

Appendix D

Financial Pressures Summary 2019/20

| No. | Pressures Title | Value of Pressure 2019/20 £000 | Risk Assessment | |
|--|--|--------------------------------------|-----------------|-------------|
| | | | Residual | EIA |
| FP1 | Education Other Than At School (EOTAS) Budget requirement for pupils being educated other than at school or in the City wide Pupil Referral Unit provision. | 500 | Red-Amber | Green |
| FP2 | Local Development Plan - Educational Implications To create the officer capacity necessary to properly plan for, consult upon, and manage the construction of additional schools arising from the Local Development Plan. | 104 | Amber-Green | Green |
| TOTAL EDUCATION & LIFELONG LEARNING | | 604 | | |
| FP3 | Older Persons & Accessible Homes Unit Developing an "Older Persons & Accessible Homes Unit" to: - Provide specialist housing advice for all older people, to help them better understand their housing options. - Ensure that high quality advice and information is available on the Council's websites, in Hubs and through information sessions and events. - Support people with disabilities to access adapted properties. - Actively promote Extra Care Housing as an alternative to residential care and as step down from hospital – raising awareness of the advantages with older people and professionals. The £150,000 will fund the five posts required for this unit. | 150 | Amber-Green | Amber-Green |
| FP4 | Implementation of the Support For Families Model A Cabinet report in October 2018 sought authorisation to create a Gateway for families as a first point of contact for information, advice and assistance. This new approach proposed the bringing together of common services that are both provided in-house and commissioned, to ensure that services are person-centred. It is anticipated that the join up of these services and being able to provide the right intervention at the right time will lead to a reduction in families reaching crisis and the number of new children being looked after. This comprehensive approach will also support the step-down of children from care. | 500 | Red-Amber | Red-Amber |
| TOTAL HOUSING & COMMUNITIES | | 650 | | |
| FP5 | Create new additional workers at Ty Canna- Transitional Outreach Workers To recruit four Transitional Outreach Workers (Grade 5) at Ty Canna. These workers will specifically work with young people in the process of transitioning from Children's Services / Child and Adolescent Mental Health Services to Adult Mental Health Services. Four workers are needed to meet demand - two will work in the north and two in the south, though they would work flexibly across the city to meet demand as required. This structure will align with the Locality Model and the plans for two Community Mental Health Teams to replace the existing five. | 108 | Red-Amber | Red |
| FP6 | Extension of Adolescent Resource Centre (ARC) To provide funding for a team made up of 1 x Principal Social Worker (Grade 9), 1 x Senior Intervention Worker (Grade 6), 4 x Intervention Workers (Grade 5), 1 x Business Support Officer (Grade 4). The team will work with 50 families. This resource will be added to the existing infrastructure known as the ARC (Adolescent Resource Centre), which uses best practice approaches to support adolescents and their families to keep older children out of public care. These additional resources will allow this approach to be extended to younger children. | 335 | Red-Amber | Green |
| FP7 | Safe systems for lone workers To fund the ongoing monthly costs of 300 'Archie' devices (lone working devices), the purchase of which will be funded through the Financial Resilience Mechanism in 2019/20. It is estimated that potentially 1100 staff within Social Services work alone and this presents varying levels of risk, depending on their roles and the situations they are in. The 300 devices would be allocated to those staff assessed as having the highest levels of risk, to help safeguard employees working on the front line. The bid follows-on from a six month pilot of the Archie device during 2017/18, where 24 randomly selected members of staff across Childrens and Adults (various roles that were not necessarily the highest risk rated) tested and used the device. Those staff working on the front line and in particularly challenging situations found the device to be an effective safeguarding tool. | 32 | Green | Green |

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|---------------------------------------|--|-----------------|-----------|-------------|
| FP8 | <p>Implement new Fostering Business Model This funding is required to allow the creation of a new structure that will incorporate the new specialist functions within the service. The current operating model of the Fostering Service and the reduced number of Council Carers available means the Council is spending an increasing amount on child placements. This is not sustainable, so investment and change is needed in order to facilitate a significant reduction in costs of child placements and to create the best life experience for children and young people being looked after.</p> <p>The Fostering Service Review Project aims to develop an effective business model for the Fostering Service in Cardiff. This will focus on three key aspects of the service:</p> <ul style="list-style-type: none"> • The marketing of the Service and the recruitment of Foster Carers • The support provided to Foster Carers once they have been approved • The need to reduce the cost of Fostering to the Council <p>The project will be delivered initially in three phases, run concurrently:</p> <ol style="list-style-type: none"> 1. The development of the Fostering Services Business Model 2. The development of the Cardiff Fostering Services Offer for the support and development of Foster Carers 3. A review of the current Fostering Services structure to support the implementation and delivery of the new business model. | 300 | Red-Amber | Amber-Green |
| FP9 | <p>Potential Cost Implications of Supported Living Tender in 2019 The Directorate has in place a sustainable supported living service model where providers deliver services which meet the outcomes of individuals as set out in their support plans, offering individuals more choice, control and independence in their lives. This model was introduced in August 2015, with the award of contracts for the provision of Personal Domiciliary Care Supported Living Services contracts and the Housing Related Support Supported Living Services commenced on 1 August 2015. In line with contract extension clauses, these arrangements have been extended until end of September 2019. New contracts will be introduced from October 2019. This funding is a contingent sum to be used in the event that the new contract costs are higher than current.</p> | 500 | Red | Amber-Green |
| FP10 | <p>Increased capacity for information governance activity related to disclosures in care proceedings To create two additional Information Request Case Officers, two case management system licences and ICT equipment to undertake redaction as a proof of concept. There is a Memorandum of Understanding between Information Governance and Social Services which considers service volumes and compliance on a monthly basis. The increase in activity of disclosures plus the need to identify a resource for rolling disclosures has resulted in the need for these additional posts.</p> | 64 | Red-Amber | Green |
| TOTAL SOCIAL SERVICES | | 1,339 | | |
| TOTAL PEOPLE & COMMUNITIES | | 1,989 | | |
| FP11 | <p>City Centre Public Realm improvements - including Central Square (no S278/commuted sums etc) Maintenance of the City Centre with its prestige walking zones and shopping areas requires special consideration. The use of high quality paving materials and street furniture in this location means its maintenance costs are not comparable to other areas of the city.</p> | 120 | Red-Amber | Amber-Green |
| FP12 | <p>Maintenance and operation of new hostile vehicle mitigation bollards Ongoing maintenance and operation resource to manage bollards during retail delivery window each day.</p> | 50 | Red | Green |
| FP13 | <p>Street Scene - Cleansing growth due to night time economy & increase in food outlets (2-10pm shift) To create an additional cleansing team with working hours of 2-10pm to cover areas such as Roath, Cathays & Canton. This would support cleansing & enforcement activities outside of "normal" working hours in areas of significant nighttime activity. There has been an increased amount of waste deposited in or alongside litter bins & this new team would alleviate the pressure on cleansing teams, particularly in these high footfall areas .</p> | 100 | Red-Amber | Green |

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| FP14 | <p>Street Scene - Increased recycling costs Achieve recycling target - £250k The Council has to meet statutory recycling targets, therefore to achieve annual increases in performance more tonnage is required to be recycled. The recycling target will increase from 58% to 64% in 2019/20.</p> <p>Increased cost of recycling disposal & treatment - £454k Anticipated increase in the cost per tonne of the disposal/treatment of the following materials; Mattresses, wood, paint, carpets, paints, hard plastics, organic food and garden waste. Prices have started to increase during 2018/19 and any funding would be utilised to improve recycling in terms of best value.</p> | 704 | Red | Green |
| FP15 | <p>Street Scene - City Wide Roll Out of Separate Glass Collections To support the city wide rollout of separate glass recycling collections (domestic) from September 2019, to protect against future market changes and reduce the risk of failing statutory recycling targets.</p> | 163 | Red-Amber | Green |
| FP16 | <p>Fleet - Additional lease cost of existing fleet Increase in lease costs of replacement vehicles and plant due to previous rental agreements expiring.</p> | 200 | Red | Green |
| FP17 | <p>Additional Learning Needs (ALN) Transport New routes resulting from additional "revolving door" and for children with autism.</p> | 310 | Red | Red-Amber |
| TOTAL PLANNING, TRANSPORT & ENVIRONMENT | | 1,647 | | |
| FP18 | <p>Legal Services - Increase in demand for Children's Safeguarding Work The number and complexity of children's safeguarding cases have continued to increase. This is an issue across the UK not just in Cardiff and Wales. Because of this the external legal fees budget is projected to overspend this financial year. While there will always be a need to use barristers for some cases because of capacity or the skills needed, it is more cost effective to employ additional legal staff (one lawyer, one legal assistant and one admin assistant (total £131,000)), as well as making additional budget provision for external legal fees (£220,000) where necessary.</p> | 351 | Red | Red |
| TOTAL GOVERNANCE & LEGAL SERVICES | | 351 | | |
| FP19 | <p>Council Tax Premiums and Growth Additional staff required to implement Council Tax Premiums and increasing workloads (two Grade 4) due to significant property growth each year.</p> | 54 | Red-Amber | Green |
| FP20 | <p>Deployment of Virtual Assistant Technologies (Supporting the Digital Agenda) This project aims to modernise customer contact (internal and external) through the implementation of tools to automate transactional services which fall under the overarching concept of the 'virtual assistant'. The tools and technologies proposed will produce an automated, conversational response at the first point of customer contact, using artificial intelligence to guide transactions. The £150,000 reflects the licensing costs and additional staff resource associated with the project.</p> | 150 | Red | Amber-Green |
| TOTAL RESOURCES | | 204 | | |
| TOTAL | | 4,795 | | |