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AGENDA

Committee	POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE
Date and Time of Meeting	WEDNESDAY, 12 DECEMBER 2018, 4.30 PM
Venue	COMMITTEE ROOM 4 - COUNTY HALL
Membership	Councillor Walker (Chair) Councillors Berman, Bowen-Thomson, Boyle, Cunnah, Hudson, Lister and Mackie

		<i>Time approx.</i>
1	Apologies for Absence To receive apologies for absence.	4.30 pm
2	Declarations of Interest To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.	
3	Minutes (Pages 3 - 8) To approve as a correct record the minutes of the meeting held on 14 November 2018.	
4	Customer Leadership (Pages 9 - 22) Cabinet response to the recommendations of the Committee's task group inquiry, a report published in May 2018.	4.30 pm
5	Budget Proposals 2019/20 - For Consultation (Pages 23 - 84) Consideration of the financial context in which draft savings Budget Proposals are put forward, and the Changes for Cardiff consultation underway to gather stakeholder views on the proposals.	5.10 pm
6	Investment Estate Update (Pages 85 - 128)	6.00 pm

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Appendices 2, 3 and 5 of Appendix A of the report are exempt from publication as they contain exempt information of the description contained in paragraph 14 of Part 4 and paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972. The public may be excluded from the meeting by resolution of the Committee pursuant to Section 100A(4) of the Local Government Act 1972 during discussion of this item.

Pre-decision consideration of proposals to purchase the long leasehold interest in Bessemer Close, a site adjoining the existing HWRC; and the disposal of commercial investment property 3-4 Wharton Street.

7 Forward Work Programme (Pages 129 - 136) 6.45 pm

To agree the Committee's work programme for January – April 2019 prior to publication on the Council's website.

8 Way Forward 6.50 pm

To review the evidence and information gathered during consideration of each agenda item, agree Members comments, observations and concerns to be passed on to the relevant Cabinet Member by the Chair, and to note items for inclusion on the Committee's Forward Work Programme.

9 Urgent Items

10 Date of next meeting - 16 January 2018 at 4:30pm

Davina Fiore

Director Governance & Legal Services

Date: Thursday, 6 December 2018

Contact: Kate Rees, 029 2087 2427, kate.rees@cardiff.gov.uk

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

14 NOVEMBER 2018

Present: Councillor Walker(Chairperson)
Councillors Berman, Bowen-Thomson, Boyle, Cunnah, Hudson
and Mackie

32 : APOLOGIES FOR ABSENCE

Councillors Lister and Murphy

33 : DECLARATIONS OF INTEREST

Members had a responsibility under Article 16 of the Members Code of Conduct to declare any interests and complete Personal Interest Forms at the commencement of the agenda item in question.

34 : MINUTES

The minutes of the 3 October 2018 were approved as a correct record and signed by the Chairman.

35 : MANAGING THE ESTATE UNDER A CORPORATE LANDLORD MODEL

The Chairperson welcomed the following:

- Councillor Russell Goodway, Cabinet Member Investment and Development
- Neil Hanratty, Director of Economic Development
- Helen Thomas, Head of Property
- Donna Jones, Operational Manager Health & Safety
- Janine Nightingale, Operational Manager

Following an in depth scrutiny inquiry of the challenges to managing the estate under a Corporate Landlord Model, Cabinet undertakes to formally respond to the scrutiny committees recommendations. The Committee had the opportunity to consider the Cabinet response. Councillor Joe Boyle chaired this work by the Committee and the group included Councillors Mackie and Murphy and also Councillor McKerlich who was a Member of this Committee last year.

Councillor Goodway explained the Cabinet considered the Task & Finish Groups, Managing the Estate under a Corporate Landlord Model at its meeting on the 12 July 2018. Six of the seven recommendations were accepted and R6 was partially accepted.

The Committee received a presentation which outlined information on the Recommendations and Corporate Landlord Model Implementation Work Streams.

The Chairperson thanked officers for the presentation and invited Committee Members to ask questions.

The Committee asked if the position of Corporate Landlord sat within Economic Development or Education.

The Committee was advised that the Property Relations resource from Education had moved to Economic Development. Janine Nightingale, Operational Manager would operate two teams:

- Planning of Places
- Corporate Programme

These would have their own governance, including Project and Programme Boards. The Programme Board was a Cabinet sub-Committee, membership consisting of Councillor Huw Thomas, Councillor Chris Weaver and Councillor Russell Goodway. The first meeting was held last week and the Board was looking at Band A and B schools.

The Committee was informed that Recommendation 6 was partially accepted as budgets had to be maintained and focus directed towards compliance.

Councillor Goodway drew attention to plans in place to reduce and mitigate current building issues experienced by some schools. The Mutual Investment Model (MIM) route had been considered for specific funding, along with analysing possible maintenance monies. It was essential that creative mechanisms be established in order to keep the school estate in operational use.

Janine Nightingale provided the Committee with information on the Band B projects. It was recognised there were backlogs in maintenance especially in schools built in the 1960s and 1970s. Allocation of £5million in capital would be used to look at priority areas such as health & safety and fire evacuation procedures.

Members of the Committee were advised that schools built in the 1960s and 1970s did have some asbestos. Surveys were in place to address the issue but a clearer picture of the asbestos issues was required before plans could press ahead, as the current information was slightly out of date.

The Corporate Landlord programme was developing and using in-house skills to address issues experienced in the estate. This achieved better value for money and officers were currently analysing works that could be delivered in-house.

The Committee heard it was vital to achieve maximum value for money, using a strategic approach to drive value in procurement.

Members of the Committee asked what the procedure was for schools carrying out minor works and when it was determined that schools could request private contractors for the works.

The Committee was advised that One Frontdoor had been established to ensure that all proposed school works get permission from the Corporate Landlord to carry out works. Schools were able to opt outside of the SLA, but controls were in place to use reputable contractors, through using One Frontdoor first.

Members of the Committee were pleased how RAMIS supported health & safety in schools and how it prioritised and monitored risk.

The Committee was advised of the Health & Safety support offered to schools and the support provided to Head Teachers.

Members of the Committee discussed the main contractors in place and how the procurement framework was managed.

The Committee was advised that the previously advertised role of Assistant Director Corporate Landlord would be part of a service area review to be considered by Cabinet in December 2018. The post of Assistant Director would not be appointed to.

RESOLVED: The Committee AGREED that the Chairperson writes to the Cabinet Member on behalf of the Committee to convey their comments and observations.

36 : FACILITIES MANAGEMENT BRIEFING REPORT

The Committee welcomed:

- Councillor Russell Goodway, Cabinet Member Investment and Development
- Neil Hanratty, Director of Economic Development
- David Lowe, Operations Manager Commercial Services

The Chairperson explained that during work programming discussions Members expressed an interest in scoping a scrutiny inquiry into Facilities Management. To progress the matter Committee Members requested a briefing of the full Committee on the issues and challenges faced by the Facilities Management service, with a view to commencing an inquiry in 2019.

The Committee received a presentation which outlined the following:

- Introduction to Property Services – Facilities Management (FM) was in the process of being re-branded to Property Services.
- Building Services
- Cleaning and Support Services
- Functions
- Building Management
- Pest Control
- Building Budget
- Challenge – Building Budget Issues
- Building Budget v Spend 17/18
- Building Budget – Going Forward

The Chairperson thanked the officers for the presentation and invited the Committee to ask questions.

The Committee noted there was an overspend of £559k. Therefore it was vital that Building Management improve compliance levels. Further the HRA charged out direct costs.

Members of the Committee referred to the customer base and were advised that overheads would be reduced. However, the Council would not be looking outside to expand the number of cleaning clients.

The Committee heard that contracts with school's made very low profits.

The Committee was advised there were incentives for schools to remain with Council's approved contractors, and paying the minimum wage was one of them.

Members were informed of the current process in place to deal with utilities and the paying of gas and electric bills. Departments needed to be mindful of spend in relation to utilities and look at how this could be managed at a departmental level.

The management of schools was discussed and how costs could be reduced. Schools should be responsible for costs along with ensuring sufficient quality was in place, with schools possibly meeting the landlords costs.

The Committee was advised that following a Community Asset Transfer (CAT) resources for Health & safety remained within the Council, to ensure works were carried out to an approved standard.

RESOLVED: The Committee AGREED that the Chairperson writes to the Cabinet Member on behalf of the Committee to convey their comments and observations.

37 : QUARTER 2 PERFORMANCE 2018/19

The Chairperson welcomed the following:

Councillor Chris Weaver, Cabinet Member Finance, Modernisation and Performance.
Christine Salter, Corporate Director Resources
Joseph Reay, Head of Performance and Partnerships
Andrew Simms, Corporate Performance & Improvement Manager.

The Chairperson explained that Members would review the Council's Quarter 2 Corporate performance position for the 2018/19 financial year. The Committee was responsible for monitoring the overall performance of the organisation and the actions taken to ensure that agreed targets and commitments set out in the Corporate Plan were delivered.

The Committee was advised of the projected £5m budget overspend at month 6. This would be balanced using £3m of contingency funds, a council tax surplus, a rates appeal refund on Council properties, and an underspend on capital charges.

The Committee drew attention to the links between Performance and Budget Management, and how this tied into target setting and performance management.

Councillor Weaver explained that in Social Services, Children's Services overspends were apparent. A realignment of the budget was made last year but additional pressures and demands had led to the service overspending further. Trends in overspends could not be identified and it was the element of demand that led the service into deficit and the scale of the overspend.

There was an inherent level of predictability in the Directorate and a process was in place to address how accurately predictions could be made. A degree of additional monies had been made available to the service, but genuine reasons were required to do that. The Welsh Government was aware of the situation in Social Services, and as changing working practices were not apparent, a contingency budget was introduced.

Members were of the view that cost controls should be put in place, with sound working practices established to support the packages in place.

The Committee was advised that a Brokerage Team had been created to support Social Workers. A Social Worker would carry out assessments with the Brokerage Team doing the cost effective work analysis. Work on prevention was also on-going and being challenged and tested. These new ways of working were being introduced in order to reduce the substantial requirement for realignment.

The Committee were concerned with the narrative in the report that related to the MASH (Multi Agency Safeguarding Hub). The report made reference to the Amber RAG rating but did not elaborate on the pressures.

The Committee was assured the pressures referred to the high demand for the service and this was having an impact on resources. The MASH benefited from multi agency success and the new Director of Social Services was looking at new areas for improvement.

Members of the Committee drew attention to the number of referrals being address through the MASH and asked if the threshold had dropped.

The Committee was advised that the threshold had changed as more individuals were meeting the threshold previously. It was noted that the indicator in the report had not reported the information correctly.

Members of the Committee were advised that both Cabinet and the Senior Management Team addressed the Capital Ambition Programme using challenging and robust mechanisms.

The Committee drew attention to the recruitment of Social Workers and suggested that creativity be developed to promote and enhance recruitment to these roles.

The Committee drew attention to the number of children receiving free school meals and the attainment gap. Multiple causes were recorded including external factors, which Education were addressing through benchmarking and mitigation.

Members of the Committee asked how robust the self assessment process was, as it was vital that at Quarter 3 the Amber RAG status had not developed into Red. These issues should be raised at an earlier point and mitigation developed.

RESOLVED: The Committee AGREED that the Chairperson writes to the Cabinet Member on behalf of the Committee to convey their comments and observations.

38 : COMMITTEE BUSINESS REPORT

The Committee received a report which outlined Committee Business specifically:

- To seek Committee's agreement to the commencement of an inquiry into Scrutiny Impact, and for the Terms of Reference that would form the focus of its work
- To advise Members of the correspondence between Committee and Cabinet since commencing the 2018/19 work programme.
- To seek Members 2019/20 budget scrutiny training needs.

RESOLVED: The Committee AGREED:-

- To consider the scope, the proposed approach and agree the Terms of Reference for the Scrutiny Impact inquiry.
- Noted the correspondence between the Committee and the Cabinet.

Agreed preferred arrangements for budget scrutiny training, requested that the budget scrutiny meeting starts no earlier than 1:30pm.

39 : URGENT ITEMS -AOB

None

40 : DATE OF NEXT MEETING - 12 DECEMBER 2018 AT 4:30PM

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

12 December 2018

**Cabinet Response to a Report of the Policy Review & Performance Scrutiny
Committee Inquiry – Customer Leadership.**

Purpose of report

1. To update Members on the Cabinet response to the recommendations made in the Policy Review & Performance Scrutiny Committee inquiry report, Customer Leadership, published in April 2018.

Background

2. As a part of the Policy Review & Performance Scrutiny Committee work programme for 2017-18, the Committee agreed to undertake an in-depth review of the Council's approach to customer leadership. The following terms of reference were used:
 - To explore opportunities for embedding customer culture and leadership across the council by:
 - Clearly defining the challenges, such a diverse services, multiple touch points, and large number of staff.
 - Reviewing existing best practice internally and externally.
 - Identifying mechanisms for improvement such as customer charter, customer 'champions' across the Council, and corporate customer service training.
 - To examine Council policy (guidelines) for supporting the digitally disadvantaged (Digital inclusivity)
 - To make recommendations for improvement in Customer Leadership

3. Membership of the task & finish group comprised:
 - Councillor David Walker (Chair)
 - Councillor Rodney Berman
 - Councillor Stephen Cunnah
4. Members received internal evidence from a range of sources, including the Chief Executive, senior management and staff of the Council's C2C contact centre. External evidence was received from Admiral Group, British Gas, Welsh Water, and the Institute of Customer Services.
5. The evidence was used to identify key findings from the Inquiry, and to develop recommendations based on the evidence heard throughout the Inquiry
6. The report for this task and finish inquiry was taken to the Cabinet meeting held on 12 July 2018.

Cabinet Response to Recommendations

7. The Cabinet agreed their response to the Customer Leadership Inquiry at its meeting on 15 November 2018. Attached at **Appendix A** is the report to Cabinet and a full copy of the Cabinet Response at **Appendix 1** to Appendix A. The Report outlines the recommendations made and the Cabinet response to each recommendation.
8. Overall, the Committee made 7 recommendations to the Cabinet. The Cabinet response (*Appendix 1, point 11, page 4*) shows that:
 - 6 of the recommendations are accepted – *R1, R2, R3, R4, R5, R7,*
 - 1 of the recommendations has been partially accepted:
 - R6 – Secure membership of the Institute of Customer Service as the professional body that could support the customer service development journey. The task group recommend Trusted Advisory Network membership as the Council has some of the building blocks for effective customer service in place but is facing a major set of challenges if it is to embed customer service throughout its operations.

Way Forward

9. Councillor Chris Weaver (Cabinet Member – Finance, Modernisation & Governance), Isabelle Bignall (Chief Digital Officer) and Rachel Bishop (Assistant Director Customer Services) have been invited to present the response to the inquiry and present any progress made in addressing the issues raised and recommendations approved.

Legal Implications

10. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

11. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

Recommendation

The Committee is recommended to receive the Cabinet response and agree the way forward for receiving progress reports on the work required to implement the agreed recommendations.

DAVINA FIORE

Director of Governance & Legal Services

6 December 2018

Background Paper

Full Report of the Policy Review & Performance Scrutiny Committee
“Customer Leadership”, published in April 2018. Available on request.

CABINET RESPONSE TO THE REPORT OF THE POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE TASK & FINISH GROUP ENTITLED 'CUSTOMER LEADERSHIP'

**FINANCE, MODERNISATION AND PERFORMANCE
(COUNCILLOR CHRIS WEAVER)**

AGENDA ITEM: 6

Reason for this Report

1. To respond to the Policy Review and Performance Scrutiny Committee's recommendations outlined in the report entitled 'Customer Leadership', which was received by the Cabinet in May 2018.

Background

2. At its meeting on 20th September 2017 the Policy Review & Performance Scrutiny Committee agreed the Committee's 2017/18 work programme would include a task & finish inquiry in to Council's approach to customer leadership.
3. The agreed terms of reference for the inquiry were:
 - To explore opportunities for embedding customer culture and leadership across the council by:
 - Clearly defining the challenges, such a diverse services, multiple touch points, and large number of staff.
 - Reviewing existing best practice internally and externally.
 - Identifying mechanisms for improvement such as customer charter, customer 'champions' across the Council, and corporate customer service training.
 - To examine Council policy (guidelines) for supporting the digitally disadvantaged (Digital inclusivity)
 - To make recommendations for improvement in Customer Leadership.
4. The Committee's report identified **94** key findings and made **7** recommendations.

Issues

5. The Cabinet's response to the 7 recommendations is detailed in Appendix 1.

Reason for Recommendations

6. To respond the Policy Review and Performance Scrutiny Committee recommendations.

Financial Implications

7. There are no financial implications arising directly from this report. Any consequential initiatives involving additional expenditure will need to be considered at the time with the expectation that they are funded from within existing Council resources.

Legal Implications (including Equality Impact Assessment where appropriate)

8. In making decisions and formulating policy the Council must have regard to its duties under the Equality Act 2010 to (1) eliminate unlawful discrimination (2) advance equality of opportunity and (3) foster good relations between groups, all in relation to the protected characteristics of race, sex, disability, age, gender re-assignment, sexual orientation, pregnancy and maternity, marriage and civil partnership, and religion or belief. The Council must not discriminate unlawfully in its provision of services.

HR Implications

9. Senior managers within HR will work with the Head of Customer Services in order to deliver on the actions and commitments identified within Appendix 1 including the new customer service training.

RECOMMENDATIONS

The Cabinet is recommended to agree the response to the Policy Review and Performance Scrutiny Committee as set out in Appendix 1 to this report.

SENIOR RESPONSIBLE OFFICER	CHRISTINE SALTER CORPORATE DIRECTOR RESOURCES
	9 November 2018

The following appendices are attached:

- Appendix 1 – Cabinet Response to the Report of the Policy Review and Performance Scrutiny Committee Entitled 'Customer Leadership'
- Appendix 2 – Draft Customer Charter

**CABINET RESPONSE TO THE REPORT OF THE POLICY REVIEW AND
PERFORMANCE SCRUTINY COMMITTEE ENTITLED 'CUSTOMER
LEADERSHIP'**

The Policy Review and Performance Scrutiny Committee recommended that the Cabinet consider the following:

R1 Evaluate then strengthen the customer focus of the Council's suite of strategic planning documents, introducing a clear customer centric line of sight by developing:

- **A new Customer Vision Statement (KF1,4,5)**
- **A Customer Charter that embraces customer service values and behaviours, such as the draft attached at Appendix 2 (KF1,4,5)**
- **A Customer Service Strategy to deliver customer focussed service internally and externally (KF1,4,5)**

Response: This Recommendation is accepted

Appreciation of the Council's strong foundation in strategic planning processes is noted and a piece of work will be taken forward that will review the current strategic documents to assess what is in place to underpin robust customer centric outcomes and ways of working.

After evaluation of the current state a set of high-level customer focussed documents as listed above will be developed. A working group within Customer and Digital Services has drafted a Customer Charter for consultation and comment as attached in appendix 2. It is clear that a strong Customer Service Strategy that will link with our vision is a critical component to the success of the organisation. It is recognised that Service Leadership includes robust customer service standards both internally and externally.

R2 Improve the Council's understanding of customer needs and expectations by involving the customer in business planning through customer research, engagement activity and use of customer insight data. Undertake a new Customer Service survey that provides a baseline as to the present consistency of the customer experience, service delivery and staff behaviours. (KF29, 31, 32, 34)

Response: This Recommendation is accepted

This recommendation fully accepted working to a 12-month timeframe for full action. The Head of Customer Service will review all customer satisfaction and feedback that is available over the past 24 months working with both the CRC (Cardiff Research Centre) and directly with service areas. Work will be undertaken with our customers through a variety of channels, measures and surveys to gain customer insight and create action plans that feed into the strategic planning documents. Real time customer experience will be gained and this data used to shape services and make

recommendations. A timetabled series of internal mystery shopper exercises will be carried out.

R3 Embrace the requirement for clear leadership of the customer service vision by facilitating a step change in customer service awareness and understanding across all management roles, but specifically:

- **Giving the Chief Digital Officer a mandate and full authority to ensure council-wide consistency of customer service standards. (KF6,7,8,11,12,19,20,21)**

Response: This Recommendation is accepted

The Council has recently appointed a Head of Customer Service (OM1). This post holder has responsibility for driving the customer leadership agenda corporately and reports directly to the Chief Digital Officer. The post holder is able to escalate to the CDO (Chief Digital Officer) and to the Corporate Director Resources if required for full authority to implement and enforce change and standards.

R4 Develop the culture, management accountability and customer training at all levels that will encourage consistency of service excellence by:

- **Putting in place customer focussed training and development for all Council staff, frontline, back office, team leaders and managers to ensure staff behaviours reflect the Councils customer vision;(KF11,12,13,14, 24, 25)**

Response: This Recommendation is accepted

Work to review, invigorate and design new customer service training is already in progress. The Head of Customer Service is working with the Academy to design and deliver three levels of Customer Service as follows:

Level 1 - How to give great Customer Service - open to all staff via the academy at any time, however mandatory for new staff within 6 months of joining as part of corporate induction.

Level 2 - How to be a Customer Service Professional - aimed at staff who manage and take complaints

Level 3 - How to lead Customer Service culture - aimed at higher level management including management of staff practices (with link to strategic planning, mandatory for Grade 10 and above)

Online Customer Services Training Module delivered to ALL staff via the learning pool E learning/Academy.

- **Introducing a new senior management focus on customer service council-wide, in-line with the customer service charter, recognising that it is senior managers who hold the key to service improvement by breaking down silos;(KF2,13,15,19,26,33)**

Response: This Recommendation is accepted (part of R4)

This recommendation is accepted and a full communication strategy for senior management including relevant briefings and presentations will be developed.

- **Encouraging individual employee commitment to customer service by introducing a customer focus to the Council's statement of employee values; (KF20)**
- **Ensuring each member of staff understands who their internal or external customers are. This can be re-enforced through the Personal Review conversation; (KF16,20,25)**

Response: This Recommendation is accepted (part of R4)

The Head of Customer Services will work collaboratively with HRPS to review the current Council Core Values, Employee Charter and Recruitment process – the review will include assessing a sample of Job Descriptions and Personal Specifications across the organisation with a view to ensuring that customer competencies are considered.

The review will include elements such as the value of including a compulsory Customer Service question in Council Interviews; using the corporate performance review communication campaigns to reinforce the understanding of both internal and external customers.

- **Introducing customer service as a standing item at team meetings (KF13)**
- **Refreshing the Ambassadors network to share the customer service vision of operational managers; (KF10,17)**
- **Refreshing the corporate induction process to embrace a customer focus; (KF23,25)**
- **Evaluating the Council's recruitment policies to ensure they re-inforce the emerging customer culture; (KF22)**
- **Making the customer expertise of the Council's C2C contact centre widely available to provide training for customer facing staff across the organisation; (KF3, 9,18,26)**

Response: This Recommendation is accepted (part of R4)

The Head of Customer Service will amend the team-meeting template to include a Customer and Digital element as part of the roll out of this programme of work. This will include examples of what we would expect to see discussed and addressed under this standing item.

The Head of Customer Service will explore a new way of working with staff engagement, which will enhance customer service with staff at all levels including senior management.

The Head of Customer Service will work with the Academy to evaluate the current induction programme with a view to reviewing and refreshing where necessary to ensure it is customer focused. This will be in conjunction with Level 1 Customer Service Training.

C2C do not have current resource to be able to provide training; however, the C2C Trainer is developing the content and assisting in the delivery of the Customer Service training within the Academy and this work will continue.

R5 Explore the invitation to experience Admiral and Welsh Water's customer leadership approach first hand, by spending time with the companies or inviting the company representatives into the Council. Secure opportunities for senior managers to spend time with these organisations to experience their customer service focus and culture. (KF27)

Response: This Recommendation is accepted

The Head of Customer Services and the Customer Services Trainer will visit the named organisations and others before deciding how this would best work with other senior managers and how we could weave this potential exercise into the framework for senior managers. Customer Service staff in C2C have already visited Molson Coors (October 2018) to discuss and explore their culture and standards have the DVLA booked in as the next site visit.

R6 Secure membership of the Institute of Customer Service as the professional body that could support the customer service development journey. The task group recommend *Trusted Advisory Network* membership as the Council has some of the building blocks for effective customer service in place but is facing a major set of challenges if it is to embed customer service throughout its operations.(KF30,31)

Response: This Recommendation is partially accepted

The benefits and cost of securing membership with a professional body will be explored to see how this can add value to the Council's operations.

R7 Facilitate central monitoring and direction of the customer service experience and other data by:

- **Introducing the Net Promoter Score system to benchmark progress in customer satisfaction. (KF28)**
- **Driving out poor performance with better performance information informed by robust digital customer data. (KF34)**
- **Exploring and introducing data visioning to support customer service delivery and to improve consistency of service.(KF34, 35)**

- **Using the impartial ICS monitoring and rating system to evaluate the Council's customer service performance.(KF30, 31)**

Response: This Recommendation is accepted

The Head of Customer Services will consider a range of Customer Experience metrics such as:

Net Promoter Score
Customer Satisfaction
Customer Churn Rate
Customer Effort Score
Efficiency Related Metrics:
Average Resolution Time
First Contact Resolution

Once measures have been agreed; data visioning and analysis **will be carried out** to identify best practice customer service and pockets of poor performance. With the new framework in place, data will be used to introduce quarterly reports to feed into Corporate Planning documents. Impartial monitoring will be dependent on professional body membership.

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Each heading to have its own icon

Customer / Citizen Charter

DO RIGHT BY YOU

We promise to:

- ✓ Be polite, helpful and considerate and take time to listen to you / treat you with respect
- ✓ Offer a straightforward, personal and quick customer service experience
- ✓ Consult and engage with community and customer groups to identify customer needs
- ✓ Communicate with you in plain language and avoid using jargon
- ✓ Protect your personal information
- ✓ Treat you as an individual and according to your needs

GIVE YOU A CHOICE WITH HOW TO GET IN TOUCH

We will:

- ✓ Clearly advertise all the ways you can access our services (including face to face)
- ✓ Design services that reflect the diverse make up of Cardiff
- ✓ Ensure social inclusion by giving you a choice in how you contact us
- ✓ Give you a voice on social media or improve / increase how we engage with you on social media
- ✓ Make more of our services available online to use at a time that suits you

GET IT RIGHT

We will:

- ✓ Do what we say we will do
- ✓ Say sorry and put things right if we make a mistake
- ✓ Tell you what to do next if you are not happy with how you've been treated
- ✓ Use your feedback to shape our services
- ✓ Train our staff to the highest standards

HOW YOU CAN HELP

We ask you to:

- ✓ Treat our staff with respect
- ✓ Tell us when something changes and give us the correct information at the right time
- ✓ Give us the opportunity to put things right first
- ✓ Provide us with honest feedback
- ✓ Like us on Facebook, follow us on Twitter, join our citizen panel and participate in surveys and consultations

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

12 December 2018

Budget Proposals for Consultation 2019/20

Reason for this Report

1. To provide an opportunity for the Committee, as a stakeholder in the Council's financial strategy,
 - a. to consider progress in addressing the Budget Reduction Requirement for 2019/20,
 - b. to consider the budget consultation Changes for Cardiff, and
 - c. take a strategic overview of the proposals currently published for consultation.

Background and Context

2. The Committee's Terms of Reference include responsibility for scrutiny of the Council's financial policies, and its systems of financial control. Scrutiny Committees routinely have an opportunity to scrutinise budget proposals in February, and regularly monitor the Council's financial performance throughout the year.
3. In February 2019 the draft budget proposals that make up the budget consultation will be allocated across the five scrutiny committees, according to the Terms of Reference they fall under, for in depth scrutiny as draft proposals.
4. Members are reassured that, whilst today they will have oversight of all 110 lines, those budget lines that relate directly to this Committee's Terms of Reference can be scrutinised in February.

5. The Cabinet report attached at **Appendix A** “2019/20 Budget Proposals – For Consultation” was discussed at Cabinet on 15 November 2018. The report provides an update on the Budget Reduction Requirement for 2019/20, including the reflection of the Provisional Local Government Financial Settlement. It also sets out details of the consultation to inform Cabinet’s final 2019/20 Budget Proposal.
6. In July 2018 the budget strategy report to Council stated that the budget gap was estimated to be £34.2 million in 2019/20 and £91.4 million over the next three years.
7. In September 2018 Members of this Committee heard, when considering the budget strategy, that the Council has been dealing with increasing financial constraints for several years, however over the next three years, the pace of change would accelerate. Members need to be an active part of the oversight for these changes and ensure the Council has the finances in place to continue to deliver sustainable local services. Scrutiny has a critical role to play in ensuring that councils have realistic plans in place that take account of their financial constraints and challenges.
8. The Council’s budget for the current year is £609m, of which £231m is allocated to schools, £166m to Social Services, £113m to other services, £46m to capital financing and £53m is non-controllable.

The Budget Strategy - update

9. The strategy to address the budget gap of £34.2m in 2019/20 was framed around four assumptions;
 - a. A Council Tax Increase of 4.3% generating £5,785m;
 - b. A 30% cap on schools growth generating £2,796m,
 - c. The use of earmarked reserves generating £1,5m; and
 - d. Directorate savings required of £24,117m.

10. Since the Committee last considered budget preparations, the Provisional Local Government Financial Settlement was published in October 2018, indicating a 0.4% funding increase for Cardiff. This settlement is a real term reduction and the £1.658 million increase does not offset inflationary and demand pressures.
11. The Provisional Settlement also announced specific grants for Social Services and Schools, and at this stage it is unclear to what extent they will enable the Council to address the identified budget gap.
12. In respect of Capital, the announcement in the Provisional Settlement of an additional £157,000 for Cardiff will not have a material impact on the Council's capital programme.
13. The Final Settlement will be published on 19 December 2018, and Welsh Government has indicated that, should additional funding be made available to it from the UK budget, then Local Government is its priority. As the UK budget announced an indicative additional £550million for Wales over three years, it is possible that the Final Settlement will allocate additional local government funding.
14. Notably, since the July budget strategy report the budget reduction assessment has increased by £1million. Therefore the budget consultation is based on a gap of £35.2 million, rather than £34.2 million as projected in July 2018. A budget update that analyses and explains the increase between July and November can be found on **Page 3 of Appendix A, points 11-21.**

Savings Proposals for Consultation - Changes for Cardiff 2019/20

15. The public consultation on savings proposals, '**Changes for Cardiff 2019/20**', opened on the 16th November 2018 and will run until 2 January 2019. The consultation document as published is attached at **Appendix 1 of Appendix A.**
16. Directorate savings formed the largest component of the budget strategy set out in July 2018. All services, with the exception of Schools and Social Services, were

required to identify 17% savings. Those savings identified to close the budget gap now form the budget consultation a total of £19,377million, achieved within the following themes - from income generation, collaboration, business processes, review of external spend and prevention and early intervention. These proposed savings can be referenced at **Appendix 2 of Appendix A** to this report.

17. A range of mechanisms will be used to provide opportunities for stakeholders to engage and provide comments that help inform the budget process as part of the process, including:

- An online survey promoted electronically and made available on dedicated Council Web pages.
- A paper survey – hard copies distributed through hubs, libraries and other key community buildings.
- A co-ordinated social media and press campaign throughout the consultation period.
- Partner involvement
- Audit Committee
- Schools Budget Forum
- Staff and trade union engagement
- Scrutiny Committees

18. Members may recall that Cardiff's 2018-21 Corporate Plan included an objective to ensure that the Council's consultation and engagement work is as representative as possible through reviewing and refreshing the Council's citizen engagement tools, including the Citizen Panel, by June 2018.

Employee implications

19. The Cabinet report clarifies that the need to reduce costs will inevitably shape the workforce. Employees will be consulted throughout the budget process and there will be an opportunity to take voluntary redundancy or to access the redeployment process. It suggests there is likely to be in excess of twenty redundancies within the Council's workforce during the 2019/20 financial year.

Scope of the Scrutiny

20. This item will give Members the opportunity:

- a. To consider the Council's financial strategy, and progress in addressing the Budget Reduction Requirement for 2019/20;
- b. To consider the budget consultation Changes for Cardiff; and
- c. To take a strategic overview of the proposals currently published for consultation.

21. To facilitate the scrutiny in attendance will be:

- d. Cabinet Member for Finance, Modernisation & Performance, Councillor Chris Weaver,
- e. Corporate Director Resources, Christine Salter,
- f. Head of Financial Services, Ian Allwood, and
- g. Policy, Partnerships and Citizen Focus Manager, Gareth Newell.

22. Officers will advise the Committee on the updated budget strategy, present the budget consultation on which the 2019/20 budget consultation is based, and answer Members questions.

Legal Implications

23. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with

the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

24. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

25. The Committee is recommended to:

- i. Note the updated Budget strategy to address the revised budget gap of £35.2million;
- ii. Note the budget savings proposals for consultation;
- iii. Consider the Changes for Cardiff consultation 2019/20;
- iv. Consider whether it wishes to relay any comments or observations on (i) to (iii) for consideration by the Cabinet Member for Finance, Modernisation & Performance.

DAVINA FIORE

Director, Governance & Legal Services

6 December 2018

2019/20 BUDGET PROPOSALS – FOR CONSULTATION

**FINANCE, MODERNISATION & PERFORMANCE
(COUNCILLOR CHRIS WEAVER)**

AGENDA ITEM: 7

Reason for this Report

1. To provide an update to the Budget Reduction Requirement for 2019/20, including the reflection of the Provisional Local Government Financial Settlement.
2. To provide details of the consultation that will take place to inform Cabinet’s final 2019/20 Budget Proposal. The consultation document “Changes for Cardiff” is attached at Appendix 1 and a full list of draft 2019/20 savings proposals is attached at Appendix 2.

Background

3. The 2019/20 Budget Strategy Report was considered by Cabinet in July 2018. It set out a potential budget reduction requirement of £34.2 million for 2019/20 and £91.4 million for the period 2019/20 – 2021/22. The budget gap reflected a combination of financial pressures and anticipated funding reductions. The table below recaps that position, and the outline strategy to address it.

MTFP at July 2018		2019/20 £000	2020/21 £000	2021/22 £000	Total £000
Gap	Financial Pressures	29,789	23,152	25,334	78,275
	Funding Reduction at 1% per annum	4,409	4,366	4,322	13,097
	Budget Reduction Requirement	34,198	27,518	29,656	91,372
Strategy	Council Tax at 4.3%	5,785	6,034	6,293	18,112
	30% cap on Schools Growth (non-demographic)	2,796	2,172	1,926	6,894
	Use of Earmarked Reserves	1,500		(750)	750
	Directorate Savings	24,117	19,312	22,187	65,616
	Total Strategy to Address Gap	34,198	27,518	29,656	91,372

4. The July position was based on indicative funding figures. Since then publication of the Provisional Local Government Financial Settlement in October 2018 has provided further clarity on the 2019/20 funding position. This report updates the budget reduction requirement to reflect the

Provisional Settlement and other emerging issues, in order to ensure that consultation is based on the most up to date information.

Issues

5. Before 11 March 2019, Cabinet Members have a collective duty to place before the Council, proposals, which if approved, would result in the adoption of a balanced budget for 2019/20. The public consultation proposed by this report will inform Cabinet in formulating their final draft budget for Council's consideration in February 2019.

Provisional Local Government Financial Settlement

6. In October 2018, Welsh Government (WG) published the 2019/20 Provisional Local Government Financial Settlement. This indicates that on average, Welsh Authorities will receive a 0.3% decrease in general revenue funding next financial year. Individual authority settlements range from funding reductions of 1% to a funding increase of 0.4% for Cardiff. Settlement information is for one year only, which continues to make medium term planning extremely difficult.
7. Cardiff's above average settlement is indicative of relative demand and the city's particular demographic pressures. Despite Cardiff's settlement being above average, it is still a real term reduction which does not compare with the level of inflationary and demand pressures that the Council is actually experiencing. On a like for like basis, a 0.4% increase will mean additional cash of £1.658 million next financial year.
8. The Provisional Settlement also outlined information on specific grants for 2019/20, although at this stage information is only available at an All Wales level and lacks detail. Specific grants come with restrictions on use, and for some grant streams, it is not yet fully clear what those restrictions will be. Points of note include WG's intention not to implement previously planned cuts to grant streams including the Education Improvement Grant, Post 16 Grant and Single Revenue Grant. WG have also indicated that grant support for Ethnic, Minority, Gypsy Roma Traveller Learners will continue at current levels for 2019/20. New grant streams for Social Services and Schools have been announced and these total £30 million and £15 million respectively across Wales. Further information on the terms and conditions of these grants is required in order to ascertain the extent to which they will support pressures already identified within the budget gap.
9. Cardiff's capital settlement is a 1.15% increase in General Capital Funding (GCF) for 2019/20, which is £157,000 in cash terms. Whilst the additional cash is welcome, the sum will not have a material impact on the Council's capital programme. Notable announcements in respect of specific capital grants include an additional £60 million across Wales over the period 2018/19 – 2020/21 to support the repair of public highways following a series of hard winters and this summer's heatwave.
10. The Provisional Settlement, which preceded the recent UK Autumn Budget, states: "Local Government is the Government's priority for additional funding in the event of additional resources being made available to the

Welsh Government.” Given that the UK budget, which has since been announced, set out an indicative additional £550 million for Wales over three years, it is reasonable to assume that additional local government funding will be announced in the Final Settlement. However, as the Final Settlement will not be published until 19 December 2018 and cannot be pre-empted, consultation must be based on the Provisional Settlement. The draft budget that underpins this consultation includes measures that will be revisited as a priority in the event of a favourable Final Settlement.

Budget Update

11. Regular review and refresh of the budget reduction requirement is an important part of financial resilience. The outcome of updates compared to the July Budget Strategy Report, as reflected in the table below, is that the budget reduction requirement for 2019/20 is currently estimated at £35.2 million (£92.9 million over the next three years), and this is the position upon which the budget consultation is based.
12. The 2019/20 budget reduction requirement of £35.2 million is a £1 million increase on previous estimates. This £1 million increase is a net position within which, the better than anticipated funding position has been offset by significant additional financial pressures. Updates are summarised in the table below.

Budget Reduction Requirement	Budget Strategy Report £000	Updates £000	Consult Position £000
Pay and Price Inflation	7,438	(434)	7,004
Demographic Growth, Commitments & Realignments	5,817	5,424	11,241
Other Financial Pressures	3,000	1,495	4,495
Schools Growth	11,184	2,631	13,815
Fall out of 2018/19 Reserves	2,350	0	2,350
Assumed Specific Grant Funding	0	(2,000)	(2,000)
Aggregate External Finance	4,409	(6,067)	(1,658)
Total Budget Reduction Requirement	34,198	1,049	35,247

13. The key components of each change are summarised in the table below.

Area	Nature of Key Updates
Pay and Prices	Updated for more recent pricing information
Demographic Growth, Commitments and Realignments	Updated to include a budgetary realignment for Children's Services in recognition of significant increases in looked after children in the current year. The reflection of this realignment means that sums already included within the budget gap to reflect additional 2019/20 demand, can be retained for that purpose. Also includes some re-profiling of other commitments.
Financial Pressures	Reflects a range of issues including pressures associated with contract arrangements, emerging demand led pressure and investment required to deliver savings and service priorities.
Schools Growth	Update reflects the recently announced changes to Teachers' Pension Scheme contributions. An increase in employers' contribution is due to take effect from Sept 2019. The increase results from changes to the discount rate used to assess the current cost of future benefits, as well as actuarial review of the fund. In England, additional funding will be provided by the Department of Education to help employers meet these costs. No additional funding has currently been announced in Wales.
Assumed Specific Grant Funding	Updated to include an assumption that the recently announced Social Services grant (of £30 million at an All Wales level) will be available to offset pressures already reflected within the budget gap. Based on usual grant distribution, Cardiff could expect to receive £3 million of the All Wales sum. The draft budget makes the prudent assumption that it would be possible to utilise £2 million of such a sum to offset pressures already identified within the budget gap. This position will need to be kept under review as additional information on grant terms and conditions emerges.
AEF	Prior to the publication of the Provisional settlement, indicative 2019/20 funding was for a Welsh average reduction of 1%, and this was the position reflected in the July Budget Strategy Report. For Cardiff, this would have meant a £4.409 million reduction in funding. The 0.4% funding increase that Cardiff will receive under Provisional Settlement will mean £1.658 million additional cash in 2019/20, which is a £6.067 million improvement on previous planning assumptions.

14. Further change to the current position is likely prior to the presentation of Cabinet's final budget proposal in early 2019. Known updates include the reflection of the 2019/20 council tax base following its approval in December, as well as Cabinet's consideration of consultation responses. A further key update will be the reflection of the Final Local Government Financial Settlement in December 2018.
15. The updated strategy to meet the revised £35.2 million budget gap is set out in the table below. Cabinet will keep the above assumptions under review in finalising their budget proposal for consideration by Council next February.

Strategy to Address Budget Gap	Budget Strategy Report £000	Updates £000	Consult Position £000
Council Tax at 4.3%	(5,785)	0	(5,785)
Cap on Schools Growth	(2,796)	(789)	(3,585)
Use of Reserves in 2019/20	(1,500)	(1,000)	(2,500)
Release of Financial Resilience Mechanism	0	(4,000)	(4,000)
Savings	(24,117)	4,740	(19,377)
Total	(34,198)	(1,049)	(35,247)

16. The assumption of a 4.3% increase in council tax for 2019/20 remains unchanged. Figures reflect the 2018/19 council tax base pending agreement of the 2019/20 tax base in December 2018. A 4.3% increase would generate net additional income of £5.785 million in 2019/20, after accounting for associated increases in the Council Tax Reduction Scheme (CTRS) budget. As Council tax represents just over a quarter of the Council's overall funding, an increase of 4.3% is equivalent to less than a 1% increase in overall funding.
17. Schools Budgets will receive £2.953 million pupil number growth and £7.277 million (capped) growth for 2019/20, a total of £10.230 million and an increase of over 4% on current schools budgets. The increase in the cap on schools' growth since July Budget Strategy Report reflects the capping of the additional pressures in relation to Teachers' Pension Scheme. In percentage terms, the cap remains at 30% on non-pupil number growth.
18. Plans to use reserves in support of the 2019/20 Budget have been increased by £1 million since July 2018, taking the total figure to £2.5 million. The Council has a Strategic Budget Reserve that can accommodate this sum in 2019/20. However, greater use of this reserve next financial year places additional pressure on future years of the MTFP. The proposal to increase reliance on reserves will be reviewed at final settlement, in order to protect the medium term position as far as possible.
19. Over the period since the July Budget Strategy Report, directorates have been reviewing their outline savings plans and testing their achievability. This reflects the need to ensure that the savings sum for 2019/20 is deliverable and appropriate in the context of financial resilience. As a result of this work, and to mitigate impact on front line services as far as possible, the savings figure outlined in the July 2018 has been reduced by £4.7 million.

20. The Council has a financial resilience mechanism (FRM) that was set up to provide support in the event of a worse than anticipated funding position. The FRM is a £4 million base budget used to fund investment in priority areas. The investment is determined annually and must be one-off in nature to enable the immediate release of the FRM in a later year without impact on service delivery. Although the funding position outlined in Provisional Settlement is better than anticipated, it is not in line with the level of financial pressure the Council is actually experiencing, and is a reduction in real terms.
21. In order to achieve a balanced position for consultation, it is proposed to release the FRM. This effectively means that the £4 million budget will be deleted next year. This is not an ideal course of action, as it curtails further investment opportunity and reduces financial resilience. However, given the clear indication that funding is likely to improve at final settlement, the release of the FRM is considered a more appropriate and proportionate measure at this stage than resorting to further savings or revisiting other elements of the strategy. As with the revised assumption on reserves, the release of the FRM will be reconsidered at final settlement with a view to protecting the Council's financial resilience and the medium term position.

Savings Proposals for Consultation

22. The £19.377 million savings proposals included within the current draft budget are listed at Appendix 2, which contains the following information:-
- The directorate proposing each saving and the relevant Cabinet Portfolio
 - The theme of the saving e.g. income generation, prevention and early intervention
 - The title, and an explanation of each proposal
 - The high-level budget in relation to which the saving or income generation proposal has been identified
 - An indication of the nature of the proposal – for example, whether it would reduce employee costs, reduce spend, or increase income
 - An initial risk analysis covering both achievability risk, (which assesses the challenges involved in delivering each proposal), as well as residual risk, (which considers the consequences of implementing each proposal.)
 - An initial Equalities Impact Assessment (EIA) in relation to each proposal
 - The nature of consultation that will take place and whether this will be:
 - City-wide - as part of the Changes for Cardiff consultation
 - Service specific - with identified services users or groups
 - Prior year – where consultation has taken place previously
 - General – where proposals relate to internal changes within the Council including back office efficiencies, staff changes, process improvements and broader changes around income generation

23. The Corporate Plan and the Well-being Plan are key documents in delivering Capital Ambition, the Administration's five-year plan for the city. They have been developed in the context of the Well-being of Future Generations (Wales) Act, which aims to improve the social, economic, environmental and cultural well-being of Wales. The Act aims to make public services more sustainable by encouraging public bodies to think about the long term, how they can work together and with their communities to prevent problems and take a joined up approach (known as the five ways of working). The four priorities and seven well-being objectives encapsulated in the Corporate Plan and Wellbeing Plan form the strategic context for development of the 2019/20 Budget.
24. The significant and prolonged period of financial challenge has made difficult decisions inevitable. However, the draft budget that underpins this consultation reflects the Council's strategic priorities as far as possible given the financial situation. There is net investment in both Social Services and Schools and whilst savings are unavoidable, every effort has been made to minimise impact on citizens and on future generations where possible, with reduction in front line service delivery a last resort. The table below summarises the savings proposals listed at Appendix 2 by theme:

Theme of 2019/20 Saving	£000
Income Generation	1,977
Collaboration	2,537
Business Processes	7,957
Review of external spend	3,406
Prevention and Early Intervention	3,500
TOTAL	19,377

25. The effort to align proposals with strategic priorities and minimise adverse impact on front line services is evident from the theme of the proposals as outlined above. One of the key pressures for the Council is the significant pressure on Social Services budgets. In recognition of this, a significant proportion of proposals are predicated upon prevention and early intervention measures, which aim to improve outcomes as well as deliver savings. There is a continued focus on exploring income opportunities and achieving value for money on external spend, and collaborative working arrangements put in place in previous years are delivering planned savings.
26. At £7.957 million, 41% of savings are identified as business process savings. Whilst there is an element of efficiency and process improvement within that figure, there will be significant challenges in enabling the full range of proposals within this category. Whilst there will be no immediate and obvious reduction to front line services, savings at this level and building on the levels delivered in previous years, will be challenging to deliver and not without risk.

Consultation and Engagement

27. The Council is committed to engaging with the citizens and communities of Cardiff. Budgetary pressure is a key driver of difficult choices. Consequently, budget consultation is an important opportunity to understand what is important to our stakeholders and to encourage their involvement in shaping Council services.
28. Consultation on the 2019/20 budget commenced earlier this year, through the inclusion of general budget themes within the Ask Cardiff survey. There were 3,463 respondents in total, over 81% of whom recognised that the level of the budget gap means that difficult choices are required. In addition:
 - Almost 80% of respondents were in support of the Council continuing to explore new ways of working with partners and other organisations to improve services and deliver efficiencies.
 - Just over 80% were in support of the provision of community, commercial and public services from a shared space in order to achieve the most from our buildings.
 - Over 65% were in support of investment in Information Technology to increase opportunities for self-service, whilst around 18% were unsure.
 - Over 70% were generally in agreement with the Council increasing commercial activity and carrying out work for external clients to generate income.
29. Detailed consultation in respect of 2019/20 budget proposals will launch on 16 November 2018. The consultation document will be available for download and online completion. Hard copies will also be available in all hubs, libraries and other key community buildings. A co-ordinated social media and press campaign and partner involvement, will seek to ensure city-wide engagement. The consultation will run until 2 January 2019. Following this, the results of the consultation will be analysed and considered by Cabinet in finalising their 2019/20 Budget Proposals for consideration by Council. The consultation document is attached at Appendix 1.
30. Further opportunities for engagement, including with the Audit Committee and the Schools Budget Forum will also take place during the coming months. These opportunities for stakeholders to engage and provide comments will also help inform the budget process. In addition, the need to engage effectively with the Council's own staff, both directly and through their trade unions will remain a high priority throughout the budget setting process. Scrutiny Committee will undertake their own review of the consultation proposals early in 2019, prior to finalisation of the Cabinet's budget proposal.

Employee Consultation

31. The scale of the financial challenge facing the Council remains considerable. The Council will do all that it can to protect jobs in these financially challenging times. However, as almost 40% of the Council's

gross expenditure is on employee costs, the continuing need to reduce costs will inevitably affect employee budgets and the shape of the workforce.

32. A timetable for consultation and communication with trade unions and employees potentially affected by the budget proposals is in place. During this period of consultation, employees will have the opportunity to comment on the proposals that may affect them. Once the final budget is approved by Council, employees affected by those final decisions will be supported. At that point, eligible employees will be given the opportunity to take voluntary redundancy or to access the redeployment process, which provides employees with a period of twelve weeks to look for alternative employment.
33. Through the Council's Trade Union Partnership meetings, trade unions have been consulted in advance of wider public consultation on budget proposals and the likely impact on employees, particularly where posts are at risk of redundancy. Under the law relating to unfair dismissal, all proposals to make redundancies must involve reasonable consultation with the affected employees and their trade unions. It remains likely that there will be redundancies within the Council's workforce during the financial year commencing 1 April 2019, notwithstanding every effort being made to avoid them.
34. Where the number of employees likely to be made redundant exceeds certain thresholds, the law specifically sets out a minimum length of time and minimum content for the consultation with the trade unions, including ways of avoiding, reducing or mitigating the consequences of the numbers of employees being made redundant. As the Head of Paid Service, the Chief Executive is responsible for all staffing matters and has the authority to implement all necessary consultation in relation to proposed redundancies (statutory or otherwise), consider responses to consultation and make associated staffing decisions.
35. Whilst the exact number of proposed redundancies is not known at this stage, these are likely to be in excess of 20. This will mean that following Cabinet on 16 November 2018 and in accordance with the Trade Union and Labour Relations (Consolidation) Act 1992, a Section 188 Notice will be formally issued to the trade unions, related to the budget and potential redundancies. The proposed redundancies and the issue of the Section 188 notice is related to the overall reduction in staff numbers required.
36. This will mean that from 16 November 2018, formal consultation with employees and trade unions will commence, seeking views and comments about ways of avoiding, reducing and mitigating the consequences of the numbers of staff being made redundant e.g. by redeployment.

Reason for Recommendations

37. To issue the 2019/20 Budget Savings Proposals for consultation. In addition, to note that the consultation will commence on 16 November 2018 and run until 2 January 2019.

Financial Implications

38. The financial implications set out in the July 2018 Budget Strategy Report in respect of context, risk and affordability remain relevant to this report and to the overall budget setting process. The Council must by statute, set a balanced budget and as part of the 2019/20 Budget Report, the Section 151 Officer will comment upon the robustness of the budget process undertaken.
39. Cardiff's Budget Reduction Requirement for 2019/20 is currently calculated at £35.2 million. The strategy to address this gap includes budget savings and income generation proposals totalling £19.4 million. A public consultation on these proposals will commence on 16 November 2018. The responses in respect of consultation and engagement will be reported back to Cabinet for consideration in drafting their final budget proposal. The £19.4 million savings inherent in the consultation position are grouped into themes, as summarised below and identified in further detail at Appendix 2.

Theme of 2019/20 Savings Proposal	£000
Income Generation	1,977
Collaboration	2,537
Business Processes	7,957
Review of external spend	3,406
Prevention and Early Intervention	3,500
TOTAL	19,377

40. The Council has experienced a prolonged period of real terms funding reductions combined with significant pressure in demand led services. Savings of over £135 million have been identified over the past five years with a further budget gap of £92.9 million to address over the next three years. In this challenging environment, it is critical that savings proposals are robust and that significant changes to business processes do not affect the control environment in a negative manner. Due diligence work will continue in parallel to the budget consultation process and directorates will continue their detailed planning in respect of proposals.
41. The budget reduction requirement will be kept under review to reflect further updates, notably these will include the reflection of the Final Settlement once it is received on 19 December 2018. Based on statements in the Provisional Settlement and the subsequent UK Budget, there is a clear suggestion that the Final Settlement will improve the funding position for Welsh Local Government. In the event that it does, priority should be given to revisiting and reducing current assumptions regarding reliance on reserves and release of the FRM to strengthen financial resilience in the medium term.

Legal Implications

42. Specific legal obligations relating to the setting of the budget and

consultation are set out within the body of this report.

43. The obligation to consult can arise in some cases from express statutory provisions and in other cases from common law. In all cases, the consultation must be undertaken in such a way as to be meaningful and genuine. The results of the consultation must feed into the process for consideration and finalisation of budget decisions.
44. The Council has public sector duties under the Equality Act 2010 which require it, in exercising its functions, to have due regard to the need to (1) eliminate unlawful discrimination (2) advance equality of opportunity and (3) foster good relations between persons with and without protected characteristics. For example, protected characteristics include race, sex, gender, age, religion.
45. In order to be sure that the Council complies with its public sector equality duties, it is essential that Equality Impact Assessments are undertaken where appropriate in relation to specific budget proposals, that these are informed by the results of the consultation, and that any impact is taken into account in the decision-making on the budget.

HR Implications

46. At this stage, the only direct HR implication arising from this report is with regards to consultation and this has been detailed in paragraphs 30 to 35 of this report. However, subsequent decisions taken by Cabinet and Council related to these Budget proposals are likely to carry further implications for employees. Whilst the Council will do all that it can to protect jobs in these challenging times, the budgetary situation is such that it will be increasingly difficult to avoid redundancies. The detail of the proposals will need to be fully considered in terms of HR risks, and plans put in place to mitigate those risks wherever possible. The full range of employee support mechanisms will need to be made available to those ultimately impacted.
47. A timetable for consultation and communication with Trade Unions and employees potentially impacted by the budget proposals is in place. Arrangements will be made for employees to comment on the proposals that may affect them. Once decisions are made on the final budget, those impacted will be supported. This will include voluntary redundancy for those eligible, or support for redeployment, which provides employees with a period of 12 weeks to look for alternative employment.
48. As the number of employees likely to be made redundant exceeds specified legal thresholds, there are specific Trade Union consultation requirements that the Council is required to meet, including ideas about avoiding, reducing and mitigating the consequences of the numbers of staff being made redundant. Following Cabinet on 16 November, a Section 188 Notice will be formally issued to the Trade Unions related to the budget and potential redundancies.

RECOMMENDATIONS

The Cabinet is recommended to:

- (1) Note the updated Budget Reduction Requirement of £35.2 million for 2019/20.
- (2) Agree that the budget savings proposals as attached at Appendix 2 are the Cabinet's Budget Savings Proposals for Consultation
- (3) Note that the formal budget consultation will commence on the 16 November 2018 and run until 2 January 2019. The results of the consultation process will then be considered by Cabinet as part of preparing their final 2019/20 budget proposal.
- (4) Note that the Chief Executive as Head of Paid Service will be issuing all necessary statutory and non-statutory employment consultation in respect of the staffing implications of the proposals.

SENIOR RESPONSIBLE OFFICER	Christine Salter Corporate Director Resources
	9 November 2018

The following appendices are attached:

Appendix 1 – “Changes for Cardiff” Consultation document

Appendix 2 – Cabinet's 2019/20 Budget Savings Proposals for Consultation

The following background papers have been taken into account:

- Budget Strategy Report 2019/20 and the Medium Term
- Controllable Budgetary Analysis Sheets 2018/19
- Equality Impact Assessments (EIAs) of Cardiff Councils 2019/20 Budget Savings Proposals
- WG Provisional Financial Settlement

Changes for Cardiff

Consultation on
Cardiff Council's
2019/20
Budget Proposals



Consultation will be open until the 2nd January 2019

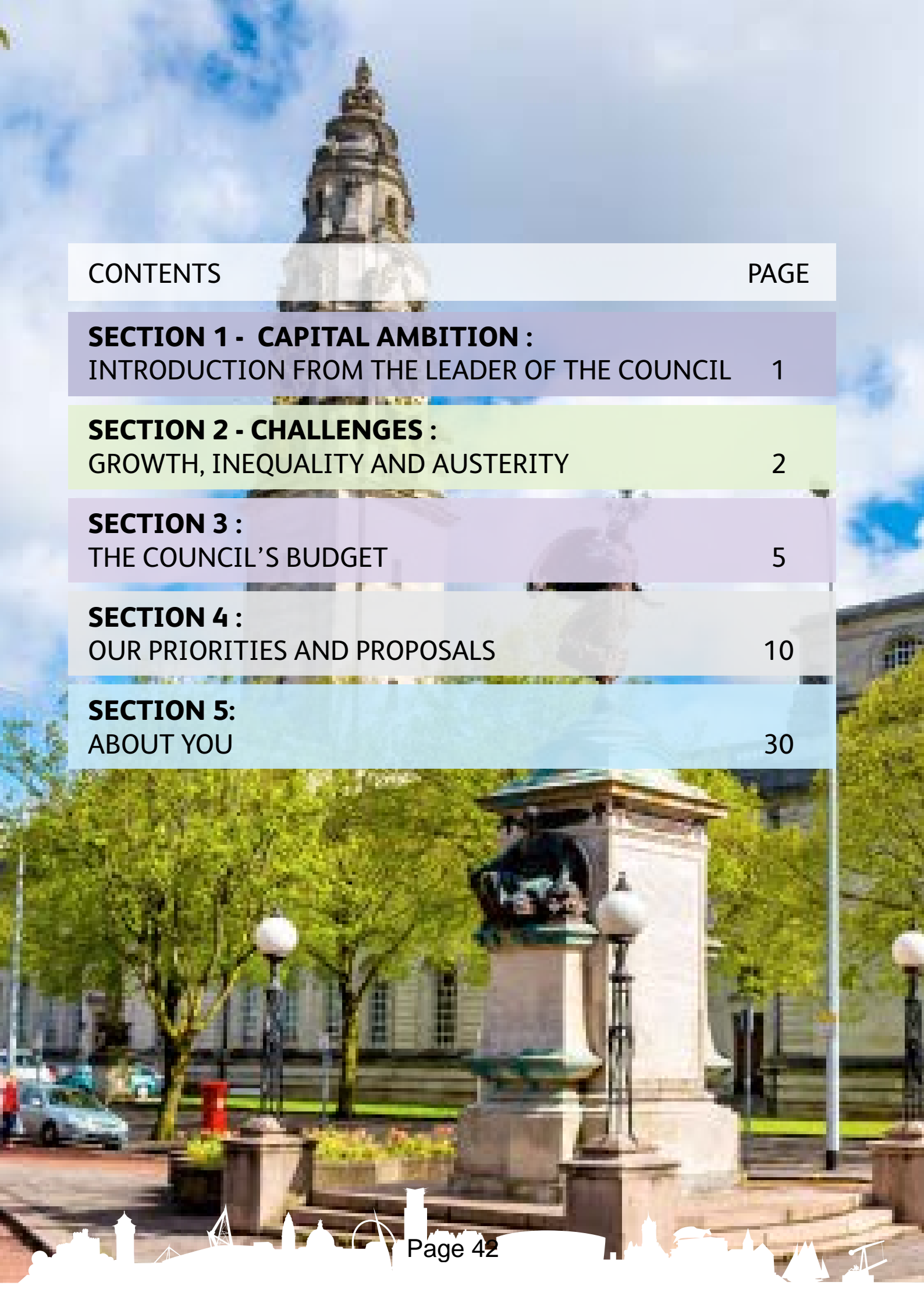


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budget@cardiff.gov.uk





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Introduction from The Leader

We are committed to delivering a fairer and more prosperous future for Cardiff. We have set out, in Capital Ambition, our goal of driving growth in Cardiff and ensuring that the benefits of this growth are felt by all our citizens and communities.

We have published bold plans to drive the city economy forward, to overhaul our transport system and to build more desperately needed affordable housing. We have made commitments to keeping our communities clean and safe, to invest in our schools and young people, to protect the vulnerable and support older people.

These budget proposals set out how we will continue to deliver our ambitions, even as we enter a second decade of austerity. For despite what UK Government says, there is no end to austerity in sight.

In developing our proposals we have at all times sought to protect frontline services. The overwhelming majority of our savings proposed are from back office efficiencies, from the better use of technology, from sharing our buildings with other public services and, where appropriate, generating additional income. We committed to modernising the Council, and that is what we are doing.

We are also taking forward, with our partners across the public services, a reform programme that seeks to target scarce funding at preventing problems – be it an illness, family breakdown or the consequence of an older person falling in their home – well before they happen. This approach is better for the individual and is proven to be far more cost effective for our public services.

All of this has allowed us to propose funding increases for schools, for older people care and for protecting vulnerable children.

This work to modernise the Council and to reform our public services will go some way to closing the budget gap. But it will not go all the way. Difficult decisions about reducing, or sometimes ending, some vital public services will still need to be made. We are committed to working with you to make sure that we get these decisions right. So please get involved and let us know what you think of our priorities and our proposals by completing this consultation by 2nd January 2019.

Thank you



A handwritten signature in cursive script that reads "Huw Thomas".

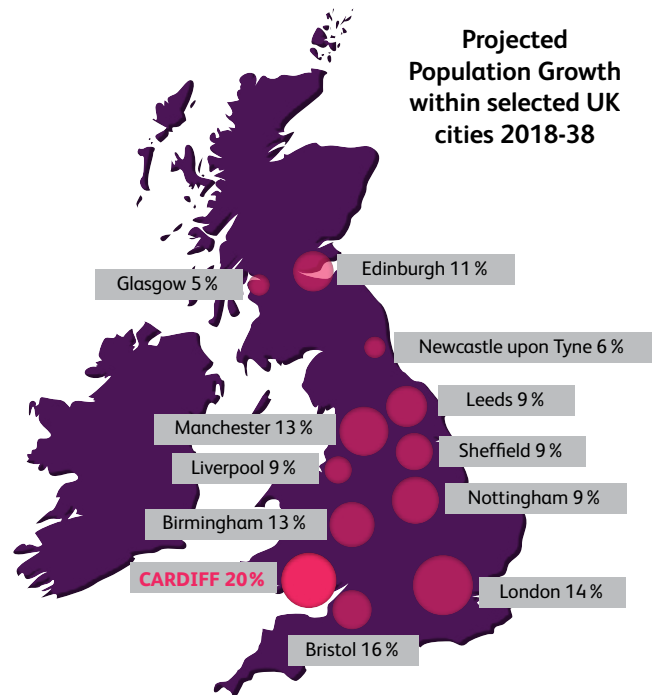
Cllr Huw Thomas
Leader, Cardiff Council

SECTION 2 - Challenges: Growth, inequality and austerity

A city that's growing fast

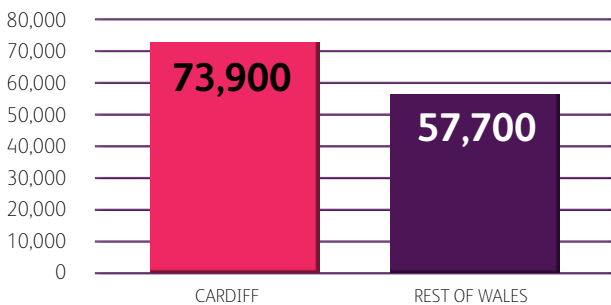
Over the last decade Cardiff grew by around 11 %, or 34,600 people, and this growth is set to continue, with the Welsh capital projected to be the fastest growing major British city.

Cardiff is also by far the fastest growing local authority in Wales. Over the next 20 years the capital city is set to see a larger growth in population than the other 21 local authorities in Wales put together.

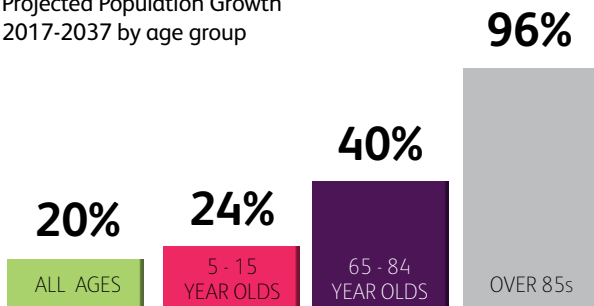


Source: ons/nrs/welsh government
NB: projections for las in england or scotland are 2016-based. projections for cardiff are 2014-based. small area population projections for England, Wales and Scotland use different methodologies and base years and so are not directly comparable.

Projected Population Growth 2018-2038



Projected Population Growth 2017-2037 by age group



That so many people are choosing to live and work in Cardiff is good news, but it will strain our city's infrastructures and put new demands on our public services.

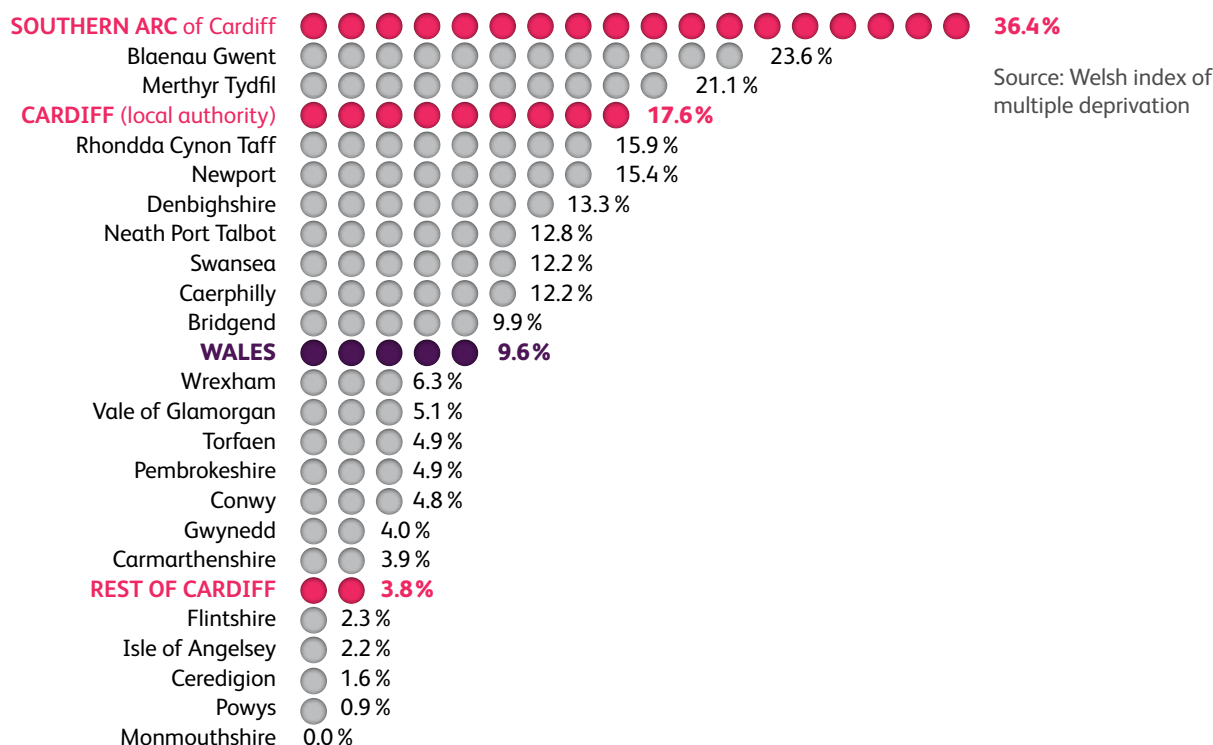
This is because the city's population growth will not be spread evenly across age groups. For example, the expected 24 % increase in school age children over the next 20 years will mean that more school places and more teachers will be needed.

Similarly older people – particularly those over 85 years old whose numbers are expected to nearly double in the next 20 years – are more likely to need to go to hospital or the GP surgery, or need help from social care services.

An unequal city

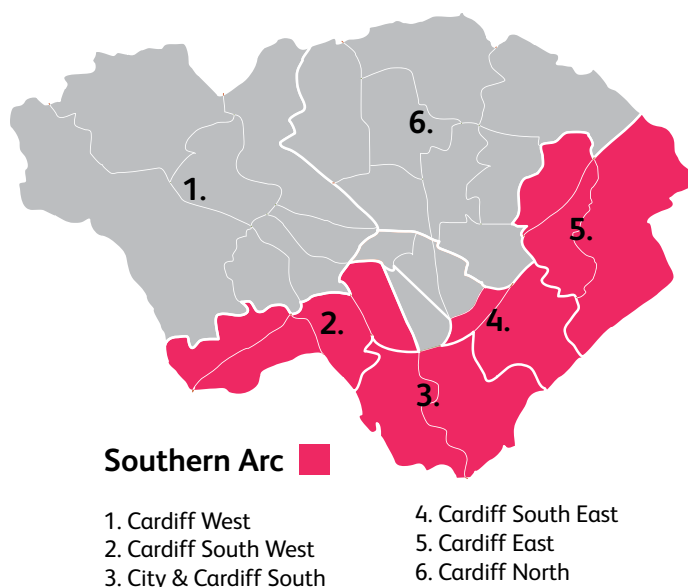
The gap between rich and poor in the city is too wide, and it is growing. For example, unemployment rates in Ely are around fifteen times higher than those in Lisvane. Differences in health outcomes are even more pronounced, with a healthy life expectancy gap of 22 to 24 years between the most and least deprived communities and mortality from, for example, heart disease seven times higher in Riverside than it is in Thornhill.

Percentage of population in 10 % Most Deprived Areas of Wales



Indeed, if the ‘Southern Arc’ of Cardiff, from Ely in the West to Trowbridge in the East was considered a single local authority, it would be far and away the most deprived in Wales.

This deprivation damages too many lives, it places pressure on public services and it breaks the bonds that help to create a strong society.



No end to austerity

At the same time as a rapid growth in demand, the city's public services have been enduring a long period of financial austerity.

During the past 10 years the Council has made almost a quarter of a billion pounds in cumulative savings, and reduced the number of its non-school staff by 22%. Looking ahead, there is a budget gap – that is, the gap between the amount of funding available and the amount needed to maintain services for a fast-growing population of £92.9m over the next 3 years.

For public services in Cardiff, there is no end to austerity in sight.

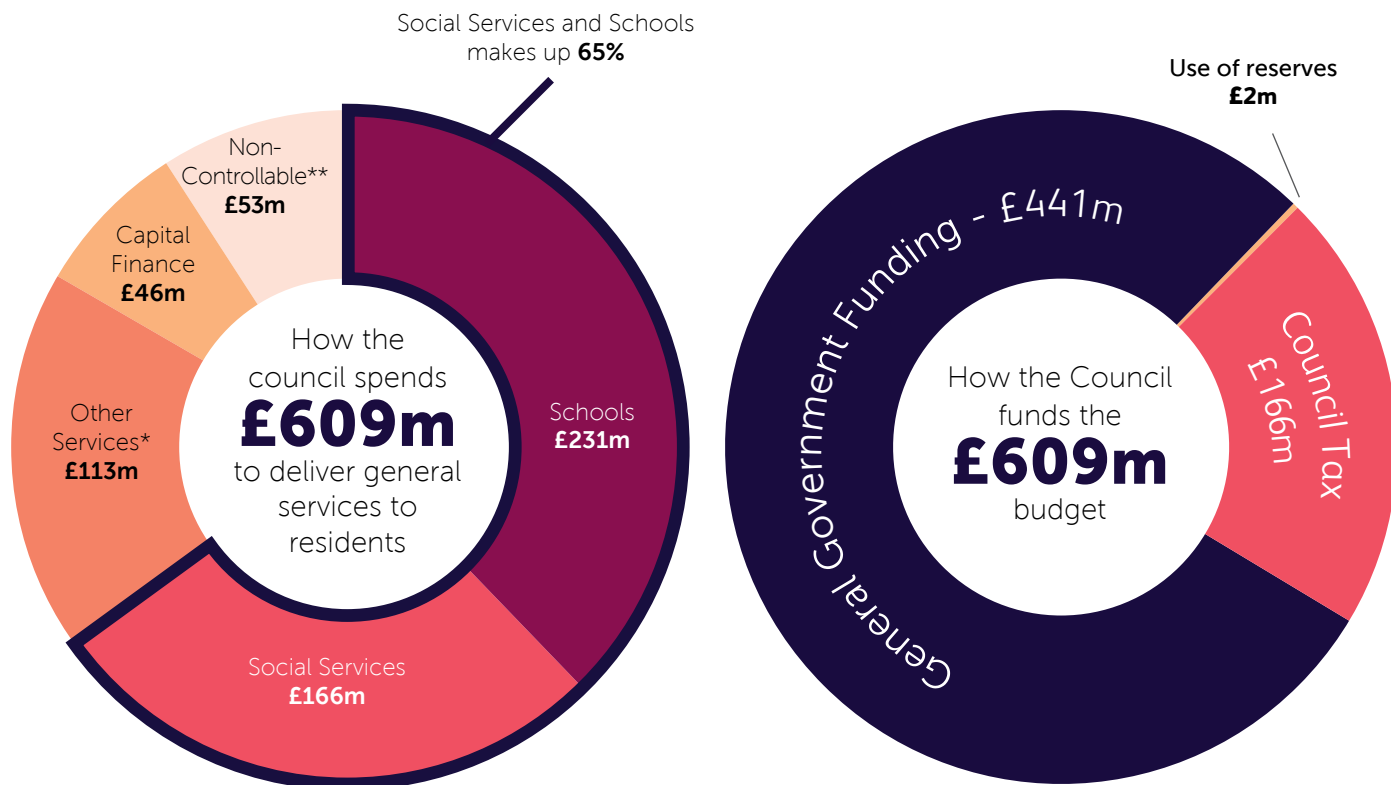
This will mean that, in the medium term, the amount of funding available for 'non-statutory' services like parks, libraries or waste collection will make their continued delivery very challenging.



SECTION 3 :The Council’s Budget

Cardiff Council’s Budget for 2018/19 is £609m.

Schools (£231m) and Social Services (£166m) make up around 65 % of the total budget.



*** Including**

- Waste/recycling
- Highways
- Street Lighting
- Economic regeneration
- Libraries
- Transport

**** Council tax reduction scheme levies paid to other organisations such as the fire service**

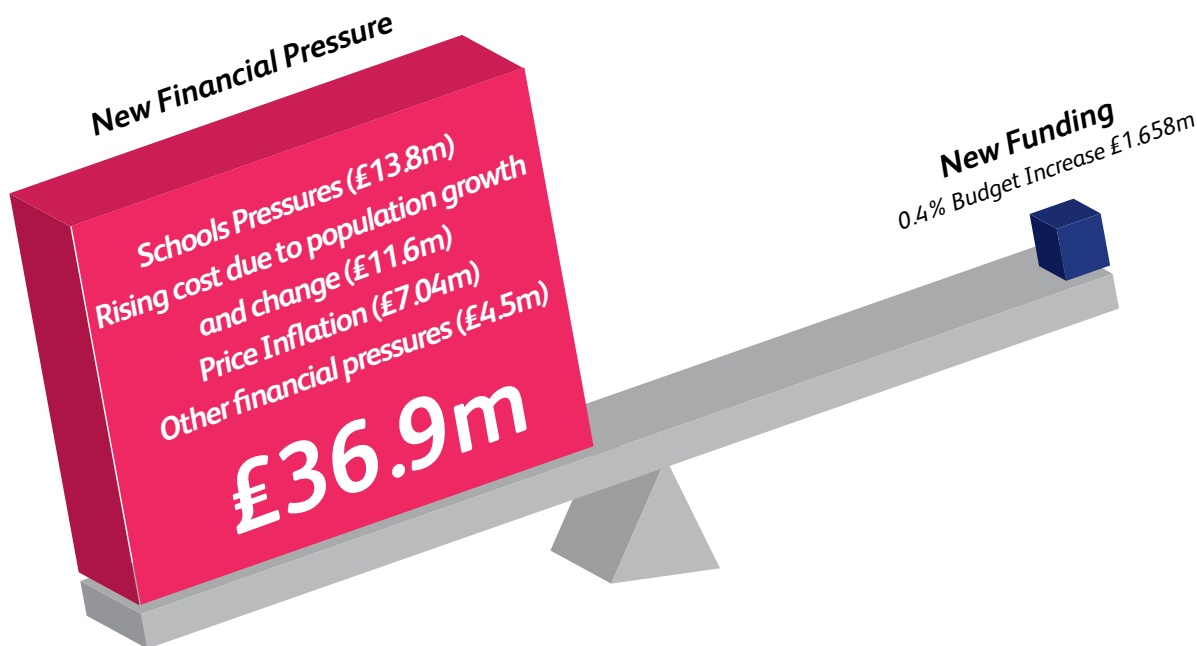
The majority of the Council’s £609m budget comes through a grant from the Welsh Government.

Council tax makes up around 27 % of the Council’s budget.

The amount of funding the Council receives from the Welsh Government will increase by 0.4 % (or £1.658m) for next year.

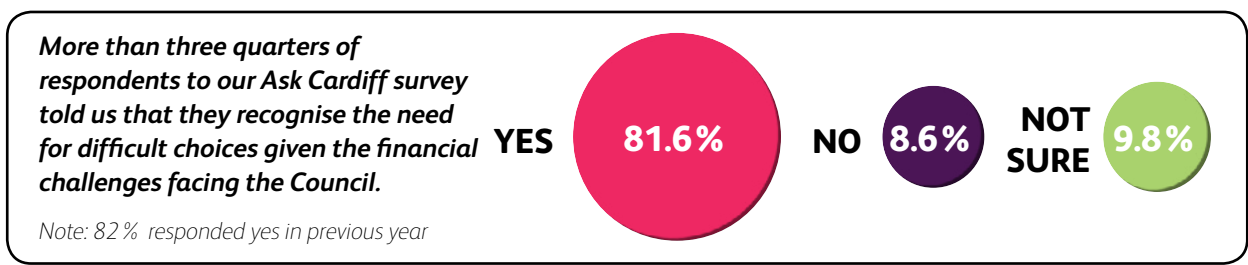
The Council's 'budget gap'

Even though Cardiff Council received an increase in funding from the Welsh Government of 0.4% (or £1.658 million) for next year, the demand pressures facing the Council caused by population growth and inequality, allied to cost pressures like inflation, mean that the costs of delivering public services is increasing substantially each year.

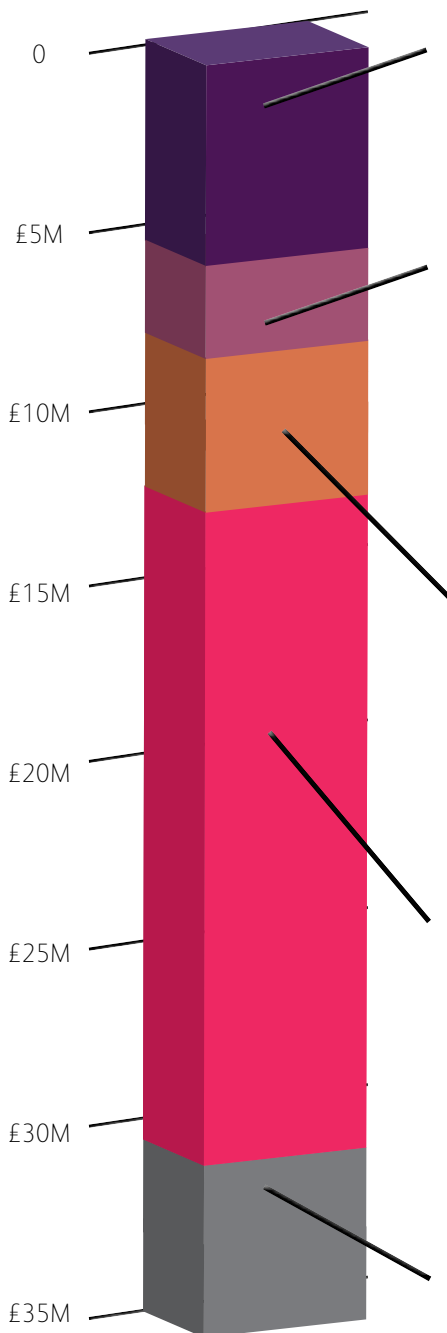


The difference between the amount of funding that the Council receives and the cost of continuing to deliver services is known as the 'budget gap.'

The Council must close a net budget gap of £35.2m in 2019/20 and £92.9m over the next 3 years.



Our Budget Strategy 2019/20 = how we will close the £35.2m budget gap



COUNCIL TAX - The budget strategy includes assumptions in relation to 4.3% increase in Council Tax. An increase of this amount equates to £49.64 per household per year in Council Tax Band D, or 95p per week.

CAP ON SCHOOLS' GROWTH - Schools will receive £10.2m additional funding next year. While this includes £2.9m to reflect the increase in the number of pupils, schools are also facing a range of additional financial pressures (like wage rises and inflation) of £10.9m. It is proposed that these additional pressures are funded up to 70% (or 'capped' at 30%).

USE OF RESERVES - We have to exercise caution in using reserves, as they are a finite resource – once they're gone, they're gone. They are also generally set aside for a specific purpose. While Cardiff's reserves are comparatively low for an authority of its size, use of £2.5m reserves strikes a reasonable balance between maintaining financial resilience and supporting services in 2019/20.

SAVINGS - Despite having made almost a quarter of a billion pounds of savings over the past decade, Cardiff continues to have to make significant levels of savings in order to close the budget gap. Over £19m of savings have been identified for 2019/20 and therefore make up the biggest share of how we will close the gap. How we are proposing to find these savings is shown on page 8.

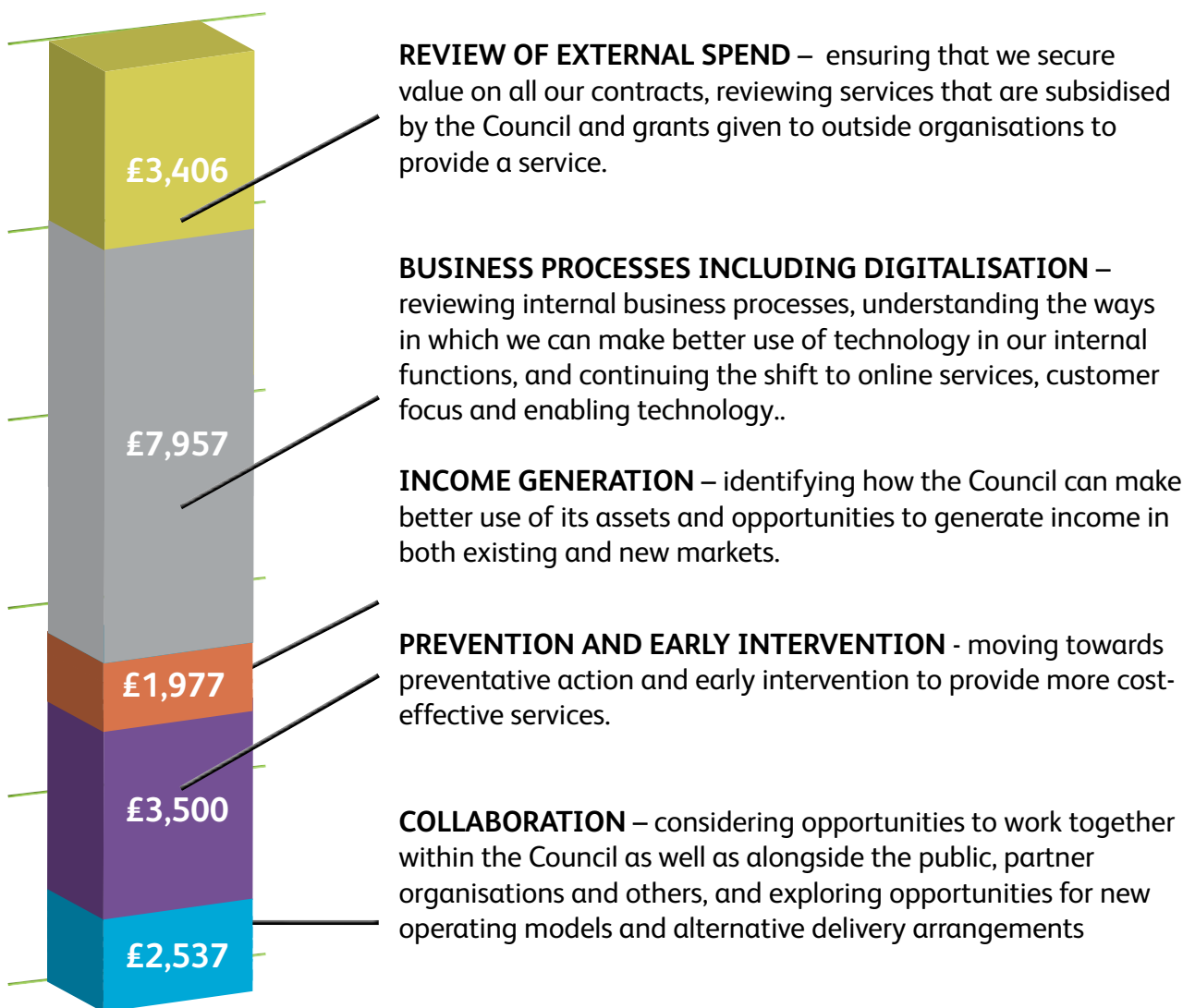
RELEASE OF FINANCIAL RESILIENCE MECHANISM - The Council has a £4 million budget called a financial resilience mechanism that was set up to help deal with uncertainty of funding. It is used to invest in priority areas, but that investment must be one-off and decided afresh each year. This means the budget is used proactively, but it could be deleted without affecting day-to-day services if required. As the pressures facing the Council far outweigh the funding increase it will receive in 2019/20, current plans are to delete this mechanism. This position will, however, be kept under review.

PROTECTING FRONTLINE SERVICES

In preparing these draft savings proposals we have at all times sought to protect frontline services, with proposals including net investment into services like schools and social services.

How we propose to make these savings is shown in the chart below:

2019/20 Budget Savings Proposals (£m)



Responding to the Wellbeing of Future Generations Act:

The Wellbeing of Future Generations Act (Wales) 2015 puts sustainable development at the heart of decision making in Wales and has guided the development of our budget proposals.

<p>Delivering today, preparing for tomorrow</p>	<p>Capital Ambition and our budget proposals respond to the following major long term trends facing Cardiff and the challenges and opportunities these present for our public services:</p> <ol style="list-style-type: none"> 1. Rapid population growth 2. Demographic change 3. Rising inequality 4. Public sector austerity 5. Technological change.
<p>Preventing problems before they happen</p>	<p>Our budget proposals are based on the principle that, if we are to continue to deliver excellent public services in the face of rising demand and reducing budgets, then we will need to work toward preventing problems from occurring or getting worse – because we know that the cost of dealing with illness or a crisis is far greater. For example:</p> <ul style="list-style-type: none"> • Helping to keep children in a supportive family environment will improve their lives and reduce the cost on children’s services. • Helping older people live independently in their communities is better for them and reduces cost on residential care services and the NHS. • Supporting people into good jobs and good careers will help lift them out of poverty and reduce costs across all public services.
<p>Joined up public services</p>	<p>No public service can meet the challenges they face alone. Delivering efficiencies through sharing buildings and back-office functions, bringing together all community services under one roof, reforming and bringing together the wide range of services that support some of the city’s most vulnerable people or improving our city transport system and infrastructures, will all require greater partnership</p>
<p>Have your say</p>	<p>Our priorities and our budget proposals respond to the priorities of the people of Cardiff, as expressed at the ballot box and in our citizen surveys. Please give us your views on our proposals by completing this consultation.</p>

SECTION 4 : Our priorities and proposals

In Capital Ambition the Council's Cabinet have set out their priorities for Cardiff. These priorities have been translated into the Council's strategic plans, and have been aligned with those of public service partners in the Health, Police, Fire, and community services.

Our wellbeing objectives:

1. Cardiff is a great place to grow up
2. Cardiff is a great place to grow older
3. Supporting people out of poverty
4. Safe, confident and empowered communities
5. A capital city that works for Wales
6. Cardiff grows in a resilient way
7. Modernising and integrating our public services.

In instances where this consultation document mentions specific budget proposals, the relevant code is provided for ease of reference. A complete list of the Council's budget proposals for 2019/20 are available at www.cardiff.gov.uk/budget.

4.1 Cardiff is a great place to grow up

We are committed to making Cardiff a great place to grow up for all children and young people. Attainment in our schools is improving fast, with GCSE and A-level results now above the Welsh average at every key stage, though we recognise that more work needs to be done, particularly improving attainment for children in our most deprived communities and our most vulnerable children. We are also delivering the biggest programme of investment into school buildings in the city's history, with investment targeted at our poorest and youngest communities.

We are reforming how we support children and young people and their families who are disadvantaged - whether through disability, poverty, family circumstances, illness, neglect or abuse - drawing together help and support from across the public and third sector services and from within our communities.

Our priorities for 2019/20:

1. Becoming a Child Friendly City, making sure that the voice of young people is heard in decision making across the city.
2. Making every school a great school, including delivering our £284m investment programme in school buildings.
3. Reforming services for supporting vulnerable children and families, making sure that the right service is in place at the right time, well before a point of crisis is reached.

Our budget proposals:**School Budgets**

Around £231m – or roughly 38 % of the Council’s total budget - is delegated to schools to manage. Over recent years the Council has protected the funding it provides to schools from the levels of savings that have been required from other Council services. As public sector austerity continues this is becoming harder and harder to do.

In our budget we are proposing an additional £10.23m in the funding we delegate to schools in 2019/2020, representing an increase in funding to schools of 4.43 % . However, rising pupil numbers, along with pay and other inflationary pressures, means that the additional cost of delivering education in the city is estimated to be £13.82m. This means that even though we are increasing funding for our schools by over £10m, it will still be £3.5m less than the funding needed to keep up with rising costs.

Do you support the proposal to increase the funding that the Council provides to schools, known as delegated school budgets, by £10.23m or 4.43%?

Yes	<input type="radio"/>	No	<input type="radio"/>	Don't Know	<input type="radio"/>
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If you have answered no please explain why?

Do you agree that these delegated school budgets should contribute to the financial challenge facing the Council?

Yes	<input type="radio"/>	No	<input type="radio"/>	Don't Know	<input type="radio"/>
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Please explain why



Supporting Vulnerable Children

One of our most important responsibilities is to protect the city’s most vulnerable children from harm.

The number of children being taken into care has risen steeply over recent years – by 29% over the last two years alone. With a limited number of available foster placements and residential placements now costing on average £3,800 per week, taking early action to prevent care placements is far more cost effective.

We know too that being in a supportive family environment is better in the long run for the children and their families. Providing the right support, at the right time, to families, children and young people – way before a point of crisis is reached – can therefore help reduce the need for children to be taken into care, improve the lives of children in the long run, and is far more cost-effective for the Council.

The Family Help and Support Project

The Council and our partners in the NHS and Police are proposing a new approach to helping families based on 3 new support services:

- A single Family Gateway service that can deal with all referrals and enquiries and offer information and advice on a range of issues.
- A closely-linked Family Help service to respond quickly to families who need short-term support which may involve signposting, practical assistance or help with parenting.
- A Family Support service which is able to work with families with complex needs or severe problems and where there is real risk that without intensive support, more significant intervention would be needed.

Would you be interested in being involved as these services are developed further?

Yes	<input type="radio"/>	No	<input type="radio"/>	Don't Know	<input type="radio"/>
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If yes, please provide name and contact details at the end of the survey

A new Fostering Service

We know that if children in care in Cardiff are fostered by families living in the city - as opposed to more expensive external foster placements - not only do they experience better outcomes but it is also less expensive than other forms of care. (CONSULT 35).

That is why we want to significantly increase the number of foster carers in Cardiff. To help do this we will be launching a new fostering service which will be fully in place by April 2019. Being a foster carer can be hugely rewarding, with the opportunity to change a child's life. It is also a professional career option paying a fair wage for doing something important. There are many different options to suit your situation varying from short and long-term placements, short break respite care and emergency overnight care.

Would you be interested in learning more about becoming a foster carer?

Yes	<input type="radio"/>	No	<input type="radio"/>	Don't Know	<input type="radio"/>
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If yes, please provide name and contact details at the end of the survey

What would encourage you to consider career in fostering? (Tick all that apply)

- I am already a foster carer
- Financial incentive
- A more rewarding option career option
- Knowledge that you are making a positive change
- More information on the role
- If I knew I had the skills necessary for the role
- To be fully supported with the right help when I need it
- A simple and supportive assessment process
- A chance to learn new skills
- Nothing, it's not for me

If other please specify

4.2 Cardiff is a great place to grow older

As Cardiff's population grows, and life expectancy continues to increase, the number of older people aged between 65 and 84 is expected to rise by over 44 % in the next 20 years. The number of people aged 85 and older is expected to nearly double by 2030.

These changes are already placing additional and significant pressures on our city's health and social care services. We know that older people are healthier and happier if they are helped to live independently, in their own home and communities, for as long as possible. We also know that this is by far the most cost-effective approach with a place in a residential home costing an average of £782 per week, growing to £888 for nursing home care and £1,925 for a hospital bed.

Working in ever-closer partnership with the Health Service and the third sector and joining up our services at a community level – including voluntary groups, unpaid carers and volunteers – will be crucial to ensuring that as many people as possible are helped to live fulfilled and independent lives in their communities and to meeting the budget challenge we face.

Our priorities for 2019/20:

1. Helping as many older people as possible to live independently in their own homes for as long as possible.
2. Establishing a new and joined up approach to discharging older patients, based in the hospital, so that they are ready to return to their homes and their homes are ready for them.
3. Delivering our commitment to be a Dementia Friendly City.

Our budget proposals

Our proposals include:

- Increasing the capacity and impact of the Council's Community Rehabilitation Team, whose role is to support people to become more independent, thereby allowing a reduction in the use of externally commissioned homecare services and the need for intensive and long-term packages of care.
- Making sure that older people have the right package of care in place to suit their specific needs and strengths.
- Introducing a 'First Point of Contact' service in the hospital so that care packages can be designed and delivered before a person has left hospital and returned to their home.

In order to help us design these services, we'd like to know:

**When you think about life in old age, what things worry you?
(Please tick all that apply from the list below):**

- | | |
|---|--|
| <input type="radio"/> Accommodation | <input type="radio"/> Mobility issues |
| <input type="radio"/> Physical Health | <input type="radio"/> Loneliness |
| <input type="radio"/> Housework | <input type="radio"/> Transport |
| <input type="radio"/> Mental Health | <input type="radio"/> Having nothing to do |
| <input type="radio"/> Maintaining my home and garden | <input type="radio"/> Managing my finances |
| <input type="radio"/> Not being able to look after myself | <input type="radio"/> I won't know who to ask for help |
| <input type="radio"/> Shopping | <input type="radio"/> Lower Income |
| <input type="radio"/> Lack of care and support | <input type="radio"/> Fear of crime |
| <input type="radio"/> Other (please specify) | |

**If, when you are older, you find it more difficult or are unable to look after yourself, or your home, what sort of care and support would you prefer?
Please tick one box only**

- Support to stay in my own home
- Move in with relatives
- Move into sheltered housing
- Move into a residential care home
- Some other arrangement (please specify)
- Don't know

What facilities would it be important for you to have in your close environment?

	Very important	Quite important	Not important
Doctors	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Chemist	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Hairdressers/salon	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Café	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Restaurant	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Exercise facilities/classes	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Social space	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
Other – please tell us	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

We propose to generate income of around £30k from the sale of assistive equipment ranging from trolleys to walking sticks, over bed tables and kitchen aids in a range of designs.

This will enable people to purchase items even if they do not meet the criteria for support, or they can purchase additional items or new products. Sales could be made via phone and online orders or from the new wellbeing hubs in future. (CONSULT 25)

Is the purchase of such equipment something that would be of interest to you?

Yes, for myself
 Yes, for a family member
 No
 Don't know

4.3 Supporting People out of poverty

Despite Cardiff's economic growth too many families – including many working families - are living in poverty.

This poverty can cast a long shadow over people's lives – life expectancy and other health indicators are lower in the more deprived wards of Cardiff, there is less access to green space and crime in the city is concentrated in these areas. The consequence of poverty, and of destitution, places additional and significant pressure on the city's public services.

Making sure that as many people as possible in Cardiff benefit from the capital city's economic growth will therefore help to improve lives and reduce pressure on public services.

Our priorities for 2019/20:

1. Create more paid apprenticeships in the Council and across the city .
2. Mitigate potentially negative consequences associated with the roll-out of Universal Credit and reform the broken 'into-work' service.
3. Deliver a step-change in socially-responsible procurement and support the Real Living Wage
4. Tackle homelessness and rough sleeping

Our budget proposals include:

- Reforming the Council's into-work services, bringing together what are currently a confusing picture for citizens into a single service designed to support people back into employment
- Reviewing the Council's benefit service in line with the roll out of Universal Credit, putting new online services in place.

4.4 Safe, Confident and Empowered Communities

We are committed to making sure that our communities are safe, and that people in Cardiff feel safe. We will also continue to make sure that services are delivered in our local communities. Bringing community public services, be it services provided by the Council, Police or the Health Board, together under one roof is more convenient for citizens and allows significant savings on both building and staff costs.

Our priorities for 2019/20:

1. Continuing to deliver our Community and Wellbeing Hubs.
2. Creating cohesive communities and supporting citizens impacted by Brexit.
3. Working with South Wales Police and the Health Board to make our communities safe, including tackling issues like substance misuse and serious organised crime.

Our budget proposals:

- Bringing the management of Libraries and Community Hubs together under one team.
- Enabling people with a Mental Health issues to live the lives they want to live, in their communities, rather than in supported accommodation or residential homes.
- Working with community groups to help them deliver more local services.

Community sports buildings

We are continuing to transfer sports buildings to local sporting clubs, organisations, leagues and governing bodies. Benefits to local clubs and organisations include a greater security in their tenancy and an increased ability to attract of external investment and grant aid. In turn there is a reduction in the costs to the Council in managing these facilities. Further transfer of these facilities would result in savings to the Council of £25k. (CONSULT 8)

Do you support the further transfer of park assets to local sporting leagues and governing bodies?

Yes	<input type="radio"/>	No	<input type="radio"/>	Don't Know	<input type="radio"/>
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What, if any, are your concerns?

Dewis Cymru

Sometimes people need a little extra help. This may be due to physical or mental abilities or sometimes simply the strains of modern life.

Dewis Cymru is the place to access online information about well-being in Wales. Here you can find information that can help you think about what matters to you, along with details about local organisations and services that can help.

	Yes	No
Have you heard of Dewis Cymru?	<input type="radio"/>	<input type="radio"/>
Have you used Dewis Cymru?	<input type="radio"/>	<input type="radio"/>



4.5 A Capital City that Works for Wales

Cardiff is the economic, political and cultural capital of Wales. As well as playing a vital role in creating jobs and attracting investment into Wales, it is the home of Welsh sport, politics, music and the arts, hosting major international sporting and cultural events, and provides specialist public services for the people of the wider Capital Region.

We are committed to making sure that Cardiff continues to attract tourists, investment, businesses and students to Wales while delivering major sporting and cultural events. Our aim is to position Cardiff as a capital city of international significance in a post-Brexit global economy.

Our priorities for 2019/20:

- Completing the transformation of the new business district in Central Square, including delivering a new transport hub.
- Delivering a new Indoor Arena and continuing to attract new visitors to Cardiff.
- Launching a new Industrial Strategy for East Cardiff.

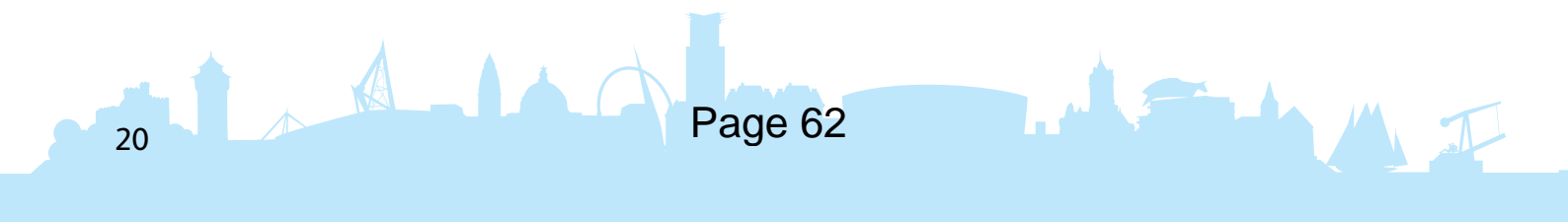
Our budget proposals:

New Theatre

Cardiff has a vibrant and varied theatre scene, attracting a wide range of performances and audiences. Venues including the Millennium Centre, St David’s Hall, the Sherman Theatre and Chapter Arts provide an array of entertainment choices. Cardiff Council wants to ensure that as the capital city of Wales we are able to ensure the continuation of high quality theatre productions in the city.

An opportunity exists for the Council to secure a new private theatre tenant for the New Theatre building to develop the current theatre offer in the city. This proposal could secure savings of £404k to the Council. (CONSULT 7)

	Yes	No
Have you visited the New Theatre in the last 12 months?	<input type="radio"/>	<input type="radio"/>
Have you visited a theatre elsewhere in Cardiff in the last 12 months?	<input type="radio"/>	<input type="radio"/>



Do you support the proposal to secure a private tenant to develop and sustain the current theatre offer in the city?

Yes	<input type="radio"/>	No	<input type="radio"/>	Don't Know	<input type="radio"/>
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What, if any, are your concerns?

City Events

Cardiff Council currently subsidises a number of entertainment and art events throughout the year. Whilst many of these events are free to the public and contribute to the wider economic and cultural vitality of the city they involve significant costs – of around £245k - to the Council in terms of funding support, event management and staffing and lost income (CONSULT 18). We are seeking to reduce this subsidy and work to ensure that all future events are financially sustainable.

Events that could potentially be affected would be **Artes Mundi, Speedway Fan Zone, Step into Christmas, Cardiff 10K Run, Tafwyl, Classic Motor Rally and Welsh Proms.**

We have not decided a specific figure for reduction, but want to hear your views on the principle of subsidising these events.

Do you support the proposal to reduce the subsidy?

Yes	<input type="radio"/>	No	<input type="radio"/>	Don't Know	<input type="radio"/>
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What, if any, are your concerns?



4.6 Cardiff grows in a resilient way

Cardiff’s growth will create major economic and cultural opportunities. It will also put pressures on city infrastructures and public services. Capitalising on the opportunity of growth while ensuring this growth is sustainable and resilient will define Cardiff’s development over the next 20 years.

Our priorities for 2019/20:

1. Delivering our commitment to building more Council homes and affordable housing.
2. Improving the quality of our roads and improving cycling infrastructure.
3. Keeping the city’s streets clean and reforming our street scene services.
4. Hitting our recycling targets.

Our budget proposals include:

- Significant savings on managing business processes more efficiently.
- A range of initiatives to reduce the cost of energy (for example through the use of LED lights) or to produce more renewable energy (Lamby Way Solar Farm).
- Making changes to make street cleansing collection simpler and more efficient
- Making the most of the Council’s fleet of vehicles, including rationalising the number of vehicles and using them to generate income.
- Optimising the routes for Schools Transport.

Fines for littering

We propose to increase a range of waste related fixed penalty notices. Charges for both general littering and smoke related littering are proposed to increase from £80 to £100.

Do you support the proposal to increase charges for littering?

Yes	<input type="radio"/>	No	<input type="radio"/>	Don't Know	<input type="radio"/>
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What, if any, are your concerns?



Generating Renewable Energy - Lamby Way Solar Farm Scheme

We are committed to making a positive contribution to carbon reduction targets through generating renewable energy on Council land and assets and through reducing our energy use. For example, the hydro-electric weir in Radyr generates renewable electricity and income for the Council, while the roll out of LED lights saves energy and money.

Our proposals for a Lamby Way Solar Farm will provide a substantial amount of clean, renewable energy to supply the local electricity grid and connected Council buildings. This solar farm scheme will also generate additional income of £30k for the Council from January 2020. (CONSULT 51)

Do you support the Council in pursuing the production of renewable energy at Lamby Way

Yes	<input type="radio"/>	No	<input type="radio"/>	Don't Know	<input type="radio"/>
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What, if any, are your concerns?

Would you support the Council in investing in further the renewable energy schemes?

Yes	<input type="radio"/>	No	<input type="radio"/>	Don't Know	<input type="radio"/>
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Improving air quality – more walking routes to schools

Air pollution, largely created by diesel cars, is now recognised as a major public health issue, and we know that the people who suffer most from poor air quality are the very young, the very old and those suffering ill health. We also know that poor air quality can be a particular problem around schools with congestion caused by pupils being dropped off and collected by car. We propose to reduce this congestion, improve air quality and encourage young people to walk to school by developing walking routes from home to schools.

Walking routes will remove transport requirements for schools and result in saving of £30K (CONSULT 72)

How many school age children are in your home?

<input type="radio"/> None	<input type="radio"/> 1	<input type="radio"/> 2	<input type="radio"/> 3	<input type="radio"/> 4+
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Do you support an increase in ‘walking routes’ aimed at reducing a reliance on other forms of school transport?

Yes	<input type="radio"/>	No	<input type="radio"/>	Don't Know	<input type="radio"/>
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What, if any, are your concerns?

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4.7 - Modernising and Integrating Our Public Services

Our priority in preparing this budget has been to protect frontline services. We have challenged everything we do, and how we do it, to ensure we are getting the best value for money for every pound we spend.

Our priorities for 2019/20:

1. Moving as many services as possible online, where it is appropriate to do so, and applying technology solutions to internal business processes.
2. Making the most efficient use of the public sector estate across the city.
3. Developing more opportunities, where it is appropriate, to generate income.

Our budget proposals:

We are committed to adopting a 'Digital First' approach, providing online 24/7 access to services indistinguishable from that available to citizens in every other aspect of their lives. Over the last three years the number of people using digital channels to access Council services has increased:

- 69.4 % of Parking Permits are now applied for online.
- 75.7 % of Recycling bags and Waste Caddies are requested online.
- 90 % of school applications were made online (an increase of 20 %).
- Almost 150,000 payments are now made digitally.
- A 150 % increase (from 32,000 to 78,000) in Twitter followers and the establishment of a presence on Facebook which has grown to over 11,000 followers.
- Over 6,000 customers are accessing some council services via the Cardiff App.

This shift to a digital first approach will allow us to:

- Improve the citizen's experience of public services
- Increase the hours of service availability and free up more time for workers to manage the most complex of enquiries.
- Save money on citizen enquiries that can be reinvested into front line services.

For example, increasing the automation of customer enquiries is estimated to save approximately £300k. (CONSULT 88)

Do you support the proposal to increase the number of automated citizen enquiries?

Yes	<input type="radio"/>	No	<input type="radio"/>	Don't Know	<input type="radio"/>
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What, if any, are your concerns?

Would you be willing to access some Council services like waste management, though an online channel such as a website or App rather than communicating directly with a member of Council staff? (please tick all that apply)

Yes...

No, I prefer to

via the Cardiff Council Website

Telephone

via the Cardiff App

Letter

via Social Media

Face to face

via Hubs

via an automated voice telephone system

E-Billing for Council Tax

All Cardiff residents can now make a switch to e-billing for Council Tax meaning that bills, notifications and reminders will be sent to you electronically.

E-billing is faster and more efficient for the citizen, it saves money for the Council – on paper, materials and postage - and has a positive environmental impact.

You can sign up for e-billing at www.cardiff.gov.uk or by downloading the Cardiff App.

Which applies to you?

- I've already signed up to e-billing
- I intend to sign up to e-billing
- I have not signed up to e-billing

If you have not signed up to e-billing, please let us know why not?

If you would like to be contacted by a Council officer for assistance in setting up your e-billing account please tick here and provide contact details at the end of the document.

We will be exploring further how digital services can be used to provide our citizens with a 24/7 consistent service for basic council services. With this in mind, would you be interested in becoming a digital tester?

Yes	<input type="checkbox"/>	No	<input type="checkbox"/>	Don't Know	<input type="checkbox"/>
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If yes, please provide name and contact details at the end of the survey.

Generating income and increasing fees & charges

One of the ways in which we can meet the financial challenges is to be more entrepreneurial in areas where the Council can generate income, which can then be used to reinvest into supporting our public services.

What you have already told us:

In a recent survey two thirds of respondents agreed with proposals for the Council to undertake commercial activities.

We plan to further increase income in a range of ways.

- Cardiff's education services currently trade over £3m of specialist Additional Learning Needs services with Cardiff schools. An additional £140K is proposed to be generated by opening up trading to neighbouring authorities. (CONSULT 21)
- The Council's internal branding team will operate on a more commercial basis, increasing income collection from internal and external customers. (CONSULT 97)
- The continued commercialisation of the Council's Bilingual Cardiff team to provide translation services to other organisations is estimated to raise £42K (CONSULT 82)
- Further expansion of the Council's market share of pest control services could generate additional income of £30K. (CONSULT 4)

We are also proposing to increase prices in the following areas:

BEREAVEMENT - Cardiff Council'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 seven 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 £560 to £640 (an increase of 14.3%) and a burial from £660 to £760 (an increase of 15.2%). In reviewing these charges we have compared this price with other local authority providers and the service remains competitive. This would result in an estimated additional income of £301k. (CONSULT 42)

Do you support the proposal to increase the cost?

Yes	<input type="radio"/>	No	<input type="radio"/>	Don't Know	<input type="radio"/>
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What, if any, are your concerns?

DOGS HOME - Cardiff's award winning Dogs Home deals with nearly 1,000 dogs every year with the focus on the safety of dogs and the citizens of Cardiff. They successfully achieve this by taking in stray dogs, caring for them and re-uniting them with their owners or rehoming them. It is proposed that the price of rehoming a puppy be increased from £160 to £170 and that for other dogs the price is increased by £30, taking the range of prices from £120-£320 to £150-£350. In reviewing these charges, we are working towards a position whereby the Dogs Home can become financially self-sustainable in the future.

Do you support the proposal to increase the cost?

Yes	<input type="radio"/>	No	<input type="radio"/>	Don't Know	<input type="radio"/>
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What, if any, are your concerns?

ABOUT YOU

Any information provided will be treated confidentially and we will not ask you to provide your name.

So that we can target our services across the city, please tell us your Postcode:

Gender: Male Female Prefer not to say Other

Age: Under 16 16 - 24 25 - 34 35 - 44 45 - 54
 55 - 64 65 - 74 75+ Prefer not to say

Disability: Identifying as a disabled person can include people with hearing or sight impairments, people with mental health difficulties or learning disabilities, people with mobility impairments, or those who have long-term health conditions, for example: depression, diabetes, asthma, multiple sclerosis, HIV or cancer.

Do you identify as a disabled person?

Yes (please specify below): No Prefer not to say

Deaf / Deafened /Hard of hearing Mobility impairment
 Learning impairment / difficulties Wheelchair user
 Long standing illness or health condition Visual impairment
 Mental Health difficulties Prefer not to say
 Other

Sexual Orientation: (only answer this question if you are over the age of 16)

Gay Man Gay Woman / Lesbian Heterosexual / Straight
 Bisexual Prefer not to say Other

How many children live in your household? Please tick one box for each row

0 1 2 3 4 5+

Religious Belief / Non-Belief: Do you regard yourself as belonging to any particular religion?

Yes (please specify below): No, no religion

Christian Buddhist Hindu Muslim Sikh
 Jewish Prefer not to say Other (please specify):

(please specify):

What is your current Marital or Civil Partnership Status:

(only answer this question if you are over the age of 16)

Single Married Registered Civil Partnership
 Prefer not to say Other

(please specify):

Ethnic Monitoring: Do you consider yourself to be Welsh? Yes No**White**

Welsh / English / Scottish / Northern Irish / British Irish
 Other White background (please specify):

Mixed / Multiple Ethnic Groups

White & Black Caribbean White & Black African White & Asian
 Other Mixed/Multiple ethnic background (please specify):

Asian / Asian British

Indian Pakistani Bangladeshi Chinese
 Other Asian background (please specify):

Black / African/ Caribbean / Black British

African Other Black / African / Caribbean background
 Caribbean (please specify):

Other Ethnicity

Arab Czech Polish Japanese Yemeni
 Gypsy/Irish Traveller Other (please specify):

Prefer not to say

Carers: Do you have Caring responsibilities? Yes No

A carer is a person who looks after a relative, partner, friend or neighbour who is unable to manage without help because of age, impairment or health condition, drug or alcohol problem or long-term illness. The care they give is unpaid. It also includes Parent Carers (or a person who has assumed parental responsibility) of a child or young person under 18 years old who needs support due to having a physical or mental impairment or long-term health condition.



If you have expressed an interested in receiving additional information about the Family Support service, fostering, e-billing or becoming a Digital Tester, please provide your contact information below.

If you are interested taking part in further consultations, please tick the box below, and provide your contact details.

Joining the Citizens' Panel and being contacted about other Cardiff Council consultations

Please note that in selecting these options you are giving your permission for Cardiff Research Centre to pass your contact details on to the appropriate team or organisation. Your details will not be used by CRC or Cardiff Council for any other purpose.

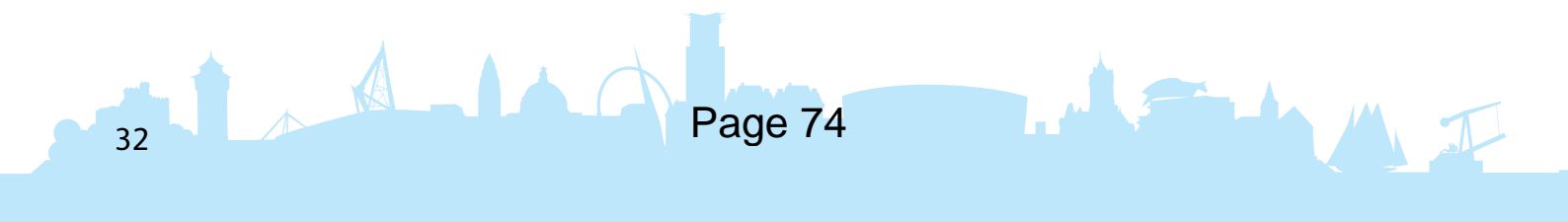
Name

E-mail address

Phone

Contact us

- Complete the survey online at: www.cardiff.gov.uk/budget
- Email comments directly to us: consultation@cardiff.gov.uk
- Respond in writing to: Cardiff Research Centre, Atlantic Wharf, Cardiff, CF10 4UW
- Contact us on Social Media: Facebook/Twitter @CardiffCouncil #CDFBudget
- Hard copies available at Hubs and libraries.





THANK YOU FOR YOUR TIME

Consultation closes:
2nd January 2019



Completed surveys can be dropped off at Libraries and Hubs.

Budget Savings Proposal Summary 2019/20 for Consultation

No	Ref	Category	Proposal	Budget £000	Saving				2019/20 £000	Risk Analysis			Cabinet Portfolio	Consultation
					Employee Costs £000	Other Spend £000	Income £000	TBC £000		Residual	Achievability	EIA		
CONSULT 1	Corporate Management	Business Processes	Reduction of funding available to react to opportunities to fund City wide events Further reduction of funding available to react to opportunities to fund City wide events	274	0	126	0	0	126	Amber-Green	Amber-Green	Amber-Green	Leader's Portfolio	Prior Year
CONSULT 2	Corporate Management		Reduction in Past Service Contributions A review of past service contributions to be made in respect to ex-employees has identified that there will be a £40,000 reduction in costs for the year 2019/20.	865	40	0	0	0	40	Green	Green	Green	Leader's Portfolio	General
Corporate Management Total					40	126	0	0	166					
CONSULT 3	Economic Development	Income Generation	Cardiff Castle - Income / Staff Rationalisation Saving to be achieved through the rationalisation of agency staff and overtime, and the generation of additional income through new attractions (Black Tower Tales and Dr Who).	2,912	52	0	70	0	122	Amber-Green	Green	Green	Culture & Leisure	General
CONSULT 4	Economic Development		Pest Control - Exploring opportunities for expanding markets Further expanding the Council's market share through exploring opportunities for working with the private sector and other public bodies.	39	(30)	0	60	0	30	Green	Amber-Green	Green	Investment & Development	General
CONSULT 5	Economic Development		Workshops Income Increased rental income from workshop units.	(947)	0	0	20	0	20	Amber-Green	Amber-Green	Green	Investment & Development	General
CONSULT 6	Economic Development	Collaboration	New Operating model for Leisure Centres Further year's saving as a result of the transfer of the operation of Cardiff Council's Leisure Centres to the new operator, Greenwich Leisure Ltd.	1,988	0	1,822	0	0	1,822	Green	Green	Green	Culture & Leisure	General
CONSULT 7	Economic Development		New Theatre Secure a private theatre tenant for the New Theatre building to develop and sustain the current theatre offer in the city.	404	0	0	0	404	404	Red-Amber	Red-Amber	Red-Amber	Culture & Leisure	City Wide
CONSULT 8	Economic Development		Parks and Sport – Continue transfer of parks buildings to reduce costs to the Council and attract investment The further transfer of changing rooms and other sports buildings to local clubs, organisations, leagues and governing bodies to provide security of tenure, enabling external investment and grant aid and to reduce the cost to the Council of holding these assets.	972	0	25	0	0	25	Amber-Green	Amber-Green	Green	Culture & Leisure	City Wide
CONSULT 9	Economic Development	Business Processes	Review of Facilities Management Staffing Resource A restructure of Facilities Management will result in the deletion of seven posts within the service through voluntary redundancy.	1,308	157	0	0	0	157	Amber-Green	Amber-Green	Green	Investment & Development	General
CONSULT 10	Economic Development		Corporate Landlord - Review of Security Costs Saving will be achieved through the increased use of digital technologies in enhanced security plans for some Council sites.	5,981	80	0	0	0	80	Amber-Green	Red-Amber	Green	Investment & Development	General
CONSULT 11	Economic Development		Corporate Landlord Model - Reduced Operational Cost of the Estate Reduced utility and operational costs through the closure of St Mellons Enterprise Centre and St Mellons Youth Centre, with youth provision transferring to St Mellons Hub.	7,396	0	63	0	0	63	Green	Amber-Green	Green	Investment & Development	General
CONSULT 12	Economic Development		Revised and restructured model for Economic Development Restructure within Economic Development which will allow the deletion of a vacant post.	757	56	0	0	0	56	Amber-Green	Amber-Green	Green	Investment & Development	General
CONSULT 13	Economic Development		Corporate Landlord Model - Cleaning of operational buildings Redesign of the programme for the cleaning of Council operational buildings to align with a reduced budget.	7,396	53	0	0	0	53	Green	Amber-Green	Green	Investment & Development	General
CONSULT 14	Economic Development		Revised and restructured model for the Tourism service and reduction in Tourism budget Deletion of a vacant post in the Tourism team along with a reduction in the budget for tourism initiatives.	930	31	10	0	0	41	Amber-Green	Green	Green	Culture & Leisure	General
CONSULT 15	Economic Development		City Centre Management - Remove Subsidy Reduce costs and increase income in order to make City Centre Management cost neutral.	40	0	0	0	40	40	Amber-Green	Green	Green	Investment & Development	General
CONSULT 16	Economic Development		Review of Venues & Catering Staffing Resource Deletion of two posts through voluntary redundancy.	2,912	19	0	0	0	19	Green	Green	Green	Culture & Leisure	General
CONSULT 17	Economic Development		Closure of Public Conveniences in Caedelyn Park The public conveniences in Caedelyn park are unused and in poor condition with no electrical supply, sinks or hand driers. Toilets will continue to be provided in the changing room block when there are pitch bookings.	972	0	6	0	0	6	Amber-Green	Green	Red-Amber	Culture & Leisure	General
CONSULT 18	Economic Development		Review of External Spend Reduced Subsidisation of Events Seek to reduce the level of subsidy of the current annual events programme, partly through a staff restructure.	2,891	43	202	0	0	245	Red-Amber	Red-Amber	Red-Amber	Culture & Leisure	City Wide

No	Ref	Category	Proposal	Budget £000	Saving					Risk Analysis			Cabinet Portfolio	Consultation
					Employee Costs £000	Other Spend £000	Income £000	TBC £000	2019/20 £000	Residual	Achievability	EIA		
CONSULT 19	Economic Development	Review of External Spend	Reduction in funding for annual Cultural Project Schemes The Cultural Projects Scheme is a financial award scheme designed to support one-off cultural projects that meet the corporate priorities of the council. The saving will be achieved by removing the funding for the scheme. Given the one-off nature of projects, there is no impact for those that have been supported previously.	1,949	0	62	0	0	62	Amber-Green	Red-Amber	Amber-Green	Culture & Leisure	Service Specific
CONSULT 20	Economic Development		Economic Development Projects and Initiatives Reduction in the Business & Investment initiatives budget.	220	0	28	0	0	28	Amber-Green	Green	Green	Investment & Development	General
Economic Development Total					461	2,218	150	444	3,273					
CONSULT 21	Education	Income Generation	Generation of additional income for traded Additional Learning Needs (ALN) services Exploring opportunities to generate additional income through increases to School Service Level Agreements, reduced subsidisation of training and opening up the trading base to schools in other Local Authorities.	0	0	0	140	0	140	Green	Amber-Green	Green	Education, Employment & Skills	General
CONSULT 22	Education	Business Processes	Delegation of responsibility for the Local Authority contribution to the Education Improvement Grant This saving would be achieved by delegating the responsibility for the Council's contribution to the Education Improvement Grant to schools.	12,570	0	962	0	0	962	Amber-Green	Amber-Green	Amber-Green	Education, Employment & Skills	General
CONSULT 23	Education		Full Year financial impact of Education Directorate Restructure This is the full financial year impact of the staffing restructure of the Education directorate which took place in the 2018/19 financial year.	1,227	270	0	0	0	270	Amber-Green	Amber-Green	Green	Education, Employment & Skills	General
CONSULT 24	Education	Review of External Spend	Reduction in contribution to the Central South Education Consortium (CSC) The Joint Committee of the Central South Consortium will determine the 2019/20 budget during the Autumn term. Directors from each of the partner Local Authorities have asked for a reduction in budget together with a closer examination of the opportunities for the Consortium to use grant funding to offset core budget costs. It is anticipated that there will be a 5% reduction in the required contribution from each LA in 2019/20.	1,430	0	70	0	0	70	Amber-Green	Amber-Green	Green	Education, Employment & Skills	General
Education Total					270	1,032	140	0	1,442					
CONSULT 25	Housing & Communities	Income Generation	Smart House/Shop Services Income generation from the sale of equipment to those not eligible for assessed support through the Joint Equipment Service. It is also possible that sales could potentially be made from one of the new wellbeing hub facilities in the future .	(3,952)	0	0	30	0	30	Green	Red-Amber	Green	Social Care, Health & Well-being	City Wide
CONSULT 26	Housing & Communities	Business Processes	Realignment of funding for homelessness service delivery The saving will be achieved through a prudent use of the Homelessness Reserve over the following two years.	(188)	0	0	250	0	250	Green	Green	Amber-Green	Housing & Communities	General
CONSULT 27	Housing & Communities		Community Wellbeing Hubs implementation Delivery of the Community Wellbeing Hubs brings together Libraries and Hubs under one management structure. There the saving will result from greater join up of services between libraries and hubs, however the new structure does require significant changes to staffing. The new model will improve on the range of services being provided at our existing standalone branches especially around the provision of advice services for older people.	2,246	250	0	0	0	250	Green	Green	Green	Housing & Communities	Prior Year
CONSULT 28	Housing & Communities		Review of Benefits Service in line with rollout of Universal Credit The implementation of new business processes and the new online application will allow the deletion of vacant posts and a reduction in postage and printing costs.	4,079	113	12	0	0	125	Green	Amber-Green	Amber-Green	Housing & Communities	General
CONSULT 29	Housing & Communities		Review of Independent Living Service As the Council continues to expand the range of services that are provided by the Independent Living Service, including the rollout of the First Point of Contact to Hospitals, there is an opportunity to bring together, and make efficiencies in, the management of these services.	3,623	60	0	0	0	60	Green	Green	Green	Social Care, Health & Well-being	General
CONSULT 30	Housing & Communities		Deletion of an Into Work Advisor Post Following the creation of the employability gateway, efficiencies have enabled the deletion of this vacant Into Work Advisor post.	723	40	0	0	0	40	Green	Green	Green	Housing & Communities	General
CONSULT 31	Housing & Communities	Review of Adams Court and realignment of grant funding Realignment of existing grant budgets to reflect activities undertaken at Adams Court Supported Housing Project.	420	0	30	0	0	30	Green	Green	Green	Housing & Communities	General	

No	Ref	Category	Proposal	Budget £000	Saving					Risk Analysis			Cabinet Portfolio	Consultation
					Employee Costs £000	Other Spend £000	Income £000	TBC £000	2019/20 £000	Residual	Achievability	EIA		
CONSULT 32	Housing & Communities	Business Processes	Review of the Day Opportunities Team within Independent Living Services Following a review of the work undertaken by the Day Opportunities Team there is an opportunity to join up with the new Community Inclusion Service to find opportunities to integrate individuals in local groups.	3,623	20	0	0	0	20	Green	Amber-Green	Green	Social Care, Health & Well-being	General
CONSULT 33	Housing & Communities	Review of External Spend	Provision of all Into Work Services in-house Following the implementation of the new model for Into Work Services in Cardiff, which included the creation of the Employability Service Gateway, there is the opportunity to provide more of the employment services in-house and reduce the management costs.	473	0	33	0	0	33	Green	Green	Green	Housing & Communities	General
CONSULT 34	Housing & Communities		Citizen Advice Bureau (CAB) Contract - Agreed Reduction This saving reflects the third year of a three year phased reduction in the cost of the Advice Services Contract.	473	0	30	0	0	30	Green	Green	Green	Housing & Communities	General
People & Communities - Housing & Communities Total					483	105	280	0	868					
CONSULT 35	Social Services	Review of External Spend	More children supported in Cardiff and through Council provision - Change the type and level of provision available in Cardiff and how this is commissioned, purchased and used Of the children that are supported by the Council to live in residential homes, more of them will live in or close to Cardiff than at present. To achieve this, the Council will support the opening of 5 new residential homes in Cardiff during 2019. We will also take action to ensure that of the children in foster care, a greater proportion are in internal placements and live within Cardiff, than currently do. To support this, a new fostering service will be implemented from April 2019.	22,245	0	1,500	0	0	1,500	Red	Red-Amber	Amber-Green	Children & Families	General
CONSULT 36	Social Services		Improve the cost effectiveness of Social Services commissioning arrangements To improve the cost-effectiveness of the service's commissioning arrangements by seeking opportunities for rationalisation across the Directorate in terms of commissioning strategy, contract monitoring and financial management. To continue to use commissioning opportunities to seek higher quality services and added value for money where possible, through the implementation of an evidence based fee setting methodology for adults care home services and Care Home Charging Policy, and ensuring the best arrangements are in place for the commissioning of children's residential and foster placements.	41,424	0	1,000	0	0	1,000	Red-Amber	Red-Amber	Green	Social Care, Health & Well-being	General
CONSULT 37	Social Services	Prevention and Early Intervention	Maximise use of Community Resource Team (CRT) to support people to become more independent Reduction in the use of externally commissioned homecare services by reducing the need for intensive and long term packages of care. This will be achieved by increasing the capacity and impact of CRT to support people to become more independent, through a review of the Council element of CRT, changes to staffing structures to create additional capacity to assess service users, performance management, and a system review with Cardiff & Vale Health Board in order to repurpose the integrated elements of the CRT.	41,424	0	1,000	0	0	1,000	Amber-Green	Red-Amber	Green	Social Care, Health & Well-being	Prior Year
CONSULT 38	Social Services		Community Provision for older people - Improve the use and effectiveness of community provision to ensure people receive the right type and level of support at the right time in their lives The Directorate will improve the availability of community provision and ensure that individuals are supported to access the most appropriate level of provision to maximise their independence. This support will be joined-up with partners and other organisations where appropriate and take into account social, cultural and family networks. This will include making better use of night time care, the introduction of a Hospital First Point of Contact (FPOC) and the implementation of a strengths based practice approach to ensure assessment / review takes place in the right way at the right time. All these steps will seek to support more people to remain living in their own home.	41,424	0	1,000	0	0	1,000	Red-Amber	Red-Amber	Green	Social Care, Health & Well-being	Prior Year
CONSULT 39	Social Services		Safely reduce the number of children entering local authority care by enhancing protective factors within the child's home and community Build on prevention models and service delivery that enables work with families to take place at an earlier opportunity, using the range of professionals within the early help context. This could involve extending the ARC model of intervention to younger children.	22,245	0	500	0	0	500	Amber-Green	Amber-Green	Amber-Green	Children & Families	Prior Year

No	Ref	Category	Proposal	Budget £000	Saving					Risk Analysis			Cabinet Portfolio	Consultation
					Employee Costs £000	Other Spend £000	Income £000	TBC £000	2019/20 £000	Residual	Achievability	EIA		
CONSULT 40	Social Services	Prevention and Early Intervention	Enabling people with a Learning Disability to live the lives they want to live with reduced levels of community support To improve the lives of people with learning disabilities and reduce the overall cost of provision. This will be achieved by implementing a strengths based practice approach to ensure assessment/review takes place in the right way at the right time, increased use of community facilities and services to enable people to participate fully in local communities with improved networks and rights, the identification of future accommodation needs to ensure appropriate local provision and reduce use of residential care and an increased use of adult placements for accommodation and respite where appropriate.	34,835	0	500	0	0	500	Red-Amber	Red-Amber	Green	Social Care, Health & Well-being	General
CONSULT 41	Social Services		Enabling people with a Mental Health Issue to live the lives they want to live with reduced levels of community support Deliver improvements in practice and use of provision, to improve the lives of people with a mental health issue and reduce the overall cost of provision. This will be achieved by implementing a strengths based practice approach to ensure assessment/review takes place in the right way at the right time, continuing to reduce the number of people moving into Supported Living accommodation through the development of appropriate step down accommodation solutions, and investigating opportunities to reduce the use of residential home placements or to 'step-down' individuals into lower level forms of supported accommodation.	6,248	0	500	0	0	500	Red-Amber	Red-Amber	Green	Social Care, Health & Well-being	General
People & Communities - Social Services Total					0	6,000	0	0	6,000					
CONSULT 42	Planning, Transport & Environment	Income Generation	Bereavement Services Generate additional income through increases to fees for burials and cremations, and memorial products and the introduction of fees for wooden grave markers.	(2,640)	0	0	301	0	301	Amber-Green	Green	Amber-Green	Clean Streets, Recycling and Environment	City Wide
CONSULT 43	Planning, Transport & Environment		Fleet - income from enhanced commercialisation of the service Income from enhanced commercialisation of the service	(1,027)	0	0	200	0	200	Amber-Green	Red-Amber	Amber-Green	Clean Streets, Recycling and Environment	General
CONSULT 44	Planning, Transport & Environment		Transport Policy - Improved income recovery Improved income recovery through the digitalisation of the Network Management function and benchmarking against other local authorities.	(344)	0	0	120	0	120	Amber-Green	Amber-Green	Green	Strategic Planning & Transport	General
CONSULT 45	Planning, Transport & Environment		Clamping and Removal of Nuisance Vehicles This saving would be achieved through the DVLA authorising Cardiff Council to enforce against untaxed vehicles under devolved powers to use the Vehicle Excise Duty (Immobilisation, Removal and Disposal of Vehicles) Regulations 1997. This would allow the Council to monitor, report and with the permission of the DVLA, either to clamp and/or remove untaxed vehicles from the highway and Council-owned land, which would require payment of a release fee.	(520)	(50)	(55)	225	0	120	Green	Amber-Green	Amber-Green	Strategic Planning & Transport	General
CONSULT 46	Planning, Transport & Environment		Delivery of approval body for Sustainable Drainage The delivery of the approval body for Sustainable Drainage will provide income through applications and support additional staff costs.	1,363	(112)	0	220	0	108	Amber-Green	Amber-Green	Green	Strategic Planning & Transport	General
CONSULT 47	Planning, Transport & Environment		Commercial Waste and Recycling Increase income by growing the commercial waste and recycling centres at Bessemer Close and Lamby Way.	(4,451)	0	0	100	0	100	Green	Amber-Green	Green	Clean Streets, Recycling and Environment	City Wide
CONSULT 48	Planning, Transport & Environment		Planning - Progressing development proposals and enhanced information gathering Enhanced income opportunities in relation to the role of the Planning Service in progressing development proposals and enhanced information gathering in respect of new applications in the pipeline.	(2,401)	0	0	80	0	80	Green	Amber-Green	Green	Strategic Planning & Transport	General
CONSULT 49	Planning, Transport & Environment		Transport Policy - Improved Recharging Maximising opportunities for recharging of services to grant funding streams.	(184)	0	0	40	0	40	Green	Red-Amber	Green	Strategic Planning & Transport	General
CONSULT 50	Planning, Transport & Environment		General Fees & Charges Increase in fees & Charges across the Planning, Transport and Environment directorate including licensing and fixed penalty notices.	(51,414)	0	0	32	0	32	Amber-Green	Green	Green	Clean Streets, Recycling and Environment	General
CONSULT 51	Planning, Transport & Environment		Lamby Way Solar Farm Scheme Lamby Way Solar Farm will provide a substantial amount of clean, renewable energy to supply the local electricity grid and connected Council buildings. It will make a positive contribution to national and local renewable energy generation and carbon reduction targets. Through this solar farm scheme additional income will be generated from January 2020.	(606)	0	0	30	0	30	Amber-Green	Red-Amber	Green	Clean Streets, Recycling and Environment	City Wide

No	Ref	Category	Proposal	Budget £000	Saving					Risk Analysis			Cabinet Portfolio	Consultation
					Employee Costs £000	Other Spend £000	Income £000	TBC £000	2019/20 £000	Residual	Achievability	EIA		
CONSULT 52	Planning, Transport & Environment	Income Generation	Improved income from Developments Increased income from enhanced delivery of key developments across the City.	(317)	(25)	0	50	0	25	Amber-Green	Amber-Green	Green	Clean Streets, Recycling and Environment	General
CONSULT 53	Planning, Transport & Environment		Registration Services Income Generate additional income through increases to fees for marriage ceremony room hire and private citizenship ceremonies.	(798)	0	0	23	0	23	Amber-Green	Amber-Green	Green	Clean Streets, Recycling and Environment	Service Specific
CONSULT 54	Planning, Transport & Environment		Cardiff Dogs Home Improved coordination of volunteers and increased income opportunities.	(70)	(28)	0	48	0	20	Amber-Green	Amber-Green	Green	Clean Streets, Recycling and Environment	City Wide
CONSULT 55	Planning, Transport & Environment	Collaboration	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. As agreed in the service's financial business plan, this equates to 5% compounded over 3 years.	4,859	0	286	0	0	286	Amber-Green	Amber-Green	Green	Clean Streets, Recycling and Environment	General
CONSULT 56	Planning, Transport & Environment	Business Processes	Fleet Services Review of vehicle operations including utilisation and rationalisation, in addition to procurement and maintenance.	6,732	0	600	0	0	600	Red-Amber	Red	Amber-Green	Clean Streets, Recycling and Environment	General
CONSULT 57	Planning, Transport & Environment		School Transport - Route Optimisation/Retender Optimisation of school transport routes in line with requirements for new academic year and associated retendering exercise.	5,624	0	460	0	0	460	Amber-Green	Amber-Green	Amber-Green	Education, Employment & Skills	General
CONSULT 58	Planning, Transport & Environment		Civil Parking Enforcement - Fundamental Service Review Fundamental review of Civil Parking Enforcement service to optimise performance and service delivery.	(230)	0	0	0	300	300	Green	Amber-Green	Green	Strategic Planning & Transport	General
CONSULT 59	Planning, Transport & Environment		Recycling & Waste Management Services Full review of waste disposal governance and financial controls resulting in improved business processes and efficiencies.	3,187	0	0	0	250	250	Amber-Green	Red	Green	Clean Streets, Recycling and Environment	General
CONSULT 60	Planning, Transport & Environment		Neighbourhood Services - Service Redesign Rebalancing street cleansing rounds, reshaping on an area basis in order to optimise use of resources.	4,891	160	0	0	0	160	Red-Amber	Amber-Green	Amber-Green	Clean Streets, Recycling and Environment	City Wide
CONSULT 61	Planning, Transport & Environment		Recycling & Waste Management Services - Review of Staffing Resource Restructure to be undertaken within the Waste service to allow various posts to be deleted.	822	134	0	0	0	134	Amber-Green	Amber-Green	Green	Clean Streets, Recycling and Environment	General
CONSULT 62	Planning, Transport & Environment		Reshaping Highways Operations A review of demand for highways related work has identified the opportunity to grant voluntary redundancy, retirement and flexible retirement requests. A reduction in the need for reactive works, along with improvements in technologies and ways of working, supports a reduction in resources within Highways Operations, with no detrimental effect on service provision.	3,959	132	0	0	0	132	Amber-Green	Red-Amber	Green	Strategic Planning & Transport	General
CONSULT 63	Planning, Transport & Environment		Electrical - Lighting Energy Reduction Reduction in energy usage and cost due to introduction of LED on strategic routes.	9,437	7	115	0	0	122	Green	Amber-Green	Green	Strategic Planning & Transport	General
CONSULT 64	Planning, Transport & Environment		Restructure of Transport Teams Following the appointment of a new Operational Manager, this saving will be achieved through the restructure of various teams within Transport Services.	740	80	0	0	0	80	Green	Amber-Green	Green	Strategic Planning & Transport	General
CONSULT 65	Planning, Transport & Environment		Environment Enforcement Improved efficiency and effectiveness through digital working	(720)	0	0	60	0	60	Green	Amber-Green	Green	Clean Streets, Recycling and Environment	General
CONSULT 66	Planning, Transport & Environment		Service Management & Support - Team Restructure Restructure of Support Team resulting in deletion of posts through flexible retirement and voluntary redundancy.	814	52	0	0	0	52	Green	Amber-Green	Green	Strategic Planning & Transport	General
CONSULT 67	Planning, Transport & Environment		Recycling & Waste Management Services - Residual Waste to Recycling Increased productivity & recycling efficiency from the Household Waste Recycling Centres	7,589	0	40	0	0	40	Amber-Green	Red-Amber	Green	Clean Streets, Recycling and Environment	General
CONSULT 68	Planning, Transport & Environment		Review of Active Travel plans for Cardiff Deletion of vacant posts in line with Active Travel plans for Cardiff.	1,468	35	0	0	0	35	Green	Green	Green	Strategic Planning & Transport	Service Specific
CONSULT 69	Planning, Transport & Environment	Energy Management - Sustainability Team Leader Saving will be achieved through charging 60% of the Sustainability Team Leader Post to the Housing Revenue Account to reflect the proportion of work undertaken in relation to Housing.	(606)	0	0	33	0	33	Green	Amber-Green	Green	Clean Streets, Recycling and Environment	General	

No	Ref	Category	Proposal	Budget £000	Saving					Risk Analysis			Cabinet Portfolio	Consultation
					Employee Costs £000	Other Spend £000	Income £000	TBC £000	2019/20 £000	Residual	Achievability	EIA		
CONSULT 70	Planning, Transport & Environment	Business Processes	Planning - Deletion of Vacant Post Deletion of vacant administrative post in Planning	2,072	22	0	0	0	22	Green	Green	Green	Strategic Planning & Transport	General
CONSULT 71	Planning, Transport & Environment	Review of External Spend	Reduction in Energy Levies A change in government policy means that rather than a Carbon Management tax being levied on specific organisations, there will be an increase to the Climate Change Levy (CCL) on every bill. There is a resultant decrease in the cost to the Council.	647	0	230	0	0	230	Green	Green	Green	Clean Streets, Recycling and Environment	General
CONSULT 72	Planning, Transport & Environment		School Transport - Active Travel Walking routes put in place to remove transport requirements to Schools, in line with Active Travel Plans for schools and independent travel training.	5,624	0	30	0	0	30	Amber- Green	Amber- Green	Red- Amber	Education, Employment & Skills	City Wide
CONSULT 73	Planning, Transport & Environment		Bereavement Services - Public Health Funeral Contract Saving will be achieved through carrying out the Public Health Funeral Contract in-house.	667	0	24	0	0	24	Green	Amber- Green	Green	Clean Streets, Recycling and Environment	General
CONSULT 74	Planning, Transport & Environment		Structures & Tunnels - Maintenance Reduction in maintenance expenditure following new contract and other efficiencies.	5,478	0	20	0	0	20	Green	Green	Green	Strategic Planning & Transport	General
Planning, Transport & Environment Total					407	1,750	1,562	550	4,269					
CONSULT 75	Governance & Legal Services	Income Generation	Increase in income Increase in income and charges for legal work carried out for City Deal (£20K), highways (£40k), waste (£58K), regeneration (£37k) and client contributions for procurement lawyer (£58K) and miscellaneous legal charges.	(1,015)	0	0	211	0	211	Green	Amber- Green	Green	Leader's Portfolio	General
CONSULT 76	Governance & Legal Services	Business Processes	Review of Legal Services Staffing Resource Restructure of Legal Services resulting in the deletion of two posts, and reducing capacity to undertake in-house legal work.	2,724	119	0	0	0	119	Red- Amber	Red- Amber	Amber- Green	Leader's Portfolio	General
CONSULT 77	Governance & Legal Services		Reduction in annual contribution to election reserve Following a review, it is possible to reduce the annual contribution to the election reserve to pay for local elections.	100	0	20	0	0	20	Green	Green	Green	N/A	General
CONSULT 78	Governance & Legal Services		Cease printing meeting agenda and reports for Councillors and Senior Officers Cease printing meeting agenda and reports for Councillors and Senior Officers unless necessary to comply with the Equality Act 2010.	20	0	13	0	0	13	Green	Red- Amber	Green	Leader's Portfolio	General
CONSULT 79	Governance & Legal Services		Removal of Webcasting Equipment from County Hall Council Chamber Any formal council meetings held in the County Hall Council Chamber will not be able to be webcast. However, currently only one Council meeting a year is held there and this could be held at City Hall.	20	0	6	0	0	6	Green	Amber- Green	Green	Leader's Portfolio	General
CONSULT 80	Governance & Legal Services		Reduction in Training and Development budget for Members	67	0	3	0	0	3	Green	Green	Green	Leader's Portfolio	General
Resources - Governance & Legal Services Total					119	42	211	0	372					
CONSULT 81	Resources	Income Generation	Income generation for Council's branding team Saving will be achieved by operating the Council's internal branding team on a more commercial basis, increasing income collection from internal and external customers.	(92)	0	0	100	0	100	Amber- Green	Amber- Green	Green	Leader's Portfolio	General
CONSULT 82	Resources		Income generation in Bilingual Cardiff Continued commercialisation of the Council's Bilingual Cardiff team to increase the amount of income generated by providing translation services to other organisations.	(155)	0	0	42	0	42	Red- Amber	Red- Amber	Green	Leader's Portfolio	General
CONSULT 83	Resources		Information Governance Team Review Generation of additional funding / income in order to support current resources allocated to Information Governance.	(13)	0	0	33	0	33	Amber- Green	Amber- Green	Green	Finance, Modernisation and Performance	General
CONSULT 84	Resources		Additional income from HR support to schools Additional income from supporting schools for services outside of the current Schools HR Service Level Agreement.	(29)	0	0	30	0	30	Amber- Green	Red- Amber	Green	Finance, Modernisation and Performance	General

No	Ref	Category	Proposal	Budget £000	Saving					Risk Analysis			Cabinet Portfolio	Consultation
					Employee Costs £000	Other Spend £000	Income £000	TBC £000	2019/20 £000	Residual	Achievability	EIA		
CONSULT 85	Resources	Income Generation	Atebion Solutions Additional Income Atebion Solutions is a trading company wholly owned by the Council which trades commercial and procurement services to other public sector organisations. The model that has been developed is based on reducing the fixed costs of the Strategic Procurement Team through the charging of full costed staff time to the company. Due to the success of the company to date, the annual income target for the Council will be stretched by £20k.	(617)	0	0	20	0	20	Red-Amber	Amber-Green	Green	Finance, Modernisation and Performance	General
CONSULT 86	Resources	Business Processes	Capital Ambition Delivery Team Saving will be achieved through the ongoing restructure of the Capital Ambition Delivery Team, to align the focus of the team with the major transformational change projects contained within Capital Ambition Delivery Programme, and a planned drawdown from reserve for one year.	1,090	304	0	70	0	374	Red-Amber	Green	Green	Finance, Modernisation and Performance	General
CONSULT 87	Resources		Restructure the Accountancy Function A review of staffing structures and responsibilities in the section, enabling staff savings through a combination of vacant posts and voluntary redundancy together with the use of reserves in order to assist with the timing of the restructure.	2,983	209	0	150	0	359	Red	Red-Amber	Green	Finance, Modernisation and Performance	General
CONSULT 88	Resources		Connect to Cardiff (C2C) - Channel Shift C2C management are exploring means of automating as many interactions as possible for customers. This improves the customer journey and hours of service availability, but can also significantly reduce demand on resources, allowing the release of contact centre staff.	4,363	300	0	0	0	300	Red	Red-Amber	Amber-Green	Finance, Modernisation and Performance	City Wide
CONSULT 89	Resources		Process efficiencies within Revenues and Council Tax Savings will be achieved through efficiencies within Revenues and Council Tax. This will include a range of measures, including staff savings which will be delivered through a combination of a reduction in vacant posts and voluntary redundancy.	3,775	274	0	0	0	274	Red	Red	Green	Finance, Modernisation and Performance	General
CONSULT 90	Resources		Policy, Performance and Research restructure Reconfiguring three functional areas to ensure the best use of resources, and to enable more effective utilisation of skills.	1,200	204	0	0	0	204	Red-Amber	Green	Amber-Green	Finance, Modernisation and Performance	General
CONSULT 91	Resources		Savings from reduction in Support Costs for Human Resources (HR) IT System Savings arising from planned reduction in support costs for HR IT systems. The costs associated with this were previously funded by post reductions in HR as required in the original business case model.	744	0	147	0	0	147	Green	Green	Green	Finance, Modernisation and Performance	General
CONSULT 92	Resources		HR IT System Move the Council's HR IT system on to the Council's private cloud platform.	744	0	116	0	0	116	Green	Green	Green	Finance, Modernisation and Performance	General
CONSULT 93	Resources		Review of Human Resources Staffing Resource Restructure of Cardiff Works and Cardiff Academy under one new manager role resulting in the deletion of two posts through voluntary redundancy. An additional deletion of one post in HR First Contact Team through Voluntary Redundancy.	7,985	113	0	0	0	113	Red-Amber	Amber-Green	Green	Finance, Modernisation and Performance	General
CONSULT 94	Resources		Income from Education to support planning and delivery of new schools as well as an increase in general income Internal funding for support in planning and delivery of new school build project (£40k), funding of Education H&S Officer costs (£48k), as well as an increase in general income target (£11k).	(63)	0	0	99	0	99	Green	Amber-Green	Green	Finance, Modernisation and Performance	General
CONSULT 95	Resources		Deletion of vacant Enterprise Architecture Posts The new digital strategy for Cardiff refocuses the areas of work for the Enterprise Architecture Team and has identified the opportunity to delete two existing vacant posts.	555	80	0	0	0	80	Amber-Green	Green	Green	Finance, Modernisation and Performance	General
CONSULT 96	Resources		Restructure of Exchequer Support Function Further restructuring of the Exchequer Support function, to include a reduction of supervisory / management roles as well as a further reduction of administrative staff through a combination of vacant posts and voluntary redundancy.	551	120	0	(40)	0	80	Amber-Green	Amber-Green	Green	Finance, Modernisation and Performance	General
CONSULT 97	Resources		Restructure of Branding and Media teams Restructure of the Council's communications, media and branding function, to ensure the best possible use of resources.	810	76	0	0	0	76	Green	Green	Amber-Green	Leader's Portfolio	General
CONSULT 98	Resources	Reduction of Audit Resource The deletion of a Principal Auditor post through voluntary redundancy along with a reduction in hours worked.	549	62	0	0	0	62	Amber-Green	Green	Green	Finance, Modernisation and Performance	General	

No	Ref	Category	Proposal	Budget £000	Saving					Risk Analysis			Cabinet Portfolio	Consultation
					Employee Costs £000	Other Spend £000	Income £000	TBC £000	2019/20 £000	Residual	Achievability	EIA		
CONSULT 99	Resources	Business Processes	Review the service delivery arrangements for risk management A review of the service delivery arrangements for corporate Risk Management has enabled the deletion of a vacant post.	2,983	52	0	0	0	52	Amber-Green	Amber-Green	Green	Finance, Modernisation and Performance	General
CONSULT 100	Resources		HR Organisational Development Restructure of management of HR Organisational Development team and deletion of HR Organisational Development Team leader post through voluntary redundancy.	565	52	0	0	0	52	Green	Green	Green	Finance, Modernisation and Performance	General
CONSULT 101	Resources		Review of the Revenues Management Team Saving will be achieved through the deletion of one post from the management structure in the Revenues Section.	3,775	50	0	0	0	50	Amber-Green	Amber-Green	Green	Finance, Modernisation and Performance	General
CONSULT 102	Resources		eProcurement Team - Staffing Review Review of staffing resource within the eProcurement team allows the deletion of the Development and Support Manager post through voluntary redundancy.	1,256	47	0	0	0	47	Green	Green	Green	Finance, Modernisation and Performance	General
CONSULT 103	Resources		Revised funding arrangements for posts within HR People Services Saving will be achieved via a planned and prudent use of reserves over a two year period, allowing a reduction in base funding for posts.	0	0	0	43	0	43	Green	Amber-Green	Green	Finance, Modernisation and Performance	General
CONSULT 104	Resources		Bid for SOP Monies to cover extra HR Support for Band B Bid for SOP Monies to cover 50% of two posts in HR Employee Relations team to reflect impact of Band B.	0	0	0	40	0	40	Amber-Green	Red-Amber	Green	Finance, Modernisation and Performance	General
CONSULT 105	Resources		Contract Management Officer Funding of planned Contract Management Officer post from reserves for a two year period.	(617)	0	0	37	0	37	Green	Green	Green	Finance, Modernisation and Performance	General
CONSULT 106	Resources		Relocation of Council's In-House Occupational Health Service Relocation of the Council's in-house Occupational Health Service from the current leased building at Nant Garw to a Council owned building.	161	0	23	0	0	23	Amber-Green	Red-Amber	Amber-Green	Finance, Modernisation and Performance	Service Specific
CONSULT 107	Resources	Review of External Spend	Reduction in external spend in Communications and Media Reduction in the Council's publicity campaign budget	117	0	44	0	0	44	Amber-Green	Amber-Green	Green	Leader's Portfolio	General
CONSULT 108	Resources		Reduction to Third Sector Council infrastructure grant Reduction in direct grant to Cardiff's voluntary sector umbrella groups as part of a continuing development of a commissioning relationship between the Council and the sector.	4,507	0	40	0	0	40	Amber-Green	Green	Amber-Green	Leader's Portfolio	Service Specific
CONSULT 109	Resources		General reduction in external ICT spend This will be achieved through a review of the current ICT contract arrangements.	2,160	0	25	0	0	25	Green	Green	Green	Finance, Modernisation and Performance	General
CONSULT 110	Resources		Reduction in Special Projects Budget Reduction in budget available to fund projects within the Resources Directorate.	57	0	25	0	0	25	Green	Green	Green	Finance, Modernisation and Performance	General
Resources - Resources Total					1,943	420	624	0	2,987					
Council Total					3,723	11,693	2,967	994	19,377					

**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

12 December 2018

Investment Estate

Purchase of Waste Recycling Centre, Bessemer Close and
Disposal of 3-4 Wharton Street, Cardiff

Reason for the Report

1. To provide the Committee with an opportunity for pre-decision scrutiny of a Cabinet proposal to acquire a long leasehold on the Biffa Waste Recycling Centre, Bessemer Close, Cardiff, and dispose of the long leasehold of 3-4 Wharton Street, Cardiff.
2. The report will be considered by the Cabinet on Thursday 13th December 2018, and therefore this scrutiny provides Members with an opportunity to inform the decision.

Structure of the papers

5. **Appendices 2, 3 and 5 of this report are not for publication as they contain exempt information of the description contained in paragraphs 14 of part 4 and paragraph 21 of part 5 of Schedule 12A of the Local Government Act. Therefore the papers attached to this cover report are as follows:**

Appendix A – Cabinet report

Appendix 1 – Site plan – Bessemer Close

Appendix 2 – Independent Valuation report Bessemer Close – Confidential

Appendix 3 – Valuation, Bessemer Close – Confidential

Appendix 4 – Site plan – Wharton Street

Appendix 5 – Independent Valuation report Wharton Street – Confidential

Background

3. The Committee has responsibility within its Terms of Reference for scrutiny of the Council's property estate, which comprises both 'operational' property (from which the Council operates and delivers its services), and 'non-operational' or 'investment' property (which is often let for commercial return or to promote local employment, small businesses and the economic regeneration of local areas). The Council's operational and non-operational estates both fall within the Cabinet's Investment and Development Portfolio.

Purchase - Bessemer Close

4. The Council currently owns the freehold interest in approximately 2 acres of land on Bessemer Close, adjoining the existing Household Waste Recycling Centre (HWRC). The asset is let on a 125 year ground lease from December 1990 at a peppercorn rent. The Council's tenant has an occupational tenancy to Biffa Waste for 15 years from 2017 with a rental income of £80,000 per annum.
5. The long leasehold interest is on the market for £1.25million. Its purchase will provide the Council with a regular and secure income, and recoup control over a site adjoining the existing HWRC.
6. The Council has made a provisional offer to the long leaseholder, however completion of the sale is subject to Cabinet decision. Cabinet are being advised that delaying a decision may render the long leaseholder to seek alternative bids.

Disposal - Wharton Street

7. The Cabinet report indicates that in conjunction with this acquisition it is recommended that the Council disposes of the long leasehold of 3-4 Wharton Street, a building with three current tenancies. The Council will retain the freehold.

8. Whilst this asset currently generates an income into the Council's Investment Estate, the longevity of the income is not secure, and together with the maintenance responsibility, the asset does not fit the criteria of the Investment Estate

Previous Scrutiny

9. The Committee has previously stated it recognises that accountability for decisions taken by the Investment Estate Board would sit with professional officers advised by commercial advisers, reporting to the Leader, with an annual report of its activities included in the Council's Asset Management Plan for Cabinet consideration. Therefore, its interest would be in the performance of the Board in maximising income from the Council's estate. To this extent the Committee has planned consideration of the Corporate Land & Property Management Plan 2019/20 for its March agenda.

Way Forward

10. Strategic Estates Manager, Helen Thomas, will be in attendance to answer Members' questions. The Cabinet Member for Investment and Development has a long standing prior commitment.

Legal Implications

11. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly

informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

12. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

The Committee is recommended to consider the information presented in this report, its appendices, and at the meeting; and decide whether it wishes to forward any comments or recommendations to inform the Cabinets discussion on 13th December 2018.

Davina Fiore
Director of Governance & Legal Services
6 December 2018

**CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD**

CABINET MEETING:

**PURCHASE OF BIFFA WASTE RECYCLING CENTRE,
BESSERMER CLOSE AND DISPOSAL OF 3-4 WHARTON
STREET, CARDIFF.**

ECONOMIC DEVELOPMENT (CLLR GOODWAY)

AGENDA ITEM:

PORTFOLIO: BUSINESS & INVESTMENT

Appendices 2, 3 and 5 of this report are not for publication as they contain exempt information of the description contained in paragraphs 14 of part 4 and paragraph 21 of part 5 of Schedule 12A of the Local Government Act 1972.

Reason for this Report

1. To seek Cabinet authority to acquire the Biffa Waste Recycling Centre, Bessemer Close, Cardiff for the Council's Investment Estate portfolio and dispose of 3-4 Wharton Street, Cardiff.

Background

2. An Investment Estate Strategy was agreed by Cabinet on 21st November 2016 to implement a proactive approach to allow the Council to manage assets more effectively with the aim to improve the overall performance of the Estate.
3. Capital receipts generated from the sale of Investment Estate properties can be reinvested in existing assets or can be used to purchase new investment properties.
4. The key objective of the Investment Estate Strategy is to deliver an improvement in the performance of the estate over the next 5 years
5. An opportunity has been identified to acquire the Biffa Waste Recycling Centre for investment purposes.
6. Cardiff Council currently holds the freehold interest in the Bessemer Road site (Appendix 1 identifies the site).The Council's Tenant is disposing of the long lease which is currently sub-let to Biffa which provides the Council with an opportunity to acquire a rental income of

£80,000 per annum. A report from an independent valuer supporting the Council's acquisition of the site is attached as Confidential Appendix 2.

7. The site extends to 0.78 hectares (1.93 acres) and is located immediately adjoining the Council's existing Household Waste Recycling Centre. The site currently comprises a detached recycling unit, weighbridges and ancillary offices totalling some 1,328 sq m (14,294 sq ft).
8. In conjunction with this acquisition it is also recommended the Council dispose of 3-4 Wharton Street (Appendix 4 identifies the site and a Confidential Appendix 5 provides an independent valuation).
9. Wharton Street is a four storey Grade II listed building located between The Hayes and St Mary's Street. Constructed in the late Nineteenth Century, current tenants comprise a retail unit, public house with living accommodation above and private members club.

Issues

10. The acquisition of the Bessemer Road site represents an opportunity to acquire an asset let to a single occupier until 2032 with guaranteed uplifts in the rental income and benefits from a marriage value from the merging of the interests. The site adjoins existing Council facilities and land ownership and the proposed acquisition fulfils the Investment Estate parameters.
11. The disposal of Wharton Street aligns with the investment estate strategy. The asset currently generates an income into the Investment Estate but the longevity of the income is not secure and coupled with the maintenance responsibility, the asset does not fit the criteria of the Investment Estate. Given the location, indications are that this presents a city centre opportunity for regeneration, the council will dispose of the long leasehold and retain a freehold interest.
12. Both transactions will be subject to further due diligence before completion.

Reason for Recommendations

13. (i) To sanction the acquisition of a strategic income producing asset for the Council's Investment portfolio
- (ii) To sanction the disposal of long leasehold of 3-4 Wharton Street.

Financial Implications

14. The Council's Investment Property Strategy approved in 2016 aims to improve the performance of the estate by undertaking acquisitions where paid for from disposals of sites no longer deemed suitable for long term retention in the estate.

The report proposes the acquisition of a site at Bessemer Close, which will generate income for the estate and also consolidate the Council's interest in the site and neighbouring sites used for operational purposes. The total cost of acquisition is shown in the Appendices and is supported by an external valuation. In terms of income certainty, a financial appraisal has been undertaken of the tenant and this is shown to represent a good covenant. Any acquisition is subject to receipt of satisfactory surveys.

Based on realised income from site disposals and existing commitments from the investment property fund, there is insufficient income to cover the costs of the purchase. However the report identifies the leasehold disposal of a site at Wharton street as an income source that will be pursued in the short term, to cover the costs of any acquisitions to be undertaken. Whilst any disposal will result in loss of rental income, disposal would support the removal of a maintenance obligation, support wider economic regeneration and allow re-investment in an asset to secure a longer term equivalent income stream. The disposal process adopted should aim to secure best value for the site as recommended by valuation advice.

Requiring disposal proceeds to be in place before acquisitions mitigates the risk of having to borrow. In this case, there is likely to be a difference between the timing of investment and the timing of any disposal of the site mentioned in the report or other sites in the investment estate. The estimated timing of the acquisition is February 2019, whilst subject to ensuring a robust disposal process, the timing of disposal is forecast to be May 2019. This results in risks to affordability, however the view is that the receipt is realisable. In this one off case, the short term cash flow impact of timing would be managed by retaining all income receivable from the BIFFA site following acquisition, until proceeds from disposals are realised.

Any revenue implications will need to be managed within the investment estate revenue budget.

Legal Implications

15. The Council's Procedure Guide for the Acquisition and Disposal of Land requires the purchase price to be based on price alone and to be no more than market value as certified by a qualified Valuer in addition, The Council is obliged to obtain the best consideration reasonably obtainable from its property disposals in accordance with section 123 of the Local Government Act 1972.

RECOMMENDATIONS

16. The Cabinet is recommended to agree to the purchase of Biffa Waste Recycling centre for investment purposes.

NEIL HANRATTY
DIRECTOR OF ECONOMIC DEVELOPMENT
23rd November 2018

The following appendices are attached of which Appendix 2, 3 and 5 are CONFIDENTIAL:

Appendix 1 – Site Plan – Bessemer Close, Waste Recycling Centre

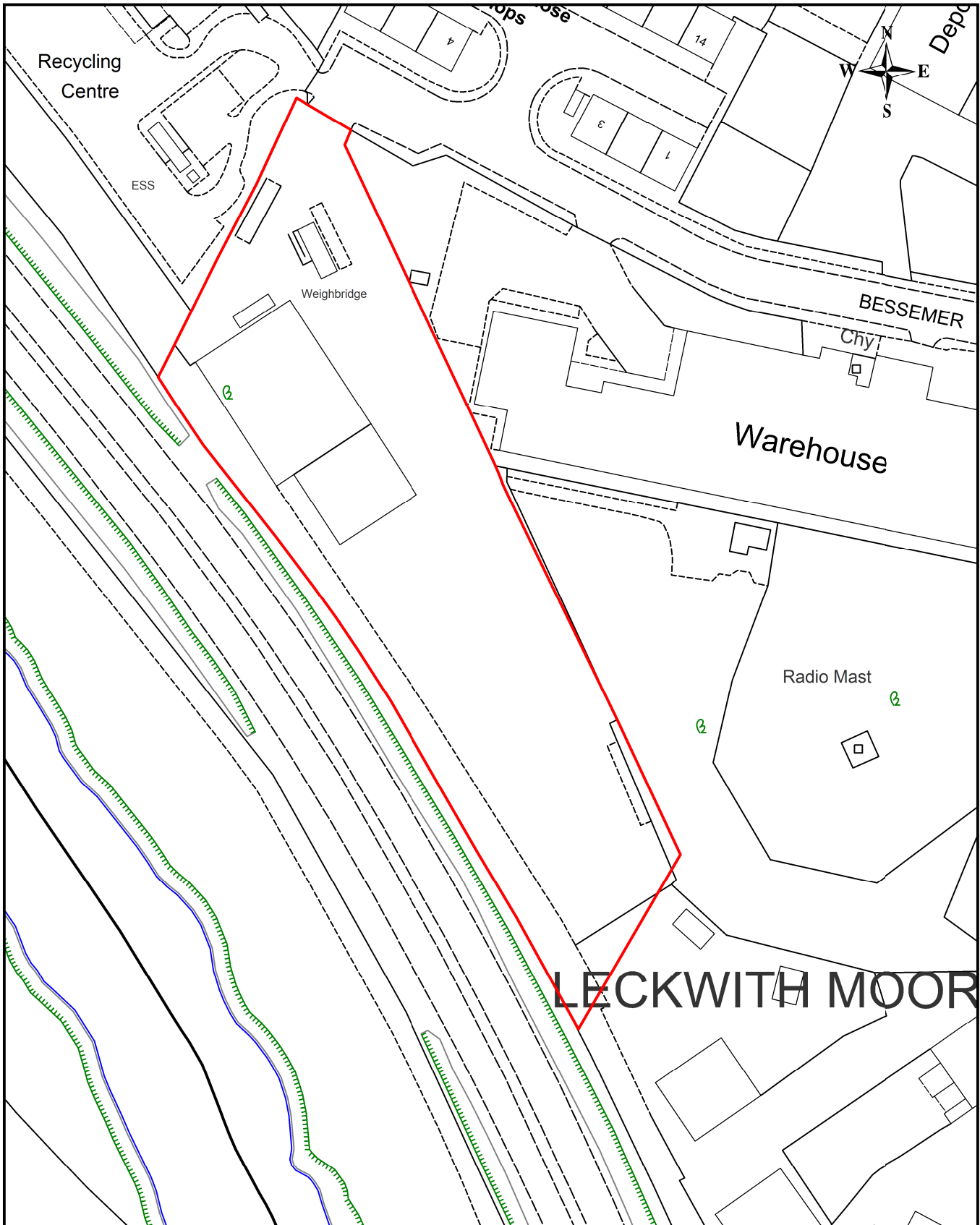
Appendix 2 – Independent Valuation Report Bessemer Road - **Confidential not for publication**

Appendix 3 – Total Acquisition costs - **Confidential not for publication**

Appendix 4 – Site Plan – 3-4 Wharton Street

Appendix 5 – Independent Valuation Report Wharton Street - **Confidential not for publication**

Biffa Waste Services Ltd, Bessemer Close



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Rev No.	Details			Strategic Estates Division Cardiff County Council County Hall Cardiff CF10 4UW Director - Neil Hanratty	
	Drawn by c063926	Scale 1:1250	Date 29/11/2018		
	Project / Drawing No. R:\Propinfo 2\Ownership Plans\2018 ownerships\Biffa Waste Services Ltd.WOR				

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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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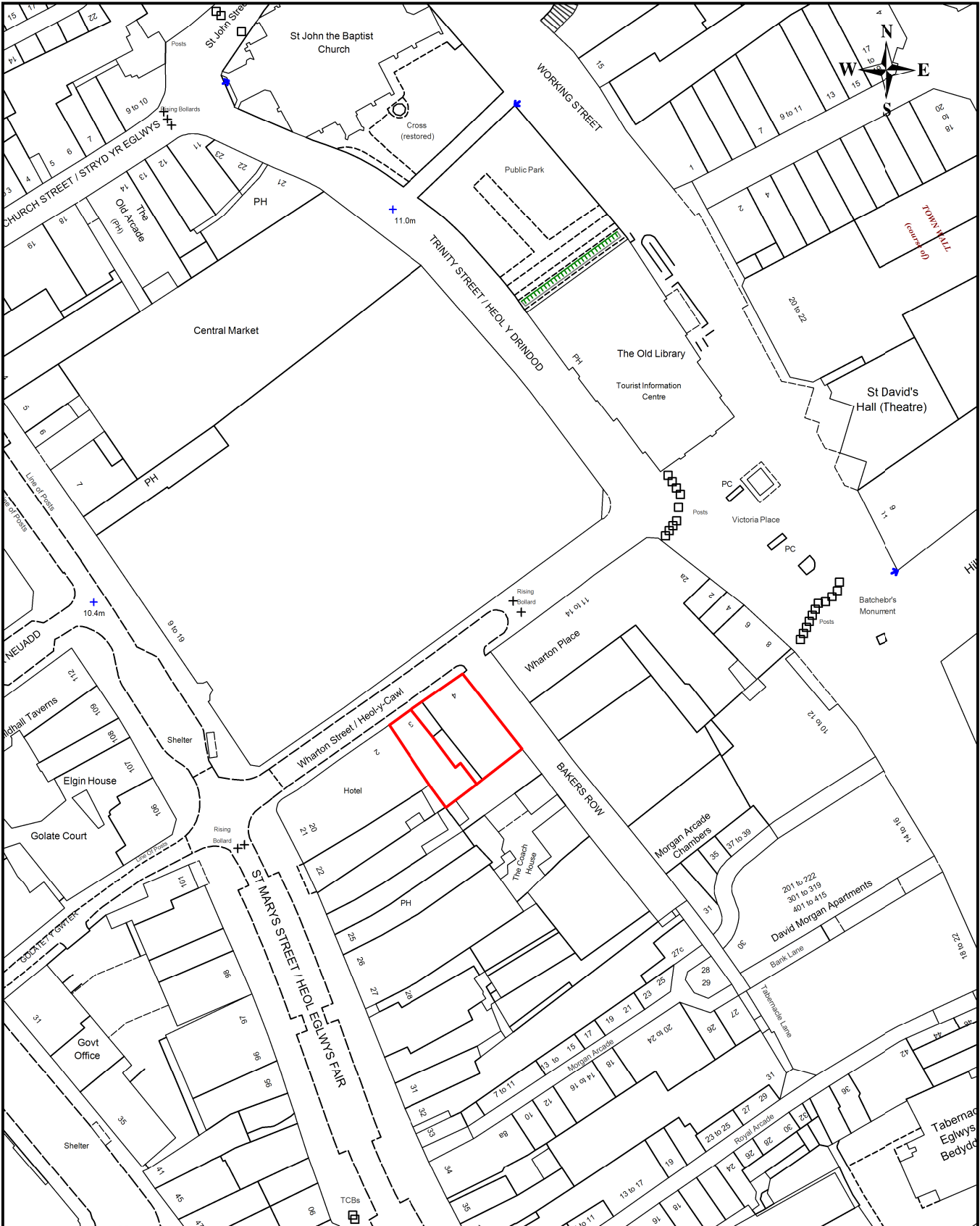
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By virtue of paragraph(s) 14, 21 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

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3 & 4 Wharton Street



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Rev No.	Details			Strategic Estates Division Cardiff County Council County Hall Cardiff CF10 4UW	
	Drawn by	Scale 1:1250	Date 29/11/2018		
	Project / Drawing No. R:\Propinfo 2\Ownership Plans\2018 ownerships\WhartonSt.WOR				

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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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**CYNGOR CAERDYDD
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE**

12 December 2018

FORWARD WORK PROGRAMME – January–April 2018/19

Purpose of the Report

1. To seek the Committee's approval for publication of its proposed Forward Work Programme, spanning January to April 2019.

Background

2. In line with the requirements of the Council's Constitution and good scrutiny practice, each Scrutiny Committee sets its own work programme for the forthcoming year (Scrutiny Procedure Rule 7).

Role of the Committee

3. The Committee's Terms of Reference confer upon it two distinct scrutiny roles.
 - an overarching responsibility to scrutinise, monitor and review the overall corporate performance and improvement of the Council.
 - to scrutinise, monitor and review the effectiveness of specific functions, such as the Corporate Planning and Improvement framework, the Capital Ambition Delivery Programme, Finance, ICT, Human Resources, Governance, Legal Services, Property, Procurement, Customer Services and the Public Services Board.
4. Within the new organisational structure the Committee's responsibilities fall within three of the Council's Directorates; as follows

- The Corporate **Resources Directorate** falls within the Committee’s remit in its entirety and comprises; Commissioning and Procurement; Finance; Human Resources; Digitalisation and Customer Services (including Corporate Complaints and Connect to Cardiff (C2C); Performance & Partnerships (including Bilingual Cardiff).
- The **Economic Development Directorate** includes Corporate Landlord, Strategic Estates (including both the operational and non-operational portfolios), Facilities Management and International Policy.
- The **Governance and Legal Services Directorate** falls within the Committee’s remit in its entirety and comprises; Committee & Members’ Services; Electoral Services; Equalities, Glamorgan Archives; Legal Services; and Scrutiny Services.

5. The Committee will meet on the following dates, which fall on a Wednesday, starting at 4.30pm.

16 January 2019
20 February 2019 (Budget proposals)
13 March 2019
10 April 2019
8 May 2019
12 June 2019
3 July 2019

Publication of Forward Work Programme

6. The work programme, whilst constructed at the beginning of the municipal year, is updated and amended during the year in order to respond to urgent priorities, policy developments, and unplanned pre-decision opportunities. It also has to remain flexible and responsive in order to cover any urgent issues occurring throughout the year.

7. In response to a Wales Audit Office Proposal for Improvement in public engagement all Scrutiny Committee Forward Work Programmes are now routinely published on the Council's website quarterly, and look ahead for a four month period.
8. Attached at **Appendix 1** is the Committee's programme for January – April 2019.
9. To ensure effective scrutiny a maximum of three items are routinely programmed for each meeting.
10. Where the scrutiny requires a more in depth approach it takes place in the form of a task and finish group informally outside of Committee. The Committee is currently undertaking such an inquiry into the impact of Scrutiny.
11. In January 2019 the Committee's Performance Panel will once again have an opportunity to work closely with the Cabinet giving more in depth consideration to the Councils approach to target setting within the Corporate Plan.

Legal Implications

12. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken

having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

13. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATION

The Committee is recommended to agree publication of its work programme for January to April 2019.

DAVINA FIORE

Director Governance & Legal

6 December 2018

POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE – FORWARD WORK PROGRAMME

01 January 2019 - 30 April 2019

If you would like to share your experiences or views regarding the items being considered please contact:

Scrutinyviewpoints@cardiff.gov.uk

Title and Description of Report	Invitees	Contact Officer
16 January 2019		
Corporate Plan 2019-22 Policy development scrutiny of the Council's draft Corporate Plan for 2019-22.	Leader of the Council Chief Executive Corporate Director Resources Head of Performance and Partnerships Head of Cabinet Office	Principal Scrutiny Officer Nicola Newton N.Newton@cardiff.gov.uk
Property Disposal Strategy Pre-decision scrutiny of the Council's strategy for property disposal.	Cabinet Member Investment & Development Director of Economic Development Head of Property	Principal Scrutiny Officer Nicola Newton N.Newton@cardiff.gov.uk
Core Office Accommodation - unconfirmed Pre-decision scrutiny of work to develop proposals for future Core Office	Cabinet Member Investment & Development Director of Economic Development	Principal Scrutiny Officer Nicola Newton N.Newton@cardiff.gov.uk

Title and Description of Report	Invitees	Contact Officer
Accommodation for the Council, which aims to reduce operating costs, the maintenance backlog and provide improved facilities.		
<p>Workforce Strategy Action Plans Review of the Directorate Action Plans in place to deliver an effective workforce strategy that places the workforce at the centre of the organisation, supported by investment and an effective development strategy.</p> <p><i>Review meeting to scope way forward.</i></p>	Cabinet Member Finance Modernisation and Performance Chief Human Resources Manager Chair of PRAP	Principal Scrutiny Officer Nicola Newton N.Newton@cardiff.gov.uk
<p>Reviewing Scrutiny Impact (Member Working Group)</p> <p>Ongoing - A task group will explore achievements/outcomes, and best practice in capturing the impact of scrutiny.</p>	Cllrs Walker (Chair), Boyle & Mackie,	Principal Scrutiny Officer Nicola Newton N.Newton@cardiff.gov.uk
20 February 2019		
<p>Corporate Plan 2019-22 Pre-decision scrutiny of the Council's draft Corporate Plan for 2019-22</p>	Leader of the Council Chief Executive Corporate Director Resources Head of Performance and Partnerships Head of Cabinet Office	Principal Scrutiny Officer Nicola Newton N.Newton@cardiff.gov.uk

Title and Description of Report	Invitees	Contact Officer
Budget Proposals 2019-20 Pre-decision scrutiny of the Council's budget proposals for 2019-20. To feed Members observations and concerns into Cabinet's consideration, prior to approval by Full Council	Cabinet Member Finance Modernisation and Performance Corporate Director of Resources Director of Legal & Governance Director of Economic Development Chief Digital Officer	Principal Scrutiny Officer Nicola Newton N.Newton@cardiff.gov.uk
13 March 2019		
Delivering Capital Ambition Performance Monitoring scrutiny of the Service Review Programme to deliver Capital Ambition.	Cabinet Member Finance, Modernisation and Performance Corporate Director of Resources Programme Manager	Principal Scrutiny Officer Nicola Newton N.Newton@cardiff.gov.uk
Corporate Land & Property Management Plan 2019-20	Cabinet Member Investment & Development Director of Economic Development Head of Strategic Estates	Principal Scrutiny Officer Nicola Newton N.Newton@cardiff.gov.uk
Performance Quarter 3 2018/19 To monitor performance for Quarter 3 of the 2018-19 financial year - PRAP Performance Panel	Head of Performance and Partnerships	Principal Scrutiny Officer Nicola Newton N.Newton@cardiff.gov.uk
10 April 2019		
Delivering Capital Ambition	Cabinet Member, Finance Modernisation and Performance	Principal Scrutiny Officer Nicola Newton

Title and Description of Report	Invitees	Contact Officer
Performance Monitoring scrutiny of the Digital First programme to deliver Capital Ambition.	Corporate Director of Resources Chief Digital Officer Programme Manager	N.Newton@cardiff.gov.uk