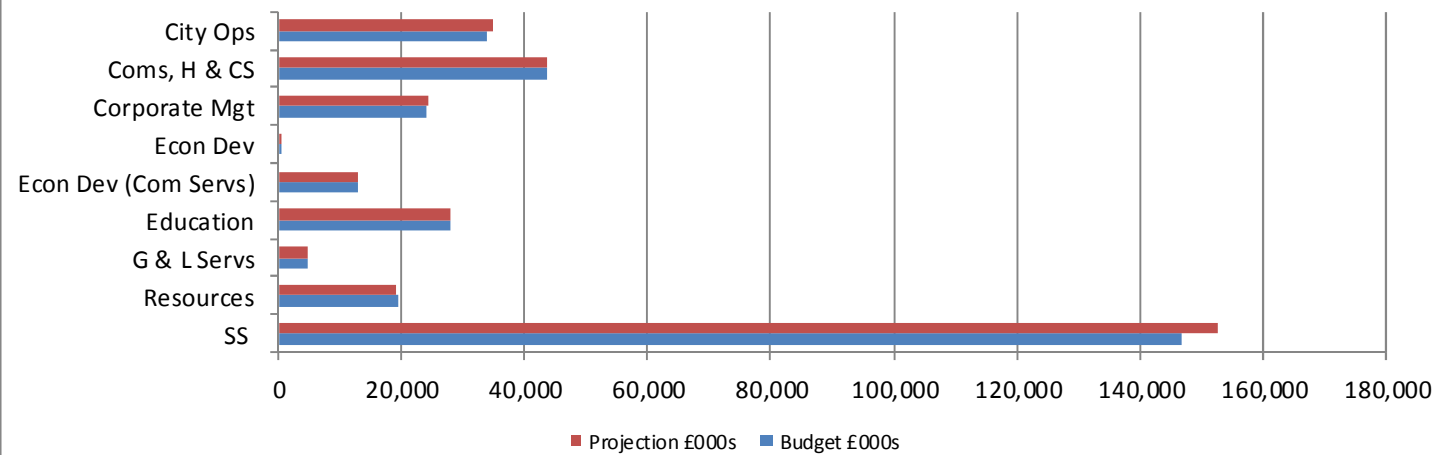
The following appendix is attached:

Appendix A - 2016-17 Quarter 3 Performance Report

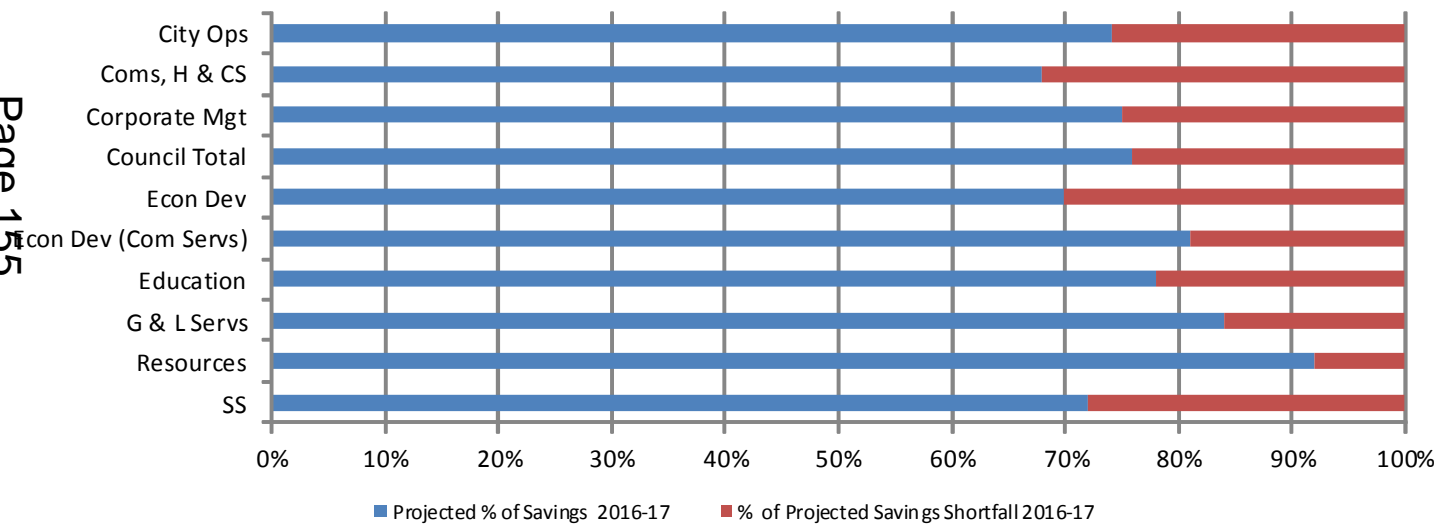
Council Overview Scorecard Quarter 3 2016-17

Financial - tracking financial success and value

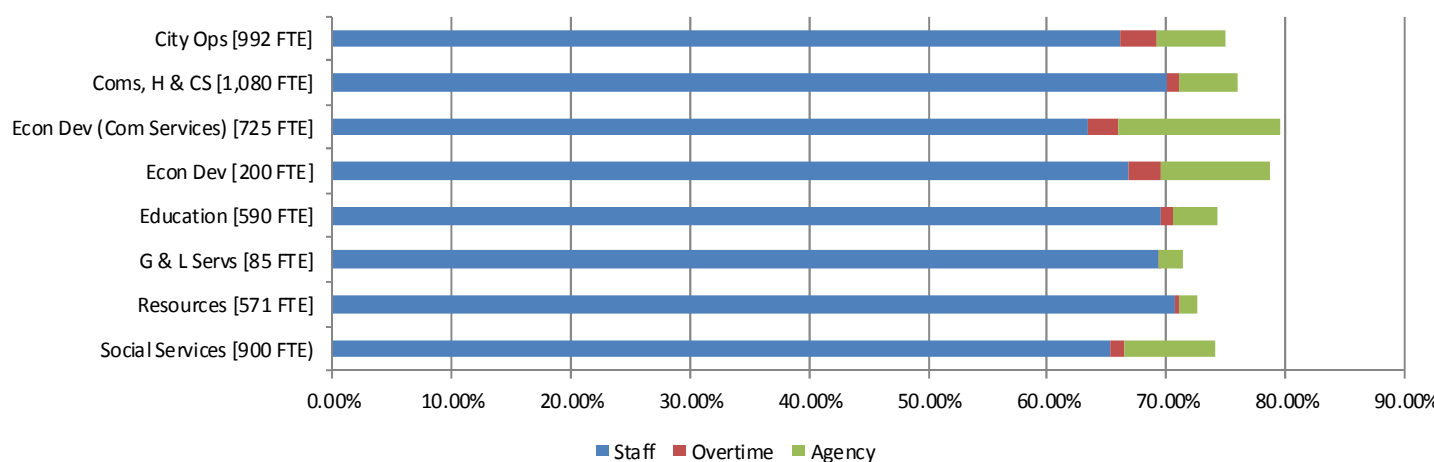
Projected Budget Outturn 2016-17



Percentage of Projected Savings 2016-17



Staff Budgets, Overtime & Agency



The table above represents the percentage spend for Quarter 3

Customer - clarifying and adding value to the customer

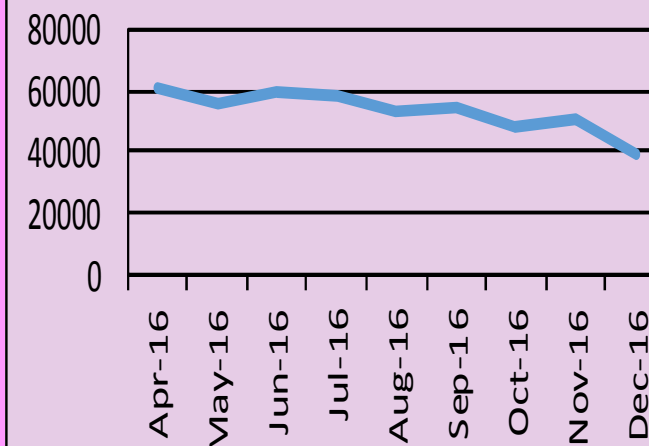
Social Media

Twitter
 68,055 followers @cardiffcouncil
 2,178 followers @cyngorcaerdydd
 8,269 Facebook Likes

Customer Satisfaction Levels Q2

Visitors to Hubs : **99%**
 Callers to C2C : English - **96%** Welsh - **97%**
 Repair Reporting Line : **89%**

Calls to Connect to Cardiff



Customer Languages

Welsh calls to C2C account for **0.68%** of the total calls.

Chinese, Polish, Hungarian and Portuguese are the most popular languages in which to view the Council's website

Other than English, Arabic (5.2%) and then Portuguese (1.1%) are the most popular language requirements for clients to the City Centre Advice Hub.

Of the 93,660 accounts set up with Rent Smart 2% have been in Welsh

During the 1st half of the year there were **1,839,464** visits to Library & Hubs across the City.

This is up from 1,101,367 (40%) for the same period last year.

77.5% of Parking permit applications now made online
 74.3% of requests for caddies / extra bags made online
 Over 60% of visits to the website made through Mobile / Tablet Devices

Complaints

527 complaints were received during Quarter 3. This is a 23% increase in complaints from Quarter 2, with 94% being responded to within 20 days

Information Requests

Compliance with Freedom of Information Requests was 92.17%. Compliance with multi-function requests increased from 81% in quarter 1 to 97% in quarter 3.

Council Overview Scorecard Quarter 3 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.

↑ 14 Green

↓ 6 Amber/Green

→ 7 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.

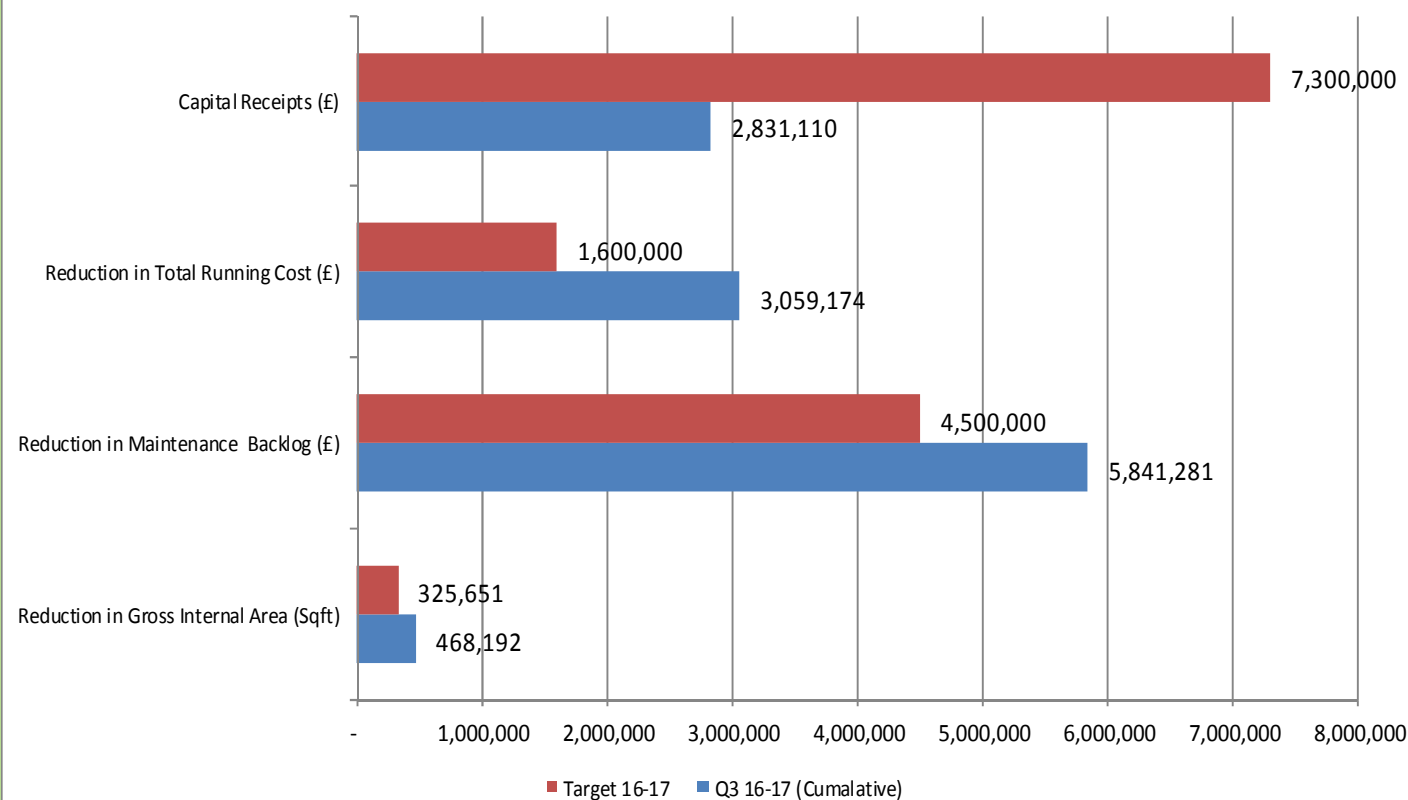
↑ 15 Green

↓ 7 Amber/Green

↑ 4 Red/Amber

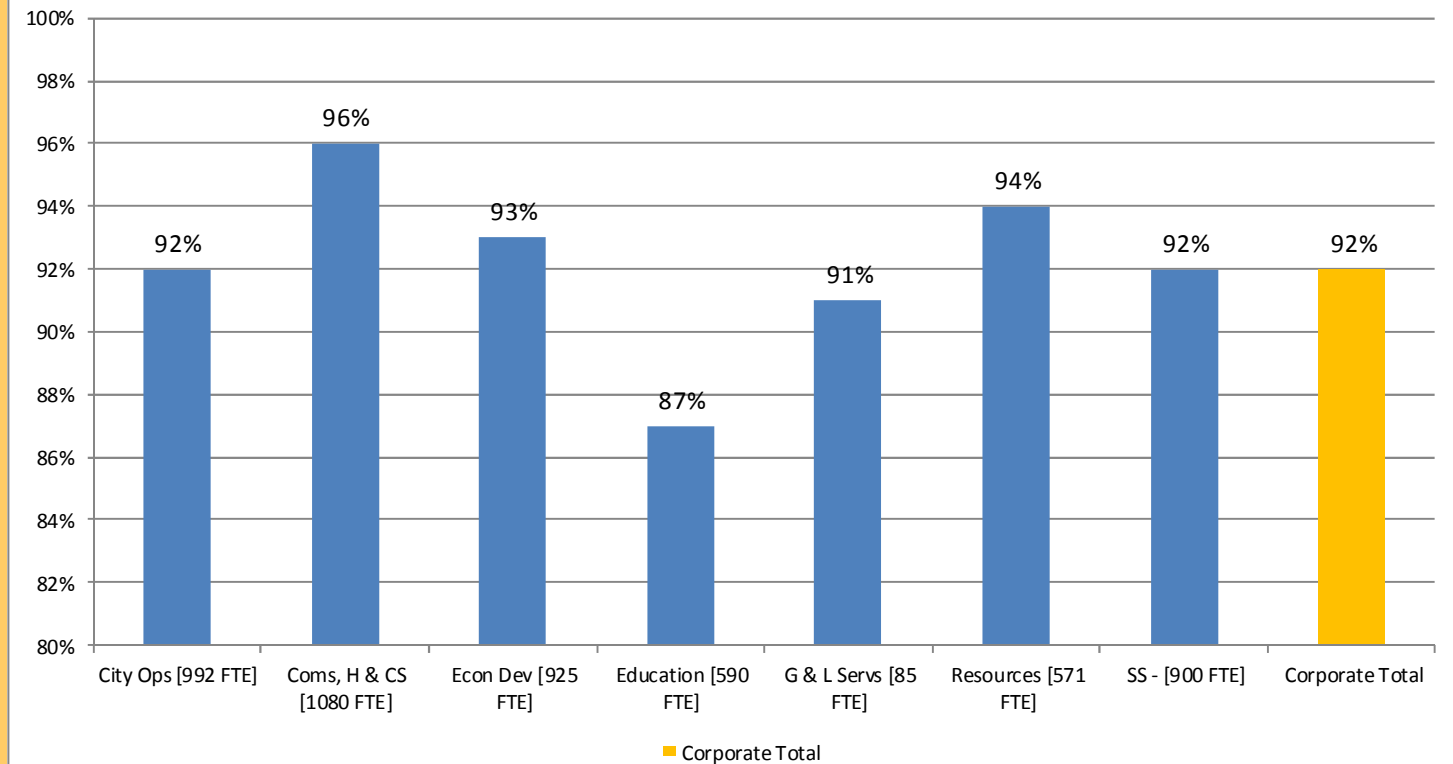
→ 0 Red

Corporate Asset Management 2016-17

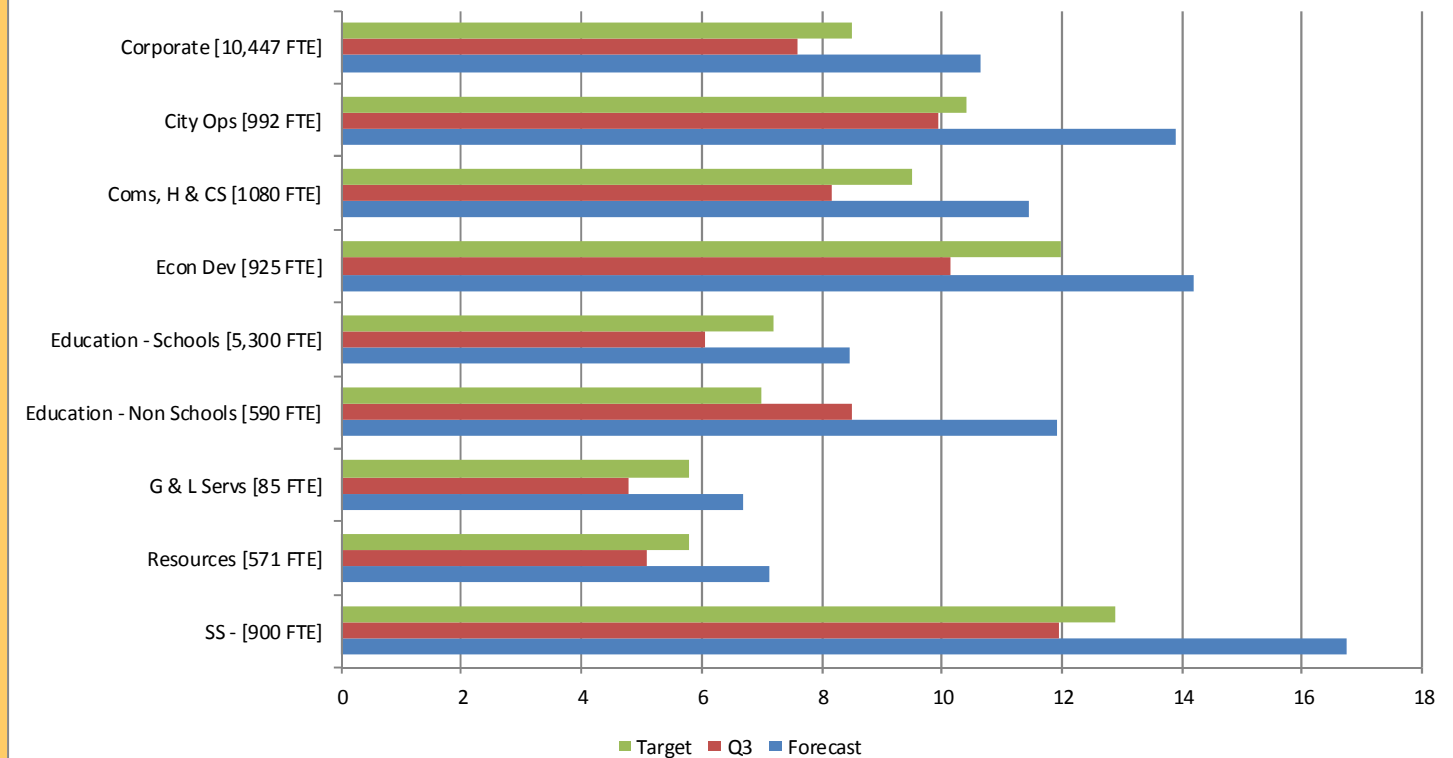


Learning & Growth - inspired, competent, engaged & aligned workforce

PPDR - Half Year Review Compliance



Sickness Absence - FTE Days Lost Per Person



92% of Return to Work Interviews have been completed across the organisation

Q3 Delivery and Performance Report 2016-17

Performance against Commitments in the Corporate Plan 2016-17

Q3 2016-17 – (60)



Page 157

Performance against Performance Indicators included in this report

Q3 2016-17 – (44)



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Quarter 3 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

Priority 3: Creating More and Better Paid Jobs

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

1. Performance Indicators

Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
PLA/004 (a) – Percentage of major planning applications determined during the year within 13 weeks	33.3%	25%	5%	84.6%	12%	G	DP	Exceeded target and good positive trends; historical Data Unit National definition revised, to be used as a local indicator which includes agreed extensions
PLA/004 (c) – Percentage of householder planning applications determined during the year within 8 weeks	95.1%	80%	75.4%	97.1%	71.4%	G	DP	As above
THS/007 – Percentage of adults aged 60+ who hold a concessionary bus pass	98%	94%	95.5%	97%	96.5%	G	CP	Exceeded target, good positive trends
LTPPI/011 – Mode of Travel to Work: Sustainable Transport	2016-17 Result 44.9%	44.6%			44.1%	G	CP	Target exceeded, good positive trends which are in no small part due to the schemes and initiatives implemented last year (annual PI)
LTPPI/011C – Mode of Travel to Work: Cycling	2016-17 Result 10.0%	10.2%			9.2%	A	CP	Result improved on previous year, however target not met this year which may be due to external issues such as the weather, although a sustained 1% shift to cycling from other modes each year was always going to be a challenge to achieve (annual PI)

Quarter 3 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

2. Summary of Progress

Corporate Plan Priorities

Priority 3. Creating more and better paid jobs

Improvement Objectives

3.2. Cardiff has a high quality city environment that includes attractive public spaces and good supporting transport infrastructure

Summary of progress (encapsulating Commitment Outcomes)

Progress:

- Major public spaces transport moving forward with new Central Square/ transport interchange
- Schemes for the A469/A470 have been reprogrammed to be completed in January 2017
- The Cardiff Capital Region Transport Authority (CCRTA) has been established in shadow form to co-ordinate transport planning and investment within the region and formally met for the first time in October to outline the actions needed to support the City Deal. It is meeting on a bi-monthly basis.
- Transport Strategy was approved by Cabinet in October 2016 and the engagement questionnaire was published in December 2016, with feedback sought by February 2017. Cabinet has approved the launch of a 12-week consultation on the Integrated Network Map, which sets out the future cycle network plan
- The Cardiff Bay Programme/Action plan was prepared and informed by regular steering group meetings across the Directorate; several projects are coming forward including Volvo, Mermaid Quay and Britannia Park
- Meetings continue along with South East Wales Directors of Environment & Regeneration (SEWDER) and South East Wales Strategic Planning Group (SEWSPG) in order to reach a position of consensus on how it is considered to best move forward in preparing a Regional Plan
- Major improvements to highway network programmed

Issues:

We are waiting to learn the form of Metro.

Mitigating actions:

A financial pressure bid has also been entered for 2017-18 that is equivalent to year 1 funding of the investment strategy.

Next key steps:

Continue to deliver milestones associated with key commitments to support the Improvement Objective.

3. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
Work with partners to design and deliver a new transport interchange - including a new bus station - as part of a high quality gateway into the city by				

Quarter 3 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

December 2017 (being reported by Economic Development)

Support Welsh Government and other stakeholders in the formulation of proposals to develop the Cardiff City Region Metro

A/G A/G R/A

Approve a new Cardiff City Transport Strategy following public consultation and stakeholder engagement by October 2016

A/G G G

Deliver first phase of the Action Plan for Cardiff Bay by December 2016

G A/G G

Work with neighbouring Local Authorities and other relevant stakeholders to prepare Strategic Development Plan (SDP) for Cardiff Capital Region by 2021

A/G A/G G

Establish a strategy for asset maintenance and renewal within the new City Operations directorate by October 2016

A/G R/A A/G

Develop a Cardiff Cycle Strategy, benchmarked against European best practice, by December 2016

G A/G G

Priority 4: Working Together to Transform Services

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

4.1 Performance Indicators

Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
PPN/009 – Percentage of food establishments which are 'broadly compliant' with food hygiene standards	92.7%	94%	94.4%	93%	93%	A	CP	We assess businesses through a programme of inspections and advice and premises are deemed to be broadly compliant if specified risk scores are achieved for cleanliness, structural issues and confidence in the management of the business. The number reflects those premises that have a Food Hygiene Rating of 3 or above and 93% is in line with the UK average.
STS/006 – % of reported fly tipping incidents cleared within 5 working days	98.5%	90%	99.9%	98.1%	97.9%	G	CP	Exceeded target, good positive trends

Quarter 3 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
SC/001 - Percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	84.2%	90%	89.3%	98.1%	88.3%	A	LBI	The decrease in performance relates to a movement of resource to deal with leaf clearance in this quarter. In future years the reallocation of resources undertaking blitz or deep cleansing will be made to ensure any impact by leaf fall is limited. Considerable effort will be made by cleansing teams in Qtr 4 to limit the impact of Qtr 3 and it is envisaged that the annual target is achieved. An additional 1200 tonnes of litter, waste and detritus is forecast to be removed this year via Neighbourhood Services Cleansing. .

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5. Summary of Progress

Priority 4. Working together to transform services

Improvement Objectives	Summary of progress
4.1. Communities and partners are actively involved in the design, delivery and improvement of highly-valued services	<p>Progress:</p> <ul style="list-style-type: none"> New Play Delivery Model has been fully implemented in Llanedeyrn (and is close to going live in Grangetown and Ely) and has commenced throughout other neighbourhoods in Cardiff, working closely with schools and local community groups. School Holiday programme complete – activities provided within local community settings across Cardiff Following approval transition period for leisure, new provider / operator to deliver service with monitoring arrangements starting to be put in place following appointments Neighbourhood Services (NS) is progressing well and has delivered ‘blitz’ working for 4 months. Neighbourhood Services Enforcement is programmed to commence in January 2017 to enforce Highways Licenses for skips (now enforcing), tables & chairs (March 17), A-frames (March 17) and other structures on the highway (April/May 17). Digitalisation of licensing will follow the enforcement of each element to make the service more effective and efficient – this will be 3 months after the enforcement date. Partnership agreed with Keep Wales Tidy to support the ‘Love Where You Live’ initiative. Pilot undertaken with the Business Improvement District for higher level cleansing in the City

Quarter 3 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

Centre

Issues:

Long-term issues of performance and culture change in key areas is needed.

Mitigating actions: see below

Next key steps:

Completion of remaining building transfers relating to play.

New leisure contract partnership to be fully established.

Develop digital support for Neighbourhood Services' frontline teams and processing with Chipside. Work with Organisational Development and ICT on 'Report It' App. Work with the Business Improvement District on income opportunities / city centre improvements. Improve reporting on

Neighbourhood Services enforcement performance to demonstrate improvements.

Engagement action plan being developed with teams.

6. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
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	G	A/G	A/G	
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	A/G	G	G	

7. Summary of Corporate Plan PI Results

RAG	Red % (No.)	Amber % (No.)	Green % (No.)	Notes
Q1	0	0	24% (4)	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
Q2	0	6.6% (1)	26.6% (4)	Suite of indicators reduced from 17 to 15 due to Commercial Services transferring to Economic Development. For the Quarter concerned, 10 of these PIs had no results, either because they were annual (9) or awaiting clarification on responsibilities between Shared Regulatory Services and Communities & Housing (1) – this has now been settled
Q3	0	13% (2)	33.3% (5)	8 PIs have no results as yet, either because they are annual (7) or they are quarterly awaiting validation (1)
Q4				

Quarter 3 2016-17 Directorate Performance Report

Directorate: City Operations

Director: Andrew Gregory

Number Employees (FTE): 992

Cabinet Members: Cllrs Patel, Derbyshire, Bradbury

8. Summary of Progress – Commitments and Actions

Progress against Corporate Plan Commitments (Part 1) total: 8					Progress against Directorate Core Business Actions (Part 2) total: 31				
RAG	Red	Red/Amber	Amber/Green	Green	RAG	Red	Red/Amber	Amber/Green	Green
Q1	0	0	50% (5)	50% (5)	Q1	0	18% (6)	39% (13)	43% (14)
Q2	0	12.5% (1)	62.5% (5)	25% (2)	Q2	3.2% (1)	9.7% (3)	45.1% (14)	42% (13)
Q3	0	12.5% (1)	25% (2)	62.5% (5)	Q3	6.4% (2)	9.7% (3)	38.7% (12)	45.2% (14)
Q4					Q4				

9. Other Challenges and Achievements

Key Challenges for Directorate		RAG			
Challenge	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	R/A	A/G	
Define, implement and embed service alternative delivery models (Play, Leisure & Neighbourhood Services)	Completion of remaining building transfers relating to play	R/A	R/A	A/G	
Funding to support Asset Maintenance & Renewal Strategy	A financial pressure bid has also been entered for 2017-18 that is equivalent to year 1 funding of the investment strategy.		R/A	R/A	
Sickness targets not being met	Action plans being produced on a monthly basis for Chief Executive			R/A	
Key Achievements (Good News and Successes)					
Leisure Centre Partnership with GLL commenced on 1 st December.					
Energy & sustainability key support for retaining Green Dragon Level 3 Environmental Standard status, host of energy savings and CO ₂ reduction					
Dedicated Volunteer Co-ordinator appointed to work more closely with community and groups to promote and increase volunteer working across directorate					
Transport Strategy approved by Cabinet / Cycle Integrated Network Map Approved by Cabinet / Local Sponsor for Cycle Hire scheme secured					
Street Cleansing Blitz rollout positive response / Positive delivery and improvements to highway patching process (pothole repairs)					

Quarter 3 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services	Director: Sarah McGill	Number Employees (FTE): 1,080	Cabinet Members: Cllrs Elsmore, De'Ath, Bradbury, Hinchey, Derbyshire, Bale
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Priority 1: Better Education and Skills for All

- Improvement Objective 1.3: Adult Learners achieve their potential

1. Performance Indicators

Performance Indicator	YTD Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
Percentage of Into Work Service users who feel more 'job ready' as a result of completing a work preparation course	99%	98%	98%	100%	99.6%	G	DP	The customer satisfaction with Into Work Services remains high.
Number of individuals assisted through Into Work Services	30,845	41,000	29,316	21,000	40,005	G	DP	The number of individuals assisted remains constant, slightly above the result for Quarter 3 in 2015-16.

2. Summary of progress

Corporate Plan Priorities

Priority 1. Better Education and Skills for All

Improvement Objectives	Summary of progress (encapsulating commitment outcomes)
1.3: Adult Learners Achieve their Potential	<p>A success rate of 94% for learner outcomes 2015-16 achieved, ACL success rates have been improving over the last few years and this fantastic result is further evidence of the significant progress that's been made. For Term 1 (2016-17) the total number of priority learners who enrolled on Adult Community Learning grant-funded programmes was 977, against an overall enrolment figure for all programmes of 2,715, compared to last year where priority learner enrolments totalled 1017 with the total enrolments at 2708. Although priority learner enrolments are slightly reduced at this stage, it is anticipated that this will increase for terms 2 and 3. For 2015-16 this priority learner group achieved a success rate of 76%, an increase from 65% in 2014-15 and higher than the partnership average of 42% for 2015-16.</p> <p>The Into Work Advice Team has been able to create some ongoing employment offers in the last quarter, with the introduction of a new employment programme called Introduction to Childcare, developed in conjunction with Flying Start. This is a five-day programme designed to provide an insight to the different roles involved to those interested in finding employment in the Childcare sector. The team also assisted Dickens of Charles Street with</p>

Quarter 3 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services	Director: Sarah McGill	Number Employees (FTE): 1,080	Cabinet Members: Cllrs Elsmore, De'Ath, Bradbury, Hinchey, Derbyshire, Bale
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their recruitment needs, including providing them with work-ready jobseekers and helping with job application completion. The Jobs Fair that took place in September 2016 was attended by more than 2000 jobseekers and 35 employers from a variety of sectors offering more than 10,000 job vacancies on the day. At least 10 jobseekers were offered positions on the day, with a number of others likely to have gained employment from links made at the event.

3. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
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.	A/G	G	G	
By March 2017, the Into Work service will: - 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.	G	G	G	

Priority 2: Supporting Vulnerable People

- **Improvement Objective 2.1: People at Risk in Cardiff are Safeguarded**
- **Improvement Objective 2.2: People in Cardiff have Access to Good Quality Housing**
- **Improvement Objective 2.3: People in Cardiff are Supported to Live Independently**

4. Performance Indicators

Performance Indicator	YTD Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
Number of Landlords in Wales registered with Rent Smart Wales	68,563	26,000	NEW	26,450	NEW	G	CP	Rent Smart Wales is experiencing increasing demand as Landlords register as the enforcement measures are implemented.

Quarter 3 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services		Director: Sarah McGill		Number Employees (FTE): 1,080			Cabinet Members: Cllrs Elsmore, De'Ath, Bradbury, Hinchey, Derbyshire, Bale		
Performance Indicator	YTD Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)	
Percentage of new service requests to be managed within Independent Living Services (ILS) as opposed to Social Care	57%	50%	NEW	53%	NEW	G	CP	The First Point of Contact team continues to work extremely hard to ensure that the best possible outcome is found for the citizens contacting Independent Living Services. As a result, the percentage of new requests to be managed within ILS as opposed to Social Care continues to improve and is above target for Quarter 3 at 65%, 57% YTD.	
Percentage of interventions provided by the outreach service within 3 working days of a report of rough sleeping	100%	90%	NEW	99%	NEW	G	CP	The new procedures and monitoring process for the Council's Outreach service have been implemented and performance remains high.	
Additional weekly benefit awarded to clients of the City Centre Advice Team	£8,733,566	£10m	£7,338,305	£6,117,449	£9,797,432	G	CP	This shows the continued good work of the money advice team, providing a key support to vulnerable people.	
The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	78.35	Q1 – 80 Q2 – 70 Q3 – 65 Q4 – 60	91	82	94	R	DP	Performance of void turnaround time continues to improve; the overall time taken to let void properties was 69 days in Quarter 3 (78.35 YTD), a significant improvement on the performance of 76.5 days in Quarter 2. During the quarter there were 228 properties made void, of these 49 (21%) properties were let through the quick turn-around process. The number of empty properties is now the lowest it has been since Quarter 3 of 2012-13 and rent loss through voids has considerably reduced.	

5. Summary of progress

Priority 2. Supporting Vulnerable People	
Improvement Objectives	Summary of progress

Quarter 3 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services	Director: Sarah McGill	Number Employees (FTE): 1,080	Cabinet Members: Cllrs Elsmore, De'Ath, Bradbury, Hinchey, Derbyshire, Bale
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<p>2.1: People at Risk in Cardiff are Safeguarded 2.2: People in Cardiff have Access to Good Quality Housing 2.3: People in Cardiff are Supported to Live Independently</p> <p style="text-align: center; transform: rotate(-90deg);">Page 168</p>	<p>2.1: The Domestic violence support service recommissioning project has been given additional project management resource due to the complexity of the re-commissioning. Work is continuing on the draft outcome service and framework.</p> <p>2.2: The section 106 agreement has now been signed for the Braunton & Clevedon site and a start date set for early March. The HPP scheme has now been re-branded as Cardiff Living and the website set up and all pages/text reviewed and agreed.</p> <p>The review of supported accommodation is underway and a needs assessment has been completed for the gender-specific gateway. A draft Rough Sleeping Strategy 2017-20 has been prepared for final discussions with the Cabinet Member for Health, Housing & Wellbeing, in preparation for wider consultation and then Cabinet approval in March 2017.</p> <p>The Rent Smart Wales Memorandum of Understanding has been signed and returned by all Local Authorities. Local Authority training pack developed and delivered at North and South Wales training events. Enforcement module implemented in the Rent Smart Wales database.</p> <p>2.3: A document is being developed detailing the successes, issues, risks, solutions and next steps for Dewis, following a few issues. This will inform the vision for taking the system forward.</p> <p>A direct link between Hospital Occupational Therapy (OT) and Housing OT has been established including agreed joint visits for Delayed Transfers of Care (DToCs); this will be evolved further to address the difference between hospital and community working with potential for rotational secondments for hospital OTs, looking to improve patient flow.</p> <p>The number of DToCs for social care reasons has reduced from 98 delayed (April – November 2016), compared to 172 for the same period in 2015-16.</p>
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Quarter 3 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services

Director: Sarah McGill

Number Employees (FTE): 1,080

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

6. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
Implement a fully re-commissioned domestic violence support service to meet the requirements of new legislation, which ensures more integrated provision by March 2017.	G	G	G	
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.	G	G	G	
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.	G	G	G	
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.	G	G	G	
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.	G	A/G	G	
Through working in partnership, engage with Rough Sleepers in the city to support them to find suitable accommodation.	G	G	G	
Review the management of accommodation used by Homelessness Services by March 2017.	G	G	G	
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.	G	G	A/G	
Work with our health partners to reduce the total number of Cardiff residents who experience a delayed transfer of care from hospital by 2017.	G	G	G	

Priority 4: Working Together to Transform Services

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

Quarter 3 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services

Director: Sarah McGill

Number Employees (FTE): 1,080

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

7. Performance Indicators

Performance Indicator	YTD Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
Percentage of customers who agreed with the statement "Overall the Hub met my requirements/I got what I needed"	99%	90%	NEW	99%	NEW	G	CP	The Hub Customer satisfaction figures remain high, with services being developed to best suit the needs of each community.
Average time a call queues (seconds)	75	40	33	84	67	R	DP	The average time a customer waits to be answered has been reduced by a further 20 seconds this quarter, with the in-quarter result being 55 seconds. This is the third reduction in a row. The continued rota adjustments and senior officer presence on the floor continues to improve performance.
The number of visitors to Libraries and Hubs across the City	1,839,464	3,100,000	1,586,139	1,245,321	3,068,228	G	CP	There has been an increase of 250,000 against the Quarter 3 result in 2015-16, showing in particular the success of the Central Library Hub, launched last year, encouraging more people to access the facilities available in the city centre.

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8. Summary of Progress

Corporate Plan Priorities

Priority 4. Working Together to Transform Services

Improvement Objectives	Summary of progress (encapsulating Commitment Outcomes)
4.1. Communities and partners are actively involved in the design, delivery and improvement of highly-valued services	<p>Llandaff North Hub has been completed and is opening at 10am on Thursday 12th January. Llanedeyrn Hub @The Powerhouse has been delayed due to procurement issues. Work started on site in September, with a revised completion date of May 2017.</p> <p>The CRM project remains in Global Escalation Status (GES). SAP investigations have led to recommendations for significant code changes to be made. Code changes have been made in both test tenants and are awaiting live release. (Due on 10th January 2017). Promotion of code has been delayed as a result of regular quarterly upgrade works in November 2016.</p>

Quarter 3 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services

Director: Sarah McGill

Number Employees (FTE): 1,080

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

9. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
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 and Agreeing plans for Llanishen and St Mellons Phase 2 Hubs by July 2016 	G	A/G	A/G	
Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018.	R/A	R/A	R/A	

10. Summary of Corporate Plan PI Results

RAG	Red % (No.)	Amber % (No.)	Green % (No.)	Notes
Q1	8% (1)	0% (0)	92% (10)	2 annual
Q2	0% (0)	0% (0)	100% (11)	2 annual
Q3	0% (0)	0% (0)	100% (11)	2 annual
Q4				

11. Summary of Progress – Commitments and Actions

Progress against Corporate Plan Commitments (Part 1) total: 13					Progress against Directorate Core Business Actions (Part 2) total: 53				
RAG	Red	Red/Amber	Amber/Green	Green	RAG	Red	Red/Amber	Amber/Green	Green
Q1	0% (0)	7.5% (1)	7.5% (1)	85% (11)	Q1	0% (0)	4% (2)	9% (5)	87% (46)
Q2	0% (0)	7.5% (1)	15% (2)	77.5% (10)	Q2	0% (0)	0% (0)	11% (6)	80% (47)
Q3	0% (0)	7.5% (1)	15% (2)	77.5% (10)	Q3	0% (0)	7.5% (4)	7.5% (4)	85% (45)
Q4					Q4				

Quarter 3 2016-17 Directorate Performance Report

Directorate: Communities, Housing & Customer Services

Director: Sarah McGill

Number Employees (FTE): 1,080

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

12. Other Challenges and Achievements

Key Challenges for Directorate		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
Communities First - The announcement from the Welsh Government Communities and Children Secretary on the potential ceasing of the Communities First Programme.	Currently out to public consultation with no decision expected until January/February 2017. Staff are working with providers to look at alternative commissioning opportunities.		R/A	R/A	
SAP CRM roll out	The CRM project remains in Global Escalation status. SAP investigations have led to recommendations for significant code changes to be made which will be implemented and made live in the new year.		R/A	R/A	
Void turnaround times	Significant improvements continue to be made. The target has not been met, but the in quarter figure (69.05) was the lowest since Quarter 4 2012-13. A restructure has been carried out which joins the repairs section of the work with the voids management section, both now sit under Landlord Services.		A/G	A/G	
Real Smart Wales – The number of licences issued is below target	With the introduction of enforcement measures, a spike in licences issued was seen towards the end of Quarter 3; it is anticipated that this trend will continue and the target will be met.		A/G	A/G	
Commercialisation – challenging income targets for the Alarm Receiving Centre	Full project plan has been developed identifying potential income opportunities. Updates against each opportunity are reviewed weekly to monitor progress. Main update in Quarter 3 – service joined to the Public Sector Broadband Aggregation in October 2016 and successful Welsh Government Grant to install CCTV at Shirenewton on 12 th October 2017.			A/G	

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

Adult Community Learning (ACL) – Notification has now been received confirming a 94% success rate for Academic Year 2015-16, ACL success rates have been steadily improving over the last few years and this fantastic result is further evidence of the significant progress that's been made.

C2C Hits 6 Million Call Milestone – On 4th November C2C received its 6 millionth call since the launch in September 2001; contact volumes into C2C have grown every year as the hard-working team handle an ever increasing list of services.

Benefit Cap Advisor Event – In advance of the anticipated impact of the Benefit Cap reductions in January, the Advice and Welfare Reform teams hosted an advisor event for the many agencies in the city working with those affected and the event was attended by over 100 people.

Housing Strategy – The strategy was accepted by Council on 24th November 2016; as the over-arching housing strategy for Cardiff, this document sets the strategic direction for housing provision and services across all tenures and identifies the key priorities for the Council and partners.

Award Nomination – C2C has been nominated for the Contact Centre Awards for the third year in a row, last year winning the award for People Engagement, formally recognising the success of the centre's Staff Engagement Strategy.

Tenant Participation – On 4th October a Tenant Participation Conference was held at City Hall, attended by 100 tenants as well as partner organisations, with stalls providing advice and information, the event was a great success with a number of new connections made.

Quarter 3 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 925

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

Priority 3: Creating More and Better Paid Jobs

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

1. Performance Indicators

Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
Sq. ft. of 'Grade A' office space committed for development in Cardiff (cumulative result)	285,070	150,000	180,000	231,000	316,211	G	CP	Progressing a strong pipeline of investment projects in Cardiff.
New and safeguarded jobs in businesses supported by the Council, financially or otherwise (cumulative result)	586	500	2,099	499	4,304	G	CP	

2. Summary of progress

Corporate Plan Priorities

Priority 3. Creating more and better paid jobs

Improvement Objectives	Summary of progress (encapsulating Commitment Outcomes)
3.1. Cardiff has more employment opportunities and higher value jobs	<p>Progress:</p> <p>Central Square regeneration project: Agreed a master plan for land north of Wood Street based on the Government Property Unit development of 300,000 sqft plus expansion space of 150,000 sqft.</p> <p>To date, 586 jobs have been created /safeguarded through Council support. A site north of Wood Street has been selected by HMRC for a major relocation and expansion which could bring up to 3,500 jobs; this will include new functions and jobs such as Big Data Analytics.</p> <p>Headquarters for a major international development charity will be established in Cardiff including the creation of 50 new skilled jobs</p> <p>Business Improvement District (BID) board and operational team established. Meetings to be set up with BID board and operational team to work in partnership.</p>

Quarter 3 2016-17 Directorate Performance Report

Directorate: Economic Development

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City Deal: Launched the Cardiff Capital Region Growth and Competitiveness Commission, with the report published in December 2016. Governance principles for the Growth Partnership have been agreed. A progress report will be considered by Cabinet in 2017.

3. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
Facilitate growth in the Financial and Professional Service sector by working with partners to deliver 300,000 square feet of Grade A office accommodation within the Cardiff Central Enterprise Zone by March 2018.	G	G	G	
Deliver with partners a proposal to Central Government for a City Deal for Cardiff by March 2017, along with a subsequent programme for delivery.	G	G	G	
Implement a delivery strategy for regeneration of the city centre including progressing a planning application for a Multi-Purpose Arena by March 2017.	G	G	A/G	
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	G	G	G	
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.	G	G	G	
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.	G	G	G	

Priority 3: Creating More and Better Paid Jobs

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

4. Summary of progress

Priority 3. Creating more and better paid jobs	
Improvement Objectives	Summary of progress
3.2. Cardiff has a high quality city environment that	Progress: A planning application for the interchange was submitted in Quarter 3. Work is ongoing with the developer to finalise a funding package.

Quarter 3 2016-17 Directorate Performance Report

Directorate: Economic Development	Director: Neil Hanratty	Number Employees (FTE): 925	Cabinet Members: Cllrs Bale, Bradbury, Hinchey
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includes attractive public spaces and good supporting transport infrastructure

Issues: Finalise funding package.

Mitigating actions: Progressing detailed business case for alternative funding scenario.

Next key steps: Complete detailed business case to be considered by Cabinet in the New Year.

5. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
Work with partners to design and deliver a new transport interchange – including a new bus station – as part of a high quality gateway into the city by December 2017.	A/G	G	G	

Priority 4: Working Together to Transform Services

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

6. Summary of progress

Priority 4. Working together to transform services	
Improvement Objectives	Summary of progress
4.1. Communities and partners are actively involved in the design, delivery and improvement of highly valued services	<p>Progress: The Commercial & Collaboration Service was set up in summer 2017. Regular reports are provided by the new Commercial Team to the Commercialisation & Collaboration Project Board and Cabinet Member to ensure the Infrastructure Business Case Objectives are delivered. In line with the Commercialisation Strategy a number of commercial opportunities are being considered with external organisations. Fortnightly meetings have been established for section leads in Cleaning, Security and Pest Control to discuss a pipeline of work and short, medium and long term opportunities. Some recent opportunities include the agreement of recycling waste services to the Principality Stadium and for the Health Board, as well as the launch of MOTs for staff at the purpose built workshop at Coleridge Road. A cost based pricing model has been developed for Central Transport Services (CTS) and will be rolled out to all Services by the end of the year. Total Facilities Management packages have been sold to a number of customers and we are in contract talks with a higher education facility and a number of schools who were previously opted out of our services. There has already been a notable success with one of the largest high schools in Cardiff, where we are now providing several services. We have also secured a large fleet contract with a local building firm.</p> <p>Implementation of Facilities Management (FM)'s property maintenance / management software (RAMIS) is on target to 'go live' at the start of the</p>

Quarter 3 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 925

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

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new financial year. A data cleansing exercise is currently underway.

Regular engagement with staff and trade unions has continued throughout the period to ensure stakeholder support for service improvements and modifications in Commercial and Collaboration Services.

Green bag recycling collection tonnages from households in Cardiff increased by 5% for the Christmas period compared to the same period in the previous year; 3,195 tonnes of green bags were collected in 2016 compared with 3,034 tonnes in 2015 and 2,564 tonnes in 2014. The new Lamby Way Household Waste Recycling Centre is being built to replace the old Lamby Way Site and will facilitate a greater volume of traffic on site and more skips to recycle a greater variety of materials. Construction is due to be completed by February 2017. A public communications and media plan is being prepared.

Issues:

1. **Building Maintenance Frameworks** – Develop fit for purpose Second Generation Building Maintenance Frameworks by summer 2017 to replace the current external contracts which are due to be renewed.
2. **Recycling Waste** – Increase the amount of high quality recycled waste to achieve recycling waste targets.

Mitigating actions:

1. **Building Maintenance Frameworks** – (1i) Undertake condition surveys of the Estates buildings to prioritise maintenance requirements to be built into Second Generation Building Maintenance Frameworks. This will support services to provide greater assurance of statutory obligation compliance and improve service performance to clients.
2. **Recycling Waste** – (2i) Developing Re-use Centre. (2ii) Launched new recycling collections. (2iii) Commenced commissioning of the food waste treatment facility in Tremorfa.

Next key steps:

1. **Building Maintenance Frameworks** – (1i) Inspections to be completed and prioritised. (1ii) Interim Building Maintenance Frameworks to be agreed.
2. **Recycling Waste** – (2i) Procure auto sorter. (2ii) Progress development of Re-use Centre – Secure property and third sector partner. (2iii) Review level of cross contamination in the food waste stream.

Quarter 3 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 925

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

7. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
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.	G	G	G	
Implement service changes for Cardiff to enable the Council to exceed its statutory recycling target (58%) by March 2017.	A/G	A/G	A/G	
In line with the agreed commercialisation strategy, develop and implement a continuing programme of specific commercial opportunities to commence by October 2016.	A/G	G	G	

Priority 4: Working Together to Transform Services

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

8. Performance Indicators

Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
% Reduction in Gross Internal Area (GIA) of buildings in operational use	4.20%	4.2%	N/A	0.9%	3.5%	G	CP	
% Reduction in total running cost of occupied operational buildings	5.30%	4.4%	N/A	2.2%	2.7%	G	CP	
Reduction in maintenance backlog (£)	£2,335,961	£3,200,000	N/A	£3,054,000	£4.3m	G	CP	

Quarter 3 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 925

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

9. Summary of progress

Priority 4. Working together to transform services	
Improvement Objectives	Summary of progress
4.3. The City of Cardiff Council makes use of fewer, but better, buildings	<p>Progress: The inaugural Investment Estate Strategy has been completed and approved by Cabinet. A number of Capital Asset Transfers completed including Maes y Coed and Llanedeyrn Play Centre. Progressing Social Services moves and preparing for the disposal of Suffolk House to relinquish assets. Asset Management IT system approved by Investment Review Board and procurement being progressed.</p> <p>Issues: Availability of specific skill set in existing staff resource.</p> <p>Mitigating actions: Implement Estates Team restructure to address skills required.</p> <p>Next key steps: Continue to progress recruitment process.</p>

10. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
Implement new Investment Estate arrangements in order to improve performance and returns by March 2017.	G	G	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.	G	G	G	
Complete Operational Estate utilisation review to guide future use of all assets and inform decision making by March 2017.	G	G	G	

11. Summary of Corporate Plan PI Results

RAG	Red % (No.)	Amber % (No.)	Green % (No.)	Notes
Q1	0% (0)	0% (0)	100% (5)	
Q2	0% (0)	17% (1)	83% (5)	
Q3	0% (0)	0% (0)	100% (5)	5 Corporate Plan PI results available to date. Awaiting results for 1 Corporate PI.
Q4				

Quarter 3 2016-17 Directorate Performance Report

Directorate: Economic Development

Director: Neil Hanratty

Number Employees (FTE): 925

Cabinet Members: Cllrs Bale, Bradbury, Hinchey

12. Summary of Progress – Commitments and Actions

Progress against Corporate Plan Commitments (Part 1) total: 11					Progress against Directorate Core Business Actions (Part 2) total: 9				
RAG	Red	Red/Amber	Amber/Green	Green	RAG	Red	Red/Amber	Amber/Green	Green
Q1	0% (0)	11% (1)	11% (1)	78% (7)	Q1	0% (0)	0% (0)	0% (0)	0% (0)
Q2	0% (0)	0% (0)	9.09% (1)	90.9% (10)	Q2	0% (0)	0% (0)	22.2% (2)	77.8% (7)
Q3	0% (0)	0% (0)	18.18% (2)	81.82% (9)	Q3	0% (0)	0% (0)	0% (0)	100% (9)
Q4					Q4				

13. Other Challenges and Achievements

Key Challenges for Directorate – other than noted above (Max. five)		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
Funding models to deliver key infrastructure projects including the bus station, and the proposed Arena	Arena – Development of business case for the Arena and discussions taking place with Welsh Government. Bus station – Develop detailed business case for alternative funding scenario.			A/G	
Agree a strategy for the future of City Hall	Complete detailed options appraisal of City Hall.			G	
A new attraction at Cardiff Castle	Explore options and funding.			G	
Agree a future operating model for St David’s Hall / New Theatre	Prepare report for consideration by Cabinet in Quarter 4.			G	
Resourcing key posts.	Complete recruitment process for key posts in CTS and Cleaning Services. Establish different approach to ensure staffing resource is available and to achieve Estates income targets.			A/G	
Key Achievements (Good News and Successes) (Max. five)					
Dumballs Road housing development – Land acquisition to proceed.					
Central Square – HMRC has committed to establishing a new office in Central Square.					
Callaghan Square – A major Chinese investor is progressing investment of land at Callaghan Square (for a joint venue with Cardiff Met University)					
Commercial and Collaboration – Secured the first Integrated Contract for Waste, Pest Control and Depot Facilities					
Commercial and Collaboration – Free bulky collection service set up					

Quarter 3 2016-17 Directorate Performance Report

Directorate: Education and Lifelong Learning

Director: Nick Batchelar

Number Employees (FTE): 590

Cabinet Members: Cllr Sarah Merry

Priority 1: Better Education and Skills for All

- Improvement Objective 1.1: Every Cardiff School is a Good School

1. Performance Indicators

Performance Indicator <small>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</small>	Result 15-16	Target 16-17	Actual Q1	Actual Q2	Actual Q3	Target 17-18	Q4 Position	Source	R A G	Commentary
	Academic Year 2014-15	Academic Year 2015-16	Academic Year 2015-16 (June 2016)	Academic Year 2015-16 (Sept 2016)	Academic Year 2015-16 (Dec 2016)	Academic Year 2016-17	Academic Year 2016-17 (March 2017)			
The % 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)	59.30%	65.00%	61.40% CS	62% P	62.5% F	67.88%	CS	CP	A	Although the target was not met, Cardiff's performance rose by 3.2ppt and is above the Welsh average of 60%.
The % of eFSM pupils achieving the Level 2+ threshold at Key Stage 4 (CP & 2020)	32.23%	45.45%	35.95% CS	35.4% P	39.3% F	50%	CS	CP	R	There was a 7ppt improvement in performance of eFSM pupils for 2015-16.
The % of pupils achieving Level 2 threshold (5 GCSEs at A*- C) at Key Stage 4 (CP)	81.06%	87.08%	83.79% CS	84% P	84.3% F	<i>Targets delayed due to WG guidance on new quals. framework not being available</i>	CS	CP	A	Improvement in attainment at Level 2 is still lower than target but performance is in line with the national average of 84%.
The % of pupils achieving Level 1 threshold (5 GCSEs at Grade A- G) at Key Stage 4 (CP)	92.15%	97.81%	95.10% CS	94% P	94.40% F		CS	CP	A	Improvement in attainment at Level 1 is still below the national average and remains a priority area.
The % of pupils achieving the Core Subject Indicator at the end of Key Stage 3 (CP)	83.40%	85.00%	86.60% P	86.6% F	86.6% F	88%	F 2015-16	CP	G	At KS3 performance in the CSI is still improving and the rate of improvement has increased this year.
The % of pupils achieving outcome 5 in the Foundation Phase Outcome Indicator (2020)	86.73%	86.00%	88.58% P	88.9% F	88.9% F	88.63%	F 2015-16	DDP	G	In the Foundation Phase the rate of improvement over the last four years in Cardiff is greater than across Wales.

Quarter 3 2016-17 Directorate Performance Report

Directorate: Education and Lifelong Learning

Director: Nick Batchelar

Number Employees (FTE): 590

Cabinet Members: Cllr Sarah Merry

Performance Indicator <small>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</small>	Result 15-16	Target 16-17	Actual Q1	Actual Q2	Actual Q3	Target 17-18	Q4 Position	Source	R A G	Commentary
	Academic Year 2014-15	Academic Year 2015-16	Academic Year 2015-16 (June 2016)	Academic Year 2015-16 (Sept 2016)	Academic Year 2015-16 (Dec 2016)	Academic Year 2016-17	Academic Year 2016-17 (March 2017)			
The % of pupils achieving the Core Subject Indicator at the end of Key Stage 2 (CP & 2020)	87.76%	89.62%	89.53% P	89.5% F	89.5% F	93.09%	CS	CP	A	In KS2 the rate of improvement over the last four years in Cardiff is greater than across Wales.
The % of FSM pupils achieving the Core Subject Indicator at the end of Key Stage 2 (CP & 2020)	76.74%	81.14%	79.16% P	86.90% P	78.8% F	85%	CS	CP	A	There was a 1.74ppt improvement in this indicator this year. The gap in performance is 13.61ppt in Cardiff compared to 14.30ppt nationally.
% Attendance at primary school (CP & 2020)	95.1%	95.4%	95.08% P	95% P	95.4% R 2016-17	95.5%	R	CP	G	Real time provisional attendance for 2016-17 shows further improvement.
% Attendance at secondary school (CP & 2020)	93.86%	95%	94.18% P	94.5% F	94.3% R 2016-17	95.5%	R	CP	G	Real time provisional attendance for 2016-17 shows further improvement.

2. Summary of progress

Corporate Plan Priorities

Priority 1. Better Education and Skills for all

Improvement Objectives	Summary of progress (encapsulating Commitment Outcomes)
1.1 Every Cardiff school is a good school	<p>School Performance – Summary of progress</p> <p>Final 2015-16 school results build on improvements in 2014-15 with the city performing above the national averages in a wide range of performance indicators from the Foundation Phase to Key Stage 4.</p> <p>The performance of eligible for Free School Meals (eFSM) pupils has improved and the gap in attainment is smaller in Cardiff across all of the key stages when compared to Wales.</p> <p>At Key Stage 4 in the Level 2+ threshold (5 GCSEs A*-C including English/Welsh and Maths), final 2015-16 results show that eFSM pupils' performance</p>

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improved by 7.1ppt, reducing the gap in performance compared to non-FSM pupils to below 30ppt for the first time.

School leadership overall across Cardiff schools is stronger, as evidenced by pupil performance, National Categorisation (Final Categorisation of schools for 2016-17 will be available at the end of January) and Estyn inspection outcomes.

The secondary attendance figure for the 2016-17 academic year so far is 94.3%. For 2015-16, the year end result was 94.5% and Cardiff was placed 9th out of the 22 local authorities in Wales and performed above the national average. Real Time Figures are likely to improve in both sectors as the data is analysed by the Education Welfare team.

The primary attendance figure for the academic year so far is 95.4% which is an improvement on the 2015-16 figure and above the national average for last year.

There are currently 52 learners engaged with the Junior Apprenticeships programme and referrals for the next intake will be screened at the end of the next quarter.

A secondary Heads of Mathematics programme has been developed by one of the curriculum hubs. This is in addition to the programmes focusing on teaching in English and mathematics from the eight curriculum hub schools for these subjects. Working in partnership with the three other consortia, a national programme of recruitment is being developed. The Central South Consortium has agreed the recruitment of 50 graduates over the next two years with Teach First for deployment to secondary schools.

School Performance – Issues/Mitigating Actions/Next Steps

There is still further improvement needed in the Level 2, Level 1 and capped points score. The areas for improvement are documented in the Annual Report on the Performance of Cardiff Schools which goes to Cabinet in January.

Teams are aware of the need to focus on the performance of eFSM pupils in their area of work and are planning accordingly. Progress reviews have been established in the Looked After Children's Education (LACE) team to ensure close monitoring of progress. Underachieving minority ethnic groups have been identified for focused input via a virtual tracker. Pupils in need of intervention have been identified and adjustments to provision made.

The lowest three performing secondary schools are now in 'Special Measures' following the inspection of Michaelston and Glyn Derw in October 2016. The schools in a formal Estyn monitoring category have local authority statements of action which document the intensive support that is in place by the LA and Consortium.

The LA is working closely with schools to ensure they are clear on the referral criteria to maximise uptake and retention.

There are ongoing recruitment difficulties in terms of quality and quantity of mathematics teachers at secondary level.

School Organisation, Access and Planning – Summary of progress

The Band A investment programme is progressing well. The construction of Eastern High is progressing well and the three new Primary Schools and Gabalfa/Glan Ceubal are designed and have been submitted for planning approval.

The new schools being completed as part of Band A will increase primary places in English medium schools by 60 and in Welsh medium by 90.

A statutory consultation is being undertaken to implement Co-ordinated admissions with the Faith/ Foundation Sector for 2018-19 Admissions to High Schools.

School Organisation, Access and Planning – Issues/Mitigating Actions/Next Steps

The priority for the next 12 months is to undertake detailed needs analysis of sufficiency and condition of the education estate in order to agree the priorities for any Band B submission of 21st Century school funding. A stakeholder reference group is being established to contribute to this work.

Performance, Resources and Services – Summary of progress

Improving resource management continues to be a priority for the directorate. A significant amount of work has taken place with internal service providers and by Easter 2017 an online portal for each of the Services it offers to schools should be in place, enabling schools to purchase services and training online. The Organisational Development Team has also completed a review of the School Catering Operation.

Performance, Resources and Services – Issues/Mitigating Actions/Next Steps

The directorate is continuing to improve the range of services provided to schools, and the efficiency and effectiveness of those it offers. Further work is planned to offer improved value for money to schools.

Inclusion Services in Cardiff – Summary of progress

The Additional Learning Needs (ALN) and Education Tribunal Bill was presented to the Assembly in December 2016 and the LA is preparing a response. The LAs of the Central South Consortium have made a successful bid under the ALN Innovation Grant 2016-18 to prepare for implementation in collaboration with schools, health and other partners.

Inclusion Services in Cardiff – Issues/Mitigating Actions/Next Steps

The ALN Innovation Grant will be used to support four collaborative projects:

- Working with Special Educational Needs (SEN)/ALN Co-ordinators to develop individual development planning
- Reviewing multi-agency transition processes for young people 14-25
- Developing special school outreach and specialist services to support schools
- Processes for disagreement resolution/avoiding conflict

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3. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
Deliver the Schools Organisation Programme including the completion of Band A investment projects by 31 March 2019	G	G	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	G	G	G	
Implement the requirements of the new curriculum for Wales - 'Successful Futures'- by September 2021, commencing with the introduction of the Digital Competence Framework in all Cardiff schools by September 2016	A/G	G	A/G	
Implement the new strategy framework for supporting children and young people with additional learning needs, in accordance with the legislative framework, by 2021	G	G	G	
Turn around the performance of the minority of Secondary Schools that are causing concern by July 2018	R/A	R/A	R/A	
Improve and sustain the expertise of Cardiff schools in mathematics and English, increasing capacity in teaching and learning at all levels	R/A	R/A	R/A	
Address the persistent impact of poverty on attainment and the marked variations between schools in the attainment of eFSM pupils	A/G	R/A	R/A	

Priority 3: Creating More Jobs and Better Paid Jobs

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

4. Performance Indicators

Performance Indicator <small>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</small>	Result 15-16	Target 16-17	Q1 Position	Q2 Position	Q3 Position	Target 17-18	Q4 Position	Source	RAG	Commentary
	Academic year 2014-15 October 2015 count	Academic Year 2015-16	Academic Year 2015-16 (June 2016)	Academic Year 2015-16 (Sept 2016)	Academic Year 2015-16 October 2016 count	Academic Year 2016-17	Academic Year 2016-17 (March 2017)			
The % of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training. (CP & 2020)	95.5% (4.5% NEET)	96.5% (3.5% NEET)	/	/	/	97% (3% NEET)	P		A	Final results will be available in Q4.

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The % of Year 13 leavers making a successful transition from compulsory schooling to education, employment or training. (CP & 2020)	97.04% (2.96% NEET)	97% (3% NEET)	/	/	/	97% (3% NEET)	P		G
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5. Summary of progress

Corporate Plan Priorities

Priority 3. Creating More Jobs and Better Paid Jobs

Improvement Objectives	Summary of progress (encapsulating commitment outcomes)
3.3 All young people make a successful transition into employment, education or training	<p>An improved co-ordinated approach to targeting and supporting at risk Year 11 leavers to progress into education, employment or training post 16 has been implemented. The existing lead worker model has been strengthened and extended. Cardiff now has 23 youth mentors and 6 senior youth officers across the city.</p> <p>750 Year 11 leavers were contacted during the last academic year, with a home visit, phone call and letter with follow up support where applicable. This cohort consisted of pupils identified on the VAP (Vulnerability Assessment Profile) and pupils identified by Schools, Careers Wales or the LA as at risk of becoming NEET. Early Indicative figures for Year 11 leavers for the 2015-16 academic year show a positive reduction in the number of young people who are NEET. Actual results will be available in Quarter 4.</p> <p>Positive progress continues to be made in securing multi-agency commitment to young people’s progression, via ‘The Cardiff Commitment’. During the last quarter, we have shared our ambitions and identified opportunities to innovate and improve outcomes for young people, via input at Cardiff Business Week in November and a Council-led workshop with major employers in December.</p> <p>Within the Council, work is underway to explore options to extend a broader range of opportunities to young people to develop skills and secure routes to employment via traineeships and apprenticeships within Council services.</p> <p><u>Issues/Mitigating Actions/Next Steps</u></p> <p>There are no issues at this stage.</p> <p>There is a clear appetite and willingness between all partners to work together to deliver ‘The Cardiff Commitment’.</p> <p>During the next quarter, we will be consolidating progress to date and setting out a clear governance and delivery model to drive forward the priorities for action identified during consultation and engagement sessions with partners.</p> <p>Final NEET figures for 2015-16 will be available in Quarter 4 – at which point a more detailed overview of performance will be provided.</p>

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6. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
Improve multi agency arrangements: <ul style="list-style-type: none"> To ensure the early identification of children and young people at risk of not progressing to ongoing education, training or employment after leaving school, and to ensure that identified children and young people receive early and appropriate support 	A/G	R/A	G	
Strengthen and extend the existing lead worker model to directly support the transition of young people into employment, utilising European Social Fund resources to extend capacity for the next 3 years.	A/G	G	G	
Improve information sharing and tracking systems between partners for young people pre- and post-16 by September 2016	R/A	G	A/G	
Implement the Welsh Government Youth Guarantee and Cardiff Commitment to ensure appropriate progression routes for all learners by September 2016.	A/G	R/A	R/A	
Enhance the range of opportunities for young people to develop employability skills and secure employment in Cardiff	A/G	R/A	R/A	

Priority 2: Supporting Vulnerable People

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

7. Performance Indicators

Corporate Plan Priorities	
Priority 2. Supporting vulnerable people	
Improvement Objectives	Improvement Objective summary of progress (encapsulating commitment outcomes)

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2.1 People at risk in Cardiff are safeguarded

A working group was convened in November to progress a Child Friendly Vision and develop the UNICEF application from Cardiff. Children and young people were also involved.

The four key issues Cardiff is aiming to address through the programme are:

- Creating Liveable, Child Friendly Streets
- CRA Approach to Commissioning and Procuring Services
- Social Infrastructure Strategy
- Outcomes for Looked After Children

The UNICEF Child Rights application was submitted in December.

Issues/Mitigating Actions/Next Steps

A decision from UNICEF is expected at the end of January.

Commitments (Part 1 in Delivery Plans)

- Deliver a Child Friendly City

Q1	Q2	Q3	Q4
R/A	A/G	A/G	

8.2 Summary of Corporate Plan PI Results

RAG	Red % (No.)	Amber % (No.)	Green % (No.)	Notes
Q1	0%	40% (4)	60% (6)	
Q2	8% (1)	67% (8)	25% (3)	
Q3	10% (1)	50% (5)	40% (4)	
Q4				

9. Summary of Progress – Commitments and Actions

Progress against Corporate Plan Commitments (Part 1) total: 13					Progress against Directorate Core Business Actions (Part 2) total: 18				
RAG	Red	Red/Amber	Amber/Green	Green	RAG	Red	Red/Amber	Amber/Green	Green
Q1	0%	23% (3)	54% (7)	23% (3)	Q1	-	-	-	-
Q2	0%	46% (6)	8% (1)	46% (6)	Q2	0%	66.66% (12)	0%	33.33% (6)
Q3	0%	38.46% (5)	23.07% (3)	38.46% (5)	Q3	5.5% (1)	38.88% (7)	11.11% (2)	44.44% (8)
Q4					Q4				

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Director: Nick Batchelar

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10. Other Challenges and Achievements

Key Challenges for Directorate – other than noted above (Max. five)		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
Out of county placements –A savings target of £900k was set in relation to the Out of County Budget (children requiring education outside of Cardiff, e.g. SEN). The projected overspend is now approximately £612,000.00, reflecting the fact that the savings target has only been partially met.	Education and Children Services Directorates have established a joint project group. Risk cases are identified early and discussed regularly at Risk Management Meeting, with an emphasis on strengthening current placements wherever possible. Where out of county placement arises from a lack of in county provision, a sufficiency audit is underway which will inform scoping exercise for the Band B 21 st Century Schools programme.	R	R	R	
Sickness absence - The sickness absence for the year so far show 11.5 days lost per employee for the directorate. The target for the year was 7 days lost per employee.	Both central and school based staff absent rates continue to be higher in 2016-17 than in 2015-16 and the initial annual projection is significantly above 2015-16 levels and targets. Staff sickness is reviewed by Education Management Team on a monthly basis and action is being taken to address long term absence and to ensure consistent application of the Council's policies.			R	
Key Achievements (Good News and Successes) (Max. five)					
<p><u>2015-16 performance</u></p> <p>There have been improvements in 2015-16 in a number of areas:</p> <ul style="list-style-type: none"> 88 Overall pupil outcomes in the main performance indicators at the expected and higher levels and at every Key Stage are above the national averages - Across the primary phase, there has been an increase in the number of schools in the highest benchmarking quarter and a corresponding decrease in the number of schools in the lowest benchmarking quarter - The Secondary schools where less than 50% of pupils achieve 5 GCSEs grades A*-C including English or Welsh and mathematics has decreased from 8 to 4 this year. - The proportion of SEN pupils at School Action and School Action Plus achieving headline measures has improved at every Key Stage - Outcomes for vulnerable learners, such as pupils with English as an additional language and overall performance of minority ethnic pupils, have improved 					
<p><u>Budget</u></p> <p>Despite the overspend in Out of County placements, the overall budget monitoring position is balanced for the directorate at month 7 due to significant management actions to restrict spending in other areas this financial year.</p>					
<p><u>School Holiday Enrichment Programme</u></p> <p>The School Holiday Enrichment Programme (SHEP) is a multi-agency pilot working in partnership with Food Cardiff, City of Cardiff Council Education Catering, Sport Cardiff, and Cardiff and Vale UHB that, through working with schools, provides good quality meals, sport and nutrition skills, education and activities to children living in areas of social deprivation in Cardiff during the school holidays. An extended pilot was delivered in 2015-16 and was accessed by an average of 238 children each day (and provided 3500 hours of employment). The partnership worked with the WLGA and supported four other Welsh LAs to run their own pilots. The pilot has been included in the SHEP Wales 2016 evaluation report and will be presented at the WLGA's SHEP Wales event on 8th February 2017.</p>					

Quarter 3 2016-17 Directorate Performance Report

Directorate: Governance & Legal Services

Director: Davina Fiore

Number Employees (FTE): 85

Cabinet Members: Cllr De'Ath

1. Corporate Plan Priorities

The Governance and Legal Directorate does not currently have any identified contribution to the Corporate Plan priorities.

2. Summary of Corporate Plan PI Results

Progress against Corporate Plan Commitments (Part 1) total: 0					Progress against Directorate Core Business Actions (Part 2) total: 25				
RAG	Red % (No.)	Red/Amber % (No.)	Amber/Green % (No.)	Green % (No.)	RAG	Red % (No.)	Red/Amber % (No.)	Amber/Green % (No.)	Green % (No.)
Q1	0% (0)	0% (0)	0% (0)	0% (0)	Q1	0	4% (1)	16% (4)	80% (20)
Q2	0% (0)	0% (0)	0% (0)	0% (0)	Q2	0	12% (3)	16% (4)	72% (18)
Q3	0% (0)	0% (0)	0% (0)	0% (0)	Q3	0	12% (3)	12% (3)	76% (19)
Q4	0% (0)	0% (0)	0% (0)	0% (0)	Q4				

3. Other Challenges and Achievements

Key Challenges for Directorate (Max. five) Challenge	Mitigating Actions	RAG			
		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.	<p>To date fourteen complaints in relation to alleged breaches of the standards have been received. However, three investigations have been discontinued, in four investigations the WLC found that the Standards had been breached, decisions notices are awaited in two cases and in one investigation it was concluded that there had been no breach. A further three complaints have been validated by the Council and we are waiting for correspondence from the WLC.</p> <p>Following one investigation in relation to bilingual reception services, the Director of Governance and Legal Services and Bilingual Cardiff met with the WLC to discuss an investigation and have responded with a letter confirming our position and proposing an action plan.</p> <p>The Bilingual Working Group continues to review the investigations on a quarterly basis and after each meeting writes to Cabinet regarding issues of concern.</p>	R/A	R	R	

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Directorate: Governance & Legal Services

Director: Davina Fiore

Number Employees (FTE): 85

Cabinet Members: Cllr De'Ath

2. Committee services provide a note-taking service for Legal Services during Education's school admission appeal process, which takes place April – December. The volume of appeals received this year is significant.	527 appeals for the academic year 2015-2016 completed.	A/G	A/G	G
3. Supporting Member capacity to deliver Scrutiny, given the number of vacancies on Scrutiny Committees.	There remains an issue with unfilled vacancies on Committees. Officers continue to have meetings with Group Whips.	A/G	A/G	R/A
4. Demand for legal advice continues to exceed capacity, resulting in work being outsourced at cost to the Council.	Progress being made to centralise external legal budgets from across the Council into Legal Services.	R	R/A	A/G
5. The Member Enquiry Service	The Member Enquiry Service is to be managed by Member Services and the transition is being planned currently.			A/G
6. Delivery of the Local Election in May 2017.	The Project Plan will be monitored to make sure that the specific deadlines are adhered to.			G

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

- A successful conference was held on 18th October on behalf of the BME network. Following this the Chief Executive has invited BME employees to meet with him as part of the Employee Voice initiative.
- Bilingual Cardiff held a successful strategy consultation event that included over 30 statutory, public and third sector organisations and the Welsh Language Commissioner. The event included a presentation by the Football Association of Wales on how they successfully promoted the Welsh Language on a world stage following their performance at the 2016 European Championships. As a result of this event a City Wide Action Plan is to be developed.
- A by-election was supported in Grangetown with Councillor Tariq Awan (Plaid Cymru) elected.
- A number of committee meetings have been successfully webcast.
- Legal Services were involved in the Alternative Delivery Model that has resulted in GLL providing leisure services across the city.

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Directorate: Resources

Director: Christine Salter

Number Employees (FTE): 571

Cabinet Members: Cllrs Hinchey, Bale, De'Ath

Priority 2: Supporting Vulnerable People

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

1. Performance Indicators

Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
Number of children participating in the Challenging Extremism module	894	1,000	N/A	460	N/A	R	CP	At Quarter 3, 894 students have been enrolled on the Challenging Extremism Module for 2016-17; this may increase as further training is rolled out.

2. Summary of progress

Corporate Plan Priorities	
Priority 2. Supporting Vulnerable People	
Improvement Objectives	Summary of progress (encapsulating Commitment Outcomes)
2.1. People at risk in Cardiff are safeguarded	<p>Progress: Training continues to be offered to schools in respect of the WJEC-accredited Welsh Baccalaureate Challenging Extremism module. Five Cardiff schools (of 30 Wales-wide) have undertaken the training and are rolling out the module to pupils in either Year 10 or 11; 894 children have been enrolled for 2016-17.</p> <p>Issues: The continued success of the module is dependent on schools taking up the training, raising awareness of the legislation for schools' managers and long-term sustainability of the programme through further schools taking up the training. It is a concern in respect of the long-term sustainability of the module that the five schools enrolled on the module are the same five that were involved in the development of it. The Counter Terrorism & Security Act 2015, which includes the Prevent Duty, states that "Schools should be safe spaces in which children and young people can understand and discuss sensitive topics, including terrorism and the extremist ideas that are part of terrorist ideology, and learn how to challenge these ideas."</p> <p>Mitigating actions: Work continues on raising awareness of the module and the legislation to Schools, along with offering training to teachers to enable schools to roll out the Challenging Extremism module.</p>

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Directorate: Resources

Director: Christine Salter

Number Employees (FTE): 571

Cabinet Members: Cllrs Hinchey, Bale, De'Ath

3. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
Introduce and deliver within the school curriculum a WJEC accredited "Challenging Extremism" module to raise awareness and prevent radicalisation	G	A/G	A/G	

Priority 4: Working Together to Transform Services

- **Improvement Objective 4.1: Communities and partners are actively involved in the design, delivery and improvement of highly-valued services**
- **Improvement Objective 4.2: The City of Cardiff Council has effective governance arrangements and improves performance in key areas**

4. Performance Indicators

Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
Maintain customer/citizen satisfaction with Council services	68.20%	80.80%	N/A	N/A	69.30%	R	CP	This result through the 'Ask Cardiff' Survey mirrors the data collected in 2015. Satisfaction with services was found to be highest in the North of the city with the South East of Cardiff having the lowest levels of satisfaction.
The percentage of council tax due for the financial year which was received by the Authority	81.59%	97%	81.66%	54.52%	97.28%	G	DDP	The Quarter 3 figure is 0.07% down on the same period 2015-16; this equates to approximately £108,000. Work is being undertaken to automate online transactions to improve customer experience.
NNDR Collections – non-domestic rates received during the year, net of refunds	82.03%	96.50%	81.80%	56.65%	96.08%	G	DDP	The Quarter 3 figure is 0.23% up on the same period 2015-16. Prompt billing and recovery action continue to enable proactive recovery.

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Directorate: Resources

Director: Christine Salter

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Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
Internal Customer Satisfaction of ICT services	89.40%	90.00%	89.22%	89.74%	88.83%	A	DDP	Customer satisfaction is marginally short of the 90% target, due to the change in system of collating customer satisfaction; consideration is being given to collate free text narrative for specific areas.
Percentage of information requests meeting the statutory deadline - <i>Freedom of Information</i>	90.89%	85%	83.81%	90.10%	80.14%	G	DDP	Compliance with requests for information continues to be maintained above target. Requests for the Communities and Social Services Directorates are planned to be aligned to a corporate "one" approach from 1st April 2017. Compliance with multi-function requests continues to significantly improve.
Percentage of information requests meeting the statutory deadline - <i>Data Protection Act</i>	95.21%	85%	92.55%	99.21%	91.06%	G	DDP	Compliance with requests for information continues to be maintained above target. Processes for handling requests are currently being reviewed as part of the Council's plans for compliance with the General Data Protection Directive.

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5. Summary of progress

Priority 4. Working together to transform services	
Improvement Objectives	Summary of progress
4.1. Communities and partners are actively involved in the design, delivery and improvement of highly-valued services	<p>Implementation of the Customer Relationship Management model</p> <p>Progress: Work continues with the SAP Global Escalation Team and changes to the production system will be made in Quarter 4.</p> <p>Next key steps: Once changes have been made to the system a review will take place to evaluate what impact these have had on the performance issues.</p>

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Priority 4. Working together to transform services

Improvement Objectives	Summary of progress
<p>4.2. The City of Cardiff Council has effective governance arrangements and improves performance in key areas</p> <p style="writing-mode: vertical-rl; transform: rotate(180deg);">Page 194</p>	<p>Progress:</p> <p>Performance Management Significant work continues to be progressed across the Council to ensure the Council has effective governance arrangements and improves performance. Work has continued within the Performance & Governance Programme, with Quarter 3 outputs including the development and pilot of a service-level scorecard across five significant areas of the Council; it is anticipated there will be full coverage of Council performance by May 2017. Well-being objectives have been developed in line with the Corporate Plan. Alongside this a target-setting framework has been developed to enable a robust and consistent approach to target setting.</p> <p>Strategy for temporary, casual and agency workforce Due to a number of developments within the Council, the publication of the strategy for the temporary, casual and agency workforce is on hold; this is due to a focus on the move of the agency-managed service for agency workers from Comensura to Matrix, the development and uptake of the Corporate Apprenticeship Scheme and changes from Welsh Government regarding the commitment to work experience placements. However, the Council remains committed to ensuring there are opportunities for social inclusion and youth engagement. A paper has been prepared for SMT outlining the proposals to increase the number of apprenticeships and trainee placements within the Council during 2017-18 to 100; these proposals include directorate-led trainees as well as those under a corporate scheme.</p> <p>PPDR Changes to the PPDR process were presented at the recent round of Employee Roadshows, highlighting the proposals to improve and simplify the process, including a reviewed rating scale which will be implemented at the start of the 2017-18 PPDR cycle.</p> <p>Issues: Sickness remains significantly above target, forecasting at 10.63 FTE days lost against a target of 8.5 (the Q3 figure is 7.59 FTE days lost). Further meetings have been scheduled with the Chief Executive and Cllr Hinchey focusing on five key areas with particularly high sickness absence to highlight visibility of any underlying issues and how these might be mitigated.</p>

6. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
Implement phases 2 and 3 of the Customer Relationship Management (CRM) model by March 2018, enabling customers to access services through their	R/A	R/A	R/A	

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preferred way and the Council to gain a single view of a customer across the organisation and a standard way of processing customers			
Further embed performance management tools consistently across the Council to ensure continuing performance improvement in key areas by 2017	R/A	A/G	A/G
Further reduce sickness absence by March 2017 through continued monitoring, compliance and support for employees and managers	R/A	R/A	R
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	G	G	G
Develop a strategy for the temporary, casual and agency workforce taking account of social inclusion and youth engagement by March 2017	G	A/G	A/G

7. Summary of Corporate Plan PI Results

RAG	Red % (No.)	Amber % (No.)	Green % (No.)	Notes
Q1	0% (0)	43% (3)	57% (4)	No Corporate Plan indicators were included in the Quarter 1 report as data was not available to give indicative figures.
Q2	25% (2)	37.5% (3)	37.5% (3)	Both Corporate Plan indicators included are indicative figures rather than quarterly results and are expected to change throughout the year as work progresses. All other Corporate Plan indicators are reported annually.
Q3	28.57% (2)	14.29% (1)	57.14% (4)	The Quarter 2 Report included indicative figures for the Cardiff Manager Programme, this is an annual indicator and indicative figures have not changed from Quarter 2 to Quarter 3, therefore have not been included in the Quarter 3 Report.
Q4				

8. Summary of Progress – Commitments and Actions

Progress against Corporate Plan Commitments (Part 1) total: 6					Progress against Directorate Core Business Actions (Part 2) total: 45				
RAG	Red	Red/Amber	Amber/Green	Green	RAG	Red	Red/Amber	Amber/Green	Green
Q1	0	50% (3)	0	50% (3)	Q1	41.6% (2)	20.83% (10)	0	68.75% (33)
Q2	0	33% (2)	50% (3)	17% (1)	Q2	4% (2)	4% (2)	20% (9)	71% (32)
Q3	16.67% (1)	16.67% (1)	50% (3)	16.67% (1)	Q3	4.5% (2)	6.5% (3)	20% (9)	69% (31)
Q4					Q4				

Quarter 3 2016-17 Directorate Performance Report

Directorate: Resources

Director: Christine Salter

Number Employees (FTE): 571

Cabinet Members: Cllrs Hinchey, Bale, De'Ath

9. Other Challenges and Achievements

Key Challenges for Directorate – other than noted above (Max. five)		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
<p>ICT SLAs with Schools</p> <p>There remains a continuing issue with schools and their expectation of service provision from ICT which is outside of the SLA agreed. Some schools have opted out of services, however, when the schools are experiencing issues with the Service Provider, the schools are requesting ICT to resolve the issues. ICT are responding to these issues, however, this is continuing to have a time and cost implication.</p>	<p>ICT are considering amending their SLA to be more explicit of what services are included and are also communicating with schools to have a clear understanding of what services are being provided.</p>	R/A	R/A	R/A	
<p>Digitisation Strategy and delivery of Projects within the ODP</p> <p>There still remains an issue with the ability to deliver technology changes at the pace required due to the ability to recruit appropriately skilled staff along with the sheer scale and appetite for change. This continues to be affected by the number of vacancies across ODP and EA.</p>	<p>The vacant OM1 post for EA is being advertised externally and recruitment will take place in Quarter 4, along with the Digital Manager Grade 10 post in EA. However, without the technical knowledge provided through these posts, there remains an issue.</p>	R/A	R/A	R/A	
Key Achievements (Good News and Successes) (Max. five)					
<p>The Prevent Team are working with peers in Slovakia and Germany to develop a Challenging Extremism programme for Primary Schools for Years 5 and 6. This feeds into the Challenging Extremism pathway in Primary and Secondary Schools.</p>					
<p>Launch of the new bilingual staff app to help improve communication with staff.</p>					
<p>Successful Love Where you Live campaign bringing together residents and the Council, working together to remove litter from local communities.</p>					
<p>The essential maintenance work undertaken by ICT and FM on the power supply at County Hall. The work undertaken to plan and fit a new secondary infrastructure and repairs to the existing emergency generator has ensured business continuity for County Hall.</p>					

Quarter 3 2016-17 Directorate Performance Report

Directorate: Social Services

Director: Tony Young

Number Employees (FTE): 900

Cabinet Members: Cllrs Lent & Elsmore

Priority 1: Better Education and Skills for All

- Improvement Objective 1.2: Looked after children achieve their potential

1. Performance Indicators

Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
Measure 26 - Percentage of looked after children returned home from care during the year	9.9%	Baseline	N/A	6.2%	N/A		CP	Of the 893 children who have been looked after during the year to date, 88 have returned home. No RAG rating has been applied as 2016-17 is the first year this PI has been reported. A baseline will be established during the year to inform target setting for 2017-18.

2. Summary of progress

Corporate Plan Priorities

Priority 1. Better education and skills for all

Improvement Objectives	Summary of progress (encapsulating Commitment Outcomes)
1.2 Looked after children in Cardiff achieve their potential	<p>Progress:</p> <p>Good progress has been made in delivering our priorities around prevention, and this has mitigated the potential rise in the looked after children population.</p> <p>Between March and December 2016, 47 families have been supported and family breakdown has been prevented for 93 children by the Safe Families for Children initiative; just one child has been accommodated. This is a new prevention service that works with Children's Services to link families in need with local volunteers who can offer them help and support through a crisis.</p> <p>Between April and December 2016, 57 children from 26 families have received services from the preventative Family Group Conferences initiative. Accommodation as a result of family breakdown has been avoided for nine of these children, with an estimated cost saving of £72k. Family Group Conferencing utilises the strengths of family / friends to make their own plan to support and safeguard the children. The number of children supported by the Looked After Children traineeship scheme is currently five (with a further two working with the tutor), and an additional seven apprentices within the Council.</p>

Quarter 3 2016-17 Directorate Performance Report

Directorate: Social Services	Director: Tony Young	Number Employees (FTE): 900	Cabinet Members: Cllrs Lent & Elsmore
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Page 198	<p>During the quarter, two young people attended the Corporate Parenting Advisory Committee for the first time and made a positive contribution to the meeting. Further consideration is being given to how the Committee can formally engage young people on an ongoing basis.</p> <p>Two social workers are now in post on a temporary basis to undertake Connected Persons assessments. These assessments consider whether a child can be placed with family members or not.</p> <p>The annual Bright Sparks Awards were held, where young care leavers and looked after children celebrate the achievements they have made in 2016. Young people and care leavers were recognised and praised for their accomplishments and given a certificate and medal in recognition of their achievements.</p> <p>Issues:</p> <p>Timely and appropriate referrals to Safe Families for Children. Appropriate and timely use of Family Group Conferences. Temporary appointments to Connected Persons posts.</p> <p>Mitigating actions:</p> <p>Close monitoring of referrals to Safe Families for Children. Family Group Conferences information-sharing and awareness-raising sessions happen as a matter of routine. Recruitment process for Connected Persons.</p> <p>Next key steps:</p> <p>Permanent staff recruited to Connected Persons posts. Improved referral processes to Safe Families for Children.</p>
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3. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
Embed key elements of the Corporate Parenting Strategy in collaboration with partners by March 2017	G	G	G	

Priority 2: Supporting Vulnerable People

- **Improvement Objective 2.1: People at risk in Cardiff are safeguarded**

Quarter 3 2016-17 Directorate Performance Report

Directorate: Social Services

Director: Tony Young

Number Employees (FTE): 900

Cabinet Members: Cllrs Lent & Elsmore

4. Performance Indicators

Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
Staff 1 - Percentage of social work vacancies in all teams	23.3%	18%	21.6%	24.8%	22.2%	R	CP	For actions and updates please see section 2.1 People at risk in Cardiff are safeguarded.
Measure 25 - Percentage of children supported to remain living within their family	56.5%	Baseline	N/A	57.3%	N/A		CP	Of the 1,588 children with a Care and Support Plan at 31.12.16, 898 were being supported to live at home (i.e. they 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 18 - Percentage of adult protection enquiries completed within 7 working days	98.2%	Baseline	N/A	97.6%	N/A		CP	Result for 2016-17: Quarter 1 97%, Quarter 2 97.6%. Of the 271 enquiries during Quarter 3, 266 were completed within 7 working days. 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.

5. Summary of progress

Priority 2. Supporting vulnerable people	
Improvement Objectives	Summary of progress (encapsulating Commitment Outcomes)
2.1. People at risk in Cardiff are safeguarded	<p>Progress:</p> <p>During the first six months of the financial year a total of 1,071 attendees across Cardiff and the Vale have received Social Services & Wellbeing (Wales) Act 2014 training at an appropriate level. Changes in practice due to the implementation of the Act are becoming evident across teams in the region, however it is a long process and it is too soon to measure the impact of these changes. Training and follow-up support on outcome-focused practice have been offered to Adults' Services Contact & Assessment team.</p> <p>Threshold meetings held weekly at the Multi Agency Safeguarding Hub (MASH) to quality assure referrals and decision-making. Remedial actions are identified and addressed by the relevant agency where appropriate.</p>

Quarter 3 2016-17 Directorate Performance Report

Directorate: Social Services

Director: Tony Young

Number Employees (FTE): 900

Cabinet Members: Cllrs Lent & Elsmore

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The **percentage of social worker vacancies in Children's Services** has reduced slightly during the quarter to 23.3% (from 24.8% in Quarter 2) and recruitment initiatives are ongoing. Vacancies rates have not reduced further due to internal promotions and transfers. Job creation has commenced in relation to the pool of additional social workers and it is anticipated that six social work posts will be filled in Quarter 1 2017-18. As a result of work to improve recruitment and retention, a more stable workforce across the service is emerging and, except where essential maternity cover is required, there is less reliability on agency staff. There are some good examples of staff achieving promotional appointments, thereby supporting career development and staff retention.

The **Child Sexual Exploitation (CSE) Strategy** has enabled significant progress to be achieved in ensuring that children and young people are protected from CSE. The strategy has impacted as follows:

- Drawn all key partners together with a common objective and action plan
- Enabled an audit and analysis of service effectiveness
- Drawn more effectively on the voices of children and their families
- Promoted city-wide awareness-raising in the night time economy

A Cardiff city-wide action plan in relation to **Dementia Friendly status** has been developed and agreed internally. It is currently being shared with partners as part of a consultation exercise.

Issues:

Monitoring impact of outcome-focussed training and implementation of learning.

MASH capacity to deal with volume of contacts and quality of referrals made to MASH from other professionals, e.g. Education, Health.

Further reducing Children's Services Social Worker vacancies.

Difficulties accessing a specialist service to respond urgently to support victims of CSE to break away from CSE and recover from their experiences.

Existence of six individual district plans on dementia which would be more effective if merged into one overarching plan for Cardiff as a whole.

Mitigating actions:

Ongoing support to be offered to Social Workers to implement learning from outcome-based practice training as part of the pilot.

Regular presentations to all MASH agencies to raise awareness and monitoring for improvement in appropriateness and quality of referrals to MASH.

Agency social workers continue to be used to cover Social Worker vacancies as appropriate.

Growth bid submitted to establish a permanent specialist team to sustain the CSE Strategy.

Consultation and discussions with the districts and Alzheimer's Disease Society to agree one overarching plan for the whole of Cardiff.

Next key steps:

As classroom training has been poorly attended, new Social Workers will be introduced to the online e-learning modules on the SSWB Act.

Implementation of outcome-focused training pilot.

Briefing paper on notice period of Social Workers and managers to be presented to Service Area Joint Committee in Quarter 4, aiming to reduce the amount of time between staff leaving and new starters being in post.

Work on the remodelling of services and the implementation of the Workforce Strategy.

Implement changes to CSE Multi Agency Strategic Meetings process to ensure the voice of children and their families is further enhanced.

Quarter 3 2016-17 Directorate Performance Report

Directorate: Social Services	Director: Tony Young	Number Employees (FTE): 900	Cabinet Members: Cllrs Lent & Elsmore
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Locality Based Working project bid to Intermediate Care Fund for funding for a fifth workstream – Dementia Friendly North Cardiff.

6. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
Improve the system for protecting children from significant harm by implementing new Multi Agency Safeguarding Hub (MASH) arrangements for managing referrals by June 2016.	G	G	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.	A/G	R/A	R/A	
Implement key elements of the Cardiff Child Sexual Exploitation Strategy in collaboration with partners by March 2017.	G	G	G	
Work to make Cardiff a recognised Dementia Friendly City by March 2018.	G	G	G	
Complete roll out of the second phase of a specialist training programme regarding the Social Services and Well-being (Wales) Act 2014.	G	G	G	

Priority 2: Supporting Vulnerable People

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

7. Performance Indicators

Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
Measure 19 - The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	4.16 *	7.56 (Q3 target)	7.95	3.10	11.18	G	CP	Cumulative indicator. * Partial result for October and November; December will be published end of January by Welsh Government. For actions / update please see section 2.3 People in Cardiff supported to live independently.

Quarter 3 2016-17 Directorate Performance Report

Directorate: Social Services Director: Tony Young Number Employees (FTE): 900 Cabinet Members: Cllrs Lent & Elsmore

Performance Indicator	Q3 Result 16-17	Annual Target 16-17	Q3 Result 15-16	Q2 Result 16-17	Annual Outturn 2015-16	R A G	Source	Commentary (for Red, Amber & Green)
SCAL25 - The total number of adults in need of care and support using the Direct Payment Scheme	707	716 (Q3 target)	N/A	679	N/A	A	CP	Cumulative indicator. Quarter 3 result 651 (with 45 people working towards the scheme) – year to date 707. For actions / update please see section 2.3 People in Cardiff supported to live independently.
SCA018a - Percentage of eligible adults who are caring for adults that were offered a Carers Assessment during the year	61.70	67.50 (Q3 target)	62.50	47.4	76.8	A	CP	Number of offers – 2,054 out of 3,329 carers. Total number of completed Carers Assessments year to date is 517. For actions / update please see section 2.3 People in Cardiff supported to live independently.

8. Summary of progress

Priority 2. Supporting vulnerable people	
Improvement Objectives	Summary of progress (encapsulating Commitment Outcomes)
2.3 People in Cardiff are supported to live independently	<p>Progress:</p> <p>A successful £2.54 million Intermediate Care Fund (ICF) bid is now supporting the new “Disability Futures Programme” to transform services for disabled children and learning disabled adults with complex needs. This has included the creation of two transition worker posts in the Adult Learning Disabilities team to work within the complex needs service supporting young adults from the age of 16.</p> <p>In relation to integrated management and delivery of health and social care services in adult social care, ongoing implementation of the Intermediate Care Fund (ICF) is continuing to support integration across the whole system. This includes supporting early intervention and prevention, accommodation solutions, First Point of Contact, integrated discharge teams, discharge to assess residential models, integrated autism service and a joint service for learning disabilities and complex needs.</p> <p>In relation to Delayed Transfers of Care (DToC), the Cardiff and Vale Winter Plan 2016-17 was completed. Social Services Directorate worked with partners including Health and the Vale of Glamorgan Council to implement the recommendations from the review of winter 2015-16, contributing to the proposed actions for 2016-17. A Wales Audit Office review of DToC performance in Cardiff and the Vale of Glamorgan concluded that partnership working between Cardiff Council and Health had significantly improved, providing a positive platform for sustaining performance in relation to DToC in the current year and in the future. The total number of DToCs for December 2016 as reported by the Integrated Health & Social Care Partnership Board is 61, compared to 78 for November 2016, with an overall decrease in the month of 22%. This number is 13% lower than the 70 delays in the same period last year. The total number of DToCs aged 75+ for December 2016 is 41, compared to 49 for November 2016; a decrease in a month of 16%. The number of bed days lost for December 2016 is 1,960, compared to 2,063 for November 2016, a decrease in a month of 5%. Therefore, the</p>

Quarter 3 2016-17 Directorate Performance Report

Directorate: Social Services

Director: Tony Young

Number Employees (FTE): 900

Cabinet Members: Cllrs Lent & Elsmore

Partnership has achieved both internal DToC targets in December 2016. The DToC Performance Indicator was ragged green for Quarter 2 and also ragged green for a part result for Quarter 3 (December results are due in January). A recent Adults' Services benchmarking report has identified a 29% reduction in Delayed Transfers of Care for Social Care Reasons when comparing October and November 2015-16 (35 delays) to October and November 2016-17 (25 delays).

There were 651 service users on the **Direct Payment** scheme during Quarter 3 (707 year to date), with 45 people working towards the scheme. During Quarter 3, 20 service users started Direct Payments and 30 ceased (of which, the main reasons were deceased and care home / respite admission). A Project Group has been established to consider all Direct Payment models for the future service and procure a new model for 2017-18. During Quarter 3 61.7% of **carers** were offered an assessment (2,054 offers for 3,329 carers), compared to 62.5% for the same period last year (2,054 offers for 3,289 carers). The number of completed Carers Assessments during Quarter 3 is 154 (517 year to date) compared to 139 for the same period last year and is therefore on course to exceed target. Recruitment to the outstanding Carers Assessment Workers (CAWs) posts started in November and is ongoing.

Issues:

Difficulty in recruiting to transition worker posts in Adult Learning Disabilities and impact on capacity to undertake additional development work.

Funding for pilot transition service ceases at the end of March 2017.

Domiciliary care and residential / nursing home capacity.

Carer offers have reduced which has had an impact on the referrals received by the Carers Team and subsequently completion of Carers Assessments.

Mitigating actions:

It is anticipated that appointments to transition worker posts will be made following recent interviews.

Identified resource for transition pilot within ICF.

Business Analyst identified to progress joint transitions document work.

Health and Social Services partners to develop capacity to care for older persons in the winter period. This relates to both in-hospital capability as well as pre- and post-hospital services.

Those carers who have not received Carers Assessments offers in the last 12 months will be contacted directly by the Carers Team.

Next key steps:

Support to Child Health & Disability to identify next steps in developing transition services.

Evaluate transition pilot services within the ICF programme to inform and design future delivery.

Address potential funding shortfall in relation to transition for 2017-18.

Review collated transition protocols and agree way forward.

Complete Cardiff and Vale of Glamorgan Integrated Market Position Statement and agreement of ICF funded schemes for 2017-18.

Commence Discharge Support Team that will incorporate the discharge lounge alongside a team of staff to support the wards with the transfer of patients to their transport or to the discharge lounge, prepare the bed space for the next patient and then collect the new patient.

The Directorate will be seeking authorisation of the new Direct Payment model and service from Cabinet on 19th January 2017.

Recruit, induct and train CAWs in permanent posts.

Quarter 3 2016-17 Directorate Performance Report

Directorate: Social Services

Director: Tony Young

Number Employees (FTE): 900

Cabinet Members: Cllrs Lent & Elsmore

9. Commitments

Commitments (Part 1 in Delivery Plans)	Q1	Q2	Q3	Q4
Improve the effectiveness of transitional support for disabled and vulnerable children approaching adulthood	G	A/G	R/A	
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	G	G	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	R/A	G	G	
Continue to increase the uptake of Direct Payments as an alternative to direct provision of care for Cardiff adult residents with care and support needs in line with the Social Services and Well-being (Wales) Act by 2017	R/A	A/G	A/G	
Offer Carers Assessments to all eligible adult carers who are caring for adults	G	G	A/G	

10 Summary of Corporate Plan PI Results

RAG	Red % (No)	Amber % (No)	Green % (No)	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	14.3% (1)	14.3% (1)	28.6% (2)	RAG not included for 3 PIs (42.8%) which are in a baseline year
Q3	14.3% (1)	28.6% (2)	14.3% (1)	RAG not included for 3 PIs (42.8%) which are in a baseline year
Q4				

11. Summary of Progress – Commitments and Actions

Progress against Corporate Plan Commitments (Part 1) total: Total: 11 – Joint 2, Children's 4, Adults' 5					Progress against Directorate Core Business Actions (Part 2) total: Total: 25 – Joint 13, Children's 6, Adults' 6				
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	0% (0)	9% (1)	18% (2)	73% (8)	Q2	4% (1)	0% (0)	28% (7)	68% (17)
Q3	0% (0)	18% (2)	18% (2)	64% (7)	Q3	4% (1)	4% (1)	32% (8)	60% (15)
Q4					Q4				

Quarter 3 2016-17 Directorate Performance Report

Directorate: Social Services

Director: Tony Young

Number Employees (FTE): 900

Cabinet Members: Cllrs Lent & Elsmore

12. Other Challenges and Achievements

Key Challenges for Directorate – other than noted above (Max. five)		RAG			
Challenge	Mitigating Actions	Q1	Q2	Q3	Q4
<p>Directorate Budget The November 2016 (Month 8) monitoring position for Social Services shows an overspend of £5.741m against a budget of £146.352m. This is an increase of £160,000 compared to the position for October 2016. The increase in overspend is equally split between Children’s and Adults’ Services. On Children’s budgets, there are additional costs (+£80,000) relating to new external residential placements plus an increase in fostering placements in October. The Adults’ position (+£80,000) reflects continuing growth in the number of older people’s domiciliary care hours delivered plus ongoing increases in nursing bed prices. In terms of the overall position, the overspend reflects anticipated savings shortfalls of £2.601m against the combined £7.553m target for 2016-17 and 2015-16 for Children’s and Adults’ Services</p>	<p>Pressure bids submitted by the Director have been included in the proposed council budget for 2017-18. The Director has made the first of three presentations to Cabinet Members setting out strategic direction and thinking in support of a proposed 5-10 year Integrated Social Services and Financial Plan; this included specific financial modelling of the impact of the current and planned preventative service offer in respect of Children’s Services up to 2021 and 2027. An integrated analysis of the cost of providing Adults’ Services over the next 5–10 years was considered by Cabinet in December and focused on specific financial modelling of the impact of the current and planned preventative service offer in respect of Adults’ Services up to 2021 and 2027. A final iteration is planned for February when a Whole-Directorate Integrated Social Services and Financial Plan will be finalised for discussion with Cabinet.</p>	R	R	R	
<p>Fragility of the domiciliary and nursing care home market There continue to be general care capacity issues across Cardiff. The Project Plan and Communication & Media Activity Programme Plan for the ‘Be A Social Care Worker Campaign’ are currently ongoing and aim to encourage more people to apply for carer roles in the private and public sector.</p>	<p>Posters to be distributed to Council buildings where there are high footfalls of the public and/or members of staff, and to service providers. Advertising on local transport and other advertising initiatives. The social media activity started on Monday 14th November and will continue with a steady stream of messages until late March 2017. This consists of Facebook-boosted adverts and a tie-in with Twitter. The target audience includes local residents, Third Sector, youth workers, community first groups, students and universities and the local press.</p>	R	R	R	
<p>Improvement in Carers Assessments Recruitment to the outstanding permanent posts started in November and the service continues on the basis of only two Carers Assessment Workers (CAWs) pending the appointment of permanent staff. This has had an impact on Carers Assessments.</p>	<p>Carers Policy Officer to attend team meetings to speak to all teams about the Council’s duty to carers and to identify barriers to offering Carers Assessments. Telephone offers of assessments will commence in Quarter 4.</p>	G	G	A/G	

Quarter 3 2016-17 Directorate Performance Report

Directorate: Social Services

Director: Tony Young

Number Employees (FTE): 900

Cabinet Members: Cllrs Lent & Elsmore

Increasing complexity of Children's Services cases

The total of cases managed by the service in December 2016 was at 2,406. Whilst the overall average caseload for social workers was 16.3 (ranging from 14.4 in the Child in Need Service to 18.2 in the Looked After Children Service), these figures must be treated with caution as they are not indicative of individual social worker caseloads nor the complexity of cases within the service.

To give a brief illustration of some caseloads in December, there were 2 social workers with 30+ cases, 4 social workers with 25-29 cases and 22 social workers with 20-24 cases.

The number of children being looked after was 690 at 31.12.16 compared with 701 at 30.09.16 – the first time that the figure has reduced since December 2015. The number of children on the Child Protection Register was 196 at 31.12.16 compared with 279 at 30.09.16.

The complexity of cases is recognised by the judiciary and is reflected in the high number of cases that are in care proceedings before senior judges.

The management team closely monitors cases and there are processes in place to support social workers reduce caseloads as and when appropriate. The volume and complexity of work cannot be understated and it is testament to the social workers for managing highly complex and challenging caseloads.

R/A

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

The First Point of Contact (FPoC) social work team was set up on 26th September 2016; the team consists of two Grade 8 and three Grade 7 social workers. The team has been working jointly with contact officers and visiting officers to ensure a preventative approach is taken and individuals are supported to regain and maintain independent living within a community setting. The social workers work jointly with contact officers on a daily basis to advise and guide on telephone contacts requesting Information, Advice and Assistance, prior to social services involvement.

Cardiff and Vale Winter Plan 2016-17 (including action plan) completed for the Winter Planning Forum Event on 21st September 2016. Social Services Directorate worked with partners including Health and the Vale to implement the recommendations from the review of Winter 2015-16, contributing to the proposed actions contained in the 2016-17 plan. This has resulted in the overall total number of DToCs for December 2016, as reported by the Integrated Health & Social Care Partnership Board, reducing to 61, compared to 78 for November 2016, with an overall decrease in the month of 22%. The Directorate led the establishment of a senior executive "Virtual Team" to enhance partnership grip on the challenges associated with hospital flow and DToC, and this was recognised as good practice in the Wales Audit Office report.

The Options Appraisal Paper for Direct Payments was finalised for Pre-Decision Scrutiny on 7th December 2016. The Directorate will be seeking authorisation of the new Direct Payment model and service to Cabinet on 19th January 2017.

Approximately 550 Social Services staff were mobilised through the Agile Mobile Working project. Positive feedback from a survey undertaken of Phase 1 staff included: "More time to complete recordings and paperwork = less stress" and "This has definitely had an effect on people's health & wellbeing which in turn increases productivity and performance".

Reduction in the number of children being looked after from 701 at 30.09.16 to 690 at 31.12.16 – the first time that the figure has reduced since December 2015. The number of children on the Child Protection Register has also reduced from 279 at 30.09.16 to 196 at 31.12.16, although this is reflected in an increase in the number of care proceedings.

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
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.
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.
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.
On target – Commitment is on course to be delivered on time, on budget and to achieve the desired outcome.

Performance RAG Status Matrix for Performance Indicators

The RAG definitions are based on an automated mathematical formula*:

RAG DEFINITION
Red - any indicator which is 10% or greater off target
Amber - any indicator 0.1% - 10% off target
Green - any indicator hitting target or above

NB. There are some exceptions to this where Welsh Government have mandated a threshold/RAG system and these would be exempt from the automated RAG process

**CYNGOR DINAS CAERDYDD
CITY OF CARDIFF COUNCIL****CABINET MEETING: 16 FEBRUARY 2017**

BUDGET MONITORING – MONTH 9 REPORT**REPORT OF THE CORPORATE DIRECTOR RESOURCES****AGENDA ITEM: 5**

**PORTFOLIO: CORPORATE SERVICES & PERFORMANCE (COUNCILLOR
GRAHAM HINCHEY)****Reason for this Report**

1. To provide the Cabinet with an update of the financial monitoring position for the authority based on the first nine months of the financial year and as updated for significant movements to date.

Background

2. This monitoring report provides details of the projected outturn for 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 nine revenue monitoring for the Council shows a balanced position against budget, an improvement of £537,000 compared to the position reported at month six. The improvement reflects a number of factors including a significant saving on insurance costs, additional surplus on Council Tax collection and further NDR refunds on Council properties. These are partially offset by a reduced saving on capital financing costs and by an overall increase in the projected overspend on directorate budgets. Further projected overspends are reported in relation to Social Services, City Operations and Education & Lifelong Learning with all other directorates reporting improved positions compared to month six.

5. The overall position continues to reflect financial pressures and shortfalls against budget savings targets in directorate budgets although these are partly offset by projected savings on capital financing and insurance costs, 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 £7.032 million however it is anticipated that continued 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 Education & Lifelong Learning 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.
6. The projected overspends in directorate budgets include £5.981 million in Social Services, £955,000 in City Operations, £425,000 in Corporate Management and £100,000 in Education & Lifelong Learning. This position reflects a range of factors including increased demographic and cost 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.
7. 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 £6.253 million is currently anticipated against the £25.892 million directorate savings target with £14.701 million having been achieved to date and a further £4.938 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 nine monitoring. A projected shortfall of £1.832 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. Overall, this represents an increase of £723,000 compared to the shortfalls identified in relation to the 2016/17 targets and the carried forward savings from 2015/16 as reported at month six. The projected shortfalls are reflected in the directorate monitoring positions although where possible shortfalls have been offset by savings in other budget areas. The £4.0 million general contingency budget which was allocated to reflect the risk and planning status of the proposed savings for 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 faced with another difficult budget round. As part of the due diligence for the 2017/18 budget process consideration will be given as to the likely achievability of these shortfalls in future years.

8. Actions are continuing to be 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 are considered as part of the challenge process to review the performance of directorates including the budget monitoring position. In addition, the Chief Executive holds regular 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 remainder of the year with the actions taken also discussed in the Chief Executive's monthly meetings with individual directors. In addition, as set out in previous monitoring reports, earlier in the year the Chief Executive implemented a number of management actions aimed at achieving a balanced position by the end of the financial year. This includes measures relating to the purchase of goods and services, staffing arrangements and maximising income.
9. 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 price volatility in the market for recycle materials. The Month Four Monitoring Report identified that full allocations would be required in respect of looked after children in Social Services and in relation to income shortfalls in the MRF with an allocation of £439,000 to be made from the Waste Management Contingency. 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). An allocation of £434,000 was previously reported in order to support claims in the current financial year however the latest forecasts suggest that this allocation will not be fully required. No other changes to the contingency allocations have been identified at this stage. Final adjustments will be made as part of the closure of accounts. At present, for monitoring purposes any balance on the 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. In line with the position set out in previous reports, it is currently anticipated that an amount of £600,000 could 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 subject to review as the year progresses.
10. The Council receives an annual report from its Insurance Advisors assessing the appropriateness of its insurance provisions and reserves for self-insured claims. The review is based on the position as at 1 October together with a forecast to the next balance sheet date of 31 March. The review utilises actuarial techniques to forecast ultimate claim costs and is undertaken by an actuary employed by the Insurance Advisors. The Council uses the results of this report to assess the appropriateness of its funding arrangements and in conjunction with existing claim costs and the cost of insurance premiums sets the insurance charges to the Revenue Account

for the current financial year. The position for 2016/17 indicates reduced costs in relation to the forecast for claims and on that basis the insurance charges to the Revenue Account are lower than anticipated providing a saving of £700,000 in the current financial year. This has been reflected in the month nine monitoring position.

11. 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 (£520,000)

12. The capital financing budget is currently forecasting an underspend of £520,000, a reduction of £270,000 compared to the position reported at month six. The reduction includes a shortfall of £150,000 against the budgeted dividend from Cardiff Bus following the decision at its Annual General Meeting in November not to award a dividend in relation to its 2015/16 accounts. Other changes include a further anticipated reduction to the level of interest that can be charged to the Housing Revenue Account as part of the pooling arrangements.
13. This overall position reflects a range of 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. Also, 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. A saving is also anticipated through the use of temporary cash balances to defer any significant external borrowing requirement in the current financial year. This is in line with the Treasury Management Strategy and takes into account the impact of the reduction in the Bank of England Base Rate earlier in the year. These are partly offset by a reduction to the share of external interest cost that can be charged to the Housing Revenue Account as part of the pooling arrangements and from lower interest receivable from directorates in the current financial year, mainly in relation to the Schools Organisation Plan.

City Operations +£955,000 (£125,000 underspend excluding the impact of the Leisure ADM)

14. The Directorate is currently forecasting an underspend of £125,000, however, when the impact of the delays to the Alternative Delivery Model (ADM) for Leisure are included, this results in a projected overspend of £955,000. This overall position represents an increase of £184,000 compared to the month six position. In addition to the shortfall against the savings target relating to the implementation of the ADM in Leisure Services, overspends continue to be projected in relation to cross-directorate budgets, mainly due to further shortfalls against savings targets.

The mitigations against these overspends continue to include savings in all areas across the Directorate. Within the overall position is a projected shortfall against savings targets totalling £2.363 million, of which £1.080 million relates to the Leisure ADM. However, overachievements against savings targets totalling £429,000 result in total net savings shortfalls of £1.934 million in respect of savings targets for both 2016/17 and unachieved savings brought forward from 2015/16. The individual variances can be seen in Appendices 2(a) and 2(b) to this report.

15. The total overspend within Leisure Services is projected to be £1.169 million, including the £1.080 million savings shortfall relating to the ADM process. This shortfall is due to the delayed implementation date of 1st December 2016 for the transfer of leisure centres to the new operator. This is partly offset by efficiency savings totalling £69,000 in leisure centres in the period prior to the transfer to the new operator. A deficit of £107,000 is also projected in respect of the Cardiff International White Water Centre, which is a consequence of a reduction in the subsidy provided by the Cardiff Harbour Authority. In addition, there is a further deficit of £66,000 relating to Community Halls, mainly due to a savings shortfall at Canton Community Hall as an alternative operator has not yet been identified. This is partly offset by an anticipated trading surplus of £15,000 at other specialist facilities, including the Sailing Centre, Riding School and Motorcycle Training.
16. The other significant overspend within the Directorate relates to cross directorate savings targets, where shortfalls total £717,000. These incorporate the various service re-shaping exercises being undertaken within the Directorate, including a review of cross service support functions and a wholesale review of staffing levels. A delivery plan is in place which should ensure the achievement of these savings, including a new operating model for the Neighbourhood Services function, however this will not take effect in time to deliver the savings in full in 2016/17.
17. The most significant projected underspend within the Directorate continues to be within the Transport Planning, Policy & Strategy division and totals a slightly reduced £263,000. This is predominantly in relation to overstay charges for the Windsor Road and Beresford Road bridge upgrades, which are part of the railway electrification schemes, and other income increases from road related activities. In addition, Infrastructure Services is also projected to underspend by £156,000. This relates to additional concessionary fares travel reimbursement income of £130,000, a £52,000 saving from temporary vacant posts and a net saving of £23,000 across various maintenance budgets. These are partly offset by a financial pressure in relation to the South Wales Trunk Road Agency (SWTRA) cost recovery mechanism totalling £125,000. An additional £76,000 drawdown from commuted sums will help to offset this. Although there is also a shortfall of £175,000 due to delays in implementing the LED street lighting and traffic signal conversion saving, this is planned to be offset by a draw down from the Energy Conservation Reserve.

18. Further underspends are anticipated in relation to Schools Transport, Street Cleansing, Bereavement Services, Parks & Sport and Planning & Building Control. The School Transport underspend of £160,000 is mainly due to route optimisation savings above agreed targets. The Street Cleansing underspend of £82,000 is due to employee cost savings resulting from the phased appointment to vacant posts. Bereavement Services is currently forecasting an underspend of £148,000 due to increased income and a planned reduction in the contribution to the Bereavement Reserve, albeit 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 £71,000, despite a shortfall in landscape design fees and costs associated with cleaning of toilets in parks. However, it has been possible to more than mitigate these pressures with staff vacancies and recharges, reduced expenditure within Outdoor Leisure and Sports Development, increased income from Bute Park events and a reduced subsidy for the RHS Show. The £165,000 projected underspend against Planning & Building Control budgets is the result of anticipated additional planning fees and staff savings.
19. In contrast to the balanced positions reported at month six, overspends of £82,000 and £53,000 are now anticipated in relation to Play Services and Registration Services. The Play Services overspend is due to various difficulties associated with the community asset transfers, some of which are linked to the uncertainties surrounding future Communities First funding. The projected overspend within Registration Services represents an operational deficit due to income shortfalls. These positions are partly mitigated by an underspend of £27,000 within the Energy Management section where there are reduced Carbon Reduction Scheme payments partly offset by income shortfalls. Although the projected surplus on Civil Parking Enforcement is anticipated to be £279,000 less than budgeted this is offset by a reduced contribution to the Parking & Enforcement Reserve and therefore has no adverse impact on the monitoring position for City Operations. Further details of the position on Civil Parking Enforcement are set out later in this report. Other minor variances within the Directorate relate to Enforcement, Management & Support, Cardiff Dogs Home and Regulatory Services and total a net overspend of £6,000.
20. The budget for 2016/17 provided one-off resource totalling £320,000 to repair an additional 3,000 potholes and a further £320,000 to improve neighbourhood and city centre street cleansing, drainage and gully cleaning. This work is being actively managed by the Directorate and the expenditure is reflected in this report.

Communities, Housing & Customer Services (£119,000)

21. The Directorate is currently projecting an underspend of £119,000 an increase of £22,000 compared to the position reported at month six. This continues to include projected underspends against the Housing & Communities, Partnership Delivery, Independent Living Services, Into Work Services and Adult & Community Learning 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 £132,000 is projected in relation to unachieved savings targets brought forward from 2015/16. This represents an unchanged position since month six. The shortfalls include £432,000 in relation to delays in the implementation of the Alarm Receiving Centre and this is reflected in the overall Directorate position.

22. The Housing & Communities Division is continuing to project an underspend of £415,000, which represents a slight increase since Month 6. This includes a reduced £102,000 underspend in relation to Assessment & Support functions, resulting from savings on employees and supplies and services in certain functions, partly offset by increased premises costs in the Housing Options Centre. This underspend is also partly as a result of the proposed use of earmarked reserves to fund postage costs relating to Welfare Reform change notifications, in particular. Preventative Services is currently forecasting an improved underspend of £235,000 with projected 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 £51,000 resulting primarily from projected savings within Housing Strategy Grants, and Face to Face Customer Services which is projecting staffing savings totalling £27,000. Current projections in relation to the Council Tax Reduction Scheme indicate a projected spend of £28.766 million which is lower than previous projections. This will continue to be closely monitored but at this stage it appears likely that the previously agreed drawdown of £434,000 from Contingency will not be fully required. Final adjustments will be made as part of the closure of accounts.
23. Customer Services is currently projecting an increased overspend of £436,000, primarily in relation to the aforementioned £432,000 savings shortfall in connection with the Alarm Receiving Centre. This particular overspend is partly mitigated by employee savings within the Contact Centre. A number of alternative income sources have also been identified, however these will not materialise until after 31st March 2017. A £52,000 underspend continues to be 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. A reduced underspend of £43,000 in relation to Into Work Services is also projected due, predominantly, to alternative funding for employee costs. In addition, a significantly increased underspend of £160,000 is projected in relation to Independent Living Services, which is the result of additional employee savings and recharge income, partly offset by other minor premises and support overspends.
24. An increased overspend of £149,000 is now being projected in relation to Libraries and continues to largely be the result of a delay in the roll out of the Libraries and Hub Strategy. This savings shortfall totals £83,000 and 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. Adult & Community Learning is continuing to project a surplus of £30,000, as a result of increased class attendance, and the other divisions within the directorate are reporting balanced positions or minor variances. Both the Supporting People and Communities First grants are forecast to be used in full.

Corporate Management +£425,000

25. An overspend of £425,000 is currently projected in relation to Corporate Management, a reduction of £44,000 compared to the position reported at month six. The overall position 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.
26. 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. There is also a projected overspend of £49,000 in relation to payments for the Coroner's Service. These are partly offset by savings in respect of contributions to the Mid Glamorgan Superannuation Fund relating to past employees and in relation to other past service contributions, audit fees, levies and contributions and by reduced costs against senior management budgets.

Council Tax Collection (£642,000) and NDR refunds on Council properties (£585,000)

27. A review of the Council Tax position indicates a potential surplus of £642,000 an increase of £244,000 compared to the position reported at month six. The projected surplus 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 0.3% of the estimated gross debit and may be subject to further fluctuations as the year progresses. A saving of £585,000 is also currently identified in relation to refunds of NDR on Council properties an increase of £267,000 compared to the position reported at month six. The savings have been achieved through the appeals process and may be subject to further increases as appeals are taken forward during the year.

Economic Development (£95,000)

28. The position for Economic Development is anticipated to be an underspend of £95,000, compared to the £65,000 underspend reported at month six. This position continues to include 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 Commercial Services, which is currently projecting an increased

underspend of £127,000. The overall Directorate position includes anticipated savings shortfalls of £1.502 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.

29. A significant underspend of £372,000 continues to be 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 £277,000. 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 £68,000 projected overspend in relation to Major Projects, due to additional staff costs and premises expenditure in respect of the Cardiff International Pool. An overspend of £68,000 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.
30. The budget for Culture, Tourism & Events is forecast to underspend by £119,000, which represents an improvement on the position reported at month six. This overall position is partly due to a £94,000 projected surplus within the Venues division, primarily because of additional income of £185,000 in relation to City Hall Functions, a projected £68,000 surplus within Cardiff Castle and a £45,000 underspend in relation to Cardiff Caravan Park as a result of additional income. This is partly offset by income below target in respect of Functions and Retail Catering totalling £168,000 and a £26,000 overspend against the budgets for Mansion House. Protocol Services are also projecting a minor underspend, which relates to managed underspends within supplies and services budgets, although this is almost entirely offset by employee overspends within management and support budgets. In addition, an underspend of £25,000 is projected within Events due to in-year savings on operational budgets and additional income in relation to Sophia Gardens car park, partially offset by parks sponsorship income below target. 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 continue to be closely monitored as box office income in particular can be subject to volatility.
31. The overall position in relation to the Property Division is a reduced overspend of £67,000. Rental income shortfalls amount to £272,000 however these are partly offset by additional one-off income in relation to licences totalling £106,000. In addition, there is additional projected staff recharge income of £93,000 and unbudgeted staff recharges totalling £6,000 to the Cardiff Market. Capital receipts under £10,000 are expected to be in line with the budget target. Further to the Property overspend is a

significantly increased overspend of £360,000 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, Suffolk House and Penhill, resulting in increased non-domestic rates and utilities costs.

32. The Commercial Services Division is currently anticipating an underspend of £127,000, compared to the £65,000 underspend reported at month six. The overall position is largely due to surpluses within both Fleet Services and Facilities Management. The £699,000 savings shortfall, in respect of 2016/17 targets, primarily relates to digitalisation, HWRC closures, depot security and renewable gas income within Recycling Waste Services and vehicle utilisation within Fleet Services. In addition, there are projected savings shortfalls in relation to Cleaning Services and energy costs within Facilities Management Buildings. However, it has been possible to identify mitigations to offset both these shortfalls and other emerging financial pressures.
33. 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 continued to review 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.
34. The overall position for Recycling Waste Services is a minor overspend of £2,000. This includes a £397,000 shortfall in savings targets, as well as in-year pressures totalling £368,000. These in-year pressures continue to 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 £763,000 have been identified, including additional landfill income from inert materials, additional transfer station income and collection efficiencies, staff savings 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 projected underspend of £33,000, representing an improvement on the balanced position reported at month six, despite the savings shortfalls associated with vehicle utilisation. A number of mitigations for the £240,000 savings shortfall have been identified, including vacant posts, additional internal income and projected underspends on fuel and vehicle parts. A projected increased surplus of £96,000 within Facilities Management is mainly due to surpluses in relation to both Building Services, Building Support and Pest Control, partly offset by an under-recovery of security income. The other units within the section are projecting minor, offsetting variances. The Design & Construction Unit continues to project a balanced position, predicated on the use of earmarked reserves to fund upgrades to ICT equipment.

Education & Lifelong Learning +£100,000

35. The overall position is projected to be a £100,000 overspend, which represents an increase on the balanced position reported at month six. This position is largely related to a projected overspend against out of county placements offset by savings elsewhere within the Directorate, particularly Catering. Total savings of £2.616 million are currently projected to be achieved against the 2016/17 savings target of £3.356 million, leaving a projected shortfall of £740,000. 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.
36. An increased overspend of £637,000 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 £613,000. 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 an increased projected overspend of £127,000 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 and shortfalls in cost recovery relating to hospital tuition. Furthermore, an overspend is also anticipated in relation to the Pupil Referral Unit, due, primarily, to the fallout of grant funding. Partly offsetting these variances is an underspend in relation to Services of a Specialist Nature, largely due to it being possible to make savings on the cost of resources.
37. An additional overspend totalling £55,000 is also projected in relation to a variety of budget headings within Centrally Held School Funds. Included within this heading are the minor shortfall anticipated in relation to the Music Service, costs incurred in respect of providing temporary accommodation within schools, savings against the budget for continuing pension contributions and a surplus in relation to the Storey Arms Centre. This particular overspend is almost entirely offset by an anticipated underspend of £54,000 in relation to the School Improvement, Management & Support division. Within this position are in-year savings totalling £147,000 in connection with Management & Support budgets, due to vacancies, and management actions undertaken in previous months. 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 £53,000 and a £41,000 overspend in respect of Performance & Governance, the majority of which relates to e-learning.

38. The remainder of the overspend outlined in the previous paragraphs is partly offset by an increased £375,000 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, there is a £63,000 projected underspend within Early Years & Childcare due to in-year savings in relation to payments for independent nursery settings. Furthermore, there is a projected £100,000 underspend in relation to Wellbeing & Compliance, the majority of which is in relation to in-year savings on training and reduced costs due to shared service arrangements. The budget for Lifelong Learning is anticipated to balance, including projected full achievement of significant savings targets within the Youth Service.

Governance & Legal Services (£55,000)

39. The overall position indicates an underspend against budget of £55,000, which represents a significant improvement on the £42,000 overspend reported at month six. The position includes a shortfall of £24,000 in relation to the 2016/17 savings targets. The overall position comprises underspends against the Monitoring Officer budget, Scrutiny Services, Member Services and Democratic Services, partly offset by a significantly reduced projected overspend within Legal Services. The Legal Services overspend of £27,000 is due to a shortfall against a previous initiative to reduce external legal costs totalling £200,000, almost entirely mitigated by staffing savings, due to delays in appointing to vacant posts, and additional internal income. The £45,000 underspend against the Monitoring Officer budget is the result of the vacancy in the Monitoring Officer post earlier in the year. The underspend of £27,000 within Scrutiny Services is the result of staffing vacancies that are partly offset by income shortfalls, whilst the combined £10,000 underspend within Member and Democratic Services is due to reduced supplies and services expenditure. Bilingual Cardiff is currently projected to balance despite various offsetting variances relating to staffing underspends, additional external income and savings shortfalls. Electoral Services is projected to balance.

Resources (£160,000)

40. The Directorate is currently projecting an underspend of £160,000, an increase of £102,000 compared to the position reported at month six. Savings continue to be reported in relation to Performance & Partnerships with improved positions in Finance and ICT also resulting in projected savings. These are partly offset by projected overspends in Human Resources and Health & Safety. Total savings of £1.616 million are currently projected to be achieved against the Directorate's 2016/17 savings target of £1.760 million leaving a projected shortfall of £144,000. In addition there is also a projected shortfall of £18,000 against the unachieved savings targets carried forward from 2015/16. These shortfalls are reflected in the Directorate outturn position.

41. An underspend of £96,000 is currently projected in relation to Performance and Partnerships reflecting managed underspends and savings on employee budgets as a result of vacancies in Performance Management, the Cabinet Office and Policy and Partnerships. The latter also includes savings on supplies and services and transport costs although these are partly offset by a shortfall in income within the Cardiff Research Centre. Underspends of £59,000 in Finance and £52,000 in ICT are also projected. In both these areas the savings are mainly as a result of staff vacancies with the position in Finance partly offset by cost pressures and income shortfalls in the Revenues Service including a shortfall of £130,000 against the budget saving relating to 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.
42. These are partly offset by projected overspends of £31,000 in Human Resources and £16,000 in Health & Safety. The projected overspend in Human Resources is due to an anticipated shortfall of £184,000 against the budgeted surplus for Cardiff Works. This is partly offset by a reduction in capital financing costs for HRPS systems and by additional support service income. The projected overspend of £16,000 in Health & Safety includes a combination of prior year costs relating to the management support arrangements and additional employee costs as a result of staff changes during the year. All other areas within the Resources Directorate are currently projecting a balanced position.

Social Services +£5,981,000

43. The overall position for the Directorate shows a projected overspend of £5.981 million, an increase of £400,000 compared to the position reported at month six. This reflects further service and cost pressures in both Adult and Children's Services together with a reduction in the level of cashable savings anticipated to be achieved in the current financial year. The overall forecast includes projected overspends of £3.296 million in relation to Children's Services and £2.685 million in Adult Services. The projected overspend reflects the impact of demographic and cost pressures, with significant increases in the number of placements and cost for looked after children particularly in relation to external fostering and increased levels of need and requirements for domiciliary care and nursing home placements. There have also been significant cost pressures particularly in relation to nursing home placements. 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 £3.977 million are currently projected to be achieved against the Directorate's 2016/17 savings target of £5.539 million leaving a projected shortfall of £1.562 million. In addition a shortfall of £1.194 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.

44. 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 external fostering, 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 a further level of assumed savings which have still to be achieved during the remainder of the year provides an element of risk that will continue to be closely monitored.
45. The Children's Services budget is currently projecting an overspend of £3.296 million. This is after taking into account the allocation of the £950,000 specific contingency budget set aside to meet increased costs in relation to placements for looked after children. The requirement for the allocation of this contingency sum was set out in the month four monitoring report and the allocation 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 for Children's Services includes a projected shortfall of £1.467 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.
46. An overspend of £3.197 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 during the year 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. Overall, the number of external fostering placements is 28 higher than the average in the previous financial year. The projection also includes an anticipated shortfall of £773,000 against the budget savings targets in this area with only partial savings likely to be achieved in 2016/17 in relation to a number of initiatives including the establishment of an Adolescent Resource Centre. These savings are anticipated to be fully achieved in 2017/18.
47. Other projected overspends include £580,000 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 £701,000 is also projected in relation to Management & Business Support. This includes shortfalls in savings targets of £482,000 together with an anticipated overspend on external legal costs with significant pressures continuing to be identified in this area. An overspend of £131,000 is also currently anticipated on safeguarding budgets together with £47,000 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.

48. A saving of £617,000 is projected in relation to guardianship orders with no increase in the level of residence order allowances anticipated in this financial year although this is partly offset by additional costs as a result of increased numbers. A saving of £272,000 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 £310,000 on Internal Fostering reflecting reduced numbers and savings on staffing budgets, £110,000 on Adoption budgets although there have been indications of further pressures in this area in recent months and £51,000 on the Family Support / Personal Advisor Service mainly due to savings on staffing budgets.
49. The Adult Services budget is currently projecting an overspend of £2.685 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 overspend takes account of 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. The overall position includes a projected shortfall of £1.289 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.
50. Overall, commissioning budgets are currently reporting a projected overspend of £3.077 million. The overall position includes projected overspends of £3.031 million on Services for Older People and £598,000 on People with a Physical Disability including alcohol and drugs. The projected overspends include both shortfalls against savings targets and demographic and cost pressures particularly in relation to domiciliary and nursing care. The number of domiciliary care hours providing support to older people and people with a physical disability has increased by 10% in the past 12 months resulting in additional costs of £1.7 million. There has also been an increase of around 8% in the price of a nursing bed during this period increasing costs within services for older people by £750,000. These overspends are partly offset by projected underspends of £461,000 in Mental Health Services and £91,000 in Service for People with Learning Disabilities. The position in Mental Health Services is largely due to levels of expenditure on Deprivation of Liberty Safeguards (DOLS) continuing to be lower than anticipated. There has also been a reduction in residential placements.
51. The budget for directly provided Adult Services is currently projecting an underspend of £392,000. This is mainly due to an anticipated saving of £749,000 in Assessment and Care Management reflecting staff vacancies within the service. Underspends of £69,000 in Internal Support & Management and £59,000 in relation to day care and reablement services for older people are also forecast. These are partly offset by an overspend

of £485,000 in relation to Learning Disabilities Supported Living and Day Care mainly as a result of shortfalls against savings targets.

Civil Parking Enforcement

52. Civil Parking Enforcement (CPE) manages parking, parking enforcement and moving traffic offences throughout the city. The income from these activities is used to support the operational costs with the surplus being transferred to the Parking & Enforcement Reserve. The table below provides a summary of the budget and projected outturn position.

	Budget £000	Projected Outturn £000	Variance £000
Income			
On street car parking fees	(4,242)	(4,133)	109
Off street car parking fees	(918)	(998)	(80)
Residents parking permits	(290)	(310)	(20)
Penalty charge notices	(2,280)	(2,040)	240
Moving Traffic Offences (MTO's)	(3,668)	(3,411)	257
Total Income	(11,398)	(10,892)	506
Expenditure			
Operational costs, parking and permits	936	951	15
Enforcement service including TRO	4,768	4,526	(242)
Total Expenditure	5,704	5,477	(227)
Annual Surplus	(5,694)	(5,415)	279

53. The Civil Parking Enforcement budget for 2016/17 assumed a trading surplus of £5.694 million. The current projection indicates this surplus will be £5.415 million, a decrease of £279,000. The variance is a combination of lower income of £506,000 and reduced operating costs of £227,000.
54. Lower income is anticipated from various sources including on street parking caused by changes from long stay to short stay parking bays; Moving Traffic Offences (MTO's) due to the delay in the expansion of bus lane and yellow box junction enforcement and from penalty charge notices due to a delayed recruitment of enforcement officers. There is however an increase in off-street parking fees mainly reflecting greater activity at Sophia Gardens.
55. The reduction in expenditure is caused by delays in the expansion of the MTO's which has resulted in lower operating costs and recruitment of enforcement officers.
56. The anticipated surplus of £5.415 million will be transferred to the Parking & Enforcement Reserve. This is available to support highway, transport and environmental maintenance and improvements. The table overleaf illustrates the planned movements and forecasted year end position in the reserve.

Civil Parking Enforcement Reserve	£000
Balance as at 1 st April 2016	371
Forecast contribution from CPE 2016-17	5,415
Total Available	5,786
Budgeted contribution to support Highways, Transport & Environmental Improvements	5,025
Budgeted contribution - Cardiff West Bus Interchange – design and contract	150
Other proposed contributions	
20mph zones (lines and signage)	50
75% residential parking lines and signage	50
Digital, new signs, school keep clear zones, lining/patching	156
Car Free Day	15
A4232/A48 resurfacing	187
Total Planned Use	5,633
Balance	153

57. The brought forward balance in the reserve is £371,000 which together with the forecasted surplus from CPE activities in 2016/17 results in a total sum available of £5.786 million. The anticipated drawdown from the reserve is £5.633 million which would leave a year-end balance of £153,000. At this expected level of balance it will not be prudent to authorise further spending from the reserve in 2016/17.
58. The proposed schemes and initiatives have been approved by the Director of Operations in consultation with the Cabinet Member for Transport, Planning and Sustainability and on the basis of the current financial projections the proposed allocation from the reserve has been approved by the Corporate Director of Resources. Some of these schemes have already been completed whilst others are still being finalized. There is therefore the potential for some fluctuations to these figures and this will be reported as part of the year-end position.

Housing Revenue Account

59. 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 £1.9 million. This represents an increased contribution of £695,000 as compared to the position reported at month six mainly due to revised forecasts in relation to spend on housing repairs and a reduced requirement in relation to the provision for bad debts. The reserve will be used to support future proposals around housing development and acquisitions.

60. Employee costs are currently projecting an underspend of £530,000 reflecting vacancies and other savings against the staffing budget. This is an increase of £50,000 compared to the position previously reported at month six. Recent forecasts have also identified a projected saving of £400,000 on the Housing Repairs Account mainly due to a delay in the commencement of the painting programme. An underspend of £127,000 is also currently anticipated on premises budgets including reduced costs in relation to space occupied at the Central Library. Other variances include underspends of £75,000 on supplies and services with savings on insurance and bank charges and £114,000 on estimated support costs. There is also an anticipated reduction of £500,000 to the provision for bad debts, £200,000 higher than the position previously reported at month six. Income forecasts also continue to improve with current projections suggesting a surplus of £154,000 mainly due to a lower than budgeted level of void rent loss.

Cardiff Harbour Authority

61. 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.
62. An amendment in April 2016 to the deed of variation, dated 3rd April 2014, between the Welsh Ministers and the City of Cardiff Council, reduced the 2016/17 fixed costs budget by £255,000.
63. The current financial position at the end of month nine 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	6,463	98
Income	(820)	(918)	(98)
Fixed Costs	5,545	5,545	0
Asset Renewal	346	346	0
TOTAL	5,891	5,891	0

64. The position includes reduced environment costs plus increased income generation offset by some additional essential maintenance costs at the barrage. The projected income of £918,000 includes £514,000 from car parking fees, £270,000 from harbour dues, £82,000 from water activities and a further £52,000 from other sources.
65. The Asset Renewal budget is currently indicating a full spend in line with the approved schedule of work.
66. The balance in the Project and Contingency Fund at 1st April 2016 was £756,000. 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

67. The Council in February 2016 approved a Capital Programme of £114.329 million for 2016/17 and an indicative programme to 2020/21. The Month nine report to Cabinet revises the budget for the General Fund and Public Housing to £128.346 million, which includes actual slippage reported at outturn, incorporation of new grant approvals and confirmation of actual grant awards.
68. The Month four and six monitoring reports gave a comprehensive overview of the schemes included in the 2016/17 programme. The sections below indicate the forecast position for 2016/17 for the General Fund and Public Housing, focusing on key schemes.

General Fund

69. The projected outturn for the year is currently £87.054 million against a total programme of £102.701 million, a variance of £15.647 million representing a net underspend and slippage. Expenditure at the end of Month nine was £45.766 million, which represents 53% of the projected outturn. Whilst this is not inconsistent with previous years due to time taken to implement schemes, this does reflect the likelihood of additional slippage being reported at outturn. Directorates need to manage contracts to ensure any delay in delivery of schemes is minimised.

Capital Schemes Update

70. The following provides an update on the significant capital schemes included in the programme in addition to the detailed list in Appendix 3.

City Operations

71. The 2016/17 programme for the Directorate is £27.539 million, with a variance identified of £5.345 million. This is primarily in relation to the timing of schemes such as leisure centre investment as part of the new contract, LED lighting on principal roads, Greener Grangetown scheme and expenditure on S106 agreements.

Energy Projects & Sustainability

72. The energy retrofit scheme will implement energy saving technologies at various sites at a cost estimate for the first tranche of schemes of £1.230 million. Implementation is now to be primarily in 2017/18. Funded by borrowing from the Welsh Government Green Growth Wales Fund, this will need to be repaid from savings arising from the measures introduced.
73. The Radyr Weir hydro scheme became operational in July 2016 and options are now being considered to create infrastructure that would allow the sale of energy generated rather than supply to the National Grid.

74. During 2014/15, expenditure of £560,000 was incurred in connecting Lamby Way landfill site to the grid as part of a proposal for the creation of a solar farm. A further procurement exercise is currently underway to determine the viability of such a scheme.

Regulatory

75. The Council is required to contribute towards new software, hardware and mobile working solutions, as well as estate related requirements for the joint service. Current estimates show slippage of £69,000 against the £299,000 allocated in this financial year. A further £117,000 is allocated in 2017/18 for these commitments.

Parks & Green Spaces

76. The annual Asset Renewal Infrastructure budget of £140,000 as well as remaining expenditure of £185,000 for the construction of the water play area are projected to be fully utilised.
77. Delay in finalising the Parks Play equipment programme for the year has resulted in works being likely to extend into the new financial year. Slippage of £54,000 is reported.
78. In order to address flooding issues arising from parks sites, investigations at several sites have been undertaken to determine the condition of existing drainage systems and to understand the underlying reasons for the flooding problems. This has further delayed implementation and is reflected by slippage of £142,000 being projected into next year. Expenditure includes surveys to Roath Park Dam as part of a review of dam safety required to be undertaken under the Reservoirs Act 1975.
79. Existing hard surface pitches at Trelai Park and at the Marl are being upgraded to 3G pitches using a repayable loan of £432,000 from Welsh Government. Drainage issues, associated artificial turf system testing and planning permission requirements have resulted in additional costs of circa £67,000, which are to be met from S106 funding, with an estimated completion date of March 2017.

Leisure

80. The lease and operational transfer to Insole Court Trust was completed at the end of September 2016. Various property maintenance issues such as boiler replacement are arising following transfer and such obligations of the Council will need to be managed within existing budgets.
81. Eastern Leisure Centre opened following refurbishment in August 2016 at a cost of £6.5 million. Additional costs of £170,000 have been incurred in order to purchase outright the fitness equipment instead of leasing the equipment. As part of the Leisure Alternative Service Delivery procurement, it was specified that there would be no ongoing revenue costs to the contractor of equipment. This purchase cost is an overspend which will

either need to be funded by additional borrowing or underspend taken from other schemes at 2016/17 outturn. Discussions are in progress in relation to equipment at STAR where the same issue applies.

82. The Council's contract for leisure services includes contractor investment of £1 million as well as use of a £3.5 million loan facility to be provided by the Council over a 20-year period as an Invest to Save allocation. Full slippage of £1 million is currently shown whilst a process for drawing down investment and assuming priorities are determined.
83. The Capital Programme also includes £531,000 of the initial £750,000 made available in 2015/16 to undertake priority works to leisure sites as part of any transfer. Works to be undertaken include ventilation and air conditioning, pool lighting and pool filter replacements at various sites. Full expenditure is currently forecast, but is subject to discussion with the new operator.

Bereavement & Registration services

84. The programme of £100,000 reflects proposed replacement plant and equipment to be purchased during the year and infrastructure works including the layout of new burial sections. There are circa £20,000 of building enhancements at Cathays Chapel, which are being funded through planning obligations and other donations.

Highway Maintenance

85. A capital budget was requested in 2016/17 of £750,000 for the reconstruction of structurally failed roads. Site investigations and data analysis was completed in December and the most appropriate treatment was determined to address current on-site condition. Procurement for the works will take place in January to provide an anticipated start date of March for the 6-week works period. Slippage of £350,000 is currently estimated.
86. Full expenditure is currently forecast by the Directorate on carriageway and footway resurfacing totalling £2.846 million with all contracts let.
87. 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.
88. Installation of LED lighting on principal roads has commenced with circa 4,000 units to be installed this financial year prioritising the most energy inefficient lanterns first. The estimated total cost is £4.8 million with £1.2 million forecast to be spent in 2016/17. Loan approval has been received from SALIX to fund expenditure and is repayable from Directorate revenue budget savings.
89. The Greener Grangetown scheme started in January 2017 and will retrofit sustainable drainage systems and in the process improve the public realm. The total cost of the scheme is estimated to be £2.5 million, with £560,000

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

90. Asset renewal budgets of £1.934 million for Transport, Traffic Management, Cycling and Telematics are to be spent on a range of schemes including safety improvements, strategic transport schemes and replacement of fans within Butetown tunnel. Slippage of £274,000 has been recognised due to the tunnel fans installation taking place between November 2016 and July 2017.
91. The Welsh Government grant allocations to Cardiff for Local Transport, Road Safety and Safe Routes are forecast to be fully utilised during the year. Construction of the A469 Improvement Scheme was completed at the end of October, with the A470 Scheme completed in January 2017.
92. Moving Traffic Offences enforcement expenditure of £750,000 includes bus lane enforcement, yellow box junctions and replacement of aged pay and display machines. The borrowing to fund these costs will be repaid from use of the parking reserve as approved in the 2016/17 budget.
93. Cabinet in December 2016 agreed to proceed with the Western Transport Interchange at Waungron Road, with an estimated cost of £1.7 million. Funding of £500,000 available in 2016/17, is currently forecast to be fully utilised, but is subject to the timing of the procurement of the works.
94. A CCTV system upgrade budget of £340,000 was requested to replace aged and unsupported software and IT equipment. The procurement process is proposed to be undertaken in January 2017 and accordingly full slippage is currently shown.

Harbour Authority

95. The Harbour Asset Renewal budget of £346,000 includes street furniture renewal, electrical and mechanical work in relation to the barrage, replacement of equipment in the children's play area, replacement of vessels and replacement of oil pollution collection equipment. Full expenditure is projected.

Communities, Housing & Customer Services

96. The 2016/17 programme for the Directorate is £14.072 million, with an initial variance identified of £2.910 million in relation to the timing of implementation of remaining hubs projects, disabled adaptations and neighbourhood regeneration schemes. Details of schemes within the Directorate are shown below.

Citizen Hubs

97. The schemes included in the current programme will complete 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, utilisation of receipts arising from schemes or to reduce scope where feasible in order to remain within the overall budgets allocated for the programme.
98. Fairwater hub opened in May 2016 and the new STAR hub opened to the public at the end of September 2016 with a project cost of £6.907 million.
99. Llanedeyrn Hub is scheduled to be completed in May 2017 with estimated costs of £1.9 million of which £450,000 is a proposed contribution from the public housing capital programme.
100. Llandaff North & Gabalfa Hub opened in January with projects costs of circa £1.335 million of which £280,000 is a contribution from the public housing capital programme.
101. Phase 2 of the planned extension of St Mellons Hub involves a community hall, youth den, changing facilities, multi-use rooms, flying start provision and a café area. Planning approval has been granted and a tender exercise is underway, but the letting of a contract is dependent on independent valuation of sites to be disposed of being sufficient to meet project costs. Subject to this, the expected start date is April 2017, with completion 12 months later. Slippage of £750,000 is currently shown.
102. Llanishen Hub tenders have not yet been finalised, so any construction expenditure is now likely to be in 2017/18, resulting in slippage of £400,000.

Neighbourhood Regeneration

103. The Neighbourhood Renewal schemes budget of £985,000 will allow completion of schemes already started, as well as design for future schemes. Whilst options to bring forward schemes in the programme are being considered, design delays and need for stakeholder agreements for the schemes has resulted in a slippage forecast of £300,000.
104. The community shopping centre budget of £301,000 is to be utilised to continue the programme of shop front improvements in Penarth Road / Clare Road District Centre in Grangetown. This is supplemented by initial Welsh Government Vibrant & Viable Places Grant of £138,000. In December 2016, additional grant of £200,000 was offered if utilised by 31 March 2017. In order to prioritise the use of external funding, slippage of £200,000 is recognised against this budget.
105. The Maelfa regeneration scheme includes construction of new retail units for commercial rent, public realm improvements, and the delivery of affordable and private sale homes. An agreement has now been finalised with development partner, Cardiff Community Housing Association, and terms are being negotiated with prospective tenants for the shop units. Pre - development works including demolition, temporary shop fit out and service

diversions are likely to result in costs of £600,000 being incurred during this year, with the main scheme to commence in March.

Housing (General Fund)

106. The Disabled Facilities Service 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. Whilst the number of referrals is currently as expected, slippage of £800,000 against the capital budget is expected due to access delays and contractor capacity. A £398,000 adaptations support grant from Welsh Government will be fully utilised to provide adaptations.
107. The estate environmental improvements capital allocation supports the costs of works to owner-occupier properties to complement schemes being undertaken in public housing. Slippage of £190,000 is shown primarily in relation to external energy efficiency schemes.

Economic Development

108. The 2016/17 programme for the Directorate is £10.160 million. Whilst slippage is recognised in relation to Central Square public realm, £12.500 million of budget from future years has been brought forward for land acquisition at Dumballs Road. Details of schemes within the Directorate are shown below.

Business and Investment

109. Schemes to support business and social enterprise investment include the Capital Cardiff Fund, a joint investment fund with S4C and a Social innovation fund. Two schemes have been approved for the S4C element totalling £100,000 with slippage of £50,000 anticipated for next year. Slippage of £14,000 is shown for the Social Innovation fund whilst a number of applications are the subject of review. Capital Cardiff Fund schemes will be approved subject to sufficient resources being recovered from repayment of previous loans.

City Development & Major Projects

110. Budget of £12.5 million in relation to Central Enterprise Zone (CEZ) has initially been brought forward from future years to purchase land at Dumballs Road. The Council will work with the development partner Vastint to attract significant private sector investment enabling the regeneration of the Dumballs Road area through a residential-led mixed-use development delivering up to 2000 new homes, including affordable homes and other commercial and community uses.
111. A scheme to remove waste materials from land at the International Sports Village (ISV) is complete and will allow land to be used for further development in line with the ISV masterplan. Final verification of site levels and quantities have resulted in total costs being £655,000.

112. 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 at Central Square. An update was provided to Cabinet in September, where approval was given to underwrite the second phase of design works. The design costs will form part of a wider package of pre-development costs being incurred by the developer in progressing the scheme. In addition, estimates for expenditure incurred directly by the Council in the current year remain at £500,000.
113. Development of the first phase of design for public realm works at Central Square in conjunction with the developer is in progress. 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.

Commercial Services

114. The Month six Budget monitoring report previously highlighted that the £1.941 million cost to replace the Household Waste Recycling Centre (HWRC) at Lamby Way was £396,000 in excess of the capital budget available. These additional costs have been met from existing budgets and arose primarily This was primarily due to an increase in size of the recycling facility in order to future proof the requirement and the addition of a canopy to keep recycling streams dry. The forecast cost is now expected to increase by a further £300,000. These additional costs are across both the civils works contract and purchase of a unique Modulo Beton recycling structure. The additional works required on the civils works are to discharge planning condition requirements relating to; drainage, landscape design and construction, unforeseen ground conditions and services for the recycling structure. The significant drop in the value of the Pound against the Euro during the period of final quote and contract signatures has led to a higher purchase cost. Funding for these costs are to be from an earmarked revenue reserve for waste management and recycling income initiatives.
115. The Property Asset Renewal budget for administration buildings including contingency is £501,000. This 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.

Venues and Cultural Services

116. The property asset renewal allocation of £561,000 is for St David's Hall and the Castle. Of this £350,000 is to refurbish escalators at St David's Hall during 2016/17 following repeated mechanical breakdown. Property Asset Renewal works of £211,000 at the Castle include health and safety lighting, boiler renewal, emergency lighting upgrades to meet fire regulations, CCTV and intercom upgrades to main car park as well as an upgrade of public toilets.

117. A budget of £623,000 remains for priority works for St David's Hall and New Theatre prior to any alternative service delivery. Works to the roof of the New Theatre are to commence in January with the remaining allocation of £328,000 for St David's Hall to be carried forward into 2017/18.

Property and Asset Management

118. In accordance with the Council's Investment Property Strategy, the leasehold interest of a former veterinary site on Bute Street was purchased for £273,000 and a short-term letting is still to be sought.
119. 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 and includes a £400,000 payment as full and final settlement towards any dilapidations liability as part of the lease assignment. These costs are to be met from capital receipts arising from office rationalisation projects.

Education and Lifelong Learning

120. The 2016/17 programme for the Directorate is £47.525 million, with an initial variance identified of £16.094 million and therefore a projected outturn at month nine of £31.431 million. The variance relates to timing of costs expected in relation to a number of large schemes, most notably the new Eastern High School and three new primary schools. Following compliance testing, capital budget for schools property asset renewal have been brought forward from future years to undertake the necessary works. Further details of schemes within the Directorate are shown below.

Schools - General

Asset Renewal - Buildings

121. The Directorate has agreed a full schedule of works for 2016/17 utilising initial budget available of £3.182 million, however electrical compliance testing has necessitated the undertaking of further works with initial budgeted costs of £1.565 million. This expenditure will be managed by utilising the £250,000 contingency budget in the Capital Programme as well as bringing forward future years property asset renewal budget allocated for schools. Future plans and schemes will need to be reprioritised and reviewed by the Directorate to ensure costs and works remain within available budgets allocated for Education.

Asset Renewal – Suitability and Sufficiency

122. The Suitability and Sufficiency budget is £1.051 million after a virement of £120,000 as an agreed contribution towards a specialist resource base at Cantonian High School.

Flying Start Grant

123. In addition to the award of £535,000 capital grant from Welsh Government to deliver improvements to St Cadoc's Primary, the authority has also been awarded £82,000 capital grant to undertake eight small schemes in the final quarter of the financial year. 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 which was anticipated to be spent in 2016/17 and will now not be required as the schemes were completed under budget.

Whitchurch High DDA

124. 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.

Schools Organisation Plan – 21st Century Schools

125. In March 2015 the Authority submitted a re-aligned 21st Century Schools Programme for investment totalling £164.1 million which was subsequently approved by Welsh Government and now forms the basis for the Authority's Schools Organisation Programme going forwards until 2019.
126. 21st Century Schools expenditure anticipated in the 2016/17 Capital Programme is £23.086 million, which is a net variance of £15.043 million.
127. The most significant slippage amount is £8.330 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.
128. Other notable slippage is recognised from schemes to deliver new primary schools, Howardian (£4.2 million) and Ysgol Hamadryad (£2.3 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 projects by spring 2018. Finalisation of design requirements and fixed price agreements has now begun with works anticipated to start in February 2017.
129. Works brought forward from 2017/18 total £0.624 million and relate to Ninian Park Primary Extension (£194,000) and Cardiff West Community High (£430,000).

Resources

130. The 2016/17 programme for the Directorate is £3.080 million, with a variance identified of £1.667 million in relation to projects to improve business process. Details of schemes within the Directorate are shown below.

Technology

131. 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. The budget in 2016/17 is £2.446 million and at Month nine the projected spend is £779,000 resulting in slippage of £1.667 million into 2017/18. This slippage is due to a number of factors including: -

- Resolution of technical issues within SAP Customer Relationship Management before development of future phases of the project.
- Ongoing meetings and demonstrations to determine the most effective solution to meet the Council's requirements for property asset management.

132. The revised forecast of expenditure includes the creation of several new eligible posts to accelerate delivery of digital services, which will support some of the issues highlighted above and create technical capacity to build IT infrastructure. The scheme profile has been amended to include slippage into later years.

Corporate

133. The contingency budget of £250,000 is proposed to be vired to meet the costs of electrical works in schools during 2016/17.

134. 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. The balance has been removed from the programme as not likely to be requested during the year.

Social Services

135. The 2016/17 programme for the Directorate is £575,000 with a predicted underspend of £100,000 on ICF grant which is unlikely to be spent during the year and slippage of £125,000 in relation to Minehead Road Day Centre. Details of schemes within the Directorate are shown below.

Adult Services

136. In order to support the Day Centre Opportunities Strategy and reconfiguration of day services for older people, works will begin in Minehead Road in February and be completed in April 2017. £125,000 of the £325,000 budgeted has been identified as slippage with use of

£185,000 of Welsh Government Intermediate Care Fund Grant being prioritised for use given the requirement to utilise it by 31 March 2017.

Capital Receipts

137. The 2016/17 Capital Programme included an assumption of £2.0 million of non-earmarked capital receipts net of fees to pay for the Capital Programme. To date the main receipts include the sale of former offices at Bessemer Close and depot on Hadfield Road (£394,000) along with the completion of disposal of the former Trading Standards offices at Bridge Street in the City Centre (£566,000). Further sales are expected at auction in the last quarter, with any shortfall in receipt requirements to be met from receipts in the following year.
138. Other disposals include the sale of former caretaker houses (£281,000); the former Rumney Library (£150,000) and the youth hostel on Wedal Road (£885,000) which is proposed to be earmarked for reinvestment in schemes at Roath Park. In addition sale of investment property for re-investment in accordance with the approved strategy has amounted to £408,000.

Public Housing (Housing Revenue Account)

139. The revised Capital Programme of £25.645 million is forecast to have slipped by £2.895 million based on estimates of the level of works that can be undertaken. HRA capital receipts in respect of Right to Buy total £1.8 million in the first 9 months from the sale of 17 properties.
140. Estate regeneration and stock remodelling scheme projected costs are circa £3.725 million in 2016/17. The £200,000 underspend against the budget has been utilised to offset part of the increase in demand in the Disabled Facility Service.
141. External and Internal Improvements projected expenditure of £10.760 million includes boiler replacement, heating, roofing, rewiring, front door upgrades to flats and kitchens and bathroom upgrades when properties become vacant prior to re-letting. This includes £1.6 million for the refurbishment of Sandown Court to bring it up to a modern and desirable standard for older person housing, promoting independent living and making better use of the communal facilities within the building.
142. The initial 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 exceeded by circa £700,000 due to demand for adaptations. This will be managed within the existing HRA capital Programme.
143. The Housing Partnership Programme is currently projecting expenditure in the region of £1.580 million for the year with slippage of £950,000 recognised. The first scheme at Llanrumney is due to commence on site in March and will deliver 106 new homes of which 40 will be Council owned.

144. The Hubs budget of £2.055 million includes £1.325 million for STAR Hub, £280,000 for Llandaff North / Gabalfa and also £450,000 towards a Hub at Llanedeyrn.

Section 106 schemes and Other Contributions

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

	Budget	Projection at Month 9	Variance
	£000	£000	£000
Traffic & Transportation	703	551	(152)
Parks & Sport	1,324	768	(556)
Neighbourhood Regeneration	151	22	(129)
Bereavement	20	20	0
Schools	270	270	0
Planning	133	14	(119)
Economic Development	494	187	(307)
Total	3,095	1,832	(1,263)

146. In addition to the slippage of £1.099 million previously reported, further estimated slippage of £160,000 is now reported on Section 106 schemes. This is primarily in relation to contributions held by Economic Development £82,000 and Planning £80,000.
147. The Traffic and Transportation Section 106 projection is made up of over 30 individual contributions 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 within the original profile.
148. Significant Parks and Sport schemes which are complete or will be on site in 2016/17 include Victoria Park wet play area, 3G pitch at Pentwyn Leisure Centre and Trelai Park, refurbishment of the bowls pavilion at Trelai Park, public open space improvements at Parc Coed y Nant, Hammond Way Play Area, Hamadryad Park and Hendre Lake Park. Significant slippage persists primarily as a result of capacity to design and take forward works.
149. The Schools contribution is to be used towards an extension to allow the provision of additional school places at Coed Glas Primary School.

Reason for Recommendations

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

Legal Implications

151. 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

152. Overall, the month nine revenue monitoring for the Council shows a balanced position against budget, an improvement of £537,000 compared to the position reported at month six. The improvement reflects a number of factors including a significant saving on insurance costs, additional surplus on Council Tax collection and further NDR refunds on Council properties. These are partially offset by a reduced saving on capital financing costs and by an overall increase in the projected overspend on directorate budgets. Further projected overspends are reported in relation to Social Services, City Operations and Education & Lifelong Learning with all other directorates reporting improved positions compared to month six.
153. The overall position continues to reflect financial pressures and shortfalls against budget savings targets in directorate budgets although these are partly offset by projected savings on capital financing and insurance costs, 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 £7.032 million however it is anticipated that continued 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.
154. The projected overspends in directorate budgets include £5.981 million in Social Services, £955,000 in City Operations, £425,000 in Corporate Management and £100,000 in Education & Lifelong Learning. This position reflects a range of factors including increased demographic and cost 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.
155. The overall position 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 £6.253 million is currently anticipated against the £25.892 million directorate savings target with £11.971 million having been achieved to date and a further £7.668 million anticipated to be achieved by the year end. A projected shortfall of £1.832 million has also been identified in relation to savings targets carried forward from 2015/16. Overall, this represents an increase of £723,000 compared to the shortfalls identified in relation to the 2016/17 targets and the carried forward savings

from 2015/16 as reported at month six. The projected shortfalls are reflected in the directorate monitoring positions although where possible shortfalls have been offset by savings in other budget areas. The 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 and as part of the due diligence for the 2017/18 budget process consideration will be given as to the likely achievability of these shortfalls in future years.

156. 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 directly offsetting savings in other areas of the service.
157. The 2016/17 Capital Programme is £128.346 million of which £102.701 million is in respect of General Fund schemes and £25.645 million is in relation to the Council's Public Housing schemes. Against this, the projected outturn for 2016/17 is £109.804 million resulting in a total variance of £18.542 million.
158. 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	102.701	87.054	(15.647)
Public Housing	25.645	22.750	(2.895)
Total	128.346	109.804	(18.542)

159. The Capital Programme update includes a number of schemes planned to be funded by external grants that have strict deadlines for expenditure having to be incurred. It is essential that directorates ensure that no opportunities for utilisation of such funding are lost to the Council by ensuring appropriate resources are directed to these schemes and that consideration has been given to all steps required to ensure contracts are in place and to meet the terms and conditions of such funding.

RECOMMENDATIONS

The Cabinet is recommended to:

1. Note the potential outturn position based on the first nine months of the financial year.
2. Reinforce the requirement for all directorates currently reporting overspends as identified in this report to put in place actions to reduce their projected overspends.

3. Approve the virement of the £250,000 contingency budget in the Capital Programme as well as bringing forward the indicative Capital Programme budgets for schools property asset renewal to meet the costs of additional compliance works in 2016/17.

CHRISTINE SALTER

Corporate Director

10 February 2017

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

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REVENUE 2016/2017

	CASH LIMIT BUDGETS			PROJECTED OUTTURN			VARIANCES		
	Gross Controllable Budget £000's	Income £000's	Net Expenditure £000's	Gross Controllable Spend £000's	Income £000's	Net Expenditure £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's
Service Area									
City Operations	88,210	(54,424)	33,786	89,914	(55,173)	34,741	1,704	(749)	955
Communities, Housing & Customer Services	235,700	(192,009)	43,691	235,910	(192,338)	43,572	210	(329)	(119)
Corporate Mgt	24,636	(582)	24,054	25,120	(641)	24,479	484	(59)	425
Economic Development	62,454	(49,439)	13,015	64,454	(51,534)	12,920	2,000	(2,095)	(95)
Education & Lifelong Learning	312,273	(68,515)	243,758	311,576	(67,718)	243,858	(697)	797	100
Governance & Legal Services	5,746	(1,032)	4,714	5,900	(1,241)	4,659	154	(209)	(55)
Resources	30,573	(11,152)	19,421	31,040	(11,779)	19,261	467	(627)	(160)
Social Services	170,682	(23,977)	146,705	177,395	(24,709)	152,686	6,713	(732)	5,981
Capital Financing etc	39,714	(4,404)	35,310	38,954	(4,164)	34,790	(760)	240	(520)
General Contingency	4,000	0	4,000	0	0	0	(4,000)	0	(4,000)
Summary Revenue Account	9,407	0	9,407	8,107	0	8,107	(1,300)	0	(1,300)
Discretionary Rate Relief	300	0	300	315	0	315	15	0	15
Total	983,695	(405,534)	578,161	988,685	(409,297)	579,388	4,990	(3,763)	1,227
Council Tax Collection	0	0	0	0	(642)	(642)	0	(642)	(642)
NDR refunds on Council properties	0	0	0	0	(585)	(585)	0	(585)	(585)
Total	983,695	(405,534)	578,161	988,685	(410,524)	578,161	4,990	(4,990)	0

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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	The decision on the future management of the Centres has now been taken with GLL operating from 1 Dec 2017. The saving generated in the current financial year has been allocated against the saving target for 2015/16. This saving will now be delivered in 2017/18 as part of the new contractual arrangements.
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 took 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	188	82	A proportion of the saving has already been realised from action taken the previous year. Whilst a delivery plan was in place to transfer the remaining centres to the communities, the uncertainty surrounding Communities First funding has resulted in the need for a re-evaluation. This will delay the delivery of this saving.
6	City Operations	Parks reduced business administration/ efficiencies - reduced business support through deletion of a vacant post and savings across supplies and services.	24	17	21	3	Part of this saving has already been achieved through the deletion of a vacant post. The remaining saving should be achieved through general reductions in overheads.
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	18	25	0	Part of the saving has already been achieved by reduced maintenance costs (£15k). The remaining saving (£10k) is to come from increased income of which £3k has already been secured.
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	22	22	19	The saving from the RHS Show (£20k) has been achieved. The remaining target relates to the Conservatory and Nursery. Whilst improvements are being achieved it's not at the level to achieve the revised target.
9	City Operations	Reshaping of grounds maintenance service - reshaping of grounds maintenance services to protect core services whilst increasing productivity.	450	333	435	15	The saving is made up of a number of income and expenditure budgets of which £333k has been realised. Further reductions are expected from CTS (£90k) but this remain unresolved and is therefore at risk. The shortfall of £15k relates to catering concessions.
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	48	50	0	The saving relating to reduced employee costs has already been achieved. The part relating to a reduction in FM charges have also been achieved. The balance, which relates to income generation, is expected to be achieved during the remainder of the year.
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 the saving has been 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	40	76	52	There is a plan to merge this unit with the Design & Delivery service which should generate efficiency savings and provide increased income opportunities but the balance will not be delivered until next 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
13	City Operations	New Operating Model for City Operations - the business case for reshaping services within City Operations.	418	0	0	418	The saving is planned to be achieved from various employee savings through VS, flex-retirement and the deletion of vacant posts. The delivery plan shows that implementation will not deliver the saving in this financial year.
14	City Operations	Planning Fee Income increase - through combination of volume and price increase.	100	339	339	-239	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 the LDP.
15	City Operations	Building Control - improve Business Process Efficiency.	46	46	46	0	The saving has already been realised through reductions in employee costs and increased income from fire assessment work.
16	City Operations	Transportation Policy - improved recharging for services and deletion of vacant posts.	90	78	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	88	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 has delivered this saving in full.
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 thereby achieving the saving in full.
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	102	370	0	The expansion of the enforcement programme for Yellow Box Junctions and Bus Lanes did not take place until November 2016. This has already generated £102k and it is anticipated the saving will be achieved in full.
22	City Operations	Design Team - improved business process efficiencies.	100	58	100	0	The increased target is currently behind the profiled target but it is still anticipated to be achieved in full as fees are claimed for existing and on-going schemes.
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 has transferred 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	45	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	0	0	50	All standby payments are being reviewed with a view to reducing the number in each team. However, it is currently assumed that this saving will not be achieved.
26	City Operations	Maintenance Operations (Foul drainage) - improved performance allowing for additional work to be undertaken internally.	40	32	40	0	A new recharging process has been established to ensure correct costs are being captured and recharged. It is currently assumed the saving will be achieved in full.
27	City Operations	Roads & Pavements Highway Services - improved performance allowing for additional work to be undertaken internally. In-house work becomes a priority.	25	22	25	0	A new recharging process has been established to ensure correct costs are being captured and recharged. It is currently assumed the saving will be achieved in full.
28	City Operations	Highways Transport - vehicle reduction/rationalisation	50	38	50	0	A review to reduce the overall number of vehicles and examine existing CTS charges has been undertaken which should deliver this saving in full.
29	City Operations	High Speed Routes & Public Rights Of Way - saving to be achieved through staffing restructure.	7	5	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	14	50	0	A new recharging process has been established to ensure correct costs are being captured and recharged. It is currently assumed the saving will be achieved in full.
31	City Operations	Street Lighting Operations - improved performance allowing alternative chargeable works to be undertaken.	33	25	33	0	A new recharging process has been established to ensure correct costs are being captured and recharged. It is currently assumed the saving will be 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
32	City Operations	Street Lighting Recharging - improve recharging of design and inspection both externally and internally.	26	2	18	8	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	46	58	99	The staffing structures have been reviewed resulting in flexi-retirements, vacant post deletion and voluntary redundancies across the directorate which should deliver this saving in full next financial year, leaving a shortfall in this year.
34	City Operations	Commercialisation - improved charging and income generation projects within the Transport Portfolio.	200	96	200	0	Progress is being achieved through the marketing partnership (Bay Media) and other sponsorship. Further opportunities are expected to deliver the remaining income target.
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 (PSPPO) for dog fouling, littering and highways.	50	26	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 the agreed reduction in payment to the Shared Regulatory Service.
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	60	80	0	New contracts introduced earlier in the year should enable the saving to be achieved in full.
39	City Operations	Conversion of CCTV cameras from BT lines to WIFI/own fibre	20	20	20	0	The current spending levels indicate this saving has been achieved in full.
40	City Operations	Managing reinstatement of road working for Utility street works - street works to manage fines and reinstatement.	30	19	30	0	The Street Works Division has implemented new processes for the inspection and enforcement of utility reinstatements, generating penalty charges.
41	City Operations	Trading - Street Lighting Maintenance (10 years)	27	20	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	35	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	38	72	28	A new fees and charges structure was introduced in April 2016, but it is unlikely to generate sufficient income in Registration Services, despite income level increases compared to the previous year.
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' and due to lead in times is unlikely to achieve the saving in 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	208	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	26	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	0	150	The scheme was delayed due to a trial to ascertain the best product 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	0	25	A plan is in place to deliver new improvements and savings via a new service contract, however it is unlikely to deliver the saving in full this year.
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	25	25	-20	Letters were sent to parents in July 2016 for implementation date of September 2016 and this saving has been achieved in full.
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	33	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	75	204	-104	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 statemented pupils who live within two miles from primary school and three miles from secondary. This will done on an individual case basis, to take into account of the individual child's needs based on ALN transport policy.	125	94	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	39	60	0	The directorate is working towards achieving this saving in full.
57	City Operations	Travel/Mileage	56	43	48	8	The directorate is working towards achieving this saving in full. The shortfall relates to Planning and Bereavement Services.
58	City Operations	Reduction in Agency (Sickness & General) & General Staffing Savings	124	93	108	16	The directorate is working towards achieving this saving in full but there is a shortfall relating to Parks (£7k) Bereavement Services (£7k) and Management (£1k) and Enforcement (£1k).
		Total City Operations	6,334	3,489	4,711	1,623	
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 complete 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.

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	30	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 if not achieved and will be reviewed in future months.
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	130	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 has been 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	11	30	0	It is currently anticipated that this saving will be achieved in full. A surplus of £39,000 was achieved in 2015/16 through website development recharges. A net £11,000 surplus has been generated at the end of December 2016.
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	8	13	0	It is anticipated that this saving will be achieved in full.
68	Communities Housing & Customer Services	Travel/Mileage	24	18	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	63	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.
70	Communities Housing & Customer Services	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history	9	6	9	0	It is anticipated that this saving will be achieved in full.
		Total - Communities, Housing & Customer Services Total	1,197	675	814	383	
71	Corporate Management	Corporate Initiative Efficiencies - reduction in the amount available to support events and market the city.	131	98	131	0	The current assumption is that this saving will be achieved, pending the completion of a review of the budget for Corporate Initiatives.

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
72	Corporate Management	Reduction in Corporate Banking Charges - savings in relation to the banking contract.	15	11	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	22	30	0	It is anticipated at this stage that this saving is achievable.
74	Corporate Management	Reduction in Agency (General)	2	1	2	0	It is anticipated at this stage that this saving is achievable.
75	Corporate Management	General Staffing	3	3	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	32	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	18	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	450	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	635	839	275	
80	Economic Development	Economic Development Income - generate additional income through sponsorship / advertising to cover a reduction in management costs.	88	88	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	41	41	0	The proposed Directorate restructure is currently underway and whilst it is not projected to be fully implemented this financial year, savings have been achieved in full through staff vacancies.
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	35	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	7	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.
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	15	107	Alternative models for the delivery of the taxi marshalling service are currently being considered. An increased shortfall of £107,000 is anticipated as changes to the existing system are not scheduled to be implemented until February 2017. Any further delays will increase the projected shortfall and the position will be closely monitored throughout 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
89	Economic Development	Increase in City Centre Management Income - through increased use of activity sites in the city centre.	45	34	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 continue to be anticipated based on directorate analysis of retained income and ticket sales. 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 total projected shortfalls in rental income targets of £272,000 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	41	51	0	The directorate is working towards achieving this saving in full.
96	Economic Development	Travel/Mileage	5	5	5	0	The directorate is working towards achieving this saving in full.
97	Economic Development	Reduction in Agency (Sickness & General) & General Staffing Savings	51	40	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	14	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	430	740	510	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.
		Total - Economic Development	2,662	1,016	1,859	803	
100	Economic Development (Commercial Services)	New Operating Model for City Operations - the business case for reshaping services within City Operations.	634	476	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	0	83	The achievement of this saving has become increasingly challenging following the annexing of Commercial Services from City Operations. The Directorate are reviewing staff structures including flexi-retirements with the aim of achieving this saving in full but this is unlikely to occur in the current year.
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.

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
103	Economic Development (Commercial Services)	Trade Waste - Increase commercialisation - increase income through provision of new services and improved competitiveness.	78	78	78	0	This saving has been 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 could change due to demographics. However, any significant variation could be funded from alternative funding sources.
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	68	90	0	The full achievement of this saving is dependent upon securing a contract and gate fee with the Vale of Glamorgan, however it is assumed that this saving will be achieved in full.
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	0	76	This saving was planned through the rotation of staff and shift changes but is dependent on the site at Lamby Way and the reduction to two sites. As all three sites have been temporarily retained, this saving will not be achieved this year.
108	Economic Development (Commercial Services)	Improved automated security at Lamby Way depot - security operation replaced by CCTV.	68	0	0	68	This is linked to the new Lamby Way HWRC build which has been delayed. It is assumed that this saving will not be achieved this year. 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	0	0	100	The operator has reduced the number of generators from four to two reflecting the lower levels of gas extracted from the landfill. As a consequence this increased income target will not be achieved.
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	30	30	70	The change from 'Tidy Text' to the 'Binfo' App has saved £15k. A further £15k has been realised through the change in the school provider. The Directorate are giving further thought to how the remaining saving can be generated although this is unlikely to occur in this financial year.
112	Economic Development (Commercial Services)	Building general savings - general efficiency savings across a number of budget headings within Facilities Management Buildings.	11	11	11	0	This saving has been 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	30	135	0	The Cleaning service is anticipated to meet its saving target and the Security Service element is intended be achieved and a plan is being developed.

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
115	Economic Development (Commercial Services)	Efficiencies in Security and Cleaning - maximising income and savings from partnership with the Alarm Receiving Centre.	30	6	30	0	The Cleaning Service is anticipated to meet its savings target and a plan is being developed to achieve the Security element.
116	Economic Development (Commercial Services)	Building Services Income - maximise all internal sources of income and market services to public sector bodies.	50	40	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 £122,000 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. The saving is assumed achievable at this stage, although this will need to be carefully monitored throughout the remainder of the year.
120	Economic Development (Commercial Services)	Fees & Charges	53	53	53	0	This saving has been achieved in full.
121	Economic Development (Commercial Services)	Reduction in Agency (Sickness & General) & General Staffing Savings	324	286	292	32	The current projection shows that overall spend on Agency has significantly reduced, however a shortfall is still anticipated.
122	Resources	Energy	70	9	40	30	The saving has been applied to the utilities budgets across FM Buildings. A reduction in bills is anticipated across the estate through improved management and behaviour change (Carbon Reduction Strategy). The shortfall relates to the ReFit capital project. This has been delayed and so full year savings will be achieved from next financial year.
123	Economic Development (Commercial Services)	Vehicle Utilisation	400	29	160	240	Action is currently being taken towards realising this saving, but progress is slow and it is not anticipated that the saving will be achievable in full.
		Total - Economic Development (Commercial Services)	3,778	2,524	3,079	699	
		Grand Total - Economic Development	6,440	3,540	4,938	1,502	
124	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	569	569	0	Specific budgets have been identified where savings can be achieved. However, continued monitoring is required to ensure achievability is maintained.
125	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	56	75	75	Discussions required around commissioning of placements with other local authorities are ongoing, however no savings were identifiable before October 2016 and the achievability of the saving has been reduced accordingly.

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
126	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	50	50	50	Achievement of this proposal requires discussion and work with Children's Services to try and implement. Discussions have commenced and it has proved possible to reduce the number of out of authority placements to date.
127	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	144	192	488	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.
128	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	45	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.
129	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	22	127	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.
130	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.
131	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.
132	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	75	100	0	Specific budgets have been identified where savings can be achieved. However, continued monitoring is required to ensure achievability is maintained.
133	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	35	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, which has proved possible.
134	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	487	650	0	There have been some delays in the implementation of the 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.

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
135	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	225	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.
136	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.
137	Education & Lifelong Learning	Fees & Charges	39	29	39	0	Based on performance to date, 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.
138	Education & Lifelong Learning	Travel/Mileage	44	33	44	0	This saving will be achieved through increased use of pool cars across the directorate
139	Education & Lifelong Learning	Reduction in Agency (Sickness)	25	18	25	0	Potential reductions in agency spend have been identified, which should allow this saving to be achieved.
140	Education & Lifelong Learning	Reduction in Agency (General)	21	15	21	0	Potential reductions in agency spend have been identified, which should allow this saving to be achieved.
141	Education & Lifelong Learning	General Staffing	36	27	36	0	Options have been identified, which will enable this saving to be achieved.
142	Education & Lifelong Learning	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history	117	88	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	2,152	2,616	740	
143	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.
144	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.
145	Governance & Legal Services	Reduce level of directorate printing - a review of printing costs reflecting printing levels in the current year.	7	5	7	0	The directorate are currently committed to ensuring that this saving will be delivered.
146	Governance & Legal Services	Additional land charges income - additional income in land charges through a combination of increased demand and price.	41	20	41	0	The price increase did not come into effect until July, however, despite this, it is anticipated that the saving will be achieved in full.
147	Governance & Legal Services	Welsh translation new income source - via a proposed invest to save initiative.	24	0	0	24	Workload pressures as a result of income generating work taken on for neighbouring authorities has removed the capacity to effectively achieve this saving in the year to date. Although this saving is not being achieved to date as required by this proposal, the shortfall in year is being offset by income generated by work for other local authorities.
148	Governance & Legal Services	Fees & Charges	3	2	3	0	It is currently anticipated that it will be possible to achieve this saving in full.
149	Governance & Legal Services	Travel/Mileage	2	1	2	0	It is currently anticipated that it will be possible to achieve this saving in full.
150	Governance & Legal Services	Reduction in Agency (Sickness)	9	7	9	0	It is currently anticipated that it will be possible to achieve this saving in full.
151	Governance & Legal Services	Reduction in Agency (General)	6	4	6	0	It is currently anticipated that it will be possible to achieve this saving in full.
152	Governance & Legal Services	General Staffing	6	4	6	0	It is currently anticipated that it will be possible to achieve this saving 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
153	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	78	128	24	
154	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 redundancy.
155	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.
156	Resources	Projects and Technical Accountancy Additional Income - additional income in respect of activities in relation to major projects.	14	0	0	14	It is anticipated that this saving will not be achieved in 2016/17.
157	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	140	140	0	Two vacant posts have been deleted to achieve £86,000. A request will be submitted to request the draw down of £54,000 from the fraud detection reserve
158	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.
159	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	20	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.
160	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	15	15	0	This saving has been fully achieved.
161	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	38	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.
162	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	125	125	0	This saving has been achieved through charging directorates for work undertaken internally.
163	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.
164	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.
165	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.
166	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.

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
167	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.
168	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.
169	Resources	Reduction in spend on licences, network, telephony links, support and maintenance - this will include negotiations with suppliers and driving down costs.	111	83	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.
170	Resources	Alternate Delivery Models (ADMs) ICT implementation - income in relation to two posts to reflect transitional support provided to ADMs.	105	51	105	0	This saving is anticipated to be fully achieved. Costs will be recharged to the ADMs during the year.
171	Resources	Training budget savings - reduction in training budget.	5	5	5	0	This budget within Business Support has consistently underspent and therefore a £5,000 saving is fully achievable.
172	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.
173	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.
174	Resources	Streamlining business processes and income generation through delivering Information Governance responsibilities across Council services	82	82	82	0	This saving has now been fully achieved.
175	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.
176	Resources	Cardiff Works Income - securing additional income over existing budget.	29	22	29	0	This saving is anticipated to be fully achieved, as £80,000 above the external income target was achieved in 15/16.
177	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	45	60	0	The relevant organisations are aware of the reduction in funding and, therefore, this saving is achievable.
178	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	26	35	0	The budget has been reduced accordingly and current projections indicate that this saving will be fully achieved.
179	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. Whilst the balance of the saving has not been found permanently at this stage, it is mitigated in year by vacancy savings and will be considered as part of an overall service review.
180	Resources	Efficiencies within Communications & Media - reduction in campaign budgets.	77	58	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.
181	Resources	Fees & Charges	5	2	5	0	This saving is anticipated to be fully achieved.
182	Resources	Travel/Mileage	24	18	24	0	This saving is anticipated to be fully achieved.
183	Resources	Reduction in Agency (Sickness & General) & General Staffing Savings	84	70	84	0	The full saving will be achieved through a combination of reduced spend on agency plus general staffing savings (reduced hours, vacant posts).
184	Resources	General Staffing	4	0	4	0	This saving is anticipated to be fully achieved.
185	Resources	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history.	56	42	56	0	This saving is anticipated to be fully 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
		Total - Resources	1,760	1,400	1,616	144	
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	329	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 reflects 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 are evident in 2016/17. Although there is evidence of cost avoidance in this area, the overall increase in the number of looked after children in 2016/17 has led to increased pressure on placement budgets.
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	10	293	407	The process for the establishment of the ARC has been delayed due to issues with the building identified for the project. This has led to a significant shortfall in savings in 2016/17. The recruitment process for the ARC has however commenced and some support is now being provided from flexible settings. It is anticipated that savings will be generated in the remainder of the financial year, albeit, given the underlying growth in numbers, these are likely to be cost avoidance rather than cashable savings.
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	2	150	60	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 was initially low and hence reduced savings are anticipated from this initiative. Efforts are being made to increase the number of referrals. The position will continue to be monitored through the year.
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	406	484	16	A number of children, previously in expensive out of county placements, have been actively reviewed and stepped down to lower cost forms of care such as fostering or independent living. Significant savings have been achieved and there is currently only a small predicted shortfall projected. The process of review will continue and further returns from OOA may be identified later in the year.
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	60	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	433	716	284	This saving was predicated on a number of different re-commissioning opportunities and a number of these have already been realised. 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. Other commissioning opportunities are being explored.
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.

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
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	366	366	(266)	A number of reviews of high cost placements have been undertaken and the service has been successful in securing a significant increase in the level of continuing health care funding. It is predicted therefore that this proposal will significantly 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	0	200	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 2017/18.
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	A significant level of external legal advice is again being commissioned in 2016/17, with a number of high cost court cases placing additional pressure on the legal fee budgets. It unlikely that any saving will be achieved in this area 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	12	13	Travel costs in 2016/17 are remaining at 2015/16 levels so at this stage little saving is projected. The position will continue to be monitored to determine the impact of the re-location of staff and the adoption of agile working on transport related expenditure.
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	0	130	It is considered unlikely that any savings will be realised from central functions in 2016/17.
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	60	100	0	One post already identified for deletion and it is anticipated that the balance of the saving will be realised in the remainder of the year via the high level of vacancies.
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	125	250	0	A number of referrals have been signposted to alternative forms of care via the FPOC and other review processes. These processes are helping limit growth in overall service user numbers. This will, however, largely be a cost avoidance rather than cashable saving, as underlying growth in the number of care hours delivered to existing service users is putting severe pressure on commissioned domiciliary care budgets.
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	50	200	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	130	193	0	The service has seen a significant increase in ICF grant funding in 2016/17, aimed at intermediate care services such as reablement. This potentially reduces the level of commissioned care expenditure required post intervention. Whilst the additional funding has helped strengthen the reablement service, it has, through the creation of additional posts funded via the grant enabled a number of base funded vacancies to remain unfilled.
206	Social Services	Fees & Charges	26	20	26	0	General growth in income should lead to achieved saving.

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
207	Social Services	Travel/Mileage	194	10	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	40	40	201	Some evidence of reduced agency costs in comparison to 2015/16 mean that this saving has been part-achieved.
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	2,731	3,977	1,562	
		COUNCIL TOTAL	25,892	14,700	19,639	6,253	

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	188	188	108	The remaining saving is to be delivered through further voluntary severances and small scale staff restructures. The delivery plan indicates a shortfall in the current year but should be fully deliverable in 2017-18.
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	8	14	0	The saving is anticipated to be achieved through the sale of plants and, through various internal and external promotions, is on target 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 and the saving has been 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 January 2017 which should 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	21	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	41	85	0	The Radyr Weir Scheme is now complete and it is anticipated that income generated will result in achievement of this saving.
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	205	205	230	The transfer to the new operator took place on 1st December 2016. The saving of £205k reflects the benefit the Council will receive for the remainder of this financial year. This will leave a shortfall but this will be realised in the following year in line with the contract arrangements.
11	City Operations	Leisure Centres - reduced subsidy to be achieved through a combination of expenditure efficiencies and additional income generation.	340	102	238	307	307	(69)	Performance up to the transfer to the external provider shows an over achievement against the target.
12	City Operations	Cardiff International White Water - increase income.	30	0	30	22	30	0	The trend in income to date suggests that this saving will be achieved in full.
	City Operations	Total City Operations	2,472	1,179	1,293	857	982	311	

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
13	Communities Housing & Customer Services	Alarm Receiving Centre Income - additional income through the creation of an Alarm Receiving Centre	250	0	250	57	118	132	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 £118,000 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	33	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	206	284	132	
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	82	163	0	Savings of £82,000 have been achieved to date and reflect the transfer of two members of staff to City Operations and another who is no longer charged to Major Projects. 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 as and when scheme details become available.
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	44	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	189	296	120	
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.

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
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	446	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	81	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	37	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	22	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. The Education Directorate have offset the impact of this by finding savings in other areas of the budget.
	Education	Total Education	727	333	394	300	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	16	16	29	This saving is anticipated to be achieved due to additional income in respect of various training initiatives.
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	57	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

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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	16	16	0	This saving has been achieved through charges to directorates for work undertaken internally.
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 been identified which have fully achieved the remaining savings target.
	Resources	Total Resources	291	80	211	182	182	29	
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	0	0	60	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 however costs to date suggest that savings in this area will not 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	476	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 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 sufficiently enough 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	60	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	58	58	42	Savings of £58,000 have been realised in 2016/17 as a result of a service review in 2015/16, and new reviews in the current year, 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 has been 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	64	65	235	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. There is a possibility of additional external funding to offset this shortfall, however this has not yet been confirmed.
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	54	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 a 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	786	820	1,194	
			9,093	4,005	5,088	2,864	3,256	1,832	

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<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
CITY OPERATIONS													
Energy Projects and Sustainability													
Energy Retrofit of Buildings	0	0	0	0	100	100	100	0	0	0	0	0	0
Radyr Weir	0	0	0	0	341	341	341	0	0	0	0	0	0
Salix Energy Efficiency Loan Scheme (SEELS)	0	0	0	0	260	260	260	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	15	33	33	0	0	0	0	0	0
Total Energy Projects and Sustainability	0	56	(32)	0	716	740	740	0	0	0	0	0	0
Regulatory													
Regionalising Regulatory Services	83	216	0	0	0	299	230	0	0	0	(69)	0	(69)
Total Regulatory	83	216	0	0	0	299	230	0	0	0	(69)	0	(69)
Parks & Green Spaces													
Asset Renewal Buildings	104	0	0	0	0	104	104	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	36	0	0	0	(54)	0	(54)
Flood Risk Prevention	100	144	0	0	0	244	102	0	0	0	(142)	0	(142)
Pat Cefn Onn	30	0	0	0	0	30	20	0	0	0	(10)	0	(10)
30 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
Hywel 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	768	0	0	0	0	(556)	(556)
Total Parks & Green Spaces	1,788	1,082	(705)	0	432	2,597	1,835	0	0	0	(206)	(556)	(762)
Leisure													
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	2,280	170	0	0	0	0	170
Pentwyn Leisure Centre Accessibility (Dome)	0	165	0	(27)	0	138	138	0	0	0	0	0	0
Leisure Centres Alternative Service Delivery (Loan)	1,000	0	0	0	0	1,000	0	0	0	(1,000)	0	0	(1,000)
Leisure Centres Priority Works	0	531	0	0	0	531	531	0	0	0	0	0	0
Total Leisure	2,500	1,949	0	(27)	0	4,422	3,592	170	0	(1,000)	0	0	(830)
Bereavement & Registration Services													
Improvements funded by Bereavement reserve	140	0	0	0	(40)	100	100	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	(40)	120	120	0	0	0	0	0	0
Highway Maintenance													
Highway Reconstruction	750	0	0	0	0	750	400	0	0	0	(350)	0	(350)
Highway Resurfacing	1,350	86	0	641	281	2,358	2,358	0	0	0	0	0	0
Footpath Resurfacing	595	428	0	(535)	0	488	488	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	(106)	0	257	257	0	0	0	0	0	0
Street Lighting Energy Use Reduction (Invest to Save)	0	259	0	0	78	337	337	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	560	0	0	0	(361)	(1,304)	(1,665)
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	359	9,194	6,395)	0	0	(784)	(711)	(1,304)	(2,799)
<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	586	0	0	0	(274)	0	(274)
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 Cycle Route	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	0	0	0	0	595	595	595)	0	0	0	0	0	0
Moving Offences Enforcement	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	0	0	0	0	(340)	0	(340)
STP schemes	703	31	(31)	0	0	703	551	0	0	0	0	(152)	(152)
Total Traffic & Transportation	6,121	1,954	(1,554)	0	3,167	9,688	8,922 #	0	0	0	(614)	(152)	(766)
<u>Strategic Planning</u>													
S106 schemes	133	93	(93)	0	0	133	14	0	0	0	0	(119)	(119)
Total Strategic Planning	133	93	(93)	0	0	133	14)	0	0	0	0	(119)	(119)
<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	16,287	9,884	(3,235)	(27)	4,630	27,539	22,194 #	170	0	(1,784)	(1,600)	(2,131)	(5,345)
<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	255	100	1,976	1,976	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	150	0	0	0	(750)	0	(750)
Llanishen Hub	490	0	0	0	0	490	90)	0	0	0	(400)	0	(400)
Llandaff North & Gabalfa Hub	888	0	0	(222)	255	921	921	0	0	0	0	0	0
Llanedeyrn Hub	1,129	89	0	194	0	1,412	1,112	0	0	0	(300)	0	(300)
Fairwater Hub	90	0	0	0	0	90	90	0	0	0	0	0	0
Total Citizen Hubs	5,227	260	0	27	395	5,909	4,459)	0	0	0	(1,450)	0	(1,450)
<u>Neighbourhood Regeneration</u>													
Neighbourhood Renewal schemes	595	390	0	0	0	985	685	0	0	0	(300)	0	(300)
Local Shopping Centre Regeneration	360	(59)	0	0	0	301	101	0	0	0	(200)	0	(200)
Vibrant & Viable Places Grant - Local Shopping Centre Regeneration	138	0	0	0	200	338	338	0	0	0	0	0	0
Maelfa Centre Regeneration	100	341	0	0	0	441	600	0	0	0	159	0	159
Alleygating	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	200	2,350	1,880)	0	0	0	(341)	(129)	(470)

<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
Libraries													
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
Housing (General Fund)													
Disabled Facilities Service	4,970	(65)	0	0	0	4,905	4,105	0	0	0	(800)	0	(800)
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	214	0	0	0	(190)	0	(190)
Total Housing	5,250	59	0	0	498	5,807	4,817	0	0	0	(990)	0	(990)
TOTAL Communities, Housing & Customer Services	11,982	1,002	(26)	27	1,087	14,072	11,162	0	0	0	(2,781)	(129)	(2,910)
ECONOMIC DEVELOPMENT													
Business & Investment													
Urban Broadband	0	0	0	0	191	191	191	0	0	0	0	0	0
Cardiff Capital Fund	0	0	0	0	77	77	77	0	0	0	0	0	0
Council/S4C Investment Fund	0	150	0	0	0	150	100	0	0	0	(50)	0	(50)
Cardiff Social Innovation fund	0	48	0	0	0	48	34	0	0	0	(14)	0	(14)
Total Business & Investment	0	198	0	0	268	466	402	0	0	0	(64)	0	(64)
City Development and Major Projects													
Dumballs Road Regeneration	0	0	0	0	0	0	12,500	0	0	12,500	0	0	12,500
Cardiff Enterprise Zone	0	163	0	0	0	163	163	0	0	0	0	0	0
ISV Waste Removal	600	0	0	55	0	655	655	0	0	0	0	0	0
ISV Temporary Car Park	200	0	0	(55)	0	145	63	0	0	0	0	(82)	(82)
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	15,031	0	0	12,500	(1,000)	(464)	11,036
Commercial Services													
New HWRC Lamby Way	0	1,545	0	0	696	2,241	2,241	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	501	0	0	0	0	501	501	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	796	1,558	0	0	696	3,050	3,050	0	0	0	0	0	0
Venues & Cultural Facilities													
Asset Renewal Venues	561	0	0	0	0	561	561	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	0	0	0	0	(328)	0	(328)
Total Venues & Cultural Facilities	561	623	0	0	0	1,184	856	0	0	0	(328)	0	(328)
Property & Asset Management													

<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
Office Accommodation Rationalisation	681	338	0	0	0	1,019	1,019	0	0	0	0	0	0
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	81	0	0	0	0	81	81	0	0	0	0	0	0
Total Property and Asset Management	762	430	0	0	273	1,465	1,415	0	0	0	(50)	0	(50)
TOTAL ECONOMIC DEVELOPMENT	5,801	3,222	(250)	150	1,237	10,160	20,754	0	0	12,500	(1,442)	(464)	10,594
EDUCATION & LIFELONG LEARNING													
Schools - General													
Planning & Development													
Asset Renewal Buildings	2,910	272	0	250	1,315	4,747	4,747	0	0	0	0	0	0
Suitability and Sufficiency	1,000	171	0	(120)	0	1,051	1,051	0	0	0	0	0	0
Early Years - Flying Start	0	51	0	0	617	668	617	0	(51)	0	0	0	(51)
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	130	1,932	8,466	7,415	0	(51)	0	(1,000)	0	(1,051)
Other schemes													
Schools Challenge Cymru	0	35	0	0	49	84	84	0	0	0	0	0	0
Castonian SRB	0	0	0	120	226	346	346	0	0	0	0	0	0
Deri Nursery Kitchen	410	0	0	0	90	500	500	0	0	0	0	0	0
Total Other schemes	410	35	0	120	365	930	930	0	0	0	0	0	0
Total Schools	6,320	529	0	250	2,297	9,396	8,345	0	(51)	0	(1,000)	0	(1,051)
Schools Organisation Planning													
21st Century Schools	39,186	18,234	(19,291)	0	0	38,129	23,086	0	(12)	(10,931)	0	(4,100)	(15,043)
Total Schools Organisation Planning	39,186	18,234	(19,291)	0	0	38,129	23,086	0	(12)	(10,931)	0	(4,100)	(15,043)
TOTAL EDUCATION & LIFELONG LEARNING	45,506	18,763	(19,291)	250	2,297	47,525	31,431	0	(63)	(10,931)	(1,000)	(4,100)	(16,094)
RESOURCES													
Technology													
Modernising IT to improve Business Processes	1,670	776	0	0	0	2,446	779	0	0	0	(1,667)	0	(1,667)
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	1,163	0	0	0	(1,667)	0	(1,667)
Corporate													
Contingency	250	0	0	(250)	0	0	0	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)	(350)	0	0	0	0	0	0	0	0
Total Corporate	750	0	0	(400)	(350)	0	0	0	0	0	0	0	0
TOTAL RESOURCES	2,820	760	0	(400)	(350)	2,830	1,163	0	0	0	(1,667)	0	(1,667)
SOCIAL SERVICES													
Adult Services													
Day Centre Opportunities	140	0	0	0	185	325	200	0	0	0	(125)	0	(125)

<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
ICF Respite	0	0	0	0	250	250	150	0	(100)	0	0	0	(100)
Total Adult Services		0	0	0	435	575	350	0	(100)	0	(125)	0	(225)
Childrens Services													
Childrens Social Services Asset Renewal	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL SOCIAL SERVICES	0	0	0	0	435	575	350	0	(100)	0	(125)	0	(225)
TOTAL GENERAL FUND	82,396	33,631	(22,802)	0	9,336	102,701	87,054	170	(163)	(215)	(8,615)	(6,824)	(15,647)
PUBLIC HOUSING (HRA)													
Housing Development	2,500	0	0	0	0	2,500	2,050	0	0	0	(450)	0	(450)
Estate Regeneration and Stock Remodelling	3,500	0	0	(200)	1,120	4,420	3,725	0	0	0	(695)	0	(695)
External and Internal improvements to buildings	13,150	0	0	250	(1,840)	11,560	10,760	0	0	0	(800)	0	(800)
Disabled Facilities Service	1,800	0	0	200	500	2,500	2,500	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	130	2,530	1,580	0	0	0	(950)	0	(950)
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	25,655	0	0	0	(10)	25,645	22,750	0	0	0	(2,895)	0	(2,895)
TOTAL	108,051	33,631	(22,802)	0	9,326	128,346	109,804	170	(163)	(215)	(11,510)	(6,824)	(18,542)

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**CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD**



CABINET MEETING: 16 FEBRUARY 2017

BUDGET PROPOSALS 2017/18

REPORT OF CORPORATE DIRECTOR RESOURCES

AGENDA ITEM: 6

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

Appendix 12(d) is exempt from publication because it contains information of the kind described in paragraphs 14 and 21 of parts 4 and 5 of Schedule 12A to the Local Government Act 1972

Reason for this Report

To enable the Cabinet to:

1. Having considered and reflected on the responses to all aspects of the consultation, submit to Council their proposal for the estimates of expenditure and income in order to set the Council Tax in accordance with the Local Government Finance Act 1992.
2. Recommend to Council the strategy and plan for the control of the Authority's borrowing and investments for the year 2017/18 (the Annual Treasury Management Strategy).
3. Recognise the financial challenges facing the Council, as set out in the Medium Term Financial Plan, and note the opportunities for savings.
4. Recognise the work undertaken to raise awareness of, and ensure the financial resilience of the Council.
5. Recommend to Council the Prudential Code, capital expenditure and treasury indicators for 2017/18-2019/20 and the Council's Minimum Revenue Provision Policy for 2017/18.
6. Set the rent levels for Housing Revenue Account properties, service charges and management fees for leaseholders for 2017/18.

7. Agree the rates of fees and charges for Council services for 2017/18.
8. Approve the Supporting People Spending Plan for 2017/18.

Structure of the Report

9. The Council's Budget Report needs to provide sufficient assurance that a balanced budget and affordable capital programme has been set and that robust advice has been given and considered in respect of the adequacy of reserves and ongoing financial resilience. It also needs to set out the Council's financial strategy over the medium term.
10. The following table summarises the location of key sections of the report. The implications to the report, and in particular, the statement made by the Section 151 Officer contained within the financial implications should be noted.

Budget Report Section	From Para No	Detail included within section
Background	11	Budget context, Corporate Plan, Sustainable Development Principle and Organisational Development
Consultation & Engagement	30	Public Consultation, Scrutiny Committees and other stakeholders
Revenue Budget	38	Welsh Government Settlement, Cardiff's Resources required and available
Financial Standing, Risks and financial resilience	53	Financial standing, risks, financial resilience and reserves
Service Implications of budget	81	Directorate analyses, amendments post consultation, council-wide proposals
Other service matters	154	Supporting People Programme Grant Spending Plan
Medium Term Financial Plan & Strategy	166	Overview of plan, Future Outlook, assumptions, sensitivity analysis
Council response to the MTFP	212	Updated budget gap, planning assumptions, savings opportunities
Cardiff Capital Region City Deal	219	Update
Housing Revenue Account	224	Budget breakdown, rent setting, service charges
School Organisation Plan	239	Progress update, investment programme, use of reserve
Civil Parking Enforcement	258	Income, expenditure and use of reserves
Harbour Authority	270	Income, expenditure and grant arrangements
Capital	284	Programme, pressures, resources and prudential indicators
Treasury Management	339	Strategy, borrowing and investment policies, prudential indicators
Implications	407	HR, Legal & Financial Implications

Background

11. With reducing funding and increasing demand for services, councils must be clear about their priorities. The City of Cardiff Council's priorities and vision for the city are encapsulated in its Corporate Plan and the Liveable City Report. As the Council's key strategic financial document, the Budget and associated Medium Term Financial Plan will provide the resources to finance these plans where appropriate.
12. Cabinet and Council will consider the 2017/18 Corporate Plan in February 2017, as part of the same agenda as this Budget. The plan confirms Council priorities as:
 - Better education and skills for all
 - Supporting vulnerable people
 - An economy that benefits all our citizens
 - Working together to transform services
13. The strategic direction encapsulated in the above documents will be taken forward by directorates via their Delivery Plans which will continue to provide an important link between the Corporate Plan, the Budget, the "business as usual" work of directorates and the objectives set for individual employees.
14. Appendix 1(a) identifies how the 2017/18 Budget aligns with the Corporate Plan priorities identified above and the Council's core values of Open, Fair, Together. Key linkages include:-
 - significant continued investment in schools
 - significant investment in social services including resources for 68 additional posts
 - support for Cardiff Capital Region City Deal (CCRCDD) and in Central Square
 - savings that aim to avoid cuts where possible by adopting a more commercial approach, by working with others and challenging internal processes
 - a two stage consultation process.
15. In setting the budget and Medium Term Financial Plan, it is important to recognise that financial decisions and budget assumptions set now, may continue to have an impact well beyond the life of the current Medium Term Financial Plan (MTFP). The Well-being of Future Generations (Wales) Act 2015 (Future Generations Act) requires all public bodies to act in accordance with the Sustainable Development Principle (SDP) by ensuring that they meet the needs of the present without compromising the ability of future generations to meet their own needs.
16. Considering longer term impacts is a proper part of robust and accountable financial planning. Over recent years, with resources under significant strain, the need to understand how key decisions, policies and assumptions will affect the longer term has become more acute. Key technical features of the

budget process which balance the impact of decisions now with their impact on future generations include:

- ensuring the long-term affordability of the capital programme through consideration and regular review of prudential indicators together with the Council's local affordability indicators
 - ensuring that debt repayment periods are set at levels that avoid "mortgaging" future generations in a way that would limit their ability to take forward their own capital investment
 - modelling a future budgetary outlook to understand what the Council's budget will look like in the future if current policies and assumptions are retained for an extended timeframe.
 - identifying current and future risks and assessing the Council's financial position and performance, in order to evaluate the Council's ongoing financial resilience
 - weighing up the fact that budgetary opportunities foregone in one year, for example, income generation or price increases, will be lost not only in that year, but for each year thereafter, with significant cumulative impact over an extended period.
17. The Council has faced an unprecedented challenge over recent years, having identified £213 million savings over the 10 year period 2008/09 - 2017/18, with an estimated further budget reduction required over the medium term. Clearly, such financially challenging times have, and will continue to necessitate, significant levels of savings. In these circumstances, the responsibility of considering the impact of budgetary decisions on future generations becomes more challenging than in periods of economic growth.
18. Despite these difficulties, over this extended period, the Council has aimed to "future-proof" services for Cardiff wherever possible, preserving key services for future generations, albeit in some instances delivered in a different way. Whilst savings on an extremely significant scale have been inevitable, the Council has sought to collaborate with others to identify alternative delivery models to avoid services cuts, with examples including the ongoing savings identified from the Shared Regulatory Service and the newly implemented arrangements for Leisure Services. Within the 2017/18 proposals there is a focus on becoming more commercial in order to enable services to reduce their reliance on Council subsidy, an approach that has garnered support through the consultation process. The Council also continues to review and challenge internal processes, maximising the use of technology and securing value on contracts in order to protect front-line services as much as possible. Finally, many of the savings within Social Services, an area under extreme demand and price pressure, focus on early intervention and prevention with the dual benefits of reducing cost and improving outcomes.
19. As touched upon above, there is close alignment between the Council's budget, its core priorities and values. The Liveable City Report has been developed with public service partners to help identify collective objectives for improving the well-being of the citizens of Cardiff. It also acts as a summary of the City's Well-being Assessment. The report looks at Cardiff today and

Cardiff tomorrow, setting out the seven outcomes that matter most to the people of Cardiff. These outcomes, set out below, are closely aligned to the national ambitions for Wales' wellbeing as defined in the Future Generations Act. Appendix 1(b) sets out how the 2017/18 Budget provides support for the Liveable City vision and how it encompasses the five ways of working at the heart of the Act.

Liveable City Outcomes	Wales Well-being Aims
Cardiff is a great place to live, work and play	A Wales of vibrant culture and thriving Welsh Language
Cardiff has a thriving and prosperous economy	A prosperous Wales
People in Cardiff are safe and feel safe	A Wales of cohesive communities
People in Cardiff are healthy	A healthier Wales
People in Cardiff achieve their full potential	A prosperous Wales
People in Cardiff have a clean, attractive and sustainable environment	A resilient Wales
Cardiff is a fair, just and inclusive society	A more equal Wales
As the City grows, the Council will ensure a balanced and inclusive approach to city development and the delivery of services	A globally responsible Wales

20. The Council recognises that cities are the centre of economic activity and social change. Therefore whilst working within severe financial constraints on resources, the Council continues to progress initiatives to develop the City and the region. In January 2017, Cabinet and Council approved a report on the CCRCD setting out how the Council will work with nine other local authorities, who have signed up to the arrangement to work together to ensure the £1.2 billion deal delivers for the region. The report shows how the local authorities involved will work together to bring additional jobs and improved transport links to the region. Further information on the CCRCD is included later in the report. In addition, the Great Western Cities initiative will continue to review opportunities for Cardiff, Newport and Bristol to work together in key areas such as connectivity, inward investment and sustainable energy.
21. The three year Organisational Development Programme (ODP) was established in May 2014 and supports the Council and directorates in managing change, implementing new ways of working and alternative delivery models and in achieving budget savings arising from the Council's budget process. The ODP has two principal portfolios of work – Enabling & Commissioning Services and Reshaping Services. The Council's Senior Management Team oversees the delivery of the ODP and tracks the progress

of each project. The Programme is continually reviewed and refreshed with progress reports and updates on the Programme provided to Cabinet an Scrutiny. As part of this process, a review undertaken in May 2016 resulted in a renewed focus on Commercialisation and Performance & Governance.

22. The ODP is a key element in the Council's arrangements for performance and governance with the Wales Audit Office in their Corporate Assessment in 2014 and follow on report in 2016 noting that '*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 outcomes.*' The ODP is also an essential enabler for improving the Council's financial resilience and releasing budget savings and has supported directorates with a range of initiatives and budget savings in 2016/17 including office rationalisation, the transfer of leisure centres, agile working and a range of commissioning and other initiatives in Social Services. Altogether the ODP has directly supported budget savings to the value of £8.4 million in 2016/17 with early engagement taking place with directorates in relation to supporting further initiatives and budget savings in 2017/18. A review of the success of the three year programme will shortly be undertaken in order to determine the next phase of work as the Council continues to align itself to a smaller, sustainable financial base.
23. Cabinet received the Budget Strategy report for 2017/18 in July 2016 that outlined the ongoing severity of the financial challenge facing the Council. It identified the anticipated budget reduction requirement over the medium term resulting from a combination of financial pressures and the expectation of further challenging funding settlements from Welsh Government (WG). The Report set the direction of travel for addressing the level of savings required, building upon a medium term savings framework that was developed as part of the 2016/17 Budget Strategy. The MTFP has been updated to take account of most recent price information and emerging financial pressures and is covered in detail later in the report. The proposed financial strategy for the medium term has also been updated, and will undergo further review during the spring, as part of a detailed refresh and roll-forward of the medium term savings framework.
24. Given the significant level of savings required in 2017/18 following the unprecedented levels in recent years, it is extremely important that proposals are robust, deliverable and effectively planned. Work has been ongoing throughout the year, to progressively challenge the budget proposals put forward by directorates to give Council confidence that all savings:
 - included within directorate proposals are owned by the relevant director
 - have been properly evaluated for residual and achievability risk
 - have been subjected to a robust equality impact assessment where relevant
 - include wherever possible the full-time equivalent employee implications of the saving proposal

- identify cross directorate opportunities or risks that have been discussed by all relevant senior officers and Cabinet members
 - demonstrate transparency to ensure clarity at scrutiny committees and with other stakeholders.
25. The Budget Strategy Report also considered the approach to the development of the Capital Programme, as this is an integral part of the Council’s budget. As the level of support provided by the WG barely meets current annual capital expenditure commitments, undertaking new schemes means that the Council has to increase its borrowing.
26. Accordingly, the Council continues to undertake unsupported borrowing as part of the Capital Programme. In the absence of additional capital funding, additional borrowing will eventually need to be paid for by revenue savings, revenue income or Council Tax and Housing Rents. Affordability indicators are prepared in relation to the Council’s borrowing and the Section 151 Officer must consider whether the amounts contained are prudent and affordable. As set out by the Section 151 Officer in previous budget proposals:
- “Within this climate of reducing revenue resources, all action necessary must be taken to reduce both initial capital expenditure and the subsequent need to borrow.”*
27. Whilst additional borrowing may solve a short-term problem, borrowing has long-term financial implications, and must be affordable both now, as well as many years into the future. Set against the demand for these capital resources and the current economic climate difficult choices are required which may include:
- determining whether a greater share of the Council’s future revenue budget will need to be set aside to meet capital investment
 - securing better value and outcomes
 - ensuring capital investment is not used as a short term substitute for reducing revenue budgets
 - undertaking only priority, strategic and long term schemes.
28. Against this backdrop, the condition of the Council’s assets is of concern as evidenced by increasing maintenance backlogs. The development of the Capital Programme has included a review of current commitments and robust consideration of new amounts approved for 2017/18. This was alongside the acknowledgement that key strategic schemes will need to be funded additionally in the medium term and significant existing commitments are assumed to be funded by earmarked capital receipts, which is in itself a significant risk. It will be important for the Council to relentlessly progress the recently approved strategies for Operational and Non-Operational Property assets to ensure a smaller, but fit for purpose property estate.
29. Later sections of this report review the Council’s financial position across the life of the MTFP and identify both the challenges ahead and the material nature of the actions required. Council-wide solutions across this time frame

will need to be holistic and consider both revenue and capital spend. Therefore whilst approving the Capital Programme for the period up until 2021/22 Cabinet should be aware that the later years of the Programme, together with any new material commitments in respect of these later years, will be subject to an ongoing review of the Council's financial standing and resilience.

Consultation and Engagement

30. The Council places high regard on being open and transparent about the difficult choices it faces and wants to provide an opportunity for people to have their say on what is important to them and their communities. The Council's co-operative values focus on fairness, openness and working together. Greater consultation, engagement and joint working with citizens are at the heart of these values.
31. Consultation on the 2017/18 budget began as part of the Ask Cardiff Survey during the summer. This consulted on a number of budget themes and received 4,024 responses. This paved the way for a more detailed budget consultation, which took place between 10 November 2016 and 16 December 2016. This consultation took three forms:
 - **City-wide public consultation** - on proposals which affect all citizens
 - **Service-specific consultation** - with identified service users/groups or organisations
 - **Internal Council consultation** - these elements relate to internal changes within the Council including back office efficiencies, staff changes and process improvements
32. The city-wide questionnaire contained 40 individual questions that covered a range of topics including austerity, commercialism, use of Council buildings, involving and empowering communities, going digital, providing care and support services locally and increasing fees and charges. The consultation was available through a number of mechanisms to ensure that it was as accessible as possible:

Engagement mechanisms	
Online	<ul style="list-style-type: none"> • Consultation information and questionnaire made available online via the Council's dedicated budget pages www.cardiff.gov.uk/budget as well as on the websites www.cardiffdebate.co.uk and www.askcardiff.com • Facebook Boosts to increase the visibility of the promotion • Opportunity for people to email comments via budget@cardiff.gov.uk • Regular promotion throughout the consultation period through social media via @cardiffcouncil @cardiffdebate and using #cdfbudget • Consultation was promoted via email to members of the Cardiff Citizens' Panel and Library Card Holders (53,281 unique email addresses) • Consultation promoted via email to stakeholders including partner organisations, MPs and AMs, Neighbourhood Partnerships and community group leaders • Communicated to approximately 6,000 staff within the City of Cardiff Council via Your News.
Hard copy	<ul style="list-style-type: none"> • 3,000 hard copies distributed through libraries, leisure centres and hubs • Direct mail of 3,000 surveys to households across the City with a boosted sample amongst those areas with a traditionally lower response namely Cardiff East & City and Cardiff South neighbourhood partnership areas.
Community Engagement Events	<ul style="list-style-type: none"> • Eighteen Community Engagement events held across the City at locations including libraries and supermarkets as well as direct engagement with specific groups who are less frequently heard i.e. learning disability groups, BME women.

33. The second stage consultation received 2,520 completed electronic/postal surveys. Responses reflected strong support for a number of budget features including:-

- Protection of schools with 63% of respondents of the view that the Council should protect schools from the financial challenges faced by the rest of the Council. This view is reflected in the 2017/18 budget which includes significant net growth for schools.
- Around 75% of respondents agreed that the Council should aim to be more commercial. As set out later in this report, budget savings for 2017/18 include a strong emphasis on commercialism and income generation, with a significant level of savings proposals falling within this category.

- Specific income generation initiatives that form part of the 2017/18 budget. These include sale of bedding plants and increases to registration fees and to the price of a school meal. In finalising the budget, specific comments received in relation to bereavement fees have been taken into account and no fee will be charged for child burials and cremations (0-16 years old inclusive) from 2017/18 onwards.
 - Significant support for early intervention and enabling and encouraging people to live independently and providing services at a local level. This is in keeping with a number of 2017/18 budget proposals that have a focus on prevention, early intervention or locality working.
 - As part of face-to-face voting activity in which 200 people gave views on where they would like to see more money spent in future, expenditure on pot-holes came out as a clear priority. In recognition of this, in finalising the use of the Council's financial resilience mechanism for 2017/18, significant investment has been included for highways improvement.
34. In addition to the points above, the consultation captured valuable information that will inform and assist future community involvement and engagement activity. In particular, respondents provided their view on the activities they would like to see in Hubs, along with the times and ways in which they would prefer to engage on community issues. During the consultation, 441 people provided contact details to the Council, indicating they would be happy to be contacted about potential volunteer opportunities. The Council will contact these individuals with information regarding the volunteering portal following its launch early in 2017/18. The findings of the consultation on the City of Cardiff Council's 2017/18 budget proposals are set out in detail in Appendix 2 (a) and are accessible on the Council's website.
35. In addition, as part of regular budget preparation, consultation has taken place through:-
- **Scrutiny Committees** – both overall briefings and consideration of the detailed proposal took place in February 2017. Responses received in respect of the Scrutiny deliberations will be tabled and considered as part of the Cabinet meeting.
 - **Trade Unions** – consultation has taken place with the trade unions and any comments will be considered in advance of the Cabinet meeting
 - **Employees** – consultation has taken place both generally through staff meetings and particularly with employees impacted by individual savings proposals.
 - **Schools Budget Forum** – following a number of briefings over the budget formulation period, the Forum met on 16 November 2016 to consider Cabinet's budget proposals as it affected their remit. Appendix 2 includes their response.
 - **Audit Committee** – at its meeting on 24 January 2017, the Audit Committee considered the Treasury Management Strategy as part of

their scrutiny function. The relevant parts of this report reflect their comments.

Issues

36. It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. This Budget Report will set out in detail the financial issues facing the City of Cardiff Council and will outline the setting of the 2017/18 revenue budget within the context of the medium term and the ongoing financially challenging outlook. It will set out the Capital Programme and the Council's choices in respect of additional borrowing given the increasing difficulty in affording capital charges within pressurised revenue budgets. It will also consider the Council's overall financial standing in respect of risks, reserves and resilience. The extended period of financially challenging conditions requires a composite response to complex services and their shape for future generations, including reshaping realignment and as a last resort, removal.
37. The following sections of the report provide an update on the current year, set out the impact of the WG Financial Settlement and then develop the components of the proposed budget for 2017/18.

Revenue Budget

The 2017/18 Settlement

38. The Cabinet Secretary for Finance and Local Government announced the Final Local Government Revenue and Capital Settlement for 2017/18 in December 2016. This followed publication of the Provisional Settlement in October 2016 and took into account responses received during the consultation period. The main points to note from the Settlement at an All Wales level are:
 - a range of change in Aggregate External Finance (AEF) of between - 0.5% and +1.1% with an average of +0.2%
 - the provision of top-up funding to ensure that no authority received a settlement decrease of more than 0.5%. This funding is additional to the overall settlement and does not have a negative redistributive impact on other authorities
 - no protection for schools' budgets for 2017/18
 - no indication of future year settlement figures
 - the transfer into AEF of four specific grants in relation to Delivering Transformation, Deprivation of Liberty, Food Hygiene Rating and Blue Badge funding and the transfer out of one responsibility in relation to Education Workforce Council teachers' registration fees
 - the inclusion, within the AEF envelope, of three new responsibilities relating to care cap increases for social services, homelessness prevention and war-disablement pension disregard

- the announcement of £10 million funding at an All Wales level outside of AEF to support the impact of the National Living Wage (NLW) as part of the cost of care
 - the announcement of £10 million funding at an All Wales level outside of AEF to support Non-Domestic Rate (NDR) Relief.
39. The position for Cardiff is a funding increase of 0.5% which equates to additional cash of £2.3 million compared with 2016/17. However, the actual increase in spending power for Cardiff reduces to £294,000 once new responsibilities and other differentiating year on year factors are taken into account.
40. The settlement included information on specific grants at the All Wales level amounting to £645.876 million, although this is not a final list and details are still indicative in some areas. The list supplied amalgamates several grants into individual spending lines, which removes a degree of visibility when comparing year on year information. Appendix 3 lists grants for which information is currently available at an All Wales level. At the individual authority level, the position is less clear with very little information currently available for Cardiff. Once known, the specific grants will be available to the relevant directorates subject to the relevant terms and conditions. As WG have yet to declare a significant number of grant allocations there is a risk of further announcements resulting in a lower level of funding than expected.

Resources Available

41. The resources available to the Council in funding the budget include non-hypothecated revenue funding from WG, Council Tax and use of reserves. The non-hypothecated resources available from WG through the Final Settlement comprise Revenue Support Grant (RSG) and Re-distributed NDR, collectively known as AEF. For 2017/18, Cardiff's AEF figure is £428.217 million.
42. The report to Cabinet in December 2016 in respect of the Council Tax Base anticipated an increase in the number of Band D equivalent properties by the end of March 2018. Whilst ultimate collection rates have improved annually over recent years, as part of that report, it was considered prudent to retain the current collection rate of 98.5% for 2017/18 due to the potential impact of welfare changes and uncertainty regarding the economy and inflation. The change in the Council Tax base results in increased resources of £1.9 million for 2017/18.
43. Since 2013/14, funding for the Council Tax Reduction Scheme (CTRS) is via the settlement, with the present arrangement that WG provides funding for an estimated 100% of the liability. Settlement funding does not take account of the impact of any increase in the rate of Council Tax nor does it take into account any change in the number of claimants. The Council will need to continue to manage both these factors during 2017/18.

44. The July 2016 Budget Strategy Report included an assumption that £1.5 million would be available to support the budget through drawdown from reserves in 2017/18. The Appendix on Earmarked Reserves sets out further detail of this draw down. Further information regarding current and future levels of reserves and balances is included in the section on Financial Standing, Risks and Financial Resilience.
45. The following table summarises the total resources available to finance the budget before any increase in the rate of Council Tax.

Total Resources Available	£000
Resources from WG	428,217
Council Tax (at nil increase)	151,655
Use of reserves to support the budget	1,500
Total Resources Available	581,372

Resources Required

46. The following table summarises the resources required to cover base expenditure, commitments and budget realignments. Appendix 4 contains a more detailed version of this table, including the total amount of savings required.

Total Resources Required	£000
2016/17 adjusted base budget (after transfers)	578,846
New Responsibilities (per settlement)	1,278
Employees (pay awards, increments, NI etc.)	2,916
Demographic pressures	4,610
Commitments	840
Directorate expenditure and income realignments (net)	2,699
Special inflation	2,507
Schools non-pupil number growth (net)	4,565
Total Resources Required	598,261

Funding Gap

47. Comparing the resources available to the Council (with no increase in the rate of Council Tax) with the resources required results in the following shortfall.

Funding Gap	£000
Resources required	598,261
Resources available	581,372
Shortfall before savings and new pressures	16,889

48. In preparing this budget proposal, the Cabinet has been aware of the need to balance Corporate Plan priorities and service requirements with the impact on Council Tax payers. The responses to the consultation, as described elsewhere in this report have been instrumental in informing Cabinet's view on the final shape of the budget. The Cabinet together with the Council's Senior Management Team have considered carefully the need to provide for new financial pressures alongside savings options proposed by directorates. A list of pressures included within the budget is set out in Appendix 5.
49. Total savings included within this budget amount to £17.007 million which equates to 5% of the non-schools' cash limit. Appendix 6 contains a detailed savings schedule. Whilst schools have not been required to make savings as part of the 2017/18 budget, they have contributed toward the cost of the anticipated financial pressures for 2017/18. The position in respect of schools is set out later in this report within the service implications section for Education & Lifelong Learning.
50. The following table identifies that the amount to be raised from additional Council Tax in 2017/18 is £4.520 million after allowing for the adjustment in respect of CTRS amounting to £1.092 million. This will result in a Council Tax increase of 3.7%.

Budget Shortfall	£000
Shortfall before directorate pressures and savings	16,889
New directorate pressures	4,638
Sub total	21,527
Less	
Total Savings	(17,007)
Net amount to be raised from additional Council Tax	4,520

51. The net additional increase in Council Tax and the savings identified in the above table account for two of four components that the Council identified as part of its 2017/18 Budget Strategy. The other two components, a 30% cap on schools non-pupil number-growth and use of earmarked reserves have already been accounted for within the calculations of the Resources Required and the Resources Available for 2017/18. The table below sets out in full, the four components of the 2017/18 Budget Strategy along with their respective contributions to balancing this budget.

	£000
30% cap on schools growth (non-pupil number)	1,853
Use of Earmarked Reserves	1,500
Savings	17,007
Council Tax at 3.7% (net)	4,520
TOTAL	24,880

52. The 30% cap on schools growth has only been applied to non-demographic growth whilst growth attributable to increasing pupil numbers has been fully provided. An analysis of the £1.5 million draw down from earmarked reserves is identified in Appendix 12 and further details in respect of the savings are included in the section on Service Implications of the Revenue Budget.

Financial Standing, Risks and Financial Resilience

53. In considering the Council's budget proposals, members must have regard to the financial standing of the Council and the impact of their budget decisions on services, citizens, customers and communities. In order to achieve a balanced budget, the Council has identified £213 million of savings over the 10 year period 2008/09 – 2017/18 and is predicting a budget gap of £80.9 million over the next three years. In such a financially challenging situation, the significance of reviewing the financial standing, risks and financial resilience of the Council cannot be under estimated.
54. As part of this process the Council's Section 151 Officer has, as the Responsible Finance Officer (RFO), a number of statutory duties including under Section 25 of the Local Government and Finance Act 2003, a responsibility to report to members on the budget including the adequacy of reserves.
55. To report on these matters, the Council's Section 151 Officer has to have regard to the Council's overall financial context as the backdrop against which the budget and adequacy of the reserves are considered. The Reserves and Balances Protocol, as considered by Audit Committee in November 2016, sets out the factors that inform this assessment which include:
- financial resilience and financial standing
 - affordability risks to current and future capital and revenue expenditure plans
 - the Council's track record in budget and financial management including robustness of medium term plans
 - the capacity to manage in-year budget pressures, and strategy for managing both demand and service delivery in the longer term consistent with the MTFP.

- the strength of the financial information and reporting arrangements. The authority should also be in a position to activate contingency plans should the reporting arrangements identify that planned savings or gains will either not be achieved or be delayed
 - the adequacy of the Council's insurance arrangements to cover major unforeseen risks
 - the general financial climate
 - the extent to which reserves are being used to pay for recurrent expenditure
 - professional judgement.
56. Ongoing evaluation of financial resilience is an integral part of the budget process, and includes regular review of the snapshot of the Council's financial position and benchmarking with other authorities facing similar financial challenges. The information gathered as part of this work plays a vital role in informing future decisions surrounding the MTFP and the adequacy of resources. The outlook over the medium term remains a matter of concern and the MTFP section of this Report details the challenges in respect of ongoing financial austerity, increasing financial pressures and the difficulty of setting and realising year on year budget savings.
57. The paragraphs within the following pages set out the Council's financial position. They outline the work undertaken during the past year to provide further assurance in respect of the budget setting process and the Council's reserves, together with the context in which this work has taken place.
58. The Month 9 Budget Monitoring Report identifies a balanced position against the overall budget. Within the balanced position, there is a projected overspend of £7.032 million in relation to directorate budgets which is offset by the Council's £4 million general savings contingency and underspends in corporate areas including cost of redundancy, insurance and capital financing. The projected directorate overspend includes £5.981 million overspend in relation to Social Services with exceptional cost and demand factors the most significant contributory factors. As part of the due diligence considerations, the 2017/18 budget includes a £5.6 million realignment to reflect these additional in-year pressures and their impact in a full year.
59. Within the directorate overspend position, there are projected shortfalls of £6.253 million against the savings targets for 2016/17, with a further shortfall of £1.832 million projected in relation to the shortfalls carried forward from 2015/16. The due diligence for the 2017/18 budget process has taken account of the risk in respect of unachieved savings, reviewing the achievability of these in future years. Based on this review, the 2017/18 budget allows for the write out of £1.073 million of prior year savings (as detailed below) given the perceived risk associated with their ongoing achievability.

	Directorate	Saving Title	£000
2015/16	Social Services	Business Support Review in Children's Services	327
		Block Purchase of Residential Beds	25
		Reshaping Internal Supported Living Service for people with learning disabilities	125
		Market & Demand Management of Commissioned Residential Services	165
	City Operations	New operator for Canton Community Centre	42
Total 2015/16			684
2016/17	Social Services	Review of commissioning within Community Alcohol and Drug Team	100
		Efficiency savings due to integration of directorate's central functions	130
	Economic Development	Taxi marshalling services	40
		Household Waste Recycling Centres	76
	City Operations	New operator for Canton Community Centre	43
Total 2016/17			389
GRAND TOTAL			1,073

60. The 2017/18 budget process followed the high-level principles set out in the July 2016 Budget Strategy Report. The process has been rigorous and robust and has utilised the expertise of officers in directorates across the Council. The following list outlines the processes to manage risk that have underpinned the 2017/18 Budget and the procedures that the Council has in place to adhere to the principle of openness:-

Financial Planning	<ul style="list-style-type: none"> Members received a Budget Strategy Report in July 2016 setting out the budget principles and timetable The Budget Strategy Report included a list of budget strategy assumptions to aid early consideration of how the anticipated budget challenges might be met The Council has a detailed MTFP that identifies the emerging pressures that the Council will face in future years.
Due Diligence	<ul style="list-style-type: none"> Detailed budget documentation and guidance was prepared for directorates to complete, to identify their savings and pressures and to identify Capital Programme bids The risks attached to all savings and financial pressures have been considered and scored in accordance with the Council's risk methodology The equalities impact of all savings and financial pressures have also been considered and impact assessments completed for all those where the rating was red or red-amber The planning status of all savings has been identified to establish whether they are realised or whether general or

	<p>detailed planning has been undertaken to inform the Section 151 Officer's view of the robustness of the proposals.</p>
Financial Resilience	<ul style="list-style-type: none"> • The budget retains a General Contingency in recognition of the challenges associated with an extended period of financial restraint. At £3 million, this has been reduced by £1 million compared to previous years • The budget has continued to include issue specific contingency allocations and for 2017/18 these amount to £2.029 million. Of this, £950,000 relates to external placements in Children's Services, £350,000 relates to the market for recyclates and £729,000 reflects the difficulty of predicting waste disposal tonnages in the City Operations Directorate • The budget has retained an existing specific contingency of £1.15 million in relation to CTRS which is to reflect changes in the volume of claimants. The 2017/18 budget proposal includes an increase to the CTRS budget to reflect the increase in the rate of Council Tax which, assuming a comparable level of claimants, will directly increase the amount of CTRS paid. As noted earlier the Settlement does not include any changes to CTRS funding to reflect price and volume fluctuations.
Consultation, Collaboration & Engagement	<ul style="list-style-type: none"> • Cabinet Members have been briefed on the emerging issues contained within the Provisional and Final Settlements, along with briefings for all members on the shape of the budget and the budget process • Scrutiny Committees have been given the opportunity to review and scrutinise the budget proposals along with budgetary analysis sheets for all directorates • Consultation has taken place with the Schools Budget Forum on the budget proposals in general and the proposal for schools' budgets in particular • The Council's Audit Committee reviewed the Reserves and Balance Protocol in November 2016 • The Council's Audit Committee reviewed the Treasury Management Strategy in January 2017.

61. When setting budgets and reviewing the MTFP, the consideration has been given to the reserves that have been established and the level at which those reserves should be maintained. The strategic, operational and financial risks that the Council faces have informed these considerations. These risks are identified and monitored in the Council's Corporate Risk Register, as well as within individual directorate risk registers and key risks are regularly brought to the attention of Cabinet. The risks are considered alongside the known financial position including commitments, spending plans and liabilities.

62. The directorate savings proposals as listed at Appendix 6 follow a similar format to last year and identify risk assessments in respect of residual risk, achievability risk and equalities impact assessment. The following table summarises these risks at a Council level and a more detailed directorate analysis is included at Appendix 7.

Risk Assessment	Residual Risk £000	Achievability Risk £000	Equality Impact Assessment Risk £000
Red	0	0	0
Red-Amber	6,575	6,727	3,618
Amber-Green	4,503	5,362	3,507
Green	5,929	4,918	9,882
TOTAL	17,007	17,007	17,007

63. As in previous years, a planning status category has been included in the budget savings set out in Appendix 6. This identifies that savings of £384,000 have already been realised, £15.778 million are in the detailed planning stage and £845,000 have a higher degree of risk as only general planning has been undertaken to date. The general planning category accounts for 5% of the total savings proposed.
64. In recognition of both the quantum of savings required and the risk and planning status of savings put forward, a General Contingency sum of £4 million was established in 2014/15. The MTFP included a £1 million reduction from this contingency in 2017/18. This assumption has been reviewed and retained in setting the 2017/18 budget, to reflect the fact that the savings quantum for 2017/18 is lower than in previous years.
65. The pressures and savings shown in Appendix 5 and 6 respectively set out for each item a consideration of both residual and achievability risk. In addition, the 2016/17 Budget Report identified a number of significant financial and operational risks affecting the medium term. The following table updates this risk analysis and categorises them into six themes. These risks, which are reviewed as part of the Council's financial resilience testing and monitoring process, including updates to the Corporate Risk Register, are summarised in the following table:-

Theme	Identification of Key Risks
CAPITAL AND TREASURY	<ul style="list-style-type: none"> • The level of additional borrowing undertaken in previous years and proposed in the capital programme will require the use of more revenue resources for capital financing in future years or the use of WG's new powers of borrowing • Capital schemes approved on an income generation basis (through generating savings, increasing income or capital receipts) but which fail to do so will also increase pressure on the revenue budget • The increasing financial exposure to the Council of the proposals in relation to completion of the 21st Century Schools Band A and the development of Band B programmes from 2019/20 onwards • The impact on treasury management strategy of the timing of capital expenditure and receipt of income in relation to CCRC and other major projects • The current five-year programme assumes no new schemes beyond this budget process. Any additional schemes approved would increase capital financing requirements • The condition of property and infrastructure assets including statutory maintenance obligations places additional pressure on scarce capital resources.
FUNDING	<ul style="list-style-type: none"> • The potential impact on RSG funding if there are any redistributive impacts of specific grants transferred into the Settlement • The challenging financial position in respect of reducing WG resources, increasing financial pressures against a reducing controllable base budget together with increasing volatility and uncertainty in respect of hypothecated grants • The impact on Cardiff Bus, which is wholly-owned by the Council, should the WG make significant reductions to the reimbursement rate in respect of concessionary fares.
DEMAND	<ul style="list-style-type: none"> • Reducing demand for services where the Council has historically charged for the activity therein, creating an income shortfall • The ability to react to new demands resulting from the progressive implementation of welfare reforms together with financial risks in respect of the CTRS • Continuing demographic demand for social care services – reflecting both volume and complexity of need • Continuing pupil number growth.

Theme	Identification of Key Risks
SAVINGS	<ul style="list-style-type: none"> • The significant amount of savings predicated on the success of preventative strategies and the difficulty of tracking their impact in terms of financial monitoring • The necessity to deliver budgeted savings from reshaping services and other change proposals not yet fully defined • The significant level of savings based on commercial and income initiatives that are yet to be tested in the market • The need to deliver significant levels of savings during a period of prolonged financial austerity particularly given the impact that delays to delivery of the proposal has on the budget monitoring position • The cumulative impact of achieving savings, in addition to the unachieved 2016/17 savings which remain to be realised.
ORGANISATIONAL CHANGE	<ul style="list-style-type: none"> • The service impact of the reduction in headcount that has taken place over an extended period and the changing impact of alternative delivery models on the nature of the workforce. • The impact of the potential adoption of alternative models of service delivery and the requirement to test consequential costs and benefits of the change • The impact for functions delivered as part of a collaborative arrangement should the planned benefits not be realised • The impact of the ongoing uncertainty in respect of the outcome of local government reform • The capacity to deliver organisational change in conjunction with increasing demands on business as usual.
OTHER	<ul style="list-style-type: none"> • The impact of welfare reforms, in particular the phased implementation of Universal Credit during 2016/17, on the ability of individuals to contribute to the cost of services provided where relevant • The risk of WG levying fines if the Council fails to realise recycling or landfill diversion rates • The expectation that inflation will increase over the MTFP period with potential impact on pricing • Exceptional price inflation that is being experienced in some areas as a result of the NLW and other pressures • The uncertain implications of BREXIT on the economy • The implications of the White Paper, Reforming Local Government: Resilient and Renewed.

66. Given the risks identified above, care will continue to be required to ensure that the significant changes to business processes or personnel do not impact on the financial control environment in a negative manner. In addition, the

adoption of different models of service delivery will require attention to understand appropriate governance arrangements including financial accountability.

67. The Council needs to continue to operate within a framework that ensures it is able to maintain its current position in respect of Value Added Tax (VAT). The Council is able to recover all the VAT incurred in making exempt supplies provided its exempt income does not exceed 5% of the total amount of VAT incurred. This calculation is known as the partial exemption calculation and applies to the Council as a Section 33 organisation. If the Council were to exceed the 5% limit in any one financial year all the input tax previously recovered on exempt supplies would be repayable to Her Majesty's Revenue and Customs (HMRC). This calculation will now take into account the transfer of Leisure Centres to Greenwich Leisure Limited (GLL) following the conclusion of the procurement exercise.
68. Over recent years, the Council's partial exemption calculation has been close to this limit. Clearly, the Council needs to do all it can to minimise the risk of breaching this 5% threshold and careful management of the Council's activities is required. In particular, this will require consideration of the VAT implications of new capital schemes at an early stage to ensure the most effective structures and subsequent operations are put into place.
69. The financial challenges ahead are such that the Section 151 Officer will continue to highlight the financial standing of the Council on a regular basis, as part of members' overall awareness of financial matters and as an indicator of financial resilience. As such, officers will continue to prepare snapshots of financial health and report them to senior management and Cabinet on a regular basis. Snapshots contain past performance on levels of reserve, funding sources and financial performance ratios. In addition, they summarise the current year's monitoring position for both capital and revenue, outlining the quantum of savings proposals expected to be unachieved. Finally, they provide an insight into the MTFP, future budget reductions requirements, the capital financing requirement and affordability indicators for future years. Presenting information on past and present performance and future challenges in this way ensures a rounded view. The snapshot at the time of setting this budget for 2017/18 is included at Appendix 8.

Council's Reserves

70. The Council's strategy for holding and utilising reserves is set out in its Financial Procedure Rules. Members, following advice provided by the Section 151 Officer, will consider both the level of reserves held and whether any amounts should be used to support the budget setting process. As part of this consideration, Members are made aware that the use of reserves is finite in nature and therefore care is required to ensure that their use does not create a significant budget gap that would need to be filled in the following year.

71. CIPFA recommended accounting practice requires the S151 officer to create a protocol for reserves and balances which sets out the purpose, usage and the approval processes for transfers in and out of reserves and whether the intended use of the reserve is still valid. The Council's Audit Committee considered the protocol in November 2016.
72. The next table shows the actual balance at 31 March 2016 and projected balances for 31 March 2017 and 31 March 2018 for the General Fund and HRA earmarked reserves. The projection at 31 March 2017 includes assumptions contained with the Month 9 Monitoring Report and, as such, there is potential for certain estimates to change before the end of the financial year. The projected balance as at 31 March 2018 includes the impact of the movements stated in the following paragraphs as well as the contributions to and from other earmarked reserves in line with the purposes set against each reserve.
73. The Council's General Fund earmarked reserves which exclude the HRA are outlined in Appendix 9(a) and are held to meet known or predicted commitments including the Schools Organisation Plan and Insurance reserves. Appendix 9(b) shows the earmarked reserves in relation to the HRA. The General Housing Reserve comprising accumulated housing surpluses from previous financial years is ring-fenced for use in connection with the HRA and cannot be used to fund the Council's overall budget. There are no projected movements in 2017/18. The HRA is currently reporting a balanced position with projected savings and additional income, which will enable a projected £1.9 million to be transferred to a new earmarked reserve at the year end – Housing Development Reserve. This will be to support investment and future housing development costs.

	Actual at 31 March 2016	Projection at 31 March 2017	Projection at 31 March 2018
	£000	£000	£000
General Fund Earmarked Reserves	49,149	45,742	36,186
HRA General Reserve	8,438	8,438	8,438
HRA Earmarked Reserves	954	2,493	2,126

74. The Council also maintains a General Reserve to help cushion the impact of unexpected events or emergencies. The Council's General Reserve as at the end of the 2015/16 financial year was £15.255 million. However as part of the Council's 2015/16 outturn position, an amount of £1 million was transferred to the General Reserve, for use in funding the 2016/17 budget as had been approved as part of that year's Budget Report. The revised balance of £14.255 million is anticipated to remain the same in the current year with the Month 9 monitoring report showing a balanced position with no transfers to or from the General Reserve. Following consideration of the Council's current position, in relation to risks and the advice of the Section 151 Officer, it is the

intention of Cabinet not to make any use of the General Reserve to fund the 2017/18 budget.

75. Benchmarking has identified that, as at 31 March 2016, the Council continued to have some of the lowest levels of general and earmarked reserves, compared to gross expenditure, in Wales. The General Reserve represented 1.1% of gross expenditure in 2015/16 (1.3% in 2014/15) and earmarked reserves represented 3.7% (3.4% in 2014/15). This further supports WG published data in respect of the 2015/16 financial year, which identified that the Council had the second lowest level of general reserves as a percentage of gross revenue expenditure across all councils in Wales and one of the lowest in terms of earmarked reserves as a percentage of gross revenue expenditure. As Members are aware, there is no set statutory minimum level of reserves and decisions made should reflect the individual position of each council.
76. The Council has historically taken a proactive role in relation to the use of its reserves and identified, as part of its 2017/18 budget strategy that a figure of £1.5 million was to be released. This figure will be achieved through the use of £1 million from the Insurance Reserve and this is partly due to a reduction in claims experience following Ministry of Justice Reforms in respect of injury claims from the 31 July 2013. In addition reductions of £200,000 from the Welfare Reform Reserve; £171,000 from the Waste Management Reserve; £100,000 from the Energy/Carbon Reserve and £29,000 from the Housing Mortgage Reserve will be made.
77. School balances represent the accumulated surplus or deficits generated by individual schools. Although they form part of the Council's overall balance sheet, school balances are different to earmarked reserves in that the annual movements in balances are not directly controlled by the Council. As a result, school balances are not available for use in funding the Council's budget, but may still represent a risk to the Council's overall financial resilience. On this basis, it is of critical importance that due diligence is undertaken in respect of school spending plans, ensuring that they are in alignment with approved budgets. To ensure that this is the case, work will continue to be carried out with all schools, especially those causing significant financial concern. Where the Council's Section 151 Officer determines that the provisions contained within the relevant schemes or procedure rules have been substantially or persistently breached or a budget share has not been satisfactorily managed, then intervention powers will be taken to suspend delegations for that school.
78. The total school balances as at 31 March 2016 were a net surplus of £1.7 million. Within this overall balance was a combination of both surplus and deficit balances in respect of individual schools, with total deficits amounting to £3.5 million. Of these deficit balances, a balance of £1.3 million existed in respect of the federation between Michaelston Community College and Glyn Derw High School. School balances can only be written off at the point a school is closed as part of the School Organisational Programme (SOP) and, as both of these schools are due to be closed at the end of the 2016/17 academic year, this balance will not be cleared until 2017/18. As well as this

balance, there is also a significant deficit balance held in respect of Cantonian High School. This deficit amounted to £1.1 million at 31 March 2016. A planned deficit repayment plan has been agreed with the school, with the aim being to clear this balance over a 10 year period. In addition to individual school deficit balances, a debit balance of £794,000 existed at the end of 2015/16 in respect of a historic redundancy liability, which resulted from significant redundancy expenditure in excess of budget, totalling £1.9 million, in the 2014/15 financial year. This liability was partly paid off in 2015/16 and it is anticipated that this will be fully repaid by 2017/18. As a result, it is anticipated that total school balances will demonstrate an improved position compared to that at the end of 2015/16.

79. The judgement of the Council's Section 151 Officer, taking into account the budget monitoring forecast as at 31 December 2016, the corporate budget position, the General Reserve, as well as the General Contingency budget of £3 million is that the projected level of both general and earmarked reserves up until 31 March 2018, is adequate when considering the 2017/18 budget. The position, therefore, allows for the £1.5 million drawdown from reserves to fund the budget.
80. Overall, the position in respect of reserves and impact on financial resilience, particularly in light of the achievability of savings and unexpected financial issues that may occur will require careful monitoring throughout the financial year.

Service Implications of the Revenue Budget

81. In compiling the revenue budget for 2017/18, the Cabinet has recognised the continuing challenge for the general public in managing their finances through difficult economic conditions. Consequently, the budget includes savings of £17.007 million but despite this and in accordance with the Corporate Plan and consultation feedback, the Cabinet has achieved a balanced budget by reducing expenditure and increasing income generation in a manner that sustains services as far as possible:

2017/18 Savings Proposals by Theme	£000
Working with Partners & Others	1,702
Income / Commercialisation	3,304
Internally Facing / Commissioning & Procurement	7,269
Grants & Subsidies	493
Use of Technology	590
Second or third year of previously agreed savings	3,649
TOTAL	17,007

82. For 2017/18, the national pay award for employees other than teachers is part of an award covering the period to March 2018. The pay related increases for teachers are contained within the Individual Schools Budget. The total cost

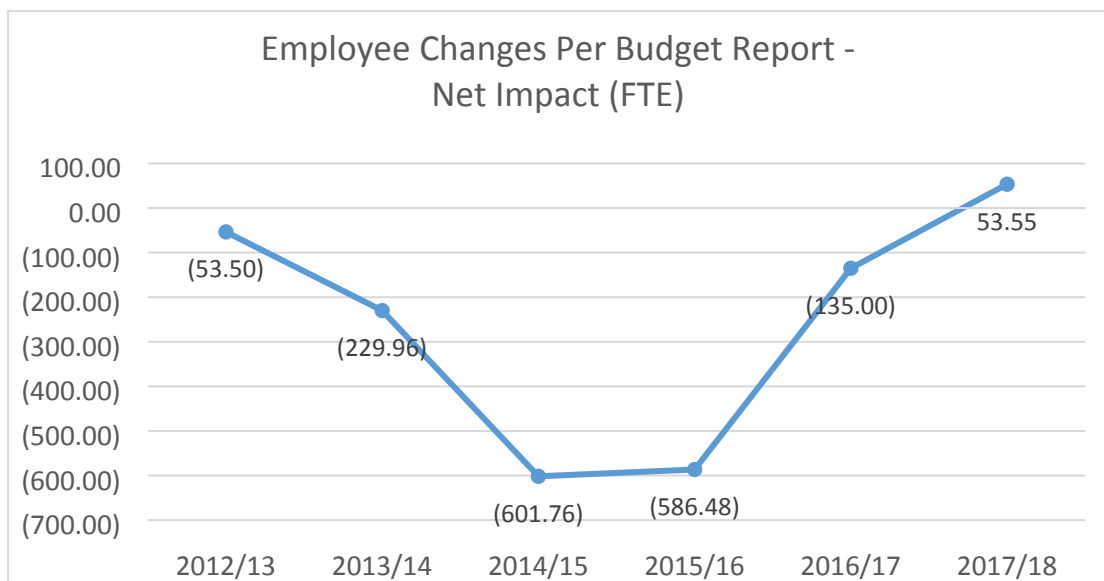
increases for employees other than schools based staff included in this budget plan are shown in the following table.

Employee Cost Increases	£000
Pay inflation (including voluntary living wage)	1,556
Incremental Progression	730
Superannuation – impacts of actuarial review and estimated auto-enrolment	630

83. The 2017/18 Budget also includes provision for the sum that the Council will have to pay in respect of the Apprenticeship Levy. The Levy will be introduced by UK Government from 6 April 2017 and requires all employers with an annual pay-bill of more than £3 million to contribute to investment in apprenticeships. The levy is equivalent to 0.5% of the pay-bill over and above £3 million and for the Council this equates to £1.5 million. In contrast to the digital voucher system that will be introduced in England, current indications are that there will be no ability for Welsh Public Sector Bodies to directly claim back against the levy.
84. The posts deleted or created as part of the budget are set out in Appendix 10. This shows that there will be a net increase of 53.55 full time equivalent (FTE) Council posts overall, made up of the deletion of 43.90 FTE offset by the creation of 97.45 FTE. The budget assumes that the post deletions will take effect through the following mechanisms:-

Mechanism	FTE
Voluntary Redundancy	(3.00)
Vacant Posts	(16.50)
Redeployment	(24.40)
Total number of deleted posts	(43.90)
Posts created	97.45
Net impact	53.55

85. The net increase in posts in 2017/18 follows several years of significant reductions, and is largely attributable to the creation of additional posts in Social Services to address demand pressures and the requirements of the Social Services and Well-being Act. Employee changes for each of the last six years are shown in the following graph. The figures shown are net FTE as detailed in previous Budget Reports and include vacant posts and posts that have transferred out of the Council's direct control, in addition to those posts deleted through redeployment or redundancy.



86. The budget includes the release of £2.6 million previously set aside to meet the cost of voluntary redundancy, as a result of recalculating future commitments based on the most recent profile of leavers and anticipated FTE reductions. It has also been possible to make a £1.4 million saving on redundancy budgets in 2017/18 as a direct result of the decision as part of 2015/16 outturn, to repay early sums that had previously been borrowed from earmarked reserves to fund redundancy costs. As part of the 2015/16 outturn, the Council also took proactive steps to make early repayment to the pension fund in respect of pension strain liabilities. This one-off repayment has negated the need for ongoing annual contributions enabling the release of £1.45 million pension strain budgets in 2017/18.
87. As in recent years, the budget assumes that directorates will manage general price inflation within existing resources. However, in recognition of the exceptional inflationary pressures faced by the following areas, the budget includes an allowance for:
- Adult Social Services fee increases
 - Schools Out of County Placements
 - Children's Placements
88. As expenditure on energy and fuel is significant for the Council, research into pricing is undertaken using the expertise of energy and procurement teams in the Council. Although volatile, prices have generally remained within the planned resources in this area. Whilst indicative figures are not yet available for 2017/18, latest in year pricing information suggests that it is possible to reduce existing energy budgets by £142,000 to reflect in-year price reductions, and this is reflected in the 2017/18 budget. In addition, the 2017/18 budget also includes £180,000 energy efficiency savings which reflect the move to LED lighting for signals and signs, managing behaviour to reduce energy use and other energy efficiency projects.

89. A review of the cost of insurance cover required based on the Council's current claims history recently undertaken by the Council's external advisor has resulted in a budget reduction of £135,000 for 2017/18.
90. The capital financing budget reflects both the provision for repayment of principal and interest on loans for capital expenditure and receipt of interest payments from short-term investment of surplus cash. It includes recovery from directorate budgets of capital financing costs where capital investment is approved on an invest to save basis. For 2017/18, a reduction of £1.593 million against the current budget has been possible. This assumes a change in the Minimum Revenue Provision (MRP) policy from 4.5% to 4% per annum with effect from 2017/18 to align the provision for the repayment of debt on supported borrowing with WG assumed levels. The budget for 2017/18 assumes that a dividend payment of £50,000 will be received from Cardiff Bus, subject to the level of distributable reserves of the company, a position that will be kept under review.
91. The CTRS is expected to remain unchanged for 2017/18 and will comply with the CTRS Prescribed Requirements (Wales) Regulations 2013. In addition, the scheme will continue to provide additional assistance for war pensioners by disregarding income received from war pensions including War Widows Pension, War Disablement Pension and income from the Armed Forces and Reserve Compensation Scheme. This is in line with the Council's commitment to support veterans and their families. The cost of this disregard is estimated at £34,000. The income from these benefits will also continue to be disregarded for Housing Benefit purposes at an estimated cost of £14,000.
92. The budget proposal does not include an allowance for a general increase in fees and charges. Directors were advised that in preparing their fees and charges for 2017/18, they should consider the particular circumstances for which they charge for functions and reflect any such changes in their savings proposals. Appendix 12 sets out the list of proposed revisions to fees and charges in 2017/18.
93. The 2016/17 budget report set out an assumption that, from 2017/18, all fees and charges would be increased on an annual basis at least in line with the Consumer Price Index (CPI), unless prohibited by statute or regulation. Following consideration by relevant Directors, a number of fees and charges have not been increased (or have increased by less than CPI). In the majority of instances, this decision has been taken on the basis that a larger increase would likely have an adverse impact on demand. This would result in a reduction in overall income, either due to the cumulative effect of recent increases or the Council's existing position within a competitive market. Other charges are set at a fixed percentage of sale fees, to minimise the impact on the cost of collection or have been introduced during the current year at a level intended to incorporate a nil increase for 2017/18.
94. A number of savings are based on the generation of income or the commercialisation of services. Some savings have assumed securing a wider market share through commercialising areas of City Operations (£222,000),

Cardiff Academy (£46,000), Commissioning & Procurement (£70,000) and Central Transport Services (£75,000). Other areas have looked at achieving additional income such as through advertising sites within the city infrastructure (£178,000), Tourism (£56,000) and increased footfall across the Council's portfolio of cultural venues (£473,000).

95. Bereavement & Registration will increase their income by £10,000, whilst Planning fees are expected to generate an additional £100,000. For 2017/18, the School Catering Unit will increase the price of Primary School meals by £0.10 per day thus taking the charge to £12 per week. The cost of Secondary School meals will increase by £0.10 per day to £2.85. This will result in an additional income of £484,000.
96. Whilst recognising the continuing difficult economic conditions, it is important that the Council is able to react quickly and appropriately to changing events in terms of both emerging opportunities and shortfalls. To allow this to happen, it is proposed that the Council continues to delegate to the appropriate officer the ability to introduce and amend prices as and when needed. Decisions will be taken in conjunction with the Section 151 Officer, in conjunction with the Cabinet Member for Corporate Services & Performance. Where appropriate, Cabinet will need to consider a report within a reasonable timescale of the decision.
97. School transport is regarded as a corporate activity with responsibility for policy resting with the Cabinet Member for Education and responsibility for delivery of policy being with the Director of City Operations. Savings of £380,000 have been included from school transport and cover:
 - route optimisation and retendering for pupils with Additional Learning Needs (£189,000)
 - review of transport for pupils with Additional Learning Needs within 2/3 miles (Primary/Secondary) (£38,000)
 - phased replacement of taxis and buses with bus passes (Cardiff IFF cards) for Pupil Referral Units (£48,000)
 - introduction of a pilot scheme in relation to travel support allowance (£100,000)
 - phased increase in bus passes (£5,000)
98. The Equality Act 2010 places a general duty on the Council to eliminate unlawful discrimination and promote equality according to the nine protected characteristics. To comply with this duty, directors have undertaken Equality Impact Assessment screenings for each of their savings and financial pressures with full Equality Impact Assessments undertaken on any regarded as Red/Amber or higher. Following moderation by the Council's equality team, these assessments have informed the budget setting process.

Amendments Since Publication of Consultation Proposals

99. As set out earlier in the report, the Council's budget proposals were released for consultation in November 2016. Since then the Council's funding position

for 2017/18 has been afforded greater clarity through the publication of the Final Settlement on 21 December 2016 and the approval by Cabinet in December 2016 of the 2017/18 Council Tax Base. In addition, as part of the Final Settlement, the WG has announced £10 million support for domiciliary care price pressures at an All Wales level. As the WG are yet to formally notify funding levels at an individual authority level, the budget assumes a share of funding proportionate to Cardiff's Social Services Indicator Base Assessment (IBA). Collectively, the above changes result in net additional resources for Cardiff of £2.175 million compared with the position at consultation.

100. As part of the 2016/17 budget a £4 million Financial Resilience Mechanism (FRM) was established. The mechanism, which is equivalent to approximately 1% of AEF supports one-off investment in priority areas and is available for release in subsequent years in the event that the settlement is worse than the 1% reduction assumed in the MTFP. The Final Settlement confirmed that release of the Council's FRM would not be required in 2017/18. Consequently, the mechanism will be available during 2017/18 for one-off investment. Its use has been determined taking into account comments received as part of consultation and this is detailed in the next section.
101. Since publication of the consultation a number of other technical updates and emerging commitments have been reflected in the 2017/18 budget position including:-
 - confirmation of the living wage rates (national and voluntary) for 2017/18
 - confirmation of other pricing for 2017/18 including increases to minimum fostering allowances by WG
 - confirmation by WG of the maximum weekly rate for non-residential care
 - publication of a new rateable value listing following the recent Valuation Office revaluation exercise and WG announcement of the 2017/18 multiplier
 - the month 8 monitoring position which identified additional pressures in respect of the Social Services position
 - additional commitments in relation to school building arrangements at Cantonian School
 - confirmation of the 2017/18 levies the Council must pay to relevant bodies including the South Wales Fire Service
 - minor adjustments to savings proposals to reflect additional due diligence
102. In addition to the above technical updates, in drafting the final Budget proposal Cabinet have had regard to consultation feedback. Consultation results provided significant support for key budget assumptions and themes but changes have been made to the final proposal to reflect specific comments received as part of feedback. These include the removal of fees for child burial and cremations and use of the Council's Financial Resilience Mechanism in a manner that supports priorities identified during the consultation period, including and in particular, highways improvement.

Financial Resilience Mechanism

103. Use of the FRM for 2017/18 was determined following final settlement which confirmed that the budget would not need to be released in 2017/18. Investment for 2017/18 has taken into account consultation feedback and includes significant support for visible street scene services including improvements to the highway. With capital resources scarce, planned use of the FRM also includes investment in property condition, and transitional support has been provided to directorates to smooth the impact of WG grant announcements made in respect of Communities First and Schools Challenge Cymru funding.
104. The table below summarises the proposed use of the mechanism for 2017/18 and further detail is set out in Appendix 11.

Use of Financial Resilience Mechanism in 2017/18	Total £000
Visible Street Scene Services	1,710
Property Condition	1,000
Transitional Arrangements (grant fall out)	660
City Centre Enforcement	290
Parking Strategy	340
TOTAL	4,000

Directorate Commentaries

105. The directorate section of the Report provides a commentary on significant areas of change within the budget. Appendix 13 shows the overall changes to individual directorate budgets between 2016/17 and 2017/18 whilst Appendix 14 shows the same information on a Cabinet Member portfolio basis.

City Operations

106. The paragraphs below set out directorate specific financial pressures and savings in relation to the City Operations Directorate. Funding of £681,000 has been allocated to the Directorate to reflect specific financial pressures identified during the budget process. This includes £350,000 which has been allocated in order to make the Intensive Cleansing Initiative permanent. In addition, funding of £50,000 has been provided to improve the time taken to carry out gritting, a further sum of £61,000 has been included within the budget to support the modal shift to cycling, £40,000 to support additional planning resources and £180,000 to support parking strategy schemes.
107. In addition to the specific financial pressures identified, the budget provides support for demographic pressures totalling £142,000 in relation to school transport. Prior year savings in relation to the community asset transfer of Canton Community Hall have been written out and Cardiff White Water income

budgets have been realigned by £100,000 to reflect loss of subsidy from Cardiff Harbour Authority, which it has not been possible to fully cover through additional income. The Directorate will also receive £2.640 million funding via the FRM in 2017/18 to support one off investment in priority areas, including £1.110 million to support highways and footways improvements, £475,000 to support street cleansing and maintenance of public areas and £125,000 to address the tree maintenance backlog and improve weed control. There is also £300,000 to support the upgrading of sports facilities, £290,000 to support city centre security and enforcement and £340,000 to support initiatives such as parking schemes, a car free day and 20mph zones.

108. The following table sets out City Operation’s Directorate Savings Proposals for 2017/18.

2017/18 Savings	£000
Partners and Others	461
Income & Commercialisation	494
Internally Facing	209
Grants and Subsidies	25
TOTAL	1,189

109. Savings totalling £461,000 relate to working with partners and others. This figure includes the third year saving from the shared regulatory service for Cardiff, Bridgend and the Vale of Glamorgan (£47,000) and a £414,000 saving from the recently implemented alternative delivery arrangements for Leisure Services with GLL.
110. Savings based on commercialisation and increased income generation total £494,000. This sum includes £100,000 to reflect anticipated increases in the number of planning applications and £10,000 additional income within the Registration service resulting from a combination of volume and price increases. Income and commercialisation proposals also include plans to expand the customer base for sale of bedding plants, nursery stock and tree management services (£25,000) and to maximise opportunities for recharging services in transport and in relation to design and inspection (£42,000). Savings also include the realignment of the public transport budget to reflect the 2016/17 monitoring position (£130,000). The directorate has undertaken a review of fees and charges and plans to improve collaboration with their advertising partner (£187,000).
111. Internally facing proposals total £209,000. These include savings made during 2016/17 as a result of reducing operating costs in parks and sport (£25,000) and the full year effect of contractual savings made during 2016/17 (£67,000). Internally facing proposals also include plans to improve performance and implement business process efficiencies, including £22,000 through improving driver awareness to reduce accident and damage claims, £20,000 from improving work scheduling to reduce travel time and cost and £25,000 to identify and release under-utilised vehicles and plant. Plans to review delivery of maintenance work, improving performance in order to increase internal capacity for work are estimated to save £50,000.

112. The £25,000 saving in relation to reduction in grants and subsidies reflects the removal of the Council subsidy in respect of the Royal Horticultural Society Show. This is due to the ability of the event to be sustainable without financial support from the Council.

Communities, Housing & Customer Services

113. Within the Directorate, funding is being provided, as part of the Council's FRM totalling £360,000. Of this, £60,000 relates to the Time Credits volunteer scheme and £300,000 is provided with the aim of assisting with the transition from the Communities First grant programme.

114. From the 1 April 2017, the Council will no longer be able to claim a £1.074 million subsidy for temporary accommodation that is currently claimed through the Housing Benefit system. The Final Settlement included £834,000 to address this issue. The residual £240,000 has been recognised by the Council as an additional budget commitment to ensure that the lost subsidy is fully addressed within the Directorate's 2017/18 budget.

115. As well as the funding increases outlined in the preceding paragraph, £284,000 is being allocated in relation to accepted financial pressure bids. The first totals £144,000 and is for providing budgeting and income maximisation services for the most vulnerable people. This funding will enable an extension of the service currently hosted at the Central Library Hub and will mean that services are provided in other hubs and food bank distribution centres. A further allocation of £90,000 is being made for additional Senior Occupational Therapists to assist with the growing demand for reviewing packages of care. Finally, £50,000 is being allocated to ensure appropriate levels of funding exist for maintaining the alley gates that have been installed across the city.

116. In addition to the funding increases provided to the Directorate, there has also been a requirement to identify budget savings totalling £1.083 million. The breakdown of savings is outlined below.

2017/18 Savings	£000
Partners and Others	205
Income & Commercialisation	309
Internally Facing	193
Grants and Subsidies	176
Technology	200
TOTAL	1,083

117. Savings totalling £205,000 have been proposed in relation to partnering arrangements. The first totals £150,000 and relates to a new approach to locality and neighbourhood service delivery. The other saving under this heading is for £55,000 and relates to a sub-lease of Llanover Hall, allowing

reduced expenditure and increasing the uptake of Learning for Life courses. In addition to these savings are income generation and commercialisation savings totalling £309,000. £49,000 of this total is in connection with Adult Community Learning and increased income allowing the continued movement towards a net nil budget with only self-financing and fully grant funded provision. There is a £46,000 proposal for general increases in commercial activity across the directorate and £100,000 from the recharging of utilities costs as part of the costs for specific pitches at Rover Way and Shirenewton gypsy traveller sites. There is also a proposal for £114,000, which will be delivered via increased disabled facilities fee income as a result of additional capital grant work to be undertaken.

118. One saving proposal has been made in relation to internally facing services totalling £193,000. This relates to Into Work Services, with the intention being to utilise grant funding to deliver the desired outcomes of the service. In relation to grants, there is a proposal to save £176,000 by reviewing opportunities for cost efficiencies and ways to join up service provision with existing externally funded provision. The final savings proposal relates to technology and the intention to more effectively manage library stock. This proposal amounts to £200,000 and is to be achieved by using new technology to reduce the need for a central warehouse by delivering stock directly to branches.

Corporate Management

119. The saving proposed in Corporate Management amounts to £84,000 and reflects a reduction in the amount available to support events and market the city. There will however be benefits arising from activities supported specifically by the Business Improvement District or through a potential new destination marketing organisation which will mitigate the impact of this saving. A 1% target reduction on precepts and levies will contribute a saving of £8,000.
120. The budgets within Corporate Management include commitments of £500,000 in relation to the Council's share of the costs of the Volvo Ocean Race, £96,000 in relation to additional costs arising from the Fire Levy in 2017/18 and a realignment of £150,000 to reflect the anticipated level of requests to purchase annual leave. An allocation of £150,000 has also been made to provide funding towards the CCRCD.

Economic Development

121. Within the Economic Development Directorate, including the Commercial Services division, funding totalling £700,000 is being allocated as part of the one-off FRM. The first component relates to work to be undertaken in connection with statutory obligations, particularly with regard to a programme of condition and mechanical electrical surveys across the whole of the Council's estate, enabling the identification of priority works. In addition, £300,000 is being allocated for the partial replacement of the Cardiff Market roof. A sum of £218,000 has been allocated within financial pressures to create a Recycle & Reuse centre to assist less advantaged families in obtaining items

such as furniture. As well as this funding, £80,000 is being allocated in respect of demographic growth pressures within Waste Services. A further allocation of £82,000 is also being made to realign specific rental income reductions.

122. In addition to the allocations outlined in the preceding paragraph, the directorate has submitted financial pressure bids totalling £763,000. The first of these totals £468,000 and is being allocated to offset a 6.7% reduction in the Single Revenue Grant and to ensure that essential services such as recycling and food and green waste collections are maintained. In addition, an allocation of £295,000 is being made to further the reuse and recycling of materials, enabling the achievement of statutory recycling targets.
123. As part of the due diligence for the 2017/18 budget process, the level of risk attached to current shortfalls against budget savings targets in 2016/17 was assessed. Based on this, previous year budget savings totalling £116,000 have been written out of the base budget for 2017/18. Of this total, £76,000 related to changes to opening hours and charging in respect of Household Waste Recycling Centres and £40,000 is in connection with the planned changes for the taxi marshal service.
124. In addition to the funding increases provided to the Directorate, there has also been a requirement to identify budget savings totalling £2.170 million. The breakdown of savings is outlined below.

2017/18 Savings	£000
Income & Commercialisation	1,171
Internally Facing	445
Technology	138
Second/third year	416
TOTAL	2,170

125. Savings totalling £416,000 have been proposed and represent extensions of proposals made in previous years. These relate to St David’s Hall and New Theatre, where further reviews of costs, income and service delivery will be undertaken. In addition, a range of proposals have been made in connection with internally facing areas. The majority of these relate to Waste Services and total £445,000. The planned changes include efficiency improvements within the back office, increased productivity within the Treatment & Disposal section, increased efficiencies within domestic collection rounds and reduced dependency upon agency staff. In addition, there is a proposal totalling £66,000, which is intended to be achieved through reduced insurance claims in relation to the vehicle fleet. A further saving of £138,000 is being proposed as a result of increased automation within the recycling processing plant thus increasing capacity for further trading.
126. In addition to the proposals outlined in the previous paragraph, £1.171 million is being proposed in relation to income generation and commercialisation. Included within this total is a proposal for £473,000 whereby income will be increased within Culture, Venues & Events Management to reflect current

income streams, increasing footfall and introducing new attractions. As well as this, £178,000 is expected to be achieved from increased advertising sites within the city's infrastructure and £105,000 from increasing income generated from the investment portfolio and operational estate. Furthermore, income is expected to be increased by £100,000 from commercial trade waste and expanding the markets in which the Council operates, as well as increasing income generation within Fleet Services by £75,000, from utilising capacity within the fleet maintenance facility and increasing the level of external custom. A sum of £50,000 will be generated from third parties using waste transfer treatment facilities. Other proposals will see increased income within Tourism, Pest Control, Security Services and Building Cleaning Services, and reduced costs within Building Services.

Education & Lifelong Learning

127. Within Education, £200,000 has been allocated to assist specific schools in transitioning away from reliance upon Schools Challenge Cymru grant funding, following the WG's decision to end this funding in March 2017. In addition, £100,000 is being allocated in relation to Youth Services, in order to provide transitional funding whilst the significant reshaping of the service continues. This funding is to progress community organisations taking on initiatives currently provided by the Council. Both of these allocations are being provided as part of the aforementioned FRM.
128. Funding of £80,000 has been allocated to the Directorate to support participation in the Unicef Child Rights Partner Programme, in order to work towards Child Friendly City status. In addition, funding is being provided in respect of the costs associated with providing temporary accommodation at Cantonian High School following the closure of one of the main school blocks. This commitment totals £481,000 per annum for three years.
129. Whilst additional funds have been allocated to delegated school budgets, the Education Directorate has identified budget savings totalling £2.371 million. These savings are outlined in the following table:

2017/18 Savings	£000
Income & Commercialisation	984
Internally Facing	1,057
Grants and Subsidies	80
Second or Third Year	250
TOTAL	2,371

130. For 2017/18, the delegated school budgets will increase by a further £7.233 million (3.3%) which is on top of a 5.4% increase in the previous year. For 2017/18, there is no requirement placed upon local authorities to protect school budgets. However, the preceding figures evidence the Council's continued commitment to provide revenue funding growth to delegated schools.

131. Of the £7.233 million being allocated to schools, £4.565 million relates to non-pupil number growth and will meet 70% of the pressures identified. These pressures are largely in connection with salary increments and pay inflation, however amounts are also allocated for the living wage supplement, the estimated impact of the actuarial review, apprenticeship levy, non-domestic rates and associated pupil needs such as complex needs enhancements, specialist resource bases and breakfast initiatives. The balance of additional funding being provided totals £2.668 million and relates to increasing pupil numbers in both mainstream and special school settings.
132. The savings include £250,000 in respect of the continued remodelling of the Youth Service which commenced in 2015/16. The Council continues to support the delivery of youth provision throughout the City, directly supporting provision with targeted Council run services for young people and communities in greatest need. This particular saving will be achieved through the full year effect of staffing savings and the finalisation of savings on premises budgets.
133. Savings relating to income generation and commercialisation are proposed totalling £984,000. Included within this is a saving of £484,000 as a result of a planned 10p increase in the price of a school meal. In addition, a saving totalling £500,000 is proposed in relation to a range of traded services with schools. The intention is to review the cost base across these services and identify areas where efficiencies can be identified. As well as these savings, £80,000 is also proposed in connection with the annual contribution made by the Council towards the running costs of the Central South Consortium Joint Education Service.
134. Internally facing savings totalling £1.057 million have been proposed. These comprise a saving of £175,000 in relation to central staffing costs and £260,000 following the rationalisation of centrally held budgets for school related issues including the fallout of invest to save budgets. In addition, there is a saving of £100,000 in relation to a reduction to the central staffing budget for the Education Welfare Team. A further saving is proposed totalling £140,000 in connection with services of a specialised nature. This proposal builds on savings made during the 2016/17 financial year and will see resources used by the previously delegated staff being delegated to schools. Finally, a saving of £382,000 is proposed in relation to the Pupil Referral Unit. This represents the part-year effect of a proposal to transfer the unit into the budgets held for delegated schools with the service becoming the responsibility of a particular school.

Governance & Legal Services

135. Additional budget of £82,000 has been allocated to review business support provided to members, with the view to consolidating service provision for members' enquiries, casework and general support services, and member learning and development.

136. The table below sets out the Directorate's budget savings proposals for 2017/18.

2017/18 Savings	£000
Income & Commercialisation	55
Internally Facing	47
TOTAL	102

137. Budget savings of £102,000 are proposed. An income and commercialisation saving of £55,000 is proposed in relation to efficiency savings through the centralisation of external legal spend across the Council. The centralisation of decision making in respect of external legal spend which will take effect from April 2017 will ensure that services are procured based on need and reductions in spend and value for money are achieved. In addition, an internally facing savings proposal totalling £47,000 has been made in respect of a review of overheads across the directorate.

Resources

138. Within the Resources Directorate £230,000 has been allocated to support a trainee placement programme. This will fund 20 trainee placements of six months duration in addition to a co-ordinator post.
139. Budget savings of £1.268 million are proposed in the Resources Directorate and these are summarised in the following table:

2017/18 Savings	£000
Income & Commercialisation	246
Internally Facing	750
Grants and Subsidies	20
Technology	252
TOTAL	1,268

140. Savings based on commercialisation and increased income total £246,000. This includes £120,000 through utilising the Enterprise Architecture function to generate income from either internal or via external services provided to other public sector bodies. A saving of £70,000 is also proposed in relation to the activities of the Commissioning & Procurement Local Authority Trading Company together with £56,000 in additional income to be generated from a commercial approach to external training provision within the Cardiff Academy and additional internal income generated in Information Governance.
141. Proposals based on internally facing or commissioning and procurement initiatives total £750,000. These include £204,000 from a reduction in external spend within ICT including a reduced number of licences and a reduction or removal of support contracts. A saving of £100,000 will also be made in Human Resources through a reduction in costs for the Council's HR IT system, previously funded by post reductions in the service. A review of the staff

structure in Organisational Development will generate a saving of £172,000. This will be achieved through reducing posts that are currently filled on a temporary basis, increasing the vacancy provision to reflect staff turnover and through the recovery of staff costs against specific projects where applicable. If additional resources are required to support change initiatives during the year then this will be facilitated through use of reserves. Other proposed savings in staffing budgets include £90,000 in Accountancy, £52,000 in Human Resources, £35,000 in ICT, £27,000 in the Cabinet Office and £15,000 in Internal Audit. These reflect a range of business efficiencies based on a review of responsibilities and on-going commitments. Other savings include £50,000 through a reduction in telephony licences, network support and telephony support and maintenance and £5,000 from a range of efficiencies within Emergency Management.

142. Savings based on increased use of technology total £252,000 and include £154,000 in reduced costs as a result of automation of forms, e-billing and use of a transactional website in order to generate channel shift from telephone calls in the Council Tax and Non Domestic Rates recovery sections. Process and technology changes will also provide savings of £98,000 in Business Support, largely through a reduction in the staffing structure. A saving of £20,000 will be made in Policy & Partnerships through an alternative model for the funding of one-off, unplanned events such as sports fixtures or other large events in the City centre. Whilst this will reduce flexibility work is being undertaken to investigate the possibility of alternative funding being found on an on-going basis.

Social Services

143. Significant additional resources have been allocated in the budget in order to meet existing and new financial pressures in Social Services with the overall budget showing a net increase of £9.151 million (6.33%) compared to the controllable base in the current year, after taking into account directorate savings totalling £4.997 million. Additional funding has been provided to both Children's and Adult Services with budget allocated to meet demographic pressures and exceptional cost increases, anticipated fee increases, financial pressures including increased capacity for reshaping and prevention and meeting the costs of the Social Services & Well-being Act and to write out unachievable savings targets from the current and previous financial years. Funding has also been allocated to reflect transfers and new responsibilities in the Final Settlement including transfers of £319,000 in relation to Delivering Transformation Grant and £15,000 for Deprivation of Liberty Standards. Funding for new responsibilities in the Settlement include £410,000 to reflect increased capital limits on charges for residential care.
144. In Children's Services an additional £3.285 million has been allocated in order to reflect the budget pressures in the current financial year. This includes a significant level of increased costs of external placements for looked after children. As in the current financial year a specific contingency allocation of £950,000 will also be maintained in 2017/18 in order to fund any growth in external placements should this become evident during the year. Funding has

also been provided to meet exceptional inflation costs in Children's Services including £250,000 to reflect the impact of increased fees identified as part of the new framework arrangements for the procurement of children's placements. Provision has also been made to meet the impact of an increase to the WG's recommended minimum fostering allowances for 2017/18.

145. The budget for Adult Services has been increased by £2.298 million to reflect the budget pressures in the current financial year with a further £1.720 million allocated to meet new demographic growth in 2017/18. A budget allocation of £1.17 million has also been provided in order to meet anticipated costs in relation to domiciliary and nursing home care in 2017/18 with exceptional levels of cost increases evident in the current financial year and likely to continue. Funding has also been allocated to reflect potential fee increases in the coming year including the impact of the NLW. These additional costs are partly offset by an anticipated increase in income of £325,000 as a result of the WG's increase to the maximum weekly charge for non-residential care services.
146. Following the Final Settlement in December the WG also announced that a sum of £10 million would be made available to councils in order to reflect cost pressures arising as a result of changes to the NLW. Allocations to individual councils have yet to be confirmed, however on the basis of the funding mechanism for Adult Services in the RSG the Council would expect to receive additional funding via specific grant of circa £850,000. This has been taken into account when setting the resources available to meet these pressures in the Budget.
147. Funding of £2.3 million has been allocated in order to meet specific financial pressures in Social Services including the requirement for a number of new posts. This includes £1.235 million to provide increased capacity for reshaping and prevention with £419,000 of this allocated to increase social work capacity in Children's Services reflecting a continued rise in caseloads and also to implement the Signs of Safety Framework which will enable social workers to engage more effectively with children and families and thereby reduce the number of looked after children entering the system. Other budget allocations supporting reshaping and prevention include £300,000 to review the personal assistant and agency rates for direct payments, £186,000 to sustain the Multi Agency Safeguarding Hub and enable further development of safeguarding arrangements for children and adults at risk of significant harm, £105,000 to provide increased capacity to manage the growth of domiciliary, residential and nursing provision through the care contract process and £105,000 to enhance the review function across learning disabilities and mental health services. Funding of £84,000 has also been allocated to support work with Health partners in order to identify cases that should be part funded through Continuing Health Care and £36,000 to support and enhance the strategic commissioning function across the directorate. All of these initiatives will support the achievement of savings in future years including many of the savings proposals in 2017/18.

148. The specific financial pressures also include £420,000 to meet the Social Services & Well-being Act and other legislative requirements and £645,000 to reflect additional demand and costs of services. The funding allocated to meet the impact of legislation includes £140,000 to reflect the requirements of the Social Services & Well-being Act for additional posts to enhance the first point of contact and to manage demand and engage people in their local communities. Other allocations include £100,000 to meet the increased demand for Connected Persons Assessments, £81,000 to support people in learning new ways of living following sudden sight loss or with decreasing levels of sight, £53,000 to support case managers in meeting the statutory duty to offer and complete carer's assessments for carers who have support needs and £46,000 to increase capacity to undertake qualitative performance monitoring. The funding allocated to meet additional demand and cost of services includes £222,000 to enhance capacity within Looked After Children's Services to provide more social work and support staff specifically for children who are the subject of a care order and who are living at home subject to Placement with Parents Regulations. Budget of £171,000 has also been allocated to provide temporary (three year) funding for a multi agency Child Sexual Exploitation Prevention Team. Other allocations include £100,000 for increased translation and interpretation costs, £76,000 to respond to the increasing demand for high quality, person-centred, outcome-led support for adults with learning disabilities and £76,000 to provide capacity for administering complaints and access to records.
149. As part of the due diligence for the 2017/18 budget process, the level of risks attached to current shortfalls against budget savings targets in 2016/17 was assessed. Based on this assessment a total of £872,000 has been reinstated into the Social Services base budget for 2017/18. This relates to six specific savings targets, four of which were carried forward from 2015/16. These savings are now either considered unachievable or have a level of risk in terms of achievability that is considered unacceptable in terms of future budget monitoring and financial resilience for 2017/18. These savings targets include £327,000 in relation to a business support review and £165,000 from market and demand management of commissioned residential services in Children's Services, £130,000 arising from the integration of the Directorate's central functions and £125,000 from reshaping the Internal Supported Living Service for People with Learning Disabilities. The other target savings include £100,000 from a review of commissioned services within the Community Alcohol & Drug Team and £25,000 relating to the block purchase of residential beds in Children's Services.
150. The budget savings proposed by the Directorate for 2017/18 total £4.997 million and are set out in the following table:

2017/18 Savings	£000
Partners and Others	850
Internally Facing	1,338
Grants and Subsidies	100
Second / Third year Proposals	2,709
TOTAL	4,997

151. A number of the savings are based on a continuation of initiatives which commenced in previous years. These total £2.709 million and include a number of preventative measures within Children's Services aimed at reducing the number and cost of looked after children requiring high cost external fostering and residential placements. These savings include £1.331 million based on a review of children placed in out of county placements with the aim being to move children who are currently in residential care into alternative care settings including enhanced fostering. Other savings in Children's Services include £488,000 through the Early Help Strategy to promote and facilitate early interventions and tackle emerging problems for children, young people and their families, £400,000 from the implementation of the Adolescent Resource Centre and £240,000 from the Safer Families Initiative which encourages and utilises volunteering in the community to provide a mentoring service aimed at reducing looked after children admissions. The other proposal which is based on initiatives which commenced in previous years is a saving of £250,000 based on locality based service delivery in Adult Services.
152. Savings proposals that are internally facing or based on commissioning and procurement initiatives total £1.338 million. This includes a saving of £290,000 based on a review of the Emergency Accommodation Service for people with learning disabilities, remodelling the social care crisis service to merge with the provision of respite care and £250,000 by reducing and preventing reliance on statutory services in Adult Services through encouraging access to preventative services, reablement and recovery models of care. Other savings within Adult Services include £170,000 through a joint review with the University Health Board (UHB) of the needs of specialist day care services for service users currently utilising external provision, £150,000 through a retender of the Mental Health Supported Living Service, £125,000 from a review of the model of delivery for domiciliary care services, £100,000 through re-modelling the skill mix within Adults Social Work Teams, and £53,000 by incentivising and working with external providers to improve efficiencies and reduce costs. Savings within Children's Services include £150,000 through a re-modelling of services and £50,000 from recommissioning the current contract for respite and short breaks at Ty Storrie.
153. Proposals based on working with partners and others are anticipated to provide savings of £850,000. This includes £350,000 in Adult Services through reinforcing and robustly challenging the process for continuing health care where primary health needs have been identified. A saving of £150,000 is also proposed through reviewing the level of continuing health care funding for children's placements. Other savings include £130,000 through efficiencies arising from joint commissioning of residential and nursing home beds with the UHB, £100,000 through working in collaboration with the Cardiff & Vale College and Careers Wales to review all applications for Learning Disability residential college placements, £90,000 from a review of the social work resource in hospitals and £30,000 by working with Health colleagues to reduce therapy costs in Children's Services. A saving of £100,000 is also proposed in relation to Grants and Subsidies based on a review of third sector day spend within Adult Services.

Supporting People Programme Grant Spending Plan

154. The Supporting People Programme provides approximately 6,000 units of housing-related support to vulnerable individuals in Cardiff to assist them to live independently and to prevent homelessness. Support can be provided in the clients own home, in hostels, sheltered housing or other specialist supported accommodation. Thirty two organisations deliver this support, the majority of which are charitable organisations. However, the Council does also provide some services directly including two homeless hostels.
155. The WG provides Supporting People funding in the form of a grant and local authorities administer the funds and commission services. A multi-agency Regional Collaborative Committee (RCC) for the Vale of Glamorgan and Cardiff operates to provide a collaborative approach and share best practice.
156. The WG requires each local authority to develop a Local Spending Plan in a prescribed format that indicates the areas where the Council intends to spend the grant. This is prepared following an indicative grant allocation figure from the WG.
157. The indicative grant allocation for Cardiff for 2017/18 is £16.267 million, which has remained the same as in 2016/17. While no reduction has been made in Supporting People Grant this year, it is anticipated that savings will be required in future years. The level of intended spend within each spend category can be seen at Appendix 16 and is broadly similar to that of the current year in the majority of spend categories. There is a reduction in spend on Floating Support services and there has been some realignment of funding in other categories as well as re-categorisation of some projects.
158. The proposed Local Spending Plan is a reflection of regular and ongoing engagement with all stakeholders and discussions with service providers and reflects the Council's priorities for 2017/18.
159. Generic Floating Support services have been recommissioned during the year with the new services commencing from April 2017. Greater control of access to floating support services together with the cost reductions achieved through recommissioning have resulted in a saving of £900,000.
160. The highest anticipated spend is in the spend category 'Expenditure which does not directly link to the other spend plan categories', with expenditure totalling £3.396 million. The projects in this category are mainly single person hostels and supported housing which do not provide services specifically for the other identified client groups within the spend plan but are accessed by people with both varying and multiple needs. Funding for resourcing the various 'gateways' to services is also included in this spend category.
161. A number of priorities have been identified for the coming year. Closer working with colleagues in Children's Services and Homelessness and the introduction of the Young Persons Gateway has identified a gap in supported

accommodation provision for the most challenging young people. An increase in spend of £160,000 (9%) in this area is anticipated as a project is developed to meet this need.

162. Rough sleeping in the City is at its highest level and additional resource is required to support this complex client group into services and ultimately accommodation. An increase in spend of £200,000 in this area is required as services are developed to meet the complex needs of those who are rough sleeping.
163. Each region has been tasked by WG to ensure services for Older People are targeted at the most vulnerable and are not based on tenure. Consultation has taken place with landlords and providers in this area and it is clear that further work is required to fully understand requirements of this client group. A full needs assessment is to be carried out in conjunction with the Vale of Glamorgan together with a review of existing service for older people to avoid any duplication and ensure joined up services. A small increase in funding of £31,000 (11%) in this category is anticipated.
164. The Young Person Gateway, Single Person Gateway and Gender Specific Gateway have been successful in managing the homelessness situation in Cardiff as well as providing much needed insight into the demand and needs for services and accommodation. There will be an increase in spend of £255,000 to increase the resource in managing the gateways, achieving greater join up and consistency between different accommodation provision. There will also be a new resource to directly support homeless households into the private rented sector, helping to prevent homelessness.
165. In addition partner organisations will be asked to put forward spend to save projects which can achieve more efficient use of resources to meet potential future grant reduction. Schemes will be temporary in nature and will address the following key priorities: supporting vulnerable people into suitable accommodation; reducing rough sleeping; prevention of homelessness and helping homeless households to access the private rented sector.

Medium Term Financial Plan and Financial Strategy

Future Outlook and Inherent Uncertainties

166. The budget reduction requirement is influenced by numerous external factors including new Government policy initiatives, new legislation, future funding settlements, economic conditions and price inflation. As a large organisation providing a range of services, these can impact on the Council in many ways. The budget reduction requirement is therefore a dynamic figure and robust financial planning requires regular review and refresh of the requirement to ensure that it reflects emerging issues and most recent information. As an important part of financial resilience and sound financial planning, the Council undertakes regular updates to the Budget Reduction Requirement. Following this report, the next reported update will be included in the Council's Budget Strategy Report in July 2017. In recognition of the areas of uncertainty inherent

within the plan, the MTFP includes both a base case and a sensitivity analysis which is covered further in the report.

Medium Term Financial Plan - Overview

167. This section sets out, as far as possible through use of available information, the financial challenges facing the Council for the period 2018/19-2020/21. The table below sets out an estimated budgetary gap of £80.9 million over this three-year period. An extended version of the table below is set out in Appendix 17(a).

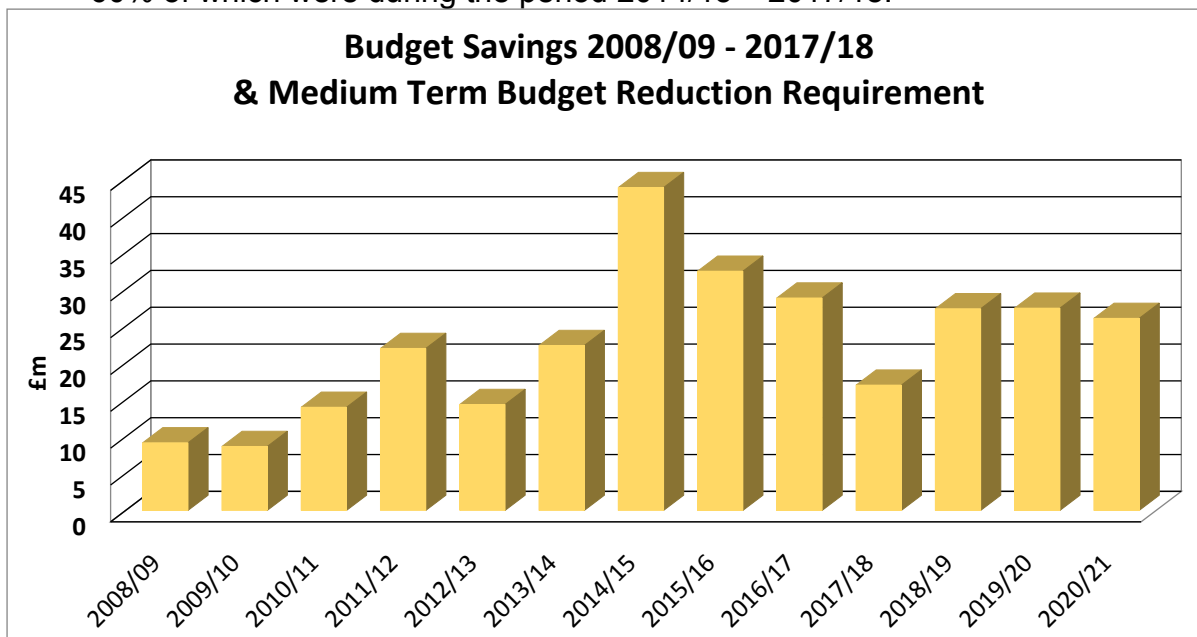
Component of Budget Gap	2017/18 £000	Medium Term Financial Plan		
		2018/19 £000	2019/20 £000	2020/21 £000
Adjusted base Budget B/forward	578,846	586,984	581,204	576,967
Pay*	2,917	2,697	2,650	2,235
Price Inflation	2,507	4,171	3,655	3,626
Schools Growth	7,232	7,167	9,399	6,928
Capital Financing	(1,593)	233	707	2,616
Commitments and realignments (net)	6,410	793	459	121
Non Schools Demographic Growth	3,034	3,538	3,350	3,350
Emerging Financial Pressures	4,638	3,000	3,000	3,000
2017/18 Savings	(17,007)			
Budget Reduction Requirement		(27,379)	(27,457)	(26,071)
Net Expenditure	586,984	581,204	576,967	572,772
Funding				
Aggregate External Finance	(428,217)	(423,937)	(419,700)	(415,505)
Use of Earmarked Reserves**	(1,500)			
Council Tax (at 2017/18 Rate)**	(157,267)	(157,267)	(157,267)	(157,267)
Total Funding	(586,984)	(581,204)	(576,967)	(572,772)

*Schools pay pressures are included in the schools section of the table

** Before any planning assumption on use of reserves and council tax increase which are considered in the response to the Medium Term Plan Section of this Report

Budget Reduction Requirement	£000
2018/19	27,379
2019/20	27,457
2020/21	26,071
Total	80,907

168. A budget reduction of £80.9 million over a three year period will be extremely challenging, especially when taken in the context that the Council has had to find £213 million savings over the 10 year period 2008/09 – 2017/18, almost 60% of which were during the period 2014/15 – 2017/18.



169. Although the Council has made £213 million savings over the past decade, the base budget has not reduced by this amount. This is because the most significant driver for the Council to find savings are unfunded financial pressures. This has had the effect of diverting resources into areas of unavoidable commitments or protection.

170. A consequence of this is that areas that have been afforded protection (such as Schools) and areas facing significant demand and cost pressure (such as Social Services) are accounting for proportionately more of the Council's budget annually, as funds are redirected into these areas. Over an extended period, this makes addressing the budget reduction requirement through directorate savings increasingly challenging. This is illustrated in the table below which shows that over the period 2012/13 – 2017/18 these areas have received net budget growth of £63 million.

Financial Year	Delegated Schools Net Growth £000	Social Services Net Growth £000	Total £000
2012/13	4,465	2,809	7,274
2013/14	4,937	5,616	10,553
2014/15	2,720	736	3,456
2015/16	6,574	3,211	9,785
2016/17	11,185	4,082	15,267
5 Year Total	29,881	16,454	46,335
2017/18	7,233	9,155	16,388
Total	37,114	25,609	62,723

MTFP Assumptions – Future Expenditure

171. Financial pressures account for £66.7 million (81%) of the anticipated budget gap. Within the £66.7 million, a total of £23.4 million (35%) relate to pressures in schools and £22.8 million (34%) in Social Services.

Employee costs

172. For non-teaching staff, Local Government pay is a matter for collective bargaining between the national employers and trade unions through the National Joint Council. As it is not possible to pre-empt this process, the MTFP includes provision for annual pay awards of 1% in an effort to balance the general theme of restraint regarding public sector pay awards with preparedness from a budgetary perspective. In the absence of any firm indication of teachers' pay award, the plan assumes a 1% annual increase in line with the assumption for non-teaching staff. In recognition that a fluctuation in rates could cause a significant in-year budgetary issue if awards in excess of 1% are agreed, the worst case scenario factors in the possibility that annual pay awards will start to rise to 2% per annum.
173. The Voluntary Living Wage (VLW) rate encompasses spinal points at the lower end of the NJC pay scale. The MTFP assumes that the VLW will increase incrementally at a rate that will bring it into line with the projected NLW by 1 April 2020 at an estimated cost to the Council of approximately £0.5 million over the life of the plan. This cost is lower than estimated at the time of the Budget Strategy Report due to estimates of slower pay growth over the medium term. Based on these assumptions, there is an expectation that over this period the VLW will encompass two additional spinal points. As the number of spinal points encompassed by the VLW grows, erosion of pay differential is likely to become an increasing issue.
174. The medium term plan allows for incremental salary drift for both schools and non-schools staff. Each year, the plan includes a reduced estimate of drift compared to the previous year in recognition that over time, annual provision for the cost of increments should result in a budgeted establishment that is sufficient to cover each post being at maximum spinal point.
175. The Council's Local Government Pension Fund (LGPS) is subject to an Actuarial Review on a triennial basis, with the latest valuation as at 31 March 2016. The MTFP reflects an increase in employer's contribution rates from 22.9% to 23.3% in 2017/18 and a further increase to 23.5% in 2018/19. These assumptions reflect use of the mechanisms available to manage upward pressures on the contribution rate by stepping the increase. As the Council is in receipt of a recent actuarial review, it is not necessary to reflect a worse case scenario in respect of employer's rates for 2018/19 and 2019/20. By the financial year 2020/21, there will have been a further actuarial review of the scheme. This is presently almost three years off and very difficult to pre-empt. At present, a reasonable base case assumption is to assume an ongoing rate of 23.5% following the next review.

176. Cardiff's auto-enrolment date was 1 February 2013. However, as Cardiff chose the deferral option, auto-enrolment of qualifying employees into the Pension Scheme was deferred to 1 October 2017. The potential cost associated with the auto-enrolment of these employees depends on the proportion who opt to remain in the scheme. It is a reasonable assumption that many employees will opt out, having previously decided not to join or remain in the Pension Fund. However, it would be imprudent to assume that there would be no additional LGPS members following auto-enrolment. The base case MTFP therefore includes provision for 15% of those who are auto-enrolled to remain in the fund. As the enrolment date is half way through the year, these costs initially affect 2017/18 with a full year effect in 2018/19. A further re-enrolment exercise will take place in early 2019. The MTFP includes provision for 10% of those employees who remain opted out of the scheme to re-join at that date.
177. The Teachers' Pension Scheme is an unfunded public service pension scheme. It was announced in the Chancellor's Budget of March 2016 that the discount rate used to set employer contributions to such schemes would reduce from 3% above CPI to 2.8% above CPI, and that this change would impact on employers from April 2019. The full impact will be dependent on actuarial review which has not yet been undertaken. However, it has been suggested that the employer's contribution to the scheme will increase from 16.48% currently to just over 18% which would require a 10% increase on teacher's pension's budgets. The MTFP reflects this with a £1.7 million pressure recognised for 2019/20. The worse case scenario models the potential for an increase to 20%, a rate which has been suggested by commentators advising Academy Schools in England of potential risk factors over the medium term. Both scenarios will require careful monitoring over the medium term, given that the discount rate is a factor of the inflation rate, which will be changeable over this period.

Price Inflation

178. At present, CPI is running at 1.6%, which is higher than it has been for some time, albeit still below the Bank of England's 2% target. In line with the practice in recent years, the plan assumes that directorates will absorb the impact of price inflation within their existing resource base except in instances that are deemed to be exceptional. Exceptional circumstances may arise either because the quantum of the budget to which inflation applies is very significant, or as a result of above inflationary price increases. Current Office of Budget Responsibility estimates suggest the following inflation rates during the course of the MTFP:

	2017	2018	2019	2020
RPI %	3.2	3.5	3.2	3.1
CPI %	2.5	2.1	2.1	2.0

179. The plan includes estimated future provision in respect of NDR, Out of County placement costs and potential fee increases in relation to Social Services. The latter also reflects the impact of the NLW requirements with wage rates

generally low within the care sector. Given the volatility of pricing in relation to energy and fuel and given price decreases experienced in the current year, the base case MTFP assumes static pricing in this area. Any price fluctuations will be factored into the budget gap at the appropriate MTFP refresh points.

Capital Financing

180. The assumptions that underpin the capital financing figures included within the plan are covered in further detail elsewhere in the report. Two key assumptions to note are:
- the capital financing costs included within the MTFP reflect the 2017/18 Capital Programme contained within this report. There is no assumption of any further new scheme approvals in 2017/18 and onwards
 - the MTFP assumes a level of internal borrowing which minimises external interest costs

Commitments

181. The commitments section of the MTFP includes provision for an increase in the Central Enterprise Zone (CEZ) budget. A £1.5 million budget for CEZ was due to be established by 2014/15 however, slippage from estimated CEZ timescales meant that provision of the full budget was delayed. Amounts are included within the MTFP to increase existing budgets to the planned level of £1.5 million by 2018/19 in line with updated timescale of anticipated commitments in this area.
182. As outlined elsewhere in this report, through the School Organisation Plan (SOP), the Council is undertaking a significant programme of capital investment in schools to reorganise school places and to ensure effective use of resources and fitness for purpose. During the period covered by the MTFP, it is likely that new schools due for completion will have higher rateable values, and therefore a higher NDR liability, than the existing schools estate. The MTFP builds in an estimate of the increased NDR exposure that may result from SOP.
183. The commitments section of the MTFP captures instances where commitments should reduce over the next three years. The first year of the MTFP reflects a further reduction in the voluntary redundancy budget. This is reflective of the planned shift, by 2018/19, to a funding model for redundancy that is covered 50% from the base budget and 50% from earmarked reserves. The MTFP also reflects the write out in 2018/19 of £0.5 million included in the 2017/18 budget to support the Volvo Yacht Race and the fall away in 2020/21 of £0.5 million included in the 2017/18 budget to provide temporary accommodation at Cantonian High School.
184. Specific grants are an area over which there is little certainty over the medium term as outlined further in the funding section of the MTFP. The commitments section of the MTFP includes estimates of potential reductions to specific

grants where those grants cover areas of statutory responsibility. In these circumstances, consideration of discontinuing the grant-funded service is not a viable option.

185. The commitments section of the MTFP also includes £471,000 in 2018/19 to reflect the full year effect of financial pressures supported within the 2017/18 budget. The majority of these reflect provision for additional Social Services posts that are due to be filled part way through 2017/18 and as such required only part year funding for that year. The MTFP also includes sums to meet commitments on statutory recycling targets.

Demographic Pressures

186. Of the £66.9 million expenditure pressure identified over the next three years, £19.8 million is attributable to pressure on services due to demographic growth. Over recent years, Cardiff has had one of the fastest growing populations of any of the UK core cities. Projections suggest that this trend will continue with statistical projections suggesting significant population growth out to 2034.
187. In recent years, Cardiff has seen significant growth in age groups in which demand for services can be more costly. An increasing school age population places additional financial burden on the Education Lifelong service and similarly, an increase in the older population creates additional financial pressures on Social Services, as people become more likely to need services or require more complex care packages.
188. The demographic pressures within the MTFP are summarised in the table below and are in areas that already account for over 60% of the Council's budget. As referred to earlier in this section, in the absence of additional government funding, the £19.8 million estimated requirement will involve an element of redirection of funds from other areas of the Council's budget.

Demographic Increases	Predicted 3 yr pressure £000
Social Services – Adults	5,100
Social Services – Children's	4,500
Schools	9,519
Other	638
TOTAL	19,757

189. Whilst labelled as demographic growth, the sums in respect of Children's Services are also reflective of increasing complexity of demand. This is very difficult to predict and a small number of high cost packages can have a significant impact on the Council's budget. In recognition of this issue, in addition to the sums identified for Children's Services, the Council's base budget contains £950,000 as a service specific contingency in this respect.

190. A further area that will need to be monitored over the MTFP in terms of its demographic impact is the LDP which sees significant growth planned for the City over the period to 2026. The MTFP shows the Council Tax Base as static over this period even though additional properties would result in an increase. This is to reflect the fact that additional Council Tax income will affect settlement figures and will be accompanied by increased demand for services. Future modelling will take place as the LDP progresses.

Emergent Financial Pressures

191. The MTFP includes a sum of £3 million per annum to address emerging financial pressures. This sum, which represents just over 0.5% of the Council's cash limit has been included in recognition that it is impossible to foresee all issues and that in reality, additional burdens may arise due to issues including legislative and policy change and specific grant fall out. Review of these sums will take place at the MTFP incremental refresh points referred to above and will be updated to reflect most recent information.

Aggregate External Finance

192. In the absence of any indicative funding figures for 2017/18 onwards, the level of AEF across the plan has had to be estimated. The general view amongst Welsh Local Government is that the funding outlook is likely to remain challenging. The base case MTFP for the financial years 2018/19 – 2020/21 assumes an annual AEF reduction of 1%.
193. In recent years, the absence of multi-year settlements for Welsh Local Government has been a significant obstacle to financial planning. This uncertainty is set to continue over the medium term as the 2017/18 settlement covers only the forthcoming financial year. Ongoing budget reductions of the scale required to achieve a balanced position often require difficult decisions with long lead-in times. The absence of sound evidence upon which to base future funding assumptions is extremely problematic, especially given that a 1% fluctuation in AEF for Cardiff equates to £4.3 million.
194. As referred to earlier in the report, in recognition of this key risk, as part of the 2016/17 budget, the Council established a £4 million financial resilience mechanism budget. The budget, which equates to just under 1% of AEF, operates as a base budget to fund one-off initiatives that support the reshaping of the organisation or invest in priority areas. A key investment criterion is that it is one-off in nature, which means that this £4 million FRM budget is available for immediate release in future years should a settlement be more challenging than the 1% reduction reflected in the MTFP base case. This reduces the likelihood of having to identify significant additional directorate savings at short notice. In summary, the FRM base budget is a mechanism that allows for short-term investment in priority areas, whilst managing risk and providing some assurance to the medium term position.

195. In November 2016, the Welsh Local Government Association (WLGA) produced a paper in response to the WG's Draft Budget 2017/18. Within this paper, using Spending Review estimates of future Welsh Block Resource Grant and combining these with assumptions around growth in business rates, the WLGA modelled a number of potential scenarios for Welsh Local Government's core grant in the remaining years of the Spending Review. The scenarios covered a variety of potential protection levels for other parts of the Welsh public sector including NHS Wales. They ranged from an optimistic (for LG) scenario that suggests annual AEF increases of just over 1.5% over the period to 2019/20, to a most pessimistic scenario that sets out potential AEF reductions of 2.6% for 2018/19 and 1.8% in 2019/20. The middle scenario suggests AEF increases of 0.2% - 0.4% in 2018/19 and 2019/20 respectively.
196. The assumption of annual AEF reductions of 1% included within Cardiff's base case MTFP are therefore between the WLGA's modelled medium and worse case scenarios. Whilst Cardiff's base case assumption is more pessimistic than the WLGA's middle scenario, there is also a need to be mindful of further potential distribution amendments through the formula which impact Cardiff negatively. One known area in this respect is the second phase of the social services rurality changes effected as part of the 2017/18 settlement distribution.

Specific Grant Funding

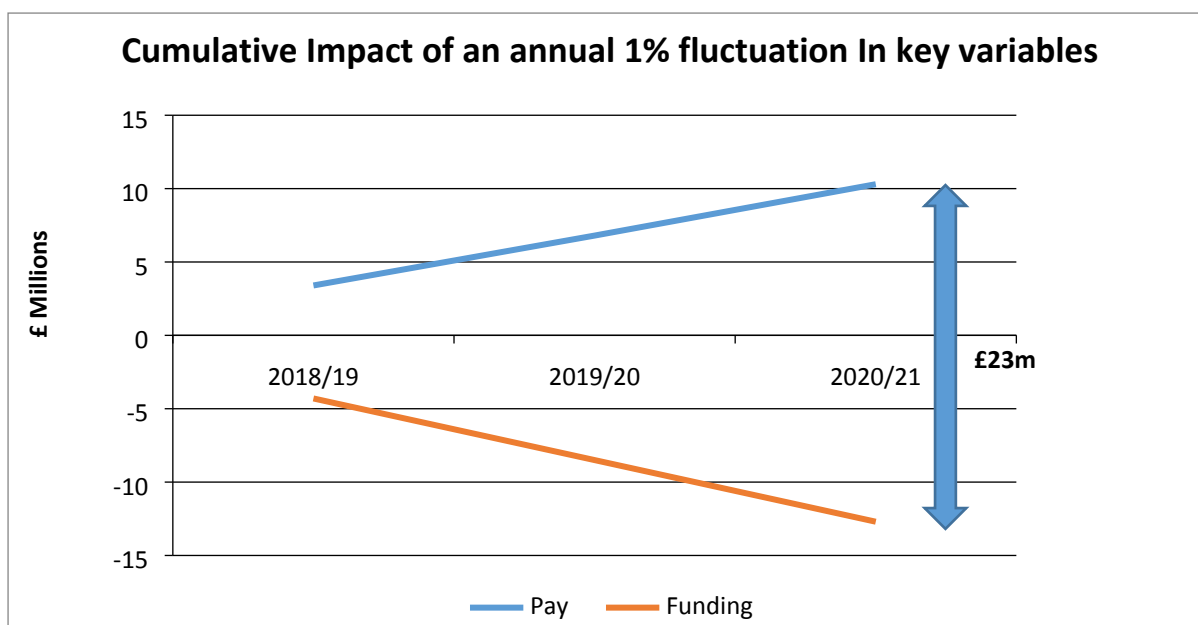
197. The Council receives a significant amount of specific grant funding. Over recent years, the WG has committed to provide greater flexibility and reduce administrative burdens for Local Government by transferring specific grants into the RSG wherever possible. Whilst this is helpful, there is a risk that upon transfer, the overall quantum and/or the distribution mechanism of the grant will change. There is also a risk that specific grants may simply reduce or fall out altogether.
198. Future changes to specific grants, either by way of transfer or reduction, are arguably even harder to predict than AEF levels. This uncertainty is compounded where there are changes to existing arrangements at short notice including separate grant streams merging into one, or where complicating factors such as consortia arrangements exist. LG settlement information on specific grants is usually in outline form with little information for the forthcoming year and no indications for later years.
199. The Council has an existing base budget of £250,000 to deal with in-year specific grant funding issues. Over and above this amount, the MTFP includes the risk of ongoing reductions to grants that fund statutory activity. Beyond this, the assumption is therefore that any future specific grant reduction would be dealt with either by reviewing the grant funding activity or addressing the issues through the sums set aside within the plan for emerging financial pressures.

Reserves

200. Established practice is to avoid over-reliance on reserves as budget funding for a number of reasons. Firstly, due to their finite nature, use of reserves to support the budget creates an immediate funding shortfall in the following year. Secondly, earmarked reserves are set aside for a specific purpose, which would be compromised were they to be routinely taken for general budget funding. Thirdly, the existence of reserves are an important part of financial resilience, especially in a period of extreme financial challenge. Finally, this allows the Council to borrow internally and so significant reduction in reserves would potentially increase the Council's need to borrow externally. It is also of note that the level of reserves held by the Council could be considered to be at just an adequate level for an authority of this size. As a percentage of gross revenue expenditure, Cardiff has one of the lowest levels of general and unusable reserves compared to other Welsh Authorities.
201. There is a careful balance to strike between holding too much and too little cash in reserves. If reserves are too low, this increases the Council's exposure to risk and may affect its capacity to deliver planned priorities in a prudent fashion; too high and this funding could have been used on services in times of financial pressure. It is also important to note that cash in reserves is not idle. Cash held in reserves generates investment income in line with the Council's Treasury Management Strategy and as noted above, cash reserves help the Council avoid the need to undertake short-term external borrowing and its associated costs.
202. The base case MTFP shows no annual drawdown from reserves. To improve visibility and ensure full engagement with Members in setting a strategy in relation to reserves, use of reserves is set as a budget planning assumption along with savings, Council Tax levels and caps on schools growth.

Sensitivity Analysis

203. As outlined in the sections above, it is very difficult to accurately predict future spending and funding levels three years into the future. Moreover, minor fluctuations in key variables can have a significant impact as depicted in the following graph which illustrates the cumulative cash impact of an annual 1% fluctuation in two key variables; pay and funding. The graphs show that if AEF decreases are annually 1% worse than currently planned and pay awards are 1% higher, this would have a cumulative impact of £23 million over the period. The impact of the funding reduction in the first year would be offset by releasing the Council's FRM. This would avoid the need to identify additional directorate savings at short notice, but would remove the availability of the mechanism for investment in priority areas in future years.



Worse Case Scenario

204. The following table reflects the potential worse-case scenario for the Council over the medium term. This reflects

- pay awards of 2% compared to the 1% within the base case
- annual funding reductions of 2% over the life of the MTFP compared to the 1% within the base case
- a more pessimistic outcome of the impact of the change in discount rate on Teachers' Employers Contribution rates.

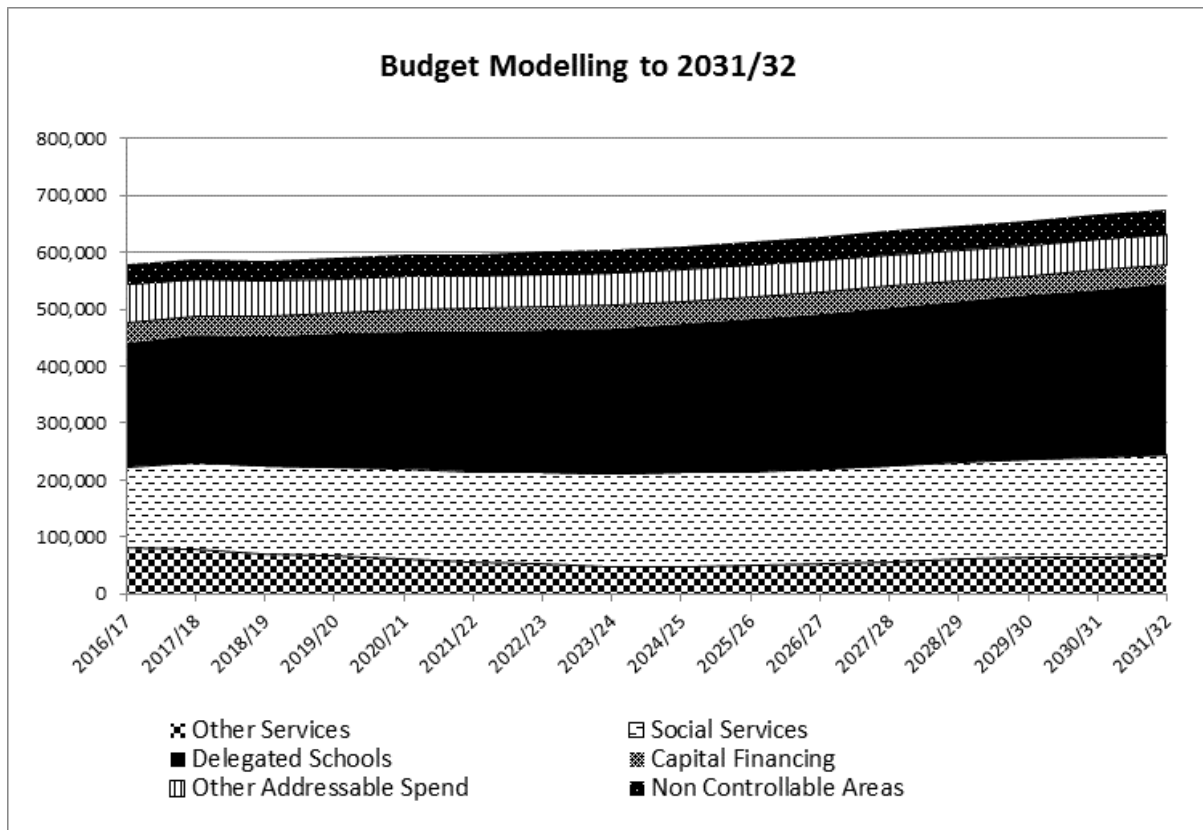
Worst Case Scenario	2018/19 £000	2019/20 £000	2020/21 £000	TOTAL £000
Base Case MTFP Position	27,379	27,457	26,071	80,907
Changes:				
AEF	4,280	4,237	4,195	12,712
Pay Award	3,400	3,435	3,470	10,305
Pensions Issues - actuarial	0	1,900	0	1,900
Revised MTFP Shortfall	35,059	37,029	33,736	105,824

205. One key risk across the life of the plan period is pay awards. The MTFP extrapolates the general theme of restraint in respect of public sector pay over the medium term. However, with economists and other financial analysts predicting that inflation will hit 3% - 4% in the next two years, higher than it has been for many years, it is reasonable to assume that there may be upward pressure on pay increases. The table above shows that annual pay awards of 2% for all staff would add £10.3 million across the life of the MTFP.

206. A 1% annual fluctuation in AEF has the biggest impact on the base case MTFP, adding £12.7 million to the estimated budget reduction requirement. Release of the Council's FRM would immediately mitigate this sum by £4 million. This would of course remove the opportunity for further one-off investment through the FRM in future.
207. The worse-case scenario models the potential for employers' contributions rates in respect of teachers' pensions to increase to 20% over the medium term, higher than the increase from 16.48% to 18% that is included within the base case MTFP. Commentators advising Academy Schools in England in relation to potential risk factors over the medium term have suggested that the rate could increase to 20% over this period. This issue will require careful monitoring as it largely depends upon a discount rate, which is a factor of the inflation rate, which will be changeable over this period.
208. In addition to the above risks that have been estimated in financial terms, there are a number of other areas that are currently too uncertain to quantify, but which the Council will need to monitor carefully over the medium term. These include:-
- NJC proposal to review pay-scales in conjunction with employers as a result of NLW changes
 - the terms agreed as part of Britain's exit from the European Union and their impact on the economy
 - specific projects to be agreed as part of CCRC arrangements
 - the 21st Century Schools Band B Programme
 - the impact of WG's devolved income tax powers from 2019
 - the impact of WG devolved powers for land transactions tax (replacing stamp duty) and landfill tax from 2018
 - the recently published white paper on Local Government Reform
 - the WG pilot on 30 hours childcare (from 12.5 hours) for children aged three and four
 - the potential for the Office of Tax Simplification (OTS) to recommend modifications to the National Insurance system.

Future Years Outlook

209. It is difficult to model beyond the life of the MTFP as there is little clarity over the funding position for Local Government beyond next year. Moreover, there are other significant uncertainties on the horizon including for example, the collaborative working ethos set to replace original plans for Local Government Reorganisation. Notwithstanding these difficulties, it is extremely important to try and look further into the future in order to understand how the impact of budget strategies and decisions taken now will impact the future shape of the Council's budget.



210. It is worth noting that the capital financing section of the graph assumes no further growth beyond the existing Capital Programme. Consequently, any new schemes, dependent on the associated level of additional borrowing, will result in the capital financing section of the above graph increasing at the expense of other areas. This highlights the importance of considering the impact of a decision in one area in the context of the Council's overall budget both now and into the future. At times when funding levels are static or reducing, growth in one area must inevitably be at the expense of others.

211. The graph clearly shows that savings from "other services" which, due to protection or demand pressure in other, more significant areas of the Council's budget such as Social Services and Schools, will not be a sufficient long term solution to the problem. "Other Services" contain many areas of statutory duty. It is extremely important moving forward to continue to set clear assumptions and policies at an early enough stage to have the most impact on the future shape of the Council's budget. The cumulative impact of decisions taken now will have a significant and irrevocable impact on later years. It may be that long standing policies and assumptions are considered unaffordable when viewed over an extended time-frame and robust annual challenge will be a key part of financial planning and financial resilience.

Council Response to the Medium Term Financial Plan

212. The previous section set out a further potential budget gap of £80.9 million over the next three years. Directorate savings in isolation will not be a sufficient solution to the problem. Developing the budget strategy to bridge this gap and ensuring the Council's ongoing financial resilience will require further targeting

of addressable spend budgets, further review of policy around schools growth and potential future Council Tax increases.

213. The table below extrapolates budget strategy assumptions across the medium term to arrive at the likely figure that will need to be found from savings over this period. These assumptions, which will be reviewed and refreshed as part of the Budget Strategy Report to be developed in July are:-

- a cap on schools non-demographic growth of 30%
- a Council Tax increase of 3.7%, in line with the current year's increase
- annual draw down from reserves of £1.5 million – sum considered to strike a balance between protecting financial resilience whilst utilising available resources to mitigate front line impact.

	2018/19 £000	2019/20 £000	2020/21 £000	TOTAL £000
Budget Reduction Requirement	27,379	27,457	26,071	80,907
Cap on Schools Growth - @ 30%	1,494	1,979	1,348	4,821
Council Tax at 3.7%	4,686	4,860	5,040	14,586
Use of Earmarked Reserves	1,500	0	0	1,500
Residual Gap	19,699	20,618	19,683	60,000
Addressable Spend Target	2,000	2,000	2,000	6,000
Residual Sum from Directorate Savings	17,699	18,618	17,683	54,000

214. The term Addressable Spend is used to refer to budgets that are not within the control of an individual directorate. This is because they are externally set, relate to corporate financial resilience such as insurance or cut across Directorates such as energy and property. The above table includes addressable spend targets of £2 million per annum. Work to shape these targets will continue in 2017/18 but will involve further investigation of opportunities in relation to divestment of the Council's property portfolio resulting in premises savings, further review of energy budgets to maximise efficiencies and review of insurance budgets in light of current claims experience.

215. As part of the development of the 2016/17 Budget Strategy, the Council developed a medium term savings framework. This work set the direction of travel for achieving the level of savings anticipated over the medium term with directorates afforded flexibility to address and update as time progressed. The savings identified as part of this exercise have undergone review, refresh and roll forward to 2019/20 and are set out in Appendix 17(b) on a thematic basis. The themes used have been updated in order to provide additional clarity to members of the public, whilst maintaining a synergy with the Council's Corporate Plan priorities and are described in further detail below:-

Theme	Description
Commercialisation	Identifying how the Council can make better use of its assets and how to offer its services to the public, third sector, or private sector organisations. Examples include opportunities in respect of income generation (in both existing markets and the exploration of new markets) and commissioning and procurement opportunities in respect of third party spend.
Working with Partners and Others	Considering the way in which we work alongside the public, partner organisations and others. There are opportunities to explore new operating models and alternative delivery arrangements, join up services and consider the sharing of assets and the use of multi-agency teams.
Use of Technology	Understanding the ways in which we can make better use of technology, in our internal functions as well as continuing the shift to online services, customer focus and enabling technology, encouraging people who are able to use digital services to do so.
Review of Grants & Subsidies	Reviewing those services which are either subsidised by the Council, or those for which a grant is currently given to an outside organisation in order to provide the service. Examples may include exploring the possibility of private corporate sponsorship of events.
Internally Facing	Reviewing internal business processes, covering the need to realign services downwards in non-front line areas, through business process efficiencies and reductions to more closely reflect available resources. Ensuring that we secure value on all our contracts.
Prevention and early intervention	Moving towards preventative action and early intervention to provide more cost-effective services that are focused on the need to support the most vulnerable and disadvantaged in society to achieve better outcomes for residents and communities.

216. The following table summarises the opportunities identified within Appendix 17(b):-

	2018/19	2019/20	2020/21	TOTAL
	£000	£000	£000	£000
Residual Sum Required from Savings	17,699	18,618	17,683	54,000

Working with Partners and Others	1,893	2,985	2,835	7,713
Commercialisation	2,835	3,307	3,085	9,227
Internally Facing Proposals	7,069	6,494	6,168	19,731
Review of Grants & Subsidies	729	746	708	2,183
Use of Technology	589	366	348	1,303
Prevention and Early Intervention	4,584	4,720	4,539	13,843
Total	17,699	18,618	17,683	54,000

217. The last detailed Council-wide exercise on the medium term savings framework took place almost two years ago. This framework has been reviewed, refreshed and rolled forward in the intervening period. However, it is now appropriate to revisit this in detail and directorate work on this is due to take place during the Spring. This will include challenging and reviewing due diligence in respect of individual 2018/19 proposals, discussion and development of thematic opportunities that have already been identified by directorates in relation to 2019/20 and considering in more detail savings opportunities for 2020/21. At present, the themes identified for 2020/21 are a direction based on incidence of savings across themes in earlier years of the plan. This exercise will also need a robust discussion around planning assumptions to ensure their ongoing affordability over the medium term.

218. The Financial Standing, Risk and Financial Resilience section has already set out the challenges of finding significant savings over a protracted time frame, and the increasing importance of both considering and responding to the matters in respect of the Council's financial resilience. Work on financial resilience will continue over the medium term including regular review and reporting of the financial resilience snapshot at appropriate intervals, development of benchmarking activities and exploring opportunities for financial stress testing of the MTFP to gain a developed understanding of areas to target additional assurance work in the future.

Cardiff Capital Region City Deal

219. The City Deal was signed in Cardiff on 15 March 2016 by the leaders of the ten partnering local authorities, the First Minister of Wales, the Cabinet Secretary for Local Government and Finance, the Secretary of State for Wales and the Chief Secretary to HM Treasury. As its core proposition, the CCRCD provides funding to support investment in projects to stimulate economic growth: £734 million is allocated to the Metro while £495 million covers an Investment Fund to support additional economic development activities. The latter consists of a

Local Government capital contribution of £120 million with the remaining £375 million provided by the UK Government over a 20 year period. In March 2016, Cabinet and Council approved a report including a high-level affordability assessment indicating the total cost of the Investment Fund to the ten local authority partners was £274.6 million, of which Cardiff's share was £64.7 million. It was agreed that the participating authorities would work together to establish a Joint Cabinet to be known as Cardiff Capital Region Joint Cabinet (Regional Cabinet). This Regional Cabinet will have collective responsibility for decisions relating to the agreed investment programme.

220. In January 2017, Cabinet and Council approved a further report which included a number of key documents that will form the basis of how the CCRCD will be governed (Joint Working Agreement), how the Investment Fund will be managed and approved (Assurance Framework) and the proposals for implementing the CCRCD (Implementation Plan). The report also reviewed the assumptions used for the March 2016 affordability assessment and updated these to reflect changed financial factors since that date. The revised modelling provides for a total affordability envelope of £210.8 million, and represents a reduction of £63.8 million (23.2%) against the position reported in March 2016. Cardiff's share has reduced by £14.7 million (22.7%) to £50.0 million.
221. The Joint Working Agreement stipulates a number of matters that are reserved for consideration by councils at a later date (a long-stop date of 12 months has been agreed). This will include the development of a financial profile and a Joint Working Agreement Business Plan outlining in detail how the CCRCD funding will be invested. Once the Reserved Matter is satisfied, a report will be brought back to the City of Cardiff's Cabinet and Council to provide an update on the Joint Working Agreement Business Plan and deal with the budget framework issues that arise from its approval, as well as the impact on the Council's Treasury Management Strategy and performance indicators. In particular, the report will need to update the Council's approved Capital Programme. The Local Authority (Capital Finance and Accounting) (Wales) Regulations 2003 and the Prudential Code for Capital Finance in Local Authorities put the principles of Prudence, Affordability and Sustainability at the centre of all decisions made in relation to capital expenditure. The reports setting the final approvals will need to ensure that these principles are fully satisfied over the full term of the Joint Working Agreement Business Plan.
222. Cardiff Council has been approved as the Accountable Body which will administer the CCRCD and hold the funds from UK Government, local government and other sources. The Accountable Body will also be responsible for ensuring financial and legal compliance. It should be noted that acting as the Accountable Body results in additional responsibilities and demand on resources associated with Cardiff's participation in the CCRCD which will be reflected in the budget of the Regional Cabinet.
223. As one of its first action the Joint Regional Cabinet will need to approve its budget plan covering the first five years of operation including 2017/18. All ten partnering authorities have approved a financial envelope for the Regional

Cabinet costs of up to £1 million in 2017/18. It has been agreed that the local authority contributions will be based on a population basis using 2015 ONS population data and will be fixed over the life of the CCRC. Cardiff's contribution proportion is 23.7%. An allocation of £150,000 has been made to ensure the Council contribution to the CCRC is fully funded. The proposed base budget along with the projected underspend on 2016/17 contributions will be sufficient to meet Cardiff's share of costs in 2017/18.

Housing Revenue Account and Rent Setting

224. The HRA is a ring-fenced account which records income and expenditure in relation to Council housing. The Local Government and Housing Act 1989 places a statutory duty on local authorities to maintain a separate account for the costs associated with the management and maintenance of Council dwellings. The ring-fencing of the account means that local authorities may not subsidise any costs relating to Council Housing from the General Fund (i.e. from Council Tax or from the RSG).
225. The main expenditure items within the account include maintenance and repair costs, management costs (including rent collection, housing allocations and property and estate management) and capital financing charges on the HRA's outstanding loan debt. The major income streams include Council house rents and income from service charges.
226. As has previously been reported, during 2015/16, the Council made a £187 million settlement payment to the WG to exit the former Housing Revenue Account Subsidy System. This meant that the HRA was no longer required to pay a net subsidy payment to WG, but this was replaced with the costs of servicing and repayment of borrowing in relation to the settlement payment. The net impact of this is an estimated £3.4 million p.a. revenue benefit which is assumed to be retained on an annual basis for re-investment in enhancing the condition of existing housing stock and in the development of new stock.
227. The new Social Housing Rent policy was introduced for Local Authorities in April 2015. This sets an annual Target Rent Band for each landlord, which is based on a range of low end, mid point and high end rents. Whilst the responsibility for setting rents for individual dwellings rests with individual landlords, they are required to operate within average weekly rent levels that fall within the Target Rent Band. WG sets a recommended rent increase each year and Councils are also allowed some flexibility to raise additional income to improve services, invest in improvements to existing homes and neighbourhoods and in building new properties.
228. It is proposed that from April 2017, rents for the majority of tenants should increase by 2.5% plus £2 per week. This is in line with the WG guidelines which protect individual tenants from large annual increases. As a result of the change, the average rent for a council home will increase by £4.20 per week (£4.46 based on the 49 week collection) exclusive of service charges.

229. Consultation on the rent increase took place between 3 January and 16 January 2017. A letter and flyer were sent to 2,500 randomly selected tenants with freepost return address. The information was also sent to tenants' representatives and was put on the Cardiff Tenants Website.
230. Although only 26 responses were received, most respondents were positive with seven negative comments about the increase. The main issues raised were around affordability and cost of living. It should be noted however that Council rents are considerably lower than rents charged by private landlords.
231. Tenants were also asked how they would like the Council to use their rent payments. 69% of respondents said the money should be spent on improving existing stock, 62% of respondents said that the money should be spent on improving housing services and 69% said the money should be spent on new build Council Housing. Respondents were able to vote on multiple priorities.
232. It is planned that additional revenue generated through the rent increase will be used in a number of areas. Income will be used to undertake direct investment in the existing housing stock and estates and for new investment and other housing initiatives including acquisition. These will include the Housing Partnership Programme (HPP) which aims to deliver 1,500 new homes over the project life with at least 600 of these being social rented and assisted home ownership properties.
233. The Council is also developing an additional house building and acquisition programme with the target to deliver, as a minimum, an additional 400 units over five years, bringing the total delivery of new affordable council homes to 1,000 over five years. A programme of housing development and options for land and property purchase is currently being considered based on the priorities identified in the housing market needs assessment and in response to ongoing welfare reform parameters. The inclusion of acquisitions within the programme reflects the urgent need to increase the number of permanent and temporary affordable housing options across the city alongside more traditional house building projects.
234. In addition, revenue will be used to both service the existing HRA debt including the £187 million Housing Revenue Account Subsidy settlement paid in 2015/16 and to reduce the level of HRA debt in the medium term. This has the benefit of creating headroom within the Debt Cap to support the house building and acquisitions programme and to increase both the level and suitability of affordable housing in the City.
235. Other factors which make up the HRA budget proposal include the following main items:
- provision is made for a 1% pay award, increases due to changes in LGPS actuarial increase and employee increments
 - an £18.6 million budget has been set for Council Housing Repairs. This increased budget reflects the estimated requirements for both planned and responsive maintenance

- the direct revenue financing budget for capital expenditure assumes a contribution of £5 million in 2017/18
- provision is made for the anticipated impact of welfare reform under the Universal Credit Scheme on rent income levels, additional costs of collection and recovery, bad debts provision and the potential impact on void allowances
- anticipated revenue costs relating to the HPP.
- the HRA's fair contribution to the planned corporate and other initiatives where HRA activities are involved

236. The detailed proposals for maximum changes to the HRA charges which can be found in Appendix 12(b) are summarised as:

- the majority of service charges that normally increase in line with inflation have been frozen this year
- a small number of charges have been increased to allow for full cost recovery
- no change in charges where cost recovery is being achieved
- some charges have decreased in line with reduced cost and service usage
- some new charges where additional services are now operational

237. For future years to 2020/21, the budget proposals are in line with the HRA Business Plan which will be reported to Cabinet in March 2017 and make provision for the following:

- pay awards and employee increments at assumed levels
- general inflation increases for non-employee budgets
- rent increases in line with the new national rent policy guidelines
- capital financing requirements in line with the proposed HRA Capital Programme
- contributions to HRA balances to meet future investment in the housing stock and other planned initiatives

238. The proposed HRA budget for the financial years 2017/18 to 2020/21 is shown in Appendix 18.

School Organisation Plan and 21st Century Schools Initiative

239. The SOP relates to the significant programme of capital investment which aims to reorganise school places in Cardiff thereby using resources more effectively and ensuring that schools are fit for purpose.

240. As part of the 21st Century Schools programme the Council submitted a revised Band A funding bid to the WG in March 2015. An indicative Capital Investment Programme of £164.1 million received in-principle approval, subject to the successful submission of individual detailed project business cases.

241. The 21st Century Schools Programme forms part of the overarching SOP Financial Model. The SOP is designed to be self-funding and the projects to be undertaken are included in the Council's Capital Programme.
242. The SOP Financial Model brings together Council and WG supported 21st Century Schools Band A projects. The Model includes a projection for both capital expenditure and capital funding over the life of the plan, and subject to the submission of business case documents to WG, can be summarised as follows:

School Organisation Plan (2011/12 to 2018/19)	Funding £m	Expenditure £m
Capital Programme		226.2
Capital Receipts	35.3	
Capital Grants	101.5	
Section 106 Contributions	0.9	
Capital Programme Allocations	14.7	
Welsh Government LGBI	17.3	
Additional Borrowing	56.5	
Total	226.2	226.2

243. The capital investment programme within the model during the period 2011/12 to 2018/19 (the life of the 21st Century Schools Programme Band A) totals £226.2 million. Within this, the 21st Century Schools expenditure is £164.1 million.
244. 21st Century Schools Projects completed to date include new build primary schools (Ysgol Treganna & Pontprennau Primary) and extensions to existing primary schools (Adamsdown Primary, Coed Glas Primary, Ysgol Y Wern & Mount Stuart Primary). Ongoing projects include new build high schools (Eastern High and Cardiff West Community High), new build primaries (Ysgol Hamadryad & Howardian Primary) and replacement and extensions of primary schools (Gabalfa Primary, Ysgol Glan Ceubal, Ysgol Glan Morfa and Ninian Park Primary). All projects are scheduled for completion by the end of 2018/19 financial year.
245. Schemes are first included in the programme on the basis of Initial Development Appraisals (IDAs) and/or current market intelligence adjusted for construction cost inflation over the life of the model. An additional contingency sum of 10% is added, which is decreased as proposals progress and costs become more certain. The expenditure projections are regularly monitored and updated, along with the project funding sources, to identify changes in either the value or timing of expenditure.
246. Of the £164.1 million 21st Century Schools programme, 50% (£82.1 million) will be grant funded by the WG. This includes £64.8 million of capital grant. WG will additionally provide revenue grant over 32 years, to support capital borrowing for the remaining £17.3 million. The £64.8 million capital element is

included within the £101.5 million grant figure above. The Council's match funding element is included within the other resources listed.

247. The WG has extended the Local Government Borrowing Initiative (LGBI) to support the 21st Century Schools Programme. This initiative, which started in 2014/15, will accelerate the WG's share of investment in the programme by providing councils with a revenue stream to support the capital charges associated with additional borrowing. This will not alter the funding share of WG. The objective of this initiative is to ensure delivery of Band A of the programme by the end of 2018/19.
248. Where proposals include the disposal of school land, the capital receipt is reinvested into the SOP. The model relies upon £35.3 million of capital receipts, including those already received. Funding is also secured as capital grants from the WG, with a total of £36.7 million (excluding 21st Century Schools) in the form of scheme specific grants such as Tranche 3 transitional grant from the WG, which bridged the gap between the previous Schools Building Improvement Grant regime, and the start of 21st Century Schools funding. The Tranche 3 grant approval was £35.6 million, which supported the new build St Teilos High School and some associated schemes in the East of Cardiff.
249. Funding has also been allocated from the Council's own Capital Programme and Section 106 Contributions where available. The balance of funding is provided by Council borrowing of £56.5 million, over and above the WG supported LGBI borrowing. The capital charges arising from the Council borrowing are funded from revenue release savings which include savings from facilities management budgets from closed schools as well as efficiency savings and historical adjustments to delegated schools budgets. Capital Financing obligations from completed and ongoing SOP schemes are expected to peak at £5.927 million in 2020/21.
250. The SOP also includes significant revenue expenditure in connection with organisational restructure costs attached to the proposals. These include project management costs, additional costs incurred by schools which are closing or are in transition, and contributions toward the establishment of new educational provision. The risks around school organisational restructure costs increasing should be noted and officers regularly review the potential financial implications attached to the proposals.
251. The overall SOP Financial Model represents a significant financial exposure for the Council and the following capital and revenue key risks have been identified and are continually reviewed:
 - changing scope of works as schemes progress through feasibility studies and design
 - the management of cost over-runs and fluctuating construction cost inflation which may lead to expenditure exceeding contingency levels

- potential for underachievement of capital receipts within the current climate, failure to obtain planning consent or changes in Council policy in respect of land sales
- the potential for revenue costs of closing schools and opening others to be higher than estimated

252. A further challenge for the SOP Financial Model is the cash flow impact of the timing of both capital and revenue expenditure and income. An earmarked reserve has been established for the SOP, and the movements on this reserve are shown in Appendix 19. This reserve is used to manage these cash flow implications and the risks as identified above. At present the balance on the reserve is judged to be sufficient in the context of the overall size of the SOP programme, however careful monitoring will be required over the period.
253. Where amendments are made to capital expenditure for re-profiling of cashflows, and increases are within the level of contingency and inflation for the scheme then these would be actioned and reported through the regular capital monitoring reporting process. However, where amendments over and above the allocated levels of scheme-specific contingency are necessary, the Directorate would seek approval in accordance with the Council's Financial and Contract Procedure Rules.
254. Following a review of commitments against the SOP Reserve, a comprehensive SOP revenue budget for 2017/18 has been produced and will be submitted for approval by the Programme Panel in February 2017. Within this budget, an amount has been earmarked to fund revenue costs associated with ongoing works to meet statutory obligations in relation to schools which form part of existing schemes. A summary table of the revenue budget is shown below:

SOP Revenue Budget 2017/18	£000
Project Team Costs	1,421
Specific Scheme Costs	1,889
Newly established schools Support	438
Ongoing Commitments	751
Capital Programme Contributions	250
Contingency	500
Total	5,249

255. The Operational Manager for School Organisation, Access and Planning will have delegated authority to vire between these budgets in line with the scheme of delegations with the only exception being the contingency provision which will be managed by the Programme Panel.
256. Any overspend against the overall revenue budget will need to be reported to the Programme Panel and consideration given to any remedial action required. Material overspends will be included in the Council's budget monitoring reports.

257. The ongoing funding available within the SOP Financial Model and reserve will continue to fund the capital financing and any other residual costs of the completed programme from 2019/20 onwards. Any residual balances held at the end of Band A will be reviewed in future years, as part of the Council's budget process, for use in supporting the Council's budget or any further 21st Century Schools schemes such as Band B.

Civil Parking Enforcement

258. Cardiff was designated as a 'Civil Enforcement Area' on 5 July 2010 and, since that date, has undertaken responsibility for enforcing a range of parking contraventions. In addition, new legislation has been made available to local authorities in Wales under the Civil Enforcement of Road Traffic Contraventions (General Provisions) (Wales) Regulations 2013 which allows for the enforcement of bus lanes and certain other moving traffic conventions. In 2014 Cardiff applied to the WG to acquire these additional powers to complement the existing parking enforcement powers and to provide a greater resource to address traffic congestion. Following WG approval for the transfer of related legal powers to the Council, the Moving Traffic Offences (MTOs) initiative commenced in Cardiff on 1 December 2014.
259. The advantage to the Council of operating enforcement powers since 2010 is that it has been given direct day-to-day control of the deployment of enforcement staff across the highway network thus allowing targeted enforcement in support of transportation strategies and more effective responses to local needs.
260. Civil Parking Enforcement is a ring-fenced account. The income generated from car parking fees, resident's permits, penalty charge notices and MTOs is used to fund the associated operational costs including the cost of the enforcement service. Any surplus or deficit will be transferred to the Parking & Enforcement Reserve and can only be used for specific purposes such as supporting transportation services, parking and highway and environmental services in accordance with section 55 of the Road Traffic Regulations Act 1984.
261. The anticipated operating surplus for 2016/17 is £5.415 million. When this and the budgeted eligible expenditure for the current year are applied to the brought forward figure the balance in the Parking & Enforcement Reserve at 31 March 2017 is estimated at £153,000.
262. For 2017/18 income from car parking fees, residents' permits, penalty charge notices and MTOs is forecast to be £11.755 million. This represents an increase of £863,000 compared to the forecast position for 2016/17 mainly due to anticipated increases from the expansion of moving traffic offences and additional parking fees following a planned reconfiguration of parking bays scheduled for September 2017.
263. Operating costs include staffing and other costs of enforcement services, administration, traffic regulation orders, maintenance of parking for both on and

off street parking and disabled bays. They also include capital financing costs in respect of repayments in relation to the investment in expanding bus lane and yellow box junction enforcement. Overall, expenditure is estimated to be £6.039 million, leaving a net surplus of £5.716 million in 2017/18.

264. Eligible expenditure commitments supporting overall highway, transportation and environmental improvements total £5.025 million in 2017/18. Direct revenue contributions to capital are also reflected as a commitment for 2017/18. These include £335,000 for Bus Corridor improvements to replace expenditure previously within the approved Capital Programme and £230,000 towards further expansion of the MTOs as set out in the Capital Programme. In addition a further £50,000 is planned for various highway and transport improvements and £7,000 for the maintenance of Driver Feedback Signs (DFS). It is estimated that the balance in the reserve at 31 March 2018 will be £222,000.
265. On the basis of known levels of operating expenditure, other commitments and anticipated increases in income, the future balance in the reserve is estimated at £727,000 by the end of March 2019, £743,000 by the end of March 2020 and £583,000 by the end of March 2021. The flat line position in the reserve in 2019/20 and the reduction in 2020/21 reflects an anticipated decrease in MTO activity.
266. A summary of the overall position on the Civil Parking Enforcement Account including the anticipated balances on the reserve is set out in Appendix 20 to this report.
267. The anticipated surpluses provide significant scope for future investment in line with the Local Development Plan and Parking Strategy to assist in delivering improvements and key transport schemes in the City. Use of the reserve for investment in initiatives will be reported as part of the Council's regular monitoring arrangements including a consultation process with the relevant Cabinet member.

Joint Committees and Relevant Bodies

268. Cardiff is currently the lead Authority for Glamorgan Archives and Prosiect Gwyrdd; it is also a member of the Central South Consortium Joint Education Service and the Shared Regulatory Service. A new joint Regional Cabinet in relation to the CCRC is currently being set up with Cardiff as the Accountable Body. In addition, the Council has to meet a number of levies and contributions.

Joint Committees and relevant Bodies	2016/17 Revenue Contribution £	2017/18 Revenue Contribution £
Joint Committees		
Glamorgan Archives	211,520	209,280
Prosiect Gwyrdd	37,000	37,000
CSC Joint Education Service	1,504,650	1,419,429
Shared Regulatory Service	3,023,000	2,976,000
CCRCD	0	237,000
Joint Bodies		
South Wales Fire & Rescue	16,775,747	16,857,566
Natural Resources Wales	136,467	137,925
Cardiff Port Health Authority	114,904	113,755
Newport Port Health Authority	4,819	4,771

269. The figures shown for 2017/18 are subject to confirmation by the respective Joint Committees. The fees and charges for the Shared Regulatory Service are set either by the Joint Committee or externally by statute or other regulation.

Activities inherited from Cardiff Bay Development Corporation including Harbour Authority

270. The Council agreed to take on the role of the Cardiff Harbour Authority in April 2000 following the winding up of Cardiff Bay Development Corporation (CBDC). The functions and responsibilities of the Harbour Authority are detailed in the Agreement made between the Council and CBDC (now WG) under Section 165 of the Local Government Planning and Land Act 1980. The funding required to discharge these obligations is provided by a specific grant received from the WG. This funding and any income generated are ring fenced.
271. The arrangement has been subject to a number of negotiated changes over the past 17 years; the latest variation was signed on 3rd April 2014 and included a three year fixed cost budget for April 2014 to March 2017. The revisions ensured that a sufficient funding level was made available to the Harbour Authority to meet the liabilities under the agreement and any additional duties relating to the Cardiff Bay Barrage Act 1993.
272. During 2016/17 negotiations have taken place between the Council and WG officers to agree a new three year budget for the period 2017/18 to 2019/20.
273. Following a comprehensive review of the future resource requirements, a fixed cost and asset renewal budget was submitted to the WG for their formal approval. This identified a total funding requirement of £5.795 million for 2017/18 reducing to £5.299 million by 2019/20.

Harbour Authority Funding Requirement 2017/18 – 2019/20

2016/17		2017/18	2018/19	2019/20
£000		£000	£000	£000
6,365	Expenditure	6,348	6,395	6,079
(820)	Income	(930)	(1,030)	(1,064)
5,545	Fixed Cost Budget	5,418	5,254	5,015
346	Asset Renewal	377	440	284
5,891	Total Budget	5,795	5,694	5,299

274. The proposed budget for 2017/18 is a net reduction of £96,000 compared to the revised 2016/17 budget. This reflects a combination of operating cost reductions and increased income totalling £211,000 offset by inflationary and financial pressures of £84,000 and an increase of £31,000 in Asset Renewal funding.
275. The budget reductions reflect current spending trends, thereby minimising risk. It is proposed to generate additional income of £110,000 by developing a more commercial approach to its activities. This should enable an additional £50,000 to be generated through car parking charges, £45,000 from lease and licence fees from various locations and a further £14,000 from other sources such as education, concessions and harbour dues.
276. The budget incorporates inflationary allowances for a pay award, general price increases and a provision for increased pension contributions following the outcome of an actuarial review.
277. An additional budget of £32,000 has been provided to cover the audit and accountancy charges following the requirement to prepare a separate Statement of Accounts for the Harbour Authority.
278. With the overall reduction in budgets the ability for the Council to fund large unforeseen operational costs is reduced. It is therefore proposed to remove the requirement to retain £100,000 as a minimum retention figure for unforeseen additional costs within the project and contingency fund. In future any unforeseen costs will be recoverable from the WG through an additional claim.
279. It is also proposed that funding from the WG should be provided to cover the actual net cost of discharging its obligations. Currently any underspend against the Fixed Cost budget is shared on a 50/50 basis but in the future any underspend will be retained by the WG.
280. Furthermore in respect of any major projects or enhancements it is proposed to agree or establish a protocol whereby the Cardiff Harbour Authority submits a proposal to the WG on a business case basis for consideration.
281. It is also estimated that funding of £377,000 will be required for asset renewal in 2017/18. The identified works include £300,000 for the replacement of a sailing vessel, £71,000 for various barrage structural work and £6,000 for the replacement of an aeration system compressor.

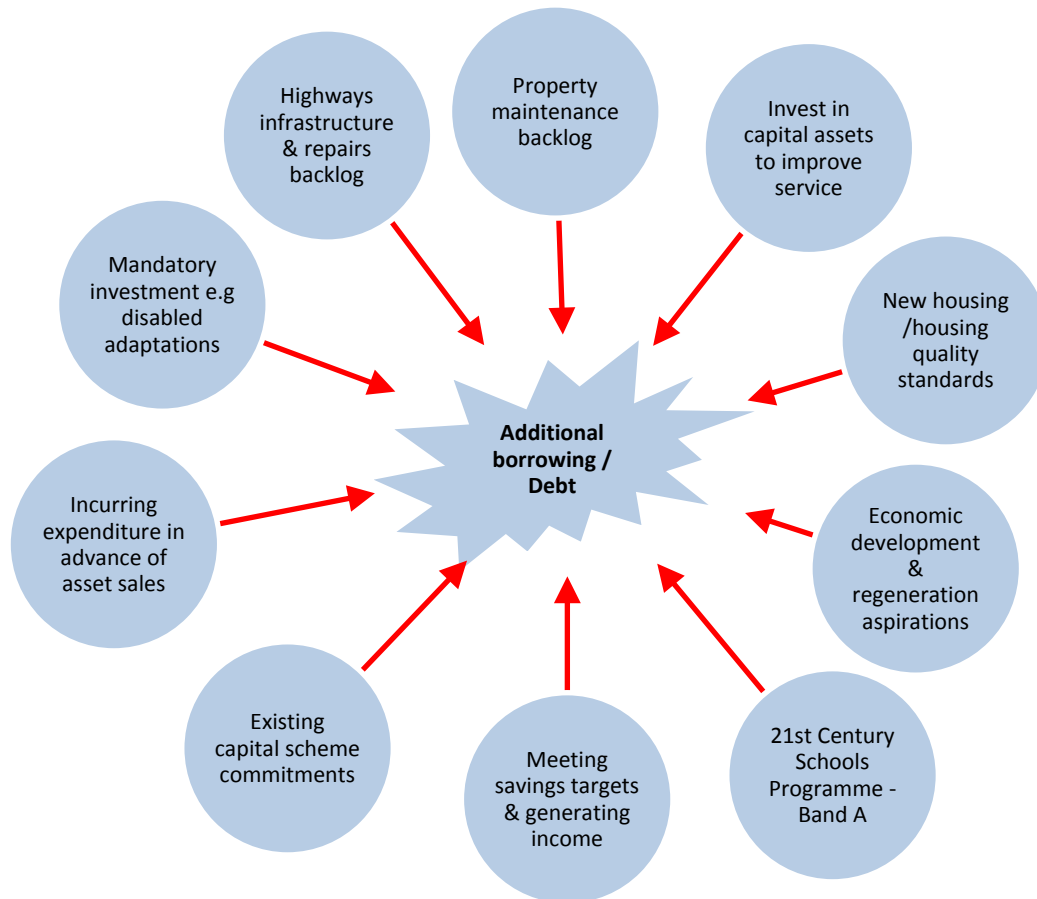
282. The Harbour Authority maintains a Project and Contingency Fund which is used to support small scale projects and provides a contingency if the approved budget is exceeded. The Fund receives contributions from a combination of receipts from the sale and disposal of land and past year underspends on the Fixed Cost budget. The balance is currently £756,000 with a further £320,000 expected in 2017/18 from land sales. A drawdown of £37,000 is required towards the cost of de-shoaling part of the River Taff and a £400,000 commitment has been made towards the hosting costs of the Volvo Ocean Race in 2018. There is also a plan to redevelop land at Alexandra Head in association with the VOR which would also provide opportunities for future events. This would require a contribution in the region of £500,000 from the fund thereby leaving a residual balance of £139,000.
283. The proposed budget and revised changes have provisionally been accepted by the WG but are subject to approval by Welsh Ministers. This will require a Deed of Variation and it is anticipated this will be concluded by 31st March 2017.

Capital

284. The Capital Programme for the period 2017/18 to 2021/22 has been prepared following consideration of the demands on capital expenditure as well as resources for capital investment.
285. The Prudential Code for Capital Finance in Local Authorities includes Capital and Treasury Management indicators to be considered by the Council when approving capital expenditure plans and borrowing limits to ensure they are affordable, prudent and sustainable. Capital indicators are set out in this section of the report and treasury indicators and limits are included as part of the Treasury Strategy, also in this report.
286. The Council is, over a period of time, increasing the amount it needs to borrow which will have a consequential increase on the capital financing budget within the revenue account and the Council's MTFP. The local capital financing prudential indicator shown later in this report highlights that the proportion of the Council's General Fund revenue budget that it spends on capital financing is increasing.
287. There are other initiatives such as the CCRC and 21st Century Band B schools investment being developed which, when progressed, will have significant capital expenditure implications. Careful consideration will need to be given to the affordability of additional borrowing as well as the amount and timing of income receivable to support any borrowing and risk implications on the Council's Treasury Management Strategy.
288. However in the medium term the Council must decide, following consideration of advice from the Section 151 Officer, the affordability of additional Council borrowing.

Capital Programme Plan and Capital Financing Requirement (CFR)

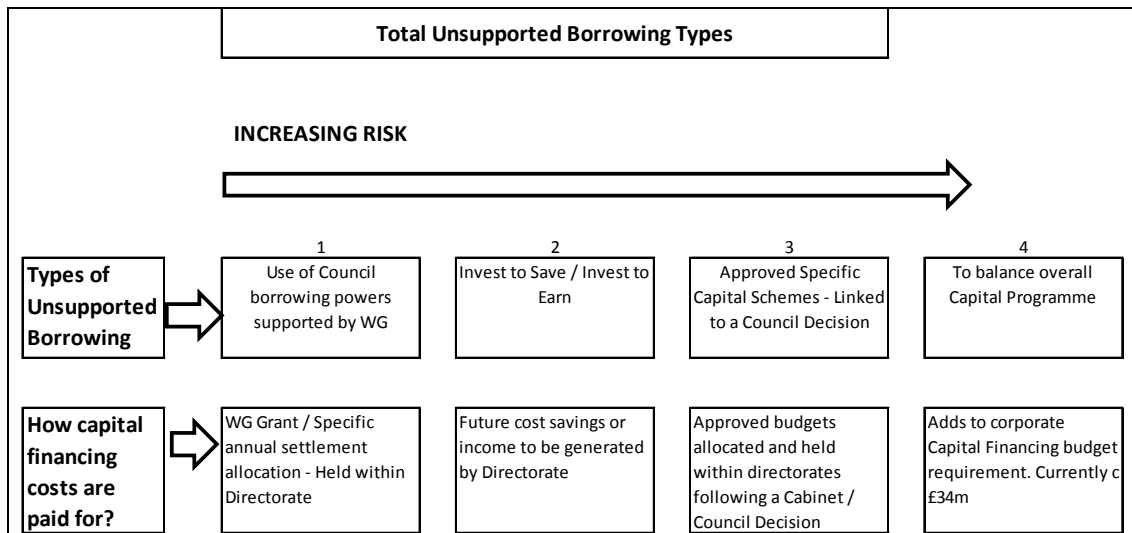
289. Capital Expenditure commitments and pressures are arising from a number of sources as illustrated below.



290. Expenditure in excess of WG funding can only be met by taking additional unsupported borrowing or from selling assets.

291. There are two main types of borrowing to pay for capital expenditure: -

- 'Supported Borrowing' - costs of servicing are included within the annual RSG the Council receives from WG.
- 'Unsupported Borrowing' – costs of servicing to be met by the Council from Council Tax, savings, additional income or sale of assets. The types of unsupported borrowing typically undertaken by the Council and how capital financing costs are paid for are shown in the next diagram.



292. Where capital expenditure has been incurred without a resource to pay for it immediately e.g. via capital receipts, grants or other contributions, this will increase what is termed the Council's Capital Financing Requirement (CFR). The Council is required to make a prudent provision for the repayment of historic capital expenditure annually from its revenue budget. This reduces the CFR. Calculation of the CFR is summarised in the table below and results in the need to borrow money.

	Opening Capital Financing Requirement (CFR)
+	Capital expenditure incurred in year
-	Grants, contributions, reserves and receipts received to pay for capital expenditure
-	Prudent Minimum Revenue Provision & Voluntary Repayment
=	Closing Capital Financing Requirement (CFR)

293. The actual CFR as at 31 March 2016 (excluding provision for landfill) and estimates for current and future years are shown below:

Capital Financing Requirement as at 31 March					
	2016 Actual £m	2017 Estimate £m	2018 Estimate £m	2019 Estimate £m	2020 Estimate £m
General Fund	432	449	476	472	462
Housing Revenue Account	277	274	282	291	292
Total	709	723	758	763	754

294. The timing of capital expenditure, capital receipts and new schemes that may be considered for approval in future years are risks to the CFR forecast, however summarising the above, it can be seen that the Council's underlying need to borrow is increasing. This will eventually need to be paid for by revenue savings, revenue income or Council Tax and Housing Rents.

295. Set against the demand for capital resources, tough choices are required, which may include determining that a greater share of the Council's revenue budget will need to be set aside to meet capital investment. As the Council realigns itself strategically to lower funding levels it needs to consider the level of debt, potential financial resilience and Well-being of Future Generations (Wales) Act 2015 issues that may be a consequence of increasing borrowing. The percentage of controllable budget that is committed to General Fund capital financing costs in the long term is increasing. Even if they remain static, they will account for a greater proportion of the Council's revenue base budget as the level of demand continues to exceed funding. This clearly limits the scope for additional borrowing in future years and will be a factor considered by Members when determining the current and future capital programme along with: -

- the prudential indicators highlighting the longer term impact of capital decisions on the revenue budget and affordability, prudence and sustainability
- use of control mechanisms for different types of unsupported borrowing before approval
- determining core areas of long term investment e.g. maximum exposure limits to unsupported borrowing for 'discretionary' type services
- whether the inherent risks in a project are better managed via commercial options rather than direct Council investment
- the key long term strategic priorities for the City for which investment to be funded by additional borrowing is to be approved.

Capital Programme 2017/18 – 2021/22

296. The Capital Programme has been profiled in accordance with technical advice relating to regulatory processes, timetables and work plans. Whilst acknowledging that some delay cannot be avoided, directorates are reminded of the importance of:

- minimising slippage wherever possible
- their responsibilities to ensure that they have sufficient and capable resources to develop and deliver capital schemes
- notifying Finance of slippage at an early stage for inclusion in budget monitoring reports
- having contract management processes and procedures in place and ensuring variations are approved in accordance with the Council's Constitution.

297. The proposed Capital Programme for 2017/18 and indicative Programme for 2018/19 to 2021/22 is summarised in the following table:-

Capital Programme	2017/18*	2018/19	2019/20	2020/21	2021/22	Total
	£000	Indicative £000	Indicative £000	Indicative £000	Indicative £000	£000
Annual Sums Expenditure	21,405	14,367	14,192	14,192	13,832	77,988
Ongoing Schemes	33,053	38,248	1,285	1,876	243	74,705
New Capital Schemes	2,942	3,135	2,015	1,715	1,715	11,522
Schemes Funded by External Grants and Contributions	22,684	15,615	285	0	0	38,584
Invest to Save Schemes	32,960	9,672	500	500	500	44,132
Total General Fund	113,044	81,037	18,277	18,283	16,290	246,931
Total Public Housing (HRA)	30,005	31,350	24,490	18,250	22,050	126,145
Total Capital Programme	143,049	112,387	42,767	36,533	38,340	373,076

* Includes slippage estimated at Month 9. The final slippage figure, which will be known at outturn, will be reflected in the Month 4 2017/18 budget monitoring report.

298. The five year programme is detailed in Appendix 21, with some of the main items of expenditure highlighted below:-

Theme	Types of expenditure
Annual Sums	<ul style="list-style-type: none"> • Disabled adaptations to allow people to remain in their homes • Highway infrastructure and property asset renewal • Neighbourhood regeneration • Parks asset renewal • Road safety; cycle and public transport network improvements including Western bus interchange
Previously Agreed / Ongoing Schemes	<ul style="list-style-type: none"> • Completion of Citizen Hub Strategy • Day Centre Opportunities Strategy • Maelfa Centre regeneration • Whitchurch High School accessibility for disabled pupils • Carriageway reconstruction • Bereavement Strategy • Roath Park improvements • Central Square public realm and Integrated Transport Hub • Dumballs Road land purchase • Modernising ICT to Improve Business Process • Children's Service Accommodation Strategy

Theme	Types of expenditure
New Capital allocation approved in 2017/18 Budget	<ul style="list-style-type: none"> • Further expansion of day centre strategy for dementia and other high need clients • Domestic abuse victims multi agency hub • Additional budget for carriageway reconstruction and highway resurfacing • Additional investment in the cycle network • Additional investment in school buildings
External Grant and Contribution and Contributions assumptions	<ul style="list-style-type: none"> • Subject to approval of bids, 21st Century School Band A grant from WG • Dwr Cymru and landfill communities fund for Greener Grangetown scheme • WG Transport and road safety grants • Harbour Authority asset renewal • Planning gain and other contributions received towards a range of schemes
Invest to Save	<ul style="list-style-type: none"> • 21st Century Schools Band A including completion of Eastern High, a new high school in the West and also new primary schools Glan Morfa, Howardian and Hamadryad • LED lighting on principal roads • Council leisure and arts venues investment as part of alternative service delivery • Energy efficiency measures • Dumballs Road land purchase • Recycling machinery upgrades
Public Housing	<ul style="list-style-type: none"> • Improvements to garages, gullies and open spaces • Investment in existing stock to sustain Welsh Housing Quality Standards (WHQS) • Energy efficiency • High rise block upgrades • Sheltered accommodation remodelling • New build Council dwellings as part of the HPP, with the first site to be started in March 2017 • Opportunities for acquisition of stock and development of new dwellings on sites not part of the HPP • Disabled adaptations

Annual Sums

299. The level of general capital funding provided annually by the WG is insufficient to meet current, essential, annual capital expenditure commitments, which means additional unsupported borrowing is being undertaken annually to support a minimum level of investment.

Invest to Save Schemes – Additional borrowing to be repaid from revenue savings/income

300. The General Fund Programme includes significant borrowing commitments of £44.1 million for directorate schemes modelled to pay for themselves over a set period of time, either from revenue resources budgeted for in future years, revenue savings or income generation. Directorates responsible for Invest to Save schemes will need to repay amounts owed from existing revenue budgets irrespective of whether the level of savings or income initially expected materialise. Accordingly it is essential that there is a robust review of business cases before commitments are entered into, a requirement supported by the Investment Review Board.
301. WG has increasingly been providing interest free loans or repayable grants using Financial Flexibility funding available to them for a range of schemes. Whilst welcome, where there is linkage between the strategic aims of the Council, these and other schemes that use Local Government borrowing powers present an ongoing risk to the Council. Such schemes increase the Council's capital expenditure and WG funding must be paid back in full.

New Capital Allocations Approved in 2017/18 Budget

302. The Budget Strategy report considered by Council in July 2016, highlighted the pressures on the Capital Programme. Borrowing is a long-term commitment to the revenue budget and must be prudent, sustainable and affordable now as well as in the long term.
303. Whilst it was important to consider new pressures and the need for investment, any capital bids were only to be submitted if they met the following criteria:-
- delivers a statutory service and core strategic long term outcomes included in the Corporate Plan
 - has undergone a thorough options appraisal
 - investment needs to be made by the Council and cannot be better made by others
 - in accordance with property or other asset management plans proposed by scheme sponsors and has a robust and deliverable profile of expenditure in order to avoid slippage after the programme has been set
 - generates income from capital receipts, revenue savings or external grants.
304. Overall, the new schemes proposed in the 2017/18 budget support key priorities and improvement objectives of the Corporate Plan including investment in schools, highways and social housing.

External Grant and Contribution Assumptions

305. Over the life of the Capital Programme and even in 2017/18 the level of external grants included are based on assumptions. This is due to the lack of

data being available from grant funding bodies and a bid submission process which clearly causes difficulty in longer term planning and implementation of capital investment decisions.

306. Any external grant approvals received during the year will be reported as part of the Council's budget monitoring as a basis for inclusion in the budget framework.

Public Housing/Housing Revenue Account (HRA)

307. Investment in Public Housing includes the revenue benefit from housing finance reform in 2015/16 which is to be retained on an annual basis for re-investment in enhancing the condition of existing housing stock and development of new stock. It also assumes the continued receipt of £9.6 million annual Major Repair Allowance grant from WG in order to sustain the WHQS improvements made to the stock.
308. A number of sites will be appropriated from the General Fund into the HRA for the development of new housing as part of the HPP. These include the former school sites at Rumney, Llanrumney, Mynachdy and Howardian as well as the site of the old STAR Centre. No additional expenditure is shown as a result of these transfers in to the HRA, as this is achieved by a transfer of debt from the General Fund to the HRA.
309. The programme allows for creation of 600 new social rented and assisted home ownership properties as part of the HPP. The Council is also developing an additional house building and acquisition programme with the target to deliver, as a minimum, an additional 400 units over five years, bringing the total delivery of new affordable Council homes to 1,000 units over five years. A programme of housing development together with options for land and property purchase are currently being considered based on the priorities identified in the housing market needs assessment and in response to ongoing Welfare Reform parameters. The inclusion of acquisitions within the programme reflects the urgent need to increase the number of permanent and temporary affordable housing options across the City alongside more traditional house building projects.
310. As part of the agreement to exit from the subsidy system, the Council must adhere to a debt cap. Accordingly any new expenditure to be paid for by borrowing should be prioritised to ensure that improvements are either essential or have an element of pay back, to ensure that there are no long term issues of affordability and sustainability in respect of borrowing.

Capital Resources 2017/18 to 2021/22

311. Resources proposed to be used to pay for capital works are summarised in the table below and detailed in Appendix 22.

Capital Resources	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
WG General Capital Funding - Supported Borrowing	8,412	8,412	8,412	8,412	8,412	42,060
WG General Capital Funding - Grant	5,119	5,119	5,119	5,119	5,119	25,595
Major Repair Allowance Grant (HRA)	9,600	9,600	9,600	9,600	9,600	48,000
Additional borrowing	57,999	30,562	12,606	6,682	8,606	116,455
Earmarked Capital Receipts	28,760	35,874	0	0	0	64,634
Non earmarked Capital Receipts	2,000	1,000	1,000	1,000	1,000	6,000
Revenue & Reserves	6,175	5,755	5,745	5,720	5,603	28,998
Other External Grants and Contributions	24,984	16,065	285	0	0	41,334
Total Resources	143,049	112,387	42,767	36,533	38,340	373,076

312. The Council will receive £13.531 million in 2017/18 through grant and supported borrowing approval from the WG in order to determine its own spending priorities for capital items. This is a £41,000 increase from 2016/17 but a significant reduction of circa 35% compared with 2010/11. This means that WG resources barely meet current annual capital expenditure commitments therefore the Council has to increase its borrowing. The Council will be required to submit its Public Housing business plan to WG in March 2017, which assumes Major Repairs Allowance remains at previous levels of £9.6 million per annum.
313. Expenditure funded by unsupported additional borrowing of £116.5 million is proposed over a five year period. This is in order to meet General Fund capital expenditure and to pay for Invest to Save schemes of £70.5 million and £46 million of public housing capital expenditure. This excludes proposed land appropriations between the General Fund and the HRA.
314. Over the five years of the Capital Programme, £6 million of non-earmarked capital receipts has been assumed. In addition, earmarked receipts and specific contributions of £26 million have been identified to offset expenditure and minimise levels of borrowing for the 21st Century Schools Programme and £34.9 million for other schemes including Central Square redevelopment and the integrated transport hub. Until such sums are actually received this remains a significant risk to the level of additional borrowing. Should there be a delay in realising receipts or should amounts be lower than anticipated after contracts for expenditure have been let this will create significant financial risks to the Council.
315. Within this financial climate of reducing revenue resources it is clear that all necessary actions must be taken to reduce both initial capital expenditure by accelerating a reduction in the Council's asset base within a limited timeframe and also the subsequent need to borrow.

316. Releasing capital receipts often requires significant investment in improving other assets or providing alternative facilities which means an additional drain on realisable receipts. Additionally, the actual realisation of capital receipts will always be a relatively unpredictable exercise given the number of variable factors involved. Accordingly, it is not prudent to set a Capital Programme on capital receipt assumptions alone without a clear and approved strategy for the realisation and timing of such receipts in so far as this can be determined. To do otherwise will put additional pressure on the Council's borrowing requirement and future revenue budget pressures. In addition, with most receipts from disposals proposed to be earmarked for capital schemes, the availability of capital receipts to reduce the Council's borrowing requirement is limited.

Planning Gain (Section 106) and Other Contributions

317. There remains a significant level of existing contributions which directorates must focus on utilising within relevant timescales and in accordance with the terms and conditions of the agreements.

318. The following table summarises the balances of Section 106 funding and other contributions currently held by the Council on a service basis, together with a planned profile of spend over future years determined by directorates. Due to the level of uncertainty, future amounts potentially receivable in respect of Section 106 balances have not been included, but could be significant in relation to large sites. In previous years the planned profile of Section 106 spend for Parks and Public Open Space has not been achieved. The Directorate is undertaking a ward based review of priorities and will need to ensure sufficient staff resource is available to implement improvements using this source of funding held.

Areas of Service	Projected Balance at 31 March 2017 £000	Planned Use 2017/18 £000	Planned Use 2018/19 £000	Planned Use 2019/20 and beyond £000
Traffic & Public Transport	1,849	458	667	724
Parks & Sport	3,350	884	1,328	1,138
Planning	295	93	186	16
Education	273	218	0	55
Economic Development	1,204	486	718	0
Neighbourhood Regeneration	896	276	570	50
Other				
General Fund Total	7,867	2,415	3,469	1,983
Housing Total	2,756	2,309	447	0
Total	10,623	4,724	3,916	1,983

319. Some of the schemes included in the profile above are:

- Traffic & Transportation – public transport improvements, junction improvements, bus stops and bus borders; installation of CCTV and real time information, telematics and transportation schemes including the provision of bus routes in the City and strategic transport initiatives.
- Parks – Subject to the ward based review potential schemes and amounts are subject to change and include:- Llanishen Park (£165,000), Hendre Lake (£152,000), Canal Park (£120,000), Hammond Way play area and other parks projects in Penylan (£117,000), Pontcanna and Llandaff Fields (£134,000), public open space and Cemetery Park in Adamsdown.
- Strategic Planning – public realm improvements at Bridge Street, Charles Street, Newport Road, Mount Stuart Square and the entrance to Cathays station.
- Schools – Howardian Primary School (£119,000) and Cardiff West Community High School (£76,000).
- Neighbourhood Regeneration – provision of library service within the Cardiff Royal Infirmary site (£205,000) in addition to the refurbishment of community facilities in Lisvane, Butetown and Cathays.
- Housing – development of new Council housing as part of the HPP.

320. The Community Infrastructure Levy (CIL) regulations came into force in April 2010. CIL is a system of regulations that allow local authorities in England and Wales to raise funds from developers undertaking new building projects in their area. CIL sits alongside the existing Section 106 process. However, CIL regulations change some of the key rules associated with Section 106, in particular to prevent overlap between the two funding mechanisms.

321. The money raised through CIL can be used to help fund a wide range of relevant infrastructure that is needed to support the development of an area. Relevant infrastructure is not clearly defined in the regulations but may include:

- roads and other transport facilities
- flood defences
- schools and other educational facilities
- sporting and recreational facilities
- open spaces

322. An Infrastructure Plan has been prepared in association with the LDP. This gives a broad indication of the range and extent of community infrastructure needed to support the projected level of growth as a result of the Council's LDP. It also provides an indicative cost and identifies potential funding sources to deliver the required infrastructure, however the financial implications of this will need to be considered as proposals are developed.

323. Public consultation on the stage two Draft Charging Schedule (DCS) was undertaken in September/October 2016. It is anticipated that the DCS will be

submitted for public examination during spring 2017, with the intention to be in a position to implement the CIL towards the end of the year.

Other Capital Prudential Indicators

324. The Council is required to set a number of indicators for the years 2017/18 to 2019/20 to assist in determining whether it establishes a prudent, affordable and sustainable Capital Programme. The CFR forecast considered earlier is an example of capital prudential indicators. In addition, the Council has developed a local indicator which is detailed in this report for the period up to 2021/22. Treasury indicators are included in the Treasury Management section of this budget report.

Capital Expenditure

325. The capital expenditure incurred in 2015/16 and estimates of capital expenditure for the current and future years as set out in the programme are as follows:

Capital Expenditure					
	2015/16 Actual £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
General Fund	82	85	113	81	18
HRA	207	23	30	31	24
Total	289	108	143	112	42

Incremental Impact of New Capital Investment Decisions

326. Increases in capital expenditure must be affordable within the projected income of the Council for the foreseeable future. Accordingly, the Council must calculate its budget requirement for each financial year to include the revenue costs that flow from new capital expenditure decisions, which include:

- increases in capital financing costs (interest and prudent provision for repayment of borrowing)
- increases in running costs from new capital projects.

327. Whilst it is difficult to isolate the financial impact of new capital investment decisions proposed in this budget, the prudential indicator requires an estimate of the incremental impact on Band D Council Tax and on the weekly housing rent. The indicator is based on current gearing levels between central and local taxpayers. The calculation takes into account new schemes proposed in the budget only. It is required to exclude borrowing commitments for schemes proposed in previous budgets.

328. For the HRA it is assumed that the costs of any additional borrowing undertaken towards the development of new Council housing is offset by additional rental income from new properties.

Incremental Impact of New Capital Investment Decisions			
	2017/18 Estimate £	2018/19 Estimate £	2019/20 Estimate £
For the Band D Council Tax	0.25	2.01	3.80
Average Weekly Housing Rent	0.30	1.55	3.12

Ratio of Financing Costs to Net Revenue Budget Stream

329. An indicator of the affordability of historic and future capital investment plans is the ratio of financing costs to net revenue budget stream. It identifies the trend in the cost of capital financing (excluding the running costs of schemes). Financing costs include:

- interest payable on borrowing and receivable on investments
- penalties or any benefits receivable on early repayment of debt
- prudent revenue budget provision for repayment of capital expenditure paid for by borrowing
- reimbursement of borrowing costs from directorates in respect of Invest to Save schemes.

330. For the General Fund, the net revenue stream is the amount to be met from non-specific WG grants and Council Tax, whilst for the HRA it is the amount to be met from rent payers. An increasing ratio indicates that a greater proportion of the Council's budget is required for capital financing costs over the planned Capital Programme period.

Ratio of Financing Costs to Net Revenue Budget Stream						
	2015/16 Actual %	2016/17 Estimate %	2017/18 Estimate %	2018/19 Estimate %	2019/20 Estimate %	2020/21 Estimate %
General Fund	6.21	5.98	5.77	5.80	5.92	6.33
HRA	31.96	30.53	30.53	30.89	30.97	30.12

331. The percentage for the General Fund is estimated to increase from an estimated 5.98% in 2016/17 to 6.33% in 2020/21. This masks a change in the approach to calculating the prudent minimum revenue provision for supported borrowing from 2017/18 onwards, which is reduced from 4.5% to 4% per annum.

332. It should be noted that these figures include a number of assumptions such as:-

- no new approvals of additional borrowing apart from that currently proposed over the period
- estimated interest rates.

- the level of internal borrowing and timing of external borrowing decisions and capital expenditure
- the total level of the WG revenue support etc, which can fluctuate due to transfers in or out of the settlement.

These variables have long-term implications and are extremely uncertain.

333. Whilst the indicator above is required by the Prudential Code, it has a number of limitations:

- it does not take into account the fact that some of the Council's revenue budget is outside of its direct control
- it is impacted by transfers in and out of the settlement
- it includes investment income which is highly unpredictable, particularly in future years
- it does not reflect gross capital financing costs for schemes where additional borrowing is undertaken to be repaid from within directorate budgets.

334. Although there may be short term implications, Invest to Save schemes are intended to be net neutral on the capital financing budget. However, there are risks that the level of income, savings or capital receipts anticipated from such schemes will not materialise and would have a detrimental long term consequence on the revenue budget. This requires careful monitoring when considering future levels of additional borrowing.

335. Accordingly an additional local indicator has been developed for the General Fund and is shown in the table below for the period up to 2021/22. These local indicators show the ratio of capital financing costs of the Council expressed as a percentage of its controllable budget, excluding investment income:

Capital Financing Costs expressed as percentage of Controllable Budget								
	2011/12 Actual %	2016/17 Estimate %	2017/18 Estimate %	2018/19 Estimate %	2019/20 Estimate %	2020/21 Estimate %	2021/22 Estimate %	Difference 11/12- 21/22 %
Net	13.47	15.78	14.77	15.29	15.78	17.11	18.32	36.01
Gross	15.17	19.68	19.44	20.13	20.51	22.00	23.19	52.87

336. In accordance with the principles of Invest to Save, the net ratio assumes that any costs of undertaking additional investment are recovered over time from directorate budgets, capital receipts or other budgets. The gross ratio indicates the gross capital financing cost i.e. it represents a worse case scenario.

337. An increasing percentage indicates that a greater proportion of the controllable budget is required for capital financing costs, which are committed in the long term. The requirement to meet these additional costs can only come from future savings or from increases in Council Tax. This clearly limits the scope

for additional borrowing in future years and reduces the Council's overall flexibility when making decisions on the allocation of its revenue resources. The percentages take into account the significant level of savings having to be found in 2017/18 and over the medium term.

338. Approval of any additional capital schemes to be funded from borrowing would negatively impact upon the indicator. As set out earlier, this report reviews the Council's financial position across the life of the MTFP and identifies both the challenges ahead and the radical nature of the actions required. Council-wide solutions across this time frame will need to be holistic and could include consideration of both revenue and capital spend. Whilst approving the Capital Programme for the period up until 2021/22, Cabinet should be aware that together with new material commitments the later years position will be subject to an ongoing review of the Council's financial standing and resilience.

Treasury Management

339. Treasury management involves:-

- ensuring cash is available when needed
- investing temporary cash balances and
- ensuring appropriate borrowing facilities to pay for the Council's capital expenditure commitments and for the prudent management of its financial affairs.

340. The Council carries out its treasury management activities in accordance with a Treasury Management Code of Practice developed for public services in 2011 by CIPFA. This requires the Council to set out the policies and objectives of its treasury management activities and adopt the four Clauses of Treasury Management. These were formally adopted by the Council in February 2010. Appendix 23 includes a glossary of terms used in relation to Treasury Management.

341. The Council's Audit Committee undertakes scrutiny of the accounting, audit and commercial issues in relation to the Council's Treasury Management Strategy and practices.

342. A number of reports are produced in relation to the Council's treasury management activities including a strategy at the start of the year, performance reports during the year, a mid year report and an outturn report.

Treasury Management Strategy

343. The Strategy links plans for capital investment, financing and affordability of those plans and how cash will be safely managed to meet the Council's financial commitments and objectives. The Council accepts that no treasury management activity is without risk. However the overriding objective is to minimise the risk of adverse consequences or loss, whilst at the same time not unduly constraining investment returns or unnecessarily incurring interest costs.

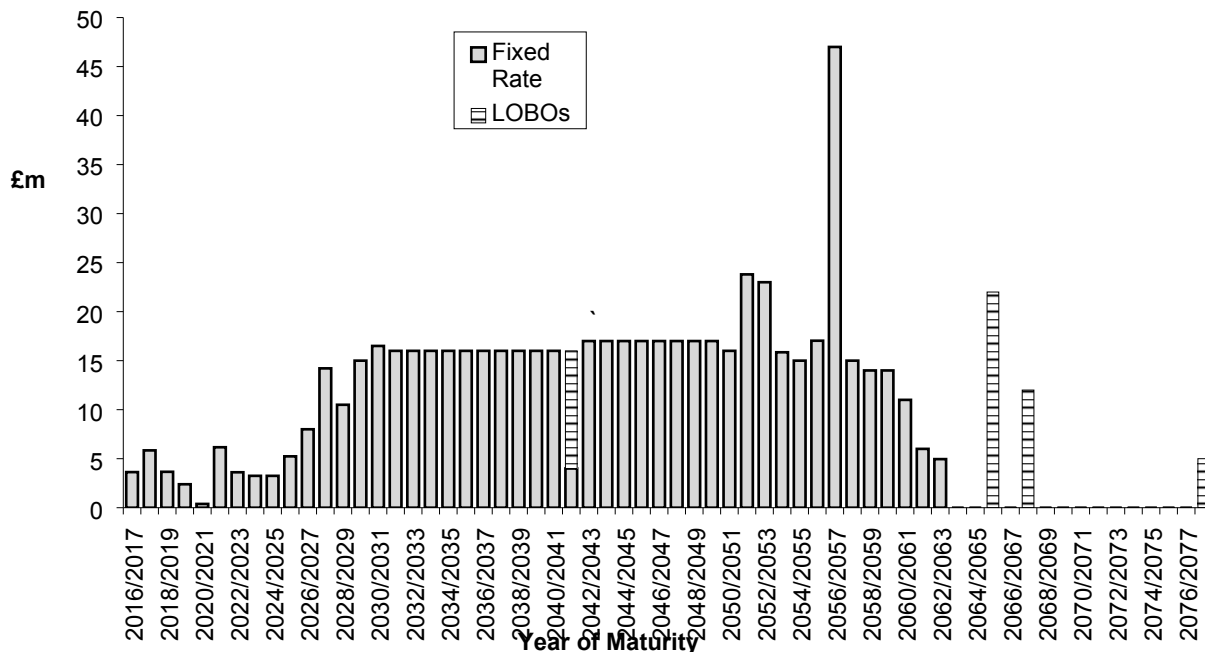
344. The successful identification, monitoring and control of risk are integral elements of treasury management activities. Risks include credit and counterparty, liquidity, interest rate, refinancing, fraud and regulatory. The Council has Treasury Management Practices to address and mitigate these risks which were last updated in March 2016 following a review by Internal Audit and Audit Committee.
345. Responsibility for treasury decisions ultimately remains with the Council however, the Council recognises the value in the use of treasury advisors to support the management of risk and to access specialist skills and resources. Support provided by Capita Asset Services Treasury Solutions includes advice on timing of decision making, training, credit updates, economic forecasts, research, articles and advice on capital finance, with the terms of appointment reviewed periodically.
346. The proposed strategy is an integrated strategy for the Council including the HRA. Significant changes will be reported in future scheduled reports to Council, Cabinet and Audit Committee during the course of the year. The strategy includes: -
- the current treasury position
 - economic background and prospects for interest rates
 - borrowing, including: -
 - Policy
 - Annual Minimum Revenue Provision (MRP) Policy Statement
 - Council borrowing requirement and choice between internal and external borrowing and
 - Borrowing Strategy
 - treasury management indicators and limits for 2017/18 to 2019/20
 - investment Policy and Strategy, including security and investments approved for use
 - training.

The Treasury Position

347. Borrowing and investments as at 31 December 2016 are shown in the following table. Borrowing is predominantly made up of fixed interest rate loans payable on maturity. Investments fluctuate daily and are represented by fixed term deposits, notice deposit accounts and money market funds. These balances arise due to the timing of cash flows and working capital as well as the existence of reserves, provisions and balances required for future use.

	Principal £m	Average Rate %
External Borrowing		
Public Works Loan Board	620.8	4.87
Market Loans	51.0	4.02
Welsh Government	2.6	0.00
Other	0.9	0.00
Total Debt	675.3	4.78
Treasury Investments	75.1	0.61

348. The Council's current debt maturity profile is shown in the following graph on the assumption that all loans run to their final maturity.



349. Loan maturities during 2017/18 are circa £6 million. Unless the Council's Lender Option Borrower Option (LOBO) loans are required to be repaid early, very little debt matures within the next 10 years. LOBO products are loans to the Council where the lender can request a change in the rate of interest payable by the Council on pre-determined dates. The Council at this point has the option to repay the loan. The Council has six such loans totalling £51 million.

350. Apart from the option to increase rates these loans are comparable to PWLB loans and have no other complications such as variation in interest rates or complex terms. Interest rates on these loans range between 3.81% and 4.35% and are below the Council's average rate of interest payable. Details of the loans are shown in the next table.

Lender Option Borrower Option (LOBO) Loans			
Potential Next Repayment Date	Loan Value £m	Option Frequency Every	Full Term Maturity Date
01/03/2017	6	6 months	23/05/2067
21/05/2017	6	6 months	21/11/2041
21/05/2017	6	6 months	21/11/2041
21/05/2017	6	6 months	23/05/2067
15/01/2018	5	5 years	17/01/2078
21/11/2020	22	5 years	23/11/2065

351. It should be noted that £24 million of the LOBO loans are currently subject to the lender potentially requesting a change in the rate of interest payable every six months. A further £5 million and £22 million have call options in January 2018 and November 2020 respectively and every five years thereafter. Risk of early repayment is deemed to be low, however in the longer term, options will need to be considered to reduce any potential large repayments in a single year.

Economic background and prospects for Interest Rates

352. The following table gives the Council's treasury management advisor's latest forecast of interest rates taking into account the 20 basis point certainty rate reduction available for PWLB loans to eligible local authorities. It is a central forecast, acknowledging for example that the bank rate may rise sooner if there are sustained and robust UK growth, employment and inflation expectations.

	January 2017 %	March 2017 %	March 2018 %	March 2019 %	March 2020 %
Bank Rate	0.25	0.25	0.25	0.25	0.75
5yr PWLB rate	1.35	1.60	1.70	1.80	2.00
10yr PWLB rate	2.08	2.30	2.30	2.50	2.80
25yr PWLB rate	2.71	2.90	3.00	3.20	3.40
50yr PWLB rate	2.46	2.70	2.80	3.00	3.20

Forecast at December 2016

353. Financial markets remain volatile and economic forecasts remain uncertain particularly due to international political factors and the implications of the referendum vote in June 2016 on the economy. Growth and consumer confidence for the UK economy has remained strong however and inflation expectations in the short term have risen due to the fall in value of sterling impacting on the price of imports. Growth and inflation are two key factors used by the Bank of England in determining when to change interest rates.

354. The bank rate was reduced in August 2016 to 0.25%, having remained unchanged since March 2009, and further quantitative easing and low cost funding was made available for bank lending to counter what the Bank of England forecast would be a sharp slowdown in the Economy. Given uncertainty regarding growth prospects, base rate is forecast to remain at current levels until 2019. As a consequence, and coupled with the Bank of England's funding for lending scheme, returns from Council investments are likely to remain minimal. In respect of future borrowing rates, PWLB rates have been experiencing significant volatility due to political events nationally and internationally, however the overall longer term trend is for borrowing rates to rise, albeit gently. This is as a result of higher levels of UK Government borrowing and reversal in quantitative easing. This will result in higher future borrowing costs for the Council.

Borrowing

Borrowing Policy

355. Borrowing to pay for capital investment has long-term financial consequences and risks, with decisions taken many years ago impacting currently and in the future in the form of interest and provision for repayment of capital expenditure. These costs are assumed in the Council's revenue budgets.

356. Loans are not generally undertaken for specific schemes or directorates; they are pooled and taken in the name of the Council and secured on all revenues of the Council. This includes HRA debt and investments for the reasons set out in the Budget Report of February 2016.

357. The Council's Borrowing Strategy for 2017/18 and the capital financing revenue budgets included in the MTFP will consider all options to meet the long-term aims of:

- promoting revenue cost stability to aid financial planning and avoid a stop-start approach to service delivery, although it is recognised that this may have a financial impact
- pooling borrowing and investments to ensure the whole Council shares the risks and rewards of treasury activities
- reduction over time in the average rate of interest on overall Council borrowing
- ensuring any refinancing risk is manageable each financial year, using opportunities to re-profile borrowing where cost effective to do so both in the short and long term
- ensuring borrowing plans are aligned to known capital expenditure spending plans, the useful life of assets created, financial reserve levels and consistent with the prudent provision for the repayment of any such expenditure paid for by borrowing
- having regard to the effects on current and future Council Tax and Rent Payers.

358. The Council will only borrow if needed and may not do so just to gain financially. However, this option may be considered if it is felt that by borrowing in advance of need up to a maximum of three years, there may be opportunities to lock into favourable long-term rates with associated credit risks that can be managed.

Prudent Repayment of Capital Expenditure – Annual Minimum Revenue Provision (MRP) Policy Statement for 2017/18

359. The Council has a statutory duty to calculate and set aside each year from its annual revenue budget an amount 'which it considers to be prudent'. This results in a reduction in the Council's underlying need to borrow known as the Capital Financing Requirement (CFR).

360. Legislation does not define what constitutes a 'prudent provision'. Instead WG has provided guidance and examples in order to interpret that term. Whilst authorities must consider that guidance, other approaches can be adopted if they are deemed prudent by the Section 151 Officer and individually designed for each local authority circumstance.

361. A statement on the Council's policy for its annual MRP is required to be submitted to full Council for approval before the start of the financial year to which the provision will relate. Decisions in respect of the allocation of MRP have short, medium and very long term impacts. Impacts of changes in policy decisions should be considered over that time horizon including compliance with legal duties under the Well-being of Future Generations (Wales) Act 2015.

362. Following consideration by Audit Committee in November 2016, it is proposed that the Council's MRP Policy will be as included in Appendix 24.

Council's Borrowing Requirement

363. The following table shows the level of external borrowing currently held by the Council and any scheduled loan repayments. It compares this to the projected CFR based on current, known estimates and timing of the Council's capital expenditure plans. The difference between the projected CFR in 2019/20 (£754 million) and the level of external borrowing after any planned repayments (£666 million) is £88 million, i.e. there is a requirement for further external borrowing over the medium term.

Gross Debt compared to Capital Financing Requirement					
	2015/16 Actual £m	2016/17 Estimate £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m
External borrowing at 1 April	470	666	673	671	668
Known New borrowing	202	14	4	tbc	tbc
Scheduled repayments	(6)	(7)	(6)	(3)	(2)
External Borrowing at 31 March	666	673	671	668	666
Capital Financing Requirement	709	723	758	763	754
Under / (Over) borrowing	43	50	87	95	88

364. To be meaningful for treasury management purposes, the CFR figures in this strategy exclude the accounting provisions for the management and aftercare of landfill sites which may not be incurred for many years to come. Accordingly, when setting the treasury indicators, landfill provision is excluded from the calculations, except for the setting of the Authorised Limit for external debt, which is required to be set under statute. Some of the CFR may be financed by internal borrowing in the short term, dependent on the sustainability and risks of any internal borrowing position.

External versus Internal Borrowing

365. Whilst interest rates for borrowing are greater than interest rates the Council receives for investments (the cost of carry), it makes financial sense to use any internal cash balances held in the short-term to pay for capital expenditure and minimise costs (Internal Borrowing), rather than undertake external borrowing. However, there is a risk that the Council may have to borrow at higher rates when it does actually need to borrow in future and so this position is kept under continuous review.

366. A high level balance sheet review undertaken suggests that a maximum level of internal borrowing is circa £80 million. However, this is dependent on cash flows, the timing of use of earmarked reserves and provisions and longer term pressures in the MTFP. During the year options will be considered with the Council's Treasury Advisors as to whether trigger points could be determined to support the timing of borrowing decisions and level of internal borrowing. This will include benchmarking with other Local Authorities the levels of internal borrowing, whilst noting context and the risks of comparison.

Borrowing Strategy

367. In the short term, using internal borrowing to meet the CFR is deemed manageable. However, based on the current forecasts of capital expenditure plans and high level analysis of the sustainability of internal borrowing from the Council's balance sheet position for future years, external borrowing will be required to be undertaken in the very short term.

368. The following strategy is proposed to manage the Council's Capital Financing Requirement: -
- Whilst investment rates remain lower than long term borrowing rates internal borrowing will be used to minimise short-term costs where possible.
 - In order to mitigate against the risk of borrowing rates rising faster than currently anticipated, external borrowing for an element of the Council's borrowing requirement will be taken as has been done in previous years.
369. If there was a significant risk of a sharp rise in long and medium-term rates, then fixed rate borrowing may be undertaken whilst rates were still comparatively lower. If there was a significant risk of a sharp fall in rates, then long-medium term borrowing would be deferred, following consideration of internal borrowing capacity.
370. Current interest rates on the Council's existing debt portfolio compared to new borrowing rates and the high penalty rates charged by the PWLB for early debt repayment, results in limited options for restructuring of debt. Options have been considered but these have resulted in very short term financial gains outweighed by the risk of higher longer term costs.

Treasury Management Indicators and Limits

Indicators and Limits for 2017/18 – 2019/20

371. The Council is required to set its treasury management indicators for the years 2017/18 - 2019/20. Appendix 23 gives further background in respect of the Prudential Indicators.
372. The Council must set and keep under review how much it can afford to borrow from debt or other long-term liabilities for the forthcoming year and the following two financial years (the Affordable Borrowing Limit). It must have regard to the Prudential Code and locally determined indicators when setting this limit and be content that capital investment plans are within sustainable limits and that the impact upon future Council Tax payers and Council tenants is acceptable.
373. It is recommended that the Council approve the following authorised limits (Statutory limit under Section 3(1) of the Local Government Act 2003) and operational boundaries for the next three years (figures for 2016/17 are for comparison only). The undertaking of other long-term liabilities, within the overall limit, is delegated to the Section 151 Officer based on the outcome of financial option appraisals and best value considerations.

Authorised limit for external debt

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Limit for external borrowing and other long-term liabilities	780	776	776	776

374. This limit is consistent with proposals contained within the budget for capital expenditure, financing and revised accounting requirements in relation to landfill obligations. The limit for the Council overall has been set at a constant level of £776 million for 2017/18 to 2019/20.

375. Whilst there is currently no self-imposed or nationally imposed overall cap on the level of General Fund borrowing, the exit from the Housing Subsidy system set a cap for the HRA based on its CFR, with financial penalties from WG if breached. The table below shows the Council is forecast to be within the cap currently set.

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
HRA CFR forecast at 31 March	274	282	291	292
HRA CFR Current Cap	316	316	316	316
Headroom / (Excess)	42	34	25	24

376. The HRA thirty-year business plan will need to be monitored closely in order to ensure that any risks to the breach of the Cap and any unsupported borrowing is prioritised for investment in assets, remains affordable and sustainable in the long term.

Operational boundary for external debt

377. The proposed operational boundary or projected level of external debt (excluding landfill) is set at the anticipated level of the CFR at the end of each year. This will be subject to the level and timing of borrowing decisions.

	2016/17 £m	2017/18 £m	2018/19 £m	2019/20 £m
Boundary for external borrowing and other long-term liabilities	723	758	756	754

378. The Council's actual external debt represented by borrowing at 31 March 2016 was £666 million, with no significant other long-term liabilities.

Limits for fixed and variable interest rate exposure

379. Various upper limits must be set in order to manage risk and reduce the financial impact on the Council of any adverse movement in interest rates. The limits below reflect that whilst the majority of Council borrowing is currently at long term fixed rates, there could be exposure to variable rates. This is in

the form of interest on LOBO loans being changed early, the strategy to utilise internal borrowing where possible and short term external borrowing when required to manage cash flow.

	2016/17 %	2017/18 %	2018/19 %	2019/20 %
Upper limit for fixed interest rate exposure	100	100	100	100
Upper limit for variable rate exposure	25	25	25	25

Maturity structure of fixed rate borrowing

380. Limits are set to guard against a large element of the Council's debt maturing and having to be refinanced in a very short space of time, when it may not be economically favourable to do so. The limits have been set to reflect the current debt portfolio, and to allow enough flexibility to enable new borrowing to be undertaken for the optimum period. The table assumes that loans run to their final maturity, however a separate column is also included to show the maturity profile should the Council repay its LOBO loans early.

Maturity structure of borrowing in 2017/18	Upper limit %	Lower limit %	Actual to Maturity %	Actual if LOBOs Repaid Early %
Under 12 months	10	0	0.53	4.83
12 months and within 24 months	10	0	0.87	0.87
24 months and within 5 years	15	0	0.95	4.21
5 years and within 10 years	20	0	3.19	3.19
10 years and within 20 years	30	0	21.35	21.35
20 years and within 30 years	35	0	24.29	22.51
30 years and within 40 years	35	0	26.46	26.46
40 years and within 50 years	35	0	19.84	16.58
50 years and within 60 years	15	0	1.78	0.00
60 years and within 70 years	5	0	0.74	0.00

Investments

Policy

381. The Council has regard to the WG Guidance on Investments issued in 2004 and its subsequent amendments, as well as the 2011 revised CIPFA's Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes (the CIPFA Treasury Management Code).

382. The Council recognises that given the nature of investments, a trade-off between security, liquidity and yield cannot be avoided i.e. there is risk of default. The Council will aim to achieve the optimum return on its investments

commensurate with proper levels of security and liquidity, however the level of risk will be contained by ensuring: -

- all investments and repayments are in sterling
- investment instruments identified for use in the financial year are listed under 'Specified' investments and 'Non-Specified' investment categories, dependant on their complexity and risk
- a list of highly credit worthy counterparties with whom to invest is created and monitored
- diversification of approach, investment product and counterparties are sought where possible to avoid concentration of risk
- any set limits are implemented with immediate effect following approval of this Treasury Management Strategy by the Council
- continual monitoring of treasury activities with the categories of investments that may be used, the credit criteria and associated limits in determining with whom to invest and timing of decisions being delegated to the Section 151 Officer.

383. The Markets in Financial Instruments Directive (MiFID II) is to be implemented in the UK in January 2018. The aim is to ensure financial institutions undertake more extensive checks on their client's suitability for investment products. Organisations undertaking investments will be either classified as 'retail' or 'professional'.

384. Whilst there is likely to be additional administrative costs to the Council, the Council will aim to secure professional status with each organisation it invests with. Not doing so may limit the products and interest rates offered by financial institutions for what may be similar risk.

385. In order to secure professional status, the Council will need to demonstrate to each financial institution, that it meets certain qualitative and quantitative criteria. These are likely to include an assessment of expertise, size of portfolio, number of similar transactions undertaken in a year.

Specified Investments

386. A specified investment is defined as one:

- being for a period up to one year.
- which is in straightforward easily understood low risk products.
- not involving corporate share or loan capital.
- where the principal sum to be repaid at maturity is the same as the initial principal sum invested.

387. Specified investments may comprise up to 100% of the Council's total investments.

Instruments approved for use	Minimum Credit Criteria
Debt Management Agency Deposit Facility	Assumed Government Guarantee
Term deposits – UK government and other Local Authorities	Assumed Government Guarantee
Deposits with the Council's banking services provider	Long-term A /Short-term F1
Term deposits – banks and building societies	Long-term A /Short-term F1
Term deposits with variable rate and variable maturities up to one year e.g. structured investment products	Long-term A /Short-term F1
Deposits with banks wholly or partly nationalised or where guaranteed by high credit rated (sovereign rating) countries	Long-term A /Short-term F1 Assumed Government Guarantee

Non-Specified Investments

388. These are all other investments not meeting the definition of a specified investment which could be used in order to achieve diversification and manage liquidity needs. A maximum upper level of £60 million is to be set for non-specified investments including investments for greater than one year.

Instruments approved for use	Min Credit Criteria	Max % of total investments	Max. maturity period
Term deposits with Local Authorities (with maturities in excess of 1 year)	Assumed Government Guarantee	15	2 Years
Term deposits – banks and building societies (with maturities in excess of 1 year)	Long-term AA- /Short-term F1+	15	2 Years
Deposits over one year with banks wholly or partly nationalised institutions where guaranteed by high credit rated (sovereign rating) countries	Long-term A /Short-term F1 Government Guarantee	20	2 Years
Term deposits with variable rate and variable maturities in excess of 1 year e.g. structured investment products	Long-term AA- /Short-term F1+	10	2 Years
Certificates of Deposit (In-house)	Long-term AA- /Short-term F1+	10	Maximum 2 year duration
UK Government Gilts and Gilt funds (In-house)	Assumed Government Guarantee	40	Maximum 3 year duration
Treasury Bills (In-house)	Assumed Government Guarantee	40	6 months

Collective Investment Scheme structures - Money Market Funds	AAA Constant Net Asset Value	60	Weighted Average Maturity 60 days
Other Collective Investment Schemes structures - e.g. enhanced cash funds, Government and Corporate Bond, Gilt or Liquidity Funds and floating rate notes	AAA Variable Net Asset Value	20	Weighted Average Maturity 3 years

389. The Council uses money market funds and other collective investment funds which pool together investments in a diversified portfolio of products and sectors. These may include short-term money market instruments such as bank deposits, certificates of deposit, government guaranteed bonds, corporate bonds and commercial paper. It should be noted that any such funds are triple A rated and allow instant access.

Security

390. Credit and fraud risk are managed through procedural requirements and controls. The Council uses Fitch Credit ratings as a basis for assessment of credit worthiness of institutions it will invest with (See Appendix 25). Changes in the criteria and decisions with whom to invest are delegated to the Section 151 Officer. Commercial organisations (counterparties) on its approved list will have at least the short-term credit rating of F1 and be authorised institutions within the meaning of the Financial Services and Markets Act 2000. The rating F1 infers “Highest Credit Quality” and indicates the strongest capacity for timely payment of financial commitments.

391. For internally managed investments provided by the private sector, the lending list for any new direct investment in an organisation is based on the following credit criteria:

Fitch Ratings (minimum)	Long-term	Short-term	Limit £m
Overnight to one year	A	F1	10
Overnight to two years	AA-	F1+	12
UK Part Nationalised Banks overnight to two years	A	F1	15

392. For internally managed funds the maximum limit for direct investment in any one group of related companies is £15 million.

393. Credit ratings are monitored regularly through use of the treasury management advisor’s credit service. If a downgrade results in the counterparty or investment scheme no longer meeting the Council’s criteria, its further use for new investment will be withdrawn immediately.

394. Where investments are held with a counterparty which falls below the Council's approved criteria for new investment, the investments will be reviewed and options to call back funds before the maturity date would be investigated. It should be noted that any early repayment is only at the discretion of the borrower and often at a penalty.
395. Whilst Fitch ratings form the basis of the Council's threshold criteria, the Council will also have regard to the following when determining with whom to invest:
- rating updates provided by treasury advisors in respect of all three credit rating agencies, as well as other market data
 - media reports as well as sovereign credit ratings with the minimum requirement being a Fitch sovereign rating of AA- for non UK based institutions
 - the informed judgement of treasury staff and treasury management advisors after consideration of wider economic factors
 - financial sector and country exposure
 - the extent to which organisations who do not meet the above criteria, are nationalised.

Liquidity

396. The Council aims to have sufficient funds to ensure it does not become a forced borrower for a significant period of time at rates in excess of what may be earned on such investments. In determining the maximum periods for which funds may be available and can be invested, short term cash flow forecasts are undertaken and a longer term balance sheet review is undertaken as part of the calculation of Prudential Code indicators.

Investment Strategy

397. Given uncertainty of financial markets, the Specified and Non Specified investments above allow for a range of products to be available to manage short term investment balances and diversification.
398. Given the likelihood of internal borrowing and the interest rate forecasts identified above, longer term investments above one year will be unlikely. The Debt Management Agency Deposit Facility will be used only as a last resort.
399. The Investment Strategy for 2017/18 will continue to adapt to changing circumstances and market sentiment, with a pragmatic approach taken. Credit criteria changes are delegated to the Section 151 Officer. This allows a prompt response to uncertainties, with the Council being kept informed of significant changes through the various reports it receives on treasury activities during the course of the year.

Treasury Management Training

400. Treasury staff directly and regularly involved in borrowing and lending activities are provided access to a wide range of training. This includes seminars and workshops organised by treasury advisors bringing together practitioners from different authorities; seminars organised by CIPFA and other national bodies; regular contact with a client relationship manager as well as their briefing notes and articles. Staff responsible for treasury activity on a day to day basis have a recognised accountancy qualification and are encouraged to undertake relevant treasury management training.
401. The Council's Audit Committee Members who are responsible for scrutiny of treasury management activities have also been provided with training and offered one to one training opportunities in order to support their role.

Budgetary Framework

402. Under the Budget and Policy Framework Procedure Rules the Council is able to specify the extent of virement within the budget and the degree of in-year changes. The Council's Financial Procedure Rules also allow virements within directorate budgets as set out in the following table.

	Revenue	Capital
Relevant Assistant Director in consultation with the Section 151 Officer	Up to £50,000	Up to £100,000
Relevant Director in consultation with the Section 151 Officer	£50,001 - £250,000	£100,001 - £250,000
Cabinet	Over £250,000	Over £250,000

403. It is proposed to continue the current policy whereby the Cabinet has the authority to vire amounts between directorates of up to £500,000 and, subject to the Section 151 Officer raising no objection, to use reserves and to commit expenditure in future years up to a total in the year of £1.5 million.
404. In addition to the virements shown above, the Section 151 Officer will also undertake all necessary technical adjustments to the budgets and accounts during the year and reflect any changes to the accounting structure as a result of management and organisational changes within the Council.

Reason for Recommendations

405. To enable the Cabinet to recommend to Council approval of:
- the Revenue and Capital budget and to set the Council Tax for 2017/18
 - the budget for the Housing Revenue Account
 - the Treasury Management Strategy

- the Prudential Code for Borrowing indicators for 2017/18-2019/20
- the Capital Programme for 2017/18 and the indicative programme to 2020/21, delegating to the Section 151 Officer authority to bring forward or delay schemes within the programme to match resources where necessary
- The Minimum Revenue Provision Policy for 2017/18.

406. To enable Cabinet to:

- approve the level of fees and charges for Council goods and services for 2017/18
- approve the level of rent and charges for 2017/18 in respect of Council Houses, garages and other service charges
- approve the Supporting People Spending Plan for 2017/18
- note the work undertaken to raise awareness of and ensure the financial resilience of the Council
- note the financial challenges facing the Council as set out in the Medium Term Financial Plan
- note the opportunities for savings over the medium term and that officers will continue to develop them to inform the Budget Strategy Report in July 2017.

HR Implications

407. The Final Settlement was better than anticipated in the Budget Strategy Report, however the overall budgetary position remains challenging. The final proposals are based on the outcome of the consultation exercise and the priorities set out in the Corporate Plan. The budgetary position as outlined in this report represents a necessary response to the identified budget shortfall. Appendix 10 shows that there will be a net increase of 53.55 FTE Council posts overall made up of the deletion of 43.90 FTEs offset by the creation of 97.45 FTEs. This reflects posts deleted through a combination of vacant posts, redeployment and voluntary redundancy. The net increase in posts is a positive position to note in the context of previous years of net decreases in council posts.

408. Whilst the numbers of staff impacted by this budget proposal may not be as significant, the Council retains a range of mechanisms designed to support the people implications of the Council's budget proposals. Through the continued use of such mechanisms, the Council will consistently work hard to reduce the number of compulsory redundancies wherever possible. In addition to redeployment, other mechanisms include use of flexible working policies plus access to skills support through the Cardiff Academy and Trade Union Learning Representatives (TULR). Access to skills training either through the Academy or TULRs will continue to support staff in either refreshing their existing skills or developing new skills in order to enhance their opportunities to find another role in the Council or externally.

409. The Trade Unions have been consulted throughout the budget planning process and their comments have been considered. As part of the Council's commitment to partnership working, the Trade Unions will continue to be involved in all the proposals which impact on staff.

Legal Implications

410. The Budget Report sets out certain duties and constraints in relation to setting a balanced budget and Council Tax. They form part of the legal implications to which the decision maker must address its mind notwithstanding that they are not repeated in this section of the Report.

Budget duties

411. The Local Government Finance Act 1992 (LGFA 1992) requires the Council to set a balanced budget, including the level of the Council Tax. This means the income from all sources must meet the proposed expenditure. Best estimates must be employed to identify all anticipated expenditure and resources.
412. The approval of the Council's budget and Council Tax, and the adoption of a final strategy for the control of the Council's borrowing or capital expenditure are matters reserved, by law, to full Council. However, the Cabinet has responsibility for preparing, revising and submitting to Council estimates of the various amounts which must be aggregated in making the calculations required in order to set the budget and the Council Tax; and may make recommendations on the borrowing and capital expenditure strategy. (Pursuant to the Local Authorities (Executive Arrangements) (Functions and Responsibilities) (Wales) Regulations 2007.)
413. Local authorities must decide every year how much income they are going to raise from Council Tax. This decision must be based on a budget that sets out estimates of what the Council plans to spend on services. As the Council Tax must be set at the start of the financial year and cannot be increased during the year, consideration must be given to risks and uncertainties, and allowances made in funds for contingencies and reserves.
414. The budget and the Council Tax must be set by 11th March in the preceding financial year. A failure to comply with the time limit may leave the Council open to challenge by way of judicial review.
415. When the Council is considering its budget, it must have regard to the Section 151 Officer's report on the robustness of the estimates and the adequacy of the reserves in the budget proposals (section 25 of the Local Government Act 2003). This ensures that Members make their decision on the basis of authoritative advice. Members should provide clear reasons if they disagree with the professional advice of the Section 151 Officer.
416. Members should note that, after the Council has approved its budget and Council Tax, it is possible for the Council to make substitute calculations during the year (although the basic amount of Council Tax cannot be increased),

subject to certain provisos (s.37 LGFA 1992). The Local Government Act 2003 establishes a system to regulate the capital expenditure and borrowing of the Council. The heart of the prudential borrowing system is the duty imposed upon authorities to determine and keep under review how much money they can afford to borrow. The Local Authorities (Capital Financing and Accounting) (Wales) Regulations 2003 (as amended) specify the prudential code for capital finance to which local authorities in Wales must have regard in setting and reviewing their affordable borrowing limits (sections 3 and 5 of the 2003 Act).

417. The Local Government & Housing Act 1989 Part VI sets a statutory regime for housing finance. The Council has a general duty to review the rents of its houses from time to time and in fixing rents the Council must have regard, in particular, to the principle that the rents of dwellings of any class or description should bear broadly the same proportion to private sector market rents as the rents of dwellings of any other class or description. The review of the rents is a Cabinet function, and is undertaken with regard to the provisions of Part VI of the 1989 Act which governs housing finance and housing subsidy. Rents for council houses are a credit to the HRA and outgoings a debit. The Council is under a duty to prevent a debit balance on the HRA which is ring-fenced. There are restrictions in the way in which the account can be operated and the proposals in this report must comply with these accounting requirements to ensure that the rent should be set so as to ensure that the Council is able to comply with its duty to prevent a debit balance arising on the HRA.

Cardiff Capital Region City Deal

418. The body of the report contains provisions relating to the CCRCD. The CCRCD has recently been the subject of separate reports to Cabinet and Council, with the detailed legal advice being set out in those previous reports .

Equality Duty

419. The Council has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties) – the Public Sector Equality Duties (PSED). These duties require the Council to have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of ‘protected characteristics’. The ‘Protected characteristics’ are:

- Age
- Gender reassignment
- Sex
- Race – including ethnic or national origin, colour or nationality
- Disability
- Pregnancy and maternity
- Marriage and civil partnership

- Sexual orientation
- Religion or belief – including lack of belief

420. As noted in the report, consideration has been given to the requirements to carry out Equality Impact Assessments in relation to the various saving proposals and EIAs have been carried out in respect of certain of the saving proposals, to ensure that the decision maker has understood the potential impacts of the proposals in terms of equality. This assists the decision maker to ensure that it is making proportionate and rational decisions having due regard to the public sector equality duty.
421. Where a decision is likely to result in a detrimental impact on any group sharing a Protected Characteristic, consideration must be given to possible ways to mitigate the harm. If the harm cannot be avoided, the decision maker must balance the detrimental impact against the strength of the legitimate public need to pursue the service remodelling to deliver savings. The decision maker must be satisfied that having regard to all the relevant circumstances and the PSED, the proposals can be justified, and that all reasonable efforts have been made to mitigate the harm.
422. It is noted that Equality Impact Assessments (which include consideration of views and information obtained through consultation) are available on the Council's website and as background papers to this report. The decision maker must consider and have due regard to the Equality Impact Assessment prior to making the decisions recommended in the report.

Employee and Trade Union Consultation

423. The report recognises that notwithstanding efforts to reduce impacts on staff resulting from the level of funding cuts imposed, there will be some staff reductions during the financial year 2017/18. Legal Services are instructed that (i) engagement has been ongoing between Directors and Trade Unions to discuss budget saving implications and (ii) the Council has formally consulted with Trade Unions about the 2017/18 budget proposals and the likely impact on staff, particularly where posts are at risk of redundancy. Under the general law relating to unfair dismissal all proposals to make redundancies must involve reasonable consultation with the affected employees and their trade unions. In relation to any potential redundancies it is important that all required statutory notices are served.
424. Due to the fact that the potential number of redundancies could exceed 20 posts Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 requires consultation to be undertaken with the Unions to include ways of avoiding the dismissals, of reducing numbers of employees being dismissed and or mitigating the consequences of dismissals. To this end Legal Services are instructed that consideration is being given to redeployment opportunities, VR and that consultations are ongoing. It is noted that the budget proposals also provide for the creation of posts.

Charging

425. Each proposal to make or increase charges must comply with the statutory framework (including primary and secondary legislation and any statutory guidance issued) relating to the activity in respect of which charges are being levied, including any limitations on levels of charges.
426. Where reliance is placed on the power to charge for discretionary services (Section 93 of the Local Government Act 2003), any charges must be set so that when the charges are taken as a whole no surpluses are made (i.e. the power is limited to cost recovery).
427. Where activities are being undertaken for which charges are being made with the intention of producing surplus income, it is necessary to consider whether that activity is material and would amount to “commercial trading”. For commercial trading, the Council must develop a business case and establish an arms’ length company to undertake that activity (in accordance with the general trading power under Section 95 Local Government Act 2003), or identify another statutory power for a particular trading activity.

Consultation

428. Duties to consult certain stakeholders in respect of proposals may arise from a number of different sources. Members will note that the Council has engaged in consultations as part of the budget process as set out earlier in the report under the heading “Consultation and Engagement”. In considering this matter, Members must genuinely and conscientiously consider the feedback from each consultation and have proper regard to it when making any decision in relation to the subject matter of that consultation. Members should carefully consider the results of the consultation as set out in Appendix 2.

The Well-Being of Future Generations (Wales) Act 2015

429. This places a well-being duty on public sector bodies to take action to achieve 7 well-being goals in accordance with the ‘sustainable development principle’. The 7 well-being goals are: "a prosperous Wales", "a resilient Wales", "a healthier Wales", "a more equal Wales", "a Wales of cohesive communities", "a Wales of vibrant culture and thriving Welsh language" and "a globally responsible Wales"; and a description of each goal is given in the Act. Decision makers should consider how the proposed decision may contribute towards, or impact upon, achievement of the well-being goals. The Council must set well-being objectives to achieve the well-being goals and publish these objectives by 31 March 2017. Once the Council’s well-being objectives have been set, decision makers must have regard to the same, and must be satisfied that all reasonable steps have been taken to meet those objectives. In order to comply with the well-being duty, the Council must act in accordance with the ‘sustainable development principle’, which is defined as meaning that the Council must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must

take into account the impact of their decisions on people living their lives in Wales in the future. There are a number of factors which the Council must take into account in this regard, specifically, decision makers must:

- Look to the long term
- Focus on prevention by understanding the root causes of problems
- Deliver an integrated approach to achieving the 7 well-being goals
- Work in collaboration with others to find shared sustainable solutions
- Involve people from all sections of the community in the decisions which affect them

430. In considering the above, due regard must be given to the Statutory Guidance issued by the Welsh Ministers.

General

431. All decisions taken by or on behalf of the Council must:

- Be within the legal powers of the Council and of the body or person exercising powers on behalf of the Council.
- Comply with any procedural requirement imposed by law.
- Be undertaken in accordance with procedural requirements imposed by the Council e.g. procedure rules.
- Be fully and properly informed.
- Be properly motivated (i.e. for an appropriate, good and relevant reason).
- Be taken having regard to the Council's fiduciary duty to its tax payers as elected members are trustees of the public interest and of its statutory purposes for which public powers are conferred on them. This general duty requires the Council to act prudently and in good faith in the interests of those to whom the duty is owed.
- Otherwise be reasonable and proper in all the circumstances

Financial Implications

432. The financial implications are written within the context of this report and with reference to the new requirements of the Future Generations Act while the following paragraphs summarise the significant points and related financial matters. Given the materiality of the current and forthcoming financial challenges, it is important that the level of detail in the report and financial implications is considered. Of interest is a similar message that was included in the 1937 Financial Report of Cardiff Corporation which stated that "The reader, at the cost of patient thought, may find herein some little entertainment and more certainly much information." G.W. Barker, City Treasurer.

433. The financial outlook over the medium term remains a concern and the Medium Term Financial Plan details these challenges in respect of ongoing financial austerity, increasing financial pressures and the difficulty of setting and realising year on year budget savings.

434. The budget for 2017/18 has been compiled against the backdrop of continued financial constraint with many expert commentators suggesting that the period of austerity will now last at least to the end of the decade. In commenting on his Financial Settlement for Local Government the Welsh Government's Cabinet Secretary for Finance said that local government should use an "18 month period of relative stability to prepare for harder choices and more difficult times ahead" and that they should not "sit back and have a breather because for one year, things are less awful than they have been."
435. The details included in the Final Local Government Revenue Settlement announced in December 2016 confirmed that for 2017/18 Cardiff will receive a cash increase in its funding of £2.3 million (0.5%) when compared with 2016/17. However, the actual increase in spending power reduces to £294,000 once new responsibilities and other differentiating year on year factors are taken into account. In addition, when inflation is taken into account the Settlement can be seen as a real terms cut in resources.
436. The Cabinet in its budget strategy and subsequent budget proposal has been conscious of the impact its proposal may have on the citizens and communities of Cardiff. For 2017/18, budget consultation has been carried out in two stages. General financial and service questions were included in the Summer 2016 Ask Cardiff survey while the specific budget proposals were subject to a period of public scrutiny lasting for over four weeks during late Autumn. Responses to these consultations have been reflected on by Cabinet and senior officers as part of their final deliberations. The Cabinet's budget proposal has, therefore, considered the issues raised having regard to the WG Settlement, the requirements of the Future Generations Act and in conjunction with the priorities in the draft Corporate Plan.
437. The budget proposals set out in this report will again result in significant operational and financial challenges as evidenced by the risk assessment exercise. The progress with these challenges will be monitored through directorate plans, performance reports and the Corporate Risk Register when reported to Cabinet, Scrutiny Committees, Audit Committee and the Senior Management Team.
438. Particular challenges for 2017/18 and the medium term have been identified and are set out in paragraph 64 of the report with the most significant being:
- the need to deliver significant levels of savings during a period of prolonged financial austerity particularly given the impact that delays to delivery of the proposal may have on the budget monitoring position
 - continuing demographic demand for social care services reflecting both volume and complexity of need
 - the level of additional borrowing undertaken in previous years and proposed in the Capital Programme will require the use of more revenue resources for capital financing in future years
 - the challenging financial position in respect of reducing WG resources, increasing financial pressures against a reducing controllable base

budget together with increasing volatility and uncertainty in respect of hypothecated grants

- the identified maintenance backlog impacting on the condition of property and infrastructure assets including statutory maintenance obligations places additional pressure on scarce resources
- The uncertain implications of BREXIT on the economy.

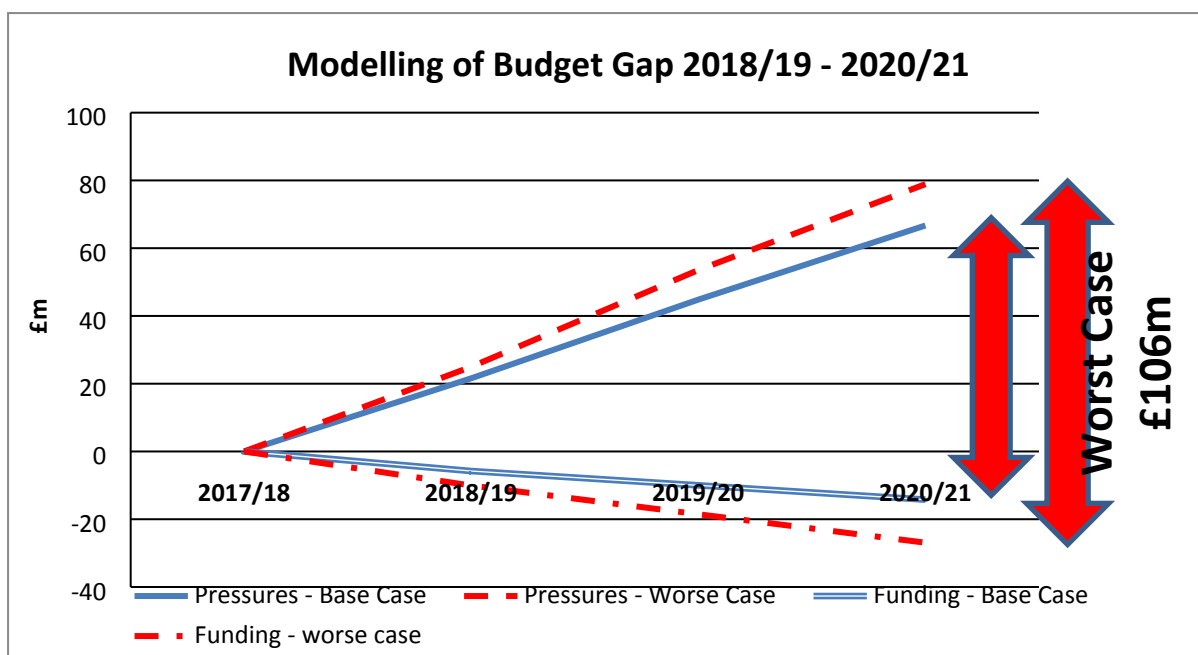
439. The budget process has been rigorous and has fully engaged the expertise of officers in directorates across the Council.

440. In formulating their budget proposal, the Cabinet through deliberation must come to a balanced judgement between the need to provide for services and the financial impact of the cost of those service needs on Council Tax payers. In coming to this judgement and as a result of the WG's financial settlements, the Council's budget now stands at £586.984 million, an increase of £8.823 million over 2016/17.

441. It should be noted that although the Council received a better than anticipated WG Settlement, the budget for 2017/18 still contains a significant element of risk and complex savings proposals will need to be relentlessly driven if they are all to be achieved as planned. In summary, the revenue budget proposal includes:

- savings of £13.264 million from directorate proposals and £3.743 million from addressable spend savings
- inclusion of the General Contingency of £3 million to mitigate the achievability risks associated with the level of savings to be delivered
- continuation of the Specific Issues contingencies of £2.029 million broken down between £950,000 for external placement costs in Children's Services, £350,000 to protect against price volatility in the MRF and £729,000 to recognise the difficulty of predicting Waste Disposal tonnages
- reinstatement of budget savings amounting to £1.073 million outstanding from 2016/17 and 2015/16 where, following review they are deemed to be no longer achievable
- directorate financial pressures amounting to £4.638 million
- the use of £1.5 million from earmarked reserves to support the budget based on a review of the Council's Balance Sheet
- continuation of the £4 million Financial Resilience Mechanism that was introduced in 2016/17 to reduce future risk, improve resilience and allow one-off investment and development in priority areas
- estimated net increase of 53.55 posts made up of the creation of 97.45 fte posts partially offset by a reduction of 43.90 fte posts
- increase in the Schools Budget of £7.233 million including both demographic and 70% of non-demographic growth
- a Council Tax increase of 3.7% resulting in a Band D charge of £1,099.52

442. Within the budget proposals are a number of initiatives that may require option appraisal, complex procurement arrangements or the implementation of new operating or delivery models. These elements of work will need to be completed within strict timescales in order that the budgeted levels of savings can be achieved. A number of the budget proposals require the continued development of a commercial approach that will enable the Council to respond speedily to market shifts and financial opportunities within an appropriate risk appetite. The Investment Review Board will continue to be the forum to test these matters before they progress to the appropriate governance route.
443. In addition, it is important that the Council retains sufficient support and project management capacity to enable the transition to a lower financially sustainable cost base.
444. The continuing financial challenges facing the Council are such that the financial resilience snapshots introduced in 2015/16 will continue to be prepared and used to raise members' overall awareness of financial matters. The position in respect of risks and reserves will require careful monitoring throughout the financial year, particularly in light of the achievability of savings and the future financial interventions that may be required.
445. The Council's position in respect of its reserves has again been assessed as part of budget preparation. The resultant judgement is that the projected level of both general and earmarked reserves up until 31 March 2018 is adequate when considering the 2017/18 budget. The expected balance on earmarked reserves as at 31 March 2018 is £36.186 million while the Council's General Reserve currently stands at £14.255 million.
446. The level of School Balances requires close attention as at 31 March 2016, within an overall net surplus of £1.7 million are deficit balances amounting to £3.5 million. Council officers will continue to support schools to ensure that spending plans are in alignment with their budgets and deficit budgets are avoided or reduced.
447. The Medium Term Financial Plan set out in paragraphs 166 to 218 uses the best available information to assess the financial gap facing the Council over the next three years. It is clear that anticipated resources will not cover emerging financial pressures and the resulting funding gap will need to be addressed through a combination of directorate budget reductions, use of reserves and increases in the rate of Council Tax. Although the Council has made over £213 million savings over the past decade, the base budget has not reduced by this amount. This is because the most significant reason for the Council to need to find savings is escalating demand, as illustrated by the following graph:



448. The next table demonstrates the funding gaps forecast to 2020/21 using sensitivity analysis to demonstrate a further potential adverse position.

Medium Term Financial Plan	2018/19 £000	2019/20 £000	2020/21 £000	Total £000
Base Case	27,379	27,457	26,071	80,907
Worse Case	35,059	37,029	33,736	105,824

449. The above table shows a base case scenario Budget Gap of £81 million over the next three years and while detail proposals to meet the gap in the final year are yet to be determined, it is clear that the focus will need to be on increased digitalisation of services and back office functions, commercialisation of activities, review of grants and subsidies together with prevention and early intervention actions. The ODP continues to play a key role in understanding these challenges and supporting the Council in realigning itself to a lower, financially sustainable base. For 2018/19 and 2019/20 savings options are being developed as set out in Appendix 17(b) and work will continue apace on 2018/19 proposals so that the Budget Strategy Report in July 2017 will include early considered proposals.

450. Notwithstanding the importance of the three year time horizon for medium term planning, councils also need to consider likely impacts beyond that timeframe. This is because the cumulative impact of decisions taken now can have a significant impact on the Council's budget in later years and it may be that current policies are considered unaffordable when viewed in hindsight over an extended timeframe.

451. Following the significant cuts that the Council has made in the recent past, either of the above scenarios reaffirms the position expressed in the 2015/16 Budget Report that radical changes are required in order for it to remain operational and resilient. In order to assist with this a re-assessment of

directorate base budgets will be undertaken to inform work leading to the Council's next Budget Strategy Report in July 2017.

452. The Council has a statutory duty to ensure that the HRA achieves a balanced budget and this has been evidenced as part of this Budget Report. The average weekly increase in housing rents of £4.20 (excluding service charges) is within the WG's Target Rent Band.
453. The SOP Financial Model brings together the projected capital expenditure and funding schedule over the life of the SOP initiative. The model is designed to be self-funding and the projects, included within the Council's Capital Programme, commence once the particular scheme business case has been approved by WG. However, the resultant significant financial exposure for the Council demands that close monitoring of the key risks is continued, contract management is robust and issues are escalated where necessary.
454. The inclusion of schemes in the Capital Programme have been profiled in accordance with technical advice relating to regulatory processes, timetables, expectation of grants and workflow priorities. In previous years the Council has experienced significant slippage of capital schemes which has prompted adverse comments from the Wales Audit Office and the Audit Committee. Consequently, capital scheme sponsors have again been reminded of the importance of robust profiling in order that capital plans are achieved as expected. Nevertheless, with such an extensive programme there is a residual risk that expenditure will slip between years and so any resultant impact on the programme will be addressed through the monitoring process in 2017/18.
455. Robust control of project costs is another area where issues have been in evidence and so it is important that directors give sufficient weight to good contract management capacity when allocating resources.
456. Resources to finance the General Fund Capital Programme between 2017/18 and 2021/22 include non-earmarked capital receipts to be achieved of £6 million. Additional borrowing of £71.7 million is also required to resource the programme and is made up of:

Additional borrowing	£m
To support estimated slippage from 2016/17	6.9
Capital Programme 2017/18 approved in February 2016	9.2
Finance for new schemes to be approved in February 2017	11.5
Invest to save schemes	44.1
Total	71.7

457. Particular attention needs to be given to the medium and long term impact of additional borrowing on the Council's revenue budget as it is clear that continuing to increase levels of additional borrowing within the General Fund is not consistent with the significant levels of savings required to be found. Accordingly, local affordability indicators are maintained to track the impact of decisions in the medium term although this is also impacted by reductions in the level of RSG received. It should be noted that whilst approving the Capital

Programme for the period up to 2021/22, Cabinet should be aware that the later years of the Programme will be subject to an ongoing review of the Council's financial resilience.

458. In addition to the Capital Programme included within this Report there are two further areas of investment that will need to be considered during the next twelve months and that are likely to require revisions to the Programme set as part of this Budget Report:

- The Council has recently confirmed its involvement in the CCRCD with full financial commitment invoked once the Reserved Matter has been discharged. At that stage the Capital Programme and related Treasury and Prudential indicators will need to be amended to recognise the additional commitment.
- The second stage of the WG's 21st Century School Programme is due to be formalised during 2017/18 and this will also impact on the Council's future Capital Programme, external borrowing and related revenue implications.

459. In the current extensive period of significant budget reductions and consequential loss of employee resources in many parts of the organisation, financial control continues to be of fundamental importance. It is vital that responsible officers take ownership of their budgets and that expenditure remains within the approved positions. Compliance with financial rules and governance requirements is expected and this will continue to be monitored and reported regularly as part of performance management arrangements.

460. In concluding the financial implications of this Budget Report and in recognition of the continuing financial challenge facing the Council, I would bring the following statement to members' attention.

"In the financial implications of the 2015/16 Budget Report I referred to the materiality of the service choices ahead of the Council and that those difficult choices were facing all Councils. The 2016/17 Budget Strategy responded to this challenge through development of the reshaping of the Base Budget approach to determining targets for directorates over the medium term. It is positive that during 2016/17 some significant decisions in respect of service changes have been taken and the changes implemented, although the risk remains that the Council may not be able to achieve financial savings of sufficient magnitude to meet the target savings over the medium term. I will keep this under review and report progress to members as part of the financial monitoring regime. As well as highlighting the financial challenges in the medium term, the role of the Section 151 Officer is to advise members if the Cabinet risks setting an unbalanced budget. I do not consider this to be the case in 2017/18."

RECOMMENDATIONS

(a) Recommendations to Council

The Cabinet, having taken account of the comments of the Corporate Director Resources in respect of the robustness of the budget and the adequacy of reserves as required under Section 25 of the Local Government Act 2003, and having considered the responses received to the Budget Consultation recommend that Council:

1.0 Approve the Revenue, Capital and Housing Revenue Account budgets including all proposals and increasing the Council Tax by 3.7% as set out in this report and that the Council resolve the following terms.

2.0 That it be noted that at its meeting on 15 December 2016 the Council calculated the following amounts for the year 2017/18 in accordance with the regulations made under Section 33(5) of the Local Government Finance Act 1992:-

a) 143,032 being the amount calculated in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) (Wales) Regulations 1995, as amended, as its Council Tax base for the year.

b) Lisvane	2,350
Pentyrch	3,258
Radyr	3,651
St. Fagans	1,295
Old St. Mellons	1,400
Tongwynlais	823

being the amounts calculated in accordance with Regulation 6 of the Regulations as the amounts of its Council Tax base for the year for dwellings in those parts of its area to which special items relate.

2.1 Agree that the following amounts be now calculated by the County Council of the City and County of Cardiff for the year 2017/18 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:-

a) Aggregate of the amounts which the Council estimates for the items set out in Section 32(2)(a) to (d) (including Community Council precepts totalling £309,600). £1,077,570,600

b) Aggregate of the amounts which the Council estimates for items set out in Section 32(3)(a) and (c). £492,127,791

c) Amount by which the aggregate at 2.1(a) above exceeds the aggregate at 2.1(b) above calculated in accordance with Section 32(4) as the budget requirement for the year. £585,442,809

- d) Aggregate of the sums which the Council estimates will be payable for the year into its Council Fund in respect of Revenue Support Grant and redistributed Non-Domestic Rates.

£428,216,560

- e) The amount at 2.1(c) above less the amount at 2.1(d) (net of the amount for discretionary relief of £350,000), all divided by the amount at 2.0(a) above, calculated in accordance with Section 33(1) as the basic amount of Council Tax for the year.

£1,101.69

- f) Aggregate amount of all special items referred to in Section 34(1).

£309,600

- g) Amount at 2.1(e) above less the result given by dividing the amount at 2.1(f) above by the amount at 2.0(a) above, in accordance with Section 34(2) of the Act, as the basic amount of Council Tax for the year for dwellings in those parts of the area to which no special items relate.

£1,099.52

- h) The amounts given by adding to the amount at 2.1(g) above the amounts of special items relating to dwellings in those part of the Council's area mentioned below, divided in each case by the amount at 2.0(b) above, calculated in accordance with Section 34(3) as the basic amounts of Council Tax for the year for dwellings in those parts of the area to which special items relate.

	£
Lisvane	1,113.99
Pentyrch	1,127.45
Radyr	1,132.39
St. Fagans	1,113.42
Old St. Mellons	1,119.23
Tongwynlais	1,122.61

- i) The amounts given by multiplying the amounts at 2.1(g) and 2.1(h) above by the number which in the proportion set out in the Council Tax (Valuation Bands) (Wales) Order 2003 is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D calculated in accordance with Section 36(1) of the Act as the amounts to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

VALUATION BANDS

	A	B	C	D	E	F	G	H	I
	£	£	£	£	£	£	£	£	£
Area									
Lisvane	742.66	866.43	990.21	1,113.99	1,361.54	1,609.10	1,856.64	2,227.98	2,599.31
Pentyrch	751.63	876.90	1,002.18	1,127.45	1,378.00	1,628.55	1,879.08	2,254.90	2,630.72
Radyr	754.92	880.74	1,006.57	1,132.39	1,384.03	1,635.68	1,887.31	2,264.78	2,642.24
St. Fagans	742.28	865.99	989.71	1,113.42	1,360.85	1,608.28	1,855.70	2,226.84	2,597.98
Old St. Mellons	746.15	870.51	994.87	1,119.23	1,367.96	1,616.68	1,865.39	2,238.47	2,611.55
Tongwynlais	748.40	873.14	997.87	1,122.61	1,372.08	1,621.55	1,871.01	2,245.21	2,619.42
All other parts of the Council's Area	733.01	855.18	977.35	1,099.52	1,343.86	1,588.20	1,832.53	2,199.04	2,565.55

- 2.2 That it be noted that for the year 2017/18, the Police and Crime Commissioner for South Wales has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwelling shown below:-

VALUATION BANDS

A	B	C	D	E	F	G	H	I
£	£	£	£	£	£	£	£	£
145.50	169.75	193.99	218.24	266.74	315.24	363.74	436.49	509.24

- 2.3 Having calculated the aggregate in each case of the amounts at 2.1(i) and 2.2 above, the County Council of the City and County of Cardiff in accordance with Section 30(2) of the Local Government Finance Act 1992 hereby sets the following amounts as the amounts of Council Tax for the year 2017/18 for each of the categories of dwellings shown below:-

Part of Council's Area

VALUATION BANDS

	A	B	C	D	E	F	G	H	I
	£	£	£	£	£	£	£	£	£
Area									
Lisvane	888.16	1,036.18	1,184.20	1,332.23	1,628.28	1,924.34	2,220.38	2,664.47	3,108.55
Pentyrch	897.13	1,046.65	1,196.17	1,345.69	1,644.74	1,943.79	2,242.82	2,691.39	3,139.96
Radyr	900.42	1,050.49	1,200.56	1,350.63	1,650.77	1,950.92	2,251.05	2,701.27	3,151.48
St. Fagans	887.78	1,035.74	1,183.70	1,331.66	1,627.59	1,923.52	2,219.44	2,663.33	3,107.22
Old St. Mellons	891.65	1,040.26	1,188.86	1,337.47	1,634.70	1,931.92	2,229.13	2,674.96	3,120.79
Tongwynlais	893.90	1,042.89	1,191.86	1,340.85	1,638.82	1,936.79	2,234.75	2,681.70	3,128.66
All other parts of the Council's Area	878.51	1,024.93	1,171.34	1,317.76	1,610.60	1,903.44	2,196.27	2,635.53	3,074.79

2.4 That the Corporate Director Resources be authorised to make payments under Section 38 of the Local Government (Wales) Act 1994 from the Council Fund by equal instalments on the last working day of each month from April 2017 to March 2018 in respect of the precept levied by the Police and Crime Commissioner for South Wales in the sum of £31,215,904.

2.5 That the Common Seal be affixed to the said Council Tax.

2.6 The Common Seal be affixed to precepts for Port Health Expenses for the period 1 April 2017 to 31 March 2018 namely

	£
The County Council of the City and County of Cardiff	113,755
The Vale of Glamorgan County Borough Council	12,846

2.7 That notices of the making of the said Council Taxes signed by the Chief Executive be given by advertisement in the local press under Section 38(2) of the Local Government Finance Act 1992.

3.0 Approve the Prudential Indicators for 2017/18, 2018/19 & 2019/20 delegating to the Section 151 Officer the authority to effect movement between the limits for borrowing and long term liabilities within the limit for any year.

4.0 Approve the Treasury Management Strategy for 2017/18 in accordance with the Local Government Act 2013 and the Local Authority (Capital Finance & Accountancy) (Wales) Regulations 2003 and subsequent amendments.

5.0 Approve the Minimum Revenue Provision Policy for 2017/18.

6.0 Authorise the Section 151 Officer to raise such funds as may be required to finance capital expenditure by temporary or long term borrowing within the limits outlined in the strategy above and to bring forward or delay schemes within the Capital Programme.

7.0 Maintain the current Council Tax Reduction Scheme as set out in the report.

(b) Matters for Cabinet Decision

The Cabinet, having taken account of the comments of the Section 151 Officer in respect of the budget and the adequacy of reserves as required under Section 25 of the Local Government Act 2003 and having considered the responses to the Budget Consultation is recommended to:

8.0 Approve the changes to fees and charges as set out in Appendix 12(a) & 12(c) to this report.

- 9.0 Delegate authority to the appropriate Director in consultation with the Section 151 Officer and the Cabinet Member for Corporate Services & Performance to amend or introduce new fees and charges during the year.
- 10.0 Agree that the rents of all Housing Revenue Account dwellings (including hostels and garages) be increased having taken account of WG guidance.
- 11.0 Approve all service charges and the management fee for leaseholders as set out in Appendix 12(b).
- 12.0 Agree that all Housing Revenue Account rent increases take effect from 3 April 2017.
- 13.0 Recognise the work undertaken to raise awareness of the financial resilience of the Council and approve the steps taken within the budget to improve this position.
- 14.0 Recognise the financial challenges facing the Council as set out in the Medium Term Financial Plan and to note the opportunities for savings over the medium term.
- 15.0 Approve the Supporting People Programme Grant Spending Plan for 2017/18 as set out in Appendix 16.

CHRISTINE SALTER

Corporate Director Resources

10 February 2017

The following Appendices are attached:

- | | |
|------------|--|
| Appendix 1 | (a) Budget and Corporate Plan
(b) Budget and Sustainable Development Principle |
| Appendix 2 | Consultation responses

(a) Changes For Cardiff Budget Consultation
(b) Budget Letter - School Budget Forum – 14 December 2016 (Cllr Hinchey) |
| Appendix 3 | List of known Specific Grants from Welsh Government at the all Wales level |
| Appendix 4 | Revenue Resources Required |
| Appendix 5 | Directorate Financial Pressures |
| Appendix 6 | 2017/18 Budget Savings
(a) Overview 2017/18 Savings
(b) Directorate Savings 2017/18
(c) Addressable Spend Savings |
| Appendix 7 | Risk Assessment Summary of Savings Proposals |

Appendix 8	Financial Snapshot report – Budget Report version
Appendix 9	Earmarked Reserves
	(a) General Fund
	(b) Housing Revenue Account
Appendix 10	Employee Implications of Budget
Appendix 11	Use of Financial Resilience Mechanism
Appendix 12	Summary of Fees and Charges
	(a) General Fund
	(b) Housing Revenue Account
	(c) Outdoor Activities
	(d) Fees and Charges - <i>confidential</i>
Appendix 13	Directorate Revenue Budgets
Appendix 14	Cabinet Portfolio Revenue Budgets
Appendix 15	Amendments since publication of consultation proposals
Appendix 16	Supporting People Programme Grant Spending Plan
Appendix 17	Medium Term Financial Plan
	(a) MTFP 2018/19 – 2020/21
	(b) Themed Opportunities for savings – 2018/19 and 2019/20
Appendix 18	Housing Revenue Account
Appendix 19	School Organisation Plan Reserve
Appendix 20	Civil Parking Enforcement Account
Appendix 21	Capital Programme Expenditure
Appendix 22	Capital Programme Resources
Appendix 23	Glossary of Terms
	(a) Prudential Indicators
	(b) General
Appendix 24	Minimum Revenue Provision Policy
Appendix 25	Approved list of Counterparties

The following Background Papers have been taken into account:

- Budget Strategy Report (July 2016)
- 2017/18 Budget Proposals – For Consultation (November 2016)
- The WG Final Financial Settlement (December 2016)
- Equality Impact Assessments of Cardiff Council’s 2017/18 Budget
- Details of Fees and Charges
- Analysis of Section 106 Balances
- Treasury Management Practices (April 2016)

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An economy that benefits all our citizens

Values: Open, Fair, Together

Working together to transform services

An economy that benefits all our citizens

- Support for Cardiff Capital Region City Deal
- Dumballs Road Regeneration
- Extra planning resource for major new developments
- Central Square

The Council is open about the difficult choices faced, engages and consults on them & properly evaluates their impact

Working together to transform services

- Capital sums to modernise business processes
- Savings supported by Organisational Development Programme
- Savings inevitable BUT aim to adopt a more commercial approach:- alternative delivery, maximise income, work with partners, continue to challenge internal processes, maximise use of technology and secure value on contracts

Budget 2017/18

Supporting vulnerable people

- £9.2m extra for Social Services
- 68 extra Social Services posts
- Capital investment in disabled adaptations and learning disabilities
- £144k for budget advice at foodbanks
- £218k for Reuse and Recycling Centre
- Savings with Early Intervention / Prevention focus

One off investment in highways, cleansing initiatives, community sport and communities first

Better education and skills for all

- £7.2m extra for Schools
- Transitional support for loss of WG Challenge Cymru funding
- Support to complete Schools Organisation Plan (Band A)
- Capital investment in school condition

Supporting vulnerable people

Vision: Europe's most liveable capital city

Better Education and skills for all

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CARDIFF COUNCIL BUDGET 2017/18

Examples of how the Budget Invests in the Future

Appendix 1b

CARDIFF VISION	BUDGET	WALES' GOALS
GREAT TO LIVE WORK AND PLAY	<ul style="list-style-type: none"> • £0.6m - Neighbourhood Regeneration • £1.6m - Community Shopping Centres • £125m - Long term investment in social housing & housing estates • Leisure & culture services maintained – commercialism & collaboration • Strengthening bilingualism in workforce recruitment 	VIBRANT CULTURE & THRIVING WELSH LANGUAGE
THRIVING & PROSPEROUS ECONOMY	<ul style="list-style-type: none"> • Support for Cardiff Capital Region City Deal • Central Enterprise Zone / Central Square - £27.1m • Dumballs Road Regeneration - £4.1m 	PROSPEROUS
PEOPLE ACHIEVE THEIR FULL POTENTIAL	<ul style="list-style-type: none"> • £7.2m additional revenue support for schools • 21st Century Schools Programme (Band A) - £26.7m • Investment in existing schools estate - £23m • Trainee Placement Programme – £230,000 	
PEOPLE ARE SAFE & FEEL SAFE	<ul style="list-style-type: none"> • Alley-gating - £300,000 • Road Safety Schemes - £1.7m • Public Area Protection - £250,000 • £9.2m additional revenue support for Social Services • Disabled adaptations to enable people to remain in their home - £31.7m 	COHESIVE COMMUNITIES
PEOPLE ARE HEALTHY	<ul style="list-style-type: none"> • Investment in community sport - £300,000 • City leisure centre offer retained - new model • Advice at foodbanks - £144,000 • Parks infrastructure and play equipment - £6m 	HEALTHIER
FAIR, JUST AND INCLUSIVE	<ul style="list-style-type: none"> • Early preventative action and locality working in social services • Support for Hubs where citizens can access advice - £3.9m • Disabled access - £3m • Unicef Child Friendly Cities Initiative - £80,000 • Taking on Welsh Interpretation and Translation Service 	MORE EQUAL
CLEAN, ATTRACTIVE & SUSTAINABLE	<ul style="list-style-type: none"> • Greener Grangetown - £1.7m • LED technology and energy sustainability - £5.6m • Cycling Strategy - £800,000 • Parking pilot (electric vehicles) - £50,000 • Additional support for recycling activity & investment in Reuse Centres - £225,000 	RESILIENT

Examples of how the Budget Invests in the Future

The above investment comprises 5 year capital spend included in the capital programme along with Revenue Investment for 2017/18

Examples of the five ways of working within the Budget Process

The Five Ways of Working at the Heart of the Future Generations Act	
LONG TERM	<ul style="list-style-type: none"> • Long-term affordability of the capital programme - prudential & local indicators • Prudent debt repayment periods set to avoid “mortgaging” future generations and limiting their ability to take forward their own investment priorities • Modelling a future budget outlook to understand how today’s decisions and assumptions will affect the future shape of the budget • Identifying current and future risks and their potential financial impact • Carefully evaluating the Council’s financial resilience • Highlighting that budget opportunities forgone in one year (e.g. income generation / price increases) will have a cumulative effect over time • Seeking opportunities for savings that avoid service removal despite the challenging financial climate • Identifying opportunities to meet the changing needs and requirements of citizens, for example, by exploring use of technology
PREVENTION	<ul style="list-style-type: none"> • Exploring opportunities for early intervention and prevention in social services to reduce costs and improve outcomes – see savings on Early Years, Safer Families and Adolescent Resource Centre • Increasing the independence of individuals to live in their own homes and signposting to third sector organisations rather than institutionalised care • Carefully evaluating the use of finite resources to try and avoid deterioration of our assets – e.g. use of FRM to address condition of property and highways • Promotion of choice of care for the vulnerable • Preventing homelessness through development of new affordable housing
COLLABORATION	<ul style="list-style-type: none"> • Exploring opportunities to work with others to continue to deliver services, e.g. Leisure and Regulatory Services • Work with partners to develop services for the future e.g. work with Cardiff and Vale college to deliver the school in the East of Cardiff • Ongoing collaborative work re: waste treatment • Multi-Agency Safeguarding Hub – working across multiple organisations and sharing information to promote a joint approach to the safeguarding of vulnerable children and Adults • Hubs – integration with other Agencies to provide the customer with a one-stop service • Time-credits – working with partners to support opportunities for volunteering • CCRCDD – working with other Authorities for the benefit of the wider region

Examples of the five ways of working within the Budget Process

The Five Ways of Working at the Heart of the Future Generations Act	
INTEGRATION	<ul style="list-style-type: none"> • Integrated working – proposals for joint commissioning between the UHB, Cardiff and Vale Councils • Working with other Authorities for the benefit of the wider region - CCRCD • Intermediate Care Fund with Health – promoting joint initiatives between the UHB and Council specifically in relation to discharges from hospitals • Providing services across the Welsh Public Sector – WITS • Integration of the Budget with the Council’s Priorities and Vision
INVOLVEMENT	<ul style="list-style-type: none"> • Two stage consultation process • Successfully engaging with groups that have been traditionally less involved • Service user specific consultation on proposals where appropriate • Consideration of consultation feedback in drafting final budget proposal • Budget Scrutiny and engagement with key stakeholders – schools budget forum, Trade Unions, staff

Extract from Liveable City Report



CHANGES FOR CARDIFF

Consultation on Budget Proposals for 2017/18



RESULTS & FEEDBACK REPORT

CHANGES FOR CARDIFF 2017/18

Changes for Cardiff - Consultation on the City of Cardiff Council's Budget Proposals for 2017/18

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CHANGES FOR CARDIFF 2017/18

1. Executive Summary

This Executive Summary provides an overview of the Budget Consultation exercise. It is not a detailed summary of the full report, but an articulation of some of the key findings.

The consultation on these proposals ran from **10th November 2016** until **Friday 16th December 2016**.

Engagement activities included: Electronic questionnaire distribution via social media and email address lists, paper copy distribution across libraries and hubs, postal delivery to selected households across the city, face to face engagement with targeted groups and selected locations across the city.

A total of 2,520 returns were received to the electronic/postal surveys. Within this:

- Almost two-thirds (63.1%) agreed that schools should be protected from financial challenges faced by the rest of the Council.
- A fifth (19.2%) of respondents were aware that the Council is proposing to sell bedding plants & nursery stock directly from the Bute Park Nursery although this is something that two-thirds (66.9%) were reportedly interested in for the future
- A third (32.0%) of respondents reported to use Hubs. Citizens Advice and Adult Education classes were amongst the additional services that people were most keen to see provided within Hubs.
- A quarter (23.9%) of respondents claimed to already participate in volunteering activities whilst 441 also provided contact details indicating an interest in learning more about potential volunteer opportunities. When asked “would you be more likely to volunteer if you knew that you were helping someone in your own local community?” 45.0% responded ‘yes’, 28.5% No and 26.5% don’t know.
- A third (32.0%) were interested in being involved with local ‘social action’ initiatives.
- More than four fifths (83.3%) of respondents believed the provision of an early stage dementia mobile monitoring device to be a good idea.
- The Council’s plans to deliver care on an area basis were supported by 78.0% of those responding.
- Four fifths (80.3%) agreed that working at a local level is the best way to approach local problems.
- Additionally almost 200 people were directly involved in face to face voting activity across the city which asked **“Where would you like to see more money spent in future?”** Participants ‘spent’ a total of £14,750 with the repair of potholes in roads across the city coming out as a clear priority.

CHANGES FOR CARDIFF 2017/18

2. Background

Public services are going through a period of rapid change. For the foreseeable future Councils, along with other public services, will have less money available to deliver local public services.

This comes at a time of economic uncertainty following the vote to leave the European Union, combined with a number of other pressures such as a rapidly growing population and changes in welfare reform meaning that demand for services is increasing year on year.

The City of Cardiff Council is facing significant and ongoing financial challenges with a budget gap of **£25 million** for 2017/18 and a potential shortfall of **£76 million** over the next three years. This comes on top of £200m which has already been found over the last 10 years.

The Council is legally required to set a balanced budget. To make the savings needed and to protect the quality of our public services, significant changes have been made, and will continue to be made, to the way things are done.

There is no easy way to bridge a **£25 million** budget gap. The City of Cardiff Council's Cabinet is looking at the best way to do this but as a cooperative Council we also seek the views of the public as to what they perceive as the most important issues for Cardiff.

In addition, the budget strategy includes assumptions in relation to a 3.7% increase in Council Tax. An increase of this amount equates to £39.23 per household in Council Tax Band D.

3. City-wide Public Consultation - Methodology

3.1 City Wide Survey

Consultation on the budget proposals took 3 forms:

- **City-wide Public consultation** on proposals which affect all citizens (The contents of this report)
- **Service-specific consultation** with identified service users/groups or organisations
- **Internal Council consultation** -these elements relate to internal changes within the Council including back office efficiencies, staff changes and process improvements.

The questionnaire contained 40 individual questions (excluding demographic information) and covered a range of topics including:

- Austerity
- Being more commercial
- Making better use of our buildings
- Involving and empowering communities
- Going digital
- Providing care and support services locally
- Increasing fees and charges

CHANGES FOR CARDIFF 2017/18

3.2 Engagement Mechanisms

The city-wide public consultation focused on the issues of general interest set out in the Changes for Cardiff document but also gave people an opportunity to give their views on any budget related issues. The consultation was undertaken via the following mechanisms:

- Questionnaire survey – available on-line and via 3,000 hard copies distributed through libraries, leisure centres and hubs
- 18 Community Engagement held across the city at locations including libraries and supermarkets as well as direct engagement with specific groups who are less frequently heard i.e. learning disability groups, BME women. (See Appendix 1)
- Easy read versions produced to assist those with learning disabilities or literacy issues to participate
- Consultation information and questionnaire made available online via the Council's dedicated budget pages www.cardiff.gov.uk/budget as well as on the websites www.cardiffdebate.co.uk and www.askcardiff.com
- Regular promotion throughout the consultation period through social media via @cardiffcouncil, @cardiffdebate and using #cdfbudget
- Face book 'Boosts' to increase the visibility of the promotion
- Direct mail of 3,000 to households across the city with a boosted sample amongst those areas with a traditionally lower response rate namely Cardiff East and City & Cardiff South
- Opportunity for people to email comments via budget@cardiff.gov.uk
- Consultation promoted via email to stakeholders including partner organisations, MPs and AMs, Neighbourhood Partnerships and community group leaders.
- Consultation promoted via email to members of the Cardiff Citizens' Panel and Library Card Holders (53,281 unique email addresses)
- Communicated to approximately 6,000 staff within the City of Cardiff Council via Your News

The consultation on these proposals began on **10th November 2016** and run until **midnight on Friday 16th December 2016**.

The final budget will be set at the meeting of Full Council on 23rd February 2017.

CHANGES FOR CARDIFF 2017/18

4. Key Findings

4.1 Austerity

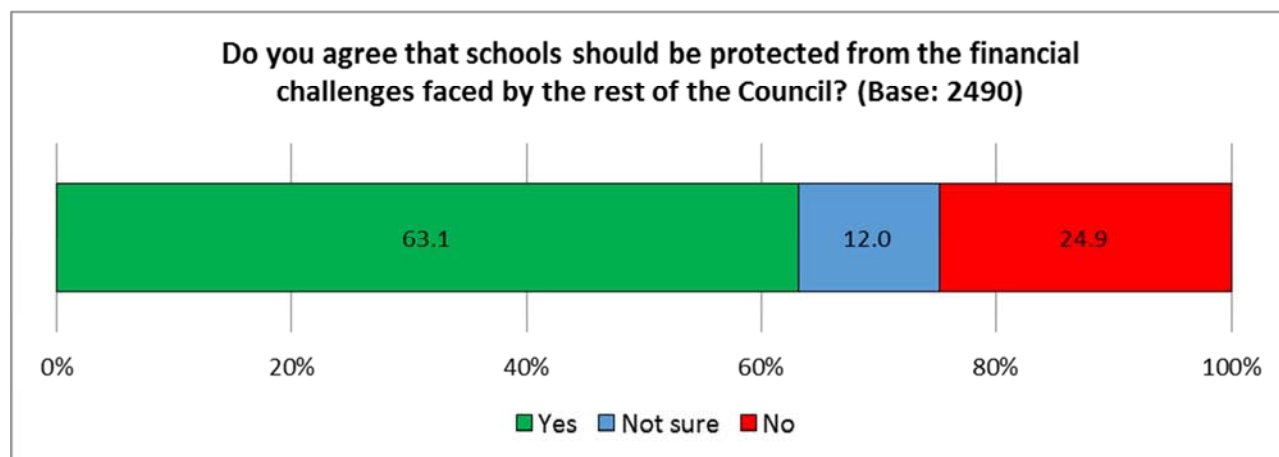
At the same time as a rapid growth in demand for public services, the City of Cardiff Council is facing significant and ongoing financial challenges with a potential budget shortfall of **£76 million** over the next three years.

The Council has an overall budget of **£578 million**. There is however a significant portion of this money that has historically been protected from funding cuts. This means that the amount we have flexibility to make savings from is actually much smaller, totalling **£219 million**.

Delegated schools budgets, which account for over a third of the Council's overall budget, have not been subject to the same level of cuts as other Council services

Do you agree that schools should be protected from the financial challenges faced by the rest of the Council?

Base: 2490	No.	%
Yes	1572	63.1
No	619	24.9
Not sure	299	12.0



Amongst those respondents aged under thirty-five the proportion in agreement that schools should be protected from financial challenges rose to 70.5%. In comparison just 57.5% of respondents aged fifty five plus shared this view, a range of 13.0%.

Similarly more than two thirds (68.5%) of females were in agreement that schools should be protected compared to 59.3% of males – a range of 9.2%.

No discernible difference could be identified geographically across the city. See Appendix 2 for more info.

CHANGES FOR CARDIFF 2017/18

Please tell us why:

A total of 1,723 respondents provided additional comments to support their decision.

Those believing that schools should be protected from financial challenges typically described education as an 'essential service', paramount to the success of the next generation. It was felt by this group that cuts made here would impact not only on young people but on the wider future for us all.

Those respondents that felt that schools need to contribute to cuts like other services expressed schools as no more deserving than some other areas and that inefficiency and surplus needs to be tackled across all Council services.

Provided below are some examples of the comments received:

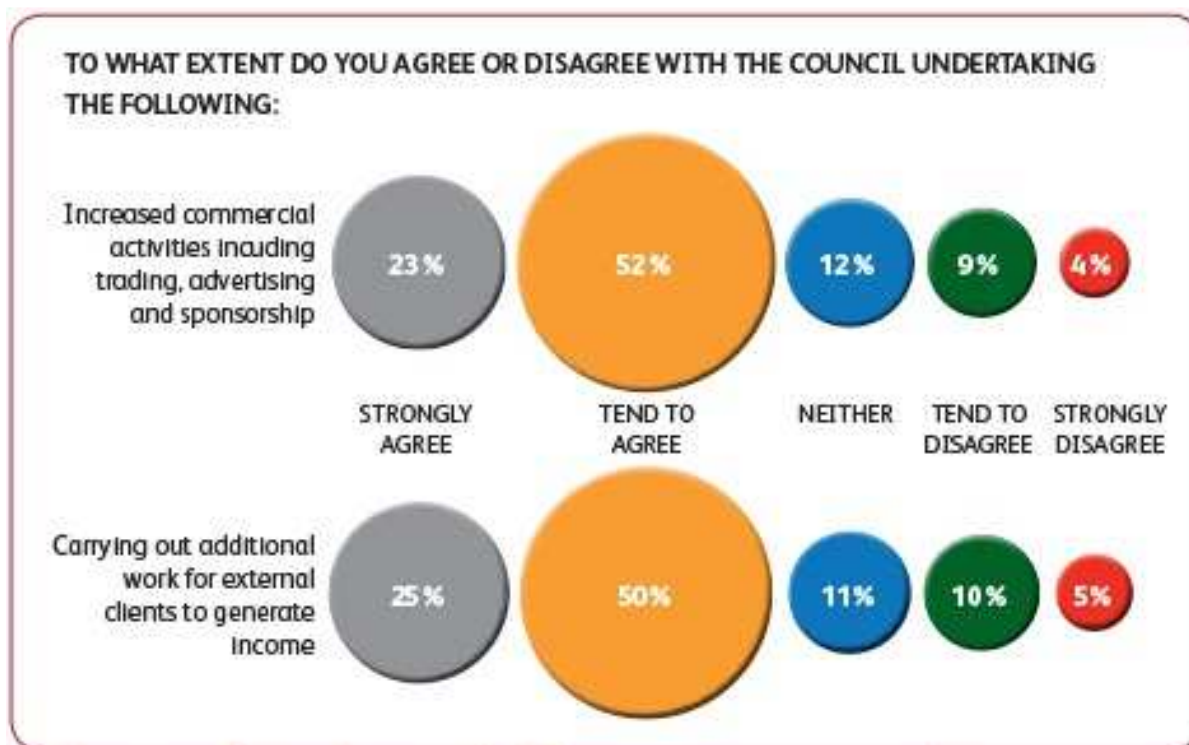
In favour of schools being protected	Opposed to schools being protected
<ul style="list-style-type: none"> • <i>"It is important to give future generations the best start in life, beginning with a first class education."</i> • <i>"If we produce a disenfranchised poorly educated youth, we seriously jeopardise the future."</i> • <i>"Children have their whole lives ahead of them - cuts now could affect their entire future."</i> • <i>"The education of the pupils is paramount. Any cuts will result in a drop in standards which will have a knock on effect in the future. It's short sighted to implement cuts in education."</i> • <i>"Education is one of the most precious civic goods, an investment in the future, and most importantly a major attractant to new Cardiff citizens -- it seems vital to retain the excellent schools Cardiff has"</i> • <i>"Children are the future, it's not beneficial to be selfish and only think about the present. With Brexit looming we need to invest in education for the sake of the future of the country."</i> • <i>"Our children are our genetic and financial future. Without high quality education we will be unable to compete in a future global market and ultimately afford to look after our elderly population."</i> • <i>"Great education and support will hopefully pay off in later years when well educated individuals pay back into the city as taxes etc."</i> • <i>"Children are the future and educating them properly ensures brighter futures and healthier lifestyles."</i> 	<ul style="list-style-type: none"> • <i>"Some schools could make savings by employing full-time staff rather than using agency & supply workers that are VERY expensive. Every school should be asked if they feel they could make savings."</i> • <i>"Other areas such as child protection are equally important. All must share the difficulties"</i> • <i>"There are other services in need also. In terms of equity and fairness, this does not seem fair."</i> • <i>"Budgets proposed by schools governing bodies should be independently examined to see if savings could be made for example by sharing resources with other schools."</i> • <i>"Schools should take their share of the cuts as well. Economic development and transport always lose out, which is not fair. It is no good spending millions on educating people, but then having no jobs for those educated people to go to."</i> • <i>"Ring-fencing budgets in some areas only makes other areas take a larger, unfair hit. Schools should be equally well equipped to be creative about ways to save or raise money."</i> • <i>"All Areas should seek efficiency improvements, including schools. Protecting Schools from efficiency improvements, yet again, suggests that they are 100% efficient, and that no improvements can or need to be made in this area, which is very unlikely to be true"</i> • <i>"There may be areas of schools spending that should be scrutinised as to whether they provide good value. Education is obviously one of the most vital areas of council spending but nothing should be sacrosanct."</i> • <i>"If the council can cut services to the most vulnerable then surely it should (at least) explore efficiencies within education services."</i>

CHANGES FOR CARDIFF 2017/18

4.2 Being More Commercial

The Council is changing how we deliver our services. We are making sure that front line services are as efficient as they can be, and represent good value for money. Now we want to look for opportunities to increase income and help offset the budget shortfall. This means the Council is looking at how we can attract more corporate sponsorship, buy resources at a lower cost, make better use of our assets, and adopt more commercial models which involve carrying out additional work for other public, third or private sector organisations to generate income.

In response to the recent Ask Cardiff Survey three quarters agreed that the City of Cardiff Council should increase commercial activities and that we should also look to carry out work for external clients to generate income.



As a result the City of Cardiff council makes the following proposals:

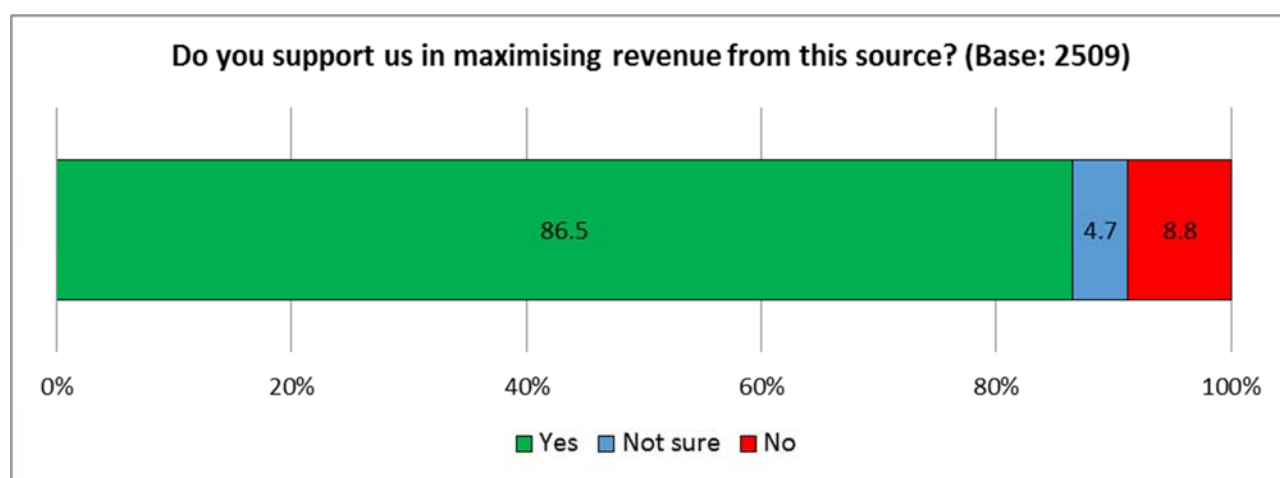
CHANGES FOR CARDIFF 2017/18

Sponsorship

The City of Cardiff Council offers advertising and sponsorship opportunities on certain roundabouts and lampposts across the city

Do you support us in maximising revenue from this source?

Base: 2509	No.	%
Yes	2171	86.5
No	221	8.8
Not sure	117	4.7



CHANGES FOR CARDIFF 2017/18

If you have responded 'No' please explain why

A total of 185 additional comments were received in reaction to this proposal. Reasons provided for opposition to the proposal fall into two main themes:-

Distraction to Drivers / Associated Dangers – could be a cause of distraction when concentration needed, it is dangerous, it is very dangerous and distracting seeing signs on roundabouts

Unsightly/Negative effect on environment – Spoils the look of the city, it would lower the tone and there are already too many adverts in daily life, Ugly.

A selection of those received include:

In general these are very poorly designed and diminish the quality of the built environment...look unsightly and increase possibility of collision between cyclists and pedestrians.

Roundabouts are a great opportunity to make a city beautiful and striking. Having lots of adverts makes the city look cheap. I think it is a bit dangerous too as quite distracting for drivers.

The Council should not infer approval or support of any commercial organisations.

Advertising should be for the benefit of the people of Cardiff rather than advertising places like McDonald's that are so unhealthy should be banned just like alcohol and tobacco

We are trying to make roads safer and every distraction means less time driving with due care and attention

The level of income gained this way is not likely to be high and the impact on the visual aspect of our neighbourhoods, for a small amount of money, does not justify it.

I think advertising on roundabouts would a dangerous safety risk. Advertising is designed to be distracting and people shouldn't be distracted while on roundabouts.

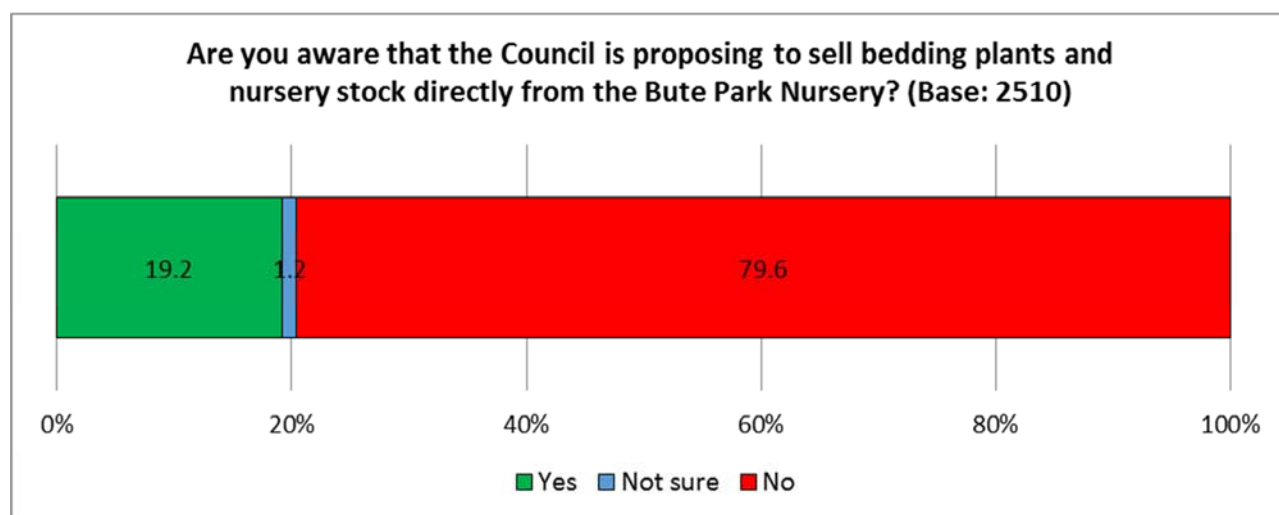
CHANGES FOR CARDIFF 2017/18

Parks

We are now proposing to expand the commercial trading of hardy nursery stock, bedding and houseplants to the public from the nursery based at Bute Park.

Are you aware that the Council is proposing to sell bedding plants & nursesey stock directly from the Bute Park Nursery?

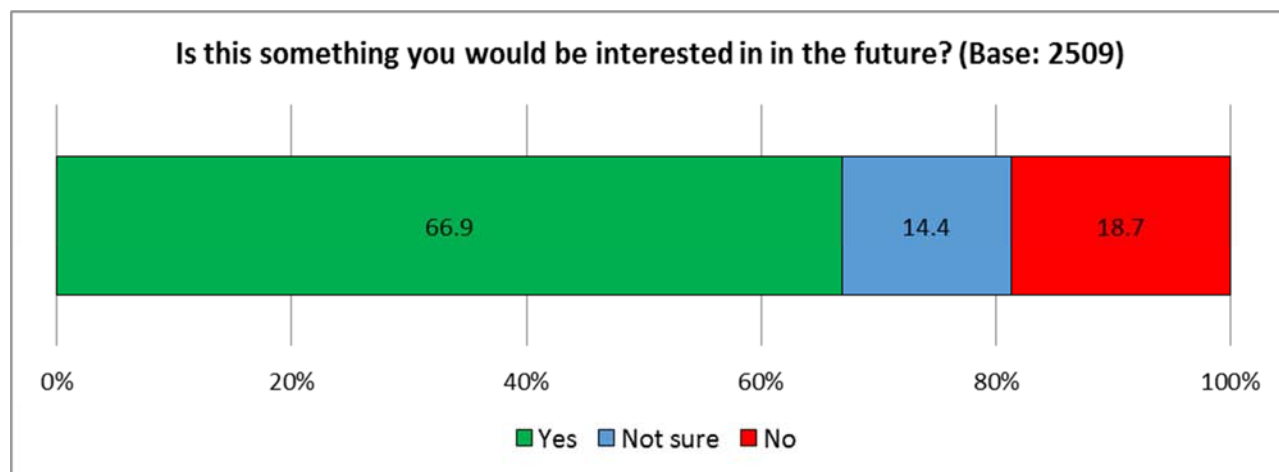
Base: 2510	No.	%
Yes	482	19.2
No	1997	79.6
Not sure	31	1.2



Is this something that you would be interested in in the future?

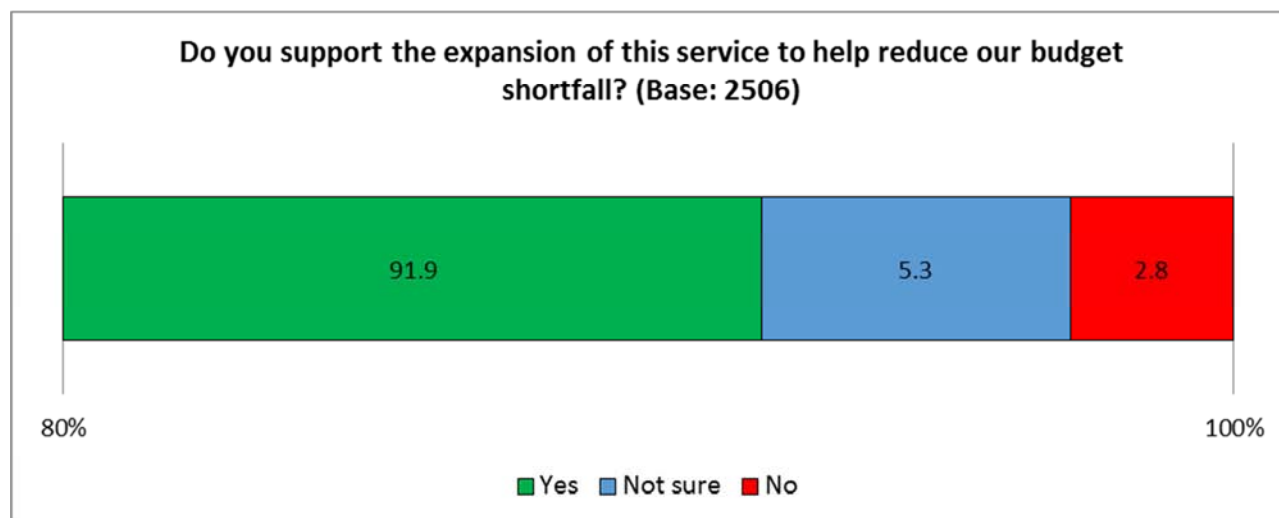
Base: 2509	No.	%
Yes	1679	66.9
No	469	18.7
Not sure	361	14.4

CHANGES FOR CARDIFF 2017/18



Do you support the expansion of this service to help reduce the budget shortfall?

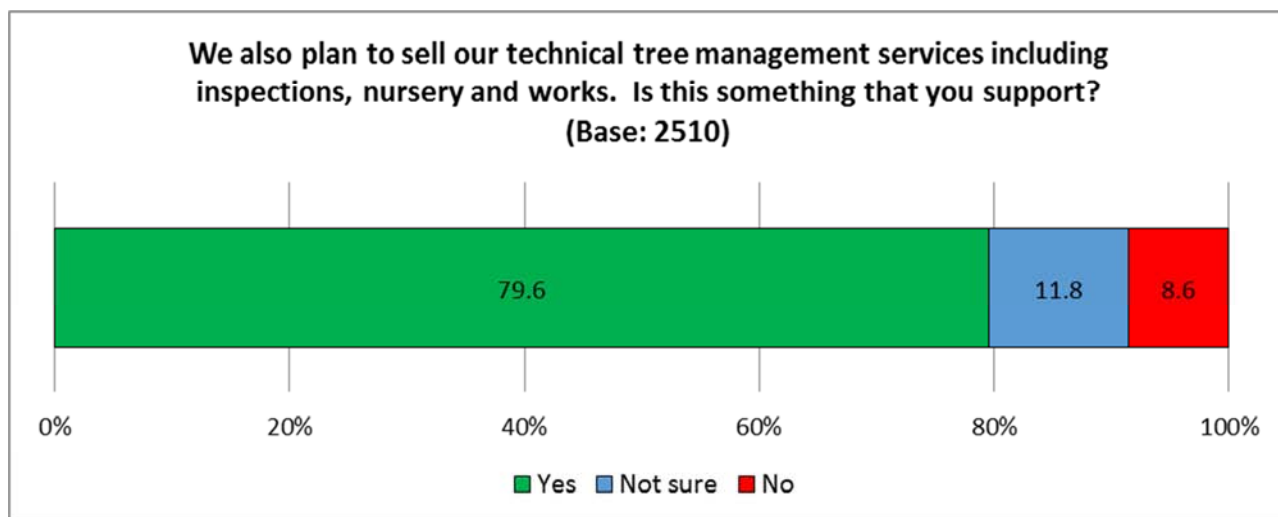
Base: 2506	No.	%
Yes	2304	91.9
No	70	2.8
Not sure	132	5.3



We also plan to sell our technical tree management services including inspections, surveys and works. Is this something that you support?

Base: 2510	No.	%
Yes	1998	79.6
No	215	8.6
Not sure	297	11.8

CHANGES FOR CARDIFF 2017/18



CHANGES FOR CARDIFF 2017/18

4.3 Making Better Use of Our Buildings

Hubs

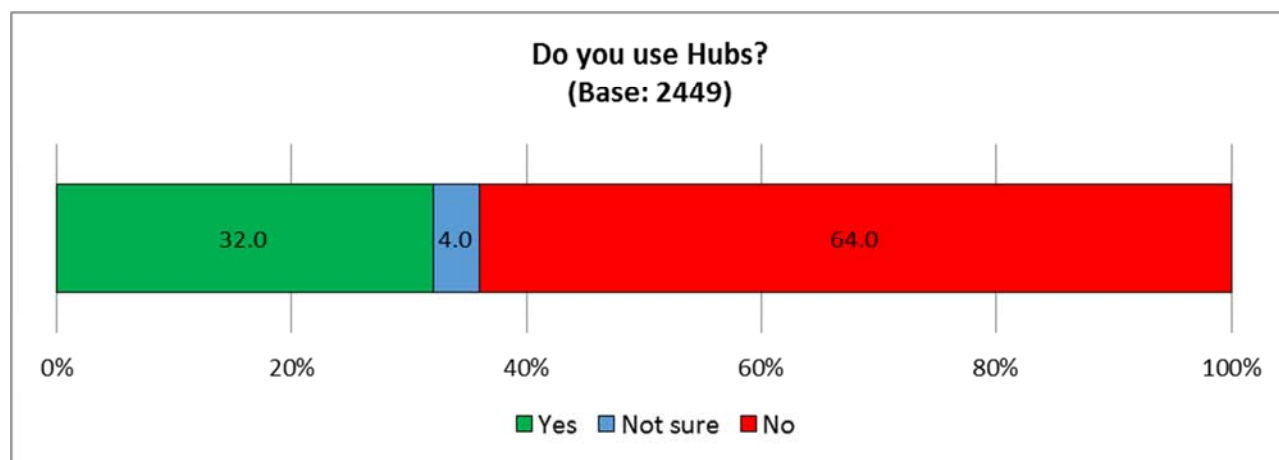
Given the collective challenges faced across public and third sector organisations in Cardiff, it is essential that we work together more closely to join up our services. Over the last year we have expanded our successful Hub Programme working with our partners to offer an increased range of services in one place.

There are now 10 Hubs across the city with additional facilities currently planned in Llandaff North and Llanishen.

Do you use Hubs?

A third (32.0%) of respondents reported that they currently use Hubs.

Base: 2499	No.	%
Yes	800	32.0
No	1600	64.0
Not sure	99	4.0



Above average levels of use were identified from; those identifying as disabled (45.5%), respondents from a minority ethnic background (38.4%) and those without full time employment (35.1%).

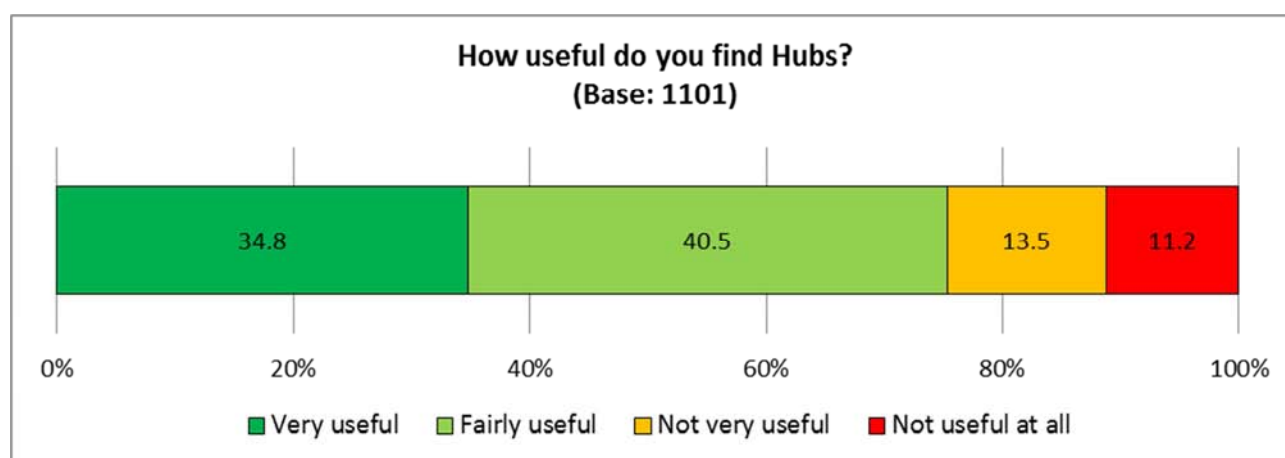
Additional differences were evident geographically with more than twice as many respondents in Cardiff East reporting to use Hubs than those in Cardiff North (57.4% and 24.4% respectively). See Appendix 2 for more information.

CHANGES FOR CARDIFF 2017/18

How useful do you find Hubs?

Three quarters (75.3%) of respondents reported that they find Hubs either 'very' or 'fairly useful'.

Base: 2382/1101	No.	%	% minus 'not applicable'
Very useful	366	15.4	34.8
Fairly useful	428	18.0	40.5
Not very useful	148	6.2	13.5
Not useful at all	121	5.1	11.2
Not applicable	1319	55.4	*



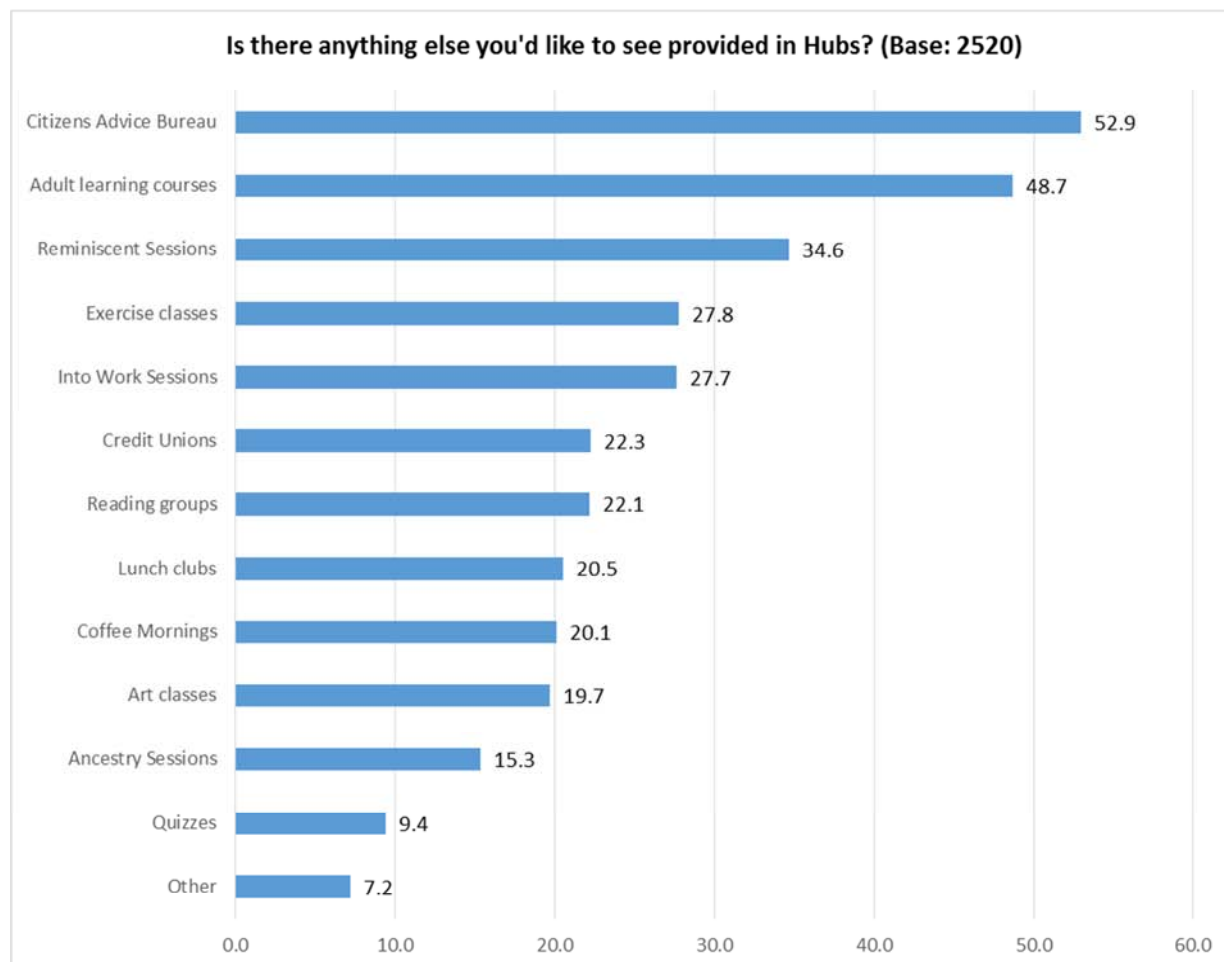
Amongst those aged under thirty-five the proportion reporting to find Hubs 'very' or 'fairly interesting' rose to 82.7% whilst 86.0% of respondents from Cardiff City and South found them useful compared to 69.7% in Cardiff West.

The resources available may differ from Hub to Hub depending upon the specific needs of a community. Typically, they may include library services, Housing and benefit advice and IT facilities. See Appendix 2 for more information.

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Is there anything else you would like to see provided in Hubs?

Citizen's advice, adult learning courses and reminiscence sessions to support those affected by Dementia where the services that respondents were most in favour of seeing provided in Hubs.



A total of 154 respondents made additional suggestions as to the services and activities that they would like to see provided via the cities Hubs. Whilst the suggestions were far ranging, general themes included:

Drop in sessions/ Support/ information

Accesses to mental health and counselling services featured prominently within the suggestions made. Additionally some were keen to see health advice including nutrition provided through these locations as well information from South Wales Police regarding safety, security and crime concerns.

Youth Activities

Reading groups play session and services to support children and young people were suggested as appropriate activities to be held within the Hubs. It was suggested that the hosting of play sessions etc. would provide an excellent means of introducing young people to libraries and may ultimately impact positively on issues such as anti-social behaviour.

CHANGES FOR CARDIFF 2017/18

Community Groups

Comments also focused on the significance of the Hubs as a local community resource. It was considered vital that as wide a range of local community and charity groups as possible are provided with access to the Hubs to host their sessions. Furthermore it was stressed that the associated costs must not be prohibitive to local groups and that the Council should look to a 'not for profit' model for the benefit of the wider community. It was felt that a well-functioning community hub could ultimately provide a key role in tackling loneliness and creating a happier & healthier society.

School buildings

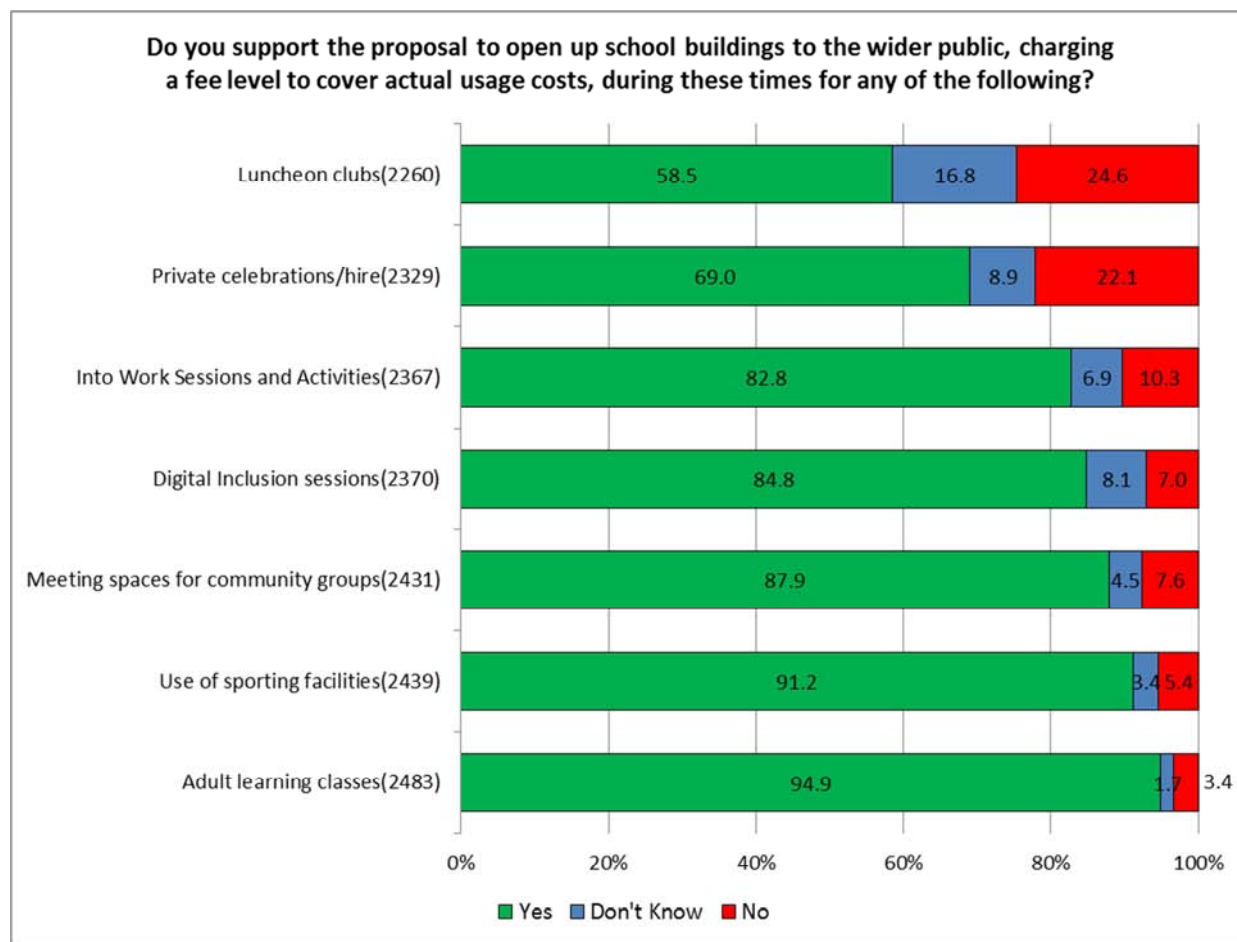
School buildings are central to many local communities but usage during evenings and weekends varies significantly.

Do you support the proposal to open up school buildings to the wider public, charging a fee level to cover actual usage costs, during these times for any of the following?

Respondents were most in favour of seeing school buildings being accessed by the wider public for adult learning classes, use of sporting facilities and as meeting spaces of community groups.

	Yes		No		Don't Know	
	No.	%	No.	%	No.	%
Adult learning classes	2357	94.9	84	3.4	42	1.7
Use of sporting facilities	2224	91.2	132	5.4	83	3.4
Meeting spaces for community groups	2136	87.9	185	7.6	110	4.5
Digital Inclusion sessions	2010	84.8	167	7.0	193	8.1
Into Work Sessions and Activities	1960	82.8	244	10.3	163	6.9
Private celebrations/hire	1607	69.0	514	22.1	208	8.9
Luncheon clubs	1323	58.5	557	24.6	380	16.8
Other	385	29.7	107	8.3	803	62.0

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A total of 194 additional responses were received in relation to the use of school buildings. Many of those commenting specifically said that they were *'open minded'* about how schools could be used and believed that *'anything should be considered'*. Furthermore respondents felt that they should be used *'as much as possible'*, stating that, *"it makes sense to benefit from resources already in place"*.

Suggested additional uses for the facilities were wide ranging and included a variety of community group activities including art and drama groups. Other suggestions included rehearsal rooms, exhibition areas and even wedding venues. The only caveat to the use of the buildings was that the costs should not be prohibitive to small community groups.

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4.4 Involving and empowering communities

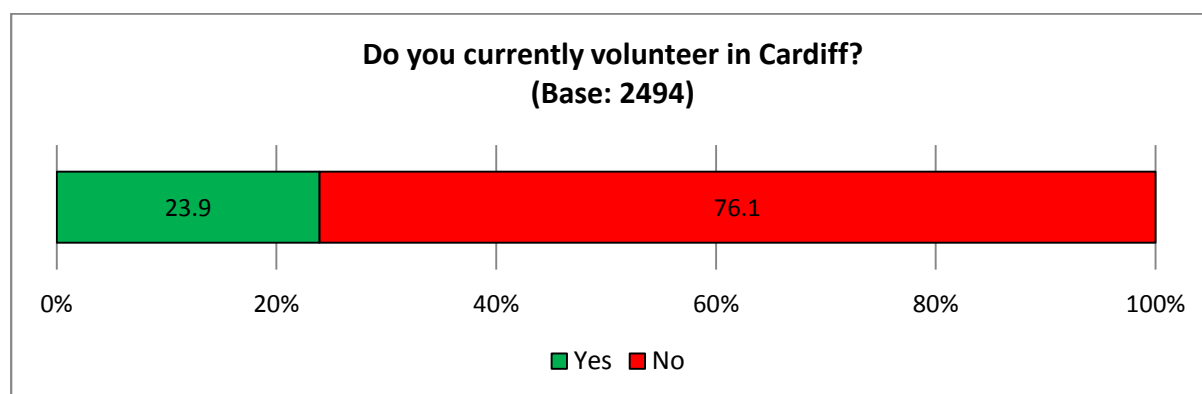
The city is facing substantial challenges and we need local residents and communities to help us by taking on additional responsibility. This could include helping elderly neighbours, recycling more, establishing local support networks, or volunteering time to help support a community service or facility

Volunteering

We know that lots of people are already volunteering across Cardiff but we are keen to link potential volunteers up to opportunities.

Do you currently volunteer in Cardiff?

Base: 2494	No.	%
Yes	597	23.9
No	1897	76.1



There was little variation found geographically regarding those that volunteer currently. Demographically it was younger respondents i.e. those aged under thirty-five and those from a minority ethnic background that were least likely to report involvement in volunteer activities (20.3% & 21.5% respectively).

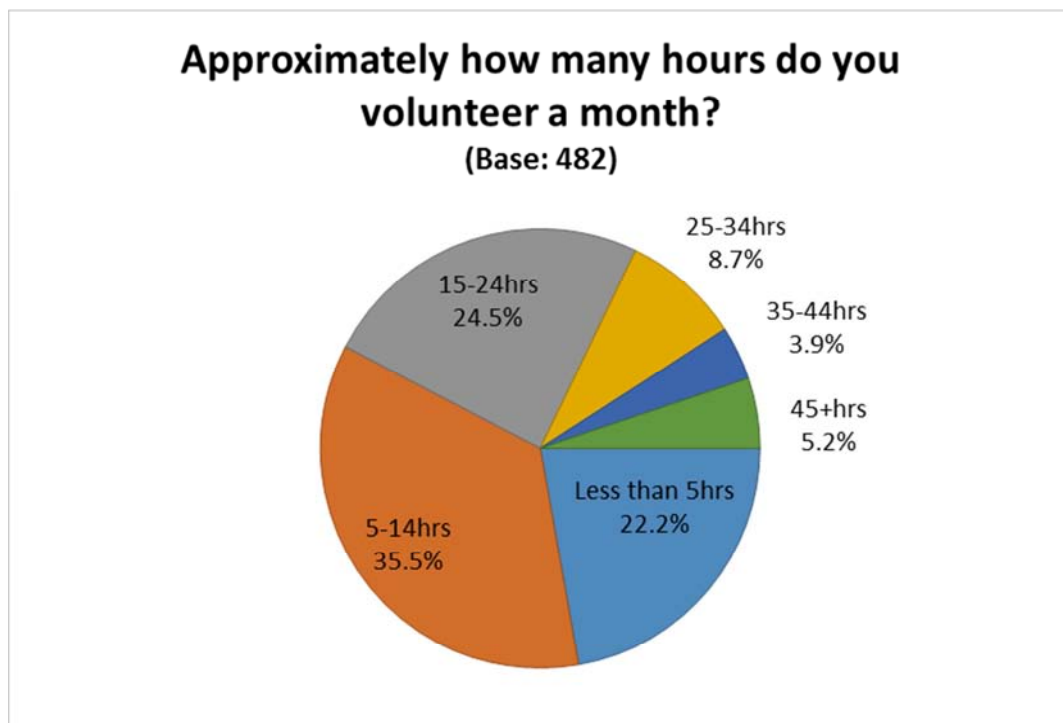
Interestingly whilst under 35's were amongst those least likely to volunteer currently, it was also this group that were most likely to report interest in being involved in 'social action' to help tackle issues in their local community (see 4.6 – Providing Care & Support Services Locally).

Perhaps unsurprisingly those most likely to currently participate as a volunteer were people without full time employment (29.1%). See Appendix 2 for more information.

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If yes, please tell us how many hours (approximately) you volunteer a month?

Of those respondents indicating that they participate in volunteer activities a quarter (24.5%) contributed between 15 and 24 hours of their time per month.



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Please indicate whether you currently volunteer or would be interested in volunteering in the following roles

Areas where people were most likely to volunteer already were 'working with children and young people' (6.5%), Litter picks (4.3%) and fundraising activities (3.6%).

Respondents expressed interests in future involvement with a variety of activities including, becoming a school governor (13.6%), volunteering in libraries (12.7%) and litter picks (11.5%).

Base: 2520	Already volunteer		Interested in volunteering	
	No.	%	No.	%
Working with children and young people/after school clubs/play and youth opportunities	164	6.5	240	9.5
Litter picks	108	4.3	289	11.5
Fundraising	90	3.6	104	4.1
Becoming a school governor	79	3.1	342	13.6
Driving elderly/vulnerable people to appointments	64	2.5	196	7.8
Befriending	49	1.9	206	8.2
Park maintenance	45	1.8	265	10.5
Supporting vulnerable people shopping	44	1.7	189	7.5
Gardening	43	1.7	201	8.0
Libraries	41	1.6	321	12.7
Pet care/Dog walking	34	1.3	244	9.7
Supporting digital inclusion	28	1.1	235	9.3
Supporting lunch clubs	23	0.9	87	3.5
Employment support/CV assistance	18	0.7	218	8.7
Assisting with Meals on Wheels	13	0.5	110	4.4
Household maintenance	8	0.3	82	3.3
Other	156	6.2	55	2.2

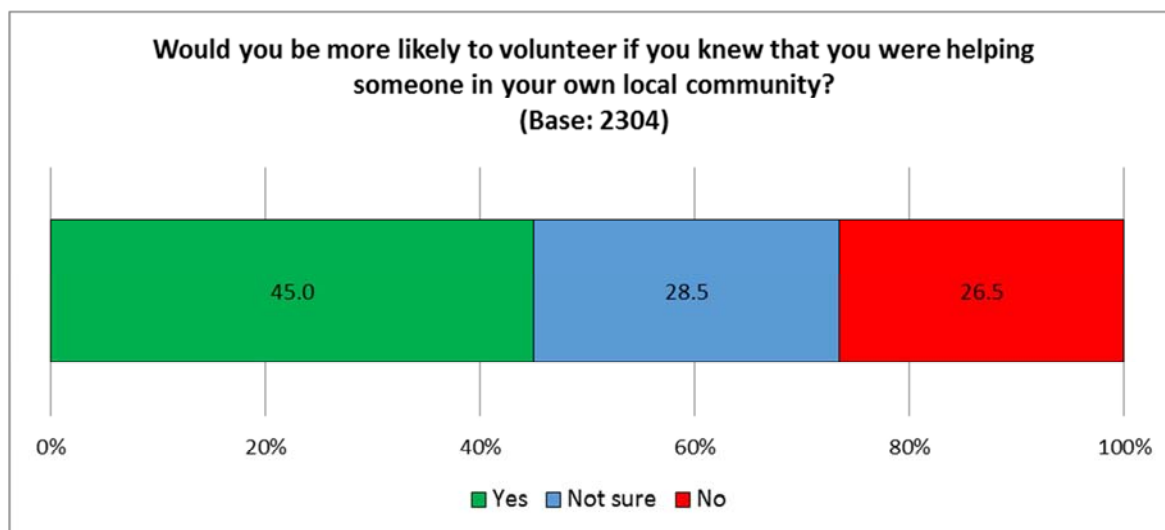
Respondents named a large number of 'other' community based activities that they were involved with including community choirs and local charities.

Additionally a number of respondents provided reasons that they did not currently or were not interested in volunteering. These reasons included, lack of time, home/work commitments, age and the belief that this is something that the council or paid workers should be doing instead.

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Would you be more likely to volunteer if you knew that you were helping someone in your own local community?

Base: 2304	No.	%
Yes	1036	45.0
No	611	26.5
Don't know	657	28.5



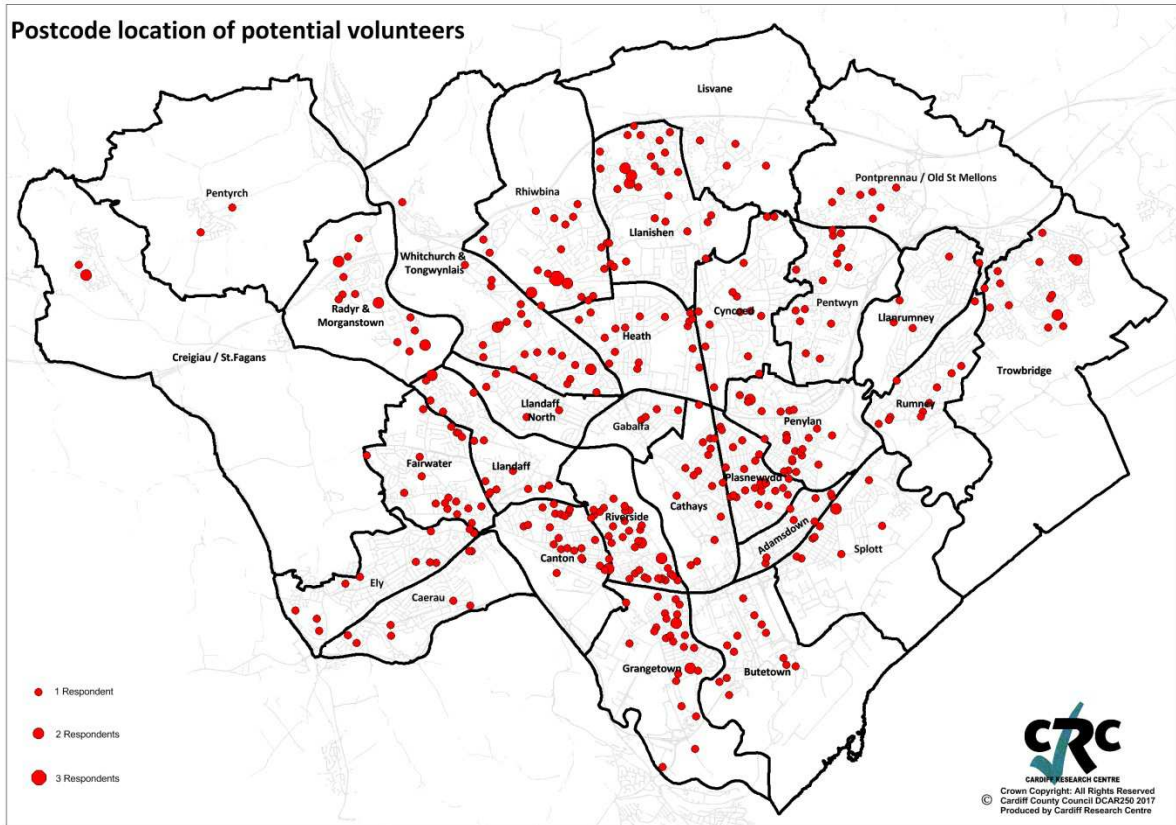
Let us know if you would be happy to be contacted about potential volunteer opportunities.

A total of 441 respondents provided further contact details indicating that they would be happy to be contacted about potential volunteer opportunities.

These individuals will be directly contacted with information around the Partnership Volunteer Portal (due to be launched in Feb 2017) and the Volunteering Wales Website, enabling to search through a range of local opportunities. Where individuals have indicated specific areas of interest e.g. becoming a school governor or involvement in library services etc. Their details will also be shared with specific services who will be able to assist in connecting them to volunteer opportunities.

The distribution of those interested in volunteering across the city is shown on the following map.

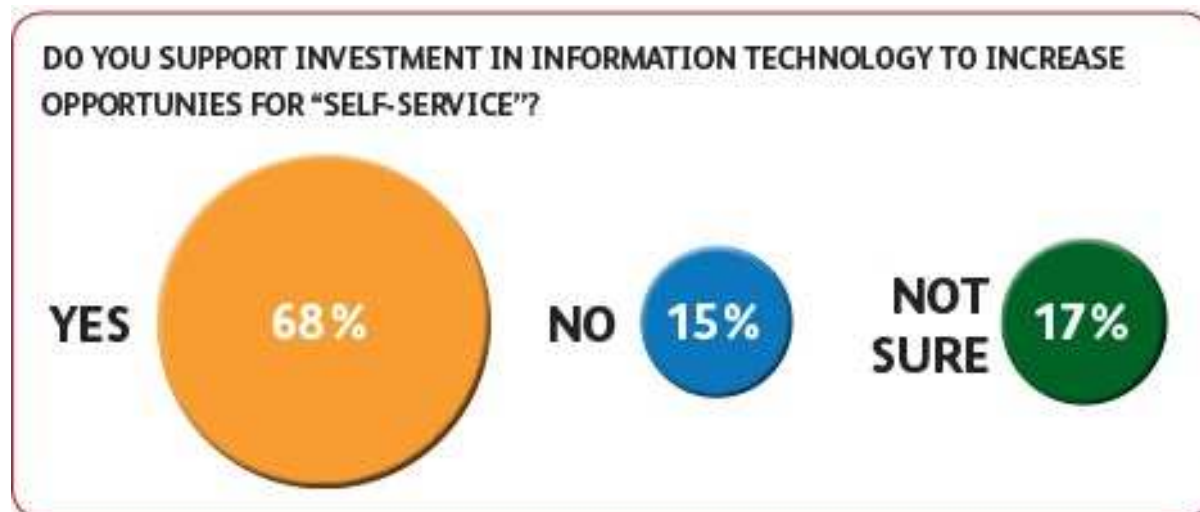
CHANGES FOR CARDIFF 2017/18



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4.5 Going Digital

More than two thirds (68%) of your recently told us that you “support investment in IT (Information Technology) to increase opportunities for ‘self-service”



The City of Cardiff Council is already encouraging those who are able to use digital services to make payments or report issues online and help us save money. We are now planning to further use new technologies to provide improved care and support to some of our more vulnerable citizens

Telecare

Telecare helps people to stay safe in their home. It is designed for people with any form of dementia, a mobility or sensory impairment, or mental health or learning disabilities. A telecare system is made up of sensors around the home which send an alert to the emergency response service when a sensor is triggered - for example, if someone falls over or leaves the gas on.

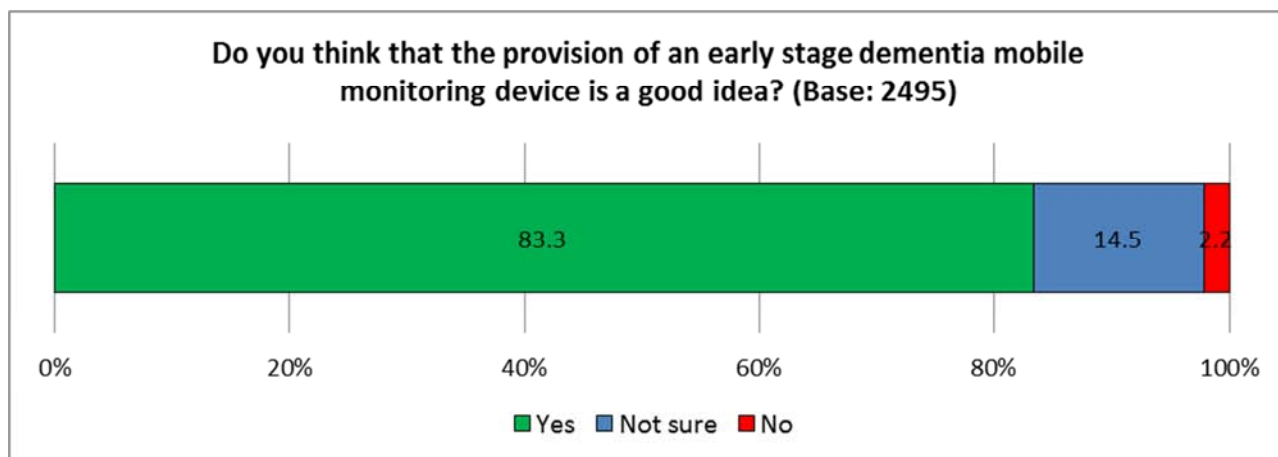
The City of Cardiff Council provides two levels of service within Telecare consisting of either contacting your next of kin/emergency services or having a mobile response service. The mobile response service consists of a unique team of highly trained wardens who are able to come directly to the user's aid 24 hours a day, anywhere in the City.

We will also be piloting an early stage dementia mobile monitoring device. The device will alert the service when a user leaves their home or other specified area at an unusual or unexpected time. It will also enable the user to be located by the 24/7 Services monitoring centre (Cardiff ARC). The Telecare service will then co-ordinate an appropriate response to physically help the user. The mobile device will promote independent and active living for people living with early stage dementia,

CHANGES FOR CARDIFF 2017/18

Do you think that the provision of an early stage dementia mobile monitoring device is a good idea?

Base: 2495	No.	%
Yes	2078	83.3
No	55	2.2
Not sure	362	14.5



If you have responded 'No' please explain why

A total of 36 additional comments were provided by respondents. Reasons provided by the minority who were in opposition to the proposal centred around three issues:

- A lack of confidence in the technology
- Concerns regarding privacy
- Unwillingness to replace human interaction with technology

Specific comments included:

Technology can fail, it is important to have personal face to face contact with people with dementia, anyone suggesting otherwise clearly has no understanding of the complexities of the disease

Early stage dementia can place clients at risk so mobile monitoring may not meet the risk

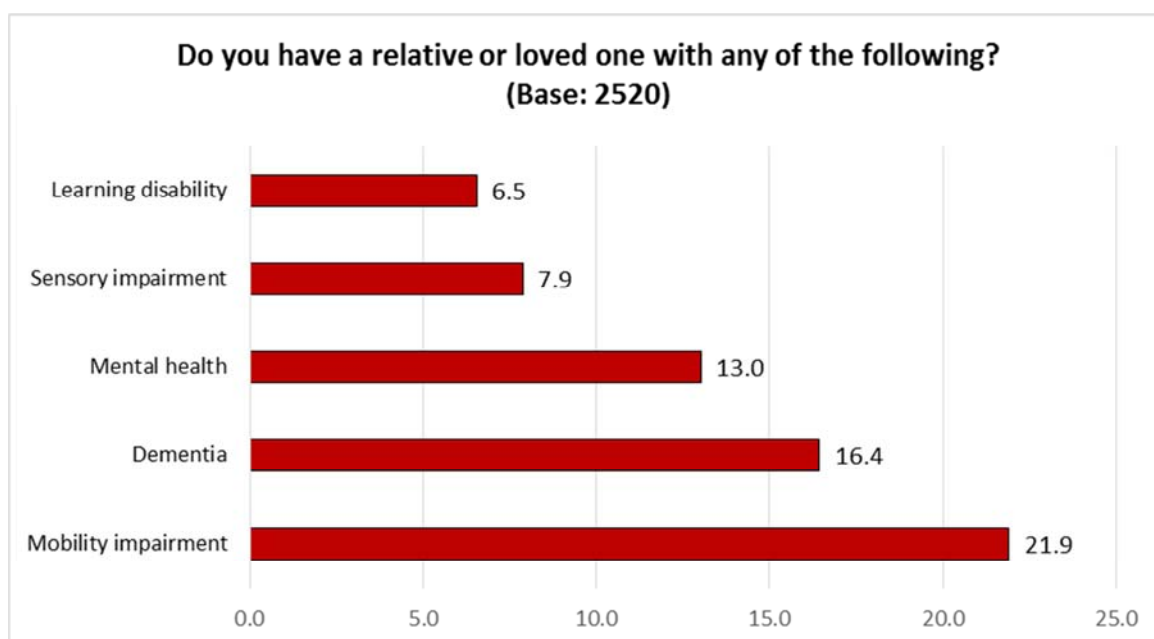
It should only enhance services and not replace interaction with people

CHANGES FOR CARDIFF 2017/18

Do you have a relative or loved one with any of the following?

Around a fifth (21.9%) of all respondents reported to have a relative or loved one with mobility issues whilst a further 16.4% had someone with Dementia.

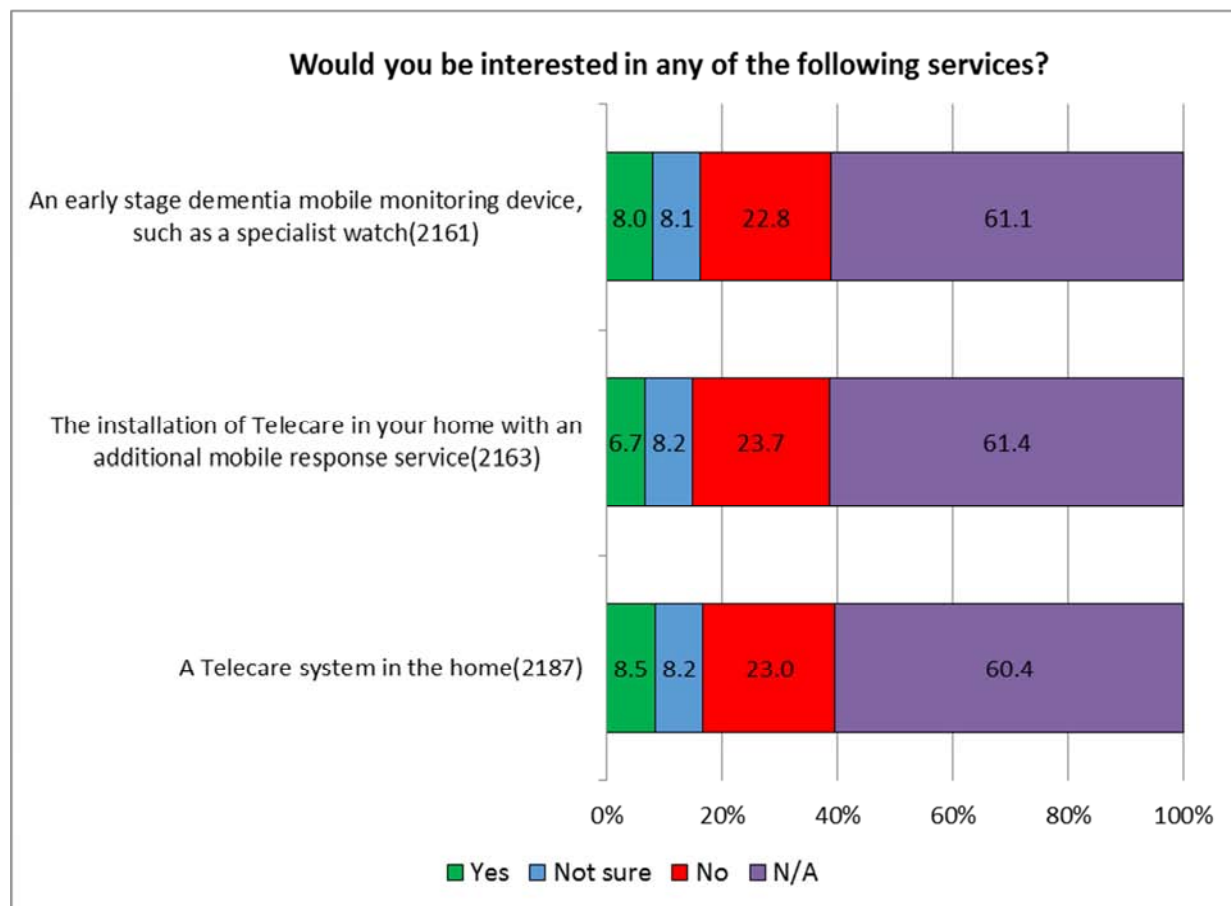
Base: 2520	No.	%
Mobility impairment	552	21.9
Dementia	414	16.4
Mental health	328	13.0
Sensory impairment	199	7.9
Learning disability	165	6.5



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Would you be interested in any of the following services?

One hundred and seventy three people (8.0% of respondents) said that they would be interested in and early stage dementia monitoring device such a as a specialist watch.



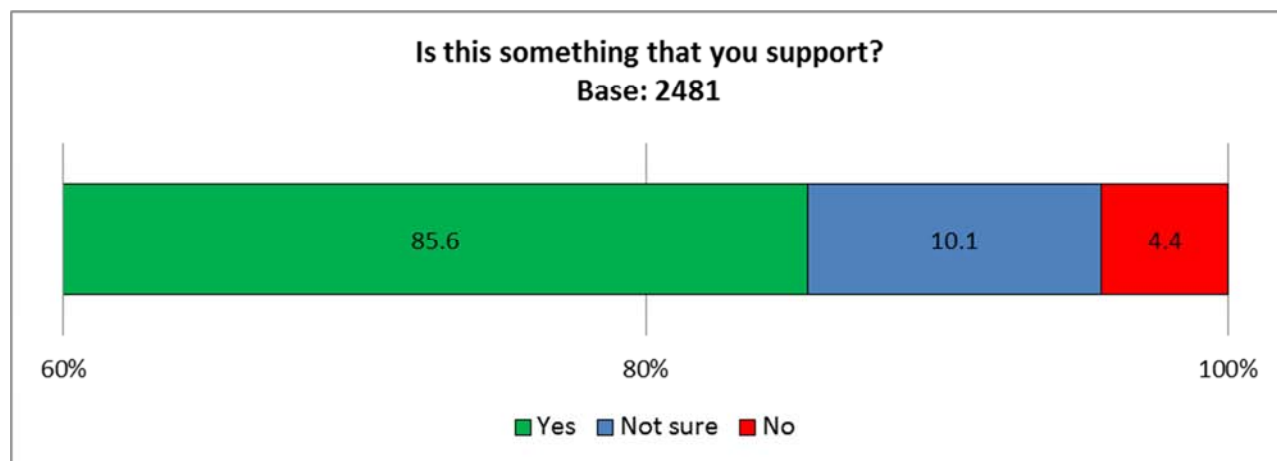
Registration Services

We are currently planning to create an online system for booking birth and death registration appointments, and potentially marriage and civil partnership notice appointments. We will also look to offer the online ordering of certificates and accepting payments. This will be a significant step forward for the service which currently handles over 32,000 calls a year.

Is this something that you support?

Base: 2481	No.	%
Yes	2123	85.6
No	108	4.4
Not sure	250	10.1

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If you have responded 'No' please explain why

A total of 83 comments were received in relation to why respondents opposed the proposal. The reasons given included:

- Concern regarding the loss of face to face interaction
- Fears in relation to security

Specific comments included:

The image shows three speech bubbles of different shapes and colors (dark red, light pink, and dark red) containing text. The first is a dark red rectangular bubble with a pointed top-right corner. The second is a light pink rounded rectangular bubble with a tail pointing to the left. The third is a dark red oval bubble with a tail pointing to the left.

Bereavement is an extremely distressing time and registering a death on line might not be easy for some people.

If you are registering a matter to do with identity this needs to be done in person with the appropriate checks. There is already a vast source of online fraud that is not adequately policed or sanctioned due to a lack of public funds and policing resource. This proposal is likely to add to this problem.

It is too personal it should be done on a one to one basis

CHANGES FOR CARDIFF 2017/18

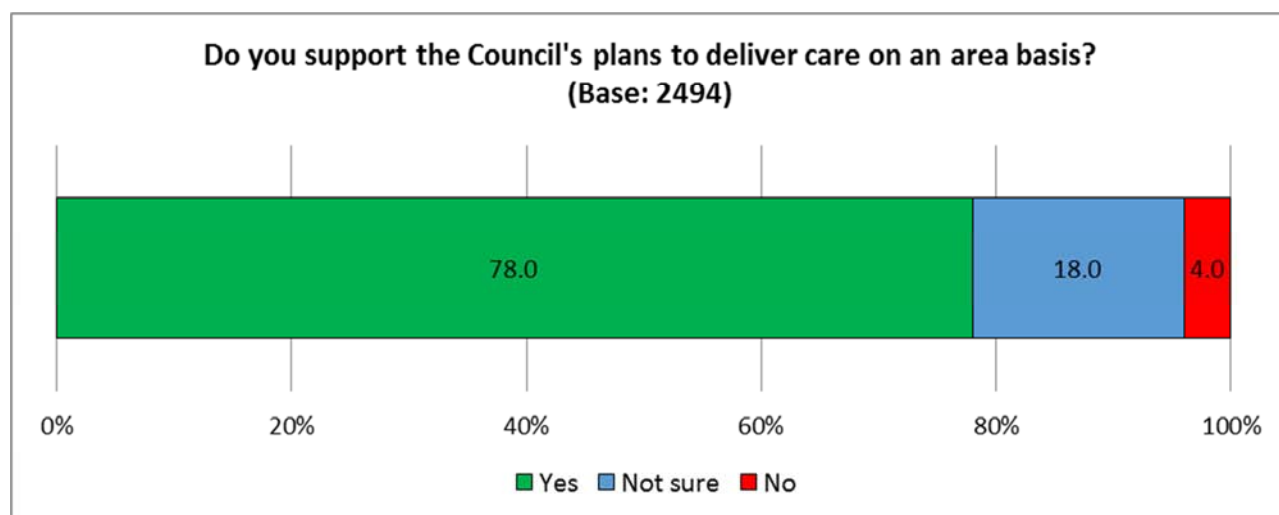
4.6 Providing Care and Support Services Locally

Care services are currently provided on individual contracts meaning that neighbourhoods can have a number of different providers delivering services, even on the same street. There is an opportunity to redesign services on an area basis in order to reduce transport time for care workers, reduce costs and make better use of services such as home care and Telecare.

Do you support the Council's plans to deliver care on an area basis?

More than three quarters (78/0%) of respondents were supportive of proposals to deliver care on an area basis.

Base: 2494	No.	%
Yes	1945	78.0
No	99	4.0
Not sure	450	18.0



Support for an area based approach was highest amongst those respondents who identified as disabled (83.3%) and those aged 55+ (83.1%). No significant differences were evident on an area basis. See Appendix 2 for more detail.

If you have responded 'No' please explain why

Seventy two additional comments were made by the minority of respondents that were opposed to the proposal. Several of the remarks made relating to the proposal asserted that care should be based solely on individual care needs and not subject to a 'postcode lottery'.

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Examples of the specific comments made include:

Certain areas will get preferential treatment. Keeping services city wide stops to showing preferential treatment to your "favourite" areas

Council service should be equal wherever you live. It will be like a postcode lottery

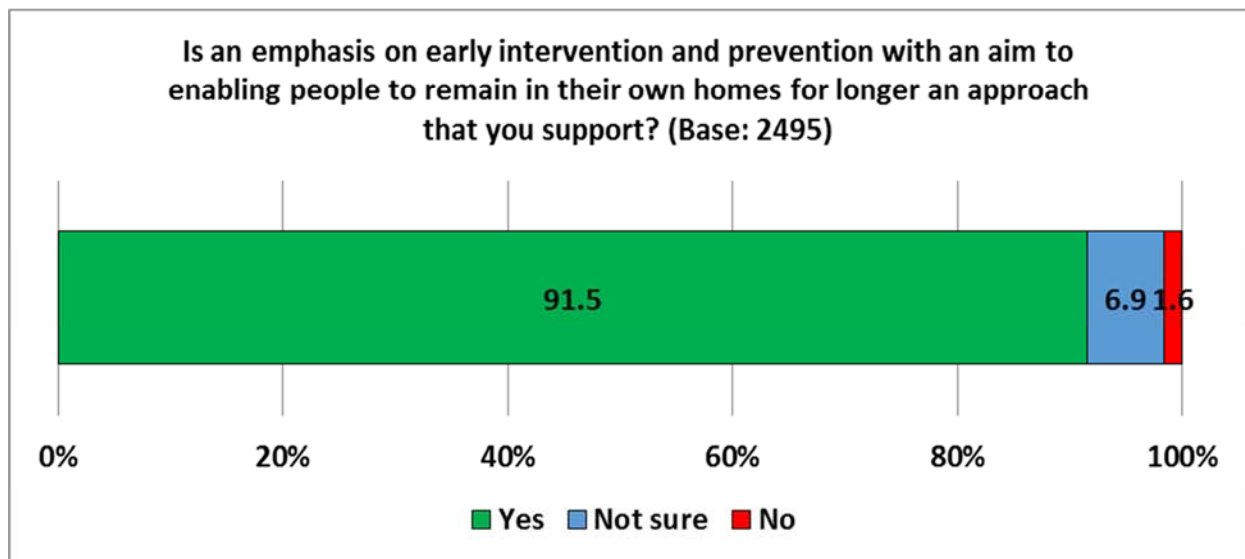
People deserve the best appropriate care not what is given because they live in a certain area.

We are working with partner organisations to focus resources on developing services based on early intervention and prevention in respect of Social Care. This means that we will work with individuals and families when difficulties are first identified rather than when they become critical. This will give better support to citizens whilst also being financially efficient.

Is an emphasis on early intervention and prevention with an aim to enabling people to remain in their own homes for longer an approach that you support?

Nine in ten respondents were supportive of an emphasis being taken on early intervention and prevention.

Base: 2495	No.	%
Yes	2284	91.5
No	40	1.6
Not sure	171	6.9

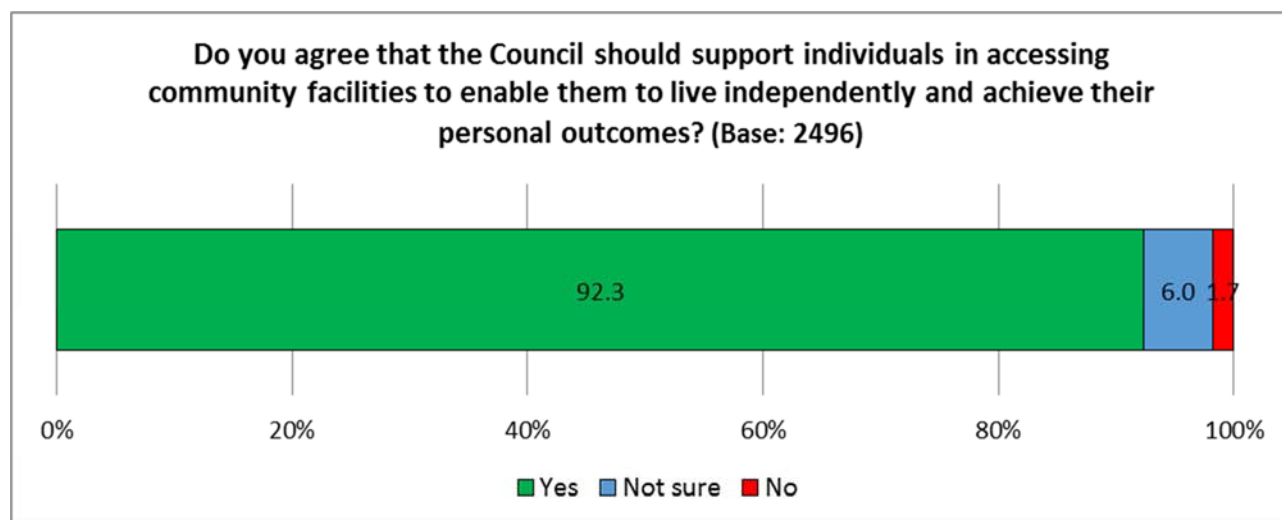


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Do you agree that the Council should support individuals in accessing community facilities to enable them to live independently and achieve their personal outcomes?

More than ninety percent of respondents agreed that the Council should support individuals in accessing community facilities.

Base: 2496	No.	%
Yes	2304	92.3
No	43	1.7
Not sure	149	6.0

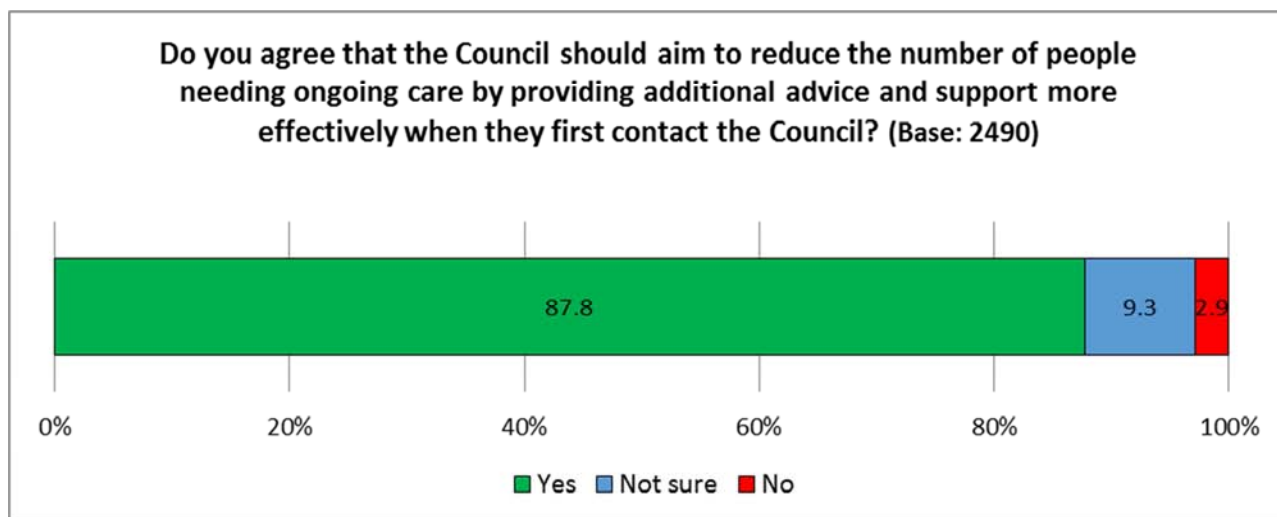


Do you agree that the Council should aim to reduce the number of people needing ongoing care by providing additional advice and support more effectively when they first contact the Council. (The aim is to enable people to retain their independence for as long as is possible).

Approximately nine in ten (87.8%) also agreed with the proposal to provide additional advice and support more effectively at first point of contact.

Base: 2490	No.	%
Yes	2186	87.8
No	72	2.9
Not sure	232	9.3

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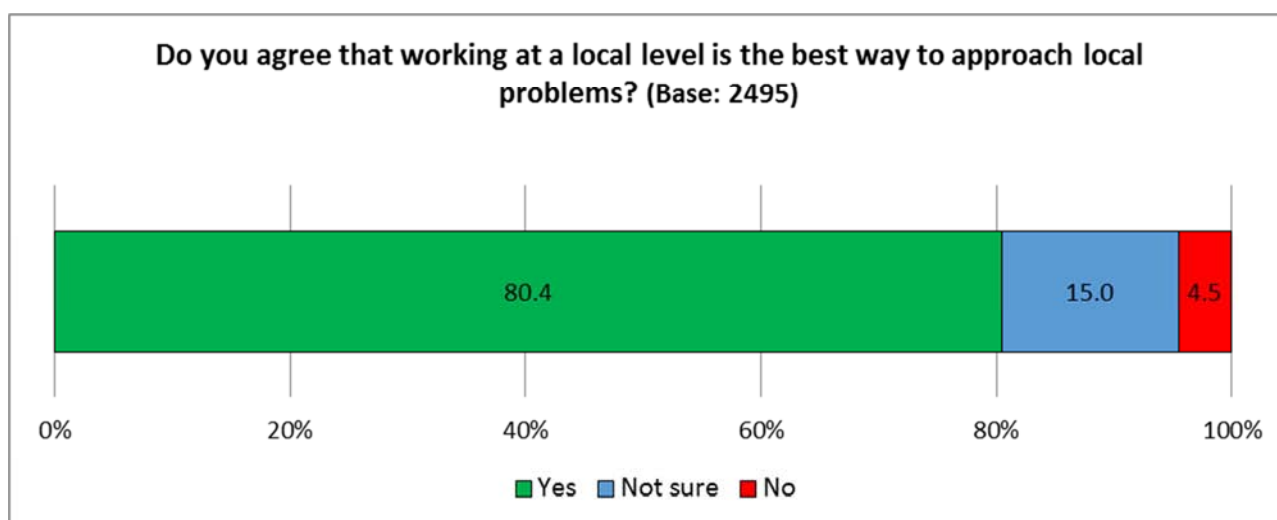


The way that we work within neighbourhoods is also being reviewed. We want to refresh the existing approach by supporting local residents and interested parties to get actively involved with local problem solving.

Do you agree that working at a local level is the best way to approach local problems?

Four fifths (80.4%) of respondents agreed that working at a local level is the best way to approach local problems.

Base: 2495	No.	%
Yes	2007	80.4
No	113	4.5
Don't know	375	15.0

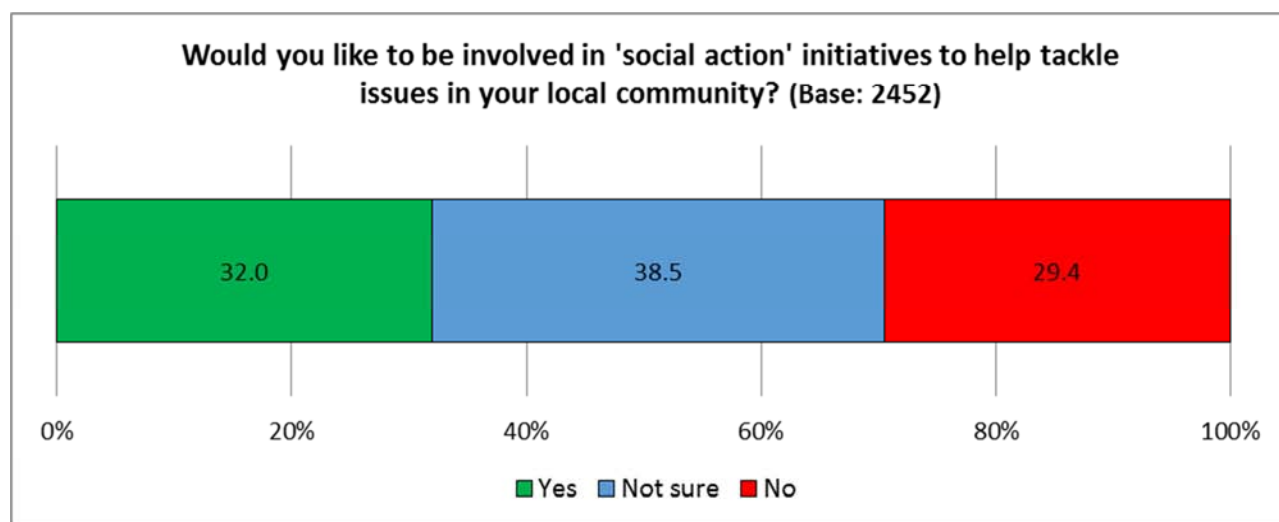


CHANGES FOR CARDIFF 2017/18

Would you like to be involved in 'social action' initiatives to help tackle issues in your local community?

Approximately a third (32.0%) of respondents expressed interest in being involved in local 'social action' initiatives.

Base: 2452	No.	%
Yes	785	32.0
No	722	29.4
Don't know	945	38.5



Interest in being involved in social action was highest amongst those respondents in City & Cardiff South (42.2%) and Cardiff South East (40.4%).

Involvement in social action was also found to have a greater appeal with younger respondents groups i.e. under 35 and those from an ethnic minority backgrounds (42.4% & 38.2% respectively). In comparison just a quarter (25.8%) of respondents aged 55+ stated that they would like to be involved in this way. See Appendix 2 for further detail.

How would you like to be involved?

Online involvement was the most popular option with respondents followed by participation via local events.

Base: 2520	No.	%
Online	945	37.5
Through local events	575	22.8
Attending meetings	533	21.2
Through existing networks or community groups	177	7.0
Other	36	1.4

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When would be the best time to have an event/meeting?

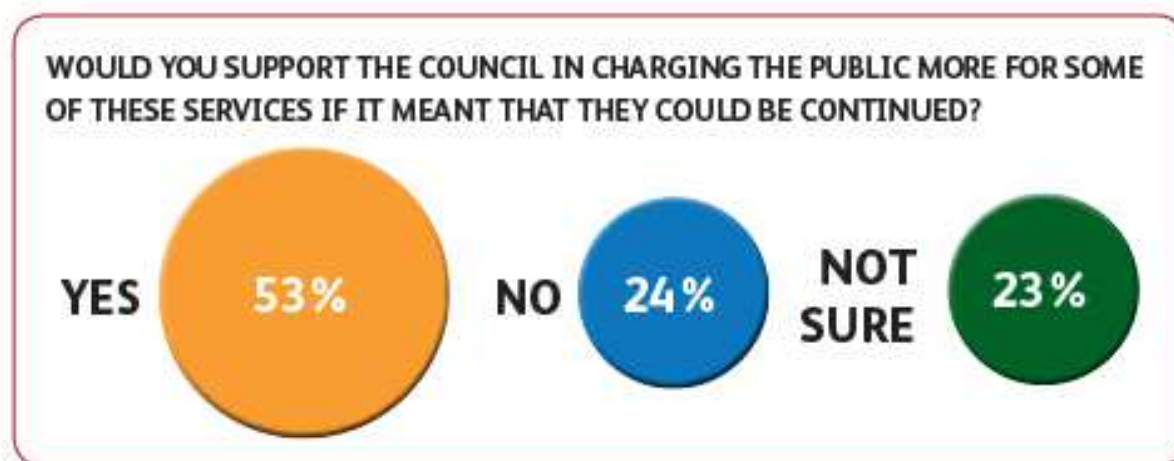
Weekend day times were identified by respondents as the most favourable time for events/meeting to be held.

	Weekday (482)		Weekend (780)		Mix (1229)	
	No	%	No	%	No	%
Day time	128	26.6	612	78.5	354	28.8
Evening	284	58.9	79	10.1	418	34.0
Mix	70	14.5	89	11.4	457	37.2

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4.7 Increasing Fees and Charges

Reductions in funding and increased demand for our services mean that difficult choices, including increased fees and charges, remain options for consideration. Recent results to the Ask Cardiff Survey showed more than half (53%) of respondents to support the Council in charging the public more for some services if it meant that they could be maintained or improved.



Bereavement and Registration Services

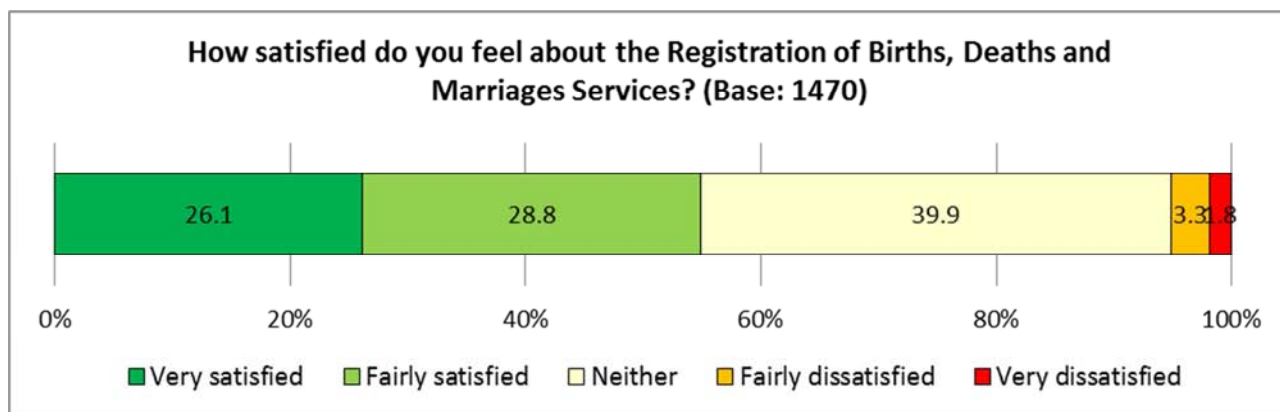
Ongoing investment is required to maintain and improve the registration of Births, Deaths and Marriages service. It is proposed that the charges for registration ceremonies be raised by 4-5%. Again a comparison with other local authorities has found that Cardiff still remains competitive for the Registration Services that it provides.

How satisfied do you feel about the Registration of Births, Deaths and Marriages Services?

More than half (54.9%) of those expressing an opinion were either 'very' or 'fairly satisfied' with the services.

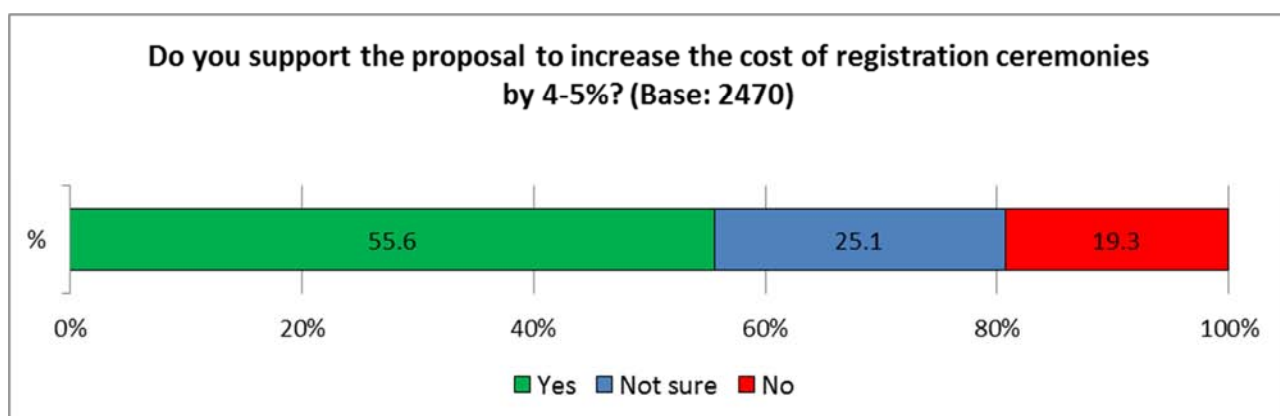
Base: 1470 (not sure discounted)	No.	%
Very satisfied	384	26.1
Fairly satisfied	423	28.8
Neither satisfied nor dissatisfied	587	39.9
Fairly dissatisfied	49	3.3
Very dissatisfied	27	1.8

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Do you support the proposal to increase the cost of registration ceremonies by 4-5%?

Base: 2470	No.	%
Yes	1374	55.6
No	477	19.3
Don't know	619	25.1



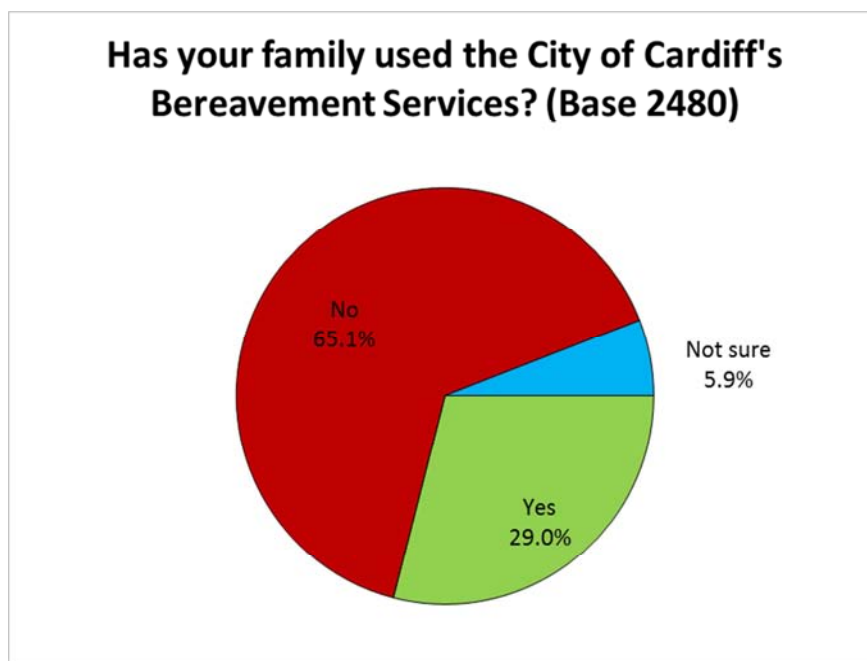
The City of Cardiff's award winning Bereavement Services are responsible for the undertaking of over 4,000 funerals per year as well as the upkeep and maintenance of 7 sites.

Income from crematoria and burials has been consistently reinvested to ensure this valuable service is as good as it can be. It is proposed that the price of a cremation be increased from £530 to £540 (an increase of 1.89%) and a burial from £600 to £630 (an increase of 5%). In reviewing these charges we have compared this price with other local authority providers and the service remains competitive.

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Has your family used the City of Cardiff's Bereavement Services?

Base: 2480	No.	%
Yes	719	29.0
No	1615	65.1
Not sure	146	5.9

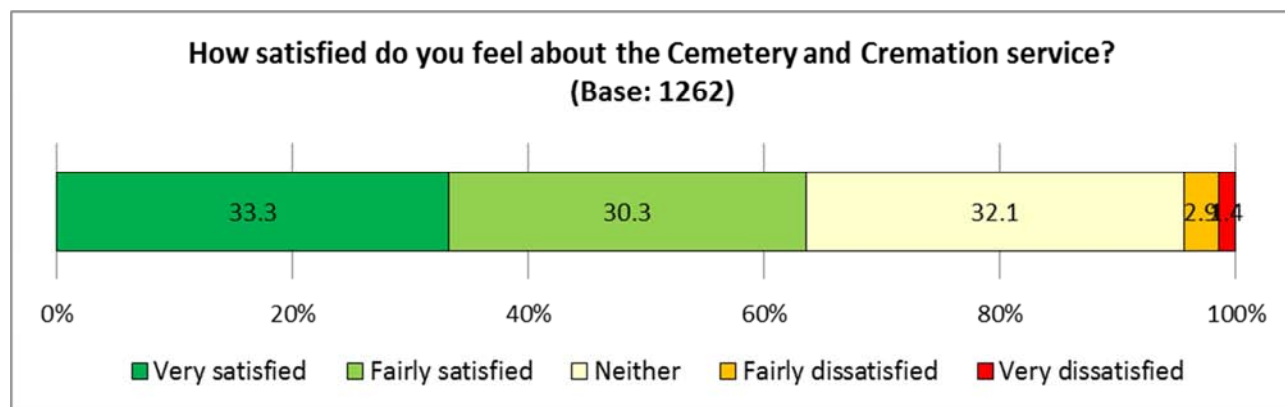


How satisfied do you feel about the Cemetery and Cremation service?

Almost two thirds (63.6%) of respondents were either 'very' or 'fairly satisfied' with the service.

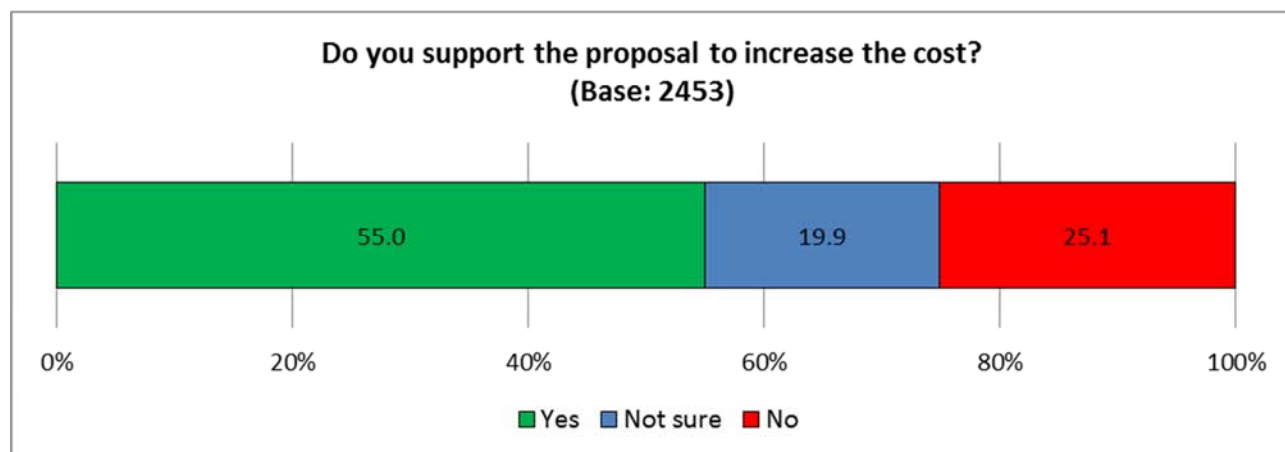
Base: 1262 (not sure discounted)	No.	%
Very satisfied	420	33.3
Fairly satisfied	382	30.3
Neither satisfied nor dissatisfied	405	32.1
Fairly dissatisfied	37	2.9
Very dissatisfied	18	1.4

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Do you support the proposal to increase the cost?

Base: 2453	No.	%
Yes	1349	55.0
No	616	25.1
Not sure	488	19.9



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Do you have any further comments regarding the City of Cardiff's Bereavement Service?

An additional 292 comments were provided from respondents relating to bereavement services. The majority of these comments raised concern over the affordability of funeral services particularly for lower income families. A number of suggestions were made to help mitigate costs including payment plans, insurance, better proportion of low cost options and means testing.

Employees within bereavement services were praised for their compassion and professionalism when dealing with families although there were several reports of deterioration in the grounds maintenance at some of the sites.

Theme	No.	%	Comment
Concerns over high cost	137	46.9	<ul style="list-style-type: none"> • <i>It will hit families at their most vulnerable</i> • <i>Many people are already unable to meet the cost of these services-increasing costs at such a devastating point in a person's life causes huge unnecessary pressures that are insurmountable.</i> • <i>Quite frankly, the cost of burial, cremation is extortionate and I am sure that costs can actually be reduced. I have recent experience of this unfortunately and whilst I could afford the various costs, there are many that cannot and there is little funding for those on low incomes.</i> • <i>Increases should be means adjusted as charging poorer people more at a time of grief is wholly unfair and unpleasant.</i> • <i>Funeral and Cremations are already expensive. Increasing council fees will place a further burden on bereaved families. Not everyone has or can afford insurance.</i> •
Positive comments about the service	35	12.0	<ul style="list-style-type: none"> • <i>They are in my experience a very professional and informative team of workers</i> • <i>I found the service excellent and the staff incredibly supportive.</i> • <i>I was most impressed by the dedication and respectful manner in which staff dealt with me in times of going through a number of bereavements</i>
Suggested additional services/changes to service	26	8.9	<ul style="list-style-type: none"> • <i>Provide a "Direct Cremation" service</i> • <i>Provide a natural burial service so that the area will become covered in wildflowers and trees.</i> • <i>Please make cremation of dead children's bodies free of charge. Non-bereaved parents will be getting free health and education for their children throughout childhood. Making cremation free for little children would be a kind gesture of community support to already anguished and distraught bereaved parents.</i> • <i>Would like to see more natural burial grounds and links with parks</i>
Maintenance issues	21	7.2	<ul style="list-style-type: none"> • <i>I would like to see more water taps and also more refuse bins in our cemetery's</i> • <i>The general upkeep/maintenance around grave at Thornhill is poor</i> • <i>Thornhill grounds have deteriorated.</i> • <i>Had to phone about the state at Western Cemetery</i>

CHANGES FOR CARDIFF 2017/18

Agree with the increase	16	5.5	<ul style="list-style-type: none"> <i>The rises you suggest are very reasonable</i> <i>I've been lucky in not needing this service directly but I consider these costs fair</i>
Information/promotion	13	4.5	<ul style="list-style-type: none"> <i>I think information should be provided (if it isn't already) about the options for dealing with the deceased other than the expensive route of engaging funeral directors</i> <i>More information should be available about essential & non-essential costs - perhaps some leaflets. When someone dies suddenly most people do not know what to do and are vulnerable and so can easily get taken advantage of</i> <i>There is lack of information from Council about the Hindu Cremation Service within the city.</i>
Waiting times	9	3.1	<ul style="list-style-type: none"> <i>Too long between date of death and funerals. Minimum of 2 weeks lapse is too long and stressful for the bereaved.</i> <i>We had difficulty arranging a convenient date and time for a "scattering" at Thornhill due to availability of council staff at certain times - i.e. Weekends & lunchtimes.</i>
Importance of sensitivity	6	2.1	<ul style="list-style-type: none"> <i>public should be made more aware of these services</i> <i>Perhaps some better publicity/awareness raising. I suspect that most people become aware of the service only after their bereavement.</i>
Other/Miscellaneous	50	17.1	<ul style="list-style-type: none"> <i>Make it as simple as possible for people at a difficult time</i> <i>My mother-in-law passed away late September and within 2 weeks my father in law received a letter asking him to contact the council when he felt ready with regards to the tenancy of their council home. This was far too soon and caused a great deal of upset.</i> <i>Why are they not increased at the same rate? (One 1.9% the other 5%)</i> <i>We did a cemetery tour and thought it was great. You could do more like that.</i>

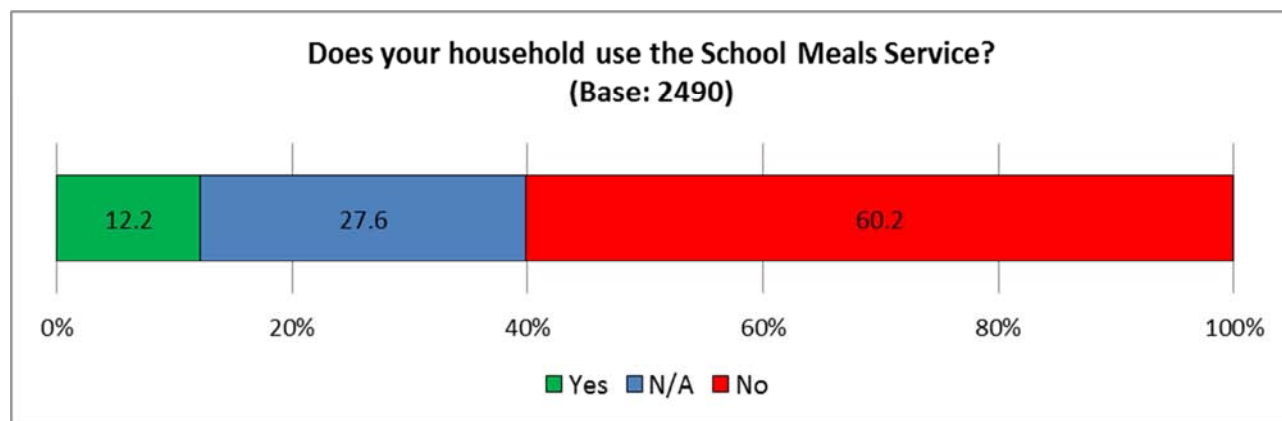
School Meals Provision

The City of Cardiff's School Meals Service supply meals to every primary school and the majority of secondary schools in Cardiff. The price of a primary school meal is £2.30 and a set meal in secondary school is £2.65. The Council will be increasing the cost by 10p to £2.40 and £2.75 respectively.

Does your household use the School Meals Service?

Base: 2490	No.	%
Yes	304	12.2
No	1499	60.2
NA	687	27.6

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Do you support the proposal to increase the cost of school meals by 10p each day?

More than half of respondents were in favour of the proposed increase to schools meals.

Base: 2430	No.	%	% households using the service (302)
Yes	1352	55.6	52.0
No	566	23.3	41.7
Not sure	512	21.1	6.3

Do you have any further comments regarding the School Meals Service?

A total of 505 additional comments were made in relation to school meals. Of these, almost a quarter (23.8%) came from households currently using the School Meals Service.

The comments were also evenly distributed between those in support and those opposed to the proposal (216:209).

The comments made centred on concerns regarding costs and the value for money of the service, particularly for low income and vulnerable families. For many the continuation of the service was described as 'vital' as for many children this is often their main meal of the day. Respondents were however keen to see improvements in the quality and nutritional value of the meal provided particularly should a price increase go ahead. A selection of the comments include:

CHANGES FOR CARDIFF 2017/18

I have family members who have used the school meals service but have stopped due to the poor quality and low nutritional value. For children receiving free school meals this is often their main meal of the day and, as thus, is in need of improvement.

It is essential that youngsters get a meal at lunchtime therefore we must protect and safeguard this service and ensure it is value for money

They are not good value for money and do not provide sufficiently healthy food

For families like mine with several school age children it is already too expensive to use

If supermarkets can claim to be able to feed a family of 4 for £5.00 (including adults portions) then it does not seem right for the cost of 1 child meal to be nearly half of this.

Important to protect and nourish vulnerable children who may only have school lunch as a main daily meal.

It is vitally important that children are offered wholesome meals at school.

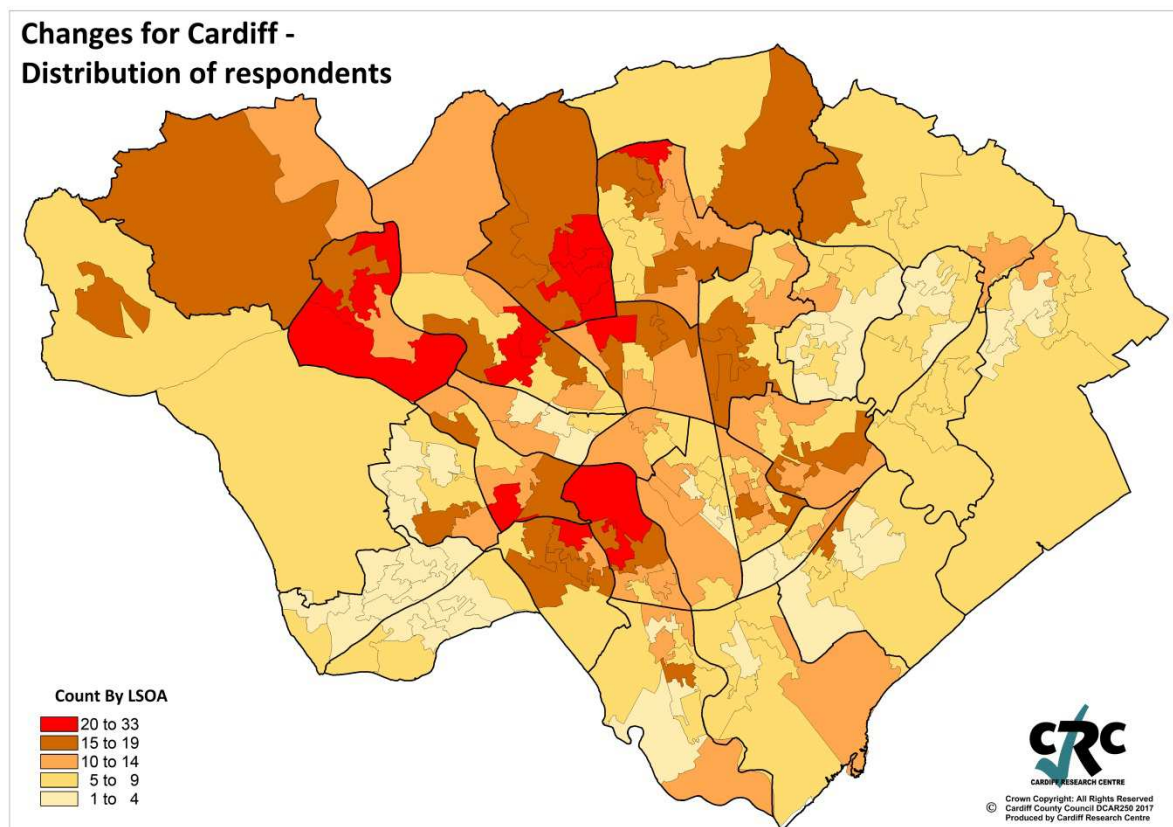
I would support the additional cost if the nutritional value was good.

CHANGES FOR CARDIFF 2017/18

5. Response Profile

Distribution of respondents

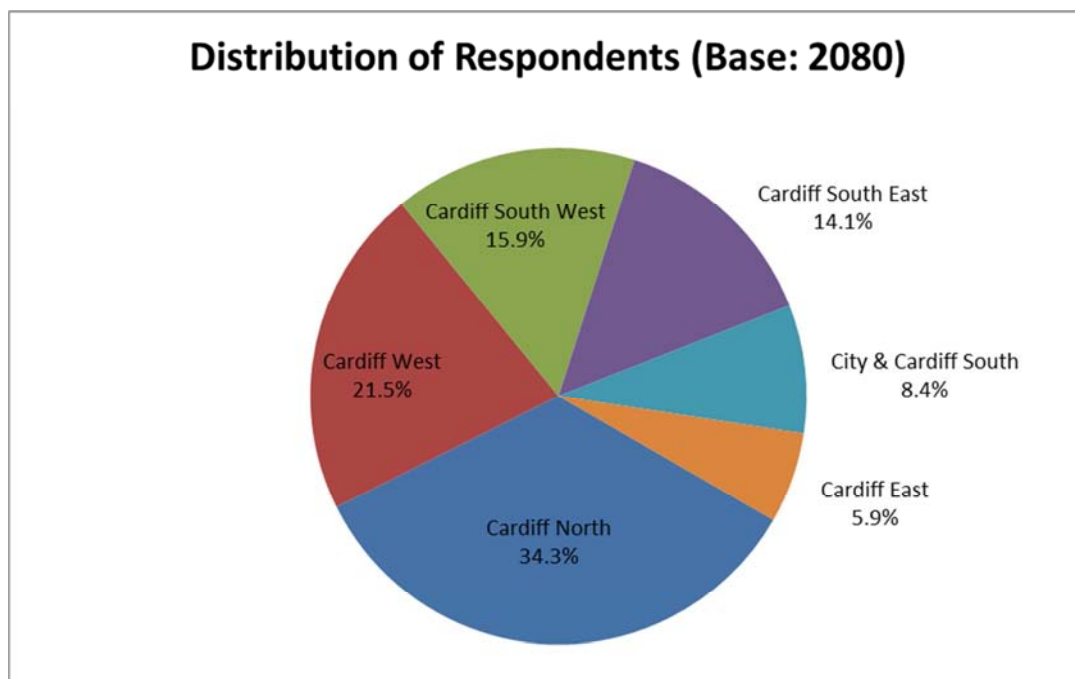
The map below details the distribution of respondents across the city with particularly high levels of response identified in Rhiwbina, Radyr & Morganstown and Riverside.



When aggregated to Neighbourhood Partnership Area, approximately a third (34.3%) of responses belonged to residents of Cardiff North and a further fifth (21.5%) from Cardiff West.

Base: 2080	No.	%
Cardiff North	713	34.3
Cardiff West	447	21.5
Cardiff South West	330	15.9
Cardiff South East	293	14.1
City & Cardiff South	174	8.4
Cardiff East	123	5.9

CHANGES FOR CARDIFF 2017/18



Which of the following best describes you?

Base: 2471	No.	%
Member of the general public	2156	87.3
City of Cardiff Council employee	186	7.5
Member of a community group or forum	37	1.5
Individual business person	33	1.3
Member of a third sector organisation	27	1.1
Member of a strategic partner organisation	5	0.2
A City of Cardiff Councillor	3	0.1
Representative of a group of businesses	2	0.1
Cardiff Partnership	0	0.0
Other	22	0.9

Gender:

Base: 2474	No.	%
Female	1283	51.9
Male	1128	45.6
Other	5	0.2
Prefer not to say	58	2.3

CHANGES FOR CARDIFF 2017/18

Age:

Base: 2451	No.	%
Under 16	1	0.0
16-24	62	2.5
25-34	334	13.6
35-44	502	20.5
45-54	471	19.2
55-64	564	23.0
65-74	425	17.3
75+	92	3.8

Base: 2450	%	2015 MYE
16-34	16.2	40.9
35-54	39.7	30.0
55+	44.1	29.1

Which of the following best describes what you are doing at present?

Base: 2460	No.	%
Working full-time (30+ hours per week)	1237	50.3
Wholly retired from work	608	24.7
Working part-time (less than 30 hours per week)	320	13.0
Caring for a child or adult	55	2.2
Permanently sick or disabled person	51	2.1
In full time education	49	2.0
Looking after home	32	1.3
On a zero-hour contract	26	1.1
Unemployed - Unregistered but seeking work	24	1.0
Unemployed - Registered Job Seeker	8	0.3
On a government training scheme	0	0.0
Other	50	2.0

Do you identify as a disabled person?

Do you identify as a disabled person? (Base: 2412)	No	%
Yes	210	8.7
No	2119	87.9
Prefer not to say	83	3.4

Which apply to you (Base: 2520)	No	%
Long-standing illness or health condition	288	11.4
Mobility impairment	143	5.7
Deaf/Deafened/Hard of Hearing	134	5.3
Mental health difficulties	106	4.2
Prefer not to say	85	3.4
Visual impairment	33	1.3
Learning impairment/difficulties	17	0.7
Wheelchair user	15	0.6
Other (please specify below)	35	1.4

CHANGES FOR CARDIFF 2017/18

How would you describe your sexual orientation?

Base: 2356	No.	%
Heterosexual/Straight	1924	81.7
Gay Man	94	4.0
Bisexual	45	1.9
Gay Woman/Lesbian	24	1.0
Other	14	0.6
Prefer not to answer	255	10.8

Ethnic Group:

Base: 2362	No.	%
White - Welsh/English/Scottish/Northern Irish/British	2084	85.7
White - Any other white background	94	3.9
White - Irish	17	0.7
Asian/Asian British - Indian	29	1.2
Any other ethnic group	9	0.4
Asian/Asian British - Any other	3	0.1
Mixed/Multiple Ethnic Groups - White and Black Caribbean	4	0.2
Asian/Asian British - Chinese	11	0.5
Mixed/Multiple Ethnic Groups - White & Asian	10	0.4
Black/African/Caribbean/Black British - African	5	0.2
Mixed/Multiple Ethnic Groups - Any other	9	0.4
Asian/Asian British - Pakistani	3	0.1
Black/African/Caribbean/Black British - Caribbean	6	0.2
Arab	1	0.0
Asian/Asian British - Bangladeshi	0	0.0
White - Gypsy or Irish Traveller	2	0.1
Mixed/Multiple Ethnic Groups - White and Black African	1	0.0
Black/African/Caribbean/Black British - Any other	12	0.5
Prefer not to say	131	5.4

CHANGES FOR CARDIFF 2017/18

Appendix 1 - Community Engagement Events

A series of 18 Community Engagement events were held across the city during the course of the consultation period (**Table 1**). These sessions involved either a) Promoting the consultation through involvement in pre-existing meetings or activities of target groups or b) visiting places with an existing high foot fall e.g. local supermarkets. The purpose of these activities was to:

- Provide an opportunity for the public to receive information regarding the current challenges being faced by the City of Cardiff Council.
- Provide information surrounding the proposals put forward for the 2016/17 budget.
- Promote the actual consultation document
- Provide an opportunity for any concerns regarding the impact of the proposed changes to be recorded.
- Encourage participation from those groups less frequently heard i.e. BME women, people with a learning disability, residents within particular geographies of the city e.g. Cardiff East.

Table 1 – Community Engagement Events

Date	Event	Target group	Venue/location
14 November 2016	TESCO (Stand & hard copy distribution)	Cardiff East	Pengham Green
14 November 2016	TESCO (Stand & hard copy distribution)	All	Western Ave
15 November 2016	TESCO (Stand & hard copy distribution)	Cardiff East	St Mellons
15 November 2016	FAN (Women only) Attending meeting	City & Cardiff South/ME Communities/Women	Butetown Community Centre
17 November 2016	Cardiff People First – Facilitated Session	Learning Disability	Canton (City Wide)
18 November 2016	FAN (Women only) Attending meeting	City & Cardiff South/ME Communities/Women	Grangetown (Salvation Army)
19 November 2016	Public Engagement at Canton Library	Cardiff South West	Canton
21 November 2016	TESCO (Stand & hard copy distribution)	Cardiff East	Pengham Green
22 November 2016	Splott Hub Official Opening – In attendance	Cardiff South East	Splott Hub
22 November 2016	TESCO (Stand & hard copy distribution)	Cardiff East	St Mellons
22 November 2016	FAN (Riverside Women only) - Attending meeting	City & Cardiff South/ME Communities/Women	City Church (Lower Cathedral Road)
23 November 2016	Healthy, Wealthy & Wise - Attending meeting	Older Persons	Church of the Resurrection, Ely
23 November 2016	FAN	Cardiff South West/ME Communities	Severn Road (Canton)
26 November 2016	Health Fair	City & Cardiff South	Grangetown Medical Practice
28 November 2016	Healthy, Wealthy & Wise – attending meeting	Older persons	Fairwater Leisure Centre
29 November 2016	Healthy, Wealthy & Wise attending meeting	Older persons	John Reynolds Centre, Llanrumney,
30 November 2016	County Hall Canteen	Staff	County Hall
02 December 2016	Engagement with Cardiff Access Forum	Mixed disability	County Hall

CHANGES FOR CARDIFF 2017/18

Format of the Community Engagement Events:

The format of the community engagement events were adapted to the needs and requirements of the individual groups involved. Events held in supermarkets aimed to harness the high volume of footfall and provide a visual display to attract members of the public. Officers were on hand to provide information regarding the consultation, offer copies to take away, take questions and assist people to participate in the accompanying voting activity.

FAN groups expressed a preference that officers attend their groups primarily as participants whilst Healthy, Wealthy and Wise groups preferred a more formal presentation of the consultation exercise.



A simple voting exercise was used as a means of engagement across all of the public groups. This involved members of the public each being given £50, £20 and £10 replica 'notes' and asked to 'vote' for the areas where they would most like to see more money spent in the future. Options included:

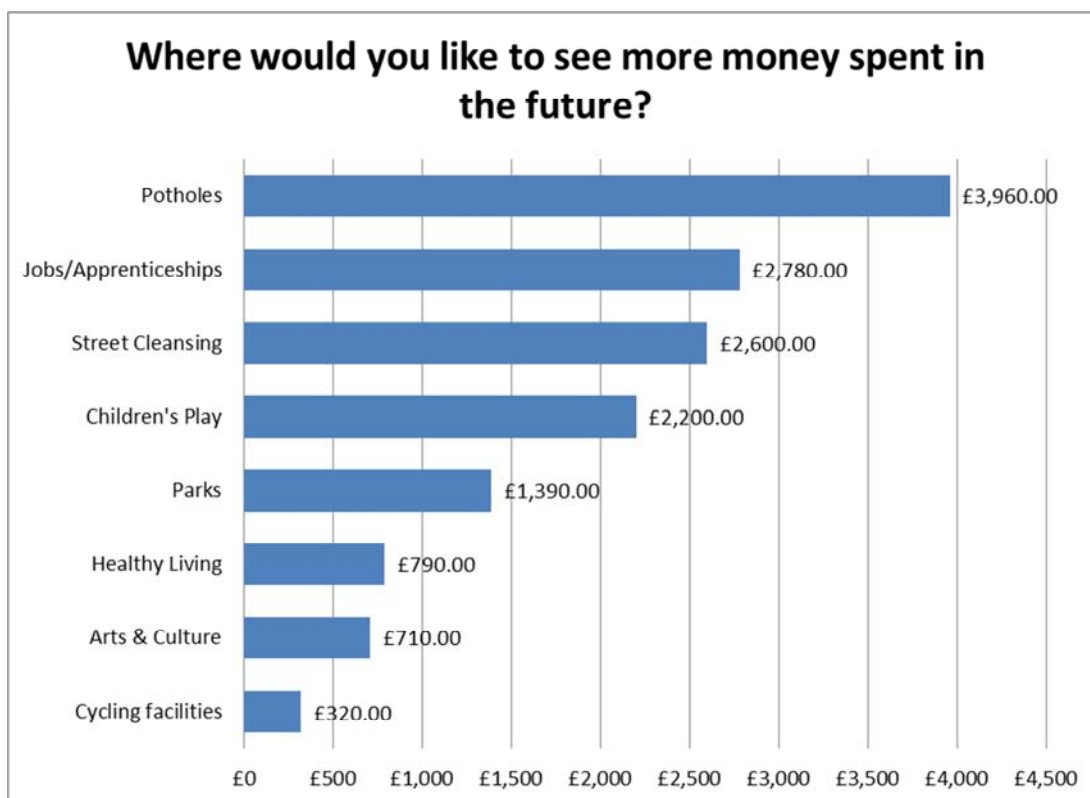
- Children's Play
- Jobs/Apprenticeships
- Parks
- Street Cleansing
- Potholes
- Arts & Culture
- Healthy Living
- Cycling facilities

CHANGES FOR CARDIFF 2017/18

Results of public engagement voting activity

Almost 200 people were directly involved in face to face voting activity which asked ***“Where would you like to see more money spent in future?”***

Participants ‘spent’ a total of £14,750 with the repair of potholes in roads across the city coming out as a clear priority.



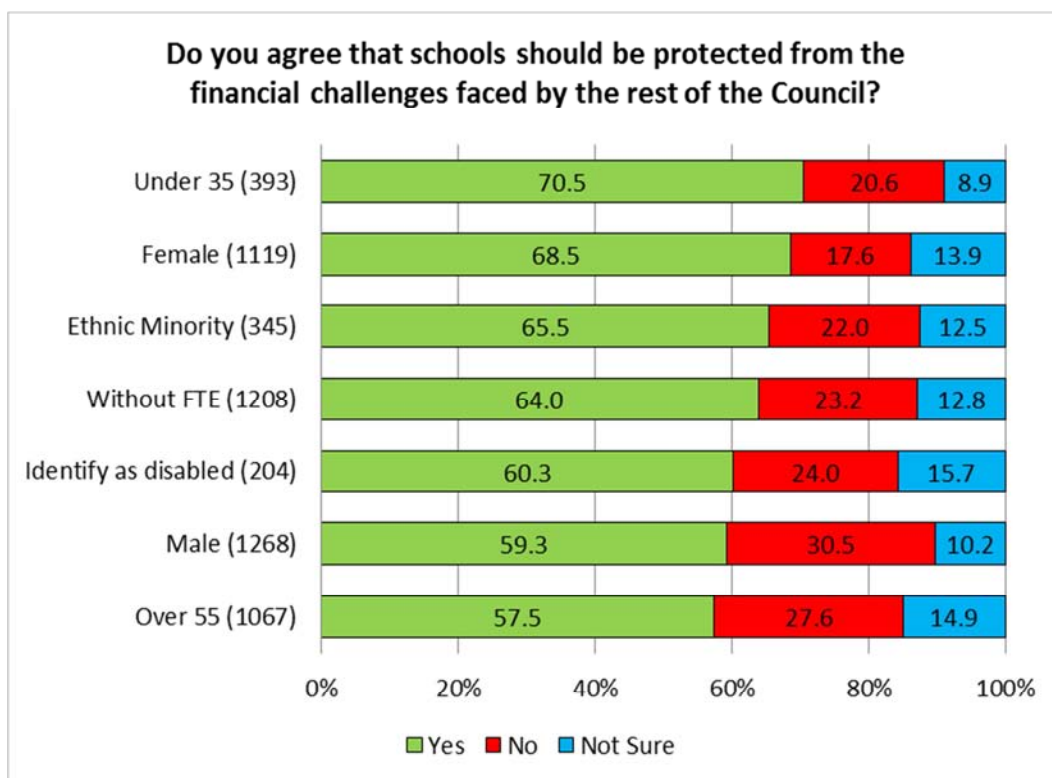
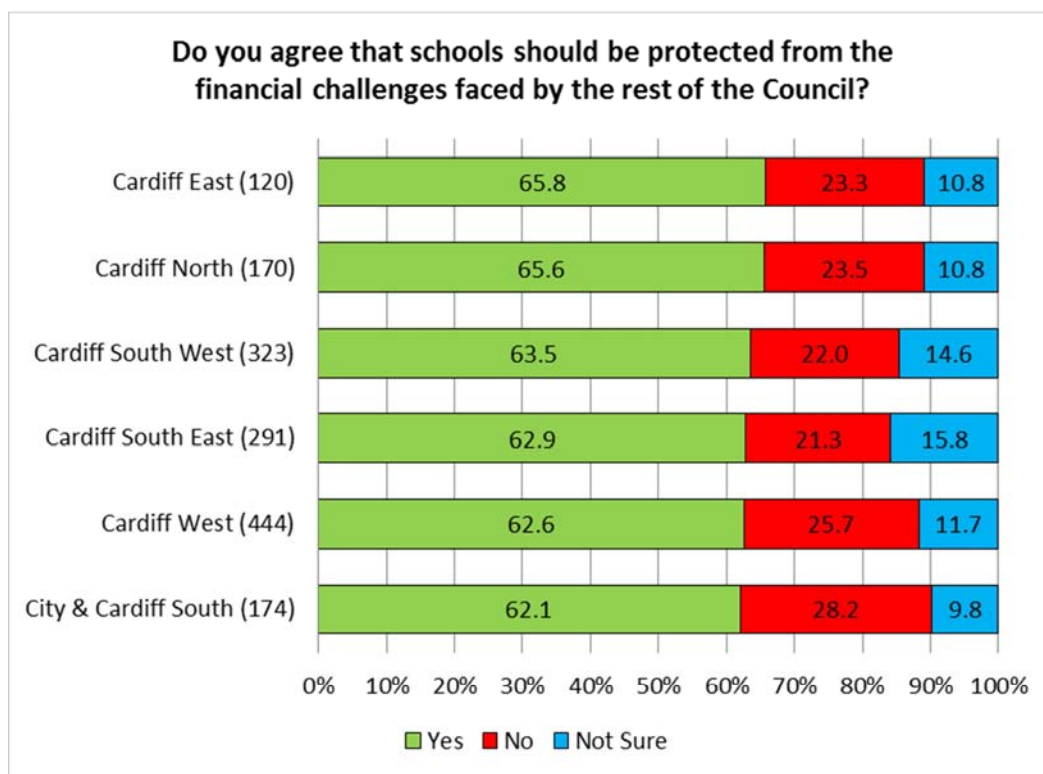
Other priorities to the public that were identified through the engagement included:

- Reduction in illegal/inconsiderate parking
- Improvements to city transport
- Prosecuting against fly tipping
- The impact of high rates on small businesses
- Flooding caused by blocked drains
- Provision of public toilets
- Protection of municipal bowling greens

CHANGES FOR CARDIFF 2017/18

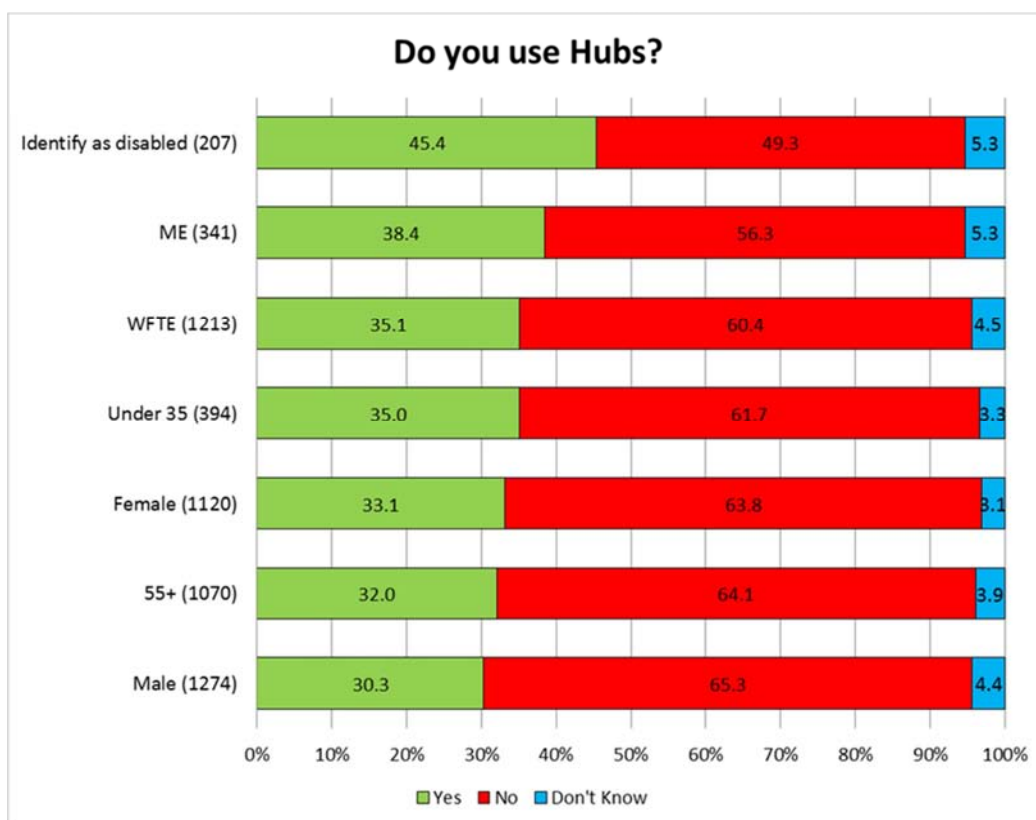
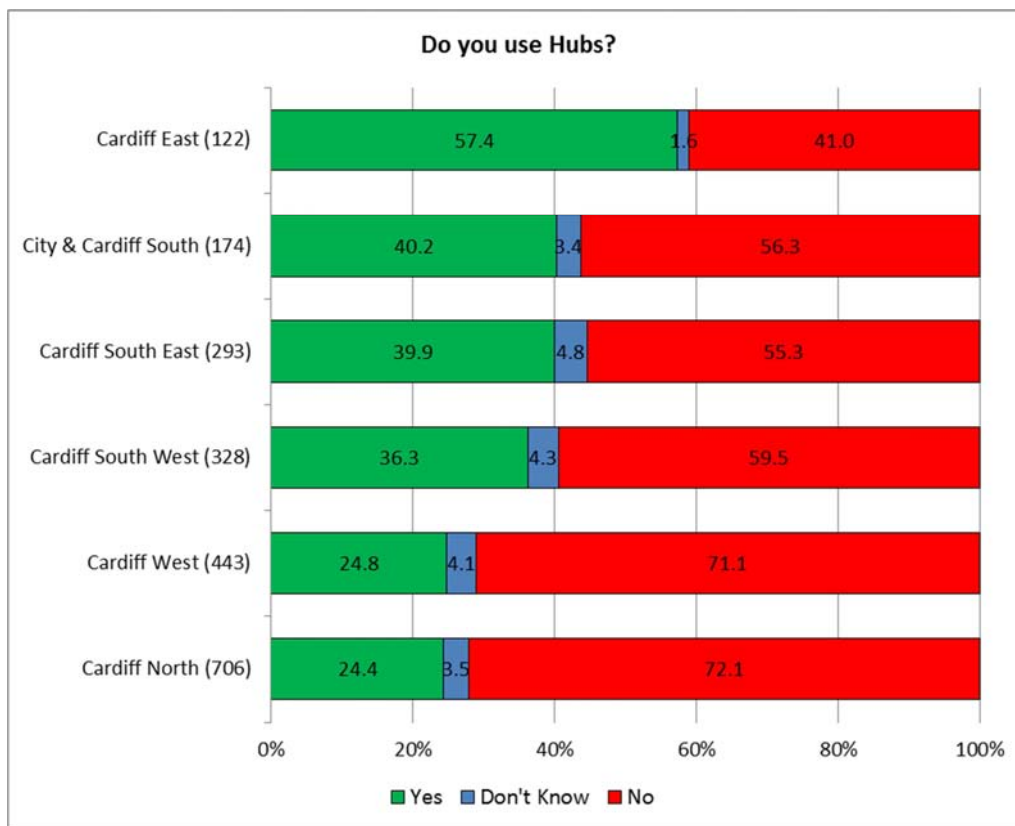
Appendix 2 - Responses by Demographic Characteristics and Geographies

4.1 Austerity

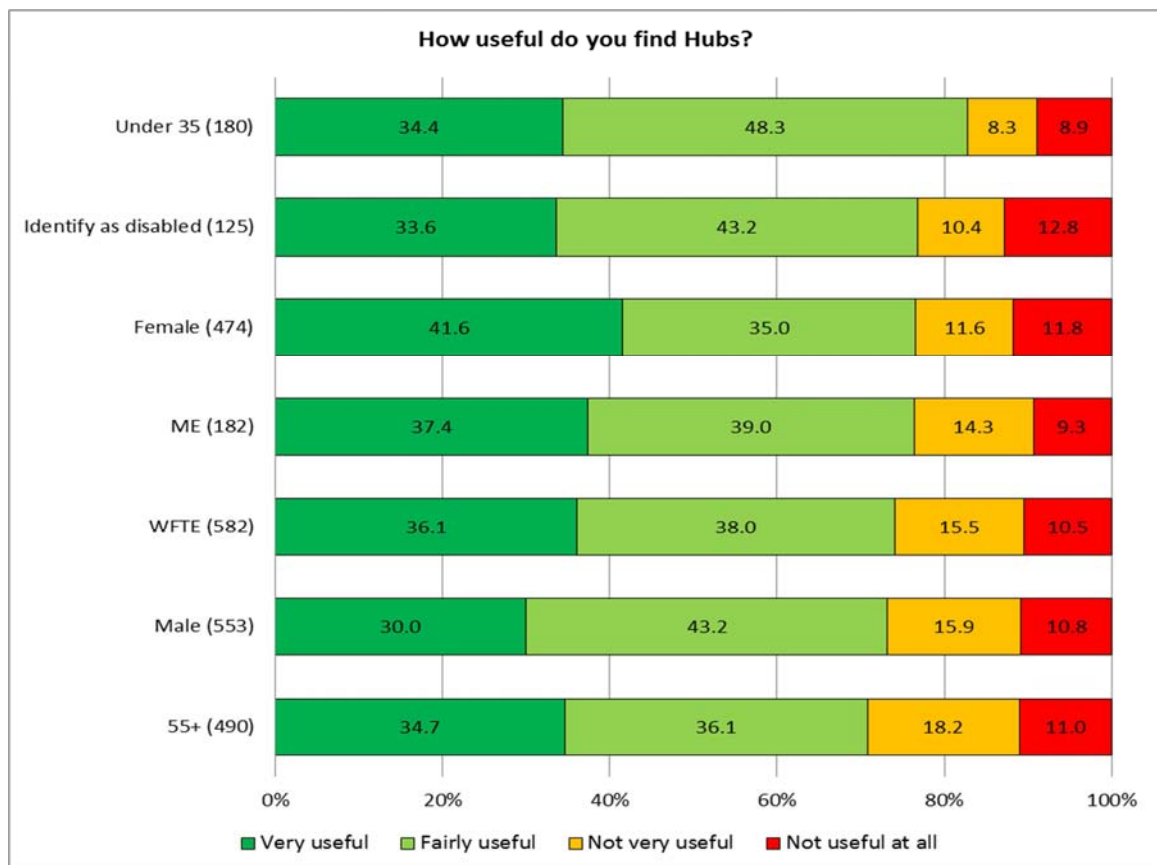
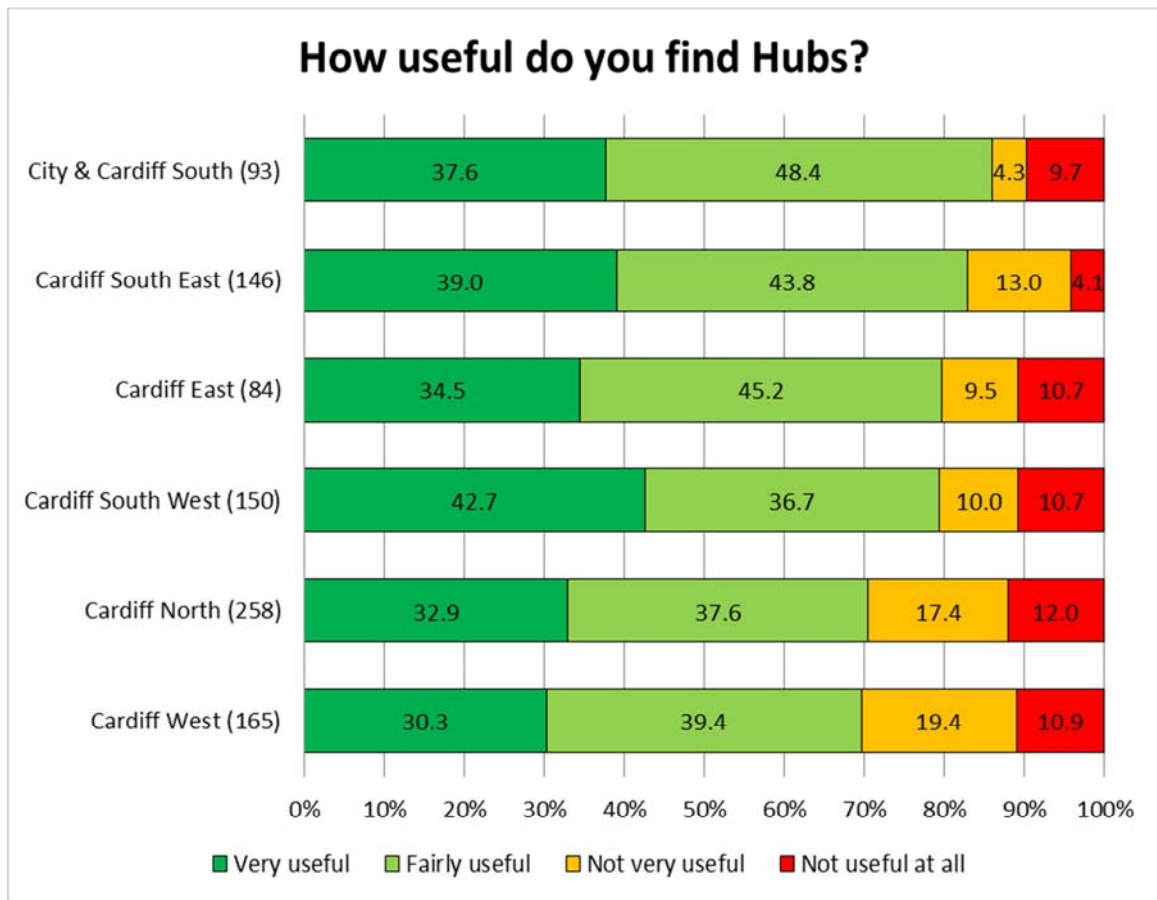


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4.3 Making Better Use of Our Buildings

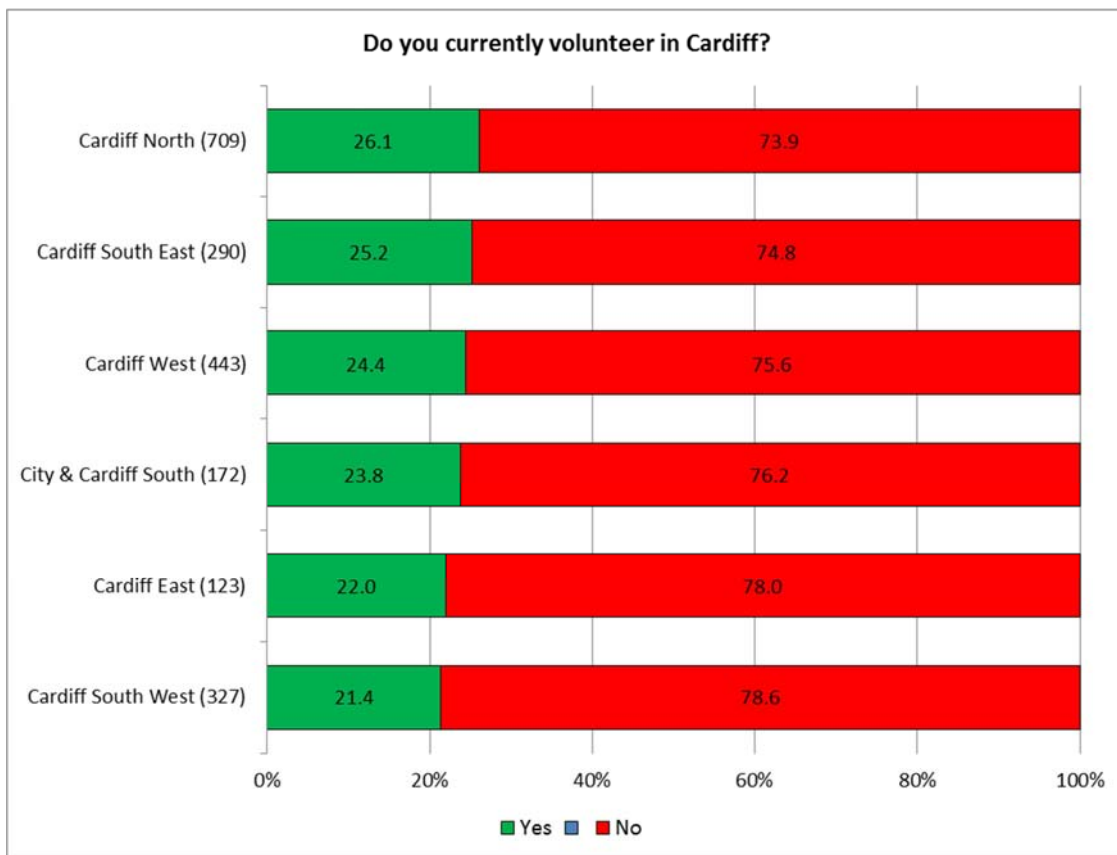


CHANGES FOR CARDIFF 2017/18

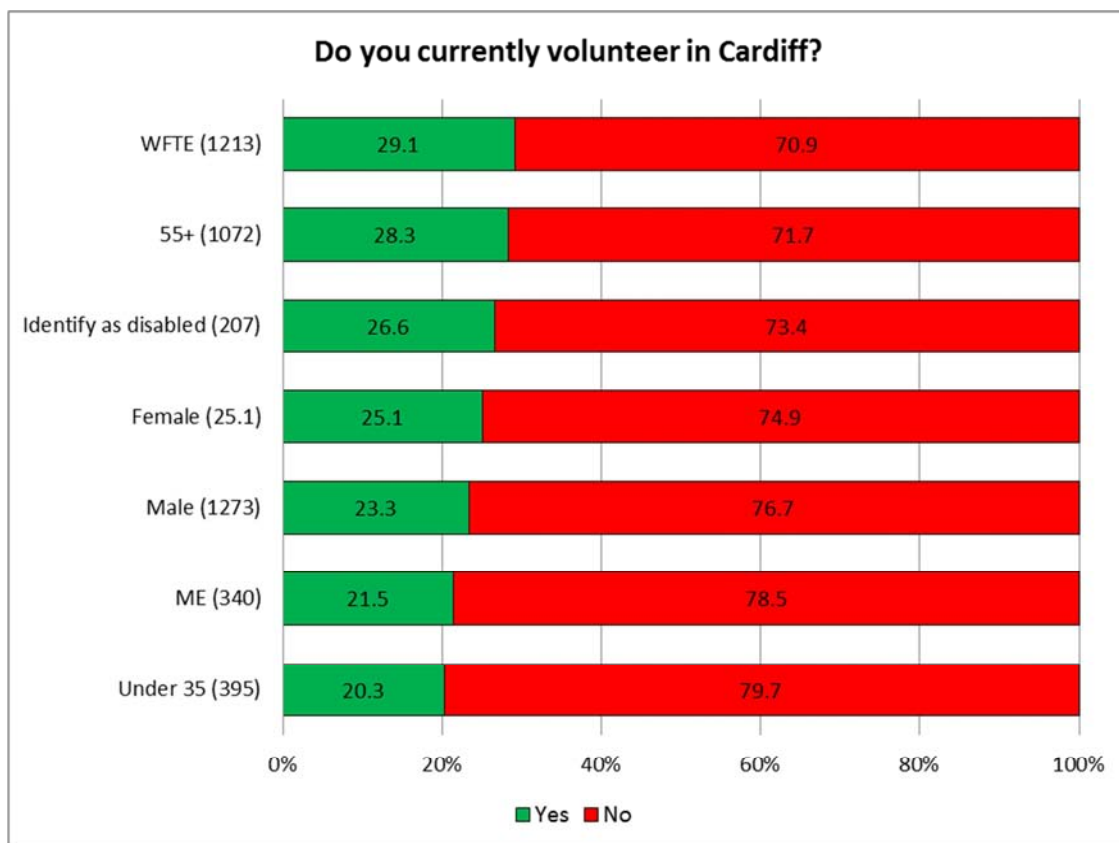


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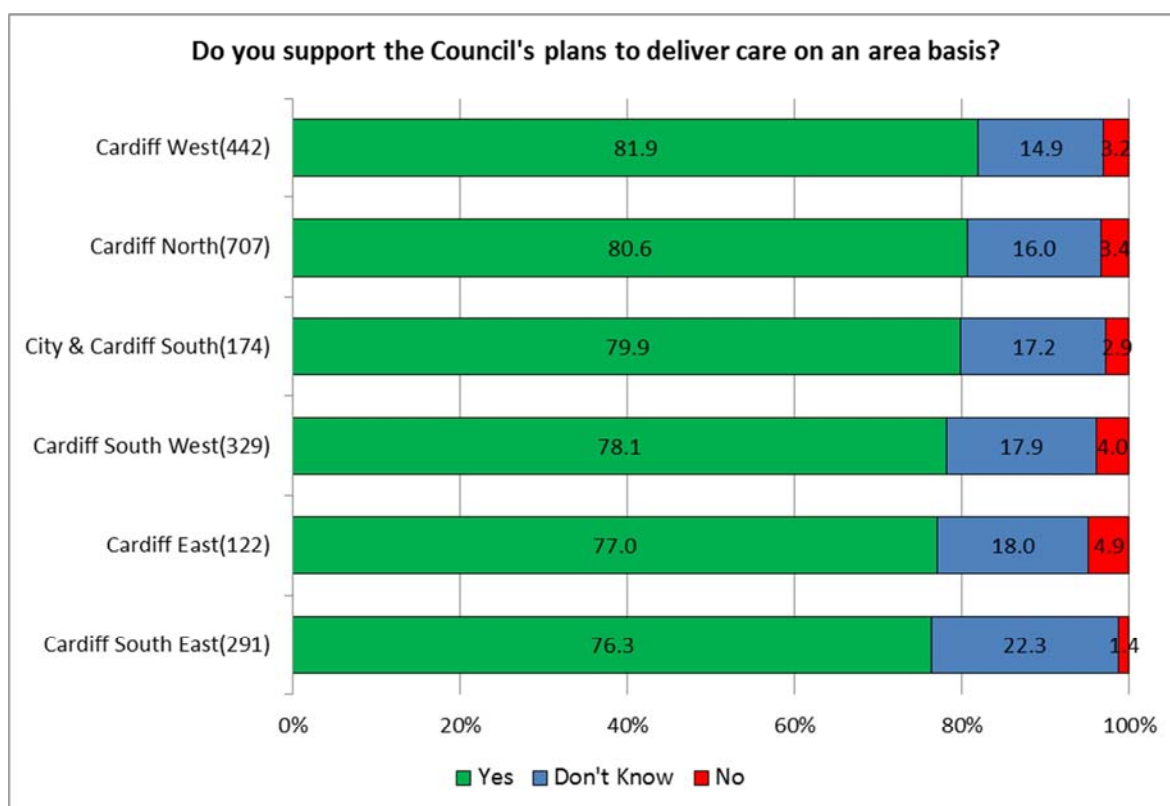
4.4 Involving & Empowering Communities



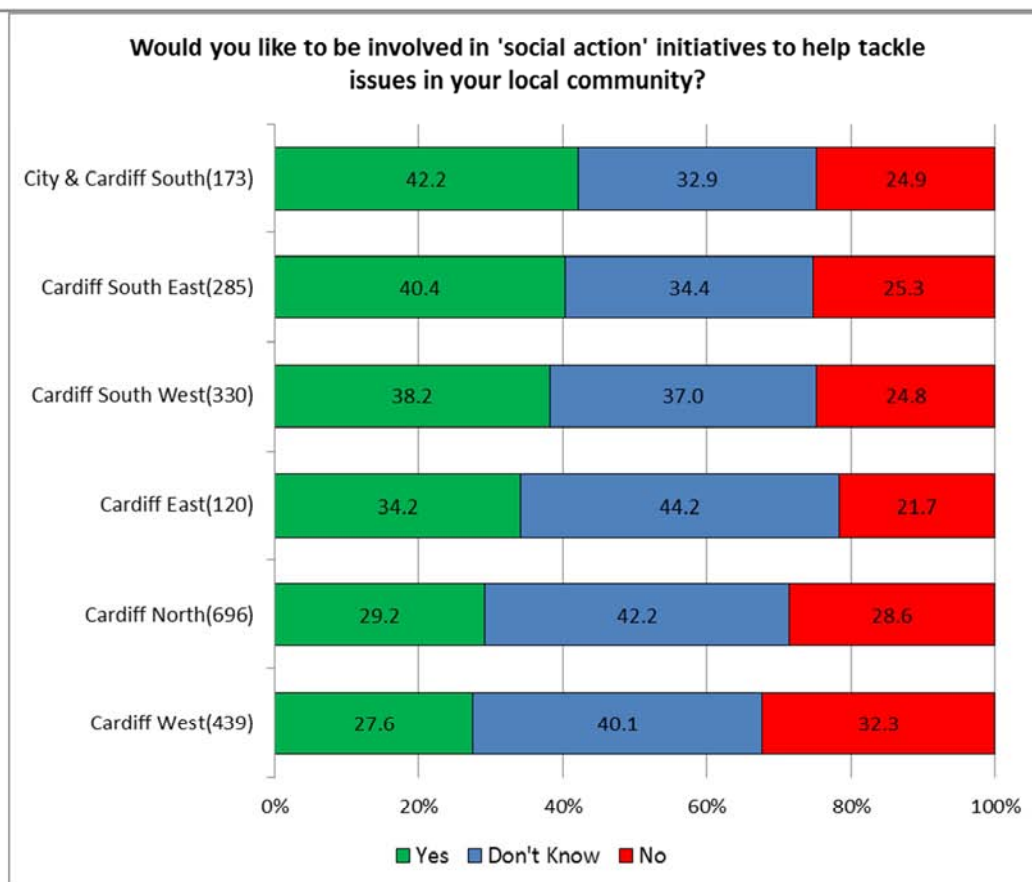
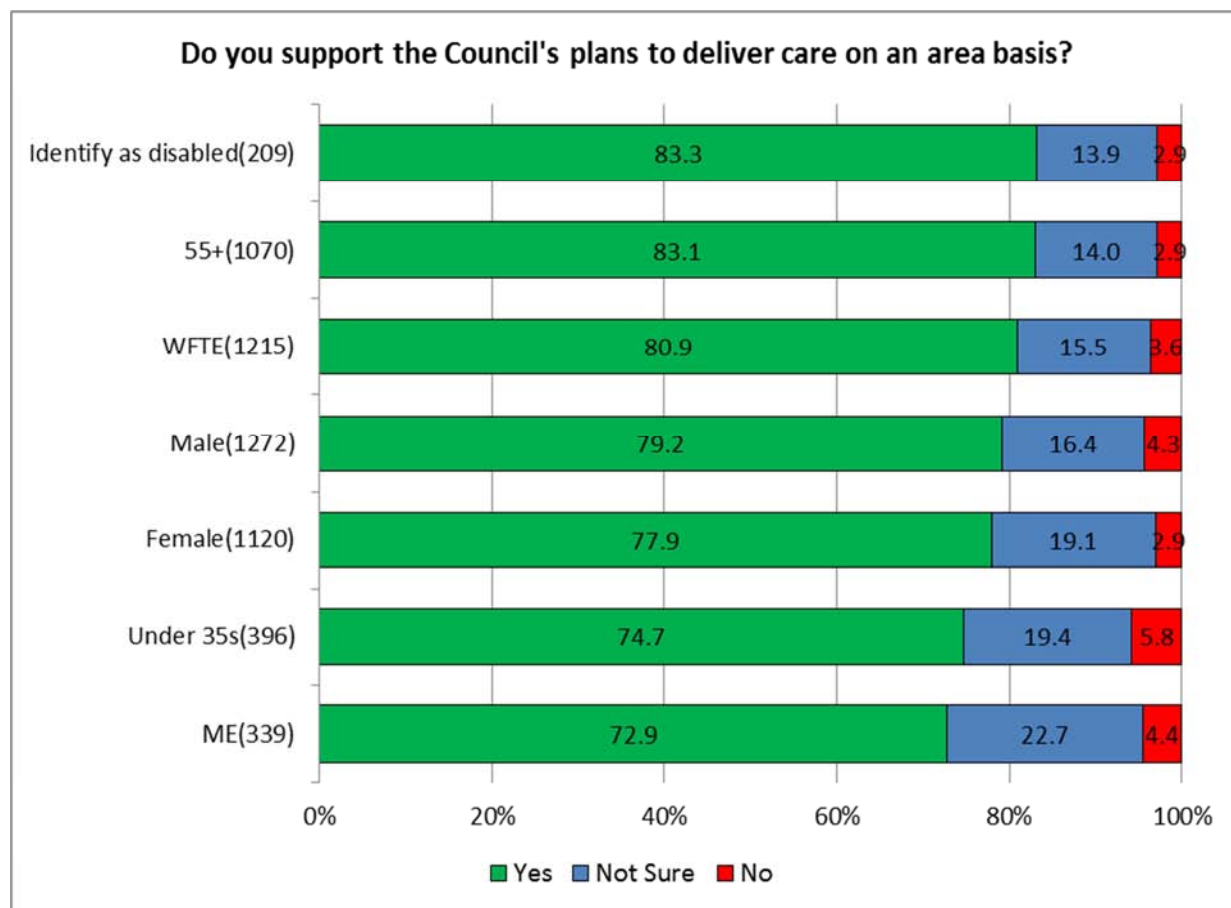
CHANGES FOR CARDIFF 2017/18



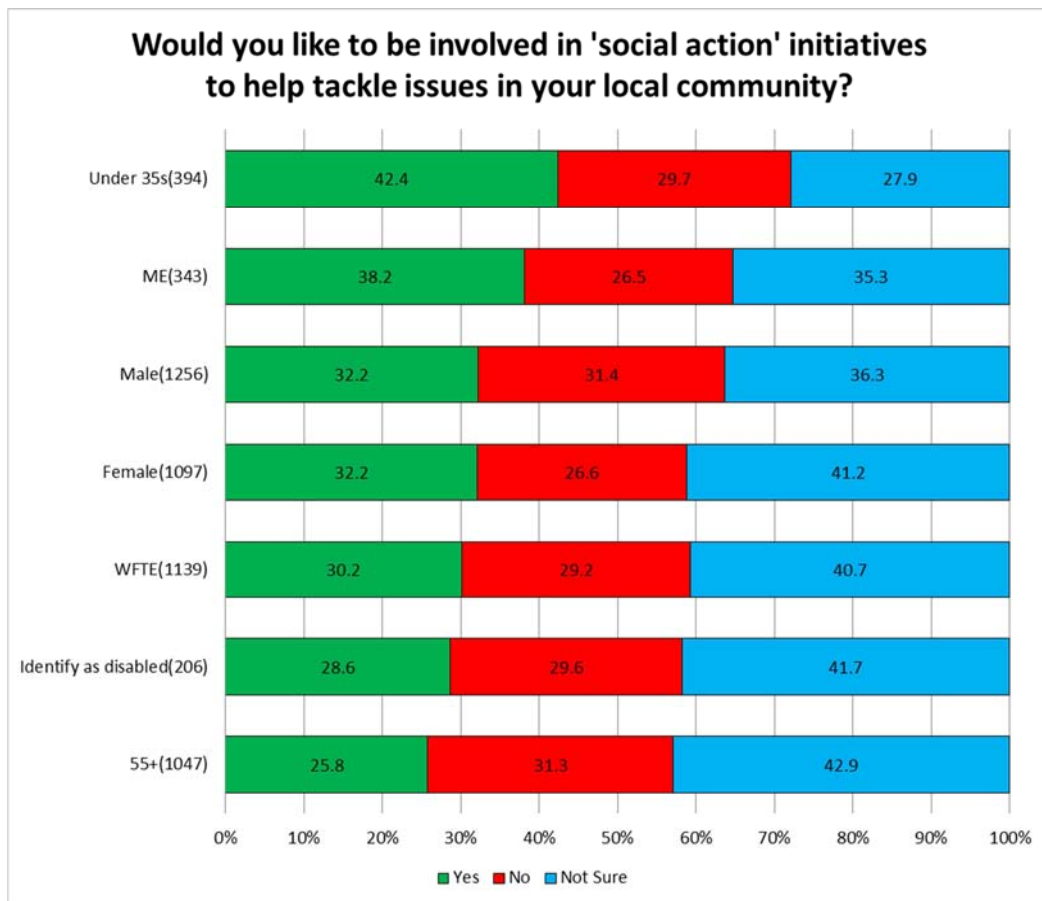
4.6 Providing Care & Support Services Locally



CHANGES FOR CARDIFF 2017/18



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Cllr G Hinchey

County Hall
Cardiff
CF10 4UW

Cc. Cllr S Merry

14th December 2016

Dear Cllr Hinchey

Council Budget Proposals 2017/18

I'm writing to formally respond to the Council's budget proposals on behalf of Cardiff Schools' Budget Forum.

The Forum is aware of the financial pressure that the council is under due to a potential shortfall of £24m for 2017/18 and £75m over the medium term. We note the continued financial planning assumption of a 30% cap on schools' growth excluding demographics contributing £1.9m to the budget reduction requirement. We wish to state that this will continue to increase the pressure on schools already stretched budgets possibly resulting in some schools being forced to make further redundancies.

In considering the implications of the Council Budget strategy for the 2017/18 financial year the School Budget Forum would also highlight the following;

- The continuing significant increase in energy and exam costs, including the significant implications of the new Welsh Baccalaureate examinations, which have fallen upon school delegated budgets.
- Continuing concerns over post-16 funding and the urgent need for a strategy to address this potential volatility of WG funding.
- The impact that the ending of Challenge Cymru grant funded programme will have on the 6 Cardiff secondary schools involved. Each school have received significant amounts of funding in addition to their delegated budgets which has led to positive impacts in pupil attainment. The Forum is keen to learn how will the city support these schools going forward and ensure that improvements gained through the programme are not lost.
- The Forum supports the proposal to reduce the LA contribution to the Central South Consortium by 5% particularly as the Education Directorate has identified savings target of 15.5%.
- The continuing uncertainty over any reduction in the WG EIG funding for 2017/18 and the impact this will have. For example, there is a rising demand in the city for support for pupils with English as an additional language for which Cardiff received significant MEAG funding, which is now included in the EIG funding.
- Concern over the impact of another increase in the price of school meals particularly on families who are part of the 'working poor' or who have been affected by the recent benefit cap. We would welcome an opportunity through the School Budget Forum to explore alternative models for school meals provision.

- A need for greater assurance over the value for money of bought in services and we would urge the council to ensure that it obtains the best prices for utilities.
- Continuing concerns over the value for money of services such as that provided by Buildings and Facilities Management.
- The forum has received representations from VA schools' representatives in relation to some additional financial pressures they must bear which other maintained schools don't. For example, buildings insurance costs. Historically the formula has generated less for buildings and maintenance costs for this sector than for other maintained schools. The systems that justified this position have been dismantled by Welsh Government.

The School Budget Forum would also urge the Council to consider investing some of the revenue generated from traffic enforcement to address improving road safety schemes near schools and supporting post-16 students traveling between schools to access shared courses.

Finally, the School Budget Forum wishes to remind you that "education should not be regarded as a cost but as an investment in the future". The Council must ensure that it safeguards the City's education system to ensure that all the children of Cardiff have the opportunity to fulfil their potential. There is a real danger that recent outcome improvements achieved through greater stakeholder engagement, alignment, accountability processes and investment recognised by Estyn could be undone, and the highest aspirations and expectations of all, not realised. Cardiff as a capital city should have an education system which delivers 'Cardiff 2020 - Aiming for Excellence'.

Thank you for seeking the views of the School Budget Forum on your budget proposals.

Yours sincerely,



Sarah Griffiths

Chair, Cardiff Schools' Budget Forum

WELSH LOCAL GOVERNMENT SETTLEMENT 2017-18

Final

Table 9: List and estimated amounts of Grants for total Wales

Existing Grant name	2016-17	2017-18	Notes
<i>£m</i>			
<i>Communities and Children</i>			
Prevention and Early Intervention (PEI - new spending line)	..	154.383	
Supporting People	123.688	123.688	
Flying Start Revenue Grant	76.052	PEI	New spending line PEI
Families First	38.352	PEI	New spending line PEI
Communities First	27.539	PEI	New spending line PEI
Communities for Work	6.151	PEI	New spending line PEI
Cardiff Bay Legacy	5.891	5.891	
Promoting Positive Engagement for Young People	4.330	4.330	
Out of School Childcare	2.300	PEI	New spending line PEI
Domestic Abuse Grant	1.938	1.938	
Lift	0.980	PEI	New spending line PEI
Community Cohesion	0.360	0.360	
Town Centre Partnership	0.220	NA	
Remploy Employment Support Grant	0.198	0.000	
Welsh Adoption Register	0.103	0.100	
Business Improvement District Development	0.076	0.050	
Armed Forces Day	0.020	0.020	
<i>Economy and Infrastructure</i>			
Concessionary Fares	60.557	NA	
Bus Services Support Grant	25.000	NA	
Young Persons Discounted Bus Travel Scheme	9.750	NA	
Bus Revenue Support Traws Cymru	2.187	NA	
Road Safety Grant	2.000	2.000	
CyMAL Revenue	0.415	NA	
New Developments	0.149	NA	
Travel Plan Co-ordinators	0.125	0.125	
Community Rail Partnership	0.065	0.080	
Bus Revenue Support	0.050	NA	
Enterprise Zones	0.050	0.035	
Blue Badge	0.010	RSG	Transferring into Settlement
<i>Education</i>			
Curriculum and Assessment (C&A - new spending line)	..	2.480	
Education Improvement Grant	134.282	133.282	
Pupil Deprivation Grant	87.304	93.746	
Schools Challenge Cymru	7.962	0.000	
Pioneer Schools	6.283	6.740	
GCSE Support Programme Grant	3.415	C&A	New spending line C&A
Additional Learning Needs Innovation Fund	0.904	1.100	
School Uniform Grant	0.736	0.736	
Modern Foreign Languages	0.480	C&A	New spending line C&A
Mentoring and Networking Support for Headteachers	0.100	0.100	
Special Schools Grant	0.100	0.000	
National Numeracy Tests - Supported Marking Grant to Consortia	0.020	0.020	
<i>Environment and Rural Affairs</i>			
Single Revenue Grant	64.320	60.000	
<i>Health, Wellbeing and Sport</i>			
Deprivation of Liberty Safeguards	0.184	RSG	Transferring into Settlement
<i>Lifelong Learning and Welsh Language</i>			
Post-16 Provision in Schools	101.000	NA	
Adult Community Learning	3.811	NA	
Youth Work Strategy Support	2.756	2.756	
Youth Engagement & Progression	1.100	1.100	
Learning in Digital Wales (Phase 2)	0.500	0.500	
Person Centred Practice	0.286	0.015	

Development of the Seren Network	0.100	0.100	
Skills and Science			
SBRI Innovation Accelerator Programme	0.015	0.090	
Social Services and Public Health			
Welsh Independent Living Grant	26.764	27.000	
Substance Misuse Action Fund	22.663	22.663	
Social Care Workforce Development Programme	7.149	0.000	Transferring to Social Care Wales
Delivering Transformation Grant	2.830	RSG	Transferring into Settlement
Secure Estates	0.448	0.448	
Food Hygiene	0.057	RSG	Transferring into Settlement
All Grants	864.125	646.287	
All Grants excluding NA (for like-for like comparison)	657.905	646.287	

Note: The information shown above details the grants where the amount that Total Wales will receive in 2016-17 and estimated amounts for 2017-18 are known. It is important to note that amounts for future years are indicative at this stage and are liable to change.
Formal notification of grant allocations is a matter for the relevant policy area.

NA = figures not available at time of publication

.. = not applicable

Revenue Resources Required for 2017/18		
	£000	£000
Adjusted Directorate Budget		578,846
Add: Employee costs	2,916	
Special Inflation	2,507	
Directorate expenditure and income realignments	2,699	
New Responsibilities	1,278	
Commitments	840	
Schools non-pupil number growth (net of 30% cap)	<u>4,565</u>	
		14,805
Demographic pressures:		
Social Services	1,720	
Waste & School Transport	222	
Pupil numbers	<u>2,668</u>	
		4,610
Add New Directorate Pressures	<u>4,638</u>	
		4,638
Directorate Base Budget for 2017/18 (before savings)		<u>602,899</u>

Revenue Resources Available for 2017/18		
AEF per final settlement	428,217	
Council Tax - at 2016/17 level (and new Council Tax Base)	151,655	
Use of Earmarked Reserves	<u>1,500</u>	
Total Resources		581,372

Shortfall	21,527
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To be met from:-		
3.7% Council Tax increase (Net of impact on CTRS)		(4,520)
Less: Directorate Savings	(13,264)	
Addressable Spend Savings	<u>(3,743)</u>	
		(17,007)
TOTAL		(21,527)

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Appendix 5

Financial Pressures Summary 2017/18

No.	Pressures Title	Value of Pressure 2017/18 £000	Risk Assessment	
			Residual	EIA
1	<p>Winter Service Maintenance Operation By introducing an additional vehicle, salting routes can be optimised to reduce the time taken to complete the route and ensure that salt is applied at the optimum time prior to the formation of ice, thus providing a more efficient, effective and robust statutory service. It will also enable the vehicles to spread increased salt volumes that are at times required under extreme conditions but are currently unachievable due to the lengths of the routes and loads capacities of vehicles. There will be no additional costs for materials (salt) as it is proposed that the number of roads to be treated will remain unchanged.</p>	50	Red-Amber	Green
2	<p>Cycling Strategy Delivery - Develop essential 'soft' infrastructure to support the move to sustainable methods of transport To deliver a range of interventions to develop a city cycling culture through a pro-cycling enabling infrastructure both within the Council and external organisations, particularly workplaces, major retailers and educational establishments. This would include alignment of Council directorates and services with the cycling agenda and engagement with major employers and schools to provide support and deliver promotional activity.</p>	61	Red-Amber	Green
3	<p>Additional Planning Resource An additional post in recognition of an increase in volume and complexity of development proposals including major developments, many of which generate significant Section 106 contributions for the city.</p>	40	Amber-Green	Green
4	<p>Parking Strategy Schemes Funding to support parking strategy schemes in the city.</p>	180	Amber-Green	Amber-Green
5	<p>Intensive Cleansing Initiative To provide ongoing funding for this initiative which will provide a deep clean to city centre / district areas and outer wards working on a priority basis. This includes one Gully Team, two Cleansing Teams, litter pickers, extension of cleansing at weekends to 10pm as well as additional vehicle and waste costs.</p>	350	Amber-Green	Amber-Green
TOTAL CITY OPERATIONS		681		
6	<p>Providing budgeting and income maximisation services for the most vulnerable citizens Many of the most vulnerable citizens do not seek the help they need to deal with their finances, such as paying above average for their utilities because they do not have the confidence to switch supplier. They may fail to claim the benefits they need because they may not understand the online form or conditions required to remain on benefit. The Council already has a money advice team in central library hub. Additional funding would take services to where people need them the most. It would allow the team to have a presence in all the foodbank distribution centres across the city and in the new Hubs in Star, Llandaff North and Llanishen. The service would also work with Flying Start to actively seek out the most vulnerable citizens and ensure they receive the help they need.</p>	144	Red	Red
7	<p>Additional Senior Occupational Therapists - Package of Care reviews Funding is required for two Senior Occupational Therapists to undertake assessments of the significant number of double-handed packages of care which are currently awaiting review, in order to ensure that the appropriate level of domiciliary care is being provided to citizens to meet their identified needs. This will also provide the continuing capacity to deal with new Package of Care reviews - the demand for which is forecast to continue to grow.</p>	90	Red-Amber	Red-Amber

Appendix 5

No.	Pressures Title	2017/18 £000	Residual	EIA
8	Alley-Gating - Maintenance and Repair costs Alley-gating is a simple, but effective community safety measure, which helps tackle crime, anti-social behaviour and environmental problems associated with rear lanes. Since the programme started in 2008, 440 alley-gates have been installed. There are on-going revenue costs associated with maintenance and repair of gates and the existing revenue budget is inadequate. As the number of gates increases year-on-year, and the existing gating stock ages, additional revenue funding is required to address both the existing shortfall and the increased maintenance demand moving forward.	50	Red-Amber	Amber-Green
TOTAL COMMUNITIES, HOUSING & CUSTOMER SERVICES		284		
9	Recycling and Reuse Centre To create a reuse and recycling centre including support for less advantaged families and individuals to access household items and goods ranging from paint to settees, helping with start up accommodation and day to day up-cycled products.	218	Amber-Green	Amber-Green
10	Reduction in Single Revenue Grant (Environment) The grant support from Welsh Government for key recycling and sustainable frontline services will reduce by 6.7% in 2017/18. Additional funding is required to maintain essential services such as recycling, food and green waste collections.	468	Red	Amber-Green
11	Increased Recycling and Reuse To support the reuse and recycling of materials to meet commitments on the statutory recycling targets. This will include the support of the free reuse collection service and increased recycling activity.	295	Red	Green
TOTAL ECONOMIC DEVELOPMENT		981		
12	Child Friendly City Status - Unicef Child Rights Partner Programme In order to achieve the Corporate commitment to work towards attaining Child Friendly City status, the Council intends to become a Unicef Child Rights Partner for the three years, commencing April 2017. This programme is grounded in the UN Convention on the Rights of the Child. Through partnership with Unicef, the Council wants to demonstrate that placing children's rights at the heart of local authority policy and practice - adopting a child rights-based approach - is the most effective way of making rights a reality for all children. Annual costs incurred would be an annual fee of £25k to Unicef, co-ordinator's annual salary costs (£26k) and associated running costs of approximately £29k (including programme support, engagement and communications, branding and marketing, travel, administration etc).	80	Red-Amber	Green
TOTAL EDUCATION		80		
13	Business Support to Members A service review of Members' Business Support to consolidate service provision for Members' Enquiries, casework and general support services and Member Learning and Development has resulted in a requirement to increase staff resource in this area.	82	Red-Amber	Green
TOTAL GOVERNANCE & LEGAL SERVICES		82		
14	Support for Trainee Placement Programme Funding to support 20 trainee placements of six month duration plus a trainee co-ordinator post.	230	Amber-Green	Amber-Green
TOTAL RESOURCES		230		
15	First Point of Contact In line with the Social Services and Well-being Act, funding is required for four Social Workers to further enhance the First Point of Contact to manage demand and, where appropriate, engage people in their local communities rather than create a dependency on the care system to provide support. This will provide robust clinical risk assessment, passport safeguarding issues through to the team to undertake a review after four weeks to ensure that levels of commissioned care are appropriate and amended where necessary.	140	Red	Red-Amber

Appendix 5

No.	Pressures Title	2017/18 £000	Residual	EIA
16	Capacity to undertake qualitative performance monitoring Funding is required to increase a part-time Performance Management Information Officer to full-time hours to strengthen reporting arrangements and for an additional full-time post to increase capacity in order to respond proactively to qualitative performance requirements introduced under the Social Services & Wellbeing Act. This additional capacity will strengthen the challenge element of current arrangements for the development of the Annual Council Reporting Framework Director's Report and enable the Directorate to provide a joined-up approach across Adults and Children's Services service user engagement in order to ensure that we are consistently able to meet the requirements of the Social Services & Wellbeing Act in an appropriate and meaningful way.	46	Red-Amber	Green
17	Rehabilitation Service for people registered with sight loss Funding is required for two additional Rehabilitation Officers to support people in learning new ways of living independently following sudden sight loss or living with decreasing levels of sight. This would reduce the current waiting list for needs assessment and rehabilitation. Care package costs will be higher when rehabilitation has not been offered for this population and therefore the increased capacity would also have a positive impact in controlling such costs.	81	Red	Red-Amber
18	Carers Assessment Workers Funding is required for two additional posts to support case managers in meeting our statutory duty to offer and complete carers' assessments for carers who have support needs. It will also enable Adult Services to provide an outreach service to support the Council's preventative agenda.	53	Red	Red-Amber
19	Connected Persons Assessments Funding is required for three Social Workers and an Administrator to meet the increased demand for Connected Persons Assessments, required to be undertaken where it is clear that a child/young person is unable or unlikely to remain living with their parent(s) due to significant concerns. A decision to intervene legally in the life of a child/young person and their family is significant and will have major consequences for all involved, particularly the child/young person. It is crucial that any decision to do so is based on clear, evidence based assessment and care planning which demonstrates the attempts that have been made to manage any risks and support the child/young person remaining within their family. A positive outcome can lead to Special Guardianship Order, Child Arrangement Order, Kinship or Relative Foster Care arrangements.	100	Red-Amber	Red-Amber
TOTAL SOCIAL SERVICES RE: LEGISLATION / SOCIAL SERVICES & WELLBEING ACT / COURT		420		
20	Child Sexual Exploitation (CSE) Prevention Team A temporary (three years) Multi Agency CSE Prevention Team to be established to continue to implement the CSE Strategy and address the need that has been evidenced.	171	Red	Red
21	Learning Disabilities Internal Day Care This proposal seeks to respond to the increasing demand for high quality, person-centred, outcome-led support for adults with learning disabilities with complex presentations of need, including complex and challenging behaviour, Autistic Spectrum Disorder, dementia, additional physical and sensory impairments and complex health needs. Demographics suggest that demand within the adult learning disabilities population will increase by 7%; in addition, presentations of complex need require complex service responses. It is proposed that capacity is increased within the internal Complex Needs Day Service in order to allow the service to respond to the anticipated increase in referrals coming via an effective transition process from Children's Social Services to Adult Social Services and for people with complex support needs who are within the scope of the Closer to Home project and returning to Cardiff.	76	Red-Amber	Red-Amber
22	Complaints & Access to Records Funding is required for three full-time posts to be located in the Central Information Governance Team to deal with all Adult & Children's Services redaction for open and closed cases in respect of Subject Access Requests and requests from the Police, Court and other Local Authorities, further ensuring timeliness of response and a consistent approach to redaction in line with Corporate requirements. Funding is also required to increase a post supporting the Complaints Officer from 14.5 hours to 37 hours per week which will provide the capacity to enable complaints processes to be merged across Adult's Services (which currently has no dedicated capacity) and Children's services.	76	Red	Green

Appendix 5

No.	Pressures Title	2017/18 £000	Residual	EIA
23	Placement with Parents and Therapy costs This proposal seeks to enhance capacity within the Looked After Children's Service to create a sub team of social work and support staff specifically for children who are the subject of a Care Order and who are living at home subject to Placement with Parents Regulations. The remit would include a focus upon the revocation of Care Orders for those children who are successfully placed at home.	222	Red	Red-Amber
24	Increased translation and interpretation costs Costs in relation to translation and interpretation services increased by in excess of £100,000 across Social Services in 2015/16. It is anticipated that costs in this area will continue to grow due to increased demand for services which are required by legislation and regulation to be provided in the user's own language, and the additional requirements placed on the service by the Welsh Language Standards.	100	Red-Amber	Red-Amber
TOTAL SOCIAL SERVICES RE: DEMAND AND COST INCREASES		645		
25	Strategic Commissioning In order to meet current demand it is proposed that the Strategic Commissioning function be strengthened by the development of a new post that will undertake the strategic commissioning function across both Adults and Children's Services in conjunction with the Strategic Commissioning Team Manager. This individual will be substantially involved in the whole strategic commissioning process up to contract award which includes service redesign, engagement with stakeholders, service specification development and the tendering and evaluation process. This will enable the Directorate to ensure that commissioned services provide best value for money and comply with legislative requirements and meet local need in order to achieve desired outcomes for the most vulnerable people.	36	Red-Amber	Amber-Green
26	Increase capacity to manage growth of domiciliary, residential and nursing provision through the care contract process Due to demographic pressures and expected cost growth in commissioned services, the current contractual process for the arrangement, implementation and payment of residential and nursing placements and domiciliary care packages is to be improved. The development of the Brokerage service would enable implementation of new models of service procurement. There is an opportunity to proactively negotiate price within the market whilst sourcing high quality care by increasing resource in the Brokerage team. This would enable the Directorate to develop new functions to build supplier relationships, improve the identification of vacancies and capacity, negotiate prices and to robustly monitor the quality of care being delivered through these contractual arrangements.	105	Red	Amber-Green
27	Direct Payments To revise the Personal Assistant and agency rate for care provided in the community through directly purchased services (Direct Payments) rather than care arranged through the Council.	300	Red	Red-Amber
28	Social Work Capacity Due to a continued rise in caseloads, funding is required to enhance the Social Work capacity by 16 FTE which, alongside implementation of the Signs of Safety framework, will enable Social Workers to engage more effectively with children and families and should assist in limiting any increases in the number of looked after children entering the system because of lack of capacity.	419	Red	Red
29	Sustainability for the Multi Agency Safeguarding Hub (MASH) To sustain the MASH there is a requirement to build in costs associated with co-location with South Wales Police and further developments of safeguarding arrangements for Children and Adults at risk of significant harm.	186	Red	Red
30	Enhance Review Function Across Learning Disabilities and Mental Health Funding is required for three Social Workers to enhance the review function across Learning Disability (LD) and Community Mental Health Teams (CMHT) with regards annual reviews which ensure that people's outcomes are monitored and achieved in the most appropriate way. Where a change of need is identified and a review is necessary, there will be capacity to undertake this and assess whether identified outcomes can be met through community provision or whether commissioned services are required.	105	Red	Red-Amber
31	Continuing Health Care Additional posts to work with Health Partners to identify cases that meet the eligibility criteria for continuing health care funding.	84	Red	Amber-Green
TOTAL SOCIAL SERVICES RE: RESHAPING / PREVENTION CAPACITY		1,235		
TOTAL SOCIAL SERVICES		2,300		
COUNCIL TOTAL		4,638		

Appendix 7

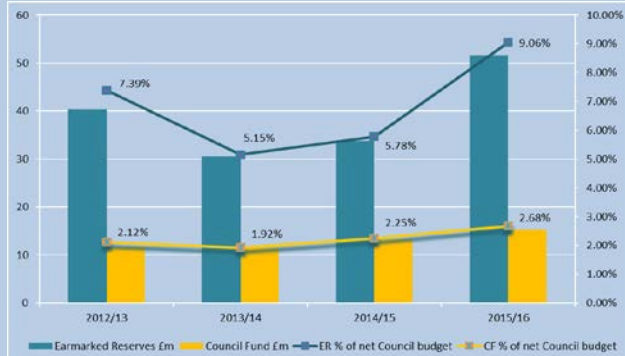
Risk Assessment Summary of 2017/18 Savings Proposals

		City Operations	Communities, Housing & Customer Services	Corporate Management	Economic Development	Education & Lifelong Learning	Governance & Legal Services	Resources	Social Services	Total Directorate Savings	Addressable Spend	Total Savings
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Planning Status	General	132	0	0	156	357	102	0	0	747	98	845
	Detailed	965	1,083	84	2,014	2,014	0	976	4,997	12,133	3,645	15,778
	Realised	92	0	0	0	0	0	292	0	384	0	384
	Total	1,189	1,083	84	2,170	2,371	102	1,268	4,997	13,264	3,743	17,007
Residual Risk	Red	0	0	0	0	0	0	0	0	0	0	0
	Red-Amber	0	200	0	753	175	102	352	4,757	6,339	236	6,575
	Amber-Green	284	293	0	994	1,936	0	443	240	4,190	313	4,503
	Green	905	590	84	423	260	0	473	0	2,735	3,194	5,929
	Total	1,189	1,083	84	2,170	2,371	102	1,268	4,997	13,264	3,743	17,007
Achievability Risk	Red	0	0	0	0	0	0	0	0	0	0	0
	Red-Amber	0	401	0	344	450	102	559	4,757	6,613	114	6,727
	Amber-Green	461	0	84	1,592	1,921	0	410	240	4,708	654	5,362
	Green	728	682	0	234	0	0	299	0	1,943	2,975	4,918
	Total	1,189	1,083	84	2,170	2,371	102	1,268	4,997	13,264	3,743	17,007
Equality Impact Assessment	Red	0	0	0	0	0	0	0	0	0	0	0
	Red-Amber	0	0	0	0	432	0	0	3,186	3,618	0	3,618
	Amber-Green	30	669	0	436	175	0	154	1,811	3,275	232	3,507
	Green	1,159	414	84	1,734	1,764	102	1,114	0	6,371	3,511	9,882
	Total	1,189	1,083	84	2,170	2,371	102	1,268	4,997	13,264	3,743	17,007

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FINANCIAL SNAPSHOT REPORT - BUDGET REPORT VERSION

Below gives an indication of the financial resilience of the Council as per the Statement of Accounts. Level of Council Fund (CF) and Earmarked Reserves (ER)

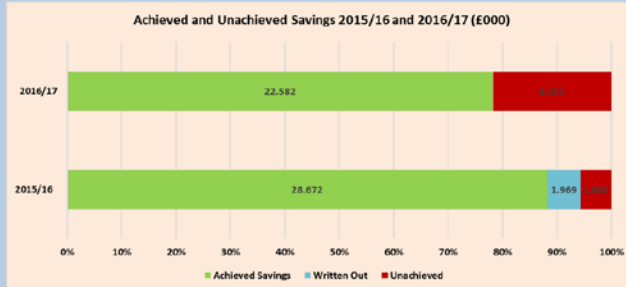


The figures below show the projected outturn position for the 2016/17 financial year for both revenue and capital.

Revenue Month 9 Projected Position

Directorate	Net Expenditure Budget £000	Projected Outturn £000	Variance £000	Variance %
City Operations	33,785	34,741	955	2.8%
Communities, Housing & CS	43,691	43,572	(119)	(0.3%)
Corporate Management	24,054	24,479	425	1.8%
Economic Development	13,015	12,920	(95)	(0.7%)
Education & Lifelong Learning	243,758	243,858	100	0.0%
Governance & Legal Services	4,714	4,659	(55)	-1.2%
Resources	19,421	19,261	(160)	(0.8%)
Social Services	146,705	152,686	5,981	4.1%
Total Directorates	529,144	536,176	7,032	1.33%
Capital Financing	35,310	34,790	(520)	(1.5%)
Discretionary Rate Relief	300	315	15	5.0%
General Contingency	4,000	0	(4,000)	(100.0%)
Summary Revenue Account etc.	9,407	8,107	(1,300)	(13.8%)
Council Tax Collection	0	(642)	(642)	0.0%
NDR Refunds on Council Properties	0	(585)	(585)	0.0%
Total	578,161	578,161	0	0.0%

Revenue Savings Achieved and Unachieved as at Month 9



Directorate	2015/16 £000	2016/17 £000	Total £000
City Operations	311	1,623	1,934
Communities, Housing & CS	132	383	515
Corporate Management	0	275	275
Economic Development	120	1,502	1,622
Education & Lifelong Learning	46	740	786
Governance & Legal Services	0	24	24
Resources	29	144	173
Social Services	1,194	1,562	2,756
Total	1,832	6,253	8,085

*The 2017/18 Budget will write out £1.073 million of the above unachieved savings.

Capital Month 9 Projected Position

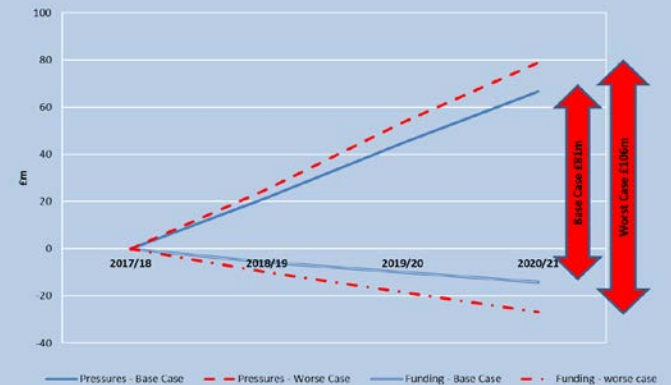
Directorate	Budget £000	Projected Outturn £000	Variance £000	Variance %	(Under)/ Overspend £000	Slippage £000
City Operations	27,539	22,194	(5,345)	(19.4%)	170	(5,515)
Communities, Housing & CS	14,072	11,162	(2,910)	(20.7%)	0	(2,910)
Economic Development	10,160	20,754	10,594	104.3%	0	10,594
Education & Lifelong Learning	47,525	31,431	(16,094)	(33.9%)	(63)	(16,031)
Resources	2,830	1,163	(1,667)	(58.9%)	0	(1,667)
Social Services	575	350	(225)	(39.1%)	(100)	(125)
Total	102,701	87,054	(15,647)	(15.24%)	7	(15,654)

The tables below show the Medium Term Financial Plan (MTFP), the risks and affordability indicators facing the Council.

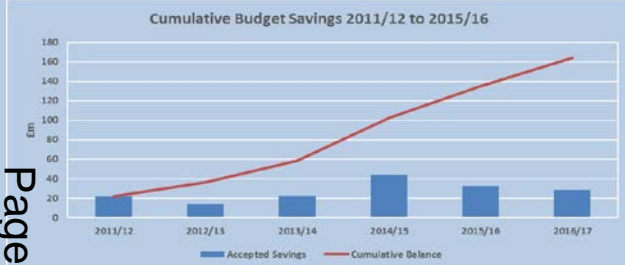
MTFP Scenario

	2018/19 £000	2019/20 £000	2020/21 £000	TOTAL £000
Financial Pressures	21,599	23,220	21,876	66,695
Funding Reductions	5,780	4,237	4,195	14,212
Budget Requirement Reduction	27,379	27,457	26,071	80,907
Budget Strategy Assumptions	7,680	6,839	6,388	20,907
Total Savings Required	19,699	20,618	19,683	60,000
Total Strategy	27,379	27,457	26,071	80,907

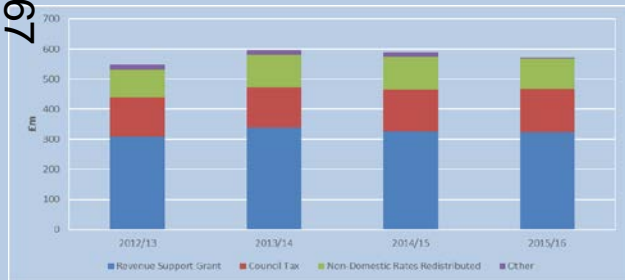
Modelling of Budget Gap 2018/19 - 2020/21



Cardiff Council Historic Cumulative Budget Savings



Actual Revenue Funding Split



Other Financial Ratios

Ratio	2012/13	2013/14	2014/15	2015/16
Working Capital to Gross Revenue Expenditure (%)	8.34%	5.18%	5.13%	6.02%
Usable Reserves to Gross Revenue Expenditure (%)	7.46%	6.43%	7.16%	10.31%
Earmarked Reserves to Gross Revenue Expenditure (%)	5.25%	3.85%	4.28%	6.63%
Unallocated/General Reserves to Gross Revenue Expenditure (days)	5	5	6	7
Long-term Borrowing to Long-term Assets (ratio)	0.22	0.25	0.24	0.35
Long-term Borrowing to Taxation & Non-Specific Grants (ratio)	0.75	0.69	0.72	1.05
Council Tax Due to Taxation & Non-Specific Grants (%)	25.58%	23.32%	25.64%	27.68%

Capital Expenditure & Capital Financing Requirement (CFR)

	31 Mar 16 £000	31 Mar 17 £000	31 Mar 18 £000	31 Mar 19 £000	31 Mar 20 £000
Capital Expenditure	Actual	Estimate	Estimate	Estimate	Estimate
Council Fund (General Fund)	82	87	113	81	18
Housing Revenue Account	207	23	30	31	24
Total Capital Expenditure	289	110	143	112	42
Capital Financing Requirement excl. Landfill					
Council Fund CFR	432	449	476	472	462
Housing Revenue Account CFR	277	274	282	291	292
Total CFR	709	723	758	763	754

Affordability Indicator - Capital Financing Costs as a % of Controllable Budget

	2011/12	2016/17	2017/18	2018/19	2019/20	2020/21	2021/22	Difference 11/12-21/22
Net	13.47	15.78	14.77	15.29	15.78	17.17	18.32	36.01
Gross	15.17	19.68	19.44	20.13	20.51	22.00	23.19	52.87

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Appendix 9(a)

EARMARKED RESERVES GENERAL FUND

	Reserve	Estimated balance at 31.03.17 £000	Estimated Movements 2017/18		Estimated balance at 31.03.18 £000	Purpose
			To finance budget £000	Other Commitments £000		
1	Apprenticeships and Trainees	850	0	(474)	376	To support the Council's commitment to young people through funding for apprenticeships and trainees.
2	Bereavement Services	20	0	45	65	To fund a planned programme of refurbishment and improvement.
3	Building Control Fee Earning	488	0	(69)	419	Represents historic surpluses relating to the ringfenced building control account which will be used to smooth the effects of any future deficits.
4	Bute Park Match Funding	178	0	(25)	153	To provide match funding for grant funded initiatives in relation to Bute Park as per the Heritage Lottery Fund agreement.
5	Cardiff Capital Region City Deal	87	0	(87)	0	Towards costs of Joint Cabinet for the Cardiff Capital Region in collaboration with Local Authorities, Welsh and UK Governments.
6	Cardiff Dogs Home Legacy	108	0	(5)	103	Donations left to Cardiff Dogs Home to be used for improvements to the home.
7	Cardiff Enterprise Zone	4,515	0	228	4,743	Budget set aside to fund expenditure on the Cardiff Enterprise Zone in future years.
8	Central Market Minor Works	43	0	(43)	0	To fund minor works at Cardiff Central Market.
9	Central Transport Service	365	0	(150)	215	To fund costs relating to the CTS vehicle service in future years.
10	City Wide Management & Initiatives	370	0	(330)	40	City wide management and initiatives including supporting marketing and infrastructure in relation to the City.
11	Community Based Services Transition	349	0	(150)	199	To fund the support for potential future community asset transfers.
12	Community Safety	26	0	(26)	0	To fund a temporary Community Safety Officer Post
13	Corporate Events & Cultural Services	478	0	(78)	400	To support feasibility studies and costs of major events and to offset future pressures arising from fluctuations in income within Venues and Cultural Services.
14	Discretionary Rate Relief	100	0	(50)	50	To fund changes to the NDR discretionary rate relief scheme.

Appendix 9(a)

	Reserve	Estimated balance at 31.03.17 £000	Estimated Movements 2017/18		Estimated balance at 31.03.18 £000	Purpose
			To finance budget £000	Other Commitments £000		
15	Emergency Management, Safeguarding and Prevent	70	0	(20)	50	Preventative measures in relation to safeguarding, Prevent agenda and emergency management.
16	Employee Changes	4,029	0	115	4,144	In accordance with the projected model, this is required to meet the costs associated with voluntary redundancy and other employee costs in future years.
17	Energy Conservation	315	0	35	350	To fund initiatives in connection with energy conservation.
18	Energy/Carbon Reduction	449	(100)	0	349	To provide funding for future unexpected increases in the Council's carbon reduction charges.
19	Flatholm	9	0	(9)	0	To fund essential unforeseen maintenance and provision for potential liabilities in relation to the future running of the island.
20	Fraud Detection	127	0	(66)	61	To supplement staffing and other costs associated with fraud detection.
21	Harbour Authority Project and Contingency Fund	607	0	(468)	139	To fund expenditure for the improvement and enhancement of infrastructure, assets, activities or services in and around the Bay.
22	Homelessness	1,245	0	(307)	938	To be used to meet increases in homelessness pressures.
23	Houses in Multiple Occupation Licensing	50	0	(12)	38	To spread the income in line with costs for the five year length of licences.
24	House Mortgage	29	(29)	0	0	This represents surpluses on the fund to meet net service costs but is no longer needed as all mortgages now discharged.
25	Housing Options Centre	937	0	(120)	817	To meet the budgeted capital financing costs of the new Housing Options Centre.
26	Housing Support	1,299	0	(104)	1,195	To improve sustainability by maintaining people's independence in their own homes.
27	ICT Holding Account	784	0	(175)	609	To fund future Business Process Improvement initiatives and other future ICT initiatives.
28	Inspectorate Support	308	0	(50)	258	To procure necessary consultancy for inspections and regulatory environment.

Appendix 9(a)

	Reserve	Estimated balance at 31.03.17 £000	Estimated Movements 2017/18		Estimated balance at 31.03.18 £000	Purpose
			To finance budget £000	Other Commitments £000		
29	Insurance	6,142	(1,000)	0	5,142	To protect the Council from future potential insurance claims.
30	Integrated Partnership Strategy	31	0	(31)	0	To support ongoing implementation of the Cardiff Integrated Partnership arrangements to include progression of work stream activities and facilitated support for joint working.
31	Invest to Save	350	0	(100)	250	To fund revenue invest to save schemes.
32	Joint Equipment Store - Pooled Budget	102	0	(72)	30	To be utilised to offset deficits or one off expenditure items in the pooled budget in future years.
33	Kitchen Improvement	258	0	(258)	0	To fund refurbishments of primary school kitchens in support of health and safety standards.
34	Legal Services	200	0	(200)	0	To fund future Legal Services initiatives, including projects in connection with ICT upgrades and procurement of additional resource on a temporary basis.
35	Local Lend a Hand Mortgage Scheme	222	0	3	225	Interest receivable in case of default on Local Lend a Hand Mortgage Scheme.
36	Local Plan	99	0	0	99	To support the cost of the Local Development Plan and any potential appeals or judicial reviews.
37	Major Projects	1,217	0	0	1,217	To contribute towards the cost of Major Projects.
38	Members Development	80	0	(80)	0	To support webcasting of Council meetings and any additional members' ICT software.
39	Municipal Election	646	0	(550)	96	To support the cost of local elections.
40	Non-Domestic Rates Due Diligence	60	0	0	60	To fund the costs of Non-Domestic Rates due diligence.
41	Organisational Development Programme	421	0	(394)	27	To fund additional advice/support for the delivery of Organisational Development projects. Requests for funding are presented to the Investment Review Board for approval.
42	Out of School Childcare	110	0	(9)	101	Surplus balances from each school operating an out of school childcare scheme. These can be drawn upon by each school to balance in year.

Appendix 9(a)

	Reserve	Estimated balance at 31.03.17 £000	Estimated Movements 2017/18		Estimated balance at 31.03.18 £000	Purpose
			To finance budget £000	Other Commitments £000		
43	Parking & Enforcement	153	0	69	222	This represents surpluses on parking & enforcement schemes which, under the Road Traffic Act 1984, have to be reinvested in Road Traffic Schemes.
44	Projects Design and Development	77	0	0	77	To cover unattributable anomalies in building design and construction.
45	Property Management System	111	0	(111)	0	To fund new corporate Property Management System.
46	Public Service Board Initiative	23	0	(23)	0	To fund scrutiny work in connection with the Public Service Board.
47	Registration Service Improvement	29	0	(10)	19	To fund various service improvements.
48	Resources	1,303	0	(667)	636	To provide funding to a number of areas within the Resources Directorate particularly where transition to new methods of operation are required.
49	Schools Catering	444	0	(142)	302	To be used to support the Schools Catering Service, including the implementation of a cashless transaction system for secondary schools and the costs associated with a temporary catering unit at Cantonian High School.
50	Schools Formula Funding	1,133	0	(60)	1,073	Contingency Fund set aside to meet unplanned and unforeseen expenditure incurred by or on behalf of the delegated schools' budgets.
51	School Organisation Plan	6,843	0	(1,972)	4,871	To be used to manage the cash flow implications of the School Organisation Plan financial model.
52	Scrutiny Development & Training	50	0	(50)	0	To fund Member development and training.
53	Scrutiny	21	0	(21)	0	Contingency fund to allow for impacts as part of Scrutiny Review and specific ICT replacement costs.
54	Social Care Technology	611	0	(250)	361	To support social care IT developments.
55	Waste Management	2,765	(171)	0	2,594	To support additional waste management initiatives to achieve recycling targets.
56	Welfare Reform	3,916	(200)	(643)	3,073	To fund costs in connection with potential future welfare reform and Council Tax Reduction Scheme.

Appendix 9(a)

	Reserve	Estimated balance at 31.03.17 £000	Estimated Movements 2017/18		Estimated balance at 31.03.18 £000	Purpose
			To finance budget £000	Other Commitments £000		
57	Youth and Community Education	90	0	(90)	0	To fund costs connected with the refurbishment of youth centres retained in the revised service, and potential transitional costs resulting from the Youth Service restructure.
		45,742	(1,500)	(8,056)	36,186	

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EARMARKED RESERVES HRA

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Reserve	Estimated balance at 31.03.17 £000	Estimated Movements 2017/18		Estimated balance at 31.03.18 £000	Purpose
		To finance budget £000	Other Commitments £000		
Housing Repairs & Building Maintenance Services	366	0	(226)	140	To fund costs of the Housing Repairs Account and Building Maintenance Replacement/Services.
Modernising ICT	52	0	(52)	0	To support costs of improving business processes.
Tackling Overcrowding	175	0	(89)	86	To fund costs of the Tackling Overcrowding project.
Housing Development	1,900	0	0	1,900	To fund the development of the additional build programme, other land and property acquisitions and to support the Housing Partnership Programme.
	2,493	0	(367)	2,126	

Reserve	Estimated balance at 31.03.17 £000	Estimated Movements 2017/18		Estimated balance at 31.03.18 £000	Purpose
		To finance budget £000	Other Commitments £000		
General Housing	8,438	0	0	8,438	General housing balances.
	8,438	0	0	8,438	

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Employee Implications of Budget

All figures are expressed in terms of full time equivalent posts

Ref	Savings/Pressure Title	Voluntary Redundancy	Vacant	Redeployment*	New Post	Total FTEs
City Operations						
1	Cycling Strategy Delivery				1.00	1.00
2	Intensive Cleaning Initiative				9.00	9.00
City Operations Net Position		0.00	0.00	0.00	10.00	10.00
Communities, Housing and Customer Service						
3	New Approach to Locality and Neighbourhood Service Delivery			(8.00)		(8.00)
					5.00	5.00
4	Providing budgeting and income maximisation services for the most vulnerable				4.00	4.00
5	Additional Senior Occupational Therapists - packages of care reviews				2.00	2.00
Communities , Housing and Customer Services Net Position		0.00	0.00	(8.00)	11.00	3.00
Economic Development						
6	Increase in Income - Culture, Venues and Events Management			(0.40)		(0.40)
7	Pest Control - Expanding Market Share				1.00	1.00
8	Efficiency Improvements to changes within Waste Services			(3.00)		(3.00)
9	Central Transport Services income generation				2.00	2.00
10	Recycling and Reuse Centre				1.00	1.00
Economic Development Net Position		0.00	0.00	(3.40)	4.00	0.60
Education						
11	Reduction in Central budget for the Education Welfare Team			(3.00)		(3.00)
12	Central Staffing Costs			(7.00)		(7.00)
13	Child Friendly City Status - Unicef Child Rights Partner Programme				0.60	0.60
Education Net Position		0.00	0.00	(10.00)	0.60	(9.40)
Governance and Legal Services						
14	Business Support to Members				3.00	3.00
Governance and Legal Services Net Position		0.00	0.00	0.00	3.00	3.00
Resources						
15	Automation of forms, E billing and transactional website in order to generate channel shift from telephone in respect of Council tax and Non Domestic Rates (NDR) recovery		(1.50)			(1.50)

Note that where savings proposals are part year and have a staff implication, this appendix identifies the head count implication in the year saving commences.

Ref	Savings/Pressure Title	Voluntary Redundancy	Vacant	Redeployment*	New Post	Total FTEs
16	Business Support Restructure which will reflect process and technological changes such as flexitime, post room and business support		(4.00)			(4.00)
17	Further reduction in posts in Accountancy following review of responsibilities	(1.00)	(1.00)			(2.00)
18	Review of staff structure in Organisational Development		(3.00)			(3.00)
19	Human Resources Business Efficiencies	(1.00)	(1.00)			(2.00)
20	Reduction in Cabinet Office	(1.00)				(1.00)
21	Support for Trainee Placement Programme				1.00	1.00
Resources Net Position		(3.00)	(10.50)	0.00	1.00	(12.50)

Social Services

22	Remodelling of Children's Services		(1.00)	(3.00)		(4.00)
23	Re-modelling of skill mix within Adults Social Work Teams		(2.50)			(2.50)
24	Review of Social Work Resource in Hospitals		(2.50)			(2.50)
25	Social Services and Well Being Act				4.00	4.00
26	Capacity to undertake qualitative performance monitoring				1.50	1.50
27	Rehabilitation Services to people registered with sight loss/severe sight loss				2.25	2.25
28	Carers Assessment Workers				2.00	2.00
29	Connected Persons Assessments				4.00	4.00
30	Child Sexual Exploitation (CSE) Prevention Team				7.00	7.00
31	Learning Disabilities Internal Day Care				6.50	6.50
32	Complaints & Access to Records				3.60	3.60
33	Placement with Parents and Therapy costs				5.00	5.00
34	Strategic Commissioning				1.00	1.00
35	Increase capacity to manage growth of domiciliary, residential and nursing provision through the care contract process				8.00	8.00
36	Social Work Capacity				16.00	16.00
37	Sustainability for the Multi Agency Safeguarding Hub (MASH)				2.00	2.00
38	Enhance Review Function Across Learning Disability and Mental Health				3.00	3.00
39	Continuing Health Care				2.00	2.00
Social Services Net Position		0.00	(6.00)	(3.00)	67.85	58.85
Totals		(3.00)	(16.50)	(24.40)	97.45	53.55

*Where reductions are yet to be confirmed due to the scope of a proposal, it is assumed that consideration would be given to redeployment in the first instance.

Note that where savings proposals are part year and have a staff implication, this appendix identifies the head count implication in the year saving commences.

Financial Resilience Mechanism - one-off use for 2017/18		£000	
Visible Street Scene	Highway and Footway Reconstruction	540	To address the deterioration of footways immediately surrounding the large number of street trees within Cardiff and allow preventative maintenance of Cardiff's distributor roads.
	Asset Team - Continued targeted highway improvement across city	320	To continue with the programme of works, started in 2016/17, that will improve the condition of the adopted highway network.
	Essential City wide road marking and sign refurbishment programme.	200	To address the backlog of line and sign replacement/refreshment throughout the city - key to the safe movement of traffic and a key prevention of road traffic collisions.
	Neighbourhood Services - Continued funding of City Centre Afternoon Waste Enforcement Team	150	To enable City centre/city wide waste enforcement teams to work afternoon and weekends to enable delivery of a high quality Total Street Scene service to the residents of Cardiff.
	Asset - City Centre/Public Realm improvements	100	To fund a specialist team and associated materials required to maintain the high quality materials used in the City Centre public realm areas such as High Street/St Mary Street and Queen Street in a safe and presentable condition.
	Slip Road and roundabout cleansing	50	To increase from three to six Gateway Routine Annual Strategy Programme cycles next year.
	Additional Weed Control Treatment	25	Treatment on the highway and rear lanes.
	Address backlog in tree and hedge maintenance	100	City wide including high speed routes.
	Asset review and renewal programme for bins	150	Funding for replacement of 25% of public litter bins.
	Street Furniture Audit	25	Review of street furniture and removal of clutter.
	Keep clear marking outside schools	50	To accelerate the programme and assist with enforcement outside schools.
Total	1,710		

Appendix 11

Financial Resilience Mechanism - one-off use for 2017/18		£000	
Property Condition	Statutory Obligations - Inspection Work	400	To provide a programme of Condition and Mechanical Electrical Surveys across the Council's estate which will provide an accurate and up to date account of outstanding and priority works.
	Cardiff Market partial roof refurbishment	300	To allow for partial refurbishment of the market roof in order to prevent water ingress.
	Refurbishment of Sports Facilities	300	To upgrade facilities including Rumney Recreation Ground, Trelai Changing Rooms, Seven Oaks and Thornhill parks.
	Total	1,000	
Transitional Arrangements	Communities First	300	To help organisations affected by the phasing out of the WG's Communities First Programme to source alternative funding streams for key posts and/or projects.
	Challenge Cymru	200	To provide transitional funding to those schools significantly impacted by the end of the WG's Challenge Cymru funding on 31 March 2017.
	Continue with current Youth Service savings but increase transitional funding for communities/ organisations to take on the initiatives.	100	To provide transitional funding where grants or Council led provision are being reduced, enabling certain elements of provision to be continued.
	Time Credits volunteering arrangement initiative.	60	To secure the time credits volunteering arrangement into 2017/18, allowing additional time to source other funding opportunities after 2018.
	Total	660	
City Centre Enforcement / Security	Public Area Protection	250	To support improvements relating to the installation of bollards as part of public protection measures in the City Centre.
	Taxi Enforcement	40	To provide an Enforcement Officer to ensure taxi drivers are complying with the terms of their licence.
	Total	290	

Appendix 11

Financial Resilience Mechanism - one-off use for 2017/18		£000	
Parking Strategy	Feasibility Study - Electric Vehicles	50	To conduct a feasibility study into the possible introduction of a number of designated parking spaces for Electric Vehicles.
	Car Free Day Initiative	40	To repeat and extend the Car Free Day initiative introduced in 2016/17.
	20 mph schemes	200	To provide continued rollout of additional 20mph areas.
	Residential Parking Schemes	50	To install further residential parking schemes.
	Total	340	
GRAND TOTAL		4,000	

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CARDIFF COUNCIL: FEES AND CHARGES 2017/18

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
City Operations						
Bereavement & Registration Services						
1	Cremation Fee	£530.00	£10.00	1.89%	1 April 2017	The proposed new charge is £540.00.
2	Burial Fee	£600.00	£30.00	5.00%		The proposed new charge is £630.00
3	Child Burial/Cremation	£75.00	(£75.00)	(100.00%)		Child (0-16 years of age inclusive) burials and cremations will no longer incur a charge from 1 April 2017.
4	Grave purchase Fee	£675.00	£15.00	2.22%		The proposed new charge is £690.00
5	Cremated Remains Burial	£230.00	£10.00	4.35%		The proposed new charge is £240.00
6	Cremated Remains Purchase	£280.00	£10.00	3.57%		The proposed new charge is £290.00
7	Registration Ceremony Fees - St David's Room - Weekdays	£195.00	£10.00	5.13%		The proposed new charge is £205.00
8	Registration Ceremony Fees - St David's Room - Weekends	£245.00	£10.00	4.08%		The proposed new charge is £255.00
9	Registration Ceremony Fees - Approved Premises - Weekdays	£330.00	£20.00	6.06%		The proposed new charge is £350.00
10	Registration Ceremony Fees - Approved Premises - Weekends	£425.00	£20.00	4.71%		The proposed new charge is £445.00
11	Registration Ceremony Fees - Approved Premises - Bank Holidays	£475.00	£20.00	4.21%		The proposed new charge is £495.00
12	Webcast of Ceremony	£75.00	Nil	Nil		No proposed increase.
13	DVD of Ceremony	£65.00				
14	Webcast and DVD of Ceremony	£95.00	£5.00	5.26%		The proposed new charge is £100.00
15	Audio recording of ceremony	£55.00	Nil	Nil		No proposed increase.
16	Registry Office Ceremony fee	£49.00				
17	Notice Fee	£35.00				
18	Citizenship ceremonies Fee	£80.00				
19	Certificate Fee	£10.00				
20	Registrars Certificate	£4.00				
21	Copy Certificates Standard service	£7.00				
22	Copy Certificates - Priority Service within 24hours)	£17.00				
23	Memorial Income	Various				No proposed increase. Various fees to be reviewed individually dependent on supplier costs.
Nationality Checking Services						
24	Single adult	£80.00	£5.00	6.25%	1 April 2017	The proposed new charge is £85.00
25	Single child	£55.00	£5.00	9.09%		The proposed new charge is £60.00
26	Settlement checking service	£110.00	£15.00	13.64%		The proposed new charge is £125.00
Dogs Home						
27	Dogs Home - Puppies Rehoming Fees	£150.00	Nil	Nil	1 April 2017	No proposed increase.
28	Dogs Home - Other Dogs Rehoming Fees	£100.00 - £300.00				
Parks						
29	Allotments - Full Price	Category A £11.36 per pitch Category B £11.04 per pitch Category C £10.62 per pitch Chalet £108.00 Brick cubicle £25.00	Nil	Nil	1 April 2017	No proposed increase.

Appendix 12 (a)

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
30	Allotments - Concession	Category A £5.68 per pitch Category B £5.52 per pitch Category C £5.31 per pitch Chalet £53.50	Nil	Nil	1 April 2017	No proposed increase.
Planning						
31	Planning Fees	Various	Nil	Nil	1 April 2017	No proposed increase.
32	Building Control Charges Statutory	Various				No proposed increase.
33	Admin Fee from Section 106 Agreements	6% of agreement price				Income will vary dependent on level of work. The percentage charged is subject to legal restrictions.
34	Tree Preservation Orders - search and copy of information	£10.00 - Extract £20.00 - full copy	£5.00 - Extract £10.00 - Full Copy	50.00%		The proposed new charges are: £15.00 extracts, £30.00 full copies.
Pre Application Advice						
35	Pre Application Advice - Statutory Charges • Householder - £25 • Minor Development - (1-9 dwellings; floor space including change of use less than 999m ²) • Major Development - (1—24 dwellings, floor space including change of use 1,000 to 1,999m ²) • Large Major Development (More than 24 dwellings, floor space including change of use more than 1,999m ²)	£25.00 £250.00 £600.00 £1000.00	Nil	Nil	1 April 2017	These are statutory charges.
36	Pre Application Advice Category 'A' Strategic Development • 25 or more residential units (including conversion) • 2,000m ² or more of commercial floor space • change of use of buildings or land over 2000m ² • mixed use development of a site of 1ha and over • development requiring an Environmental Impact Assessment.	£2500 plus VAT with additional hourly rate of £100 plus VAT (Initial meeting - no charge)				No proposed increase. The Council offers a discretionary pre application service in addition to the significantly cheaper statutory pre application service. This provides enhanced information for applicants justifying an increased fee but any further increases would likely lead to applicants using the cheaper statutory route resulting in an overall reduction in income for the Council from this source.
37	Pre Application Advice Category 'B' Major Development • 10-24 residential dwellings (including conversion) • 1000m ² – 1999m ² of commercial floor space • change of use of buildings or land between 1000m ² – 1999m ² • development of a site of 0.5ha – 0.99ha • mixed use developments with a combined floor space of 1000m ² – 1999m ² .	£1250 plus VAT with additional hourly rate of £100 plus VAT (Initial meeting - no charge)				
38	Pre application Advice CATEGORY 'C' – Minor Development • 1-9 residential dwellings (including conversion) • 100m ² – 999m ² of commercial floor space • change of use of buildings or land between 100m ² -999m ² • mixed use developments with a combined floor space of less than 0.5ha • telecommunications equipment and masts not being confirmation of permitted development • advertisement applications • agricultural developments Pre application advice - development.	£250 plus VAT with additional hourly rate of £100 plus VAT				

Appendix 12 (a)

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
39	Pre Application Advice CATEGORY 'D' – Domestic / Miscellaneous Development and Exemptions	£50 plus VAT without additional hourly rate	Nil	Nil	1 April 2017	No proposed increase. The Council offers a discretionary pre application service in addition to the significantly cheaper statutory pre application service. This provides enhanced information for applicants justifying an increased fee but any further increases would likely lead to applicants using the cheaper statutory route resulting in an overall reduction in income for the Council from this source.
Transportation						
40	Section 38 (Creation of New Public Highways)	This charge is based on 2 elements, a fixed 7% fee applied to a rate of £850.00 per linear metre	Nil	Nil	1 April 2017	No proposed increase. These are statutory fees .
41	Section 278 Agreement	7% engineering fee based on total cost of highway works connected with the development				
42	Road and Street Works Act (RASWA)	Various based on size of scheme				
43	3D Scanner	£800	See comment	See comment		Introduced from 1st September 2016. This includes the use of the scanner and two men for one day. No proposed increase.
44	Road Safety Audits (RSA)	£150.00 - Desktop check/Advice £250.00 - Essential RSA, £480.00 - Minor Works RSA, £720.00 - County Works RSA, £1080.00 Full RSA.	Nil	Nil		£150 Desktop check/Advice is a new charge introduced this year. Other charges were increased significantly mid 2016/17. No further increase proposed for 2017/18
45	Sign Design and Signals	Various based on size of scheme	Various	3%		The proposed new charges vary, based on size of scheme.
46	Accident Information	Various - based on request/ complexity. Standard charge based on: Up to 40 collisions £225.00 partial £335.00 full Between 40-80 collisions £450 partial £670 full >80 collisions - ad hoc	£11.00 - £34.00	4.8-5.0%	The proposed new charges vary - based on request/ complexity. The standard charge is based on the following: Up to 40 collisions £236.00 partial £352.00 full Between 40-80 collisions £472.00 partial £704.00 full >80 collisions - ad hoc	

Appendix 12 (a)

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment		
47	Traffic Regulation Orders	Emergency notices £415.00 Traffic Regulation Orders with Advert £1690.00	£15.00 £200.00	3.61% 11.83%	1 April 2017	The proposed new charges are: Emergency notices £430.00 Traffic Regulation Orders with Advert £1890.00		
48	Traffic Data	Various - based on request - no. of man hrs	Various	3%		The proposed new charges vary - based on number of man hours required to fulfil request.		
49	CCTV requests in connection with Data Protection Act	£10.00 CD/DVD	Nil	Nil		Requests come under FOI.		
50	Traffic Signal - Switch Offs	£330.00 per switch off/on plus a £50.00 admin charge per invoice	Switch off/on £10.00 Admin charge £5.00	Switch off/on 3% Admin charge 10%		The proposed new charge is £340 per switch off/on plus a £55 admin charge per invoice.		
51	Land / Property Searches	£86.00	£4.00	4.65%		The proposed new charge is £90.00		
52	Licence for Digital Advertising sites on the Highway per Advertising Panel	£1,200.00	Nil	Nil		This is a new charge in 2016-17 to incorporate the increased number of digital advertising sites throughout Cardiff. No proposed increase for 2017/18.		
53	Fixed Penalty Notices for Highways/Environment Offences	£100.00				New charge to be enforced via new Enforcement Team in 2016-17. No proposed increase for 2017/18.		
54	Skip License - Standard Charge	£30.00 for 7 days £67.00 for 28 days				2 Tier Charge £30 for 7 days and £67 for 28 days. Will be monitored closely and strictly enforced with £100 fines. New charging structure and digitalisation processes. No proposed increase for 2017/18.		
55	Fine for Illegally Placed Skips	£100.00				No proposed increase. New enforcement and digitalisation processes in place, will be monitored closely and strictly enforced with £100 Highways Fixed Penalty Notices.		
56	Section 171 Opening Up Notice	£219.00				No proposed increase.		
57	Section 50 - Installation of Equipment, In ,On or Above the Public Highway	£424.00				The proposed new charge is £70.00		
58	Storage of Building Materials on the Highway	£67.00				£3.00	4.48%	The proposed new charge is £225.00
59	Containers Sited on the Public Highway	£221.00				£4.00	1.81%	The proposed new charge is £171.00
60	Cherry Picker/Mobile Elevating Work Platform (MEWP)	£169.00				£2.00	1.18%	The proposed new charge is £380.00
61	Mobile Cranes	£374.00				£6.00	1.60%	The proposed new charge is £380.00
62	Tower Crane Oversail	£374.00			£6.00	1.60%	The current charge applies to all, regardless whether residential or commercial. A new charging structure is proposed and the new charges are: Residential permit per street £100 (28 days) Renewal £100 (28 days) Commercial permit per street £300 (28 days) Renewal £250 (28 days)	
63	Permits for Hoardings on the Public Highway	£169.00			See comment	See comment	The current charge applies to all, regardless of size or whether residential or commercial. A new charging structure is proposed and the new charges are: Residential £100.00 (2 days) Small £150.00 (28 days), Renewal £50.00pw Medium £222.00 (28 days), Renewal £88.00 pw Large £500.00 (28 days), Renewal £88.00 pw	
64	Scaffold Licences - Residential	£221.00			See comment	See comment		
65	Scaffold Licences - Commercial							

Appendix 12 (a)

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
66	Vehicle Crossovers	£169.00	£2.00	1.18%	1 April 2017	The proposed new charge is £171.00
67	Advertising Frame Permits - New Applications	£169.00	£2.00	1.18%		The proposed new charge is £171.00
68	Advertising Frame Permits - Renewals	£118.00	£7.00	5.93%		The proposed new charge is £125.00
69	Tables & Chairs on the Public Highway	Starts at £169.00 then increases dependent upon numbers	Various	Various		The proposed new charges are: 1-2 Tables up to 8 chairs £200.00 3-4 Tables up to 16 chairs £500.00 5-10 Tables up 40 chairs £900.00 11+ Tables and over 40 chairs £900.00 + £35.00 for every Chair over 40
70	Charges for Temporary Signs	£67.00	£3.00	4.48%		The proposed new charge is £70.00
71	Additional Inspections	£51.00	£4.00	7.84%		The proposed new charge is £55.00
72	Road and Street Works Act (RASWA) Supervisory Charge	£47.50	Nil	Nil		No proposed increase. Charge set by statute.
73	Road and Street Works Act (RASWA) - All Inspections	£50.00				
74	Fixed Penalty Notice for New Roads & Street Works Act	£80.00				
75	Section 74 Notice - Charges for Overstays	£100.00				
76	School Transport Bus Passes	£325.00			£25.00	
77	Replacement of School Bus Passes	£10.00	Nil	Nil	1 April 2017	No proposed increase.
78	Replacement Bus Passes Concessionary Travel (per pass)	£5.00				No proposed increase. Price can only reflect admin costs.
79	Disclosure Barring Service (DBS) check for School Transport)	£44.00				No proposed increase.
80	Shopper Park & Ride (Excluding Cardiff East)	£4.00 - 1 person in car £5.00 - 2 or more	Nil	Nil	1 April 2017	No proposed increase.
81	Hiring Out Vehicles to School Transport	Based on cost of vehicle plus 10% - administration fees				No proposed increase. Minimal use.
Parking						
82	Parking Penalty Charge Notices	£35.00	Nil	Nil	1 April 2017	Fees set by Welsh Government. This charge becomes £70.00 after 14 days.
83	Moving Traffic Offences	£35.00				No proposed increase. Fees set by Welsh Government.
84	Replacement Blue Badges	£10.00				No proposed increase as last increased Sept 2015 - in line with the Council's Parking Strategy.
85	On Street Parking	Various				
86	Car Parks	Various				
87	Resident Parking Permits	£7.50 1st permit & visitor only, £30.00 2nd permit & visitor				
Charges for Street Numbering of Properties						
88	Developments	Up to 5 plots £200.00 6-10 plots £250.00 more than 10 plots £300.00 plus £20.00 per plot (from Unit 1)	£50 £50 £50 plus £5 per plot	16% - 25%	1 April 2017	The proposed new charges are: Up to 5 plots £250.00 6-10 plots £300.00 more than 10 plots £350.00 plus £25.00 per plot (from Unit 1)
89	Flat complexes	£65.00	£35.00	53.85%		The proposed new charge is £100.00.
90	Changes to street/building names and numbers (after original notification)	£500.00 plus £10.00 per unit after notification £500.00 at residents' request	£100.00 plus £5.00 per unit after notification £100.00 at residents' request	20% plus 50% per unit after notification 20% at residents' request		The proposed new charges are: £600.00 plus £15.00 per unit after notification £600.00 at residents' request

Appendix 12 (a)

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
91	Changes to street/building names and numbers	£200.00 creation of new road name, £100.00 change of house name	£50.00 - £100.00	25% - 100%	1 April 2017	The proposed new charges are: £250.00 creation of new road name £200.00 changes to existing properties.
92	Searches/Address Confirmation	£50.00	Nil	Nil		No proposed increase.
Harbour - Car Parking						
93	Car parking fees - Havannah Street	£1.50 for 1 hour £3.00 for 2 hours £4.00 for 3 hours £5.50 for 4 hours £6.50 for 5 hours £7.50 for 6 hours £8.50 for 7 hours £15.00 8-24 hours	£0.15-£3.00	10-20%	1 April 2017	The proposed new charges are: £1.65 for 1 hour £3.30 for 2 hours £4.40 for 3 hours £6.05 for 4 hours £7.15 for 5 hours £9.00 for 6 hours £10.20 for 7 hours £18.00 8-24 hours
94	Barrage Car Park	£1.50 for 1 hour £2.50 for 2 hours £3.50 for 3 hours £4.50 for 4 hours £5.50 for 5 hours £6.50 for 6 hours £7.50 for 7 hours £8.50 for 8 hours.	£0.15-£1.70			The proposed new charges are: £1.65 for 1 hour £2.75 for 2 hours £3.85 for 3 hours £4.95 for 4 hours £6.05 for 5 hours £7.80 for 6 hours £9.00 for 7 hours £10.20 for 8 hours.
Harbour - Navigation & Mooring						
95	Navigation Fee - per metre	£23.11	£0.46	2.00%	1 April 2017	The proposed new charge is £23.57. Yacht clubs and marinas are entitled to 60% discount under the Barrage Act.
96	Permission to Moor - per metre	£15.75	£0.31	2.00%		The proposed new charge is £16.06. Yacht clubs and marinas are entitled to 60% discount under the Barrage Act.
97	Provision of Mooring	£91.80	Nil	Nil		No increase as currently no mooring provided.
98	Commercial operator's licence	£165.00 plus £0.10 per passenger carried	£5.00	3.00%		The proposed new charge is £170.00 plus £0.10 per passenger carried.
99	Launching permits for sailing craft, motor craft or multi person rowing craft (Section 15(1)(a))	£11.50	Nil	Nil		No proposed increase.
100	Launching permits for single person rowing craft and windsurfers	£5.00				
101	Use of Harbour Authority landing stages.	£382.50	£7.65	2.00%		The proposed new charge is £390.15
102	Short stay moorings - Inner Harbour- per hour	£1.00	Nil	Nil		No proposed increase.
Cardiff Port Health Authority						
103	Port Health - Sanitation Inspection (Up to 1,000 tonnes)	£80.00	Nil	Nil	1 April 2017	No proposed increase.
104	Port Health - Sanitation Inspection (1,001-3000 tonnes)	£115.00				
105	Port Health - Sanitation Inspection (3,001-10,000 tonnes)	£175.00				
106	Port Health - Sanitation Inspection (10,001-20,000 tonnes)	£230.00				
107	Port Health - Sanitation Inspection (20,001-30,000 tonnes)	£295.00				
108	Port Health - Sanitation Inspection (Over 30,000 tonnes)	£350.00				
Waste - Enforcement						
109	Abandoned Trolley Recovery Fee	£75.00	Nil	Nil	1 April 2017	No proposed increase.

Appendix 12 (a)

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
Communities, Housing & Customer Services						
Gypsy & Traveller Sites						
110	Gypsy Sites - Rent - per pitch - per week	£69.37 Rover Way, £76.94 Shirenewton.	£1.06 Rover Way/ £1.23 Shirenewton.	1.60%	3 April 2017	The proposed new charges are: £70.43 Rover Way £78.17 Shirenewton
111	Gypsy & Traveller Site Service charge - per pitch - per week	£30.38 Rover Way, £26.90 Shirenewton	Nil	Nil		Cost held pending installation of water meters.
Disabled Facilities Services						
112	6% admin costs on Home Improvement Loans	6%	Nil	Nil	1 April 2017	No proposed increase.
113	Disabled Facility Grant Income	£900.00 or 15% whichever the greater				
Telecare						
114	Community Alarm Service - Contact Only - per week	£1.94	Nil	Nil	1 April 2017	No proposed increase.
115	Community Alarm Service - Contact and Mobile Response - per week	£4.56				
116	Telecare Packages - per week (Adult Services referrals)	£3.97				
117	Telecare SIM Units - monthly charge	£6.50				
118	Supply and installation of telecare monitoring unit	£125.00				
119	Installation of reconditioned telecare monitoring unit	£30.00				
120	Installation of reconditioned telecare monitoring unit AND pendant	N/A	See comment	See comment		Previously no formal option if pendant required. The proposed new charge is £50.00
121	Replacement Telecare pendant	£40.00	Nil	Nil		No proposed increase.
122	Supply / installation of keysafe for mobile response customer	£50.00				
123	Supply / installation of keysafe for contact only customer	£65.00				
124	Supply / installation of keysafe for non-Telecare customer	£99.00				
Local Training Enterprise Centres						
125	St Mellons Enterprise Centre - Units 1 to 5 (each)	£3,000.00	Nil	Nil	1 April 2017	Units, 1, 3, 4, 5 are filled - the Business Units will continue to be rented out to tenants until the end of 2017. The land will be sold off at the end of this period.
126	St Mellons Enterprise Centre - Units 6-10 (combined)	£13,500.00				Units 6 to 10 are rented out to Flying Start. The Business Units will continue to be rented out to tenants until the end of 2017. The land will be sold off at the end of this period.
127	St Mellons Enterprise Centre - Nursery Unit	£24,500.00				Nursery Unit is currently empty.
Libraries						
128	Non-children's book late return penalty charge	£0.15	£0.05	33.33%	1 April 2017	The proposed new charge is £0.20
129	Spoken word late return penalty charge	£0.40	£0.05	12.50%		The proposed new charge is £0.45
130	Spoken word loan charge - 3 weeks	£1.65	£0.05	3.03%		The proposed new charge is £1.70
131	Music recording loan charge - 1 week	£0.60	£0.05	8.33%		The proposed new charge is £0.65
132	Music recording late return penalty charge - per week	£0.60	£0.05	8.33%		The proposed new charge is £0.65
133	DVD, video or DVD loan charge - per week	£2.50	£0.10	4.00%		The proposed new charge is £2.60
134	DVD, video or CD ROM late return penalty charge - per week	£2.50	£0.10	4.00%		The proposed new charge is £2.60
135	Children's DVD or video loan charge - per week	£1.50	Nil	Nil		No increase to children's charges.
136	Children's DVD or video late return penalty charge - per week	£1.50				
137	PC printouts - A4	£0.20	£0.05	25.00%		The proposed new charge is £0.25
138	PC printouts - A3	£0.40	£0.05	12.50%		The proposed new charge is £0.45
139	Photocopies - A3/A4 b/w	£0.10	£0.05	50.00%		The proposed new charge is £0.15
140	Photocopies - A4 colour	£1.00	£0.10	10.00%		The proposed new charge is £1.10
141	Photocopies - A3 colour	£1.50	£0.10	6.67%		The proposed new charge is £1.60
142	Reservations for stock from outside Cardiff (interlibrary loans)	£10.00	£0.20	2.00%	The proposed new charge is £10.20	
143	Replacement card - Adult	£1.75	£0.25	14.29%	The proposed new charge is £2.00	

Appendix 12 (a)

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
144	Replacement card - Child	£0.50	£0.10	20.00%	1 April 2017	The proposed new charge is £0.60
145	Central Library Fax service :UK - A4	£1.00	£0.10	10.00%		The proposed new charge is £1.10
146	Central Library Fax service :Europe - A4	£2.00	£0.10	5.00%		The proposed new charge is £2.10
147	Central Library Fax service :Worldwide - A4	£4.00	£0.10	2.50%		The proposed new charge is £4.10
148	Central Library Fax service :Incoming	£1.00	£0.10	10.00%		The proposed new charge is £1.10
149	Gallery/Exhibitions	20% of all sales and orders	Nil	Nil		No increase proposed. Fixed percentage.
150	Local Studies Dept research fee - per hour	£15.00	£0.20	1.33%		The proposed new charge is £15.20
151	Local Studies Dept scanned or digital images fee - per item	£3.00	£0.10	3.33%		The proposed new charge is £3.10
152	Local Studies Dept photocopies by staff	£0.20	£0.05	25.00%		The proposed new charge is £0.25
153	Local Studies Dept photocopies by staff - A4	£2.00	£0.10	5.00%		The proposed new charge is £2.10
154	Local Studies Dept photocopies by staff - A3	£3.00	£0.10	3.33%		The proposed new charge is £3.10
155	Local Studies Dept reproduction fees - not for profit individual/organization	£10.00	£0.10	1.00%		The proposed new charge is £10.10
156	Local Studies Dept reproduction fees – commercial organisation	£25.00	£0.30	1.20%		The proposed new charge is £25.30
157	Local Studies Dept document filming	£20.00	£0.30	1.50%		The proposed new charge is £20.30
158	Central Library - Meeting Rm 4 Hire (per hour)	£50.00	£0.50	1.00%		The proposed new charge is £50.50
159	Central Library - Meeting Rm 4 Hire (1/2 day)	£200.00	£2.00	1.00%		The proposed new charge is £202.00
160	Central Library - Meeting Rm 4 Hire (full day)	£400.00	£4.00	1.00%		The proposed new charge is £404.00
161	Central Library - Meeting Rm 4 Hire (per hour) - for charities/community groups	£20.40	£0.20	1.00%		The proposed new charge is £20.60
162	Central Library - Creative Suite Hire (per hour)	£60.00	£0.60	1.00%	The proposed new charge is £60.60	
163	Central Library - Creative Suite Hire (1/2 day)	£250.00	£2.50	1.00%	The proposed new charge is £252.50	
164	Central Library - Creative Suite Hire (full day)	£500.00	£5.00	1.00%	The proposed new charge is £505.00	
165	Central Library - Creative Suite Hire (per hour) - for charities/community groups	£20.40	£0.20	1.00%	The proposed new charge is £20.60	
166	Central Library - ICT Suite Hire (1/2 day)	£200.00	£2.00	1.00%	The proposed new charge is £202.00	
167	Central Library - ICT Suite Hire (full day)	£400.00	£4.00	1.00%	The proposed new charge is £404.00	
168	Central Library - ICT Suite Hire (per hour) - for charities/community groups	£20.40	£0.20	1.00%	The proposed new charge is £20.60	
Adult Community Learning						
169	Category A (Full Fee) - hourly course fee	£5.05	£0.15	2.97%	1 September 2017	The proposed new charge is £5.20
170	Category B (State Pension or FT Student)	£3.71	£0.11	2.96%		The proposed new charge is £3.82
171	Disability Inclusion in Community Education (DICE) courses - (Learning for Life Programme) - hourly charge	£4.00	Nil	Nil	1 April 2017	Price frozen for Disability Inclusion group.
172	Llanover Hall Theatre hire per hour - commercial rate	£20.00				No proposed increase.
173	Llanover Hall Theatre hire per hour - weekend rate	N/A	See comment	See comment		New charge to cover additional weekend costs. The proposed new charge is £25.00
174	Llanover Hall Theatre hire per hour - charity/community rate	£16.67				No proposed increase.
175	Llanover Hall Theatre hire per hour - rehearsal / research	£15.00				
176	Llanover Hall Green Room hire per hour	£12.00				
177	Llanover Hall Pottery Room hire per hour (without materials/firing)	£15.00				
178	Llanover Hall Pottery Room hire per hour (with materials/firing)	£20.00	Nil	Nil		
179	Llanover Hall Meeting Room hire per hour	£12.00				
180	Llanover Hall Multi Arts Room hire per hour	£12.00				
181	Llanover Hall Life Drawing Room hire per hour	£15.00				
182	Llanover Hall Computer Room hire per hour	£10.00				
183	Llanover Hall Fashion Room hire per hour	£10.00				
184	Llanover Hall Photography Room hire per hour	£10.00				

Appendix 12 (a)

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
185	Llanover Hall Arts/Craft classes - per term	£50.00	Nil	Nil	1 April 2017	No proposed increase.
186	Llanover Hall Pottery classes (includes materials & firing) - per term	£70.00				
187	Llanover Hall Youth Drama (3 hour class)	£70.00				
Meals on Wheels						
188	Meals on Wheels - Hot meal only	£3.90	Nil	Nil	1 April 2017	No proposed increase.
189	Meals on Wheels - Hot meal with dessert	£4.50				
Economic Development						
Charges in respect to filming in the City						
190	Charges in respect to filming in the City	£100.00 - £200.00	£20.00 - £40.00	20.00%	1 April 2017	There have been no increases to film permits for 3 financial years. The proposed new charges range from £120.00 to £240.00
Workshop Rents						
191	Workshop Rents	Various	See comment	See comment	1 April 2017	Subject to condition of lease. Rents reviewed on a commercial basis.
Land and Building Rents						
192	Land and Building Rents	Various	See comment	See comment	1 April 2017	Subject to condition of lease.
Business Development						
193	Loan Administration Fee - one off payment	£250.00	Nil	Nil	1 April 2017	No proposed increase.
194	Equity Administration - one off payment	£1,000.00				
Venues						
195	Commercial Catering	Various	Various	1.00%	1 April 2017	Menu price constantly reviewed on a commercial basis.
196	Wedding Package based on 60 guests - 5pm till midnight	£3,500.00	£500.00	14.29%		The proposed new charge is £4,000.00
197	Grieg Room hire – day hire	£240.00	£10.00	4.17%		The proposed new charge is £250.00
198	Day Delegate Rate (min no's 20)	£30.00	£5.00	16.67%		The proposed new charge is £35.00
199	Grieg Room – Evening Hire - 7pm until midnight	£480.00	£20.00	4.17%		The proposed new charge is £500.00
200	Concert hire – 7.30-9.30pm	£300.00	Nil	Nil		No proposed increase.
201	Cardiff Castle Gift Shop	Various	Various	Various		Determined by mark up to cover required profit margin.
202	Castle Key	£5.00	£1.00	20.00%		The proposed new charge is £6.00
203	Cardiff Castle Tours	£3.00	£0.25	8.33%		The proposed new charge is £3.25
204	Castle Banquet	£45.00	Nil	Nil		No proposed increase.
205	Castle Room Hire	£550.00	£110.00	20.00%		The proposed new charge is £660.00
City Hall / Mansion House						
206	Assembly Room - Mon to Fri (6 hours)	£1,700.00	£50.00	2.94%	1 April 2017	The proposed new charge is £1,750.00
207	Assembly Room - Weekends, Evenings & Bank Holidays(6 hours)	£2,350.00	£50.00	2.13%		The proposed new charge is £2,400.00
208	Marble Hall - (6 Hours)	£1,500.00	£50.00	3.33%		The proposed new charge is £1,550.00
209	Marble Hall -Weekends, Evenings & Bank Holidays (6 hours)	£1,500.00	£50.00	3.33%		The proposed new charge is £1,550.00
210	Lower Hall - Mon - Fri (6 Hours)	£1,025.00	£25.00	2.44%		The proposed new charge is £1,050.00
211	Lower Hall - Weekends, Evenings & Bank Holidays (6 Hours)	£1,650.00	£50.00	3.03%		The proposed new charge is £1,700.00
212	Ferrier Hall - Mon - Fri (4 Hours)	£350.00	£25.00	7.14%		The proposed new charge is £375.00
213	Ferrier Hall - Weekends, Evenings & Bank Hols (4 Hours)	£550.00	£25.00	4.55%		The proposed new charge is £575.00
214	Council Chamber - Mon - Fri (4 Hours)	£275.00	£20.00	3.64%		The proposed new charge is £295.00
215	Council Chamber - Weekends, Evenings & Bank Hols (4 Hours)	£400.00	£50.00	12.50%		The proposed new charge is £450.00
216	Syndicate Rooms - Mon - Fri - Full Day	£400.00	£10.00	2.50%		The proposed new charge is £410.00
217	Syndicate Rooms - Weekends, Evenings & Bank Hols - (4 Hours)	£330.00	£20.00	6.00%		The proposed new charge is £350.00
218	All City Hall Room Hire - Discounted for Registered Charities	30%	Nil	Nil		This is the discount available to registered charities.
219	Mansion House Hire - per 4 hour session	£500.00	£50.00	10.00%		The proposed new charge is £550.00
220	Mansion House Hire - evenings 6 hour sessions	£1,000.00	£50.00	5.00%		The proposed new charge is £1,050.00
221	Mansion House Hire Charges - discount for registered charities	20%	Nil	Nil	This is the discount available to registered charities.	

Appendix 12 (a)

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
Cardiff Caravan & Camping Charges						
222	Pitches (Hiker)	£15.00	Nil	Nil	1 April 2017	No proposed increase - inline with other campsites providers and reflects current onsite facilities.
223	Pitches (Single Occupancy without electric)	£22.00				
224	Pitches (Single Occupancy with electric)	£25.00				
225	Pitches (without electric)	£27.00				
226	Pitches (with electric)	£30.00				
Cardiff Story Museum						
227	Corporate hire of Cardiff Story Museum galleries for events outside normal operating hours (4 hours)	£900.00	Nil	Nil	1 April 2017	No proposed increase.
228	Corporate hire of Cardiff Story Museum Learning Suite for events within normal operating hours	£360.00				
229	Corporate hire of Cardiff Story Museum Learning Suite for events outside normal operating hours	£500.00				
230	Cardiff Story Museum - commission from exhibition sales	30% of sale price				
231	Exhibition previews outside of museum opening hours and serving alcohol.	£180.00	£20.00	11.11%		No proposed increase - the current charge is 30% of sale price.
232	Cardiff Story Museum - Use of Learning Suite and equipment for school groups, local heritage and community organisations within normal opening hours	£60.00	£15.00	25.00%		The proposed new charge is £200.00
233	Cardiff Story Museum - Use of Learning Suite and equipment for school groups, local heritage and community organisations outside normal opening hours	£180.00	£40.00	22.22%		The proposed new charge is £75.00
234	Cardiff Story Museum - Use of Learning for non local heritage / community organisations within normal opening hours.	£170.00	£10.00	5.88%		The proposed new charge is £220.00
235	Cardiff Story Museum - Use of Learning rooms for non local heritage / community organisations outside normal opening hours.	£260.00	£40.00	15.38%	1 April 2017	The proposed new charge is £180.00
236	Welsh Bacalaureate - linked visits (1 hour session)	£25.00 Flat Fee	N/A	N/A		The proposed new charge is £300.00
237	Cardiff Story Museum - talks by Museum Professional Staff - per hour	£60.00	£10.00	16.67%		New way of charging schools for this offer - per pupil instead of flat fee. The proposed new charge is £4.50 per pupil.
238	Museum formal education / school visits	Various	See comment	See comment		The proposed new charge is £70.00
239	Children's birthday parties	Various - from £75.00				
240	Left luggage facility small lockers	£5.00	Nil	Nil		Packages are tailored according to the parent/carer's requirements and are subject to current market rates. Charges from £75.00.
241	Left luggage facility medium lockers	£8.00				
242	Left luggage facility large lockers	£10.00				
243	Left luggage facility overnight 24 hours	£20.00				
Events - Park & Ride/Parking						
244	Rugby and local football	£6.00	Nil	Nil	1 April 2017	No proposed increase.
245	Football & Coaches	£10.00				
246	Coaches	£15.00				
Waste						
247	Trade recycling centre - General Waste	£130/t	Nil	Nil	1 April 2017	No proposed increase.
248	Trade recycling centre - Mixed Recycling	£85/t				
249	Trade recycling centre - Hardcore and Rubble	£30/t				

Appendix 12 (a)

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
250	Trade recycling centre - Wood and Garden Waste	£85/t	Nil	Nil	1 April 2017	No proposed increase.
251	Trade recycling centre - Plasterboard	£91/t				
252	Trade recycling centre - Cardboard	Nil				
253	Trade recycling centre - Scrap Metal	Nil				
254	Bulky Collections	£12.50 for every 2 items				
255	Replacement reusable garden sacks	Nil				
256	Replacement/new wheeled bin or equivalent striped bag provision	£25.00				
MOT						
257	Class 4 vehicle MOT	£45.00	Nil	Nil	1 April 2017	No proposed increase.
258	Class 5 Vehicle MOT	£49.00				
259	Class 7 Vehicle MOT	£49.00				
Education and Lifelong Learning						
260	School Meals - per meal (Primary)	£2.30	£0.10	4.34%	1 April 2017	The proposed new charge is £2.40
261	School Meals - per meal (secondary)	£2.75	£0.10	3.63%		The proposed new charge is £2.85
262	Music Service Charges- Maintained Schools - per hour	£35.50 - £37.00	£1.00	2.81% - 2.70%	1 September 2017	The proposed new charge is £36.50 - £38.00
263	Music Service Charges - Non Maintained Schools - per hour	£38.00	£1.00	2.63%		The proposed new charge is £39.00
264	Music Service Ensemble Fees	£47.00 - £57.50	£1.50	3.19% - 2.60%		The proposed new charge is £48.50 - £59.00
265	Music Service Choir Fees (Primary)	£36.50	£1.00	2.73%		The proposed new charge is £37.50
266	Music Service Choir Fees (Secondary)	£42.00	£1.00	2.38%		The proposed new charge is £43.00
267	Music Service Advanced Percussion Fees (Primary)	£42.00	£1.00	2.38%		The proposed new charge is £43.00
268	Music Service Advanced Percussion Fees (Secondary)	£47.50	£1.50	3.15%		The proposed new charge is £49.00
269	Storey Arms	Various	Various	Average of 2.5% for in-county, 0% for out county		The proposed new charge ranges from £86.00 to £307.00 for in-county and £138.00 to £325.00 for out-county.
270	UWIC Level 1 2 day Team Building (per head)	£148.00	Nil	Nil	1 September 2017	No proposed increase.
271	Mountain Leader Award Training (6 day) adult training	£425.00				
272	2 day non-residential National Governing Body (NGB) award – adult training	£156.00				
273	1 day National Governing Body (NGB) award assessment – adult training	£180.00				
Governance & Legal Services						
Property Fees						
274	Search Fees	£118.44	Nil	Nil	1 April 2017	No proposed increase. Increased in January 2017 due to a change in VAT rules which brought this charge into scope.
275	Sale of Land	£485.00	£72.75	15.00%		The proposed new charge is £557.75
Commercial Property Fees						
276	Registration Fee on Notice of Assignment/Underletting/Charge	£80.00	£12.00	15.00%	1 April 2017	The proposed new charge is £92.00
277	Consent for Assignment / Underletting / Change of Use/Alterations	£385.00	£57.75	15.00%		The proposed new charge is £442.75
278	Certificates of Title	£70.00	£10.50	15.00%		The proposed new charge is £80.50
279	Grant of Shop Lease	£500.00	£75.00	15.00%		The proposed new charge is £575.00
280	Workshops Lease	£230.00	£34.50	15.00%		The proposed new charge is £264.50
281	Grant of Industrial Lease	£825.00	£123.75	15.00%		The proposed new charge is £948.75
282	Market Tenancies	£285.00	£42.75	15.00%		The proposed new charge is £327.75
283	Lease Renewals	£285.00	£42.75	15.00%		The proposed new charge is £327.75
284	Variations/Surrenders	£330.00	£49.50	15.00%	The proposed new charge is £379.50	
Nursing Home charge fees						
285	Individual properties/householder applications	£380.00	£57.00	15.00%	1 April 2017	The proposed new charge is £437.00

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No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
286	Standard S106	£1,255.00	£188.25	15.00%	1 April 2017	The proposed new charge is £1,443.25
287	Complex S106 agreements - e.g. phased development etc. based on actual time	£1,880.00	£282.00	15.00%		The proposed new charge is £2,162.00
288	Unilateral obligations for S106	£810.00	£121.50	15.00%		The proposed new charge is £931.50
289	Unilateral obligations for S106 in relation to Appeals	£810.00	£121.50	15.00%		The proposed new charge is £931.50
290	Deed of variation for S106	£555.00	£83.25	15.00%		The proposed new charge is £638.25
291	Consent to disposals under S106 restriction	£60.00	£9.00	15.00%		The proposed new charge is £69.00
292	Easements	£380.00	£57.00	15.00%		The proposed new charge is £437.00
293	Wayleaves	£230.00	£34.50	15.00%		The proposed new charge is £264.50
Residential Property Fees						
294	Registration Fee on Notice of Assignment/Underletting/Charge	£80.00	£12.00	15.00%	1 April 2017	The proposed new charge is £92.00
295	Deed of Postponement	£85.00	£12.75	15.00%		The proposed new charge is £97.75
296	Right to Buy - 2nd Mortgage Questionnaires	£85.00	£12.75	15.00%		The proposed new charge is £97.75
297	Pre-emption questionnaires	£55.00	£8.25	15.00%		The proposed new charge is £63.25
298	Transfers (Subject to Mortgage)	£205.00	£30.75	15.00%		The proposed new charge is £235.75
299	Vacating Receipts	£60.00	£9.00	15.00%		The proposed new charge is £69.00
300	Sales of Freehold Reversions	£475.00	£71.25	15.00%		The proposed new charge is £546.25
301	Deeds of Variation (Right to Buy leases)	£155.00	£23.25	15.00%		The proposed new charge is £178.25
302	Nursing Home charge fees	£55.00	£8.25	15.00%		The proposed new charge is £63.25
303	Shared Equity Scheme resales and redemptions	£335.00	£50.25	15.00%		The proposed new charge is £385.25
304	CCTV Requests in Connection with Data Protection Act	£75.00	£11.25	15.00%	The proposed new charge is £86.25	
Social Services						
305	Maximum Charge for Non-Residential Care Services - per week	£60	£10	16.67%	1 April 2017	Proposed amendment to maximum charge set by the WG to £70.00 per week. Actual charge subject to means testing.
Externally Set						
306	Rent Smart Wales	Various	Nil	Nil	1 April 2017	These fees are set and approved by Welsh Government as part of a 5 year finance model.
307	Shared Regulatory Service	Various	Various	Various		These fees are set either by the Shared Regulatory Service Joint Committee or by statute/other regulation.

Appendix 12 (b)

CARDIFF COUNCIL: HRA FEES AND CHARGES 2017/18

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
1	Pre-assignment enquiries	£100.80	Nil	Nil	3 April 2017	No proposed increase.
2	Landlord consents for leaseholders	£155.00				
3	Postponement of Right to Buy charge	£100.80				
4	Administration charge for major works	12% and capped at £250				
5	Leaseholders Sub-Letting Charge	£30.00				
6	Leaseholder Management Fee	£163.08				
7	Council Dwellings Rent, including sheltered dwellings	Variable	2.5% plus £2.00	2.5% plus £2.00		As per Welsh Government guidance.
8	All Property Cleaning Charge	£0.37	Nil	Nil		No proposed increase.
9	Retirement Complex - Community Alarm Full Cover	£4.56				
10	Retirement Complex - Cleaning	£8.56				
11	Retirement Complex - Service Charges	Variable	Various	5.95%	In line with utility costs at each complex, and new split ratio for communal proportion.	
12	Retirement Complex - Communal Maintenance	£5.57	Nil	Nil	No proposed increase.	
13	Retirement Complex - Scheme Management	£4.74				
14	Grounds & Pest Control	£0.97				
15	Flats Service Charge - Communal Maintenance	£1.06				
16	Flats Service Charge - Reduced Cleaning Charge	£2.35				
17	Discretionary Repairs	£1.48				
18	Sheltered Service Charges - Personal Heating	Various	Various	5.73%	In line with costs at each complex, and revised charge ratio between property sizes.	
19	Water Charges Sheltered Complex			-5.36%	In line with costs for each complex. Overall change is decrease of 5.36%	
20	Adult Services Furniture Renewal	£65.31	£1.63	2.50%	The proposed new charge is £66.94	
21	Carport	£4.23	Nil	Nil	No proposed increase.	
22	Garages - Attached	Various	Various	2.50%	Increase in line with WG percentage rate for rent charges.	
23	Garage rents - Tenants	£5.49	£0.51	9.30%	The proposed new charge is £6.00	
24	Garage rents - Private Let	£6.87	£3.13	45.56%	The proposed new charge is £10.00	
25	Garage rents with water - Tenants	£7.84	£-1.59	-20.28%	The proposed new charge is £6.25	
26	Garage rents with water - Private Let	£9.22	£1.03	11.17%	The proposed new charge is £10.25	
27	Garage Rent at sheltered complex (Electricity)	£8.25	£0.21	2.50%	The proposed new charge is £8.46	
28	Hardstandings	£2.25	Nil	Nil	No proposed increase.	
29	Garden Sheds	£0.37 / £0.49	£-0.37 / £-0.49	-100.00%	Charge removed for 2017/18. Charge for small number of sheds incorporated in general maintenance.	
30	Concierge Service Butetown/Arc	£4.07	£0.43	10.50%	Virtual concierge service extended to high rise blocks.	
31	Concierge Service Litchfield Court	£29.04	£-15.17	-52.30%	The proposed new charge is £13.87	
32	Flats Service Charge - Cleaning Rota scheme	£4.03	Nil	Nil	No proposed increase.	
33	Flats Service Charge - Cleaning Cleaner on site	£4.53				
34	Flats Service Charge - Cleaning Reduced communal area	£1.01				
35	Flats Service Charge - Lighting	£0.80				
36	Flats Service Charge - Door Entry	£0.40				
37	Beech House heating	£6.65				£-0.64
38	Sycamore House heating	£7.88	£-1.32	-16.70%	The proposed new charge is £6.56	
39	Hostel service Charges	Various	Various	Various	Amend in line with costs, no overall change.	
40	TV Licence - Hostels	£0.44/£0.53	Nil	Nil	No proposed increase.	
41	Drainage Service - Tai Penlan	£5.79				

Appendix 12 (b)

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
42	Hostel Rent	Various	Various	2.50%	3 April 2017	Increase in line with WG percentage rate for rent charges. Rent at Ty Tresillian reduced as service charge split for communal heating/lighting.
43	Tresillian Hostel Communal Heating & Lighting	N/A	See Comment	See Comment		The communal heating & lighting charge has been split from rent and the proposed new charge is £6.37

CARDIFF COUNCIL: OUTDOOR FEES AND CHARGES 2017/18

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
Sailing Centre						
1	Windsurfing - 2 day - Adult	£165.00	£10.00	6.06%	1 April 2017	The proposed new charge is £175.00
2	Windsurfing - 2 day -Youth	£120.00	£5.00	4.17%		The proposed new charge is £125.00
3	Multi Activity - 2 day -Youth	£120.00	£5.00	4.17%		The proposed new charge is £125.00
4	Supervised Sailing & Windsurfing (3 hour session)	£21.00	£1.00	4.76%		The proposed new charge is £22.00
5	Supervised Sailing & Windsurfing - 5 x 3hr Sessions	£100.00	£5.00	5.00%		The proposed new charge is £105.00
6	Supervised Sailing & Windsurfing - 10 x 3hr Sessions	£180.00	£20.00	11.11%		The proposed new charge is £200.00
7	Youth Sailing Courses - 2 day	£120.00	£5.00	4.17%		The proposed new charge is £125.00
8	Youth Sailing Courses - 3 day	£160.00	£10.00	6.25%		The proposed new charge is £170.00
9	Youth Sailing Courses - 6 week	£180.00	£10.00	5.56%		The proposed new charge is £190.00
10	Youth Sailing Courses - 10 week	£280.00	£25.00	8.93%		The proposed new charge is £305.00
11	Youth Sailing Courses - After Schools club	£120.00	£5.00	4.17%		The proposed new charge is £125.00
12	Youth Sailing Taster 1/2 day	£30.00	Nil	Nil		No proposed increase.
13	Scout Sailing Taster 1/2 day	£16.00	£1.00	6.25%		The proposed new charge is £17.00
14	Sailing Schools Group	£8.50 per pupil per session primary £9.00 per pupil per session secondary	£1.00	11% - 13%	1 April 2017	The proposed new charges are: £9.50 per pupil per session primary £10.00 per pupil per session secondary
15	Adult Level 1 - 2 day	£170.00	£10.00	5.88%	The proposed new charge is £180.00	
16	Adult Level 2 + - 2 day	£165.00	£10.00	6.06%	The proposed new charge is £175.00	
17	Adult Advanced 2 day	£165.00	Nil	Nil	No proposed increase.	
18	Adult Level 1 - 6 week	£250.00	£15.00	6.00%	The proposed new charge is £265.00	
19	Adult Level 2 - 6 week	£245.00	£15.00	6.12%	The proposed new charge is £260.00	
20	Adult Advanced - 6 week	£245.00	£15.00	6.12%	The proposed new charge is £260.00	
21	Adult Sailing Taster 1/2 day	£45.00	Nil	Nil	No proposed increase.	
22	Corporate Sailing Taster 1/2 day	£85.00	£5.00	5.88%	The proposed new charge is £90.00	
23	Corporate Sailing Taster Full day	£150.00	£30.00	20.00%	The proposed new charge is £180.00	
24	Sailing/Windsurfing	£120.00 half day, £240.00 full day	Nil	Nil	No proposed increase.	
Sailing Centre (Powerboat & Shore based)						
25	Powerboat Level 1	£110.00	£10.00	9.09%	1 April 2017	The proposed new charge is £120.00
26	Powerboat Level 2	£220.00	£10.00	4.55%		The proposed new charge is £230.00
27	Powerboat Safety Boat	£220.00	£10.00	4.55%		The proposed new charge is £230.00
28	Powerboat Intermediate	£245.00	£15.00	6.12%		The proposed new charge is £260.00
29	Powerboat Advanced	£265.00	£15.00	5.66%		The proposed new charge is £280.00
30	Private Tuition - Powerboat	£165.00	£10.00	6.06%		The proposed new charge is £175.00
31	Royal Yachting Association (RYA) First Aid	£90.00	£5.00	5.56%		The proposed new charge is £95.00
32	Royal Yachting Association (RYA) VHF/DSC	N/A	See comment	See comment		New charge of £95.00, in-line with First Aid course.
Activity Adventure Program Cardiff Bay Water Activity Centre						
33	Multi Activity half day (8 - 16 people)	£20.00	Nil	Nil	1 April 2017	No proposed increase.
34	Multi Activity full day (8 - 16 people)	£32.50				
35	Bell Boat session Junior (2 hours)	£7.50	£0.50	6.67%	1 April 2017	The proposed new charge is £8.00
36	Bell Boat session Adult (2 Hours)	£12.50	£1.00	8.00%		The proposed new charge is £13.50
37	Archery session (1.5 hours)	£22.50	£1.50	6.67%		The proposed new charge is £24.00
38	Archery course (4 x 1.5 hours)	£65.00	£5.00	7.69%		The proposed new charge is £70.00

Appendix 12 (c)

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
Fishing						
39	Fishing Licences - Day	£4.00 Junior £5.00 Concession £8.00 Adult	Nil	Nil	1 April 2017	No proposed increase.
40	Fishing Licences - Annual	£23.00 Junior £32.00 Concession £47.00 Adult				
41	Fishing Tuition - 2.5 hours	£20.00 Junior £25.00 Adult				
42	Fishing Tuition - 4 x 2.5 hrs	£65.00				
Slipway Fees and Charges						
43	Single occupancy launch	£5.00	£1.00	20.00%	1 April 2017	The proposed new charge is £6.00
44	Multi occupancy launch	£12.00	Nil	Nil		No proposed increase.
45	Sail boat launch	£12.00	£1.00	8.33%		The proposed new charge is £13.00
46	Motor boat launch	£12.00	£1.00	8.33%		The proposed new charge is £13.00
47	Boat Launch - Season Tickets per metre	£23.50	£1.50	6.38%		The proposed new charge is £25.00
Rowing						
48	Level 1 Blades Junior (3 x 2.5 hours)	£65.00	£5.00	7.69%	1 April 2017	The proposed new charge is £70.00
49	Level 1 Blades Adult (3 x 2.5 hours)	£75.00	£5.00	6.67%		The proposed new charge is £80.00
50	Level 2 Blades Junior (3 x 2 hours)	£60.00	£5.00	8.33%		The proposed new charge is £65.00
51	Level 2 Blades Adult (3 x 2 hours)	£70.00	£5.00	7.14%		The proposed new charge is £75.00
52	Private Tuition (1.5 hours)	£30.00	Nil	Nil		No proposed increase.
53	Recreational Rowing - per hour	£5.00	£0.50	10.00%		The proposed new charge is £5.50
54	Ergo Room Junior - per hour	£2.50	Nil	Nil		No proposed increase.
55	Ergo Room Adult - per hour	£3.00	£1.00	33.33%		The proposed new charge is £4.00
Cardiff International White Water						
56	Cardiff International White Water	Various	Nil	Nil	1 April 2017	No proposed increase.
57	Sky Trail	£12.00 Youth £15.00 Adults				
Parks Outdoor						
58	Roath Park	Duck or Fish food £0.60, Both £1.00. Postcards £0.50 / Pack of 6 £2.50	Nil	Nil	1 April 2017	No proposed increase.
59	Roath Park Conservatory	Charges range from £1.50-£24.00 school/group/ family tickets				Previous increase directly affected the footfall adversely. Visitor numbers gradually increasing & any increase would have a detrimental affect on this.
60	Roath Park Conservatory - School/Group Booking Fees	£1.50				£0.50
61	Bowls - buy back of maintenance of Greens - annual charge	£6,300.00	Nil	Nil		No proposed increase.
62	Pavilions	£35.00 Half Day £55.00 Full Day	£1.75	5.00% (Half day) Nil (Full day)	1 April 2017	The proposed new charges are: £36.75 Half Day, £55.00 Full Day
63	Football Pitch & Changing Facilities	£55.00	Nil	Nil		No proposed increase.
64	Football Pitch only	£44.00				
65	Rugby Pitch & Changing Facilities	£75.00				
66	Rugby pitch only	£60.00				
67	Cricket Pitch & Changing Facilities	£66.00				
68	Cricket - Pitch only	£55.00				
69	Baseball Pitch & Changing Facilities	£66.00				
70	Baseball - Pitch only	£55.00				

Appendix 12 (c)

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
71	Training area & changing facilities	£30.00	Nil	Nil	1 April 2017	No proposed increase.
72	3G Pitch - Gold/Silver Accredited - per hour	£66.00				
73	3G pitch - Bronze/Standard Accredited - per hour	£66.00				
74	3G pitch - Non Accredited - per hour	£66.00				
75	3G pitch - Off Peak - per hour	£40.00				

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By virtue of paragraph(s) 14, 21 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

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Appendix 13

Directorate Revenue Budgets

	2016/17 Adjusted Base*	Inflation & Commitments	Financial Pressures	Savings	Total 2017/18
	£000	£000	£000	£000	£000
City Operations	35,816	955	681	(2,160)	35,292
Communities, Housing & Customer Services	42,164	1,488	284	(1,155)	42,781
Corporate Management	23,952	904	0	(134)	24,722
Economic Development	13,475	171	981	(2,397)	12,230
Education & Lifelong Learning	243,432	8,139	80	(2,529)	249,122
Governance & Legal Services	6,048	90	82	(102)	6,118
Resources	18,729	590	230	(1,437)	18,112
Social Services	144,603	12,007	2,300	(5,156)	153,754
Capital Financing	35,310	(1,593)	0	0	33,717
Summary Revenue Account	15,317	(2,244)	0	(1,937)	11,136
Total Budget	578,846	20,507	4,638	(17,007)	586,984

*The adjusted base reflects the proposed use of the FRM in 2017/18

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Appendix 14

Cabinet Member Portfolio Revenue Budgets

	2016/17 Adjusted Base*	Inflation & Commitments	Financial Pressures	Savings	Total 2017/18
	£000	£000	£000	£000	£000
Community Development, Co-operatives & Social Enterprise	11,573	686	0	(1,749)	10,510
Corporate Services & Performance	16,334	303	230	(2,012)	14,855
Early Years, Children & Families	45,518	4,667	1,227	(2,839)	48,573
Economic Development & Partnerships	24,664	1,004	0	(606)	25,062
Education	248,788	8,287	80	(2,893)	254,262
Environment	24,543	563	1,331	(890)	25,547
Health, Housing & Wellbeing	136,433	8,602	1,307	(2,805)	143,537
Skills, Safety & Engagement	10,034	42	132	(475)	9,733
Transport, Planning & Sustainability	10,332	190	331	(801)	10,052
Capital Financing	35,310	(1,593)	0	0	33,717
Summary Revenue Account	15,317	(2,244)	0	(1,937)	11,136
Total Budget	578,846	20,507	4,638	(17,007)	586,984

*The adjusted base reflects the proposed use of the FRM in 2017/18

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Summary of Post Consultation Changes

	£000	
Funding		
Approval of Council Tax Base in December 2016	(1,918)	Reflecting additional income resulting from increased numbers of dwellings
Net impact of Final Settlement	593	Net of new responsibility in relation to homelessness prevention
Total non-hypothecated funding	(1,325)	
New Specific Grant Funding Stream		
Assumed share of additional specific grant funding	(850)	To provide support in meetings NLW costs in social care
Total	(850)	
Technical Updates	(1,131)	Confirmed rates - VLW, NLW, NDR, Care Cap, Employer's contribution pension rate
Emerging Issues		
Cantonian Accommodation	481	Temporary superblock at Cantonian High School
Social Services Pressures	1,183	Additional pressures to align with Month 8 monitoring position
Cardiff Capital Region City Deal	150	Revenue Contribution
Temporary Accommodation	240	To fully fund loss of subsidy (only partially covered in settlement)
Parking Strategy	180	To support the City's Parking Strategy
Additional Planning Resource	40	To support major new developments
Intensive Cleansing Initiative	350	To provide ongoing funding for the intensive cleansing initiative
Recycling and Reuse Centre	218	Upcycling to help with start up accommodation and acquiring household items
Support for Trainee Placements	230	To provide 20 placements at six months each plus a co-ordinator post
Total	3,072	
Savings Amendments		
Reduce CONSULT 82 - (Social Services) External Providers	67	Due diligence - reduce from £125,000 to £58,000
Reduce CONSULT107 - (Corporate Management) Precepts & Levies	167	Reduced following confirmation of South Wales Fire Service levy
Reduce CONSULT 60 - (Resources) Cardiff Academy Income	50	Reduce from £96,000 to £46,000 - see replacement below
Reduce CONSULT 96 - (Resources) HRPS Business Efficiencies	50	Reduce from £102,000 to £52,000 - see replacement below
NEW (Resources) Reduction in support costs for HR system	(100)	Replacement for reductions to CONSULT 60 and 96
Total Savings Amendments	234	
Net Overall Impact	0	

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Spend Plan Collection Period	Local Authority Spend Plan 2017-18														
Regional Collaborative Committee:	The Vale & Cardiff														
Local Authority:	Cardiff														
Annual Allocation:	£16,267,470														
	Service Type												Total units	Total	
	Fixed Site (Accommodation Based)						Floating (Community Based)								
	Client units	Less Than 6 Months	Client units	6 to 24 Months	Client units	24 Months plus	Client units	Less Than 6 Months	Client units	6 to 24 Months	Client units	24 Months plus			
Client Spend Category (The category to which the service is primarily focused)	Numbers	£000	Numbers	£000	Numbers	£000	Numbers	£000	Numbers	£000	Numbers	£000	Numbers	£000	
Women at risk of Domestic Abuse	37	548	2	12	0	0	25	182	42	306	0	0	106	1,048	
Men at risk of Domestic Abuse	0	0	4	23	0	0	0	0	0	0	0	0	4	23	
People with Learning Disabilities	0	0	4	22	354	2,217	0	0	0	0	0	0	358	2,239	
People with Mental Health Issues	0	0	9	66	107	567	30	189	0	0	0	0	146	821	
People with Substance Issues (Alcohol)	0	0	27	299	38	355	0	0	0	0	0	0	65	654	
People with Substance Misuse issues (Drugs and Volatile substances)	0	0	57	703	0	0	0	0	16	101	0	0	73	804	
People with Criminal Offending History	0	0	33	386	0	0	0	0	0	0	0	0	33	386	
People with Refugee Status	0	0	0	0	0	0	0	0	35	158	0	0	35	158	
People with Physical and/or Sensory Disabilities	0	0	0	0	31	75	0	0	0	0	0	0	31	75	
People with Developmental Disorders (i.e. Autism)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
People with Chronic Illnesses (including HIV/AIDS)	0	0	0	0	6	34	0	0	0	0	0	0	6	34	
Young People who are Care Leavers	0	0	10	181	0	0	0	0	0	0	0	0	10	181	
Young People with Support Needs (16 - 24)	0	0	130	1,737	0	0	12	87	18	131	0	0	160	1,956	
Single Parent Families with Support Needs	0	0	30	393	0	0	0	0	0	0	0	0	30	393	
Families with Support Needs	51	693	0	0	0	0	50	95	0	0	0	0	101	788	
Single People with Support Needs not listed above (25-54)	0	0	0	0	0	0	0	0	0	0	0	0	0	0	
People over 55 years of age with Support Needs (this category must be exclusive of alarm services)	0	0	0	0	159	239	50	83	0	0	0	0	209	322	
Generic Floating support to prevent homelessness (tenancy support services which cover a range of service user needs but which must be exclusive of fixed site support)							528	2,200	6	114	0	0	534	2,314	
Alarm services (including sheltered/extracare schemes)	0	0	0	0	3,782	675	0	0	0	0	0	0	3,782	675	
Expenditure which does not directly link to the spend plan categories above (Explanation required in accompanying e-mail)	221	2,319	84	633	0	0	0	444	0	0	0	0	305	3,396	
TOTALS	309	3,561	390	4,455	4,477	4,162	695	3,280	117	809	0	0	5,988	16,267	

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Medium Term Financial Plan

	Medium Term Financial Plan		
	2018/19 £000	2019/20 £000	2020/21 £000
Adjusted Base Budget Brought Forward	586,984	581,204	576,967
Pay (non Schools)			
Pay Inflation	1,500	1,515	1,530
Increments	700	670	640
Other - Living Wage, Actuarial Review, Auto Enrolment	497	465	65
Total Pay Inflation	2,697	2,650	2,235
Price Inflation (non Schools)	4,171	3,655	3,626
Schools Growth			
Pupil Numbers	1,838	2,482	2,236
Pay Costs	4,162	5,780	3,675
Price Inflation	178	150	30
Special School Places & Complex Needs Enhancement	989	987	987
Breakfast Initiative & Free School Meals	0	0	0
Total Schools Growth	7,167	9,399	6,928
Capital Financing	233	707	2,616
Commitments and Realignments			
Precommitments	1,508	459	121
Realignments	(715)	0	0
Total Commitments	793	459	121
Demographic Growth (non Schools)			
Social Services - Adults	1,700	1,700	1,700
Social Services - (Children's)	1,500	1,500	1,500
Other	338	150	150
Total Demographic Growth	3,538	3,350	3,350
Financial Pressures	3,000	3,000	3,000
Resources Required	608,583	604,424	598,843
Resources Available:-			
Aggregate External Finance	(423,937)	(419,700)	(415,505)
Council Tax at 2016/17 level	(157,267)	(157,267)	(157,267)
Total Resources Available	(581,204)	(576,967)	(572,772)
BUDGET REDUCTION REQUIREMENT	27,379	27,457	26,071

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Themed Opportunities for Savings in 2018/19 and 2019/20

Theme	2018/19				2019/20			
	Communities & Wellbeing	Place	Corporate	Total	Communities & Wellbeing	Place	Corporate	Total
	£000	£000	£000	£000	£000	£000	£000	£000
Commercialisation	720	1,579	536	2,835	1,725	1,364	218	3,307
Working with Partners and Others	1,045	802	46	1,893	2,785	171	29	2,985
Use of Technology	144	0	445	589	59	88	219	366
Review of Grants & Subsidies	300	222	207	729	591	0	155	746
Internally Facing Proposals/C&P	4,318	1,241	1,510	7,069	4,612	739	1,143	6,494
Prevention and Early Intervention	4,584	0	0	4,584	4,720	0	0	4,720
Total	11,111	3,844	2,744	17,699	14,492	2,362	1,764	18,618

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Appendix 18

Housing Revenue Account	2017/18 £000	2018/19 £000	2019/20 £000	2020/21 £000
Employees	13,501	13,719	14,005	14,559
Premises - Council House Repairs	18,600	19,158	19,733	20,325
Premises - Other Repairs and Maintenance	1,089	1,122	1,156	1,191
Premises - Other Premises Costs	2,663	2,743	2,825	2,938
Transport	137	141	145	151
Supplies & Services	2,858	2,933	3,021	3,142
Support Services	5,997	6,177	6,362	6,616
Capital Financing	28,730	29,737	30,602	30,812
Contribution to Reserves	0	0	100	500
Gross Expenditure	73,575	75,730	77,949	80,234
Rents	(70,966)	(73,095)	(75,288)	(77,547)
Interest - On Sale of Council Houses	(1)	(1)	(1)	(1)
Interest - On Balances	(50)	(50)	(50)	(50)
Fees & Charges	(468)	(473)	(478)	(483)
Other Income	(2,090)	(2,111)	(2,132)	(2,153)
Total Income	(73,575)	(75,730)	(77,949)	(80,234)
Net Expenditure	0	0	0	0

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Appendix 19

SCHOOL ORGANISATION PLAN RESERVE				
Estimated Movements	2016/17 £000	2017/18 £000	2018/19 £000	2019/20 £000
Planned Balance B/Fwd	8,123	6,843	4,871	1,505
<u>Contributions to Reserve</u>				
Revenue Release Savings:	7,847	7,747	7,747	7,747
<u>Drawdown From Reserve</u>				
Organisational Restructuring	(4,291)	(4,881)	(5,409)	(80)
Capital Financing Requirement *	(4,836)	(4,838)	(5,704)	(5,735)
Total Drawdown from Reserve	(9,127)	(9,719)	(11,113)	(5,815)
Planned Balance C/Fwd	6,843	4,871	1,505	3,437
Movement on Reserve	(1,280)	(1,972)	(3,366)	1,932

* These amounts will continue to be required beyond the profile shown in this appendix, until borrowing costs in respect of 21st Century Schools Band A schemes have been fully repaid.

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Civil Parking Enforcement Account 2017/18 to 2020/21

2016/17 £000s		2017/18 £000s	2018/19 £000s	2019/20 £000s	2020/21 £000s
(371)	Parking & Enforcement Reserve Opening Balance	(153)	(222)	(727)	(743)
	Income				
(4,133)	On-Street Car Parking Fees	(4,425)	(4,676)	(4,793)	(4,910)
(998)	Off Street Car Parks	(1,085)	(1,181)	(1,210)	(1,240)
(310)	Residents Parking Permits	(300)	(300)	(310)	(315)
(2,040)	Penalty Charge Notices	(2,129)	(2,129)	(2,129)	(2,129)
(3,411)	Moving Traffic Offences	(3,816)	(3,738)	(3,094)	(2,534)
(10,892)	Total Income	(11,755)	(12,024)	(11,536)	(11,128)
	Expenditure				
951	Operational costs, parking and permits	875	900	898	866
4,526	Enforcement service including TRO	5,164	5,202	5,205	5,172
5,477	Total Expenditure	6,039	6,102	6,103	6,038
(5,415)	CPE Annual (Surplus) / Deficit	(5,716)	(5,922)	(5,433)	(5,090)
	Budgeted Eligible Expenditure				
5,025	Budgeted contribution to support highways, transport and environmental maintenance and improvements as per Section 55 of the Transport Regulations Act 1984	5,025	5,025	5,025	5,025
(390)	Revised CPE Annual (Surplus) / Deficit	(691)	(897)	(408)	(65)
	Commitments				
150	Cardiff West Bus Interchange	0	0	0	0
50	20 mph zones (lines and signage)	0	0	0	0
50	75% residential parking (lines and signage)	0	0	0	0
15	Car Free Day	0	0	0	0
187	A4232/A48 resurfacing	0	0	0	0
156	DFS units, new signs, school keep clear zones	7	7	7	7
0	Highways/Transport improvements	50	50	50	50
0	Moving Traffic Offences expansion	230	0	0	0
0	Bus Corridor improvements	335	335	335	168
608		622	392	392	225
(153)	Estimated Closing Balance	(222)	(727)	(743)	(583)

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Appendix 21

Capital Programme 2017/18 - 2021/22

General Fund Capital Programme

		<u>2017/18</u> <u>Including</u> <u>Slippage</u> £000	<u>Indicative</u> <u>2018/19</u> £000	<u>Indicative</u> <u>2019/20</u> £000	<u>Indicative</u> <u>2020/21</u> £000	<u>Indicative</u> <u>2021/22</u> £000	<u>Total</u> £000	
Annual Sums								
1	Disabled Adaptations Grants (see also Public Housing)	To provide adaptations such as showers, stair lifts and internal modifications to allow the recipient to live independently within their own home.	4,600	3,800	3,800	3,800	3,800	19,800
2	Owner Occupier Costs - Housing Regeneration	A rolling programme with a coordinated approach to improving the City's oldest and worst condition housing stock including energy efficiency. Also to fund owner occupier costs of improvements to housing and boundary walls.	440	250	140	140	140	1,110
3	Alleygating	To prevent anti-social behaviour with other benefits such as reduced street cleansing and highway maintenance costs.	50	50	50	50	50	250
4	Neighbourhood Renewal Schemes (NRS)	Local regeneration schemes based on ward Member priorities. Completion of existing schemes and start of remaining schemes in the programme at Coed y Gores play area and Hendre Park access improvements.	580	0	0	0	0	580
Page 52	Community Shopping Centre Regeneration	To implement improvements to local shopping centres and the associated public realm, including accessibility improvements, with the aim of providing an enhanced retail environment and improved business activity. Clare Road / Penarth Road completion and Llangrannog Road are the final schemes within this programme of works.	560	360	360	360	0	1,640
7	Schools Property Asset Renewal	To address the condition of the schools property stock within the Council in accordance with Directorate Asset Management Plans and priority works.	5,552	2,052	2,052	2,052	2,052	13,760
7	Schools Suitability and Sufficiency	To cater for increasing accessibility issues in schools, to address rising pupil numbers and works required to improve facilities in schools that are not part of the 21st Century Schools programme.	1,040	1,040	1,040	1,040	1,040	5,200
8	Carriageway Investment	Allocation for road resurfacing - priorities based on annual engineering inspections.	1,350	1,350	1,350	1,350	1,350	6,750
9	Footway Investment	Allocation for footway resurfacing including implementation of dropped kerbs - priorities based on annual engineering inspections.	470	470	470	470	470	2,350
10	Footway Improvements around Highway Trees	To address the condition of tree roots and tree pits on footways.	125	125	125	125	125	625
11	Street Lighting Renewals	To replace structurally unsound and install new street lighting columns including renewal of electrical cabling - priorities based on structural and electrical testing and inspections.	270	270	270	270	270	1,350
12	Highway Structures including Bridges	The strengthening or replacement of sub standard bridges, culverts and other highways structures following principal inspection reports.	750	750	750	750	750	3,750
13	Bus Corridor Improvements	Bus corridor improvements with a focus on securing match funding. Funding brought forward into 2017/18 towards creation of Cardiff West Interchange.	1,175	170	110	110	110	1,675

Appendix 21

			<u>2017/18</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2018/19</u> <u>£000</u>	<u>Indicative</u> <u>2019/20</u> <u>£000</u>	<u>Indicative</u> <u>2020/21</u> <u>£000</u>	<u>Indicative</u> <u>2021/22</u> <u>£000</u>	<u>Total</u> <u>£000</u>
14	Road Safety Schemes	Local network improvements including junction and pedestrian safety improvements, with a focus on securing match funding.	335	335	335	335	335	1,675
15	Telematics / Butetown Tunnel	Long term programme of transportation infrastructure improvements including fan replacements required for the ongoing operation of the tunnel.	849	140	135	135	135	1,394
16	Transport Grant Match Funding	Additional match funding for Council bids to Welsh Government for transport schemes. Confirmation of grant award required before release of funding.	375	375	375	375	375	1,875
17	Strategic Cycle Network Development	Implementation and match funding of the cycling strategy as prioritised in the integrated network map. Installation of cycle parking and minor network improvements e.g. dropped crossings to improve network permeability.	400	400	400	400	400	2,000
18	Parks Infrastructure	To improve existing parks infrastructure e.g. allotments, hard surfaces, sports fields, parks utilities and outdoor leisure facilities.	140	140	140	140	140	700
19	Play Equipment	Replacement of existing play equipment in parks.	144	90	90	90	90	504
20	Vehicle Replacement	Annual sum towards vehicle replacement.	200	200	200	200	200	1,000
21	Non Schools Property Asset Renewal	To address the condition of the non-schools property stock within the Council in accordance with Directorate Asset Management Plans and priority works.	1,355	1,355	1,355	1,355	1,355	6,775
22	Materials Recycling Facility	To establish a planned regime for upgrades to minimise downtime at the Materials Recycling Facility.	45	45	45	45	45	225
23	ICT Refresh	To replace failing / non compliant hardware.	400	400	400	400	400	2,000
24	Contingency	To address unforeseen pressures in the Capital Programme that arise in year that cannot be managed within existing resources.	200	200	200	200	200	1,000
TOTAL ANNUAL SUMS			21,405	14,367	14,192	14,192	13,832	77,988

Ongoing Schemes / Amendments to Ongoing Schemes								
25	Citizen Hubs	Final allocation of funding to complete Hubs programme in line with approved strategy including Llanishen and Llanedeyrn.	730	0	0	0	0	730
26	St Mellons Hub Phase 2	Subject to generation of matching level of capital receipts. Excludes Public Housing contribution.	2,700	504	0	0	0	3,204
27	Day Centre Opportunities Strategy	To improve facilities at buildings to be retained to allow reconfiguration of day services for older people including Minehead Road and Grand Avenue. Intermediate Care Fund Grant bids to be made.	905	0	0	0	0	905
28	Maelfa Centre	Enabling works for the regeneration of Maelfa Centre and Council contribution towards the development of a viable local shopping centre scheme.	841	0	0	0	0	841
29	Whitchurch High School DDA & Suitability Works	DDA adaptation works to the Upper school to allow for progression of pupils and to determine longer term Council wide approach to ensuring a permanent solution to accessibility for disabled pupils and condition of facilities.	1,000	1,000	0	0	0	2,000
30	21st Century Schools - Band A	This represents the Council's Capital Programme contribution to the 21st century schools Band A financial model.	11,500	15,250	0	0	0	26,750

Appendix 21

			<u>2017/18</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2018/19</u> <u>£000</u>	<u>Indicative</u> <u>2019/20</u> <u>£000</u>	<u>Indicative</u> <u>2020/21</u> <u>£000</u>	<u>Indicative</u> <u>2021/22</u> <u>£000</u>	<u>Total</u> <u>£000</u>
31	St Mellon's CW Primary	To address a number of accommodation issues highlighted in a previous inspection report.	250	0	0	0	0	250
32	Bereavement Strategy	Improvement of facilities at Thornhill Crematorium and other bereavement infrastructure.	150	160	150	75	75	610
33	Greener Grangetown	A partnership project with Dwr Cymru, Natural Resources Wales and Cardiff Council to retrofit sustainable drainage systems and undertake a comprehensive regeneration scheme.	361	0	0	0	0	361
34	Highway Carriageway Reconstruction	Investment in reconstruction and resurfacing of structurally deteriorated roads deemed a priority.	350	0	0	0	0	350
35	CCTV System Upgrade	To replace obsolete components of the City's CCTV monitoring system based in County Hall and all remote sites.	340	0	0	0	0	340
36	Parc Cefn Onn	Council match funding contribution to the successful award of Heritage Lottery funding.	110	0	0	0	0	110
37	Roath Park	Utilise earmarked capital receipt towards development of a strategy of securing matchfunding for a range of schemes to improve financial sustainability of the park and outbuildings subject to approval of a business case.	200	700	0	0	0	900
38	Flood Risk Prevention	A programme of works at various locations where water flows from parks and open spaces onto adjacent land causing flooding.	142	0	0	0	0	142
39	Regionalising Regulatory Services	Further allocation towards ICT system costs for this regional collaboration	186	0	0	0	0	186
40	Replacement of Athletics Track - Cardiff International Stadium	To fund the replacement of the track, following transfer of operation to Cardiff and Vale College	0	0	0	500	0	500
41	Central Square - Public Realm	Public realm improvements as part of the Council's Central Square regeneration as various phases of the development are completed.	3,000	4,620	0	0	0	7,620
42	Cardiff Social Innovation Fund	Grants to support Social Enterprises.	14	0	0	0	0	14
43	Council / S4C Investment Fund	Investment in Small Medium Enterprises with match funding from S4C subject to specific criteria.	50	0	0	0	0	50
44	Central Square - Integrated Transport Hub	Delivery of Central Square development including a new integrated transport hub.	5,000	14,500	0	0	0	19,500
45	Dumballs Road Regeneration	Residual Land Purchase.	1,600	0	0	0	0	1,600
46	International Sports Village	Subject to approval of a business case, to create temporary car park to meet parking obligation to the International Pool whilst releasing other areas of land for development. Any scheme is subject to there being no additional cost to Council in excess of resources available from capital receipts and other external contributions.	1,300	0	0	0	0	1,300
47	Organisational Development - Strategic Property Rationalisation	To meet capital expenditure implications of Strategic property and accommodation rationalisation to allow efficient use of properties. Subject to generation of matching level of capital receipts.	200	0	0	0	0	200
48	Community Asset Transfer	To pump prime essential capital improvement works to buildings which local community groups are looking to take over from the Council. Maximum individual award of £25k.	100	50	0	0	0	150
49	St Davids Hall	Funding towards priority one works.	328	0	0	0	0	328

Appendix 21

			<u>2017/18</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2018/19</u> <u>£000</u>	<u>Indicative</u> <u>2019/20</u> <u>£000</u>	<u>Indicative</u> <u>2020/21</u> <u>£000</u>	<u>Indicative</u> <u>2021/22</u> <u>£000</u>	<u>Total</u> <u>£000</u>
50	Parking / Traffic Enforcement Initiatives (Parking & Enforcement Reserve)	Expansion of moving traffic offences, and bus corridor improvements to be approved in line with an agreed governance process from Parking & Enforcement income and earmarked reserve.	565	335	335	335	168	1,738
51	Modernising ICT to Improve Business Processes	Investment in technology projects including: property asset management, customer relationship management (CRM), mobile scheduling and digitisation, allowing the Council to make business process improvements and so improve directorate service delivery.	871	829	800	966	0	3,466
52	Children's Services Accommodation Strategy	Funds ring-fenced for a scheme which provides direct benefit to children.	260	300	0	0	0	560
TOTAL ONGOING SCHEMES			33,053	38,248	1,285	1,876	243	74,705

New Capital Schemes/Annual Sums (Excluding Invest to Save)

Page 524	53	Day Centre Opportunities Strategy	Additional costs to upgrade and convert existing Grand Avenue Centre and Fairwater Day Centre into specialist centres for dementia and other high need clients as part of Phase 1 schemes. Allocation assumes a successful grant application for WG Intermediate Care Fund and costs to be managed within available resources.	352	320	0	0	0	672
		Domestic Abuse / Multi Agency Hub	Development of a composite service for victims of violence, domestic abuse and sexual violence due to increases in demand for these services expected as a result of new legislation.	400	800	0	0	0	1,200
	55	Highway Carriageway Reconstruction	Programme to reduce backlog of structural failure, beyond routine repairs.	300	300	300	300	300	1,500
	56	Highways Asset Investment Strategy	To prevent deterioration in the condition of roads, footpaths, street lighting and other associated Highways infrastructure. Additional allocation on top of the existing capital allocation of £2.215m p.a.	665	665	665	665	665	3,325
	57	Delivering the Cardiff Cycling Strategy	Required for increased cycling infrastructure works which would also provide greater leverage for external capital funding. The additional allocation doubles the level of investment in cycling.	400	400	400	400	400	2,000
	58	Bute East Dock Crane Refurbishment	Initial design options to determine future use and address health and safety issues.	25	0	0	0	0	25

Appendix 21

			<u>2017/18</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2018/19</u> <u>£000</u>	<u>Indicative</u> <u>2019/20</u> <u>£000</u>	<u>Indicative</u> <u>2020/21</u> <u>£000</u>	<u>Indicative</u> <u>2021/22</u> <u>£000</u>	<u>Total</u> <u>£000</u>
59	Schools Safeguarding: Secure Lobbies and Fencing upgrade	Allocation to manage safeguarding within schools . To fund work to manage visitors, including; perimeter fencing, keypad access control, CCTV, security personnel and 'air lock' systems.	100	100	100	0	0	300
60	Schools ICT Infrastructure	Investment to support the most urgent ICT priorities for teaching and learning needs. Opportunities for external grant funding and approaches to self funding models within Education to be considered.	100	100	100	100	100	500
61	Schools Kitchen Upgrades	Mynadd Bychan, (2017/18), Fairwater and Herbert Thompson (2018/19) require considerable upgrade to kitchen facilities. Work required includes; emergency lighting, ventilation, reconfiguration of walls and installation of new electronics.	100	200	200	0	0	500
62	Schools Fire Precaution Works	Additional allocation to manage compliance with statutory responsibility within existing schools Asset Renewal Budgets.	250	250	250	250	250	1,250
63	Learning Disabilities Internal Day Care	Short term condition and access improvements at Tremorfa whilst feasibility studies, options appraisals take place and business case prepared for a longer term solution to allow for expected increases in capacity requirements for young people with complex behavioural needs.	250	0	0	0	0	250
TOTAL NEW SCHEMES			2,942	3,135	2,015	1,715	1,715	11,522

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Schemes funded by Grants and Contributions (subject to approval of bids)								
64	Museums, Archives & Libraries Grant (WG)	Bid for Library provision at Llanedeyrn Hub.	80	0	0	0	0	80
65	Enable Grant (WG)	Support for disabled adaptations and independent living.	400	0	0	0	0	400
66	Intermediate Care Fund Grant (WG)	To support investment in specialist centres for dementia and other high need clients as part of the Council's Day Centre Strategy.	330	250	0	0	0	580
67	21st Century Schools Band A (WG)	Welsh Government Band A grant funding for a variety of schemes to improve school facilities and infrastructure in Cardiff - subject to approval of individual business cases.	17,400	14,855	0	0	0	32,255
68	Greener Grangetown Dwr Cymru and Landfill Communities Fund Grant	To retrofit sustainable drainage systems and undertake a comprehensive regeneration scheme.	1,304	0	0	0	0	1,304
69	Safe Routes in Communities (WG)	To approve accessibility and safety and encourage walking and cycling in communities.	450	0	0	0	0	450
70	Road Safety Grant (WG)	To support the achievement of targets for road safety casualty reduction.	450	0	0	0	0	450
71	Local Transport Fund (WG)	To develop integrated, effective, accessible, affordable and sustainable transport systems. Future of the grant to be reviewed by WG after 2017/18.	1,500	0	0	0	0	1,500
72	National Heritage Lottery Fund - Parc Cefn Onn	To provide a range of access improvements for users that want to be able to take advantage of this Grade 2 listed historic park.	390	70	0	0	0	460
73	Harbour Authority (WG)	Approved asset renewal programme and events infrastructure.	380	440	285	0	0	1,105
TOTAL SCHEMES FUNDED BY GRANTS AND CONTRIBUTIONS (SUBJECT TO APPROVAL OF BIDS)			22,684	15,615	285	0	0	38,584

Appendix 21

		<u>2017/18</u> <u>Including</u> <u>Slippage</u> £000	<u>Indicative</u> <u>2018/19</u> £000	<u>Indicative</u> <u>2019/20</u> £000	<u>Indicative</u> <u>2020/21</u> £000	<u>Indicative</u> <u>2021/22</u> £000	<u>Total</u> £000	
Additional borrowing undertaken by the Council to be repaid from revenue savings/income (Invest to Save - Subject to Business Case)								
Existing Schemes								
74	Maelfa Regeneration - Commercial Properties	Council investment in commercial units to achieve a positive commercial rate of return to the Council by investing in a revenue generating asset.	400	600	0	0	1,000	
75	21st Century Schools - Band A	Strategic investment programme to be paid back from revenue release savings and WG Local Government Borrowing Initiative revenue grant.	21,087	5,572	0	0	26,659	
76	LED Lighting on Principal Roads	Replacement of street lighting on strategic routes with LED lights.	3,600	0	0	0	3,600	
77	Moving Traffic Offences Scheme/Parking & Enforcement	Additional investment in bus lane and junction enforcement, parking meter replacement and vehicles.	200	0	0	0	200	
78	Leisure Centres - Alternative Service Delivery (ADM)	Commitment to make prudential borrowing available to be repaid as part of the procurement exercise for leisure facilities.	2,000	2,000	0	0	4,000	
79	Energy Efficiency - REFIT	Installation of energy efficiency measures in existing Council buildings using WG Green Growth loan funding.	2,023	0	0	0	2,023	
	Cardiff Enterprise Zone	A range of economic development schemes aiming to bring growth and new jobs to the City and region as well as other benefits to citizens, business and visitors. Budget of £12.5m brought forward into 2016/17 to pay for Dumballs Road Land Purchase.	2,500	0	0	0	2,500	
	Invest to Save - Annual Bid Allocation	Capital schemes developed during the year that can pay back the original investment of the scheme either through income generation or savings within a short period of time.	500	500	500	500	2,500	
New Invest to Save Schemes								
82	Plastics Auto Sorter	The Materials Recycling Facility at Lamby Way to be upgraded with technology to sort recyclable plastics by type, increasing market value of end products and yield of recycling capability.	650	0	0	0	650	
83	St David's Hall & New Theatre Arts Venues	Investments to be undertaken by these arts venues in future.	0	1,000	0	0	1,000	
TOTAL INVEST TO SAVE			32,960	9,672	500	500	44,132	
TOTAL GENERAL FUND			113,044	81,037	18,277	18,283	16,290	246,931

Appendix 21

		<u>2017/18</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2018/19</u> <u>£000</u>	<u>Indicative</u> <u>2019/20</u> <u>£000</u>	<u>Indicative</u> <u>2020/21</u> <u>£000</u>	<u>Indicative</u> <u>2021/22</u> <u>£000</u>	<u>Total</u> <u>£000</u>	
Public Housing Capital Programme (HRA)								
84	Regeneration and Area Improvement Strategies	Environmental works including defensible space, demolition, conversion and road/footpath realignment; energy efficiency schemes; improvements to flats, garages, gullies and open spaces.	4,500	3,400	3,400	3,150	2,400	16,850
85	External and Internal Improvements to Buildings	Improvements include central heating, fencing, roofing, high rise cladding, door entry systems, kitchens and bathrooms, CCTV and improvements to Sheltered Housing.	14,250	13,100	12,290	10,300	10,150	60,090
86	New Build Council Housing / Acquisitions	Delivery of new build housing as part of the Housing Partnership Project and consideration of options to secure additional sites for development.	8,500	12,150	6,400	2,400	7,100	36,550
87	Hub Developments	Public housing contribution to Hub Schemes at St Mellons and Llanishen.	355	300	0	0	0	655
88	Disabled Facilities Service	To provide adaptations and associated improvements to the homes of disabled people.	2,300	2,300	2,300	2,300	2,300	11,500
89	Modernising ICT to Improve Business Processes	Contribution towards investment in technology to improve business processes.	100	100	100	100	100	500
TOTAL PUBLIC HOUSING			30,005	31,350	24,490	18,250	22,050	126,145
TOTAL CAPITAL PROGRAMME EXPENDITURE			143,049	112,387	42,767	36,533	38,340	373,076

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Appendix 22

Capital Resources 2017/18 - 2021/22

	<u>2017/18</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Total</u>
	<u>£000</u>	<u>2018/19</u>	<u>2019/20</u>	<u>2020/21</u>	<u>2021/22</u>	<u>£000</u>
		<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	
General Fund						
WG Unhypothecated Supported Borrowing	(8,412)	(8,412)	(8,412)	(8,412)	(8,412)	(42,060)
WG General Capital Grant	(5,119)	(5,119)	(5,119)	(5,119)	(5,119)	(25,595)
Additional Borrowing to cover estimated slippage from 2016/17	(5,550)	0	0	0	0	(5,550)
Additional Borrowing to balance existing Capital Programme	(7,442)	(1,505)	(251)	(917)	909	(9,206)
Additional Borrowing for New Capital Schemes	(2,942)	(3,135)	(2,015)	(1,715)	(1,715)	(11,522)
Additional Borrowing - Invest to Save Schemes to be repaid from revenue savings/income	(32,960)	(9,672)	(500)	(500)	(500)	(44,132)
21st Century Schools Band A - Earmarked Capital Receipts	(10,500)	(15,250)	0	0	0	(25,750)
Central Square - Earmarked Capital Receipts and Contributions	(8,000)	(19,120)	0	0	0	(27,120)
Earmarked Capital Receipts (ISV Temp Car Park Site 3)	(1,300)	0	0	0	0	(1,300)
Other Earmarked Capital Receipts	(4,960)	(1,504)	0	0	0	(6,464)
Non Earmarked Capital Receipts	(2,000)	(1,000)	(1,000)	(1,000)	(1,000)	(6,000)
Direct Revenue Financing - Property Asset Renewal	(210)	(210)	(210)	(210)	(210)	(1,050)
21st Century Schools - Earmarked Reserve	(250)	0	0	0	0	(250)
Parking & Enforcement - Earmarked Reserve	(565)	(335)	(335)	(335)	(168)	(1,738)
Bereavement Reserve	(150)	(160)	(150)	(75)	(75)	(610)
External funding estimates and contributions	(22,684)	(15,615)	(285)	0	0	(38,584)
Total General Fund	(113,044)	(81,037)	(18,277)	(18,283)	(16,290)	(246,931)
Public Housing Resources (HRA)						
Major Repairs Allowance WG Grant	(9,600)	(9,600)	(9,600)	(9,600)	(9,600)	(48,000)
Additional Borrowing - Housing Partnership Project / Acquisitions	(6,200)	(11,700)	(6,400)	(2,400)	(7,100)	(33,800)
Additional Borrowing to balance Capital Programme	(2,905)	(4,550)	(3,440)	(1,150)	(200)	(12,245)
Direct Revenue Financing / Reserves	(5,000)	(5,050)	(5,050)	(5,100)	(5,150)	(25,350)
External contributions	(2,300)	(450)	0	0	0	(2,750)
Capital Receipts - Dwelling Sales	(4,000)	0	0	0	0	(4,000)
Total Public Housing	(30,005)	(31,350)	(24,490)	(18,250)	(22,050)	(126,145)
Total Capital Programme Resources Required	(143,049)	(112,387)	(42,767)	(36,533)	(38,340)	(373,076)

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Prudential Indicators

The Prudential Code

The current system of capital finance is CIPFA's Prudential Code.

It is a professional Code of practice to support the decisions local authorities have to make to plan for capital investment at a local level. Authorities are required by regulation to have regard to the Prudential Code when carrying out their duties under Part I of the Local Government Act 2003 i.e. compliance with the Code is a statutory requirement.

Objectives of the Code

The key objectives of the Code are:-

- To ensure that capital expenditure plans are affordable, prudent and sustainable
- That Treasury Management decisions are taken in accordance with good professional practice
- That local strategic planning, asset management planning and proper option appraisal are supported
- To provide a clear and transparent framework to ensure accountability

Prudential Indicators

The indicators required are shown below, with further explanation as to their meaning:

1(a). External Debt - Operational Boundary

The most likely, prudent view of the level of gross external indebtedness. External debt includes both borrowing and long term liabilities (e.g. finance leases). It encompasses all borrowing, whether for capital or revenue purposes.

1(b). External Debt - The Authorised Limit

The upper limit on the level of gross external indebtedness, which must not be breached without Council approval. It is the worst-case scenario. It reflects the level of borrowing which, while not desired, could be afforded but may not be sustainable. Any breach must be reported to the executive decision making body, indicating the reason for the breach and the corrective action undertaken or required to be taken.

1(c). External Debt - Actual External Debt

The indicator for actual external debt will not be directly comparable to the operational boundary and authorised limit, since the actual external debt will reflect the actual position at one point in time.

2. Financing cost to Net Revenue Stream

The percentage of revenue budget set aside each year to service debt financing costs

3. Capital Financing Requirement (CFR)

The Capital Financing requirement (CFR) replaced the 'Credit Ceiling' measure of the 1989, Local Government and Housing Act. It measures an authority's underlying need to borrow or use other long-term liabilities, to pay for capital expenditure.

4. Capital Expenditure

The level of capital expenditure incurred and likely to be incurred in future years. This is to be based on an accruals basis and on the definition of capital expenditure.

5. Incremental impact of Capital Investment decisions on Council Tax / Average weekly Housing Rents

This shows the impact of new capital investment decisions included in the budget on the Council Tax and average weekly rent for HRA.

6. Gross External Borrowing and the Capital Financing Requirement

The level of external borrowing is required to be compared to the Capital Financing Requirement which represents the underlying need to borrow. Requires that borrowing in the medium term can only be for capital purposes.

7. Adoption of CIPFA's Treasury Management Code of Practice

CIPFA's Code of Practice for Treasury Management in the Public Services (the CIPFA Code) primary aim is to ensure that public services manage and control the risks attached to its treasury functions in an efficient, effective and economic manner.

Accordingly, the adoption of the Code has been encapsulated in Local Authorities (Capital Finance and Accounting) Regulations that call for explicit compliance with the CIPFA Code.

8. Interest Rate Exposures

Recognition of the impact on revenue budgets of changes in interest rates as well as the need to ensure that local authorities maintain flexibility in their treasury strategy has resulted in the adoption of an interest rate exposure indicator

This indicator sets out for the following three years an upper limit for both

fixed rate and variable rate exposure.

9. Maturity Structure of Borrowing

Local Authority debt portfolios consist of a number of loans with differing maturities. Setting limits assists in ensuring any new borrowing in particular when combined with existing borrowing does not result in large concentrations of borrowing maturing in a short period of time.

10. Principal sums invested for greater than one year

This indicator measures the exposure of a local authority to investing for periods of greater than one year.

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Glossary of Terms

Bank Rate

The rate of interest set by the Bank of England as a benchmark rate for British banks.

Bonds

A long-term debt security issued by a company, a financial institution, a local authority, national government or its affiliated agencies. It represents an undertaking to repay the holder the fixed amount of the principal on the maturity date plus a specified rate of interest payable either on a regular basis during the bond's life (coupon) or at maturity.

Borrowing

Loans taken out by the authority to pay for capital expenditure or for the prudent management of the Council's financial affairs, which are repayable with interest.

Capital Expenditure

Capital expenditure pays for improvements to existing and new assets used in the delivery of Council services as well as other items determined by Regulation. Capital resources are scarce, costly and also have long term revenue implications over many years and even generations where capital expenditure is funded by borrowing. Hence the requirement of the Prudential Code to ensure what is charged as Capital Expenditure is Prudent, Sustainable and Affordable.

The statutory definition of capital expenditure is given in the Local Government Act 2003, the Local Authorities (Capital Finance) Regulations 2003 and 2004 as amended. Statute relies on the accounting measurement of cost in International Accounting Standard (IAS) 16 to determine whether expenditure is eligible to be capitalised or whether it should be treated as revenue expenditure. Key to what is eligible as capital spend are the following words in IAS 16 - 'Costs directly attributable to bringing the specific asset into working condition for its intended use'.

Capital Financing Requirement (CFR) (Real and Notional)

An authority's underlying need to borrow for a capital purpose. It measures capital expenditure incurred but not yet financed by the receipt of grants, contributions and charges to the revenue account. This is termed the Real CFR.

Revised accounting guidance from Wales Audit Office on accounting for Landfill Obligations requires a provision to be created and charged to capital. As this is for future spend, this is not incurred expenditure, hence caution needs to be adopted when comparing the latter figure compared to external borrowing to ensure borrowing in advance of need does not take place.

Capital Market

A market for securities (debt or equity), where companies and governments can raise long-term funds (periods greater than one year). The raising of short-term funds takes place on other markets (e.g. the money market).

Capital Programme

The Capital Programme sets out the Council's capital expenditure plans for the forthcoming financial year as well as for the medium term. It is approved annually at Council and identifies the estimated cost of those schemes, their projected phasing over financial years as well as the method of funding such expenditure.

Certificates of Deposits (CDs)

A certificate issued for deposits made at a deposit-taking institution (generally a bank). The bank agrees to pay a fixed interest rate for the specified period of time, and repays the principal at maturity. CDs can be purchased directly from the banking institution or through a securities broker. An active interbank secondary market exists to buy and sell CDs.

Chartered Institute of Public Finance & Accountancy (CIPFA)

CIPFA is the professional body for people in public finance. As a specialised public services body, they provide information, guidance, and determine accounting standards and reporting standards to be followed by Local Government.

Collective Investment Scheme Structures

Schemes whereby monies from a number of investors are pooled and invested as one portfolio in accordance with pre-determined objectives.

Corporate Bonds

Bonds that are issued by a company or other non-government issuers. They represent a form of corporate debt finance and are an alternative means of raising new capital other than equity finance or bank lending.

Counterparty

One of the parties involved in a financial transaction with whom the Council may place investments.

Counterparty / Credit Risk

Risk that a counterparty fails to meet its contractual obligations to the Council to repay sums invested.

Credit Criteria

The parameters used as a starting point in considering with whom the Council may place investments, aimed at ensuring the security of the sums invested.

Credit Default Swaps

A financial transaction which the buyer transfers the credit risk related to a debt security to the seller, who receives a series of fees for assuming this risk. The levels of fees reflect the perceived level of risk.

Credit Rating

A credit rating assesses the credit worthiness of an individual, corporation, or even a country. Credit ratings are calculated from financial history and current assets and liabilities. Typically, a credit rating tells a lender or investor the probability of the subject being able to pay back a loan. Ratings usually consist of a long-term, short-term, viability and support indicators. The Fitch credit rating of F1 used by the

Council is designated as “Highest Credit quality” and indicates the strongest capacity for timely payment of financial commitments.

Debt Management Account Deposit Facility (DMADF)

The Debt Management Office provides this service as part of its cash management operations and of a wider series of measures designed to improve local and central government’s investment framework and cash management. The key objective of the DMADF is to provide users with a flexible and secure facility to supplement their existing range of investment options while saving interest costs for central government.

Debt Restructuring

Debt restructuring is a process that allows an organisation to reduce, renegotiate and undertake replacement debt.

Diversification of Investments

The process of creating a portfolio of different types of financial instruments with regard to type, price, risk issuer, location, maturity, etc. in order to reduce the overall risk of the portfolio as a whole.

Duration (Maturity)

The length of time between the issue of a security and the date on which it becomes payable.

External Borrowing

Money borrowed from outside of the Council.

Financial Instrument

Any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another. Typical financial liabilities are borrowing and financial guarantees. Typical financial assets include bank deposits, amounts owed by customers, loans receivable and investments.

Fitch Credit Ratings

A commercial organisation providing an opinion on the relative ability of an entity to meet financial commitments, such as interest, preferred dividends, repayment of principal, insurance claims or counterparty obligations. The opinion is usually provided in the form of a credit rating.

Fixed Rate

An interest rate that does not change over the life of a loan or other form of credit.

Floating Rate Notes

A money market security paying a floating or variable interest rate, which may incorporate a minimum or floor.

Four Clauses of Treasury Management

In compliance with the First Clause, this Council will create and maintain, as the cornerstones for effective treasury management:

- A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities.
- Suitable Treasury Management Practices (TMP's), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

In compliance with the Second Clause, this Council will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy in advance of the year, a mid year review and an annual report after its close, in the form prescribed in its TMP's.

In compliance with the Third Clause, this Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Cabinet, and for the execution and administration of treasury management decisions to the Corporate Director Resources in accordance with existing delegations, who will act in accordance with the organisation's policy statement, TMP's and CIPFA's Standard of Professional Practice on Treasury Management.

In compliance with the Fourth Clause, this Council requires the scrutiny of the accounting, audit and commercial issues of its Treasury Management Strategy and Practices to be undertaken by the Council's Audit Committee due to the technical nature of the documents.

Fraud / Error Risk

Risk of losses being incurred as a result of fraud, error or corruption in treasury management and failure to institute adequate systems, procedures and other arrangements to prevent irregularities.

Housing Revenue Account (HRA)

The HRA is an account of expenditure and income that every local authority housing department must keep in accordance with the Local Government & Housing Act 1989. The account is kept separate or ring fenced from other Council activities. Income is primarily generated by the rents and service charges paid by tenants, while expenditure is on the management and maintenance of the housing stock, and capital financing charges on the HRA's outstanding loan debt.

Interest Rate Risk

Risk that fluctuations in interest rates could impose extra costs against which the Council has failed to protect itself adequately.

Internal Borrowing

Money borrowed from within the Council, sourced from temporary internal cash balances.

Investments

The purchase of financial assets in order to receive income and/or make capital gain at a future time, however with the prime concern being security of the initial sum invested.

Lender Option Borrower Option Loans (LOBOs)

Loans to the Council where the lender can request a change in the rate of interest payable by the Council at pre-defined dates and intervals. The council at this point has the option to repay the loan.

Liquidity

The ability of the Council to meet its financial obligations as they fall due.

Market Loans

Borrowing that is sourced from the market i.e. organisations other than the Public Works Loan Board or a Public Body.

Medium Term Financial Plan

Plan outlining the financial strategies and actions that are envisaged by the Council in the medium term regarding the budget.

Minimum Revenue Provision (MRP)

This is the amount which must be charged to the authority's revenue account each year and set aside as provision for repaying external loans and meeting other credit liabilities. The prudent amount is determined having regard to guidance issued by WG. This has the effect of reducing the Capital Financing Requirement (CFR).

Money Market

The market for short-term securities or investments, such as certificates of deposit, commercial paper or treasury bills, with maturities of up to one year.

Money Market Funds

An investment fund which pools the investments of numerous depositors, spreading those investments over a number of different financial instruments and counterparties. Funds with a constant Net Asset Value (NAV) are those where any sum invested is likely to be the same on maturity. Funds with a variable Net Asset Value (NAV) are those where the sum on maturity could be higher or lower due to movements in the value of the underlying investments.

Net Asset Value (NAV)

The market value of an investment fund's portfolio of securities as measured by the price at which an investor will sell a fund's shares or units.

Pooling

The process whereby investments or loans are held corporately rather than for specific projects or parts of the Council, with recharges to those areas for their share of the of relevant income and expenditure using an agreed methodology, where such a recharge is required to be made.

Prudential Code for Capital Finance

The system introduced on 1 April 2004 by Part 1 of the Local Government Act 2003 which allows local authorities to borrow without Government consent, provided that they can afford to service the debt from their own resources and that any such

borrowing is prudent and sustainable. This requires the preparation and approval of various indicators.

Public Works Loans Board (PWLB)

The Public Works Loans Board is a statutory body operating within the United Kingdom Debt Management Office, an Executive Agency of HM Treasury. PWLB's function is to lend money from the National Loans Fund to local authorities and other prescribed bodies, and to collect the repayments.

Refinancing Risk

Risk that maturing borrowing or other financing of capital projects cannot be renewed on terms that reflect existing assumptions and that the Council will suffer extra costs as a result.

Regulatory Risk

Risk that actions by the Council or by any person outside of it are in breach of legal powers or regulatory requirements resulting in losses to the Council, or the imposition of extra costs.

Security

Protecting investments from the risk of significant loss, either from a fall in value or from default of a counterparty.

Sovereign Credit Ratings

The credit rating of a country. It indicates the risk level of the investing environment of a country, taking into account political risk and other factors.

Sterling

The monetary unit of the United Kingdom (the British pound).

Term Deposits

A term deposit is a money deposit at a banking institution that cannot be withdrawn for a certain "term" or period of time.

Treasury Management

Treasury management activities are the management of an organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

Treasury Bills

Debt securities issued by a government with a short-term maturity of up to 6 months.

UK Government Gilts

Fixed-interest debt securities issued or secured by the British Government. Gilts are always denominated in sterling though the Government occasionally also issues instruments in other currencies in the Eurobond market or elsewhere.

Variable Rate

An interest rate that changes in line with market rates.

Yield

The annual rate of return paid out on an investment, expressed as a percentage of the current market price of the relevant investment.

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Annual Minimum Revenue Provision (MRP) Policy Statement for 2017/18

It is proposed that the Council's MRP Policy is as follows, with any change in the level, timing and method of provision in year delegated to the Section 151 Officer.

The broad aim of the 'prudent provision' is to ensure that debt arising from Capital expenditure is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits to service delivery (useful life) or in the case of borrowing supported by the WG via the RSG, reasonably in line with the period implicit in the determination of that grant.

- Council Fund historic expenditure prior to 1 April 2004 as well as subsequent supported borrowing approved by the WG is to be provided for at 4.0% on a reducing balance basis in 2017/18, a reduction from the 4.5% figure for 2016/17 and previous years. This is consistent with the support provided by WG as part of the Revenue Support Grant for Supported borrowing. This approach will continue unless WG change the approach to providing support as part of the RSG formula or any revision to MRP Guidance either in Wales or in England, albeit regular reviews of the position will continue.
- HRA supported borrowing, which was part of the previous housing subsidy system is to be provided for at 2% on a straight line basis. MRP on the significant £187 million settlement buyout payment is to be on 2% straight line basis as a minimum but with voluntary repayments to create headroom against the HRA debt cap for future development and reduce long term costs of servicing debt.
- Additional borrowing for a general increase in investment either in the Council Fund or HRA to balance the Capital Programme in a year is to be provided for on a straight line basis over the estimated average life of the assets created.
- Any additional expenditure linked to specific schemes e.g. Invest to Save, 21st Century Schools etc. is to be provided for on a straight line basis, or over the estimated useful life of assets being created or a shorter period as determined by the Section 151 Officer or suggested periods determined by WG as is the case with LGBI.
- Revenue Provision in excess of the above requirements can be made subject to affordability and following advice of the Section 151 officer.
- Subject to agreement of the S151 Officer, MRP may be waived on expenditure recoverable within a prudent period of time through capital receipts (e.g. land purchases) or deferred to when the benefits from investment are scheduled to begin or when confirmed external grant payments towards that expenditure are expected.

- The MRP charged against liabilities under finance leases, or contracts that have the characteristics of finance leases, shall be equal to the principal element of the lease repayment, calculated on an annual basis.

Approved list of Counterparties (Authorised to accept sterling deposits in the UK) (@ 31/12/16)

	£	Duration
Australia AAA		
Australia and New Zealand Banking Group	12m	2 years
Commonwealth Bank of Australia	12m	2 years
National Australia Bank	12m	2 years
Canada AAA		
Canadian Imperial Bank of Commerce	12m	2 years
Toronto Dominion Bank	12m	2 years
France AA		
Credit Industriel et Commercial	10m	1 year
Societe Generale	10m	1 year
Germany AAA		
DZ Bank (Deutsche Zentral-Genossenschaftsbank)	12m	2 years
Netherlands AAA		
Cooperatieve Centrale Raiffeisen Boerenleenbank (Rabobank Nederland)	12m	2 years
Singapore AAA		
DBS Bank	12m	2 years
Oversea Chinese Banking Corporation	12m	2 years
United Overseas Bank	12m	2 years
Sweden AAA		
Skandinaviska Enskilda Banken	10m	1 year
Svenska Handelsbanken	12m	2 years
Switzerland AAA		
UBS AG	10m	1 Year
United Kingdom AA		
Barclays Bank	10m	1 Year
Close Brothers	10m	1 Year
Goldman Sachs International Bank	10m	1 Year
HSBC Bank plc	12m	2 years
Santander UK plc	10m	1 Year
Standard Chartered Bank	10m	1 Year
Bank of Scotland	10m	1 Year
Lloyds Bank	10m	1 Year
Royal Bank of Scotland	15m	2 Years
Coventry Building Society	10m	1 Year
Nationwide Building Society	10m	1 Year
Local Authorities	15m	2 Years
Debt Management Agency Deposit Facility	n/a	6 Months
Money Market Funds		
BlackRock Institutional Cash Series Sterling Fund	12m	Instant Access
Fidelity GBP Institutional Cash Fund	12m	Instant Access

Goldman Sachs Sterling Reserves Fund	12m	Instant Access
Insight Sterling Liquidity Fund	12m	Instant Access
Legal & General Investment Management Sterling Liquidity Fund	12m	Instant Access
Northern Trust Sterling Government Liquidity Fund	12m	Instant Access
Royal Bank of Scotland Global Treasury Fund	12m	Instant Access
Standard Life Investments Sterling Liquidity	12m	Instant Access

2017/18 Savings Proposals - Overview

Summary of Directorate Savings	£000
City Operations	1,189
Communities, Housing and Customer Services	1,083
Corporate Management	84
Economic Development	2,170
Education	2,371
Governance and Legal Services	102
Resources	1,268
Social Services	4,997
Total Directorate Savings	13,264

Summary of Addressable Spend Savings	£000
School Transport	380
Energy and Street Lighting	180
Precepts and Levies	8
Corporate / Financial Resilience	2,985
School Organisation Plan	100
Property Rental Income	90
Total Addressable Spend Savings	3,743

Total Savings	17,007
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DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2017/18

No.	Directorate	Theme	Proposal	Budget		Saving				Risk Analysis				Cabinet Portfolio
				X Ref	£000	Employee Costs £000	Other Spend £000	Income £000	2017/18 Total £000	Status	Residual	Achievability	EIA	
1	City Operations	Partners and Others	New Operating model for Leisure Centres Result of the procurement exercise and transfer of the operation of Cardiff Council's Leisure Centres to the new operator.	L-P	771	0	414	0	414	Detailed plan	Green	Green	Green	Community Development, Co-operatives & Social Enterprise
2	City Operations		Regulatory Collaboration Reflects a further year's saving for Cardiff from the creation of a single shared service for Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure.	F	3,491	0	47	0	47	Detailed plan	Amber-Green	Amber-Green	Green	Skills, Safety, Engagement & Democracy
3	City Operations	Income / Commercialisation	Commercialisation - improved charging and income generation projects Increased fees and charges across city operations and improved collaboration with the directorate's advertising partner.	A-AK	(39,160)	0	0	187	187	Detailed plan	Green	Amber-Green	Green	Transport, Planning & Sustainability
4	City Operations		Transportation Policy - Improved Recharging Maximising opportunities for recharging for services and a set income target for Road Safety, Transport Assessments & Pre-Planning Applications.	T	(202)	0	0	32	32	Detailed plan	Green	Green	Green	Transport, Planning & Sustainability
5	City Operations		Planning Fee Income Maximising additional planning fee income from an anticipated increase in the volume of Planning Applications.	AJ	(2,240)	0	0	100	100	Detailed plan	Amber-Green	Amber-Green	Green	Transport, Planning & Sustainability
6	City Operations		Parks - Plant Production Nursery (Retail / Wholesale Sales) Generate additional income by expanding customer base to increase sales of bedding plants, hardy nursery stock and horticultural sundries.	H	(1,176)	0	0	10	10	Detailed plan	Amber-Green	Amber-Green	Green	Environment
7	City Operations		Parks - Tree Management Generate additional income by expanding customer base to increase sales of both Technical and Professional elements of the service (surveys & works).	H	(1,176)	0	0	15	15	General planning	Amber-Green	Amber-Green	Green	Environment
8	City Operations		Registration, Births, Deaths & Marriages Generate additional income through a combination of volume and price increases.	R	(3,368)	0	0	10	10	Detailed plan	Amber-Green	Amber-Green	Amber-Green	Environment
9	City Operations		Realignment of Public Transport Income Budget To reflect existing income levels identified in the 2016/17 monitoring position.	X	(12,327)	0	0	130	130	Detailed plan	Green	Green	Green	Transport, Planning & Sustainability
10	City Operations		Street Lighting Recharging Maximising opportunities for recharging both design and inspection to Capital and Section 278 budgets, and increasing charges for these services to external companies.	AE	(242)	0	0	10	10	Detailed plan	Amber-Green	Green	Green	Transport, Planning & Sustainability
11	City Operations	Internally Facing / C&P	Contract Rationalisation & Improved Business Process Efficiencies (Electrical and Structure & Tunnels) Full Year effect of savings generated in 2016/17 following implementation of new contracts and efficiencies.	AE	456	0	67	0	67	Realised	Green	Green	Green	Transport, Planning & Sustainability
12	City Operations		Maintenance Operations - Develop Asset Management System & Shared Depots Allows scheduling of work to reduce travel time and associated cost.	AF	1,013	0	20	0	20	General planning	Amber-Green	Amber-Green	Amber-Green	Transport, Planning & Sustainability
13	City Operations		Review the Delivery of Maintenance Work Currently Undertaken by External Companies in Areas Including Housing and Parks Work to improve performance in order to enable additional work to be undertaken internally, bringing external contracts back in-house for Infrastructure & Maintenance.	AF	1,013	0	50	0	50	General planning	Green	Green	Green	Transport, Planning & Sustainability
14	City Operations		Directorate Transport - Vehicle Reduction/Rationalisation Working with Central Transport Services to release under utilised vehicles & plant.	AF	1,013	0	25	0	25	General planning	Amber-Green	Amber-Green	Green	Transport, Planning & Sustainability

DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2017/18

No.	Directorate	Theme	Proposal	Budget		Saving				Risk Analysis				Cabinet Portfolio
				X Ref	£000	Employee Costs £000	Other Spend £000	Income £000	2017/18 Total £000	Status	Residual	Achievability	EIA	
15	City Operations	Internally Facing / C&P	Parks - Outdoor Sports Reflects savings made through reduction in operational expenditure in 2016/17.	J	198	0	25	0	25	Realised	Green	Green	Green	Environment
16	City Operations		Improve Driver Training & Awareness within Cleansing Resulting in a reduction in accident and damage claims.	D	1,322	0	22	0	22	General planning	Amber-Green	Amber-Green	Green	Environment
17	City Operations	Grants / Subsidies	Parks - Royal Horticultural Show Subsidy removed due to the ability of the event to be financially sustainable without financial support from the Council.	I	216	0	25	0	25	Detailed plan	Amber-Green	Amber-Green	Green	Environment
City Operations Total						0	695	494	1,189					
18	Communities, Housing & Customer Services	Partners and Others	New Approach to Locality and Neighbourhood Service Delivery At present the Council provides funding for a team of Neighbourhood Partnership Officers, and a separate fund for small scale projects led by community groups. This has enabled the Council and its partners to work more effectively together. The next step is to integrate services from the point of view of the citizen, so that main budgets are used in a fully joined up way. To achieve this, existing neighbourhood partnership arrangements will be changed to better consult local communities by identifying their priorities and utilise existing local networks which include Neighbourhood Police Teams, Community Hubs, community organisations and Tenant/Residents Groups. This proposal will create Locality Planning and Delivery Officers to better use council and partners time delivering targeted projects.	X	393	120	30	0	150	Detailed plan	Green	Green	Green	Community Development, Co-operatives & Social Enterprise
19	Communities, Housing & Customer Services		Llanover Hall - Sub lease To ensure the long term sustainability of Llanover Hall as a community arts venue and to better utilise the building, the Council wishes to enter into a partnership sub-lease with a partner. The intention is to find a partner that would co-locate and allow the Learning for Life offering to continue in the building; it is hoped that this would also have a positive effect on uptake of Learning for Life courses in Llanover Hall.	V	231	0	55	0	55	Detailed plan	Green	Red-Amber	Green	Skills, Safety, Engagement & Democracy
20	Communities, Housing & Customer Services	Income / Commercialisation	Additional income in relation to Adult Community Learning In future, to ensure the service operates at nil subsidy, only courses funded by WG grant or those that are self financing will be delivered.	V	(1,302)	0	0	49	49	Detailed plan	Green	Green	Green	Skills, Safety, Engagement & Democracy
21	Communities, Housing & Customer Services		Commercialisation Initial income target in relation to additional income opportunities within the Directorate, including - commercial sponsorships and partnerships - utilising the assets within the Directorate more commercially - sale of current services to realise additional income	A	(12,983)	0	0	46	46	Detailed plan	Green	Red-Amber	Green	Community Development, Co-operatives & Social Enterprise
22	Communities, Housing & Customer Services		Recharging of utilities at Rover Way & Shirenewton At the Gypsy & Traveller sites some utilities cannot currently be allocated to actual pitches. Part of this will require the installation of individual water meters, which will enable usage to be charged directly to the users.	F	227	0	100	0	100	Detailed plan	Amber-Green	Red-Amber	Amber-Green	Health, Housing & Wellbeing

DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2017/18

No.	Directorate	Theme	Proposal	Budget		Saving				Risk Analysis				Cabinet Portfolio
				X Ref	£000	Employee Costs £000	Other Spend £000	Income £000	2017/18 Total £000	Status	Residual	Achievability	EIA	
23	Communities, Housing & Customer Services	Income / Commercialisation	Disabled Facilities Fee Income The Council is committed to support residents to remain at home and reduce or delay the need for more costly Residential or Nursing Care. As a result more capital finance has been allocated to delivering disabled adaptations and this will be administered within existing resources enabling an increased target for income generation.	L	(1,802)	0	0	114	114	Detailed plan	Green	Green	Green	Health, Housing & Wellbeing
24	Communities, Housing & Customer Services	Facing / C&P	Into Work Services - grant funded delivery In future the outcomes of the Into Work services will be funded from Universal Credit, Face to Face Services and grant funding and the alignment of the Adult Community Learning (ACL) Grant.	U	312	0	193	0	193	Detailed plan	Amber-Green	Green	Amber-Green	Skills, Safety, Engagement & Democracy
25	Communities, Housing & Customer Services	Grants / Subsidies	Grants Review A review of the current grants process including externally funded programmes to identify areas where delivery can be joined up together with a review of grants to realign costs and/or realise efficiencies is being undertaken.	K	1,438	0	176	0	176	Detailed plan	Green	Green	Amber-Green	Health, Housing & Wellbeing
26	Communities, Housing & Customer Services	Technology	More effective library stock management New technology has enabled delivery of stock direct to branch and reduces the need for a central warehouse. This has prompted a full review of the Dominions Way facility, which the Council currently leases. The new purchasing software enables more intelligent led purchasing of books to ensure user requirements are met more effectively, to reflect the library strategy that includes the aim of addressing the digital literacy needs of our users.	T	758	0	200	0	200	Detailed plan	Red-Amber	Red-Amber	Amber-Green	Community Development, Co-operatives & Social Enterprise
Communities, Housing & Customer Services Total						120	754	209	1,083					
27	Corporate Management	Grants / Subsidies	Reduction in the amount available to support events and market the City Reducing the amount available to support events, market the City and take advantage of opportunities presenting themselves during 2017/18. However, the City may begin to benefit from activities supported specifically by the Business Improvement District or through a potential new Destination Marketing organisation.	M	568	0	84	0	84	Detailed plan	Green	Amber-Green	Green	Economic Development & Partnerships
Corporate Management Total						0	84	0	84					
28	Economic Development	Income / Commercialisation	Increase in Income - Economic Development Generate additional income through advertising sites within the City's infrastructure.	F	(72)	0	0	178	178	Detailed plan	Green	Green	Green	Economic Development & Partnerships
29	Economic Development		Increase in Income - Tourism Generate additional income through tourism related commissions and progression of the marketing plan.	X	(429)	0	0	56	56	Detailed plan	Green	Green	Green	Economic Development & Partnerships
30	Economic Development		Increase in Income - Culture, Venues and Events Management Generate additional income across the portfolio of cultural venues through reflecting current income streams, increasing footfall and planned new attractions.	W	(6,305)	0	0	473	473	Detailed plan	Amber-Green	Amber-Green	Green	Community Development, Co-operatives & Social Enterprise
31	Economic Development		Increase in Income - Strategic Estates Increase income from the investment portfolio and operational estate	M	(4,717)	0	0	105	105	Detailed plan	Amber-Green	Amber-Green	Green	Corporate Services & Performance

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No.	Directorate	Theme	Proposal	Budget		Saving				Risk Analysis				Cabinet Portfolio
				X Ref	£000	Employee Costs £000	Other Spend £000	Income £000	2017/18 Total £000	Status	Residual	Achievability	EIA	
32	Economic Development	Income / Commercialisation	Commercial Trade - Expanding markets Continuing to grow the Council's market share in Cardiff and exploring opportunities of working in partnership. This will generate additional income of £200k with an associated cost of £100k.	AE	(2,313)	(60)	(40)	200	100	Detailed plan	Red-Amber	Amber-Green	Green	Environment
33	Economic Development		Pest Control - Expanding Market Share Exploring opportunities for expanding the Council's market share through exploring opportunities for working with the private sector and other public bodies.	AS	(210)	0	0	20	20	General planning	Red-Amber	Amber-Green	Amber-Green	Environment
34	Economic Development		Commercialisation - improved charging and income generation for Security Services Will be delivered through improved security services and income via internal and external bodies	AA-AL	(13,486)	0	0	44	44	Detailed plan	Green	Red-Amber	Green	Corporate Services & Performance
35	Economic Development		Income generation from Building Cleaning services To be delivered through a new commercial marketing and service delivery plan.	AO-AV	(1,709)	0	0	20	20	General planning	Green	Red-Amber	Green	Corporate Services & Performance
36	Economic Development		Central Transport Services income generation Utilising capacity in the fleet maintenance facility to insource work and increase external income, supported by new fleet management system.	AM-AN	(428)	0	0	75	75	Detailed plan	Green	Red-Amber	Green	Corporate Services & Performance
37	Economic Development		Review cost base on external contracts for Building Services Review opportunities to deliver in house at lower cost.	AO-AV	(1,709)	0	50	0	50	General planning	Green	Red-Amber	Green	Corporate Services & Performance
38	Economic Development		Waste - Third Party Treatment Additional income generated from waste transfer treatment facilities.	AC	(4,165)	0	0	50	50	Detailed plan	Red-Amber	Amber-Green	Green	Environment
39	Economic Development		Internally Facing / C&P	Treatment & Disposal - Increase in productivity Improving maintenance regimes and work schedules to remove down time and loss of productive time.	AH	2,292	20	50	0	70	Detailed plan	Red-Amber	Amber-Green	Green
40	Economic Development	Domestic - Round Performance Management Includes the introduction of new 'in cab' technologies to remove errors, wasted journey time and improve efficiencies. Further round balancing to improve efficiencies in resources and vehicle configurations.		AC	7,227	170	0	0	170	Detailed plan	Red-Amber	Amber-Green	Green	Environment
41	Economic Development	Domestic Waste Collection - Improve Attendance at Work Reduce dependency on agency across the recycling and waste service team.		AC	5,815	50	0	0	50	Detailed plan	Red-Amber	Amber-Green	Green	Environment
42	Economic Development	Reducing Vehicle Costs in Commercial Services Fleet Reducing damage and insurance claims through better reporting, monitoring and training, supported by new fleet management system and supported driver training.		AB-AE	2,631	0	66	0	66	General planning	Red-Amber	Red-Amber	Green	Environment
43	Economic Development	Waste Services - Efficiency Improvements Back office and scheduling approaches to make further efficiencies through scheduling technology for resourcing support services in addition to the 'In-cab' solutions that is being secured in 2016/17.		AB-AE	7,657	89	0	0	89	Detailed plan	Red-Amber	Red-Amber	Green	Environment
44	Economic Development	Technology	Materials Recycling Facility Auto sorter for plastics or plastics and paper (Treatment & Disposal) Further automate areas of recycling processing plant and increasing capacity for further trading.	AH	(2,359)	0	0	138	138	Detailed plan	Red-Amber	Amber-Green	Green	Environment
45	Economic Development	Second / Third Yr	St. David's Hall Review of costs, income and service delivery	S	3,952	0	215	0	215	Detailed plan	Amber-Green	Amber-Green	Amber-Green	Community Development, Co-operatives & Social Enterprise

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No.	Directorate	Theme	Proposal	Budget		Saving				Risk Analysis				Cabinet Portfolio
				X Ref	£000	Employee Costs £000	Other Spend £000	Income £000	2017/18 Total £000	Status	Residual	Achievability	EIA	
46	Economic Development	Second / Third Yr	New Theatre Review of costs, income and service delivery	T	3,816	0	201	0	201	Detailed plan	Amber-Green	Amber-Green	Amber-Green	Community Development, Co-operatives & Social Enterprise
Economic Development Total						269	542	1,359	2,170					
47	Education and Lifelong Learning	Income / Commercialisation	Increase in price of School Meals This saving will be achieved through an increase of 10p in the price of a school meal from April 2017.	X	(6,419)	0	0	484	484	Detailed plan	Amber-Green	Amber-Green	Green	Education
48	Education and Lifelong Learning		Rationalisation of costing base for Traded Services Over the past four financial years the Education Directorate has moved towards a net nil subsidy position for its three traded services: Music Services, the Storey Arms outdoor pursuits centre and, in 2017/18, the School Meals Service. However, in moving towards that position, there is now a requirement for a thorough review and realignment of the support costs attributable to those services, thus releasing budget elsewhere within the Directorate.	x	(6,419)	0	0	500	500	Detailed plan	Amber-Green	Amber-Green	Green	Education
49	Education and Lifelong Learning	Internally Facing / C&P	Rationalisation of staff and costs centrally retained to provide services of a specialised nature In 2014/15 the Education Directorate delegated to schools the budget and responsibility for staff employed to support schools in their Special Education Needs provision for pupils. These savings will be achieved by passing onto schools the responsibility for the remaining resources used by these teams.	H	901	0	140	0	140	Detailed plan	Amber-Green	Amber-Green	Green	Education
50	Education and Lifelong Learning		Rationalisation of the costs of the Pupil Referral Unit The Council has a statutory duty to provide an appropriate quality education to children between the ages of 5 and 16. Where pupils of secondary age are unable to remain in a secondary school due to behavioural issues, the Council has a Pupil Referral Unit based on its Mynachdy site which can cater for pupils at Key Stage 4 (14 to 16) to provide an alternative education provision retaining these pupils in the education system. Although not a school the Pupil Referral Unit is externally inspected by Estyn using the same Inspection Framework as schools. This savings target would be achieved through the delegation of the Pupil Referral Unit facility by commissioning a school to manage the provision. This would enable the financial responsibility for this provision to be passed onto the Schools Delegated budget enabling the realisation of savings from centrally retained budgets. There would be no reduction to the funding level available for the PRU.	J	739	382	0	0	382	Detailed plan	Amber-Green	Red-Amber	Green	Education
51	Education and 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 2017/18. This will include savings identified nationally, through the revision of the All Wales Service Level Agreement with the Welsh Joint Education Committee for the provision of educational services to schools and the current energy efficiency invest to save scheme.	A	978	0	260	0	260	Detailed plan	Green	Amber-Green	Green	Education
52	Education and Lifelong Learning		Reduction in Central budget for the Education Welfare Team 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. This budget saving will be achieved through a reduction in the staffing capacity within the service.	H	849	100	0	0	100	Detailed plan	Amber-Green	Amber-Green	Green	Education

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				X Ref	£000	Employee Costs £000	Other Spend £000	Income £000	2017/18 Total £000	Status	Residual	Achievability	EIA	
53	Education and Lifelong Learning	Internally Facing / C&P	Central Staffing Costs Saving to be achieved through a reduction of staffing following a reorganisation/rationalisation of the staffing structures within the Directorate - taking into account all opportunities to offset costs through additional income or use of grants. Staffing reductions will be effective from September 2017, with full year effect from April 2018.	N	1,286	175	0	0	175	General planning	Red-Amber	Amber-Green	Amber-Green	Education
54	Education and Lifelong Learning	Grants / Subsidies	Reduction in contribution towards the Central South Consortium The Council currently contributes £1.6m towards the costs of providing an Education School Improvement Service across the Central South region of Wales. This accounts for 35% of the total costs of the service. This saving will be achieved through passing at least a 5% reduction in contribution onto the Consortium.	O	1,535	0	80	0	80	Detailed plan	Amber-Green	Amber-Green	Green	Education
55	Education and Lifelong Learning	Second / Third Yr	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 third year target of £250k will be achieved through full year staffing savings and finalisation of savings on premises budgets.	T	1,302	125	125	0	250	Detailed plan	Amber-Green	Red-Amber	Red-Amber	Education
Education and Lifelong Learning Total						782	605	984	2,371					
56	Governance & Legal Services	Internally Facing / C&P	Centralisation of External Legal Spend Achieve efficiency savings by centralising external legal spend from across the Council			0	55	0	55	General planning	Red-Amber	Red-Amber	Green	Skills, Safety, Engagement & Democracy
57	Governance & Legal Services		Overhead Expenditure Review of overheads across the service.	A-J	3,493	0	47	0	47	General planning	Red-Amber	Red-Amber	Green	Skills, Safety, Engagement & Democracy
Governance & Legal Services Total						0	102	0	102					
58	Resources	Income / Commercialisation	Income Generation - Enterprise Architecture Utilising the Enterprise Architecture function to generate income from either delivered internal projects or external services provided to other public sector bodies.	I	(16)	0	0	120	120	Detailed plan	Amber-Green	Amber-Green	Green	Corporate Services & Performance
59	Resources		Income generation - Cardiff Academy The total income target will be met from a commercial approach to all external training provision. Income to be delivered through the promotion of the Academy principally to other public sector organisations. This will include the sale of accredited Institute of Leadership & Management and Service Improvement courses. Additional opportunities will come from providing Health & Safety training to employees, but also to contractors working for the Council as well as hiring out the Academy's new and extended facilities for training and/or small conferences.	K	0	0	0	46	46	Detailed plan	Red-Amber	Red-Amber	Green	Corporate Services & Performance
60	Resources		Commissioning & Procurement Local Authority Trading Company A reduction in the fixed costs of the Strategic Procurement Team through the charging of full costed staff time to the recently approved local authority trading company.	G	(624)	0	0	70	70	Detailed plan	Amber-Green	Amber-Green	Green	Corporate Services & Performance

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No.	Directorate	Theme	Proposal	Budget		Saving				Risk Analysis				Cabinet Portfolio
				X Ref	£000	Employee Costs £000	Other Spend £000	Income £000	2017/18 Total £000	Status	Residual	Achievability	EIA	
61	Resources		Information Governance Increasing income from services provided.	B	(13)	0	0	10	10	Detailed plan	Amber-Green	Amber-Green	Green	Corporate Services & Performance
62	Resources	Internally Facing / C&P	Accountancy - Post Reductions Further reduction in posts in Accountancy following review of responsibilities.	C	3,092	90	0	0	90	Detailed plan	Amber-Green	Amber-Green	Green	Corporate Services & Performance
63	Resources		Internal Audit - Review of Staff Resource Review and reduction of management costs within Internal Audit.	D	587	15	0	0	15	Realised	Green	Amber-Green	Green	Corporate Services & Performance
64	Resources		Reduction in external telephony spend Reduction in spend on telephony licences, network maintenance, and telephony support and maintenance. Replacement of Integrated Services Digital Network (ISDN) telephony with Internet Protocol (IP) telephony. This will include negotiations with suppliers and retendering to drive down costs.	Q	1,413	0	50	0	50	Detailed plan	Red-Amber	Amber-Green	Green	Corporate Services & Performance
65	Resources		ICT Staffing Budget Reduction of one post in ICT.	Q	4,257	35	0	0	35	Detailed plan	Amber-Green	Amber-Green	Green	Corporate Services & Performance
66	Resources		External ICT Spend Reduction in ICT spend through a review of ICT funded licences and support contracts.	R	2,398	0	204	0	204	Detailed plan	Red-Amber	Red-Amber	Green	Corporate Services & Performance
67	Resources		Review of staff structure in Organisational Development Achieved through reducing posts that are currently filled on a temporary basis, through an increase in the vacancy provision to reflect staff turnover and through the recovery of staff costs against specific projects where applicable. The implementation of agile working within the team will increase productivity. Where additional resources are required in order to effectively manage the level of support required by the Council then this will be facilitated through the use of reserves.	Z	1,075	172	0	0	172	Realised	Green	Green	Green	Corporate Services & Performance
68	Resources		Human Resources Business Efficiencies Deletion of two FTE posts via existing vacancy and possible VS application. Residual resources would need to be realigned to areas of priority to ensure delivery against existing Service Level Agreements (SLAs), some support provided may have to reduce or cease altogether. Savings relate to posts that undertake transactional duties.	L	1,678	52	0	0	52	Detailed plan	Red-Amber	Red-Amber	Green	Corporate Services & Performance
69	Resources		Savings from reduction in Support Cost for HRPS system Savings arising from planned reduction in support cost for HRPS IT systems. The costs associated with this were previously funded by post reductions in HR as required in the original business case model.	P	505	0	100	0	100	Realised	Green	Green	Green	Corporate Services & Performance
70	Resources		Reduction in Cabinet Office Staffing reduction in the Cabinet Office and Policy Team.	T	544	27	0	0	27	Detailed plan	Green	Green	Green	Economic Development & Partnerships
71	Resources		Emergency Management Streamlining ICT and other office resource, enhancing remote working practices and targeting income generation from public & private sector bodies.	X	(20)	0	2	3	5	Realised	Green	Red-Amber	Green	Corporate Services & Performance
72	Resources	Grants / Subsidies	Policy & Partnerships - Alternative Model for Funding Potential Key Events This budget is not earmarked for specific events, but provides the flexibility to react to one-off, unplanned events such as sports fixtures/large events in the city centre. Whilst reducing the budget would reduce this flexibility, further work will be undertaken to investigate the possibility of alternative funding being found on an ongoing basis.	V	4,579	0	20	0	20	Detailed plan	Amber-Green	Amber-Green	Green	Community Development, Co-operatives & Social Enterprise

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				X Ref	£000	Employee Costs £000	Other Spend £000	Income £000	2017/18 Total £000	Status	Residual	Achievability	EIA	
73	Resources	Technology	Automation of forms, E billing and transactional website To generate channel shift from telephone in respect of Council tax and Non Domestic Rates (NDR) recovery.	E	3,408	30	124	0	154	Detailed plan	Green	Red-Amber	Amber-Green	Corporate Services & Performance
74	Resources		Business Support Restructure Will reflect process and technological changes such as flexitime, post room and business support.	A	1,015	90	3	5	98	Detailed plan	Amber-Green	Red-Amber	Green	Corporate Services & Performance
Resources Total						511	503	254	1,268					
75	Social Services	Partners and Others	Reinforce process for Continuing Healthcare (CHC) funding where primary health needs have been identified Reinforce and robustly challenge through the Quality Assurance Process cases that are eligible for CHC funding and work closely with partners to address. In 2017/18 potential CHC funding for older people with particular emphasis on those in the community who have identified primary health needs will be actively pursued.	T	27,492	0	350	0	350	Detailed plan	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing
76	Social Services		Review of Social Work Resource in Hospitals The proposal is to review the provision of the Hospital Based Social Work Service to identify the potential to change the model to manage resource more effectively and to establish the impact of alternative models.	O	3,147	90	0	0	90	Detailed plan	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing
77	Social Services		Review level of continuing health care funding for children's placements Review with health partners, relative contributions to children's residential placements.	H	17,609	0	150	0	150	Detailed plan	Red-Amber	Red-Amber	Red-Amber	Early Years, Children & Families
78	Social Services		Reduce Therapy Costs in Children's Services The proposal is to work with Health colleagues in the provision of Psychological Services for children and young people. Health have appointed a part time Psychologist specifically to provide services to Looked After Children. The proposal is to work with Health colleagues to negate the need to commission private assessment / therapy providers for a small group of children in long term care.	A	4,266	0	30	0	30	Detailed plan	Red-Amber	Red-Amber	Amber-Green	Early Years, Children & Families
79	Social Services		Joint commissioning of residential and nursing home beds with Health to create efficiencies Joint commissioning with Health to create efficiencies through a new procurement model.	O	30,592	0	130	0	130	Detailed plan	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing
80	Social Services	Review the level of Learning Disability (LD) college placements Work in collaboration with Cardiff and Vale College and Careers Wales to review all applications for residential college placements.	T	30,589	0	100	0	100	Detailed plan	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing	
81	Social Services	Internally Facing / C&P	Remodelling of Children's Services As part of the remodelling of Children's Services it is proposed that the centralised Family Intervention and Support (FISS) teams are disbanded and merged with the case-management teams in Targeted Services. It is not envisaged that this will reduce the level of service but it will provide an opportunity to make a saving against management and business support costs associated with delivering a central family support service. Separately, this proposal includes the reduction of a Child Health and Disability (CHAD) related home support worker post, reflecting changing workloads resulting from the increased take up of direct payments.	C	1,609	150	0	0	150	Detailed plan	Red-Amber	Red-Amber	Amber-Green	Early Years, Children & Families

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No.	Directorate	Theme	Proposal	Budget		Saving				Risk Analysis				Cabinet Portfolio
				X Ref	£000	Employee Costs £000	Other Spend £000	Income £000	2017/18 Total £000	Status	Residual	Achievability	EIA	
82	Social Services	Internally Facing / C&P	Review Emergency Accommodation Service for Learning Disability Service Users Review the service and consider remodelling the social care crisis service to merge with the re-provision of the respite service.	T	30,589	0	290	0	290	Detailed plan	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing
83	Social Services		Incentivise and work with external providers to improve efficiencies and reduce costs Utilise the commissioning and procurement process to encourage providers to develop the skills and strengths of people to reduce reliance on services. Also consider block purchasing or internal provision of services utilising appropriate funding streams.	O	30,592	0	53	0	53	Detailed plan	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing
84	Social Services		Retender Mental Health (MH) Supported Living Service Review the specification and retender existing service in order to improve efficiencies and value for money.	W	6,824	0	150	0	150	Detailed plan	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing
85	Social Services		Retender/reconfigure external provider contract with University Health Board (UHB) for specialised day care To jointly review with the UHB, the needs of specialist day care services for service users currently utilising external provision and map the needs of young people in transition, to ensure that service delivery is appropriate and proportionate. To enter discussions with providers to deliver care in the most effective and efficient manner.	T	30,589	0	170	0	170	Detailed plan	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing
86	Social Services		Review domiciliary model of delivery Continue to work closely with providers to identify efficiencies. Also explore different models of service delivery including the introduction of framework contracts etc. The proposal is to review the model of domiciliary care services in order to reduce overall cost. This will include working with care providers looking at a range of issues and service models which impact on the delivery of care.	O	30,592	0	125	0	125	Detailed plan	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing
87	Social Services		Reduce and prevent reliance on statutory services utilising Information Advice and Assistance assessment and review The proposal is to support the enhancement of a model of care which recognises the strengths and skills of individuals requesting care and support, recognises and encourages access to preventative services, to reablement, and recovery models of care and recognise that individuals experience episodes of requiring care. It is proposed that encouraging and supporting individuals in this way will help to reduce over reliance on long term services. This approach will help manage demand and will be in line with the spirit of the Social Services and Well-being (Wales) Act 2014.	O	30,592	0	250	0	250	Detailed plan	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing
88	Social Services		Re-modelling of skill mix within Adults Social Work Teams The proposal is to review the mix of skills within the Adults Social Work teams. This will include consideration of the potential to re-designate some posts from qualified to unqualified positions. The action to be taken will ensure that the proposal will not result in unqualified staff taking on duties which are the responsibility of qualified social workers and currently undertaken by them.	O	3,147	100	0	0	100	Detailed plan	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing
89	Social Services		Recommissioning of Children's Respite/Short breaks service Recommission the current contract for respite care/short breaks at Ty Storrie. New provision to reflect reduced demand for occupancy.	A	4,266	0	50	0	50	Detailed plan	Red-Amber	Red-Amber	Amber-Green	Early Years, Children & Families

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No.	Directorate	Theme	Proposal	Budget		Saving				Risk Analysis				Cabinet Portfolio
				X Ref	£000	Employee Costs £000	Other Spend £000	Income £000	2017/18 Total £000	Status	Residual	Achievability	EIA	
90	Social Services	Grants / Subsidies	Review level of third sector expenditure Review all third sector day spend and consistently apply a percentage reduction to the spend. Work with third sector organisations to develop more sustainable business models for the future utilising other external funding opportunities.	O	30,592	0	100	0	100	Detailed plan	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing
91	Social Services	Second / Third Yr	Locality based service delivery Mapping on a pilot basis in the current financial year, 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.	O	30,592	0	250	0	250	Detailed plan	Red-Amber	Red-Amber	Amber-Green	Health, Housing & Wellbeing
92	Social Services		Adolescent Resource Centre (ARC) Second year impact of saving proposed for 2016/17. Saving predicated on step downs to lower cost forms of care, shorter stays, quicker return to families, reduced numbers entering care following referral and change in age profile of those in care.	H	17,609	0	400	0	400	Detailed plan	Red-Amber	Red-Amber	Red-Amber	Early Years, Children & Families
93	Social Services		Safer Families Initiative Second year impact of 2016/17 savings proposal - utilise and encourage volunteering in the community to provide a mentoring service aimed at reducing Looked After Children admissions. Based on pilots in other authorities, it is anticipated that the scheme will reduce the numbers of children coming into the care system.	H	17,609	0	240	0	240	Detailed plan	Amber-Green	Amber-Green	Red-Amber	Early Years, Children & Families
94	Social Services		Reduction in the Number of Children Placed in Out Of Area Placements Second year impact of 2016/17 savings proposal. Aim to move 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.	H	17,609	0	1331	0	1,331	Detailed plan	Red-Amber	Red-Amber	Amber-Green	Early Years, Children & Families
95	Social Services		Early Help Strategy Second year impact of 2016/17 savings proposal. 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.	H	17,609	0	488	0	488	Detailed plan	Red-Amber	Red-Amber	Red-Amber	Early Years, Children & Families
Social Services Total						340	4,657	0	4,997					
Council Directorate Total						2,022	7,942	3,300	13,264					

ADDRESSABLE SPEND BUDGET SAVINGS PROPOSAL SUMMARY 2017/18

No.	A/S Category	Theme	Proposal	Budget £000	Saving			2017/18 Total £000	Risk Analysis				Cabinet Portfolio
					Employee Costs £000	Other Spend £000	Income £000		Status	Residual	Achievability	EIA	
1	Schools Transport	Partners and Others	Additional Learning Needs - Review of Transport for Pupils Within 2/3 Miles (Primary/Secondary) Review and challenge transport for statemented pupils who live within 2 miles from primary school and 3 miles from secondary. This will be done on an individual case basis, to take into account the individual child's needs based on the Additional Learning Needs transport policy.	6,066	0	38	0	38	General planning	Red-Amber	Red-Amber	Amber-Green	Education
2	Schools Transport		School Transport - Replace Taxis/Buses with Bus Passes (Cardiff IFF cards) for Pupil Referral Units - Phased Approach Pilot scheme to run at Greenhill School initially and if successful transfer to other PRU areas.	6,066	0	48	0	48	Detailed plan	Red-Amber	Red-Amber	Green	Education
3	Schools Transport		Introduce Travel Support Allowance - Pilot Scheme Replace taxi/bus provision with an advanced payment to parents. Parents would then be responsible for pupils' transport to school. This will be provided on a termly basis.	2,173	0	100	0	100	Detailed plan	Amber-Green	Amber-Green	Green	Education
4	Schools Transport	Second / Third Yr	School Transport - Phased Increase in cost of Bus Passes Continuation of the phased increase in cost of bus passes to ensure actual costs match the provision.	(82)	0	0	5	5	Detailed plan	Green	Green	Amber-Green	Education
5	Schools Transport		School Transport - Additional Learning Needs Route Optimisation and Retendering of Routes/Mergers Reviewing on a case by case basis, working closely with Education and individual schools. Review and challenge current transport provision to ensure it fits the needs of pupils.	6,066	0	189	0	189	Detailed plan	Green	Amber-Green	Amber-Green	Education
6	Energy	Income / Commercialisation	Renewable Energy Generation Income will be derived from a number of renewable energy schemes through incentives related to energy generation (Feed In Tariffs, etc.), the sale of energy to the grid and/or other rental income.	4,070	0	0	10	10	Detailed plan	Green	Amber-Green	Green	Transport, Planning & Sustainability
7	Energy	Internally Facing / C&P	Energy - Change in Energy Procurement Strategy Currently energy is procured through Welsh Purchasing Consortium arrangement with 16 other Welsh Authorities. A change to this arrangement would allow a flexible approach that is tailored to the City of Cardiff's requirements, including the ability to purchase energy directly from the renewable generation capacity that the Council and others are installing in Cardiff, in turn generating savings.	4,070	0	20	0	20	General planning	Green	Red-Amber	Green	Transport, Planning & Sustainability
8	Energy		Energy Efficiencies Within Council Buildings Identify projects through use of the RE:Fit framework for complete building energy retrofit as well as alternative external funding for individual projects.	4,070	0	30	0	30	Detailed plan	Amber-Green	Amber-Green	Green	Transport, Planning & Sustainability

ADDRESSABLE SPEND BUDGET SAVINGS PROPOSAL SUMMARY 2017/18

No.	A/S Category	Theme	Proposal	Budget £000	Saving			2017/18 Total £000	Risk Analysis				Cabinet Portfolio
					Employee Costs £000	Other Spend £000	Income £000		Status	Residual	Achievability	EIA	
9	Energy	Internally Facing / C&P	Energy - Reduction in bills across the estate through improved management and behaviour change (Carbon Reduction Strategy) The approved Carbon Reduction Strategy sets out a series of actions that will manage and reduce the Council's energy consumption. Part of this strategy relates to better management of energy consumption and behaviour change amongst building managers and other staff.	4,070	0	40	0	40	General planning	Amber-Green	Amber-Green	Green	Transport, Planning & Sustainability
10	Energy	Second / Third Yr	Street Lighting - Conversion to LED Replace main route lighting with LED to reduce long term energy expenditure. Start date Mid November 2016.	2,173	0	60	0	60	Detailed plan	Red-Amber	Amber-Green	Green	Transport, Planning & Sustainability
11	Energy		Traffic Signals/Bollard - Conversion to LED Replace traffic signals and bollard lighting with LED to reduce long term energy expenditure. Start date January 2017.	213	0	20	0	20	Detailed plan	Green	Green	Green	Transport, Planning & Sustainability
12	Externally Set	Grants / Subsidies	Precepts and Levies Achievement of the 1% targeted reduction in precepts and levies as set out in the Budget Strategy Report.	17,787	0	8	0	8	Detailed plan	Amber-Green	Red-Amber	Green	Corporate Services & Performance
13	Corporate / Financial Resilience	Internally Facing / C&P	Insurance In line with recent claims experience following Ministry of Justice reforms in 2013.	5,018	0	135	0	135	Detailed plan	Amber-Green	Amber-Green	Green	Corporate Services & Performance
14	Corporate / Financial Resilience		Reduction in voluntary redundancy budget based on latest financial modelling information	5,804	1400	0	0	1,400	Detailed plan	Green	Green	Green	Corporate Services & Performance
15	Corporate / Financial Resilience		Reduction in pension strain budget based on latest financial modelling information	2,500	1450	0	0	1,450	Detailed plan	Green	Green	Green	Corporate Services & Performance
16	School Organisation Plan	Internally Facing / C&P	School Organisation Plan Following a review of the latest financial modelling information this amount can be released.	7,193	0	100	0	100	Detailed plan	Green	Green	Green	Education
17	Property		Commercialisation	Increase in Rental Income - Strategic Estates	(3,615)	0	0	90	90	Detailed plan	Red-Amber	Amber-Green	Green
Council Addressable Spend Total					2,850	788	105	3,743					
Council Total					4,872	8,730	3,405	17,007					

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**CYNGOR DINAS CAERDYDD
CITY OF CARDIFF COUNCIL**



CABINET MEETING: 16 FEBRUARY 2017

SUSPENDING THE RIGHT TO BUY

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

AGENDA ITEM: 7

**PORTFOLIO: HEALTH, HOUSING AND WELLBEING (COUNCILLOR SUSAN
ELSMORE)**

Reasons for this Report

1. To update Cabinet on the results of the public consultation on the proposed suspension of Right to Buy/Acquire.
2. To agree the submission of an application to the Welsh Government to suspend the Right to Buy/Acquire.

Background

3. On 10th November 2016 Cabinet considered a report which set out the high level of housing need within the city. The report confirmed the need for affordable accommodation of all types, across all areas of the city, with 8,300 applicants on the waiting list for social housing of which 4,600 are in significant housing need. The Council's Housing Strategy had analysed housing need in the city and identified that:
 - 2,700 families are severely overcrowded;
 - 2,400 households have a significant medical need to move,
 - 1,600 households need to move to ground floor accommodation,
 - 549 need fully accessible housing.
4. The Local Housing Market Assessment for Cardiff undertaken in 2015 had shown that an additional 2,024 new affordable properties are needed each year, a total need of 10,120 affordable homes over the next 5 years. The plans set out in the Housing Strategy indicate a potential delivery over the same period, through all sources, of only 4,220 new properties, leaving unmet need of 5,900 affordable homes.
5. The November report also reviewed the issues surrounding the sale of social housing. Currently, most council tenants and housing association tenants have the Right to Buy or Right to Acquire their home. Council tenants can

apply to buy their homes after 5 years and receive a discount of £8,000 on the value. The council owned social housing stock in the city has decreased from 23,000 in 1985 to 13,807, mostly due to Right to Buy sales.

6. The Housing (Wales) Measure 2011 gave local housing authorities the ability to apply to the Welsh Government Minister (now Cabinet Secretary) for a direction to suspend the Right to Buy/Acquire in areas of housing pressure for a period of up to 5 years. This could be for a particular area or areas within the local authority area or for a type of property. Carmarthen, Swansea and Ynys Mon have successfully made applications to suspend the Right to Buy/Acquire in their areas, with Denbigh and Flintshire currently preparing their applications.
7. The Welsh Government has recently confirmed the intention to end the Right to Buy and Right to Acquire within the current term of government, however this process has not yet commenced and is likely to take some considerable time. Once the Welsh Government has ended the Right to Buy/Acquire, it is likely that there will be of grace period of up to 2 years during which tenants can continue to apply for the Right to Buy or Right to Acquire on their home.
8. In the light of this housing need and the likely delay in the Welsh Government's plans to end the sale of social housing, Cabinet gave approval for public consultation to take place on the proposed suspension of the Right to Buy / Acquire in Cardiff. This report sets out the findings from this consultation and sets out a proposed way forward.

Issues

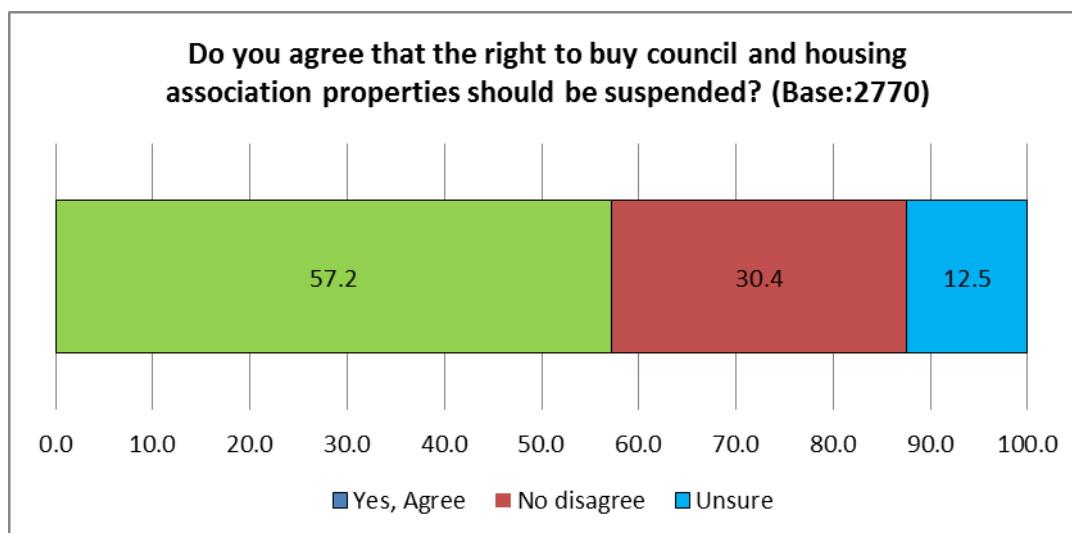
9. The public consultation took place between 28 November 2017 and 31 December 2016. A personal letter, information sheet and survey form together with a stamped addressed envelope was sent to all council and housing association tenants and to all applicants on the Common Housing Waiting List.
10. A presentation was made at the 'Tenants Voice' Meeting to raise awareness of and encourage participation in the survey. The survey was also advertised through the Council and Cardiff Tenants websites and Local Housing Associations were encouraged to also advertise on their websites.

Responses to the Consultation

11. There was a good level of response to the consultation, 2,785 individual responses were received in total, of these 1,330 (48%) responses were from council tenants and 951 (34%) were from housing association tenants. Those on the housing waiting list were also well represented with 586 (21%) responses. 178 (6%) were neither a social tenant nor on the waiting list for housing, showing participation from the wider community.
12. Responses were received from a wide range of individuals: 1,120 (40.21%) identified themselves as having a disability and 428 (15%) as being from an ethnic minority background.

Results of the Consultation

13. 57.2% of respondents agreed with the proposal to suspend the Right to Buy / Acquire, 30.4% disagreed and 12.5% were unsure. The agreement was consistent across most groups including current council tenants (55.6%), housing association tenants (54.4%) and those on the common housing waiting list (60.2%).



14. Agreement with the proposal was slightly lower for those respondents from an ethnic minority background, although of those who expressed an opinion, there was still a majority in agreement at 45.3% agreed, with 40.9% disagreeing and 13.8% undecided.
15. In terms of age the proposals were most popular among older respondents including those over 66 years where 69.6% were in agreement. While for those between 25 and 45 only 40.6% agreed with 47.7% disagreeing and 11.7% undecided. The 25 to 45 age group was the only group to return a negative response to the proposals reflected that this age group are more likely to want to buy their own home.
16. Numerous comments were received about the proposal; many respondents expressed support for the Council in taking this step. Of those who disagreed with the proposal, most expressed a desire to purchase their property or concern about the difficulty of getting on the property ladder. It will be important going forward therefore that other opportunities for homeownership are promoted effectively; including the Assisted Home Ownership Scheme.
17. The Council operates an Assisted Home Ownership Scheme which offers first time buyers in Cardiff the opportunity to buy an equity share property. The price of the property is usually 70% of market value with the council or housing association holding the remaining 30% value. There is no rent to pay on the 30% share. The Local Development Plan is proposing the development of 40,000 new homes which will enable the delivery of a significant number of additional Assisted Home Ownership homes on new build sites with the Cardiff Living development also potentially delivering an additional 90 homes. When the initial purchaser decides to move on the property is again sold through the scheme enabling another first time buyer to take advantage of the opportunity.

18. The Council is also taking forward local area regeneration schemes, helping to facilitate the development of properties in more affordable areas which would not have otherwise have been taken forward. These properties are at the lower range of market values and are more affordable to those on low incomes.
19. In addition to the public consultation, information about the consultation and a request for comments were also sent to a range of partners and interested parties, including Councilors, Assembly Members, bordering local authorities and a wide range of support and equalities organisations. There was very little response from this group and of those most were in favour of the proposal.
20. Overall the consultation was received very positively with a clear majority of respondents in favour of the proposal. It is therefore proposed that the application process to end the Right to Buy/ Acquire is taken forward.
21. A report on the consultation can be found at appendix 1.

Next Steps

22. The Welsh Government has provided guidance about the application process. Local Authorities are required to submit evidence of the high housing need in their area, showing how they are taking steps to address this need and the impact that the ongoing Right to Buy scheme could have on stock levels. Authorities must also supply evidence of how they are taking steps to try to meet the high housing need by making best use of stock and developing and leasing additional stock.
23. A draft report containing the information needed to support Cardiff's application is attached at appendix 2. The outcome of the consultation will also form part of the application.
24. Once an application has been submitted to Welsh Government, the Cabinet Secretary has 6 months to respond to the application and issue a Direction for Suspension or decline the application.
25. Prior to receiving the outcome of the formal decision being made and following acknowledgment from Welsh Government that they have received the application, the Right to Buy scheme is 'paused'.
26. Any Right to Buy/Acquire applications that are received before the Cabinet Secretary acknowledges receipt will continue to be processed as normal. Any applications received after the date of acceptance of the application will be 'paused' until a decision is made by the Cabinet Secretary. If the Cabinet Secretary supports the application to suspend the Right to Buy/Acquire scheme and issues a 'Direction for Suspension' the 'paused' applications will not be eligible to be processed. If the Cabinet Secretary decides not to support the application to suspend the Right to Buy/Acquire scheme, the 'paused' applications will proceed as normal.

Equality Impact Assessment

27. The Equality Impact Assessment has been updated with the results of the consultation and can be found at appendix 3.

Reason for Recommendations

28. To agree to the submission of an application to suspend the Right to Buy / Acquire in Cardiff with the aim of preventing any further loss of social housing.

Legal Implications

29. The Housing (Wales) Measure 2011 requires the Council to carry out a consultation process before it may apply to the Welsh Ministers for a direction suspending the Right to Buy and related rights. The Measure specifies the parties to be consulted and this is reflected in the consultees in the present exercise.
30. In order to be legally effective the consultation must have:
- (i) provided sufficient information to allow for a proper and informed response from consultees; and
 - (ii) allowed adequate time for response
31. Cabinet is now obliged to take the consultation responses into account in a conscientious and open-minded way.
32. Various other procedural steps required by the Housing (Wales) Measure 2011 are referred to in this Report.
33. In making decisions the Council has to satisfy its public sector duties under the Equality Act 2010. The Council must have due regard to the need to (1) eliminate unlawful discrimination (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics.

Protected characteristics are:

- a. Age
 - b. Gender reassignment
 - c. Sex
 - d. Race – including ethnic or national origin, colour or nationality
 - e. Disability
 - f. Pregnancy and maternity
 - g. Marriage and civil partnership
 - h. Sexual orientation
 - i. Religion or belief – including lack of belief
34. The report identifies that an Equality Impact Assessment has been carried out and can be found at Appendix 3. The purpose of an 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 Cabinet must have due regard to the Equality Impact Assessment in making its decision.

Financial Implications

35. The Council's social housing stock forms part of the statutory Housing Revenue Account, which records all income and expenditure arising from the provision of social housing. The report proposes submitting an application to WG to suspend Right to Buy/Acquire in Cardiff. Whilst capital receipts would no longer be available from disposals, a successful application would help support the retention of assets that would continue to be available for service delivery at affordable rental levels.

RECOMMENDATIONS

The Cabinet is recommended:

1. To note the responses to the public consultation on the proposal to suspend the Right to Buy / Acquire in Cardiff.
2. To agree an application being made to the Welsh Government to suspend the Right to Buy /Acquire in Cardiff for all areas of the city and all types of property for a period of 5 years.
3. To delegate the Director of Communities, Housing and Customer Services to make the detailed submission to the Welsh Government to suspend the Right to Buy /Acquire and to undertake associated action.

SARAH MCGILL

Director

10 February 2016

The following appendices are attached:

- Appendix 1 – Right to Buy and Right to Acquire Consultation Report
- Appendix 2 – Draft Application Report
- Appendix 3 – Equality Impact Assessment

Right to Buy & Right to Acquire Consultation - Jan 2017



*The County Council of the City and County of Cardiff.
Prepared by Customer & Business Knowledge*

Page 567





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Cardiff Research Centre delivers key research, information and multimedia services for Cardiff Council and other key organisations in Cardiff and Wales.

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Claire Griffiths

Principal Research & Engagement Officer
Cardiff Council

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Right to Buy and Right to Acquire

Consultation 2016

Background

Thousands of households in Cardiff are living in temporary or unsuitable accommodation because of a shortage of affordable rented homes.

There are not enough council and housing association properties to meet this housing need. Despite this many properties are lost each year due to the right of existing council and housing association tenants to buy their home through the Right to Buy and Right to Acquire.

The City of Cardiff Council has undertaken consultation to determine the level of support for the suspension of the existing right to buy/ acquire scheme. A suspension would stop current stock being lost and enable greater responsiveness to housing need across the city.

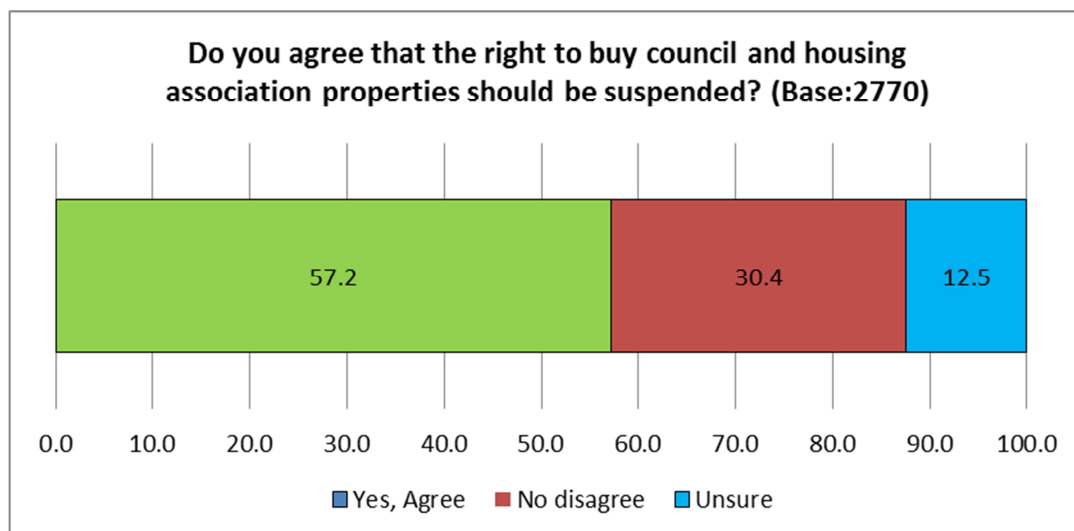
The council sent an information leaflet and consultation survey form to all council and housing association tenants as well as all applicants on the housing waiting list. In total approximately 30,000 survey forms were distributed. Additionally the consultation survey was available to the wider public via the council website www.cardiff.gov.uk.

A total of **2,785 responses** were received to the consultation which ran from 28th November 31st December 2016.

Do you agree that the right to buy council and housing association properties should be suspended?

The majority of respondents (57.2%) were in favour of the suspension of the right to buy council and housing association properties.

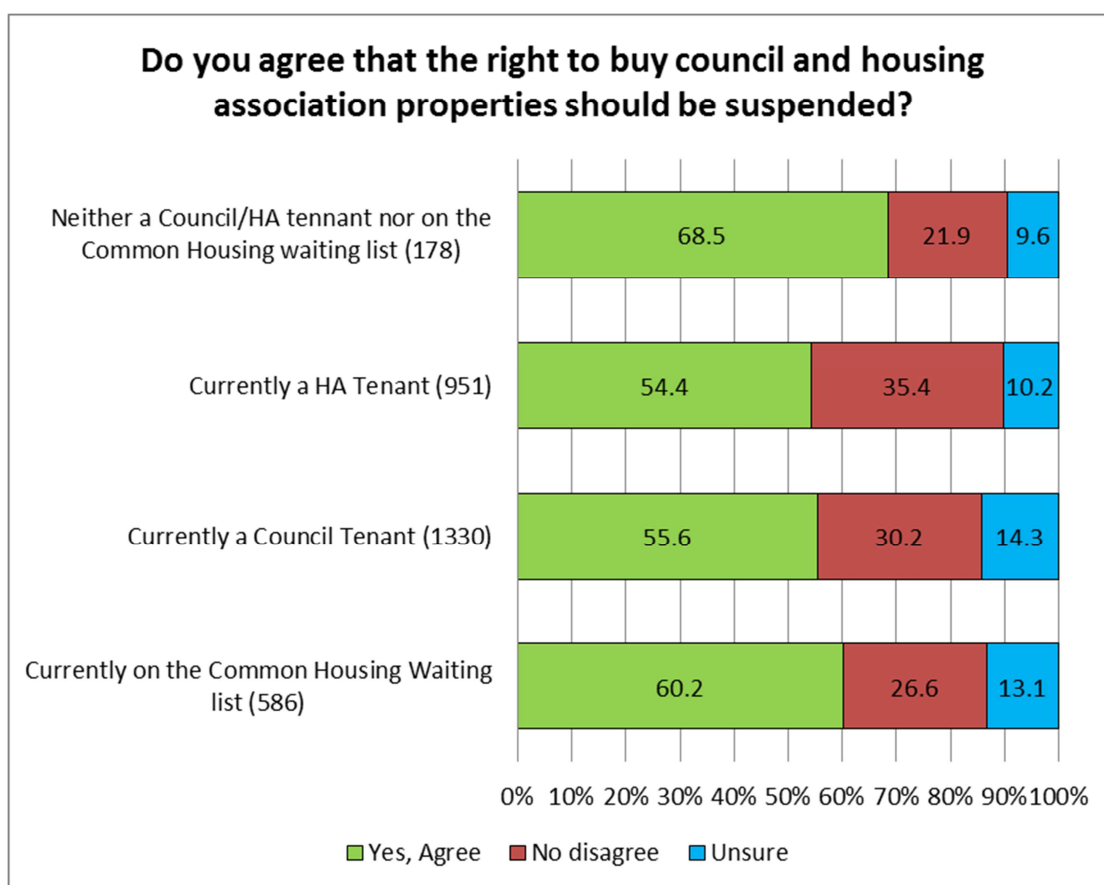
	No.	%
Yes, Agree	1584	57.2
No disagree	841	30.4
Unsure	345	12.5
Total	2770	100.0



Response to the proposal was examined by a range of respondent characteristics.

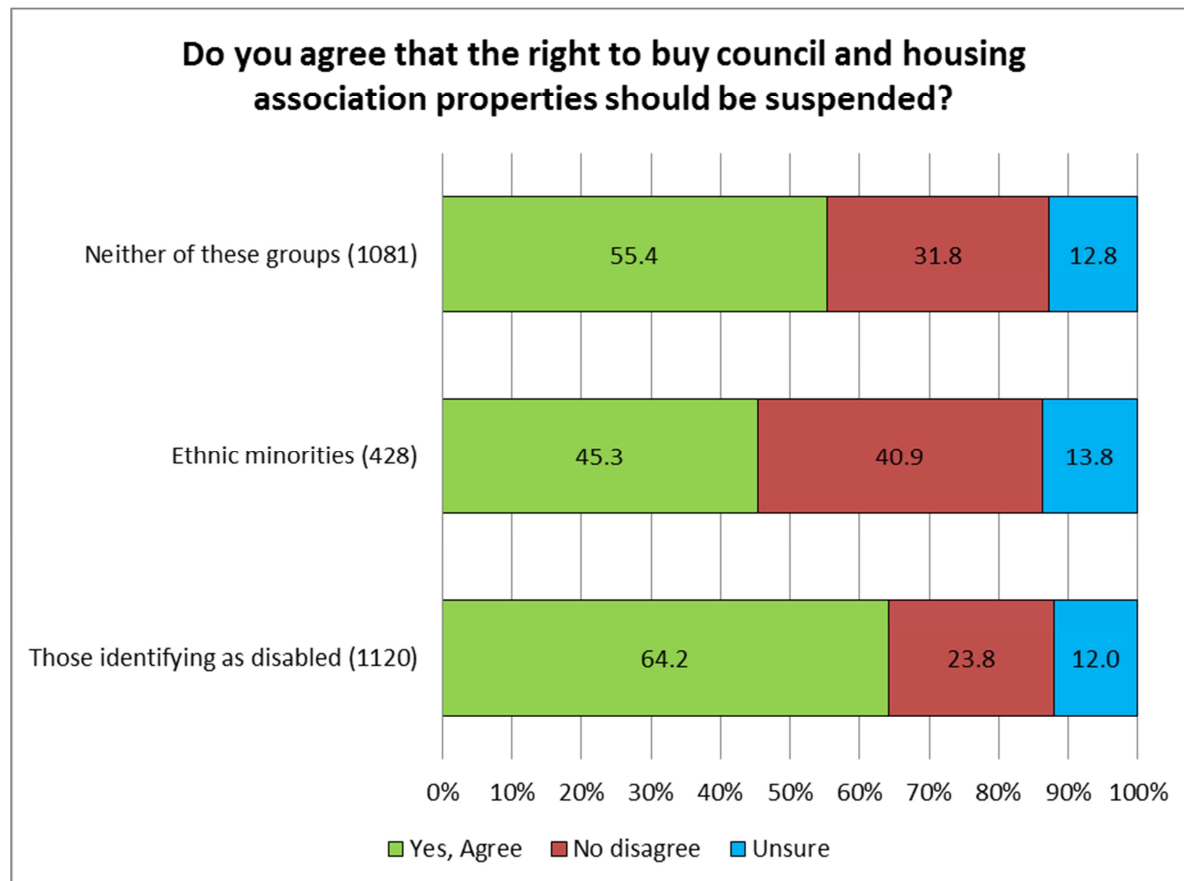
Current Living Arrangements

Agreement with the proposal to suspend the right to buy and right to acquire council and housing association properties was highest amongst those that were neither existing tenants nor on the common housing waiting list. Amongst this group agreement with the proposals rose to more than two thirds (68.5%)



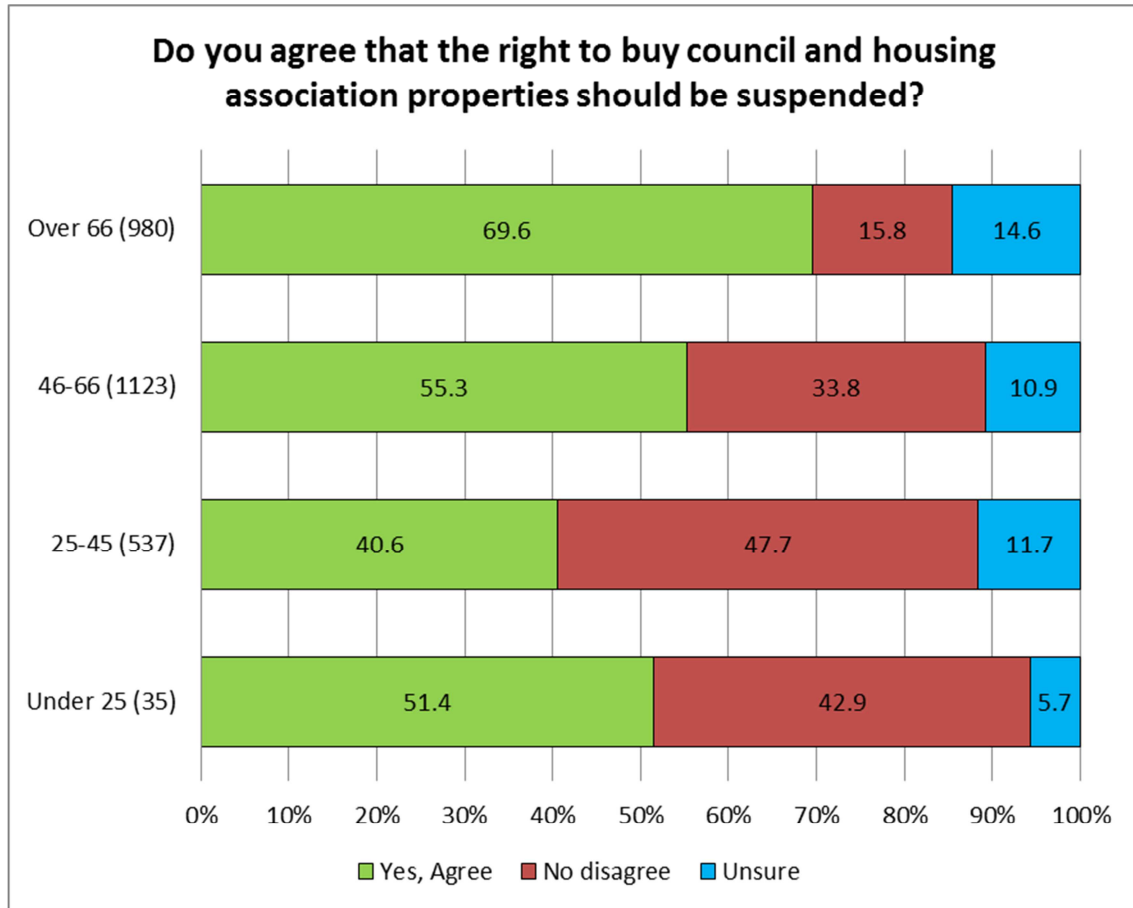
Ethnic Minorities/Identifying as disabled

Approximately two thirds (64.2%) of those respondents that identified themselves as living with a disability were supportive of the proposals. In comparison less than half (45.3%) of respondents belonging to an ethnic minority felt that the right to buy should be suspended.



Age

The level of agreement with the proposal to suspend the right to buy council and housing association properties was found to increase with the age of the respondent¹.



¹ This is with the exception of those respondents aged 'under 25' for whom a statistically robust sample size was not achieved.

Further comments. If you disagree please say why

A total of 1,036 additional comments were received regarding the proposed suspension of the right to buy council and housing association properties. Of these comments, 331 (31.9%) were made by those respondents expressing support for the proposals and 645 (62.3%) from those wishing to see the right to buy remain.

Common themes expressed by those opposed to the proposals included existing tenants’ desire to purchase their own home through the scheme, the belief that this is currently the only way for many to afford their own home and the Council has a responsibility to ensure that more housing stock is made available to meet need.

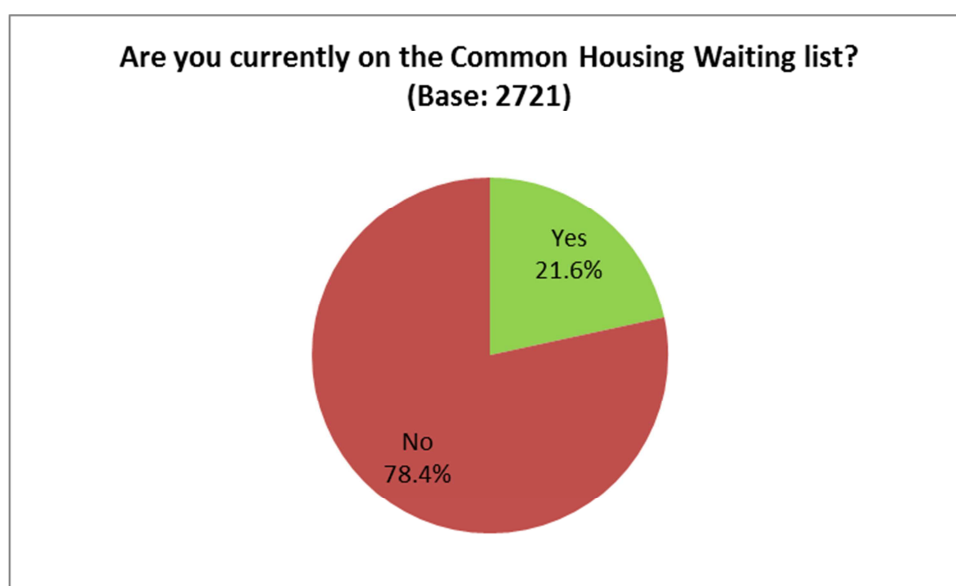
Conversely those expressing support for the suspension of the scheme cited the need for the council to retain stock for those most in need and considered a longer suspension or even a removal altogether. Comments received include:

Support the suspension	Oppose the suspension
<ul style="list-style-type: none"> • <i>“There is a severe housing shortage - we need these homes for the people who have no alternatives.”</i> • <i>“The right to buy depletes the social rented stock at a faster rate than new units can be developed.”</i> • <i>“Affordable housing is in short supply; there is high housing need so we need to ‘preserve’ the existing affordable stock that we have in Cardiff.”</i> • <i>“It is absolutely essential that this happens as soon as physically possible in order to preserve as much current social housing as we can alongside investing in new builds wherever possible.”</i> • <i>“Long overdue. Why have we spent decades reducing the number of social housing properties in Cardiff?”</i> • <i>“Great move, well done Cardiff Council.”</i> • <i>“These properties should never have been sold in the first place and they should never be sold in the future. Social housing should be for all those in need.”</i> • <i>“It should be abolished not just suspended.”</i> • <i>“378 families in temp accommodation is a reason this should be suspended, even scrapped altogether.”</i> 	<ul style="list-style-type: none"> • <i>“I would like to buy my council property in the near future as it has been in my family since 1980.”</i> • <i>“Very hard for future generations to get on property ladder this option helps them if they are already in social housing.”</i> • <i>“I would like to buy my council property with my partner & wouldn’t be able to afford this without right to buy.”</i> • <i>“RTB was introduced to allow people to purchase homes they could not otherwise afford. It is an important part of the private housing infrastructure. The council should build more social housing as it used to do.”</i> • <i>“Why if you sell a house can’t you use the money to build new?”</i> • <i>“Everybody should have right. But I appreciate the housing shortage, need to build more.”</i> • <i>“Why shouldn’t people be given the chance to get on the property ladder? Also why can’t you use the monies from the sell to build or buy more properties?”</i> • <i>“Empower us the poor by allowing us to buy our house.”</i> • <i>“Over 20 years I will pay £100,000 plus in rent and will have nothing to show for it. Is this fair? The solution is to build better, low cost housing and create more jobs.”</i>

Are you currently on the Common Housing Waiting list?

Approximately a fifth (21.6%) of those responding to the consultation were currently on the Common Housing Waiting List.

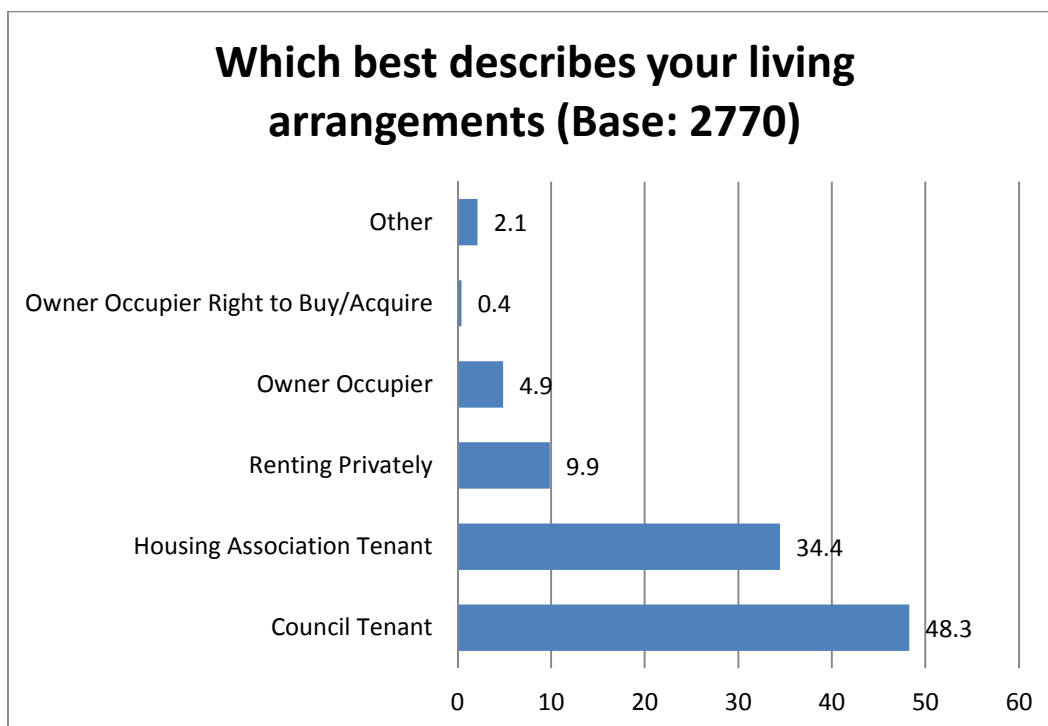
Base: 2721	No.	%
Yes	589	21.6
No	2132	78.4
Total	2721	100.0



Which best describes your current living arrangements?

Almost half (48.3%) of respondents were existing council tenants whilst a further third (34.3%) were tenants of local housing associations.

Base: 2770	No.	%
Council Tenant	1337	48.3
Housing Association Tenant	954	34.4
Renting Privately	273	9.9
Owner Occupier	135	4.9
Owner Occupier Right to Buy/Acquire	12	0.4
Other	59	2.1
Total	2770	100.0



About You

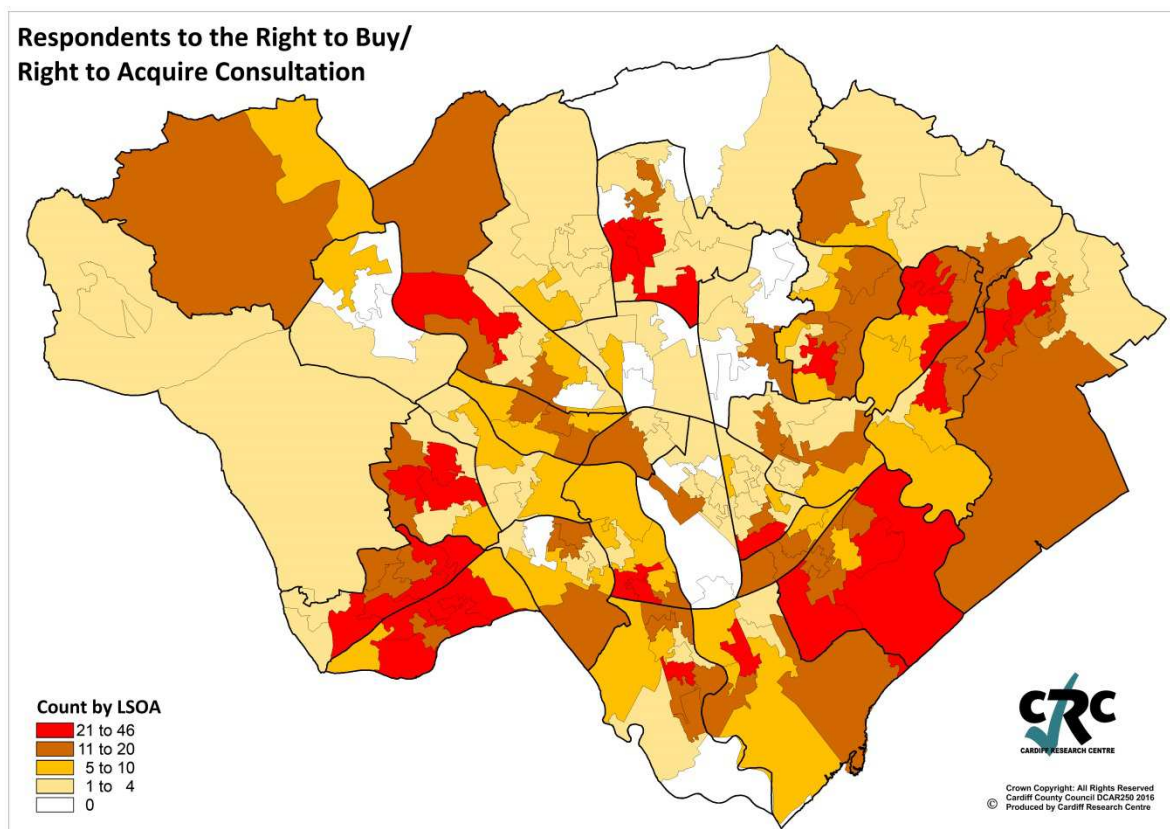
What gender do you identify as?

	No.	%
Female	1555	57.1
Male	1124	41.3
Transgender	7	0.3
Prefer not to say	35	1.3
Total	2721	100.0

What was your age on your last birthday?

	No.	%
Under 25	36	1.3
25-45	541	19.9
45-65	1127	41.4
Over 65	985	36.1
Prefer not to say	36	1.3
Total	2725	100.0

What is your Post code?



Do you consider yourself to have a disability?

More than two fifths (43.5%) of respondents considered themselves to have a disability.

	No.	%
Yes	1125	43.5
No	1287	49.8
Prefer not to say	174	6.7
Total	2586	100.0

Please tick any of the following that apply to you

More than a quarter (28.3%) of respondents specified themselves as having a long standing illness or health condition whilst 17.8% also cited mobility impairment.

Base: 2785	No.	%
Long-standing illness or health condition (e.g. cancer, HIV, diabetes, or asthma)	789	28.3
Mobility impairment	496	17.8
Deaf/ Deafened/ Hard of hearing	329	11.8
Mental health difficulties	324	11.6
Visual impairment	142	5.1
Wheelchair user	126	4.5
Other	161	5.8

What is your ethnic group?

Respondents of a 'White British' background accounted for 81.0% of all those responding to the survey, this compares to 80.3% of the Cardiff population as a whole, as reported in the 2011 Census.

	No.	%
White - Welsh/English/Scottish/Northern Irish/British	2206	81.0
White - Irish	34	1.2
White - Gypsy or Irish Traveller	4	0.1
White - Any other white background	70	2.6
Mixed/Multiple Ethnic Groups - White and Black Caribbean	15	0.6
Mixed/Multiple Ethnic Groups - White and Black African	20	0.7
Mixed/Multiple Ethnic Groups - White & Asian	5	0.2
Mixed/Multiple Ethnic Groups - Any other	7	0.3
Asian/Asian British - Indian	10	0.4
Asian/Asian British - Pakistani	25	0.9
Asian/Asian British - Bangladeshi	20	0.7
Asian/Asian British - Chinese	12	0.4
Asian/Asian British - Any other	28	1.0
Black/African/Caribbean/Black British - African	70	2.6
Black/African/Caribbean/Black British - Caribbean	35	1.3
Black/African/Caribbean/Black British - Any other	9	0.3
Other, please specify any other ethnic group	66	2.4
Prefer not to say	87	3.2
Total	2723	100.0

Right to Buy & Right to Acquire Consultation



Thousands of households in Cardiff are living in temporary or unsuitable accommodation because of a shortage of affordable rented homes.

There are not enough council and housing association properties to meet this housing need. Despite this many properties are lost each year due to the right of existing tenants to buy their home.

1. Do you agree that the right to buy council and housing association properties should be suspended?

Yes, Agree

No Disagree

Unsure

2. Further Comments. If you disagree please say why.

3. Are you currently on the Common Housing Waiting List?

Yes

No

4. Are you currently?

Council Tenant

Housing Association Tenant

Renting Privately

Owner Occupier

Owner Occupier Right To Buy/Acquire

Other

Thank you for completing this form, once complete please post the form in the pre-paid envelope supplied by 31st December 2016, or there is an on-line version of this form at www.cardiff.gov.uk/righttobuy

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

About You

Gender

Male Female Transgender Prefer not to say

Age

Under 25 25-45 45-65 Over 65

Prefer not to say

What is your postcode? *This will be used for analysis purposes only* _____

Do you consider yourself to have a disability?

Yes No Prefer not to say

Please tick any of the following that apply to you:

Deaf / Deafened / Hard of Hearing Visual impairment
 Long-standing illness or health condition (e.g. cancer, HIV, diabetes, asthma)
 Wheelchair user Mental health difficulties Mobility impairment
 Other - *Please specify* _____

What is your ethnic group? Please select one from the list:

White – Welsh / English / Scottish / Northern Irish / British White - Irish
 White – Gypsy or Irish Traveller
 White – Any other white background (please specify): _____
 Asian / British Asian – Bangladeshi Asian / British Asian – Chinese
 Asian / British Asian – Indian Asian / British Asian – Pakistani
 Asian / British Asian – Any other (please specify): _____
 Black / African / Caribbean / Black British – African
 Black / African / Caribbean / Black British – Caribbean
 Black / African / Caribbean / Black British – Any other (please specify): _____
 Mixed / Multiple Ethnic Groups – White & Asian
 Mixed / Multiple Ethnic Groups – White & Black African
 Mixed / Multiple Ethnic Groups – White & Black Caribbean
 Mixed / Multiple Ethnic Groups – Any other (please specify): _____
 Other, please specify any other ethnic group: _____
 Prefer not to say

Thank you for your time

Any data supplied by you on this form will be processed in accordance with Data Protection Act requirements and in supplying it you consent to Cardiff Council processing the data for the purpose for which it is supplied. All personal information provided will be treated in the strictest confidence and will only be used by Cardiff Council or disclosed to others for a purpose permitted by law.

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Application to Welsh Government for a Direction to Suspend the Right to Buy and Right to Acquire



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Section 1 – Introduction & Summary

The population of Cardiff has increased significantly over recent years and is projected to increase by 113,102 (32.7%) to 458,544 by 2036. The city is experiencing housing pressure across all types and tenures of housing. In particular, there is a high level of need for affordable housing.

The council-owned social housing stock in the city has decreased from 23,000 in 1985 to 13,807, mostly due to Right to Buy sales. The total affordable housing stock in the city owned by council and housing associations is 25,455.

The Local Housing Market Assessment for Cardiff (2015) has shown a need for an additional 10,120 affordable homes over 5 years. Cardiff is proactive in encouraging the development of affordable housing, with an ambitious council house build programme and proactive partner Registered Social Landlords. Despite this commitment from all partners to maximise affordable housing development, it is estimated that only 4,220 homes will be built over the 5 years, leaving a **shortfall of 5,900 affordable homes**.

The Local Housing Market Assessment has also highlighted a decrease in homeownership in Cardiff from 69.2% (2001) to 59.8% (2011), emphasising the increasing importance of affordable rented accommodation in the city.

Snapshot of Housing Need in Cardiff

- There are **8,878** applicants on the Common Waiting List
- The council receives **450 new applications** for housing each month
- **2,700** families are living in severely overcrowded homes
- **2,400** people have a medical need which makes their current home unsuitable; this includes people with terminal or life-threatening illnesses.
- **549** disabled people are waiting for adapted homes
- **600** homeless households are living in temporary accommodation or hostels, this includes **378 families**.

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Despite the number of new build properties, social housing lets have been falling in recent years due to reduced number of properties becoming vacant and fewer properties becoming available for re-let. The number of relets fell by 205 between 2013/14 and 2015/16.

In response to this need, in November 2016 the Council's Cabinet agreed to carry out public consultation on whether the Council should apply for a suspension of the Right to Buy / Right to Acquire scheme. 2,785 individuals responded to the consultation with a good range of responses from different tenure types. There was also a good level of response from those with an ethnic minority background and from those with a disability.

57.2% of those who responded to the consultation agreed with the proposal.

Given the great pressures on affordable housing in the City and the positive response to the public consultation, the City of Cardiff Council requests a direction from Welsh Government to suspend the Right to Buy / Right to Acquire scheme.

The purpose of this report is to set out the detailed evidence to support Cardiff's application to suspend the Right to Buy / Right to Acquire scheme through the whole of the county for all housing types, initially for five years.

Section 2 - Housing Need

Local Housing Market Assessment

A new Local Housing Market Assessment for Cardiff was completed in 2015. David Couttie Associates (DCA) were commissioned to undertake a new comprehensive study of current and future housing demand and housing need. The assessment included an extensive review of existing robust data sets and a postal survey which was sent to 12,760 households in Cardiff across 29 wards. An additional 500 face to face interviews were carried out, targeted at the 17 most deprived wards in the city where it was anticipated there would be a low survey response rate.

The assessment identified high levels of housing need and a significant change in the role that the private rented sector plays in the housing stock.

The table below shows the shift in tenure in Cardiff since the 2011 census. Owner-occupation now accounts for 59.8% of the city, significantly lower than the 2001 Census data where 69.2% were owner-occupiers. In addition, the private rental sector has doubled since 2001 from 11.1% to 22.6%. The private rented sector is now larger than the social sector which only marginally increased over the period.

Change to Tenure in Cardiff since 2001

Tenure	2001 Census %	2011 Census %	2015 Survey %
Owner Occupation	69.2%	59.2%	59.8%
Private Rent	11.1%	21.9%	22.6%
Council Rent	10.4%	9.5%	9.4%
RSL Rent	6.4%	7.6%	7.4%

Source Census 2001 & 2011 & Local Housing Market Assessment Household Survey 2015

The main reasons for the significant change in tenure balance is the fall in first time buyers due to affordability issues, resulting in an increase in young households in the private rented sector. This along with the growth of Buy to Let as an investment and

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the growth in the student market has seen the private rented sector increase substantially.

Income levels in Cardiff

Income, and particularly household income, is one of the fundamental determinants of the ability of households to own their own home or access the market rented sector. The incomes (total annual gross household income i.e. head of household and their partner) in this section are based on data from the household survey undertaken as part of the Local Housing Market Assessment.

The Local Housing Market Assessment 2015 shows that 39.1% of existing households have incomes below £20,000 per annum, with 53.1% having incomes below £27,500. 50.6% of households have earnings below the UK average of £26,135 per annum.

For concealed households - that is newly forming households that are planning to move over the next 2 years - the percentage of households on income below £20,000 per annum is even higher at 49.9%. 63.2% of concealed households earned below the UK average level of £26,135. Low incomes, coupled with a low level of savings are hindering access to the market for concealed households.

The following table shows the levels of rent / mortgage new forming households would be able to pay per calendar month (pcm).

Rent / mortgage levels achievable

Rent / Mortgage	%	Cum %
Below £57pw / £250pcm	14.8	14.8
£57 - £80pw / £250 - £350pcm	16.7	31.5
£81 - £103pw / £351 - £450pcm	15.6	47.1
£104 - £127pw / £451 - £550pcm	24.5	71.6
£128 - £150pw / £551 - £650pcm	19.7	91.3
£151 - £173pw / £651 - £750pcm	2.5	93.8
£174 - £196pw / £751 - £850pcm	3.3	97.1
Above £196 / £850pcm	2.9	100.0

Source: Household Survey Data 2015

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- 71.6% of concealed households were able to pay no more than £550 pcm and 91.3% no more than £650 pcm for accommodation.
- Around 19% of concealed households said they would be likely to claim Housing Benefit.

Cost of Home Ownership

The data shows that Cardiff had the highest house prices in Wales during Quarter 1 of 2015/16, around 31% higher than Mid & West Wales and 24% higher than South Wales (West).

The average price for a flat / maisonette in Cardiff in Quarter 4 2014/15 was £142,888; the average price of a terraced property was £179,879.

Entry-level stock in the City is considered to be flats. Property prices start at £79,950 for a one bedroom flat in the East / West sub-area. This would require an income of £21,700 per annum. 53.6% of newly forming households in the city earn less than this amount.

The need for a significant deposit is also a major factor in preventing access to the market. In Cardiff, the deposit for a two bedroom terraced house ranges from £9,950 to £15,500 and the deposit needed for an entry-level 1 bedroom flat ranges from £8,000 to £10,000.

87.2% of new forming households had less than £10,000 in savings with 71% having savings of less than £5,000 and 49.4% less than £1,000. Therefore, unless significant support is available, these households will find it very difficult to access the housing market.

Access to the private rented sector is also restricted by cost. 47.1% of all newly forming households can afford to pay no more than £450 per calendar month in rent and 31.5% can afford no more than £350 per calendar month. The private rented

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sector entry level rents start from £430 per month for a 1 bedroom flat and £595 per month for a 2 bedroom flat.

Demand for Affordable Housing in Cardiff

Welsh Government Population Projections indicate that from 2011 to 2036, Cardiff's population will increase by 113,102 (32.7%) to 458,544.

The Affordable Housing Need Figure calculated as part of the Local Housing Market Assessment shows a housing need for 2,024 additional affordable properties each year for 5 years from 2015. This gives a total need for 10,120 affordable homes over the period.

The assessment of need was calculated in line with WLGA guidance '*Modelling Future Housing Requirement*'.

The Common Waiting List

Information from the Common Waiting List supports the growing need for affordable homes in Cardiff.

The Council manages the Common Waiting List for social housing in Cardiff, on behalf of its own housing and that of the following 7 Registered Social Landlord (RSL) partners:

Cardiff Community Housing Association: Cadwyn Housing Association: Taff Housing Association: United Welsh Housing Association: Wales & West Housing Association: Hendre Housing Association: and Linc Cymru Housing Association.

Much work has been carried out in recent years to ensure that the Waiting List is as accurate and up to date as possible. All applicants are screened on an annual basis with applicants being contacted on the anniversary of their registration. If applicants do not respond to the letter or to the subsequent reminder, they will be removed from

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the waiting list. Once removed from the list, the applicant will be required to complete a new application which will generally be treated as a new application.

In addition, all applicants for the Housing Waiting List have an interview with a Housing Solutions Officer in a local HUB where advice is given about other housing options to ensure that the Housing Waiting List is the best option for them.

Despite this activity, the number of applications on the Housing Waiting List remains very high as shown in the table below. Demand significantly exceeds supply.

The council receives **450 new applications** for housing each month

- **2,700** families are living in severely overcrowded homes
- **2,400** people have a medical need which makes their current home unsuitable, this includes people with terminal or life threatening illnesses.
- **549** disabled people are waiting for adapted homes
- **600** homeless households are living in temporary accommodation or hostels, this includes **378 families**.

Numbers of Applicants on the Common Waiting List

Year	Waiting List
April 2013	9,904
April 2014	9,618
April 2015	10,942*
April 2016	8,878

* Improved screening of the list commenced.

In April 2016, there were 8,878 applicants on the Housing Waiting List. The largest group of applicants are those waiting for 1 and 2 bedroom properties. While there

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are fewer households waiting for larger properties, the number becoming available is considerably lower with only 21 4-bedroom properties becoming available in 2015/16 and only 1 5-bedroom property. As a result, there is considerable unmet demand across all sizes of property.

Analysis of the Housing Waiting List by Property Size

Property	Number on Waiting List	% of Waiting List	Number of Lets per Year 2015/16
1 Bed	4,461	50.2	723
2 Bed	2,542	28.6	536
3 Bed	1,252	14.1	225
4 Bed	400	4.5	21
5 Bed	223	2.5	1
Total	8,878	100	1,506

There is demand across all areas of the city as can be seen at Appendix A. This shows, by area and property size, the number of applicants waiting compared to the number of properties that have become empty for letting over the year 2015/16.

Examples of typical applicants on the Housing Waiting List

Mrs F is 30 years old and lives with her partner and 2 children in a 1 bedroom, second floor maisonette. Mrs F has incurable, life-limiting cancer and has difficulty managing the stairs both to access the accommodation and within the accommodation. The family currently all sleep within one room and require accessible and larger (2 bedroom) accommodation. Mrs F is in Band A of the waiting list.

Ms J lives in a 1 bedroom first-floor flat with her 3 children; a boy aged 1 year and 2 girls aged 10 and 3 years. The family are overcrowded by 2 bedrooms. Ms J is in band Bi of the waiting list.

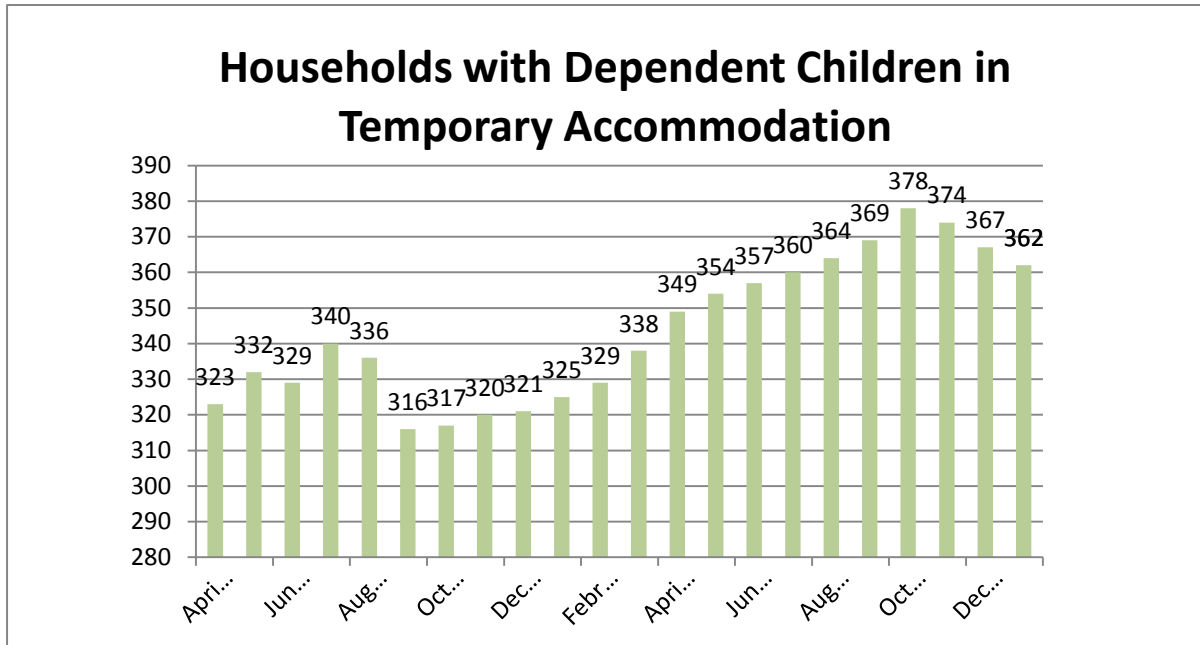
Homelessness

The numbers of homeless presentations in Cardiff is increasing year-on-year. All those presenting as homeless receive advice and support from the Housing Options Centre and local Hubs with a view to providing early intervention for Homeless Prevention. This includes mediation and assistance to access a home through the private rented sector or social lettings agencies operated by local housing associations.

Numbers presenting as Homeless

Year	Numbers Presenting as Homeless
2012/13	2,408
2013/14	3,742
2014/15	3,963
2015/16	3,864

The number of households in Temporary Accommodation has increased steadily since January 2016, increasing from 537 households to 603 households in November 2016. The number of families in temporary accommodation has also increased significantly rising from 325 to 362 over the same period as the graph below shows. Welfare Reform and private sector landlords leaving the rental market are thought to be the cause of the increase.



The Benefit Cap

From January, the Benefit Cap is being reduced and nearly 800 families in the city will be affected. Those most affected will be those families with the largest number of children, many of which are currently living in the private rented sector. These families will be unable to afford the higher rents in this sector. While much is being done to encourage these households to return to work with proactive use of the Discretionary Housing Payments to incentivise and support into work activities, it is inevitable that this change will further increase family homelessness.

Rough Sleeping

Cardiff has the highest level of rough sleeping in Cardiff with more than 60 individuals sleeping on the street. This number has doubled since 2014 and there are increasing numbers of individuals with complex needs and with no right to recourse to public funds becoming street homeless.

While Cardiff does have access to a good range of hostel accommodation for single homeless, the lack of affordable options for this group has resulted in this provision being constantly full, with waiting lists even for emergency floor space. The Council is developing a Rough Sleeping Strategy with a range of actions to address this. However, the underlying cause is a lack of affordable properties in Cardiff.

Section 3 - Availability of Affordable Housing

Council & Housing Association Stock

The number of Council and Housing Association properties eligible for the Right to Buy / Acquire scheme in Cardiff is as follows.

	Total Stock	Not Eligible for RTB	Eligible for RTB
Council	13,466	998	12,809
Cardiff Community HA	2,813	1,725	1,088
Taff HA	1,354	786	568
Cadwyn	1,253	788	465
United Welsh HA	1,081	716	365
Wales & West HA	2,765	2,418	347
Linc Cymru HA	1,204	981	223
Hafod HA	1,178	972	206
Total	25,114	9,372	15,742

Of the total 25,114 properties listed above, 9,372 are not eligible for the Right to Buy / Acquire scheme. This includes properties designated for older persons over 60 years of age or extra care and therefore exempt from the Right to Buy / Acquire scheme.

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Lettings

Year	Number on Common Waiting List*	Council Allocations	Housing Association Allocations	Total Allocations (Lettings)	Total Ratio
2013-14	9,618	897	814	1,711	1:6
2014-15	10,942*	943	702	1,645	1:6
2015-16	8,878	796	710	1,506	1:6

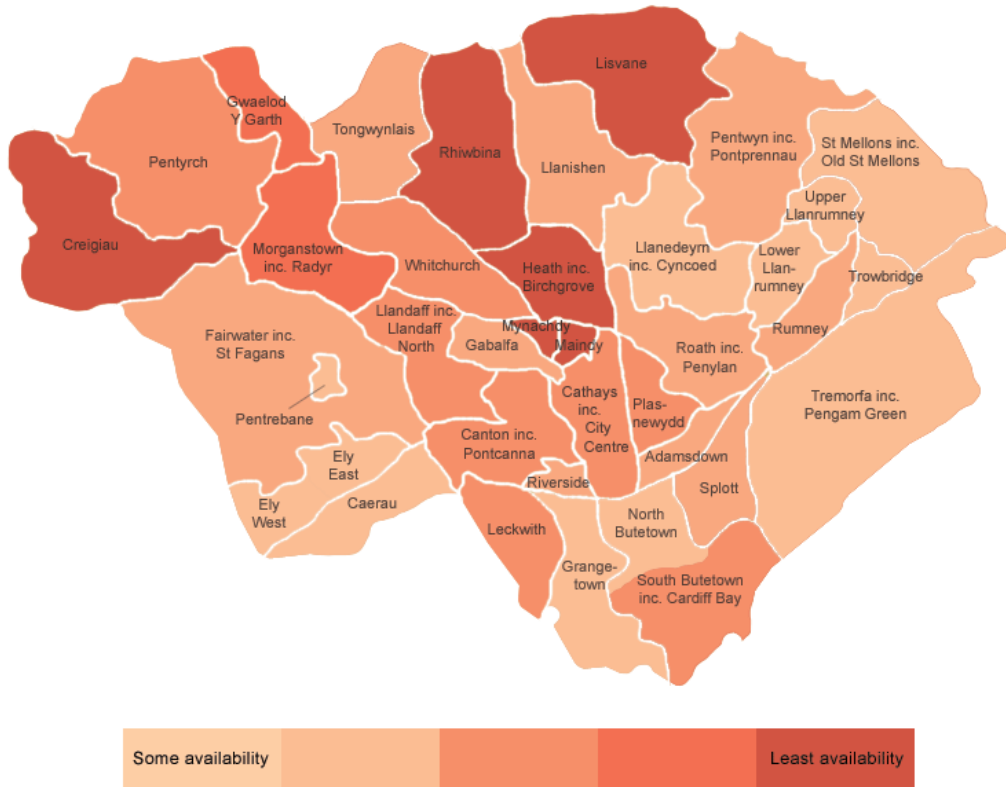
*Improved screening put in place

Welsh Government figures indicate that the average ratio of Applicants to Lettings within Wales is currently between 1:4 and 1:5. The ratio in Cardiff has consistently been 1:6, which is above the national average.

The number of properties becoming available for re-letting has been decreasing over recent years, with 205 fewer properties available to let in 2015/16 compared to 2013/14. This reduces the number of properties that are available to offer to applicants on the waiting list.

APPENDIX A shows the numbers of applicants waiting for properties by size across each area of the city along with the number of properties that have become vacant over a 12-month period.

Availability and Need Across Cardiff



The map above is based on the ratio of numbers of applicants by area and the numbers of properties that became available in the year 2015/16 by area. This indicates the number of years that most applicants could wait for a property in the area. The areas of 'Least availability' have a wait time of between 400 and 1089 years, whilst the areas of 'Some availability' have a wait time of between 10 and 20 years.

Section 4 - Making the Best use of Affordable Housing

Common Waiting List & Allocations Policy

Cardiff Council operates a common waiting list used by the 7 main housing associations operating in the city. The partners also operate a joint Allocations Policy to ensure that social housing is used in a consistent and fair manner.

The joint Allocations Policy was introduced in January 2015 and ensures that those applicants with the highest need are prioritised for accommodation. All applicants are placed into bands based on their level of need. Time spent on the waiting list is only taken into account within the band, ensuring that applicants cannot gain priority simply by having been on the list for a long time. Allocations are made to suitable applicants in the highest need band.

Encouraging Downsizing

Social Housing Tenants who wish to move to a smaller property are given priority for rehousing. This assists those affected by the Bedroom Tax and older people seeking more suitable accommodation. Encouraging downsizing also has the advantage of freeing up much needed family accommodation and helping to address overcrowding. There are 2,700 families in the city who are living in overcrowded homes. The Council is currently developing a “Tackling Overcrowding” action plan which will include the provision of additional assistance to those who want to downsize as well as personalised advice to overcrowded families.

Exchanges

All tenants of the Council and Registered Social Landlords have access to HomeSwapper, the online mutual exchange service. This allows those who have been tenants for more than 12 months to move to a property that best suits their needs. The service is accessible through the tenant’s own personal computers or free of charge in the Council’s multi-service access HUBs.

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The Council has been keen to maximise the use of HomeSwapper for all tenants who wish to move but in particular those tenants who have been affected by Welfare Reform. The scheme has been promoted via the Council's Tenants Times quarterly magazine and in the respective Registered Social Landlord's magazine(s). Tenants are given advice and support at local HUBs to assist in using the scheme including registration and uploading photographs of their property. Tenants can search for potential swaps via location, number of bedrooms, rent, property type and whether the property has been adapted.

As at July 2016 there were 1,177 Council tenants registered on HomeSwapper. Over the past 4 years there have been 2,067 mutual exchanges between Council and RSL Tenants.

Mutual Exchanges

Year	Council	RSL	TOTAL
12/13	336	202	538
13/14	396	197	593
14/15	276	160	536
15/16	260	140	400
TOTAL			2,067

Section 5- Increasing the Supply of Affordable Housing

The Council works closely with its Registered Social Landlord partners to make the most of all opportunities to increase the supply of affordable housing in Cardiff. The table below shows the completions for new affordable housing since 2011.

Affordable Housing Completions

Year	2011/12	2012/13	2013/14	2014/15	2015/16	Total
Completions Social Rented	87	55	142	138	195	617
Completions Intermediate Rented	57	34	53	73	74	291
Completions Bed spaces	45	90	4	22	9	170
Total	189	179	199	233	278	1,078

In addition, it is anticipated that there will be the following completions in 16/17 and 17/18

Year	2016/17	2017/18	Total
Completions Social Rented	144	343	487
Completions Intermediate Rented	112	51	163
Completions Bed spaces	40	0	40
Total	296	394	690

Making Best Use of Welsh Government Funding

Social Housing Grant

In order to support the delivery of new social rented and intermediate rented properties Cardiff has had an indicative allocation of Social Housing Grant of £4.2 million. The 4-year grant programme is flourishing and is heavily oversubscribed with proposed new Registered Social Landlord developments in the City. The program for 2017/18 has an indicative Social Housing Grant allocation of £8.45 million which is fully subscribed. The program for the following 2 years at £4.2 million is also fully allocated and is currently oversubscribed by £15 million. In recent years Cardiff has attracted additional grant funding that has become available for example from 'smaller properties' and 'economic stimulus' funding as well as general slippage and additional Welsh Government Funding.

The Grant spend for the past 5 years is shown below

Year	2011/12	2012/13	2013/14	2014/15	2015/16
Social Housing Grant Out-Turn	£7,258,500	£7,563,156	£8,195,494	£8,408,298	£9,211,392

Housing Finance Grant 1

£9.3million of the Housing Finance Grant loan facility developed by Welsh Government in 2013 has been utilised by Cardiff's Registered Social Landlord partners to make best use of all available finance options. This has enabled Social Housing Grant funding to go further, with mixed use funding in some schemes.

Housing Finance Grant 2

Housing Finance Grant 2 is a new loan facility that is being brought forward by Welsh Government. There is an indicative allocation of £11.6 million pounds for Cardiff for 3 years from 2017/18. This is available for Registered Social Landlord partners. In 2018/19, there will be an additional indicative allocation of £8.5 million for council new build schemes will also be available. The Council and partners are working to develop schemes which will fully utilise these amounts.

Council House Building Programme

Housing Partnership Programme (HPP) – Cardiff Living

The City of Cardiff Council is taking forward its Housing Partnership Programme - branded as 'Cardiff Living' which will deliver c1600 properties on development sites over a 10-year period. 40% (640) of properties will be affordable housing with 85% of them in the form of social rented and 15% as Assisted Home Ownership shared equity. The remaining 60% of properties developed will be for market sale.

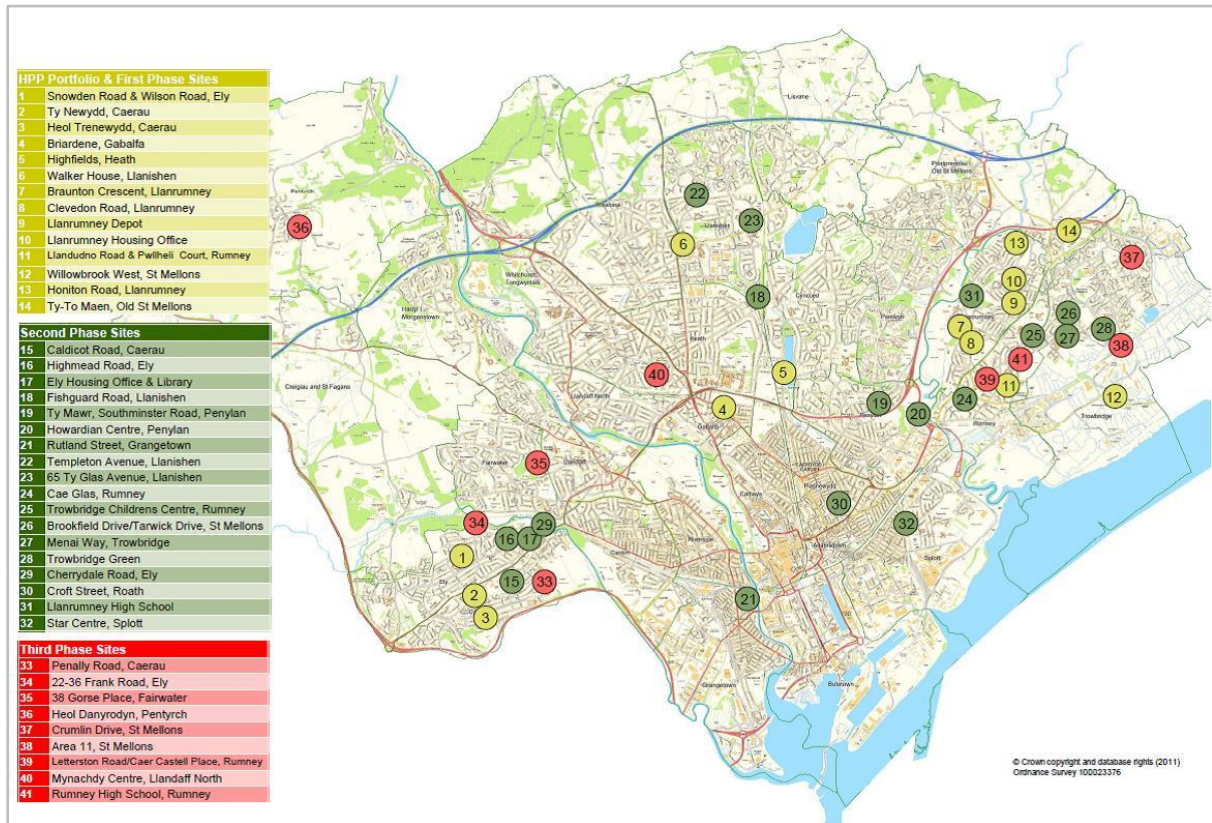
The programme will include the demolition of some outdated stock which no longer meets needs to be replaced by a range of up-to-date properties meeting a new Cardiff Standard. A number of Passive House properties will be included in the programme.

New Council House Building Programme

The council is developing an additional build programme and is currently exploring the options on 4 sites across the city. It is anticipated that some of these schemes will be supported by Housing Finance Grant 2 and have the potential to deliver 100 units over 5 years.

The map below shows the locations of sites to be delivered through the Cardiff Living Scheme

Cardiff Living (Housing Partnership Programme) Sites



Other Methods to Increase Supply

Intermediate Rent

With the aim of maximising the number of affordable properties that can be delivered on new housing schemes, Cardiff has developed an ‘Intermediate Rent’ product. Intermediate Rent level is defined as 100% of Local Housing Allowance including service charges in perpetuity.

This product reduces the amount of Social Housing Grant required on a Registered Social Landlord development or enables the Registered Social Landlord to pay slightly more to the developer when purchasing properties on section 106 sites, allowing a stronger viability on the scheme to achieve more units.

Local Development Plan

Cardiff Council Local Development Plan 2006-2026 was adopted in 2016. The Plan sets out the Local Planning Authority's policies for the future development and use of land within its administrative area and provides a measure of certainty about what kind of development will and will not be permitted during the Plan period.

Following a viability Assessment, undertaken by Peter Brett Associates as part of the Local Development Plan process and following Welsh Government Guidance to undertake a Local Housing Market Assessment, Cardiff currently undertakes the following Affordable Housing Planning Policy.

The Council will seek 20% affordable housing on Brownfield sites and 30% affordable housing on Greenfield sites in all residential proposals that:

- Contain 5 or more dwellings; or
- Sites of or exceeding 0.1 hectares in gross site area; or
- Where adjacent and related residential proposals result in combined numbers or site size areas exceeding the above thresholds, the Council will seek affordable housing based on the affordable housing target percentages set out above.

Affordable housing will be sought to be delivered on-site in all instances unless there are exceptional circumstances.

The Council is taking as many opportunities as is available to it to increase the amount of affordable housing. However, with the continuing high levels of need, development cannot keep pace with the demand.

5 Year Affordable Housing Development Plan

The Cardiff Housing Strategy 2016-2021 set out a 5 year Plan to increase the supply of affordable housing over the period. This brings together all the affordable housing development planned in the city. The plan as it appears in the strategy is below:

Delivery Method	Description	Funding	Anticipated units
Social Housing Grant	This Welsh Government grant is a rolling 3 year programme for local authorities to assist RSLs to develop new social housing. The Council also holds details of further schemes that require identified funding. These 'Reserve Schemes' (totalling £15M) together with further 'Potential Schemes' (totalling £14 M), are used to estimate development opportunities for 2018-2020.	2015/16 - £4.1M 2016/17 - £4.2M 2017/18 - £4.2M 2018/19 - £4.2M 2019/20 - £4.2M	1000 units
Housing Finance Grant 2	A Welsh Government loan facility which can be accessed by RSLs and local authorities for the development of affordable housing in line with Welsh Government development criteria as set for Social Housing Grant. This will not be available until 2017-18, the details of which have not been finalised.	Equivalent capital subsidy of £16.7M	
Section 106 planning obligations	Large strategic sites will deliver the agreed mix of affordable and market properties as well as any community infrastructure such as roads, schools etc. Sites will also include the provision of specific accommodation for older persons, Learning Disabilities schemes and adapted housing for physical disabilities. Once negotiated, the delivery of these properties will be at the developer's timescales.	LDP TARGET over plan period 2013-2026. Para 4.153 = 554 affordable housing units pa	2770 units
Planning Gain (off-site contributions)	This will be used to bring forward schemes requiring funding, targeting specialist units or schemes that bring 'additionality'.	£1.7M	c25 units
Housing Partnership Programme	The first 5 years of this 10 year programme will deliver a mix of affordable (40%) and market properties on a package of sites of Council owned land in partnership with Wates.	circa £15M over the 5 year period	250 units
Additional HRA developments and refurbishment schemes	The Council is currently investigating opportunities to finance and undertake a second development programme to deliver new affordable housing. Council funded stock refurbishment schemes will also deliver new affordable housing units. Confirmed schemes include 150 Thornhill Road, Llanishen and Meteor Street, Adamsdown.	Future Planning Gain and potentially HFG2 and HRA Borrowing	c150 units
Re-purchase of flats/properties sold under Right To Buy	A protocol enabling the re-purchase of flats or houses previously sold through Right To Buy, or to purchase properties for specific housing requirements. Properties need to be in areas of demand and suitable for immediate re-let with vacant possession.	HRA Capital funding and Planning Gain	25 units
5 YEAR TOTAL			4220

The plan shows that the maximum affordable housing that is likely to be delivered in the city is 4,220 units. The Local Housing Market Assessment showed that 10,120 new affordable homes are required over the same period leaving a **shortfall of 5,900 affordable homes.**

Section 6 - Impact of Right to Buy / Acquire Impact

The table below sets out the Right to Buy / Acquire activity that has taken place since 2001/2 and projects the current level of activity over the next 3 years. If sales continue at the same rate, 69 properties will be lost over the next 3 years. To replace these properties has a potential cost of £194,200 (3 bed house –WG Acceptable Cost Guidance) per property.

The majority of properties sold are houses. In 2013/14, 7 of the 9 council properties sold were family houses and similarly in 2014/15, 15 of the 18 council properties sold were family houses. In 2015/16, 18 of the 19 council properties sold were houses.

Year	Council	RSL	Total
2001/02	323	7	329
2002/03	368	14	382
2003/04	457	19	476
2004/05	280	8	288
2005/06	85	4	89
2006/07	69	3	72
2007/08	29	3	32
2008/09	12	1	13
2009/10	13	1	14
2010/11	3	2	5
2011/12	7	1	8
2012/13	7	1	8
2013/14	9	2	11
2014/15	18	7	25
2015/16	19	5	23
2016/17	Projected	Projected	23
2017/18	Projected	Projected	23
2018/19	Projected	Projected	23

Sources Council & RSL data and WG Stats

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Sales of Council properties were very high between 2001 and 2007. However, in more recent years, sales have dropped as a result of changes to the Right to Buy / Acquire scheme, with increased residency criteria and capping of discounts. The most recent change occurred in 2015 when the discount was reduced to £8,000

The number of Right to Buy / Acquire sales has started to increase in recent years as mortgages have become more readily available with low interest rates.

Alternative Options for Potential Homeowners

The Council operates an Assisted Home Ownership Scheme which offers first time buyers in Cardiff the opportunity to buy an equity share property. The price of the property is usually 70% of market value with the council or housing association holding the remaining 30% value. There is no rent to pay on the 30% share. The Local Development Plan is proposing the development of 40,000 new homes which will enable the delivery of a significant number of additional Assisted Home Ownership homes on new build sites with the Cardiff Living development also potentially delivering an additional 90 homes. When the initial purchaser decides to move on, the property is again sold through the scheme enabling another first time buyer to take advantage of the opportunity.

The Council is also taking forward local area regeneration schemes, helping to facilitate the development of properties in more affordable areas which would not have otherwise been taken forward. These properties are at the lower range of market values and are more affordable to those on low incomes.

Section 7 - Consultation

Public consultation on the proposal to apply for suspension of the Right to Buy / Acquire scheme took place between 28th November and 31st December 2016. A personal letter, information sheet and survey form together with a stamped addressed envelope were sent to all council and housing association tenants and to all applicants on the Common Housing Waiting List.

A presentation was made at the Council's 'Tenants Voice' Meeting to raise awareness of and encourage participation in the survey. The survey was also advertised through the Council website and Cardiff Tenants' website and Local Housing Associations were encouraged to also advertise on their websites.

Responses to the Consultation

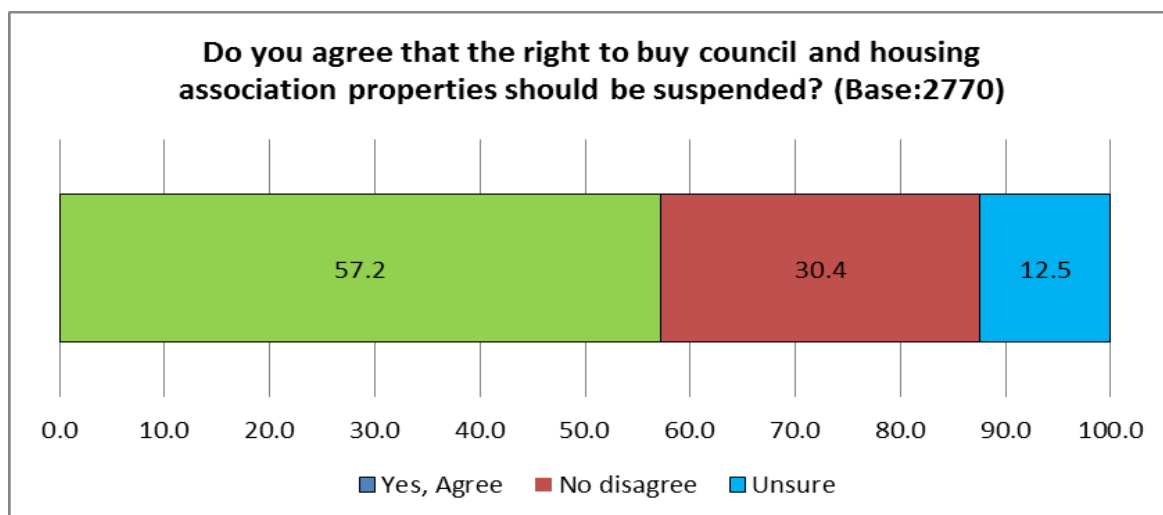
There was a good level of response to the consultation with 2,785 individual responses being received in total. Of these, 1,330 (48%) responses were from council tenants and 951 (34%) were from housing association tenants. Those on the housing waiting list were also well represented with 586 (21%) responses. 178 (6%) were neither a social tenant nor on the waiting list for housing, showing participation from the wider community.

Responses were received from a wide range of individuals: 1,120 (40.21%) identified themselves as having a disability and 428 (15%) as being from an ethnic minority background.

Results of the Consultation

57.2% of respondents agreed with the proposal to suspend the Right to Buy / Acquire scheme, 30.4% disagreed and 12.5% were unsure. The agreement was consistent across most groups including current council tenants (55.6%), housing association tenants (54.4%) and those on the common housing waiting list (60.2%).

City of Cardiff Council
Application for a Direction to Suspend the Right to Buy and Right to Acquire



Agreement with the proposal was slightly lower for those respondents from an ethnic minority background, although of those who expressed an opinion, there was still a majority in agreement at 45.3% agreed, with 40.9% disagreeing and 13.8% undecided.

In terms of age, the proposals were most popular among older respondents including those over 66 years where 69.6% were in agreement. While for those between 25 and 45, only 40.6% agreed with 47.7% disagreeing and 11.7% undecided. The 25 to 45 age group was the only group to return a negative response to the proposals reflecting that this age group are more likely to want to buy their own home.

Numerous comments were received about the proposal with many respondents expressing support for the Council in taking this step. Of those who disagreed with the proposal, most expressed a desire to purchase their property or concern about the difficulty of getting on the property ladder. It will be important going forward therefore that other opportunities for homeownership are promoted effectively; including the Assisted Home Ownership Scheme.

In addition to the public consultation, information about the consultation and a request for comments were also sent to a range of partners and interested parties, including Councillors, Assembly Members, bordering local authorities and a wide range of support and equalities organisations. There was general support for the proposal amongst these partners.

City of Cardiff Council
Application for a Direction to Suspend the Right to Buy and Right to Acquire

Overall the consultation was received very positively with a clear majority of respondents in favour of the proposal. It is therefore proposed that the application process to end the Right to Buy/ Acquire scheme is taken forward.

A report on the details of the respondents is attached at APPENDIX B.

Equality Impact Assessment

An Equality Impact Assessment has been undertaken and has been updated following the consultation undertaken during December 2016.

Where differential impacts have been identified they will be addressed through the further awareness raising of the Cardiff Assisted Home Ownership Scheme which enables first time buyers to purchase an equity share of a property in the scheme.

The Equality Impact Assessment is attached at APPENDIX C

Section 8 - Conclusion

Cardiff has high levels of housing need across all areas of the city and for all types and sizes of housing stock. The Local Housing Market Assessment 2015 shows a need for 2,024 additional affordable homes each year for 5 years. Despite the best efforts of the Council and its Registered Social Landlord partners to deliver more affordable rented housing, there will be a shortfall of 5,900 properties between supply and demand.

Given the considerable housing need across all areas and types of stock in the city, it is essential that the existing stock is retained and therefore the City of Cardiff Council request that a Direction is made for suspension of the Right to Buy / Acquire scheme across all stock for a period of 5 years.

City of Cardiff Council
Application for a Direction to Suspend the Right to Buy and Right to Acquire

Comparison of Available Properties to Need Appendix A

Area	Availability of bedsits	Applicants under 35 bedsit need	Availability of 1 beds	Applicants 1 bed need	Availability of 2 beds	Applicants 2 bed need	Availability of 3 beds	Applicants 3 bed need	Availability of 4 beds	Applicants 4 bed need	Availability of 5 beds+	Applicants 5 bed need+	Total availability	Total Applicants
Adamsdown		337	42	1059	36	492	5	287	1	86	0	71	84	2037
Caerau	2	298	74	836	55	513	33	211	1	71	0	32	165	1752
Canton	4	581	34	1990	18	999	2	508	1	173	0	127	59	3818
Cathays		422	2	1353	6	638	1	324		115	0	81	9	2518
Creigiau		78		323	2	157		59		26	0	11	2	578
Ely East	1	293	18	846	18	513	19	206	1	70	0	40	57	1713
Ely West		269	18	805	40	498	10	191		61	0	29	68	1634
Fairwater	1	289	32	1047	18	587	14	256	2	94	0	37	67	2055
Gabalfa		247	4	895	16	493	5	250		107	0	46	25	1812
Grangetown	2	352	46	1150	15	620	3	368	1	139	1	105	68	2402
Gwaelod y Garth		72		350		153	1	76		36	0	12	1	628
Heath		352	7	1353		771	2	364		130	0	65	9	2685
Leckwith		360	3	1039	5	632	2	330		120	0	74	10	2202
Lisvane		119	5	527		326	1	144		47	0	24	6	1069
Llandaff & Llandaff North		304	8	1247	2	680	6	334		121	0	52	16	2442
Llanedeyrn		224	22	725	11	449	10	200		72	0	36	43	1503
Llanishen	1	268	28	1178	10	666	8	315	1	106	0	41	48	2325
Lower Llanrumney		166	17	551	14	307	15	140	1	55	0	18	47	1101
Maindy		200		699		341		158		58	0	39	0	1295
Morganstown		94		431	1	223	1	116		40	0	14	2	826
Mynachdy		149		514		262	2	133		56	0	25	2	992
North Butetown		241	23	715	14	352	1	206		91	0	82	38	1461
Old St Mellons	2	221	2	743	7	448	2	196		62	0	28	13	1486
Pentrebane		182	17	570	40	318	4	123		58	0	22	61	1135
Pentwyn	2	228	14	784	34	537	9	248	2	95	0	37	61	1746
Pentyrch		87	3	375		161	2	69		35	0	10	5	652
Plasnewydd		201	8	706	2	309	1	158		47	0	32	11	1255
Rhiwbina		180		874	3	492		209		74	0	31	3	1683
Riverside	6	361	27	1109	9	533	2	331		117	0	110	44	2211
Roath	10	563	51	1942	33	945	5	455	1	156	0	101	100	3638
Rumney		264	14	886	7	510	7	227		77	0	32	28	1746
South Butetown		270	29	859	9	433		239		94	0	94	38	1728
Splott	1	337	27	1049	14	538	5	263	2	86	0	71	49	2028
St Mellons		252	24	783	31	493	15	210	5	71	0	30	75	1638
Tongwynlais		95	1	473	5	207	1	74		30	0	12	7	802
Tremorfa		207	29	642	21	436	7	161		61	0	30	57	1358
Trowbridge		214	28	608	9	337	15	142	1	51	0	23	53	1186
Upper Llanrumney		194	12	755	13	396	8	202	1	61	0	26	34	1462
Whitchurch	3	363	19	1541	18	730	1	361		129	0	53	41	2833
Total Availability	35		688		536		225		21		1		1506	

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APPENDIX C

Policy/Strategy/Project/Procedure/Service/Function Title:
New/Existing/Updating/Amending:

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Jane Thomas	Job Title: Assistant Director (Housing & Communities)
Service Team: Housing Development	Service Area: Communities and Housing
Assessment Date: 16.1.17	

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

Objective

To make an application to Welsh Government to suspend the Right to Buy and Right to Acquire in order to retain as many council and housing association homes as possible to meet the high level of housing need.

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.]

The Council is currently considering whether to apply to Welsh Government to suspend the Right to Buy and Right to Acquire for council and housing association tenants. This is because there is a very high level of housing need in Cardiff with a waiting list of over 8,000 applicants; however housing stock is still being lost through the right to buy and right to acquire.

At present most Council tenants have the Right to Buy and some Housing Association tenants have the Right to Buy or Acquire their home. They can apply to buy their homes after 5 years with a discount of £8,000 on the value.

The suspension would mean that council and housing association tenants who currently have the right to buy or right to acquire would for a period of 5 years no longer have the right to purchase their home.

Before an application to Welsh Government can be made the council will undertake consultation with those affected by this change.

A short survey will be sent to all council and housing association tenants and all applicant on the common housing waiting list.

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Issues

The Housing (Wales) Measure 2011 gave local authorities the ability to apply to Welsh Ministers for a direction to suspend the Right to Buy and Right to Acquire in areas of housing pressure for a period of up to 5 years.

Welsh Government has recently confirmed the intention to end the Right to Buy and Right to Acquire within the current term of government however this process will take some time and is unlikely to be totally complete for a period of 2 years, including a period of grace for people to buy their property. It is envisaged that many properties will be sold during this period. Welsh Government have indicated that they will welcome applications to suspend during this period.

Cardiff council currently has stock of 13,470 properties which has decreased from 23,000 in 1985. Housing associations also have stock of approximately 10,000 properties.

The number of Right to Buy and Right to Acquire applications and sales decreased after extremely high numbers in the early 2000s, however the numbers have started to increase in more recent years. 55 homes have been sold over the past 3 years with a further 240 applications to purchase.

If the suspension is to apply the council must demonstrate that there is housing pressure in all types of property across the city.

Housing Need

Cardiff has very high housing need for all types of accommodation across all areas of the city with over 8,000 applicants on its Common Housing Waiting list for social housing.

Of these 4,600 are in significant housing need with 2,700 families severely overcrowded; 2,400 households with a significant medical need to move; 1,600 need to move to ground floor accommodation and 549 need fully accessible housing.

There are currently an average of 450 new housing applications each month however only 860 council properties became vacant for letting in 2015/16.

A new Local Housing Market Assessment has been recently undertaken which shows that there is a need for an additional 2,024 affordable properties each year for the next 5 years, a total of 10,120 in the 5 year period.

Steps Being Taken to Meet Housing Need

The council and its housing association partners are maximising the use of Social Housing Grant to develop new affordable housing as shown in the table below.

Year	2011/12	2012/13	2013/14	2014/15	2015/16
New Properties	189	179	199	233	278

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It is anticipated that the following new properties will be delivered in 2016/17 and 2017/18.

Year	2016/17	2017/18
New Properties	266	394

Over the past 5 years the council and housing associations have been successful in securing £44,636,840 in Social Housing Grant which included £18,041,840 above the normal allocation.

Work is underway to build new council homes through the Housing Partnership Programme. The scheme will deliver around 600 new council homes over the next 8 years. This is a significant investment and it is important that these new homes remain available to those in need.

In addition, every effort is made to deliver affordable housing through Planning section 106 developer contributions. The Council's policy is to deliver 30% affordable housing on green field and 20% on brown field sites.

The Local Housing Market Assessment shows a need for additional 10,120 affordable properties over the next 5 years. The plans set out in the Local Housing Strategy indicate a potential delivery through all sources of only 4,220 properties a shortfall of 5,900 affordable homes.

It is therefore proposed that the council gives consideration to making an application to suspend the Right to Buy /Right to Acquire and undertakes consultation with council and housing association tenants and applicants on the waiting list.

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		No	
18 – 60 years	X		
Over 60 years	X		

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

Population projections for Cardiff show a 67.6% growth in the 65+ age group between

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2011-2036 compared to 27.4% in all age groups up to 64. The implications are there will be increasing demand for accommodation that is suitable for older persons. The council and its partners need to ensure that such accommodation is available and fit for purpose. The waiting list figures indicate a high demand from applicants 50+ with almost 1700 applicants on the list mostly waiting for 1 bedroom accommodation. The suspension of the Right to Buy/Acquire will ensure that smaller stock suitable for older persons is not sold off and will become available for re letting to those in need. The 60+ age group is under represented on the common waiting list compared with the population of Cardiff based on 2011 census data). 12.7% of the waiting list compared with 20.7% of the population. This may be influenced by the fact that, as evidenced in the Local Housing Market Assessment, the majority of older households in Cardiff (60.9%) are owner occupiers (no mortgage) and that a high proportion of these have capital to support their own housing needs. The percentage of current council tenants aged 60+ (20.61%) compared to the general Cardiff population (20.7%) is virtually the same. Tenants over the age of 60 years living in accommodation specifically designed for Older Persons do not currently have the right to buy/acquire so would not be impacted by this proposal.

For applicants aged between 18 and 60 years who form the largest part of the waiting list there will again be an impact as less properties are lost to Right to Buy/Acquire there will additional properties becoming available for letting to families.

There may be a differential impact on tenants between the ages of 18 – 60 years, as people in this age range could be likely to be interested in buying their property. However, all first time buyers living in Cardiff can apply to purchase properties via the Council's Low Cost Homeownership scheme. There are currently over 245 Low Cost Home Ownership properties in the scheme and more properties will be built in the next few years.

On balance whilst the suspension could have a detrimental impact on some of the council tenants that are eligible to purchase their property the impact on the wider population – especially applicants on the common waiting list is positive.

The lowest percentage of support (40.6%) for the suspension of the right to buy/acquire in the survey was from the ages 25/45 ,whilst the highest level of support (69.6%) was from the over 66 age group.

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

For those who wish to buy their own home Council operates an Assisted Home Ownership Scheme which offers first time buyers in Cardiff the opportunity to buy an equity share property. The price of the property is usually 70% of market value with the council or housing association holding the remaining 30% value. There is no rent to pay on the 30% share. The Local Development Plan is proposing the development of 40,000 new homes which will enable the delivery of a significant number of additional

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Assisted Home Ownership homes on new build sites with the Cardiff Living development also potentially delivering an additional 90 homes. When the initial purchaser decides to move on the property is again sold through the scheme enabling another first time buyer to take advantage of the opportunity.

The Council is also taking forward local area regeneration schemes, helping to facilitate the development of properties in more affordable areas which would not have otherwise have been taken forward. These properties are at the lower range of market values and are more affordable to those on low incomes.

3.2 Disability

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

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

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

Overall there will be a positive impact on people with a disability. 18% of the population of Cardiff have a long term limiting illness (census 2011). The waiting list information indicates that there are 2238 applicants with a medical need (28% of the list), this is significantly higher than the population as a whole. Of these 736 households have an urgent or high need for rehousing as a result of their medical condition. There are also 599 households on the Accessible Homes waiting list waiting for a suitably adapted council or housing association property to rent. It is important that properties that could be suitable for disabled applicants are not lost through the Right to Buy/Acquire.

There are currently 619 council tenants (4.6%) who consider themselves to be disabled, this is much lower than the wider Cardiff population, however this may be a result of under reporting.

Overall whilst a small number of individuals will be affected detrimentally as they will lose the right to buy, the impact on those on the housing waiting list is positive.

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There was a good level of response to the consultation, with 1,120 (40%) of those responding stating that they had a disability. Of these respondents 64.2% were supportive of the proposals to suspend the right to buy/acquire with only 23.8% disagreeing.

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

The differential impact is positive in the case of most disabled people.

For those who wish to buy their own home Council operates an Assisted Home Ownership Scheme which offers first time buyers in Cardiff the opportunity to buy an equity share property. The price of the property is usually 70% of market value with the council or housing association holding the remaining 30% value. There is no rent to pay on the 30% share. The Local Development Plan is proposing the development of 40,000 new homes which will enable the delivery of a significant number of additional Assisted Home Ownership homes on new build sites with the Cardiff Living development also potentially delivering an additional 90 homes. When the initial purchaser decides to move on the property is again sold through the scheme enabling another first time buyer to take advantage of the opportunity.

The Council is also taking forward local area regeneration schemes, helping to facilitate the development of properties in more affordable areas which would not have otherwise have been taken forward. These properties are at the lower range of market values and are more affordable to those on low incomes.

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.

Housing applicants are asked to provide information on their gender with an option to select male-to-female or female-to-male gender re-assignment. No current applicants have indicated that they have undergone gender re-assignment, however this may be a result of under reporting. Currently 3 council tenants have categorised themselves as female-to-male transgender. There may be a negative impact on these council tenants who may be eligible for Right to Buy however on balance this proposal will have a positive impact and will give opportunity to trans gender applicants to have an

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affordable home to rent. 7 respondents to the public consultation identified as transgender.
What action(s) can you take to address the differential impact?
Awareness raising of the Assisted Home Ownership Scheme

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.
<p>This proposal will have an impact on all those with a Protected Characteristic including those who are Married or in a Civil Partnership.</p> <p>30% of the waiting list are married, co habiting or in a civil partnership, additional properties would become available to let to these applicants if properties are not sold through Right to Buy/Acquire</p> <p>Some tenants with this Protected Characteristic may be planning on exercising the Right-To-Buy in order to start married life or start a family and would lose the opportunity to purchase.</p>
What action(s) can you take to address the differential impact?
<p>For those who wish to buy their own home Council operates an Assisted Home Ownership Scheme which offers first time buyers in Cardiff the opportunity to buy an equity share property. The price of the property is usually 70% of market value with the council or housing association holding the remaining 30% value. There is no rent to pay on the 30% share. The Local Development Plan is proposing the development of 40,000 new homes which will enable the delivery of a significant number of additional Assisted Home Ownership homes on new build sites with the Cardiff Living development also potentially delivering an additional 90 homes. When the initial purchaser decides to move on the property is again sold through the scheme enabling another first time buyer to take advantage of the opportunity.</p> <p>The Council is also taking forward local area regeneration schemes, helping to facilitate the development of properties in more affordable areas which would not have otherwise have been taken forward. These properties are at the lower range of market values and are more affordable to those on low incomes.</p>

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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.

Approximately 5% of applicants on the waiting list indicated that they were pregnant this is a slightly higher percentage than the for the household population of Cardiff as a whole which is 4.05% (census2011). For the purposes of allocating properties unborn children are taken into account as part of the household and are included in the calculation of the size/type of property that an applicant may be offered. The removal of the Right to Buy/Acquire will enable more family size accommodation to become available for letting to those applicants on the waiting list with families. There is no information about how many council tenant households include a pregnant individual however there will be some families who are currently council tenants who may have planned to buy their home and will no longer be able to do so. They will however be able to take advantage of the councils Assisted Home Ownership scheme. On balance whilst tenants with families may not be able to purchase their home through the Right to Buy/Acquire there will be a beneficial impact for those who are pregnant on the waiting list as more family accommodation will become available for rent.

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

Awareness raising of the Assisted Home Ownership scheme

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		

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

Census data from 2011 shows that approximately 15% of Cardiff ‘usual residents’ were from BME background – this includes students living in Cardiff during the academic year. The Local Housing Market Assessment Household Survey undertaken in 2015 supports this general level suggesting 13% of households in Cardiff are of a BME background. Of the information known about the ethnicity of council tenants 14.8% consider themselves of a BME background – however 39% of tenants have not provided their ethnicity.

Interrogation of the Housing Waiting List shows that ‘White British’ form by far the highest proportion of applicants – 67% of those who provided information about their ethnicity - although this group is slightly under-represented when compared with the Cardiff population of 80% which is in line with the council tenancy make up at 79.2% Other groups that are slightly under-represented on the waiting list (compared with the wider population) include Indian, Pakistani, Chinese, Gypsy & Traveller and White Irish. Over-represented groups include Other White, Black African, Arab, Other Asian, Bangladeshi, Other Black background, Mixed - White & Black Caribbean, Mixed – other, Black Caribbean, Other Mixed - White & Black African.

When comparing the racial makeup of council tenancies (where known) with the percentage of the Cardiff population as a whole there are some inconsistencies. The tenancy makeup is under represented for Bangladeshi, Pakistani, Indian, Chinese and White Asian groups. However, there is over representation in Black African, Black Caribbean and other Black Background groups as council tenants.

The comparative information for the Cardiff population, waiting list and council tenancies is set out below :

Ethnic group	% of Cardiff population	% of Waiting List	% of council tenants where known
White British	80.3%	67.2%	79.21%
White other	3.5%	7.1%	4.14%
Arab	1.4%	3.0%	1.09%
Other Asian	1.3%	2.8%	1.27%
Bangladeshi	1.4%	2.5%	.55%
Other black background	0.5%	2.0%	4.14%
Black African	1.5%	6.5%	3.28%
Mixed White & Black Caribbean	1.1%	1.9%	1.28%
Pakistani	1.8%	1.4%	.66%
Mixed other	0.6%	1.0%	.66%
Black Caribbean	0.4%	1.0%	.75%
Other	0.6%	0.8%	.59%
Mixed White & Black African	0.5%	0.8%	.62%
Mixed White & Asian	0.7%	0.7%	.33%
White Irish	0.7%	0.5%	.79%

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Indian	2.3%	0.4%	.19%
Chinese	1.2%	0.4%	.43%
Gypsy / Irish Traveller	0.2%	0.1%	.02%

The proposal will affect people of all ethnicities, whilst some council tenants of all ethnicities experience a negative impact if they would wish to purchase their properties there would be a greater beneficial impact to the applicants on the waiting list who would have a greater opportunity to rent an affordable home.

The consultation survey was sent to all council and housing association tenants and housing waiting list applicants. Respondents of a 'White British' background accounted for 81.0% of all those responding to the survey, this compares to 80.3% of the Cardiff population as a whole, as reported in the 2011 Census. 428 (15%) of respondents were from an ethnic minority and there were responses from a wide range of backgrounds. 45.3% of respondents from an ethnic minority background felt that the right to buy/acquire should be suspended, this is lower than the population as a whole, however it is still higher than the percentage that disagreed (40.9%) with 13.8% unsure. There is a need to increase awareness of the scheme among ethnic minority groups.

The lower level of agreement may reflect the higher number of individuals in this group who want to buy their own home. All first time buyers in Cardiff are able to apply to purchase a property through the council Assisted Home Ownership scheme. Additional steps will be taken to raise awareness of the scheme among the ethnic minority community .

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

For those who wish to buy their own home Council operates an Assisted Home Ownership Scheme which offers first time buyers in Cardiff the opportunity to buy an equity share property. The price of the property is usually 70% of market value with the council or housing association holding the remaining 30% value. There is no rent to pay on the 30% share. The Local Development Plan is proposing the development of 40,000 new homes which will enable the delivery of a significant number of additional Assisted Home Ownership homes on new build sites with the Cardiff Living development also potentially delivering an additional 90 homes. When the initial purchaser decides to move on the property is again sold through the scheme enabling another first time buyer to take advantage of the opportunity.

The Council is also taking forward local area regeneration schemes, helping to facilitate the development of properties in more affordable areas which would not have otherwise have been taken forward. These properties are at the lower range of market

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values and are more affordable to those on low incomes.

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.

Approximately 49% of waiting list applicants provided information about their religion / belief. Of these 1.3% indicated that they 'preferred not to say'. There are a relatively high number of those of the Muslim faith compared to the population as a whole. Comparison of the population of Cardiff (Census 2011) and of council tenants are set out below.

Population Data		Tenant Data	
Religion	% of Total Population		% of Tenants
No Religion	31.77%		5.52%
Christian	51.36%		6.35%
Buddhist	0.49%		0.08%
Hindu	1.37%		0.02%
Jewish	0.23%		0.02%
Muslim	6.84%		1.13%
Sikh	0.38%		0.008%
Other	0.41%		0.45%
Not Stated	7.16%		86.34%
Prefer Not To Say	N/A		0.08%
Total	100%		100%

A high percentage of council tenants (86.34%) preferred not to state their religion compared to the Cardiff population (7.16%).

The proposal will affect people of all religions or beliefs. Whilst some council tenants of

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**Equality Impact Assessment
Corporate Assessment Template**

all beliefs /religions may have a negative impact if they would wish to purchase their properties, there would be a greater beneficial impact to all applicants on the waiting list who would have a greater opportunity to rent an affordable home

For those who wish to buy their own home Council operates an Assisted Home Ownership Scheme which offers first time buyers in Cardiff the opportunity to buy an equity share property. The price of the property is usually 70% of market value with the council or housing association holding the remaining 30% value. There is no rent to pay on the 30% share. The Local Development Plan is proposing the development of 40,000 new homes which will enable the delivery of a significant number of additional Assisted Home Ownership homes on new build sites with the Cardiff Living development also potentially delivering an additional 90 homes. When the initial purchaser decides to move on the property is again sold through the scheme enabling another first time buyer to take advantage of the opportunity.

The Council is also taking forward local area regeneration schemes, helping to facilitate the development of properties in more affordable areas which would not have otherwise have been taken forward. These properties are at the lower range of market values and are more affordable to those on low incomes.

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What action(s) can you take to address the differential impact?
Awareness raising of the Assisted Home Ownership Scheme

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.

Approximately 59% of waiting list applicants are female and 41% are male this is roughly in line with the data held on council tenancies 63% female and 34% female although a slightly higher percentage of tenants are female. There is an over representation of females on the waiting list and as council tenants in comparison to the wider population of Cardiff which shows female 51% and male 49%. This shows a differential impact for female tenants and waiting list applicants compared to the Cardiff population as a whole. Of the 1507 lettings of council and housing association stock in 2015/16 ,61% were made to female applicants and 39% were made to male. Again due to the larger numbers on the waiting list, women have the biggest potential differential impact to benefit from additional properties becoming available for letting although males will also benefit.

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57.1% of respondents to the consultation were female reflecting higher number of females on the waiting list and as council tenants.

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

For those who wish to buy their own home Council operates an Assisted Home Ownership Scheme which offers first time buyers in Cardiff the opportunity to buy an equity share property. The price of the property is usually 70% of market value with the council or housing association holding the remaining 30% value. There is no rent to pay on the 30% share. The Local Development Plan is proposing the development of 40,000 new homes which will enable the delivery of a significant number of additional Assisted Home Ownership homes on new build sites with the Cardiff Living development also potentially delivering an additional 90 homes. When the initial purchaser decides to move on the property is again sold through the scheme enabling another first time buyer to take advantage of the opportunity.

The Council is also taking forward local area regeneration schemes, helping to facilitate the development of properties in more affordable areas which would not have otherwise have been taken forward. These properties are at the lower range of market values and are more affordable to those on low incomes.

Awareness raising of the Assisted Home Ownership Scheme

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/Lesbians		X	
Heterosexual/Straight		X	

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

The proposal will affect everyone under this Protected Characteristic equally. No differential impact identified in regard to sexual orientation.

Sexual orientation is not recorded as part of the census. However, the Integrated Household Survey (IHS) provides high level estimates for a number of themes including sexual identity. Percentages reported under this survey for Cardiff and the Vale of Glamorgan in 2015 are very similar to those indicated by Waiting List applicants who provided a response regarding

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their sexual orientation. The percentage of gay/lesbian/bisexual tenants who have identified their sexuality is also in line with this data. A higher percentage of tenants have stated that they refuse to state or don't know their sexuality than the survey and waiting list data. However it should be noted that 86 % of tenants have made no response at all.

	Heterosexual / straight %	Gay / Lesbian / Bisexual %	Don't know / refusal %
IHS - Cardiff & Vale of Glamorgan	95%	3%	1%
Housing Waiting List	94%	3%	3%
Council Tenants	82.9%	2.9%	14.2%

The proposal will affect people of all sexualities. Whilst some council tenants of every sexuality may have a negative impact if they would wish to purchase their property there would be a greater beneficial impact to the applicants on the waiting list who would have a greater opportunity to rent an affordable home.

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

For those who wish to buy their own home Council operates an Assisted Home Ownership Scheme which offers first time buyers in Cardiff the opportunity to buy an equity share property. The price of the property is usually 70% of market value with the council or housing association holding the remaining 30% value. There is no rent to pay on the 30% share. The Local Development Plan is proposing the development of 40,000 new homes which will enable the delivery of a significant number of additional Assisted Home Ownership homes on new build sites with the Cardiff Living development also potentially delivering an additional 90 homes. When the initial purchaser decides to move on the property is again sold through the scheme enabling another first time buyer to take advantage of the opportunity.

The Council is also taking forward local area regeneration schemes, helping to facilitate the development of properties in more affordable areas which would not have otherwise have been taken forward. These properties are at the lower range of market values and are more affordable to those on low incomes.

Awareness raising of the Assisted Home Ownership Scheme

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		No	

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

The suspension of the Right-To-Buy will have no impact on the Welsh Language. Once the consultation begins, any Tenant or Applicant preferring to engage in the Welsh Language will be able to do so.

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

All survey / consultation documentation were in Welsh as well as English. There were no requests to communicate in the Welsh Language.

4. Consultation and Engagement

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

This proposal will have an impact on those wishing to purchase their properties via the Right-To-Buy or the Right to Acquire. It was important therefore to ensure that the consultation was inclusive of all the Protected Characteristics.

A short survey form and a fact sheet was sent to all council and housing association tenants and waiting list applicants. A pre paid envelope was enclosed to return the survey. The survey can also be accessed from the council's website. Alternative communication formats were available on request. All survey / consultation documentation was in Welsh as well as English.

Consultation has also take place with other surrounding Local Authorities, local Housing Association Partners and other interested housing bodies and partners including eg Tai Pawb, Diverse Cymru and Stonewall Cymru .

There was a good level of response to the consultation, 2,785 individual responses were received in total, of these 1,330 (48%) responses were from council tenants and 951 (34%) were from housing association tenants. Those on the housing waiting list were also well represented with 586 (21%) responses. 178 (6%) were neither a social tenant nor on the waiting list for housing, showing participation from the wider community.

Responses were received from a wide range of individuals: 1,120 (40.21%) identified themselves as having a disability and 428 (15%) as being from an ethnic minority background.

57.2% of respondents agreed with the proposal to suspend the Right to Buy / Acquire,

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30.4% disagreed and 12.5% were unsure. The agreement was consistent across most groups including current council tenants (55.6%), housing association tenants (54.4%) and those on the common housing waiting list (60.2%).

Agreement with the proposal was slightly lower for those respondents from an ethnic minority background, although of those who expressed an opinion, there was still a majority in agreement at 45.3% agreed, with 40.9% disagreeing and 13.8% undecided.

In terms of age the proposals were most popular among older respondents including those over 66 years where 69.6% were in agreement. While for those between 25 and 45 only 40.6% agreed with 47.7% disagreeing and 11.7% undecided. The 25 to 45 age group was the only group to return a negative response to the proposals reflected that this age group are more likely to want to buy their own home.

Numerous comments were received about the proposal; many respondents expressed support for the Council in taking this step. Of those who disagreed with the proposal, most expressed a desire to purchase their property or concern about the difficulty of getting on the property ladder. It will be important going forward therefore that other opportunities for homeownership are promoted effectively; including the council operated Assisted Home Ownership Scheme.

The individual sections of the EIA has been revisited following the consultation to address any differential impacts and update any actions going forward.

This is a living document that may be revisited as the project progresses if and when issues arise in relation to any of the protected characteristics.

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

Groups	Actions
Age	
Disability	
Gender Reassignment	
Marriage & Civil Partnership	
Pregnancy & Maternity	
Race	
Religion/Belief	
Sex	
Sexual Orientation	
Welsh Language	
Generic Over-Arching	The only mitigation identified is awareness raising of the

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[applicable to all the above groups]	Assisted Home Ownership Scheme in particular to ethnic minority community.
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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: 16.1.17
Designation: AD Housing & Communities	
Approved By: Sarah McGill	
Designation: Director	
Service Area: Communities Housing and Customer Service	

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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**CYNGOR DINAS CAERDYDD
CITY OF CARDIFF COUNCIL**



CABINET MEETING: 16 FEBRUARY 2017

CARDIFF WEST TRANSPORT INTERCHANGE

REPORT OF DIRECTOR CITY OPERATIONS

AGENDA ITEM: 8

**PORTFOLIO: TRANSPORT, PLANNING AND SUSTAINABILITY
(COUNCILLOR RAMESH PATEL)**

Reason for this Report

1. To seek approval to proceed with the original decision taken at the Cabinet Meeting of 15th December 2016 to proceed with the development (which has Planning Consent) of an Integrated Transport Hub on the site of the former Waungron Road Recycling Depot.

Background

2. The decision taken at Cabinet on 15th December 2016 has been referred to Scrutiny Committee for Call-in. The meeting was held on Wednesday 8th February 2017 and the decision referred back to Cabinet. The formal response from Scrutiny Committee has been received and is considered below.

Issues

3. The original reasons for the decision to be Called-in can be grouped under the following headings
 - Increase in costs
 - Modelling issues
 - Parking/drop off
 - Rapid transport bus corridors
 - Site movements
 - Cycling facilities
 - Staffing/running costs
4. As a result of the Call-in meeting the decision was referred back to Cabinet along with the recommendation to consider a number of key identified concerns. These issues and their responses are as follows:

- **Financial** – On balance Members were concerned at the increase in costs from £500,000 for the outline concept to £1.7million for a fully designed scheme. They would ask that a review of all costs is undertaken before taking the scheme any further.

Response;

5. In terms of the increase of cost from £500K to £1.7m a comprehensive explanation was presented at the Call-in meeting. In summary, it was highlighted that the initial scheme costed at the lower figure was: 1) A high-level conceptual scheme that excluded substantial and defined 'exclusions' including potential contamination, retaining structures, service diversions and project design; 2) It was intended as a figure that might adjust (as expressed in the February 16 Budget Report) 'subject to further design' but that would allow the project to proceed to the next stage.
6. The table below highlights the areas of identified additional costs (in yellow) that could only be defined as a result of the further detailed design and technical analysis that occurred prior to November 2016 when the revised cost of £1.7m was determined.

Description	Faithful & Gould Concept	City of Cardiff	Value Engineered scheme
Site Preparation	£111,980	£213,985	
External Works			
Road structure	£118,780	£122,901	
Footways & Kerbing	£70,873	£102,075	£-29,000.00
Traffic and Pedestrian Signage	£10,000	£1,870	
Rail Access Steps	£15,000		
Permanent Traffic Signal Installation	£30,000	£114,530	
Drainage	£25,000	£18,290	
Retaining Structure		£332,100	
Bus Shelters		£100,000	
Enforcement Cameras		£25,000	
Street Lighting		£10,000	
Service Diversions		£150,000	
Sub Total	£381,633.00	£1,190,751.00	
Additional costs (design costs / prelims etc.)	£95,408.00	£516,841.53	
Estimated Cost Of Construction	£477,041.00	£1,707,592.53	

7. In terms of further cost analysis, we are confident regarding the cost estimate presented in the cabinet report subject to additional work that remains to be carried out regarding the full extent of site contamination. From the evidence we currently have the figure presented is robust. However, the full analysis of the extent of the hydrocarbon contamination will need to be understood as a priority to define and derisk this figure.

- **Parking** – *On balance Members were concerned that there had not been adequate consideration in the local area of any potential parking issues that could be caused by the scheme. It is felt that further evaluation of the potential parking impact needs to take place before Cabinet takes a decision on the scheme.*

Response;

8. Adequate pick up and drop off opportunities will be provided. The interchange is not a park and ride facility and is not expected to generate vehicular traffic.

- **Traffic Congestion** – *On balance Members were not convinced that the scheme would reduce traffic congestion in the area and could potentially increase some journey times. It is felt that the traffic modelling data needs to be reviewed and reconsidered before Cabinet takes a decision on the scheme.*

Response;

9. The scheme is not primarily designed to reduce local traffic congestion but to enable more people to access more destinations by public transport by making interchange between services easier. The transport modelling undertaken used the most up to date software tools available and current data. The modelling showed that even with very high numbers of buses using the interchange that there was negligible impact on the surrounding network. The traffic signals in the vicinity will be integrated to maximise their efficiency, and additional bus priority measures put in place as part of the progression of the North West Strategic Development Site.

- **Potential Site Development Options** – *The inner triangle area of the transport interchange has been identified as a potential development site that could generate a capital receipt to support the funding of the scheme. Members would like a Cabinet view on the type of development which could be created on the site and some assurance that access plans for the inner triangle area development have been reviewed.*

Response;

10. The scheme as designed will allow access into the developable land. This will be controlled to prevent rat-running through the interchange. A planning application is in the process of development. However, it would not be appropriate for Cabinet to comment on this at this time.

- **Cycling** – *The majority of Members felt that cycling provision needed to be improved at the site, for example, further consideration should be given to integrating segregated cycle lanes in and around the site and site security should be reviewed to ensure that it is safe to leave bikes at the site for extended periods of time.*

Response;

11. The cycle facilities will form part of the Cycling Strategy consultation. The site will be linked to the strategic cycle network. There is insufficient carriageway space to provide segregated cycle lanes. The site will be monitored with CCTV cameras, in addition there will be bus passengers waiting which should add to site security.

- **Transport Connectivity** – *On balance Members were not convinced by the location of the proposed transport interchange and its connectivity to other key transport locations around the city. In particular there was concern around how the scheme would link in with future rapid bus transit corridors which have yet to be clearly defined; the obvious sites mentioned (for example, junction 33 and Heath) regularly experience significant traffic congestion problems. The Committee, therefore, recommends that potential linkage to any rapid bus transit corridors is reviewed before any decision is taken by Cabinet.*

Response;

12. The site is ideally placed to link with east-west movements to UHW and Cardiff East Park and Ride, as well as the North West Strategic development site and M4 J33 and associated development which will have a Park and Ride facility. The routes of any Rapid Bus Transit corridors have not yet been defined; therefore, it is difficult to review potential linkages. However, the presence of an interchange at this location is likely to influence the route of such a corridor in this area.

Local Member consultation

13. Consultation is proceeding through the planning process

Reason for Recommendation

14. To enable the development the Western Transport interchange to proceed.

Financial Implications

15. These are given in the original report to Cabinet of 15th December 2016 which is at Appendix A.

Legal Implications

16. These are given in the original report to Cabinet of 15th December 2016 which is at Appendix A.

RECOMMENDATION

It is recommended that Cabinet reaffirm the decision to approve the development of the proposed Western Transport Interchange to proceed at the identified site.

ANDREW GREGORY

Director

15 February 2017

The following appendix is attached;

Appendix A: Cabinet Report of 15th December 2016-Cardiff West Transport Interchange

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CARDIFF WEST TRANSPORT INTERCHANGE

REPORT OF DIRECTOR CITY OPERATIONS

AGENDA ITEM: 9

**PORTFOLIO: TRANSPORT, PLANNING AND SUSTAINABILITY
(COUNCILLOR RAMESH PATEL)**

Reason for this Report

1. To seek approval to proceed with the development (which has Planning Consent) of an Integrated Transport Hub on the site of the former Waungron Road Recycling Depot.

Background

2. The Cardiff Bus Network Study (see background paper 1) identified shortcomings in the current Cardiff local bus network, in that current local bus and rail networks are mainly radial from the City Centre in nature which limits opportunities to make orbital cross city journeys by bus. The study reviewed the existing infrastructure and analysed the levels of congestion and accessibility using sophisticated modelling techniques. It compared the infrastructure and services in Cardiff with best practice examples in Edinburgh (Note: 37.5% of journeys to work were by bus or coach in Edinburgh in 2011 compared to 13.3% in Cardiff), Tyne and Wear, Merseyside, Hull, Nottingham, Oxford, Brighton, Reading, Bristol, Dublin (Ireland), Geneva (Switzerland), Bremen (Germany) and Valence (France). Many of the exemplar cities operate a high proportion of core services as cross-city routes, with designated high quality interchange hubs on the periphery of the city centre and a small but high quality central bus station. The cities tend to operate with a mix of stopping and express services, on radial and orbital routes, and extended and consistent operating hours and service frequencies across the network.
3. The study suggested that the location of the former Civic Amenity site at Waungron Rd/Western Ave is ideally placed to facilitate modal interchange from radial routes from Western Cardiff at the adjacent Waungron Park rail station, and orbital bus journeys via Western Avenue and University Hospital Wales (UHW). The location plan is provided in Appendix A and the general arrangement is provided in Appendix B. The Western Transport Interchange has the potential to provide a highly

accessible interchange reachable from all parts of the city via the following routes:

- North West Cardiff – City Centre – East Cardiff;
 - City Line Rail Services from Radyr to Central Station; and
 - West Cardiff – City Centre – East Cardiff.
4. The study identified a need to ensure that the bus network is flexible such that it can be expanded to serve new development sites within Cardiff, in particular the proposed housing developments in the north-west and north-east of Cardiff as set out in the deposit Local Development Plan (LDP). There is significant opportunity to use developer contributions to pump prime these bus service expansions and the transport interchange at Waungron will contribute towards achieving services that can be operated on a commercial basis.
 5. The study suggests how bus journey times and reliability could be significantly improved. The principles discussed in the report show how the use of an interchange facility can increase service frequency, create more reliable journeys and minimise transfer time by redesigning the operations of existing services without the need to add new services. Therefore, the study confirms that there is significant potential to grow bus patronage by creating a more efficient bus network through investment in infrastructure that provides operators the confidence to invest and improve their bus services, providing a wider choice of destinations and making them an attractive and reliable alternative to travelling by private car. The benefits will be further accentuated by future plans for integrated ticketing in the region.
 6. Pedestrian and toucan crossing improvements will also be provided as part of the highway works surrounding the site to improve the attractiveness of key walking and cycling routes in the area.
 7. The application for planning permission for the Western Transport Interchange has been approved, the road created will be adopted highway. Associated Traffic Regulation Orders (subject to the Council following due procedure as set out in the Act and the regulations) will restrict vehicle access to public service vehicles and vehicles needed for essential maintenance.

Issues

8. The Local Transport Plan (LTP) prioritises interventions which facilitate easy interchange between transport modes and services to improve access for all to employment opportunities, services, health care, tourism and leisure facilities. Investment is required in infrastructure to facilitate the introduction of new services and local interchanges in order to extend the range of destinations which can be reached by public transport and thus extend travel choices.
9. The Local Development Plan has a target of 50% of all trips on the network to be made by sustainable modes. Significant improvements in

the quality and attractiveness of sustainable travel choices are needed to facilitate the trips generated by the development sites in North West Cardiff, which will comprise 5000 housing units. The Cardiff Capital Region Metro study in 2013 (see background paper 2) identified the Cardiff north-west corridor as the highest priority of the project, encompassing new routes and stations to facilitate the expansion of Cardiff from Cardiff Bay to Rhondda Cynon Taf via Creigiau to support redevelopment and help alleviate congestion on the strategic highway network in the region. The Western Transport Interchange was not identified as a scheme in the Metro project. However, it provides an early opportunity to help facilitate development growth in the corridor and provide complementary measures that will enhance the effectiveness of any future Metro public transport improvements.

10. The Cardiff Infrastructure Plan (see background papers 3 and 4) identifies transport hubs as providing interchange facilities for several modes of transport at one location and opportunity to link services with Park and Ride (see Appendix C: Bus Network Opportunities for Cardiff West Interchange). Benefits include improved accessibility for commuters and an associated decrease in journey times for trips incorporating more than one mode of transport. Users will benefit from an increased choice of destinations and convenience by being able to travel on cross-city services that are not currently available and providing alternatives for those travelling into Cardiff from the Region. Hubs can also offer benefits for transport operators in terms of co-ordinating service timings. Transport hubs were identified as an infrastructure requirement to be brought forward in the early stages of the Plan's period to facilitate development. The Western Interchange together with the Cardiff Central Integrated Transport Hub will provide an early opportunity to achieve this.
11. The development of the Western Interchange will facilitate better public transport links from the North West corridor to areas of growing employment (Cardiff Bay, redeveloped Central Square, UHW, Cardiff Gate), health care (UHW, Llandough Hospital), and education (Cardiff University, Cardiff Met, USW). It will also facilitate regional links via the local and national rail network accessed via the adjacent Waungron Park station.
12. Micro-simulation modelling of the surrounding highway network with the junction improvements needed to provide the access for the Western Transport Interchange has been undertaken (see background paper 5). Following consultation with bus operators, the design was subsequently changed to provide 4 stands rather than the 5 included in the modelling work which included scenarios of up to 53 buses per hour. The modelling suggests that there will not be any significant additional congestion on the network with up to 40 buses per hour using the site. This level of service would equate to approximately 6 minutes between buses for each of the four stands (similar to service levels at Talbot Green in Rhondda Cynon Taf which also operates with 4 stands).

13. The initial budgeted estimate of the cost of the scheme included in the 2016/17 capital programme was £500,000, however this related solely to the works within the site curtilage. Improvements to pedestrian and cycle access and telematics works needed to enable the site to operate efficiently for buses by integrating with existing signalised junctions, together with issues to do with site topography, unforeseen land remediation works related to the site's former use and the necessity of providing some retaining measures to the adjoining Network Rail embankment have meant that the current estimate is now £1.7m (subject to soil contamination report outcome and tender). A soil contamination report has been prepared which confirms the mitigation measures that will be required. The cost estimate will be reviewed from the information in the report.
14. The works will also include remediation of the surplus land on the site and facilitate the access required for any development that might take place on it in the future.
15. Given the extended scope of the scheme, as outlined in paragraph 13 above, it is proposed that the future Bus Corridor Improvements budget in the Councils Indicative Capital Programme is used to fund this scheme. Future proposed bus corridor improvement schemes would be funded either from drawing down from the Parking Reserve, if resources permit, or by bidding for additional resources such as specific WG grant bids.
16. Using the Department for Transport WebTAG appraisal guidance, it is estimated that the improvement will generate a conservatively estimated economic benefit of £1.8 million to users of the interchange over the next 30 years. This estimate does not account for the wider benefits associated with facilitating growth, improving the journey time and reliability of bus services, and encouraging mode shift to sustainable modes of travel. There are also additional benefits of interchange with the Waungron Rail Station enabling improved access to travel regionally. Therefore, the overall economic benefits are likely to be significantly higher than the benefits to the users of the interchange.
17. The 2015 Ask Cardiff survey results show that 66% of respondents considered bus improvements were a priority.
18. The key timescales for delivery are as follows:
 - Planning Permission –Consent obtained November 2016;
 - Review Soil Contamination Report - November 2016;
 - Prepare Traffic Regulation Orders (TRO's) – December 2016;
 - Issue Invitation to Tender – December 2016;
 - Construction Start (16 Week Construction Period) – February 2017;
 - Sealed TRO's (subject to consultation) – May 2017; and
 - Construction End – June 2017.

Local Member consultation

19. Consultation is proceeding through the planning process.

Reason for Recommendations

20. To enable the development of Western Transport interchange to proceed.

Financial Implications

21. As a result of the extended scope of the proposed scheme, the report identifies a significant increase in estimated expenditure of £1.2m between the initial estimate of £500,000 and the current projection of £1.7m. The report identifies the factors behind this increase to be the result of cycle and pedestrian access improvements, integration of telematics within the wider immediate network, site topography, land remediation work and retaining measures required for the Network rail embankment.
22. The report refers to the projected cost of £1.7m being subject to the soil contamination report outcome and the tender for the work. A risk remains therefore that the projected cost of £1.7m could further increase, however, budget contingencies and strong project and contract management should be put in place to manage any such potential variations.
23. In the absence of any external funding towards the facility, a budget needs to be in place before any award of contract. The proposed funding for this scheme is the bringing forward of alternative City Operations Capital Programme schemes over a four year period. This relates to Bus Corridor improvement budgets which are currently £335,000 p.a. in the Council's Indicative Capital programme. This will mean that future proposed bus corridor improvement schemes in the medium term would need to be funded either from the parking reserve, subject to adequate resources being available in the reserve, or other external resources such as WG grant bids.
24. A further element of funding for the Transport Interchange is the disposal towards the costs of developing the Interchange. Whilst strategic estates advice is that any disposal is realistic, this funding is not confirmed in either its timing or its amount.
25. The operating costs of the facility are not identified in the report but as this will be an unmanned facility the Directorate do not consider that these will be significant. Any ongoing maintenance and any future operating costs will need to be funded by the Directorate from within existing resources

Legal Implications

26. The recommendation within the report seeks authority to carry out a procurement for a Works contract with an estimated value of £1.7 million, with authority delegated to the Director of City Operations.
27. Given the estimated value of the contract falls below the EU Procurement not apply. That said, the proposal is still subject to the EU Treaty Principles of (amongst other things) equal treatment, non-discrimination openness and transparency and the Council's Contract Standing Orders and Procedure Rules. To this end, Legal Services are instructed a competitive tender process will be carried out and legal advice should be sought on the proposals and form of contract. It is understood that a separate report will be prepared in line with the delegation set out in recommendation 2.
28. In respect of the future arrangements, along with procurement and contract law implications detailed advice should be sought as to whether the same raise any property and planning law issues.
29. It is noted the body of the report refers to proposals to make traffic regulation orders. It must be appreciated the Council must comply with the procedure set out in the Act and the regulations and cannot guarantee the orders will be made. The making of any traffic regulation order is dependent upon, amongst other things, the outcome of the statutory consultation process.

Equalities/Public Sector Duties

30. In considering this matter the decision maker must have regard to the Council's duties under the Equality Act 2010. Pursuant to these legal duties Councils must, in making decisions, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: (a) Age, (b) Gender reassignment, (c) Sex (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and civil partnership, (h) Sexual orientation (i) Religion or belief – including lack of belief.
31. The decision maker must be satisfied that the proposal is within the Policy and Budget framework of the Council.

RECOMMENDATIONS

It is recommended that Cabinet;

1. Approve the proposed Western Transport Interchange development; and
2. Delegate authority to the Director of City Operations in consultation with the Cabinet Member for Finance, Cabinet Member for Transport, Planning and Sustainability, the Council's s151 Officer and the Director

of Law and Governance to deal with all aspects of the procurement of the Works for the Western Interchange Development as set out in this report, up to and including the award of the contract.

3. Approve the transfer of Indicative Capital Programme allocation from Bus Corridor improvements to the Cardiff West Interchange Scheme.

ANDREW GREGORY

Director

9 December 2016

The following appendices are attached:

Appendix A: Location Plan of the Western Transport Interchange

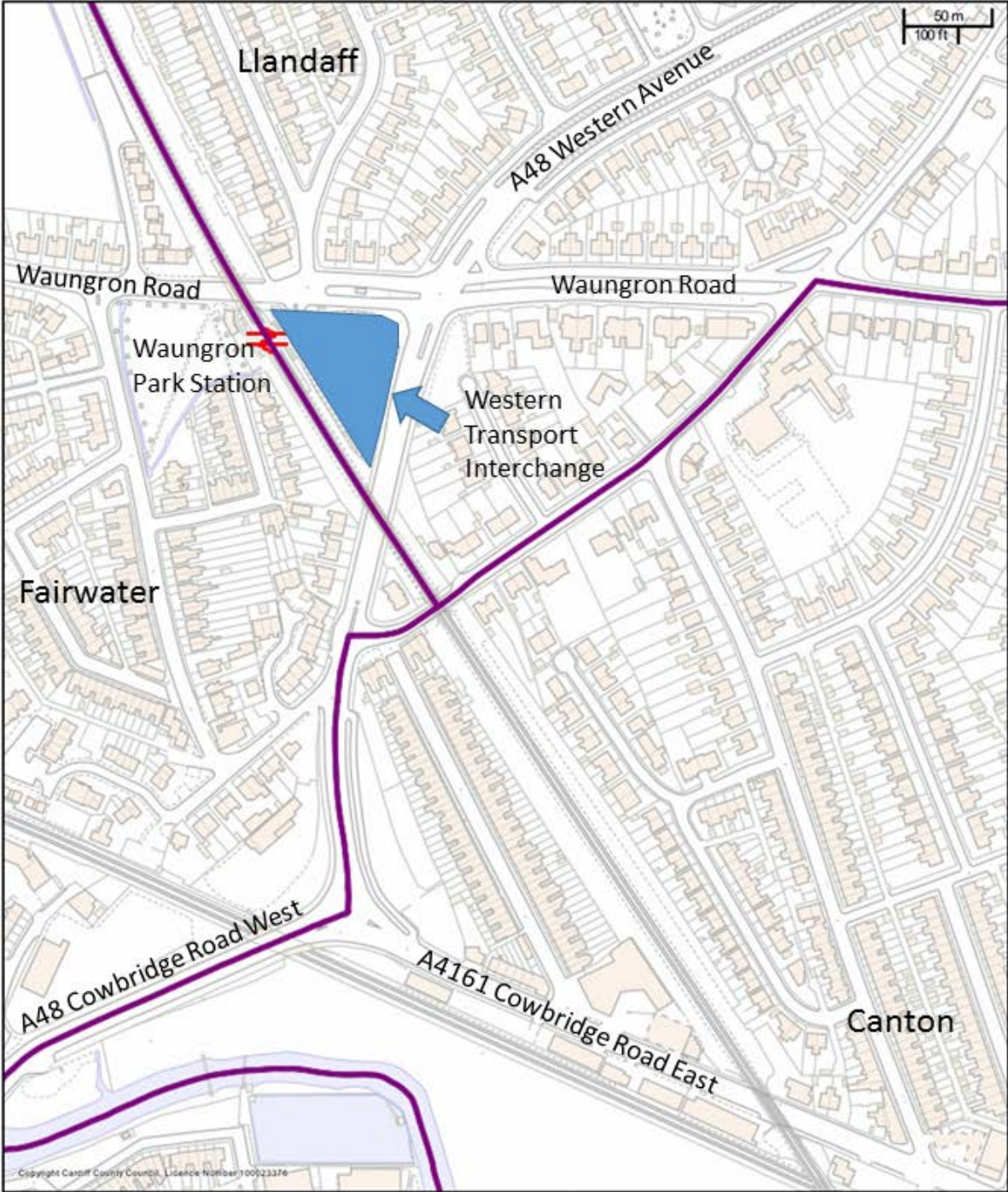
Appendix B: General Arrangement Drawings CO16017-2 and CO16017-3.

Appendix C: Bus Network Opportunities for Cardiff West Interchange.

The following background papers have been taken into account:

1. *“Transforming the Bus Network, Cardiff Bus Network Study”, 6th November 2014, by Arup for Cardiff Council in Conjunction with Cardiff Bus (Local Development Plan Examination Document Library Reference ED026).*
2. *“Report to the Minister for Economy, Science and Transport, A Cardiff Capital Region Metro: Impact Study”, October 2013.*
3. *“Background Technical Paper No.6, Infrastructure Plan”, updated November 2014 (Local Development Plan Examination Document Library Reference ED009.11).*
4. *“Cardiff Infrastructure Plan”, September 2016 (Community Infrastructure Levy supporting documents, Reference CIL009).*
5. *“Waun Gron Modelling – Two Way Bus Hub Modelling”, update v2, by Aecom dated July 2016.*

Location Plan of the Western Transport Interchange

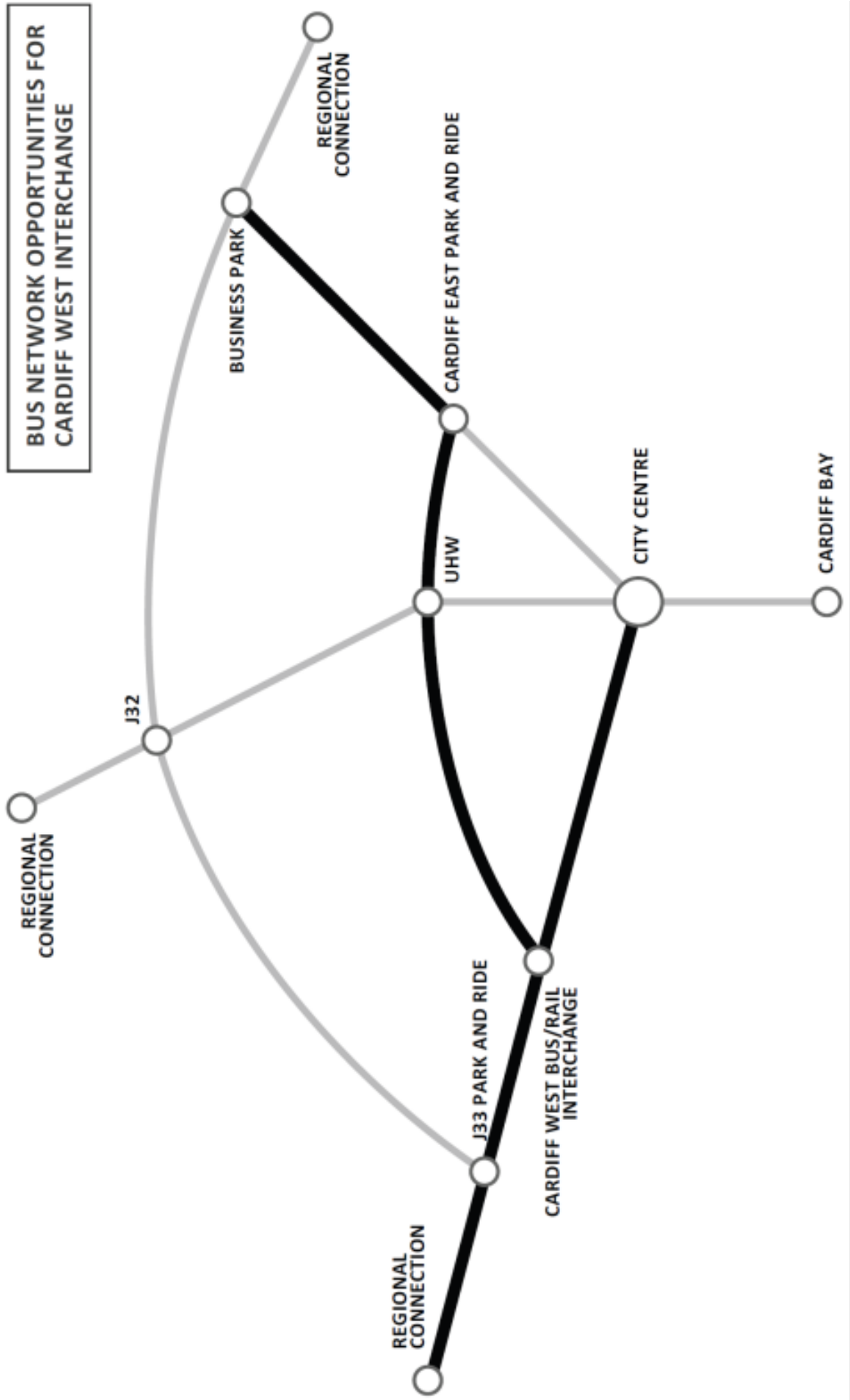


<p>CHIEF EXECUTIVE Paul Orders County Hall Atlantic Wharf Cardiff CF10 4UW Tel: 029 20672000</p>	<p>City of Cardiff Council Cyngor Dinas Caerdydd</p>  <p>CARDIFF CAERDYDD</p>	<p>Western Transport Interchange</p> <p>Scale: 1:3000 Date: 24/10/2016 Coordinates: © Crown copyright and database rights (2014). This copy is produced specifically to supply County Council information NO further copies may be made. Ordnance Survey 100023376 (2014).</p>
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General Arrangement Drawing CO167017-3



Bus Network Opportunities for Cardiff West Interchange



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