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**DRAFT CORPORATE PLAN 2019-2022 AND BUDGET PROPOSALS 2019-2020**

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**Reason for the Report**

1. To provide Members with context for the scrutiny of those sections of the Council's draft *Corporate Plan 2019 - 2022* and draft *Cabinet 2019/20 Budget Proposals* that relate to the Portfolios and Directorates falling within the remit of this Committee.

**Background**

2. The Council's constitution allows all Scrutiny Committees to scrutinise the draft budget proposals prior to their consideration by Full Council. The Committee's consideration of the budget will allow Members to feed their comments or recommendations to the Cabinet when it considers the draft budget proposals on 21 February 2019. The proposals will then be presented to Full Council on 28 February 2019.
3. The scope of the scrutiny is as follows:
  - The relevant sections of the *Corporate Plan 2019-2022*, in terms of aims & priorities, actions and monitoring of implementation of these;
  - The relevant Budgetary Proposals in terms of their alignment with the *Corporate Plan* – to test whether they support delivery of the aims and priorities detailed in the *Corporate Plan*;
  - The relevant Budgetary Proposals in terms of potential impact on service delivery, service users and citizens of Cardiff;
  - The achievability and deliverability of the proposed savings; and
  - The affordability and risk implications of the proposed capital programme.

## Structure of the papers

4. Attached to this report are a series of appendices which will aid Members in their scrutiny of the budget proposals:

**Appendix A:** Draft Corporate Plan 2019 – 2022

**Appendix B:** 2019-20 Directorate Budget Savings

**Appendix C1:** Controllable Budget – Economic Development

**Appendix C2:** Controllable Budget – Communities, Housing and Customer Services

**Appendix D:** 2019-20 Financial Pressures

**Appendix E:** Capital Programme 2019/20 – 2023/24

**Appendix F:** Employee Implications of Budget

**Appendix G:** Fees and Charges

**Appendix H:** Changes for Cardiff – Consultation Report.

5. Throughout the appendices, the following colour coding is used:

**Shaded pink** – Economic Development Directorate proposals that fall within this Committee's terms of reference;

**Shaded yellow** – People & Communities – Communities & Housing Directorate proposals that fall within this Committee's terms of reference.

The lines that are greyed out in these documents fall under another Scrutiny Committee's terms of reference and will be scrutinised by them accordingly.

## Structure of Meeting

6. The following Cabinet Members and officers have been invited to give a short presentation providing a corporate overview of the 2019-20 Budget Proposals as they impact on the Committee's terms of reference, and to answer any general questions arising:

- Cllr Chris Weaver – Cabinet Member, Finance, Modernisation and Performance
- Christine Salter (Corporate Director - Resources)
- Ian Allwood (Head of Finance)

7. The meeting is then structured by Cabinet Member Portfolio area, as follows:

- Cllr Huw Thomas – Leader
- Cllr Huw Thomas – covering the portfolio re Investment & Development
- Cllr Peter Bradbury – Cabinet Member, Culture and Leisure;
- Cllr Sarah Merry – Deputy Leader – Cabinet Member – Education, Employment & Skills (*for Adult Community Learning only*)
- Cllr Lynda Thorne – Cabinet Member – Housing & Communities

### **Summary of Draft Corporate Plan 2019 – 2022**

8. In July 2017, the Council's new Administration set out a policy programme and associated delivery commitments entitled 'Capital Ambition' establishing the Cabinet's key priorities for the municipal term, and outlining a programme of action to continue to drive the city economy forward, whilst ensuring that the all residents feel benefits of success. It focussed on four main areas, which form the basis for the Corporate Plan 2019-22:

- **Working for Cardiff:** Making sure that all our citizens can contribute to, and benefit from, the city's success.
- **Working for Wales:** A successful Wales needs a successful capital city.
- **Working for the Future:** Managing the city's growth in a sustainable way.
- **Working for Public Services:** Making sure our public services are delivered efficiently, effectively and sustainably in the face of the rising demand and reducing budgets.

9. The Corporate Plan and the Well-being Plan are key documents in delivering Capital Ambition, as they translate the administration's priorities into deliverable organisational objectives. The Well-being of Future Generations Act also places a statutory duty on Public Bodies to publish well-being objectives. In Cardiff, the Council and the Public Service Board have adopted the same seven well-being Objectives, reflecting their shared aspirations for the city and a common understanding of challenges. The Corporate Plan is therefore structured around Capital Ambition priorities and seven well-being objectives, as follows:

## **Working for Cardiff**

### *Well-being Objectives:*

- Cardiff is a great place to grow up
- Cardiff is a great place to grow older
- Supporting people out of poverty
- Safe, confident and empowered communities

## **Working for Wales**

### *Well-being Objective:*

- A capital city that works for Wales

## **Working for the Future**

### *Well-being Objective:*

- Cardiff grows in a resilient way

## **Working for Public Services**

### *Well-being Objective:*

- Modernising and integrating our public services

10. The Corporate Plan makes clear the steps the Council will undertake to make progress in achieving these objectives. The Corporate Plan also sets out the Performance Measures and targets that will enable the Council, including its scrutiny committees, to monitor delivery. The example below demonstrates how the Well-being Objectives, Steps and Performance Measures relate to one another as part of a coherent policy framework:

- **Capital Ambition Priority:** Working for Cardiff
- **Well-being Objective:** Supporting people out of poverty
- **Step:** Better support people into work by further integrating employment support services.
- **Performance Measures (KPI):**
  - The number of interventions which supported people receiving into work advice through the Gateway – Target = 43,000.
  - The number of clients who have been supported into employment having received tailored support through the Gateway - Target = 623
  - The number of employers which have been assisted by the Council's employment support service – Target = 200.

## Summary of Budgetary Position

11. As at 11 February 2019, the Council finds itself with a budgetary gap of approximately £32 million for 2019/20, before savings have been accounted for. The shortfall comprises of:

<b>BUDGETARY GAP</b>	<b>£000</b>
Resources Available	612,608
Resources Required	645,046
<b>Shortfall before savings</b>	<b>32,438</b>

12. The resources available to finance the budget before any increase in the rate of Council Tax are made up as follows:

<b>Resources Available</b>	<b>£000</b>
Resources from WG	444,629
Council Tax (at nil increase)	167,979
<b>Total Resources Available</b>	<b>612,608</b>

13. The following table summarises the resources required to cover base expenditure, commitments and budget realignments.

<b>Resources Required</b>	<b>£000</b>
2018/19 adjusted base (after transfers)	610,400
New Responsibilities (per settlement)	637
New Specific Grant funding for Social Services (per settlement)	(3,000)
Employee Costs	4,412
Demographic Pressures	3,500
Commitments	2,997
Directorate Expenditure Realignments	5,599
Exceptional Inflation	3,186
Schools pressures	12,520
New directorate pressures	4,795
<b>Total Resources Required</b>	<b>645,046</b>

14. The table below identifies how the funding shortfall will be addressed:

<b>Funding Gap</b>	<b>£000</b>
Directorate Savings	(19,157)
Partial deletion of Financial Resilience Mechanism	(200)
Schools' contribution to meeting pressures	(3,586)
Net Council Tax increase at 4.9%	(6,745)
Use of Reserves	(2,750)
<b>TOTAL</b>	<b>(32,438)</b>

15. In respect of savings proposals of **£19.157** million, shown in **Appendix B**:

- **£4.878 million** are savings from **employee costs**;
- **£15.976 million** are savings from **other spend**; and
- **£1.697 million** net reduction in **income budgets**.

These overall figures include the write-out of budgets linked to the proposal to secure a private tenant for the New Theatre within Economic Development. This includes a reduction in income budgets, which offsets other savings in respect of the generation of additional income, which otherwise total £3.855 million overall.

16. To enable the Committee to understand the prioritisation of proposed savings across directorates, the table below sets out the level of savings proposals for each directorate, as a percentage of overall savings.

<b>Total Savings</b>	<b>Employee Costs £000</b>	<b>Other Spend £000</b>	<b>Income £000</b>	<b>Total £000</b>	<b>% of overall saving</b>
<b>Corporate Management</b>	40	126	0	<b>166</b>	<b>1%</b>
<b>Economic Development</b>	1,876	6,679	(5,402)	<b>3,153</b>	<b>16%</b>
<b>Education and Lifelong Learning</b>	270	1,032	140	<b>1,442</b>	<b>8%</b>
<b>People &amp; Communities – Housing and Communities</b>	423	95	350	<b>868</b>	<b>5%</b>
<b>People &amp; Communities – Social Services</b>	0	5,750	250	<b>6,000</b>	<b>31%</b>
<b>Planning, Transport &amp; Environment</b>	477	1,810	1,982	<b>4,269</b>	<b>22%</b>
<b>Resources – Governance &amp; Legal</b>	119	42	211	<b>372</b>	<b>2%</b>
<b>Resources - Resources</b>	1,673	442	772	<b>2,887</b>	<b>15%</b>
<b>Total</b>	<b>4,878</b>	<b>15,976</b>	<b>(1,697)</b>	<b>19,157</b>	<b>100%</b>

17. Details of the Directorate Savings Proposals are shown at **Appendix B**. These proposals have undergone a three-stage risk analysis assessing the residual risk to the Council should the savings proposals be accepted; the achievability of the saving; and its equality impact rating.
18. The residual risk may relate to a variety of factors including: risks to the Council's reputation; adverse implications for the achievement of a Directorate's objectives or performance targets; implications for the community; or financial implications. Residual risk may comprise several of these factors at once. The achievability rating indicates the feasibility of the proposed saving, and an equality impact assessment identifies the potential equality risks associated with each proposal.
19. The Equality Act 2010 sets out a General Duty that as a public body within Wales, the Council is required to have due regard in its decision making processes (including financial decisions) to three factors:
- To eliminate unlawful discrimination, harassment and victimisation;
  - To advance equality of opportunity; and
  - To foster good relations between people who share a protected characteristic (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, religious belief and non-belief, race, sex, sexual orientation and Welsh Language) and those who do not.

Where a screening identifies a red or red/amber risk a full Equality Impact Assessment is undertaken. Three of the proposals within this Committee's terms of reference required a full EIA:

- Line 7- New Theatre;
- Line 17 – Public Conveniences in Caedelyn Park; and
- Line 18 Reduced Subsidisation of Events.

Members can view EIAs at:

<https://www.cardiff.gov.uk/ENG/Your-Council/Council-finance/Council-Budget/Pages/default.aspx>

## **Directorate Controllable Budgetary Analysis**

20. The Directorate Controllable Budgetary Analysis sheets are attached at **Appendices C1 and C2**, and provide current year information by service divisions within the Directorates. Each line is coded alphabetically (on the far left) and the letters correspond to the 'cross-reference' column (X-Ref) on the Savings Proposals spreadsheet.

## **Financial Pressures 2019-20**

21. **Appendix D** shows the Financial Pressures identified for 2019/20, these total to **£4,795 million**. None of these Financial Pressures falls within the remit of this Committee's Terms of Reference.

## **Council Capital Programme 2019/20 to 2023/24**

22. The 2019/20 budget outlines capital expenditure proposals of **£843,240,000** for the financial years 2019/20 to 2023/24, of which **£146,556,000** is earmarked for 2019/20. The full Capital Programme 2019/20 - 2023/24 can be found at **Appendix E**, with the schemes relevant to this Committee highlighted according to the following colour scheme:

**Shaded pink** – Economic Development Directorate

**Shaded yellow** – People & Communities – Communities & Housing

## **Employee Implications of Budget**

23. This table, attached at **Appendix F**, provides a summary of the impact on posts across the Council. The employee implications of savings proposals relevant to this Committee are highlighted according to the following colour scheme:

**Shaded pink** – Economic Development Directorate

**Shaded yellow** – People & Communities – Communities & Housing

## **Fees and Charges**

24. **Appendix G** provides a summary of Fees and Charges, including charges for Outdoor Activities. Members will note that both 'changes in prices' and where there is 'no proposed price change' are listed. Those relevant to this Committee are highlighted according to the following colour scheme:

**Shaded pink** – Economic Development Directorate

**Shaded yellow** – People & Communities – Communities & Housing



## Specific Proposals within ECC Terms of Reference

25. This report provides the Committee with an opportunity to consider the draft Cabinet budgetary proposals and their alignment to the Corporate Plan 2019 - 2022, for the proposals that relate to this Committee’s terms of reference. These are set out below by Cabinet Member portfolio.

### Leader

26. Councillor Huw Thomas, Leader, and Jon Day<sup>1</sup> (Operational Manager – Economic Policy) have been invited to answer Members’ questions on the draft Corporate Plan and budget proposals for this portfolio. Members are asked to refer to **Appendices A, B and E** in relation to the following budgetary proposals, shaded pink:

### Corporate Plan – Appendix A

**Capital Ambition Priority:** Working for Wales

**Well-being Objective 2.1:** A capital city that works for Wales

**Steps:**

- Work with the UK Government and Welsh Government to implement a programme of investments over the next five years to **deliver investment and capacity improvements at Cardiff Central Station** which sits at the heart of the South Wales Metro and the Integrated Transport Hub. *(shared with Cllr Goodway)*
- Work with Cardiff Capital Region partners **to ensure that City Deal investment supports the economic development opportunities of the city-region** *(shared with Cllr Goodway)*.

Key Performance Indicators	Target
<b>Supporting the City’s Economy</b>	
The number of new jobs created	500
The number of jobs safeguarded	500
The amount of ‘Grade A’ office space committed to in Cardiff (sq. ft.) <i>(This is a rolling two-year target.)</i>	300,000
The number of staying visitors	2% Increase
Total visitor numbers	2% Increase

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<sup>1</sup> Neil Hanratty, Director of Economic Development is unable to attend this meeting and has sent his apologies

## Savings Proposals - Appendix B

- **Line 1** - Reduction of funding available to react to opportunities to fund City wide events - **£126,000**

## Capital Programme- Appendix E

- **Line 51** – Cardiff Capital Region City Deal - **£2,149,000**

## **Investment & Development**

27. Councillor Huw Thomas, Leader, has kindly agreed to cover the items that fall with the Investment & Development portfolio, as Councillor Russell Goodway, Cabinet Member for this portfolio, is unable to attend this meeting. Ken Poole (Head of Economic Development) and Jon Day (Operational Manager – Economic Policy) have also been invited to answer Members' questions on the draft Corporate Plan and budget proposals for this portfolio.

28. Members are asked to refer to **Appendices A, B, E, F, G** and **H** in relation to the following budgetary proposals, shaded pink:

## Corporate Plan – Appendix A

**Capital Ambition Priority:** Working for Wales

**Well-being Objective 2.1:** A capital city that works for Wales

**Steps:**

- **Progress delivery of a new Indoor Arena** to attract premier national and international events.
- **Grow the city centre as a location for businesses** and investment delivering an additional 300,000ft<sup>2</sup> of 'Grade A' office space by 2021.
- Work with the UK Government and Welsh Government to implement a programme of investments over the next five years to **deliver investment and capacity improvements at Cardiff Central Station** which sits at the heart of the South Wales Metro and the Integrated Transport Hub. (*shared with Cllr Thomas*)

- Bring forward a **new mixed use development at Dumballs Road** through the delivery of 2,000 homes by 2022
- Deliver an Industrial Strategy for Cardiff East, which will support the progression of the Cardiff Parkway development.
- Develop a **new vision and masterplan for Cardiff Bay** by 2020, including taking forward delivery of the next phase of development for the International Sports Village by 2019. *(shared with Cllr Bradbury)*
- Launch a new masterplan for the **Cardiff Canal Quarter** by April 2020
- Work with Cardiff Capital Region partners **to ensure that City Deal investment supports the economic development opportunities of the city-region** *(shared with Cllr Goodway)*.

Key Performance Indicators	Target
<b>Supporting the City's Economy</b>	
The number of new jobs created	500
The number of jobs safeguarded	500
The amount of 'Grade A' office space committed to in Cardiff (sq. ft.) <i>(This is a rolling two-year target.)</i>	300,000
The number of staying visitors	2% Increase
Total visitor numbers	2% Increase

### Savings Proposals - Appendix B

- **Line 5** – Workshops Income - **£20,000**
- **Line 12** – Revised and Restructured model for Economic Development - **£56,000**
- **Line 14** – Revised and Restructured model for the Tourism service and reduction in Tourism budget - **£41,000**
- **Line 15** – City Centre Management – Remove Subsidy - **£40,000**
- **Line 20** – Economic Development Projects and Initiatives - **£28,000**

### Employee Implications of Budget – Appendix F

- **Line 12** – Delete 1 vacant post
- **Line 14** – Delete 1 vacant post
- **Line 15** - Delete 3 posts – 2.15 via voluntary redundancy and 0.85 by redeployment

## Capital Programme- Appendix E

- **Line 48** – Economic Development Initiatives – **£435,000**
- **Line 50** – Cardiff Indoor Market Restoration - **£50,000**
- **Line 51** – Cardiff Capital Region City Deal - **£2,149,000**
- **Line 62** – Economic Development Initiatives - **£366,000**
- **Line 63** – Former Virgin Active Centre/ Tennis Centre – **none for 2019/20**
- **Line 64** – Chapter Arts Centre – **none for 2019/20**
- **Line 65** – Indoor Arena – **none for 2019/20**

## Fees & Changes – Appendix G

- Members are asked to refer to the following lines, shaded pink, in **Appendix G: Lines 1 and 2**

## **Culture & Leisure**

29. Councillor Peter Bradbury, Cabinet Member for this Portfolio, Kathryn Richards (Head of Culture, Venues, Tourism and Events), and Jon Maidment (Operational Manager – Parks, Sport and Harbour Authority) have been invited to answer Members' questions on the draft Corporate Plan and budget proposals for this portfolio. Members are asked to refer to **Appendices A, B, E, F, G and H** in relation to the following budgetary proposals, shaded pink:

## Corporate Plan – Appendix A

**Capital Ambition Priority:** Working for Cardiff

**Well-being Objective 1.4:** Safe, confident and empowered communities

**Steps:**

- Work with partners to develop strategic plans for the development of **sport and physical activity by March 2020 that secure increases in participation, attract investment and ensure sustainability of provision.**
- Work with our network of 'Friends of' and volunteer groups to **engender a sense of ownership within local communities** in the management and development of our parks and green spaces, and to secure improvements in local environmental quality.

- Work in partnership with Welsh Water to **re-open the Lisvane and Llanishen Reservoir sites for recreational purposes** and reintroduce sailing to the Llanishen reservoir.

**Capital Ambition Priority:** Working for Wales

**Well-being Objective 2.1:** A capital city that works for Wales

**Steps:**

- Develop a **new vision and masterplan for Cardiff Bay** by 2020, including taking forward delivery of the next phase of development for the International Sports Village by 2019. (*shared with Cllr Goodway*)
- **Develop a sustainable event portfolio** which builds on Cardiff's event hosting credentials. This will include the development of a 'signature event' and establishing Cardiff as a **Music City** over the next 5 years.
- **Support the development of the creative sector** and help unlock investment opportunities by working with partners across the sector to support the growth of creative enterprises through the establishment of a Creative Accelerator programme.

Key Performance Indicators	Target
<b>Supporting Sports, Leisure, Culture and Green Spaces</b>	
The number of Green Flag parks and open spaces	13
The number of volunteer hours committed to parks and green spaces	18,000
The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	2% increase
<b>Supporting the City's Economy</b>	
Attendance at Commercial Venues.	903,000

## **Savings Proposals – Appendix B**

### **Culture, Venues and Events**

- **Line 3** – Cardiff Castle – Income/ Staff rationalisation - **£122,000**
- **Line 7** – New Theatre - **£404,000**
- **Line 16** – Review of Venues and Catering Staffing Resource - **£19,000**
- **Line 18** - Reduced Subsidisation of Events - **£125,000**
- **Line 19** – Reduction in funding for annual Cultural Projects Schemes - **£62,000**

## **Parks, Leisure, Sport**

- **Line 6** – New Operating Model for Leisure Centres - **£1,822,000**
- **Line 8** – Parks & Sport – continue transfer of parks buildings to reduce costs to the Council and attract investment - **£25,000**
- **Line 17** – Closure of public conveniences in Caedelyn Park - **£6,000**

## **Employee Implications of Budget – Appendix F**

- **Line 3** – Delete 1 post (voluntary redundancy)
- **Line 7** – Delete – number of post and route TBC
- **Line 16** – Delete 1 post (voluntary redundancy)
- **Line 18** – Delete 1 post (TBC)

## **Capital Programme- Appendix E**

- **Line 21** – Parks Infrastructure - **£200,000**
- **Line 46** – Roath Park District Area - **£550,000**
- **Line 47** – St David's Hall and New Theatre - **£324,000**
- **Line 61** – Roath Park Dam – **none for 2019/20**
- **Line 77** – National ~Heritage Lottery Fund – Parc Cefn Onn - **£334,000**
- **Line 78** – Landfill Communities Fund – Flat Holm Jetty - **£385,000**
- **Line 79** – National Heritage Lottery Fund – Flat Holm - **£152,000**
- **Line 80** – Harbour Authority - **£145,000**
- **Line 83** – Leisure Centres – Alternative Service Delivery (ADM) –  
**£965,000**

## **Fees & Changes – Appendix G**

- Members are asked to refer to the following lines, shaded pink, in **Appendix G**:
  - **Lines 6-57** – **Venues** (*Norwegian Church, Cardiff Castle, City Hall, Mansion House, Cardiff Caravan & Camping Park, Cardiff Story Museum, Events Park & Ride and County Hall Hire*)
  - **Lines 58- 77** – **Parks** (*Allotments, Roath Park, Bowls, Pavilions, Pitch hire*)
  - **Lines 78 -94** – **Channel View Centre**
  - **Lines 95 – 140** – **Cardiff Riding School**
  - **Lines 141 – 165** – **Canton Community Hall**

- **Lines 166 – 235 – Sailing and Water activities** (*Sailing Centre, Activity Adventure Programme, Fishing, Slipway fees and charges, Rowing, Cardiff International White Water*)
- **Lines 236 – 243 - Harbour**

## **Education, Employment & Skills**

30. Councillor Sarah Merry, Cabinet Member for this portfolio, and Jane Thomas<sup>2</sup> (Assistant Director of Communities & Housing) have been invited to answer Members' questions on the draft Corporate Plan and budget proposals for this portfolio. Members are asked to refer to **Appendix G** in relation to the following budgetary proposals, shaded yellow:

### **Fees & Changes – Appendix G**

- Members are asked to refer to the following lines, shaded yellow, in Appendix G:
  - **Lines 275 - 278 – Adult Community Learning - Overall**
  - **Lines 279 – 290 – Adult Community Learning – Llanover Hall**

## **Housing & Communities**

31. Councillor Lynda Thorne, Cabinet Member for this portfolio, and Jane Thomas (Assistant Director of Communities & Housing) have been invited to answer Members' questions on the draft Corporate Plan and budget proposals for this portfolio. Members are asked to refer to **Appendices A, B, E, F and G** in relation to the following budgetary proposals, shaded yellow:

### **Corporate Plan – Appendix A**

**Capital Ambition Priority:** Working for Cardiff

**Well-being Objective 1.3:** Supporting people out of poverty

**Steps:**

- **Better support people into work by further integrating employment support services.** This will include:

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<sup>2</sup>Sarah McGill, Corporate Director - People & Communities is unable to attend this meeting and has sent her apologies.

- Ensuring that the Gateway into employment is accessible across the city;
- Ensuring that Into Work Advice Services and Adult Community Learning fully align with the new Gateway by September 2019;
- Providing effective employer engagement and assistance into self-employment;
- Promoting and extending volunteering opportunities by October 2019.

Key Performance Indicators	Target
<b>Tackling Poverty</b>	
The number of interventions which supported people receiving into work advice through the Gateway	43,000
The number of clients who have been supported into Employment having received tailored support through the Gateway	623
The number of employers which have been assisted by the council's employment support service	200

### **Capital Ambition Priority:** Working for Cardiff

**Well-being Objective 1.4:** Cardiff has safe, confident and empowered communities

#### **Steps:**

- **Invest in the regeneration of local communities by:**
  - Delivering a new three-year programme of Neighbourhood Renewal Schemes;
  - Completing Phase 2 of the Maelfa redevelopment scheme by Summer 2020;
  - Implementing priority schemes identified in the Estate Regeneration Programme;
  - Progressing opportunities for funding through the Targeted Regeneration Investment Programme.
- *(shared with Cllr Elsmore)* **Continue to develop the Community Well-being Hubs programme in collaboration with partners, including:**
  - Progressing plans for Youth Hubs in the City Centre, Butetown and Ely;
  - Working with the Health Board on the Cardiff Royal Infirmary and other Well-being Centres;
  - Exploring opportunities for investment in Community Well-being Hubs;
  - Ensuring people are connected with local service providers and activities in their neighbourhood through Community Inclusion Officers.



<b>Key Performance Indicators</b>	<b>Target</b>
<b>Regenerating Local Communities and Citizen-Centred Services</b>	
The % of customers satisfied with completed regeneration projects	75%
The number of visitors to libraries and Hubs across the City	3,300,000
The % of customers who agreed with the statement "Overall the Hub met my requirements/I got what I needed"	95%

### **Savings Proposals - Appendix B**

- **Line 27** – Community Wellbeing Hubs Implementation - **£250,000**
- **Line 30** – Deletion of an Into Work advisor post - **£40,000**
- **Line 33** – Provision of all Into Work Services in-house – **£33,000**

### **Employee Implications of Budget – Appendix F**

- **Line 27** – **Delete 7 posts overall** – 5 via voluntary redundancy, 8 vacant post and create 6 new posts
- **Line 30** – **Delete 1 post (vacant)**

### **Capital Programme- Appendix E**

- **Line 4** – Neighbourhood Renewal Schemes - **£310,000**
- **Line 29** – Community Shopping Centre Regeneration - **£200,000**
- **Line 30** – Targeted Regeneration Investment Programme - **£330,000**
- **Line 66** – Targeted Regeneration Investment Programme - **£697,000**

### **Fees & Changes – Appendix G**

- Members are asked to refer to the following lines, shaded yellow, in Appendix G:
  - **Lines 258 – 265** – Libraries/ Hubs
  - **Lines 266 – 270** – Libraries/ Hubs Local Studies Department
  - **Lines 271 – 274** – Libraries/ Hubs – Central Library

## Consultation & Engagement Process

32. The Council's *Changes for Cardiff* budget consultation survey launched on the 16 November 2018 and ran until 2 January 2019. A range of mechanisms were used as part of the process, including:

### Email

- The survey was promoted via email to:
  - The Citizens' Panel (approximately 6,000 residents)
  - Councillors, Council Staff and Cardiff Public Services Board members
  - Community Councils
  - 100 third sector organisations working with target groups including Minority Ethnic, younger people and those with a disability.
- Teams across the Council were encouraged to promote the survey (where GDPR1 rules allowed) by emailing customers through existing email lists, particularly where budget proposals may affect specific groups.
- The consultation was promoted to Council supported networks, including:
  - Cardiff 50+ Forum
  - Cardiff Access Forum
  - Employee Black Minority Ethnic Network
  - Cardiff Youth Council
- A separate shorter survey of five key questions from the main survey and three demographic questions was distributed to secondary schools across Cardiff, offering entrance into a Prize Draw to win a £20 shopping voucher.
- Any enquiries from the public were directed to [consultation@cardiff.gov.uk](mailto:consultation@cardiff.gov.uk) where they were picked up by Cardiff Research Centre staff and directed to relevant officers across the Council.

### Internet/Intranet

- The consultation was given dedicated pages on the Council's website and promoted to Council employees via DigiGov, the Staff App and the Council's computer screen saver.

## **Social Media**

- The survey was promoted to almost 90,000 followers via Facebook and Twitter by the Corporate Communications Team throughout the consultation period.
- Targeted promotion was facilitated via stakeholders' social media accounts and Facebook boosts aimed at those less frequently heard i.e. under 25's, Minority Ethnic groups and those living in the 'Southern Arc' of the city.
- A series of online polls were hosted on Facebook/Twitter to boost responses to key questions within the consultation.

## **Face-to-Face and Hard Copies**

- Posters and 2,500 hard copies of the consultation document (plus 500 Welsh) were distributed to libraries, hubs, core council buildings and community settings (Thornhill Church Centre, Dusty Forge and Chapter Arts). Drop boxes were provided in hubs and libraries for the public to deposit their returns. Council officers were on hand at Central Library and Grangetown Hub to answer questions.
- Hard copies, with freepost return envelopes, were also delivered to selected streets in St Mellons, Llanrumney, Ely and Caerau (areas that typically have a poor response rate).
- A facilitated focus group session was held with Diverse Cymru members.

**A combined total of 2,078 validated responses were received; this compares to 2,937 in 2018/19.**

33. The *Changes for Cardiff* budget consultation results have now been analysed and a full copy of the report is attached at **Appendix H**. The results are set out by the Capital Ambition well-being objectives and are broken down by age, gender, ethnic background, Welsh Speakers, those with a disability and those living in the least or most deprived areas of the city. In addition, the analysis includes the responses from those living in the 'Southern Arc' of Cardiff, which comprises the following electoral divisions: Adamsdown, Butetown, Caerau, Canton, Ely, Grangetown, Llanrumney, Riverside, Rumney, Splott and Trowbridge. The most frequently made comments, including those made during face-to-face engagement are

included alongside the core data, with all survey comments contained in Appendix C to Appendix H.

34. The sections listed below are of particular interest to the Economy and Culture Scrutiny Committee as they cover services within the Committee terms of reference:

- Transferring park assets to sports organisations – *pages 22-23, pages 59-60*
- New Theatre– *pages 26-28, pages 61-62*
- City Events– *pages 29-30, pages 63-64*

35. The results show that:

- Just under half of those responding (46.8%) supported the proposal to further transfer park assets to local sporting leagues and governing bodies, with 35.2% opposing.
- Three in five respondents (59.2%) support the proposal to secure a private tenant for the New Theatre to develop and sustain the current theatre offer in the city.
- Almost two-thirds of respondents (64.7%) supported the principle of reducing the subsidy of entertainment and art events.

## **Way Forward**

36. Officers will make a presentation providing a corporate overview of the 2019-20 Budget Proposals as they impact on the Committee's terms of reference. The Cabinet Members and Officers will also be available to answer questions arising from the attached papers.

37. Following consideration of the budget proposals, presentations and answers to Member questions, the Committee may wish to provide its comments, concerns and recommendations for the Cabinet at its business meeting on 21 February 2019.

## **Legal Implications**

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

## **Financial Implications**

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

## **RECOMMENDATION**

The Committee is recommended to consider the information received at this meeting, and to submit any recommendations or comments to the Cabinet prior to its consideration of the final budget proposals.

**Davina Fiore**

**Director of Governance and Legal Services**

**13 February 2019**