

2017-18 BUDGET PROPOSALS FOR CONSULTATION

REPORT OF CORPORATE DIRECTOR RESOURCES

AGENDA ITEM: 2

PORTFOLIO: CORPORATE SERVICES & PERFORMANCE (COUNCILLOR GRAHAM HINCHEY)

Reason for this Report

1. To provide an update to the Budget Reduction Requirement for 2017/18 including the reflection of the Provisional Local Government Settlement.
2. To provide details of consultation to be undertaken prior to preparation of the Cabinet's final 2017/18 Budget Proposals for submission to Council for approval. The consultation document "Changes for Cardiff" is attached at Appendix 1 while the budget proposals on which this consultation is based are attached at Appendix 2.

Background

3. Cabinet received a Budget Strategy Report in July 2016 in relation to the 2017/18 Budget. That report set out a potential savings requirement of £24.328 million for the financial year 2017/18 and £75 million for the period 2017/18 – 2019/20. This position was a combination of financial pressures and an anticipated 1% annual reduction in the Council's Aggregate External Finance which is the collective term for the Revenue Support Grant (RSG) and redistributed Non-Domestic Rates (NDR) that the Council receives from Welsh Government (WG.) This is set out in the table below.

MTFP at July 2016	2017/18	2018/19	2019/20	Total
	£000	£000	£000	£000
Financial Pressures	20,065	19,296	23,317	62,678
AEF Reductions at 1%	4,263	4,220	4,136	12,619
TOTAL BUDGET GAP	24,328	23,516	27,453	75,297

Provisional Local Government Settlement

4. The Welsh Government's Provisional Local Government Settlement was announced on the 19 October 2016. The settlement set out a cash increase in Aggregate External Finance (AEF) for Cardiff of 0.3%, which equates to additional cash of £1.437 million. However, after taking into account two differentiating year on year factors referred to in subsequent paragraphs, the true cash increase for Cardiff was £887,000. In terms of AEF per capita, Cardiff ranks 20th out of the 22 Welsh Authorities and with an AEF per capita of £1,177, is almost 11% below the Welsh average of £1,318.
5. Cardiff's 0.3% increase was the eighth highest in Wales and compares to a Welsh average increase of 0.1%. Across Wales, distribution varied from a 0.5% reduction for five authorities to a 0.9% increase for Gwynedd. In order to ensure that no Local Authority received a decrease of more than 0.5%, four authorities were the recipients of top-up funding totalling £2.3 million. This funding was additional to the settlement and was not redistributive in impact.
6. The settlement includes two new responsibilities that must be borne totalling £444,000 for Cardiff. As these must be funded from within the overall funding envelope, they are the first of the differentiating year on year items previously referred to as reducing the additional cash available within the settlement. The two responsibilities relate to the increase in residential care capital limits (from £24,000 to £30,000) in 2017/18 and the full disregard of War Disablement Pension in Financial Assessments.
7. Four specific grants have transferred into the AEF funding. Three of these, Deprivation of Liberty Standards, Blue Badge and Food Hygiene Rating Scheme are relatively minor in amount and collectively the transfer equates to £22,000 for Cardiff. The fourth and at £319,000 the most significant in monetary terms, is the Delivering Transformation (in Social Services) Grant. There are no adverse redistributive funding shortfalls for Cardiff as a result of the transfer of these grants into AEF.
8. There was one transfer out of the settlement which relates to Education Workforce Council Teachers Registration Fees. Whilst £106,000 has been transferred out of the settlement for Cardiff in this respect, based on current Council policy, the commitment to which the transfer relates is ongoing. This is therefore the second of the differentiating year on year items previously referred to as reducing the additional cash available for Cardiff.
9. The settlement contained a partial All Wales listing of specific grants for 2017/18. There have been a number of grant consolidations with 14 grants consolidated into new grants. Notable increases included Pupil Deprivation Grant with a 7.4% increase at an All Wales level, indicated within the WG budget to be in support of Early Years. Notable reductions included a 6.7% reduction in Single Revenue Grant which funds environmental services such as waste collection. Applying this level of reduction to Cardiff's current allocation results in a £468,000 funding shortfall next year. In the days leading up to the settlement, public announcements were made in respect of the discontinuation

of Communities First Funding and Schools Challenge Cymru Funding, although details are yet to be confirmed.

10. The specific grants listing provided as part of the Provisional Settlement was incomplete with information on eleven grants yet to be confirmed. In addition, the written statement accompanying the settlement indicated that WG Ministers are considering whether “further flexibility might be offered in relation to certain grant funding for 2017-18 and beyond.” Conclusions are expected at final settlement, which is due on the 21 December.
11. The Provisional Settlement also contained information in respect of capital funding. The position for Cardiff was an increase in general capital funding (GCF) of 0.3% which equates to £41,000 in cash terms. For Cardiff, GCF for 2017/18 will be £13.531 million, which comprises £5.119 million cash grant and £8.412 million unsupported borrowing.
12. Other points of note in relation to the settlement are that there is no specific protection for schools’ budgets. The settlement was stated to include an additional £25 million at an All Wales level for Social Services, which is within Local Authorities’ AEF figures. Formula changes in relation to sparsity which have an adverse impact on distribution for Cardiff, have been phased over two years.
13. The Provisional Settlement is for one year only, with no indicative figures beyond 2017/18. This absence of multi-year settlement figures is extremely problematic from a financial planning perspective although there have been indications that some information may be available in the new year, following review of the implications of the Autumn Statement.
14. To summarise, the revenue settlement implies a £1.437 million cash increase next year. However, after allowing for new responsibilities and transferred funding in relation to which commitments still remain, the true position for planning purposes is £887,000.

Financial Overview

15. The budget reduction requirement is a dynamic figure and regular review is an important part of financial resilience. The Council undertakes systematic refresh of figures in line with a set timetable and reactive refresh occurs in response to new developments and emerging financial pressures.
16. The outcome of the updates is that the budget reduction requirement for 2017/18 is currently estimated at £25.1 million (£76 million over the next 3 years) and this is the position upon which the budget consultation is based. This position will remain fluid and has the potential to fluctuate further prior to the presentation of Cabinet’s final budget proposals in early 2017, for example to reflect the final Local Government settlement which will not be received until December, to reflect the 2017/18 council tax base and Cabinet’s consideration of consultation responses.

17. Updates to the Budget Reduction Requirement since July 2016 are summarised in the table below and are described in more detail in subsequent paragraphs.

Component of Gap		Change £000
July Budget Reduction Requirement		24,328
Financial Pressures	Additional Financial Pressures	2,465
	New Responsibilities (within settlement)	444
	Social Services Realignments	2,900
	Write out of unachievable savings	1,073
	Other	(475)
Funding	Provisional Settlement at +0.3%	(5,613)
Net Change		794
Updated Budget Reduction Requirement		25,122

18. The changes to financial pressures are set out in further detail below:-

- Additional Financial Pressures** - the Medium Term Financial Plan (MTFP) within the Budget Strategy Report included a provisional sum of £3 million in 2017/18 to cover emerging financial pressures. The budget position upon which this consultation is based, reflects financial pressures of £5.465 million. Significant contributory factors to the higher figure include further anticipated demand-led pressures and exceptional cost increases in relation to Social Services. In recognition of the particular challenges facing the service, the increased figure also includes sums to improve capacity to reshape and improve preventative measures in this area. The significant reduction to Single Revenue Grant indicated within the Provisional Settlement is also reflected as an additional pressure. This grant funds environmental services such as waste collection. There will be no reduction in responsibilities funded by the grant, resulting in a funding shortfall for the Council to bear.
- New Responsibilities** - this change relates to two additional responsibilities placed on Authorities within the Provisional Settlement. As described earlier in this report, these are the increase in residential care capital limits (from £24,000 to £30,000) in 2017/18 and the full disregard of War Disablement Pension in Financial Assessments.
- Social Services Realignments** - the Social Services realignment reflects the impact of the demographic and cost pressures being experienced in the current financial year which cannot be contained within the existing base budget. This includes the impact of a substantial increase in the number of looked after children in Children's Services and significant demographic and cost pressures in Adult Services particularly in relation to domiciliary and nursing care. The realignment also includes an amount to reflect the full year effect of these pressures in 2017/18.

- **Write out of unachievable savings** - as part of financial resilience considerations and to ensure a robust base from which to deliver the 2017/18 savings, £1.073 million has been included within the budget reduction requirement to write out savings from previous years which are no longer technically achievable.
- **Other** – this reflects systematic updates to reflect most recent cost base, price inflation and demographic data.

19. The position on the funding component of the gap is set out below:-

- The funding component of the budget gap has been afforded greater clarity by the Provisional Local Government Settlement which is covered in detail at the outset of this report.
- The £5.6 million change indicated in the above table reflects the improvement from the Council's planning assumption of a 1% reduction and the 0.3% increase confirmed by Provisional Settlement.
- The 1% funding reduction had been assumed in the absence of any indicative funding figures from WG. It took into account modelling by the Welsh Local Government Association (WLGA) which considered the possibility of differing levels of protection for the rest of the Welsh Public Sector and the associated impact this could have on AEF. Cardiff's assumption of 1% was based on medium protection, allowing an additional margin for formula changes that were due within the settlement for 2017/18 and that were anticipated to have an adverse impact for Cardiff.
- The absence of indicative funding figures for years beyond 2017/18 has already been noted. Planning assumptions in relation to funding for 2018/19 and beyond will need to be reviewed as part of detailed refresh and roll forward one year (to 2020/21) of the MTFP for the February 2017 Budget Report. It is hoped that WG may produce some indicative figures in the New Year, following review of the Autumn Statement.

Issues

20. Before 11 March 2017, Cabinet Members have a collective duty to place before the Council proposals, which, if approved, will result in the adoption of a balanced budget for 2017/18. In the current context, those proposals must include a strategy which delivers a Budget Reduction Requirement currently identified at £25.1m. The strategy includes a combination of budget cuts, caps to schools' growth, increases in council tax and use of reserves.

Financial Planning Assumptions

21. The July 2016 Budget Strategy Report set a number of planning assumptions as part of the solution to the budget reduction requirement. These were :-
 - A 3.7% Council Tax Increase
 - A 30% cap on schools' financial pressures (with the exception of pupil number growth)
 - £1.5 million use of Reserves
22. These planning assumptions remain in place at the start of this consultation period and will be further considered as Cabinet continues its work to recommend its 2017/18 final budget proposals to Council next year. The cap on school's growth is retained at 30% although the quantum has increased as a result of updates to the financial pressures figure upon which it is based.
23. In respect of council tax increases, the previous planning assumption of 3.7% has been retained. This assumption reflects the 2016/17 council tax base and generates net additional income of £4.4 million, after taking into account the associated increase in the Council Tax Reduction Scheme budget. The Council Tax base for 2017/18 will be considered by Cabinet in December 2016. The associated change will need to be factored into the Budget Reduction Requirement at that stage, along with any knock-on impacts which will feed through into final settlement.
24. Schools' pressures of £6.4 million have been identified in respect of 2017/18 and these have been capped by 30% which equates to £1.9 million. For Cardiff, pupil number growth is projected to result in increased costs of £2.6 million for 2017/18 and the Budget Strategy is predicated upon this sum being fully pass-ported to schools. Effectively, under current budget strategy assumptions, Schools Budgets will receive £2.6 million pupil number growth and £4.5 million (capped) growth for 2017/18; a total of £7.170 million.
25. At 31 March 2016, the Council's General Reserve stood at £15.2 million and Earmarked Reserves (for General Fund Services) stood at £38.2 million. The use of reserves as general budget funding should be treated with caution for a number of reasons. Firstly, their finite nature means their use to fill a budget gap in one year creates an immediate hole in the finances of the following year. Secondly, earmarked reserves are an important part of the Council's financial resilience, especially in prolonged periods of financial challenge. Finally, earmarked reserves are set aside for a specific purpose which would be compromised if they are routinely used at significant levels for general budget funding.
26. The level of reserves in Welsh Local Government has been subject to much scrutiny over recent years. Whilst prudent, the level of reserves in Cardiff could be considered to be just at an adequate level for an authority of its size. Recent figures produced by WG show that expressed in percentage terms Cardiff has the lowest level of both general and useable earmarked reserves across Wales. The Budget Strategy assumption of a £1.5 million use of reserves strikes an

appropriate balance between on the one hand, using available cash balances to support services and on the other, protecting the Authority's financial resilience and future financial position. Following review, a full listing of the Council's reserves will be appended to the Councils 2017/18 Budget Report.

Overall Position

27. The Budget Reduction requirement of £25.122 million will need to be met from a combination of budget savings proposals and the planning assumptions detailed above. The 2017/18 Budget Report will contain for Council's approval, Cabinet's overall proposal in respect of the Budget. This will be informed by consultation with the Council's stakeholders. As part of that consideration, all present planning assumptions will be reviewed to ensure that they are still valid following the receipt of the final settlement and the latest position on specific grants.
28. The table below summarises the 2017/18 Budget for Consultation. The detail behind the savings figures is contained in Appendix 2.

2017/18 Budget as per consultation proposals

Budget Savings Proposals	£000
Directorate Savings Proposals	13,331
Addressable Spend Saving Proposals*	3,910
Total Savings Proposals	17,241
Budget Strategy Assumptions	
Council Tax Increase 3.7%	4,451
Schools – non-pupil number growth capped by 30%	1,930
Use of Reserves	1,500
Total Budget Strategy Assumptions	7,881
Savings Proposals and Budget Strategy Assumptions	25,122

*The term addressable spend is used to refer to components of the Council's budget from which it is more difficult for individual directorates to propose savings. This is for a number of reasons, such as budgets that are delegated to schools and have previously been the subject of WG protection, and those that are externally set, are a part of corporate financial planning and resilience, or are necessary to service debt.

29. The information set out in Appendix 2 represents the 2017/18 savings proposals for consultation and contains the following information:-
- The directorate proposing the savings e.g. City Operations, Social Services
 - The theme of the saving as referenced in the Ask Cardiff survey over the summer
 - The title of the saving and an explanation of the proposal
 - The budget in relation to which the saving has been identified

- An indication of the nature of the saving - e.g. whether it would result in a reduction in employee costs, a reduction in spend or an increase in income
- An initial risk analysis in respect of both the residual risk and the risk of the achievability of the saving
- An initial Equalities Impact Assessment in relation to the saving proposed
- The Cabinet Portfolio that the proposed saving falls within
- Identification of whether city-wide consultation will take place as part of the Changes for Cardiff consultation or whether service specific consultation is required or whether consultation has occurred previously

30. The consultation on the 2017/18 budget savings proposals will take the following forms:-

- **City-wide public consultation** on issues of general interest as set out in the “Changes for Cardiff” consultation document at Appendix 1.
- **Service specific consultation** with identified service users / group of organisations
- **General Council Consultation** – this relates to internal changes within the Council including back office efficiencies, staff changes, process improvements and broader changes around income generation and other service implications.

31. In addition, some savings proposals were included in prior year consultations:-

- **City wide consultation that took place in a previous year** - because the proposal is in its second or third year for example the Youth Service proposal
- **Service specific consultation that took place in a previous year** – because the proposal is in its second or third year

32. Appendix 2 sets out the form of consultation for each proposal. This information is summarised below:-

2017/18 Savings Proposed	£000
Savings proposals to be included in the city-wide consultation	659
Savings proposals requiring service specific consultation / communication	2,284
Other general savings proposals	10,765
Savings proposals consulted on city-wide as part of previous budgets	974
Savings proposals where service specific consultation / communication took place in a previous year	2,559
Total 2017/18 Savings Proposed	17,241

33. The Council's Corporate Plan sets out its vision to be Europe's most liveable capital city, its co-operative values, and its four key priorities of promoting economic growth, supporting the vulnerable, developing education and skills, and working together to transform services. Whilst recognising that the financial challenges facing the Council remain significant, wherever possible, budget proposals have been developed to maintain support for the delivery of these key priorities. In this respect, the draft budget upon which consultation is based contains net investment in Schools of £7.2 million along with net investment in Social Services of £9.5 million. Whilst the need to make savings is an inevitability in the current climate, wherever possible, savings proposals aim to adopt a more commercial approach through review of alternative delivery models, maximisation of income streams and working with partners. In addition, through the proposals, the Council continues to review and challenge internal processes, maximising use of technology and securing value on our contracts, demonstrating clear links between savings themes and the Council's Organisational Development Programme (ODP).
34. The Council's organisational values Open, Fair and Together are central to the approach to budget setting which means that the Council will be open in communicating and explaining budget proposals. Proposals will be based on fairness and properly evaluated for their impact. As noted above, there is also a focus on ensuring that we work together with people and organisations, both internally and externally, to deliver services more effectively and efficiently.
35. As well as considering the impact of the budget proposals on current priorities and values, the Council is alert to the need to set a budget that is based on the Sustainable Development Principle. In applying this principle, the Council is mindful of the five ways of working set out in the Future Generations (Wales) Act; long term, prevention, integration, collaboration and involvement. As already noted, openness and involvement are core Council values and this consultation is an important part of engagement in the budget process. Whilst the significant and prolonged period of financial challenge that the Council has faced over recent years means that difficult decisions are inevitable, budget proposals aim to future-proof services for Cardiff wherever possible by, for example, seeking alternative delivery as opposed to closure, by seeking to become more commercial, through working with others and with communities and through seeking to implement preventative measures. In developing detailed plans for 2017/18 proposals and beyond, the Council will continue to embed this approach within the financial planning process and the February 2017 Budget Report will contain further detail in this respect.

Consultation and Engagement

36. As a Co-operative Council, the Council has made a commitment to engage with the citizens and communities of Cardiff about the difficult decisions required. Extreme budgetary pressure is a key driver of the difficult choices facing the Council and therefore budget consultation is an important opportunity to understand what is important to our stakeholders and to encourage their involvement in shaping Council services. The Council has consulted upon the

difficult decisions made in recent years' budgets with significant responses received to these consultations.

37. Consultation on the 2017/18 budget commenced earlier this year, through the inclusion of general budget themes within the Ask Cardiff survey. Over 4,000 local residents completed the survey with 82% recognising that difficult budget choices are required. In addition:-
- Three quarters of respondents agreed that the City of Cardiff Council should increase commercial activities and look to carry out work for external clients to generate income
 - More than two thirds were in support of investment in IT to increase opportunities for self-service.
 - More than half would support the Council in charging the public more for some services if it meant that they could be maintained or improved.
 - 78% were in favour of the Council continuing its policy of better utilising Council buildings with a focus on quality service provision and community led activities.
38. Building on the introductory themes within the Ask Cardiff Survey, the consultation in respect of 2017/18 budget proposals will launch on 10 November 2016. There will be an online document and hard copies will be distributed to hubs, libraries and leisure centres. A series of events will take place during the consultation period, focussing on existing areas of high footfall, to enable people to give their views on the consultation, complete the questionnaire, share their ideas for ways in which the Council can work differently and express an interest in volunteering. The consultation will run until Sunday 11 December 2016. Following this, the results of the consultation will be analysed and considered by Cabinet when finalising their 2017/18 Budget Proposals for consideration by Council. The consultation document is attached at Appendix 1.
39. 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 during January and February 2017, prior to finalisation of the Cabinet's budget proposal.

Employee Consultation

40. The scale of the financial challenge faced by the Council remains considerable. As almost half of the Council's gross expenditure is on employee costs, the continuing need to reduce costs will impact on employee budgets and the shape of the workforce. The Council will do all that it can to protect jobs in these financially challenging times.

41. A timetable for consultation and communication with Trade Unions and employees potentially impacted by the budget proposals is in place. During this period of consultation, there will be arrangements made for employees to comment on the proposals which may affect them. Once decisions are made on the final budget by Council, employees impacted 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.
42. Through the Council's Trade Union Budget Consultation forum, Trade Unions have been consulted in advance of more public consultation on directorate budget proposals and the likely impact on employees, particularly where posts are at risk of redundancy. Under the general law relating to unfair dismissal, all proposals to make redundancies must involve reasonable consultation with the affected employees and their trade unions. It remains likely that there will be redundancies within the Council's workforce during the financial year commencing 1 April 2017 notwithstanding every effort being made to avoid them.
43. The budget proposals, in some areas, include proposals to reduce the number of employees. Where the number of employees likely to be made redundant exceed 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 staffing decisions flowing therefrom.
44. 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 10 November 2016 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.
45. This will mean that from 10 November 2016, 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

46. To issue the 2017/18 Budget Savings Proposals for consultation. In addition, to note that the consultation will commence on 10 November 2016 and run until 11 December 2016.

Financial Implications

47. The financial implications set out in the July 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 the Section 151 Officer will as part of the Budget Report comment upon the robustness of the budget process undertaken.
48. Cardiff's Budget Reduction Requirement for 2017/18 is currently calculated at £25.1 million. A public consultation of the savings proposals identified in respect of this gap will commence on the 10 November 2016. The responses in respect of all consultation and engagement will be reported back to Cabinet for consideration as part of the 2017/18 Budget Report. This builds on the general consultation on budget themes that was included within the Ask Cardiff survey earlier this year. The savings inherent in the consultation position are grouped into themes as summarised below and identified in further detail at Appendix 2.

Theme of 2017/18 Savings Proposed	£000
Partners and Others	1,784
Income / Commercialisation	2,995
Internally Facing / Commissioning & Procurement (C&P)	7,563
Grants & Subsidies	660
Technology	590
Second / Third Year of Proposals	3,649
Total 2017/18 Savings Proposed	17,241

49. The Council has experienced a prolonged period of funding reductions combined with demographic pressure in demand led services. Savings of £105 million have been identified over the past three years with a further budget gap of circa £76 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 impact on 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 their proposals.

Legal Implications

50. Specific legal obligations relating to the setting of the budget and consultation are set out within the body of this report.
51. 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.

52. The Council has public sector duties under the Equalities 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.
53. 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, that any impacts are recorded, mitigation of the impact is considered, and any impact is taken into account in the decision making on the budget.

HR Implications

54. At this stage, there are no direct HR implications arising from this report. However subsequent decisions taken by Cabinet and Council related to these Budget proposals are likely to carry significant implications for employees.
55. Whilst the Council will do all it can to protect jobs in these challenging times, the budgetary situation is such that it will become 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 these risks wherever possible. Continuing dialogue with Trade Unions and employees will be critical. The full range of employee support mechanisms will need to be made available to those ultimately impacted. 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 which may affect them. Once decisions are made on the final budget, those impacted by those final decisions will be supported. This will include Voluntary redundancy for those eligible or support for redeployment which provides employees with a period of twelve weeks to look for alternative employment.
56. The Trade Unions have been initially consulted on directorate budget proposals and the likely impact on employees. Under legislation, proposals to make redundancies must involve reasonable consultation with the affected employees and their trade unions. Whilst every effort will be made to reduce the number or avoid redundancies, it is likely that there will be employee redundancies in the next financial year.
57. As the number of employees likely to be made redundant will exceed specified legal thresholds, there are specific Trade Union consultation requirements which 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 10 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. Agree that the budget savings proposals as attached at Appendix 2 are the Cabinet's Budget Savings Proposals for Consultation.
2. Note that the formal budget consultation will commence on the 10 November 2016 and run until 11 December 2016. The results of the consultation process will then be considered by Cabinet as part of preparing their final 2017/18 budget proposal.
3. Note that the Chief Executive as Head of Paid Service will be issuing all necessary statutory and non-statutory employment consultations in respect of the staffing implications of the proposals.

CHRISTINE SALTER
Corporate Director
4 November 2016

The following appendices are attached:

Appendix 1 – "Changes for Cardiff" Consultation document

Appendix 2 – Cabinet's 2017/18 Budget Savings Proposals for Consultation

The following background papers have been taken into account:

Budget Strategy Report 2017/18 and the Medium Term – 14 July 2016

Controllable Budgetary Analysis Sheets 2016/17

Equality Impact Assessments (EIAs) of Cardiff Council's 2017/18 Budget Savings Proposals

WG Provisional Financial Settlement

CHANGES FOR CARDIFF

Consultation on the City of Cardiff Council's

2017/18

Budget Proposals



Consultation opens: 10th November 2016

Consultation closes: 11th December 2016



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HAVE YOUR SAY!

Public services are going through a period of rapid change. For the foreseeable future Councils, along with other public services, will have less money available to deliver local public services.

This comes at a time of economic uncertainty following the vote to leave the European Union, combined with a number of other pressures such as a rapidly growing population and changes in welfare reform, meaning that demand for services is increasing year on year.

The City of Cardiff Council is facing significant and ongoing financial challenges with a budget gap of **£25 million** for 2017/18 and a potential shortfall of **£76 million** over the next three years. This comes on top of £200m which has been found over the last 10 years.

The Council is legally required to set a balanced budget. To make the savings that need to be made and to protect the quality of our public services significant changes have been made, and will continue to be made, to the way we do things.

There is no easy way to bridge a **£25 million** budget gap. The City of Cardiff Council's Cabinet is looking at the best way to do this but we also want you to tell us what you think are the most important issues for Cardiff.

The consultation on these proposals will start on **10th November 2016 and run until midnight on Sunday 11th December 2016. The final budget will be set at the meeting of Full Council on 23rd February 2017.**

In addition, the budget strategy includes assumptions in relation to a 3.7% increase in Council Tax. An increase of this amount equates to £39.23 per household in Council Tax Band D.

This document is available online at www.cardiff.gov.uk/budget and hard copies will be available at libraries and Hubs. Additionally you can request a copy by emailing budget@cardiff.gov.uk or telephoning 029 2087 3854. For a full version of these proposals, please read the Council's Cabinet Report of 10 November 2016 at www.cardiff.gov.uk/budget.

Completed surveys can be dropped off at Libraries and Hubs or returned in the FREEPOST envelope provided or posted free of charge to FREEPOST CF3474, Atlantic Wharf, CF10 5GZ.

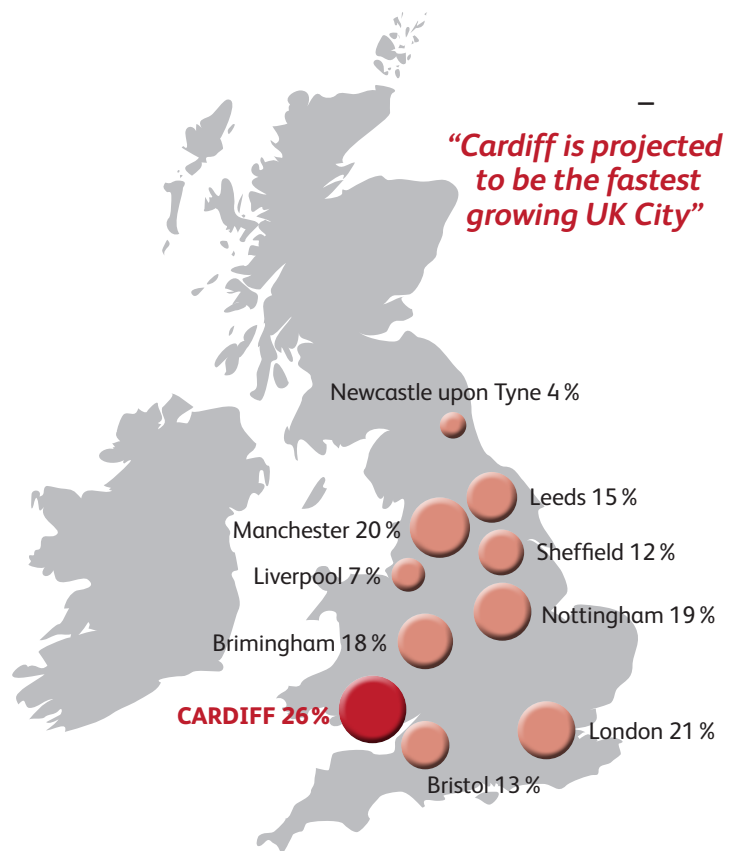


GROWTH

Between 2013 and 2034 there is going to be a projected **growth in Cardiff's population of 26%**, some 91,500 people making Cardiff the **fastest growing city in the UK**. This is good news for Cardiff – successful cities are cities in which people want to live, work and study. It will also bring challenges, putting additional pressure on our city infrastructures and public services.

For example, the expected 25% increase in school age children will place greater pressure on our schools. Similarly older people – particularly those over 85 years old whose numbers are expected to double in the next 10 years – are more likely to need health and social care services to help them live independent lives.

Population Growth within selected UK cities (2014-34)



AUSTERITY

At the same time as a rapid growth in demand for public services, the City of Cardiff Council is facing significant and ongoing financial challenges with a potential budget shortfall of **£76 million** over the next three years. The Council has an overall budget of **£578 million**. There is however a significant portion of this money that has historically been protected from funding cuts. This means that the amount we have flexibility to make savings from is actually much smaller, totalling **£219 million**. Delegated schools budgets, which account for over a third of the Council's overall budget, have not been subject to the same level of cuts as other Council services.

Do you agree that schools should be protected from the financial challenges faced by the rest of the Council?

Yes No Not sure

Please tell us why.....

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

Yes No Not sure

If you have answered 'No' to this question please explain why.....



HOW ARE WE RESPONDING TO THESE CHALLENGES?

- **Better Education and Skills for All** - We are continuing to invest in our schools. Our £164m investment programme includes £25m for the new Eastern High School, which is due to open in September 2017, and a new High School in the west of the city. New schools have been already been opened in Canton and Pontprennau, and new primary schools are planned at Gabalfa, Howardian, Ysgol Glan Ceubal, Ysgol Glan Morfa and Ysgol Hamadryad. Performance has also been turned around in the city's schools, with the number of pupils achieving at least 5 A-star to C grades in their GCSEs including Maths and English rising by 13% since 2012.
- **Supporting Vulnerable People** - We have focussed on improving performance in Social Services, and in the last year the Council was the most improved Council for Social Services in Wales. To deliver services in our communities we have put in place a 'hub strategy' which brings local services under one roof, making them easier to access and cheaper to run. New hubs have opened in Butetown, Rumney, Grangetown, Fairwater and in Ely and Caerau as well as a super-hub in Central Library and most recently the new £6m STAR Hub in Splott.
- **Creating More and Better Paid Jobs** - We are working with partners in the private sector to transform Central Square. £1bn of private investment will deliver 1 million square feet of office space, anchored by the new BBC Wales HQ alongside a brand new bus station for the city. Through working with partners in the city-region, and with Welsh and UK Government a £1.2bn City Deal for the Cardiff Capital Region and the Cardiff Metro has been secured. We have also put a new Tourism Strategy in place and continued to bring major international events to Cardiff, like the Champions League Final 2017.
- **Working Together to Transform our Services** - The City of Cardiff Council was the third most improved Council in Wales last year with the single biggest improvement in social services and despite the budget cuts, public satisfaction with life in Cardiff and with the quality of public services has stayed high.

OPEN

FAIR

TOGETHER

OUR VALUES

Central to how we are addressing the budget shortfall are our organisational values in the relation to our budget proposals this means that:

- We will be **open** in communicating and explaining all of our budget proposals.
- The proposals will be based on **fairness** by ensuring that the vulnerable are least affected.
- The proposals have considered how we can best work **together** in partnerships - with people and organisations - to deliver services more effectively and efficiently.

We will continue to listen to and work with residents and community groups to design new ways of doing things and give local people more opportunities to get actively involved in how decisions are taken and how our public services are delivered.

OUR BUDGET PROPOSALS FOR 2017/18

Our consultation on the budget proposals will take 3 forms:

- **City-wide Public consultation** on proposals which affect all citizens (the contents of this document)
- **Service-specific consultation** with identified service users/groups or organisations
- **Internal Council Consultation** –these elements relate to internal changes within the Council including back office efficiencies, staff changes and process improvements.

BUDGET CONSULTATION QUESTIONNAIRE – HAVE YOUR SAY!

Over 4,000 local residents completed our recent Ask Cardiff Survey with **82% of you telling us that you recognise that difficult budget choices are required.**

DO YOU RECOGNISE THAT A BUDGET GAP WITHIN THE CITY OF CARDIFF COUNCIL OF A POTENTIAL £25M FOR 2017/18 AND £76M FOR THE NEXT 3 YEARS MEANS THAT DIFFICULT BUDGET CHOICES ARE REQUIRED?

YES

82%

NO

9%

NOT
SURE

9%

This consultation asks for your opinion on a wide range of proposals that the City of Cardiff Council has put in place to help achieve these savings. We have split the questions up under the following headings:

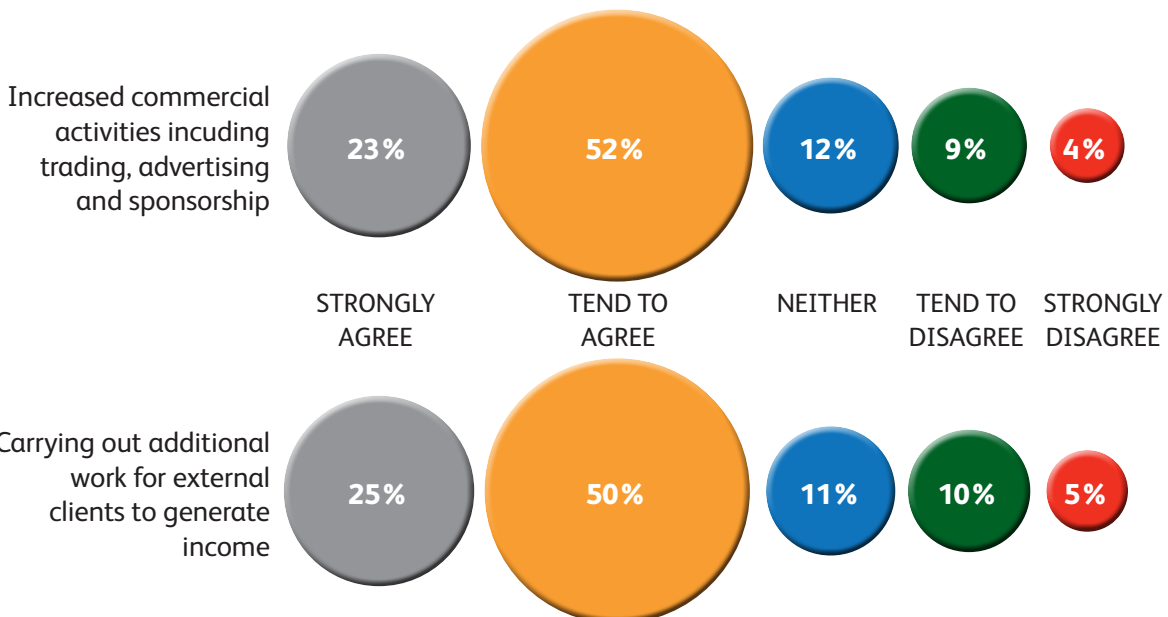
- Being More Commercial
- Making Better Use of Our Buildings
- Involving and Empowering our Communities
- Going Digital
- Providing Care and Support Services Locally
- Increasing Fees and Charges

BEING MORE COMMERCIAL

The Council is changing how we deliver our services. We are making sure that front line services are as efficient as they can be, and represent good value for money. Now we want to look for opportunities to increase income and help offset the budget shortfall. This means the Council is looking at how we can attract more corporate sponsorship, buy resources at a lower cost, make better use of our assets, and adopt more commercial models which involve carrying out additional work for other public, third or private sector organisations to generate income.

In response to the recent Ask Cardiff Survey **three quarters of you agreed that the City of Cardiff Council should increase commercial activities and that we should also look to carry out work for external clients to generate income.**

TO WHAT EXTENT DO YOU AGREE OR DISAGREE WITH THE COUNCIL UNDERTAKING THE FOLLOWING:



Sponsorship - The City of Cardiff Council offers advertising and sponsorship opportunities on certain roundabouts and lampposts across the city.

Do you support us in improving existing relationships to maximise revenue from this source?

Yes

No - specify:

Not sure

Parks - As part of previous budget consultation more than half (52%) of you told us that you support the Council in increasing its commercial activities in relation to Parks. We are now proposing to expand the commercial trading of hardy nursery stock, bedding and houseplants to the public from the nursery based at Bute Park.

Are you aware that the Council is proposing to sell bedding plants & nursey stock directly from the Bute Park Nursery?

Yes

No

Not sure

Is this something that you would be interested in in the future?

Yes

No

Not sure

Do you support the expansion of this service to increase revenue and offset the budget shortfall?

Yes

No

Not sure

We also plan to trade our technical tree management services including inspections, surveys and works. Is this something that you support?

Yes

No

Not sure

MAKING BETTER USE OF OUR BUILDINGS

78% of you recently told us that you are in favour of the Council continuing its policy of better utilising Council buildings with a focus on quality service provision and community activities.



Hubs - Given the collective challenges faced across public and third sector organisations in Cardiff, it is essential that we work together more closely to join up our services. Over the last year we have expanded our successful Hub Programme working with our partners to offer an increased range of services in one place.

There are now 10 Hubs across the city with additional facilities currently planned in Llandaff North and Llanishen.

Do you use Hubs? Yes No Not sure

How useful do you find Hubs?

Very useful Fairly useful

Not very useful Not useful at all Not applicable

The resources available may differ from Hub to Hub depending upon the specific needs of a community. Typically, they may include library services, Housing and benefit advice and IT facilities.

Is there anything else you would like to see provided in Hubs?

Exercise classes Adult learning courses Reading groups

Art classes Lunch clubs Credit Union

Citizens Advice Bureau Into Work Services Coffee Mornings

Ancestry sessions Quizzes

Reminiscence Sessions to support those affected by Dementia

Other – please specify



School buildings - are central to many local communities but usage during evenings and weekends varies significantly.

Do you support the proposal to open up school buildings to the wider public, charging a fee level to cover actual usage costs, during these times for any of the following?

	Yes	No	Don't Know
<i>Adult learning classes</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Into Work Sessions and Activities</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Digital Inclusion sessions</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Luncheon clubs</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Meeting spaces for community groups</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Private Celebrations/hire</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Use of sporting facilities</i>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
<i>Other – please specify</i>	<input type="text"/>		

INVOLVING AND EMPOWERING COMMUNITIES

The city is facing substantial challenges and we need local residents and communities to help us by taking on additional responsibility. This could include helping elderly neighbours, recycling more, establishing local support networks, or volunteering time to help support a community service or facility.

Volunteering - We know that lots of people are already volunteering across Cardiff but we are keen to link potential volunteers up to opportunities.



Do you currently volunteer in Cardiff?

Yes No

If yes, please tell us how many hours (approximately) you volunteer a month?

Please indicate whether you currently volunteer or would be interested in volunteering in the following roles (please tick all that apply)

	Already	Interested		Already	Interested
Becoming a school governor	<input type="radio"/>	<input type="radio"/>	Befriending	<input type="radio"/>	<input type="radio"/>
Supporting lunch clubs	<input type="radio"/>	<input type="radio"/>	Libraries	<input type="radio"/>	<input type="radio"/>
Household maintenance	<input type="radio"/>	<input type="radio"/>	Gardening	<input type="radio"/>	<input type="radio"/>
Supporting digital inclusion	<input type="radio"/>	<input type="radio"/>	Litter picks	<input type="radio"/>	<input type="radio"/>
Pet care/dog walking	<input type="radio"/>	<input type="radio"/>	Park maintenance	<input type="radio"/>	<input type="radio"/>
Assisting with Meals on Wheels	<input type="radio"/>	<input type="radio"/>	Fundraising	<input type="radio"/>	<input type="radio"/>
Employment support/CV assistance				<input type="radio"/>	<input type="radio"/>
Supporting vulnerable people shopping				<input type="radio"/>	<input type="radio"/>
Driving elderly/vulnerable people to appointments				<input type="radio"/>	<input type="radio"/>
Working with children and young people / after school clubs/play and youth opportunities				<input type="radio"/>	<input type="radio"/>

Other – please specify

Would you be more likely to volunteer if you knew that you were helping someone in your own local community?

Yes No Don't know

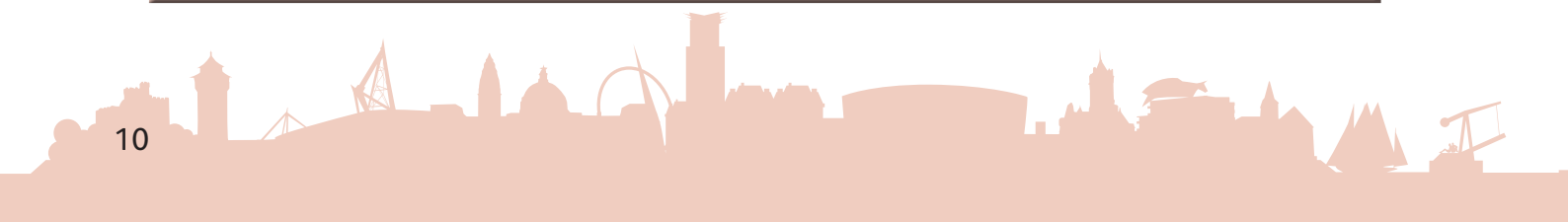
If you would be happy to be contacted about potential volunteer opportunities, please tick this box and provide contact details:

Name

Email

Telephone

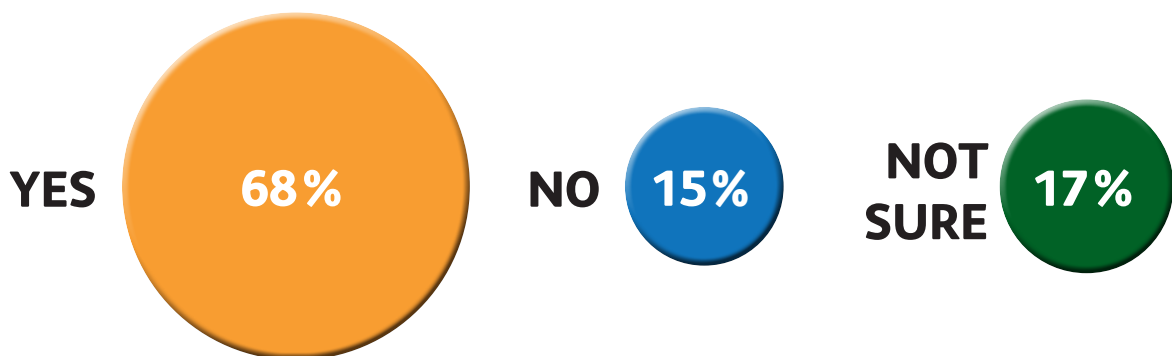
Postcode



GOING DIGITAL

More than two thirds (68%) of you recently told us that you “support investment in IT (Information Technology) to increase opportunities for ‘Self-service’”. The City of Cardiff Council is encouraging those who are able to use digital services to make payments or report issues online and help us save money. We are now planning to further use new technologies to provide improved care and support to some of our more vulnerable citizens.

DO YOU SUPPORT INVESTMENT IN INFORMATION TECHNOLOGY TO INCREASE OPPORTUNITIES FOR “SELF-SERVICE”?



Telecare - helps people to stay safe in their home. It is designed for people with any form of dementia, a mobility or sensory impairment, or mental health or learning disabilities. A telecare system is made up of sensors around the home which send an alert to the emergency response service when a sensor is triggered - for example, if someone falls over or leaves the gas on.

The City of Cardiff Council provides two levels of service within Telecare consisting of either contacting your next of kin/emergency services or having a mobile response service. The mobile response service consists of a unique team of highly trained wardens who are able to come directly to the user’s aid 24 hours a day, anywhere in the City.

We will also be piloting an early stage dementia mobile monitoring device. The device will alert the service when a user leaves their home or other specified area at an unusual or unexpected time. It will also enable the user to be located by the 24/7 Services monitoring centre (Cardiff ARC).



The Telecare service will then co-ordinate an appropriate response to physically help the user. The mobile device will promote independent and active living for people living with early stage dementia.

Do you think that the provision of an early stage dementia mobile monitoring device is a good idea?

Yes No Not sure

If you have responded 'No' please explain why

Do you have a relative or loved one with any of the following? (Please tick all that apply)

Dementia Mobility impairment Sensory impairment
 Mental health Learning disability

Would you be interested in any of the following services?

	Yes	No	Not Sure	N/A
A Telecare system in the home	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
The installation of Telecare in your home with an additional mobile response service	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>
An early stage dementia mobile monitoring device, such as a specialist watch	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>	<input type="radio"/>

Registration Services - We are currently planning to design an online system for booking birth and death registration appointments, and potentially marriage and civil partnership notice appointments. We will also look to offer the online ordering of certificates and accepting payments. This will be a significant step forward for the service which currently handles over 32,000 calls a year.

Is this something that you support? Yes No Not sure

If 'No' please explain why



PROVIDING CARE AND SUPPORT SERVICES LOCALLY

Care services are currently provided on individual contracts meaning that neighbourhoods can have a number of different providers delivering services, even on the same street. There is an opportunity to redesign services on an area basis in order to reduce transport time for care workers, reduce costs and make better use of services such as home care and Telecare.

Do you support the Council's plans to deliver care on an area basis?

Yes No Not Sure

If 'No' please explain why

We are working with partner organisations to focus resources on developing services based on early intervention and prevention in respect of Social Care. This means that we will work with individuals and families when difficulties are first identified rather than when they become critical. This will give better support to citizens whilst also being financially efficient.

Is an emphasis on early intervention and prevention with an aim to enabling people to remain in their own homes for longer an approach that you support?

Yes No Not Sure

Do you agree that the Council should support individuals in accessing community facilities to enable them to live independently and achieve their personal outcomes?

Yes No Not Sure

Do you agree that the Council should aim to reduce the number of people needing ongoing care by providing additional advice and support more effectively at the first point of contact enabling people to retain their independence for as long as is possible?

Yes No Not Sure



The way that we work within neighbourhoods is also being reviewed. We want to refresh the existing approach by supporting local residents and stakeholders to get actively involved with local problem solving.

Do you agree that working at a local level is the best way to approach local problems?

Yes No Don't Know

Would you like to be involved in 'social action' initiatives to help tackle issues in your local community?

Yes No Don't Know

How would you like to be involved? (Tick all that apply)

Attending meetings

Online

Through local events

Through local events

Through existing networks or community groups (please specify)

Other – Please specify

When would be the best time to have an event/meeting?

Weekday Daytime Evening Mix

Weekend Daytime Evening Mix

Mix Daytime Evening Mix

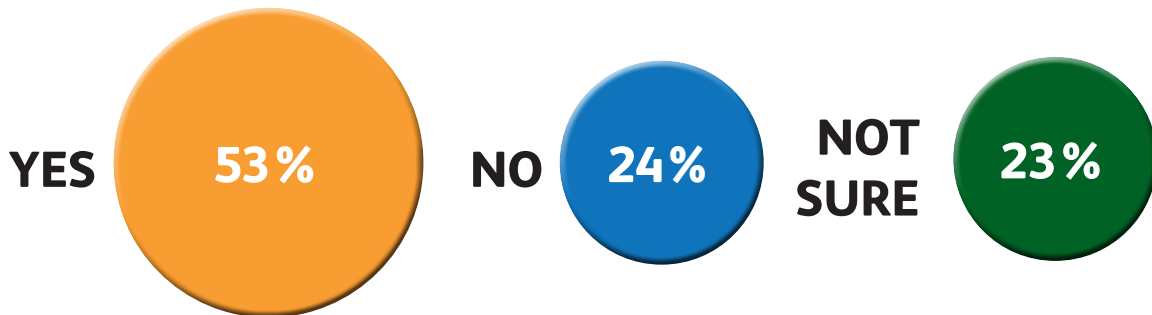




INCREASING FEES AND CHARGES

Reductions in funding and increased demand for our services mean that difficult choices, including increased fees and charges, remain options for consideration. More than half (53%) of you recently told us that you would support the Council in charging the public more for some services if it meant that they could be maintained or improved.

WOULD YOU SUPPORT THE COUNCIL IN CHARGING THE PUBLIC MORE FOR SOME OF THESE SERVICES IF IT MEANT THAT THEY COULD BE CONTINUED?



Bereavement and Registration Services - Ongoing investment is required to maintain and improve the registration of Births, Deaths and Marriages service. It is proposed that the charges for registration ceremonies be raised by 4-5%. Again a comparison with other local authorities has found that Cardiff still remains competitive for the Registration Services that it provides.

How satisfied do you feel about the Registration of Births, Deaths and Marriages Services?

- Very satisfied
 Fairly satisfied
 Neither satisfied nor dissatisfied
 Fairly dissatisfied
 Very dissatisfied
 Not sure

Do you support the proposal to increase the cost of registration ceremonies by 4-5%?

- Yes
 No
 Don't Know

The City of Cardiff's award winning Bereavement Services are responsible for the undertaking of over 4,000 funerals per year as well as the upkeep and maintenance of 7 sites. Income from crematoria and burials has been consistently reinvested to ensure this valuable service is as good as it can be. It is proposed that the price of a cremation be increased from £530 to £540 (an increase of 1.89 %) and a burial from £600 to £630 (an increase of 5 %). In reviewing these charges we have compared this price with other local authority providers and the service remains competitive.

Has your family used the City of Cardiff's Bereavement Services?

Yes No Don't Know

How satisfied do you feel about the Cemetery and Cremation service?

Very satisfied Fairly satisfied Neither satisfied nor dissatisfied
 Fairly dissatisfied Very dissatisfied Not sure

Do you support the proposal to increase the cost?

Yes No Don't Know

Do you have any further comments regarding the City of Cardiff's Bereavement Service?



School Meals Provision - The City of Cardiff's School Meals Service supply meals to every primary school and the majority of secondary schools in Cardiff. The price of a primary school meal is £2.30 and a set meal in secondary school is £2.65. The Council will be

Does your household use the School Meals Service?

Yes No N/A

Do you support the proposal to increase the cost of school meals by 10p each day?

Yes No N/A

Do you have any further comments regarding the School Meals Service?

ADDITIONAL COMMENTS

Please provide any additional comments that you wish to make on the budget proposals below:



ABOUT YOU

Any data supplied by you on this form will be processed in accordance with The Data Protection Act requirements and in supplying it you consent to the City of Cardiff Council processing the data for the purpose for which it is supplied. All personal information provided will be treated in the strictest confidence and will only be used by the City of Cardiff Council or disclosed to others for a purpose permitted by law.

To enable us to identify the views of residents on a neighbourhood basis, please

provide us with your postcode. CF

Please tick from the list below which best describes you:

Member of the general public

City of Cardiff Council Employee

Individual business person

Representing a group of businesses

(specify)

Member of a third sector organisation

(specify)

Member of a strategic partner organisation

(specify)

Member of a community group or forum

(specify)

A City of Cardiff Councillor

Cardiff Partnership

Other

(specify)

What gender do you identify as?

Male

Female

Other

Prefer not to say

Please state the term you prefer



What was your age on your last birthday?

- Under 16 16-24 25-34 35-44
 45-54 55-64 65-74 75+

Which of the following best describes what you are doing at present? Please tick one box only

- Working full time (more than 30 hours per week)
 Working part time (less than 30 hours per week)
 Unemployed (Registered Job Seeker)
 Unemployed (Unregistered but seeking work)
 Working on a zero hours contract Wholly retired from work
 On a government training scheme In full time education
 Permanently sick or disabled person Looking after home
 Caring for a child or adult Other - specify

Do you identify as a disabled person?

- Yes No Prefer not to say

Please tick any of the following that apply to you:

- Deaf / Deafened/ Hard of hearing Mental health difficulties
 Learning impairment / difficulties Mobility impairment
 Long-standing illness or health condition (e.g. cancer, HIV, diabetes, or asthma)
 Visual impairment Wheelchair user
 Prefer not to say Other - specify



How would you describe your sexual orientation?

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

What is your ethnic group?

WHITE

- Welsh
 English
 Scottish
 Northern Irish
 British
 Irish
 Gypsy or Irish Traveller
 Other (specify)

ASIAN / ASIAN BRITISH

- Indian
 Pakistani
 Bangladeshi
 Chinese
 Other (specify)

MIXED / MULTIPLE ETHNIC GROUPS

- White and Black Caribbean
 White and Black African
 White & Asian
 Other (specify)

BLACK / AFRICAN / CARIBBEAN / BLACK BRITISH

- African
 Caribbean
 Black British
 Other (specify)

OTHER

- Arab
 Prefer not to say
 Any other ethnic group (specify)



THANK YOU FOR YOUR TIME

Consultation opens:

10th November 2016

Consultation closes:

11th December 2016

make the
difference



Completed surveys can be dropped off at Libraries and Hubs or returned in the FREEPOST envelope provided or posted free of charge to FREEPOST CF3474, Atlantic Wharf, CF10 5GZ.

2017/18 Savings Proposals - Overview

Summary of Directorate Savings	£000
City Operations	1,189
Communities, Housing and Customer Services	1,083
Corporate Management	84
Economic Development	2,170
Education	2,371
Governance and Legal Services	102
Resources	1,268
Social Services	5,064
Total Directorate Savings	13,331

Summary of Addressable Spend Savings	£000
School Transport	380
Energy and Street Lighting	180
Externally Set	175
Corporate / Financial Resilience	2,985
Schools' Organisation Plan	100
Property Rental Income	90
Total Addressable Spend Savings	3,910

Total Savings	17,241
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DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2017/18

No.	Directorate	Theme	Proposal	Budget		Saving				Residual	Achievability	EIA	Cabinet Portfolio	Consultation Category
				X Ref	£000	Employee Costs £000	Other Spend £000	Income £000	2017/18 Total £000					
CONSULT 1	City Operations	Partners and Others	New Operating model for Leisure Centres Following completion of procurement exercise and transfer of the operation of Cardiff Council's Leisure Centres to new operator.	L-P	771	0	414	0	414	Red-Amber	Red-Amber	Red-Amber	Community Development, Co-operatives & Social Enterprise	City Wide - Prior Year
CONSULT 2	City Operations		Regulatory Collaboration Reflects a further year's saving for Cardiff from the creation of a single shared service for Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure.	F	133	47	0	0	47	Amber-Green	Amber-Green	Green	Skills, Safety, Engagement & Democracy	General
CONSULT 3	City Operations	Income / Commercialisation	Commercialisation - improved charging and income generation projects Increased fees and charges across city operations and improved collaboration with our advertising partner.	A-AK	(48,800)	0	0	187	187	Green	Amber-Green	Green	Transport, Planning & Sustainability	General
CONSULT 4	City Operations		Transportation Policy - Improved Recharging Maximising opportunities for recharging for services and a set income target for Road Safety, Transport Assessments & Pre-Planning Applications.	T	(202)	0	0	32	32	Green	Green	Green	Transport, Planning & Sustainability	General
CONSULT 5	City Operations		Planning Fee Income Working with existing resources to maximise additional planning fee income from an anticipated increase in volume of Planning Applications.	AJ	(2,240)	0	0	100	100	Amber-Green	Amber-Green	Green	Transport, Planning & Sustainability	General
CONSULT 6	City Operations		Parks - Plant Production Nursery (Retail / Wholesale Sales) Generate additional income by expanding customer base to increase sales of bedding plants, hardy nursery stock and horticultural sundries.	H	(1,176)	0	0	10	10	Amber-Green	Amber-Green	Green	Environment	City Wide
CONSULT 7	City Operations		Parks - Tree Management Generate additional income by expanding customer base to increase sales of both Technical and Professional elements of the service (surveys & works).	H	(1,176)	0	0	15	15	Amber-Green	Amber-Green	Green	Environment	City Wide
CONSULT 8	City Operations		Registration, Births, Deaths & Marriages Generate additional income through a combination of volume and price increases.	R	(3,368)	0	0	10	10	Amber-Green	Amber-Green	Amber-Green	Environment	City Wide
CONSULT 9	City Operations	Internally Facing / C&P	Realignment of Public Transport Income Budget To reflect the 2016/17 monitoring position.	X	(12,327)	0	0	130	130	Green	Green	Green	Transport, Planning & Sustainability	General
CONSULT 10	City Operations		Contract Rationalisation & Improved Business Process Efficiencies (Electrical and Structure & Tunnels) Full Year effect of savings generated in 2016/17 following implementation of new contracts.	AE	456	0	67	0	67	Green	Green	Green	Transport, Planning & Sustainability	General
CONSULT 11	City Operations		Maintenance Operations - Develop Asset Management System & Shared Depots Allows scheduling of work to reduce travel time and associated cost.	AF	1,972	0	20	0	20	Amber-Green	Amber-Green	Amber-Green	Transport, Planning & Sustainability	General
CONSULT 12	City Operations		Review the Delivery of Maintenance Work Currently Undertaken by External Companies in Areas Including Housing and Parks Work to improve performance in order to enable additional work to be undertaken internally, bringing external contracts back in-house for Infrastructure & Maintenance.	AF	(841)	0	50	0	50	Green	Green	Green	Transport, Planning & Sustainability	General
CONSULT 13	City Operations		Directorate Transport - Vehicle Reduction/Rationalisation Working with Central Transport Services to release under utilised vehicles & plant.	AF	653	0	25	0	25	Amber-Green	Amber-Green	Green	Transport, Planning & Sustainability	General
CONSULT 14	City Operations		Street Lighting Recharging Maximising opportunities for recharging both design and inspection to Capital and Section 278 budgets, and increasing charges for these services to external companies.	AE	(242)	0	0	10	10	Amber-Green	Green	Green	Transport, Planning & Sustainability	General
CONSULT 15	City Operations		Parks - Outdoor Sports Reflects savings made through reduction in supplies and services expenditure in 2016/17.	J	198	0	25	0	25	Amber-Green	Amber-Green	Amber-Green	Environment	General

DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2017/18

No.	Directorate	Theme	Proposal	Budget		Saving				Residual	Achievability	EIA	Cabinet Portfolio	Consultation Category
				X Ref	£000	Employee Costs £000	Other Spend £000	Income £000	2017/18 Total £000					
CONSULT 16	City Operations	Internally Facing / C&P	Improve Driver Training & Awareness within Cleansing Resulting in a reduction in accident and damage claims.	D	1,322	0	22	0	22	Amber-Green	Amber-Green	Green	Environment	General
CONSULT 17	City Operations	Grants / Subsidies	Parks - Royal Horticultural Show - Removal of Council Subsidy Council subsidy removed due to the ability of the event to be sustainable without financial support from the Council.	I	(437)	0	0	25	25	Amber-Green	Amber-Green	Green	Environment	General
City Operations Total						47	623	519	1,189					
CONSULT 18	Communities, Housing & Customer Services	Partners and Others	New Approach to Locality and Neighbourhood Service Delivery At present the council provides funding for a team of Neighbourhood Partnership Officers, and a separate fund for small scale projects led by community groups. This has enabled the council and its partners to work more effectively together. The next step is to integrate services from the point of view of the citizen, so that we use our main budgets in a fully joined up way. To achieve this, we will change existing neighbourhood partnership arrangements to better consult local communities by identifying their priorities and utilise existing local networks which include Neighbourhood Police Teams, Community Hubs, Communities First and Tenant/Residents Groups. This proposal will create Locality Planning and Delivery Officers to better use council and partners time delivering targeted projects.	X	393	120	30	0	150	Amber-Green	Amber-Green	Amber-Green	Community Development, Co-operatives & Social Enterprise	Service Specific
CONSULT 19	Communities, Housing & Customer Services		Llanover Hall - Sub lease To ensure the long term sustainability of Llanover Hall as a community arts venue and to better utilise the building, the council wishes to enter into a partnership sub-lease. The intention is to find a partner that would co-locate and allow the Learning for Life offering to continue in the building; it is hoped that this would also have a positive effect on uptake of Learning for Life courses in Llanover due to a common customer demographic.	V	231	0	55	0	55	Green	Red-Amber	Amber-Green	Skills, Safety, Engagement & Democracy	Service Specific
CONSULT 20	Communities, Housing & Customer Services	Income / Commercialisation	Additional income in relation to Adult Community Learning This is the staged achievement of the council Adult Community Learning service to a nil subsidy position. The Welsh Government grant to fully support the Learning of Work programme (as is currently the case) and only self-financing courses to be delivered by the Learning for Life programme (including the introduction of 1 day courses) to ensure all recreational courses are cost-neutral.	V	(1,302)	0	0	49	49	Green	Amber-Green	Amber-Green	Skills, Safety, Engagement & Democracy	General
CONSULT 21	Communities, Housing & Customer Services		Commercialisation Initial income target in relation to additional income opportunities within the Directorate, including - commercial sponsorships and partnerships - utilising the assets within the Directorate more commercially - sale of current services to realise additional income	A	(419)	0	0	46	46	Green	Amber-Green	Green	Community Development, Co-operatives & Social Enterprise	General
CONSULT 22	Communities, Housing & Customer Services		Recharging of utilities at Rover Way & Shirenewton At the Gypsy & Traveller sites some utilities cannot currently be allocated to actual pitches. Part of this will require the installation of individual water meters, which will enable usage to be charged directly to the users.	F	227	0	100	0	100	Amber-Green	Red-Amber	Amber-Green	Health, Housing & Wellbeing	Service Specific
CONSULT 23	Communities, Housing & Customer Services	Internally Facing / C&P	Into Work Services - grant funded delivery Universal Credit, Face to Face Services and grant funding and the alignment of the Adult Community Learning (ACL) Grant will be used to deliver the outcomes of the Into Work Services.	U	312	0	193	0	193	Red-Amber	Green	Amber-Green	Skills, Safety, Engagement & Democracy	General
CONSULT 24	Communities, Housing & Customer Services		Disabled Facilities Fee Income The council is committed to support residents to remain at home and reduce or delay the need for more costly Residential or Nursing Care. As a result more capital finance has been allocated to delivering disabled adaptations and this will be administered within existing resources enabling an increased target for income generation.	L	(1,802)	0	0	114	114	Amber-Green	Amber-Green	Green	Health, Housing & Wellbeing	General

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				X Ref	£000	Employee Costs	Other Spend	Income	2017/18 Total					
CONSULT 25	Communities, Housing & Customer Services	Grants / Subsidies	Grants Review A review of the current grants process including externally funded programmes to identify areas where delivery can be joined up. In addition, a review of grants to realign costs and/or realise efficiencies.	K	1,438	0	176	0	176	Green	Amber-Green	Red-Amber	Health, Housing & Wellbeing	Service Specific
CONSULT 26	Communities, Housing & Customer Services	Technology	More effective library stock management New technology has enabled delivery of stock direct to branch and reduces the need for a central warehouse. This has prompted a full review of the Dominions Way facility, which the council currently leases. The new purchasing software enables more intelligent led purchasing of books to ensure user requirements are met more effectively, to reflect the library strategy that includes the aim of addressing the digital literacy needs of our users.	T	758	0	200	0	200	Red-Amber	Red-Amber	Amber-Green	Community Development, Co-operatives & Social Enterprise	General
Communities, Housing & Customer Services Total							120	754	209	1,083				
CONSULT 27	Corporate Management	Grants / Subsidies	Reduction in the amount available to support events and market the City Reducing the amount available to support events, market the City and take advantage of opportunities presenting themselves during 2017/18. However, instead the city may begin to benefit from activities supported specifically by the Business Improvement District or through a potential new Destination Marketing organisation.	M	568	0	84	0	84	Green	Amber-Green	Green	Economic Development & Partnerships	General
Corporate Management Total							0	84	0	84				
CONSULT 28	Economic Development	Second / Third Yr	St. David's Hall Review of Costs, Income and Service Delivery	S	1,861	215	0	0	215	Amber-Green	Amber-Green	Red-Amber	Community Development, Co-operatives & Social Enterprise	General
CONSULT 29	Economic Development		New Theatre Review of Costs, Income and Service Delivery	T	1,442	201	0	0	201	Amber-Green	Amber-Green	Red-Amber	Community Development, Co-operatives & Social Enterprise	General
CONSULT 30	Economic Development	Income / Commercialisation	Increase in Income - Economic Development Generate additional income through advertising sites within the city infrastructure.	F	(72)	0	0	178	178	Green	Green	Green	Economic Development & Partnerships	General
CONSULT 31	Economic Development		Increase in Income - Tourism Generate additional income through tourism related commissions and progression of the marketing plan.	X	(429)	0	0	56	56	Green	Green	Green	Economic Development & Partnerships	General
CONSULT 32	Economic Development		Increase in Income - Culture, Venues and Events Management Generate additional income across the portfolio of cultural venues through increasing footfall, reflecting current income streams and planned new attractions.	W	(6,305)	0	0	473	473	Red-Amber	Red-Amber	Green	Community Development, Co-operatives & Social Enterprise	General
CONSULT 33	Economic Development		Increase in Income - Strategic Estates Increase income from the investment portfolio and operational estate	M	0	0	0	105	105	Red-Amber	Amber-Green	Green	Corporate Services & Performance	General
CONSULT 34	Economic Development		Commercial Trade - Expanding markets Continuing to grow our market share in Cardiff and exploring opportunities of working in partnership. This will generate additional income of £200k with an associated cost of £100k.	AE	(2,313)	(60)	(40)	200	100	Red-Amber	Amber-Green	Green	Environment	Service Specific
CONSULT 35	Economic Development		Pest Control - Expanding Market Share Exploring opportunities for expanding markets. Growing our market share through exploring opportunities for working with the private sector and other public bodies.	AS	0	0	0	20	20	Red-Amber	Amber-Green	Amber-Green	Environment	Service Specific
CONSULT 36	Economic Development		Commercialisation - improved charging and income generation Security Services Will be delivered through improved security services and income via internal and external bodies	AA-AL	(13,486)	0	0	44	44	Green	Red-Amber	Green	Environment	General
CONSULT 37	Economic Development		Income generation from Building Cleaning services To be delivered through a new commercial marketing and service delivery plan.	AO-AV	0	0	0	20	20	Green	Red-Amber	Green	Corporate Services & Performance	General
CONSULT 38	Economic Development		Central Transport Services income generation Utilising capacity in the fleet maintenance facility to insource work and increase external income, supported by new fleet management system.	AM-AN	(428)	0	0	75	75	Green	Red-Amber	Green	Corporate Services & Performance	General
CONSULT 39	Economic Development	Review cost base on external contracts for Building Services Review opportunities to deliver in house at lower cost.	AO-AV	0	0	50	0	50	Green	Red-Amber	Green	Corporate Services & Performance	General	

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				X Ref	£000	Employee Costs £000	Other Spend £000	Income £000	2017/18 Total £000					
CONSULT 40	Economic Development	Internally Facing / C&P	Treatment & Disposal - Increase in productivity Improving maintenance and schedules to remove down time and loss of productive time	AH	2,292	20	50	0	70	Red-Amber	Amber-Green	Green	Environment	General
CONSULT 41	Economic Development		Domestic - Round Performance Management Includes the introduction of new 'in cab' technologies to remove errors, wasted journey time and improve efficiencies. Further round balancing to improve efficiencies in resources and vehicle configurations.	AC	7,227	170	0	0	170	Red-Amber	Amber-Green	Green	Environment	General
CONSULT 42	Economic Development		Third Party Treatment Additional income generated from treatment transfer facilities.	AC	(4,165)	0	0	50	50	Red-Amber	Amber-Green	Green	Environment	General
CONSULT 43	Economic Development		Domestic - Improve Attendance at Work Reduce dependency on agency across the re-cycling and waste service team	AC	5,815	50	0	0	50	Red-Amber	Amber-Green	Green	Environment	General
CONSULT 44	Economic Development		Reducing Vehicle Costs in Commercial Services Fleet Reducing damage and insurance claims through better reporting, monitoring and training, supported by new fleet management system and supported driver training.	AB-AE	2,631	0	66	0	66	Red-Amber	Red-Amber	Green	Environment	General
CONSULT 45	Economic Development		Efficiency Improvements to changes within Waste Services Back office and scheduling approaches to make further efficiencies through scheduling technology for resourcing support services in addition to the 'In-cab' solutions that is being secured in 2016/17.	AB-AE	7,657	89	0	0	89	Red-Amber	Red-Amber	Green	Environment	General
CONSULT 46	Economic Development	Technology	Materials Recycling Facility Auto sorter for plastics or plastics and paper (Treatment & Disposal) Invest to save to further automate areas of re-cycling processing plant and increasing capacity for further trading.	AH	(2,359)	0	0	138	138	Red-Amber	Green	Green	Environment	General
Economic Development Total						685	126	1,359	2,170					
CONSULT 47	Education	Partners and Others	Reconfiguration of the Health and Safety support service provided to schools The Council is currently exploring, with a neighbouring authority, whether it could offer a traded Health and Safety support solution to schools without requiring any subsidy to be held by the Council. If this collaboration is not realised the Council will push forward with the creation of its own traded Health & Safety service with schools.	AE	196	82	0	100	182	Amber-Green	Amber-Green	Red-Amber	Education	Service Specific
CONSULT 48	Education	Income / Commercialisation	Increase in price of School Meals This saving will be achieved through an increase of 10p in the price of a school meal from April 2017.	X	(6,419)	0	0	484	484	Amber-Green	Amber-Green	Green	Education	City Wide
CONSULT 49	Education		Rationalisation of costing base for Traded Services Over the past four financial years the Education Directorate has moved, through the medium term financial plan of the Council to a net nil financial subsidy position for its three traded services; Music Services, Storey Arms and in 2017/18 the School Meals Service. However in moving to that position there has not been a proper realignment of the central support costs that should be attributable to those services. The saving made for the Education Directorate will be achieved through the realignment of those costs against these three trading services thus releasing budget elsewhere within the Directorate.	x	(6,419)	0	0	500	500	Amber-Green	Amber-Green	Green	Education	General
CONSULT 50	Education	Internally Facing / C&P	Rationalisation of staff and costs centrally retained to provide services of a specialised nature In 2014/15 the Education Directorate delegated to schools the budget and responsibility for staff employed to support schools in their Special Education Needs provision for pupils. These savings will be achieved by passing onto schools the responsibility for the remaining resources used by these teams.	H	901	0	140	0	140	Amber-Green	Amber-Green	Green	Education	Service Specific

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				X Ref	£000	Employee Costs	Other Spend	Income	2017/18 Total					
CONSULT 51	Education	Internally Facing / C&P	Rationalisation of the costs of the Pupil Referral Unit The Council has a statutory duty to provide an appropriate quality education to children between the ages of 5 and 16. Where pupils of secondary age are unable to remain in a secondary school due to behavioural issues, the Council has a Pupil Referral Unit based on its Mynachdy site which can cater for pupils at Key Stage 4 (14 to 16) to provide an alternative education provision retaining these pupils in the education system. Although not a school the Pupil Referral Unit is externally inspected by Estyn using the same Inspection Framework as schools. This savings target would be achieved through the delegation of the Pupil Referral Unit facility by commissioning a school to manage the provision. This would enable the financial responsibility for this provision to be passed onto the Schools Delegated budget enabling the realisation of savings from centrally retained budgets. There would be no reduction to the funding level available for the PRU.	J	739	200	0	0	200	Amber-Green	Red	Green	Education	General
CONSULT 52	Education		Rationalisation of centrally held budgets for school related issues A reduction in centrally held budgets that fund school initiatives which will fall out in 2017/18. This will include savings identified nationally, through the revision of the All Wales Service Level Agreement with the Welsh Joint Education Committee for the provision of educational services to schools and the current energy efficiency invest to save scheme.	A	978	0	260	0	260	Green	Amber-Green	Green	Education	General
CONSULT 53	Education		Reduction in Central budget for the Education Welfare Team In recent years much work has been done between schools and the Central Team to improve the attendance service, which has resulted in a significant improvement in pupil attendance across the city. The Central EWS Team has become involved in individual cases which have to be escalated sometimes through the legal process. This budget saving will be achieved through a reduction in the staffing capacity within the service.	H	849	100	0	0	100	Amber-Green	Amber-Green	Green	Education	General
CONSULT 54	Education		Central Staffing Costs Education Directorate - Central staffing and management costs - saving to be achieved through a reduction of staffing following a reorganisation/ rationalisation of the staffing structures within the Directorate - taking into account all opportunities to offset costs through additional income or use of grants. Staffing reductions will be effective from September 2017, with full year effect from April 2018.	N	1,286	175	0	0	175	Red-Amber	Amber-Green	Amber-Green	Education	General
CONSULT 55	Education	Grants / Subsidies	Reduction in contribution towards the Central South Consortium The Council currently contributes £1.6m towards the costs of providing an Education School Improvement Service across the Central South region of Wales. This accounts for 35% of the total costs of the service. This saving will be achieved through passing at least a 5% reduction in contribution onto the Consortium.	O	1,535	0	80	0	80	Amber-Green	Amber-Green	Green	Education	General
CONSULT 56	Education	Second / Third Yr	Youth Service Budget This is a continuation of the 2015/16 budget decision to fundamentally change the provision of Youth Services in Cardiff and through this to save £1.7m of revenue budget over the medium term. This third year target of £250k will be achieved through full year staffing savings and finalisation of savings on premises budgets.	T	1,302	250	0	0	250	Amber-Green	Red-Amber	Red-Amber	Education	City Wide - Prior Year
Education Total						807	480	1,084	2,371					
CONSULT 57	Governance & Legal Services	Income / Commercialisation	Achieve efficiency savings by centralising external legal spend from across the Council	B	(899)	0	0	55	55	Red-Amber	Red-Amber	Green	Skills, Safety, Engagement & Democracy	General
CONSULT 58	Governance & Legal Services	Internally Facing / C&P	Review of overheads across the service	A-J	3,493	0	47	0	47	Red-Amber	Red-Amber	Green	Skills, Safety, Engagement & Democracy	General
Governance & Legal Services Total						0	47	55	102					

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				X Ref	£000	Employee Costs £000	Other Spend £000	Income £000	2017/18 Total £000					
CONSULT 59	Resources	Income / Commercialisation	Income Generation - Enterprise Architecture Utilising the Enterprise Architecture function to generate income from either delivered internal savings or external services provided to other public sector bodies.	I	(16)	0	0	120	120	Amber-Green	Amber-Green	Green	Corporate Services & Performance	General
CONSULT 60	Resources		Income generation - Cardiff Academy The total income target will be met from a commercial approach to all external training provision. Income to be delivered through the promotion of the Academy principally to other public sector organisations. This will include the sale of accredited Institute of Leadership & Management and Service Improvement courses. Additional opportunities will come from providing Health & Safety training to contractors working for the Council as well as hiring out the Academy's new and extended facilities for training and/or small conferences.	K	0	0	0	96	96	Red-Amber	Red-Amber	Green	Corporate Services & Performance	General
CONSULT 61	Resources		Commissioning & Procurement Local Authority Trading Company A proposed reduction in the fixed costs of the Strategic Procurement Team through the charging of full costed staff time to the recently approved local authority trading company.	G	(624)	0	0	70	70	Amber-Green	Amber-Green	Green	Corporate Services & Performance	General
CONSULT 62	Resources	Internally Facing / C&P	Further reduction in posts in Accountancy following review of responsibilities	C	3,092	90	0	0	90	Amber-Green	Amber-Green	Green	Corporate Services & Performance	General
CONSULT 63	Resources		Reviewing Business Process Efficiencies in Internal Audit	D	1,078	15	0	0	15	Green	Amber-Green	Green	Corporate Services & Performance	General
CONSULT 64	Resources		Information Governance - Increasing Income from Services Provided	B	(13)	0	0	10	10	Amber-Green	Amber-Green	Green	Corporate Services & Performance	General
CONSULT 65	Resources		Reduction in external telephony spend Reduction in spend on telephony licences, network maintenance, and telephony support and maintenance. Replacement of Integrated Services Digital Network (ISDN) telephony with Internet Protocol (IP) telephony. This will include negotiations with suppliers and retendering to drive down costs.	Q	1,413	0	50	0	50	Red-Amber	Amber-Green	Green	Corporate Services & Performance	General
CONSULT 66	Resources		Reduction in Staffing Budget Reduction of one post in ICT.	Q	4,257	35	0	0	35	Amber-Green	Amber-Green	Green	Corporate Services & Performance	General
CONSULT 67	Resources		Reduction in external ICT spend Reduction in ICT spend through a reduction in ICT funded licences, and reduction or removal of support contracts.	R	2,398	0	204	0	204	Red-Amber	Red-Amber	Green	Corporate Services & Performance	General
CONSULT 68	Resources		Review of staff structure in Organisational Development The proposal will be achieved through reducing posts that are currently filled on a temporary basis, through an increase in the vacancy provision to reflect staff turnover and through the recovery of staff costs against specific projects where applicable. The implementation of agile mobile working within the team will increase productivity and will help to minimise the impact of post reductions. Where additional resources are required in order to effectively manage the level of support required by the Council then this will be facilitated through the use of reserves.	Z	1,075	172	0	0	172	Green	Green	Green	Corporate Services & Performance	General
CONSULT 69	Resources		Human Resources Business Efficiencies Deletion of up to 4 FTE posts via existing vacancies and temporary contracts. Residual resources would need to be realigned to areas of priority to ensure delivery against existing Service Level Agreements (SLAs), some support provided may have to reduce or cease altogether. Savings relate to posts that undertake transactional duties.	L	1,678	102	0	0	102	Red-Amber	Red-Amber	Green	Corporate Services & Performance	General
CONSULT 70	Resources		Reduction in Cabinet Office Staffing reduction in the Cabinet Office and Policy Team.	T	544	27	0	0	27	Green	Green	Green	Economic Development & Partnerships	General
CONSULT 71	Resources		Emergency Management Streamlining ICT and other office resource, enhance remote working practices and target income generation from public & private sector bodies.	X	(20)	0	2	3	5	Green	Red-Amber	Green	Corporate Services & Performance	General

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				X Ref	£000	Employee Costs £000	Other Spend £000	Income £000	2017/18 Total £000					
CONSULT 72	Resources	Grants / Subsidies	Alternative Model for Funding Potential Key Events This budget is not earmarked for specific events, but provides the flexibility to react to one-off, unplanned events such as sports fixtures/large events in the city centre. Whilst reducing the budget would reduce this flexibility, further work will be undertaken to investigate the possibility of alternative funding being found on an ongoing basis.	V	4,579	0	20	0	20	Amber-Green	Amber-Green	Red-Amber	Skills, Safety, Engagement & Democracy	City Wide
CONSULT 73	Resources	Technology	Automation of forms, E billing and transactional website in order to generate channel shift from telephone in respect of Council tax and Non Domestic Rates (NDR) recovery.	E	3,408	154	0	0	154	Green	Red-Amber	Amber-Green	Corporate Services & Performance	General
CONSULT 74	Resources		Business Support Restructure which will reflect process and technological changes such as flexitime, post room and business support.	A	1,828	90	3	5	98	Amber-Green	Red-Amber	Green	Corporate Services & Performance	General
Resources Total						685	279	304	1,268					
CONSULT 75	Social Services	Partners and Others	Reinforce process for Continuing Healthcare (CHC) funding where primary health needs have been identified Reinforce and robustly challenge through the Quality Assurance Process cases that are eligible for CHC funding and work closely with partners to address. In 2017/18 we will actively pursue potential CHC funding for older people with particular emphasis on those in the community who have identified primary health needs. In 2018/19 both Children's and Adult Services will collectively review and reinforce the local authority process for triggering assessment for continuing Health Care funding to ensure that the identified needs of individuals are being supported by the appropriate organisation.	T	27,492	0	350	0	350	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing	Service Specific
CONSULT 76	Social Services		Review of Social Work Resource in Hospitals The proposal is to review the provision of the Hospital Based Social Work Service to identify the potential to change the model to manage resource more effectively and to establish the impact of alternative models.	O	32,779	90	0	0	90	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing	Service Specific
CONSULT 77	Social Services		Review level of continuing health care funding for children's placements Review with health partners, relative contributions to children's residential placements.	H	17,609	0	150	0	150	Red-Amber	Red-Amber	Red-Amber	Early Years, Children & Families	Service Specific
CONSULT 78	Social Services		Reduce Therapy Costs in Children's Services The proposal is to work with Health colleagues in the provision of Psychological Services for children and young people. Health have appointed a part time Psychologist specifically to provide services to Looked After Children. The proposal is to work with Health colleagues to negate the need to commission private assessment / therapy providers for a small group of children in long term care.	A	4,266	0	30	0	30	Red-Amber	Red-Amber	Red	Early Years, Children & Families	Service Specific
CONSULT 79	Social Services		Joint commissioning of residential and nursing home beds with Health to create efficiencies Joint commissioning of residential and nursing home beds with Health to create efficiencies through a new procurement model.	O	30,592	0	130	0	130	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing	Service Specific
CONSULT 80	Social Services	Internally Facing / C&P	Remodelling of Children's Services As part of the remodelling of Children's Services it is proposed that the centralised Family Intervention and Support (FISS) teams are disbanded and merged with the case-management teams in Targeted Services. It is not envisaged that this will reduce the level of service but it will provide an opportunity to make a saving against management and business support costs associated with delivering a central family support service. There are currently redeployment / VS implications for this proposal. Separately, this proposal includes the reduction of a Child Health and Disability (CHAD) related home support worker post, reflecting changing workloads resulting from the increased take up of direct payments.	C	1,609	150	0	0	150	Red-Amber	Red-Amber	Red	Early Years, Children & Families	General
CONSULT 81	Social Services		Review Emergency Accommodation Service for Learning Disability Review Emergency Accommodation Service for services users with Learning Disabilities and consider remodelling the social care crisis service to merge with the re-provision of Respite provision.	T	30,589	0	290	0	290	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing	General

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CONSULT 82	Social Services	Internally Facing / C&P	Incentivise and work with external providers to improve efficiencies and reduce costs Incentivise and work with external providers to improve efficiencies and reduce costs - utilise commissioning and procurement process to encourage providers to develop the skills and strengths of people to reduce reliance on services. Also consider block purchasing or internal provision of services utilising appropriate funding streams.	O	30,592	0	120	0	120	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing	City Wide
CONSULT 83	Social Services		Retender Mental Health (MH) Supported Living Service Retender MH Supported Living Service - to review the specification and retender existing service in order to improve efficiencies and value for money.	W	6,824	0	150	0	150	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing	General
CONSULT 84	Social Services		Retender/reconfigure external provider contract with University Health Board (UHB) for specialised day care To jointly review with the UHB, the needs of specialist day care services for service users currently utilising external provision and map the needs of young people in transition, to ensure that service delivery is appropriate and proportionate. To enter discussions with provider to deliver care in the most effective and efficient manner.	T	30,589	0	170	0	170	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing	Service Specific
CONSULT 85	Social Services		Review domiciliary model of delivery Continue to work closely with providers to identify efficiencies. Also explore different models of service delivery including the introduction of framework contracts etc. The proposal is to review the model of domiciliary care services in order to reduce overall cost. This will include working with care providers looking at a range of issues and service models which impact on the delivery of care.	O	60,225	0	125	0	125	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing	General
CONSULT 86	Social Services		Reduce and prevent reliance on statutory services utilising Information Advice and Assistance assessment and review The proposal is to support the enhancement of a model of care which recognises the strengths and skills of individuals requesting care and support, recognises and encourages access to preventative services, to reablement, and recovery models of care and recognises that individuals experience episodes of requiring care. It is proposed that encouraging and supporting individuals in this way will help to reduce over reliance on long term services. This approach will help manage demand and will be in line with the spirit of the Social Services and Well-being (Wales) Act 2014.	O	60,225	0	250	0	250	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing	General
CONSULT 87	Social Services		Re-modelling of skill mix within Adults Social Work Teams The proposal is to review the mix of skills within the Adults Social Work teams. This will include consideration of the potential to re-designate some posts from qualified to unqualified positions. The action to be taken will ensure that the proposal will not result in unqualified staff taking on duties which are the responsibility of qualified social workers and currently undertaken by them.	O	3,147	100	0	0	100	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing	Service Specific
CONSULT 88	Social Services		Review the level of Learning Disability (LD) college placements Work in collaboration with Cardiff and Vale College and Careers Wales to review all applications for residential college placements.	T	30,589	0	100	0	100	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing	Service Specific
CONSULT 89	Social Services		Recommission of Children's Respite/Short breaks service Recommission the current contract for respite care/short breaks at Ty Storrie. New provision to reflect reduced demand for occupancy.	A	4,266	0	50	0	50	Red-Amber	Red-Amber	Red	Early Years, Children & Families	Service Specific
CONSULT 90	Social Services	Grants / Subsidies	Review level of third sector expenditure Review all third sector day spend and consistently apply a percentage reduction to all third sector day opportunities spend. Work with third sector organisations to develop more sustainable business models for the future utilising other external funding opportunities.	O	30,592	0	100	0	100	Red-Amber	Red-Amber	Red-Amber	Health, Housing & Wellbeing	Service Specific - Prior Year

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No.	Directorate	Theme	Proposal	Budget		Saving				Residual	Achievability	EIA	Cabinet Portfolio	Consultation Category
				X Ref	£000	Employee Costs £000	Other Spend £000	Income £000	2017/18 Total £000					
CONSULT 91	Social Services	Second / Third Yr	Locality based service delivery Mapping on a pilot basis in the current financial year, would appear to indicate opportunities for improved service delivery and reduced costs through service redesign on a locality focused basis. This would include consideration of accommodation models, commissioned services and community opportunities. It is likely however that significant work will be required to implement a revised commissioning model for care services, with a roll out likely to take place over a number of financial years.	O	30,592	0	250	0	250	Red-Amber	Red-Amber	Amber-Green	Health, Housing & Wellbeing	City Wide - Prior Year
CONSULT 92	Social Services		Adolescent Resource Centre (ARC) Second year impact of saving proposed for 2016/17. Saving predicated on step downs to lower cost forms of care, shorter stays, quicker return to families, reduced numbers entering care following referral and change in age profile of those in care.	H	17,609	0	400	0	400	Red-Amber	Red-Amber	Red-Amber	Early Years, Children & Families	Service Specific - Prior Year
CONSULT 93	Social Services		Safer Families Initiative Second year impact of 2016/17 savings proposal - utilise and encourage volunteering in the community to provide a mentoring service aimed at reducing Looked After Children admissions. Based on pilot in other authorities, it is anticipated that the scheme will reduce the numbers of children coming into the care system.	H	17,609	0	240	0	240	Amber-Green	Amber-Green	Red-Amber	Early Years, Children & Families	Service Specific - Prior Year
CONSULT 94	Social Services		Reduction in the Number of Children Placed in Out Of Area Placements Second year impact of 2016/17 savings proposal - Review of children currently placed in out of area placements. Aim to step down children who are currently in residential care into alternative care settings, including enhanced fostering. Combine with other preventative initiatives aimed at reducing the number of looked after children in external placements.	H	17,609	0	1331	0	1,331	Red-Amber	Red-Amber	Amber-Green	Early Years, Children & Families	Service Specific - Prior Year
CONSULT 95	Social Services		Early Help Strategy Second year impact of 2016/17 savings proposal - introduction of 'Early Help Strategy' to promote and facilitate early interventions to tackle problems emerging for children, young people and their families. Steering Group developed with partners to establish and develop a multi-agency approach, promoting early support, better outcomes and more cost effective delivery of services. The aim is to reduce demand for external placements over a three year period.	H	17,609	0	488	0	488	Red-Amber	Red-Amber	Red-Amber	Early Years, Children & Families	Service Specific - Prior Year
Social Services Total						340	4,724	0	5,064					
Council Directorate Total						2,684	7,117	3,530	13,331					

ADDRESSABLE SPEND BUDGET SAVINGS PROPOSAL SUMMARY 2017/18

No.	A/S Category	Theme	Proposal	Budget £000	Saving				Residual	Achievability	EIA	Cabinet Portfolio	Consultation Category
					Employee Costs £000	Other Spend £000	Income £000	2017/18 Total £000					
CONSULT 96	Schools Transport	Second / Third Yr	School Transport - Phased Increase in Bus Passes Continuation of the phased increase in cost of bus passes to ensure match actual costs of provision	(82)	0	0	5	5	Green	Green	Amber-Green	Education	Service Specific
CONSULT 97	Schools Transport		School Transport -Additional Learning Needs Route Optimisation and Retendering of Routes/Mergers Reviewing on a case by case basis, working closely with Education and individual schools. Review and challenge current transport provision to ensure it fits the needs of pupils.	6,066	0	189	0	189	Green	Amber-Green	Amber-Green	Education	General
CONSULT 98	Schools Transport	Partners and Others	Additional Learning Needs - Review of Transport for Pupils Within 2/3 Miles (Primary/Secondary) Review and challenge transport for statemented pupils who live within 2 miles from primary school and 3 miles from secondary. This will be done on an individual case basis, to take into account of the individual child's needs based on Additional Learning Needs transport policy.	6,066	0	38	0	38	Red	Red-Amber	Amber-Green	Education	Service Specific
CONSULT 99	Schools Transport		School Transport - Replace Taxis/Buses with Bus Passes (Cardiff IFF cards) for Pupil Referral Units - Phased Approach Pilot scheme to run at Greenhill School initially and if successful transfer to other PRU areas.	6,066	0	48	0	48	Red	Red	Green	Education	Service Specific
CONSULT 100	Schools Transport		Introduce Travel Support Allowance - Pilot Scheme Replace taxi/bus provision with an advanced payment to parents. Parents are then responsible for pupils' transport to school. This will be provided on a termly basis.	2,173	0	100	0	100	Amber-Green	Amber-Green	Green	Education	Service Specific
CONSULT 101	Energy	Second / Third Yr	Street Lighting - Conversion to LED Replace main route lighting with LED to reduce long term energy expenditure. Start date Mid November 2016.	2,173	0	60	0	60	Red-Amber	Amber-Green	Green	Transport, Planning & Sustainability	City Wide - Prior Year
CONSULT 102	Energy		Traffic Signals/Bollard - Conversion to LED Replace traffic signals and bollard lighting with LED to reduce long term energy expenditure. Start date January 2017.	213	0	20	0	20	Green	Green	Green	Transport, Planning & Sustainability	General
CONSULT 103	Energy	Internally Facing / C&P	Energy - Change in Energy Procurement Strategy Currently energy is procured through Welsh Purchasing Consortium arrangement with 16 other Welsh Authorities. A change to this arrangement would allow a flexible approach that is tailored to the City of Cardiff's requirements, including the ability to purchase energy directly from the renewable generation capacity that the Council and others are installing in Cardiff, in turn generating savings.	4,070	0	20	0	20	Green	Red-Amber	Green	Environment	General
CONSULT 104	Energy		Energy - Energy Efficiencies Within Council Buildings Identify projects through use of the RE:Fit framework for complete building energy retrofit as well as alternative external funding for individual projects.	4,070	0	30	0	30	Amber-Green	Amber-Green	Green	Environment	General
CONSULT 105	Energy		Renewable Energy Generation Income will be derived from a number of renewable energy schemes through incentives related to energy generation (Feed In Tariffs, etc.), the sale of energy to the grid and/or other rental income.	4,070	0	10	0	10	Green	Amber-Green	Green	Environment	General
CONSULT 106	Energy		Energy - Reduction in bills across the estate through improved management and behaviour change (Carbon Reduction Strategy) The approved Carbon Reduction Strategy sets out a series of actions that will manage and reduce the Council's energy consumption. Part of this strategy relates to better management of energy consumption and behaviour change amongst building managers and other staff.	4,070	0	40	0	40	Amber-Green	Amber-Green	Green	Environment	General
CONSULT 107	Externally Set	Grants / Subsidies	Precepts and Levies Target 1% reduction	17,787	0	175	0	175	Amber-Green	Red-Amber	Green	Corporate Services & Performance	General

ADDRESSABLE SPEND BUDGET SAVINGS PROPOSAL SUMMARY 2017/18

No.	A/S Category	Theme	Proposal	Budget £000	Saving				Residual	Achievability	EIA	Cabinet Portfolio	Consultation Category
					Employee Costs £000	Other Spend £000	Income £000	2017/18 Total £000					
CONSULT 108	Corporate / Financial Resilience	Internally Facing / C&P	Insurance In line with recent claims experience	5,018	0	135	0	135	Amber-Green	Amber-Green	Green	Corporate Services & Performance	General
CONSULT 109	Corporate / Financial Resilience		Reduction in voluntary severance budget based on latest financial modelling information	5,804	1400	0	0	1,400	Green	Green	Green	Corporate Services & Performance	General
CONSULT 110	Corporate / Financial Resilience		Reduction in pension strain budget based on latest financial modelling information	2,500	1450	0	0	1,450	Green	Green	Green	Corporate Services & Performance	General
CONSULT 111	Schools Organisational Plan	Internally Facing / C&P	School Organisational Plan based on latest financial modelling information	7,193	0	100	0	100	Amber-Green	Amber-Green	Amber-Green	Education	General
CONSULT 112	Property	Internally Facing / C&P	Increase in Rental Income - Strategic Estates	(3,615)	0	0	90	90	Red-Amber	Amber-Green	Green	Corporate Services & Performance	General
Council Addressable Spend Total					2,850	965	95	3,910					
Council Total					5,534	8,082	3,625	17,241					