

COUNCIL: 27 FEBRUARY 2014

CABINET PROPOSAL

AGENDA ITEM: 8

BUDGET PROPOSALS 2014/15

Reason for this Report

To enable the Cabinet to:

- (i) Submit to Council their proposal for the estimates of expenditure and income in order to set the Council Tax in accordance with the Local Government Finance Act 1992.
- (ii) Recommend to Council the strategy and plan for the control of the Authority's borrowing and investments for the year 2014/15 (the Annual Treasury Management Strategy).
- (iii) Recognise the financial challenges facing the Council over the four years as set out in the Medium Term Financial Plan.
- (iv) Recommend to Council the Prudential Code, capital expenditure and treasury indicators for 2014/15-2016/17, the Council's Minimum Revenue Provision Policy for 2014/15 and the amended Policy for 2013/14.
- (v) Set the rent levels for Housing Revenue Account properties, service charges and management fees for leaseholders for 2014/15.
- (vi) Agree the rates of fees and charges for Council services for 2014/15.
- (vii) Consider and reflect on the responses to the consultation and any agreed amendments received in advance of the Cabinet meeting.

Background

1. The Council's key strategic documents are the Corporate Plan and the Budget. Cabinet Members and officers have been mindful to ensure that a clear alignment exists between the Corporate Plan, the Council's service priorities and the budget setting process. This also demonstrates how the Council will interact with the statutory What Matters 2010/2020 Strategy.
2. For 2014/15, the Corporate Plan has been refreshed but also reset as a more strategic, focussed document. The Corporate Plan priorities have been summarised as:

- Economic development as the engine for growth and jobs.
 - Education and skills for people of all ages to fulfil their potential and be well prepared for employment in the Cardiff economy and beyond.
 - Supporting vulnerable adults, children and young people in times of austerity.
3. The Corporate Plan itself is considered elsewhere on the agenda for this meeting and the priorities within it are resourced where relevant within this budget proposal. The detailed delivery activities will be included within individual directorate plans and referenced in personal objectives so as to create an effective 'golden thread' from strategy to delivery.
 4. In acknowledgement of the worsening financial position of the Welsh Public Sector, Cabinet received Budget Strategy reports in July and November 2013 in respect of 2014/15 and the medium term. The updated Strategy recognised that the Budget needed to create a sustainable and affordable base from which to deliver council services in the medium term. It is also imperative that the Council not only effectively distributes finite and reducing revenue streams but also looks at alternative ways of delivering those services that the Council is no longer able to deliver itself in order to retain the most important services and to protect jobs.
 5. The situation faced by the Council is such that Cabinet is shortly expected to consider a report concerning a programme of organisational change. This report starts the process of re-positioning the Council in order to achieve its future state and emphasises that deliberate action needs to be taken now to review and refocus services.
 6. The content of the Medium Term Financial Plan (MTFP) approved as part of the 2013/14 budget report has been progressively updated during the year as further negative announcements were issued both from the UK Government and also from the Welsh Government (WG). The July Budget Strategy report detailed changes to the indicative Revenue Support Grant Settlement which increased the anticipated budget gap from £27 million as reported in February 2013 to some £33 million in July. The 2014/15 Provisional Revenue Support Grant announcement in October 2013 resulted in a further significant increase in the budget reduction requirement of circa £17 million to a total requirement of some £50 million. This position remained materially unchanged following the Final Revenue Support Grant announcement in December 2013 although increasing Council financial pressures particularly in respect of liabilities for the cost of voluntary severance has put further stress on the Budget Reduction Requirement.
 7. The incremental increase to the Budget Reduction Requirement led Cabinet to review their approach to allocating savings across directorates and at the final stage individual directorates were directed to propose savings of up to 50% in some cases, of their controllable budgets albeit some level of local protection was continued for social services.

8. The WG requirement for Councils to protect delegated schools and social care budgets was introduced in 2011/12. The last year of protection for social care budgets was 2013/14 however the protection for delegated schools budgets remains in place for 2014/15.
9. Given the unprecedented level of savings required it was important that the proposals identified were robust and deliverable. Once submitted the proposals have been progressively challenged to give Council confidence that all savings:
 - Included within a directorate are owned by the relevant director.
 - Are technically feasible from a financial perspective.
 - Identify both residual risk as well as an achievability risk rating.
 - Have been subject to a robust equality impact assessment where relevant.
 - Are recorded as to their current status e.g. realised, detailed planning undertaken or general planning in progress.
 - Are categorised as to the theme of the saving.
 - Include wherever possible the full-time equivalent employee Implications of the identified savings proposal.
 - Identify cross directorate opportunities or risks, which have been discussed by all relevant senior officers and portfolio members.
 - Demonstrate transparency to ensure clarity at scrutiny and other consultation fora.
10. The Budget Strategy reports also considered the approach to the Capital Programme as this is an integral part of the Council's budget. The report reiterated that the Council's General Fund Capital Programme for 2013/14 - 2017/18 demonstrated the cumulative need for additional borrowing and general capital receipts of £131 million and £5.3 million respectively and included the impact of a forecast cut of 40% in capital funding between 2010/11 and 2014/15.
11. As highlighted in the 2013/14 Budget Report the impact of reducing capital resources from WG has been that local government has had to find a greater share of the capital funding requirement to meet essential investment. Concern has been expressed by councils that this, together with the flexibility that prudential borrowing affords, has led to an increasing level of borrowing being undertaken. In recognition of the need for the Council to carefully consider the borrowing it plans to undertake local affordability indicators have been developed and these are detailed in paragraphs 292 to 294. These indicators show an increase in the percentage the Council needs to set aside in its revenue budgets to fund the costs of long term borrowing although it also makes clear that the significant element of this increase is due to the reduction in revenue budgets rather than significant increases in capital financing budgets. This year relatively few new schemes have been added into the Capital Programme, a number of existing schemes have been removed and reductions have been made to annual sum allocations. Having taken account of these factors the Capital Programme is not considered to be unaffordable however careful monitoring will be required over the life of the Capital Programme and this should include wherever possible

considering options to lower our borrowing levels as a result of reductions in the Council's asset base.

12. It was recognised that a review of all schemes included within the extant Capital Programme would be carried out as part of the budget process alongside robust consideration of new schemes. New schemes would need to relate to corporate plan priorities, contribute to the rationalisation of buildings and services and, where possible, be self-financing or attract a significant level of partner/external grant support.
13. As part of the 2014/15 budget process various engagement and consultation exercises have taken place as set out in the 2014/15 Budget Proposals – Paving Report considered by Cabinet at its meeting on 29 January 2014. Choices for Cardiff was developed as a process of consultation and engagement which involved listening to the views of citizens on service priorities and where new delivery models could be introduced. The initiative involved an on-line consultation together with a series of focus group meetings with a composite paper on the outcomes appended to the report to Cabinet on 29 January 2014. Cabinet, at its meeting on 16 December 2013, identified budget saving proposals that required early consideration and agreed that these proposals be developed further and consultation undertaken where relevant. Public Consultation on the draft Council Budget carried out through a consultation document entitled “Council Services – Have your say” was published following the Council meeting on 30 January 2014. This covered the budget saving proposals across all directorates and categorised them as:
 - Reducing management costs and back office functions including working smarter to reduce duplication.
 - Reducing external expenditure and identifying alternative funding mechanisms.
 - Increasing the Council's income.
 - Exploring different and most cost effective ways of delivering services.
 - Changes to service delivery.
14. The latter category, given the greater impact on external stakeholders, was detailed further within a series of questions to gather the views of stakeholders in relation to these service delivery changes. This on-line document also signposted where further detail in respect of the budget proposals could be found including the availability of alternative formats. The consultation itself ran from 31 January 2014 to 13 February 2014 and a summary report on the results is attached as Appendix 1. Consecutively, a specific consultation was carried out entitled Waste Strategy – Phase 2 and a summary report is also attached within Appendix 1. In addition part of Appendix 1 are consultation responses from the following interested parties.
15. **Scrutiny Committees** – both overall budget briefings and consideration of the detailed proposals were undertaken in February 2014. Responses

received in respect of the Cabinet's draft proposals will be circulated at the Cabinet meeting on 21 February 2014.

16. **Trade Unions** – consultation has taken place with the Trade Unions and any comments will be considered in advance of the Cabinet meeting and those received to date are attached as Appendix 1.
17. **School Budget Forum** – following a number of briefings over the budget formulation period, the Forum met on 12 February 2014 to consider the Cabinet's budget proposal as it affected their remit.
18. **Audit Committee** – the Treasury Management Strategy was circulated to Audit Committee members on 4 February 2014 for comment as part of their scrutiny function. Responses received where relevant have been incorporated into this report.
19. Responses to the engagement activities and consultations including that with employees will be summarised and considered by the Cabinet to assist them in finalising their proposal on 21 February 2014.

Issues

20. The following sections of the report provide an update on the current year, introduce the impact of the WG Financial Settlement and then proceed to develop the components of the budget for 2014/15.

Budget update 2013/14

21. The Council's Budget Report for 2013/14 identified significant operational and financial challenges and risks in the medium term. These are reviewed as part of the Council's financial monitoring process and Corporate Risk Register updates and were also revisited in the July 2013 Budget Strategy report for 2014/15. The topics included:
 - Continuing demographic demand for social care services if trendlines vary significantly from the anticipated position.
 - The impact of welfare reforms on the ability of individuals to contribute to the cost of services provided where relevant.
 - Reducing demand for services where the Council has historically charged for the activity and so creating an income shortfall.
 - Necessity to deliver budgeted savings from service redesign and other change proposals that are not currently fully defined.
 - The service impact of the continuing reduction in headcount expected over the medium term.
 - The ability to react to new demands resulting from welfare reforms as they are progressively implemented together with financial risks in respect of the Council Tax Reduction Scheme (CTRS).
 - The level of additional borrowing undertaken in previous years and proposed will require more revenue resources to be used for capital financing in future years.

- Capital schemes that are approved on the basis of generating savings, increasing income or capital receipts but which fail to do so will also increase pressure on the revenue budget.
 - The impact of potential adoption of alternative models of service delivery and the requirement to test consequential costs and benefits of the change.
 - The impact of continuing to increase the support of revenue budgets from the Civil Parking Enforcement reserve.
 - The achievement of the capital financing budget should the dividend from Cardiff Bus not be forthcoming in 2014/15.
 - The impact of functions delivered as part of a collaborative arrangement should the planned benefits not be realised.
22. The Council's Month 9 budget monitoring position is included elsewhere on the agenda for this meeting and shows a likely overall breakeven position for revenue in the current year. However, the directorate position is somewhat different with a projected overspend of £3.9 million expected. Within this figure financial pressures continue to be evident in a number of areas and particularly within the Children's, Environment, Health & Social Care and Resources directorates. The position includes the effect of a 2013/14 savings shortfall of £5.7 million against the budgeted savings total of £22.4 million and the risk of a similar issue also arising in future years is addressed later in this report.
23. At Month 9 the Council's General Fund Capital Programme projected outturn is £97.4 million, a variance of £1.276 million from the budget. This variance is largely due to slippage into next year but has been offset by a significant overspend of £1.5 million out of a budget of £3.925 million in respect of school asset renewal work.

Revenue

The 2014/15 Settlement

24. The Final Local Government Revenue & Capital Settlement for 2014/15 was announced by the Minister for Local Government & Government Business in December 2013. This followed the publication of the Provisional Settlement in October 2013 and took into account responses that had been received during the consultation period. The main points to note in the Settlement at an all Wales level are:
- A range of change in Aggregate External Finance (AEF) comprising a decrease in Revenue Support Grant (RSG) and Non-Domestic Rates (NDR) of between 1% and 4.6% with an average of minus 3.4%. However, this includes an element of resource switching between the WG and Local Government so the real impact on spending power is a somewhat greater reduction.
 - Restatement of the requirement for local authorities to protect the budget for schools. The settlement, together with an element of the Pupil Deprivation Grant (PDG), includes the resources necessary to protect funding for schools at 1% above the overall change in the WG budget for 2014/15.

- The impact of a damping mechanism to ensure that overall no authority will experience a reduction in their year on year funding of more than 4.6%.
 - An overall average indicative decrease in AEF of 1.55% for 2015/16 although these indications are subject to future announcements from the UK Government.
25. Responding to the Final Settlement, the Welsh Local Government Association (WLGA) spokesman for Finance said:
- “With diminishing funding, communities throughout Wales will have to significantly revise their expectations of what services their local council can realistically be expected to deliver.”
26. Within the range of change in AEF set out above, the final settlement quotes a funding decrease for Cardiff of 2.7%. However it has been accepted that the published information does not indicate the true extent of the funding decrease that will be experienced due to the inclusion of the changed financing arrangements for CTRS, Council Tax Pensioner Grant and the Highways Local Government Borrowing Initiative (LGBI) funding. Taking all these aspects into account, the cash decrease for Cardiff next year is approximately £15.5 million (3.5%).
27. In addition, as part of the overall settlement for Wales, information on specific grants amounting to £678 million was published although this is not a final list and details are indicative in some areas. Appendix 2 sets out the current list of known grants at an all Wales level. At an individual council level the position is less clear with the only information currently available for Cardiff shown in the following table.

Grants Announced For Cardiff But Still Liable To Change	£000
Flying Start Revenue	9,399
Food Hygiene Ratings	5
Foundation Phase	10,454
Language and Play	105
Lead Local Flood Authority	100
Animal Health & Welfare Enforcement	1
Minority Ethnic Achievement	4,449
Post 16 in Schools	11,654
School Uniform	85
Social Care Workforce Development	831
Supporting People Programme	18,126
Welsh in Education	520
Adult Community Learning	1,126

28. These specific grants will be available to the particular directorate as additional resources subject to the relevant terms and conditions. Some grant allocations have yet to be declared by WG and there is a risk of further announcements resulting in a lower level of funding. An example of this is the recent formal confirmation of Adult Community Learning Grant which has resulted in reduction of funding of £377,000.

Resources Available

29. The unhypothecated resources available from the WG through the Final Settlement are set out in the following table.

Resources	£000
RSG (AEF funding)	326,291
NDR (AEF funding)	109,695
Outcome Agreement Grant	2,482
Concessionary Fares	11,700
Unhypothecated resources from WG	450,168

30. The arrangements for the Outcome Agreement Grant (OAG) will change for activities undertaken during 2014/15 and will become more improvement focussed. However, the grant to be received in 2014/15 will relate to the current arrangements.
31. The receipt of the current OAG is dependant on achieving the outcomes agreed jointly between the WG and the Council and requires evidence of collaborative working. Deductions will be made from the grant where outcomes are only partially or not achieved based on the following scale.

Points Matched to Outcomes Achieved	% Grant
25 – 30	100
20 – 24	75
15 – 19	50
0 - 14	0

32. As maximum grant will be awarded only where all the outcomes are successfully delivered in collaboration, the budget takes a prudent approach and assumes that 75% of the grant will be achieved in respect of 2014/15. This continues the assumption included in the 2013/14 budget and any variance in the outcomes achieved will result in either additional or reduced grant being received during 2014/15.
33. The amount included above in respect of Concessionary Fares will change dependent upon the reimbursement rate set by WG. This rate has yet to be set for 2014/15 and will be the subject of consultation but indications are that it will reduce. The monies provided under the Concessionary Scheme are passported by the Council to bus operators, including Cardiff Bus which is wholly owned by the Council.
34. The report to the Council in December 2013 in respect of the Council Tax Base implied a marginal increase in the number of band D properties expected by the end of March 2015. As part of that report the ultimate Council Tax collection rate was reinstated to its 2012 level of 98.2%. This reflects the fact that the CTRS in 2014/15 will continue to fully support claimants in relation to 100% of the liability. The position in respect of this and the overall quantum of fixed CTRS funding will require close monitoring during the financial year.

35. The following table sets out the total resources available to finance the budget before any increase in Council Tax or use of reserves.

Total Resources Available	£000
Resources from WG	450,168
Council Tax (at nil increase)	129,956
Use of earmarked reserves to support budget	0
Total	580,124

Resources Required

36. The following table summarises the resource required to cover base expenditure, commitments, budget realignments and also the provision to enable the repayment of earmarked reserves in accordance with the agreed profile to provide funding for voluntary severance.

Total Resources Required	£000
2013/14 adjusted base budget (after transfers)	593,853
Employees (increments, pay award)	5,202
Service Expenditure and income realignment	14,223
Demographic pressures	3,100
Special inflation	1,633
Commitments	2,506
School protection requirement	1,020
Voluntary Severance (replenish reserves)	6,996
General Contingency	4,000
Total Resources Required	632,533

37. An expanded breakdown of the above including the total amount of accepted savings is shown in Appendix 3.

Funding Gap

38. A comparison of the resources available to the Council (with no increase in the rate of Council Tax) with the resources required results in the following shortfall.

Funding Gap	£000
Resources required	632,533
Resources available	580,124
Shortfall before savings	52,409

39. In preparing this budget proposal, the Cabinet has been mindful of the need to balance Corporate Plan priorities and service requirements with the impact on Council Tax payers particularly during the current extensive period of financial constraint. Consequently, the Cabinet together with officers have considered carefully the need to provide for new financial pressures alongside savings options proposed by directorates. This consideration concluded that for 2014/15 the financial challenge was so great that only minimal additional directorate pressures

could be supported and that others would need to be accommodated within base budgets or found from alternative sources of funding. A list of pressures is set out in Appendix 4. Where the pressure was not accepted mitigation actions are also set out.

40. Total savings accepted within this budget proposal amount to a very significant total of £48.645 million which equates to 18% of the council overall controllable budget excluding schools. The position in respect of schools is set out later in this report. The detailed savings schedule is attached as Appendix 5 while the grant reductions shown against individual organisations is shown in Appendix 6.
41. The following table concludes that the amount to be raised from additional Council Tax in 2014/15 is £4.044 million after allowing for the adjustment in respect of the Council Tax Reduction Scheme amounting to £1.120 million. This will result in a Council Tax increase of 3.97%.

Budget Shortfall	£000
Shortfall before directorate pressures and savings	52,409
New directorate pressures	280
Sub total	52,689
Less	
savings from directorates (including grants)	43,833
Imposition of workforce package	3,900
Professional fees, relocation and honoraria	281
Agency, overtime and training	631
Net amount to be raised from additional Council Tax	4,044

42. Further details in respect of the savings included in the above table are set out later in the report within the section on Service Implications of the Revenue Budget.

Financial Standing and Risks

43. In considering the Council's budget proposals, members must have regard to the financial standing of the Council and the impact of their budget decisions on services, citizens, customers and communities. The financial challenge facing the Council in meeting its Budget Reduction Requirement of £52.409 million this year is such that the significance of reviewing the financial standing of the Council is greater than in previous years.
44. The November Budget Strategy Report advised members of the financial resilience review of the Council's balance sheet that had been undertaken and outlined the opportunities and issues that had been identified. The main opportunities identified were in relation to the assets and investments that the Council holds and the potential to reduce the minimum revenue provision (MRP), the outcome of which is dealt with elsewhere within this report. The key issues identified were the sufficiency of the Council's reserves and the significant financial exposure to voluntary severance costs that the Council faced as a result

of reductions to the workforce to help meet the Budget Reduction Requirement.

45. In his Annual Improvement Assessment dated September 2013, the External Auditor commented that “the Council has a good track record of managing its budget but faces some difficult decisions to address the funding gap over the next four years”.
46. The Council’s Section 151 Officer has, as the Responsible Finance Officer (RFO), a number of statutory duties including under Section 25 of the Local Government and Finance Act 2003 a responsibility to report to members on the budget including the adequacy of reserves.
47. The budget process has been undertaken in accordance with the high level principles set out in the Budget Strategy reports of July and November 2013. The budget process has been rigorous and robust and has utilised the expertise of officers in directorates across the Council. In particular it has sought to further develop the Council’s management of budget risk and the following processes have been undertaken:
 - A Budget Strategy Report was presented to members in July of the current financial year setting out the budget principles and timetable that would be followed. An Updated Budget Strategy Report was taken to Cabinet in November 2013 once the impact of the WG Provisional Settlement on the Council became clear.
 - Detailed budget documentation and guidance was prepared for directors to complete to identify their savings and pressures and to identify Capital Programme bids.
 - The risks attached to all savings and growth pressures have been considered and scored in accordance with the Council’s risk methodology.
 - The equalities impact of all savings and growth pressures have also been considered and impact assessments completed for all those where the rating was red or red-amber.
 - The planning status of all savings has been identified to establish whether they are realised, detailed or general to inform the Section 151 Officer’s view of the robustness of the proposals.
 - In recognition of the greater financial challenge associated with delivering savings of this scale a General Contingency amount of £4 million was included within the Budget Reduction Requirement.
 - The 2014/15 budget includes an Issues Specific Contingency allocation of £3.815 million. Of this £1.3 million is a continuation of issues identified in 2013/14 in respect of external residential placements in Children’s Services and the market for recyclates from the Material Recycling Facility in the Environment Directorate. An amount of £2.515 million is also included in the allocation to recognise the difficulty of predicting waste disposal tonnages in the Environment Directorate.
 - A detailed MTFP has been developed to identify the emerging pressures that the Council will face in future years.

- Cabinet Members have been briefed on the emerging issues contained within both the Provisional and Final Settlement along with briefings for all members on the budget process.
 - Scrutiny Committees have been given the opportunity to review and scrutinise the budget proposals along with further development opportunities on the budget and how to scrutinise budgets.
 - The School Budget Forum has been consulted on the budget proposals in general and the proposals for schools budgets in particular.
 - The Council’s Audit Committee has been provided with a copy of the Treasury Management Strategy in accordance with their formal scrutiny role in relation to treasury matters.
 - A number of opportunities for public engagement and consultation have been undertaken as set out earlier in this report.
 - Lastly all Members are fully involved in the budget setting process as the approval of the Budget and Council Tax setting is a function of Council.
48. When setting budgets and reviewing the MTFP, the Council has considered the reserves that it has established and the maintenance of those reserves. The decision on the level of reserves has been considered alongside the strategic, operational and financial risks that the Council faces. These risks are identified and monitored in the Council’s Corporate Risk Register as well as individual service area risk registers and key risks are regularly brought to the attention of Cabinet. The risks are considered alongside the known financial position including commitments, spending plans and liabilities.
49. The directorate savings proposals as listed at Appendix 5 follow a similar format to last year and detail risk assessments in relation to residual risk, achievability and equality impact assessment. Appendix 7 sets out at a directorate level the breakdown of each of these ratings and the following table reflects the breakdown at a Council level.

Risk Assessment	Residual Risk	Achievability
	£000	£000
Red	1,360	1,110
Red Amber	8,005	9,349
Amber Green	17,838	20,872
Green	16,630	12,502

50. In addition a Planning Status category was added to the savings appendix which shows that of the £43.833 million, savings of £1.976 million have already been realised, £33.181 million are in the detailed planning stage and £8.676 million have a higher degree of risk as only general planning has been undertaken to date.
51. In recognition of both the quantum of savings required and the risk and planning status of savings put forward a General Contingency sum of £4 million was identified within the Budget Reduction Requirement.

52. The significant residual risk items apparent from the budget proposals together with their mitigations are described in the relevant directorate paragraphs but in summary are:

- Continuing demographic demand for social care services if trendlines vary significantly from the anticipated position.
- The impact of welfare reforms on the ability of individuals to contribute to the cost of services provided where relevant.
- Reducing demand for services where the Council has historically charged for the activity and so creating an income shortfall.
- The reduction in resources for various central education functions with the requirement for schools to purchase the services from their delegated budgets.
- Necessity to deliver budgeted savings from service redesign and other change proposals that are not currently fully defined.
- The potential impact on insurance costs for the Council as a result of savings proposed.

53. In addition, other general risks to be managed include:

- The need to deliver significant levels of savings during a period of prolonged financial austerity.
- The service impact of a significant reduction in headcount now expected to take place over the medium term.
- The Council's ability to meet the costs of voluntary severance as it reshapes itself in line with available resources in these times of continuing financial austerity.
- The ability to react to new demands resulting from welfare reforms as they are progressively implemented together with financial risks in respect of the CTRS.
- The level of additional borrowing undertaken in previous years and proposed will require more revenue resources to be used for capital financing in future years.
- Capital schemes that are approved on the basis of generating savings, increasing income or capital receipts but which fail to do so will also increase pressure on the revenue budget.
- The impact of the potential adoption of alternative models of service delivery and the requirement to test consequential costs and benefits of the change.
- The impact of continuing to increase the support of revenue budgets from the Civil Parking Enforcement (CPE) reserve.
- The impact on Cardiff Bus, which is wholly owned by the Council should the WG make significant reductions to the reimbursement rate in respect of concessionary fares.
- The ongoing uncertainty in respect of the establishment of a permanent CTRS scheme for 2015/16.
- The impact of the continued operation of the Central South Education Consortium.
- The impact of functions delivered as part of a collaborative arrangement should the planned benefits not be realised.

- Financial exposure should the Council breach its partial exemption calculation in respect of Value Added Tax (VAT) as detailed later in this report.
 - The impact of the outcome of the joint review between the Council and the WG in respect of the next three year funding provision for the Harbour Authority.
 - The WG has indicated their intention to move forward and replace the existing Housing Revenue Account Subsidy (HRAS) system from April 2015 as set out later in this report.
54. Given the risks identified above, particularly in relation to reductions in head count, care will continue to be required to ensure that the significant changes to business processes or personnel do not impact on the financial control environment in a negative manner.
55. In addition to the risks set above the Council needs to ensure that it continues to operate within a framework that ensures that it is able to maintain its current position in regard to VAT. The Council is able to recover all the VAT incurred in making exempt supplies provided that its exempt income does not exceed 5% of the total amount of VAT incurred. This calculation is known as the partial exemption calculation and applies to the Council as a Section 33 organisation. If the Council was to exceed the 5% limit in any one financial year all the input tax previously recovered on exempt supplies would need to be repaid to Her Majesty's Revenue and Customs (HMRC). Over recent years the Council's partial exemption calculation has been either at or close to this limit and therefore the headroom in this calculation for the Council is limited. Clearly the Council needs to do all it can to minimise the risk of this 5% threshold being breached and careful management of the Council's activities, particularly in relation to the delivery of schemes included within the Capital Programme is required.
56. The Council maintains a General Reserve as a contingency to help cushion the impact of unexpected events or emergencies. The Council's General Reserve as at the end of the 2012/13 financial year was £11.548 million and following consideration of the advice of the Section 151 Officer it is the intention of Cabinet to retain the reserve at this level, therefore no amounts from this reserve have been used to support the budget.
57. Whilst there is no set statutory minimum level of reserve, as reported last year, a Welsh Audit Office (WAO) research paper commissioned by the WG during 2012/13 showed that at 2.1% the Council's general reserves as a percentage of net revenue expenditure is slightly below the average across all Welsh councils.
58. The Council also holds earmarked reserves to meet known or predicted requirements. These earmarked reserves are held for specific purposes including amounts set aside to help fund future capital developments, for example the SOP Reserve, Insurance Reserves to meet the self insurance responsibilities of the Council, Housing Revenue Account (HRA) and Schools Balances.

59. The General Fund Earmarked Reserves are shown in Appendix 8(a) and the projected balance at 31 March 2015 is £17.8 million while Housing Revenue Account and Schools reserves are set out in Appendices 8(b) and 8(c) respectively. As part of the review of the level and purpose of earmarked reserves and following consideration of the advice of the Section 151 Officer it was decided that no amounts would be drawn down to support the budget. The appendices show the planned use of each earmarked reserve in 2014/15.
60. As detailed in paragraph 71 there will be a substantial severance cost associated with the achievement of the budget savings as a result of the need to reduce the workforce. To minimise the impact of these costs on Council budgets, it is the intention starting from 2013/14 to first utilise the Employee Changes Earmarked Reserve and then borrow cash from the Council's Earmarked Reserves to cover the initial cash payments required. However, as a result, there will be a significant impact on revenue resources because clearly, the reserves will need to be replenished in time for their planned original use. These repayments to reserves will require a significant revenue budget and as set out earlier a budget of £6.996 million is required next year, and over the medium term further amounts are included to meet the substantial severance costs associated with budget savings.
61. The judgement of the Council's Section 151 Officer, taking into account the budget monitoring forecast at Month 9, the corporate budget position, the quantum of earmarked reserves and General Reserve as well as the General Contingency budget of £4 million is that the level of reserves is adequate at present and that the call on earmarked reserves is such that planned borrowing to meet the costs of voluntary severance can be undertaken. The actual amount and timing of voluntary severance costs will dictate when and how much to use/borrow from earmarked reserves. However it is envisaged at present that the balance on the employee changes earmarked reserve will be significantly utilised in 2013/14. Additional amounts will be borrowed as required from earmarked reserves whilst ensuring that suitable balances remain.
62. Overall the position in respect of risk and reserves will require careful monitoring throughout the financial year, particularly in light of the achievability of savings and further financial interventions may need to be considered. Beyond this, given the information and uncertainty contained in the MTFP, the position with regard to reserves will continue to be carefully monitored.

Service Implications of the Revenue Budget

63. In compiling the budget for 2014/15 the Cabinet has recognised the continuing challenge for the general public in managing their finances through the extended economic crisis. Consequently the Cabinet, in accordance with Corporate Plan priorities, has achieved a balanced budget by reducing expenditure and increasing income generation in the following manner:

- Reducing Management costs and back office functions and working smarter.
- Reducing external expenditure on consultants, goods and services.
- Increasing external income and identifying alternative funding streams.
- Exploring different and more effective ways of delivering services.
- Reducing services as a last resort.
- Providing a significant degree of protection to social care budgets.

64. The national position in respect of pay awards for 2014/15 is mixed with teachers having had a 1% increase agreed while other employer negotiating bodies are still in discussion. The amount in respect of teachers pay is contained within the Individual Schools Budget (ISB) as described in the Schools section of this report. This budget proposal has provided for a 1% pay award for non-teaching staff although this will be held centrally within Corporate Management until the final position is known. These sums amount to £1.925 million while other increases in the overall employee budget include:

Employee Cost Increases	£000
Incremental progression	1,397
Single Status (outcome of appeals)	1,330
Living Wage uplift	400
Pension (increase in eligible pay elements)	150

65. The triennial actuarial review of the Cardiff & Vale of Glamorgan Pension Fund has been completed during the past year based on the relevant figures as at 31 March 2013. New employers' contribution rates will be set from 1 April 2014 for the next three financial years. Overall the Fund has performed well since the last valuation, achieving an average 8.4% return per annum on investments. In combination with mostly favourable changes in actuarial assumptions (e.g. a reduced estimated rate of inflation) this has resulted in the funding ratio increasing from 71% in 2010 to 81% in 2013. Individual contribution rates are set for each employer in the Fund. The proposed rate for Cardiff Council for the three years commencing 1 April 2014 is 22.9% of pensionable pay. This is a reduction from the 2013/14 rate of 23.9% but is close to the average for the three years since the previous valuation, as they were characterised by 1% step increases each year. There are no stepped increases planned for the next three years.

66. A list of posts deleted or created as part of the budget proposals is shown in Appendix 9(a). This shows that there will be a net reduction of 601.76 full time equivalent (fte) posts overall, broken down between the deletion of 613.76 ftes partially offset by the creation of 12.0 ftes.

67. The budget proposal assumes that the post deletions will result from:

Reason	Fte
Voluntary severance	188.63
Vacant posts	130.18
Retirement/flexi retirement	2.25
Redeployment	67.50
Various/to be confirmed	225.20
Total number of deleted posts	613.76

68. Although significant, the number of post deletions in the table above are likely to be an under estimate of the eventual level of reduction because of the significant number of savings proposals that include service restructures. Until these restructures are complete it is not possible to know the actual number of posts affected. In addition, the proposals include a number which require the exploration of alternative service delivery models. If such changes come about then whole groupings of employees may be impacted and those potential changes have not been reflected in the Appendix because of uncertainty over timescales and models adopted. An example of this is the saving in respect of the alternative model for the catering service which would potentially impact on the whole employee group in that service.
69. As highlighted in budget strategy reports the Budget Reduction Requirement for 2014/15 means that the Council will have to make reductions to its workforce and this will incur significant voluntary severance costs. Voluntary severance costs include both a statutory and discretionary element which forms part of the Council's employee conditions. Previously the WG has in some years allowed councils to capitalise the costs of statutory voluntary severance thereby allowing them to undertake borrowing and so spread the capital financing costs to reduce the impact on revenue budgets. This was subject to individual councils meeting thresholds. However the WG has advised that this flexibility will not be in place to mitigate statutory severance costs in 2014/15. The exact number of voluntary severances required as part of the budget is not known but paragraph 67 indicates that reductions to the Council's establishment totals 613.76 ftes and of this at least 188.63 ftes could result in voluntary severances with the figure likely to be higher due to the large number in the to be confirmed category. The costs and timing of voluntary severances will be dependent upon an individual's circumstances and the saving proposed.
70. Also on this agenda is the Month 9 Budget Monitoring Report which identifies that there will be an exceptionally high level of voluntary severance costs anticipated in the current financial year. The charge to this year's revenue account will relate not only to voluntary severance costs incurred in relation to 2013/14, but also due to a required change of accounting treatment, to those to be incurred in respect of the 2014/15 budget. The final amount to be charged to the Revenue Account in 2013/14 will therefore be subject to the interaction of a number of factors which will be finalised by the Council at outturn.
71. To manage the implications of these exceptionally high voluntary severance costs in 2013/14 the Council plans to initially utilise the

Employee Changes Earmarked Reserve which was established for both this purpose and to manage costs in relation to the implementation of single status. Once this reserve is fully utilised the Council will borrow in 2013/14 from specific earmarked reserves to cover the amounts required. As set out in Appendix 9(b) the sums "borrowed" from earmarked reserves will take account of the required drawdown profile against these reserves to ensure that the commitments planned against these reserves can still be met.

72. The amounts borrowed will need to be replenished and the 2014/15 budget includes a significant new budget cost of £6.996 million to meet the costs of commencing the replenishment of the amounts borrowed in 2013/14. As detailed later in this report the MTFP includes further amounts required to replenish the sums borrowed from earmarked reserves to meet the costs of voluntary severance and the Earmarked Reserves at Appendix 8(a) takes account of these movements. Appendix 9(b) shows that the amounts borrowed from these reserves will be fully repaid during 2017/18 and from then on cost of VS would be able to be met from the Council's base budget.
73. In January 2014, the Cabinet approved a Workforce Package proposal to reduce the standard working week from 37 hours to 36 hours and require a pay contribution of 2.7% for senior officers. In addition, reimbursement of officer's professional subscriptions would cease together with payment of honoraria and relocation expenses. Trade Union members were subsequently balloted but a Collective Agreement was not achieved as all the Trade Unions were not in favour of the proposals. Following further negotiations with the Trade Unions, no other satisfactory proposals were forthcoming and so this budget proposal includes the imposition of the original Workforce Package.
74. Following the pattern of previous years, no allowance for general inflation has been allocated to directorates. However, research undertaken has identified budgets that should be increased where there is evidence of particular pressure and so an inflationary allowance for the following items has been included in the budget.
- Health and Social Care fees
 - Fuel and Energy costs
 - Non Domestic Rates
 - Schools out of county placements
75. This budget proposal does not include an allowance for a general increase in fees and charges. Directors were advised that they should consider the particular circumstances for which they charge for their services and reflect any changes in their savings proposals. The list of proposed revisions to fees and charges in 2014/15 is shown in Appendix 10.
76. Contained in Appendix 5 are budget savings proposals that suggest either the ceasing of services or their alternative delivery. At the point

that these changes occur then the fees and charges specific to those services are likely to cease to be the responsibility of the Council.

77. Some savings have looked at reviewing the business model of a particular service, considering the scope for revisions to both income and costs. Within Sports, Leisure & Culture revisions have taken place across Cardiff Castle, leisure centres, St David's Hall, catering franchises, Winter Wonderland and Bay Beach with a view to generating an additional £1.533 million primarily through income but potentially cost reduction as well. Other reviews have taken place in respect of Communications & Media (£60,000), City Laboratory (£120,000) and Scrutiny (£66,000).
78. For 2013/14, the Council subsidised the 10p increase on a primary school meal. However, this subsidy will not be continued and in order to ensure that the School Catering unit remains financially solvent the charge to the parent for primary school meals will be increased by £0.20 per day so that it will now cost £10.00 per week. In respect of pupils in receipt of free school meal the increased amount has been identified within the total delegated budget for schools.
79. Community Alarms (£100,000), Pest control (£25,000), Estates (£197,000) and workshops and business units (£100,000) will also generate additional income. Increased charges in respect of Traffic Regulation Orders will achieve an additional income of £137,000 whilst planning fees are anticipated to increase by £352,000 as a result of additional demand. Pay and display charges at Butetown will generate further income of £50,000. The introduction of moving traffic offences is planned to be implemented during the financial year while the composition of the charges has yet to be finalised. Once these charges have been agreed they will form part of a future Cabinet report.
80. Whilst recognising the continuing difficult economic conditions, it is important that the Council is able to react quickly and appropriately to changing events both in terms of opportunities and to address shortfalls. To aid this it is proposed that the Council continues to delegate to the appropriate officer the ability to introduce and amend prices as and when needed. This decision will be taken in conjunction with the Section 151 Officer and the Cabinet Member for Finance & Economic Development. Where appropriate a report will need to be considered by the Cabinet within a reasonable timescale of the decision.
81. The 2013/14 Budget Report recognised that a number of budgets were demand led and market reliant and therefore historically difficult to predict. The Budget therefore included the creation of an Issue Specific Contingency of £1.6 million to cover Children's foster and residential placements, Social Care Workforce and Materials Recycling Facilities sale price fluctuations. These budgets were retained centrally to be transferred to the relevant directorate once a compelling case for the funding requirement could be evidenced. Members will be aware from the in year budget monitoring reports that all bar a sum of £160,000 was

required. Consequently, the adjusted Issue Specific Contingency budget stands at £1.3 million.

82. An additional sum of £2.515 million has been added to the Issues Specific Contingency in 2014/15 taking the total allocation to £3.815 million. This additional sum is in respect of the difficulty of predicting waste disposal tonnage figures which is a further significant driver of additional costs as identified in the 2013/14 budget monitoring reports. The amount held in the Issue Specific Contingency allows for a further budget allocation which could account for an increase in waste disposal tonnages of up to 90,000, whilst the Environment Directorate budget allows for a tonnage figure of up to 85,000.
83. The November Budget Strategy Report identified the need for the Budget Reduction Requirement to include a General Contingency of £4 million in recognition of the greater financial challenge associated with the scale of savings which will need to be delivered across the Council during 2014/15. In addition paragraphs 43 to 62 of this report on the Financial Standing and Risks faced by the Council recognised the specific risks in respect of achievability that directors have identified along with their appreciation of readiness to deliver these savings that the Planning Status of the savings proposals identifies. In conclusion, the view of the Section 151 Officer is that the proposed General Contingency sum of £4 million is required and that both the General Contingency and the Issue Specific Contingency serve to underline the severity of the financial challenge that the Council faces in both 2014/15 and the medium term.
84. Appendix 6 of the Budget Report includes the Council Grant Funding Report of the Director for Communities, Housing and Customer Services. This appendix outlines the report which was submitted to Cabinet in October 2013 and describes a limited number of changes that have subsequently taken place and are included in these updated budget proposals. Appendix 6 of the budget report identifies savings to be achieved from grants proposals in 2014/15 totalling £357,000. These amounts are also summarised in each directorate within the Council's savings appendix. It should be noted that the grant reduction of £6,220 to Menter Caerdydd is included as part of the Play Service Rationalisation proposal of £200,000 within Sports, Leisure & Culture.
85. The capital financing budget reflects both the repayments of principal and interest on loans for capital expenditure together with the generation of interest from the short term investment of surplus cash. The interest rates the Council earns on the monies it invests remains low and the Council's Treasury Management Strategy set out later in this report continues the practice of internally borrowing against our surplus cash which also mitigates against the risk of default. The capital financing amount also does not budget for any dividend to be received from Cardiff Bus in the next financial year.
86. As outlined in the November Budget Strategy Report the Council has considered its MRP policy in respect of debt repayment. Since the introduction of the Prudential Code for Capital Finance in 2004 the

Council's policy in respect of MRP has been to provide for it on a 25 year straight line basis for both historic and new WG supported borrowing. However WG guidance allows councils to move from a straight line to a reducing balance basis at a level that it considers prudent. As a result of a further internal review, the proposed MRP policy which will apply to both 2014/15 and to the updated policy for 2013/14 is to move to a 4.5% reducing balance basis MRP. The impact of this policy is to both create an underspend against the 2013/14 capital financing budget as reported in the Month 9 financial monitoring report and also to remove the need to increase the 2014/15 budget to meet further costs in respect of capital financing.

87. As set out in the 2013/14 Budget Report, Cabinet had reassessed its approach to transformation/change so that in future the activity would be more focussed on supporting the delivery of the Corporate Plan. In the light of the unprecedented financial challenge that is clearly facing the Council in the medium term, it has been acknowledged that while being consistent with the Corporate Plan priorities urgent focus must now be given to undertaking a radical re-adjustment in the way the Council works. This proposition will be developed further in a future report by the Chief Executive.
88. In order to facilitate this, the resources for Business Change included in the 2014/15 budget amounting to £1.14 million will be realigned to support this new major programme of Organisational Development. This fundamental and wide-ranging programme of work will require engagement and participation by all directorates and to ensure that this is well co-ordinated, driven forward effectively and that accountability is clear, the budget provides for a position at Operational Manager level.
89. In addition to the base budget available there is one-off funding contained within earmarked reserves to enable the progression of this work. It is recognised that with significantly reducing budgets for business as usual activities there is a risk that sufficient technical and professional advice and support may not be available to undertake necessary activities when required. In addition, specialist skills such as commercial knowledge and acumen may not exist within the Council at the current time.
90. Therefore it is proposed that the earmarked reserve be utilised to enable temporary appointments across the range of disciplines and draw down of specialist advice where necessary in order to progress the Organisational Development Programme activities.
91. The Equality Act 2010 places a general duty on the Council to eliminate unlawful discrimination and promote equality according to the nine equality characteristics. To comply with this duty directors undertook an initial equality risk assessment for each of their saving and financial pressure proposals. Following moderation by the Council's Equality Team these assessments have informed the budget setting process. This moderation assessment has concluded that within the budget savings attached at Appendix 5 are proposals that have been identified

as having Red (£1.450 million) or Red/Amber (£7.690 million) impact ratings. In accordance with the Council's guidelines, these particular proposals were subjected to a full equality impact assessment and they have been published on the Council's website.

92. The following paragraphs provide a commentary on significant areas of change within the budget. The overall changes to directorate budgets between 2013/14 and 2014/15 are shown in Appendix 11 while the same information in respect of Cabinet portfolio arrangements is set out in Appendix 12.

Amendments post consultation

93. In response to the consultation exercise, Cabinet have identified the following changes which are reflected in this report:
- Reduce saving on Youth Service from £1 million to £250,000.
 - Reduce the Play Service savings from £900,000 to £200,000.
 - Combine the two savings in respect of Bowling provision and reduce the total saving from £65,000 to £15,000.
 - Reduce the saving in respect of the subsidised meals service in Health and Social Care from £100,000 to £50,000.
 - Remove savings in relation to the events cleansing, cleansing of high speed routes and leaf clearing operations amounting to £100,000.
 - Reinstate £80,000 budget to enable a commissioning exercise to be undertaken in respect of Arts outreach activities.
 - Provide a sum of £180,000 to establish arrangements for a funding allocation relating to each of the six neighbourhood partnerships.
 - Provide additional resources of £100,000 to the Democratic Services Committee in order to resource their budget priorities.

Cabinet Office

94. Budget savings of £636,000 are proposed representing 33.1% of the net controllable budget. This includes £459,000 in Communication and Media reflecting a realignment of priorities, increased income generation and a restructure of the existing teams. A saving of £54,000 will also be achieved by reducing from twelve to six the number of editions of Capital Times distributed each year although it will still continue to be published monthly on-line. The savings also include the deletion of the vacant Head of Cabinet Office post amounting to £108,000.

Children's Services

95. The pressures evident in Children's Services in the current financial year have been recognised through the allocation of an additional £2.0 million. This includes funding to meet the increased cost of external placements together with the full year effect of these costs in 2014/15. Additional budget of £700,000 has also been provided in order to fund an increase in special guardianship and residence order allowances with rate increases effective from 1 April 2014. The budget realignment also

reflects the transfer of £250,000 to Health & Social Care to fund the anticipated cost of transitions from Children's Services in 2014/15.

96. Savings of £2.655 million representing 5.9% of net controllable budgets are proposed. This includes £772,000 in relation to the children's home at Thornhill Road which has been closed for eighteen months and will not now re-open. A review of external children's placements is also anticipated to release savings of £365,000 with a further £122,000 arising from the part year effect following the procurement of a partner to implement a social impact bond. The removal of the family assessment budget will provide a further saving of £205,000, this budget being under spent in the current financial year and no longer reflecting a route favoured by the courts. Other savings of £525,000 on external spend are also proposed including £201,000 from ceasing to fund the Barnardo's Family Support Community Team and £100,000 to reflect the current underspend on Carefirst budgets.
97. Overall, in addition to the savings at Thornhill Road, the proposals include a reduction of £649,000 to employee budgets. This reflects a range of savings and post reductions including £127,000 through the deletion of three posts in staff training and development, £105,000 from the removal of posts in business and management support and £78,000 from the withdrawal of three posts from one of the two family support community teams. The other employee savings are mainly linked to a reduction in management costs with no reductions proposed in relation to front line social work posts.

County Clerk & Monitoring Officer

98. Budget savings of £454,000 are proposed representing 29.9% of the net controllable budget. This includes £246,000 in Scrutiny Services reflecting the deletion of four vacant posts together with increased income. Savings of £183,000 will also be made in Democratic Services. This will involve a restructuring including deletion of vacant posts, acceptance of voluntary severance applications and a restructure of management responsibilities, clerking fewer meetings and more efficient use of ICT. Further savings of £16,000 will also be found through the removal of committee general expenditure budgets within Democratic Services and Scrutiny and £9,000 from the removal of member's refreshment budgets and the budget for Council Year Books. Additional resources of £100,000 have been provided to the Democratic Services Committee in order to resource their budget priorities.

Communities, Housing and Customer Services

99. The savings proposed within this directorate total £2.9 million, representing 24.1% of the net controllable budget. They include £535,000 in relation to the Community Building Review reflecting the savings anticipated from the administration's commitment to join up local services within community hubs. A saving of £500,000 is also anticipated from changes to service delivery at the Central Library including the merger or closure of departments and the closure of the Library one day

per week to be determined, the closure of additional floor space and the lease of two floors in order to generate income.

100. Other net employee savings amount to £1.2 million and include £466,000 from a restructure of the Policy, Partnerships & Citizen Focus Service. The existing service will be split into a number of teams to enable a stronger focus on policy development and will retain sufficient capacity to meet statutory responsibilities. Further savings of £317,000 will also be achieved through a full restructure within the directorate. Other employee savings include £148,000 from the removal of benefit team manager posts and a review of the number of senior staff in benefit teams, £58,000 from a reduction in C2C opening hours, £54,000 from the removal of vacant hours in relation to benefit and support officers and £49,000 from the removal of two improvement officer posts in Customer Management.
101. Other savings total £603,000 and include £114,000 from alternative funding sources, £100,000 from an increase in external income generated by the Community Alarm Service and a £100,000 reduction to the current budget allocation for the CTRS reflecting the underspend in the current financial year. A saving of £87,000 has been realised following the realignment of Community Safety within the directorate and the transfer of Substance Misuse to Health with a further £87,000 also being saved by releasing the spend to save budget within Housing Strategy, Support and Lettings. As mitigation an earmarked reserve is currently available to assist with initiatives to manage the Council's homelessness duty. In accordance with Appendix 6 a reduction of £60,000 has been made to Council grant funding with a saving of £50,000 also anticipated as a result of the Customer Management Programme Review.
102. As identified in the October 2013 Cabinet report, a sum of £180,000 has been provided in order to establish arrangements for a funding allocation related to each of the six neighbourhood partnership areas. Additional funding of £570,000 has been allocated to the directorate to reflect the transfer of the CTRS Administration Subsidy within RSG. In addition, a further £1.120 million has also been allocated to reflect the impact on the CTRS budget of a 3.97% increase in Council Tax.

Corporate Management

103. The savings proposed in Corporate Management amount to £1.548 million and represent 62.6% of the net controllable budget. The proposals include a reduction of £804,000 to the Corporate Initiatives budget leaving a budget of £606,000 to meet on-going commitments in 2014/15. This significantly reduces the ability of the Council to respond to opportunities that may arise in the future where in-year funding may be required. The current commitments in 2014/15 are as follows:

£109,000 Pontprennau Community Hall (linked to savings proposal)
£100,000 UEFA Super Cup 2014
£100,000 Glamorgan Cricket Club

£75,000 World Half Marathon Championships
£50,000 Themed Street Dressing
£50,000 Cardiff Half Marathon
£50,000 Heineken Cup 2014
£40,000 Children's Literature Festival
£5,000 WW1 Commemorative Service

104. The savings also include the withdrawal of the £400,000 budget set aside to meet potential demographic and caseload changes affecting the CTRS. This has not been required in the current financial year and although there is no indication of a future requirement at this stage the situation will require careful monitoring. Other proposed savings total £344,000 and include £208,000 relating to the deletion of the vacant Chief Operating Officer post and associated secretarial support, £40,000 in alternative funding for the Welsh Language Unit and £38,000 from the removal of a Programme Support Officer post. Other savings include reductions to subscriptions, corporate grants and the contribution to the Glamorgan Archives Joint Committee.
105. The overall position in Corporate Management also includes a reduction of £446,000 in levies mainly in relation to the Fire Service. These are offset by additional costs of £500,000 required to realign the Council's insurance budgets following an external assessment of the adequacy of the Council's insurance resources.

Economic Development

106. Additional resources of £200,000 have been provided in order to meet the Council's full year commitment to the funding of the Cardiff Business Council with a further £200,000 funding allocated towards the Cardiff Enterprise Zone continuing the approach set out in previous years. The overall position also includes a budget realignment of £147,000 to write out the lease income budget for the International Sports Village offices which have now been demolished. A sum of £25,000 has also been included to reflect the inflationary uplift to the subsidy at the International Pool.
107. Budget savings of £1.5 million are proposed representing 48.2% of the net controllable budget. This includes savings of £442,000 on employee budgets of which £125,000 relates to a reduction in the number of staff employed to manage the city centre with more emphasis to be placed on the private sector taking on a bigger role through a public private partnership approach. A saving of £50,000 will be made through a reduction to the Taxi Marshalling Service with a further £80,000 through a reduction in staff costs associated with the operation of the Tourist Information Centre. Savings of £88,000 will also be found through reductions to employee budgets in Strategic Estates and £74,000 in Economic Development and Major Projects. Reducing the provision of mobility buggies to a core provision of four hours, reflecting the periods of highest demand will save a further £25,000. Savings on external and other spending budgets amount to £483,000 of which £130,000 relates to the removal of project management budgets within Major Projects and

£100,000 to a reduction in the Regeneration Projects Initiative budget. A proposal to commercialise the Hayes Big Screen will also produce an anticipated saving of £55,000. Other savings include £52,000 through reducing the frequency of property condition surveys and £23,000 from a reduction in the meter reading installation budget.

108. Increased income accounts for £621,000 of the savings proposed by the directorate with £145,000 anticipated from rent reviews on the Council's non operational property estate and £105,000 from additional income relating to workshops, Cardiff Business Technology Centre and Business in Focus. A saving of £314,000 will also be achieved through the capitalisation and alternative funding of staff costs both in Strategic Estates and in Major Projects. Other savings based on additional income amount to £57,000 of which the most significant is the proposal to end the net subsidy on Events Park and Ride and to budget for an additional £37,000 of income. This reflects the budget monitoring position in the current financial year.

Education

109. School protection arrangement requires an increase of by 0.9% which equates to £1.78 million. However, the element of protection that will be seen in the increase of total school budgets will be £1.02 million with the remaining £0.76 million being funded from PDG.
110. In addition, demographic pressures in relation to pupil numbers generally have required extra resources of £1.7 million. It is also proposed that efficiency savings of 2% (£4.1 million) will be taken from the ISB and recycled for other initiatives also within the ISB
111. Savings of £6.512 million equating to 22.3% of the controllable budget have been accepted across the service. They include £1.7 million to be achieved having reviewed the affordability of the SOP model for known and existing schemes and £250,000 to reflect new ways of working within the youth service. By reviewing new and existing out of county placements a saving of £400,000 will be achieved without adversely affecting the outcomes of those children. A review of management structures and business support across the directorate is expecting to achieve savings of £424,000, £300,000 and £93,000 respectively in 2014/15. In addition, a review of the need for County Hall Nursery proposes a saving of £56,000 which would be achieved if the nursery closes and youth and education related grants being reviewed yielding a further saving of £64,000.
112. Due to the size of the savings target, the directorate has had to reconsider its position in respect of delivering services to or bearing costs on behalf of schools. The services identified total £2.596 million and the main items are Contract cleaning (£450,000), catering (£471,000) and the provision of school breakfasts (£863,000). The other areas include clerking to governor services (£90,000), education solicitor and energy officer (£95,000) and the delegation of the Early Years Team (£132,000),

- Equalities & Partnership Team (£270,000) and the Integrated Children's Centre (£221,000).
113. Savings are proposed by identifying alternative funding streams in respect of ICT (£30,000), Admissions Team (£65,000) and NOVUS Project Manager (£42,000). In addition procurement savings of £50,000 in respect of school based counselling service will have been achieved. By reviewing the work being done savings have been proposed in Education other than at school (£100,000), Welfare Service (£53,000), Safeguarding Team (£40,000), Health & Safety (£50,000), and Childcare strategy (£167,000).

Environment

114. Additional resources of £266,000 have been provided in relation to Waste Collection Services. This increase in funding is required in order to comply with Health and Safety Executive requirements and to improve services. This allocation is the second part of a commitment made in the 2013/14 budget where an allocation of £700,000 was made. A base budget realignment is also proposed, which is based on current waste flow trends, increasing the budget in relation to Residual Waste by £1.2 million, which accounts for a tonnage level of 85,000 tonnes. Other realignments include the writing out of the surplus budget relating to taxi licensing and a half year write out of income budgets in association with landfill closure. Additional budget of £550,000 has also been provided to meet the ongoing shortfall in income levels at the Material Recycling Facility. This reflects the market conditions for recycle materials with a further £350,000 also set aside as an Issue Specific Contingency to reflect market volatility and the possibility of further price fluctuations.
115. Budget savings totalling £3.435 million have been proposed, representing 16.0% of the net controllable budget. Within this total is £2.748 million savings on employee costs, including £174,000 which represents the full year effect of savings made in 2013/14. A large proportion of the overall saving on employees consists of a saving of £705,000 in relation to a review, and subsequent streamlining, of the Street Cleansing Operation. The majority of this saving will be achieved by redesigning the city-wide cleansing operation, with particular focus upon cleansing need including a review of weekend overtime operations. Further savings totalling £451,000 are proposed in relation to commercial residual and recycling collections, as well as recycling waste collection services. The proposal is to identify efficiencies and rebalance routes, which will predominantly reduce the requirement for agency staffing. Further savings in relation to Waste Management include a reduction of Household Waste Recycling Centres (HWRC), and associated reduction in staff numbers, and a Waste Disposal staffing restructure which is proposed to save £150,000. A saving of £200,000 is proposed in relation to the redesign of Enforcement and a change of focus towards direct enforcement.
116. Within Regulatory Services it is proposed to save £126,000, through voluntary severance, and £30,000 following a restructure of Pest Control. Other Regulatory savings include a reduction in the number of higher

graded staff, saving £147,000, which will predominantly impact upon the Food Safety team. Also, it is proposed to review the possibility of removing the subsidy associated with the City Analyst laboratory. The operating model is to be reviewed, with the aim of making the service able to operate on a more commercial basis, generating sufficient internal and external income to cover operational costs. Other employee savings within the directorate include the reduction of an Operational Manager post, removal of a vacant post within Waste Management Strategy and Support, reduction of £208,000 overtime, the reduction of 1 fte within the Consumer Advice Service and Interventions in respect of Cardiff Outdoors, saving a total of £390,000.

117. Proposals to reduce external and other expenditure total £599,000 and include £97,000 as a result of the full year effect of 2013/14 proposals, as well as a council-wide saving on energy expenditure totalling £135,000. Within Waste Management services it is proposed to save £42,000 by ceasing the provision of black bags, and also save £104,000 in relation to landfill expenditure where surplus budgets would be removed in relation to transfer stations. In addition to these savings, it is proposed to make savings by redesigning recycling processing, including identifying a lower rate for residual waste at £94 per tonne, as well as saving £85,000 through the aforementioned HWRC site consolidation.
118. In terms of income generation a net total of £88,000 is proposed to be achieved. £98,000 is proposed as part of the full year effect of 2013/14 proposals, although this is more than offset by a reduction in income associated with the City Analyst laboratory review. Other proposals include a review of recharging at HWRC sites for use by non-Cardiff residents and increased litter enforcement activity, generating £86,000 in total. Pest Control services are proposing to increase the income budget by £25,000 in line with historic exceeding of income targets. The final income generation proposals relate to Invest to Save initiatives in connection with energy and include £40,000 in relation to Radyr Weir and solar panels at Lamby Way, with a further £22,000 energy initiative linked to a 2014/15 capital programme allocation.

Health & Social Care

119. Significant pressures have been identified in the current financial year including increased costs in relation to both domiciliary and residential and nursing care. This has been recognised through the allocation of an additional £4.9 million which includes provision in relation to the projected 2013/14 overspend, recognition of the one-off nature of certain savings in the current financial year and the full year effect of the current year costs in 2014/15. Additional resources of £1.3 million for demographic pressures and £1.2 million for fee increases in 2014/15 have also been provided together with a transfer of £250,000 from Children's Services to fund the anticipated cost of transitions from that directorate. As part of the WG's financial settlement, £276,000 was also made available to fund the First Steps Improvement Package and this sum has also been built into the Health & Social Care budget for 2014/15.

120. Savings of £6.2 million are proposed representing 6.84% of the net controllable budget. This includes savings of £3.3 million on employee costs of which £1.5 million relates to the reconfiguration of the Hafod contract. This includes the full year effect of the closure of the Dorothy Lewis Home which formed part of the budget savings in 2013/14, the closure of Ty Newydd and the anticipated transfer of the Cathedral View Home to Hafod. The negotiations relating to the transfer are expected to be finalised soon. The Dorothy Lewis and Ty Newydd homes both closed earlier this year. A saving of £750,000 is proposed in relation to the review and potential transfer of the internal Supported Living Service. Any transfer would be to existing external providers and service users would not have to move from their homes unless their care needs can no longer be met in a supported living environment. The proposals also include a saving of £496,000 to be achieved through a review of the management structure within the directorate including commissioning, planning and business support. Savings of £200,000 are also anticipated from a review of day services to older people with new models of service delivery being developed including the potential for integration with the Council's community hub developments. Other employee savings totalling £345,000 will be achieved through reviews of existing staffing structures and business processes in assessment and care management, internal day services for people with learning disabilities and the Community Alcohol and Drug Team.
121. The savings proposed in relation to external spend total £2.8 million. These are mainly based on reviews of care packages including £800,000 in relation to the right sizing of domiciliary care packages and a review of lower level provision for older people and people with physical disabilities that will ensure services are appropriately provided in accordance with need. A review of commissioned services including residential and nursing care contracts is anticipated to save £500,000 with a procurement exercise being undertaken to seek block contracting conditions with current providers, providing longer term financial risk assurance in exchange for a reduction on the cost of beds. In addition, savings of £400,000 are anticipated from a review of spot contracting for domiciliary care and expanding the current block framework provision and £350,000 from the Closer to Home Project which involves supporting people with learning disabilities to move from out of county residential accommodation, where appropriate to their needs, by finding housing solutions within Cardiff. Other savings against external spend total £723,000 of which £600,000 are also linked to reviews of existing service arrangements. In accordance with Appendix 6 a reduction of £72,000 has also been made to Council grant funding.
122. A saving of £170,000 is proposed in relation to increased income of which £120,000 relates to an increase in the maximum charge for non-residential care services. This is determined by WG regulations with confirmation received that the current £50 a week maximum charge will be increased to £55 a week with effect from April 2014. A saving of £50,000 is also proposed in relation to increasing the charges per meal

for both Meals on Wheels and for those served at day centres thereby reducing the subsidy.

Resources

123. Budget savings of £5.4 million are proposed representing 30.4% of the net controllable budget. This includes savings of £3.5 million on employee budgets of which £820,000 relates to Finance with post reductions and other employee savings in Revenues, Audit, Exchequer & Development and Accountancy. Employee savings of £723,000 in HR include the loss of posts across a range of functions and grades within the service. A restructure within Change Management will provide savings of £609,000 but will significantly impact on the level of project activity that can be supported. Post reductions and other employee savings in ICT will also provide savings of £460,000 albeit with a significant risk of service implications. Other employee savings include £255,000 in Legal Services, £188,000 in Commissioning & Procurement, £160,000 in Facilities Management (FM) and Central Transport Services (CTS), £137,000 in Health & Safety, £100,000 in Business Admin and £45,000 in Enterprise Architecture.
124. Savings proposed on external and other costs amount to £1.0 million and include a reduction of £615,000 in ICT costs. This is mainly due to opportunities for capitalisation of hardware and software expenditure linked to the Capital Programme with other savings on license costs and reductions to support contracts. External support costs will also be reduced by £201,000 in Change Management and £102,000 in Enterprise Architecture. Other cost reductions include £64,000 in HR, £35,000 in FM and CTS and £30,000 in Commissioning & Procurement. Savings of £889,000 are also proposed as a result of additional income. This includes £451,000 from charges to schools in order to fund the full costs of these services in HR and the Local Financial Management Team in Service Accountancy. Income generation opportunities relating to the CTS are anticipated to generate £120,000 with £139,000 of additional income in HR mainly through an expansion of the Cardiff Works / Cardiff Supply services to other public sector bodies including the Vale of Glamorgan Borough Council and the South Wales Fire Service. Other savings resulting from increased income include £82,000 from various initiatives in Revenues and £45,000 from alternative funding sources in Accountancy.
125. In line with previously agreed medium term policy initiatives additional resources of £560,000 have been allocated to fund the ongoing initiative to enable the Council's existing ICT infrastructure to be refreshed. This is the final year of a three year initiative. Additional resources have also been allocated to meet a range of budgetary commitments. This includes a realignment of resources within FM of £562,000 and within the CTS of £667,000 where significant budget shortfalls have been identified in the current financial year. An amount of £374,000 has also been provided to support on-going costs associated with the implementation of the Council's HRPS system including £149,000 relating to Oracle Support costs. Other commitments include £86,000 relating to the

closure of the County Supplies Depot and £60,000 to reflect the impact of a cap introduced by the WG on the recovery of court costs for Council Tax and Business Rates.

Sports, Leisure & Culture

126. The savings proposed within this directorate total £5.3 million, representing 38.5% of the net controllable budget. This includes reductions of £2.2 million to employee budgets, £1.2 million to other expenditure budgets and £1.9 million in increased income generation. The savings have a significant impact on service delivery with a number of proposals involving ceasing or reducing services or identifying alternative models of service delivery. Savings in this category include the Play Service Rationalisation which totals £200,000 and involves the introduction of shorter opening hours whilst identifying a new delivery model. The saving includes the reduction to the provision of funding to Menter Caerdydd of £6,220. Another significant area of saving relates to cultural venues. This involves a specific saving of £530,000 but with further savings on venues also identified elsewhere within the proposals. Savings would be achieved through a range of measures including the possibility of a new management operator being secured for either St. David's Hall or New Theatre or both. Other significant savings include £240,000 from the temporary closure of Eastern Leisure Centre for refurbishment. On re-opening there will be a need to identify alternative savings in future years. Savings of £150,000 are also proposed in relation to Splott Pool as part of the Community Building Review and the Splott Community Hub, £80,000 from the potential community asset transfer of facilities in the Heath area of the city and £109,000 from reviewing the use of Pontprennau Community Hall although as mitigation, it is anticipated that the Council's Corporate Initiatives budget will fund the relevant budget.
127. Other significant employee savings include £250,000 from Management and support costs within the directorate, £180,000 through the introduction of a slimmer operating model for the Cardiff Story Museum, £160,000 from remodelling the catering provision in Llanishen and Pentwyn Leisure Centres and £120,000 from the removal of the Outdoor Activities Team. A saving of £100,000 will also be achieved through restructuring the Events Team to reflect the current events programme across the city. There are many other employee savings included within the proposals with significant post reductions from savings in Parks & Sport and Catering Services. Significant savings on external and other expenditure include a reduction of £141,000 on Council grants supporting the arts together with a reduction in support for Menter Caerdydd play provision. These are detailed in the appendix attached to this report. Following consultation an amount of £80,000 has been reinstated to allow a commissioning exercise to be undertaken in respect of arts outreach activities. The proposals also include savings of £115,000 through eliminating the staff catering subsidy in County Hall and City Hall canteens, this reduction being anticipated as part of the restructuring of the Venues and Catering Service. Significant savings are also identified in Parks including £70,000 from vegetation management,

£61,000 from the relocation of staff from the Heath Park offices and £65,000 from a range of efficiencies and other reductions to external spending.

128. The services within this directorate already generate significant levels of income to the Council. This reflects the nature of the services with further savings £1.9 million also being identified as part of the budget proposals. This includes £320,000 from the reprogramming of swimming provision across the city's pools with a reduction in free swimming, additional paid lessons and aligning swimming club charges to standard lesson rates. Additional savings of £210,000 are anticipated through increased income generation in Venues and Catering with £150,000 also proposed in relation to the new operating model in Catering whereby third parties would be invited to run some or all of the Council's commercial and staff catering and commercial catering business. Significant levels of additional income generation are also anticipated in Leisure Services with a £250,000 increase in income budgets thereby reducing the subsidy on these facilities and a further £209,000 anticipated as a result of the reprogramming of space across all leisure centres and community halls. Increased income of £80,000 is also proposed in relation to the impact of a new student card offer mainly in relation to the leisure facilities in Maindy, £50,000 from increased activity and income generation at Channel View and £25,000 from revising the pricing of facilities at Penylan Leisure Centre. Savings of £150,000 are also anticipated through a £1 rise on the entrance fees at Cardiff Castle with £100,000 anticipated to be generated from car parking arrangements at Llandaff and Pontcanna Fields and Heath Park. A budget realignment to reflect existing income levels in Bereavement and Registration Services will provide a saving of £150,000 whilst £75,000 will also be achieved through the full year effect of the new operating model for Cardiff's Winter Wonderland Ice Rink and Christmas Fairground together with income from the Cardiff Bay Beach. This proposal also releases expenditure savings of £60,000.

Strategic Planning, Highways, Traffic & Transportation

129. The savings proposed within this directorate total £7.2 million, representing 44.3% of the net controllable budget and include significant reductions to employee budgets and external and other spend together with additional income. The reductions to employee budgets total £2.3 million and include savings across all areas within the directorate including £345,000 from the deletion of the Assistant Director post and reductions to the operational manager tier. It is anticipated that savings of £543,000 will be released through the redesign of the Highways Maintenance Organisation structure to more clearly separate the asset management and operations functions with a further £150,000 also being saved on other expenditure budgets. A saving of £250,000 will also be achieved through the service redesign and integration of Transport and Highways Services including a full management restructure. Other savings proposed through the deletion of posts and reduction of employee budgets include £422,000 in Planning, £246,000 in Telematics, £152,000 in Transport, £150,000 in overtime reductions in

Highways Operations, £150,000 in Business Support and £70,000 through a reduction in School Crossing Patrols where alternative provision of safety is in place.

130. The savings on external and other expenditure budgets total £3.1 million and include £1.5 million in relation to Highways. A review of works undertaken has identified an opportunity to capitalise further highways work resulting in savings of £350,000 whilst policy changes and efficiency improvements will provide further savings of £250,000 through a reduction in expenditure on tarmac and paving repairs and £150,000 on permanent repairs. Savings of £200,000 are proposed on winter maintenance by salting principal and marginal routes only, £150,000 as part of the Highways Redesign and £168,000 through various reductions in external spend. A saving of £105,000 in relation to city centre tree pits will also be achieved by utilising capital funding to support improvement works. Other savings include reduced expenditure on bridge maintenance, culverts and weed spraying. Savings of 467,000 are proposed in relation to passenger transport including £300,000 through ensuring that charges for non statutory school transport (countyride) in relation to children within walking distance of the school more closely reflect the cost of providing the service. Other passenger transport savings include £117,000 through a re-tendering of contracts in September 2014 and £50,000 by optimising the provision of transport for SEN pupils by merging taxi services and providing additional training and support strategies to staff. Savings of £550,000 have also been achieved through the re-tender of Cardiff East Park and Ride service and £170,000 in street lighting including savings from the Invest to Save Scheme for the dimming of street lights in residential areas. Other proposals totalling £419,000 include savings in public transport, telematics, strategic planning and building control.
131. The proposals also include savings from increased income totalling £1.7 million. This includes £512,000 of additional planning income as a result of increasing the efficiency of processing planning applications and the number of major applications anticipated. The proposals also include additional income from parking tariffs of £404,000 together with £365,000 in relation to moving traffic offences. These savings are reflected in the Civil Parking Enforcement Account and enable additional funding to be drawn down from the parking reserve to support eligible expenditure within the directorate. Other savings as a result of additional income include £137,000 from traffic regulation orders, £120,000 in increased income targets within transport strategy, £95,000 from the draw down of commuted sums to support asset maintenance in telematics and £75,000 from an increase in Section106 funding in respect of Bay Car services.

Protection for Schools

132. In anticipation of the 2011/12 Budget, the WG First Minister committed to protect schools funding by 1% above the Revenue Block Grant received by the WG from the UK Government for the following three years. In order to evidence this level of protection, each council was required to demonstrate for the financial years 2011/12 - 2013/14 that Individual

Schools' Budgets (ISB) were adjusted in accordance with the indicative target set for each year.

133. For 2014/15 the WG stated that Schools are to be protected by 0.9%. However, due to a change in the mechanism provided by the WG only a proportion of the protection will be seen in the increased budget being given to schools. This is because the protection will come from two sources for 2014/15 namely RSG and PDG. The All Wales figure for protection equates to £16 million.
134. Within the all Wales 2014/15 RSG is included an additional £8.6 million (equivalent to a 0.45% uplift) to deliver the First Minister's commitment. This indicates that the RSG element of the protection for Cardiff will be £1.02 million which is included as part of the overall budget allocation.
135. The remaining additional £7.4 million is in the uplift to the PDG at the all Wales level. As announced by WG the PDG for 2014/15 is to be increased to £918 per Free School Meal (FSM) pupil which on current information means an additional £3.9 million to Cardiff schools. Indications are such that Cardiff will benefit from 10.2% of the all Wales PDG increase. Working on the premise that 10.2% of the £7.4 million increase is PDG then the contribution from PDG to the protection is calculated at £760,000.
136. The use of PDG within the demonstration of protection indicates that the additional financial support has been partly funded by a mechanism outside of the scope of the funding formula. This additional funding will benefit those schools with a higher incidence of FSM pupils compared to those schools with high pupil numbers but a relatively lower level of FSM.
137. Individual schools are not guaranteed an element of protection as the key factors driving funding will continue to be pupil numbers as well as deprivation factors such as FSM.
138. Therefore in total, in Cardiff this protection equates to an additional £1.78 million into school funds. The table below shows the make up of the school budget and the demonstration of protection.

Estimated Schools Budget figure for 2014/15	£000
Comparative Base Figure for 2013/14	197,804
0.9% Protection (estimated funded by RSG)	1,020
Pupil Number Demographics	1,700
2014/15 Budget	200,524
0.9% Protection (estimated element funded by PDG)	760
2014/15 target for protection (estimated)	201,284

139. The demonstration of the protection of the ISB cannot include any growth as a result of increasing pupil numbers, however Cardiff has allocated a further £1.7 million to the ISB in respect of a net increase in pupil numbers. Therefore, school budgets will benefit from an additional £2.72 million (excluding the PDG element of the protection).

140. For clarity, the figure of £2.72 million includes pupil demographic growth of £1.7 million which is directed at the phases that generate the movement and that is set out below.

	Primary	Nursery	Secondary	Special / SRB
Pupil Nos. (fte)	949 increase	36 Increase	150 decrease	17 increase
£000	+ £1,776	+ £96	- £440	+ £268

141. Over the past three years, both the WLGA and the WG have committed to supporting the increase in the percentage of delegated funding to schools as a proportion of the Education Budget. The current commitment for 2014/15 was to ensure that delegated rates were at least 85% by 2014/15. The Cardiff Budget proposal within this report provides for a delegation rate of circa 86%. However, WG is currently considering how school delegation should be presented and calculated in the future so it is anticipated that there will be changes when considering 2015/16.

Medium Term Financial Plan & Financial Strategy

142. This section sets out, as far as possible through the use of available information the financial challenges facing the Council over the next four years. It is evident from the table shown at paragraph 145 that anticipated resources will not cover emerging financial pressures. The resultant funding shortfall will therefore need to be addressed through directorate budget reductions or increases in Council Tax. However with a Budget Reduction Requirement to find of circa £92 million over a three year period as detailed in the base case of the MTFP this will clearly be an enormous challenge, particularly given the level of cuts required in 2014/15 on top of those already delivered in previous years. The MTFP table is extended and set out in Appendix 13.
143. The reality for local government and therefore the Council is that the approach to service delivery must change. The Council will need to re-focus service delivery on key priorities and within this consider the most appropriate delivery vehicles. In summary the Council will need to realign the services it provides to its reduced funding base, as the signal from Central and Welsh Government is that this period of financial austerity will continue in the medium term. Equally the Council faces increasing pressures year on year in respect of the services that it provides and continues to make representations to both the WLGA and WG that the pressures associated with being both a core and a capital city are not adequately reflected either within the Council's AEF or through separate grant funding streams.
144. In recognition of the challenge ahead the Chief Executive is preparing a report which seeks to set out the scale of the task ahead, the Council's vision and the organisation's response to meeting these challenges. The report will identify the need to make early progress towards establishing a new organisational model that will encompass a whole Council approach to the delivery of services. Appropriate alternative delivery models will also be explored and a number of priority areas for further

consideration will be identified. The medium term financial position set out in the following sections underlines that to achieve financial stability in future the Council will need to deliver less services directly, employ less staff and will need to maximise the efficiencies it achieves in the delivery of these services. As a result of these profound changes it will also need to consolidate the asset base from which it delivers these services.

145. The MTFP has always included a number of significant financial assumptions as it covers a four year period. This MTFP covers the period up to 2017/18 and makes assumptions in respect of funding as a result of the limited forward indications of funding that WG is able to provide. In addition, as demonstrated this year, our ability to rely on the indications WG does provide are limited and so the MTFP includes both a base case and scenario analysis. However this analysis is unable to cover in full the complexity of the emerging position, for example the MTFP is unable at present to assess the implications of alternate delivery approaches that the Council may deploy which will have a significant impact on the Council's budget, particularly in respect of employee costs. Therefore the MTFP will continue to be updated over the coming financial year as the Council's position in respect of the delivery of its services becomes clearer. In particular the Council awaits WG's response to the report by the Commission on Public Service Governance and Delivery, chaired by Sir Paul Williams, which proposed that the number of local authorities in Wales reduced significantly with a merger between Cardiff and the Vale of Glamorgan Councils featuring in each of the three options proposed.
146. In summary the Council needs to ensure it can align its service and financial planning as closely as possible and the continued development of a robust financial strategy for the organisation will more than ever be a key objective for the Section 151 Officer to develop. The ongoing development of the Council's budget strategy will therefore continue throughout 2014/15 and will focus on how the Council's planning horizons can be extended at a time of complex uncertainty. This will include consideration of the approach to take in respect of targeted savings at a directorate level and will need to take account of both the evolving approach to the delivery of services and the ability of directorates to deliver savings. This consideration formed part of the 2014/15 Updated Budget Strategy when the Interim Head of Paid Service in consultation with the Portfolio Member for Finance and Economic Development was given a delegation to develop a targeted approach to the identification of savings targets rather than continuing further the practice of salami slicing. Consideration of the further approach to the identification of budget savings will be the subject of a Budget Strategy Report early in the new financial year and will be informed by each directorate's contribution to the overall vision of the Council. In particular the WG protection in respect of delegated schools will be considered further and the partial local Council protection in respect of social services budgets will require review.

Budget Element	2014/15 £000	Medium Term Financial Plan		
		2015/16	2016/17	2017/18
		£000	£000	£000
Adjusted base budget b/f	593,853	585,288	578,578	569,993
Employee Costs	5,202	10,576	13,820	8,690
Specific Inflationary Pressures	1,633	2,245	2,245	2,220
Capital Financing	(100)	2,397	(925)	(583)
Commitments	11,393	5,306	3,877	27
Realignments (inc Prosiect Gwyrdd impact)	14,223	(1,248)	216	1,639
Demographic Growth	3,100	3,241	4,058	4,640
Contingency for savings level	4,000	0	0	0
Risk Analysis		1,404	1,734	1,583
Other	349	702	401	300
2014/15 Accepted Financial Pressures	280			
2014/15 Savings Proposals	(48,645)			
Budget Reduction requirement *		(31,333)	(34,011)	(26,930)
Net Expenditure	585,288	578,578	569,993	561,579
Financed by:-				
Aggregate External Finance	(435,986)	(429,276)	(420,691)	(412,277)
Improvement Agreement Grant	(2,482)	(2,482)	(2,482)	(2,482)
Concessionary Fares	(11,700)	(11,700)	(11,700)	(11,700)
Council Tax	(135,120)	(135,120)	(135,120)	(135,120)
Total Funding	(585,288)	(578,578)	(569,993)	(561,579)

Budget Reduction Requirement	
	£000
2015/16	31,333
2016/17	34,011
2017/18	26,930
Total	92,274

147. Further detail on each of the line items above is set out in Appendix 13. It should be noted that given the time-frames involved, this is clearly an estimated position which is subject to change.
148. The Budget Reduction Requirement identified for later years of the plan is lower than the figure identified for 2014/15. This is partially due to the fact that there is a higher degree of uncertainty around later years of the plan. It is therefore likely that upon rolling the plan forward, the figures identified for subsequent years will increase as further pressures emerge and existing issues become more quantifiable.

Future Funding

149. Indicative settlement figures have been received for the financial year 2015/16. These identify a proposed funding reduction for Cardiff of 1.56% compared to a 1.55% Welsh average reduction. However, the WG

has stated that indicative sums are subject to further funding announcements from UK Government and there is therefore a real possibility that the 1.56% funding reduction may worsen. The Council's 2014/15 funding position, which experienced an adverse turnaround of over £20 million between the publication of indicative figures and final settlement, is a stark illustration of this risk.

150. For 2015/16, the base MTFP position reflects the indicative funding figures that have been received from WG. In the absence of any indicative figures for the years after 2015/16, the level of AEF has had to be estimated. It is generally accepted that the current austerity period for Welsh Local Government is likely to extend beyond the time-frame covered by the current MTFP. Consequently, the base MTFP for the financial years 2016/17 and 2017/18 assumes an AEF reduction of 2% per annum.
151. In recognition of the risk of indicative sums changing and the difficulty in estimating funding levels for later years of the plan, a sensitivity analysis has been undertaken which reflects a more pessimistic funding position than that outlined in the above paragraph. The alternative scenarios modelled are set out in further detail in paragraph 168 to 176 and, given that a 1% funding reduction for Cardiff equates to £4.4 million, have a significant impact on the annual Budget Reduction Requirement.
152. In an effort to provide greater flexibility and to reduce the administrative burden on Local Government, the WG has committed to transferring specific grants into RSG wherever possible. Whilst this is helpful, there is a risk that upon transfer, the overall quantum and/or the distribution mechanism of the grant will be altered. A recent illustration of this is the Learning Disabilities Resettlement Grant in relation to which the Council has been adversely impacted by £3.9 million over a three year period. There is also a risk that specific grants may simply reduce or fall out altogether.
153. It is very difficult to pre-empt future changes to grant allocations, however the MTFP includes a base provision of £300,000 per annum to address grant fall out issues. This is in recognition that there are likely to be grant reductions in future years in respect of activities which the Council may decide to continue and for which core funding will therefore need to be identified.
154. Due to their finite nature, use of reserves to support the budget creates a resource gap which must be filled in the following year. General practice is therefore to avoid the use of reserves as budget funding.
155. Even setting the above issue aside, the scope for using reserves for budget funding has become more limited in the current climate. As noted earlier in the report, in order to minimise the budgetary impact to the Council of the substantial severance costs that are likely to be incurred over the medium term, it is intended to utilise the Employee Changes Reserve, and to borrow from other earmarked reserves in order to cover the initial cash payments required in respect of severance. Whilst base

budget provision has been established to ensure that reserves are replenished in time for their original planned use, scope for further reliance on earmarked reserves is limited.

Future Expenditure

156. The effects of decisions taken in respect of the Capital Programme are included in the plan in terms of capital financing implications. These reflect changes to the MRP policy. There has been a significant reduction in the level of capital support to Local Government over the past few years and this may have revenue implications in the medium term, including increased maintenance costs as a result of reduced annual sums for asset renewal and the potential workload implications of a limited Capital Programme. These issues will need to be closely monitored.
157. Inflation levels are currently broadly in line with the Bank of England's 2% target (Consumer Price Index). In line with the policy of recent years, the plan assumes that directorates will be expected to absorb the impact of price inflation within their existing resource base, except in instances that are deemed to be truly exceptional. The plan includes estimated future provision in respect of NDR, energy and fee increases within Adult Services.
158. Local Government pay is a matter for collective bargaining between the national employers and trade unions through the National Joint Council. As it is not possible to pre-empt this process, provision for pay awards of 1% have been built into the MTFP in an effort to balance the general theme of restraint regarding public sector pay awards with preparedness from a budgetary perspective.
159. The MTFP table shows a spike in employee costs in 2016/17. This reflects the changes to National Insurance contributions that are due to take effect in April 2016. Under the current rules, workers in final salary schemes can opt out of the earnings-related State Second Pension, known as S2P and formerly known as SERPS, and pay money into their occupational pension instead. To reflect the fact that they do not get the second state pension, both the "contracted out" worker and their employer pay a lower rate of national insurance. The new single-tier pension will abolish S2P and the contracting out rules, increasing the Council's Employer's National Insurance costs.
160. The Council's Pension Fund is subject to an Actuarial Review on a triennial basis and the most recent review has recently been concluded. The recommended changes to the Employer's Contribution rate resulting from the review are reflected in the Council's 2014/15 budget. The implications of the next Actuarial Review fall outside the life of the current plan, and therefore no further assumptions have been made in this regard.
161. The potential impact of pension auto-enrolment in 2017/18 is very difficult to predict. There is a rationale which says that people who have

previously taken the decision to opt out of the scheme are unlikely to change their mind. However, for prudence an element of take-up, and the associated impact on Employer's Superannuation budgets has been assumed.

162. As outlined above, WG have set a 0.9% protection requirement for Schools in 2014/15. The provision included within the MTFP for Schools over future years of the plan more than account for any future comparable levels of protection. As Schools budgets account for over a third of the Council's overall budget, the task of balancing the funding shortfall identified within the plan becomes concentrated on non-protected services.
163. The Prosiect Gwyrdd Partnership of five South-East Wales local authorities achieved contractual close for the procurement of a residual waste facility with Viridor in December 2013. The service commencement date for the Council to supply the facility with residual waste under the contract is 1 April 2016 however the contract also allows, as part of the commissioning period, for the facility to receive an element of the Council's residual waste from 1 September 2015. Viridor are well advanced with the construction of the Trident Park facility.
164. The MTFP has modelled the impact of the introduction of this residual waste solution into its figures and residual waste disposal expenditure projections have been calculated for the period 2015/16 through to 2017/18. These projections incorporate the gate fees included in the Prosiect Gwyrdd contract
165. Other key areas within the expenditure side of the plan include:-
 - Demographic growth in the areas of social care and pupil numbers. The significant growth experienced in these areas over the past few years is anticipated to continue over the medium term.
 - The ongoing revenue implications of severance costs as set out in Appendix 9(b).
166. The plan also includes a risk-based cluster analysis for items which are likely to impact on Cardiff over the medium term, but for which it is extremely difficult to forecast amounts. One issue in this respect is the uncertainty regarding potential future changes to CTRS and this is featured in the analysis.
167. The difficulty in predicting potential specific grant reductions over the medium term, and the consequences of this where funding has transferred into RSG, have also been included within the risk analysis in order to ensure a prudent element of protection over and above the base provision. These amounts are included within the risk analysis line.
168. Also included within the cluster risk analysis is provision for the possibility that amounts due to come into the settlement as *additional* funding in relation to 21st Century Schools will be subsumed within the overall settlement, no longer rendering them 'additional sums'. This is in light of

treatment within the 2014/15 settlement of LGBTI funding, which was due to be additionally funded but was subsumed within the quantum of the settlement.

Sensitivity Analysis

169. Given the difficulties inherent in predicting future spend and funding, a sensitivity analysis has been undertaken around some of the key variables of the plan and these are summarised below in terms of potential best, and incrementally worse scenarios.

Best Case Scenario

170. The table below sets out a potential 'best case scenario.' This flexes the key variables within the plan to the best of the likely scenarios. Whilst still within the realms of reasonable possibility this position is undoubtedly optimistic and would see the £92 million shortfall set out in the MTFP base position reduced to £85 million. The changes to variables are set out in further detail following the table.

Best Case Scenario	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
Base MTFP position	31,333	34,011	26,930	92,274
Changes:				
Pay Award	(1,867)	(1,811)	(1,757)	(5,435)
Contingency Assumption	(2,000)			(2,000)
Revised MTFP shortfall	27,466	32,200	25,173	84,839

171. As noted above, the base MTFP position assumes a 1% pay award, to balance the message of restraint regarding public sector pay with preparedness from a budgeting perspective. The above position effectively removes that estimate and assumes that, given the ongoing message of austerity that public sector pay for non teaching staff would remain static over the three year plan period. This assumption has not been extended to teaching or schools-based staff, as even if no pay award was agreed in future years, the Council would need to provide sufficient growth within the MTFP to meet the potential extension of WG protection requirements.
172. As noted earlier in the report, given the quantum of the savings requirement for 2014/15, the budget includes a £4 million general contingency. The optimistic scenario reflected in the above table assumes that it would be possible to remove 50% of the £4 million contingent sum in 2015/16 leaving a £2 million general contingency with which to move forward. This is an optimistic assumption in two respects; firstly it assumes that no significant on going issues are experienced in relation to 2014/15 savings and secondly, it assumes that the indicative funding reduction for 2015/16, which is lower than the 2014/15 reduction

would not change, resulting in a lower savings quantum than required in 2014/15.

173. Given that one of the most crucial assumptions within the MTFP relates to future funding levels, the other scenarios considered, flex this variable. However, as it is considered unlikely that the funding position will vary *favourably* from the 1.56% reduction, the optimistic MTFP scenario still assumes a reduction of 1.56%.

Incrementally Worse Scenario

174. The following table sets out a position which is incrementally worse than the base MTFP position. It sets out a scenario where funding reductions of 3% per annum are experienced and a slightly higher contingency is required. The table identifies that this would have a £15.4 million adverse effect, increasing the shortfall over the life of the plan from the base position of £92 million to £108 million.

Incrementally Worse Scenario	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
Base MTFP position	31,333	34,011	26,930	92,274
Changes:-				
AEF	6,370	4,102	3,893	14,365
Contingency Assumption	1,000			1,000
Revised MTFP shortfall	38,703	38,113	30,823	107,639

Worse Case Scenario

175. The following table reflects the potential worse case scenario. This includes an pay award over the life of the plan and a higher contingency requirement in recognition of the increasing quantum of savings. The changes in assumptions would increase pressures by £31 million during the life of the plan, taking the total budgetary gap to £124 million.

Worse Case Scenario	2015/16 £000	2016/17 £000	2017/18 £000	Total £000
Base MTFP position	31,333	34,011	26,930	92,274
Changes:				
Pay Award	934	906	878	2,718
AEF	10,729	8,156	7,658	26,543
Contingency Assumption	2,000			2,000
Revised MTFP shortfall	44,996	43,073	35,466	123,535

176. The changes in respect of AEF have the biggest impact on this scenario. The 4% annual reduction modelled is broadly in line with the Welsh average decrease for 2014/15. It is also in line with WLGA's estimate of the level of funding reductions experienced by English Councils in recent years. WLGA undertook this modelling following the Minister for Local

Government and Government Business' warning for Welsh councils to expect funding reductions comparable to those in England over the medium term.

177. This is considered a worse case scenario. However, it illustrates how quickly marginal changes in key variables can significantly affect the financial outlook. In addition to the variables focussed on as part of this scenario analysis, which can be modelled, there is also the potential for new and emerging financial pressures which are very difficult to predict.

Housing Revenue Account and Rent Setting 2014/15

178. The Housing Revenue Account (HRA) is a ring-fenced account which records income and expenditure in relation to council housing. The Local Government and Housing Act 1989 places a statutory duty on local authorities to maintain a separate account for the costs associated with the management and maintenance of Council dwellings. The ring fencing of the account means that local authorities may not subsidise any costs relating to council housing from the General Fund (i.e. from Council Tax or from the RSG).
179. The main expenditure items within the account include maintenance and repair costs, management costs (including rent collection, housing allocations, and property and estate management) and capital financing charges on the HRA's outstanding loan debt.
180. The major income streams include Council house rents and income from service charges.
181. The 2014/15 Final Determination received from the WG on 3 February 2014 provides for a guideline rent for Cardiff Council of £81.37 per week in 2014/15. This level of guideline rent means an increase for Cardiff of £3.10 per week based on the 49 week collection. This equates to an increase in actual rents of 3.57%, as compared to the all Wales increase of 4.08%.
182. In setting the Determination and in its calculation of HRA Subsidy payable, the WG makes the assumption that local authorities will increase rents in line with the guideline increases. If rents are set at a level below the guideline increase, there will be a direct loss of income to the HRA, as the assumed level of rental income in the subsidy calculation will remain unchanged.
183. The Housing service has written to tenants in relation to the proposed rent increases with a deadline for responses of 17 February 2014.
184. The detailed proposals for changes to the HRA charges which can be found in Appendix 10(b) are summarised as:
- Various increases to service charges for Council tenants which are in line with inflationary cost increases.
 - Others have been set at a higher level for full cost recovery.

- Some standstill charges where cost recovery is being achieved.
185. The factors which make up the budget proposal include the following main items:
- Provision is made for a 1% pay award, employee increments and energy inflation.
 - Provision is also made for the proposed changes relating to the imposition of the Workforce Package.
 - There is a standstill budget for housing repairs in 2014/15.
 - The direct revenue financing budget for capital expenditure assumes a contribution of £2.26 million in 2014/15.
 - Provision is made for the anticipated impact of Welfare Reform under the Universal Credit scheme on rent income levels, additional costs of collection and recovery, an increase in bad debts provision and the potential impact on void allowances.
 - Anticipated revenue costs relating to the Housing Partnership Project (HPP).
 - The HRA's fair contribution to the planned corporate and other initiatives where HRA activities are involved.
186. The proposed 2014/15 budget is shown in Appendix 14.
187. Although not impacting on the 2014/15 HRA budget at this stage, there are a number of significant developments which may influence future budget setting.
188. The commitment by the Council to create new public and private housing across the city as part of the HPP will use a number of existing HRA owned sites but also involve an appropriation of land from the General Fund to the HRA. At this stage, the timing of the proposed land appropriations is unclear.
189. The system of council housing finance in England changed to a self financing system with effect from April 2012. This is an arrangement whereby local authorities who were previously paying over a net subsidy to Central Government have been required to take on additional debt at an equivalent level. Those who were in receipt of subsidy from Central Government have reduced debt levels under the new self financing system. Similar reform is also planned for Wales. It is anticipated that the WG will set out enabling legislation in the Housing Wales Bill which is expected to receive assent in summer 2014. The details of negotiation and agreement to date between the WG and Welsh authorities on a revised system and further planned consultation processes are set out elsewhere in this report.
190. The Essex Review of affordable housing highlighted the inconsistencies of the existing rent setting system between different providers and localities and recommended a full review. WG undertook a consultation process with the overall aim of establishing a new rent setting system which would be consistent, transparent and fair to landlords and tenants. There are currently three main measures proposed:

- Rent levels and future rent increases would be set at CPI plus 0.5% within a CPI band of 0% to 3%.
- Rents should not be above the Local Housing Allowance.
- Landlords should undertake a de-pooling exercise for rents and service charges to ensure that service charges are payable only by those tenants who receive the service.

191. Any implications of final agreed proposals will be considered as part of future budget setting processes.

School Organisation Plan/21st Century Schools Initiative

192. The SOP relates to the significant programme of capital investment which aims to reorganise school places in Cardiff thereby using resources more effectively and ensuring that schools are fit for purpose.

193. As part of the 21st Century Schools programme the Council submitted an updated Band A funding bid to the WG in November 2011. An indicative Capital Investment Programme of £137.3 million was approved, subject to the successful submission of detailed individual business cases. The indicative 21st Century Schools Programme now forms part of the overarching SOP financial model.

194. The Plan is designed to be self-funding and the projects to be undertaken are included in the Council's Capital Programme.

195. SOP brings together the Fast Track, Welsh Medium, Cardiff East and Whitchurch proposals, as well as the 21st Century Schools Band A projects. It should be noted that both capital expenditure and capital funding can change over the life of the plan and therefore the financial model is dynamic and is updated as schemes progress.

196. From inception the model includes a capital investment programme totalling £253.6 million. The costs of schemes are initially included with a 10% contingency sum as well as being adjusted for construction cost inflation. The expenditure projections are regularly monitored and updated, along with the project funding sources to identify changes in either the value or timing of expenditure.

197. Of the £137.3 million 21st Century Schools programme, 50% (£68.6 million) would be grant funded by the WG. This includes £51.6 million of capital grant. WG will additionally provide revenue grant over 32 years, to support capital borrowing for the remaining £17 million.

198. The WG has announced that it will be extending the LGBI to support the 21st Century Schools Programme. This initiative will accelerate the WG's share of investment in the programme by providing councils with a revenue stream to support the capital charges, starting in 2014/15 as a specific grant and then transferring into the RSG. This will not alter the funding share of WG which is set at 50%. The objective of this initiative is

to complete delivery of Band A of the programme by 2018/19 two years sooner than the seven years originally planned.

199. Funding for the model comes from a number of sources. Where proposals include the disposal of school land, the capital receipt is reinvested into the SOP. Funding is also secured as capital grants from the WG. In addition, finance has been allocated from the Council's own Capital Programme and Section 106 Contributions where available. The capital charges arising from non-LGBl borrowing are funded from revenue release savings as described below.
200. In addition the SOP model includes revenue expenditure in connection with organisational restructure costs attached to the proposals. These include project management costs, additional costs incurred by schools which are closing or are in transition and pump priming for the establishment of new educational provision. The risks around organisational restructure costs increasing should be noted and officers regularly review the potential financial implications attached to the proposals.
201. A significant source of funding for capital and revenue expenditure is from revenue release savings which come from a number of sources and are identified below.
- **Facilities Management Savings** - Based on the facilities management element of the budget for closing schools that is no longer needed - for example lump sum for school heating, lighting, building maintenance.
 - **Falling Pupil Number Savings** - the historic amount identified as no longer allocated to schools as delegated budgets reduced as a result of the fall in pupils.
 - **Efficiency Savings** - an annual efficiency saving of 0.5% has been captured against the teaching element of all delegated schools budgets for a period of five years from 2009/10 to 2013/14.
202. The amounts identified as revenue release savings are identified as a budget within the Education Directorate. A review of this budget alongside the schemes currently included within the financial model identified that an amount of £1.7 million could be released. Therefore this Budget Report proposes a reduction of £1.7 million in the level of revenue release savings which contribute annually to meet the costs of SOP.
203. The overall Consolidated Financial Model represents a significant financial exposure for the Council and the following capital and revenue key risks have been identified and are continually reviewed:
- Changing scope of capital works as schemes progress through feasibility studies and design.
 - The management of cost over-runs and fluctuating construction cost inflation which may lead to expenditure exceeding contingency levels.

- Potential for underachievement of capital receipts within the current climate, failure to obtain planning consent or changes in Council policy in respect of land sale.
 - Potential for the WG funding levels to be reduced or changed.
 - The potential for revenue costs of closing schools and opening others to be higher than estimated.
 - The potential for the underachievement of revenue savings.
204. A further challenge is the timing of both capital and revenue expenditure and income. A SOP reserve exists for managing the impact of this and is used to manage these cash flow implications. Delays to implementing SOP proposals and the bringing forward of SOP grant funding from the WG has increased the balance on the reserve as shown in Appendix 15. The availability of funding within the reserve has enabled a one-off contribution of £394,000 to be allocated in order to support the increased cost of school transport as set out in Appendix 4 which details financial pressures identified during the budget process.
205. Given the risks identified above it is not considered appropriate to release this balance at present. However, this position could be reviewed in the future, particularly when considering the overall suitability and sufficiency of provision of schools in Cardiff and when Council match funding is required in relation to Band B of the WG 21st Century Programme.
206. However the timescales likely in respect of the draw down of existing commitments are such that this earmarked reserve was considered as being available to borrow amounts to fund the cost of voluntary severance with these amounts being replenished in later years as detailed earlier in the report.
207. The Consolidated Financial Model includes approximately thirty five schemes which are beginning or progressing in the period 2014/15 to 2018/19. Forecast capital expenditure during this period is £125.2 million. Schemes with forecast capital expenditure of over £1 million during this period are shown within Appendix 16. The Appendix also illustrates the overall budget for each of these projects, in order that full transparency exists around budget management and governance.
208. Where amendments to capital expenditure for re-profiling of cashflows and increases are within the level of contingency and inflation for the scheme then these would be actioned and reported through the regular capital monitoring reporting process. However, where amendments over and above the allocated levels of scheme-specific contingency are necessary, the Directorate would if appropriate seek approval in accordance with the Council's Financial and Contract Procedure Rules.
209. A Programme Panel meets monthly to consider significant matters arising in relation to the SOP / 21st Century Schools Programme, providing robust advice and governance.

Civil Parking Enforcement

210. Following approval from the WG, Cardiff Council was designated as a 'Civil Enforcement Area' on 5 July 2010 and, since that date, has undertaken responsibility for enforcing a range of parking contraventions. New legislation has now been made available to local authorities in Wales under the Civil Enforcement of Road Traffic Contraventions (General Provisions) (Wales) Regulations 2013 which allows for the enforcement of bus lanes and certain other moving traffic contraventions. Cardiff Council is proposing to acquire these additional powers to complement the current parking enforcement powers in order to provide a greater resource to address traffic congestion. Following Cabinet approval in January 2014, it is planned to submit an application to the WG.
211. The advantage to the Council of operating enforcement powers is that it has been given direct day-to-day control of the deployment of enforcement staff across the highway network thus allowing targeted enforcement in support of transportation strategies and more effective responses to local needs.
212. Civil Parking Enforcement (CPE) is a ring fenced account and any income generated from car parking fees is used to fund related operational costs and the enforcement service. Any surplus or deficit generated by the account is transferred to the Parking Reserve and can only be used for specific purposes such as supporting transportation services and parking and highway services in accordance with section 55 of the Road Traffic Regulations Act 1984.
213. The anticipated operating surplus for 2013/14 is £2.914 million. When this and the eligible expenditure for the current year are applied to the brought forward figure, the balance in the Parking Reserve at 31 March 2014 is estimated at £58,000.
214. For 2014/15, income from car parking fees, residents' permits, penalty charge notices and moving traffic offences is forecast to be £8.298 million. This represents a net increase of £1.637 million compared to the forecast position in 2013/14 mainly due to increased income from on street parking fees and the anticipated new income stream in relation to moving traffic offences.
215. The increased income targets include £354,000 arising from increased tariffs for on street parking in the city centre and at the Norwegian Church, bringing Butetown pay and display rates in line with those at the city centre and increasing resident parking permits by the increase in the Retail Price Index (RPI). It is considered that these adjusted charges and increased tariffs will bring Cardiff into line with other comparator cities. It is additionally proposed that £50,000 will be achieved through the implementation of a pay and display parking scheme in Butetown at Schooner Way. These matters form part of the budget savings proposals along with a further budget saving linked to the recent re-tender of the Cardiff East Park and Ride scheme which is anticipated to

release £550,000. These savings will be made available to the service area for investment in and support of other transportation services and schemes.

216. Additional income of £875,000 is currently assumed in relation to the proposed Moving Traffic Offences scheme. This is estimated to be offset by additional enforcement costs of £383,000, leaving a net income of £492,000, of which £375,000 has been assumed as a 2014/15 budget saving. The balance of additional income will support the overall position within the CPE account. The new scheme is subject to WG approval which is not currently anticipated to be achieved until June 2014 and on that basis, the figures within the estimates reflect the part year effect of the proposed scheme.
217. Other income targets have been realigned to reflect full year impacts or revised implementation dates, including the removal of the first free hour of parking at Butetown which is now anticipated to become effective in October 2014.
218. Operating costs, which include employees and the cost of the enforcement service, are estimated to be £4.236 million and this would provide for a net surplus of £4.062 million in 2014/15.
219. Eligible expenditure commitments supporting overall transportation, parking and highway or road improvement projects total £3.974 million. This includes £1.319 million relating to savings proposals within Strategic Planning, Highways and Traffic and Transportation which reflect the impact of the proposals to increase income from car parking and moving traffic offences as set out above. The position in 2014/15 includes a one-off allocation of £516,000 as part of the budget in order to mitigate the impact of changes within the CPE account, including the budget savings referred to above. After taking this into account, it is estimated that the balance in the reserve at 31 March 2015 will be £146,000. On the basis of known levels of operating expenditure and other commitments, the future balance in the reserve is estimated at £122,000 by the end of March 2016 and £98,000 by the end of March 2017. The current and planned position on the reserve is set out in Appendix 17.
220. The margin between the projected annual surplus on the CPE account and the expenditure commitments for 2014/15 is relatively small in comparison with the overall level of income targets. This imposes a significant risk in relation to future targets for the reserve and makes it essential that income targets are fully achieved. It is vital that implementation of increased and new parking charges is achieved within planned timescales to support the additional expenditure commitments arising from the budget saving proposals.

Activities inherited from Cardiff Bay Development Corporation including Harbour Authority

221. The Council agreed to take on the role of the Cardiff Harbour Authority in April 2000 following the winding up of Cardiff Bay Development

Corporation (CBDC). The functions and responsibilities of the Harbour Authority are detailed in the Agreement made between the Council and CBDC under Section 165 of the Local Government Planning and Land Act 1980. The funding required to discharge these obligations is provided by a specific grant received from the WG. This funding and any income generated are ring fenced.

222. The arrangement has been subject to a number of negotiated changes over the past 14 years; the extant variation was signed on 5 April 2011 and included a three year fixed cost budget for April 2012 to March 2014. The revisions ensured that a sufficient funding level was made available to the Harbour Authority to meet the liabilities under the agreement and any additional duties relating to the Cardiff Bay Barrage Act 1993.
223. During 2013/14 negotiations have taken place between the Council and WG officers to agree a new three year budget for the period 2014/15 to 2016/17. As part of these negotiations the WG expressed their wish to reduce the level of funding allocated for this function.
224. Following a critical examination of the future resource requirements a fixed cost and asset renewal budget was agreed with the WG. This identified a total funding requirement of £6.397 million for 2014/15 reducing to £6.146 million by 2016/17.

Harbour Authority Funding Requirement 2014/15 - 2016/17

	2014/15	2015/16	2016/17
	£000	£000	£000
Expenditure	6,765	6,680	6,600
Income	(700)	(750)	(800)
Fixed Cost Budget	6,065	5,930	5,800
Asset Renewal	332	323	346
Total Budget	6,397	6,253	6,146

225. The revised fixed cost budget for 2014/15 is a reduction of £1.035 million over 2013/14 and has increased the level of financial risk to the Council as any unforeseen costs have to be absorbed within the agreed fixed cost budget unless there are qualifications within the agreement.
226. This reduction will be achieved through a combination of employee reductions, efficiency savings and increased income generation. In addition as the Harbour Authority is managed by the Sport, Leisure & Culture directorate efficiency opportunities now exist by integrating some Harbour activities within other areas of the directorate.
227. Employee numbers have been reduced significantly over the past three years particularly at management tiers. The 2014/15 budget will see a further 10.5 fte posts removed through a combination of voluntary severance and the deletion of vacant posts. The total savings from the removal of these posts is £400,000. A further reduction of £100,000 will be achieved by reducing the subsidy to cover staff costs at the Cardiff International White Water facility. This will be achievable mainly through

the increased income sources at this centre including the development of the high ropes attraction on this site which is currently being progressed. The remaining savings will be made from reducing overheads including the cost of accommodation and savings generated from the integration of Harbour Authority teams within other areas of Sport, Leisure & Culture.

228. Further operational budget reductions of £100,000 will be made to the marketing and events budget. To minimise the impact of this cut the Harbour will endeavour to deliver some events through partnerships with other organisations and the use of some of the Project and Contingency Fund to continue to attract major events such as the Volvo Round the World Yacht and Tall Ships Races and Extreme Sailing where this has benefit for Cardiff and Wales.
229. The Fish Mitigation Agreement with Natural Resources Wales has been renegotiated and a reduced budget for the next six years of £135,000 has been agreed. This has enabled the budget to be reduced by £165,000.
230. Further reductions totalling £270,000 will be made across all other areas. These will include changes to contracts and service level agreements and reduced costs associated with groundwater, facilities management and environmental management. There are some increased costs that need to be funded, particularly escalating costs associated with waste disposal and power.
231. Income generation has steadily increased over the years mainly from harbour dues, car park fees and water activities. It is planned to increase this target by a further £100,000 to £700,000 for 2014/15.
232. With the overall reduction in budgets, the ability for the Council to fund large unforeseen operational costs is reduced and therefore a cap is required for the Council's risk on unforeseen barrage maintenance. This will be set at £100,000 and whilst the Council does have the ability to switch its fixed cost budgets to manage individual pressures it has been agreed to retain £100,000 as a minimum retention figure for unforeseen additional costs within the Project & Contingency Fund. The scale of the budget reductions limits the scope for increasing the contingency sum and therefore it has been agreed that any capital receipts from land disposals are fully retained for new initiatives.
233. The Asset Renewal budget of £332,000 includes provision for the renewal and replacement of a range of items across all activities and functions.
234. The Project & Contingency Fund currently contains £728,000 with £200,000 allocated for the development of the high ropes facility. A £500,000 commitment has also been made towards the hosting costs of the Volvo Round the World Yacht Race in 2018. An opportunity is also available for Cardiff to host a Tall Ships Race in 2016. A Harbour Authority contribution of £250,000 would be needed and therefore it will be necessary to secure savings to generate fund balances to meet this

cost and maintain a realistic operating contingency. The option to retain capital receipts received over the next three years should enable this to be managed.

Capital Programme

235. The Capital Programme for the period 2014/15 to 2018/19 has been prepared having first considered the demands on capital expenditure as well as resources for capital investment available and forecast to be available as set out below.
236. The Prudential Code of Borrowing includes indicators to be used and factors which are to be taken into account by the Council when setting its borrowing limits to ensure capital expenditure plans are affordable, prudent and sustainable. These indicators are set out in paragraphs 277 to 294 inclusive. Members should note that these paragraphs also include local indicators derived by the Council to show the impact of additional borrowing. There is the likelihood of borrowing restrictions being put in place for the HRA from April 2015. Such measures remain a risk to the Capital Programme and the Council's investment aspirations.
237. The following paragraphs set out the context within which decisions on the level of capital expenditure should be taken.

Capital Expenditure Pressures

238. The Council will in 2014/15 receive £13.4 million in grant and borrowing approval from the WG in order to determine its own spending priorities for capital items. This is a reduction of 2% from 2013/14 and 35% from 2010/11. This pressure on capital funding will require directorates to continue to secure better value, better outcomes and only undertake priority schemes. Despite this, the level of support provided by the WG is barely sufficient to meet current annual capital expenditure commitments which have generally remained at previous levels. Careful consideration of continued expenditure above this level using additional borrowing is not sustainable in the long term given WG funding reductions.
239. Set against the demand for these capital resources and the current economic climate, tough choices are required, which may include determining that a greater share of the Councils revenue budget will need to be set aside to meet capital investment. Expenditure pressures include:
- Ensuring a sustainable property asset base and that property is fit to deliver service improvements, by addressing the maintenance backlog, disabled access and health and safety requirements of circa £96 million.
 - Meeting the aspirations of directorates to invest in existing assets or create new capital assets in order to improve service delivery and meet pressures of increasing demand.

- The need to maintain the highway and associated infrastructure such as roads, traffic signals, bridges, street lighting and address the backlog of repairs to avoid higher costs in future.
- Meeting the economic development, employment and capital city aspirations of Cardiff and the region.
- Requirements for capital investment to meet savings targets, to displace expenditure previously funded from revenue budgets, to reshape the way services are delivered and to meet the costs of business change.

Capital Resources 2014/15 – 2018/19

240. The resources required for the 2014/15 Capital Programme total £134.2 million, of which £30.6 million relates to schemes deemed to pay for themselves over a period of time and £17.1 million relates to Public Housing schemes. The resources figure includes General Fund slippage estimated at Month 9. The final slippage figure which will be known at outturn will be updated and reflected in the Month 3 2014/15 budget monitoring report. Over the life of the Capital Programme and particularly beyond 2014/15 the level of external grants included are based on assumptions. This is due to the lack of data being available from grant funding bodies and this clearly causes difficulty in longer term planning which is a necessity when considering capital investment decisions.
241. Resources forecast to be available, including the level of additional borrowing proposed to support investment, are detailed in Appendix 18.
242. Where the Council does not have a specific grant, revenue budget, capital receipt or other cash funding source to pay for capital expenditure, it will have to borrow if it wishes to spend additional amounts. WG provide funding in the RSG to pay for a certain level of Supported Borrowing. Borrowing is repaid by making a prudent provision (MRP) each year for the repayment of debt from the revenue budget or selling assets and using proceeds to set aside further sums for debt repayment instead of spending them.
243. Between 2014/15 and 2018/19, £21.2 million of additional borrowing is required to balance the General Fund Capital Programme for existing commitments. An additional £17.3 million is required for new schemes approved in 2014/15 over the five year period. These figures do not include £67.9 million borrowing proposed for Invest to Save Schemes as these are deemed to pay for themselves over a period of time. Over the five year period, the Public Housing Capital Programme includes £27.6 million of additional borrowing including the HPP in order to continue significant investment in estate regeneration.
244. In 2012/13 the WG introduced the LGBI to provide additional revenue resources to enable local authorities to undertake additional borrowing to invest in highway infrastructure, to improve highway asset condition or functionality. The revenue funding will be made available over a 22 year period in order to support the costs of borrowing to pay for over £15

million of investment between 2012/13 and 2014/15. The WG have also announced a similar scheme to meet obligations to fund 21st Century School Improvements. Revenue funding will be provided by the WG for the Council to borrow up to £17 million as match funding for schemes which were previously intended to be funded outright by cash grant. Whilst welcome, these schemes to use local authority borrowing powers present an ongoing risk in terms of increasing the Council's capital expenditure as well as the risks of WG funding being subsumed in the RSG and not being specifically allocated separately in terms of additionality.

245. Summarising the above, the Council is undertaking additional borrowing which will eventually need to be paid for by setting aside more of the Council's revenue budget, increasing future revenue streams, or income from external sources. This is as a result of:

- Implementing new schemes and continuing with commitments included in the budget.
- Undertaking invest to save schemes on the assumption that the borrowing will be repaid from future revenue budgets or in anticipation of capital receipts.
- WG LGBI for schools and highways on the promise of continued funding being provided by WG as part of the revenue settlement and specific grants.

246. In summary the Council is over a period of time increasing the amount it needs to borrow and this will have a consequential increase on the capital financing budget within the revenue account. The impact of these increases is recognised in the Council's MTFP. It is recognised that the Council needs to borrow to both meet the objectives of the Corporate Plan and invest in schemes that generate a return for the Council. However in the medium term the Council must decide, following the consideration of advice from the Section 151 Officer the threshold of Council borrowing. The local capital financing prudential indicator shown later in this report highlights that the proportion of the Council's revenue budget that it spends on capital financing over the medium term is increasing as WG funding levels fall. As the Council realigns itself strategically to lower funding levels it will need to consider the level of debt and wherever possible seek to divest itself of assets to reduce debt levels.

247. Over the five years of the Capital Programme, £5 million in non earmarked capital receipts are assumed for the General Fund Programme. In addition earmarked receipts of £24.5 million have been identified to offset expenditure and minimise levels of borrowing for the SOP. Until such receipts are actually received, this remains a significant risk to the level of additional borrowing, should there be a delay in receipt or should amounts be lower than anticipated after contracts for expenditure have been let.

248. Confidence in the property market is slowly improving as the economy generally picks up. Disposing of certain types of property remains

challenging and is subject to securing interest from third parties. It is imperative that where a property is identified for disposal it is actually declared surplus and disposed of or demolished promptly, to avoid a revenue budget impact in terms of increasing the Council's level of borrowing and costs in continuing to secure and maintain the property.

249. The Council is taking forward a number of initiatives to ensure the Council uses its own property effectively and that options are considered for collaboration across the city with other partners. These initiatives include:

- Continuing the rationalisation of office accommodation.
- A review of asset management and strengthening the way decisions are taken in relation to property by ensuring strong leadership of the Property Management Board.
- Consultations on a review of community buildings across the City.
- A new property strategy including review of non-operational property to rationalise the estate, re-investing proceeds in other income generating assets.
- An updated Community Asset Transfer strategy.
- Transferring sites identified as suitable to be included in the HPP for new build housing from the General Fund to the HRA, subject to determining a transparent value and planning briefs.

250. Releasing capital receipts often requires significant investment in improving other assets or providing alternative facilities and this provides an additional drain on realisable receipts. Recent experience has shown the level of capital receipts the Council brings in as reducing significantly over a number of years, although the measures above are designed to reverse this trend. Accordingly, it is not prudent to set a Capital Programme on capital receipt assumptions without a clear and approved strategy for the realisation and timing of such receipts. To do otherwise will put additional pressure on the Council's borrowing requirement and future revenue budget pressures.

Capital Programme 2014/15 – 2018/19

251. The inclusion of schemes in the Capital Programme has been profiled in accordance with technical advice relating to regulatory processes, timetables and work plans. However, with such an extensive programme there remains a residual risk that expenditure may slip between years. Whilst acknowledging that some slippage cannot be avoided directorates are regularly reminded of the importance of:

- Minimising slippage wherever possible.
- Their responsibilities to ensure that they have sufficient and capable resources to develop.
- Deliver capital schemes.
- Notify finance of slippage at an early stage.

252. The proposed Capital Programme for 2014/15 and indicative programme for 2015/16 to 2018/19 is summarised in the following table and paragraphs.

Capital Programme	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Annual Sums	15,001	12,855	12,760	12,920	12,920
On going schemes	27,508	15,441	10,472	8,736	250
New schemes	4,895	6,750	4,845	1,200	1,200
Schemes funded by external grants and contributions	39,095	17,395	23,041	5,978	34,000
Invest to Save schemes	30,593	34,709	(11,057)	7,046	6,578
Total General Fund	117,092	87,150	40,061	35,880	54,948
Public Housing	17,100	16,775	19,165	17,665	17,930
Total Capital Programme	134,192	103,925	59,226	53,545	72,878

253. Further details of the programme are shown in Appendix 19 and cover the following areas:

254. Provision for Annual Sums including:

- Investment of over £22 million in the next five years on Disabled Facilities Grants, maintaining the significant investment that the Council has previously undertaken resulting in reduced waiting times.
- Investment of £21 million to improve the condition of existing Council buildings to be retained, including schools.
- Investment of £13 million in highway infrastructure including improving the condition of structures such as bridges following principal inspections.
- Traffic management, junction, pedestrian and cycling improvements £7 million aimed at addressing strategic pressures and utilising available funds to secure external grant match funding.
- Environmental, security and sustainability improvements to neighbourhoods £6 million with schemes involving public realm, regeneration of community shopping centres, alleygating and conservation. It is essential that materials used in such schemes allow more to be done with limited resources and are sustainable in terms of the Council's ability to maintain improvements made.

255. Provision for on going schemes including:

- A new £1.7 million household waste recycling and "Re-use Centre" facility at Wedal Road to improve recycling targets and rationalise existing provision.
- Over £6.5 million for the refurbishment of Eastern Leisure Centre.
- Schools schemes included within the SOP of £31.8 million.
- Contribution of £1.3 million to the Vale of Glamorgan Council for Cardiff Council to gain access to special education needs and respite places at the new Penarth campus.

- Existing commitments such as regeneration of the Maelfa centre and the development of citizen hubs within neighbourhoods, co-locating services to provide improved service delivery and maximising the use of existing buildings £4.2 million.
 - Investment £4.7 million in modernising technology systems to join up and improve business processes and the way services are accessed and delivered.
 - Capital budget of £10 million towards a range of land assembly, transportation and public realm improvements to create economic regeneration bringing new jobs, growth and other benefits to citizens, business and visitors.
256. As well as the significant commitments identified above, provision for new schemes includes:
- Match funding of £1.2 million over a four year period to support Small & Medium Enterprises, subject to a successful bid for European grant funding.
 - Further investment of £1.7 million in Whitchurch High School to allow free movement of pupils with accessibility needs.
 - Additional investment of £10.7 million in hubs and schemes arising from the community buildings review, if required, including a new hub and leisure facility in Splott. This would also enable a budget of £70,000 to be allocated to a Community Facilities Social Enterprise Fund.
 - A new annual sum of £400,000 each year for the refresh of ICT equipment in the Council to support reductions in investment following reductions in revenue budgets.
 - In partnership with Welsh Water and a range of other potential external funding sources, to match fund the Greener Grangetown scheme delivering a model for improved water drainage, sustainability and regeneration in an urban environment.
 - A new annual sum of £250,000 each year for vehicle replacement.
257. Provision for schemes funded by grant bids and contributions including:
- Strategic as well as local transport schemes encouraging sustainable travel of £50 million.
 - Match funding for Greener Grangetown Scheme.
 - WG cash grant towards band A school investment, subject to submission of detailed proposals and business cases.
 - Heritage lottery and WG grant towards the restoration of Insole Court, subject to all funding, including that required to be generated by the trust, being in place to meet key works packages.
 - Flying Start schemes to support additional early years education provision.
 - The Urban Broadband Grant relating to the delivery of five separate sub projects, each one being subject to various assurance checkpoint processes and tight timescales set out by Department of Culture, Media & Sport.

258. It should be noted that external grants and other contributions available for financing capital expenditure have been assumed, but are subject to bidding processes for limited funds and may change over time. Such funds are rarely confirmed or predictable in the current or future years. Where such bids for grant funding have revenue budget implications, these will need to be managed within existing revenue resources and any bids for funding should be realistic and achievable to ensure risks to achievability and loss of grant are minimised.
259. With Council capital resources limited, the Capital Programme provides match funding to secure external grants for key schemes which are consistent with the Corporate Plan. It is important the Council, private sector and other public bodies work closely in order to maximise funding and expertise to deliver strategically vital as well as local schemes.

Planning Gain (Section 106) and Other Contributions

260. There remains a significant level of existing contributions which directorates must focus on utilising within relevant timescales and in accordance with the terms and conditions of the agreements. This is particularly the case in the Parks directorate where spending sums available remains difficult to achieve. There may be a legitimate reason to delay expenditure in anticipation of combining future contributions in order to make an effective scheme, however it is important to be mindful of any revised guidelines affecting the practice of aggregating contributions. In addition delays in expenditure could result in a developer potentially seeking the return of an existing contribution.
261. The following table summarises the balances of existing Section 106 and other contributions projected to be held by the Council at 31 March 2014 on a service basis, together with a planned profile of spend of these over future years. Due to the level of uncertainty future amounts potentially receivable in respect of Section 106 balances have not been included.

Services	Projected Balance at March 2014 £000	Planned Use 2014/15 £000	Planned Use 2015/16 £000	Planned Use 2016/17 and beyond £000
Traffic & Transportation	1,933	1,243	343	347
Parks	3,238	1,355	1,053	830
Planning	117	112	5	0
Housing	1,806	0	835	971
Business Development	24	24	0	0
Economic Development	1,028	370	40	618
Neighbourhood Regeneration	493	465	28	0
Total	8,639	3,569	2,304	2,766

262. Some of the schemes included in the profile above are:

- Traffic & Transportation – public transport improvements; junction improvements; bus stops and bus boarders; installation of CCTV and Real Time Information; telematics; and transportation schemes including the provision of bus routes in the city and strategic transport initiatives.
 - Parks – Canal Park (£378,000); Parc Coed y Nant (£270,000); Hendre Lake Park (£281,000); public open space improvements in Canton (£310,000), Penylan (£333,000), and Grangemoor Park (£112,000). It is essential that the directorate devotes adequate resources to ensure that such schemes can be completed.
 - Planning – Regeneration scheme at Mount Stuart Square and a programme of works in the City Centre.
 - Housing – Development of new affordable housing as part of HPP.
 - Business Development – Employment development.
 - Economic Development – Llanrumney Hall dilapidations, Public Realm at International Sports Village and other regeneration Initiatives.
263. The Community Infrastructure Levy (CIL) regulations came into force in April 2010. CIL is a new system of regulations that allow local authorities in England and Wales to raise funds from developers undertaking new building projects in their area. CIL sits alongside the current Section 106 process, which remains relevant. However, CIL regulations change some of the key rules associated with Section 106, in particular to prevent overlap between the two funding mechanisms.
264. The money raised through CIL can be used to help fund a wide range of Relevant Infrastructure that is needed to support the development of the area. Relevant Infrastructure is not clearly defined in the regulations but may include:
- Roads and other transport facilities
 - Flood defences
 - Schools and other educational facilities
 - Medical facilities
 - Sporting and recreational facilities
 - Open spaces
265. An Infrastructure Plan has been developed in association with the Local Development Plan (LDP). This gives a broad indication of the range and extent of community infrastructure needed to support the LDP's projected growth sustainably. It also looks at the potential cost and funding sources required to deliver the required infrastructure. This work will pave the way for the more detailed viability work necessary to shape, consult on, and approve a CIL for Cardiff during 2014/15.

Invest to Save Schemes – Additional borrowing to be repaid from specific resources

266. The programme includes significant borrowing commitments of £67.9 million for directorate schemes modelled to pay for themselves over a set period of time either from revenue resources budgeted for in future

years, revenue savings or income generation. In addition there are significant assumptions made about capital receipts particularly in relation to potentially surplus school sites, subject to the outcome of consultation. Accordingly they represent an enhanced financial risk to the Council's need to borrow and the affordability of the revenue budget and need to be closely monitored.

267. New capital schemes to be funded in this way include:

- The installation and purchase of equipment to allow Pay and Display parking in Butetown.
- Retrofitting energy efficiency measures in suitable Council properties to reduce carbon emissions and energy costs.
- Installation of equipment and signage to allow, subject to WG approval, the enforcement and issuing of penalty notices for moving traffic offences in the city.

268. Expenditure previously approved from additional borrowing intended to be repaid from specific resources include:

- Contribution towards economic development initiatives, infrastructure and Cardiff Enterprise Zone to be repaid from sums identified in the MTFP, for which £15 million is currently identified. The Multi-Purpose Arena project is a Council priority and is widely regarded as the next major infrastructure investment required to support Cardiff's development into one of Europe's most 'liveable' capital cities. It is the Council's intention to secure control of its preferred site before starting a procurement process and consideration will be given to additional investment of any development proceeds from the redevelopment of Central Square into the indoor arena project, should this be required.
- Energy generation and saving initiatives in relation to hydropower at Radyr Weir and solar photovoltaic panels on suitable Council buildings.
- Investment in Schools ICT to be repaid from amounts identified within schools revenue budgets.
- Completion of a scheme to install dimming of residential street lights in order to mitigate against rising energy costs as well as to reduce carbon emissions.
- The WG Highways LGBI to improve highway asset condition.
- The WG Schools LGBI and additional borrowing undertaken as part of the SOP model for investment in 21st Century schools.

269. In addition to the above the approval of smaller Invest to Save schemes during the year is delegated to the Section 151 Officer and will be conditional upon a satisfactory business case. Schemes undertaken by directorates on the basis of Invest to Save will need to repay amounts owed from existing revenue budgets irrespective of whether the level of savings or income initially expected materialise.

Public Housing

270. The proposed 2014/15 Public Housing Programme is £17.1 million. Resources will be found primarily from the Major Repair Allowance (MRA) grant of £9.6 million, and £2.3 million of housing revenue reserves including an in-year revenue contribution.
271. The continuation of the MRA grant from the WG remains essential in order to sustain the improvements made by the Council to its housing stock. The aim of the future five year programme is to focus on:
- Regeneration and area improvement strategies such as environmental improvements across mixed tenure estates, external energy efficiency schemes and estate regeneration.
 - Investment in the stock itself in order to encourage tenants to accept Welsh Housing Quality Standard (WHQS) improvements, to meet the need for investment identified in the stock condition data such as roofing, rewiring, windows and doors, disabled adaptations, energy efficiency improvements such as central heating and boiler upgrades, cladding of high rise blocks and investment in CCTV to improve housing stock management.
 - Refurbishments and conversion projects of the council's 'hard to let' properties including wider remodelling of our sheltered housing provision.
 - A contribution to the new Splott hub in recognition of housing services to be provided from any new facility.
 - New build council housing as part of the HPP using additional borrowing.
272. As previously indicated a number of sites will be appropriated from the General Fund into the HRA for the development of new or to improve existing housing in the city. The HPP aims to build at least 1,600 new sustainable homes, of which 40% are affordable providing a mixture of Council and Low Cost Home ownership, enabling land in more sought after areas of the city to cross subsidise development in what may otherwise not be viable sites. Following the outcome of a procurement exercise, the appointment of a development partner is targeted for January 2015.
273. The Council is committed to utilising Cardiff's entire housing stock by working closely with private sector landlords, giving access to funding to renovate empty homes that can be rented, making improvements to our own housing stock as well as considering options for new housing developments within the legal powers and funding available to the Council. This includes consideration of a development proposal as part of the Dumballs Road Regeneration scheme which requires the Council to take a head lease for 950 social/ affordable units.
274. The Council has undertaken an initial assessment of the proposal, but given the significance of the financial implications associated with the lease, the Council has commissioned external advisors. These advisors together with the Council will undertake further due diligence work,

consider the financial, legal and commercial risks, as well as satisfying themselves that the proposal is affordable and represents value for money in comparison to other delivery models. The approach being proposed is relatively new to the affordable housing sector and therefore, particular attention will be needed to ensure that the risks identified can be adequately mitigated or an appropriate cost allocated where they cannot.

275. The Council will also need to consider other implications associated with a proposal of this type, in particular the appropriate accounting treatment of the lease and any wider impact this may have on the Council's balance sheet, VAT and other taxation liabilities. Of particular importance will be the Council powers for acquiring and operating these units and any associated impact on the Council's HRA given the potential for restrictions on the level of debt possible in the HRA given proposals in the proposed Housing (Wales) Bill from the review of the Housing Revenue Account Subsidy System (HRAS) from April 2015.
276. The Public Housing programme at this stage excludes any settlement payment required to be made by the Council to release itself from the HRAS System. Any such payment would be required to be capital expenditure. Further details are provided in the Treasury Management section of the report on Housing Finance Reform.

Value Added Tax

277. Local Authorities are able to recover all the VAT incurred in making exempt supplies provided this does not exceed 5% of the total amount of VAT incurred. There are a number of leisure and education related schemes included in the programme, which dependant on timing of implementation, could have a significant implication in our ability to recover all VAT and this will need to be carefully managed. In addition to this there are a number of other schemes or types of expenditure that could have unintended VAT implications and therefore need to be considered at their early planning stages. In some cases any adverse financial impacts, if considered and notified by directorates to finance officers early, can be mitigated in order to ensure the 5% limit is not exceeded. If the Council was to exceed this limit in any one financial year this would result in all the input tax previously recovered having to be repaid to HMRC.

Capital Prudential Indicators

278. The Council is required to set a number of indicators for the years 2014/15 to 2016/17 to assist in determining whether it establishes a prudent, affordable and sustainable Capital Programme. In addition the Council has developed a local indicator which is detailed in this report for the period up to 2018/19. Some indicators are included in the Treasury Management section of this budget report, whilst those that relate to the Capital Programme are considered below. Appendix 20(a) gives further background in respect of these Prudential Indicators. It should be noted

that the indicators do not include the potential impact of Housing Finance reform, planned for April 2015, given the uncertainty at this stage.

Capital Expenditure

279. The capital expenditure incurred in 2012/13 and estimates of capital expenditure for the current and future years as set out in the programme are as follows:

Capital Expenditure					
	2012/13 Actual £m	2013/14 Estimate £m	2014/15 Estimate £m	2015/16 Estimate £m	2016/17 Estimate £m
General Fund	88	97	117	87	40
HRA	19	12	17	17	19
Total	107	109	134	104	59

280. The Capital Financing Requirement (CFR) is the Council's underlying need to borrow for a capital purpose. It represents the amount of capital expenditure the Council has historically spent but not yet paid for through capital receipts, grants and charges to the revenue account via a prudent provision for repayment of debt. Additional borrowing to fund new capital expenditure will increase the CFR, whilst the annual prudent provision for debt repayment will reduce the CFR.

281. It should be noted that in order to comply with the council's External Auditor guidance on landfill aftercare provision, the CFR is amended to include estimates of future expenditure obligations over a 60 year period, included in a financial provision, the creation of which has been capitalised.

282. The actual CFR as at 31 March 2013 and estimates for current and future years are:

Capital Financing Requirement as at 31 March					
	2013 Actual £m	2014 Estimate £m	2015 Estimate £m	2016 Estimate £m	2017 Estimate £m
General Fund	381	400	440	475	451
Landfill – (Provision)	0	27	26	25	23
HRA	94	91	93	93	97
Total	475	518	559	593	571

283. The CFR for the General Fund will increase over the next three years due to increasing investment in the Capital Programme to be ultimately paid for by borrowing.

284. The CFR for the HRA remains relatively static, increasing as additional borrowing towards creating new housing is planned in future years. It is

important to note that any financial deficit and liabilities of the HRA are ultimately liabilities of the Council.

Incremental Impact of New Capital Investment Decisions

285. It is a statutory requirement under Section 33 of the Local Government Finance Act 1992, for the Council to produce a balanced budget. This, therefore, means that increases in capital expenditure must be affordable within the projected income of the Council for the foreseeable future. Section 32 requires a local authority to calculate its budget requirement for each financial year to include the revenue costs that flow from capital expenditure decisions which include:

- increases in capital financing costs (interest and prudent provision for repayment of borrowing).
- increases in running costs from new capital projects.

286. Whilst it is difficult to isolate the financial impact of capital investment decisions proposed in this budget, the prudential indicator requires an estimate of the incremental impact on Band D Council Tax and on the weekly housing rent. This is shown in the following table and is based on current gearing levels between central and local taxpayers. The calculation takes into account new schemes proposed in the budget only and excludes borrowing commitments for schemes proposed in previous budgets.

287. For the HRA it is assumed that the costs of any additional borrowing undertaken towards the HPP is offset by additional rental income from new properties.

Incremental Impact of New Capital Investment Decisions			
	2014/15 Estimate £	2015/16 Estimate £	2016/17 Estimate £
For the Band D Council Tax	0.14	0.76	1.59
Average Weekly Housing Rent	0.14	0.63	1.11

Ratio of Financing Costs to Net Revenue Budget Stream

288. An indicator of the affordability of capital investment plans is the ratio of financing costs to net revenue budget stream which identifies the trend in the cost of capital financing (excluding the running costs of schemes). Financing costs includes:

- Interest payable on borrowing and receivable on investments.
- Penalties or any benefits receivable on early repayment of debt.
- Prudent revenue budget provision for repayment of capital expenditure paid for by borrowing.
- Reimbursement of borrowing costs from directorates areas in respect of Invest to Save schemes.

289. For the General Fund, the net revenue stream is the amount to be met from non-specific Central Government grants and Council Tax, whilst for the HRA it is the amount to be met from subsidy and rent payers. It should be noted that these figures include a number of assumptions such as interest rates, the timing of borrowing decisions and expenditure, the total level of the WG revenue support etc, which can fluctuate due to transfers in or out of the settlement from the WG. These variables have long term implications and are extremely uncertain.

Ratio of Financing Costs to Net Revenue Budget Stream						
	2012/13 Actual %	2013/14 Estimate %	2014/15 Estimate %	2015/16 Estimate %	2016/17 Estimate %	2017/18 Estimate %
General Fund	6.44	5.90	6.24	6.74	6.68	6.68
HRA	16.82	15.98	15.51	15.69	15.82	16.23

290. The ratio for the General Fund is estimated to increase from an estimated 5.9% in 2013/14 to 6.7% in 2017/18. The HRA ratio reduces in the short term, increasing in latter years as the impact of additional borrowing to invest in the construction of new council housing as the additional borrowing feeds into the revenue budget. An increasing ratio indicates that a greater proportion of the Council's budget is required for capital financing costs over the planned Capital Programme period.

291. Whilst the indicator above is a required ratio, it has a number of limitations. The indicator:

- Does not take into account the fact that some of the Council's revenue budget is non-controllable, delegated or protected.
- Is impacted by transfers in and out of the settlement.
- Includes investment income which is highly unpredictable, particularly in future years.
- Does not reflect gross capital financing costs for schemes that are undertaken by initial borrowing ultimately to be repaid from within directorate budgets.

292. Although there may be short term implications, approved invest to save schemes such as SOP are intended to be net neutral on the capital financing budget. There are however risks that the level of income, savings or capital receipts anticipated from such schemes will not materialise, having a detrimental long term consequence on the revenue budget. This requires careful monitoring when considering future levels of additional borrowing.

293. Accordingly additional local indicators have been developed and are shown in the table below for the period up to 2018/19. These local indicators show the capital financing costs of the Council as a percentage of its controllable budget and exclude investment income:

Capital Financing Costs as percentage of Controllable Budget								
	2011/12 Actual %	2013/14 Estimate %	2014/15 Estimate %	2015/16 Estimate %	2016/17 Estimate %	2017/18 Estimate %	2018/19 Estimate %	Difference 11/12-18/19 %
Net	13.47	13.94	15.46	17.33	17.98	18.84	19.16	42.24
Gross	15.17	16.66	19.16	22.28	23.70	24.16	24.96	64.54

294. In accordance with the principles of invest to save, the net ratio assumes that any costs of undertaking additional investment are recovered over time from service areas budgets, capital receipts or other budgets. The gross ratio indicates the gross capital financing cost as a percentage of the total base for savings i.e. it represents a worse case scenario.
295. An increasing ratio indicates that a greater percentage of the budget that is controllable is required for capital financing costs which are committed in the long term. The requirement to meet these additional costs can only come from future savings or from increases in Council Tax. This clearly limits the scope for additional borrowing in future years and reduces the Council's overall flexibility when making decisions on the allocation of its revenue resources. The ratios are revised taking into account the significant level of savings having to be found in 2014/15 and a prolonged period of austerity thereafter. They also make assumptions about indicative increases in additional borrowing for new capital schemes of £7 million per annum and £5 million per annum of invest to save schemes from 2015/16 onwards for modelling purposes. It should be noted that a significant amount of the increase between 2011/12 and 2018/19 is due to the Council's reducing revenue budget during this period.

Treasury Management

296. Treasury management activities are the management of an organisation's investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.
297. The Council carries out its treasury management activities in accordance with the revised treasury management code of practice developed for public services in 2011 by the Chartered Institute of Public Finance and Accountancy (CIPFA). The CIPFA Code of Practice which sets out the policies and objectives of its treasury management activities and the four Clauses of Treasury Management was formally adopted by the Council in February 2010. The Council's Audit Committee undertakes scrutiny of the accounting, audit and commercial issues in relation to the Council's Treasury Management Strategy and practices.
298. During the course of each year, the Council and the Audit Committee receive a number of reports in relation to the Council's treasury management activities including a strategy at the start of the year,

performance reports during the year, a mid year report and an outturn report.

Treasury Management Strategy

299. Treasury management involves ensuring cash is available when needed; investing temporary cash balances and ensuring appropriate borrowing facilities to pay for the Council's capital expenditure plans and for the prudent management of its financial affairs.
300. It is accepted that no treasury management activity is without risk. In undertaking its treasury management activities, the overriding objective is to minimise the risk of adverse consequences or loss, whilst at the same time not unduly constraining investment returns or unnecessarily incurring interest costs. The successful identification, monitoring and control of risk are integral elements of treasury management activities and these risks include credit and counterparty, liquidity, interest rate, refinancing, fraud and regulatory. The Council has Treasury Management Practices to address and mitigate these risks which are updated periodically and reviewed by Internal Audit and by Audit Committee.
301. The Council recognises the value in the use of treasury advisors to access external specialist skills and resources to assist in the Council's treasury management activities and management of risk. However the Council acknowledges that responsibility for treasury decisions ultimately remains with the Council at all times. Support provided includes advice on timing of decision making, training, credit updates, economic forecasts, research, articles and advice on capital finance, with the terms of appointment reviewed periodically.
302. The following paragraphs set out the integrated strategy covering borrowing and investments for 2014/15 based on interest rate forecasts provided by the Council's treasury advisor. The strategy covers:
- The current treasury position.
 - Economic background and prospects for interest rates.
 - The borrowing (debt) strategy, including debt restructuring, policy on borrowing in advance of need, the borrowing requirement and choice between internal and external borrowing and the MRP Policy Statement.
 - Treasury management indicators and limits for 2014/15 to 2016/17
 - Investment strategy, including security and investments approved for use.
 - Training and other items potentially impacting on treasury activities, primarily housing finance reform which could have significant treasury management implications.
303. Whilst the proposed strategy is based on information known at the time of writing this report, any significant changes to the strategy will be reported to Council, Cabinet and Audit Committee in the various reports submitted during the course of the year. Notable exclusions due to the

uncertainty of these proposals from the strategy at this stage are various housing proposals such as any redevelopment at Dumballs Road and the impact of Housing Finance Reform, which is subject to approval of the Housing (Wales) Bill and consultation and agreement between WG and the Council. Whilst this may have significant implications on indicators and the Capital Programme, this does not change the principles of the strategy outlined below.

The Treasury Position

304. The treasury position as at 31 December 2013 is shown in the following table. Borrowing is predominantly made up of fixed interest rate loans from the Public Works Loan Board (PWLB) payable on maturity. Investments fluctuate daily and are represented by fixed term deposits, notice deposit accounts and money market funds. These balances arise due to the timing of cash flows and working capital as well as the existence of reserves, provisions and balances required for future use.

	Principal £m	Average Rate %
External Borrowing		
- Public Works Loan Board	400.7	5.41
- Market Loans	52.0	4.13
- WG/Other	0.6	0.00
Total Debt	453.3	5.26
Treasury Investments	58.8	0.72

Economic background and prospects for Interest Rates

305. The following table gives the Council's treasury management advisors latest forecast of interest rates. The forecast is a composite opinion based on a range of other market data and economic forecasts including the Bank of England, and other financial institutions. It is a central forecast, acknowledging for example that bank rate may rise sooner if there is sustained and robust UK growth, employment and inflation expectations. The PWLB rates forecast below take into account the 20 basis point certainty rate reduction available to eligible local authorities.

	Dec- 2013 %	March- 2014 %	March- 2015 %	March- 2016 %	March- 2017 %
Bank Rate	0.50	0.50	0.50	0.75	1.75
5yr PWLB rate	2.50	2.60	2.90	3.20	3.50
10yr PWLB rate	3.60	3.70	3.90	4.20	4.50
25yr PWLB rate	4.40	4.40	4.70	5.00	5.10
50yr PWLB rate	4.40	4.40	4.80	5.10	5.20

306. Sentiment in financial markets has improved considerably during 2013 as a result of Eurozone commitment to support struggling countries to keep the Euro intact. Growth in the UK economy has strengthened, inflation

has fallen and credit conditions have eased primarily due to the Funding for Lending Scheme. However there are concerns that any recovery based mainly on consumer spending and the housing market may not be sustainable.

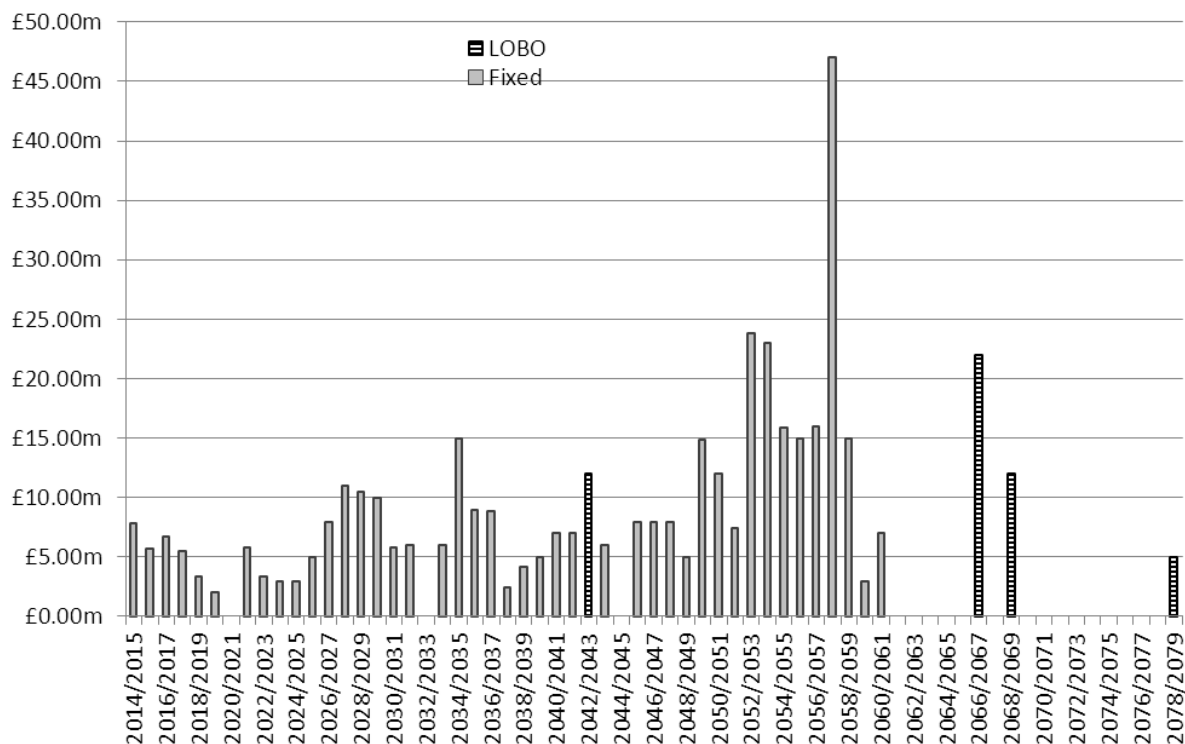
307. In revising its forward guidance on base rate, the Bank of England indicated that it would take a wider range of indicators into account, rather than just employment before considering any rises in bank rate. Its policy aims to sustain the recovery, utilise any spare capacity in the economy, get unemployment down and keep inflation close to its target. The bank rate has remained unchanged since March 2009 and is currently forecast to rise towards the end of 2015. The current low bank rate results in less interest receivable from the Council's investments which has been reflected in the capital financing revenue budget over the past few years. While interest rates on investments remains lower than borrowing rates, it is cost effective in the short-term to use available internal cash balances to pay for capital expenditure rather than to undertake external borrowing i.e. to lend to ourselves.
308. In the absence of any return to Eurozone debt or other geopolitical crises, the safe haven status of UK Gilts has reversed and future borrowing costs have risen. They are forecast to rise further as a result of higher levels of UK Government borrowing and increasing economic growth prospects, resulting in higher longer term revenue budget costs for the Council. The UK has also lost its AAA credit rating from the Fitch and Moody's credit rating agencies. There is likely to be volatility in borrowing rates as financial markets await the reversal of any quantitative easing undertaken by the Bank of England in the UK and in the US. Accordingly the timing of borrowing decisions is important and is covered in the following paragraphs.

Borrowing

309. Borrowing has long-term financial consequences and risks, with decisions taken many years ago impacting currently and in the future. The Council will aim to manage its debt portfolio on a long-term basis with a high regard to the effects on future Council Tax payers and customers as well as current ones. The Council's borrowing strategy for 2014/15 and the capital financing revenue budgets included in the MTFP will consider all options to meet the long-term aims of:
- Promoting revenue cost stability to aid financial planning and avoid a stop-start approach to service delivery, although it is recognised that this may have a financial impact.
 - Reduction over time in the average rate of interest on Council borrowing.
 - Ensuring a balanced maturity profile to ensure any refinancing risk is manageable each financial year, using opportunities to re-profile borrowing where cost effective to do so both in the short and long term .
 - Ensuring borrowing plans are aligned to known capital expenditure spending plans, the useful life of assets created and consistent with

the prudent provision for the repayment of any such expenditure paid for by borrowing.

310. The Council's debt maturity profile is shown in the following graph on the assumption that all loans run to their final maturity.



311. It should be noted that £24 million of the Lender Option Borrower Option (LOBO) loans are currently subject to the lender potentially requesting a change in the rate of interest payable every six months, which could trigger early repayment. Based on current forecast of interest rates, experience of other local authorities with similar loans and probability analysis undertaken, the likelihood of these loans being repaid in the next three to four years is nil. However, in the longer-term, options will need to be considered to reduce any potential large repayments in a single year.

Lender Option Borrower Option (LOBO) Loans			
Potential Next Repayment Date	Loan Value £m	Option Frequency Every	Full Term Maturity Date
01/03/2014	6	6 months	23/05/2067
21/05/2014	6	6 months	21/11/2041
21/05/2014	6	6 months	21/11/2041
21/05/2014	6	6 months	23/05/2067
21/11/2015	22	5 years	23/11/2065
05/01/2018	5	5 years	17/01/2078

Debt Restructuring

312. Current interest rates on the Council's existing debt portfolio compared to new borrowing rates and the high penalty rates charged by the PWLB for early debt repayment have limited options for restructuring of debt in the last few years. Any options available would have resulted in very short term financial gains outweighed by the risk of higher longer term costs. Increasing borrowing rates in the future are likely to provide more options for restructuring than has been possible previously. Opportunities will continue to be reviewed in conjunction with the Council's treasury advisors, to determine whether options exist to:-
- Generate long term interest savings at minimum risk.
 - Help fulfil the borrowing strategy outlined above.
 - Flatten the maturity profile particularly in relation to the risk of LOBOs having to be repaid early.

Clarification of the Capital Financing Requirement used in the Strategy

313. The definition of the CFR in accordance with the current Prudential Code for Capital Finance in local authorities is an authority's underlying need to borrow for a capital purpose. It measures capital expenditure incurred but not yet financed by the receipt of grants, contributions or charges to the revenue account.
314. During 2013/14, the Council will implement guidance issued by the Wales Audit Office (WAO) in 2012/13 which requires the set up of accounting provisions for the management and aftercare of landfill sites for periods of up to 60 years where not already done. At 31 March 2015, this could be circa £25 million. The approach set out in the WAO guidance would increase the CFR, and change it from a measure that represented expenditure actually incurred but not yet paid for to one which also includes amounts which may not be incurred for many years to come. Accordingly, caution must be exercised when comparing such a measure to external borrowing and in the strategy and commentary that follows, any landfill provision is excluded from the calculations, except for the setting of the Affordable Borrowing Limit, which is required to be set under statute.

Policy on borrowing in advance of need

315. The Council will not borrow in advance of need to finance the approved Capital Programme and future debt maturities, purely to profit from any investment of the extra sums borrowed. However, if it is felt that by borrowing in advance of need up to a maximum of three years, opportunities exist to lock into favourable long-term rates and the credit risks associated with this can be managed, then this is an option that will be considered.
316. Borrowing is required to be compared to the CFR to ensure that over the medium term borrowing is only for a capital purpose. The Council must ensure that net external borrowing does not, except in the short term,

exceed the CFR in the preceding year plus the estimate of any additional CFR for the current and next two financial years. The Council complied with this requirement in 2012/13, and as shown in the table in the section below is forecast to do so for the current and future years.

Borrowing requirement and External versus Internal borrowing

317. As can be seen from the forecasts, interest rates for borrowing are forecast to rise towards the end of 2014/15 and continue to increase in future years. Whilst interest rates for borrowing are greater than interest rates the Council receives for investments (the 'cost of carry'), it makes financial sense to use any internal cash balances in the short-term to minimise costs (Internal Borrowing). However, there is a risk that the Council may have to borrow at higher rates when it does actually need to borrow in future. From a high level balance sheet review undertaken for future years, this suggests that a maximum level of internal borrowing is circa £70 million, however this is also dependant on the commitments arising from revenue savings targets and pressures on the MTFP.

318. The table below is a prudential indicator required by CIPFA which compares the projected level of external borrowing currently held by the Council, taking into account any planned repayments and compares this to the projected CFR (excluding any non cash backed provisions) based on current, known estimates of the Council's capital expenditure plans, subject to approval of the Council's budget in February 2014. The difference between the projected CFR in 2016/17 (£548 million) and the level of external borrowing after any planned repayments (£433 million) is £115 million, i.e. there will be a requirement to borrow. As mentioned above whilst some of this requirement may be covered by internal borrowing in the short term, this will be dependent on the sustainability of any internal borrowing position and consideration of risks of higher interest rates on future borrowing.

Gross Debt compared to Capital Financing Requirement					
	2012/13	2013/14	2014/15	2015/16	2016/17
	Actual	Estimate	Estimate	Estimate	Estimate
	£m	£m	£m	£m	£m
External Borrowing at 1 April	440	455	453	445	439
New borrowing	15				
Scheduled Repayments	(0)	(2)	(8)	(6)	(6)
External Borrowing at 31 March	455	453	445	439	433
Capital Financing Requirement *	475	491	532	568	548
Under / (Over) borrowing	20	38	87	129	115

* excludes landfill provision

319. The balance between the impact on the revenue budget of short-term costs of carrying borrowing against the long term savings of borrowing when rates are deemed to be favourable will continue to be assessed to determine timing of the Council's additional long term borrowing needs.

- If it were felt that there was a significant risk of a sharp rise in long and medium-term rates, then fixed rate borrowing may be undertaken whilst rates were still relatively cheap.
- If there was a significant risk of a sharp fall in rates, then long-medium term borrowing would be deferred, following consideration of internal borrowing capacity.

Prudent Repayment of Capital Expenditure – Annual Minimum Revenue Provision Policy Statement

320. Capital expenditure is on assets which have a life expectancy of more than one year e.g. buildings, vehicles, machinery. Such expenditure is spread over several years so as to try to match the benefits such assets provide over their useful life. The manner of spreading these costs over years is through an annual charge to the Council's revenue account known as MRP. The level of the MRP is determined using WG guidance and the judgement of the Section 151 Officer.
321. The WG requires that: - "A local authority must calculate for the current financial year an amount of MRP which it considers to be prudent." A statement on the Council's policy for its annual MRP is required to be submitted to full Council for approval before the start of the financial year to which the provision will relate.
322. Since 2004 and before WG guidance was introduced, the Council has aimed to build up an additional provision in excess of the minimum required, particularly for historic and new borrowing supported by Welsh Government. It has done this by adopting a straight line approach. As identified in the WLGA peer review, the Council indicated that it would review the provision in 2013/14 There are a number of factors that have necessitated the review of Council's MRP policy:-
- The financial sustainability of a 25 year straight line approach to MRP for supported borrowing, if the current policy is to be continued with. The existing approach takes no account of MRP provided for in each year and increases each year.
 - The existing policy has allowed the build up of a revenue budget that maintains prudent provision in excess of WG minimum requirements moving forward.
 - The difficult financial position and savings targets required for 2014/15 and in the medium term.
323. The consequences are that the amount the Council currently puts aside each year from its revenue budget, to reduce the CFR in relation to supported borrowing, will reduce. However it will continue to be maintained in excess of WG minimum requirements whilst affordability allows in order to ensure a prudent approach to mitigate against capital financing risks and be more sustainable given the difficult medium term revenue budget position.
324. Accordingly it is proposed that the Council MRP Policy will be as follows:

- Historic expenditure prior to 1 April 2004 as well as subsequent supported borrowing approved by the WG is to be provided for at 4.5% on a reducing balance basis, rather than on a 25 year straight line basis. This is in excess of the WG requirement of 4%, but will continue to be reviewed for ongoing affordability. The rationale for making this amendment to this MRP policy is set out in paragraph 321.
- Additional borrowing for a general increase in investment to balance the capital programme in a year is to be provided for on a straight line basis over the estimated average life of the assets created.
- Any additional expenditure linked to specific schemes e.g. Invest to Save, SOP etc is to be provided for on a straight line basis, or over the estimated useful life of assets being created or a shorter period as determined by the Section 151 Officer or suggested periods determined by WG as is the case with LGBI.
- Additional borrowing undertaken within the HRA will be provided for on a straight line basis over the estimated useful life of assets being created or a shorter period as determined by the Section 151 Officer. Historic expenditure prior to 1 April 2004 is provided for at 2% in line with current regulations.
- The MRP charged against liabilities under finance leases, or contracts that have the characteristics of finance leases, shall be equal to the principal element of the lease repayment, calculated on an annual basis.

325. Any change in the level, timing and method of provision in year is delegated to the Section 151 Officer after consideration of affordability and prudence.

Borrowing Strategy

326. Based on the analysis above the Council's borrowing strategy and capital financing budget included in the MTFP for 2014/15 is as follows.

327. Whilst investment rates remain lower than long term borrowing rates internal borrowing will be used to minimise short-term costs where possible. The forecast level of internal borrowing at 31 March 2014 as a percentage of the CFR is deemed manageable. However, based on the forecasts of future capital expenditure plans and high level analysis of the Council's balance sheet position for future years, internal temporary cash balances will be insufficient to meet the totality of cash requirements, thus external borrowing will be required to be undertaken in 2014/15 or towards the end of 2013/14.

328. Based on current forecasts of interest rates, any borrowing is to be a balance between temporary borrowing on a short term basis to minimise revenue costs (the cost of carry) where possible, with options considered to take an element of the Council's borrowing requirement with loans of longer periods. This strategy should help to mitigate against the risk of longer term rates rising faster and higher than currently anticipated i.e to not have significant exposure to the risk of borrowing rates rising faster than currently anticipated.

329. The impact of housing finance reform is to be the subject of consultation between the Council and the WG and is expected to result in the Council borrowing significant sums from the PWLB as a settlement payment potentially by 31 March 2015. Due to uncertainties, this strategy and indicators set out below make no assumptions about the quantum or timing of such borrowing or any borrowing cap that may be put in place, with such items to be included in future Treasury Management reports to Audit Committee, Cabinet and Council when proposals are confirmed.

Treasury Management Indicators and limits for 2014/15 – 2016/17

330. The Council is required to set its treasury management indicators for the years 2014/15-2016/17. The glossary of terms gives further background in respect of these Prudential Indicators. Any indicators relevant to treasury are included in this report with additional indicators to be included in the Budget report that considers the Capital Programme.

331. It is important for Council to note that the indicators and limits below do not include the impact of any potential debt settlement which would need to be paid in order for the Council to buy itself out of the HRAS. When the housing reform proposals are clearer, this will require amendment to these indicators which will be the subject of future reports to Audit Committee, Cabinet and approval at Council. It is anticipated that the costs of additional borrowing will be offset by retained rental income.

332. The Council must determine and keep under review how much it can afford to borrow from debt or other long-term liabilities for the forthcoming year and the following two financial years (the Affordable Borrowing Limit). It must have regard to other Prudential Code and locally determined indicators when setting this limit and be content that capital investment plans are within sustainable limits and that the impact upon future Council Tax/Rent levels is acceptable.

333. It is recommended that the Council approve the following authorised limits (Statutory limit under Section 3(1) of the Local Government Act 2003) and operational boundaries for the next three years (figures for 2013/14 are for comparison only). The undertaking of other long-term liabilities, within the overall limit, is delegated to the Section 151 Officer based on the outcome of financial option appraisals and best value considerations.

Authorised limit for external debt

	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m
Limit for external borrowing and other long-term liabilities**	530	593	593	593

**** Note this excludes the impact of housing finance reform, and will be required to be increased**

334. These limits are consistent with known commitments, existing plans and proposals contained within the budget for capital expenditure, financing and revised accounting requirements. They are based on the estimated

and prudent, but not worst case scenario and in addition with sufficient headroom over and above this to allow for operational management and unforeseen cash movements. The limit has been set at a constant level of £593 million for 2014/15 to 2016/17.

Operational boundary for external debt

335. The proposed operational boundary for external debt is based on the same estimates as the authorised limit, but without the additional headroom for unusual and unexpected cash movements. It is set at the projected level of external debt at the end of the year this being the level of anticipated capital financing requirement. This is clearly subject to the timing of borrowing decisions.

	2013/14 £m	2014/15 £m	2015/16 £m	2016/17 £m
Boundary for external borrowing and other long-term liabilities	453	532	568	548

336. The Council's actual external debt represented by borrowing at 31 March 2013 was £455 million, with no significant other long-term liabilities.

Limits for fixed and variable interest rate exposure

337. Various upper limits are required to be set in order to manage risk and reduce the financial impact on the Council of any adverse movement in interest rates. The limits below reflect that whilst the majority of Council borrowing is currently at long term fixed rates, the potential for interest on LOBO loans to be changed early as well as a strategy which will undertake internal borrowing and short term external borrowing, when required to manage cash flow, is subject to variable rates.

	2013/14 %	2014/15 %	2015/16 %	2016/17 %
Upper limit for fixed interest rate exposure:-	100	100	100	100
Upper limit for variable rate exposure:-	25	25	25	25

Maturity structure of fixed rate borrowing

338. Limits are set to guard against a large element of the Council's debt maturing and having to be refinanced in a very short space of time, when it may not be economically favourable to do so. The limits have been set to reflect the current debt portfolio, and to allow enough flexibility to enable new borrowing to be undertaken for the optimum period. The actual maturity profile of existing borrowing is included on the assumption that loans run to their final maturity and a separate column is also included to show the maturity profile should the Council be required to repay its LOBOs early.

Maturity structure of borrowing in 2014/15	Upper limit %	Lower limit %	Actual to Maturity %	Actual if LOBOs Repaid Early %
Under 12 months	10	0	1.73	7.02
12 months and within 24 months	10	0	1.26	6.11
24 months and within 5 years	15	0	3.45	4.55
5 years and within 10 years	15	0	3.12	3.12
10 years and within 20 years	30	0	17.72	17.72
20 years and within 30 years	35	0	13.59	10.94
30 years and within 40 years	35	0	27.81	27.81
40 years and within 50 years	35	0	22.73	22.73
50 years and within 60 years	15	0	7.50	0
60 years and within 70 years	5	0	1.10	0

Investments

Policy

339. The Council has regard to the WG Guidance on Investments issued in 2004 and its subsequent amendments, as well as the 2011 revised CIPFA's Treasury Management in Public Services Code of Practice and Cross Sectoral Guidance Notes (the CIPFA Treasury Management Code).
340. The Council recognises that given the nature of investments, a trade-off between security, liquidity and yield cannot be avoided i.e. there is risk of default. The Council will aim to achieve the optimum return on its investments commensurate with proper levels of security and liquidity, however the level of risk will be contained by ensuring:-
- All investments and repayments are only to be in sterling.
 - Investment instruments identified for use in the financial year are listed under 'Specified' investments and 'Non-Specified' investment categories, dependant on their complexity and risk.
 - A list of highly credit worthy counterparties with whom to invest is created and monitored.
 - Diversification of approach, investment product, and counterparties are sought where possible and used to avoid concentration of risk.
 - Any set limits are required to be implemented with immediate effect following approval of this Treasury Management Strategy by Council.
 - There is continual monitoring of treasury activities. During times of heightened volatility, risk and concern in the markets, the procedure for determining which categories of investments may be used, the credit criteria and associated limits in determining with whom to invest and timing of decisions is delegated to the Section 151 Officer.

Specified Investments

341. A specified investment is defined as one :

- being for a period up to one year.
- which is in straightforward easily understood low risk products.
- not involving corporate share or loan capital.
- where the principal sum to be repaid at maturity is the same as the initial principal sum invested.

342. Specified investments may comprise up to 100% of the Council's total investments.

Instruments approved for use	Minimum Credit Criteria
Debt Management Agency Deposit Facility	Assumed Government Guarantee
Term deposits – UK government and other Local Authorities	Assumed Government Guarantee
Deposits with the Council's banking services provider	Long-term A /Short-term F1
Term deposits – banks and building societies	Long-term A /Short-term F1
Term deposits with variable rate and variable maturities up to one year e.g. structured investment products	Long-term A /Short-term F1
Deposits with banks wholly or partly nationalised or where guaranteed by high credit rated (sovereign rating) countries	Long-term A /Short-term F1 Assumed Government Guarantee

Non-Specified Investments

343. These are all other investments not meeting the definition of a specified investment which could be used in order to achieve diversification and manage liquidity needs. A maximum upper level of £60 million is to be set for non-specified investments including investments for greater than one year.

Instruments approved for use	Min Credit Criteria	Max % of total investments	Max. maturity period
Term deposits with Local Authorities (with maturities in excess of 1 year)	Assumed Government Guarantee	15	2 Years
Term deposits – banks and building societies (with maturities in excess of 1 year)	Long-term AA- /Short-term F1+	15	2 Years
Deposits over one year with banks wholly or partly nationalised institutions where guaranteed by high credit rated (sovereign rating) countries	Long-term A /Short-term F1 Government Guarantee	20	2 Years
Term deposits with variable rate and variable maturities in excess of 1 year e.g. structured investment products	Long-term AA- /Short-term F1+	10	2 Years
Term deposit with Financial institutions in accordance with the Council's Local Authority Mortgage Scheme	Long Term A / Short Term F1	Budget approved limit for scheme	5 years
Certificates of Deposit (In-house)	Long-term AA- /Short-term F1+	10	Maximum 2 year duration
UK Government Gilts and Gilt funds (In-house)	Assumed Government Guarantee	40	Maximum 3 year duration
Treasury Bills (In-house)	Assumed Government Guarantee	40	6 Months
Collective Investment Scheme structures - Money Market Funds	AAA Constant Net Asset Value	40	Weighted Average Maturity 60 days
Other Collective Investment Schemes structures - e.g. enhanced cash funds, Government and Corporate Bond, Gilt or Liquidity Funds and floating rate notes	AAA Variable Net Asset Value	20	Weighted Average Maturity 3 years
Bonds issued by Multilateral Development Banks, UK Government Guaranteed Institutions	AAA	10	2 Years

344. The Council uses money market funds and other collective investment funds which pool together investments in a diversified portfolio of products and sectors mainly high quality, short-term money market instruments such as bank deposits, certificates of deposit, government guaranteed bonds, corporate bonds and commercial paper.

Security

345. Credit and fraud risk are managed through procedural requirements and controls. The Council uses Fitch Credit ratings as a basis for assessment of credit worthiness of institutions it will invest with. Changes in the criteria and decisions with whom to invest are delegated to the Section

151 Officer. Commercial organisations on the list will have at least the short-term credit rating of F1 and be authorised institutions within the meaning of the Financial Services and Markets Act 2000. The rating F1 infers “Highest Credit Quality” and indicates the strongest capacity for timely payment of financial commitments.

346. For internally managed investments provided by the private sector, the lending list for any new direct investment in an organisation is based on the following credit criteria:

Fitch Ratings (minimum)	Long-term	Short-term	Viability	Limit £m
Overnight to three months	A	F1	A-	6
Overnight to one year	A	F1	A	10
Overnight to two years	AA-	F1+	AA-	12
UK Part Nationalised Banks overnight to two years	A	F1	n/a	15

347. For internally managed funds the maximum limit for direct investment in any one group of related companies is £15 million.
348. Credit ratings are monitored regularly through use of the treasury management advisor’s credit service. If a downgrade results in the counterparty/investment scheme no longer meeting the Council’s criteria, its further use for new investment will be withdrawn immediately.
349. Where investments are held with a counterparty which falls below the Council’s approved criteria for new investment, the investments will be reviewed and options to call back funds before the maturity date would be investigated. It should be noted that any early repayment is only at the discretion of the borrower and often at a penalty.
350. Whilst Fitch ratings form the basis of the Council’s threshold criteria, the Council will also have regard to the following when determining with whom to invest:
- Rating updates provided by treasury advisors in respect of all three credit rating agencies, as well as credit default swaps, support ratings and other market data.
 - Media reports as well as sovereign credit ratings with the minimum requirement being a Fitch sovereign rating of AA for non UK based institutions.
 - The informed judgement of treasury staff and treasury management advisors after consideration of wider economic factors.
 - Financial sector and country exposure.
 - The extent to which organisations who do not meet the above criteria, are nationalised.

Liquidity

351. The Council aims to have sufficient funds to ensure it does not become a forced borrower for a significant period of time at rates in excess of what may be earned on such investments. In determining the maximum periods for which funds may be available and can be invested, short term cash flow forecasts are undertaken and a longer term balance sheet review is undertaken as part of the calculation of Prudential Code indicators.

Investment Strategy

352. Given uncertainty of financial markets, the Specified and Non Specified investments above allow for a range of products to be available to manage short term investment balances and diversification.
353. Given the likelihood of internal borrowing and the interest rate forecasts identified above, longer term investments above one year will be unlikely. The Debt Management Agency Deposit Facility will be used only as a last resort.
354. The investment strategy for 2014/15 will continue to adapt to changing circumstances and market sentiment, with a pragmatic approach taken. With credit criteria changes delegated to the Section 151 Officer, this will allow a prompt response to uncertainties with Council being kept informed of significant changes through the various reports it receives on treasury activities during the course of the year.

Treasury Management Training

355. Treasury staff directly and regularly involved in borrowing and lending activities are provided access to a wide range of training. This includes seminars and workshops organised by treasury advisors bringing together practitioners from different authorities; seminars organised by CIPFA and other national bodies, regular contact with a client relationship manager as well as their briefing notes and articles. Staff responsible for treasury activity on a day to day basis are at least Association of Accounting Technicians (AAT) qualified and encouraged to undertake a relevant treasury management qualification.
356. Members responsible for scrutiny of treasury management activities have also been provided with training in order to support their role, and following a self assessment review undertaken by Audit Committee further training is planned for 2014/15.

Other significant items potentially impacting on Treasury activities

357. Housing finance reform is now expected to be implemented by 31 March 2015 and there are clearly a number of significant treasury management implications. This is in relation to the scale of additional borrowing which will be able to be repaid from retained rental income, methodology for splitting loans and interest costs between the General Fund and HRA

and also in terms of allowing flexibility in the Affordability Limit agreed above, in order to ensure that any settlement figure can be borrowed. Further detail on potential changes are included in the Housing Reform section of this report below

358. Any changes to the indicators set out in this strategy would be updated in subsequent treasury management reports to Council.

Housing Finance Reform

359. Reform of the HRAS system in England took place from April 2012, following consultation and changes in legislation. Local housing authorities, who were paying over rental income to the UK Treasury, were able to individually buy themselves out of making those payments by undertaking additional borrowing at reduced rates and making a one off payment to the treasury.

360. Reform is also planned in Wales, with WG setting out enabling legislation in the Housing Wales Bill, expected to receive Royal assent in summer 2014. The eleven remaining Welsh authorities who have not transferred their stock to an arms length organisation currently pay over net income on retained housing stock to the WG, who then make payments to HM Treasury. Financial agreement has been reached with the Treasury allowing:

- the current HRAS System to be replaced with a new self financing system.
- each Authority to retain all its rental income to provide housing services.
- local authorities to fund a 'buy out' settlement by borrowing from the Public Works Loan Board.
- implementation of a housing related borrowing cap with relevant provisions to put this in place to be included in a UK Bill in due course.
- exit in March 2015 by voluntary agreement.

361. Whilst the details are subject to a consultation to be undertaken by the WG and agreement with the Council, the proposal would involve the Council keeping the net subsidy payment we currently make to WG in the region of £15 million for, whilst taking on additional interest and debt repayment costs as a consequence of additional borrowing in March 2015. It should be noted that for the overall Welsh proposal to be successful, all local authorities must agree to the voluntary proposal.

362. There are a number of issues for the Council to consider carefully as part of the consultation and officers will be working closely with the WG and the WLGA over the coming months as part of various work streams to be set up to take forward the accounting, financial, legal, transactional and capacity building implications. Key issues will include:

- Ensuring the data used for distribution of any buy out sum reflects the most recent data available for the HRAS, including the impact of any land appropriations undertaken by the Council.
- That any settlement is fair and equitable to the Council and takes into account the effort and investment undertaken by the Council in meeting the WHQS prior to the WG deadline of December 2012.
- The treasury management and affordable borrowing limit implications outlined elsewhere in this report.
- The implications of any imposed borrowing cap for the HRA on existing commitments identified in the HRA business plan as well as in consideration of other potential schemes to increase the number of affordable housing units in the HRA.
- Revisions of business planning models and estimates including potential changes to rent policies.
- The need for the Council to continue to receive the MRA grant following any settlement, to ensure the HRA remains viable and additional borrowing taken on as part of any settlement remains affordable.

Budget Framework

363. Under the Budget and Policy Framework Procedure Rules the Council is able to specify the extent of virement within the budget and the degree of in-year changes. The Council's Financial Procedure Rules also allow virements within directorate budgets as set out below. The officer designations shown have been reviewed and updated to reflect the new organisation arrangements and have been approved by the Constitution Committee.

Revenue	
Up to £50,000	Relevant Assistant Director in consultation with the Section 151 Officer
Between £50,001 - £250,000	Relevant Director in consultation with the Section 151 Officer
Over £250,000	Cabinet
Capital	
Up to £100,000	Relevant Assistant Director in consultation with the Section 151 Officer
£100,001 - £250,000	Relevant Director in consultation with the Section 151 Officer
Over £250,000	Cabinet

364. It is proposed to continue the current policy whereby the Cabinet has the authority to vire amounts between directorates of up to £500,000 and, subject to the Section 151 Officer raising no objection, to use reserves and to commit expenditure in future years up to a total in the year of £1.5 million.
365. In addition to the virements shown above the Section 151 Officer will also undertake all necessary technical adjustments to the budgets and accounts during the year and reflect any changes to the accounting

structure as a result of management and organisational changes within the Council.

Reasons for Recommendations

366. To enable the Cabinet to recommend to Council approval of:

- The revenue and capital budget and to set the Council Tax for 2014/15.
- The budget for the Housing Revenue Account.
- The Treasury Management Strategy.
- The Prudential Code for Borrowing indicators for 2014/15 – 2016/17.
- The Capital Programme for 2014/15 and indicative programme to 2018/19, delegating to the Section 151 Officer authority to bring forward or delay schemes within the programme to match resources where necessary.
- The Minimum Revenue Provision Policy for 2014/15 and amended policy for 2013/14.

367. For Council to be aware that Cabinet approved:

- The level of fees and charges for Council goods and services for 2014/15.
- The level of rent and charges for 2014/15 in respect of Council houses, garages and other service charges following the setting by the Welsh Government of the Housing Revenue Account Subsidy and Item 8 Determinations.

HR Implications

368. The final proposed budgetary position of the Council as outlined in this report represents a necessary response to the £52.4 million budget deficit. This unprecedented level of budget deficit together with the figures in the MTFP will mean that the Council will need to make major cuts each year for the foreseeable future. As almost half the Council's spend is employees, there will be a significantly reduced workforce from 2014/15 onwards. Appendix 9 (a) highlights a list of posts deleted or created as part of the budget proposals. This shows that there will be a net reduction of 601.76 full time equivalent (fte) posts overall to meet the required level of budgetary saving, broken down between the deletion of 613.76 ftes partially offset by the creation of 12 ftes. These reductions will be achieved via a combination of deletion of vacant posts, redeployment, flexible retirement and voluntary severance.

369. However, the identified reductions are likely to be an under estimate of the eventual level of reduction because of the significant number of savings proposals shown as to be confirmed which include service restructures. Until these restructures are complete it is not possible to know the actual number of posts affected. In addition, the proposals include the exploration of a number of alternative service delivery models. If such changes come about then whole groupings of employees may be impacted and those potential changes have not been

reflected in Appendix 9 (a) because of uncertainty over timescales and models adopted.

370. The Council has in place a range of mechanisms designed to support the people implications of the Council's budget proposals. These mechanisms include use of flexible working policies e.g. secondment policy, sabbatical leave policy and access to skills realignment through Cardiff Council Academy to support staff in either refreshing their existing skills or developing new skills in order to enhance their opportunities to find another role in the Council or externally.
371. Cabinet in December agreed a revised redeployment policy which reduced the redeployment period for eligible staff from 6 months to 12 weeks. This requires a much more focussed approach to redeployment activity. The numbers on redeployment are likely to increase significantly and additional temporary resources for HRPS have been requested to ensure appropriate support is maintained for all impacted. The involvement of Trade Union Learning Representatives in supporting staff on redeployment is also being progressed. Planning is also underway for a career transition event in April which is designed to support staff from Cardiff Council and the Vale Council who are in the redeployment process. Partners attending include Job Centre Plus, Careers Wales, TUC, DWP etc and the focus will be on practical support and advice.
372. In January 2014, the Cabinet approved a Workforce Package proposal to reduce the standard working week from 37 hours to 36 hours and require a pay contribution of 2.7% for senior officers. In addition reimbursement of officer's professional subscriptions would cease together with payment of honoraria and relocation expenses. Trade Union members were subsequently balloted but a Collective Agreement was not achieved as all Trade Unions were not in favour of the proposals. Following further negotiations with the Trade Unions, no other satisfactory proposals were forthcoming and so this budget proposal includes the imposition of the original Workforce Package.
373. Discussions have also commenced on a corporate bumping process whereby employees on redeployment can be saved from compulsory redundancy by allowing an employee who wishes to take voluntary severance to exit: the redeployee would then be redeployed into the resultant vacancy. This process must be redeployee driven, not driven by those who are being denied voluntary severance. It is recognised that those on redeployment due to budget proposals are a talent pool and are therefore valuable to the organisation and should those staff wish to remain we should do what we can to support this. However, expectations will need to be managed as it will not be possible to apply corporate bumping in all situations.
374. As the level of headcount reduction proposed is unprecedented, this will necessitate the Council developing a new organisational operating model of delivering key services. It will be important that the implications for staff impacted by future operating models are considered and in full consultation with Trade Unions.

375. The Trade Unions have been consulted throughout the budget planning process and their comments have been considered. It has been agreed that for budget discussions concerning 2015/16 , there will be early engagement with the Trade Unions including those representing teachers. The Trade Unions have been, and will continue to be involved in all the proposals which impact on staff, whether this is voluntary severance, deletion of occupied posts, more widescale restructuring and /or exploration of alternative service delivery models. Their continued and timely involvement will be key.

Legal Implications

376. The report sets out certain duties and constraints in connection with the subject matter of this report, such as those in relation to setting a balanced budget. They form part of the legal implications to which the decision maker must address its mind notwithstanding that they are not repeated in this section of the report.

Budget duties

377. Under the Local Government Finance Act 1992 (as amended) the Council is required to make certain calculations for its budget requirement for each financial year. The Cabinet has specific responsibility for:

- The preparation for submission to the Council for their consideration estimates of the amounts to be aggregated in making the calculation or of other amounts to be used for the purposes of the calculation.
- The reconsideration of those estimates and amounts in accordance with the Council's requirements.
- The submission for the Council's consideration of revised estimates and amounts.

378. In doing so the Cabinet must have regard to the following statutory framework and guidance:

1. The Local Government Finance Act 1992, which requires the Council to calculate (inter alia) the aggregate of:
 - The expenditure which the Authority estimates it will incur in the year in performing its functions and will charge to a revenue account for the year;
 - Such allowances the Authority estimates will be appropriate for contingencies in relation to expenditure to be charged to a revenue account for the year.
 - The financial reserves which the Authority estimates it will be appropriate to raise in the year for meeting its estimated future expenditure; and
 - Such financial reserves as are sufficient to meet so much of the amount estimated by the Authority to be a revenue account deficit for earlier financial years as has not already been provided for.

2. As the billing authority it is the Council's duty to calculate the Council Tax for each financial year and the Authority is required under section 30(6) of the 1992 Act to make that assessment by 11 March in the financial year preceding that for which the tax is set. A failure to comply with the time limit may leave the Authority open to challenge by way of judicial review.
3. The Local Government Act 2003, which establishes a system to regulate the capital expenditure and borrowing of the Council. The heart of the prudential borrowing system is the duty imposed upon authorities to determine and keep under review how much money they can afford to borrow. The Local Authorities (Capital Financing and Accounting) (Wales) Regulations 2003 (as amended) specify the prudential code for capital finance to which local authorities in Wales must have regard in setting and reviewing their affordable borrowing limits (sections 3 and 5 of the 2003 Act). Section 25 of the 2003 Act requires the Council's Section 151 Officer to make a report to the Authority when it is considering its budget and Council Tax. The Report must deal with the robustness of the estimates and the adequacy of the reserves allowed for in the budget proposals so that Members will have authoritative advice available to them when they make their decision. Members are required to have regard to the report in making their decisions.
4. The Local Government & Housing Act 1989 Part VI. The Authority has a general duty to review the rents of its houses from time to time and in fixing rents the Council must have regard, in particular, to the principle that the rents of dwellings of any class or description should bear broadly the same proportion to private sector market rents as the rents of dwellings of any other class or description. The review of the rents is a Cabinet function, and is undertaken with regard to the provisions of Part VI of the 1989 Act which governs housing finance and housing subsidy. Rents for council houses are a credit to the HRA and outgoings a debit. The Authority is under a duty to prevent a debit balance on the HRA which is ring-fenced. There are restrictions in the way in which the account can be operated and the proposals in this report must comply with these accounting requirements to ensure that the rent should be set so as to ensure that the Authority is able to comply with its duty to prevent a debit balance arising on the HRA.
5. The Local Authorities Executive Arrangements (Functions and Responsibilities) (Wales) Regulations 2007. The adoption of a final strategy for the control of the Authority's borrowing or capital expenditure is a matter for the Council and is not a Cabinet function. The Cabinet may make recommendations but the decision is to be made by full Council.

Equality Duty

379. The Council has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions have due regard to

the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics.

380. Protected characteristics are:

- Age
- Gender reassignment
- Sex
- Race – including ethnic or national origin, colour or nationality
- Disability
- Pregnancy and maternity
- Marriage and civil partnership
- Sexual orientation
- Religion or belief – including lack of belief

381. As has been mentioned elsewhere in the report this duty necessarily involves, in relation to many of the savings proposals, the need to undertake Equality Impact Assessments to ensure that the decision maker has understood the potential impacts of the proposals in terms of equality. This assists the decision maker to ensure that it is making proportionate and rational decisions having due regard to the public sector equality duty.

382. Equality Impact Assessments (which include consideration of views and information obtained through consultation) have been undertaken in respect of the relevant proposals and are available on the Council's website and as background papers for this report.

383. The decision maker must consider and have due regard to the Equality Impact Assessment prior to making the decisions recommended in the report.

Employee and Trade Union Consultation

384. The report recognises that notwithstanding efforts to reduce impacts on staff resulting from the level of funding cuts imposed, there will be staff reductions during the financial year 2014/15. Since the Budget Strategy Report was approved in July last year engagement has been ongoing between Directors and Trade Unions to discuss budget saving implications. The Council has formally consulted with Trade Unions about the 2014/15 budget proposals and the likely impact on staff, particularly where posts are at risk of redundancy. Under the general law relating to unfair dismissal all proposals to make redundancies must involve reasonable consultation with the affected employees and their trade unions.

385. Due to the potential number of redundancies Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 requires consultation to be undertaken with the Unions to include ways of avoiding the dismissals, of reducing numbers of employees being dismissed and or mitigating the consequences of dismissals. The

relevant notice has been issued by the Chief Executive and the consultations are ongoing.

Charging

386. Each proposal to make or increase charges must comply with the statutory framework (including primary and secondary legislation and any statutory guidance issued) relating to the activity in respect of which charges are being levied including any limitations on levels of charges.
387. Where reliance is placed on the power to charge for discretionary services (section 93 of the Local Government Act 2003) any charges must be set so that when the charges are taken as a whole no surpluses are made (ie the power is limited to cost recovery).
388. In relation to activities which are subject to authorisation (eg licences) then the Provision of Services Regulations prevents recovery of charges in excess of the cost of the procedures and formalities under the scheme of authorisation and must also be reasonable and proportionate.
389. Where activities are being undertaken for which charges are being made with the intention of producing a surplus income it is necessary to consider whether that activity is material and would amount to “commercial trading”. If it is then it is necessary to identify the powers for doing so as otherwise it would be necessary to develop a business case and establish an arms length company to undertake that activity in accordance with section 95 Local Government Act 2003.

Consultation

390. Duties to consult certain stakeholders in respect of proposals may arise from a number of different sources.
391. As set out in the report, the Authority has engaged in consultations as part of the 2014/15 budget process including:
 - The consultation headed ‘Choices for Cardiff’ which involved listening to the views of citizens on service priorities and where new delivery models could be introduced (with a composite paper on the outcomes appended to the report to Cabinet on 29 January 2014). The results of the consultation were taken into account in developing the budget savings proposals.
 - Consultations on certain budget saving proposals identified at Cabinet on 16 December 2013 as requiring early consideration; and
 - The consultation document entitled ‘Council Services – Have your say’ relating to the draft Council Budget and which was published following the Council meeting on 30 January 2014. This included a series of more detailed questions relating to those proposals likely to have greater impact on external stakeholders to gather their views in relation to the service delivery changes proposed. A summary report on the results is attached as Appendix 1.

- The decision maker must genuinely and conscientiously consider the feedback from each consultation and have proper regard to it when making any decision in relation to the subject matter of that consultation. The decision maker should therefore consider the results of the consultation as set out in Appendix 1.

General

392. All decisions taken by or on behalf of the Authority must:

- Be within the legal powers of the Authority and of the body or person exercising powers on behalf of the Authority.
- Comply with any procedural requirement imposed by law.
- Be undertaken in accordance with procedural requirements imposed by the Authority e.g. Authority procedure rules.
- Be fully and properly informed.
- Be properly motivated (ie for an appropriate, good and relevant reason).
- be taken having regard to the Authority's fiduciary duty to its tax payers as elected members are trustees of the public interest and of its statutory purposes for which public powers are conferred on them. This general duty requires the Authority to act prudently and in good faith in the interests of those to whom the duty is owed.
- Otherwise be reasonable and proper in all the circumstances.

Financial Implications

393. The budget for 2014/15 has been compiled against the backdrop of continued financial restraint with recognition from many expert commentators that the UK's period of austerity is likely to last until the end of the decade. The details included in the Provisional Settlement and confirmed in the Final Settlement announced in December 2013 clarified that the Council faces a significantly greater financial challenge than had been indicated by the WG in its indicative figures of December 2012. The Cabinet in its budget strategy and subsequent budget proposal has been conscious of the impact its proposal is likely to have on the citizens and communities of Cardiff. The budget has therefore, considered the issues having regard to the Corporate Plan priorities of:

- Economic development as the engine for growth and jobs.
- Education and skills for people of all ages to fulfil their potential and be well prepared for employment in the Cardiff economy and beyond.
- Supporting vulnerable adults, children and young people in times of austerity.

394. The budget proposals set out in this report will result in significant operational and financial challenges as evidenced by the risk assessment exercise. The progress of these challenges will be monitored through directorate plans, performance reports and the Corporate Risk Register when reported to Cabinet, Scrutiny Committees, Audit Committee and the Senior Management Team.

395. Particular challenges for 2014/15 and in the medium term were identified through this exercise and are set out in full at paragraphs 52 and 53 in the report with the most significant being:

- Necessity to deliver budgeted savings from service redesign and other change proposals that are not currently fully defined but also during a period when the Council's headcount is being significantly reduced.
- Continuing demographic demand for social care services if trendlines vary significantly from the anticipated position.
- The number of new income streams to be introduced together with significant increases in the level of some current fees and charges for discretionary services.
- The impact and the required speed of implementation of alternative models of service delivery together with the potential implication of collaborative models.

396. In formulating the budget, the Cabinet must come to a balanced judgement between the need for service provision and the financial impact of those service needs on Council Tax payers. In coming to this judgement and as a result of the impact of the WG's financial settlements, the Council has taken a total of £87.2 million savings from directorate budgets between 2011/12 and 2014/15. The savings requirement of £50.4 million for 2014/15 represents the highest level of savings taken in any one year in the history of Cardiff Council.

397. In summary, the revenue budget proposal for 2014/15 includes:

- Directorate savings of £43.8 million from services and grants to external organisations together with further council wide savings amounting to £4.8 million.
- Establishment of a General Contingency of £4 million to mitigate the extent of the savings to be delivered.
- Imposition of the Workforce package in respect of the reduction of the standard working week from 37 hours to 36 hours. In addition other workforce items including ceasing professional subscriptions, honoraria and relocation expenses will be implemented.
- Use of RSG and PDG funding streams to evidence the required protection for the Schools budget together with growth to cover the net increase in pupil numbers resulting in an increase of 1.38% in the funding for schools from the Council's General Fund resources.
- No use of either general or earmarked reserves to support the budget.
- Introduction of a base budget of £6.996 million to commence the repayment of earmarked reserves as part of the funding arrangement for voluntary severance costs.
- A Council Tax increase of 3.97% resulting in a Band D charge of £973.77.
- Reduction of 613.76 fte posts partially offset by the creation of 12 fte posts.

398. Within the budget proposals there are a number of items that require option appraisal and implementation of new operating or delivery models. This work will need to be completed within strict timescales in order that the budgeted level of savings are achieved.
399. It is clear that the Council will have to make reductions to its workforce and this will incur significant voluntary severance costs. To manage the implications of these costs in 2013/14, the Council will initially utilise the Employee Changes Earmarked Reserve and then borrow from specific earmarked reserves to cover the amounts required. The sums borrowed will take account of the required drawdown profile to ensure that the commitments planned against these reserves can still be met. The 2014/15 budget includes a significant requirement of £6.996 million to meet the costs of commencing the replenishment of the amounts borrowed in 2013/14.
400. The MTFP set out in paragraphs 141 to 176 uses the best available information to assess the financial challenges facing the Council over the next three years. It is unlikely that anticipated resources will cover emerging financial pressures and the resulting funding gap will therefore need to be addressed through a combination of directorate budget reductions, use of reserves or increases in the rate of Council Tax. The following table demonstrates the forecast funding gaps to 2017/18 using sensitivity analysis to indicate increasingly adverse positions.

Medium Term Financial Plan	2015/16	2016/17	2017/18	Total
Scenario	£000	£000	£000	£000
Best Case	27,466	32,200	25,173	84,839
Base position	31,333	34,011	26,930	92,274
Incrementally Worse	38,702	38,113	30,823	107,638
Worse	44,996	43,073	35,467	123,536

401. It is clear that any of the above scenarios will have serious consequences for service delivery and of particular and immediate concern is the Budget Reduction Requirement of circa £92 million over the next three years as set out in the Base Case above. This is an enormous challenge for the Council, particularly given the level of cuts required in 2014/15 in addition to those delivered in previous years.
402. In reality the Council will need to realign the services it provides and re-focus service delivery on key priorities using the most appropriate operating models being mindful of its reduced funding base. This work needs to commence immediately and build on the current enabling work being undertaken within the Council on initiatives such as:
- Option appraisal of Alternative Delivery Models.
 - Customer Relationship Management.
 - Scheduling and mobile working.
 - Electronic Records Management.
403. The Council has a statutory duty to ensure that the HRA achieves a balanced budget and this has been evidenced in this budget proposal.

The weekly increase in housing rents of £3.10 (3.57%) is in line with the WG's guideline figure which is the figure to be used in their subsidy calculation.

404. The Council maintains a General Reserve as a contingency to help cushion the impact of unexpected events or emergencies. The Council's General Reserve as at the end of the 2012/13 financial year was £11.548 million and it is considered that the balance should be maintained at this level and not used to support the budget. Taking into account the budget monitoring forecast at Month 9, the quantum of earmarked reserves and General Reserve the level of reserves is considered adequate at present and that the call on earmarked reserves is such that planned borrowing to meet the costs of voluntary severance can be undertaken.
405. The Consolidated Financial Model for the SOP brings together the projected capital expenditure and funding schedule over the life of the model. The Plan is designed to be self-funding and the projects are included within the Council's Capital Programme but the resultant significant financial exposure for the Council demands that close monitoring of the key risks is contained and issues escalated where required.
406. From inception the model includes a capital investment programme of £253.6 million of which £137.3 million has been approved as part of the WG's 21st Century Schools Initiative. The initiative will receive 50% funding from the WG in the form of capital grant amounting to £51.6 million and revenue grant over 32 years to support capital borrowing for the remaining £17 million. A Programme Panel has been established to consider significant matters arising in relation to the SOP/21st Century Schools Initiative Programme to provide robust advice and governance arrangements.
407. Resources to finance the General Fund Capital Programme between 2014/15 and 2018/19 include non-earmarked capital receipts to be achieved of £5 million but also significant use of additional borrowing of £113.1 million. This use of additional borrowing will need to be monitored closely and is made up of:

Additional borrowing	£m
To support estimated slippage from 2013/14	6.7
Current Capital Programme approved February 2013	21.2
Finance for new schemes approved February 2014	17.3
Invest to save – schools	39.2
Invest to save – other	28.7

408. Particular attention needs to be given to the medium and long term impact of additional borrowing on the Council's revenue budget. Although a very limited number of new schemes have been added into the Capital Programme, when taken together with decisions previously made, this will increase borrowing costs as a proportion of the total base for savings in future years. Such costs will become unavoidable commitments in the MTFP for an extensive period of time and could

impact significantly on non-protected services in increasing the need to find further savings or increases in the rate of Council Tax.

409. The inclusion of schemes in the Capital Programme have been profiled in accordance with technical advice relating to regulatory processes, timetables, expectation of receipt of grants and workflow priorities. Historically the Council has experienced significant slippage of capital schemes which has prompted adverse comments from the External Auditor. Capital scheme sponsors have been reminded of the importance of robust profiling in order that capital plans can be achieved as expected.
410. Nevertheless, with such an extensive programme there is a residual risk that expenditure will slip between years and so any consequential impact on the financing of the programme will be addressed through the financial monitoring work during 2014/15.
411. In the current period of significant budget reductions and consequential loss of employee resources, financial control continues to be of fundamental importance. It is vital that responsible officers take ownership of their budgets and that expenditure remains within the approved budget positions. Compliance with financial rules and governance requirements will continue to be monitored and reported regularly to relevant accountable groups.
412. A glossary of technical terms found within this report is set out in Appendix 20.

CABINET CONSIDERATION

413. The Cabinet considered the Budget Proposals on 21 February 2014 and, having taken account of the comments of the Section 151 Officer in respect of the budget and the adequacy of reserves as required under Section 25 of the Local Government Act 2003 and having considered the responses received to the Budget Consultation resolved that:
 - 1.0 The changes to fees and charges as set out in Appendix 10 to this report be approved.
 - 2.0 Authority be delegated to the appropriate director in consultation with the Section 151 Officer and the Cabinet Member for Finance & Economic Development to amend or introduce new fees and charges during the year.
 - 3.0 The rents of all Housing Revenue Account dwellings (including hostels and garages) be increased in line with the Welsh Government guideline increase.
 - 4.0 All service charges for leaseholders as set out in Appendix 10(b) to this report be approved.

- 5.0 The management fee for leaseholders as set out in Appendix 10(b) to this report be approved.
- 6.0 All Housing Revenue Account rent increases take effect from 7 April 2014.
- 7.0 the financial challenges facing the Council over the next three years as set out in the Medium Term Financial Plan be noted.

CABINET PROPOSAL

Council, having taken account of the comments of the Corporate Director Resources in respect of the robustness of the budget and the adequacy of reserves as required under Section 25 of the Local Government Act 2003, and having considered the responses received to the Budget Consultation is recommended to:

- 1.0 Approve the Revenue, Capital and Housing Revenue Account budgets including all proposals and increasing the Council Tax by 3.97% as set out in this report and that the Council resolve the following terms.
- 2.0 note that at its meeting on 19 December 2013 the Council calculated the following amounts for the year 2014/15 in accordance with the regulations made under Section 33(5) of the Local Government Finance Act 1992:-

- a) 138,759 being the amount calculated in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) (Wales) Regulations 1995, as amended, as its Council Tax base for the year.
- b)

Lisvane	2,260
Pentyrch	3,131
Radyr	3,589
St. Fagans	1,184
Old St. Mellons	1,256
Tongwynlais	804

being the amounts calculated in accordance with Regulation 6 of the Regulations as the amounts of its Council Tax base for the year for dwellings in those parts of its area to which special items relate.

- 2.1 Agree that the following amounts be now calculated by the County Council of the City and County of Cardiff for the year 2014/15 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:-

- a) Aggregate of the amounts which the Council estimates for the items set out in Section 32(2)(a) to (d) (including Community Council precepts totalling £256,300).

£1,022,235,537

- b) Aggregate of the amounts which the Council estimates for items set out in Section 32(3)(a) and (c).

£451,123,700

- c) Amount by which the aggregate at 2.1(a) above exceeds the aggregate at 2.1(b) above calculated in accordance with Section 32(4) as the budget requirement for the year.

£571,111,837

- d) Aggregate of the sums which the Council estimates will be payable for the year into its Council Fund in respect of Revenue Support Grant, redistributed Non-Domestic Rates, Additional Grant.

£435,985,970

- e) The amount at 2.1(c) above less the amount at 2.1(d) (net of the amount for discretionary relief of £250,000), all divided by the amount at 2.0(a) above, calculated in accordance with Section 33(1) as the basic amount of Council Tax for the year.

£975.62

- f) Aggregate amount of all special items referred to in Section 34(1).

£256,300

- g) Amount at 2.1(e) above less the result given by dividing the amount at 2.1(f) above by the amount at 2.0(a) above, in accordance with Section 34(2) of the Act, as the basic amount of Council Tax for the year for dwellings in those parts of the area to which no special items relate.

£973.77

- h) The amounts given by adding to the amount at 2.1(g) above the amounts of special items relating to dwellings in those part of the council's area mentioned below, divided in each case by the amount at 2.0(b) above, calculated in accordance with Section 34(3) as the basic amounts of Council Tax for the year for dwellings in those parts of the area to which special items relate.

	£
Lisvane	988.81
Pentyrch	999.32
Radyr	995.78
St. Fagans	988.97
Old St. Mellons	994.71
Tongwynlais	997.40

- i) The amounts given by multiplying the amounts at 2.1(g) and 2.1(h) above by the number which in the proportion set out in the Council Tax (Valuation Bands) (Wales) Order 2003 is applicable to dwellings listed in a particular valuation band divided by the number which in that proportion is applicable to dwellings listed in valuation band D calculated in accordance with Section 36(1) of the Act as the amounts

to be taken into account for the year in respect of categories of dwellings listed in different valuation bands.

Area	VALUATION BANDS								
	A £	B £	C £	D £	E £	F £	G £	H £	I £
Lisvane	659.21	769.08	878.94	988.81	1,208.55	1,428.29	1,648.02	1,977.63	2,307.23
Pentyrch	666.21	777.25	888.28	999.32	1,221.39	1,443.47	1,665.53	1,998.64	2,331.75
Radyr	663.85	774.50	885.14	995.78	1,217.06	1,438.35	1,659.64	1,991.56	2,323.49
St. Fagans	659.32	769.20	879.08	988.97	1,208.74	1,428.52	1,648.29	1,977.95	2,307.60
Old St. Mellons	663.14	773.67	884.18	994.71	1,215.75	1,436.81	1,657.85	1,989.42	2,320.99
Tongwynlais	664.93	775.76	886.58	997.40	1,219.04	1,440.69	1,662.34	1,994.80	2,327.27
All other parts of the Council's Area	649.18	757.38	865.57	973.77	1,190.16	1,406.56	1,622.95	1,947.54	2,272.13

- 2.2 note that for the year 2013/14, the South Wales Police Authority has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwelling shown below:-

VALUATION BANDS									
A £	B £	C £	D £	E £	F £	G £	H £	I £	
126.89	148.04	169.19	190.34	232.64	274.94	317.23	380.68	444.13	

- 2.3 Having calculated the aggregate in each case of the amounts at 2.1(i) and 2.2 above, the County Council of the City and County of Cardiff in accordance with Section 30(2) of the Local Government Finance Act 1992 hereby set the following amounts as the amounts of Council Tax for the year 2013/14 for each of the categories of dwellings shown below:-

Area	VALUATION BANDS								
	A £	B £	C £	D £	E £	F £	G £	H £	I £
Lisvane	786.10	917.12	1,048.13	1,179.15	1,441.19	1,703.23	1,965.25	2,358.31	2,751.36
Pentyrch	793.10	925.29	1,057.47	1,189.66	1,454.03	1,718.41	1,982.76	2,379.32	2,775.88
Radyr	790.74	922.54	1,054.33	1,186.12	1,449.70	1,713.29	1,976.87	2,372.24	2,767.62
St. Fagans	786.21	917.24	1,048.27	1,179.31	1,441.38	1,703.46	1,965.52	2,358.63	2,751.73
Old St. Mellons	790.03	921.71	1,053.37	1,185.05	1,448.39	1,711.75	1,975.08	2,370.10	2,765.12
Tongwynlais	791.82	923.80	1,055.77	1,187.74	1,451.68	1,715.63	1,979.57	2,375.48	2,771.40
All other parts of the Council's Area	776.07	905.42	1,034.76	1,164.11	1,422.80	1,681.50	1,940.18	2,328.22	2,716.26

- 2.4 Authorise the Corporate Director Resources to make payments under Section 38 of the Local Government (Wales) Act 1994 from the Council Fund by equal instalments on the last working day of each month from April 2014 to March 2015 in respect of the precept levied by South Wales Police Authority in the sum of £26,411,388.
- 2.5 agree that the Common Seal be affixed to the said Council Tax.
- 2.6 agree the Common Seal be affixed to precepts for Port Health Expenses for the period 1 April 2014 to 31 March 2015 namely
- | | |
|--|---------|
| | £ |
| The County Council of the City and County of Cardiff | 158,235 |
| The Vale of Glamorgan County Borough Council | 17,595 |
- 2.7 agree that notices of the making of the said Council Taxes signed by the Chief Executive be given by advertisement in the local press under Section 38(2) of the Local Government Finance Act 1992.
- 3.0 Approve the Prudential Indicators for 2014/15, 2015/16 & 2016/17 delegating to the Section 151 Officer the authority to effect movement between the limits for borrowing and long term liabilities within the authorised limit for any year.
- 4.0 Approve the Treasury Management Strategy for 2014/15 in accordance with the Local Government Act 2013 and the Local Authority (Capital Finance & Accountancy) (Wales) Regulations 2003 and subsequent amendments.
- 5.0 Approve the Minimum Revenue Provision Policy for 2014/15 and the updated Policy for 2013/14.
- 6.0 Authorise the Section 151 Officer to raise such funds as may be required to finance capital expenditure by temporary or long term borrowing within the limits outlined above, and to bring forward or delay schemes within the Capital Programme.

THE CABINET

21 February 2014

The following Appendices are attached:

Appendix 1	Consultation responses
Appendix 2	List of known Specific Grants from Welsh Government at the all Wales level
Appendix 3	Revenue Resources Required 2014/15
Appendix 4	Directorate financial pressures 2014/15 with mitigation
Appendix 5	2014/15 Budget Savings (a) Overview 2014/15 Savings (b) Directorate Savings 2014/15
Appendix 6	Changes to Council Grant Funding
Appendix 7	Risk Assessment Summary of Savings Proposals
Appendix 8	Earmarked Reserves (a) General Fund (b) Housing Revenue Account (c) Schools
Appendix 9	Employees (a) Implications of Budget (b) Earmarked reserves used temporarily to fund voluntary severance
Appendix 10	Summary of Fees and Charges 2014/15 (a) General Fund (b) Housing Revenue Account (c) Outdoor Activities
Appendix 11	Directorate Revenue Budgets
Appendix 12	Cabinet Portfolio Revenue Budgets
Appendix 13	Medium Term Financial Plan
Appendix 14	Housing Revenue Account
Appendix 15	School Organisation Plan Reserve
Appendix 16	List of School Organisation Plan schemes
Appendix 17	Civil Parking Enforcement Reserve
Appendix 18	Capital Programme Resources
Appendix 19	Capital Programme Expenditure
Appendix 20	Glossary of Terms (a) Prudential Indicators (b) General

The following Background Papers have been taken into account:

- Budget Strategy Reports (July & November 2013)
- 2014/15 Budget Proposals – Paving Report (January 2014)
- 2014/15 Budget Strategy – Early Consideration of Proposals
- The WG Final Financial Settlement (December 2013)
- Equality Impact Assessments of Cardiff Council's 2014/15 Budget
- Details of Fees and Charges
- Analysis of Section 106 Balances
- Public Consultation Report – Council Services – Have your Say

Council Budget Consultation

- 1(a) Summary of Public Consultation – Council Services - Have Your Say
- 1(b) Summary of Employee Consultation – Employee Voices
- 1(c) Budget Scrutiny Letters – Economy and Culture Committee 14 February
- 1(d) Budget Scrutiny Letters – Community and Adult Services Committee 13 February
- 1(e) Budget Scrutiny Letters – Environmental Committee 14 February
- 1(f) Budget Scrutiny Letters – Policy, Review and Performance Committee 17 February
- 1(g) Budget Scrutiny Letters – Children and Young People Committee – 17 February
- 1(h) Trade Unions – Unison Response
- 1(i) Trade Unions – GMB and Unite
- 1(j) Schools Budget Forum – Response to Council Budget Proposals 2014/15
- 1(k) Summary of the Consultation on Household Waste Recycling Centres (HWRCs) – January 2014

Summary of the Consultation on Draft Budget Proposals February 2014

1. Background

- 1.1 On the 30th January 2014 the Council set out its draft proposals for the 2014/15 Budget. The proposals have been made against a difficult financial backdrop with the Council facing a major challenge to identify over £50million in cuts as a result of significant funding reductions and increasing pressures on existing Council resources.
- 1.2 To achieve this saving the Council need to make significant changes to the way we do things. In producing the proposals every effort has been made to protect priority services whilst taking a “whole council” approach to reduce costs.
- 1.3 Whilst everything possible is being done to reduce costs by a variety of means including working smarter the level of savings that need to be made make an impact on the delivery of services across the city inevitable. As a result the Council has undertaken its most comprehensive public consultation on the Council Budget to date, consisting of:
- Ask Cardiff Consultation (Sept 13)
 - Online Budget Tool (Nov 13)
 - Participatory Engagement Sessions (Dec 13)
 - **Public Consultation on Draft Budget Proposals 2014/15 (Feb 14)**

The results of past consultations can be viewed at: www.cardiff.gov.uk/budget

2. Methodology

- 2.1 The consultation was required to take place within a very tight timescale in order for the outcomes to feed into the Cabinet Paper that will form the next stage of budget planning. Electronic distribution was therefore employed as the most appropriate methodology. The survey was distributed via the following:
- Email to approximately 5,500 members of the Cardiff Citizens E-Panel
 - Regular tweets sent to Cardiff Council followers
 - Dedicated pages hosting the survey and supporting material hosted on cardiff.gov.uk
 - Links to the consultation circulated to Cardiff Partnership Board members, Partnership stakeholders and Neighbourhood Partnership contacts.
 - Hard copies of the survey supplied on request – This included copies provided to the residents of Rover Way Traveller & Gypsy site and to users of the Splott playgroup as well as individual member of the public on an ad-hoc basis.

- 2.2 Additionally there was a significant amount of activity monitored through social media websites, online petitions and via direct communications sent to officers and elected members. These have also been included in this report.
- 2.3 The consultation remained open for a two week period from the 30th January to the 13th February 2014. All comments received by midnight on Thursday 13th February have been collated and included within this report enabling them to be considered prior to a meeting of Cabinet on 21st February to discuss the final budget arrangements. The administration has committed to giving serious consideration to all of the comments received.

3. Summary of Responses

- 3.1 Following cleansing and the removal of duplicates a total of **2,332 completed questionnaires have been received**. This figure provides a statistically robust response, with an overall confidence interval of 95% +/- 2.02%

**Table1:
Confidence Intervals For A 95% Confidence Level**

NMA	Sample Size Achieved	Population 16 Plus	Sample Size Required For A CI Less Than 5% +/-	Confidence Interval Achieved +/-
Cardiff East	189	29,100	379	7.11
Cardiff North	436	75,400	382	4.68
Cardiff South East	217	56,700	382	6.64
Cardiff South West	275	41,700	381	5.89
Cardiff West	243	49,900	381	6.27
Cardiff City & South	144	27,500	379	8.15
Cardiff Total	1,504	280,300	384	2.52
Respondent Total	2,332	280,300+	384	2.02

3.2 General Comments

- The proposal to reduce the printed editions of the Capital Times from 12 to 6 editions distributed each year at an estimated saving of £54,000 gained the highest level of agreement from the public (93.0%).
- High levels of agreement were also found in relation to making more C2C services available online (85.4%) and the proposed changes to the operation hours of the Bay Car service.
- The highest levels of disagreement were found regarding proposed closure of several play centres across the city (61.6%), the reduction of winter maintenance (53.3%) and the proposal to stop operating the Cardiff Outdoor Activities Team (COAT) which provides opportunities for children and young people aged under 18.

3.3 Adult Services

Concern was raised in the open comments that some of the proposals may penalise the

most vulnerable. The public showed some support towards measures which would alleviate this concern including means testing and assessment of eligibility. Regarding delivered meals, the general consensus was that the public supported a rise but felt that the proposed increase to £4.20 may be too much at this time.

3.4 Children's Services

The support expressed regarding the withdrawal of specialist commissioned services was given on the proviso that these services could be delivered to the same or higher standard internally and without detriment to the recipients.

3.5 Communities, Housing & Customer Services

Whilst support was expressed towards Community Hubs there was also some concern regarding a perceived loss of bespoke local services. The public were keen that any changes to the operating hours of C2C took account of their working hours and their availability to call the service.

3.6 Corporate Affairs

There was a high level of support for the proposal to reduce the printed editions of Capital Times with a significant number of respondents suggesting that even greater cuts could be made in this area.

3.7 Education & Lifelong Learning

The consensus amongst respondents commenting was that a cross-city provision of youth services is essential in ensuring that all young people have facilities available to them. It was felt that vulnerable young people exist across the city with pockets of deprivation existing even within what are perceived to be affluent areas of the city. The existing proposals were suggested to offer a short term approach that would result in increasing long term costs.

Colleagues in Education & Lifelong Learning have additionally facilitated approximately **3,500** young people in the completion of this specific section of the consultation.

3.8 Environment

Concerns were expressed regarding safety and access in response to proposals regarding winter maintenance. LED lights were suggested as an alternative to the dimming of street lights. Several comments also specified the need to maintain 'match day clean ups'.

3.9 Finance & Economic Development

Many respondents were reportedly unaware of the city centre buggy service currently offered. The taxi marshalling service was generally regarded favourably with several respondents querying whether some of the financial costs for this service could be borne by others i.e. taxi firms, city centre clubs and bars

3.10 Sport, Leisure & Culture

Approximately **5,500 signatures** have been received from members of the public opposed to proposals regarding St. David's Hall. Similarly high levels of concern were expressed regarding the proposed closure of local play schemes and the proposal to stop operating the Cardiff Outdoor Activities Team (COAT).

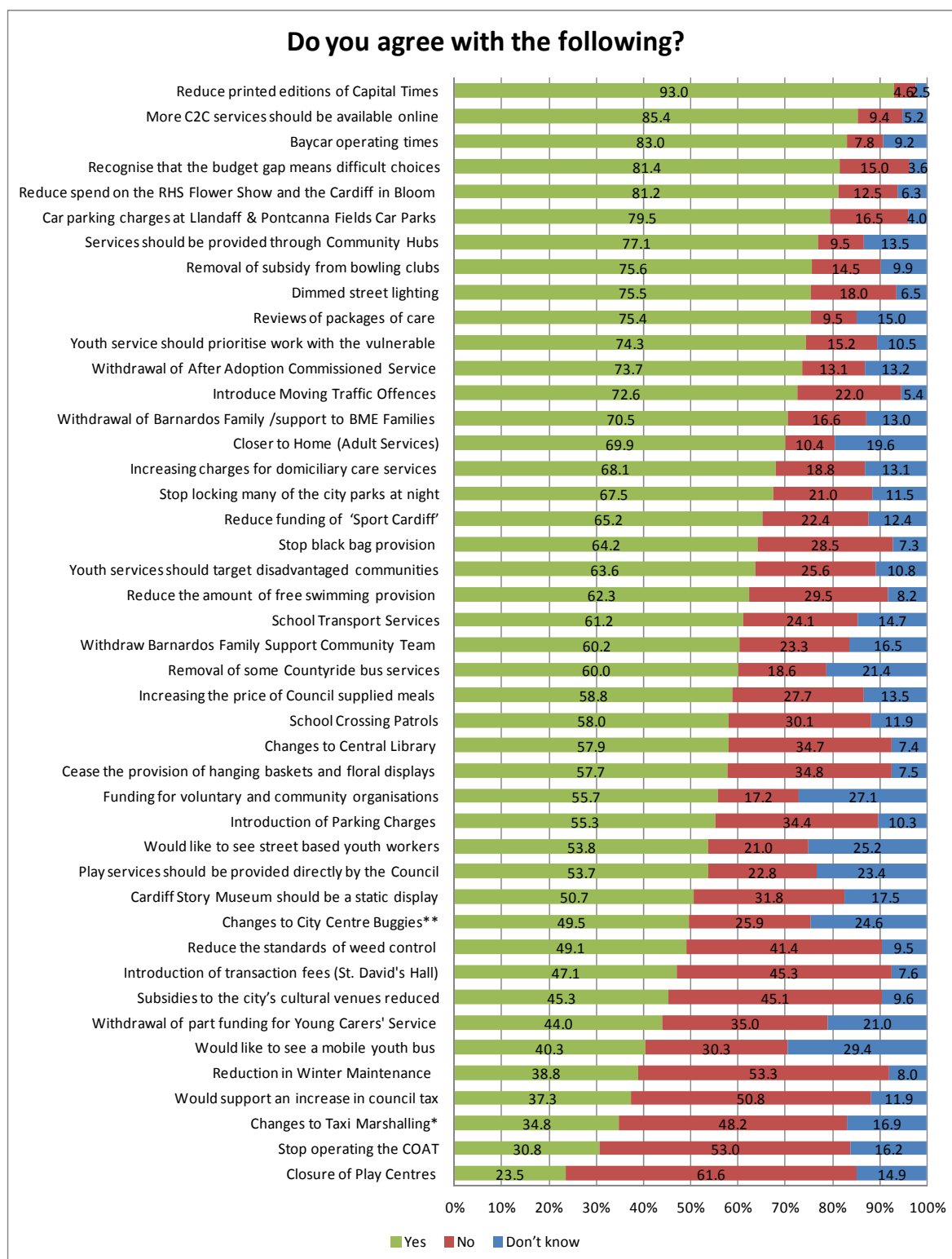
3.11 Strategic Planning, Highways & Transport - The public were supportive of proposed changes to the operating hours of the Bay Car service as it was felt that this would cause minimum inconvenience.

3.12 Balancing the Budget

Senior management costs, Council structure and Councillor wages were all topics covered within the open comments. Respondents were also concerned regarding a continuing rise in living expenses and were keen to see the Council reduce costs by working more effectively with partners and voluntary sector organisations.

Do you agree with the following:				
	Yes (%)	No (%)	Don't know (%)	Base
Adult Services				
Closer to Home	69.9	10.4	19.6	1,767
Reviews of packages of care	75.4	9.5	15.0	1,782
Increasing the price of Council supplied meals	58.8	27.7	13.5	1,808
Increasing charges for domiciliary care services	68.1	18.8	13.1	1,808
Children's Services				
Barnardos Family Support Community Team	60.2	23.3	16.5	1,771
Withdrawal of part funding for Young Carers' Service	44.0	35.0	21.0	1,805
Withdrawal of Barnardos Family /support to BME Families	70.5	16.6	13.0	1,804
Withdrawal of After Adoption Commissioned Service	73.7	13.1	13.2	1,797
Communities, Housing & Customer Services				
Services should be provided through Community Hubs?	77.1	9.5	13.5	1,754
Changes to Central Library	57.9	34.7	7.4	1,828
More C2C services should be available online?	85.4	9.4	5.2	1,824
Would you be able to access online services	92.8	4.3	2.9	1,815
Do you need help to access online services?	6.9	89.6	3.5	1,808
Corporate Affairs				
Reduce printed editions of Capital Times	93.0	4.6	2.5	1,845
Education & Lifelong Learning				
Youth services should target those most in need in disadvantaged communities?	63.6	25.6	10.8	1,835
Would you like to see a mobile youth bus in your neighbourhood?	40.3	30.3	29.4	1,748
Would you like to see street based youth workers in your neighbourhood?	53.8	21.0	25.2	1,735
Youth service delivery should prioritise work with vulnerable young people?	74.3	15.2	10.5	1,817
Environment				

Stop black bag provision	64.2	28.5	7.3	1,841
Do you currently buy extra black bags? (Bag areas only)	47.8	50.5	1.7	521
If you had to buy your own would that be a problem for you? (Bag areas only)	22.9	70.2	6.9	520
Dimmed street lighting	75.5	18.0	6.5	1,834
Reduction in Winter Maintenance	38.8	53.3	8.0	1,829
Finance & Economic Development				
City Centre Buggies (No includes all options of service delivery)	49.5	25.9	24.6	1,825
Taxi Marshalling (Yes includes stopping the service completely at one/both locations, No includes keeping current service and reducing hours)	34.8	48.2	16.9	1,828
Sport, Leisure & Culture				
Subsidies to the city's cultural venues reduced	45.3	45.1	9.6	1,815
Introduction of transaction fees	47.1	45.3	7.6	1,799
Cardiff Story Museum should be a static display	50.7	31.8	17.5	1,801
Closure of Play Centres	23.5	61.6	14.9	2,192
Should play services be provided directly by the Council?	53.7	22.8	23.4	2,177
Stop operating the Cardiff Outdoor Activities Team (COAT)	30.8	53.0	16.2	2,154
Parking charges at Llandaff & Pontcanna Fields Car Parks	79.5	16.5	4.0	1,843
Stop locking many of the city parks at night	67.5	21.0	11.5	1,835
Cease the provision of hanging baskets and floral displays	57.7	34.8	7.5	1,842
Removal of subsidy from bowling clubs	75.6	14.5	9.9	1,836
Reduce the amount of free swimming provision	62.3	29.5	8.2	1,835
Reduce our spend on the RHS Flower Show and the Cardiff in Bloom	81.2	12.5	6.3	1,834
Reduce the standards of weed control	49.1	41.4	9.5	1,823
Reduce funding of 'Sport Cardiff'	65.2	22.4	12.4	1,829
Strategic Planning, Highways & Transport				
Removal of some Countyride bus services	60.0	18.6	21.4	1,789
Baycar operating times	83.0	7.8	9.2	1,794
Introduction of Parking Charges	55.3	34.4	10.3	1,790
Introduce Moving Traffic Offences	72.6	22.0	5.4	1,822
School Crossing Patrols	58.0	30.1	11.9	1,818
School Transport Services	61.2	24.1	14.7	1,818
Corporate Review of Grants				
Agree with the approach being taken to the provision of funding to voluntary and community organisations?	55.7	17.2	27.1	1,777
Do you recognise that a budget gap of over £50m means that difficult budget choices are required?	81.4	15.0	3.6	1,939
Would you support an increase in council tax?	37.3	50.8	11.9	1,954



* Taxi Marshalling ('Yes' includes stopping the service completely at one/both locations, 'No' includes keeping current service and reducing hours)

** City Centre Buggies ('No' includes all alternative options of service delivery)

Responses to the Employee Voice open question: “Ideas and suggestions that could help the Council to save money and improve services”

A total of 1671 separate suggestions were made by 863 individuals. These suggestions have been checked against existing proposals and will be taken forward as inputs for future years.

Theme	Definition	No	% Comments
Savings	Ideas to save money internally or externally	518	31.0
Terms and Conditions	Relating to employee terms and conditions and policy and procedure	274	16.4
Service Improvement	Suggestions for improvement in relation to internal services, working practices, new ways of working etc.	262	15.7
Employee Engagement	Employee Engagement barriers, employee morale, Communications, Employee Recognition, Culture, Employee Relations issues, Car Park,	254	15.2
Service Delivery	The Services Cardiff Council delivers to its citizens and service users	123	7.4
Income Generation	Relating to Internal / External	114	6.8
Collaborative Working	Working with External partners, councils, organisations etc.	76	4.5
Miscellaneous	Employee general comments. No overriding theme. Statements.	50	3.0
Total		1,671	100.0

The following question was also asked as part of the Employee Voice survey.

I am made aware of the extreme financial challenges facing the Council through the Council's corporate communication channels.

A total of 2,033 responses were received to this question.

This generates a mean score of 8.22 – this is a very good score and suggests the messages around the financial challenges are reaching employees.



My Ref: SS/ECON/PK

Date: 14 February 2014

Councillor Russell Goodway
Cabinet Member for Finance and Economic Development
c/o Cabinet Support Office
County Hall
Atlantic Wharf
CARDIFF CF10 4UW

Dear Russell

**Economy and Culture Scrutiny Committee 10 February 2014:
Corporate Plan 2014-17, and draft Budget Proposals 2013/14 – Finance
and Economic Development Portfolio**

Thank you for attending Committee this week with Ken Poole. I will be grateful if you can thank Ken for the clear and helpful information he provided.

This letter details the Committee's recommendations, comments, and requests for information that were agreed at the Way Forward section at the end of the meeting.

The first (and probably most significant) recommendation that the Committee wishes to make to you and to the other Cabinet Members who attended Committee is that the timescales allocated to the current Budget Process no longer appear fit for purpose. They may have been appropriate for a time when the Council was balanced in terms of its political composition, and when the level of financial reductions was small in comparison to those the Council faces today.

We have been overtaken by some other councils in Wales, who now consult fully on their proposed savings during the autumn. Members of this Council received the budget proposals two working days before our papers were due to be dispatched, and the time period has denied us the opportunity to conduct independent research, or properly identify appropriate external witnesses to provide a counterpoint for the evidence provided at meetings by officers and Cabinet Members.

I believe that other Scrutiny Committees are experiencing the same difficulties, and given the tight timescales and significant number of budget lines, there is a risk of Scrutiny Councillors needing to take information provided on proposed budget savings "on trust" without being able to reach their own empirical judgements. We therefore recommend that you revise the timescales accordingly, and give us the benefit of time to fully discharge our role as "critical friend" to the Administration (**recommendation one**).



CAPITAL EXPENDITURE PLANS

a) City Centre Development

Members noted that a number of Capital Expenditure proposals for schemes falling within your Portfolio of responsibility were set out in the Budget proposals, two of which related to city centre investment, with sums totalling £24.986 million.

Given the brevity of narrative attached to the description of these proposals, the recent expenditure of £17 million on acquiring land interests around Central Square, the complexity of investment contributions from the Council, other public sector investors and private capital on a scheme that you suggested would have an overall envelope of approximately £130 million, Members could not be certain at the end of the meeting what was in scope for these proposals.

Members noted with pleasure your re-assertion that – as soon as there was some shape on these proposals – you will be keen to brief Committee further, and we look forward to your advising on an appropriate timescale for this discussion. When this takes place we would also like to invite Christine Salter to explain the areas of the Capital Programme relating to these works, and more broadly the implications of capital borrowing undertaken by the Council on the future revenue capacity and financial health of the Council.

b) Cardiff Capital Fund

Members noted an allocation of £1.2 million for the Cardiff Capital Fund, with a spending profile of £300,000 per annum from 1 April 2015. On a general point, while noting Ken's confidence that European monies might be available due to the re-designation of many parts of Cardiff as Objective 2 areas, we recognised a risk that these monies were only available subject to European grant approval.

On a more specific level, Members noted with some concern that there was no Capital Fund allocation for 2014/15. The savings proposed for Economic Development also included small reductions of £30,000 to the SME Project budget, and £14,000 for the elements of SME support to be provided by Cardiff Business Council. Given all this, and the recommendations of our recent inquiries into Higher Education Innovation, and into Small Business, we would be grateful for your reassurance that adequate levels of support will be provided to SMEs next year, supporting your *Corporate Plan* outcome measure *F&ED B – Business Start Up Rates*.

SAVINGS PROPOSALS

a) Level of detail provided

Having perused the Cabinet's overall savings proposals spreadsheet, while recognising that Economic Development is not alone in this (and that the sums involved were often quite small), the Directorate's savings proposals were often brief in their narrative. As each of the proposals' "Planning Status" was identified as "Detailed", Members would have been grateful for a clearer description of specific proposals, and we recommend that you adopt this approach for 2015/16 (**recommendation two**).

I am sure that Neil and colleagues will have undertaken robust assessment of the achievability of these proposals, and that you will have robustly challenged officers' assumptions. Without this level of detail, however, it is difficult for Members to conceive how the savings will be realised, and our only opportunity to truly support you in delivering these savings will come during Committee's budget and performance monitoring items during 2014/15.

b) Corporate Initiatives Fund

When recently scrutinising the financial arrangements for the IAAF World Half Marathon for 2016, and the arrangements for Cardiff's position as European Capital of Sport, Members of this Committee counselled the Cabinet Member for Sport, Leisure and Culture to ensure that added value activities were funded from Corporate Initiatives, rather than from his rapidly shrinking revenue budget. A specific question was raised as to whether there would still be a Corporate Initiatives Fund by 2016.

It gives us no pleasure to see a proposed reduction of £804,000 for the Fund for 2014/15, bring it to just £606,000, especially when Members noted your lack of confidence that this reduction would enable the Council to meet its current commitments, let alone further develop its portfolio of events and special activities.

c) The cost to the Council of Major Events

Leading on from the point above, while we support your stated aim of seeking to develop through Cardiff Business Council a subvention fund for private business to invest in added value activities such as special events, we wish to express some reservations and two recommendations in this area.

Clearly there is a degree of synergy between the aims of local businesses and the Council in increasing footfall through the city centre, and maximising revenues of hotels, restaurants, pubs and shops. Our aims are not, however, always identical, and it is at the more community based and developmental

areas of the Council's past use of the Fund – and future community based initiatives like the European Capital of Sport – that businesses might be less prepared to invest their resources.

Secondly, Members debated with you at length the issue of securing adequate financial recognition from Welsh Government. We believe that Cardiff is perhaps the only, but certainly one of few, cities that manages major events without significant support from Regional Government. You explained that Welsh Government's position has changed recently, seeing their investment in the Volvo Yachting, Rugby World Cup and Extreme Sailing Event, but that if Cardiff is to continue with these "capital city" events you might need to change the basis of negotiation with Welsh Government. We are also mindful that Welsh Government recently declined to underwrite the IAAF World Half Marathon 2016, leaving the Council with an unquantified risk should event not break even.

The first of our recommendations to you on events, is that while recognising your efforts to date, we would like you to you redefine the Council's position is negotiating with Welsh Government so that the Council is less vulnerable to risk when event does not break even, and more likely to share in profits from events when a profit is derived. Should Welsh Government decline to accept this position, we recognise that certain events might be lost to Cardiff. However, unless a compelling economic case can be made that proves that Council investment in events benefits all Council residents – including the most vulnerable – we are struggling to be in a position to support the status quo (**recommendation three**).

Taking this one step on, Members are equally if not more determined that event organisers themselves do not view the Council as a "cash cow", and that they (whether it is the Millennium Stadium, Welsh Rugby Union, Cardiff City Football Club or an ad hoc event promoter) are required to take the same level of risk that the Council is taking, and are prepared to cede a share of event profits from their events. You made an argument about the substantial level of National Non Domestic Rates being paid by those organisations, but we are aware that their NNDR benefits the whole of Wales, and not just Cardiff.

Members also heard from you that – far from presuming that the Council expected a contribution from event organisers – their presumption was that the Council would pay part of their event costs. Our second recommendation in this area is that the Council repositions itself in its negotiations with these partners to reflect new financial realities, with the general presumption that a contribution from the Council should not be expected, and that a contribution from event planners to meet some of the Council's costs should be expected (**recommendation four**).

d) Night Time Economy savings proposal

Having conducted an extensive and award-winning inquiry into Cardiff's Night Time Economy in 2011, this Committee is determined to see appropriate implementation of the inquiry's recommendations. While the proposed saving of £50,000 is not huge, involving the loss of eight taxi marshalling staff, Members are concerned that taxi marshals provide a general level of benefit and welfare to city centre revellers and agencies like the South Wales Police, beyond their core role of controlling taxi queues.

We noted your statement that the police were concerned but realistic of the Council's position, that you will still be able to provide marshalling at core periods, and that the officers' risk assessment of this proposal was "green". Given our core interest in the night time economy and the partnerships that this Committee has built with the Night Time Economy Board, I will be writing to the Board's Chair to gain a view from him about the potential impact of these proposals, and will return to monitor this topic during our 2014/15 Work Programme.

e) City Centre Management

I wrote to you on 24 January on this matter following Committee's 9 January, meeting, and hope that you can take on board the comments contained in the letter when implementing these proposals.

We do not have any objections to – indeed we support – the idea of greater private sector investment in the city's success, and are pleased to see this reinforced as an objective in the Corporate Plan, with a financial target of a quarter of a million pounds through Cardiff Business Council. We can also see that there may be some efficiencies from drawing together management of city centre functions within the overview of Economic Development.

Ken explained that some activities would be ceased, and some would transfer to the private sector through a Business Improvement District. It was not, however, easy from the evidence provided to assess what the net impact of this saving would be in 2014/15, particularly as Welsh Government's recent decision not to seed fund the Cardiff Business Improvement District has placed some uncertainties over the future of a BID. We will certainly wish to return to this matter soon, particularly while holding our imminent inquiry into the Central Market and Arcades, to test the achievability of these savings and their impact on the relationship between the Council and its small traders.

In closing, thank you again for the information provided at the meeting. I hope that the above information will be of assistance to you in framing your final recommendations on the Corporate Plan and Budget proposals for Full Council. I look forward to receiving your feedback to our four recommendations and miscellaneous requests for information or reassurance.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Craig Williams', with a long horizontal flourish extending to the right.

Cynghorydd / Councillor Craig Williams
Cadeirydd Pwyllgor Craffu Economi a Diwylliant
Chairperson Economy & Culture Scrutiny Committee

Copies to:

Neil Hanratty (Director of Economic Development)
Ken Poole (Head of Economic Development)
Matthew Swindell (Cabinet Support Officer)
Jo Watkins (Cabinet Support Manager)
Members of Economy and Culture Scrutiny Committee
Chair of Policy Review and Performance Committee



My Ref: SS/ECON/PK

Date: 14 February 2014

Councillor Ramesh Patel
Cabinet Member for Sport, Leisure and Culture
c/o Cabinet Support Office
County Hall
Atlantic Wharf
CARDIFF CF10 4UW

Dear Ramesh

**Economy and Culture Scrutiny Committee 10 February 2014:
Corporate Plan 2014-17, and draft Budget Proposals 2013/14 –
Sport, Leisure and Culture Portfolio**

Thank you for attending Committee to present your Portfolio's draft Corporate Plan and Budget proposals that fall within this Committee's terms of reference. I will be grateful if you could also pass on the thanks of Committee to Chris Hespe, Martin Hamilton, Jon Maidment and the other officers who attended the meeting.

At the end of the meeting Members were conscious of the challenge that you have faced in seeking to deliver a 44% savings target. This letter contains the recommendations, observations and requests for information agreed by Members at the Way Forward at the end of the meeting, which we hope will be of assistance to you in shaping the final budget recommendations that you will be making for your Portfolio on 21 February.

We are aware that much of the commentary below relates to the proposals affecting St David's Hall, New Theatre, Cardiff Story Museum and Sherman Cymru. With so many individual budget lines to scrutinise, we were never going to be able to focus on all the issues, but felt that we had focussed our scrutiny on the areas that merited it most.

The first (and probably most significant) recommendation that the Committee wishes to make to you and to the other Cabinet Members who attended Committee is that the timescales allocated to the current Budget Process no longer appear fit for purpose. They may have been appropriate for a time when the Council was balanced in terms of its political composition, and when the level of financial reductions was small in comparison to those the Council faces today.

We have been overtaken by some other councils in Wales, who now consult fully on their proposed savings during the autumn. Members of this Council received the budget proposals two working days before our papers were due



to be dispatched, and the time period has denied us the opportunity to conduct independent research, or properly identify appropriate external witnesses to provide a counterpoint for the evidence provided at meetings by officers and Cabinet Members.

I believe that other Scrutiny Committees are experiencing the same difficulties, and given the tight timescales and significant number of budget lines, there is a risk of Scrutiny Councillors needing to take information provided on proposed budget savings “on trust” without being able to reach their own empirical judgements. We therefore recommend that you revise the timescales accordingly, and give us the benefit of time to fully discharge our role as “critical friend” to the Administration (**recommendation one**).

The remainder of this letter is divided into the following sections:

- Corporate Plan issues
- Budget Proposals – Culture
- Budget Proposals – Other aspects of the Sports, Leisure and Culture Portfolio.

CORPORATE PLAN ISSUES

With a proposed 44% reduction to the Directorate’s net controllable budget and over 50% reduction to the Corporate Initiatives Fund identified for 2014/15, Members were somewhat uncertain at your capacity to deliver on several of the 11 projects outlined in your Portfolio’s section of the *Corporate Plan*.

In particular, achieving SLC 1 (major events), SLC 2 and SLC 5 (leisure facilities), SLC 3 (Concert hall space), SLC 7 (targeted sport and culture provision), SLC 9 (Parks partnership) and SLC 10 (safeguarding the future of leisure facilities) all currently appear to be challenging given current financial realities.

Without hard targets to us to scrutinise, it was difficult for Members to form a judgement about the achievability of these objectives, and we will look forward to discussing these in greater depth when you present the Directorate Delivery Plan described by Councillor Ralph Cook in his introduction to the *Corporate Plan*.

In my letter to Councillor Goodway following the evidence he provided later in Monday’s meeting I have outlined Committee’s views about the perceived unfair expectations on Cardiff to fund “capital city provision” while facing such extreme cuts, and their feeling that if Welsh Government want Cardiff to provide these services they should be prepared to bear more of the funding burden themselves.

Members have the same feeling about issues such as the provision of international concert halls and other “added value” leisure and cultural

projects requiring major capital investment, and are minded to write directly to Welsh Government to make this view known.

We recognise, however, that this could be seen as an intrusive and heavy handed approach, and you may prefer us to act in support of your own lobbying, rather than of making a direct approach ourselves. I will be grateful, therefore, if you can advise me of any lobbying or representations the Cabinet might have made on these issues within the past few months, and let me know how this Committee can be of assistance in adding strength to your advocacy on these issues (**request for information one**). Members feel that a quantum shift is required to either Welsh Government's expectations of the local authority, or their appetite to put their money where their mouth is.

ISSUES AROUND CULTURE PROPOSALS

As you will remember, the Committee agreed requests from trustees of the Sherman Cymru and Cardiff Story Museum to speak at the meeting, and Roger Hopwood and David Baxter were also most helpful in fulfilling our request for two interesting service users at St David's Hall to attend to illustrate different aspects of the Hall's community and cultural enterprise work. Please thank your officers on behalf of the Committee for arranging this.

In terms of process, Members consider that the Cabinet's performance on developing its grants proposals has improved significantly this year, after the reputational problems that last minute announcements caused the Council in February 2013. The evidence provided by David Stacey from Sherman Cymru did, however, suggest some process areas that can be further improved:

- Firstly, while the Council has been more proactive in writing to organisations at an earlier stage in the financial year to advise them of the Council's proposed grants decisions, there did not seem to have been time for you to individually consult the organisations that are negatively impacted. We recommend that organisations whose funding is to be removed or significantly reduced each have the opportunity of a short meeting with you or Directorate management, to identify any mitigation that can be achieved, or at least to provide a compassionate and face to face contact to explain the reasons for the reduction (**recommendation two**).
- Secondly, the three most extensive cultural savings proposals – affecting the Cardiff Story, St David's Hall and New Theatre - did not fall within the umbrella of "grants", and therefore the timescales involved in consulting and seeking mitigation to ensure the kind of future service delivery that had been envisaged were not long enough to enable a measured and inclusive partnership approach to support these facilities' future operations.

Turning to specific impacts potentially resulting from your cultural savings proposals, we have the following feedback:

- **All proposals**

- We recognise that time is not in your favour, and that you would have liked to have had more time to develop sustainable savings proposals for the future. We applaud you for finding a potential solution for Flat Holm Island, but note that it took you the best part of a year to negotiate. This left Members wondering how much of the saving would actually be delivered in 2014/15, and – should the savings not be fully realised – what will be the implications for your 2015/16 revenue programme? We noted Martin Hamilton’s confidence that – should the saving associated with finding an alternative operating model or operator for the Hall and / or New Theatre not be achieved – savings could be generated in other areas of the service, and your performance in 2013/14 has exemplified this. Given, however, the extent of savings proposals across the full span of your Directorate’s work, we feel that it will be preferable to deliver on all of the identified savings, rather than seek savings elsewhere.

- **St David’s Hall and New Theatre**

- Following advice provided by the WLGA to our Committee’s current “Alternative Operating Models” inquiry, we have concerns that the condition of the fabric of the Hall might limit your choice of potential investment partners. Chris Hespe suggested that some commercial partners might be prepared to make their own capital investment in infrastructure, but there might be others who would expect the local authority to meet capital costs, which will clearly be scant moving forward.
- The evidence provided by service users at the Hall identified aspects of their current provision that might appear less immediately attractive to a commercial partner. We were pleased to hear from officers that the savings proposals around the Hall generally sought to protect Arts Active, and even more so that it might be possible to exclude certain aspects of the Hall’s work from the specification for a new model or operator. We will be pleased, if capacity can be found, to support you in developing this specification (possibly via a short scrutiny), and will be pleased to hear if this will be welcome.
- Following on from this point, Chris Hespe identified that he is seeking a policy framework on issues around control, profitability, customer focus, pricing and other issues when negotiating potential alternative operating models. Clearly, the current task and finish inquiry would be in a position to deliver

these for consultation with Cabinet, but we recognise that you are seeking to report Max Associates' findings to Cabinet in May 2014. We feel that prompt discussions might be required to assess how soon the inquiry team will be in a position to report their findings to support your policy framework.

- We were pleased to hear that you had had discussions with Welsh Government to seek to avoid a “funding war” between cultural venues like the Hall and the Wales Millennium Centre, and that a “consortium approach” has been proposed. We fully agree this approach, as we feel that Welsh Government should be supporting costs attached to a National Concert Hall for Wales.

- **Cardiff Story Museum**

- The trustees provided evidence that: a fixed exhibition would significantly reduce opportunities for sponsorship and income generation; skeleton staffing would reduce staff capacity to progress essential funding bids; and that the Heritage Lottery Fund might have some issues about their past and potential investment in Phase 2 of the Museum Project, given the Council's planned disinvestment. Please could you seriously consider these concerns, and hopefully find a way to support these hard working volunteers in optimising the outcomes envisaged for the Museum when you and other Members were conceiving them some ten years ago?

- **Sherman Cymru and other arts organisations**

- David Stacey explained a point that probably applies to a number of the cultural and sport grants proposals – that while they fall within the banner of “culture” or “sport”, they are often fundamentally about providing extra curricular “education and skills for people of all ages to fulfil their potential and be prepared for employment in the Cardiff economy and beyond” – one of your Administration's three key priorities. In response to Mr Stacey's request that the Sherman's grant could be transferred to the Education and Lifelong Learning Directorate, Martin Hamilton correctly advised us that the Sports, Leisure and Culture Directorate was not in a position to transfer funding to another Directorate, but at a political level we feel that Cabinet Members could usefully have a conversation about the actual impact of disinvestment in cultural grants, and if it had been viewed that these reductions might negatively impact on the delivery of one of your three top priorities, a different set of savings proposals might have emerged.

OTHER SPORT, LEISURE AND CULTURE ISSUES

Members recognised that your intention has been to secure reductions to revenue budgets that will impact least on service users and front line employees, and have considered a range of proposals concerned with amalgamating management and other functions to increase efficiency. We support this approach.

It was not possible for Members in the timescales in advance of the meeting, and at the meeting itself, to scrutinise (or fully understand) each savings proposal. We were pleased to gain reassurance that:

- the reprogramming of space within leisure centres would maximise reductions in budgets while minimising impacts on service users;
- the proposed reductions in vegetation management would not reduce the quality and maintenance of parks, and that the proposals around parks locking should be achieved without increases in night time anti-social behaviour;
- The reductions in free swimming would still provide more capacity than the Welsh Government is funding Cardiff to provide;
- You are seeking to deliver a new model for Sports Development that will optimise the outcomes from available funding.

We recognise that you share our discomfort at the potential consequences of the proposals that have been required to meet the Council's financial resources. We are still unclear what the full impact will be, and feel that time will tell. We would like to suggest that – as soon as can be arranged following the agreement of the Budget Proposals by Full Council - you return with officers to this Committee to advise in more detail how you plan to realise these savings while minimising outcomes to your customers **(recommendation three)**.

During the meeting a Councillor offered to pass on to you information from a local resident about the approach that Southampton are taking to improving the quality and income from pitch management, and Chris Hespe agreed this would be helpful. Paul Keeping in Scrutiny Services will pass this information on to Chris.

As a final and overall comment, Members wish to support you in ensuring that any proposals that are agreed by Full Council and agreed for the 2014/15 budget achieve the full level of saving proposed while minimising any unwanted or undesirable impacts on service delivery and performance. We hope that the above comments and recommendation are of use to you in agreeing your recommendations to Full Council.

Yours sincerely,



**Cynghorydd / Councillor Craig Williams
Cadeirydd Pwyllgor Craffu Economi a Diwylliant
Chairperson Economy & Culture Scrutiny Committee**

Copies to:

**Councillor Russell Goodway, Cabinet Member (Finance and Economic
Development)
Chris Hespe (Director of Sport, Leisure and Culture)
Matthew Swindell (Cabinet Support Officer)
Jo Watkins (Cabinet Support Manager)
Members of Economy and Culture Scrutiny Committee**



My Ref: SS/ECON/PK

Date: 14 February 2014

Councillor Julia Magill
Cabinet Member for Education and Lifelong Learning
c/o Cabinet Support Office
County Hall
Atlantic Wharf
CARDIFF CF10 4UW

Dear Councillor Magill

**Economy and Culture Scrutiny Committee 10 February 2014:
Corporate Plan 2014-17, and draft Budget Proposals 2013/14 –
Neighbourhood Learning**

Members were grateful to Sarah McGill, Isabelle Bignall and Jane Thomas for attending our Budget Scrutiny meeting to brief Members on the proposals for Neighbourhood Learning for 204/15. I will be grateful if you could also pass on the thanks of Committee to officers for their clear information.

Members heard that on 15 January Welsh Government had written to you, advising of 37.5% reduction in grant support for adult and community learning, and that - following negotiations with Council officers – they decided to lessen the reduction to a figure of 25% for 2014/15.

We were mindful of the comments in your Portfolio's section of the *Corporate Plan* that the Council needs to adopt a more cost-conscious approach and work within its means in developing a sustainable future adult learning service, and felt this language to be honest and relevant to the financial realities the Council finds itself in.

While naturally being concerned at the potential impact of the grant on levels of provision, Members were reassured that all steps possible would be taken to mitigate the impact on learners. We are aware that previous reductions and changes to grant aid have forced officers to think of innovative ways to optimise learner outcomes on a reduced financial footprint, and hope that this will be of benefit over coming months as you enter into detailed curriculum planning.

Members welcomed the commitment to full consultation with learners in taking forward proposals for 2014/15. We were also pleased to hear that you are beginning to work with the Vale of Glamorgan Council in seeking to plan a holistic service that maximises delivery of resources. Thirdly, recognising that learners in deprived communities might be least able to find alternative affordable learning provision in their neighbourhoods, we are pleased that you are working with local partners like Communities First, but would like to



caution against the risk of a perception of a "postcode lottery" as funding for Communities First does not spread across the whole city.

Finally, Sarah McGill agreed a request from Members to provide the Adult Learning Delivery Plan as promptly as possible, and I will be grateful if this can be sent to Paul Keeping in Scrutiny Services for distribution to Members.

This Committee has scheduled scrutiny of adult and community learning for its 3 April 2014 meeting (including an invitation to Cardiff and Vale College to update Members on the ESOL and Basic Skills franchise), and feel that this will be the most appropriate opportunity to discuss with you the best options for safeguarding this provision from further cuts.

I hope that these comments are of assistance to you in agreeing your recommendations to Full Council on the Corporate Plan and Budget, We look forward to meeting you on 3 April, and to receiving the Delivery Plan.

Yours sincerely,



Cynghorydd / Councillor Craig Williams
Cadeirydd Pwyllgor Craffu Economi a Diwylliant
Chairperson Economy & Culture Scrutiny Committee

Copies to:

Councillor Russell Goodway (Cabinet Member, Finance and Economic Development)
Sarah McGill (Director of Communities, Housing and Customer Service)
Nick Batchelar (Director of Education and Lifelong Learning)
Tracey Booth (Cabinet Support Officer)
Matthew Swindell (Cabinet Support Officer)
Jo Watkins (Cabinet Support Manager)
Members of Economy and Culture Scrutiny Committee



My Ref: SS/ECON/PK

Date: 14 February 2014

Councillor Lynda Thorne
Cabinet Member
Communities, Housing and Neighbourhood Renewal
c/o Cabinet Support Office
County Hall
Atlantic Wharf
CARDIFF CF10 4UW

Dear Councillor Thorne

**Economy and Culture Scrutiny Committee 10 February 2014:
Draft Corporate Plan 2014 – 17 and Draft Budget Proposals 2013/14 –
Libraries, Community Hubs and Into Work Services**

Thank you for attending Committee earlier this week. I will be grateful if you could also pass on the thanks of Committee to Sarah McGill, Isabelle Bignall and Jane Thomas for their attendance and support.

During our Scrutiny, we focussed principally on the proposals surrounding Cardiff Central Library, and are pleased to detail below comments and two recommendations made by Members at the Way Forward section of the meeting.

The first (and probably most significant) recommendation that the Committee wishes to make to you and to the other Cabinet Members who attended Committee is that the timescales allocated to the current Budget Process no longer appear fit for purpose. They may have been appropriate for a time when the Council was balanced in terms of its political composition, and when the level of financial reductions was small in comparison to those the Council faces today.

We have been overtaken by some other councils in Wales, who now consult fully on their proposed savings during the autumn. Members of this Council received the budget proposals two working days before our papers were due to be dispatched, and the time period has denied us the opportunity to conduct independent research, or properly identify appropriate external witnesses to provide a counterpoint for the evidence provided at meetings by officers and Cabinet Members.

I believe that other Scrutiny Committees are experiencing the same difficulties, and given the tight timescales and significant number of budget lines, there is a risk of Scrutiny Councillors needing to take information provided on proposed budget savings “on trust” without being able to reach their own empirical judgements. We therefore recommend that you revise the



timescales accordingly, and give us the benefit of time to fully discharge our role as “critical friend” to the Administration. **(recommendation one)**.

Briefly touching on the two other aspects of your Portfolio’s work that fall within the terms of reference of this Committee:

- **Into Work Services** - we noted that there were no proposals in the 2013/14 Budget surrounding Into Work Services, but are mindful of the letter we recently sent you on this topic following the 50% reduction brought in during 2013/14. I will be grateful if you can consider the comments made in the letter to ensure that your colleague Councillor Russell Goodway will be able to report positively in the future in achievement of his *Corporate Plan Outcome F&ED A* (Net job growth in Cardiff).
- **Citizen Hubs** – we noted the sums allocated to the Capital Expenditure Programme to ensure the continued momentum of the Community Hubs agenda, and look forward to continuing to jointly scrutinise hub proposals during 2014/15 with colleagues in other Scrutiny sub-committees.

Cardiff Central Library

Committee would have liked to see an indicator or objective allocated to Libraries within the *Corporate Plan*.

Members clearly recognise that significant savings need to be found to achieve a balanced budget, and were pleased that savings relating to the Library Service had not extended to branch libraries. They are, however, naturally concerned at the proposals being developed for Central Library, partly in terms of the risks to future attainment of the Welsh Public Library Standards, but more in terms of the impact on the reputation and use of a landmark building in the city centre that was only opened a few years ago.

We would like to thank you for flagging up the risks around the WLPS in Sarah’s presentation, and will be keen to monitor the impact of proposals moving forward.

Turning to the savings proposals for Central Library:

- **Level of detail provided** – it was difficult for Members to clearly see from the narrative provided in the Budget savings spreadsheet how a saving of over half a million pounds will be achieved next year. The only part of the saving that was clearly articulated at the meeting was an indicative increased income target of approximately £60,000 – £80,000. Given the size of the saving proposed, it would have been more helpful for Members to see this figure broken down into components, to support future monitoring of the achievement of the saving. Please could you bear this in mind for future reference?

- **Closure of Local Studies Department** – as a facility that has been part of city centre life for over a hundred years, the loss of accessibility of this information, and the loss of specialist staff to support citizen research that might result from the closure of the Local Studies Department is of concern to Members. We note that you will be working with CyMAL to triage and prioritise the movement of materials from this part of the Library to Stacks or to Glamorgan Archives, and hope that this will be done sensitively.

At our recent scrutiny with CyMAL, Professor Hywel Roberts indicated his contentment with the move from specialism towards generalism for librarians inherent in the Hub concept, provided that specialist staff were available where most needed. We would like to be confident that the loss of the Local Studies Department will not lead to the loss of the specialist skills base in the Central Library. We would appreciate your reassurance on this point (**request for information**).

- **Potential partnership with Cardiff University** – We are pleased that you have entered into discussions with Cardiff University, and would obviously see an academic partner like this as a natural “fit” with the aims of a public library. While not averse to the idea of leasing out a floor of the Library, we recommend that the Council only enters into partnership with bodies whose aims complement those of such a prestige civic asset, and does not let financial need compromise the quality of “fit” with preferred partners (**recommendation two**). We note that your discussions with the University are at a preliminary stage, and are unsure what level of saving this partnership might deliver during the 2014/15 financial year.
- **Lease of Ground Floor and Café proposal** – as previously indicated, this Committee supports your proposal to develop a café concept on the ground floor of the Library. We wish you success in developing this facility, and hope that the income generated might limit as far as possible the lease or closure of other parts of the Library.

As a final and overall comment, Members wish to support you in ensuring that any proposals that are agreed by Full Council and agreed for the 2014/15 budget achieve the full level of saving proposed while minimising any unwanted or undesirable impacts on service delivery and performance. We hope that the above comments and recommendation are of use to you in agreeing your recommendations to Full Council, and look forward to scheduling the scrutiny of library services into our Committee’s work programme for 2014/15.

I look forward to receiving your response to our two recommendations, and the reassurance on retention of specialist Local Studies staff.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Craig Williams', with a long horizontal stroke extending to the right.

**Cynghorydd / Councillor Craig Williams
Cadeirydd Pwyllgor Craffu Economi a Diwylliant
Chairperson Economy & Culture Scrutiny Committee**

Copies to:

Councillor Russell Goodway, Cabinet Member (Finance and Economic Development)

Sarah McGill (Director of Communities, Housing and Customer Service)

Claire Deguara (Cabinet Support Officer)

Matthew Swindell (Cabinet Support Officer)

Jo Watkins (Cabinet Support Manager)

Members of Economy and Culture Scrutiny Committee

Chair of Policy Review and Performance Committee

My Ref: Scrutiny/Correspondence/ Cllr De'Ath

13th February 2014

Councillor Huw Thomas
Cabinet Member (Health and Social Care – Adult Services)
c/o Room 520
County Hall
Cardiff
CF10 4UW



Dear Huw,

Community & Adult Services Scrutiny Committee Meeting 13th February 2014

On behalf of all the Committee Members, I thank you and officers for attending the above Committee for the scrutiny of the elements of the draft Corporate Plan 2014-17 and draft Budgetary Proposals that fall within your portfolio. This letter captures the agreed comments and observations of the Committee with regard to these items.

With regard to the draft Corporate Plan, Members heard earlier in the meeting that a linkages document is available. Members are pleased that this exists but are disappointed that it was not available in time for this scrutiny committee as it would have enabled Members to have a better view regarding the robustness of the linkages between What Matters, the Corporate Plan and the budgetary proposals. Members hope that they will receive next year's version in time to go out with the relevant committee papers. Members will be looking for the linkages when they scrutinise the Directorate Business Plan; I ask that officers advise scrutiny services when Health and Social Care's Plan will be available so that we can schedule scrutiny accordingly.

With regard to the draft Budgetary Proposals documentation, Members would have liked to receive a financial pressures document, as has happened in previous years; Members appreciate the answers given in the meeting by Siân but feel that a written document would make the budgetary process more transparent. Similarly, Members would have been interested in having sight of the rejected savings, as in previous year, again to aid transparency.

An overall comment from Members with regard to the draft budgetary proposals is that there is a clear shift for non-statutory service provision previously provided by the Council to move to the third sector. Members appreciate that these are extremely challenging times and that creative approaches are required to ensure much needed services continue to be provided. However, Members wish to receive reassurance that consideration has been given to the need for volunteers to receive appropriate checks, such as CRB checks, and wish to receive details of the approaches being taken re this.

Moving on to specific comments for the Health and Social Care Directorate, Members wish to start by thanking Siân for her presentation, which they found very informative and useful. With regard to the savings proposals, Members note that 65% of these savings, amounting to approximately £3.6 Million, are predicated on undertaking reviews. Understandably, Members asked questions to determine the achievability of this high number of reviews. Members note that this work links to the proposal to restructure the Directorate to ensure the right capacity and skills are in place to undertake the reviews. Members were pleased to hear that extra internal scrutiny has been put in place by Siân to monitor progress with the reviews, (including a programme board, weekly spread sheets to monitor savings from reviews and challenge processes) and welcome this; we will also be monitoring the delivery of the savings, as referenced at the end of this letter.

With regard to the savings proposal to increase the charge for Meals on Wheels, Members note with concern the outcome this is likely to have on people choosing not to have these meals and that this may mean that people are eating less healthily. Members note that Siân intends to investigate whether there are alternatives available that may make meals cheaper to provide; Members ask for the timescales on this and are interested in information being brought to this committee regarding this.

With regard to the savings proposal to carry out a review on mobility allowance arrangements, Members wish to reiterate the note of caution raised at the meeting that, for some people with profound impairments, the only viable means of transport will be a taxi and that the review needs to take this into account.

With regard to the grants proposals, Members heard several times that organisations where the grants are marked as 'to cease' will be able to bid to the Neighbourhood Partnerships for funding for these services and that Health and Social Care will be transferring the money to the Neighbourhood Partnerships to be ring fenced for these purposes. Members wish to sound a note of caution re this, in that the Neighbourhood Partnerships are new and have yet to agree decision making processes and governance arrangements. Members are concerned that Health and Social Care may well transfer monies but will then have no control over how this money is spent. Members wish to know the following: how much money is being transferred to the Neighbourhood Partnerships, broken down by Directorate, and what is the process for this money being distributed?

With specific regard to the concerns raised at the meeting about the Equality Impact Assessment for Llanishen Good Neighbours Scheme, Members thank you for your advice that the organisation write to you detailing their concerns; I will pass this advice on to the organisation.

With regard to the letter from the Cardiff and Vale Mental Health Forum, Members note that Siân has received the letter and will respond to it; I would like to receive a copy of this letter.

Finally, Members will be recommending to the future committee that they include regular monitoring reports on savings, in next year's work programme.

Once again, thank you to you and all the witnesses for your attendance and contributions; they are much appreciated.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'Dan De'ath', written in a cursive style.

COUNTY COUNCILLOR DANIEL DE'ATH
Chairperson - Community & Adult Services Scrutiny Committee

Cc: Christine Salter Allan Evans Rita Rohman
Siân Walker Stuart Young
Michelle Davies Tracey Scully

My Ref: Scrutiny/Correspondence/ Cllr De'Ath

13th February 2014

Councillor Thorne
Cabinet Member
C/o Room 529
County Hall
Cardiff
CF10 4UW



Dear Lynda

Community & Adult Services Scrutiny Committee Meeting 12th February 2014

On behalf of all the Committee Members, I thank you and officers for attending the above Committee for the scrutiny of the elements of the draft Corporate Plan 2014-17 and draft Budgetary Proposals that fall within your portfolio. This letter captures the agreed comments and observations of the Committee with regard to these items.

With regard to the draft Corporate Plan, Members are pleased that a linkages document, referred to by Mike Davies, exists but are disappointed that it was not available in time for this scrutiny committee as it would have enabled Members to have a better view regarding the robustness of the linkages between What Matters, the Corporate Plan and the budgetary proposals. Members hope that they will receive next year's version in time to go out with the relevant committee papers. Members will be looking for the linkages when they scrutinise the Directorate Business Plans; I ask that officers advise scrutiny services when these Plans will be available so that we can schedule scrutiny accordingly.

With regard to the draft Budgetary Proposals documentation, Members would have liked to receive a financial pressures document, as has happened in previous years; Members appreciate the answers given in the meeting by the Directors but feel that a written document would make the budgetary process more transparent. Similarly, Members would have been interested in having sight of the rejected savings, as in previous years; again, Members are grateful to Directors for their answers in the meeting but it would have been more transparent to have a written document.

An overall comment from Members with regard to the draft budgetary proposals is that there is a clear shift for non-statutory service provision previously provided by the Council to move to the third sector. Members appreciate that these are extremely challenging times and that creative approaches are required to ensure much needed services continue to be provided. However, Members wish to receive reassurance that consideration has been given to the need for volunteers to receive appropriate checks, such as CRB checks, and wish to receive details of the approaches being taken re this.

Moving on to specific comments for each Directorate, Members wish to start by thanking officers for their presentations. With regard to the Environment Directorate, Members note the aim of prioritising statutory services and high demand services and

that the savings proposed are in line with this. Members are interested in the proposals to work with the Communities Directorate regarding out of hours calls for noise nuisance and intend to consider scrutinising this when setting next year's work programme.

With regard to the Communities Directorate savings, Members note the savings proposed and Sarah McGill's comments that these are aimed at protecting front line services. With regard to the proposed capital programme, Members note the answer given regarding the reduction in Neighbourhood Renewal scheme allocation (Line 15), which was that the reduction is based on looking at spend on schemes submitted to date, and that it was planned that local communities could look to the Neighbourhood Partnerships to identify other sources of funding. Members wish to sound a note of caution re this, in that the Neighbourhood Partnerships are new and have yet to agree decision making processes and governance arrangements. With regard to the monies for the Hubs, a Member queried whether the capital financing costs were included in the Business Case for each Hub and was assured that they were; however, this did not appear to be the case in the Business Case for Splott Hub. Members wish to receive your explanation for this.

With regard to Grants, Members note that a full Equality Impact Assessment will be undertaken once there is clarity about the way forward with commissioning re Advice Services. Members were pleased to hear that officers have met with the Gypsy & Traveller Project and that they will be able to manage with the saving proposed. Also, Members note that 100 solar panel units will be installed during 2014/15 and that these will then need to be operational for a time before an analysis can be undertaken to inform a decision about the way forward for other solar panel schemes.

Finally, Members will be recommending to the future committee that they include regular monitoring reports on savings, in next year's work programme.

In conclusion, thank you again for attending Committee.

Yours sincerely



COUNTY COUNCILLOR DANIEL DE'ATH
Chairperson - Community & Adult Services Scrutiny Committee

Cc:	Christine Salter	Allan Evans	Jane Forshaw	Sarah McGill
	Rita Rohman	Paula Angel	Liz Patterson	Claire Deguara

Ref: RDB/PM/GH/12.02.2014

14th February 2014

Councillor Graham Hinchey,
Cabinet Member for Strategic Planning & Transport,
County Hall,
Atlantic Wharf,
Cardiff,
CF10 4UW.



Dear Councillor Hinchey,

Environmental Scrutiny Committee – 11th February 2014

On behalf of the Environmental Scrutiny Committee I would like to thank you and the officers for attending the Committee meeting on Tuesday 11th February 2014. As you are aware the meeting considered “Draft Corporate Plan 2014 – 2017 & 2014 – 2015 Draft Budget Proposals.”

At the end of the meeting Members were conscious of the challenge that you have faced in seeking to deliver your savings target. This letter contains the recommendations, observations and requests for information agreed by Members at the Way Forward at the end of the meeting, which we hope will be of assistance to you in shaping the final budget recommendations that you will be making for your Portfolio on 20 February.

Strategic Planning & Transport Portfolio Budget Proposals to be delivered by the Strategic Planning, Highways, Traffic & Transport Directorate

SPH 14 – Increased Income for Traffic Regulation Orders

This savings proposal aims to increase income for the issuing of Traffic Regulation Orders to the value of £137,000. Officers justified the change by stating that the increase was in line with the Traffic Regulation Order fees charged by comparable United Kingdom authorities. The Committee would like to receive a copy of the comparative data used to justify the increase in Traffic Regulation Order fees.

Members questioned which groups would ultimately end up paying the additional Traffic Regulation Order fees. They were told that the majority of the costs would be paid by utility companies and private developers. When discussing the matter at the end of the meeting Members felt that there were instances where the Council would need to raise such traffic regulation orders (either directly for services provided or indirectly for things like Council sponsored events). The Committee feels that some mechanism should be added to this proposal to prevent any of the savings proposal being met from other Council budgets, for example, passing the increased charge onto another Council Directorate. Failure to do this would distort the effect of the Council wide savings proposals making them more difficult to achieve.

SPH 49 – Development Management additional Planning Fee income

The savings proposal involved increasing the income target for Development Management Planning Fee income by £512,000. This would increase the overall planning income target to £2,153,000 for 2014/15. Members accepted some of the comments made by the Director for Strategic Planning, Highways, Traffic & Transportation, for example, that a significant amount of work that we previously undertook for free could now incur a fee, however, they remain sceptical that this target can be achieved because of the reduction in planning staff. The Committee have, therefore, asked that you:

- Provide an update of the restructuring of the planning service at Committee in the summer of 2014. At this point Members will take the opportunity to review the progress made against the 2014/15 income target.
- Ask that you provide the committee with a comparison between the existing structure and the proposed new structure within Development Management.
- Provide assurances that the new process which will be developed for smaller applications will ensure that a consistent and thorough approach is applied to all new applications of this type. Members are keen to avoid

such applications receiving a 'light touch' approach as this could lead to difficulties such as an unsustainable increase in garden infill applications.

- Provide assurance that there will be sufficient capacity to manage incoming LDP and other large-scale applications cohesively and within timescales that will not deter the developers we would prefer to see in Cardiff.

SPH 72 – Adjust Parking Tariffs

SPH 72 states that the Council are proposing to adjust parking charging and tariffs in Cardiff following an assessment of comparator cities. Officers explained that this proposal will be supported by a new parking strategy for Cardiff. The Committee would like to scrutinise this new strategy when it is available and before it is approved by Cabinet. I would be grateful if you could ensure that the Principal Scrutiny Officer for the Committee is made aware of when it will be available so that it can be added to the Environmental Scrutiny Committee work programme.

SPH 76 – Staff savings across Planning Enforcement

The Committee were concerned that a £39,000 reduction in Planning Enforcement staff costs would lead to an increase in over development or potential blight disputes between neighbours if enforcement resources are over stretched. Members would like assurance that the service will maintain sufficient resources to properly manage such issues.

Capital Proposal 58 – Regional Transport Plan (Welsh Government) – Infrastructure Plan

A Member asked for detail on the £30.8 million indicative capital proposal for 2018/19; this was described as 'Regional Transport Plan (Welsh Government) – Infrastructure Plan'. This created some brief confusion before an officer confirmed that it was an entry for anticipated funding from the Community Infrastructure Levy. I'd be grateful if you could confirm the source of this funding and the type of infrastructure that it will be used to deliver.

I would be grateful if you would consider the above comments and provide a response to the requests made in this letter.

Regards,

A handwritten signature in black ink that reads "P. D. Mitchell". The signature is written in a cursive, slightly slanted style.

Councillor Paul Mitchell
Chairperson Environmental Scrutiny Committee

Cc to:

Councillor Russell Goodway – Cabinet Member for Finance & Economic
Development

Andrew Gregory, Director for Strategic Planning, Highways, Traffic &
Transport

Paul Carter, Operational Manager – Transport Strategy & Projects

Paul Keeping – Operational Manager, Scrutiny Services

Joanne Watkins – Cabinet Office Manager

Members of the Environmental Scrutiny Committee

Ref: RDB/PM/RG/12.02.2014

14th February 2014

Councillor Russell Goodway,
Cabinet Member for Finance & Economic Development,
County Hall,
Atlantic Wharf,
Cardiff,
CF10 4UW.



Dear Councillor Goodway,

Environmental Scrutiny Committee – 11th February 2014

On behalf of the Environmental Scrutiny Committee I would like to thank the officers who attended the Committee meeting on Tuesday 11th February 2014. As you are aware the meeting considered “Draft Corporate Plan 2014 – 2017 & 2014 – 2015 Draft Budget Proposals.”

At the start of the meeting a presentation was delivered by the Council’s Section 151 Officer which provided a corporate overview of the 2014/15 Budget Proposals. This letter contains comments and observations which arose during this presentation and in other parts of the meeting which relate to your portfolio of responsibility.

- During the Section 151 Officer’s presentation a summary of the additional resources required to deliver Council services in 2014/15 was provided in slide eight. This included a figure for additional employee costs which came to a total of £5,202,000. Members were told that this figure consisted on a number of elements including a potential 1% pay award for staff, a living wage supplement and settlement of the outstanding single status cases under review. This prompted a Member to ask if the Council actually achieved any savings from the implementation of Single Status. I’d be grateful if you could provide the Committee with a detailed financial summary of the Single Status process; Members feel that they need confirmation as to whether the exercise has saved or cost the Council money.

- Members are concerned that the projected figure of £113.2 million for unsupported additional borrowing over the next five year appears exceptionally high. They feel that this unsupported capital borrowing value represents a significant risk in terms of the Council's cash flow and urge that it is very carefully monitored and managed. They believe that it would be prudent to better manage this risk by establishing some type of long term fixed capital funding arrangement. We will endeavour to investigate the unsupported borrowing of other comparable authorities as a percentage of their capital programme to better understand the context of Cardiff's predicament.
- When discussing a capital financing issue during the Environment Portfolio budget proposals a Member asked what the anticipated capital receipts were for the current financial year. She went on to ask if it would be possible to get a list of assets and properties which were disposed of by the Council for the same period. Her response was that there were issues around providing this information because of commercial confidentiality. She then questioned if the commercial confidentiality restriction applied to Councillors and was told that she could receive such information, however, any information provided would need to be treated in the strictest of confidence. I would, therefore, be grateful if you could provide the Members of the Environmental Scrutiny Committee with a list of assets and properties which have been disposed of by the Council during the current financial year.

I would be grateful if you would consider the above comments and provide a response to the requests made in this letter.

Regards,

A handwritten signature in black ink that reads "P. D. Mitchell". The signature is written in a cursive, slightly slanted style.

Councillor Paul Mitchell
Chairperson Environmental Scrutiny Committee

Cc to:

Councillor Ashley Govier, Cabinet Member for the Environment

Councillor Graham Hinchey, Cabinet Member for Strategic Planning &
Transport

Christine Salter - Section 151 Officer

Marcia Sinfield - Operational Manager, Projects & Technical Accountancy

Jane Forshaw - Director for the Environment

Andrew Gregory - Director for Strategic Planning, Highways, Traffic &
Transport

Paul Carter - Operational Manager, Transport Strategy & Projects

David Lowe - Operational Manager, Operations

Paul Keeping – Operational Manager, Scrutiny Services

Joanne Watkins – Cabinet Office Manager

Members of the Environmental Scrutiny Committee

Ref: RDB/PM/AG/12.02.2014

14th February 2014

Councillor Ashley Govier,
Cabinet Member for the Environment,
County Hall,
Atlantic Wharf,
Cardiff,
CF10 4UW.



Dear Councillor Govier,

Environmental Scrutiny Committee – 11th February 2014

On behalf of the Environmental Scrutiny Committee I would like to thank you and the officers for attending the Committee meeting on Tuesday 11th February 2014. As you are aware the meeting considered “Draft Corporate Plan 2014 – 2017 & 2014 – 2015 Draft Budget Proposals.”

At the end of the meeting Members were conscious of the challenge that you have faced in seeking to deliver your savings target. This letter contains the recommendations, observations and requests for information agreed by Members at the Way Forward at the end of the meeting, which we hope will be of assistance to you in shaping the final budget recommendations that you will be making for your Portfolio on the 20th February. The proposals are listed by Directorate:

Environment Portfolio Budget Proposals to be delivered by the Environment Directorate

ENV 25 – Review of City Analyst Laboratory

During the meeting there was some discussion about the future of the City Analyst Laboratory. It was explained that the laboratory has an overall budget of approximately £400,000 of which only £90,000 is controllable; this created a significant risk in terms of managing finances. Members were also told that a cost comparison had been made between Cardiff Council’s City Analyst Laboratory and other private sector competitors. The collected data

suggested that Cardiff Council's City Analyst Laboratory was not competitive in terms of cost; the Director for Environment offered to share this information with the Committee. It was confirmed that a review was ongoing.

As you will be aware a letter was sent to you after the meeting on the 14th January which made several comments about the proposed review of the City Analyst Laboratory. One of these stated that:

“the Members wish to receive assurances that alternative options - backed up by sound business advice or mentoring where needed - have been considered in full and that proper consultation with the staff affected is undertaken before the decision is made to close or sell this service. Therefore, the Committee requests that this item is brought back prior to a final decision on the future of the City Analyst Laboratory being taken”.

I will ask the Principal Scrutiny Officer for the Committee to contact you and officers from the Environment Directorate to arrange a suitable date for further scrutiny of the City Analyst Laboratory. The item should consider:

- Full financial summary of the City Analyst Laboratory;
- Details of how Cardiff's City Analyst Laboratory compares with other private sector competitors in terms of cost;
- Itemised list of the work undertaken by the City Analyst Laboratory;
- A list of potential alternative delivery models currently under consideration.

ENV 3 – Refuse Collection – Stop Black Bag Provision

When discussing the proposal to stop black bin bag provision a Member asked how many areas of the city still receive free black bags from the Council. The Director for the Environment agreed to find out the answer and provide the information back to the committee.

ENV 10 – HWRC Service Redesign

It is anticipated that the HWRC Service Redesign will generate a budget saving of £135,000 in the next financial year. It is widely accepted that this

proposal involves the closure of two HWRC's (Waungron & Lamby Way) and the expansion of the Wedal Road HWRC at a cost of £1.668 million.

Members were concerned that this capital investment would have a 12 year payback period in terms of savings and questioned the sense of making such a large capital investment when the Council's budget is under intense pressure. I'd be grateful if you could confirm if the proposed saving of £135,000 illustrates the full year effect and also if you believe that the £1.668 million capital investment provides a good return on investment.

You explained that the main driver behind the change was to improve recycling performance which in turn would create a positive financial outcome for the Council. I would be grateful if you could provide a projection of the anticipated improvements for recycling from this site and the financial impact that this will produce, i.e. a cost benefit analysis for the Wedal Road capital investment.

When commenting on the proposed development of the Wedal Road HWRC and closure of other HWRC's Members made the following comments:

- A Member asked if proper consultation would be undertaken to identify the impact of closing the Lamby Way HWRC. She felt that the closure of this facility would have a particularly large impact on the people from the east of Cardiff.
- That consultation for HWRC's had taken place on a city wide basis, however, no specific local consultation had taken place for the proposed redevelopment of Wedal Road. The Committee felt that some type of local consultation should take place around the proposed expansion of the Wedal Road HWRC; this should include transport and noise impact assessments.
- The Committee were told that much of the local consultation for the expansion of the Wedal Road HWRC would be addressed as a part of the planning process. Members felt that not undertaking specific local

consultation in advance of the start of the planning process created a planning risk.

- They asked for clarification on the proposed closure dates for the Lamby Way and Waungron Road HWRC's.
- Members have asked that you provide a realistic capital receipt value for the Waungron Road site. They are also interested in finding out if the Council has considered any alternative proposals for the site once the HWRC facility is closed.

ENV 13 - Recycling Processing Redesign

During the meeting you admitted that the Council were approximately £1 million to £1.5 million short in terms of income generation from recycled materials; some Members of the Committee felt that this figure should actually be higher. The Committee would like to reiterate a point made in a letter following the meeting on the 10th December 2013:

“Some Members felt that the Council has a tendency to treat waste as problem and not an opportunity. Recycled waste is valuable material which has a commercial value and, therefore, if managed properly can provide a very positive income. There are many companies in the recycling industry who are testimony to this and have made a huge success out of managing this resource”.

They feel that the concept of treating waste as a valuable resource should be a key element of the new waste strategy. Identifying better ways to collect the more valuable types of recycled materials will help increase income levels.

ENV 32 – Enforcement Efficiencies

The budget savings proposals state that identifying enforcement efficiencies can increase enforcement income by £40,000 a year, however, ENV 13 which is described as enforcement redesign takes £200,000 in savings all of which are employee costs; this equates to approximately 6 posts. Members were sceptical that an income increase could be achieved with fewer people. They

would like a detailed account on exactly how both of these proposals will be achieved; particularly how you anticipate the additional £40,000 will be raised. Members felt that a greater emphasis on issuing fines would have a direct impact certain aspects of the work undertaken by the enforcement team, for example, less educational / litter prevention work would take place.

Environment Portfolio Budget Proposals to be delivered by the Strategic Planning, Highways, Traffic & Transport Directorate

SPH 54 – Dimming of Street Lights

This savings proposal suggested that £100,000 could be saved in the next financial year by dimming street lights. The initiative is a part of an invest to save scheme which will be implemented over a three year period and help to dim approximately 24,000 street lights across Cardiff. A Member asked if the idea of implementing light covers had been explored. The principle with this approach is to direct more light to the ground and stop it being lost into the sky; the net result being that less energy is used while maintaining a good level of brightness. Officers representing the Strategic Planning, Highways, Traffic & Transport Directorate stated that the idea of using light covers had not been investigated and that it was something which could be explored. I'd be grateful if the Strategic Planning, Highways, Traffic & Transport Directorate could look into this and provide feedback to the Committee later in the year.

SPH 56 – Reduction of External Spend

This savings proposal included a reduction in the drainage repairs budget of £25,000 and a £20,000 reduction in gully maintenance. As much of the United Kingdom has recently experienced flooding and that January 2014 was the wettest month since the late 1700's Members were very concerned at this proposal. They would ask you to reconsider this saving proposal as recent severe weather events demonstrate that Cardiff is potentially vulnerable to flooding events.

SPH 62 – Reduction in Winter Maintenance

This savings proposal states that £200,000 can be taken out of the winter maintenance budget by only salting principal and marginal routes in the event of cold weather. Officers confirmed that the winter maintenance policy might need to be revised to make the required savings as the Council would only be able to salt the coldest marginal routes in future. Members were concerned that the Council is about to abandon a two year old winter maintenance policy which has yet to be properly tested.

The Committee were concerned that reducing the winter maintenance budget would put the Council at risk in terms of its responsibilities to the public. They would like you to analyse the risk that the £200,000 saving represents and the financial impact that any associated insurance claims might have.

Members felt that cutting £200,000 from this budget was a gamble as the Council has no effective method of predicting when very cold winters may take place. They would ask you to reconsider this proposal.

SPH 66 – Reduction in Tarmac and Paving Repairs Budget

Members were concerned at the £250,000 cut in tarmac and paving repairs budget. It was felt that this proposal would particularly affect the elderly who are more likely to trip or fall on a poorly maintained pavement. They understood that the emphasis of pavement maintenance would focus on high footfall areas, however, comments were made that the elderly are more likely to live in Cardiff's suburbs which tend to have lower footfall areas. I would be grateful if you could review this proposal and provide feedback to the Committee when this review is complete.

The Committee were concerned that reducing the tarmac and paving repairs budget would put the Council at risk in terms of its responsibilities to the public. They would like you to analyse the risk that the £250,000 saving represents and the financial impact that any associated insurance claims might have.

I would be grateful if you would consider the above comments and provide a response to the requests made in this letter.

Regards,

A handwritten signature in black ink that reads "P. D. Mitchell". The signature is written in a cursive style with a prominent underline under the name "Mitchell".

Councillor Paul Mitchell
Chairperson Environmental Scrutiny Committee

Cc to:

Councillor Russell Goodway, Cabinet Member for Finance & Economic
Development

Jane Forshaw, Director for the Environment

Andrew Gregory, Director for Strategic Planning, Highways, Traffic &
Transport

Tara King, Assistant Director for the Environment

David Lowe, Operational Manager – Operations

Paul Keeping – Operational Manager, Scrutiny Services

Joanne Watkins – Cabinet Office Manager

Members of the Environmental Scrutiny Committee

Date: 17 February 2014



Councillor Russell Goodway
Cabinet Member Finance & Economic Development
Cardiff Council, County Hall
Cardiff
CF10 4UW

Dear Councillor Goodway,

POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 13 February 2014 DRAFT BUDGET PROPOSALS

Please accept my thanks on behalf of the Committee for attending the Policy Review and Performance Scrutiny Committee to discuss the Cabinet's draft Budget Proposals. Please also pass our thanks on to your Cabinet colleagues and officers who supported the scrutiny. The Committee had a number of comments and recommendations as set out below.

Availability of information

Last year the Committee requested to have parity of information with the Cabinet when considering the draft Budget Proposals. There have been several steps forward in terms of the information available and we thank your Finance Officers for their efforts, particularly in terms of helping us to understand the overall directorate context of the savings proposals. Parity has not been achieved, however. On numerous occasions during our meeting, you and the Corporate Director – Resources referred to further information which would be made available with the full Budget Report. This included details of the discounted financial pressures, of the Medium Term Financial Plan; and a full profile of the borrowing and payments necessary to support voluntary severance payments. It is very difficult to conduct an informed scrutiny of the budget proposals in this situation.

Scrutiny and public engagement

You mentioned that draft proposals to fill the £33 million gap had largely been finalised last autumn, before the Welsh Government released the final settlement. Scrutiny Members could and should have been engaged at that point, even with the proviso that the financial situation might change. Other local authorities have moved towards this phased practice and so should we. The Committee recommends that the budget process in terms of both public and Scrutiny engagement is brought forward much earlier in the year. We noted your comment that Portfolio-holders had been asked to bring forward any proposals needing a longer-lead in time late last year. Whilst a first step, these were not always subject to full scrutiny. We recommend a move towards a more evolutionary development of the budget, including a first look at early proposals in September or October; public consultation



regarding full draft proposals in December; and consideration on final proposals in February.

While improvements have been made to the Council's budget consultation, these have not gone far enough. We are glad that more effort has been made to engage communities directly through consultation events last December, but these concentrated on general priorities, not detailed proposals. A two-week consultation period on a limited number of budget savings proposals, immediately before Budget Council, and one which is solely web-based, is not fit for the purpose of involving communities in the decisions that will have a direct impact on their lives. It excludes the views of those who find it harder to mobilise themselves to campaign, as well as those who prefer not to use the web, and does not leave sufficient time for adjustment to the Budget Proposals following analysis of the results. Members of the Committee have been contacted by citizens who found it hard to respond to the consultation, not only because of lack of online access, but also because they found it hard to understand the consultation proposals. Many in the community are more than ably equipped to articulate their views verbally, but find written responses anathema. We recommend that the consultation process is brought forward next year and places a greater emphasis on using non web-based methods.

Achievability of savings

The Committee is well-aware of the scale of the financial challenge and the pressing need to make difficult choices in terms of sustainable service delivery in future. Members were however in agreement that this is a high risk budget in terms of achievability. Despite the contingency which has been built into budget planning, Members were dubious about the deliverability of some of the savings proposals. During our January meeting when we considered Central Transport Services and Facilities Management, the Committee was concerned that the achievability assessments set out for Members in the 2013/14 budget proposals were not necessarily reliable. We have not seen sufficient evidence that this has improved in the development of the 2014/15 proposals. Members had asked for access to the detailed delivery plans in place at this point to aid their scrutiny and were not provided with them.

Members felt that many savings proposals did not provide enough detail to allow us to come to an informed opinion as to their validity. We discussed this with the Monitoring Officer in relation to her savings proposals and understood her comments around the need to safeguard the privacy of officers who may be personally affected. However where restructures, for example, are proposed, these could and should detail the likely benefits and risks. As Scrutiny Members we are in the fortunate position of being able to question Directors directly on the savings they propose. Other backbench Members do not have this option and may feel that they are unable to take an informed view when voting on the Proposals at Council.

We felt that there is a strong risk of an unfavourable monitoring position forcing additional in-year savings to be made in 2014/15. Members of the Committee are clear that should this occur, these should not only be subject to pre-decision scrutiny, but also to unambiguous line-by-line monitoring and reporting. This should make clear where additional savings are made and their anticipated impact on services.

Capital Programme

With regards to the Capital Programme, the Committee is concerned about the level of borrowing which the Council is proposing over the next five years, feeling it poses a risk to the Council's revenue position. We heard from the Corporate Director - Resources that the level of revenue funding devoted to capital interest and loan repayments will continue to increase by a significant amount in the coming years. We note the Corporate Director – Resources' comments that further financial profiling will be available with Cabinet papers. We are disappointed that this was not available for the Committee to consider and would like to have detailed projections and any assumptions attached to them forwarded to us.

Members also heard that the project appraisals which used to be applied to capital schemes have been discontinued. We feel this process should be reviewed and reinstated as a matter of urgency in order to ensure that the schemes will provide a real return on investment to the city and minimise risk to the Council. We have noted during previous scrutinies that some schemes have failed to deliver the anticipated benefits (for example the Central Transport Services depot). In this context, we would like to refer the subject of Invest to Save to the Audit Committee for consideration.

Workforce Agreement

You asked the Committee to comment on the imposition of the Workforce Agreement. The Committee is disappointed that the opportunity for full pre-decision scrutiny was not afforded to it when the proposal was first developed. In the days before the Committee met, several additional proposals were brought forward following the failure to reach a collective agreement with Trade Unions. These included the proposals to impose the Agreement and to delete the Cardiff Academy budget. These had not been communicated to Trade Unions colleagues by you or your officers prior to their discussion at other Scrutiny Committee budget meetings. Members are very concerned that these budget proposals have been developed in a hasty manner and without proper forethought, risking relations with Trade Unions and staff more generally. Our comment is that should the Budget Proposals include imposition of the Workforce Agreement, and should similar changes be posited in future, you must fully engage with Scrutiny and with Trade Unions in a timely manner.

More specifically on the proposal to cut the Academy budget, you told Members that other funding options are being explored for staff development. We noted that this alternative provision has not in any way been secured. Members remain concerned about the removal of staff development opportunities during a critical time, particularly when many more members of staff are coming to rely on re-training when in the redeployment pool.

Workforce Planning

The Committee is strongly of the opinion that the Council's workforce planning must be reviewed as a matter of urgency, as highlighted by the WLGA Peer Review. Members recommend that a stronger review process should be put in place to appraise the necessity of vacant posts put up as savings. While trust may be placed in Directors to determine whether or not posts are needed, it could be seen as an easy option to delete a vacant post and achieve an immediate saving, even if this does not fit with a longer-term plan for the Council. The Committee also discussed the Council's agency spend at some length and recommends that much stronger controls are put in place to force Directorates to justify the need for this expenditure.

Succession planning and knowledge management were themes that came through strongly in our scrutiny. While we were pleased to hear from ICT that they are making use of flexible retirement in order to pass on relevant skills, this was one small instance. Only 2 FTEs are noted in the employee summary as making use of flexible retirement. Similarly, Legal Services is putting in place measures to develop more junior staff, but again this would seem to be a limited initiative.

Another key issue is the capacity of the organisation to cope with the staff loss stemming from these budget proposals. The Committee is very concerned that the Council will not be able to cope and that there is as yet an unclear plan to manage following the reduction in workforce. This issue recurs in our comments regarding specific Directorate Proposals..

Council Tax

On another note, you asked the Committee to provide a view regarding the level of Council Tax. We feel that there are more appropriate forums for this discussion so will not provide a comment here.

Directorate Comments

There were a number of areas where we believe Directorates are not being forced to take full accountability, for example the use of the grey fleet and in energy management, because savings are situated within a single Directorate budget. In common with remarks about the draft Corporate Plan, there is a need for a strong drive from the corporate centre to direct internal change.

The Committee considered each of the areas under its remit in turn and had these specific comments to make:

Corporate Management

The Committee noted that the Corporate Initiatives budget has been subject to a sizeable cut, but that a cushion is in place in the form of an earmarked reserve.

Resources Directorate

The Committee has considerable concerns about the loss of capacity within this Directorate, particularly within ICT, Finance and Legal Services. I have already discussed the Academy proposals; we were similarly concerned by the plan to remove the ICT training budget. We heard that a One Council organisational plan is under development. Will our corporate centre have the capacity and flexibility to support the organisation through the changes required in future?

We urge you to consider the future of CardiffWorks in more detail; there may be opportunities to extend into provision of non-clerical staff and provide services to additional public sector bodies. The service may also be an appropriate area to consider for the development of a trading company.

We noted that the Audit programme will have to be adjusted in order to cope with a reduction in Audit staff. We hope that this is communicated to the Audit Committee as soon as possible and believe they should have the opportunity to comment on such proposals in next year's budget process.

County Clerk and Monitoring Officer

Many thanks for representing the Deputy Leader for this item.

While the Committee understands the need to make savings across the Council, we are concerned that appropriate levels of support for Members in carrying out their duties must be maintained. Members were concerned that the loss of committee budgets would decrease our ability to learn from best practice elsewhere. Members discussed the issue of reducing the number of Scrutiny Committee and Full Council meetings and had some concerns that a reduction would simply lead to more extraordinary meetings called at short notice, which could involve additional costs and pressures on the directorate.

We also note that the Members' ICT project has not been included within the Proposals.

In terms of Communications and Media savings, Members remind you that last year the proposal to cut the number of Capital Times issues from four-weekly to monthly (losing one issue per annum) was discounted as it was felt to pose a risk to advertising revenue. We are not convinced that the business case for this year's savings proposal has been fully established. Members also discussed the Communications income target with the Monitoring Officer and feel that there was an unacceptable level of uncertainty around the achievability of this saving. We wish to see the business plan being produced by APSE, and also the results of the overall Communications and Media review as soon as they are available.

Economic Development – Strategic Estates

Members reiterate the urgency with which an asset management strategy should be implemented in order to fully exploit our operational and non-operational estate for the benefit of the city. We noted your comments about the difficulty you have found in getting a Cabinet slot for this item. We urge you to ensure this is considered at the earliest opportunity. The Committee has previously asked to consider the full substantive report regarding non-operational property in pre-decision and were glad to have your agreement to this at the meeting.

Communities, Housing & Customer Services

The Committee welcomed the offer from the Communities Director to bring the Customer Management Strategy to Committee and will consider an appropriate slot for this.

In terms of the Grants proposals, the Committee has already scrutinised this area in some depth and welcomed the early consideration provided. It is clear that the process has improved compared to the last budget round. However, Members of the Committee have been approached by several organisations which have commented that the process has not been transparent and fair, in terms of the development of Equality Impact Assessments. We understand that this may be an issue of perception. However, we were clear that there is a need for ongoing support and contact with affected organisations. Communication should be stepped up in order to help them mitigate the effects of cuts to their funding and to help them find alternative funding streams.

Finally we discussed the need for strong financial monitoring in some depth, in terms of the necessity for Directorates to take greater responsibility in controlling overspends. We welcomed your offer to come to our Committee on a monthly basis to discuss the monitoring reports which Cabinet receives. As this may place an undue imposition on your time, we feel that it would be more appropriate for the Committee to receive the reports for noting and to follow-up on an exception basis. We would be grateful if you would ensure that officers provide us with the reports.

As there are several recommendations contained within this letter, we would be grateful for your speedy response.

Yours sincerely,



**COUNCILLOR NIGEL HOWELLS
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Councillor Heather Joyce, Leader
Councillor Ralph Cook, Deputy Leader
Councillor Lynda Thorne, Cabinet Member, Community & Neighbourhood
Regeneration and Social Justice
Paul Orders, Chief Executive
Representatives of GMB, Unite and Unison
Christine Salter, Corporate Director Resources
Sarah McGill, Director, Communities, Housing and Customer Services
Philip Lenz, Chief HR Officer
Shaun Jamieson, County Solicitor
Ian Allwood, OM, Accountancy (Advice & Budgetary Control)
Marcia Sinfield, projects and Technical Accountant
Allan Evans, OM Service Accountancy
Phil Bear, ICT Service Manager
Marie Rosenthal, County Clerk and Monitoring Officer
Neil Hanratty, Director, Economic Development
Charles Coats, Strategic Manager
Rob Ellis, Business Manager, Economic Development
Sir Jon Shortridge, Chair Audit Committee
Derek King, OM Risk and Audit
Cabinet Office
Members of the Policy Review & Performance Scrutiny Committee

My Ref: T: Scrutiny/PRAP/Comm Papers/Correspondence

Date: 17 February 2014



Appendix 1 (f)

County Hall
Cardiff,
CF10 4UW
Tel: (029) 2087 2087

Neuadd y Sir
Caerdydd,
CF10 4UW
Ffôn: (029) 2087 2088

Councillor Heather Joyce
Leader
Cardiff Council, County Hall
Cardiff
CF10 4UW

Dear Councillor Joyce,

POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE 13 February 2014

Please accept my thanks on behalf of the Committee for attending the Policy Review and Performance Scrutiny Committee to discuss the Draft 2014-17 Corporate Plan. Please also pass our thanks to the officers who supported our scrutiny.

You will recall that when the Committee considered the 2013-17 Corporate Plan at its meeting in February 2013, Members had a number of concerns which it asked to be addressed. These included the linkages between the Plan and other key documents; the suitability of the milestones contained within it and the opportunity they would afford for monitoring the delivery of the Plan; and the extent to which the Plan took into account the results of public consultation. Many of these concerns were later supported by the comments made by the Auditor General in his Improvement Letter. Although we felt that some of these issues have been taken into consideration in the drafting of this year's document, we believe that others have not. I have therefore summed up the concerns and recommendations of the Committee below.

The Committee was disappointed that the draft Corporate Plan arrived too late to be sent with other Scrutiny Committees' papers; this had a clear impact on Scrutiny Members' ability to perform their role. This Committee, while it received an initial draft in good time, was provided with amendments on the day of the meeting. In addition, the absence of the supporting document which would ostensibly set out much of the necessary background detail meant that we were left unable to form a proper judgement on some of the issues under consideration. In our letter to the Cabinet Member for Finance & Economic Development, we have made recommendations that the entire budget process, including scrutiny consideration, is brought forward next year. We recommend that the drafting of the Corporate Plan is also done at an earlier point.

The Committee is not convinced that the current draft suits the needs of the various audiences for the Plan. The public need to understand the Council's vision for the city, as do partners; regulatory bodies should be able to clearly see what the Council will deliver on in order to measure our performance; staff should be able to recognise how their contribution fits in to the Council's aims and objectives.

Members felt that the draft Corporate Plan should set out a clearer vision for the Council beyond 2014/15. The Council must ensure that it prepares communities for the difficult choices that will have to be made. Although the Plan makes reference to



the need to focus on a small number of key issues, we do not believe that the reality of probable service cuts is clearly communicated in the Plan. While we understand the difficulty of budget planning beyond the next financial year, an indication of direction of travel, of the Council's aspirations or likely mitigating actions should our financial situation worsen, could be established. The Committee feels that it is important to emphasise the trend towards greater multi-year budgets within English local government and the draft Corporate Plan would benefit from the inclusion of an improved budget planning framework. We therefore recommend that the draft Plan is amended to reflect these comments.

The Committee appreciates that a background document setting out some of the linkages between the Corporate Plan, the budget, 'What Matters' and the Council's Priorities for Improvement is under production. However, as a working draft was only circulated to the Committee less than twenty-four hours prior to the meeting, Members felt unable to judge whether it provides the necessary 'golden thread' linking the Council's community, corporate, directorate and individual planning. In the short time available to the Committee to consider the document, Members were left feeling sceptical as to whether it does.

The Committee was told that much of the detail behind the Plan will be included in Directorate Plans, but were not given a firm date for their production. We would like this date confirmed and ask that they are readied for scrutiny as a matter of urgency.

Members feel that some aspects were also lacking in the Corporate Plan itself. The Plan does not address the need to make improvements within the Council as a corporate entity, tackling issues such as sickness absence. Internal change will be vital to support inevitable external service changes and is only mentioned in reference to the development of an Organisational Development Plan. In common with the Directorate plans, the Committee would like a firm date for the production of this Plan to be set.

The Committee remains concerned that the Council's performance management framework has not been addressed with the urgency required. In January 2013, the Committee was assured that a more consistent approach to performance management would be in place within twelve months. The Committee has considered quarterly performance reports since that date and has been told on each occasion that their structure is under development. The Assistant Director for Sports, Leisure and Culture has offered to brief the Committee in terms of his review of performance. The need for urgency is clear; we hope that he and the Chief Executive will be able to demonstrate a focused, time-bound plan for changing Cardiff's performance regime. Both the Wales Audit Office and the WLGA Peer Review have stressed the need for urgency in this regard.

While the Committee is content that this year's draft Corporate Plan represents a significant step forward, Members feel that there is still quite some way to go. Improvements have been made in terms of the measures set out in the Plan, but these have not yet gone far enough. There are still too many 'outcomes' which are outputs that fail to demonstrate clear benefits for citizens; several measures are not clearly defined; and some are not the whole responsibility of the Council to deliver against. Furthermore, the idea of a basket of indicators which would allow a consistent view of the Council's performance and delivery of time has been lost.

Finally, there were some issues of accuracy and alignment which Members noticed when considering the Plan:

- The Environment directorate section does not show a clear alignment between the 'issues', 'priorities' and the 'what we will do' sections, focussing on energy management in the former and waste management in the latter. Care should be taken throughout the Plan to ensure these sections align;
- The Finance and Economic Development portfolio is heavily skewed towards the latter and does not give enough focus to the crucial issues of financial management and planning;
- The Leader's introduction refers to a further £50 million savings gap in 2015/16 – 2016/17, a figure at odds with the Medium Term Financial Plan predictions presented by the Cabinet Member for Finance and Economic Development.

Thank you again for attending the meeting. I would ask you to take these recommendations and comments into account when the Cabinet considers its proposals to Council and I look forward to your response.

Yours sincerely,



COUNCILLOR NIGEL HOWELLS
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Councillor Ralph Cook, Deputy Leader
Paul Orders, Chief Executive
Mike Davies
Cabinet Office
Christine Salter, Corporate Director, Resources
Ian Allwood, OM, Accountancy (Advice & Budgetary Control)
Members of the Policy Review & Performance Scrutiny Committee



Date 17th February 2014

My Ref SS/CYP/MJH

Your Ref:

Councillor Goodway
Cabinet Member
County Hall
Atlantic Wharf
CARDIFF
CF10 4UW

Dear Russell,

Re: Scrutiny of the draft Corporate Plan 2014 – 2017 and draft Budgetary Proposals 2014-15

As the Chairperson of the Children & Young People Scrutiny Committee, I am writing on behalf of the Committee to inform you of the outcome of the Committee's scrutiny of the Committee's element of the draft Corporate Plan 2014 – 2017 and draft budget proposals 2014 – 15. I would also like to thank the Cabinet Members for their attendance, statements and answers to Members' questions.

Members would also like to pass on their thanks to all those who attended, for their presentations, comments and answers to questions. Having considered the information provided at the meeting and the agenda papers, Members would like to make the following comments and recommendations to the Cabinet.

The Committee also received a number of Petitions, which I have passed to the relevant Cabinet Member, for them to present at full Council. I also received statements in support of a number of services which had been identified in the budget savings proposals. These are also attached for you and your fellow Cabinet Members consideration.

1. Draft Corporate Plan 2014 – 2017

The Committee welcomed the opportunity to consider the draft Corporate Plan 2014 – 2017, prior to its consideration by Cabinet however Members did express some concern that the document was not easy to read, and did not contain sufficient evidence to indicate a robust mechanism to measure and monitor outcomes.

2. Draft Cabinet Budget Proposals – overview

The Committee, following its consideration of all the elements of the budget proposals, considered that there was one key issue of extreme concern. This centred around the impact of the "Work Force Agreement" on the workload, and the recruitment and retention of Social Workers in Children's Services. The Committee wished to inform you that currently Children's Services Social Workers regularly work beyond the 37hour, due



to pressure of work. The Committee expressed its concern that the proposed workforce agreement would have a detrimental effect on Children's Service ability to protect children in need. There are currently 40% vacancy rates in Children's Services resulting in expensive agency staff being employed. Christine Salter explained that there may be an opportunity to pay an additional supplement to social workers to address this issue.

2. Libraries Budget Proposals

The Committee wished to thank Isabelle Bignall for attending at such short notice to address the item on "Central Library – Changes to service Delivery" as Members had heard from Unison that there was a plan to merge the Children's Librarian post with the Welsh Librarian post. During the Members question session of the Agenda item, Isabelle appeared to present to the Committee, that a likely option was to merge Children's Librarian Post with Fiction. Members were reassured by this, particularly as it was one of the preferred option in correspondence submitted by Unison. I have, however, sought further clarification from the Cabinet Member and Director, as they were unavailable for the Committee meeting, which indicated that all options were being considered and that draft proposals will be presented to a future Committee meeting prior to their implementation. Finally I received a clear assurance that there would be no diminution of the Children's Library Service in Cardiff.

3. Education Budget Proposals

The Committee noted that the presentation showed the links between the draft Corporate Plan and the draft Budget proposals for this service area. The Committee welcomed that the Education Budget had been increased by 0.9% in line with the Welsh Governments commitment and had now delegated over 85% of the budget to schools.

The Committee received passionate presentations from Amelia Thomas and Ann Wright on the status, operation, organisation, services and support of the Cathays and Central Youth and Community project (CCYCP) which was losing its Council Funding. The Members were surprised to hear from Councillor Magill that the CCYCP's operating model was the sort of alternative that the service area was looking for. Councillor Magill also agreed to meet with the CCYCP to discuss their operating model. The Committee therefore recommended that their funded be retained as an operating model for other Council Youth Centre's.

The Committee also expressed concern that the Equality Impact Assessment (EIA) had been undertaken holistically for the Youth Service and had not focused down to the provision at each youth centre. Members wished to remind officers that an EIA must be undertaken on each youth centre to ensure that the impact of the proposals is fully assessed and understood.

The Committee noted that the Cabinet Member and Officers indicated that they were actively investigating alternative delivery methods for the provision of Youth Services across Cardiff, however, during the way forward discussions Members expressed their concern that the alternative delivery options would not be in place at the start of the year, thereby ensuring continuation of the service. Members therefore recommended that Cabinet postpone the implementation of the saving proposals for the youth service until the alternative provisions are in place, ensuring the continuation of the service and support for children and young people.

Members briefly referred to their previous scrutiny of the withdrawal of the County Hall Nursery, and wished to reiterate its previous comments, copy of letter attached, and attach a copy of a submission received from a parent at the meeting, which expressed concern that the proposed closure date of August 2014 only serves as a threat to existing parents and a deterrent to potential parents. As such the letter recommends that the closure date be moved to the end of the financial year.

4. Children's Services Budget Proposals

The Committee noted that the presentation indicated the links between the draft Corporate Plan and the draft Budget Proposals for this service area. Members welcomed that the Children's Services proposed budget had been realigned by £2.738M to again bring the budget in line with actual expenditure and that there had been protection for front line services.

The Committee received a submission from Tros Gynnal Plant in support of the Family Group Conference project, (copy attached for your consideration) which had been included as a proposed saving of £40,000, by giving early notice on the current contact and facilitating the family conferences internally. Members noted that the saving highlighted that the internal meeting facilitation may result in some delays in terms of meeting-times availability.

The Committee revisited the impact of the "Work Force Agreement" with the Cabinet Member, Councillor Govier and Children's Services Officers. Members expressed their grave concern about the considerable impact that the "Work Force Agreement" would have on the workload, and recruitment and retention of Social Workers in Children's Services. As previously stated the Committee noted that currently Children's Services Social Workers frequently work beyond the 37hour. When I asked officers about Christine Salter's comments about the payment of a market supplement, Committee was informed that a supplement was currently being paid. Following consideration of the comments and answers to Members questions and during the "Way Forward" discussions members of the Committee recommended that the Cabinet must ensure that Cardiff continues paying Social Workers at least as much as those in neighbouring authorities and that case loads, which are acknowledged to be very high, are amended to reflect the reduction in the working week.

Members were also concerned at Line 23 of the budget proposals (Withdrawal of After Adoption Commissioned Service £46,000), as this would result in a provision gap between the loss of the commissioned service and the implementation of the new regional model. This provision gap would put at risk a number of Cardiff adopters. Members suggested that the SafeBase programmes should continue until the regional model is up and running.

5. Sports, Leisure and Culture – Play Service

The Committee was extremely concerned to hear that there was a proposal to reduce the Play Service budget from £1,271M to £251,000 and move to a commissioning model of provision.

Members received a petition and representation from Keanau Maughan and Annalise Shanahan, who use the facilities at Splott Play Centre. Both explained the importance of the service and the services and support the centre provides for the area including the large Gypsy and Traveller community.

Following consideration of the comments and answers to Members questions and during the "Way Forward" discussions members of the Committee expressed their extreme

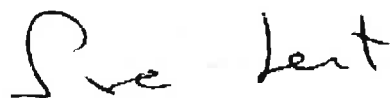
concern that plans for the introduction of alternative methods of provision had not been developed and would not be in place to ensure the continuation of the service beyond the 31 March 2014. Members welcomed the Cabinet Member's commitment to set up a forum to discuss alternative provision with the Communities and Play Staff, to investigate the use of each Centre's "Friends Group", partnerships with other providers, cross portfolio funding, and joint working with other organisation. As a result the Committee recommended that funding for each centre be continued until alternative funding mechanisms have been fully investigated.

6. School Transport

The Committee noted the proposals to, ensure that the transport charge for pupils will fully reflect the cost of providing the service, the reduction in the number of school crossing patrols and loss of a "routes to schools" officer. Members noted the Cabinet Member and Officer explanation of each of the savings and that pupil safety would not be affected by the implementation of any of these proposals. However the Committee was not fully satisfied by the officer's assurances, that children's safety would not be compromised, as Members commented that it could be unlikely that commercial bus operators would take on these bus routes.

I trust that the comments and recommendations contained in this letter will be seriously considered during the discussion at the Cabinet Business Meeting on 21st February 2014 and reflected in the subsequent proposals taken to Council.

Yours sincerely,



COUNTY COUNCILLOR SUE LENT

Chair of the Children & Young People Scrutiny Committee

CC to:

Councillor Heather Joyce, Council Leader;
 Paul Orders, Chief Executive;
 Councillor Siobhan Corria, Cabinet Member for Children's Services;
 Councillor Julia Magill, Cabinet Member for Education & Lifelong Learning;
 Councillor Ramesh Patel, Cabinet Member, Sports, Leisure and Culture;
 Councillor Graham Hinchey, Cabinet Member for Strategic Planning and Transport;
 Councillor Linda Thorne, Cabinet Member for Community & Neighbourhood
 Regeneration and Social Justice;
 Christine Salter, Corporate Director Resources;
 Tony Young, Director of Children's Service;
 Nick Batchelar, Director of Education and Lifelong Learning;
 Chris Hesse, Director of Sport, Leisure & Culture;
 Sarah McGill, Director of Community Housing and Customer Services;
 Isabelle Bignall, Assistant Director, Customer Services & Communities;
 Stephen Gerrard, Passenger Transport Manager;
 Angela Bourge, O.M Resources, Children's Service;
 Sarah Woelk, O.M Intake & Assessment, Children's Services;
 Helen Sainsbury, Play Service;
 Neil Hardee, Head of Performance, Resources and Services;
 Jo Watkins, Cabinet Office Manager



PROPOSED CUTS TO YOUTH PROVISION
AT
CATHAYS COMMUNITY CENTRE, CARDIFF

Currently provided by Cardiff Council
in partnership with
Cathays and Central Youth and Community Project
(CCYCP)
10th February 2014

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029 2037 3144 / 029 2025 5872

Cathays Youth & Community Centre
36 Cathays Terrace, Cardiff CF24 4HX
email@cathays.org.uk www.cathays.org.uk

Cathays & Central Youth & Community Project is Registered Charity Number 1122532
& company limited by guarantee - registered in Wales - Number 0141902





Introduction

Cardiff Council are making big cuts to their budgets. This includes the youth service, which funds **staff only** for four three-hour sessions per week at Cathays Community Centre.

The proposal is for Cathays to lose three of these sessions. If agreed, this will have a have a devastating long-term impact on the organisation. This document aims to demonstrate why there needs to be more detailed thought behind the decision, which will **save very little money in the long term.**

Appendix 9 shows the management structure of CCYCP. Cardiff Council is a key partner organisation, paying for 12 hrs per week ACEO (Youth Work Manager) wages. This post is key to the ability of the charity to function day-to-day.

Appendices 5 and 6 demonstrate how the proposed cuts go against Welsh Assembly Government Policy and the UN Convention.

Save Our Youth Provision – Organised by Youth Members:

Twitter Page - twitter.com/save_mbc

Facebook Page - Save-Our-Youth-Provision (1022 'likes')

Petition - thepetitionsite.com/946/152/608/save-embassy-cathays (165 signatures)

Contact

Cathays Community Centre, 36 Cathays Terrace, CF24 4HX
02920 373 144 ~ www.cathays.org.uk

Local councillors/ Council consultation on budget proposals - Cardiff.gov.uk



Charitable Organisation Working In Partnership

CCYCP is a charity (1122532) and as such, is not run in the same way as Cardiff's other youth centres. In Cathays the council pays **staffing costs only** while CCYCP gives its building, equipment and offices for **free to all the youth clubs**.

In addition, last year CCYCP secured £64,680 of funding which benefitted members from across Cathays' provision - see *Appendix 7* for more information.

Shutting Cathays' youth clubs will save very little money in the long term:

- The cost of the cut is equivalent to **one full time post** but would result in at least **five part time posts going**.
- Initially there would be no saving at all as the staff would have to be re-deployed elsewhere in the city.
- The Council could lose out on funding secured by using CCYCP's charitable status.

The success that CCYCP has with securing funding as a charity is dependent on the organisation being seen as a **partner to Cardiff County Council** as enshrined in the Charity's Constitution, written into the lease, and evidenced by 35 years of successful collaboration.

In taking away this integral partnership arrangement, the organisation will be less able to secure funding for community projects including those specifically targeting vulnerable young people. Partnership work with Cathays High School (*Appendix 8*) will also be affected, with whom work is carried out targeting young people from Czech Roma and Romany origin, young people on the autistic spectrum, and those identified as being in need of social and economic support.

The lease held by the organisation would have to be re-visited as the use of facilities at the Community Centre, owned by Cardiff Council, is written into the legal agreement.



CCYCP Cannot Function Without Young People

The effect of cutting open access youth provision at Cathays Community Centre, will eventually have a devastating impact on the organisations ability to function.

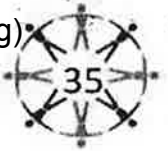
The proposal is that **three out of the four youth club sessions will be closed**. These will be the Monday, Thursday and Sunday youth clubs. The proposal is for the Friday Inclusive Youth Project to be maintained as it caters for vulnerable and disabled young people. This session will not be sustainable if cuts are made to the 'mainstream' provision however, as the clubs are interlinked:

- **Friday's Inclusive Youth Project** - operates by including youth members from Mondays, Thursdays, and Sundays attending and supporting their peers as youth member volunteers.

Youth members also volunteer throughout the organisation and so cutting their social base will have a direct affect on them and thus on the charity. Monday, Thursday and Sunday provision is the entry point for volunteers who run CCYCP, supported by one full time and two part time paid staff. Long-term, the effect of cutting this entry point would lead to a reduction in young volunteers:

- **Management Board** – youth members become trustees and are involved in all sub-committees.
- **Office** – youth members are involved in administration of the charity.
- **Community Facilities** – hire of facilities to community organisations, community cafe, recording studio and music practice rooms are all reliant on young volunteers.

Further information about the structure of Cathays youth provision can be seen in *Appendix 1*.



Geographical Reach

Youth centres based in areas of Cardiff with high levels of socioeconomic need have been saved from closure. Although Cathays Community Centre is not located in an area of deprivation, youth membership is drawn from these areas. The feed school is Cathays High, which draws a large proportion of its pupils from *deprived areas across the city*.

Inclusive Youth Provision (Friday)



Embassy Youth Club (Monday, Thursday)



Under Construction Youth Music Project (Sunday) - Youth Members



Under Construction Youth Music Project - Bands



Cathays B Boys (Sunday) - Dancers





Cardiff Council Consultation

Cardiff Council's consultation document states 'three key priorities for Cardiff':

- Promoting economic development to bring in investment and jobs.
- Improving education and skills to ensure people of all ages fulfil their potential.
- Supporting vulnerable adults, children and young people.

The disregard for the work carried out in partnership with CCYCP*, and lack of understanding for the way that the organisation operates means that the Council, in making these cuts, will be damaging CCYCP's ability to meet the second and third of these priorities **long-term**.

The Council 'plan to deliver citywide street based youth work provision and a new mobile service providing an innovative and responsive way of taking youth services out to communities and alternative venues'. Cathays Community Centre is an alternative venue, not a conventional youth service building. As stated before, the Council only pay for staffing costs for the provision.

'The Council is committed to supporting the development of innovative ways to work with communities to deliver youth services'. ***This is already happening at Cathays Community Centre.*** In taking away the partnership with Cardiff Council, the ability of CCYCP to continue doing this will be directly affected.

* Cathays mainstream provision does not appear on the list of Youth Centres at Cardiff.gov.uk



Under Construction Youth Music Project

The Music Project is the Sunday provision the Council is proposing to cut from Cathays. It is strongly peer-led, (see *Appendix 2*) and able to draw a certain amount of funding from income generated by rental of music facilities at times when they are not in use by youth members, and from putting on music events. Qualified youth staff are needed to support the young people leading it.

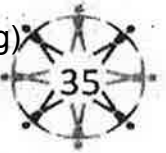
The Arts Council Wales report 'Does Wales Need A Youth Arts Celebration?' uses Under Construction Festival as a case study (*Appendix 3*). The extensive document shows the Under Construction festival clearly meets the need identified in the research, providing a real opportunity for young people to be in control of organising and running a youth music festival.

An article (in full *Appendix 4*) written by an ex-youth member, Ed Townend, makes a direct link between the Under Construction project and his current job:

"This project not only sparked my interest in the wider music scene, it also gave me a fantastic insight into the practices, trials and troubles surrounding such an event. From initially just a young teenage volunteer I gradually gained the experience and the knowledge to essentially run the festival at the head of a committee of young people with the oversight and responsibility of a dedicated and passionate youth worker.

This and other projects linked to the music festival not only provided me with the basis for the knowledge I have now about the local and wider music industry but also provided me with a) my first job (through contacts we had made in the process) b) a great advantage in getting into university c) a chance to curate a stage at the local Swn Festival (followed by a role later on in managing venues at said festival) and finally probably my current jobs in live sound, journalism and most recently promotion.

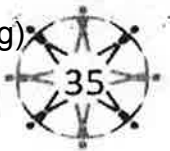
I still hold my last full year working for the music festival and its final outcome as one of the proudest and greatest achievements of my life so far."



APPENDICES

Appendix 1 - Supporting Information about CCYCP's Youth Provision, as outlined at a Meeting between CCYCP and Cardiff Council Youth Services on 20th November 2013

- 1.1 Cardiff Council Part Time Youth Allocation for Cathays currently funds three staff members for mainstream provision on Monday and Thursday evenings, three staff members for Friday's Inclusive Youth Provision (IYP) and two for the Sunday *Under Construction* youth music project youth club, which currently only has one staff member employed. Dan Wilson, CEO responsible for the Council's youth provision at Cathays, is based full time at Grassroots City Centre Youth Project and does not work any regular sessions at Cathays. Hence he has delegated line management responsibility to Jon Wilson for all the Cathays youth staff, as carried out as part of his twelve hours a week ACEO role. There is no Council allocation for building rent, overheads, maintenance and equipment (these are all provided for by the charity).
- 1.2 CCYCP is constituted to work in partnership with CCC and all the Cathays & Central County Councillors sit on CCYCP's management board. Hence they are directly informed and aware of its work, are able to monitor its practice and policies and, although having no voting rights, they are able to give information and advice on Council and other matters. Council officers and employed staff, similarly, are not voting governors of CCYCP, but attend meetings, present reports on their work and provide the professional day to day management of the provision. In addition there are four young people (two trustees and two under 18 year old youth members) who play an active role in management of their provision and of CCYCP generally. The structure and practice of CCYCP, then, provides a model of participative youth and community work that helps fulfil joint objectives of both CCYCP and Cardiff Council Youth Service in educating and empowering its members, volunteers and staff.
- 1.3 CCYCP has a comprehensive, and in some ways unique, youth provision that provides for a wide range in interests and abilities and has three distinct, but interlocking, provisions.
 - 1.3.1 *Embassy* Youth Club is the name of the mainstream Monday and Thursday evening sessions. It provides the nearest to a traditional open access provision but is also the source of most of the young volunteers and mentors who volunteer in IYP. The club also serves as an introduction to wider experiences and opportunities for young people to become involved in CCYCP as a whole and in the local community. One "stepping stone" example is that of two young people whose introduction to Cathays youth provision was



through Cathays High School via an after school cookery project based at CCYCP's community cafe, from which the pupils moved on to becoming regular youth club members. They then were both elected as youth club representatives on CCYCP management board where they are involved in the development of the centre, whilst expanding their interests and skills in the music project and volunteering in IYP. Hence they followed a process of social and educational developmental over a number of months & years which began with their school's partnership with CCYCP and the Council's youth service.

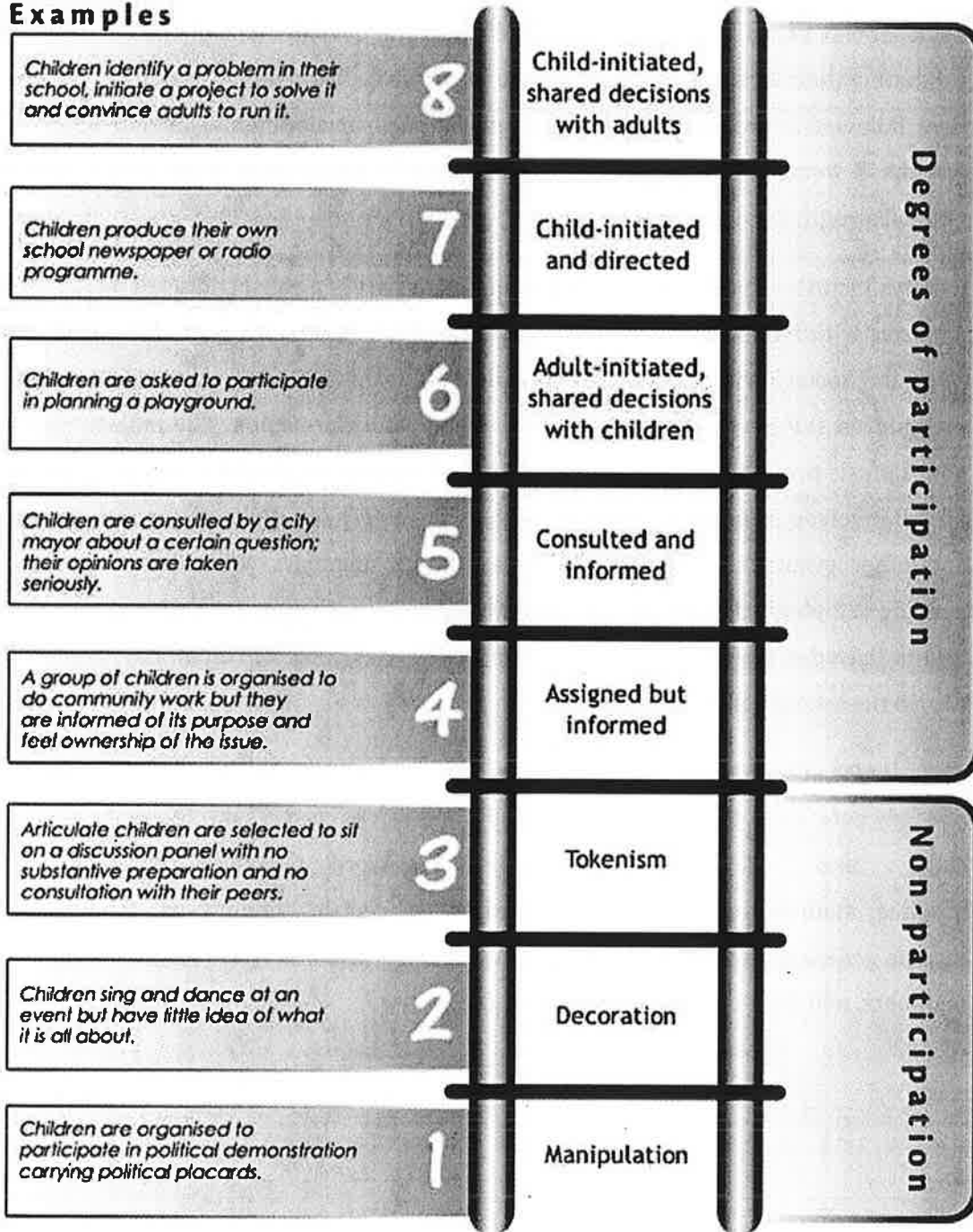
1.3.2 Cathays Inclusive Youth Project (IYP) is funded as part of a consortium led by *Action For Children*, with a budget obtained from *Families First*. Funds also come from *Children in Need* and Social Services. Although specialised in terms of its members and some of its procedures, IYP is very much part of the whole youth provision. The mainstream and youth music project members provide peer-led support for disabled members and they are all involved in projects together, such as the *Under Construction* festival, *Showcase* and other events. In addition mainstream youth members volunteer at the Friday evening IYP youth club and in the school holiday Teenschemes (at Cathays) and Young Adults (based at Howardian Youth Centre). These two projects run all day, every week day, in the school holidays.

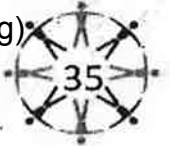
1.3.3 The *Under Construction* Youth Music Project also has its own identity, is strongly peer led is open to all young people and works closely with the *Embassy* youth clubs and IYP. It is well resourced with recording and practice studios and so is able to draw a certain amount of funding from income generated by rental of these spaces, at times when they are not in use by youth members, and from putting on music events.

Appendix 2 - Harts ladder of participation

The work that CCYCP does, particularly with Under Construction Youth Music Project, is fully participatory, and as such should be valued accordingly.

Examples





Appendix 3 - Arts Council Case Study:

Full report - www.artswales.org.uk/63877.file.dld

CASE STUDY: UNDER CONSTRUCTION FESTIVAL

Info	
Started...	2006
In...	Cathays In Cardiff
It happens...	Every year
There are...	
It lasts...	One day
It is run by...	Young people who are also involved in organising a number of other smaller events and gigs throughout the year
Tickets...	The event is free to attend
It costs...	Around £7-10,000
It gets funding from...	Various funding sources. The area is provided to the festival by Cardiff Council free of charge.

Background

The Under Construction festival is an annual one day music event held in Cathays in Cardiff. It focuses on providing an opportunity for local bands and musicians to perform in an open space venue.

The event has a main performance stage as well as a small tent stage for acoustic sets and open mic sessions. In previous years the festival has also focused on providing an opportunity for disabled musicians to showcase their talents. There is also a dance tent where beat-box artists and MCs perform and an opportunity to take part in the end of day jam. The event also hosts other activities and attractions including skateboarding and BMX ramps.



A significant amount of the finance needed is raised by the young people themselves through gigs, street busking and sound engineering for other organisations.

Youth involvement

The team of young people organising the event are also involved in organising a number of smaller events and gigs throughout the year. Organising the annual festival is considered the end result of the experience and skills these young people have developed throughout the year. The young people receive technical support, guidance and training throughout the process from professional technicians. The process starts with young people shadowing professional technicians to set up and run local gigs. Over time this changes to a point where the technical professionals provide support to the young people to organise and set up local events. The young people are equipped with the skills and experience to organise the annual event.

Benefits	Challenges
Young people are developing skills and gaining experience so that they are able to run an event by the end of the year. This is a sustainable approach and allows the young people to be completely responsible for the festival.	Finding long-term and sustainable funding is proving to be a challenge.
The overall learning and confidence raising of the core group (aged 14 to 20) took a significant leap forward as they fronted every aspect of the event, including some quite complex and challenging managerial decision making that included negotiating with Council safety officers, contractors, and responding to changing weather conditions.	Publicity and advertising are a challenge for the organisers - they feel that the event is not publicised well enough.
The young people have developed communication skills and social awareness (e.g. working with and involving people with learning disabilities) and other skills as a result of their voluntary participation in the event.	

Lessons learnt

- Event organisers have made a conscious decision not to invite any well-known headline acts to perform at the festival. Instead the list of performers is made up of local young people.
- Most bands and musicians are not paid. They are motivated to participate at the festival by the opportunity to perform on a professional stage with good quality equipment in an open air environment.
- The project has had wide ranging benefits, especially in increasing the confidence and soft skills (e.g. communication skills) of the young people involved.

<http://www.underconstruction.org.uk/festival/>



Appendix 4 - How A Youth Club Changed My Life

by Ed Townend, Product of the Youth Service

Teenagers are often nastily portrayed by the media and the general public as ASBO-ridden, alcohol abusing, drug taking, impregnated, internet-addicted layabouts. The better side of teenagers are only often portrayed in freak life-saving stories and there never seems to be a very good view of how teenagers affect change - or are affected by change - in the community.

What isn't brought up very often by the media is the good work that youth centres, clubs, activities and provisions provide. In all areas of creative expression, sport and other extra-curricular experiences there are fantastic stories of progress and dedication in young people. This of course is not a freak occurrence, but aided spectacularly by youth workers who are dedicated and passionate to providing these services to young people.-

To take this on from a personal aspect (which you can skip by heading to the next break), I attended youth clubs and provisions from even before I was a teenager. Even if it was just hanging around in a building, away from home and school and off the streets, taking advantage of the facilities (which seem lacklustre now in retrospect but provided us with entertainment back then) that were available.

I soon moved towards the more active engagement of joining in with a community project in my city which was the effort to set up a music festival for young people. This project not only sparked my interest in the wider music scene, it also gave me a fantastic insight into the practices, trials and troubles surrounding such an event. From initially just a young teenage volunteer (helping out by stewarding and creating a small and rarely used internet presence at the time) I gradually gained the experience and the knowledge to essentially run the festival at the head of a committee of young people with the oversight and responsibility of a dedicated and passionate youth worker.

This and other projects linked to the music festival not only provided me with the basis for the knowledge I have now about the local and wider music industry but also provided me with a) my first job (through contacts we had made in the process) b) a great advantage in getting into university c) a chance to curate a stage at the local Swn Festival (followed by a role later on in managing venues at said festival) and finally probably my current jobs in live sound, journalism and most recently promotion.-

My experience with youth work and centres is not unique. Many people I know who used these services grew up with a fantastic advantage and with great opportunities ahead with the experience under their belt. By creating a passionate and fantastic environment to progress and learn outside of school, the youth service provides a much needed system of authority, education, progression and opportunity.

Unfortunately, young people are often left voiceless by one thing - their voting eligibility. You have to be eighteen to vote for your local council representatives and government policy makers - by the time you are, you're often left with a changed perspective about younger people. My experience has not left me this way. I care passionately about the exclusion of young people in every way from media prejudice, to exclusion from events to a general ignorant feeling towards young people, their rights and needs.-

My local council (Cardiff County Council) are pressured with the action to make £50 million worth of cuts this year, and in doing so are cutting £1 million from the youth service budget. This means axing my old high school's youth centre, as well as youth centres I've had the privilege to work with during my time as a volunteer in the youth music scene. The council are gravely and ignorantly cutting services which in turn will decimate the potential of thousands of young people in Cardiff who will not receive the benefits, experience and life achievements that these services provide.



Depriving future generations of these opportunities is damaging not only for young people but for the future of the community. Cutting funding to an already crippled service that gets by from pittance from the council and hours of funding applications to fill a gaping chasm of debt is irrevocably damaging to a community that needs all it can right now to provide a good base for children and teenagers. The youth service essentially built up my skills for free and gave me some mind-blowing opportunities that still amaze me today. I still hold my last full year working for the music festival and its final outcome as one of the proudest and greatest achievements of my life so far.

(<http://fearandloathingblog.tumblr.com>)

Appendix 5 - Meeting Welsh Assembly Government Policy

participationworkerswales.org.uk/page/Extending-Entitlements.aspx

The innovative way in which CCYCP works with young people is directly in line with '**Extending Entitlement: supporting young people in Wales**', the Welsh Assembly Government's flagship policy for promoting opportunity and choice for all young people in Wales aged 11-25 years. The policy has 5 objectives that aim to strengthen policy and practice for young people.

- A more positive focus on achievement and what young people have to contribute
- *A stronger focus on building the young person's capacity to become independent, make choices and participate in the democratic process*
- Improvement in the quality and responsiveness of the services available to young people
- Involving young people, which is key to the above
- *More effective co-ordination and partnership at local level*

CCYCP meets these objectives by including young people in management of the organisation, and by working in partnership locally. By cutting the provision, the organisation will struggle to continue achieving them.

The above objectives were the basis of the following entitlements which every young person in Wales should have access to. These would also be affected by cutting partnership provision:

- Education, training and work experience – tailored to their needs
- *Basic skills which open doors to a full life and promote social inclusion*
- *A wide and varied range of opportunities to participate in volunteering and active citizenship*
- *High quality, responsive and accessible services and facilities*
- Independent, specialist careers advice and guidance and student support and counselling services
- Personal support and advice – where and when needed and in appropriate formats – with clear ground rules on confidentiality
- Advice on health, housing benefits and other issues provided in accessible and welcoming settings
- *Recreational and social opportunities in a safe and accessible environment*
- *Sporting artistic, musical and outdoor experiences to develop talents, broaden horizons and promote rounded perspectives including both national and international context*
- *The right to be consulted, to participate in decision-making, and to be heard, on all matters which concern them or have an impact on their lives*



Appendix 7: Money raised using CCYCP charitable status

Currently waiting for a Decision:

Wooden Spoon: in order to improve garden facilities -	£630.
Greggs: in order that youth club members can run a film club	£1,560.

Secured for youth club activities 2013/14:

Famillies First: Wages for 4 youth worker posts, 6 residential weekend breaks, workshops and volunteer support	£25,000.
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Families First Underspend: a weekend residential involving up to 15 young people and a week of peer led activities run by CCYCP	£4,455.
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BBC Children In Need: Wages for 2 youth workers IYP Holiday provision	£7,400.
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Members Fees for holiday provision – mainly paid by Child Health and Disability team and Adult Services	£25,200.
--	-----------------

Gwirvol Youth led Grants – volunteer team building weekend	£2,625
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Appendix 8: Cathays High School

Full Estyn Report - <http://web.cathays.cardiff.sch.uk/newsletters/Estyn2013.pdf>

Context: Cathays High School is located near the centre of Cardiff and serves the Cathays and Roath areas. However, 61% of pupils come from other parts of Cardiff; with 27% of these pupils living in the city's more deprived wards. Around 37% of pupils are entitled to free school meals, which is much higher than the national average, and significantly higher than the figures of all other members of the family of similar schools. There are currently 903 pupils on roll, including 191 in the sixth form.

The school has a very high turnover of the pupil population of around 26%. Around 100 of the current Years 7 to 11 pupils were new arrivals to the UK on entry to the school. A significant minority of all pupils are functionally illiterate when they start at the school.

Around 75% of pupils are from ethnic backgrounds other than White British, mainly Somali, Czech or Slovak Roma, Bangladeshi or Pakistani. There are currently 63 different languages spoken as a first language in pupils' homes. Over 70% of pupils have English as an additional language, with around 36% having a level of acquisition in English that is less than competent. This is much higher than the figure for the second highest in the family of similar schools. No pupils speak Welsh at home.

There are currently 42% of pupils with additional learning needs, which is much higher than the Wales average. Four per cent of pupils have statements of educational needs compared to 2.6% nationally. The school provides specialist provision for pupils with autism.

Partnership with CCYCP: Cathays High works in close partnership with CCYCP, targeting young people from Czech Roma and Romany origin, young people on the autistic spectrum, and those identified as being in need of social and economic support. Two young people who became involved through this partnership work with the school are now committed volunteers throughout the whole organisation and Management Board representatives.

The proposed council cuts would have a direct impact on staff availability to continue the partnership work highlighted in the Estyn report:

- The current performance of Cathays High School is good because the school works effectively with a range of partners to enhance pupils' learning experiences and offers an extensive range of opportunities for out of school hours activities.
- Many pupils are actively involved in community based work and take on a range of responsibilities in school. For example, Years 9 and 10 peer mentors staff a peer mentor room, support Year 7 form groups, lead assemblies and help with transition activities in partner primary schools.
- The way in which the school provides effective, targeted support to pupils from different ethnic groups and their parents is an outstanding feature. As a result, the engagement of these pupils and their parents has improved significantly and led to considerable improvement in important areas such as attendance, participation in school life and achievement.
- The school's provision for pupils with autistic spectrum conditions has significant strengths, including opportunities for the development of skills in real life contexts.
- It also works well with a range of external voluntary and community groups and often takes a lead role in developing effective joint strategies and working practices.



"Cyfleoedd i Bawb"
"Opportunities for All"

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Pennarth / Headteacher:
Mr. R. Phillips, B.Sc., M.Ed

Date: 7th February 2014

To whom it may concern,

I am writing to express my disappointment with the proposed cuts to youth provision at Cathays Community Centre. Many of our pupils who access the centre are from more disadvantaged areas of Cardiff. These proposed cuts mean that many of our pupils will no longer be able to access any evening youth provision and for some this is their only positive engagement outside of school hours.

School and Community Centre staff have spent a long time establishing a relationship between pupils at the school and the community centre to increase extracurricular activity and there has been a lot of hard work from Jon and his staff at the centre to keep activities running on an already sparse budget.

We have had a successful partnership for many years with the centre running a wide variety of youth projects school hours and after school. These projects are vital to a number of our pupil's social, emotional and economic development in building the skills vital to educational and economic success and helping to reduce the likelihood of them becoming NEET. All projects that have run in partnership between the school and centre correspond to activities that appear on the youth provision timetable and it will be a great shame to see this go as so many of our pupils are engaged in these activities.

Sunday youth club is very important to us. Many of our students are musically talented and this is a place that they can put this to practice and express themselves. The music events, such as Under Construction, that are put on by the centre in partnership with Maindy Leisure Centre are not only a chance for our pupils to perform and develop confidence but are great opportunities to develop leadership skills, which I believe is an extremely effective way of learning.

Cathays Community centre gives so much to the community and its members in providing opportunities for positive engagement for our pupils. The partnership we have with Jon and the centre is invaluable and we would very much like you to reconsider the proposed cut.

Yours Faithfully

Lauren Davies
Community Learning Co-Ordinator



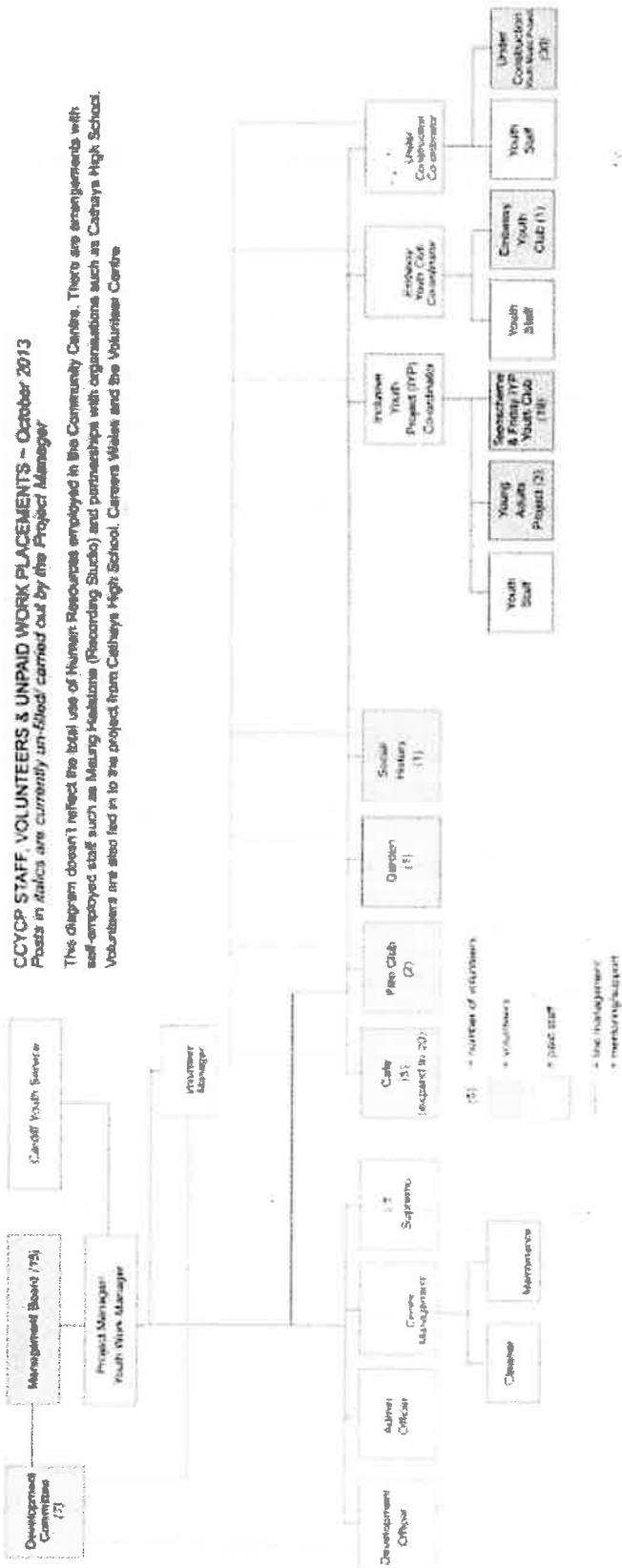
Deputy Headteacher/Diwrwy Pennarth: Mrs. T. Stephens
Deputy Headteacher/Diwrwy Pennarth: Mrs. S.Khan
Assistant Headteacher/Pennarth Cynorthwyol: Mr. S.Davies
Assistant Headteacher/Pennarth Cynorthwyol: Dr. L. A. Jones

A Cardiff County Council School
Ysgol Cymor Sir Caerdydd



CCYCP Structure

As demonstrated in this diagram, the ACEO/Youth Work Manager post paid for by Cardiff Council (12 hours per week) is integral to the running of the organisation. Without this staff member, the ability of CCYCP to function as it does currently will be severely limited.



The following are brief case study examples of just four of many young people with current involvement in Cathays youth provision and who have each benefitted in life changing ways as a result of their time and commitment at the Centre (or CCYCP as it is referred to here).

1. The first is a young adult in his early twenties who was a member of Cathays Inclusive Youth Project and who progressed to being a regular volunteer tasked with supervising peer members by being responsible for registers, membership subscriptions and other duties. He has built up a personal portfolio of qualifications and achievements where CCYCP features as an organisation that has provided him with on-going learning opportunities. He has also widened his experience in the community through his time as a volunteer in CCYCP's community café and by carrying out stewarding and other work at CCYCP's annual "Under Construction" youth music project festivals. The outcomes for him have been the development and improvement of social skills, the learning of other practical key skills and of becoming increasingly respected and valued member of the community.
2. The second example is another young adult with learning disabilities who started attending Cathays youth clubs as a young teenager. He now accesses provision for the older youth members ("YAP") but has not lost his link with centre based work. This is because he acts as a youth member mentor and participant in the "Teenscheme Rockers," a group of musicians drawn from the Inclusive Youth Project and Youth Music Project who work together to perform at the annual "Under Construction" festival and at other times. This young man has a record of near 100 percent attendance as he has progressed through CCYCP's various provisions. He also sometimes attends the "open access" youth provision having become confident and able to socialise independently away from the Inclusive Youth Provision. He also is a regular steward and volunteer at the youth music project festivals.
3. The third person is a young woman whose introduction to CCYCP was as a Cathays High School year 8 pupil who was one of a group of "Cathays Cooks." This group changes its membership every term and is made up of pupils identified by the school as in need of additional support through the Cathays High "SNAG" scheme. "Cathays Cooks" is one of many school partnership projects and it meets after school at the centre's community café where food preparation, cooking, shopping and presentational skills are learned and enacted "for real" in a venue that is open to the public. This person became further involved with CCYCP by volunteering at various events where the catering was provided by youth member volunteers. Some of these events were youth music project gigs where she went on to become a regular member of the youth provision on Sunday afternoons and weekday evenings. From this she found she was able to develop her communication and social skills further through active engagement on youth forums and is a member of CCYCP's full management board as one of the youth representatives. She is currently on the "Under Construction" organising committee and is learning recording and sound engineering skills as part of the peer led youth music project provision.

4. The final example is a young man whose initial involvement with the centre was also through "Cathays Cooks" and who has achieved a remarkable amount over the past two years. As in the previous case he is involved in all of CCYCP's youth clubs and is a youth representative on the centre's full management board. He has taken every opportunity that CCYCP could give him to develop his abilities and skills, having progressed from being a helper in the catering marquee at the 2012 Under Construction Festival to being joint co-ordinator of the whole event in 2013. In the year in between he learnt nearly all there was to know about running CCYCP as a full time youth and community organisation through his regular volunteering at the centre and active assistance in every aspect of its management. This includes maintenance of buildings and equipment, staff recruitment, centre bookings and finance. One of his own initiatives is a social history project that researches and explores CCYCP's and the local community's past and its relevance to community development. His confidence and communication skills have developed enormously as a result of his being involved in real-life management and decision making whilst still remaining a regular member-user of all the open access youth clubs. Still only 14 years old he organises and chairs youth music project meetings and community meetings involving all ages. This wealth of experience and confidence gained at CCYCP is clearly transferable to other settings in future life and the school he attends acknowledges the importance of the informal learning process by being fully supportive and co-operative with his extensive commitment to the life of the centre.

All of the above youth members have not only personally benefitted from the youth provision at CCYCP but they are themselves hugely important role models for all the young people who are able to aspire to levels of personal and social achievement that CCYCP is proud to facilitate. This is evidenced by examples of more and more young people eager to take on responsibilities at CCYCP events and projects outside their youth club times. But without the youth clubs they would never have had the opportunity to make that progression.

My name is Anna Wright and I am a youth member at Cathays Youth and Community Centre Project, or CCYCP.

CCYCP has been running for over 30 years however only recently have we begun to rebrand ourselves as Embassy. This is because we do not only provide for the Cathays area but areas including Rhiwbina, Roath, Llanishen, Gabalfa, even areas from the valleys – I could go on.

Within these areas some have been labelled as deprived and some have been put aside, well enough off to be robbed of their youth centres. Yet this idea of a “deprived” area is inaccurate and incorrect. A single youth centre does not serve one area and each area has a mixture of deprived and well off people. There is no black and white.

CCYCP or Embassy provides the young people it reaches in a number of these areas with youth clubs that encourage life skills money cannot buy and the Under Construction Music Project puts on regular gigs and recording opportunities for bands and musicians of Cardiff and outside areas that help to build confidence and other valuable skills. These opportunities are available in out of school hours and on weekends, unlike the service Grass Roots provides. Grass Roots has been put down as a replacement for the project. The actual case is that both projects, whilst centred around music, are completely different and appeal to different audiences. One cannot replace the other.

The music project also runs a music festival every year unlike any other where bands and members of the centre’s Teen Scheme – a project run for young people with disabilities – have the chance to perform in an environment unavailable throughout the rest of Cardiff.

In order to run all three of these areas, professional staff is needed. If only to supervise, they keep things under control and realistic, and are vital to the way our centre works. Even if we are fundamentally volunteer based, the council paid staff keep things running smoothly and efficiently.

Our Teen Scheme is the one quarter of the project that has been deemed worth keeping. Now, I want you to look at Embassy like a three legged stool. If you remove even one leg, the others cannot hope to stand.

If our youth clubs are closed there will be no volunteers to support and serve as friends and helpers for the members of the Teen Scheme Project. These are young people who are unable to participate like we do in society. This kind of support and friendship to them is invaluable.

If the Under Construction Music Project is shut down because there’s no staff to supervise the comings and goings of band members and the way the system is run, there will no longer be musical opportunities for the members of the Teen Scheme or things like the festival for bands of Cardiff and beyond.

And all of these things build life skills.

By taking away the youth provision the entire centre and its family will be crippled.

So what massive saving is worth destroying our youth centre?

It has been proposed that our council employed youth workers will be taken away – only to be moved somewhere else. Ok, no saving there. Because of the way the centre is run we pay for our own bills, building, admin, etc. Alright, no saving there, either.

It comes down to this. If these proposals go ahead then the financial savings will reach the value of one full time job. One. And there will be no more Embassy Youth & Community Project.

The centre is a place where young people like me can go to fit in. We have a voice. Voices, for once, that are actually listened to. I, amongst others, am a member of the centres management board, for example.

These cuts were proposed by people who hadn't even looked at our centre. Where is the logic of destroying a place for no real saving? A place that could pave the way for other centres because of the financial efficient way in which it's run?

Barely a week ago a member of our Teen Scheme – older than me – was pushed to the brink of tears at the prospect of having the centre taken from him. That youth member and other youth members like me are being ignored. We are unable to vote. We are unheard.

Even today, whilst you discuss how best to collapse our youth service, you have prevented the majority of young people from speaking by discussing this during school hours.

Yet this unheard generation is your future – and the links of family, the skills and trust, the confidence we have found at the centre – life changing and essential – are priceless. Will you help to throw them away? Thank you.



Tros Gynnal Plant
Standing up for Children

TGP Response to withdrawal of £40k funding for Family Group Meeting Service Ref No. 35 / Directorate Ref. CHD 15

TGP acknowledge that Cardiff, like all other Local Authorities are facing a difficult future with difficult decisions needing to be made in order to meet reductions in funding allocation from Welsh Government and supports the need to reduce costs where possible.

However TGP wishes to point out that the use of Family Group Meetings is proven to be effective for families and cost effective for local authorities and removing their use is likely to lead to greater costs for Cardiff.

A survey by the Family Rights Group (2010) found that ***for every £1 spent on delivering Family Group Meetings, the savings to the state are £11.***

Family Group Meetings are a way of making plans and decisions that utilise the strengths, skills and resources of families. They are particularly useful where a child or young person is at risk and a plan needs to be made. They are facilitated by trained, experienced practitioners who are independent of the local authority. Evidence locally and globally shows that Family Group Meetings are a very effective way of engaging families to make and implement safe plans for their children. The key research findings (Family Rights Group 2012) confirm that Family Group Meetings:

- a) Are effective in engaging families
- b) Result in greater support being available from within families
- c) Identify family placements, so reducing the number of children in care
- d) Keep children safe

The funding for TGP to provide Family Group Meetings is £40k and has been since 2006. The original agreement was for TGP to provide 15 per year and this was increased to 25 in April 2013. The following illustrates the volume of work TGP has delivered.

- 2007-08 49 Referrals, 25 FGMs, 10 Reviews
- 2008-09 63 Referrals, 26 FGMs, 12 Reviews
- 2009-10 60 Referrals, 30 FGMs, 9 Reviews
- 2010-11 61 Referrals, 34 FGMs, 10 Reviews
- 2011-12 55 Referrals, 36 FGMs, 15 Reviews
- 2012-13 37 Referrals, 11 FGMs, 11 Reviews

These referrals include a mixture of early intervention and prevention, Children in Need, Care Proceedings / PLO and Looked after Children spanning all tiers of need.

If we focus on the higher tiers of need, this is potentially where the greatest savings can be made. We know that the number of children looked after in Wales is rising year on year. The Welsh Government Statistics for Wales, SDR 163/2013 indicate that the number of looked after children have been increasing steadily since 2003 rising from 4193 in 2003 to 5743 in 2013. It also shows that Cardiff had 557 children looked after in 2013.

We also know that the costs of looked after children is rising. The Chartered Institute of Public Finance and Accounting estimates the cost per looked after child to be £37,669 (Children in care in England: Statistics, House of Commons Library May 2012).

If TGP prevents just one child coming in to care or enables just one child to return home or to another family member then it has saved the Local Authority nearly a whole years funding allocation. If you multiply the savings by the number of families that TGP works with then the actual figure saved is considerable.

In the last two years alone TGP intervention enabled 11 children to return home and 10 children to live with extended family as an alternative to care.

There is a requirement on LA's to consider having a Family Group Meeting as part of the Public Law Outline. The Public Law Outline (2010) requires the court to consider what work has been undertaken with the family prior to the issue of proceedings, in accordance with the above guidance. **This includes an expectation that records of discussions with family (which could include a family plan arising out of an FGM) should be filed at First Appointment, along with Other Checklist Documents, when the court will also identify family and friends as proposed carers (paras 12-13).**

If Family Group Meetings are not available, Cardiff will need to consider spot purchasing the service as needed. Tros Gynnal Plant charges £1750, other organisations charge upwards of £2500.

In the Equalities Impact Assessment, it is suggested that Cardiff could provide the service from the FISS team. Whilst this is an option, we would suggest that it not the best option. Attempts have been made in other Local Authorities to reduce cost and provide the service in house. However this has proven to be less effective particularly in terms of engaging hard to reach families who may be struggling with their relationship with Social Services. As an independent provider, families view TGP very differently. It is not uncommon for the Service to effectively engage and work with families who have been reluctant to work with Social Services. It has also been seen in authorities trying to reduce costs that their practitioners do not have the skills or confidence to undertake Family Group Meetings effectively and end up providing a much diluted model which is far less effective for families and thus less effective in finding alternative solutions and reducing costs. Local Authorities who have managed to deliver an effective service in house have found that they have needed to invest rather more than they would with a commissioned service.

Removing the Family Group Meeting service from the options available for families in Cardiff will in our submission increase the cost to the Local Authority far more than the cost of the service - £40k.

Mike Clark
Service Development Manager
Feb 2014

Subject: Proposal to close the Council's workplace nursery- Scrutiny Meeting
13th February Agenda Item 4c

Dear Councillor

I write on behalf of the parents of the children currently attending County Hall nursery, the potential closure of which is to be considered as a proposed budget saving at Scrutiny on Thursday.

Following consideration of the issue by Scrutiny in January, we feel compelled to write to you again to ask that you consider the attached letter which sets out some serious concerns we have with the revised proposal put forward in the Council's budget saving proposals for 2014/15.

We would be extremely grateful if you could read through the attached letter prior to the Scrutiny meeting and should you wish to, you can contact us on this email address or on telephone number 07850 542846.

Thank you in advance
Mr and Mrs Hooper

11th February 2014

Dear Scrutiny Member

Scrutiny Meeting 13th February 2014- Proposal to close the Council's work place nursery

I write on behalf of the parents of the children who currently attend County Hall Nursery, in respect of the proposed closure of County Hall nursery, which you considered at the January 14th Scrutiny Meeting and which is being considered at the Children and Young People Scrutiny Committee – budget meeting on Thursday 13th February (Agenda Item 4C).

Following the very constructive discussion at the January Scrutiny meeting and following subsequent dialogue with Nick Batchelor and other officer's, we are very pleased that Councillor Magill amended her recommendation to Council to accept that a viable business case to enable the nursery to continue to operate could be possible. Whilst the basis for the revised recommendation is welcomed, we have major concerns about the potential impact of the revision. Whilst we welcome the revision to the date when the decision will be taken on the potential closure from January to June, we have major concerns that the potential closure date remains August. This means that if the decision is that the nursery will close, it will give parents a maximum of eight weeks to find alternative child care provision and to move their child. The previous proposal allowed 6 months for this, acknowledging that moving young babies and toddlers can be disruptive and unsettling and requires a long lead in time for 'settling in'. It is not clear from the revised recommendation or the information subsequently provided by the Childcare Strategy Unit why it is considered that a reduced period of under 8 weeks for parents to re-locate children is acceptable.

Whilst we welcome the opportunity for the business case to be explored and the Start and Finish Task Group being set up to examine the issues around the viability of the nursery, the failure to amend the potential closure date serves a threat to existing parents and a deterrent to potential parents. As such, the work of the Start and Finish Group to examine marketing of the nursery will be significantly hampered by the failure to amend the closure date. With the threat of an August closure, any marketing strategy cannot be effectively implemented or occupancy increased to demonstrate that it is viable. This is already starting to take effect with at least two prospective parents contacting the nursery in the last two weeks about taking up places only to be advised of the potential date of closure, which has left them anxious about choosing County Hall nursery despite being enthusiastic about all that it has to offer.

As previously set out, Parents accept that the nursery needs to be viable and cannot continue on the current financial basis. We are pleased that it has now been acknowledged that it is possible that a business case can be made, however, the maintenance of the proposed closure date will undoubtedly undermine the case which is about to be considered.

As such, we ask that you intervene to suggest that the recommendation be further amended to push back the potential closure of the nursery to the end of the financial year (31st March 2015). This enables the business case to be considered and marketing activity to commence without the threat that anybody remaining at the nursery or joining the nursery would have to find alternative provision within an unrealistic and insensitive timeframe.

Based on indications of interest already registered with the nursery and potential immediate and future users identified through the recent staff survey, we feel strongly that this amendment would significantly boost the prospects of the nursery being made viable. Previous statements by the Education Department highlight that the cost of the nursery to the Council would be in the region of £100,000 for 2014/15 even if a closure took place in August. This far outweighs the £56,000 budget saving proposal identified for 2014/15.

In addition we would like clarification to be sought on how the £56,000 saving proposal has been calculated and why an application for Voluntary Severance from one member of nursery staff has not been taken into account as a budget saving proposal for 2014/15. This staff cost could form part of the saving targets needed and could be realised whilst still keeping the nursery open. Therefore the cost to the Council to keep it open until March 2015 would be minimal and this risk is far outweighed by the potential income to the council which we feel could be generated if the nursery is given sufficient time to demonstrate that it can be operated in a viable manner.

Thank you for your consideration of the above.

If you require any clarification or further information on the above, please do not hesitate to contact us.

Mr and Mrs Hooper- on behalf of parents of children attending the County Hall Nursery



My Ref: Scrutiny/Correspondence/MJH

17 January 2014

Councillor Julia Magill
Cabinet Member - Education and Lifelong Learning
County Hall
Atlantic Wharf
CARDIFF
CF10 4UW

**CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE, 14 January 2014:
COUNCIL NURSERY – PROPOSED CLOSURE**

Dear Julia

Thank you for attending Children and Young People Scrutiny Committee with Nick Batchelar and Neil Hardee to advise Members on the proposal to close the County Hall Nursery that was considered by Cabinet on 16 December 2013. During the way forward section of the agenda the Committee requested that I write to provide you with the Committee's comments, concerns and recommendations following its consideration of this item.

The Committee initially heard from Councillor Cowan, who made a statement in support of the Nursery and the excellent service it provides, as confirmed in inspection and hygiene reports. Councillor Cowan also expressed her concerns at the lack of marketing of the nursery, poor consultation, lack of alternative options and the failure to provide a full explanation of the implications of the closure. Councillor Cowan also provided evidence of the poor communication, which indicated that there was a waiting list for children to attend the Nursery. Members were provided with a copy of the Council's intranet page which stated that there was a waiting list for the nursery, this was followed up with a copy of the Nursery Place application form which stated that there was a waiting list and included a copy of the waiting list criteria (copies attached).

Mr Gareth Hooper (a parent of a child in the Nursery) was then invited to make his presentation. Mr. Hooper also expressed the same support and concerns as Cllr Cowan. Mr Hooper felt that the consultation was biased and failed to include any other options other than to increase charges for those attending or the closure of the facility. Mr Hooper also presented a letter to Committee (copy attached) which represented the views of all the parents using the Nursery. Mr Hooper requested that the Committee recommends to Cabinet put on hold the decision to close the Nursery, to enable officers to update the intranet and application form and undertake further marketing and an assessment of alternative options.

The Committee noted that you had requested a further more detailed report for consideration by Cabinet and then Council on 30 January to enable further consultation to be undertaken until 22 February 2014. The Committee welcomed your commitment to ensure that officers will address all the issues raised at this meeting in the report. The



Committee also welcomed the Director's commitment to meet with the parents to discuss their concerns, as soon as he could arrange a mutually convenient time.

Members were surprised to hear that discussions had been had with the Flying Start programme in Cardiff, to act as an approved flying start provider for childcare, but this did not prove successful. Members commented that Flying Start is a Welsh Government funded programme which is targeted at children aged 0-3 years 11 months and their families who live in disadvantaged communities in Cardiff as defined by post code, and did not therefore seem appropriate for the County Hall Nursery.

The Committee, during its discussion on the way forward expressed a number of concerns which the Members considered must be addressed in any future proposals, consultations or reports.

The Members expressed their serious concerns that even following detailed questions about costings and breakeven calculations for the Nursery, they remained unclear about the financial justification for the closure of the Nursery. Members were also dismayed to be informed that no discussions had been had with any other employers in the Bay Area (for example the National Assembly for Wales) to promote the Nursery for their staff, as this could result in considerably more people wishing to use the facility.

Members also expressed their concern around the following issues:

- Lack of recent marketing of the Nursery, particularly highlighting the number of vacant places;
- Lack of clarity that grandparents who are employed by the Council can apply for places;
- Out of date employee information about the availability of places in the Nursery;
- The lack of a review of alternative provider options;
- Failure to clearly identify a breakeven position for full occupancy of 21 children;
- That the £56,000 rent paid by the nursery to the Council seemed excessive; and
- That the consultation document was considered skewed as it only included one option for consideration.

The Committee therefore recommends that you ensure that any further report proposing consultation on the closure of the County Hall Nursery fully addresses the information provided by Cllr Cowan and Mr Hooper at the meeting, the correspondence and information attached to this letter, and all the points raised by the members at Committee as stated above.

I hope that these comments and concerns detailed above will be helpful to you and officers, and look forward to a positive response to the recommendations made in this letter before this Committee undertakes its budget scrutiny on 13 February.

Yours sincerely



COUNTY COUNCILLOR SUE LENT
Chairperson – Children and Young People Scrutiny Committee

12th January 2014

Dear Scrutiny Member

Scrutiny Meeting 14th January 2014- Proposal to close the Council's work place nursery

We write in respect of agenda item 1 to be considered by Scrutiny at the meeting scheduled for 14th January. We, the parents of children who currently attend the County Hall nursery, request your valuable input into the current 'consultation' into the proposed closure of the nursery on the following basis:

- **The decision making process to date has been legally flawed, not least as a result of the failure to provide an Equalities Impact Assessment despite the Cabinet report presented in December 2013 stating that the impact of a decision to close the nursery on Council employees was considered low.**
- **The Council has failed to meet numerous verbal and written requests for information vital to the consultation and decision making process;**
- **The consultation process is only scheduled for a 2 week period and has been biased and misrepresented the issues the nursery currently faces; and**
- **The consultation presents a single option, the closure of the nursery. No alternative based on addressing the obvious failings by the Childcare Strategy Unit to operate it on a viable basis is considered. As such, it is not true consultation it is a "fait accompli".**

Based on the above, we respectfully ask you to intervene in the current 'consultation' process.

As Council employees we are the first to acknowledge that the financial deficit that the Council currently faces is unprecedented and will undoubtedly mean that very difficult decisions need to be taken. However, whilst we accept that major change is inevitable, this must be based on sound reasoning and taking into account the full implications set against the cost saving. In this instance, this has not been the case. As such, should this not be put right, we feel compelled to take legal action to ensure that the correct process is followed and a reasoned decision results.

We outline in the following sections our serious concerns.

The Process and Consultation to date

The consultation with the current users of the nursery has, at best, been disjointed, and at worst, weighted so heavily against the continued operation of the nursery, that the decision to close it already appears to have been made. Verbal and written requests for information on the consultation process have been dealt with slowly and for the most part, remain unanswered almost half way through the 'consultation'. The Childcare Strategy Unit has

consistently failed to provide documentation which is legally required in support of the Cabinet report. As such, we are of the view that the 'consultation' process is not a true consultation and the entire process could successfully be judicially reviewed.

The 'bias' of the 'consultation' process is further evidenced by the staff questionnaire circulated by the Childcare Strategy Unit on Friday 10th January regarding the proposed closure of the nursery. This survey was prompted by parents at a meeting with the Childcare Strategy Unit on the 6th January, to seek views from all Council employees about the proposal. Despite parents agreeing draft questions prior to circulation to all council employees, a final question was added. This asked:

*"If yes [I am interested in a childcare place at County Hall Nursery], the current operating cost of the nursery is approximately £260,000 and the current occupancy is 45%, out of a maximum of 20 places only 9 are filled. The current fees of the nursery are £47 per child per day. The fees need to be set at a target of 60% occupancy in order to break even. **If the fees were raised to £85 per child per day would you consider using it?**" [emphasis added]*

The above question fails the basic requirements of any valid questionnaire; that the questions asked are presented in such a way that the respondent is not 'led' to respond in a particular way. We contend that the inclusion of the reference to £85 per child per day will result in every single respondent responding in a negative way. An unbiased survey question would have set out the facts and then invited people to confirm what they would be willing to pay to use the nursery. Later in this letter we set out a number of measures which would reduce the operational cost of the nursery and increasing the income, thus making the daily fee, far less than £85. This possible scenario is not represented by the survey, it merely reports based on status quo, which we all accept is not a feasible option.

This has been deliberately done in order to secure a negative response. It is, at best, very bad practise on the part of the Childcare Strategy Unit and at worst, it is **manipulative, deceitful and completely invalidates the entire questionnaire**. As such, any reliance on the responses to this question in the survey would further validate our claims to judicially review any decision to close the nursery.

The publication of the 'biased' survey on Friday 10th January is further evidence that the entire 'consultation' process has been weighted heavily in favour of the closure of the nursery. Requested information on the current operation of the nursery remains outstanding and legally required documentation in support of the case presented to Cabinet appears to have been completed retrospectively. It is clear that there have been significant failings in the 'consultation' process to date and the Council has failed in its legal duties in a number of respects. We therefore request that Scrutiny Members intervene in the process to ensure that the outcome of the 'consultation' is unbiased and represents the views of current and future users of the nursery against the cost savings that closure brings.

In addition to the failings of the 'consultation' process, we also wish to highlight further fundamental flaws in the evidence presented in the Cabinet report which formed the basis

of the Cabinet resolution and which is now informing the decision whether to close the nursery:

Inconsistent and Inaccurate Information

The report to Cabinet refers to an operating cost of £148,681. However, following numerous requests, the Childcare Strategy Unit have now confirmed in e-mail correspondence that the operating cost is £260,000, a 43% increase on the figures provided to Cabinet and Scrutiny. This figure refers to operating costs in 2012/13 and does not reflect the current financial year. It appears, therefore, that the information before Members is wrong, indicating that the Childcare Strategy Unit do not appear to have a handle on what the actual costs are. As such, given the uncertainty about the actual costs associated with the nursery, it is difficult to see how a reasoned decision can be made.

Reflective of the above discrepancies, numerous requests for details of the costs associated with the operation of the nursery have not resulted in the provision of any detailed information. At the time of writing, some 31 days after the initial meeting with the Childcare Strategy Unit to discuss the proposed closure of the nursery, we have still not been provided with a detailed breakdown of the operating costs of the nursery or the fee income, including details of the cost savings parents made through the childcare voucher and the workplace nursery salary sacrifice scheme.

Crucially, based on the limited information which has been made available to date, it appears that the Childcare Strategy Unit are not clear on the actual running costs of the nursery. In light of this, we contend that it is impossible for the future of this important facility to be considered within the currently defined 'consultation' process of 2 weeks.

In addition to the inadequate information highlighted above, the Cabinet report is, in places, factually incorrect. Firstly, it states that the nursery has an above average market rate for day care in Cardiff. The designation of the nursery as a workplace nursery in July 2013 has resulted in a significant reduction in the cost of childcare through tax savings to employees at no cost to the Council. This is over and above the childcare voucher scheme and makes the nursery even more competitive and affordable for parents wishing to return to work, especially when set against the rates for nurseries in close proximity to County Hall. As such, the closure of the nursery to existing parents and children will have a significant financial impact on families as the workplace nursery scheme will no longer be available to us. Again, this impact is not reflected in the report. This is a significant omission from the information provided at Appendix 1 of the Cabinet Report.

Marketing & Nursery Promotion

The Cabinet report and subsequent meetings with the Childcare Strategy Team fail to acknowledge that marketing and publicity of the nursery facility to all Council employees has been extremely poor and at times factually incorrect. The report cites falling numbers due to a lack of take up of places and demand. However, at the time of the Cabinet meeting in December 2013 the only mention of the nursery on the Staff intranet site is within the

employee handbook and the statement reads *"The Council provides a crèche service at County Hall, However, spaces are limited and there is a waiting list"*.

In addition, a parent who applied for their child to attend the nursery in October 2013 was asked to complete a stage 2 application form which stated in clear text that there is a waiting list for a place within the nursery. This statement was factually incorrect. At best, it appears to indicate a failing on the part of the Childcare Strategy Unit. At worst, it could be seen as a deliberate attempt by the Childcare Strategy Unit to 'wind the nursery down' ahead of the proposed closure. This is just one known example of this occurring and we suggest that many more parents would have been put off placing their children in the nursery as a result of this 'fatal' error. We ask that circumstances of this error be explained to us?

A dedicated website about the nursery was also unavailable to view on the staff intranet at the time of the proposal being announced. It is not clear for how long all reference to the nursery has been unavailable for current and potential users of the nursery.

At the meeting with Childcare Strategy Unit on 12th December, it was stated that details of the salary sacrifice scheme and the cost savings this offered to parents with children in the nursery, had been sent to all staff in August 2013. This was queried and it was subsequently confirmed by the Childcare Strategy Unit in a meeting held on 6th January 2014, that this information had been prepared but not actually sent out. It is clear, therefore, that it is factually incorrect to say that 'everything' has been done to market the nursery.

In addition, the Childcare Strategy Unit has confirmed that any council employee can utilise the nursery, not just parents. This means that grandmothers and grandfathers, aunts and uncles qualify to send related children to the nursery. However, when this was queried with the nursery staff they were unaware of this and confirmed that they had actually confirmed the contrary view to potential users in the past. As such, given that no parents with children currently in attendance at the nursery, through to the staff themselves knew this was possible, it is clear that this had not been adequately communicated, representing a further example of a missed opportunity for increasing the intake of the nursery.

It is unsurprising that given the lack of promotion and the misinformation presented about availability of places at the nursery that occupancy levels are not higher. In addition the process for parents to secure a place for their child is convoluted and lacks certainty for parents returning from maternity leave. Both of these issues are easily and quickly able to be resolved.

In summary, the Cabinet report contains a number of factual errors and omits the main contributing factor in the decline in occupancy, namely the failure to adequately market the nursery. Crucially the report is also misleading in suggesting that employees could obtain similar childcare provision at no additional cost.

Future Viability of the Nursery

As outlined above, at least one parent of every child currently in the nursery is employed by the Council. As such, all of the parents are very aware of the huge financial deficit that the Council faces and the very tough decisions this will lead to. In relation specifically to the nursery, we agree that it should be self-sufficient. However, we also contend that there is no reason why the nursery cannot obtain this status and, in future years, actually generate a profit for the council.

Appendix 1 of the Cabinet Report refers to an operating deficit for 2013/4 of £59,791, although as outline above, it is not now clear whether this is accurate or not. Whilst, as set out above, we acknowledge the severity of the budgetary constraints within which the council now has to work, we would question the value of the saving when weighed against the impacts outlined above.

Whilst we do not feel that it should be left to parents to present measures to make the current nursery self-sufficient, it is clear from the Cabinet report that the Childcare Strategy Unit will not do so, and as such, we have developed a series of ideas which could be taken forward. It is surprising, however, that the Childcare Strategy Unit appear unable/unwilling to suggest measures given that they advertise this very service to external privately run nurseries and proudly state in their own Childcare Sufficiency Assessment April 2013, that **"100% of pre-school settings that have undertaken the business health check have increased fees have remained sustainable and have increased capacity levels"**. The Childcare Strategy Unit also boasts that their assessment service has a **100% success rate**. It is hugely embarrassing therefore, that they feel unable to apply such expertise to their own nursery!

We question, why, when their own nursery faces such similar issues, they appear unable/unwilling to offer any proposals for change? This leaves us to conclude that rather than consulting on the future of the nursery, the decision to close it has been pre-determined. This view is supported by the lack of information presented to parents on the current operating costs and the failure to provide the required documentation in support of the proposal to close the nursery, not least the legal requirement for an Equality Impact Assessment, which at the time of writing has still not been provided.

Our proposals include:

Reducing Operational Costs

Reducing the operational costs of the nursery is an obvious way to increase viability. The Cabinet report refers to one member of the nursery staff having submitted an application for Voluntary Severance. This would result in an immediate cost saving for the nursery. Whilst it would be hugely regrettable, it is also highly likely that as a result of the uncertainty about the future of the nursery, one or more members of the current staff may choose to leave. The result would be a staff to child ratio more in-line with the target.

As set out above, we have not been provided with a breakdown of operational costs to enable us to examine other costs savings. As such, whilst we are not able to provide details, we assert that other operational cost savings are highly likely to be possible.

One current cost which we have been made aware of is the annual building charge which we have been advised is £59,070. Having taken advice from a Cardiff based surveying practise, this 'charge' is more than twice the current 'market' rate. As such, it is unsurprising that compared to other private nurseries, the county hall nursery struggles to meet its overheads. Given that this 'charge' is effectively an internal transfer of funds, we contend that it is wholly reasonable that it is reduced to a more realistic 'market' level. If this were done, it would make a huge difference to the viability of the nursery at no actual cost the Council.

Increasing Intake

An obvious solution to the current deficit is to increase the number of children attending the nursery.

Based on the figures set out in the Cabinet report, the nursery requires less than three additional children per day to eliminate the deficit. If the higher deficit figure now suggested by the Childcare Strategy Unit is used, in tandem with the reduction of the operational costs outlined above, the number of additional children required would need to increase by a further two children per day. These are not huge increases and, we contend, are wholly realistic if a structured marketing approach is adopted.

As outlined above, we contend that a better structured marketing campaign, focusing on the high quality of childcare provision as well as the cost savings to Council employees through the work place nursery scheme, as well as the childcare vouchers, would lead to an increase in attendance. Marketing the ability of grandparents/aunts/uncles to utilise the nursery would also increase the potential intake.

Finally, a glaring omission of the Childcare Strategy Units consideration of the future of the nursery is the lack of consideration given to opening it up to non-council employees. The information provided by the Childcare Strategy Unit on the presence of nurseries in close proximity to County Hall and the increasing number of businesses locating within Cardiff Bay as well as residential properties located there, means that there is a demand which is currently being poorly met. The nursery has an excellent reputation, as witnessed by the latest CCSIW inspection. Compared to other nurseries in the Bay area, it stands 'head and shoulders' above the others, meaning that it would attract potentially large numbers of children. This, combined with the other measures, would greatly increase the viability of the nursery.

Increasing the Cost to Parents

As outlined above, the Cabinet report wrongly states that the nursery is more expensive than others in close proximity to County Hall. Financial savings to parents resulting from tax savings via the work place nursery scheme and childcare vouchers mean that, relatively

speaking, the actual cost of the nursery to parents is very competitive and lower than a number. Whilst it is true that Council employees could use their childcare vouchers in any nursery which accepts the scheme, they would not benefit from the savings offered under the work place nursery scheme, which came into effect in mid 2013. As such, there is the potential to increase the daily cost of the nursery whilst still remaining competitive. This option has not been examined by the Childcare Strategy Unit and represents an obvious measure, which in tandem with those outlined above would remove the current operating deficit.

Some current parents have also confirmed that they would be happy for 'special events' and 'additional activities' to be subject to charges additional to the daily nursery rate. Furthermore, one off costs for resources could also be part funded through fund raising activities organised by a 'parents group'.

A full breakdown of our financial calculations for these comments can be provided and discussed in more detail.

Conclusion and suggested action

In light of the above procedural and legal failings as well as inaccuracies within the information provided to Cabinet, together with the failure to provide those being 'consulted' on the proposed closure with requested information, we request your input to ensure that:

- An EqIA is completed and the results are made publicly available;
- The impact identified by the EqIA is considered against what is a relatively modest financial saving for the Council;
- A revised time plan is provided which allows for meaningful consultation and which does not pre-empt the decision making process; and
- **An alternative case to the proposed closure is presented to Cabinet based on addressing the current failings in marketing and administration of the nursery, which we assert, would undoubtedly result in an increase in the number of children attending the nursery, which would in turn eradicate the current financial deficit.**

We sincerely hope that your intervention will address what has, to date, been a fundamentally flawed and biased process, which we feel is both unfair to the employees and users of the nursery as well as being unlawful. Should you not see fit to intervene, we feel we will have no alternative but to seek legal intervention.

We have sought a meeting with Nicholas Batchelor to discuss the above, but have yet to receive a response to our request.

Should you have any questions regarding any of the above, we would be pleased to assist

Thank you in advance for your consideration.

Mr and Mrs Hooper- on behalf of parents of children attending the County Hall Nursery

Catering-County Hall

8.11 Employees working within County Hall have access to a snack bar and Staff Restaurant that are located on Level 1. The snack bar is open 8.30am to 2.30pm and the restaurant is open for breakfast 8.30am to 10.30am and for lunch 12 noon to 2 pm.

Catering-City Hall

8.12 Employees working within City Hall have the facilities of a staff canteen from early morning until lunchtime where sandwiches and hot meals are available.

Catering-Other Areas

8.13 Services in other work areas are dependent on the facilities within each building.

Crèche

8.14 The Council provides a crèche service at County Hall. However, spaces are limited and there is a waiting list.

For further details about the scheme please contact the crèche on telephone (029) 2087 2019.

Blood Donation

8.15 There is an opportunity for employees to give blood at sessions, which take place at certain times of the year and are usually in County and City Hall. Details to attend these sessions are given well in advance before the arrival of the Blood Transfusion Service.

Prayer and Reflection Rooms

8.16 The Council and within individual Service Areas will make reasonable effort to accommodate requests for facilities, such as a quiet room etc. subject to space and other constraints.

Rooms are available in County Hall 2B4a, Wilcox House Ground Floor South Side, Global Link 1st Floor, City Hall Room 1, Cardiff Academy (Alexander House) Library.

For further details about the Policy on Cultural, Religion and Belief please refer to 1.CM.126 or contact the Senior Equality and Diversity Specialist in HR People Services on telephone (029) 2087 2918.

Employee Newsletter

8.17 The Council produces an Employee Newsletter on a quarterly basis. All employees are encouraged to contribute items of interest and should contact the Editor on 2087 2450 or by email at editor@cardiff.gov.uk



Cardiff Childcare Strategy Unit
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County Hall Nursery



Stage 1 Application

Thank you for expressing an interest in County Hall Nursery, a day nursery for children of Cardiff Council employees. The Nursery staffs are highly qualified and experienced in all aspects of childcare and provide a relaxed atmosphere in which to allow each child to thrive and develop in a supportive environment.

If you wish to apply for a place at the Nursery please complete the form below and return electronically to CountyHallNursery@cardiff.gov.uk or in the stamped address envelope provided. Please note that the nursery operates a waiting list if the number of applications exceeds the number of vacancies at the nursery.

SECTION A: PERSONAL DETAILS

1. Applicant's Full Name	[REDACTED]
2. Home Address	[REDACTED] Cardiff Postcode: [REDACTED]
Telephone Numbers:	Home: [REDACTED] Work: tbc Mobile: [REDACTED]
Job Title:	[REDACTED]
Work Location and Address:	[REDACTED] County Hall Pay Number: tbc

SECTION B: CHILD CARE NEEDS

1. Child/Children's names for whom place is required	[REDACTED]																		
Date(s) of birth or Expected date of birth (applications should be returned after the sixth month of pregnancy)	[REDACTED]																		
<p>2. Has the child(ren) any special requirements which may require additional support. If Yes, please give details:</p> <p>Skin contact and dietary allergy to cow's milk protein, egg and soya. A risk assessment is being completed in conjunction with the nursery manager to cover mealtimes, trips out of the nursery and messy play activities (for example).</p>																			
3. If still on maternity leave what is your expected date of return to work?	I am a new employee – my start date is [REDACTED] 2013																		
4. Date you would like your child(ren) to start.	[REDACTED] November 2013																		
<p>5. Session/days of the week required:-</p> <table border="1" data-bbox="229 1357 1273 1509"> <thead> <tr> <th></th> <th>Monday</th> <th>Tuesday</th> <th>Wednesday</th> <th>Thursday</th> <th>Friday</th> </tr> </thead> <tbody> <tr> <td>AM</td> <td>x</td> <td>x</td> <td></td> <td></td> <td></td> </tr> <tr> <td>PM</td> <td>x</td> <td>x</td> <td></td> <td></td> <td></td> </tr> </tbody> </table> <p>Day Nursery opening hours are:</p> <p>7.45 am to 5.45 pm, Monday to Thursday 7.45 am to 5.15 pm on Friday</p>			Monday	Tuesday	Wednesday	Thursday	Friday	AM	x	x				PM	x	x			
	Monday	Tuesday	Wednesday	Thursday	Friday														
AM	x	x																	
PM	x	x																	
6. Would you require a midday meal for your child(ren)? (NB meals are included in the fee)	NO – [REDACTED]																		

7. Please give any supporting/additional information.

I declare that:-

The information given by me in this form is to the best of my knowledge correct and complete.

Signed: [REDACTED] (mother)

Date: [REDACTED] 13

Completed application forms should be returned to:-

Childcare Strategy Unit
Pembroke Suite
The Conference Centre
East Moors Road
Cardiff
CF24 5RR

N.B. Applicants should note that there is a waiting list at present. Places will be allocated in accordance with the Admissions criteria attached to this form. You will receive updated information at appropriate intervals.



County Hall Nursery



Admissions Criteria

A waiting list will operate if the number of applications exceeds the number of vacancies at the nursery.

Applications will be date stamped on arrival and the waiting list will be held in date order.

Priority will be given to:

- Applications for children who have siblings already placed in the nursery
- Length of time on the waiting list.

The Nursery Manager and Childcare Strategy Manager will meet on a monthly basis to review the waiting list and allocate places if vacancies occur.

The Childcare Strategy Manager will be the ultimate decision-maker in respect of allocations.

The Childcare Strategy Manager has the authority to allocate a place outside of the agreed allocation criteria, on the rare occasion when extenuating circumstances require an employee to be allocated a place in an emergency situation.

A letter will notify employees on the waiting list when a place is offered.

Employees will be expected to visit the nursery prior to taking up a place. They are also expected to sign the nursery contract prior to their child starting at the nursery. Employees will be required to provide written permission for payroll to deduct nursery fees directly from their salary when their child takes up a place.

The Nursery Manager will maintain regular contact with employees who remain on the waiting list to ensure that a place is still required and to keep them updated in respect of their position on the list and the expected length of time before it will take before a place will become available for them.

Contribution to the Cardiff County Council consultation

2014/15 budget – Libraries

The £50 million budget cut that has to be made by Cardiff County Council is a result of central government austerity policies. However, the proposals made by Cardiff Council to realise the budget savings are the responsibility of Cardiff Council. We would argue that the proposals made by the council for the library service are flawed.

It has been decided that the £500,000 savings in libraries are made entirely by cuts to the Central Library, with the fifth highest issue figures in Britain, and Stock Support. The full range of proposals was not presented to either council or public at the Cardiff Council meeting of 27 January. Key omissions were the proposals to –

- Merge the Children's Library service with the Welsh Department
- Merge Non-fiction and music departments

These proposals have not been available during the consultation period.

The proposals for the budget cuts to the library service have been made by managers without consultation or input from the professional librarians who deliver the service.

Merging departments

The mergers - Fiction and Community Languages; Welsh and Children's; Non-fiction and music departments are of great concern –

- Closure of Welsh, Community language and Children's as distinct departments threatens to undermine the equality in service delivery that has been a hallmark of Cardiff Libraries.
- Central Library librarians are responsible for the supply of stock in their collections across the Cardiff libraries service. Considerable expertise is employed for this purpose. Proposed removal of these posts would potentially undermine their collections in branches across the city.
- There seems to be no coherent rationale behind the proposed mergers. Fiction and community languages may be located next to each other but are distinct departments. At a time when there is a sharp rise of Welsh speakers and Welsh medium education in the capital, the Welsh library should be maintained as a distinct department and integrated into the work of departments across the service.

Library staff are astonished at the proposals, doubt their workability and are concerned at potential damage to the service.

Alternatives proposals –

1. That fiction and non-fiction departments are merged - they have similar ordering mechanisms. The Librarian could possibly be a grade 6, subject to JE, provided additional responsibilities for building management were removed.

That the Children's Librarian no longer has senior management responsibilities with the resultant regarding

These changes would mean that music, community languages, Welsh and children's remain distinct departments.

2. That Children's and Fiction departments merge – they too have similar ordering mechanisms, with a perspective of reader development from cradle to grave. This would mean that Welsh and Community Languages remain distinct departments

These two alternatives would not of themselves reach the anticipated reduction in costs. We would suggest in addition a temporary reduction of the book fund by about one third, as the good state of current stock could allow this. In addition, if needed, there could be a temporary change of ordering practice - more paperbacks, less hardbacks - to save monies. If other savings are needed we can look at where these can be made.

We would propose that any rationalisation of the library departments should be subject to proper consideration and input from professional staff. We are deeply concerned that if the current proposals are implemented that damage to the library service will be unnecessary and long lasting. The alternatives mean that budget reductions can be made and allow time to consider any further rationalisation.

Local Studies

The decision to transfer the Local Studies department to Dominions Way is deeply unpopular. The local studies archive has been amassed by contributions from individuals and organisations in Cardiff for the last 120 years, a process that is on-going and which provides a unique facility.

Local Studies is used by academics and the people of Cardiff, young and old, and is visited by people from across the world. Its proposed transfer to the Stacks Library, a cold and leaky warehouse on Dominions Way, would threaten the integrity of the collection itself and, out of town and understaffed would no longer be accessible to the majority of people who currently use it.

There will be some time before floor 5 (home to local studies) can be leased as suggested in the budget. This gives an opportunity to engage with the professional staff and to consider further the location of the local studies archive either at central library or another central Cardiff location. Café's and facilities for businesses may earn some money but there are many of them in Cardiff and only one, unique local archive and every effort should be made to maintain this part of our cultural heritage.

Replacing Reception with a concierge

Reception was situated on the ground floor of the new central library after feedback at the old central library in Frederick Street identified the lack of library presence on the

ground floor as a significant problem. Its removal simply shifts the work of its staff to other floors. It would take just two staff to make a-reception feasible

Closing Secondary desks

The decision to close secondary desks on each floor of central library makes no sense in terms of service delivery or ability of staff to do their job and the transfer of work from Reception would exacerbate that. It makes no budget saving. The reduction of one staff member from each floor would be offset by the proposed closure of the library one day a week, fixed timetabling and the concentration of staff on fewer floors. In fact there would be a greater intensity of staff than at present. The proposed budget savings do not currently require the closure of secondary desks and would in fact make service delivery more difficult.

Cardiff Central Library, which cost £15 million to build, was opened just 5 years ago and quickly identified as an iconic and landmark building in the Capital City. It has massive public support as all the usage statistics testify. Let's work together to maintain this vibrant facility at the heart of the city's public services.

Maggie Simpson

Unison steward, Libraries

12/02/2014

Difficult to comment without knowing the structure but I am not the only one who is bemused by the merging of Children's and Welsh posts.

The Children's librarian, head of department post needs to have county wide responsibility as what works in the children's department can then feed into the branches in terms of stock, displays and initiatives.

It is essential for the Summer Reading Challenge that the children's librarian has county wide responsibility to ensure that all libraries are delivering the challenge in the same way and compiling the extensive statistics required by the Reading Agency in the same way.

I understood from yesterday's discussion that the merged post would have county wide responsibility for Welsh but not for children's services. At the moment both the Welsh Librarian and I visit branches to oversee stock editing, suggest improvements for display and give advice. Surely it's a waste of human resources if a librarian with some responsibility for each of these services will only be looking at some stock on a visit.

I also understand the requirement for a Welsh speaker. However, it is rarely the head of department who delivers story and rhyme times and assuming the Grade 4 assistant Welsh librarian is in post we should be able to achieve delivery of Welsh language sessions when required. We also have staff attending the Welsh language courses recently offered. The need for Welsh speakers is across the whole of the library service and not restricted to children's services and the demands on the Welsh librarian to respond to written and oral communications are increasing.

Staff are also bemused by the proposed merger of Community languages and fiction. Although they sit well together location wise their stock selection, editing and promotional operations are entirely different.

I would suggest that it makes more sense to merge Children's and fiction. Teenage stock is already shelved with the adult fiction and there is obviously crossover use of stock as children become adult readers. The fiction librarian and the children's librarian both use Cascade the automated supplier selection service for new stock and the "stock tool" for stock editing purposes.

Both have county wide responsibilities so a visit to a branch library could encompass both children's stock and teenage and adult fiction.

I would also suggest that with support from a Reader Development librarian a fiction and children's merged post would be able to promote family reading. Having one librarian responsible for the promotion of reading for pleasure from birth, to child, to teen, to adult would provide a consistent approach with benefits in terms of staff time and effort and opportunities for adult literacy initiatives such as the "Six Book Challenge".

BUDGET RESPONSE

BY

UNISON

UNISON accepts that there is a need for the Council to reduce expenditure, increase income and deliver services in a more cost-effective manner. UNISON welcomes some of the innovative ideas brought forward from some of the directorates.

Unfortunately, this still means an astonishing loss of over 700 jobs set out in these proposals.

In Education, almost all the proposals indicate job losses. Numbers of posts are indicated as being deleted, however we have not been consulted fully on how cuts this will be achieved. We are fully aware that in the area where jobs have been identified there are major difficulties with staff being able to cover the work currently this will prove even more difficult if the proposed cuts were to go ahead. Business support and Admissions teams are already greatly understaffed and further cuts, in our view will have a devastating impact on both the service and to the remaining staff. We can only see that if this continues then we will see an increase in staff reporting in sick and with work related illness. This is not a cost effective way to run any service.

UNISON is absolutely appalled at the proposed cuts to the Youth Service. The closure of facilities for young people will have a major impact on them and on the future of the City, as well as a loss of 27 experienced youth workers.

The shrinking of the Education Welfare Team will certainly impact on attendance in schools at a time when they are working extremely hard to raise attendance standards. UNISON see this as a backward step for our education system.

Again the plans to close 6 play centres around the city by Sports, Leisure and Community, will certainly have a major impact on communities across the whole of the City. The local communities rely heavily on these services, especially during holiday periods and to cut these services will only be detrimental to the children and families in the City. As a City we are promoting the Health & Wellbeing of our children and to close these facilities can only have a negative impact because of the loss of any outdoor activity for young people under the age of 12 years. Yet it is at this age group we need to promote their health and fitness so as to see them through their forthcoming years. We are well aware of the outcry of those communities which are to be affected and fully support them in their endeavours to stop what seems to be the process of taking away facilities from our needy and vulnerable communities. Again we see the most skilful and experienced of staff losing their jobs in an areas which we should be promoting and not destroying.

We would also query whether these proposals to cut services to the youth of Cardiff are to be consulted with the police due to the potential to see an increase in anti-social behaviours because they have no where to go.

Some of the proposals have not been fully consulted on, such as the closure of Maes-y-coed Community Centre and County Hall Nursery. We are extremely disappointed that yet again it seems that both staff and the wider users are being given a fait-au-complie situation due to the lack of any meaning consultation.

The proposals for a Community Hub in Splott will see the loss of 12 posts; yet there has been no details on why or how, and we are left unsure of what the hub will deliver. We are fully aware of some of the concerns about its size and facilities it will be offering. Again it is a much needy area which is loosing out on some essential services.

85 FTE posts will be affected by outsourcing proposals for the management of St David's and/or Hall, New Theatre. UNISON is totally opposed to any form of outsourcing of our services. We have been provided with little or no details, however, we have been informed that we will not know the outcome until October 2014. We question therefore if we do not know if there is an interest how can this be put up as a cost saving as there is little to say that this will in fact be achieved. In the meantime staff working within those buildings will be left wondering what the future holds for them – this is unreasonable and unacceptable to put dedicated staff through this process without any definite conclusion.

In Health & Social Care, although UNISON was informed that there would be no loss of qualified Social Worker posts, we note that in the proposals there are in fact 7 Senior social worker posts being lost to the service. The proposal is that the workload will be spread to lower graded posts – unqualified social work assistants. This we believe is verging on dangerous practice as it is ill thought out to give such work to lower graded posts.

UNISON is extremely disappointed that there are plans to transfer 72 posts in Adult Services to external providers. We have requested further details on this proposals, as it is very unclear what their intention is, when we have been assured that there will be no outsourcing in this service. We are still awaiting the information.

UNISON is dismayed that there are proposals to cut 16 posts in ICT, through a combination of VS and deletion of vacant posts. The fact that this service is delivered efficiently at the moments is a reflection of the commitment and effort of the staff in the department. They have been understaffed and struggling for some time. This will undoubtedly have severe implications for the service, given the fact that the Authority is encouraging higher levels of IT software and variety of packages being made available, it does concern us that there will be no staff left to run these. The authority is relying heavily in increases on-line use and it is very narrow minded if they believe they will run themselves and the need for staff in this area will diminish, our sources believe that not to be the case.

Shockingly 26 posts are being deleted in a redesign of the Highways Department. The teams will reduce from 2 to 1 and this has lone working implications as well as Health and Safety. 4 posts are being deleted from Telematics and we fear this will cause major Health and Safety issues with possible dire consequences by undermining surveillance operations.

UNISON notes that consultants are still being used by the employer, at great cost to the Council. We wonder whether or not the employment of the Directors and Assistant Directors was in fact a wise decision, certainly at the high level of salaries they are receiving. UNISON believe these salaries are in fact unsustainable given the current climate and we should be looking to merge some of the Directorships in order to reduce these high level of cost to the authority.

UNISON, along with all the other trade union have made representation to Councillors in connection with level of increase of the Council Tax. We fundamentally believe that Cardiff is not a financial position to ignore the fact that the only way we can meet the challenges we face is to ask the Citizen of Cardiff to share our pain and raise the Council Tax by its maximum. It does not seem cost effective in our view to cut a large number of posts, when the people in them are probably Council Tax payers and service users who spend their salaries in and around Cardiff's shopping areas. If there are no jobs how can people spend. If there are no jobs then people see a reduction their ability to pay for services and inevitably become reliant on the services we are going to be cutting and therefore increasing demand, and therefore increasing the spend by the Council.

GMB and UNITE Response to Budget Proposals:

The GMB/UNITE are fully aware of the difficult position that Cardiff Council has been put into, due to the savage attacks by the CON-DEM Government at Westminster. We are realists and although some budget cuts are unpalatable, we believe we can work through them. We wish it to be placed on the record. GMB, UNITE, UCATT, voted to accept the Workforce agreement, with a return of over 72% from GMB and UNITE, and 60% from UCATT. The three above unions, neither endorsed nor rejected the proposal of the Workforce Agreement, our members, who make up a significant amount of the workforce, made their own minds up, and their votes were cast, resulting in 3 unions voting in favour of the agreement

As we have stated above, we know that the Council is in a difficult position, however, there are some budget proposals, that we absolutely disagree with, these are as follows:

Point 91 ECD32

Reduction in staff costs in City Centre Management.

The reduction in the number of staff employed to manage the city centre with more emphasis to be placed on the private sector taking on a bigger role through a public/private approach. GMB/UNITE objects in the strongest terms to this proposal. In addition we would raise the issue of a proposal to cut the night staff down from 6 to 3, at Millicent Street, is illogical and ill thought out. We also believe, not to have crews out after a major event in Cardiff, will see Cardiff City Centre turn into a rubbish tip.

Point 125 ENV 2

Further review street cleansing operations to streamline service provision

GMB and UNITE object to this proposal.

Point 100 EDU 4

Youth Service and Community Building Review.

GMB and UNITE have reservations about this proposal. Having studied the recent “Peer Review”, we believed the outcome of this review was that Council would prioritise NEETS agenda. It seems to contradict the commitment to support the youth of the city, whilst at the same time, reducing much needed facilities across the city.

Point 127 and 128 ENV 4 /5

Trade Waste – Commercial Residual Collections/Commercial Recycling Collection efficiency

GMB and UNITE, are unable to comment, as we have no details of how this will impact on our members, and how this rationale reported have been reached.

Point 129 ENV 6

Recycling Waste Collection Services – Balancing collection routes.

GMB/UNITE, object to this proposal, there is far greater detail needed, quoting national standards, is simply not good enough. Our member’s jobs may be at risk. More detail please.

Point 134 ENV 13
Enforcement redesign:

GMB and UNITE object to this proposal. On the basis we have not got the full details of what impact this will have on our membership.

Point 144 ENV31
Restructuring Regulatory Services:

GMB/UNITE object to this proposal. We believe there is an attempt to downgrade member's jobs in an attempt to save money. These posts were job evaluated. It is simply not acceptable; the proposal says working smarter, however, does not explain how. Does this mean that Cardiff will be the Capital of E-Coli

Point 147 ENV 34
Reduction of overtime across the directorate.

GMB/UNITE object. No detail on how it could be as quoted "achievable" This proposal is both short-sighted and ill thought out. No details of how this will impact on our members.

Point 177 Res 12
Removal of posts within ICT.

GMB/UNITE query this proposal, at a time when the Council is wanting to become a 21st Century Council, using modern technology, the near enough decimation of this service, is not only we believe foolhardy, but also totally illogical.

Point 218 Res 67
Cardiff Academy

GMB/UNITE object to this proposal.

We are very disappointed that this is being presented as a budget cut of 330k. The Trade Unions, have worked in partnership with the Council over the last 3 years in promoting the Academy. Furthermore, the leader of the Council along with 21 other Councils in Wales, have signed up to an all Wales Academy.

Both Steve Thomas the Chief Executive of WLGA, Martin Mansfield the head of the TUC, have lobbied WAG for funding to use our Academy model, for an all Wales approach for learning and development. The model in Cardiff is recognised as best practice by the TUC.

Cardiff Council is the first Council in Wales to have such a facility to support its staff. The budget cut of 330k would virtually wipe out all of the funding available. In more detail, the funding is there to help support staffs who find themselves on redeployment. It is a lifeline for those who need to up skill, or need necessary training to access jobs which are available in the Council, which without appropriate training; they would not be able to be moved into.

The withdrawal of the 330k is a slap in the face to the Trade Unions, who have worked tirelessly with the Council to have something in place to support staff. Indeed we use significant amounts of Welsh Union Learning Funds, to support members and non members alike. There are many people within the authority who have significant gaps in basic skills of numeracy and literacy, many have been on the courses available via the Academy and, are now able to participate in things once denied them.

Point 237 SLC 20 Secure concession to operate Lamby Way Catering.

GMB/UNITE object to this proposal. Many of the workers within Lamby Way are the lowest paid in the Council. The canteen which is currently in operation offers, for some the only hot meal they will have in a day. We object to this in the strongest terms possible.

**Point 254 SLC 39
Catering – New Operating Model.**

GMB/UNITE objects to this proposal. We do not support outsourcing.

**Point 310 SPH 54
Highways Maintenance Redesign Phase 2b.**

GMB/UNITE objects to this proposal. This is ill thought out, and cannot be delivered. The council has given a commitment to protect front line posts. The reduction from 63 staff to 43 is outrageous. It is essential to maintain front line services, the reduction to two drainage operatives at a time they are making surpluses, is illogical. We must also stress once again, we have only had brief outlines of budget proposals, we are still not aware of how this will impact on our members.

Point 317 SPH 62
Reduction of winter maintenance.

Whilst looking out of the window at this moment in time, it may seem a bit odd that the GMB/UNITE are objecting to this proposal. But we believe that if this cut is taken, then people lives could be put at risk. We implore the Council to take its health and safety seriously and not to take this cut.

St David's Hall and New Theatre

GMB/UNITE object to the proposal in relation to the New Theatre and, St David's Hall. The wording within the budget pack, is ambiguous, we are not able to determine how this would impact on our members.

Adult Social Care/Children's Services

GMB/UNITE, object to any attempts of reducing qualified social worker posts, replacing them with social work assistants. This was allowed to happen 2 years ago, with 18 social workers being released, only to have to engage new social workers to replace the 18 who were released, due to overload of work and, potential serious consequences for staff, with them not being able to manage the ridiculous work loads.

Finally GMB/UNITE, believe that where no assistant directors have been engaged, that those posts now be offered up for savings.

54 Heol Erwin
CARDIFF
CF14 6QR

Cllr R Goodway
County Hall
CARDIFF
CF10 4UW

cc: Cllr J Magill

13 February 2014

Dear Cllr Goodway,

Council Budget Proposals 2014/2015

I write on behalf of the Cardiff Schools' Budget Forum to respond formally to the Council's budget proposals for the 2014/15 financial year.

We are conscious of the exceptional financial pressures facing the Council for 2014/15, and grateful for the time that that has been taken by Cllr Julia Magill, Christine Salter, Nick Batchelar and officers to provide the Forum with the degree of explanation, information and clarity needed to inform our debates. We thank them too for their recent briefings to Chairs of Governors and Head Teachers in relation to the potential impact of the proposed changes on schools' delegated budgets, which have generated additional feedback to the Forum.

The Forum is aware of the hard decisions that Council will have to make in order to arrive at a balanced budget, but we must remind you that driving up the quality of education is an absolute priority for the city, and that schools are at the heart of this. If we are to achieve the ambitious targets set out in the Education Development Plan, schools must be provided with an adequate level of resources to deliver them.

Concern was expressed at the potential consequences should the Council fail to secure the savings anticipated through the proposed Workforce Agreement. Should it prove necessary to make additional cuts in order to safeguard the bottom line, we urge most strongly that Education be spared any further contribution.

Protection for Delegated Budgets / Pupil Deprivation Grant

Whilst we applaud the Welsh Government for recognising that schools' delegated budgets need to be protected from any general savings targets, the uplift of 0.90% will leave us still short of the funding level of schools in comparable cities in England, and it is disappointing that even this increase is to be achieved only by incorporating an element of the PDG. Further, the 2% element of efficiency savings proposed for 2014/15 delegated budgets will not be consistently achievable in every school. We understand the challenge of "value for money," but some schools, because of their size and other factors, will be faced with difficult budget decisions which will have adverse impact on staffing numbers and provision in the classroom.

The significant increase in PDG funding for 2014/15 will provide welcome additional resource, roundly targeted toward the areas of greatest social deprivation. In so doing, it

will of course not have equal impact across the city; at a time when all schools in all areas are facing escalating costs, PDG will not compensate for reduced Average Weighted Pupil Unit funding in those with lower Free School Meal take-up rates. We would ask that you take this into account when decisions are made in distributing delegated Council resources, particularly those which currently use FSM percentage as a factor.

Savings Proposals

- **Education Department** - We recognise that savings have to be made across all Council services, and that the Education service will additionally be impacted by changes at regional level regarding Consortium developments. The level of savings made in departmental staffing over recent years has been significant, and we fear that further cuts will jeopardise capacity even to maintain the current level of service, let alone continue the improvements needed in order to bring the Authority out of the current Estyn monitoring category.
- **Further Delegation** – Although accepted as inevitable, and providing for greater transparency, the drive for further delegation is not uniformly welcomed across all school sectors. Secondary school representatives would prefer the added control of delegated funding and a “buy-back” option for services, but the Primary sector is particularly concerned that the economies of collective purchasing power will be lost unless the process is carefully and collectively managed, and is also concerned as to the ability of smaller schools to absorb any associated additional administrative tasks. The Forum has made clear to officers our view that further delegation must be accompanied by:
 - greater transparency in budget and financial information;
 - detailed information regarding the cost and quality parameters for each service/provision being delegated, so that governors can make informed decisions for their school;
 - information regarding the risks associated with not buying back into a central service, so that governors do not leave themselves, the school or the Council open to legal challenge, health and safety risks, or financial liabilities; and
 - an assessment of the impact on each Council service should significant numbers of schools decide to not buy back, including an understanding of the point at which the Council would deem the residual provision financially non-viable and have to withdraw the service from all schools.
- **Adjustments** – Whilst the Forum understands the need to be creative in using other funding streams, especially external grants, the significant reduction proposed in the School Organisation Plan model (£1.7m) is a concern. The ability of the model to fund capital schemes, necessary both to update existing buildings and to respond to the increase in demand for school places, will be severely compromised. The potential ‘spikes’ in school-based staff redundancies over the next few years will put a significant additional financial strain on Secondary schools; these peaks are an inevitable effect of the SOP and it is felt that the model, rather than delegated school budgets, should be bearing the redundancy costs.
- **Other Services** – The Forum has welcomed a commitment by Cllr Magill to seek mitigation of any proposals from other services that would adversely affect schools. We feel that savings being proposed in other areas of Education, as well

as in Sports Leisure & Culture, Communities, and Transport departments, will have a detrimental impact on schools, and would urge consideration of this when making final budget decisions. Specifically, the Forum has concerns that proposals tabled in respect of Youth Service, Play Service, and School Transport will create further pressure on schools in respect of managing attendance and improving youth engagement.

Impact of post-16 funding change

Whilst the new post-16 National Funding Formula is outside the control of the Authority, Secondary colleagues wish to point out that it will affect their overall revenue budgets in different ways, depending upon student numbers and programmes of study. These changes will compound the effects of the Authority's formula for 11 to 16 year old students. There will be continuing risks of further significant additional redundancy costs in the Secondary sector unless proactive sustainable strategic measures are put in place, such as looking at the capacity of provision throughout the city, or additional revenue funding to cushion the city through these transitional changes.

Thank you for providing us an opportunity to respond to the Council's proposals.

Paul Jeffries
Chair, Cardiff Schools' Budget Forum

Summary of the Consultation on Household Waste Recycling Centres (HWRCs) - January 2014

1. Background

In January 2014, following an extensive review of HWRC facilities, the Council undertook a major consultation exercise to gauge public opinion on a range of proposals that are being put forward for consideration. These are:

- *The current four HWRC sites be reduced to two new super sites - one at the existing Bessemer Close HWRC and another on a new site close to the current Wedal Road HWRC.*
- *Improve the customer experience with additional staff at the new super sites to help visitors recycle more of their waste and make full use of the services on offer.*
- *HWRCs should be used by Cardiff residents only.*

2. Methodology

The survey was available online with the link distributed in various ways which included;

- Sent to the approximate 5,500 members of the Cardiff Citizens Panel via email.
- Tweeted by the official @CardiffCouncil page to its approximate 25,000 followers.
- A link posted on the Cardiff Council website.

The data was then processed by Cardiff Research Centre using Snap Survey software.

Following cleansing and the removal of duplicates a total of 845 responses were received.

Executive Summary

- Nine tenths (89.8%) agreed that the Council should provide the most cost effective services possible for residents.
- Waungron Road was the most frequently used site, with over two fifths of respondents (42.6%) using it at least once a month.
- At Wedal Road, almost a third (29.1%) of respondents stated that the main problem was traffic congestion. Less than one in 10 cited problems at Waungron Road, Bessemer Close and Lamby Way across all options.
- At Wedal Road and Waungron Road, a quarter of all respondents stated that friendly services, clear signage, good recycling options and an organised layout of the site were positive.
- Two fifths of respondents (41.3%) disagreed that having modern facilities at two bigger sites would make their visit a better experience. However, almost a third (31.8%) stated that they did not know.
- Over four fifths of respondents (85.0%) stated that they would travel up to three miles to use a HWRC super site.
- Over four fifths (84.6%) agreed that the opening times should be longer in Spring and Summer.
- Nine tenths of respondents (89.1%) agreed with providing reuse centres at HWRCs.
- Over three quarters (76.8%) agreed that a site for businesses will benefit Cardiff.
- Over three quarters of respondents (78.9%) stated that they wanted weekly recycling collections.
- Three fifths (61.0%) of respondents stated that would not use a HWRC if the frequency of collections changed.

Results

The Council should provide the most cost effective services possible for residents

Nine tenths (89.8%) agreed that the Council should provide the most cost effective services possible for residents.

	No.	%
Strongly agree	342	40.9
Agree	409	48.9
Disagree	54	6.5
Don't know	31	3.7
TOTAL	836	100.0

My closest HWRC site is....

Over two fifths of respondents (42.5%) reported that Wedal Road was their closest site.

	No.	%
Wedal Road	355	42.5
Waugron Road	241	28.9
Bessemer Close	85	10.2
Lamby Way	154	18.4
TOTAL	835	100.0

I use the following sites...

Waugron Road was the most frequently used site, with over two fifths of respondents (42.6%) using it at least once a month.

	Once a week		Once a month		Only a few times a year	
	No.	%	No.	%	No.	%
Wedal Road (base: 397)	14	3.5	112	28.2	271	68.3
Waugron Road (base: 282)	27	9.6	93	33.0	162	57.4
Bessemer Close (Base: 130)	11	8.5	30	23.1	89	68.5
Lamby Way (Base: 265)	14	5.3	66	24.9	185	69.8

***Don't Use" responses removed*

Have you experienced problems with any of the following?

At Wedal Road, almost a third (29.1%) of respondents stated that the main problem was traffic congestion. Less than one in 10 cited problems at Waungron Road, Bessemer Close and Lamby Way across all options.

(Base: 845)	Wedal Road		Waungron Road		Bessemer Close		Lamby Way	
	No.	%	No.	%	No.	%	No.	%
Not knowing what can be recycled or put where	92	10.9	29	3.4	14	1.7	46	5.4
Traffic congestion	246	29.1	46	5.4	10	1.2	52	6.2
No one to help	79	9.3	35	4.1	16	1.9	38	4.5
Poor customer service	44	5.2	22	2.6	8	0.9	29	3.4
Problems with the van policy	33	3.9	18	2.1	9	1.1	21	2.5
Other	35	4.1	16	1.9	11	1.3	14	1.7
No negative issues	142	16.8	174	20.6	86	10.2	120	14.2

*"Do not use" removed

There were 98 "other" problems identified and these have been coded and categorised as follows:

Base: 98	No.	%
Poor layout/signage at sites	16	16.3
Refused access to site	12	12.2
Too busy/ congestion	12	12.2
Skips and bins are always full	9	9.2
Can't get to site - too far	8	8.2
Problems with opening hours	8	8.2
Waste being put in wrong skips/bins	6	6.1
No problems	6	6.1
Staff not helpful	6	6.1
Can't recycle certain items	4	4.1
Sites are untidy and dangerous	4	4.1
No area to recycle/reuse good quality items	4	4.1
Lack of bags	3	3.1
Miscellaneous	3	3.1

- Percentages do not add up to 100% as respondents commented on more than one issue

Have you experienced any of the following positives?

At Wedal Road and Waungron Road, a quarter of all respondents stated that friendly services, clear signage, good recycling options and an organised layout of the site were positive.

(Base: 845)	Wedal Road		Waungron Road		Bessemer Close		Lamby Way	
	No.	%	No.	%	No.	%	No.	%
Friendly services	235	27.8	172	20.4	84	9.9	146	17.3
Clear signage	234	27.7	219	25.9	105	12.4	140	16.6
Congestion free	90	10.7	172	20.4	111	13.1	119	14.1
Good recycling options	227	26.9	217	25.7	105	12.4	168	19.9
Organised layout of site	206	24.4	224	26.5	115	13.6	148	17.5
Other	9	1.1	12	1.4	7	0.8	10	1.2

***"Do not use" removed*

"Other" positives were coded and categorised as follows:

Base: 60	No.	%
Excellent facility - layout, access, easy to use etc.	22	36.7
Staff helpful and friendly	19	31.7
Convenient location and opening hours	10	16.7
Negative comments	6	10.0
Able to collect bags, bins etc.	2	3.3
Able to reuse paint for community use	1	1.7

- *Percentages do not add up to 100% as respondents commented on more than one issue*

Would having modern facilities at two bigger sites rather than smaller, older sites make your visit a better experience?

Two fifths of respondents (41.3%) disagreed that having modern facilities at two bigger sites would make their visit a better experience. However, almost a third (31.8%) stated that they did not know.

	No.	%
Yes	223	26.9
No	342	41.3
Don't Know	263	31.8
TOTAL	828	100.0

How far would you be willing to travel to use a HWRC super site?

Over four fifths of respondents (85.0%) stated that they would travel up to three miles to use a HWRC super site.

	No.	%
Less than one mile	80	9.6
1-2 mile	315	37.6
2-3 miles	316	37.8
3 miles or more	126	15.1
TOTAL	837	100.0

Would you agree that the site opening times should be longer in the spring and summer than the autumn and winter, in line with when the sites are most used?

Over four fifths (84.6%) agreed that the opening times should be longer in Spring and Summer.

	No.	%
Yes	712	84.6
No	86	10.2
Don't Know	44	5.2
TOTAL	842	100.0

Do you agree with the following statement - "Providing reuse centres at the HWRCs is a benefit for Cardiff residents"

Nine tenths of respondents (89.1%) agreed with providing reuse centres at HWRCs.

	No.	%
Strongly Agree	458	54.5
Agree	291	34.6
Disagree	20	2.4
Strongly Disagree	11	1.3
Don't know	61	7.3
TOTAL	841	100.0

Do you agree with the following statement - "A site for businesses will benefit Cardiff"

Over three quarters (76.8%) agreed that a site for businesses will benefit Cardiff.

	No.	%
Strongly Agree	283	33.6
Agree	364	43.2
Disagree	38	4.5
Strongly Disagree	15	1.8
Don't know	143	17.0
TOTAL	843	100.0

Do you think kerbside recycling should be collected weekly or fortnightly?

Over three quarters of respondents (78.9%) stated that they wanted weekly recycling collections.

	No.	%
Weekly	666	78.9
Fortnightly	166	19.7
Don't Know	12	1.4
TOTAL	844	100.0

If the frequency of collections (waste or recycling) changed would you use the HWRC more?

Three fifths (61.0%) of respondents stated that would not use a HWRC if the frequency of collections changed.

	No.	%
Yes	132	15.7
No	514	61.0
Don't Know	196	23.3
TOTAL	842	100.0

Do you have any other comments you'd like to make about these proposals?

There were 92 further comments respondents wanted to make and these have been coded and categorised as follows:

Base: 92	No.	%
Do not reduce the number of collections	14	15.2
Make it easier to recycle - more items taken at kerbside, more promotion of HWRCs, encourage sorting at source etc.	12	13.0
Disagree with closing Waungron Road	11	12.0
Closing two sites will result in an increase in fly tipping	9	9.8
Disagree with a supersite at Wedal Road - congestion	8	8.7
Disagree with proposals (non-specific)	8	8.7
Sites will be too far to travel	7	7.6
Do not close Lamby Way	5	5.4
More wheelie bins needed	4	4.3
Restricting vans will result in an increase in fly tipping	3	3.3
Residents should be able to use HWRCs in neighbouring authorities	3	3.3
Need for opening hours to be extended	3	3.3
Miscellaneous comments	3	3.3
Agree with the proposals	2	2.2
No additional staff needed	2	2.2
Cannot comment due to lack of detailed information	2	2.2

- *Percentages do not add up to 100% as respondents commented on more than one issue*

Respondent Profile

Are you male or female?

	No.	%
Male	434	51.9
Female	402	48.1
Transgender	0	0.0
TOTAL	836	100.0

What was your age on your last birthday?

	No.	%
Under 16	0	0.0
16-24	8	1.0
25-34	115	13.7
35-44	193	23.0
45-54	202	24.0
55-64	180	21.4
65-74	125	14.9
75+	17	2.0
TOTAL	840	100.0

Including yourself, how many adults (aged 16 or over) live in your household?

	No.	%
1	189	22.6
2	493	59.0
3	103	12.3
4	45	5.4
5+	5	0.6
TOTAL	835	100.0

How many children (aged under 16) live in your household?

	No.	%
1	607	74.6
2	97	11.9
3	99	12.2
4	11	1.4
5+	0	0.0
TOTAL	814	100.0

If you have young children in your household, do you use the hygienic waste service to dispose of nappies?

	No.	%
Yes	12	1.6
No	117	15.4
Not applicable	631	83.0
TOTAL	760	100.0

Do you identify as a disabled person?

	No.	%
Yes	63	7.5
No	772	92.5
TOTAL	835	100.0

Which of the following apply to you:

	No.	%
Deaf/ Deafened/ Hard of hearing	73	40.1
Learning impairment/ difficulties	47	25.8
Long-standing illness or health condition (e.g. cancer, HIV, diabetes, or asthma)	38	20.9
Mental health difficulties	37	20.3
Mobility impairment	14	7.7
Wheelchair user	9	4.9
Visual impairment	8	4.4
Prefer not to say	4	2.2
Other	0	0.0

Which of the following describes your household type?

	No.	%
Detached	167	19.9
Semi-detached	295	35.1
Mid-terrace	228	27.1
End-terrace	67	8.0
Bungalow	18	2.1
Flat	65	7.7
TOTAL	840	100.0

If you live in a flat, which floor do you live on?

	No.	%
Ground floor	25	38.5
1st - 3rd floor	34	52.3
4th - 6th floor	5	7.7
7th - 9th floor	1	1.5
10th floor or above	0	0.0
TOTAL	65	100.0

What is your ethnic group?

	No.	%
White - Welsh/English/Scottish/Northern Irish/British	759	90.9
White - Irish	4	0.5
White - Gypsy or Irish Traveller	0	0.0
White - Any other white background (please specify)	18	2.2
Mixed/Multiple Ethnic Groups - White and Black Caribbean	1	0.1
Mixed/Multiple Ethnic Groups - White and Black African	1	0.1
Mixed/Multiple Ethnic Groups - White & Asian	3	0.4
Mixed/Multiple Ethnic Groups - Any other (please specify)	2	0.2
Asian/Asian British - Indian	4	0.5
Asian/Asian British - Pakistani	3	0.4
Asian/Asian British - Bangladeshi	1	0.1
Asian/Asian British - Chinese	2	0.2
Asian/Asian British - Any other (please specify)	1	0.1
Black/African/Caribbean/Black British - African	1	0.1
Black/African/Caribbean/Black British - Caribbean	0	0.0
Black/African/Caribbean/Black British - Any other (please specify)	0	0.0
Arab	0	0.0
Any other ethnic group (please specify)	1	0.1
Prefer not to say	34	4.1
Other	835	100.0
TOTAL	759	90.9

Letters & Petitions

A petition opposing the proposals was received from 28 households in and around Nant-y-Wedal.

Four separate letters received from members of the public unhappy with the proposals and/or the level of consultation with local residents.

WELSH LOCAL GOVERNMENT SETTLEMENT 2014-15

Final

Table 9: List and estimated amounts of Grants for total Wales

Existing Grant name	£m	
	2013-14	2014-15
14-19 Learning Pathways	15.447	10.000
Cardiff Bay Legacy Funding	7.100	N/A
Community Cohesion Fund (CCF)/ Grant (CCG)	0.500	0.200
Community Fire Safety	2.250	2.250
Community Learning	6.083	N/A
Concessionary Fares Reimbursement Grant	62.900	N/A
Council Tax Reduction Scheme for Pensioners ²	4.000	0.000
CyMAL	1.279	1.270
Families First	43.421	43.421
Family Learning Programme Grant	1.673	N/A
Flying Start Revenue grant	58.144	68.644
Food Hygiene Rating Grant	0.135	0.110
Foundation Phase Revenue Grant	99.000	98.000
Induction	0.439	0.439
Integrated Family Support Service - grant support	4.602	4.602
Intermediate Care Fund ⁴	0.000	30.000
LA Animal Health and Welfare Enforcement Funding	0.800	0.600
Language and Play	1.300	1.300
LLFA Grant Funding (FWMA2010 & FRR2009)	2.200	2.200
Minority Ethnic Achievement Grant	10.500	10.000
Mergers and Collaboration ²	2.733	N/A
Outcome agreement grant	31.100	31.100
PFI ¹	31.577	3.918
Planning Improvement Fund for Local Planning Authorities	1.500	N/A
Post-16 Provision in Schools	113.844	107.253
Public Facilities Grant Scheme ¹	0.400	0.000
Pupil Deprivation Grant ⁵	33.289	71.246
Regional Collaboration Fund ⁴	10.174	10.174
Regional Transport Services Grant ³⁴	25.000	N/A
School Effectiveness Grant	28.829	28.129
School Uniform Grant	0.770	0.770
Social Care Workforce Development Programme	8.200	8.200
Specific Grant for the Education of Gypsy Children and Traveller Children	1.100	1.100
Supporting People	136.300	134.100
Sustainable Waste Management Grant	65.892	N/A
The Autistic Spectrum Disorder (ASD) Implementation Grant	0.880	N/A
Tidy Towns	2.315	N/A
Tranquil, Greener and Cleaner Places	0.575	0.500
Unlocking Potential of Special Schools ²	0.103	0.000
Welsh in Education Grant	5.630	5.630
Youth Service Revenue Grant ⁶	2.490	0.000
Youth Service Training Grant ⁶	0.486	0.000
Youth Work Strategy Support ⁶	0.000	2.756

N/A = figures not available at time of publication

1. Transferring into Settlement
2. Grant Ending
3. RTSG has amalgamated Bus Revenue Support and Local Transport Services Grant
4. Grant is paid on a regional basis
5. This is the total Action budget created with additional £35m
6. Youth Work Strategy Support has amalgamated Youth Service Revenue Grant and Youth Service Training Grant

The information shown above details the grants where the amount that Total Wales will receive in 2013-14 and estimated amounts for 2014-15 are known. It is important to note that all amounts are indicative at this stage and are liable to change.

Revenue Resources Required for 2014/15		
	£000	£000
Adjusted Directorate budget		593,853
Add: Employee costs	5,202	
Directorate expenditure and income realignments	14,223	
Voluntary severance (replenish reserves)	6,996	
Commitments	2,506	
School Protection	1,020	
General Contingency	<u>4,000</u>	
		33,947
Demographic pressures:		
Social care	1,300	
Pupil numbers	1,700	
Landfill	<u>100</u>	
		3,100
Special inflation:		
Social care fees	1,200	
Fuel and energy	525	
Fire levy	(446)	
Schools out of county	110	
Other	<u>244</u>	
		1,633
		<u>632,533</u>
Council Tax Reduction Scheme adjustment		1,120
Add: New directorate pressures		<u>280</u>
		633,933
Less: Council savings		48,645
Directorate Base Budget for 2014/15		585,288

DIRECTORATE FINANCIAL PRESSURES 2014/15

No	Directorate Pressures Title	Value of Pressure	Accept / Reject	Risk Assessment		Mitigation actions as not supported as part of the 2014/15 Budget Report
		2014/15 £000		Mitigated	EIA	
1	Neighbourhood Working -As identified in the Cabinet Report of Oct 10th, following the proposed cessation of some grants it is recognised that there could be significant benefit in establishing arrangements for more locally based funding to be allocated to third sector groups working to locally agreed priorities. It is therefore recommended that a new neighbourhood fund of £180k for the six neighbourhood partnership areas of the city should be considered.	180	Accept	Amber-Green	Red-Amber	
2	Environmental Health Call Handling and Response - call handling for this service is undertaken by the Community Alarm Service (CAS.) Following an increase in complaint numbers since 2011 additional capacity is required to manage the demand on the service. Since 2011, data shows that total environmental health call volumes to CAS have risen from 5285 to 7288, an increase of 37%. There is currently no recharge to Regulatory Services from CAS but in order to provide resilience for the service and to ensure response times for other vulnerable users of the CAS service are not jeopardised, additional recruits to the CAS night team are required. CAS indicates total cost for call handling employees is £34k including additional payments for night and weekend working. In addition to the cost of Call Handling an additional operational staff resource to cope with increase in demand is required. A grade 8 Environmental Health Officer (£59k) will enable the additional demand for reactive work at night to be satisfied and allow an extension of the service to meet demand outside peak working hours.	94	Reject	Amber-Green	Red-Amber	Ongoing discussions are being held between the Environment Directorate and the Communities Housing and Customer Services in order to look at ways that would allow for an out of hours call handling service to continue as national guidance indicates in a City the size of Cardiff we should have an out of hours response to noise nuisance. This project will form part of the Customer Management Review and any long term requirements will be considered through that initiative. Any immediate short term funding requirement can be resourced from the Housing Support Earmarked Reserve.
Total Communities, Housing & Customer Service		274				
3	Democratic Services - To provide a degree of flexibility for the Democratic Services Committee to minimise the impact of cuts or to enhance services in support of the democratic / scrutiny process.	100	Accept	Amber-Green	Amber-Green	
Total County Clerk and Monitoring Officer		100				
4	Feasibility Studies - Capital Projects - feasibility budget required to assist in the delivery of major projects in the city.	100	Reject	Green	Green	Action to be taken to ensure that the expenditure in relation to the pressure is not incurred.
Total Economic Development		100				
5	Sweepings treatment - sweepings disposal is in addition to landfill tonnage, and if sent to landfill will mean a cost of £80/ tonne. A total of 7,000 tonnes is being held in storage to dispose of. Work is ongoing to find a cheaper route to disposal for this which could bring the total liability down by £20 per tonne. It is recommended that a growth element is allowed for £420k with an additional contingency put aside of £140k. Future years will only require the annual collections to be disposed of (3,500T) without the additions currently held in storage.	560	Reject	Green	Green	Dewatering the sweepings will reduce the landfill disposal burden from circa £560k to £460k in 2014/15 (Based on £92/t in 2014/15). The disposal cost burden remains, but will be minimised where possible through continuing to dewater and stock pile the material. Waste Management are currently exploring alternative solutions for the sweepings treatment as opposed to disposal but the value of treatment per tonne has yet to be confirmed or a contract procured, this is being prioritised. Any costs remaining after these mitigations could be considered against the Specific Issue Contingency established as part of the 2014/15 Budget in relation of waste disposal tonnage levels.

No	Directorate Pressures Title	Value of Pressure	Accept / Reject	Risk Assessment		Mitigation actions as not supported as part of the 2014/15 Budget Report
		2014/15 £000		Mitigated	EIA	
6	Licensing Fees realignment Personal Licences: The Government have started a series of consultation exercises, looking at deregulating elements of regulated entertainment, abolishing the requirement for personal licence holders to renew their licences, and the possibility of abolishing the personal licence regime all together. Personal Licence holder are currently required to renew their licence on a 10 year basis, as the Act was implemented in 2005, the many of which will be required to be renewed in 2014/15. If licence renewals are not required, the £60k additional income expected in 2015 will not materialise. If the requirement for personal licences is abolished all together it will leave us with an annual reduction in income of around £20k. Late night refreshment: The Government also stated that they would consider removing the requirement for a licence for late night refreshment. In Cardiff we have around 120 licensed takeaways, the majority have an annual fee of £180, so removing this requirement would reduce annual income by around £22k additionally locally set fees are likely to result in a reduced fee.	85	Reject	Amber-Green	Green	This bid relates to a potential change in law predicted in September 2013 when the pressure bids were put together. There has been little information made available since. Consultation exercises are still ongoing. We do know that the changes are deferred but until when, or indeed whether they will be implemented at all, is unknown. It is possible that the pressure will not be realised in 2014/15.
Total Environment		645				
7	Supporting People grant cuts - the Welsh Government has indicated that there will be a cut in the level of Supporting People Grant funding in 2014-15. Supporting People grant supports approx £2.5m of services in Health & Social Care. This will lead to a potential reduction of £125k in the level of funding support for Learning Disability Supported Accommodation related services in Health and Social Care. There is a potential re-tender of this service in 2014-15.	125	Reject	Amber-Green	Green	Review of the internal supported accommodation (LD) will include identifying additional saving to meet this pressure.
8	Joint Equipment Service maintenance of lifts - new Health and Safety legislation stipulates that annual maintenance checks need to be undertaken on all lifts and similar disabled equipment distributed to service users in the community.	80	Reject	Amber-Green	Red	This remains a pressure for the Directorate and will be accommodated within existing budgets for disabled equipment.
Total Health & Social Care		205				
9	Control of Japanese Knotweed and other non-native invasive species - to control Japanese Knotweed and other invasive weeds listed in Schedule 9 of the Wildlife and Countryside Act 1981 which are established and spreading in many of the Council's green spaces. These present a risk to both private land, Council facilities, and a risk to biodiversity as native plant species are out-competed by these plants. This programme plans to minimise these risks by undertaking surveys of all the city's green spaces to assess the extent of the problem and then using this information to form the basis of a citywide herbicide and manual control programme which will have to be delivered over a number of years. It is important to note that this project will involve volunteers and community groups whilst delivering the following benefits 1) increasing biodiversity 2) reducing the risk of litigation from private land owners and 3) increasing the area of accessible green space available to the residents of Cardiff for recreational use.	60	Reject	Amber-Green	Green	This pressure will need to be prioritised from within existing Directorate resources.
10	Waste Disposal Costs in Parks - the Council is responsible for the cleansing of 1,600 hectares of public open space including formal and informal parks, recreation grounds, play areas, general open space and woodlands. The parks environmental management and cleansing team are responsible for routine and non routine clearance of litter, clearance of fly tipping and hazardous waste as well as the routine emptying of litter bins equating to an estimated 93,000 individual frequencies per year. The total tonnage of waste collected / disposed of has increased year on year from 712 tonnes in 2010/11 to 958 tonnes in 2011/12 to 1,401 tonnes in 2012/13. It is anticipated that the volume collected / disposed of in 13/14 will be an estimated 1,500 tonnes. Both the increased tonnage and incremental increased costs of collection will result in a estimated budget shortfall of £120k in 2013 / 14 and a follow on impact on the 2014/15 budget. Under The Environmental Protection Act 1990 and associated legislation the Council is required to make appropriate arrangements for the disposal of waste.	120	Reject	Amber-Green	Green	There is the potential to reduce disposal costs through the integration of waste streams at the new HWRC site planned for the Wedal Road Depot which could yield a saving of up to £7.5k in 2014/15 and £15k in 2015/16. Any remaining pressure would need to be managed within the existing Parks budget of £5.6 million.
11	Cardiff Bay Development Corporation - Grounds Maintenance - in 2000, Cardiff Bay Development Corporation was wound up and approximately 66 Hectares of Green Space, made up of 20 individual and groups of sites comprising of a mix of parks with fixed playground equipment, green spaces and verges were transferred to the Council with the responsibility passing to the parks service for management and maintenance. Included in the transfer were sites including Grangemoor Park, Hamadryad Park, Maltings Park, and Pengam Green. A commuted sum was paid to the Council which will time out after financial year 2013/14. If existing maintenance standards are to continue on the sites transferred a revenue allocation will be required.	235	Reject	Red-Amber	Green	In order to mitigate an accelerated drawdown of the existing commuted sums held by the Council could take place, this would result in the pressure being delayed until the financial year 2018/19. This would however result in £165k pressure in 2019/20 and a £322k pressure for 2020/21 and beyond. 120 individual commuted sums are currently held that would normally be drawn down over the period of the original agreement, which can be up to 25 years and to cover the maintenance requirements for the given period.
Total Sport, Leisure & Culture		415		0	0	

No	Directorate Pressures Title	Value of Pressure	Accept / Reject	Risk Assessment		Mitigation actions as not supported as part of the 2014/15 Budget Report
		2014/15 £000		Mitigated	EIA	
12	Local Development Plan Preparation - Transportation Assessment, Master Planning and Infrastructure Planning - Cardiff Council is working with Developers through the Master Planning process to identify the scope of infrastructure required to support the Local Development Plan. However, there is a risk that the Developers do not provide the information. The Council may then need to undertake additional work to support the Council's approval process for the Deposit Local Development Plan in 2014/15. In addition, transportation infrastructure planning supported with expertise and evidence will also be required to identify the scope, costs, funding, phasing and programme of strategic infrastructure improvements that cannot be assigned to any specific site but would be required to deliver the Local Development Plan. This work also involves identifying the scope of funding required from the Community Infrastructure Levy and will require expert knowledge and input.	100	Reject	Green	Amber-Green	Funding will be made available from the Directorate's revenue budget to cover this pressure.
13	Maintenance of Driver Feedback Signs (DFS) - DFS units have been installed using capital monies, S106 and other external funding. However there is no revenue budget to support the ongoing maintenance and management of these units.	55	Reject	Green	Green	Funding will be made available from the Directorate's revenue budget to cover this pressure.
14	Secondary School Transport (for pupils living more than 3 miles from the school) - due to a number of changes to the Schools Re-organisation proposals the schools list below are increasing in pupil numbers who will qualify for statutory school transport (pupils living 3 miles or more from school) and therefore additional transport is required to meet the Councils Home to School Transport policies requirements. Bid reflects - 1) Llanishen HS - 1 extra bus from Sept 2014, 2) Bro Edern - 1 extra bus from Sept 2014, 3) St Teilos and Corpus Christi - 1 extra bus from Sept 2014. This pressure will not be awarded as part of the 2014/15 budget, however for 2014/15 financial year only, this pressure will be met from the SOP reserve.	61	Reject	Amber-Green	Red-Amber	Discussions on-going between the Strategic Planning, Highways & Transport and Education to consider potential mitigations and management of the service. Funding for 2014/15 to be met from the SOP earmarked reserve.
15	Primary School Transport (for pupils living more than 2 miles from the school) - due to catchment area capacity problems across Cardiff there is an increase in primary pupil numbers requiring taxi transport as they are unable to attend their local school and the nearest school with a vacancy is more than the statutory qualifying distance for free home to school transport (pupils living 2 miles or more from their nearest appropriate school). Bid reflects - 1) various additional operator costs due to school catchment area problems and 2) Treganna - increase in size of buses from Sept 2014 and 3) an additional two mini buses and four taxis re: traveller's safety issues. This pressure will not be awarded as part of the 2014/15 budget, however for 2014/15 financial year only, this pressure will be met from the SOP reserve.	70	Reject	Amber-Green	Red-Amber	Discussions on-going between the Strategic Planning, Highways & Transport and Education to consider potential mitigations and management of the service. Funding for 2014/15 to be met from the SOP earmarked reserve.
16	Special Educational Needs school transport (pupils with Statements of SEN) - increase in SEN pupil numbers, a number of schools and new units / provision resources have opened during the last 18 months and more pupils are attending these bases. As a result additional funding is required to transport the pupils to these bases. The bid reflects 1) various additional operator costs associated with Ty Gwyn School expansion 2) Llanishen High School - Autistic Unit expansion 3) Bishop of Llandaff - expansion of Marion Centre 4) increase in pupil numbers being education via the alternative curriculum. This pressure will not be awarded as part of the 2014/15 budget, however for 2014/15 financial year only, this pressure will be met from the SOP reserve.	93	Reject	Amber-Green	Red-Amber	Discussions on-going between the Strategic Planning, Highways & Transport and Education to consider potential mitigations and management of the service. Funding for 2014/15 to be met from the SOP earmarked reserve.
17	Sixth form aged 16 to 19 school transport - Passport to Travel Scheme - Cardiff High Schools Trust Fund currently funds the majority of this scheme and from September 2014 the income generated from the scheme will be unable to continue to fund the passport to travel scheme. The Council are unable to withdraw this non-statutory school transport scheme until Sept 2015 at the earliest. The Council is required to undertake consultation before any changes can be made to its home to school transport policy in line with the Learner Travel Wales Measure and these changes must be available on the Councils web site before 1 October, ready for pupils starting sixth form in the following September. Therefore the additional funding is required to cover the shortfall for this non-statutory service from April 2014 until Sept 2015. This pressure will not be awarded as part of the 2014/15 budget, however for 2014/15 financial year only, this pressure will be met from the SOP reserve.	170	Reject	Amber-Green	Red-Amber	Discussions on-going between the Strategic Planning, Highways & Transport and Education to consider potential mitigations and management of the service. Funding for 2014/15 to be met from the SOP earmarked reserve.
Total Strategic Planning, Highways Traffic & Transportation		549				
TOTAL COUNCIL		2,288				

Overview of 2014/15 Savings

Directorate Savings	Saving £000
Cabinet Office	636
Children's Services	2,655
County Clerk & Monitoring Officer	454
Communities, Housing & Customer Services	2,886
Corporate Management	1,548
Economic Development	1,546
Education	6,512
Environment	3,435
Health & Social Care	6,213
Resources	5,443
Sport, Leisure & Culture	5,289
Strategic Planning , Highways, Traffic & Transportation	7,216
TOTAL	43,833

Other 2014/15 Savings	Saving £000
Corporate Savings	
Reduction of Agency, Overtime & External Training Budgets	631
Total Corporate Savings	631
Workforce Package	
Imposition of Workforce Package	3,900
Cease payment of Professional Fees, Honoraria and Relocation Expenses	281
Total Workforce Package	4,181
Total Other Savings	4,812

TOTAL SAVINGS**48,645**

DIRECTORATE SAVINGS 2014/15

Reference		DIRECTORATE SAVINGS 2014/15	Income / Expenditure Breakdown					Total Saving £000	Planning Status	Risk Assessment			Cabinet Portfolio
Number	Directorate		Budget	Employee Costs	External Spend	Other Spend	Income			Residual	Achievability	EIA	
			£000	£000	£000	£000	£000						
1	CAB 1	Communications and Media Teams – Restructure of the Communications and Media Team.	856	318	2	0	0	320	Detailed	Amber-Green	Amber-Green	Green	Corporate Affairs - Office of the Deputy Leader
2	CAB 3	Realign communications and media priorities - Realign priorities against an agreed strategy to reduce the communications and media budget	191	0	79	0	0	79	General	Green	Green	Green	Corporate Affairs - Office of the Deputy Leader
3	CAB 4	Increase communications and media income targets - The directorate already generates income from these activities. This saving seeks to generate additional amounts from these areas.	0	0	0	0	60	60	General	Green	Amber-Green	Green	Corporate Affairs - Office of the Deputy Leader
4	CAB 5	Increase communications and media income targets - The directorate already generates income from these activities. This saving seeks to generate additional amounts from these areas.	627	15	0	0	0	15	Detailed	Amber-Green	Amber-Green	Green	Corporate Affairs - Office of the Deputy Leader
5	CAB 9	Capital Times - Capital Times reduce from 12 to 6 editions distributed each year. It would still continue to be published monthly online.	191	0	54	0	0	54	Detailed	Green	Amber-Green	Green	Corporate Affairs - Office of the Deputy Leader
6	CAB 10	Deletion of Head of Cabinet Office	134	108	0	0	0	108	Detailed	Green	Green	Green	Corporate Affairs - Office of the Deputy Leader
Total Cabinet Office				441	135	0	60	636					
7	CHD 1	150 Thornhill Road - The home has been closed for 18 months. The design of the home is not fit for purpose and it is unlikely to be able to offer the type of residential experience the Council would want for looked after children locally. Other projects such as the Social Impact Bond (SIB) and the Children's Services Accommodation Strategy are seeking to improve services for looked after children and achieve better outcomes. The proposal ensures the establishment at Crosslands Children's Home is fit for purpose.	1,612	665	107	0	0	772	Realised	Amber-Green	Green	Red-Amber	Children's Social Services

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
8	CHD 2	Out of Area Residential - Social Impact Bond (SIB) Project - The outcome of the SIB Feasibility study provides a robust business case that provides opportunities for significant savings to be achieved. Potential providers and investors have been identified as part of the study. The approaches that have been considered for the project have an evidence-base and have demonstrated success in other areas. The saving could be achieved alongside improving outcomes for this cohort of looked after children. The implementation of the project is subject to a procurement with the current proposal reflecting a part year saving.	17,498	0	122	0	0	122	Detailed	Amber-Green	Red-Amber	Red-Amber	Children's Social Services
9	CHD2a	Review of external children's placements - The service is currently identifying children whose needs would be better met in placements in Cardiff with a view to planning for their return to the area. Any such moves would be subject to close consultation with each child, their birth family and partner agencies to ensure that prospective moves offer a better option for each child. Initial reviews of a relevant cohort suggests that there are children for whom this is already thought to be preferable and whose return could be moved on more effectively. This proposal would cover the period up until the introduction of a Social Impact Bond (SIB).	17,498	0	365	0	0	365	Detailed	Amber-Green	Red-Amber	Red-Amber	Children's Social Services
10	CHD 4	Barnardo's Family Support Community Team - This is an externally commissioned service which forms part of Cardiff's range of family support services. The service was introduced more recently to provide a specific long term support service for parents who have been identified as having a mild to moderate learning difficulty. The purpose of the service is to improve the children's experience by being brought up in a supportive home over the longer term. Realising this saving would mean reverting to the level of service that existed previously for parents with additional needs in keeping with statutory obligations.	1,029	0	201	0	0	201	General	Amber-Green	Amber-Green	Red-Amber	Children's Social Services
11	CHD 5	Removal of Referral Order Case Manager Post - The Referral Order Case Manager carries out a range of tasks and works as part of a service which includes 4.5 posts; the rest of the service will absorb the shortfall. The post is currently vacant.	1,492	25	0	0	0	25	Realised	Amber-Green	Green	Green	Children's Social Services
12	CHD 6	Removal of Case Management post - This OM1 post was intended to support the management and delivery of services for vulnerable children and their families. The post is vacant. A structural realignment is in progress and these duties have been reassigned within the restructure.	896	71	0	0	0	71	Realised	Green	Green	Green	Children's Social Services
13	CHD 7	Removal of post of CareFirst Project Manager - This grade 8 post is responsible for maintaining the CareFirst budget, contract relationship management, CareFirst training programme, co-ordination of work across directorates, process maps, flexible and mobile working initiatives (not yet implemented), system integration developments (not yet implemented), Electronic Document Management System (not yet implemented). The duties can be absorbed within existing resources.	184	45	0	0	0	45	Detailed	Green	Green	Green	Children's Social Services
14	CHD 8	Youth Offending Service (YOS) Business Support Budgets - Reduction to budgets including travel costs, printing and stationery, telephony, subsistence, postages and software budgets.	435	0	24	0	0	24	Detailed	Amber-Green	Amber-Green	Amber-Green	Children's Social Services

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
15	CHD 9	Reduction in Business Support Staff - In total this proposal equates to a reduction of 3.4 FTE staff. 0.4 FTE, Grade 4 post currently provides support to the Business Planning process, Annual Council Reporting Framework (ACRF) and maintains Children's Services Corporate Intranet Service. The hours are currently vacant due to flexible retirement. The proposal also comprises deletion of 1 x Grade 4 and 1 x Grade 3 post which currently provide business support to 150 Thornhill Road. A further Grade 4 post was a job share - one partner has retired and the other is seconded elsewhere in the Council.	1,342	75	0	0	0	75	Detailed	Amber-Green	Green	Amber-Green	Children's Social Services
16	CHD 10	Reduction in Local Safeguarding Children Board (LSCB) Budget - the budget was established to fund two LSCB posts. The Executive Board of the LSCB has agreed a new funding formula for these posts involving agreed contributions from all partner agencies. This is an efficiency resulting from collaboration.	683	61	0	0	0	61	Realised	Green	Green	Green	Children's Social Services
17	CHD 11	Removal of Placement Team Manager post - The functions of this post are already covered by interim arrangements. The deletion of this post will be made achievable by making these arrangements permanent however there may be a short term skills and knowledge gap in this area.	97	48	0	0	0	48	Detailed	Amber-Green	Amber-Green	Amber-Green	Children's Social Services
18	CHD 12	Withdrawal of part funding for young carer's service - a family support service for young carers with high level needs who meet eligibility criteria is currently commissioned from Action for Children at cost of £79k. It is proposed that the service is not re-commissioned when the contract expires at the end of March 2014. Instead it is proposed that part of the funding is used to create a dedicated post that sits within Family Support to undertake assessments on Young Carers. It is proposed that a saving be made of £39k.	1,029	0	39	0	0	39	Detailed	Amber-Green	Green	Red-Amber	Children's Social Services
19	CHD 13	Removal of Volunteer Co-ordinator post - the proposal relates to the withdrawal of the volunteer co-ordinator post. The post holder currently manages a volunteer support worker who has responsibility for recruiting, training and supporting a group of befriender volunteers. The post holder is also responsible for the recruitment, training and support of a small group of mentors who work with care leavers.	1,247	38	0	0	0	38	Detailed	Amber-Green	Amber-Green	Amber-Green	Children's Social Services
20	CHD 14	Reduction in Staff Training and Development Posts - three x Grade 8 posts from the Social Care Staff Training and Development Centre. The proposal relates to the deletion of 1 x Children's Services Training Officer, 1 x Back Care Advisor and 1 x Practice Learning Opportunity Officer (social worker student placements). All three post holders have requested VS and wish to be released before April 2014. There is currently capacity within the team and the duties can be absorbed.	1,701	127	0	0	0	127	Detailed	Green	Green	Green	Children's Social Services
21	CHD 15	Family Group Conference Project - the Family Group Conference Service is commissioned externally from Tros Gynnal and it facilitates family group meetings (FGM) and the preparatory work required for these to take place. FGM is a method of engaging with families to support them to find a solution to addressing high level challenges they face. The project currently pays for up to 25 FGMs per year and the contract is in place until July 2014. If the saving is taken we would need to give early notice on the current contract. Children's Services will as now, continue to facilitate meetings between family members in order to explore best options although there may be some delays in terms of meeting-time availability.	1,029	0	40	0	0	40	Detailed	Green	Amber-Green	Amber-Green	Children's Social Services

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
22	CHD 16	Barnado's Family Support to Black & Minority Ethnic (BME) Families - Barnardo's provide a bespoke family support project for BME families of children in need/ children in need of protection. Current provision enables families to have an element of choice regarding whether they receive the services directly from Children's Services or from Barnardos, in future the provision will only be met internally.	1,029	0	50	0	0	50	Detailed	Amber-Green	Amber-Green	Red	Children's Social Services
23	CHD 17	Reduction in investment in Independent Advocacy Service - currently Tros Gynnal provides the advocacy service which includes independent and confidential information, advice, advocacy, representation and support. Children's Services have a statutory duty to provide advocacy services for LAC (including care leavers) and children in need who wish to make a complaint. The current contract expires in July 2014. The saving will come from recommissioning the service in a more efficient way, without detriment to individual advocacy support to young people. There is a residual risk that we will not be able to support participation at the existing level.	1,029	0	25	0	0	25	General	Amber-Green	Amber-Green	Amber-Green	Children's Social Services
24	CHD 18	Withdrawal of After Adoption Commissioned Service - the After Adoption Contract provides a range of post adoption support service. If we did not provide these services we would fail in relation to our statutory responsibilities to adoption. In reality Cardiff has struggled to find sufficient adopters to attend SafeBase programmes and therefore its impact locally has been limited. Cardiff is currently collaborating with 3 other local authorities to develop a regional adoption service that will seek to improve many of the outcomes identified above. The regional work will include the development of a detailed model of service delivery and within this work there will be an opportunity to explore how adoption support can be more effectively and efficiently delivered in the future. However, there is likely to be a gap between the withdrawal of this service if the saving is accepted and the implementation of the new model for a regional adoption service. However, this can be managed by reconfiguring in house resources.	549	0	46	0	0	46	General	Red-Amber	Amber-Green	Red-Amber	Children's Social Services
25	CHD 19	Reduction in Operational Manager Support - The level and organisation of OM support will be subject to review with a view to rationalising and reducing capacity to support OMs and delivering the saving.	2,111	30	0	0	0	30	Detailed	Amber-Green	Amber-Green	Amber-Green	Children's Social Services
26	CHD 20	Removal of Family Assessment budget - the family assessment budget is used to fund children and their parents in residential assessment units. This is not a route favoured by the Court although assessments may be required if directed. There is a significant underspend in the current financial year.	1,566	0	205	0	0	205	Detailed	Amber-Green	Green	Green	Children's Social Services
27	CHD 21	Funding of Paediatric social workers - these are fully funded by charitable organisations with no requirement for the current budget of £17k.	103	0	0	17	0	17	Realised	Green	Green	Green	Children's Social Services

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
28	CHD 22	Youth Offending Service Realignment - there are currently four teams and the proposal is to realign to three teams, reducing the number of managers from four to three.	1,492	51	0	0	0	51	Detailed	Amber-Green	Amber-Green	Amber-Green	Children's Social Services
29	CHD 24	Reduction in Carefirst expenditure - The CareFirst budget is showing a significant underspend in the current financial year.	428	0	100	0	0	100	Realised	Green	Green	Green	Children's Social Services
30	CHD 25	Reduction in Family Support posts - Withdrawal of 3 posts from one of the two family Support Community Teams that provide family support to families with longstanding and complex needs that meet the Children's Services eligibility criteria. Typically these are families where children are at risk of becoming Looked After (LAC) or are Looked After with a return home plan, children on the Child Protection Register (CPR) and families in the Public Law Outline (PLO).	1,247	78	0	0	0	78	Detailed	Amber-Green	Amber-Green	Red-Amber	Children's Social Services
Total Children's Services				1,314	1,324	17	0	2,655					
31	CLK 1	Democratic Services (including Elections and Protocol office) . Restructure to delete vacant posts, accept voluntary severance (VS) applications and restructure management responsibilities, clerking fewer meetings and more efficient use of ICT.	732	183	0	0	0	183	Detailed	Green	Amber-Green	Green	Corporate Affairs - Office of the Deputy Leader
32	CLK 2	Scrutiny Services deletion of vacant posts - 2 x Principal Scrutiny Officer, 1 x Principal scrutiny support officer & 1 x Research engagement officer.	652	180	0	0	0	180	Detailed	Green	Amber-Green	Green	Corporate Affairs - Office of the Deputy Leader
33	CLK 5	Additional Income Scrutiny - 1) Welsh Government has invited Scrutiny to bid for four bids to a currently unallocated Scrutiny Development Fund totalling £60k. 2) Charge the Centre for Public Scrutiny for rental of their premises in County Hall.	(43)	0	0	0	66	66	Detailed	Green	Amber-Green	Green	Corporate Affairs - Office of the Deputy Leader
34	CLK 6	Removal of Committee general expenditure budgets within Democratic Services and Scrutiny	202	0	0	16	0	16	Detailed	Green	Amber-Green	Green	Corporate Affairs - Office of the Deputy Leader

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
35	CLK6A	Removal of Members refreshments and Yearbook budgets - This proposal includes the deletion of Members refreshments budgets and the budget for Yearbooks.	1,619	0	9	0	0	9	Detailed	Green	Green	Green	Corporate Affairs - Office of the Deputy Leader
Total County Clerk & Monitoring Officer				363	9	16	66	454					
36	CHC 1	Communities, Housing & Customer Services Directorate Restructure - Full restructure within the directorate. Savings will equate to approximately £317k.	23,812	317	0	0	0	317	General	Green	Amber-Green	Green	Communities, Housing & Neighbourhood Renewal
37	CHC 2	Council Grant Reductions 10% Reduction - Partnerships & Citizen Focus Grants (43k), Cardiff Gypsy & Traveller Project (£5k) Grants to Cease - Equality Development (£5k), Community Development Grant Scheme (7k)	4,579	0	60	0	0	60	Detailed	Green	Amber-Green	Amber-Green	Communities, Housing & Neighbourhood Renewal
38	CHC 3	Deletion of Senior Business Officer - Post has been vacant for twelve months and duties are being covered by team. £21k of post relates to HRA.	447	34	0	(21)	0	13	Realised	Green	Green	Green	Communities, Housing & Neighbourhood Renewal
39	CHC 4	Transfer of Funding for Planner Post - It is proposed that one Planner Post (Grade 7) is funded from the Direct Revenue Funding element of the Neighbourhood Renewal Schemes Annual Capital Sum.	350	0	0	0	40	40	Detailed	Green	Green	Green	Communities, Housing & Neighbourhood Renewal
40	CHC 5	Deletion of Development Assistant Post - it is proposed to delete the Development Assistant post within Housing Development (HD). The proposal is to pool the administration resource between HD & Disabled Facilities Service and to use the vacant HRA post to increase the Housing Revenue Account (HRA) recharge across the admin team to the equivalent of a grade 5. The pooling of administration resources will enable review of the level of administration posts within the team moving forward.	1,785	33	0	0	0	33	Detailed	Green	Green	Green	Communities, Housing & Neighbourhood Renewal

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
41	CHC 6	Review Business Support within Housing Development and Assisted Living - Review business support within newly formed team. Potential to delete one FTE (50% General Fund).	890	13	0	0	0	13	Realised	Green	Green	Green	Communities, Housing & Neighbourhood Renewal
42	CHC 7	Removal of Improvement Officer Posts (Customer Services) - Deletion of a vacant Improvement officer post (Grade 3) and one occupied Improvement Officer Post which will be made possible through redeployment. The vacant post has been vacant for a number of months and any essential work relating to the post has been covered without significant impact.	1,785	49	0	0	0	49	Realised	Green	Green	Green	Communities, Housing & Neighbourhood Renewal
43	CHC 9	Reduction in C2C Opening Hours - 8.30am - 5pm (Mon - Fri) - C2C currently opens 8am-6pm Mon-Fri. Services include payment of council tax bills, parking enforcement calls, waste management and benefit enquiries, and repair reporting calls. It is proposed that these hours be reduced to 8.30am - 5pm in order to be able to release 2.5FTE and achieve further savings. C2C reduced hours in April 2013 (previously opened until 7pm and on Saturday mornings). Whilst this made call handling more challenging, C2C have not received a complaint in relation to the reduction in hours. Whilst reducing opening times will allow a reduction in FTE, it is not anticipated that this will lead to a reduction in call volumes. This will increase the difficulty of achieving service levels and is likely to mean increased wait times for customers. The impact of out of hours call handling services (e.g. for repair reporting calls) would also need to be considered.	1,785	58	0	0	0	58	Detailed	Red-Amber	Amber-Green	Amber-Green	Communities, Housing & Neighbourhood Renewal
44	CHC 10	Deletion of Resource Supervisor (Complaints) - General Fund element (35%) - Deletion of Resource Supervisor post. As the post is 65% Housing Revenue Account (HRA) funded, only 35% of the total budget will form part of the savings proposals. Two posts cover House and Neighbourhood Renewals (HANR) complaints but one is sufficient to manage the workload.	424	8	0	0	0	8	Detailed	Green	Green	Green	Communities, Housing & Neighbourhood Renewal
45	CHC 11	Increase external income - Community Alarm Services (CAS) - Increase external income through new contracts, increased service promotion and new products (Romad, Vega etc). A Marketing Officer is due to commence work shortly, to assist in increasing commercial activity with a view to increasing income streams. The service is currently submitting a tender for a telecare contract with a Housing Association valued at approximately £200k per annum. The saving proposal is less than this to enable some income to be retained for staff costs and to support expansion. CAS are also in discussions with a number of other Housing Associations and external agencies regarding handling of telecare / out of hours calls. Finally, CAS are looking to promote a new lone working product/system - Romad; targeted at clients suffering from dementia.	(1,274)	0	0	0	100	100	Detailed	Amber-Green	Amber-Green	Green	Communities, Housing & Neighbourhood Renewal

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
46	CHC 12	<p>Community Building Review - The administrations commitment to join up local services within Community Hubs will continue to be rolled out with a focus on meeting local needs, making services more accessible and convenient and reducing the number of operational buildings.</p> <p>The aim is to provide Community Hubs in areas of identified need by reviewing the services and buildings currently in operational use and to join up face to face services in one, accessible location linked to more mobile provision in a wider range of community venues. This builds on the success of the pilot hubs and initiatives such as the Neighbourhood Librarian service taking library services out into schools and other venues to encourage literacy and reading.</p> <p>The experience of developing the hub concept so far has confirmed that the new method of delivery is popular and delivers savings. This saving is predicated on previous experience of general fund revenue savings associated with the Hub strategy with a focus on service retention and building reduction. As proposals come forward consideration will be given, where appropriate, to alternative uses or building transfer.</p> <p>Specific consultation will take place.</p>	3,408	268	0	0	267	535	General	Red-Amber	Red-Amber	Red-Amber	Communities, Housing & Neighbourhood Renewal
47	CHC 13	<p>Restructure of Policy, Partnerships and Citizen Focus service - A proposed restructure of the Policy, Partnership and Citizen Focus service has been developed which includes a saving of £466k. The new structure retains capacity for the statutory responsibilities which the Council has in relation to partnership working, production of the Single Integrated Plan, community safety and delivery of the Strategic Equality Plan but will require wider ownership of partnership working responsibilities by the rest of the organisation and responsible directorates to ensure we meet our statutory partnership and equality duties</p> <p>Through the restructure it is proposed that the existing service will be split into a number of teams to enable a stronger focus on the policy development of the organisation and ensure that the Council is able to effectively co-ordinate the policy capacity of the Council to help inform decision making; enable a team focussing on partnership working and collaboration and allow the alignment of the equalities function within the wider decision making process.</p>	1,325	466	0	0	0	466	Detailed	Amber-Green	Green	Red-Amber	Communities, Housing & Neighbourhood Renewal
48	CHC 14	<p>Funding of Restorative Approaches Delivery Officer - Full funding for this post can be achieved from Families First Funding, releasing budgetary provision and providing a saving.</p>	1,325	0	0	0	24	24	Realised	Green	Green	Green	Communities, Housing & Neighbourhood Renewal
49	CHC 15	<p>Reduction in Policy, Partnerships and Citizen Focus Project Budgets (Partnership initiatives) - Reduction in project budget.</p>	136	0	0	5	0	5	Realised	Green	Green	Green	Communities, Housing & Neighbourhood Renewal

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Planning Status	Risk Assessment			Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000		Residual	Achievability	EIA	
50	CHC 17	Removal of Benefit Officers/Support Officers Vacant Hours - There are a number of benefits and support officer posts within the benefit service where the member of staff has reduced their hours and the remaining hours have not been filled for some time. It is proposed to delete these additional hours.	4,426	154	0	0	(100)	54	Detailed	Green	Green	Green	Communities, Housing & Neighbourhood Renewal
51	CHC 18	Removal of Benefit Team Manager Posts - There are six team manager posts within the Benefit Service. This proposal would reduce the number to four. The service has been operating with five teams for some time with no issues and the level of experienced staff within the teams will allow for an increase in the size of the remaining four teams.	4,759	84	0	0	0	84	Detailed	Amber-Green	Amber-Green	Green	Communities, Housing & Neighbourhood Renewal
52	CHC 20	Review of number of senior staff within the Benefit Teams - Replace Grade 5/6 benefit posts with lower graded temporary posts. Posts are either vacant or will be released through voluntary severance. Savings will be offset by the creation of four temporary grade 4 posts within the structure.	4,759	64	0	0	0	64	Detailed	Amber-Green	Amber-Green	Green	Communities, Housing & Neighbourhood Renewal
53	CHC 21	Review of Support Team - 1) Delete Development Co-ordinator Post through Voluntary Severance - £37k 2) extend mentor role to include support and monitoring of housing staff and recharge 30% to the Housing Revenue Account, saving £50k.	4,759	37	0	0	50	87	Detailed	Amber-Green	Amber-Green	Green	Communities, Housing & Neighbourhood Renewal
54	CHC 22	Removal of anti-social behaviour budget from Community Safety - Following the realignment of Community Safety within the directorate and the transfer of substance misuse to Health. This budget was initially retained but has not been required for 2013/14, and it is therefore proposed to delete.	87	0	87	0	0	87	Detailed	Green	Green	Green	Communities, Housing & Neighbourhood Renewal
55	CHC 23	Housing Strategy, Support and Lettings Spend to Save Budget - The spend to save budget was created for projects within Homelessness. However, this budget can be released as an earmarked reserve is available to assist with initiatives to manage the Council's homelessness duty.	271	0	0	87	0	87	Detailed	Green	Green	Green	Communities, Housing & Neighbourhood Renewal

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
56	CHC 24	Customer Management Programme Review - Generate savings as a result of the Customer Management Programme.	1,785	50	0	0	0	50	Realised	Green	Green	Green	Communities, Housing & Neighbourhood Renewal
57	CHC 25	Removal of Housing and Neighbourhood Renewal (HANR) Outreach Worker post - Deletion of vacant post.	195	35	0	0	0	35	Realised	Green	Green	Green	Communities, Housing & Neighbourhood Renewal
58	CHC 26	Removal of Higher HUB Clerical Assistant post - Deletion of vacant post.	195	17	0	0	0	17	Realised	Green	Green	Green	Communities, Housing & Neighbourhood Renewal
59	CHC 27	Central Library - Changes to Service Delivery 1) Closure of Local Studies Dept within Library - Stock and material transferred to the Glamorgan Archives. Deletion of 3 posts. 2) Merge 2 Departments:- Leisure & Community Languages. Deletion of 1 post. 3) Closure of Reception Introduction of a concierge service – Currently up to 3 members of staff on reception at present. Plan to change to 1 with other Library staff providing cover where necessary. 4) Central Library - Re-modelling of Reader's Requests. Service-Integration of Readers Requests into specialist Departments rather than being dealt with by a dedicated post. 5) Central Library -Introduction of fixed Timetabling & closure of secondary help desks. Deletion of 4 posts relating to secondary help desks. Planned to maintain assistance through 1 main help desk on each floor. 6) Closure of Library 1 day per week, closure of additional floor and lease of 2 floors to generate income.	3,408	500	0	0	0	500	Detailed	Amber-Green	Green	Amber-Green	Communities, Housing & Neighbourhood Renewal
60	CHC28	Council Tax Reduction Scheme - a budget allocation exists in respect of the Council Tax Reduction Scheme which is in relation to the fixed funding provided by Welsh Government. This funding was supplemented by an additional amount in 2013/14 in recognition of caseload risk. The amount released recognises that current caseload remains at a lower level than anticipated. This position will continue to be carefully monitored.	28,224	0	100	0	0	100	Detailed	Amber-Green	Amber-Green	Green	Communities, Housing & Neighbourhood Renewal
Total Communities, Housing & Customer Services				2,187	247	71	381	2,886					
61	CMT 1	Contribution to the Glamorgan Archives Joint Committee - This proposal is to reduce Cardiff Council's contribution to the running costs of the Glamorgan Archives service. Cardiff currently contributes £245k which represents 32% of the total budget. The 2014/15 Glamorgan Archives budget which incorporates this saving has been recommended by the Joint Committee and the contributing authorities have been notified. This budget will be approved unless there are any objections from the contributing authorities by mid-March.	18,160	0	0	25	0	25	Detailed	Green	Green	Green	Finance, & Economic Development

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
62	CMT 2	Subscriptions to Local Authority Associations - This proposal is to reduce the budget held for subscriptions to Local Authority Associations in line with the projected underspend for the 2013-14 financial year. Not all subscription rates are known for 2014-15 yet, however the Welsh Local Government Association (WLGA) have indicated a 5% reduction.	207	0	20	0	0	20	Detailed	Green	Amber-Green	Green	Finance, & Economic Development
63	CMT 3	Removal of Programme Support Officer post - The postholder has been seconded to the Business Change Programme for a number of years.	157	38	0	0	0	38	Detailed	Green	Green	Green	Finance, & Economic Development
64	CMT 4	Corporate Initiatives - This proposal would see a reduction to the budget held for Corporate Initiatives. The result would be that the Council would have a reduced ability to react to opportunities during 2014-15.	1,410	0	804	0	0	804	Detailed	Amber-Green	Green	Green	Finance, & Economic Development
65	CMT5	Removal of Chief Operating Officer Post - Deletion of vacant post and secretarial support post	758	208	0	0	0	208	Detailed	Amber-Green	Green	Green	Finance, & Economic Development
66	CMT6	Welsh Language Unit recharge to non-general fund areas The Welsh Language Unit provides a service for non-general fund areas and this saving reflects the full recovery of these amounts.	(25)	0	0	0	40	40	Detailed	Green	Green	Green	Corporate Affairs - Office of the Deputy Leader
67	CMT7	Council Grants Reduction Grants to Cease - Barnado's Young Fathers Project	1,410	0	13	0	0	13	Detailed	Amber-Green	Amber-Green	Amber-Green	Corporate Affairs - Office of the Deputy Leader
68	CMT8	Realignment of Caseload demograhic budget for Council Tax Reduction Scheme	400	0	400	0	0	400	Detailed	Amber-Green	Amber-Green	Green	Corporate Affairs - Office of the Deputy Leader
Total Corporate Management				246	1,237	25	40	1,548					

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
69	ECD 1	Project design & development change in post funding mechanism - Capitalisation of a post within the projects, design and development service area.	1,824	0	0	0	68	68	Detailed	Green	Green	Green	Finance, & Economic Development
70	ECD 2	Removal of Project Management Fees within Major Projects - Removal of the project management budget associated with the delivery of the International Sports Village as it is no longer required.	156	0	130	0	0	130	Detailed	Green	Green	Green	Finance, & Economic Development
71	ECD 4	Reduction in Major Projects staffing budget - Reduction in employee expenditure budget not currently allocated against a specific post.	458	30	0	0	0	30	Detailed	Green	Green	Green	Finance, & Economic Development
72	ECD 5	Reduction of Regeneration Initiatives project budget - A reduction of £100k from the Regeneration Initiatives project budget.	536	0	100	0	0	100	Detailed	Green	Green	Green	Finance, & Economic Development
73	ECD 6	Reduction of Small Medium Enterprises (SME) project budget - A £30k reduction in the budget allocated for SME project development.	190	0	30	0	0	30	Detailed	Green	Green	Green	Finance, & Economic Development
74	ECD 7	Funding of agency staffing costs through Super Connected Cities programme.	190	0	35	0	0	35	Detailed	Green	Green	Green	Finance, & Economic Development
75	ECD 8	Vacancy provision - Increase vacancy provision in Economic Development.	340	10	0	0	0	10	Detailed	Green	Green	Green	Finance, & Economic Development

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
76	ECD 9	Create OM2 post to remove agency staff - Economic Development - Creation of a new OM2 post to enable the removal of two agency staff, releasing a saving of £12k.	340	12	0	0	0	12	Detailed	Green	Green	Green	Finance, & Economic Development
77	ECD 10	Removal of Property Surveyor Post - Retirement of existing post-holder and deletion of post within Strategic Estates.	839	21	0	0	0	21	Detailed	Green	Green	Green	Finance, & Economic Development
78	ECD 11	Staff Rationalisation in Strategic Estates - Deletion of two posts, a Porter and a Surveyor and reduction of 0.2 FTE of Management Support Officer post.	839	58	0	0	0	58	Detailed	Green	Green	Green	Finance, & Economic Development
79	ECD 14	Miscellaneous savings within Strategic Estates - Tightened and more focussed monitoring on all operational budget headings to secure a range of minor efficiency savings.	429	0	0	6	0	6	Detailed	Green	Green	Green	Finance, & Economic Development
80	ECD 15	Reduction in Property Surveys Budget within Strategic Estates - To be achieved by reducing the frequency of property condition surveys from a three year to a four year cycle for appropriate buildings.	429	0	0	52	0	52	Detailed	Green	Green	Green	Finance, & Economic Development
81	ECD 16	Vacancy Provision - Increase the vacancy provision within Strategic Estates.	839	9	0	0	0	9	Detailed	Green	Green	Green	Finance, & Economic Development
82	ECD 17	Reduction in Strategic Estates Meter Reading Budget - Most of the Council's estate now benefits from automated meter reading with automated meters also being installed in the remaining sites.	429	0	0	23	0	23	Detailed	Green	Green	Green	Finance, & Economic Development

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
83	ECD 20	Funding of Major Project's project management costs through capital.	156	0	0	0	128	128	Detailed	Green	Green	Green	Finance, & Economic Development
84	ECD 21	Increase in income - in respect of workshops / Cardiff Business Technology Centre (CBTC) and Business in Focus. Workshop income £30k, CBTC £40k Business in Focus £35k.	(769)	0	0	0	105	105	Detailed	Green	Green	Green	Finance, & Economic Development
85	ECD 22	Remove Credit Union Contribution - discontinue this contribution to Credit Union Marketing activities.	190	0	12	0	0	12	Detailed	Green	Green	Green	Finance, & Economic Development
86	ECD 23	Removal of Business Development Assistant post - Deletion of post in Economic Development to be achieved by Voluntary Severance.	340	22	0	0	0	22	Detailed	Green	Green	Green	Finance, & Economic Development
87	ECD 24	Re-negotiate management fees with Cardiff Business Technology Centre - renegotiate fees to cover the full costs of the manager.	0	0	0	0	11	11	Detailed	Green	Green	Green	Finance, & Economic Development
88	ECD 25	Elements of SME support to be delivered through the Cardiff Business Council	190	0	14	0	0	14	Detailed	Green	Green	Green	Finance, & Economic Development
89	ECD 26	Strategic Estates additional income - 1) realisation of additional revenue income from rent reviews due on non operational property estates (£145k). 2) Additional minor sales of land below £10k = £20k. 3) Additional fee income arising from increasing fee charges on re-letting and rent reviews = £32k (Professional Charges)	(3,449)	0	0	0	197	197	Detailed	Green	Green	Green	Finance, & Economic Development
90	ECD 29	Miscellaneous savings in Economic Development - reduction in various budget headings associated with supplies and services, tightening and more focussed monitoring on all operational budget headings to secure a range of minor efficiency savings.	40	0	0	26	0	26	Detailed	Green	Green	Green	Finance, & Economic Development

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
91	ECD 31	Charges to capital for Strategic Estates in relation to land disposals - Regulations allow the costs of disposal to be charged up to a value of 4% of the capital receipt.	839	0	0	0	75	75	Detailed	Green	Amber-Green	Green	Finance, & Economic Development
92	ECD32	Reduction in staff costs in City Centre Management - Reduction in the number of staff employed to manage the city centre with more emphasis to be placed on the private sector taking on a bigger role through a public private partnership approach.	388	125	0	0	0	125	Detailed	Green	Green	Green	Finance, & Economic Development
93	ECD33	Reduction in Night Time Economy Budget - This will involve a reduction to the Taxi Marshalling service.	388	50	0	0	0	50	Detailed	Green	Green	Green	Finance, & Economic Development
94	ECD34	Reduction in staff costs in Tourism - Reduction in staff costs associated with the operation of the Tourist Information Centre	388	80	0	0	0	80	Detailed	Green	Green	Green	Finance, & Economic Development
95	ECD35	Operation of Hayes Big Screen - Proposal to commercialise the Hayes Big Screen on St David's Hall.	313	0	55	0	0	55	Detailed	Green	Green	Green	Finance, & Economic Development
96	ECD36	City Centre Buggies - reduced hours of operation - The proposal is to reduce the provision of mobility buggies to a core provision of 4 hours per day, reflecting the periods of highest demand.	388	25	0	0	0	25	Detailed	Green	Green	Red-Amber	Finance, & Economic Development
97	ECD37	Events Park and Ride - the service current operates with a net subsidy of £37k. It is proposed to amend the operating model to ensure full recovery of the cost of the service. At Month 9 the service is projecting a surplus of £43k.	37	0	0	0	37	37	General	Amber-Green	Amber-Green	Green	Finance, & Economic Development
Total Economic Development				442	376	107	621	1,546					
98	EDU 1	Education other than at School (EOTAS) - The Education Service currently holds a budget to provide educational provision to pupils who have to be tutored outside of the school setting. In order to achieve this saving the directorate will work with schools and the admissions team to ensure excluded pupils are allocated an alternative school place promptly, thereby reducing the need for long term tuition and reducing the cost of tutors to the service. The directorate have introduced termly recoupment with schools and re-charging the actual cost of tuition. A robust mechanism of challenge has been introduced by the service area during the Fair Access Panel process which allocates tutors to pupils needing to use the tuition service. These initiatives will increase the income generated for the tuition provided. Tutors are employed on a temporary basis dependent on demand. The directorate will also work with Corporate Procurement to ensure more robust procurement arrangements for alternative education provision which will also contribute to achieving this saving target.	551	75	0	0	25	100	Detailed	Amber-Green	Amber-Green	Amber-Green	Education and Lifelong Learning

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
			99	EDU 2	<p>Procurement framework for School Based Counselling - The Education service is currently undertaking a procurement process for a combined contract for face to face school based counselling service and on-line counselling services available to all pupils in maintained schools from the ages of eleven to nineteen. The combined contract value is £395k per annum plus central management costs of £45k. The implementation of the new contract with effect from 1/4/14 will result in a saving to the directorate. This is an externally contracted service therefore there will be no impact on staffing.</p>	862	0	50	0	0	50	Detailed	
100	EDU 3	<p>Re-organisation of Casework Team - The role of the Casework Team is to manage the Council's statutory responsibilities in connection with pupils with Special Educational Needs (SEN). Casework Officers and Assistants are frontline staff responsible for explaining professional decisions to parents and managing the conflict and disagreement that can arise around this area of work. The team therefore has a critical role to play in the service aims to build capacity of schools and to promote early intervention. Delegation of resources to schools in 2012 has raised the threshold at which statements are needed. This is already leading to a slight fall in requests for statutory assessment, a decrease in the number of requests that result in statutory assessments , and an increase in the number of statutory assessments that do not result in a statement. As a result of these changes the team will be re-structured which will result in a saving on employee costs with effect from 1 April 2014 and the team reducing by two posts.</p>	868	36	0	0	0	36	Detailed	Amber-Green	Amber-Green	Amber-Green	Education and Lifelong Learning

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
101	EDU 4	<p>Youth Service and Community Building Review - The £250k saving for 2014/15 will be achieved through the following actions:</p> <ul style="list-style-type: none"> - Retention of open access provision but on the basis of one reduced evening of open access provision across Cardiff. - Application of formula funding of part time staff against each provision. - Removal of Assistant Community Education Officer grade. - Self financing Duke of Edinburgh with Free School Meals subsidy for young people. - 40 Voluntary severance applications taken into consideration. - Closure of Pentwyn Dome. - Reallocation of provision from Trowbridge. - Increase revenue income from building hire and use, agreed standardised pricing structure through directorate. - Shared building costs E.G. Hub use / Communities First use. - Increase revenue for additional service with actual cost reflected in service delivery. <p>The authority will move immediately, working with all relevant partners across the sector, to identify an alternative delivery model for the future of the service. (This is an amended proposal. The previous proposal was for £1m savings and has subsequently been replaced by this reduced proposal).</p>	3,247	250	0	0	0	250	Detailed	Amber-Green	Amber-Green	Amber-Green	Education and Lifelong Learning
102	EDU 5	<p>Education Welfare Services - The significant increase in the level of additional resources delegated to secondary schools and the rationalisation of the central Education Welfare Service has contributed to the significant improvement in overall attendance in schools in the past two years with a 2.5% improvement at secondary school and 1.2% at primary secured since 2011. This saving will be achieved through a further rationalisation of the central team with the reduction of 1.5 FTE posts.</p>	974	53	0	0	0	53	Detailed	Amber-Green	Amber-Green	Amber-Green	Education and Lifelong Learning
103	EDU 6	<p>Admissions Team - Service capability and efficiency will be maintained at lower cost through a transfer of budget responsibility from the directorate's base budget to the SOP financial model and the Minority Ethnic Achievement Grant. The team will also continue to explore enhancement of the online admissions process and consideration being given to how this particular service could be aligned with the customer-facing activities of the Hubs.</p>	974	0	0	0	65	65	General	Amber-Green	Amber-Green	Green	Education and Lifelong Learning
104	EDU 7	<p>Safeguarding Team -The alignment of safeguarding with Children Services alongside a whole Council approach to children's safeguarding will lead to a reduction in the number of posts within the safeguarding team from three to two. Non specialist tasks will be delivered through the business support team.</p>	974	40	0	0	0	40	Detailed	Amber-Green	Amber-Green	Amber-Green	Education and Lifelong Learning
105	EDU 8	<p>Clerking Services to School Governing bodies - the current charge made to school Governing Bodies for the provision of clerking services does not meet the actual charge incurred by the Service. This level of saving will be achieved through the charging of actual costs to schools for the provision of this service. Schools through their delegated budget can choose not to purchase this service from the Local Authority. At the moment 65 of the 130 schools in Cardiff purchase the service from the Local Authority.</p>	(294)	0	0	0	90	90	Detailed	Amber-Green	Amber-Green	Green	Education and Lifelong Learning

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
106	EDU 9	<p>Additional recharge in respect of education officer support for Schools Information Communication Technology - the team includes two members who provide advice, support and guidance to schools and deliver training in the area of ICT for Education. This training service is commissioned by the Central South Consortium and the Cardiff Education Service is reimbursed for the work undertaken. As a result of this there is increased income generated to support the team as a whole and sustain the level of staffing. Additional advice is provided to specific Schools Organisational Plan (SOP) projects regarding ICT needs which have in the past been commissioned from external consultants. A recharge will be made to the SOP budget for this service.</p>	(294)	0	0	0	30	30	Detailed	Amber-Green	Amber-Green	Green	Education and Lifelong Learning
107	EDU 10	<p>Business Support Teams - County Hall, Mynachdy, Howardian - The work of the business support teams has been reviewed and increased use of technology has enabled efficiencies to be made. Members of the team have expressed an interest in Voluntary Severance enabling a reduction in staffing to correspond with this review.</p>	1,462	93	0	0	0	93	Detailed	Amber-Green	Green	Green	Education and Lifelong Learning
108	EDU 11	<p>County Hall Nursery - The provision of a staff nursery at County Hall has been subsidised for the last four financial years. A combination of greater flexible working arrangements for staff, childcare vouchers and alternative providers has resulted in a significant decrease in the number of staff using this facility. This has meant that the subsidy being met by the Council has increased significantly. Taking this saving will mean that there will be no direct Council subsidy of the Nursery from the start of the 2014/15 financial year. The recent consultation regarding the proposal to close this facility, from the end of August 2014 identified a number of potential additional users, which combined with a potential reduction in staff numbers and an increase in fees could enable the nursery to run without a subsidy. This may mean a significant increase in the fee charged for users. Officers, therefore, have been asked to re-examine the business case for the Nursery facility and report back to Cabinet in June 2014 on the feasibility and sustainability of providing the nursery without subsidy.</p> <p>A final decision will be made on whether or not the nursery will have to be closed from 31 August 2014. If the nursery were to close, there is available childcare provision within the vicinity of County Hall and the childcare voucher scheme can be used with any registered childcare provider of choice. This option is already used by around 300 staff compared with the 21 staff who use the nursery. The Family Information Service would help employees find alternative childcare either close to their place of work or close to where they live.</p>	673	95	0	46	-85	56	Detailed	Red-Amber	Amber-Green	Red-Amber	Education and Lifelong Learning
109	EDU 12	<p>Childcare Strategy - rationalisation of business support and workforce development teams. The Childcare Development Team and Flying Start project are co-located in premises on the Eastmoors industrial estate. The Flying Start project, which is WG funded, is expanding significantly and will provide an opportunity for a greater contribution from the grant towards premises costs and towards the staff involved in workforce development activities. Included within the budget strategy for 13/14 was the rationalisation of the business support activity for childcare settings. Prior to this financial year the Council had contracted out this function to a number of different providers. Savings were achieved in 13/14 by centralising the function with the Childcare Development Team. It has been identified that further savings can be achieved and that this function can be reduced by 1 fte posts without a negative impact on the level of Service.</p>	1,252	115	30		0	145	Detailed	Amber-Green	Green	Green	Education and Lifelong Learning
110	EDU 13	<p>NOVUS Project Manager - The NOVUS Project Manager is currently funded from revenue. However similar childcare posts in other local authorities in Wales are 100% funded by European Social Fund (ESF). Officers have discussed with Welsh European Funding Office (WEFO) to request the transfer of funding for this post to ESF and align with other local authorities. WEFO have agreed to this request.</p>	780	0	0	0	42	42	Detailed	Green	Green	Green	Education and Lifelong Learning

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
111	EDU 14	Childcare Strategy - Deletion of Business Assistant post. This post currently provides support to Cardiff Childcare Strategy Unit. The work can be reallocated and absorbed into the workload of the Business Manager, Family Information Service and Cardiff Childcare Service Administration post.	780	22	0	0	0	22	Detailed	Amber-Green	Green	Amber-Green	Education and Lifelong Learning
112	EDU 15	Health and Safety - The service area will only deliver mandatory Health and Safety Training to schools to enable a reduction on this budget line.	372	0	0	50	0	50	Detailed	Green	Green	Green	Education and Lifelong Learning
113	EDU 16	Delegation of Contract Cleaning -Schools are responsible for the cleaning of premises through their delegated budgets. Many schools have chosen either not to purchase the cleaning facility from the Council's Direct Service Unit or employ their own cleaners.This central budget subsidises the cost of cleaning over and above the income received by schools and other units and this proposal would move the budget into the schools' delegated budget.	4,113	0	0	450	0	450	Detailed	Amber-Green	Amber-Green	Green	Education and Lifelong Learning
114	EDU 17	Delegation of Primary School Meals Recharge - The Education service currently contributes £471k to schools from revenue funding for the following tasks: administrative services £163k; electricity £6.5k; gas £177k; NNDR £44k; water supplies £51.5k; refuse collection £24K and telephones £5k. This proposal will expect schools to meet the cost of these functions without any subsidy from the directorate. This would enable the directorate to make a saving.	661	0	0	471	0	471	Detailed	Amber-Green	Amber-Green	Green	Education and Lifelong Learning
115	EDU 18	Delegation of Early Years Team - The Early Years Special Education Need (SEN) Team provides support and advice to schools dealing with children of Nursery age who are likely to have SEN. Through the facilitation of an SEN Early Years panel pupils are assisted with additional support and schools receive training and advice from the Team. This proposal would move the resources for the team into the schools' delegated budget.	907	0	0	137	-5	132	Detailed	Amber-Green	Amber-Green	Amber-Green	Education and Lifelong Learning
116	EDU 19	Delegation of Equalities and Partnership Team - This team of five Partnership Inclusion Officers provide advice, support and challenge to schools on their Special Educational Need (SEN) practice. They also play a lead role in the cluster approach to managing SEN. Following on from the delegation of the SEN teams in 2013/2014 this team should also form part of the delegated schools responsibilities.	868	0	0	270	0	270	Detailed	Amber-Green	Amber-Green	Amber-Green	Education and Lifelong Learning
117	EDU 20	Delegation of Integrated Childrens Centre (ICC) Management Team - The Ely and Caerau Childrens Centre provides wrap around education and childcare to the West of the City. This integrated approach combines statutory Nursery provision and centrally and grant funded childcare facilities. The delegated functions are subject to the governance of a Governing Body but the other funded activities are not. This proposal would bring all the functions under the governance of the governing body.	673	0	0	269	-48	221	Detailed	Amber-Green	Amber-Green	Amber-Green	Education and Lifelong Learning

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
118	EDU 21	Education Management - During the 2013/14 financial year the Education services across Wales will see further changes to the range of functions provided through the regional consortia arrangements. From April 2014 Welsh Government (WG) will expect further Education services to be included in the consortium arrangements. Alongside this WG are expecting all local authorities to increase the levels of resources that are delegated directly to schools. Both of these will impact on the role and capacity needed to be retained by a local Education Service. Staff will be consulted on savings planned to be achieved through a rationalisation of Centrally Employed staff and including those staff employed through the business support function (See EDU 23).	1,462	424	0	0	0	424	General	Amber-Green	Red-Amber	Green	Education and Lifelong Learning
119	EDU 22	Out of County SEN Placements - This significant budget is used to secure educational provision for pupils with statements of SEN who are educated outside of the City. This saving will be achieved through more robust procurement arrangements for new placements or placements under review.	5,560	0	400	0	0	400	Detailed	Amber-Green	Red-Amber	Amber-Green	Education and Lifelong Learning
120	EDU 23	Business Support - One Service - See EDU 21	2,265	100	0	200	0	300	General	Amber-Green	Red-Amber	Green	Education and Lifelong Learning
121	EDU 25	Delegation of Breakfast Initiative - Currently budgets are held centrally to facilitate the Welsh Government Breakfast Scheme initiative in Primary Schools. This proposal would move the responsibility of the scheme into the schools delegated budget.	661	0	0	863	0	863	Detailed	Amber-Green	Amber-Green	Amber-Green	Education and Lifelong Learning
122	EDU 26	Re-alignment of contribution to School Organisation financial Model - the capital charges requirements associated with the delivery of the existing proposals contained within the Schools Organisational Plan have been reviewed and the outcome is that this additional sum can be released as part of the savings proposals.	9,898	0	0	1,700	0	1,700	Detailed	Green	Green	Green	Education and Lifelong Learning
123	EDU27	Council Grants Reduction Grants to Cease - Mother Tongue Language Grants (8k), Cardiff and Vale School Sports Federation (9k), Youth & Community Grants (£44k), Festival Grants (£3k).	305	0	64	0	0	64	Detailed	Amber-Green	Amber-Green	Amber-Green	Education and Lifelong Learning
124	EDU28	Delegation of Education Solicitor and Energy Officer to Schools - The Council currently pays for an Education Solicitor and Energy Officer post, both of which are engaged for the use of schools. Under the proposal these amounts would be delegated to schools who may choose to employ directly or buy back the services delivered.	(50)	0	0	0	95	95	Detailed	Amber-Green	Amber-Green	Amber-Green	Education and Lifelong Learning
Total Education				1,303	544	4,456	209	6,512					

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
125	ENV 1	Full Year Effect (FYE) of 2013/14 budget savings implementation - (1) Hayes public conveniences - FYE of closure - Conveniences closed on 30th June 2013 (£47k) (2) Cardiff Outdoors 1 - FYE of efficiencies achieved in 13/14 in Street Cleansing comprising the off hiring of 4 small mechs.(£50k) (3) Cardiff Outdoors FYE of efficiencies achieved in 13/14 in Street Cleansing including acceptance of VS's, deletion of vacant posts, restructure of the graffiti teams, green waste collections and street washing efficiencies.(£154k)(4) Waste Collections/Street Cleansing Management Restructure - FYE of restructure implemented in 2013/14. (£20k); (5) Bulky Collections FYE of charging - charging implemented on 1st October 2013 (full year outcome dependent on uptake by the public) (£38k);(6) Waste transfer income - FYE - charging due to be implemented in January 2014. Full year outcome dependent on uptake by SME's. (£60k) .	5,722	174	97	0	98	369	Detailed	Amber-Green	Amber-Green	Green	Environment
126	ENV 2	Further review street cleansing operations to streamline service provision which will include- 1) Redesign City Centre Cleansing (£70k), reviewing resources deployment to achieve efficiencies by prioritising according to footfall & demand. 2) Redesign the City Wide Cleansing Operation (£585k), it is intended to undertake a detailed review of current operations and type and number of resources used to implement revised schedules with a greater focus upon cleansing need including a review of weekend overtime operations and bank holiday catch up working. 3) Reduce the under utilised budget for out of hours fly-tipping service on the adopted highway (£50k). (This proposal has been amended. The proposal previously totalled £805k but has now been reduced to allow for the removal of savings related to events cleansing, cleansing of high speed routes and leaf cleansing operations).	6,031	705	0	0	0	705	Detailed	Amber-Green	Amber-Green	Red-Amber	Environment
127	ENV 3	Refuse Collection - Stop Black Bag Provision - Black Bags are currently provided to households in bag areas on an annual basis. Only a limited number of bags are provided and if residents require additional they have to purchase their own. Black bags are not currently provided to bin areas where residents already purchase their own bags. The proposal is that black bags are no longer provided to any resident, therefore the public buy their own. This would release £42,000 revenue. We will continue to provide green recycling bags and food waste liners for your recycling and food waste.	1,511	0	42	0	0	42	Detailed	Green	Amber-Green	Green	Environment
128	ENV 4	Trade Waste - Commercial residual collections efficiency - removal of round and associated resources (£72k) It has been identified that a residual commercial route has very low productivity and should be removed as the calls can be relocated to other existing rounds. Where vacancies exist redeployment will be offered within Waste Collection Services at the appropriate grade.	1,091	72	0	0	0	72	Detailed	Green	Amber-Green	Green	Environment
129	ENV 5	Trade Waste - commercial recycling collections efficiency - Removal of round and associated resources (£79k.) It has been identified that a recycling commercial route has very low productivity and should be removed as the calls can be relocated to other existing rounds. Where vacancies exist redeployment will be offered within Waste Collection services at the appropriate grade .	1,091	79	0	0	0	79	Detailed	Green	Amber-Green	Green	Environment

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
130	ENV 6	Recycling Waste Collection Services - Rebalancing collection routes - To optimise efficiency by changing round sizes and number of loaders in line with national standards and health and safety executive recommendations regarding single sided collections. These changes will not affect customer days of collection. Staff numbers affected are likely to be accommodated through Agency reductions. Should further savings be required then Voluntary Severance requests will be considered.	7,276	300	0	0	0	300	Detailed	Amber-Green	Amber-Green	Amber-Green	Environment
131	ENV 9	Household Waste Recycling Centres (HWRC) Recharging/Service Level Agreements (SLA) - discussions with partner authorities are ongoing to establish SLA's in respect of non-Cardiff residents using the service. Data has been gathered from various sites where non Cardiff residents are frequent customers. Requires further data to be collected and then recharging mechanism to be agreed. The saving is related to the 7% of HWRC users that are from outside Cardiff. This could equate to over 2000t of waste from outside of Cardiff.	0	0	0	0	46	46	Detailed	Amber-Green	Red-Amber	Green	Environment
132	ENV 10	HWRC Service Redesign - This proposal is for a site redesign - moving to 2 large sites. In doing so the operating method will change to allow for three staff on site at all times and opening hours will be changed to match customer demand, this remodel will focus heavily on customer interaction on site to educate, control and enforce higher recycling, reduced landfill tax and post sorting costs.	965	50	0	85	0	135	Detailed	Amber-Green	Amber-Green	Red-Amber	Environment
133	ENV 11	Reductions in Landfill expenditure - 1) Transfer station - repairs & maintenance budget underspent in 2012/13 and projected in 2013/14. (£44k) 2) operational savings - remove surplus budgets in landfill directives and transfer station (£60k). 3) Waste Disposal - staff restructure (£150k)	5,658	150	104	0	0	254	Detailed	Amber-Green	Amber-Green	Green	Environment
134	ENV 12	Recycling Processing Redesign -(1) - Operational Savings (£152k) Savings made up of: 1) Cessation of residual waste disposal at £94 per tonne, to be replaced with Energy from Waste treatment option of < £94 per tonne. Procurement commenced. 2) Waste skip movements through the roll on off service reduced from 4 bins to 1. 3) Materials Sales: 3a) Grade 1 - Paper was sold as loose now baled. Net effect is additional £20 per tonne to year end. 3b) Grade 2 - Paper sent for post sorting, decreased contamination levels have resulted in additional £5 per tonne income to year end. 4) Existing mobile plant on hire to be replaced by new procurement, result will be less damage costs being recharged by hire company. Reduction of 1 forklift.	429	0	0	152	0	152	Detailed	Amber-Green	Amber-Green	Green	Environment
135	ENV 13	Enforcement redesign - Proposed refocus and redesign of the enforcement team with a reduction in the numbers. Those remaining will focus on direct enforcement activity with a view to maximising recovery of costs of enforcement and supporting the ward based cleansing teams to improve. Enhancement of the use of the authorised and trained Civil Enforcement Officers and key service delivery teams to issue fixed penalty notices.	771	200	0	0	0	200	Detailed	Red-Amber	Amber-Green	Green	Environment

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
136	ENV 15	Regulatory Services Voluntary Severances - Mitigated risk score takes account of the measures put into place by restructuring and improving technology built into each business case	1,716	126	0	0	0	126	Detailed	Red-Amber	Amber-Green	Green	Environment
137	ENV 17	Pest Control Restructure - Deletion of a pest control technician post and change in duties of pest control manager post to include both managerial and operational role. Part of the savings attributed to the deletion of the post may be offset by regrade of current scale 4 post to take up additional support duties currently undertaken by pest control manager.	621	30	0	0	0	30	Detailed	Amber-Green	Amber-Green	Green	Environment
138	ENV 18	Additional Pest control income generation - Pest Control has over-recovered on its income target in the previous 2 years. Income projections indicate this is likely to occur again this year and is sustainable.	(185)	0	0	0	25	25	Detailed	Amber-Green	Amber-Green	Green	Environment
139	ENV 20	Reduction of Operational Manager post.	3,119	50	0	0	0	50	Detailed	Amber-Green	Amber-Green	Green	Environment
140	ENV 22	Interventions Cardiff Outdoors - a review of administration / customer contacts in Environment , Bulky/Fly tipping, Regulatory , Pest control and cleansing (£100k).	10,029	80	0	20	0	100	Detailed	Amber-Green	Amber-Green	Green	Environment
141	ENV 23	Invest to Save Energy - Radyr Weir and Solar Panels at Lamby Way Radyr Weir and Solar Panels at Lamby Way are invest to save schemes already included in the existing Capital Programme. Radyr Weir full year gross revenue is budgeted at £352k. Estimated date of operation end of November 2014. Gross in year saving £95k for 2014/15 of which £30k will be available after in year debt repayment. Solar panels on buildings at Lamby Way Gross in year saving 2014/15 £30k of which £10k will be available after in year debt repayment.	0	0	0	0	40	40	Detailed	Red-Amber	Red-Amber	Green	Environment
142	ENV 24	Invest to save energy initiatives - Saving reliant on a capital bid for 2014/15 of £790k. In year gross Saving 14/15 £98k of which £22k will be available after in year debt repayment in respect of capital costs. Full year gross saving 15/16 is projected at £294k.	0	0	0	0	22	22	Detailed	Red-Amber	Red-Amber	Green	Environment
143	ENV 25	Review of City Analyst Laboratory - The City Analyst Laboratory is currently a subsidised service. The proposal is to explore revised operating models options to eradicate this subsidy. This review will include consideration of the development of a business model to operate the Laboratory on a more commercial basis without public subsidy where it will be required to cover its operational costs from the generation of income from external and internal clients.	138	325	60	-96	-183	106	General	Red-Amber	Red-Amber	Green	Environment

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
144	ENV26	Savings on a reduction on Council wide energy bills - this saving will be achieved through on going validation of utility bills. It is currently considered that a 1.5% saving on energy bills could be achieved.	498	0	0	135	0	135	General	Amber-Green	Red-Amber	Green	Environment
145	ENV31	Restructuring Regulatory Services - Reduction in number of grade 9 and 8 officers across the Regulatory Services. This will impact mostly on the Food Safety Team which has the highest number of highly graded officers. This option protects the delivery of current services as the only other option is to delete significant number of posts. Posts affected are in the Food safety Team, the Health and safety Team, the Pollution Team In addition a post will be deleted from the Communicable Disease Team team.	1,172	147	0	0	0	147	Detailed	Red-Amber	Red-Amber	Amber-Green	Environment
146	ENV32	Enforcement Efficiencies - this proposal would result in increased litter enforcement activity and will generate increased income levels.	159	0	0	0	40	40	General	Amber-Green	Amber-Green	Green	Environment
147	ENV33	Waste Management Strategy, and Support post deletion - this is the deletion of a vacant post.	560	21	0	0	0	21	Detailed	Green	Green	Green	Environment
148	ENV34	Reduction of overtime across the directorate - the proposal will target the reduction of overtime across the Environment Directorate. The reductions will be in respect of areas of non-contractual overtime. The overall Directorate budget for overtime is £1.4M and the proposal is considered achievable.	27,016	208	0	0	0	208	General	Amber-Green	Red-Amber	Amber-Green	Environment
149	ENV35	Consumer Advice Services - Service employs 6 grade 7 FTE's - approximately costing £200k . The service is non-statutory but is a busy front line service with 2000 service requests per quarter. The proposal is to reduce by one FTE and redistribute the work load and work more efficiently. They provide assistance to consumers to help them resolve disputes and losses through legal assistance and advice. They deal with enquiries and complaints from consumers and help them obtain refunds, replacements and repairs and also work with business to help them improve their trading practices.	1,159	31	0	0	0	31	General	Red-Amber	Red-Amber	Amber-Green	Environment
Total Environment				2,748	303	296	88	3,435					
150	HSC 1	Review of Mental Health Out of County Placements in residential care and re-commission - 7 service users have been consulted about moving from residential care to supported living within Cardiff. Care support would be provided to meet their needs in a model of accommodation with support in 2014/15. A support provider is being separately commissioned.	5,240	0	200	0	0	200	Detailed	Red-Amber	Red-Amber	Red-Amber	Adult Social Services

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
151	HSC 2	Review Community Alcohol and Drug Team (CADT) Management structure - reduction of 1 management post	1,151	45	0	0	0	45	Detailed	Amber-Green	Amber-Green	Amber-Green	Adult Social Services
152	HSC 3	Review all externally commissioned day care packages - for all service user groups. All care packages for individuals are regularly reviewed in line with our duty under the NHS & Community Care Act and any changes will be agreed to existing packages of day care where appropriate and to meet existing need. People will at the same time be offered Direct Payments to source different kinds of support, if this is right for them, to secure services which may not have been available when the day care package was originally sourced.	27,733	0	100	0	0	100	General	Red-Amber	Red-Amber	Red-Amber	Adult Social Services
153	HSC 4	Deliver Business Process Review in Assessment & Care Management (ACM) - In February 2014, we are commencing a review of how we deliver ACM services alongside health colleagues, in line with streamlined approaches to Unified Assessment as required by Welsh Government. This will ensure that we have one lead professional who has contact with customers and will improve service. Structure change will be necessary as we roll out unified assessment.	2,399	150	0	0	0	150	General	Red-Amber	Red-Amber	Amber-Green	Adult Social Services
154	HSC 5	Review management staffing structure within Health & Social Care including commissioning, planning and business support - Savings will be achieved from a restructure which will also take account of applications for Voluntary Severance / Voluntary Early Retirement.	1,533	496	0	0	0	496	General	Amber-Green	Amber-Green	Amber-Green	Adult Social Services
155	HSC 6	Review & Transfer the Internal Supported Living Services to external providers - The proposal is to consult upon and review the Internal Supported Living Service and consider transfer to the existing external providers (within the existing contracts) on a locality basis across Cardiff. Service Users will not have to move from their homes unless their care needs can no longer be met in a supported living environment. Any change for service users would only be if their needs could no longer be met within the existing service.	6,147	750	0	0	0	750	General	Red-Amber	Red-Amber	Red	Adult Social Services
156	HSC 7	Hafod reconfiguration of contract - Full year effect of the termination of the contract with Hafod Care in relation to provision of residential care homes. Contract anticipated to end during 2013/14.	6,147	1500	0	0	0	1,500	Detailed	Green	Amber-Green	Green	Adult Social Services
157	HSC 8	Review of commissioned services including residential and nursing care contracts - In conjunction with Commissioning & Procurement, a procurement exercise will be undertaken to seek block contracting conditions with current providers, providing longer term financial risk assurance for the Homes in exchange for their providing savings for the Council on the cost of beds.	24,763	0	500	0	0	500	General	Red	Red-Amber	Red-Amber	Adult Social Services

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
158	HSC 9	Council Grants Reduction 10% Reduction - Carer's Grant (£1k). Grants to Cease - Various Health & Social Care Grants (£71k).	1,736	0	72	0	0	72	Detailed	Green	Green	Red-Amber	Adult Social Services
159	HSC 10	Review contractual arrangements for Direct Payments Support Provider - Recommissioning and reviewing options are being considered to review the existing contractual arrangements in place for Direct Payments provider.	1,736	0	100	0	0	100	Detailed	Amber-Green	Amber-Green	Amber-Green	Adult Social Services
160	HSC 11	Closer to Home Project - Learning Disabilities (LD) - Closer to Home is a project to support people to move from out of county residential accommodation, where appropriate to their needs, by finding housing solutions within Cardiff. In year one, we will work closely with service users, parents and carers to identify service users who could be accommodated appropriately in adapted supported accommodation. The project in years 2 and 3 will seek partnership options to develop purpose built core and cluster accommodation to meet the needs of service users with learning disabilities, challenging behaviours and complex needs. In order to deliver the project, we will work in partnership with Cardiff Housing Strategy and all housing partners. To achieve the identified savings the number of service users will be in the region of 14 individuals to return to Cardiff.	27,733	0	350	0	0	350	General	Red-Amber	Red-Amber	Red-Amber	Adult Social Services
161	HSC 12	Review of spot contracting for domiciliary care - through work with Commissioning & Procurement to develop business opportunity to expand the current block framework provision for the next 12 months in order to reduce current usage of more expensive Spot contracts. There are currently 682 people with 713 spot contracts worth £7.8 million.	24,763	0	400	0	0	400	General	Red-Amber	Red-Amber	Red-Amber	Adult Social Services
162	HSC 13	Subsidised Meals Service - there is a subsidy to both Meals on Wheels and the Meals served at Day Centres - the proposal is to increase the charge to individuals by £70p from £2.80 per 2-course meal to £3.50p, reducing the subsidy to existing service users in both services. The meals are still being subsidised as the overall cost is approximately £5.20 per meal. The Council does not have a statutory duty to subsidise meals. This proposal has been amended. The proposal previously totalled £100k but has been reduced to reflect a revised price per meal.	168	0	0	0	50	50	General	Red-Amber	Red-Amber	Red	Adult Social Services
163	HSC 14	Increase to maximum charge for non-residential domiciliary care services - Welsh Government regulations determine the maximum charge a service user may be charged for domiciliary care. This has been set for £50 a week since April 2011. Welsh Government have confirmed that the maximum charge will increase in April 2014 to £55 per week and this will net additional income	(4,927)	0	0	0	120	120	Detailed	Green	Amber-Green	Amber-Green	Adult Social Services
164	HSC 15	Review the provision of rehabilitation services for Community Alcohol and Drug Team (see HSC2) - Any future rehabilitation packages, following discharge from hospital will be funded by the NHS. Bench-marking with other local authorities will inform the policy and commissioning change.	367	0	200	0	0	200	General	Red	Red	Red	Adult Social Services

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
165	HSC 19	Review and Re-commission Day Service for Older People - Llanedeyrn Day Centre closed in December 13, as part of the Maelfa Regeneration Scheme, but service continued to be provided to those people in need. Savings were realised for 13/14 with a full year effect of savings in 14/15. New models of service delivery will be developed during 14/15 and we will explore the integration of day services with the Council's Community Hub developments. People who need day opportunity services will continue to be supported.	3,881	200	0	0	0	200	General	Red	Red	Red	Adult Social Services
166	HSC 20	Right-sizing domiciliary care package and review of lower level provision - A review team has been established to review packages of care for older people and those with physical disabilities that will ensure that services are appropriately provided in accordance with need. Often people need a package when they come to the service for support which diminishes over time and this process ensures we are not over-specifying service. People who need the same or even larger care packages will continue to have their needs provided for appropriately.	24,763	0	800	0	0	800	Detailed	Red-Amber	Red-Amber	Red-Amber	Adult Social Services
167	HSC 21	Mobility Allowance Review - an exercise will take place to identify service users in receipt of Disability Living Allowance (mobility) and whether they are in the position to use this to fund their own transport in relation to social care provision.	24,763	0	20	0	0	20	Detailed	Red-Amber	Red-Amber	Red-Amber	Adult Social Services
168	HSC 22	Reduction in stationery budgets - A reduction based on historic spend profiles.	1,736	0	10	0	0	10	Detailed	Green	Amber-Green	Green	Adult Social Services
169	HSC 23	Review of Internal Day Services for people with Learning Disabilities - 132 service users currently use internal learning disability day services. We will continue to modernise the service based on an outcome-focussed model of "Services without walls" utilising opportunities within communities where attendance at a centre is not necessary for support to continue to be provided. Reviews of individual day service packages will be carried out under our duty to review services to meet needs and any changes to services proposed will be in line with current social policy and good practice	3,881	150	0	0	0	150	General	Red-Amber	Amber-Green	Red-Amber	Adult Social Services
Total Health & Social Care				3,291	2,752	0	170	6,213					
170	Res 1	Enterprise Architecture reduction in SAP Delivery External Spend - The £102k was earmarked to support the SAP delivery projects as a flexible budget for those deliverables that could not be capitalised. In line with the Council's policy on reducing external spend this budget can be offered up on the assumption that the sorts of specialist support that is required can be rolled into the capital projects delivering the SAP solutions.	285	0	102	0	0	102	Detailed	Amber-Green	Green	Green	Finance, & Economic Development
171	Res 2	Removal of Business Change Manager post in Enterprise Architecture - Deletion of vacant post.	532	45	0	0	0	45	Detailed	Green	Green	Green	Finance, & Economic Development

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
172	Res 3	Removal of posts in Commissioning and Procurement - the Business as usual & Projects team was temporary for a period of 2 years. This proposal will include the deletion of an OM post through voluntary severance and deletion of a vacant Assistant Procurement Officer post. The proposal will also include the removal of a Grade 5 Cataloguing Officer post together with a Senior Category Manager.	2,053	188	0	0	0	188	Detailed	Amber-Green	Amber-Green	Green	Finance, & Economic Development
173	Res 7	Reduction to the Category Team Supplies and Services Budget within Commissioning & Procurement - This will remove flexibility to bring in category specialists to support teams.	1,510	0	30	0	0	30	Realised	Amber-Green	Green	Green	Finance, & Economic Development
174	Res 8	Savings within Business Change Management - Ceasing spend on external advice and by undertaking a restructure to reduce both staff numbers and associated overheads. This will equate to approximately 12 FTEs. Currently the workforce is on secondments and fixed term contracts ending on the 31st March 2014. In addition this proposal includes the removal of funding for 2 FTE Business Change Support Accountant posts. As a result of this reduction in staff, there will be a significant impact on the amount of Project activity that can now be supported.	1,920	609	201	0	-30	780	Detailed	Green	Red-Amber	Green	Finance, & Economic Development
175	Res 9	ICT. Termination of existing support or service contracts - This saving has been identified as achievable following a detailed analysis of existing contracts.	1,749	0	59	0	0	59	Detailed	Amber-Green	Amber-Green	Green	Finance, & Economic Development
176	Res 10	Reduction to the ICT Training budget - A £10k reduction in the training budget linked to the reduction in posts.	4,703	10	0	0	0	10	Detailed	Green	Green	Green	Finance, & Economic Development
177	Res 11	ICT. Reduction of SAP Support contract budget - The existing SAP Support contract budget can be reduced following a review of the capabilities maintained in-house.	1,749	0	50	0	0	50	Detailed	Amber-Green	Green	Green	Finance, & Economic Development
178	Res 12	Removal of posts within ICT - Deletion of 11 FTE posts within ICT. This will be achieved through a combination of voluntary severance, flexible retirement, deletion of vacant posts and a mini restructure. This will have service implications and this is reflected in the attached risk ratings.	4,703	460	0	0	0	460	Detailed	Red	Red-Amber	Green	Finance, & Economic Development

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
179	Res 15	Further opportunities for capitalisation of ICT Hardware / software expenditure - Links to Capital Programme bid.	2,504	0	341	0	0	341	Detailed	Amber-Green	Amber-Green	Green	Finance, & Economic Development
180	Res 16	Exploitation of existing ICT development - Schools target setting system support & maintenance - opportunity to charge support, maintenance and hosting charge for schools target setting database to Joint Education Service (JES). The system had been developed by Cardiff for internal use.	(594)	0	0	0	6	6	Realised	Green	Green	Green	Finance, & Economic Development
181	Res 17a	ICT reduction in software licence costs - This savings proposal is based on reductions in external licence spend as a result of reductions in employee numbers (for example the Microsoft Enterprise agreement, Citrix licences etc).	2,504	0	65	0	0	65	Detailed	Amber-Green	Amber-Green	Green	Finance, & Economic Development
182	Res 18	Realignment of Business Support Posts in Business Administration - Two members of staff within the Business Support team have expressed an interest in Voluntary Severance. This has given the opportunity to review duties. A total of 4 posts can be deleted. In addition another member of staff has requested flexible retirement which has led to a further saving. The functions within these posts can be undertaken by existing staff.	894	100	0	0	0	100	Detailed	Green	Green	Green	Finance, & Economic Development
183	Res 19	Income generation opportunities in respect of Central Transport Services (CTS) - Seek to maximise the external income potential from the Transport Operations Depot in Coleridge Road while continuing to maintain the Council's fleet of 850+ vehicles. The Council does not have the power to allow the depot to enter into competitive commercial activities and therefore the Council has approved the preparation of the business case to identify trading opportunities. Potential for an alternative model of service delivery.	(393)	0	0	0	120	120	General	Amber-Green	Red-Amber	Green	Finance, & Economic Development
184	Res 20	Facilities Management / Energy Management Plan - In conjunction with the Energy Management Team, Facilities Management is proposing an eight point action plan which aims to improve energy efficiency and reduce carbon emissions in the short, mid and long terms. It should be noted that some investment will be needed in order to maximise the long term financial benefits. Recommendations will be made at a later date as to whether the prioritised options should be funded on an Invest to save basis or through Salix loans. The loans will be repaid within a specified payback period.	16,208	0	0	15	0	15	General	Amber-Green	Amber-Green	Green	Finance, & Economic Development
185	Res 21	Facilities Management / CTS deletion of post - Deletion of vacant OM post within FM/CTS.	894	80	0	0	0	80	Detailed	Amber-Green	Amber-Green	Green	Finance, & Economic Development

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
186	Res 26	Facilities Management / CTS Systems Management - Review of the efficiency of processes across Facility management (FM) and Central Transport Service (CTS) using lean management techniques. The business process redesign will impact on the level of resources required.	133	80	20	0	0	100	General	Green	Green	Green	Finance, & Economic Development
187	Res 29	Finance. Exchequer and Development Staff Savings - Staff savings within the Exchequer and Development section: Insurance: Grade 6 - Part Time - Voluntary severance (Also staff re-grade 4 to 5) £21k - £4k=£17k Administration - Grade 4 - Delete Vacant Post - (Also staff re-grade 6 -7 & 4-5) £25k - £9k= £16k Payments - Delete Vacant Post - (Remaining staff re-grade 5 to 6) £22k - £5K= £17k Payments - Reduce hours to term time (Already actioned) £5k. Deletion of additional post £19k.	1,514	74	0	0	0	74	Detailed	Amber-Green	Green	Green	Finance, & Economic Development
188	Res 30	Finance - Payroll Staff Savings - Removal of a grade 10 post in the Pay Centre through Voluntary Severance. This will involve some realignment of duties and the risk rating reflects the nature of this essential service.	1,514	44	0	0	0	44	Detailed	Red-Amber	Amber-Green	Green	Finance, & Economic Development
189	Res 31	Finance Accountancy Services to carry out additional duties and charge to Pension Fund - Additional Recharge from Project and Technical Accountancy to the Pensions Section. A detailed review of the work undertaken has taken place and identified business process efficiencies, allowing these activities to be carried out by existing members of Finance and recharged to the Pension Fund. This has allowed the Council to support the application for Voluntary Severance of the Pensions Accountant who is charged directly to the Pension Fund.	(107)	0	0	0	45	45	Detailed	Amber-Green	Green	Green	Finance, & Economic Development
190	Res 32	Finance. Internal Audit - Staff Savings - Accept Voluntary Severance of a Grade 6 Investigator Post. Also accept the Voluntary Severance application from the Grade 10 Group Auditor and delete a vacant Grade 7 Senior Auditor post. In addition, the deletion of a Grade 9 post in the Quality & Review team.	1,474	169	0	0	0	169	Detailed	Amber-Green	Green	Green	Finance, & Economic Development
191	Res 34	Finance. Service Accountancy Staffing - Reduction of three posts through a combination of Voluntary Severance and deletion of vacant posts currently covered on a temporary basis together with a realignment to reflect adjustments to part time hours and additional grant funding. Also deletion of a vacant CIPFA Trainee post.	2,230	153	0	0	0	153	Detailed	Amber-Green	Green	Green	Finance, & Economic Development
192	Res 35	Finance Restructure - post savings arising from a management restructure within Finance.	707	139	0	0	0	139	General	Red-Amber	Amber-Green	Green	Finance, & Economic Development

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
193	Res 36A	Finance. Revenues staffing savings -Deletion of a vacant Local Taxation Assistant post and part time vacant Cashiers post. -Deletion of an internal Bailiff post following approval of a Voluntary Severance application in July 2013. -Deletion of a vacant Council Tax Processor post -Deletion of Council Tax Apprentice post when vacant in September 2014 as a result of technology driven savings that will eliminate duplication of data capture. -Acceptance of a Voluntary Severance application from the Senior Inspector who has managed the team responsible for all property related inspections for Council Tax and Business Rates. - Acceptance of a Voluntary Severance application from a part time inspector.	2,944	157	0	0	0	157	Detailed	Amber-Green	Amber-Green	Green	Finance, & Economic Development
194	Res 36E	Additional income within Revenues - This additional income will be achieved from three sources 1) Increase the internal charge made in respect of rating appeal work £33k. 2) Anticipated increase in Non-Domestic Rates grant of £20k. 3) Additional bailiff income as a result of a new fee structure to be introduced by the Ministry of Justice - implementation date expected to be 1 April 2014. It is expected that this will result in a £75 compliance fee and £235 enforcement fee.	(2,115)	0	0	0	82	82	Detailed	Amber-Green	Amber-Green	Green	Finance, & Economic Development
195	Res 36F	Finance Revenues - Support application for Voluntary Severance (VS) from Senior Local Taxation Officer - As work progresses with automating procedures it should be possible to make further staffing savings out of the revenues budget. The timing of these will depend on the availability of ICT to progress with automating our on line forms and also the success of the initial Direct Debit form which is currently in development.	2,944	25	0	0	0	25	Detailed	Amber-Green	Amber-Green	Green	Finance, & Economic Development
196	Res 36H	Finance - Revenues staff savings as a result of technology efficiencies - Following introduction of a cheque scanning system the cashing function is no longer necessary. This has made the processing of payments received through the post more efficient and enabled a reduction in FTE as a consequence.	2,944	28	0	0	0	28	Detailed	Amber-Green	Amber-Green	Green	Finance, & Economic Development
197	Res 36J	Finance - Revenues - Reduction in hours VAT Accountant - Reduction in hours of full time post to 4 days per week.	2,944	10	0	0	0	10	Detailed	Amber-Green	Amber-Green	Green	Finance, & Economic Development
198	Res 36K	Finance - Revenues - Reduction in Council Tax employee budget that is used to fund planned overtime to cover peaks of work. It is proposed to delete this budget.	2,944	21	0	0	0	21	Detailed	Amber-Green	Amber-Green	Green	Finance, & Economic Development
199	Res 36L	Local Financial Management (LFM) to generate additional income from Schools - a review of the LFM service has been undertaken to ensure that there is full cost recovery of the service to Schools.	(221)	0	0	0	85	85	Detailed	Amber-Green	Amber-Green	Green	Finance, & Economic Development

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
200	Res 43	HR People Services potential collaboration with the Vale Council - There are options in place to potentially collaborate with the Vale of Glamorgan Council on a number of HR activities which includes Occupational Health and other areas such as Learning & Development and HR Policy. In relation to Occupational Health we would need to increase the Occupational Health resources in Cardiff, and the Vale would buy in the services via a Service Level Agreement which would offset the additional costs and would create additional income.	(341)	0	0	0	20	20	Detailed	Amber-Green	Amber-Green	Green	Corporate Affairs - Office of the Deputy Leader
201	Res 44	HR People Services to increase external income in respect of Cardiff Works / Cardiff Supply - Cardiff Works would look to expand in order to generate additional business which it is estimated would generate a surplus of around £119,000. We would look to provide administration and clerical support to the Vale Council, and the Fire Service. Other local public sector organisations may join in the future. We would offer services such as administration and clerical support, supply teachers and psychometric testing.	(170)	0	0	0	119	119	Detailed	Amber-Green	Amber-Green	Green	Corporate Affairs - Office of the Deputy Leader
202	Res 45	HR People Services. Combining Payroll teams with HRPS - there is an opportunity to combine the payroll teams with HRPS to achieve efficiencies in service provision. This streamlining would achieve the proposed saving by reducing the communication requirement between teams. Further savings should be possible in future years with process review and technological service enhancement.	2,303	10	0	0	0	10	Detailed	Amber-Green	Amber-Green	Green	Corporate Affairs - Office of the Deputy Leader
203	Res 46	HR People Services. Share with the Fire Service an Occupational Health Physician post and an Admin post enabling a Voluntary Severance (VS) to be accepted - The Council currently provides Occupational Health Physician advice to Council staff. The Occupational Health unit is already shared with the Fire Service. Further options are available to share the Occupational Health physician post which will provide reduced sessional costs with savings of £40,000, by the purchase of full-time physician to be shared with the fire service in terms of costs and access. Additionally sharing administrative support will enable a VS to be accepted and save half of the post.	505	13	0	40	0	53	Detailed	Amber-Green	Amber-Green	Green	Corporate Affairs - Office of the Deputy Leader
204	Res 47	HR People Services. Voluntary severance - the proposal would be to accept the applications for Voluntary Severance from one service delivery advisor Recruit grade 4, Service Delivery Advisor Manage Grade 7, Senior Service Delivery Lead Attendance - Grade 7 and People Services Coach - Grade 6 - 2x Grade 4 Advisers FPOC, 1x Grade 5 recruitment consultant and 1x Grade 8 Senior Equality Specialist.	2,303	253	0	0	0	253	Detailed	Amber-Green	Amber-Green	Green	Corporate Affairs - Office of the Deputy Leader
205	Res 49	HR People Services. Mini restructure for Organisational Development (OD) / Learning & Development (L&D) function - As part of a mini restructure within the OD/L&D function, the proposal would result in the deletion of a grade 9 post. The current split of management function between the service delivery and L&D specialists needs to be addressed. Proposals already underway to integrate management of both areas into a single role. This will provide more joined up approach to the management of the L&D function which includes strategic responsibility for new lead role.	1,410	45	0	0	0	45	Detailed	Green	Green	Green	Corporate Affairs - Office of the Deputy Leader
206	Res 50	HR People Services. From within Manage, Recruit and Develop teams - Delete a vacant Grade 4 post, a Grade 10 and a Grade 7 post. This proposal also includes one flexible retirement at Grade 7 - 50% reduction in hours	2,303	127	0	0	0	127	Detailed	Red-Amber	Amber-Green	Green	Corporate Affairs - Office of the Deputy Leader

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
207	Res 51	HR People Services. General savings - The proposed savings of £24k relate to the reduction in budget of a number of HR budget heads which includes Occupational Health & HR subscriptions, advertising, training, furniture, office equipment and refreshments.	538	0	0	24	0	24	Detailed	Amber-Green	Green	Green	Corporate Affairs - Office of the Deputy Leader
208	Res 53	HR People Services. Realignment of reporting lines Job Evaluation / Reward team and reduction in Employee Relations team- Delete grade 9 manager post and realign management under the grade 10 . Additional Schools Organisational Plan HR support would remain in Employee Relations team. The four Grade 7 employee relations specialists will be reduced by one.	2,303	87	0	0	0	87	Detailed	Red-Amber	Red-Amber	Green	Corporate Affairs - Office of the Deputy Leader
209	Res 54	HR People Services. Additional funding from Schools to cover cost of current HR service - the current funding for the HR service from schools is £384k. An analysis has been carried out of the actual FTEs supporting schools within the HR service and this represents 22.48 FTEs at a cost of £750k. The gap in funding from schools is £366k. This would be supported by a new SLA for schools which clearly sets out expected service levels and response times. Further detailed work is being progressed on both current and future provision.	(258)	0	0	0	366	366	Detailed	Red-Amber	Amber-Green	Green	Corporate Affairs - Office of the Deputy Leader
210	Res 55	HR People Services. Realignment of reporting lines for Contact team - Option is to delete Grade 9 as a result of a Voluntary Severance application and to delete a grade 6 coach post and align under one of the People Partner OM2s. This would be a deletion of both posts	2,303	82	0	0	0	82	Detailed	Amber-Green	Red-Amber	Green	Corporate Affairs - Office of the Deputy Leader
211	Res 56	HR People Services - Management Structure - Additional fixed term funding has been secured equivalent to an OM1 position within HRPS which will allow the retention of funding for both OM1 posts. This will ensure professional advice and support is available within the Council in respect of organisational change projects.	2,303	0	0	0	58	58	Detailed	Red-Amber	Amber-Green	Green	Corporate Affairs - Office of the Deputy Leader
212	Res 57	HR People Services. Realignment of reporting lines for Recruit & Cardiff Works - Delete one grade 9 and merge the current teams of Recruit and Cardiff Works. This proposal would also delete the grade 7 recruit team leader post.	2,303	88	0	0	0	88	Detailed	Red-Amber	Red-Amber	Green	Corporate Affairs - Office of the Deputy Leader
213	RES 60	Health and Safety potential joint working with Vale of Glamorgan Council - There is a proposal to explore the potential of some form of joint working on health and safety with the Vale. This would need to be subject of exploratory discussions with colleagues from the Vale and be congruent with the agreed priorities of both Councils	378	137	0	0	0	137	Detailed	Red-Amber	Red-Amber	Green	Finance, & Economic Development

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
214	RES 62	Legal. Miscellaneous Budget -deletion of a miscellaneous budget within the Legal Property team	2,044	3	0	0	0	3	Realised	Green	Green	Green	Finance, & Economic Development
215	RES 63	Legal Services Staffing Savings - 2 Grade 10 posts have been vacated within the Procurement team. Further savings will be achieved by the deletion of a vacant Grade 5 post and a Grade 10 post within the Legal Communities team.	2,044	181	0	0	0	181	Detailed	Red-Amber	Amber-Green	Green	Finance, & Economic Development
216	RES 64	Legal. Deletion of vacant post and Voluntary Severance (VS) in the administration team - delete Practice Manager post in the Administration team - Grade 9 and Voluntary Severance in the Administration team - Grade 5	2,044	71	0	0	0	71	Detailed	Amber-Green	Green	Green	Finance, & Economic Development
217	RES 65	Re-alignment of Legal Services budgets -additional recharge to enable full cost recovery of current staff costs.	(819)	0	0	0	18	18	Realised	Green	Green	Green	Finance, & Economic Development
218	RES66	Customer Relationship Management - a business case is being prepared to move forward the business process changes required to implement a Customer Relationship Management approach across the Council. It is envisaged that this change will bring in a part year effect in 2014/15 with further significant savings materialising in 2015/16. The saving identified relates to a decommissioning of IT which will be replaced with the new arrangements.	2,504	0	100	0	0	100	General	Amber-Green	Red-Amber	Green	Finance, & Economic Development
219	RES67	Cardiff Academy - a reduction in the budget which delivers the Cardiff Academy Programme.	350	18	0	0	0	18	General	Amber-Green	Amber-Green	Green	Finance, & Economic Development
Total Resources				3,507	968	79	889	5,443					
220	SLC 1	Reduction of major classical concerts in the Welsh proms - Cutting the three major orchestral concerts in the Welsh Proms; leaving a last night of the Proms concert only. If any additional concerts are presented they will be on a zero cost basis to St David's Hall thus reducing the net financial support for the Proms by £30k to zero.	3,743	0	30	0	0	30	Detailed	Green	Amber-Green	Green	Sport, Leisure and Culture

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
221	SLC 2	Increase in St David's Hall income - Increase overall performance profitability of box office, which will include up to a 3% increase (£9.7k) in commercial hire fees.	(719)	0	50	0	(10)	40	sph 25	Amber-Green	Amber-Green	Green	Sport, Leisure and Culture
222	SLC 3	Cessation of St David's Hall in house exhibition program - Replacement of the current exhibition programme in St David's Hall with longer term exhibitions, with occasional update/refresh, thereby reducing the staff resource required to hang and monitor the exhibitions. St David's Hall is not an ideal exhibition space and emphasis will be in developing Cardiff Contemporary, with city wide exhibitions.	1,506	10	34	37	(31)	50	Detailed	Green	Amber-Green	Green	Sport, Leisure and Culture
223	SLC 4	Emergency Management Operations Income Generation - To generate additional income via charging for advice and guidance in relation to Control of Major Accidents & Hazards (COMAH) planning, business continuity, and other key areas of resilience.	(31)	0	0	0	25	25	Detailed	Green	Amber-Green	Green	Sport, Leisure and Culture
224	SLC 5	Increase admission price for Cardiff Castle - The aim is to increase income through a £1 rise on the entrance fees at Cardiff Castle.	(6,135)	0	0	0	150	150	Detailed	Green	Amber-Green	Amber-Green	Sport, Leisure and Culture
225	SLC 6	Community Asset transfer in the Heath area - The directorate has been approached by a number of local community groups about the possibility of Community Asset Transfers in this area.	422	92	19	17	(48)	80	Detailed	Amber-Green	Amber-Green	Red-Amber	Sport, Leisure and Culture
226	SLC 8	Community Building Review. Splott Community Hub - At 30 years old Splott Pool is one of the oldest facilities in the Leisure stock and attracts fewer than 70,000 users per year (less than 200 users per day). It requires an annual subsidy of approx £325k (£4.63 per user). By comparison, Maindy has the lowest subsidy per user at £1.19. The building and associated plant is rapidly approaching the end of its useful life. The last property condition report completed in 2008 estimated that an investment of £80k was needed to key areas including the renewal of the boiler and heating distribution pipework. This is expected to have increased significantly since this date. A business case has been developed for Splott Community Hub and considered by Cabinet.	4,327	227	0	64	(141)	150	Detailed	Red-Amber	Red-Amber	Red-Amber	Sport, Leisure and Culture
227	SLC 9	Reprogramming of space across all leisure centres and Community Halls - Complete a full programme review at all leisure centres and Community Halls to identify opportunities to maximise income generation. This will be achieved through the re-programming of high-income generating activities such as group fitness classes and through increased sales of active cards.	(5,589)	0	0	0	209	209	Detailed	Green	Green	Amber-Green	Sport, Leisure and Culture
228	SLC 10	Reprogramming of swimming provision - Cardiff currently provides significantly more free swimming than required through the funding agreement with Welsh Government. Reducing free swim by 50% and converting this pool time to paid lessons by 75 classes per week (servicing existing waiting list) with improved financial position will still provide substantially more free swim than the level required by Welsh Government. Additionally this proposal involves aligning the swim club charges to standard lesson rates, and increased external hire charges to match competitors.	(5,254)	0	0	0	320	320	Detailed	Green	Amber-Green	Red-Amber	Sport, Leisure and Culture

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Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
229	SLC 11	Impact of new Student Card offer - Maindy Centre is situated in the central ward of the city and this saving will initially concentrate on income generation from this centre, as it attracts 80% of the total student attendances for leisure services. There are more than 6,000 student accommodation places within walking distance of Maindy centre and the aim is to introduce a student Direct Debit (DD) card that allows Cardiff Council to compete with the ever expanding number of budget gyms in the area. We currently have a student discount card but this is now not competitive when compared to other local facilities offering a similar service. We will introduce a 9 month contracted DD or the option of a one-off annual payment, whilst still retaining the current pay as you go student card.	(5,254)	0	0	0	80	80	Detailed	Green	Amber-Green	Green	Sport, Leisure and Culture
230	SLC 12	Penylan Leisure Centre – revise pricing to reflect all other facilities - Penylan Library and community centre re-opened on the 7th May 2009 following a refurbishment of Roath community centre. A differential pricing structure for the gym and group fitness was implemented as a pilot to assess the differential pricing between community centres and leisure centres. Penylan as a refurbished facility is much larger than other community centres, and programmes provided are comparable to all other facilities, therefore equal pricing should apply.	(418)	0	0	0	25	25	Detailed	Green	Amber-Green	Amber-Green	Sport, Leisure and Culture
231	SLC 13	Catering remodelling in Llanishen Leisure Centre & Pentwyn Leisure Centre - the aim of this proposal is to eliminate the catering deficit at Pentwyn and Llanishen leisure centres by closing the under-used bar facilities and providing the service through the existing cafeteria facilities. This will increase the available space for physical activity within the centres and enable the maximisation of income generating potential.	7,654	160	0	0	0	160	Detailed	Green	Amber-Green	Amber-Green	Sport, Leisure and Culture
232	SLC 14	In year saving from Eastern Leisure Centre being closed for refurbishment; on re-opening of Eastern Leisure Centre, rationalise overall leisure provision - Plans for the refurbishment of the building have been developed with a view to commencing work in 2014. Whilst closed for refurbishment a saving will accrue to the service. A Leisure Facilities Strategy is being prepared to establish the overall size of the leisure offer required in the future, paving the way for future service rationalisation. Following completion of the refurbishment, the Council would need to identify base savings at the same level.	5,486	130	12	26	72	240	Detailed	Amber-Green	Amber-Green	Red-Amber	Sport, Leisure and Culture
233	SLC 15	Reduce leisure subsidy to reflect income levels - The implementation of the Leisure income strategy in 2010, has led to a continued growth in income for the service area. This continued growth in income has now removed the deficit making it possible to reduce the subsidy.	(5,254)	0	0	0	250	250	Detailed	Green	Amber-Green	Green	Sport, Leisure and Culture
234	SLC 17	Outdoor activities team closure - The Cardiff Outdoor Activities Team (COAT) (which is an adventure activities act licensed provider) develops and provides opportunities for children and young people to take part in adventure activities. The ability for children to experience an outdoor adventure activity before the age of 12 will be reduced by the closure of this service. The COAT team are currently in receipt of a £50k, 4-year Families First grant for the provision of a Schools and NEET project.	1,047	120	0	0	0	120	Detailed	Red-Amber	Red-Amber	Red-Amber	Sport, Leisure and Culture
235	SLC 18	Reduction in Management/Support Costs - A review of management and support roles across the directorate has identified opportunities to delete three posts, two of the post holders have applied for voluntary severance.	4,716	108	0	0	0	108	Detailed	Green	Green	Green	Sport, Leisure and Culture

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Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
236	SLC 19	Restructure Museum Budget - Delete vacant posts of Audience Engagement Officer and Research Officer at the Cardiff Story Museum	2,999	40	0	0	0	40	Detailed	Green	Green	Amber-Green	Sport, Leisure and Culture
237	SLC 20	Secure concession to operate Lamby Way Catering - This operation is the least cost effective of the Council's catering operations and lends itself to being run independently of the Council as a concession, thereby removing the trading deficit and generating a concession income for the Council.	2,999	28	0	0	0	28	Detailed	Amber-Green	Amber-Green	Green	Sport, Leisure and Culture
238	SLC 21	Roath Park Conservatory -There is an opportunity to develop a new operating model for Roath Park Conservatory which generates in the region of 33,000 individual visits per year. Opportunities for third sector partnering along with the introduction / development of income streams are being explored in order to reduce expenditure and increase income. It is likely that there would be an impact on service users through the re-modelling of opening hours.	4,397	15	0	0	0	15	General	Green	Red-Amber	Green	Sport, Leisure and Culture
239	SLC 22	Introduction of charges for car parking at Llandaff Fields and Pontcanna Fields - Introduction of car parking charges at Llandaff Fields and Pontcanna Fields Car Parks which have historically been free of charge. Car Park users would receive the first three hours free of charge and parking free from 6pm weekdays and on weekends to avoid any impact on clubs, parks users and visitors to the Llandaff cafe (leased by Cardiff Council).	(752)	0	0	0	40	40	Detailed	Amber-Green	Amber-Green	Amber-Green	Sport, Leisure and Culture
240	SLC 23	End Staff Catering Subsidy - This saving will eliminate the staff catering subsidy in County & City Hall Canteens. This reduction has been anticipated in the Venues & Catering Restructure.	1,081	0	0	115	0	115	Detailed	Amber-Green	Amber-Green	Green	Sport, Leisure and Culture
241	SLC 24	Additional income to parks - Additional mobile concessions (£20k), delete florist post from nursery (£20k.) Income from Heath Park Car Park (£40k.)	(271)	20	0	0	60	80	Detailed	Green	Green	Green	Sport, Leisure and Culture
242	SLC 25	Parks Locking - The Council has, historically operated a park locking regime on a city wide basis and there are currently 18 Parks that form part of the regime:- Roath Park (including Pleasure Gardens), Parc Cefn Onn, Bute Park, Victoria Park, Thompsons Park, Fairwater Recreation Ground, Insole Court, Bishops Palace, Llandaff Fields Barrier, Plasterton Gardens, Grange Gardens, Trelai Park, Helen Street, Shelley Gardens, Waterloo Gardens, Mill Gardens, Roath Brook Gardens and Llywnfedw Gardens. Under this proposal the Council would reduce the number of parks falling under a locking regime to five:- Bute Park, Victoria Park, Parc Cefn Onn, Roath Park (including Pleasure Gardens) and Thompsons Park. A pilot scheme of trialling the non-locking of parks was implemented on 1/4/2013 affecting parks on a city wide basis and whereby eight parks were taken out of the locking regime. There has been no resultant adverse impact to date.	4,397	18	0	0	0	18	Detailed	Green	Green	Green	Sport, Leisure and Culture
243	SLC 26	Sundry Reductions in Parks & Sport Budgets - Savings will include reduced expenditure on Royal Horticultural Society Flower Show, Cardiff in Bloom, and minor adjustment to other parks and sports budgets.	745	0	30	0	0	30	Detailed	Green	Green	Green	Sport, Leisure and Culture

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Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
244	SLC 27	Weed Control Contract - A change in the standard of weed control on the hard surfaces in all parks sites. The current cost relates to a standard based on performance specification. This proposal would reduce this standard of maintenance as the hard surfaces would only be treated on one occasion during the growing season of 2014/15. This excludes hard sports surfaces and play areas.	745	0	20	0	0	20	Detailed	Green	Green	Green	Sport, Leisure and Culture
245	SLC 28	Secure savings from Sport Cardiff & Active Communities through rationalisation and reduction in service - An opportunity exists to merge these functions, in doing so creating a sport and physical activity service. The saving will be achieved through FTE reductions. There are a number of key benefits that the re-structure of Sport Cardiff, Active Communities and Outdoor Sports Management could achieve that include: 1) cashable savings – the Active Community Officer roles can be absorbed within the six Neighbourhood Management Areas with a cashable saving of approximately £50k + on costs. An interest in voluntary severance has been expressed from the Assistant Outdoor Leisure Manager and two Games Attendants which will provide further savings depending on business case approval. It is envisaged that the new structure should also reduce the current spend on agency staff. Links to SLC43	438	50	0	0	0	50	Detailed	Green	Green	Amber-Green	Sport, Leisure and Culture
246	SLC 29	Reduce Bowls Subsidy - Provide a lifeline for Bowls clubs by giving them time to move to a position in which the Council will not subsidise maintenance of greens, whilst encouraging clubs to share facilities. (This is an amended proposal. Previous proposals for Bowls totalled £65k but have now been replaced by this reduced proposal.)	607	15	0	0	0	15	Detailed	Green	Green	Red-Amber	Sport, Leisure and Culture
247	SLC 30	Boatstage Concession - There is an opportunity to invite expressions of interest for the operation of the Boatstage. The concession operating model removes the risk of low income due to poor weather for the Council. There is potential for the concession holder to invest in new boats, activities and infrastructure.	528	25	0	0	0	25	General	Green	Amber-Green	Green	Sport, Leisure and Culture
248	SLC 31	Income Generation in Venues & Catering - This will cover City Hall, Cardiff Castle and Commercial Catering. Catering have been able to generate income over and above their 2013/14 budget targets and in addition will continue to generate further income. The service will aim to increase income through targeted sales campaigns and adding new products e.g. high tea and Sunday lunch at the Mansion House. Work is also being done to establish the best opportunities for the future use of the Castle Undercroft to maximise room yield. The service will also revisit menus and re-cost function menus.	(6,135)	0	0	0	210	210	Detailed	Green	Amber-Green	Green	Sport, Leisure and Culture
249	SLC 32	Revision of the sailing programme at Cardiff Sailing Centre - This saving will be achieved by concentrating on higher income generating activities and combining sailing staff with other Cardiff Bay Water Activity Centres to share resources, particularly during the winter period when there is less sailing activities, thus reducing casual staff costs and increasing income.	17	12	0	0	13	25	Detailed	Green	Amber-Green	Green	Sport, Leisure and Culture
250	SLC 34	Full year effect of Winter Wonderland and Cardiff Bay Beach - Full year effect of new operating model for Cardiff's Winter Wonderland ice-rink and Christmas fairground agreed as part of the 2013-14 budget process, plus income from Cardiff Bay Beach.	(594)	0	0	60	75	135	Realised	Green	Green	Green	Sport, Leisure and Culture

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Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
251	SLC35	Events Restructure - Restructuring the Events team to reflect the current Event programme for the city.	646	100	0	0	0	100	Detailed	Green	Amber-Green	Green	Sport, Leisure and Culture
252	SLC 36	Re-design of the Parks Development Service - An opportunity exists to review and re-design the Parks Development service that includes the strategy, policy, planning, design, land management and playground management functions. It is anticipated that savings would be delivered through further technology efficiencies although alternative ways of delivering the service will be explored as part of the review.	1,024	50	0	0	0	50	General	Green	Red-Amber	Green	Sport, Leisure and Culture
253	SLC 38	Council Grant Reductions 10% Reduction - Artes Mundi Prize (£5k) Grants to Cease - Various Arts Grants (£136k). (This an amended proposal. The previous proposal totalled £221k but has now been replaced by this reduced proposal in order that a comissioning exercise can be carried out in respect of Arts outreach activities).	505	0	141	0	0	141	Detailed	Green	Green	Red-Amber	Sport, Leisure and Culture
254	SLC 39	Catering - New Operating Model - it is proposed to invite third parties to run some or all of the Council's commercial and staff catering and commercial catering business. Expressions of interest could be invited either for a single operator to run the entirety of the business, or, recognising the diversity of the business, invite expressions separately for staff catering, individual retail units (Norwegian Church & Castle), and event/function catering. From the experience of third party operation of catering outlets in Parks, it is anticipated that there would be strong market interest, with resulting financial return to the Council in excess of current surpluses generated.	(6,135)	0	0	0	150	150	General	Red-Amber	Red-Amber	Green	Sport, Leisure and Culture
255	SLC 40	Community Building Review Play Service Rationalisation - All Play Centres to stay open, with savings being made through introducing shorter operating hours, whilst identifying a new delivery model for Children`s Play. Maintain disability play at the current level, but reduce Welsh medium play in line with the overall savings level. Introduce Flying Start at Riverside and Adamsdown Play Centres. As a result grant funding of £90,000 to Menter Caerdydd for Welsh Medium Play will reduce by £6,220 to £83,780 in line with directorate savings levels. (This is an amended proposal. Previous proposals for Play services totalled £900k but these have now been replaced by this reduced proposal.)	1,264	150	50	0	0	200	General	Red-Amber	Red-Amber	Red	Sport, Leisure and Culture
256	SLC 41	Cardiff Story Museum - Operating Model - Secure savings through introduction of a slimmer operating model with skeleton staff and static display, co-staffed with the Tourist Information Centre and through use of volunteers.	2,999	180	0	0	0	180	Detailed	Red-Amber	Red	Amber-Green	Sport, Leisure and Culture

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Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
257	SLC 43	Remodel Sports Development - the Council's Sports Development programme is largely funded by Sport Wales through a Local Authority Partnership Agreement (LAPA). A small core team is financed through the General Fund, but with the majority of staff employed using Sport Wales funding. This proposal paved the way for the service to move to a commissioning model, with a small core team only employed by the Council to define outcomes to be delivered by other agencies through the LAPA funding, and then monitor delivery of these outcomes. It is anticipated that the service would be commissioned on a Neighbourhood basis.	686	115	0	0	0	115	General	Green	Amber-Green	Amber-Green	Sport, Leisure and Culture
258	SLC 45	Pontprenau Community Hall -The use of this building is to be reviewed and the service area budget will be reduced to zero. As mitigation, the Corporate Initiatives budget will fund any costs in 2014/15.	820	112	24	41	(68)	109	General	Red-Amber	Red-Amber	Green	Sport, Leisure and Culture
259	SLC 46	Savings from Cultural Venues - Savings would be achieved through: (a) new management operator being secured for either St David's Hall or New Theatre, or both by 30 September 2014 (b) introduction of transaction fees payable on ticket prices (c) closing for short, most costly periods where net savings can be made (d) reduction in staffing	1,552	150	80	200	100	530	General	Red-Amber	Red	Amber-Green	Sport, Leisure and Culture
260	SLC47	Bereavement & Registration - Income budget re-alignment	(2,902)	0	0	0	150	150	Detailed	Green	Green	Green	Sport, Leisure and Culture
261	SLC 49	Vegetation Management - the introduction of a functional approach to vegetation management would involve adjustment of maintenance regimes which would identify areas to be given minimal maintenance and focus resources on higher profile areas in terms of safety and visual amenity. Final proposals including impact on FTE numbers subject to progress of Cardiff Outdoors project.	6,571	30	70	0	0	100	Detailed	Green	Green	Green	Sport, Leisure and Culture
262	SLC 50	Heath Park Offices Staff Relocation - relocate staff currently operating from offices at Heath Park and offer building and associated dedicated parking for lease.	173	0	0	61	0	61	Detailed	Green	Green	Green	Sport, Leisure and Culture
263	SLC52	Channel View - Increased activity and income generation.	(5,254)	0	0	0	50	50	Detailed	Green	Green	Green	Sport, Leisure and Culture
264	SLC53	Parks Service Savings - Increase income from HRA, from fees and charges, and from wider uses of the buildings estate in parks. Cease provision of hanging baskets in city centre and introduce changes to employment of Summer casuals.	3,926	30	35	0	200	265	General	Green	Amber-Green	Green	Sport, Leisure and Culture

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Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
265	SLC54	Restructure of Management Posts with Sports Leisure and Culture - a restructure of management posts within the directorate will be undertaken to achieve savings.	499	150	0	0	0	150	General	Amber-Green	Amber-Green	Green	Sport, Leisure and Culture
266	SLC55	Additional Posts Reductions - deletion of post at Norwegian Church and job share in events team.	646	55	0	0	0	55	Detailed	Green	Amber-Green	Green	Sport, Leisure and Culture
Total Sport, Leisure & Culture				2,192	595	621	1,881	5,289					
267	SPH 1	Telematics Service Redesign - Removal of Grade 10 post 3 days a week.	1,200	31	0	0	0	31	Realised	Green	Green	Green	Strategic Planning & Transport
268	SPH 2	Telematics - deletion of 2 vacant posts.	1,200	50	0	0	0	50	Realised	Green	Green	Green	Strategic Planning & Transport
269	SPH 4	Telematics - Efficiency savings in tunnel maintenance - Reviewing the process of tunnel closures for maintenance. Currently every 6 weeks for 2 nights, reduce to every 6 weeks for 1 night	1,200	0	20	0	0	20	Detailed	Green	Amber-Green	Green	Strategic Planning & Transport
270	SPH 5	Telematics - Voluntary Severance (VS) - 2 no. Control Room Staff/ 1 no. Engineer - Integration of Community CCTV team with Transport Control room team to cover 2 posts being put forward for VS. Restructuring costs of CCTV team from Grade 3 to 5. Engineer post proposed for VS, duties will be covered by existing team.	1,200	117	0	0	0	117	Detailed	Green	Amber-Green	Amber-Green	Strategic Planning & Transport
271	SPH 6	Telematics - Reduction in Call Out - Currently two officers on call every night of the year - reduction to one per night. Current estimated annual cost of call out £25k, budget £31k, reduce call out by half to £12.5k- saving £18k.	1,200	18	0	0	0	18	Detailed	Green	Amber-Green	Green	Strategic Planning & Transport

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Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
272	SPH 7	Telematics - Removal of shift allowance for non CCTV staff - Removal of shift allowance for non CCTV staff. Shift allowance for Control Room Staff only £27,633 required	1,200	14	0	0	0	14	Detailed	Amber-Green	Amber-Green	Green	Strategic Planning & Transport
273	SPH 8	Telematics combined use of plotter with Infrastructure Design - The shared use of the plotter will result in an overall reduction in cost.	784	0	10	0	0	10	Detailed	Green	Green	Green	Strategic Planning & Transport
274	SPH 10	Telematics - reduced Real Time Information (RTI) costs, buses upgraded to 4G - New bus shelter advertising contract to pay for 4G in buses and bus shelters, removal of existing radio based system including maintenance. RTI screens to be updated via capital / possibility supported by Section 106.	784	0	50	0	0	50	Detailed	Green	Amber-Green	Amber-Green	Strategic Planning & Transport
275	SPH 11	Telematics - Overtime realign based on current expenditure - Forecast overtime for 2013/14 IS £27k, realign budget to reflect this going forward.	1,200	16	0	0	0	16	Realised	Green	Green	Green	Strategic Planning & Transport
276	SPH 12	Telematics -Drawdown of commuted sums to support existing assets - 1/20th of commuted sum total taken to support asset maintenance	(106)	0	0	0	95	95	Detailed	Green	Green	Green	Strategic Planning & Transport
277	SPH 13	Additional charge to capital schemes in respect of Telematics design - Telematics staff to charge fees associated with capital schemes.	(106)	0	0	0	38	38	Detailed	Green	Green	Green	Strategic Planning & Transport
278	SPH 14	Increased income for Traffic Regulation Orders - An Officer Decision Report is under consideration to increase Emergency Notices from £100.00 to £415.00 per Notice, and from £225.00 to £690.00 for Orders, excluding any advertising costs. Fee increase in line with other authorities.	(63)	0	0	0	137	137	Detailed	Red-Amber	Amber-Green	Green	Strategic Planning & Transport
279	SPH 16	Telematics - reduce from 5 to 4 vehicles	1,357	0	0	3	0	3	Detailed	Green	Green	Green	Strategic Planning & Transport

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Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
280	SPH 17	School Crossing Patrol - reduce number of sites - Propose cuts only where alternative provision of 'safety' is in place. Report being prepared to ensure optimum use of school crossing patrol officers.	441	70	0	0	0	70	General	Amber-Green	Amber-Green	Amber-Green	Strategic Planning & Transport
281	SPH 18	Public Transport - countywide buses reduction in level of service provision - Withdraw Sunday and evening services on a number of services - 1/2 (City Centre to Minton Court) , 138 (Central station to Pentyrch/Creigiau), 86 (Central station to Lisvane), 136 (City Centre to Pentyrch Creigiau). Combine bus services on 38/26c (City centre to Gwaelod y Garth/Gabalfa Circular).	14,568	0	71	0	0	71	Detailed	Green	Green	Red-Amber	Strategic Planning & Transport
282	SPH 19	Public Transport - reduce frequency of Bay Car evening & early morning - Reduce frequency of service provision, early morning, evening and Sunday.	14,568	0	30	0	0	30	Detailed	Green	Green	Green	Strategic Planning & Transport
283	SPH 20	Public Transport Section 106 funding for bus operators - Increase Section 106 funding in respect of Bay car services. This funding will run out beginning of 2018/19.	(1,611)	0	0	0	75	75	Detailed	Green	Green	Green	Strategic Planning & Transport
284	SPH 22	Public Transport - change in bus shelter maintenance contract - No longer require maintenance budget as cost covered by new advertising contract.	14,568	0	56	0	0	56	Detailed	Green	Amber-Green	Green	Strategic Planning & Transport
285	SPH 23	Public Transport - Reduce level of timetable changes to 4 per year - Reduce frequency of changes to bus timetables to 4 per year.	14,568	0	5	0	0	5	Detailed	Green	Green	Green	Strategic Planning & Transport
286	SPH 25	Public Transport - Deletion of vacant post	227	27	0	0	0	27	Realised	Green	Green	Green	Strategic Planning & Transport
287	SPH 26	Training - reduce central transport training - Reduce Central Training Budget to statutory & essential training only.	23	0	10	0	0	10	Detailed	Green	Green	Green	Strategic Planning & Transport

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Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
288	SPH 27	Transport - Voluntary Severance (VS) and restructure of team - Post put forward for VS, the post deals with the procurement of goods and services for Traffic & Transport, and the operation of the time recharging system Profess.	844	22	0	0	0	22	Detailed	Green	Amber-Green	Green	Strategic Planning & Transport
289	SPH 28	Deletion of Assistant Director Post	844	108	0	0	0	108	Realised	Green	Green	Green	Strategic Planning & Transport
290	SPH 29	Road safety - Reduction in education and equipment budget - Reduction in education and equipment budget, therefore more reliant on grant from South East Wales Transport Alliance.	32	0	6	0	0	6	Realised	Green	Green	Green	Strategic Planning & Transport
291	SPH 30	Road safety - Removal of Central Transport Services costs for Display Vehicle - disposal of road safety display vehicle - therefore will no longer require maintenance.	32	0	6	0	0	6	Detailed	Green	Green	Green	Strategic Planning & Transport
292	SPH 31	Road safety - Voluntary Severance (VS) Safer Routes to school officer - Safer routes to school officer taking VS - post to be deleted.	32	16	0	0	0	16	Detailed	Amber-Green	Green	Red-Amber	Strategic Planning & Transport
293	SPH 32	Transport Policy - reduce budget for cycle maps / cycle festival - Reduce the amount of support to the cycle festival and production of cycle maps.	128	0	3	0	0	3	Detailed	Amber-Green	Green	Amber-Green	Strategic Planning & Transport
294	SPH 33	Transport Policy deletion of post - Part funded by capital schemes.	128	47	0	0	-26	21	Realised	Green	Green	Green	Strategic Planning & Transport

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
295	SPH 35	Transport Strategy additional income - 1) Increase income target for Section 278 - Realign income recharge in line with level of recharging 2013/14. 2) Increase income target for Section 38 - Assuring future income is received by authority, delay due to adoption. Actively pursuing unpaid Section 38 payments.	(619)	0	0	0	120	120	Realised	Green	Green	Green	Strategic Planning & Transport
296	SPH 37	Transport Surveys - Voluntary Severance (VS) - Deletion of surveyor post and restructure of team.	97	34	0	0		34	Detailed	Green	Green	Green	Strategic Planning & Transport
297	SPH 38	Traffic & Transportation Infrastructure Design- realign budget to be self financing - Income target increased as budget should be self financing.	(999)	0	0	0	18	18	Realised	Green	Green	Green	Strategic Planning & Transport
298	SPH 39	Infrastructure Design- reduction of Riverwalk maintenance - Budget for maintenance of Riverwalk bridge estimated saving £24k over next 3 year. £8k per annum.	88	0	8	0		8	Realised	Green	Green	Green	Strategic Planning & Transport
299	SPH 40	Passenger transport retendering savings - a reduction in existing costs is expected following re-tendering of the contract which would start in September 2014.	6,408	0	117	0	0	117	Detailed	Amber-Green	Amber-Green	Green	Strategic Planning & Transport
300	SPH 41	Passenger Transport - Voluntary Severance (VS) -Grade 4, work covered by amalgamation with public transport, Road Safety teams etc.	202	22	0	0	0	22	Detailed	Amber-Green	Green	Green	Strategic Planning & Transport
301	SPH 43	Passenger Transport - merging taxis for SEN, increased training for escorts/drivers - Optimise provision of transport for SEN, by merging taxis services and providing additional training and support strategies to staff.	6,408	0	50	0	0	50	Detailed	Amber-Green	Amber-Green	Green	Strategic Planning & Transport
302	SPH 44	Service redesign and integration of Transport and Highways services - including a full management restructure	12,433	250	0	0	0	250	General	Amber-Green	Amber-Green	Green	Strategic Planning & Transport / Environment

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
303	SPH 45	Removal of Administrative posts in Development management - Deletion of vacant Secretary and Administrative Support posts.	1,494	74	0	0	0	74	Realised	Green	Green	Green	Strategic Planning & Transport
304	SPH 47	Planning Assistants x 2 - Development Management - Delete two vacant posts	1,494	53	0	0	0	53	Realised	Green	Green	Green	Strategic Planning & Transport
305	SPH 48	Reduction in Strategic Planning revenue budget - This budget is used to support scoping reports linked to the Local Development Plan and its deletion will result in a workload review within the section.	247	0	0	47	0	47	Detailed	Green	Green	Green	Strategic Planning & Transport
306	SPH 49	Development Management additional Planning Fee income - Increase the efficiency of planning application processing of major applications and thus increase fee income.	(1,641)	0	0	0	512	512	Detailed	Green	Green	Green	Strategic Planning & Transport
307	SPH 50	Building Control Budget reduction - This proposal will be achieved by generating additional fee income in relation to fire risk assessments for schools and a minor restructuring within the service.	128	0	0	82	0	82	Detailed	Green	Green	Green	Strategic Planning & Transport
308	SPH 51	Reduction in Planning posts - posts have been identified across the Planning Service that will be deleted as part of this proposal.	925	256	0	0	0	256	Detailed	Green	Green	Green	Strategic Planning & Transport
309	SPH 53	Highways Maintenance Redesign Phase 2b - it is proposed to redesign the Highways Maintenance organisation structure to more clearly separate the asset management and operations functions. The restructure will also take into account the predicted reduction of defect repair work arising from the implementation of the new Highway Maintenance Policy. Additionally, following the establishment of the new Strategic Planning, Transportation and Highways Directorate, the restructure will build on synergies that exist between Highways and the Transportation and Planning Service to produce a more focused service delivery through improved strategic planning and asset management. Reduction in frontline operatives from 62 to 43. Reduction in staff vacant posts and Voluntary Severance requests.	1,703	543	0	150	0	693	Detailed	Green	Amber-Green	Amber-Green	Environment

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
310	SPH 54	Dimming of Street Lights - In February 2013, the Council approved an invest to save scheme for the dimming of street lights in residential areas. The scheme is to be implemented over 3 years with a total of approximately 24,000 street lights being dimmed. It is planned to complete the installation of dimming units on 8,000 street lighting units in 2013/14 with the result that savings will start to be made next year.	2,969	0	0	100	0	100	Detailed	Green	Amber-Green	Red-Amber	Environment
311	SPH 55	Further capitalisation of highways works - A review of works undertaken has identified opportunities to capitalise further works. Currently, all minor works (i.e. non safety defects) and safety defects identified from inspections repairs are repaired either on a temporary or permanent basis depending upon the situation. However, there is a point when the permanent repair will be of a sufficient size for it to be considered a capital improvement and hence should be funded using the capital budget. Linked to Capital Programme bid.	2,836	0	0	350	0	350	Detailed	Green	Amber-Green	Green	Environment
312	SPH 56	Reduction of External Spend - a review of budgets used for external spend has been undertaken and it is believed that some savings can be made against certain budgets as follows: asset management £25k; drainage repairs £25k; purchase of new street furniture £25k; street nameplates £25k, lining £20k, coring £6k, litter clearance £6k, footpath signing £6k, PROW maintenance £10k, gully & grass materials £20k.	565	0	168	0	0	168	Detailed	Green	Amber-Green	Amber-Green	Environment
313	SPH 57	Reduction in Weed Spraying - Currently, under the Council's Grounds Maintenance Contract, the adopted highways are sprayed for weed control purposes 3 times a year. A saving could be made if the number of sprays was reduced to 2.	319	0	48	0	0	48	Detailed	Green	Amber-Green	Amber-Green	Environment
314	SPH 58	Overtime Reductions -This saving would involve reducing overtime budgets for Highways Operations (Street Lighting, Drainage and Defect Repairs). Overtime would be carefully controlled so that it would only be approved for essential maintenance, income earning or emergencies.	1,855	150	0	0	0	150	Detailed	Green	Amber-Green	Green	Environment
315	SPH 60	Business support efficiency savings - Change of model for business support where the embedded Technical Administration staff are line managed by the Administration Manager's post. In addition some process efficiencies and 'Lean' work to reduce the duplication of effort and the double handling of information will generate savings in work volumes.	844	150	0	0	0	150	Detailed	Green	Amber-Green	Amber-Green	Strategic Planning & Transport
316	SPH 62	Reduction in Winter Maintenance - salt principal and marginal routes only.	2,836	0	0	200	0	200	Detailed	Red-Amber	Red-Amber	Amber-Green	Environment

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
317	SPH 63	Streetlighting efficiencies through re-alignment of budgets - 1) Electricity on Bridges £30k 2) Lighting Maintenance - reduced demand related to removal of night scouting operation 3) Lighting Accident Repairs.	2,969	0	0	70	0	70	Detailed	Green	Green	Green	Environment
318	SPH 66	Reduction in Tarmac and Paving repairs budget - reduction in external spend. The policy change in intervention levels will lead to a reduction in demand along with efficiency improvements through performance management.	1,834	0	250	0	0	250	Detailed	Amber-Green	Amber-Green	Amber-Green	Environment
319	SPH 67	City Centre and Tree Pits - improvement works to be undertaken within Capital Programme.	1,834	0	0	105	0	105	Detailed	Green	Amber-Green	Amber-Green	Environment
320	SPH 68	Reduction of electrical testing and structural surveys - re-prioritisation of surveys and testing.	47	0	20	0	0	20	Detailed	Green	Amber-Green	Green	Environment
321	SPH 69	Reduction in permanent repairs - prioritisation of permanent repairs. The policy change in intervention levels will lead to a reduction in demand along with efficiency improvements through performance management.	1,834	0	150	0	0	150	Detailed	Amber-Green	Amber-Green	Amber-Green	Environment
322	SPH 70	Reduction in external expenditure on culverts budgets - realignment of budget.	409	0	0	20	0	20	Detailed	Green	Green	Green	Environment
323	SPH 71	Retender of Service (Cardiff East P&R) - Savings as a result of the re-tender of the service (Cardiff East Park & Ride). As a result of the re-tendering, the operation of this service no longer requires a Council subsidy.	14,568	0	550	0	0	550	Detailed	Green	Amber-Green	Green	Strategic Planning & Transport

Reference		DIRECTORATE SAVINGS 2014/15	Budget	Employee Costs	External Spend	Other Spend	Income	Total Saving	Risk Assessment				Cabinet Portfolio
Number	Directorate		£000	£000	£000	£000	£000	£000	Planning Status	Residual	Achievability	EIA	
324	SPH 72	Adjust Parking Tariffs: Adjust Parking charging and tariffs in Cardiff following an assessment of comparator cities.	(7,156)	0	0	0	354	354	Detailed	Amber-Green	Amber-Green	Green	Strategic Planning & Transport
325	SPH 73	Pay and Display Butetown (Schooner Way) - generation of additional income through implementation of Pay and display parking on Schooner Way.	(7,156)	0	0	0	50	50	Detailed	Amber-Green	Amber-Green	Green	Strategic Planning & Transport
326	SPH 74	Moving Traffic Offences - Ensure more efficient use of highway network and reduce congestion by introducing appropriate charging to discourage driving in bus lanes and similar offences.	(7,156)	0	0	0	365	365	Detailed	Red-Amber	Amber-Green	Green	Strategic Planning & Transport
327	SPH 75	Operational Manager tier savings - following a review of work undertaken across the service.	1,838	240	0	0	0	240	Detailed	Green	Green	Green	Strategic Planning & Transport
328	SPH 76	Staff savings across Planning Enforcement - following a review of all work undertaken across the planning service.	1,494	39	0	0	0	39	Detailed	Green	Green	Green	Strategic Planning & Transport
329	SPH77	Passenger Transport - withdrawal of non statutory school transport (countryride). This saving proposal relates to children who already use the country wide service and pay a fare as they are within walking distance of the school. The proposal seeks to ensure that the amount charged more closely reflects the cost of providing this service.	6,407	0	300	0	0	300	General	Red-Amber	Red-Amber	Red-Amber	Strategic Planning & Transport
330	SPH78	Maintenance Reductions - Routine bridge maintenance (£25k), tunnel maintenance (£10k) , material spend (£30k) and additional income / staff recharge to external funding sources (£10k).	1,610	0	65	0	10	75	Detailed	Green	Green	Green	Strategic Planning & Transport
Total Strategic Planning, Highways, Traffic & Transportation				2,348	1,993	1,127	1,748	7,216					
TOTAL SAVINGS				20,382	10,483	6,815	6,153	43,833					

CHANGES TO COUNCIL GRANT FUNDING

Background

The Corporate Director for Communities, Housing and Customer Services submitted a report to Cabinet in October 2013 which outlined proposals for changes to the £2.8 million grant funding arrangements for the third sector from 2014/2015, following an extensive review of existing funding arrangements. The review identified that the total funding for 123 separate grants, awarded to 94 organisations should be broken down into the following elements:

1. Those grants that deliver key services
2. Those grants that fund Infrastructure and Key Equality Organisations
3. 'Non-Priority' grants that do not provide key services

As a result of these findings, and the existing economic climate the following was proposed by Cabinet:

- Those that deliver key services be formally procured using a standstill budget at 2013/2014 levels.
- Those that fund Infrastructure and Key Equality Organisations continue to be grant funded with a 10% reduction in 2014/15, moving towards a procurement process in 2015/16.
- Those that are 'non-priority' grants cease with effect from April 2014.

The report outlined the proposed changes on each individual grant awarded across the Council, outlining a consultation and communication approach with grant recipients.

Consultation

As a public body Cardiff Council is required to have due regard in its decision making to eliminate unlawful discrimination, harassment and victimisation and to advance equality of opportunity. The Council also needs to foster good relations between people who share a protected characteristic and those who do not. (*Equality Act 2010*)

To show this due regard, Cardiff Council undertook an Equality Impact Assessment of this proposal. Whilst 'Non-Priority' grants are considered not to deliver *specific* services for the Council, they are accessed by many community organisations and groups who utilise the funding available to provide services for the citizens of Cardiff. The Council has identified that this could have a significant negative impact on the various protected characteristic groups that access or benefit from the grant provision. As this was the case, each of the grants proposed to cease or reduce received an individual Equality Impact Assessment.

Service Area grant administrators carried out an initial Equality Impact Assessment of each proposed grant to be cut using their knowledge of the purpose of grant, the

beneficiaries of the grant and the potential implications of removal or reduction of grant. These initial draft assessments were placed on the Council website and organisations were invited by letter to comment on them to ensure that any negative impacts as a result of the proposals were captured.

Communication

As part of the corporate grant procedures, grant recipients have direct communication with the relevant Directorate grant administrators on a regular basis. However throughout 2013/14, the Corporate Director for Communities, Housing and Customer Services has ensured that grantees are kept fully apprised of the proposed changes to the way funding is awarded.

The Consultation Timeline at Table 1(a) shows the steps taken to keep grantees informed of the proposals and how they could respond to the consultation process. Many grantees took up the offer to meet with Directorate managers and grant administrators to discuss the proposals in detail and to update the Equality Impact Assessments.

For services that are to be procured, some organisations have attended free briefing sessions facilitated by Business Wales, a Welsh Government funded organisation. These sessions outlined the proposals being put forward by the Council and gave attendees a chance to understand the reasons behind the changes and some practical assistance in preparing for commissioning opportunities.

Proposals

The results of the consultation process and the updated Equality Impact Assessments were circulated to all Corporate Directors in early December to inform the budget decision-making process. The final recommendations are detailed in the attached spreadsheet and show grant funded schemes by Service Area.

Significant numbers of organisations were involved in the consultation process and having listened carefully to the comments of the grant recipients, some of the proposals have been amended to reflect the discussions held and the results of the consultation process. The changes are as follows:

Organisation	Previous Proposal	Amount	New Proposal	Amount
Cardiff Credit Union	Commission as part of the Advice package.	£13,500	The service delivered by the Credit Union is unique and will therefore be subject to a single tender process. The Advice package to remain at £500,000 but the contingency is reduced to make the direct award to Credit Union.	£13,500
Carers UK	Commission as part of the Care, Support & Education package	£900	Grant to cease	£0

Organisation	Previous Proposal	Amount	New Proposal	Amount
Cardiff and Vale Action for Mental Health	Commission as part of the Care, Support & Education package	£16,560	This grant has been identified for joint commissioning with the Vale of Glamorgan Council and University Health Board. Move to Infrastructure and Key Equality organisations (10% reduction).	£14,904
South Riverside Community Development Centre	Grant to cease	£0	Following a further review of this grant, the decision was made to commission the service as part of the Care, Support & Education Package.	£36,170

In addition, as a result of budgetary considerations, further reductions have been proposed by the Council's Play Services in line with wider directorate cuts. If approved, the affected organisation will be informed immediately:

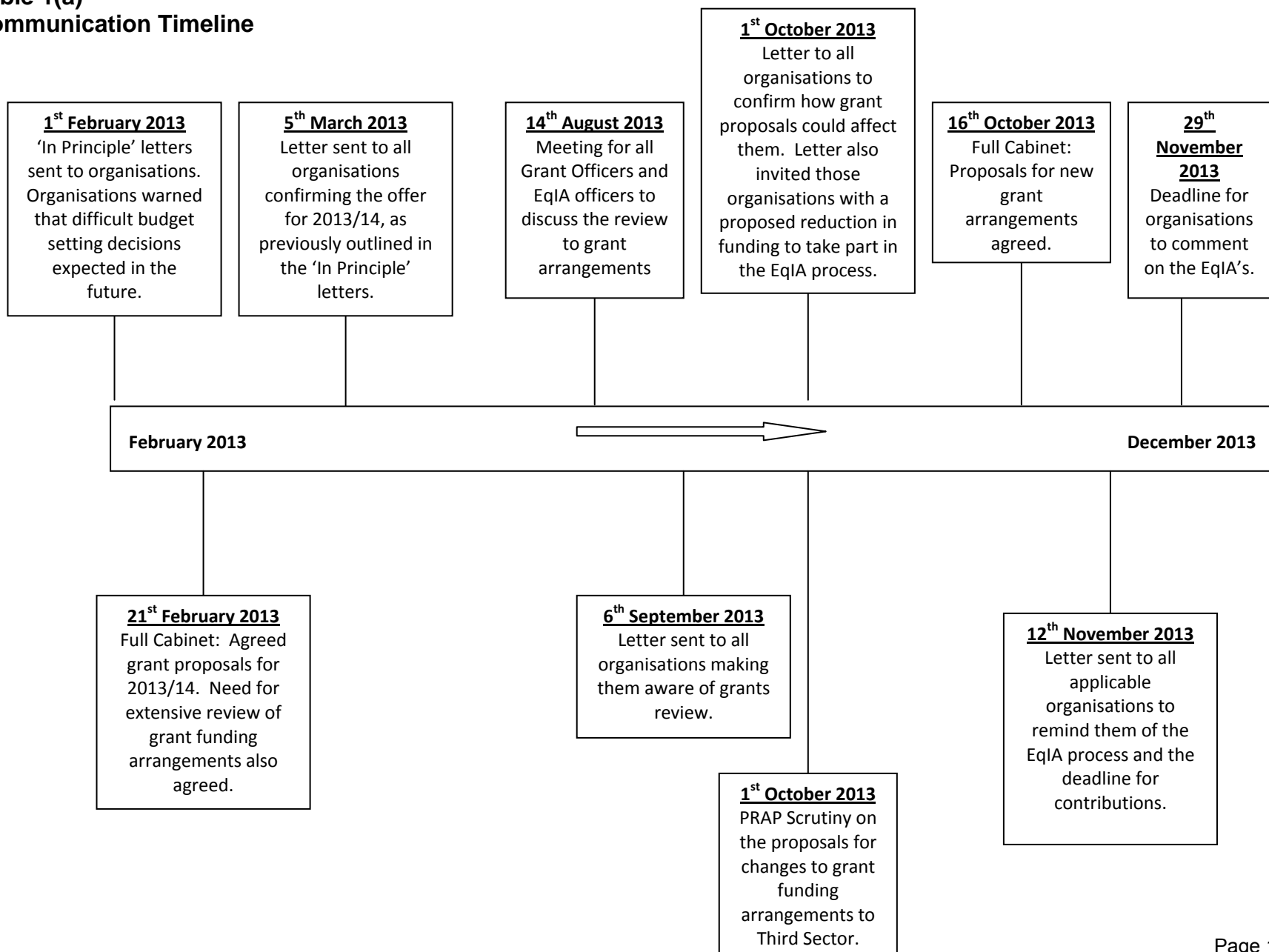
Organisation	Previous Proposal	Amount	New Proposal	Amount
Menter Caerdydd – Welsh Medium Play	Commission as part of the Care, Support & Education package	£90,000	Funding to be reduced in line with directorate savings levels and a joint Welsh language play / youth service will be commissioned during 2014/15.	£83,780

The Equality Impact Assessments have been updated to reflect the comments received as part of the consultation process. Also where the revised proposal recommends a reduction in grant, a new Equality Impact Assessment has been undertaken.

Due to the ongoing process for commissioning services, some grants will be rolled-over into 2014/15 until such time as a new service can be procured through appropriate tendering.

Detailed at Table 1(b) is the full updated schedule of proposals for 2014/15 funding.

**Table 1(a)
Communication Timeline**



Summary of Grants Proposals 2014/15

Portfolio / Directorate Area	Grant Awarded 2013/14	Proposed Grant Funding 2014/15	Transferred to Directorate Budgets 2014/15	Savings Achieved for 2014/15
Finance & Economic Development				
City Development Grants	£70,871	£0	£70,871	£0
Finance & Economic Development Total	£70,871	£0	£70,871	£0
Sport, Leisure & Culture				
Cultural Development & the Arts	£347,303	£0	£206,308	£140,995
Play Services	£173,954	£0	£167,734	£6,220
Sport, Leisure & Culture Total	£521,257	£0	£374,042	£147,215
Corporate Affairs				
Corporate Grants	£13,446	£0	£0	£13,446
Corporate Affairs Total	£13,446	£0	£0	£13,446
Adult Social Services				
Health & Social Care	£928,327	£14,904	£793,312	£72,036
Adult Social Services Total	£928,327	£14,904	£793,312	£72,036
Education & Lifelong Learning				
Education & Lifelong Learning	£64,086	£0	£0	£64,086
Education & Lifelong Learning Total	£64,086	£0	£0	£64,086
Community and Neighbourhood Regeneration and Social Justice				
Housing & Neighbourhood Renewal	£750,068	£447,049	£386,505	£12,664
Partnership & Citizen Focus	£438,562	£384,581	£6,000	£47,981
Community and Neighbourhood Regeneration and Social Justice Total	£1,188,630	£831,630	£392,505	£60,645
	Total Grant Funding 2013/14	Total Proposed Grant Funding 2014/15	Total Transferred to Directorate Base Budgets	Total Savings Achieved
	£2,786,617	£846,534	£1,630,730	£357,428

Changes from October Cabinet proposals highlighted

Table 1(b)

Directorate Area: City Development						
Organisation	Grant 2013/14	Proposal for 2014/15	Grant Funding 2014/15	Transferred to Directorate Budget 2014/15	Savings for 2014/15	Comments
Economic Development Grants						
Assistance to Industry	£70,871	Transfer to Service Area Budget	£0	£70,871	£0	This grant scheme is currently funded from the Economic Development base budget and is to be retained within this budget in 2014/15.
Economic Development Grants Total	£70,871		£0	£70,871	£0	
City Development Total	£70,871		£0	£70,871	£0	
Finance & Economic Development Total	£70,871		£0	£70,871	£0	

Table 1(b)

Directorate Area: Cultural Development & the Arts						
Organisation	Grant 2013/14	Proposal for 2014/15	Grant Funding 2014/15	Transferred to Directorate Budget 2014/15	Savings for 2014/15	Comments
Arts Revenue and Arts Grant Schemes						
Butetown History & Arts Centre	£6,192	All existing grants to cease with effect from 1st April 2014. Future services will be procured using the remaining £71,896. This will be for specific, discrete projects that meet the corporate priorities of the Council and contribute towards the delivery of the arts service that values excellence, collaboration and community cohesion. The envisaged process will entail scoping by the Council's Arts Service along with partners including Arts Council for Wales, to meet compliance requirements of corporate procurement.	£0	£151,896	£136,495	Funding assists with core costs to facilitate arts exhibition programme and arts workshop activities.
Chapter Arts Centre	£13,411		£0			Receives £686,000 funding from Arts Council of Wales. Also has additional sources of income from: ticket sales (£450k), hires and shop income (c£300k), Café/Bar (c£1.5 million).
Community Music Wales	£8,782		£0			Receives Arts Council of Wales Revenue Grant – £105,000 (Wales-wide remit); other Funding - £40k from Cardiff & Vale College to support their outreach programme of accredited learning across Wales.
Ffotogallery	£9,460		£0			Raises additional project funding to support and develop their activity programme. These funds are restricted for specific use. Diffusion: Cardiff's International Festival of Photography (biennial): the first festival in May 2013 attracted to the city £240k from public, national/international funders and partners, and an additional £33k cash and in kind sponsorship.
Hijinx	£7,906		£0			Receives Arts Council of Wales - Festival Funding - £100k for Unity Festival.
Nofit State Circus	£12,580		£0			Additional one-off project. Cardiff Council grant funding of £10,000 was awarded for the Adamsdown Streets Alive project in July 2013/14. The original grant of £2,580 supports costs for the NFSC Community & Education Manager's post.
Rubicon	£10,433		£0			An additional one-off project. Cardiff Council grant of £3,500 for the Adamsdown Streets Alive project in partnership with Nofit State Circus has been granted for Rubicon for 2013/14.
South Wales Intercultural Community Arts (SWICA)	£18,888		£0			Funding contributes to core running costs. This includes contributions to the Artistic Director and Administrator posts.
Diverse Cymru - Black History Month	£13,341		£0			Funding supports the Black History month arts activities.
Cardiff Multicultural Mela	£3,150		£0			29% contributes to funding event management, infrastructure hire and the remaining 71% contributes to the hire of the main performer.
Contingency	£2,447		£0			
Yr Academi Gymraeg / Literature Wales: Cardiff International Poetry Competition	£5,400		£0			This grant is awarded to the winners of the Cardiff International Poetry competition.
Iris Prize: International Gay & Lesbian Film Festival	£5,400		£0			The grant is used to cover core costs in the budget and is not allocated against specific expenditure.
Sherman Cymru	£161,001		£0			Receipt of £212k of funding from The BIG Lottery over 2 years to enhance Creative Learning Activity. Plus other smaller grants that increase Sherman's ability to realise Creative Learning potential.
Sports Bursary	£5,000	£0	To be funded from the remaining budget of £71,896.			
Culture Bursary	£5,000	£0	To be funded from the remaining budget of £71,896.			

Table 1(b)

Directorate Area: Cultural Development & the Arts						
Organisation	Grant 2013/14	Proposal for 2014/15	Grant Funding 2014/15	Transferred to Directorate Budget 2014/15	Savings for 2014/15	Comments
Audiences Wales	£13,912	Full amount to be transferred to the Sports, Leisure and Culture core budget	£0	£13,912	£0	Funding to be reassigned to Sport, Leisure and Culture core budget.
Artes Mundi Prize	£45,000	To be transferred to the Sport, Leisure and Culture core budget, with a 10% reduction from 2013/14 level	£0	£40,500	£4,500	To be reassigned to Sport, Leisure and Culture core budget. Total Cardiff funding over 2013/14 and 2014/15 £85,500.
Arts Grants & Arts Revenue Grants Totals	£347,303		£0	£206,308	£140,995	
Cultural Development & the Arts Total	£347,303		£0	£206,308	£140,995	
Directorate Area: Play Services						
Welsh Language Grants						
Menter Caerdydd - Corporate Grant	£32,954	To be Commissioned	£0	£32,954	£0	This statutory provision is to be commissioned.
Welsh Language Grants Total	£32,954		£0	£32,954	£0	
Children's Play Grants						
Cyfle Cyntaf/First Opportunity	£45,000	To Be Commissioned	£0	£45,000	£0	To be commissioned as part of a disabled play service, effective from September 2014.
Menter Caerdydd - Welsh Medium Play	£90,000	To Be Commissioned	£0	£83,780	£6,220	Funding to be reduced in line with Service Area savings levels and a joint Welsh language play / youth service will be commissioned during 2014/15.
Changes from October Cabinet proposals	£6,000	To Be Commissioned	£0	£6,000	£0	To be commissioned through a direct award process.
Children's Play Grants Total	£141,000		£0	£134,780	£6,220	
Play Services Total	£173,954		£0	£167,734	£6,220	
Sport, Leisure & Culture Total	£521,257		£0	£374,042	£147,215	

Table 1(b)

Directorate Area: Corporate Grants						
Organisation	Grant 2013/14	Proposal for 2014/15	Grant Funding 2014/15	Transferred to Directorate Budget 2014/15	Savings for 2014/15	Comments
Corporate Grants						
Barnardo's Marlborough Road Partnership -Young Fathers Project	£13,446	Grant to Cease	£0	£0	£13,446	This is a development grant and therefore Barnardo's have made provision for its withdrawal. The needs of this specific cohort of families is to be addressed in the re-commissioning of family support services.
Corporate Grants Total	£13,446		£0	£0	£13,446	
Corporate Affairs Total	£13,446		£0	£0	£13,446	

Table 1(b)

Directorate Area: Health & Social Care							
Organisation	Grant 2013/14	Proposal for 2014/15	Grant Funding 2014/15	Transferred to Communities Base Budget 2014/15	Transferred to Directorate Budget 2014/15	Savings for 2014/15	Comments
General Grants							
Adamsdown Day Centre Partnership	£24,786	Grant to Cease	£0	£0	£0	£24,786	Grant to cease at the end of March 2014. Service provision to be remodelled based on need to provide a more diverse range of services across the city.
Age Connects Cardiff & the Vale (formerly Age Concern): Advocacy Service	£41,876	To Be Commissioned	£0	£0	£41,876	£0	Service to be commissioned.
Age Connects Cardiff & the Vale (formerly Age Concern): Core & Operational Management	£95,000	To Be Commissioned	£0	£0	£95,000	£0	Disaggregate into individual contractual agreements as single tender arrangements proceed.
Age Connects Cardiff & the Vale (formerly Age Concern): Good Neighbour Scheme	£108,810	To Be Commissioned	£0	£0	£108,810	£0	Service to be remodelled to provide a more diverse range of services to a larger number of people across of the city. Service to be commissioned.
Age Connects Cardiff & the Vale (formerly Age Concern): Hospital Discharge Service	£64,850	To Be Commissioned	£0	£0	£64,850	£0	Direct award for 2 years to bring in line with existing UHB/Vale of Glamorgan contracts to prepare for future joint commissioning.
Age Connects Cardiff & the Vale (formerly Age Concern): Communities Liaison Officer	£10,800	To Be Commissioned	£0	£0	£10,800	£0	Service to be commissioned.
Cardiff and Vale Action for Mental Health	£16,560	10% Reduction in Grant from 2013/14	£14,904	£0	£0	£1,656	Transfer to Infrastructure Key Organisations with 10% reduction
Cardiff Chinese Elderly Association	£6,615	Grant to Cease	£0	£0	£0	£6,615	Grant to cease at the end of March 2014. Service provision to be remodelled based on need to provide a more diverse range of services across the city.
Grangetown Community Concern	£1,694	Grant to Cease	£0	£0	£0	£1,694	Grant to cease at the end of March 2014. Service provision to be remodelled based on need to provide a more diverse range of services across the city.
Llanishen Good Neighbours	£7,848	Grant to Cease	£0	£0	£0	£7,848	Grant to cease at the end of March 2014. Service provision to be remodelled based on need to provide a more diverse range of services across the city.
Pen yr Enfys	£10,695	Grant to Cease	£0	£0	£0	£10,695	Grant to cease at the end of March 2014. Service provision to be remodelled based on need to provide a more diverse range of services across the city.
Radyr and District Good Neighbour Scheme	£10,571	Grant to Cease	£0	£0	£0	£10,571	Grant to cease at the end of March 2014. Service provision to be remodelled based on need to provide a more diverse range of services across the city.
Roath Church Luncheon Club	£936	Grant to Cease	£0	£0	£0	£936	Grant to cease at the end of March 2014. Service provision to be remodelled based on need to provide a more diverse range of services across the city.
Sanatan Dharma Mandal & Hindu Community Centre	£3,780	Grant to Cease	£0	£0	£0	£3,780	Grant to cease at the end of March 2014. Service provision to be remodelled based on need to provide a more diverse range of services across the city.
South Riverside Community Development - Centre Core Grant	£25,232	To Be Commissioned	£0	£0	£25,232	£0	Service to be commissioned.
South Riverside Community Development - Wyndham Street Centre	£36,170	To Be Commissioned	£0	£0	£36,170	£0	Service to be commissioned.
Voluntary Emergency Service Transport	£29,133	To Be Commissioned	£0	£0	£29,133	£0	Direct Award for 6 months while alternative sustainable funding model agreed with organisation.

Table 1(b)

Directorate Area: Health & Social Care							
Organisation	Grant 2013/14	Proposal for 2014/15	Grant Funding 2014/15	Transferred to Communities Base Budget 2014/15	Transferred to Directorate Budget 2014/15	Savings for 2014/15	Comments
Vision In Wales (Formerly Wales Council for the Blind)	£900	Grant to Cease	£0	£0	£0	£900	Grant to cease at the end of March 2014. Service provision to be remodelled based on need to provide a more diverse range of services across the city.
Royal Voluntary Service (RVS) Rhiwbina Luncheon Club	£755	Grant to Cease	£0	£0	£0	£755	Grant to cease at the end of March 2014. Service provision to be remodelled based on need to provide a more diverse range of services across the city.
Royal Voluntary Service (RVS) Whitchurch Luncheon Club	£900	Grant to Cease	£0	£0	£0	£900	Grant to cease at the end of March 2014. Service provision to be remodelled based on need to provide a more diverse range of services across the city.
General Grants Total	£497,911		£14,904	£0	£411,871	£71,136	
Carers' Grant							
Carers UK - Cardiff Branch Support Group	£900	Grant to Cease	£0	£0	£0	£900	Grant to cease at the end of March 2014. Service provision to be remodelled based on need to provide a more diverse range of services across the city.
Stroke Association	£30,542	To Be Commissioned	£0	£0	£30,542	£0	The services provided to carers to be remodelled to enable a broader range of preventative and community based services.
Alzheimer's Society - Dementia Support	£57,995		£0	£0	£57,995	£0	
British Red Cross	£64,249		£0	£0	£64,249	£0	
The Carers Centre	£14,400		£0	£0	£14,400	£0	
Carers Centre - UPNA Project	£13,500		£0	£0	£13,500	£0	
Carers Centre - Carers' Support Project	£27,000		£0	£0	£27,000	£0	
Changes from October Cabinet proposals highlighted	£39,600		£0	£0	£39,600	£0	
Crossroads	£58,342		£0	£0	£58,342	£0	
Hafal - Advocacy	£26,528		£0	£0	£26,528	£0	
Hafal - Gardening	£16,601		£0	£0	£16,601	£0	
Hafal - Respite	£32,684		£0	£0	£32,684	£0	
Riverside Advice - Advice and Information Worker	£32,026	To be Commissioned with the Advice Package	£0	£32,026	£0	£0	To be commissioned with the Advice Services package - see Communities & Neighbourhood Regeneration section of this appendix. Therefore the amount is to transfer to the Communities (HANR) base budget.
Age Connects Cardiff & the Vale (formerly Age Concern): Income Advice for Carers	£16,049		£0	£16,049	£0	£0	
Carer's Grants Total	£430,416		£0	£48,075	£381,441	£900	
Health & Social Care Total	£928,327		£14,904	£48,075	£793,312	£72,036	

Table 1(b)

Directorate Area: Education & Lifelong Learning						
Organisation	Grant 2013/14	Proposal for 2014/15	Grant Funding 2014/15	Transferred to Directorate Budget 2014/15	Saving for 2014/15	Comments
Mother Tongue Language Grant						
Action First Plus	£333	Grants to Cease	£0	£0	£333	The Mother Tongue grant funding scheme is to cease. No funding will be available in 2014/15.
Al-Hekma Iraqi Arabic Community School	£844		£0	£0	£844	
Al-Islah School	£729		£0	£0	£729	
Canton Islamic Welfare Centre	£844		£0	£0	£844	
The Grangetown Muslim Cultural Centre	£1,717		£0	£0	£1,717	
Grangetown, Riverside, and Canton Bangla	£672		£0	£0	£672	
Mualimun	£350		£0	£0	£350	
Polish Saturday School	£393		£0	£0	£393	
Shahjalal Bangla School	£307		£0	£0	£307	
Sikh Gurdwara Cardiff	£365		£0	£0	£365	
SOBIS	£1,545		£0	£0	£1,545	
Urdu Academy	£322		£0	£0	£322	
Mother Tongue Language Grant Total	£8,421			£0	£0	
School Grants						
Cardiff & Vale School Sports Federation	9,000	Grant to Cease	£0	£0	£9,000	This grant is to cease and will not continue into 2014/15.
School Grants Total	£9,000		£0	£0	£9,000	
Youth & Community Grants Scheme						
Age Connects Cardiff & the Vale (Formerly Age Concern)	£16,200	Grant to Cease	£0	£0	£16,200	Age Connects attended a consultation meeting on 19 December 2013. Neighbourhood Learning & Partnerships & Citizen Focus are working with Age Connects to mitigate the effects of the proposed cut in grant funding.
Albany Road Youth Club	£1,350	Grant to Cease	£0	£0	£1,350	Did not respond to offer of consultation.
Beacon Centre Trust	£900	Grant to Cease	£0	£0	£900	Did not respond to offer of consultation.
Boys' Brigade in Wales	£1,800	Grant to Cease	£0	£0	£1,800	This organisation attended the consultation meeting held on 10th December 2013.
Cardiff Gypsy & Traveller Project	£1,350	Grant to Cease	£0	£0	£1,350	This organisation attended the consultation meeting held on 10th December 2013.
Cardiff Print Workshop	£450	Grant to Cease	£0	£0	£450	Did not respond to offer of consultation.
Cardiff YMCA	£675	Grant to Cease	£0	£0	£675	Did not respond to offer of consultation.
Cathays & Central Youth & Community Project	£1,350	Grant to Cease	£0	£0	£1,350	Did not receive funding in 2013/2014. In principle letters sent out but they did not return a completed application form. This organisation attended the grants consultation meeting on 10th December 2013.
Friends of Insole Court	£450	Grant to Cease	£0	£0	£450	Did not respond to offer of consultation.
Girl Guiding Cardiff & East Glamorgan	£2,250	Grant to Cease	£0	£0	£2,250	This organisation attended the consultation meeting held on 10th December 2013.
Girls' Brigade Wales Region	£450	Grant to Cease	£0	£0	£450	Did not receive funding in 2013/2014. In principle letters sent out but they did not return a completed application form. This organisation did not take up the offer of consultation.
Changes from October Cabinet proposals highlighted	£4,500	Grant to Cease	£0	£0	£4,500	Did not respond to offer of consultation.
Heath Citizens' Association	£450	Grant to Cease	£0	£0	£450	Did not receive funding in 2013/2014. In principle letters sent out but they did not return a completed application form. This organisation did not take up the offer of consultation.
Lisvane Memorial Hall	£1,350	Grant to Cease	£0	£0	£1,350	Did not respond to offer of consultation.
Mackintosh Residents' Association	£450	Grant to Cease	£0	£0	£450	Did not respond to offer of consultation.
MENFA	£1,080	Grant to Cease	£0	£0	£1,080	This organisation attended the consultation meeting held on 10th December 2013.

Table 1(b)

Directorate Area: Education & Lifelong Learning						
Revolution Youth Club	£900	Grant to Cease	£0	£0	£900	Did not receive funding in 2013/2014. In principle letters sent out but they did not return a completed application form. This organisation did not take up the offer of consultation.
Rhiwbina Memorial Hall & Community Association	£270	Grant to Cease	£0	£0	£270	Did not receive funding in 2013/2014. In principle letters sent out but they did not return a completed application form. This organisation did not take up the offer of consultation.
Scouts Association Cardiff & Vale	£1,800	Grant to Cease	£0	£0	£1,800	This organisation attended the consultation meeting held on 10th December 2013.
South Wales Intercultural Community Arts (SWICA)	£900	Grant to Cease	£0	£0	£900	Did not respond to offer of consultation.
Workers Educational Association	£1,800	Grant to Cease	£0	£0	£1,800	Did not respond to offer of consultation.
Contingency	£3,600	Grant to Cease	£0	£0	£3,600	Contingency fund no longer required.
Youth & Community Grants Total	£44,325		£0	£0	£44,325	
Festival Grants						
Gwyl Ifan	£180	Grant to Cease	£0	£0	£180	Did not receive funding in 2013/2014. In principle letters sent
Lisvane Community Association	£180	Grant to Cease	£0	£0	£180	Did not respond to offer of consultation.
Llanrumney Community Forum	£450	Grant to Cease	£0	£0	£450	Did not receive funding in 2013/2014. In principle letters sent out but they did not return a completed application form. This organisation did not take up the offer of consultation.
Radyr & Morganstown Association	£270	Grant to Cease	£0	£0	£270	Did not respond to offer of consultation.
Rhiwbina Village Events	£180	Grant to Cease	£0	£0	£180	Did not respond to offer of consultation.
Riverside Festival Association	£270	Grant to Cease	£0	£0	£270	Did not respond to offer of consultation.
S. Glamorgan Festival for Young Musicians	£180	Grant to Cease	£0	£0	£180	Did not respond to offer of consultation.
Shree Kutchi Leva Patel Somaj Community	£270	Grant to Cease	£0	£0	£270	Did not receive funding in 2013/2014. In principle letters sent
St Philip Evans Parish	£180	Grant to Cease	£0	£0	£180	Did not receive funding in 2013/2014. In principle letters sent out but they did not return a completed application form. This organisation did not take up the offer of consultation.
Whitchurch Festival Project Committee	£180	Grant to Cease	£0	£0	£180	Did not respond to offer of consultation.
Festival Grants Total	£2,340		£0	£0	£2,340	
Education & Lifelong Learning Total	£64,086		£0	£0	£64,086	

Table 1(b)

Directorate Area: Housing & Neighbourhood Renewal						
Organisation	Grant 2013/14	Proposal for 2014/15	Grant Funding 2014/15	Transferred to Directorate Budget 2014/15	Savings for 2014/15	Comments
S180 Homelessness Grant						
Cardiff DSVa Coordinator via Cardiff Women's Aid	£21,040	To be Commissioned	£21,040	£0	£0	These grants supplement Welsh Government funding, which is currently under national review. The review programme has slipped and the Welsh Government have informed projects that they will continue to provide grant funding for April-June 2014. It is anticipated that Cardiff Council will be informed of the approved transfer allocation from the Welsh Government in April 2014 and so it is recommended that these grants continue at a standstill level of funding in 2014/15. A full commissioning process of Homelessness Prevention and Intervention services will take place during 2014/15 with a view to procuring services for 2015/16.
Salvation Army - Emergency Bed Coordinator	£37,694		£37,694	£0	£0	
Barnardo's - Youth Homelessness Prevention Project	£38,760		£38,760	£0	£0	
Huggard - Homelessness Day Centre	£25,272		£25,272	£0	£0	
Llamau	£19,097		£19,097	£0	£0	
Cardiff Women's Aid - Young People's Homelessness Prevention including Domestic Abuse	£27,964		£27,964	£0	£0	
Cardiff Gypsy & Traveller Project	£50,143	10% Reduction in Grant from 2013/14 level	£45,129	£0	£5,014	Infrastructure and Key Equality organisation - Grant funding is to continue with a 10% reduction from the 2013/14 level. It is anticipated that this organisation will continue to receive a 10% reduction in grant funding for the next 3 years, under the current arrangements.
S180 Homelessness Grant Total	£219,970		£214,956	£0	£5,014	
Transferred from Corporate Grants						
Community Development Grant Scheme	£7,650	In Year Saving 2013/14	£0	£0	£7,650	This grant scheme ceased in 2013/14.
Cardiff & Vale Credit Union Limited	£13,500	To be transferred to the Service Area base budget	£0	£13,500	£0	This service is unique and will therefore be subject to a single tender process. The Advice package to remain at £500,000 but the contingency is reduced to make the direct award to Credit Union and transferred to the Communities (HANR) base budget for 2014/15. The funding is to be used to help develop alternative solutions to social credit.
Transferred from Corporate Grants Total	£21,150		£0	£13,500	£7,650	

Table 1(b)

Directorate Area: Housing & Neighbourhood Renewal						
Organisation	Grant 2013/14	Proposal for 2014/15	Grant Funding 2014/15	Transferred to Directorate Budget 2014/15	Savings for 2014/15	Comments
Advice Grants Procurement Package						
Riverside Advice - Advice with Asian Languages	£24,816	To be Commissioned	£10,340	£267,907	£0	Due to these grants supporting the provision of key advice services to Cardiff citizens, the Council are currently formally procuring this package of grants. It is anticipated that the value of the 2 year contract (plus a potential years extension) will be £500,000 per annum, with the residual funding (£57,023) from the former grant budget being held as a contingency to address emerging welfare reform issues. The package also includes 2 grants currently administered by Health and Social Care and 1 grant from the S180 Homelessness grants. The planned service delivery start date for this contract is 1st September 2014. Grant funding will therefore continue until 31st August 2014 to ensure the continuation of these services during the procurement process.
CAB4Cardiff - Telephone Advice and Outreach	£213,015		£88,756		£0	
Action in the Community Trust (Speakeasy) - Financial & Social Inclusion through Advice & Assistance	£20,121		£8,384		£0	
Cardiff Law Centre - Open Door Service and Practice Manager	£59,253		£24,689		£0	
Somali Progressive Association - Somali Advice & Information Centre	£26,925		£11,219		£0	
Age Connects Cardiff & the Vale (formerly Age Concern): Welfare Rights Service	£58,500		£24,375		£0	
CAB Hub Consortium (CAB, Action in the Community Trust & Diverse Cymru)	£100,000		£41,667		£0	
Age Connects Cardiff & the Vale (formerly Age Concern): Income Advice for Carers - Health & Social Care grant in 2013/14	£16,049		£6,687		£0	
Riverside Advice - Advice and Information Worker - Health & Social Care grant in 2013/14	£32,026		£13,344		£0	
Somali Progressive Association - Somali Homeless Advice, Information & Outreach Service Project - S180 grant in 2013/14	£6,318		£2,633		£0	
Advice Grant Procurement Package contingency	£0		£0	£57,023	£0	Amount remaining from the grant funding for the Advice Package once the £500,000 has been allocated for procurement. This amount is to be held as a contingency to address emerging need through Welfare Reform. Amount reduced to provide for direct award to Credit Union.
Advice Grants Procurement Package Total	£508,948		£232,093	£324,930	£0	
Housing & Neighbourhood Renewal Total	£750,068		£447,049	£338,430	£12,664	

as from October Cabinet proposals highlighted

Table 1(b)

Directorate Area: Housing & Neighbourhood Renewal						
Organisation	Grant 2013/14	Proposal for 2014/15	Grant Funding 2014/15	Transferred to Directorate Budget 2014/15	Savings for 2014/15	Comments
Partnerships & Citizen Focus Grants						
Cardiff Third Sector Council (C3SC)	£143,100	10% Reduction in Grant from 2013/14 level	£128,790	£0	£14,310	The grant represents the Service Level Agreement which the Council has with C3SC to support the Third Sector infrastructure in Cardiff. This funding enables C3SC to provide advice and support to its Third Sector members in relation to accessing funding opportunities and strengthening voluntary and community action through training and capacity building. C3SC also works at a strategic level to assist the Council in meeting its statutory obligations, particularly in relation to engaging with the third sector. The organisation allows a consistent method of engaging with a diverse range of organisations via a central point and facilitates Third Sector representation on strategic partnerships and working groups to ensure views of all stakeholders are influencing policy development and decision making.
Voluntary Community Services	£28,247	10% Reduction in Grant from 2013/14 level	£25,422	£0	£2,825	This grant represents a Service Level Agreement with Cardiff Voluntary Community Service to support the Cardiff Volunteer Centre to help match volunteers with placements in the community. It should be noted that the annual economic value of volunteering is estimated to be over £190 million, and worth a further £80 million if informal types of volunteering are included. This economic and social value to volunteering will remain particularly important in the current financial climate.
Race Equality First	£134,465	10% Reduction in Grant from 2013/14 level	£121,019	£0	£13,446	This grant represents the Service Level Agreement with Race Equality First to support a range of services, including free confidential advice & support to victims of discrimination/harassment on all strands of equality and advice, training and information relating to equalities and diversity.
Diverse Cymru (Formerly Cardiff and Vale Coalition of Disabled People)	£121,500	10% Reduction in Grant from 2013/14 level	£109,350	£0	£12,150	The grant represents the Service Level Agreement which the Council has with Diverse Cymru to help deliver services which reduce inequality and increase independence. Work is across a wide number of service areas but particularly in relation to Adult Services, supporting the Access Forum, impact of Welfare Reform and advice and training support in relation to responding to the Equality Act 2010.
Equality Development	£11,250	Transfer an element to Service Area base budget	£0	£6,000	£5,250	Although the grant scheme will no longer exist, £6000 will be retained within the Policy, Partnerships and Citizen Focus base budget to support engagement work e.g Cardiff's 50+ forums.
Partnerships & Citizen Focus Grants Total	£438,562		£384,581	£6,000	£47,981	
Community and Neighbourhood Regeneration and Social Justice Total	£1,188,630		£831,630	£344,430	£60,645	

Risk Assessment Summary of Savings proposals

		Cabinet Office	Children's Services	County Clerk & Monitoring Officer	Communities, Housing & Customer Services	Corporate Management	Economic Development	Education	Environment	Health & Social Care	Resources	Sport, Leisure & Culture	Strategic Planning, Highways, Traffic & Transport	Total
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Planning Status	General	139	272	0	852	0	37	789	520	3,346	492	1,609	620	8,676
	Detailed	497	1,337	454	1,828	1,548	1,509	5,723	2,915	2,867	4,894	3,545	6,064	33,181
	Realised	0	1,046	0	206	0	0	0	0	0	57	135	532	1,976
	Total	636	2,655	454	2,886	1,548	1,546	6,512	3,435	6,213	5,443	5,289	7,216	43,833
Residual Risk	Red	0	0	0	0	0	0	0	0	900	460	0	0	1,360
	Red-Amber	0	46	0	593	0	0	56	672	2,970	1,227	1,439	1,002	8,005
	Amber-Green	335	2,148	0	1,401	1,425	37	4,614	2,549	641	2,649	693	1,346	17,838
	Green	301	461	454	892	123	1,509	1,842	214	1,702	1,107	3,157	4,868	16,630
Total	636	2,655	454	2,886	1,548	1,546	6,512	3,435	6,213	5,443	5,289	7,216	43,833	
Achievability Risk	Red	0	0	0	0	0	0	0	0	400	0	710	0	1,110
	Red-Amber	0	487	0	535	0	0	1,124	735	3,320	1,854	794	500	9,349
	Amber-Green	449	631	445	870	433	112	3,286	2,679	2,421	2,544	2,578	4,424	20,872
	Green	187	1,537	9	1,481	1,115	1,434	2,102	21	72	1,045	1,207	2,292	12,502
Total	636	2,655	454	2,886	1,548	1,546	6,512	3,435	6,213	5,443	5,289	7,216	43,833	
Equality Impact Assessment	Red	0	50	0	0	0	0	0	0	1,200	0	200	0	1,450
	Red-Amber	0	1,623	0	1,001	0	25	56	840	2,592	0	1,066	487	7,690
	Amber-Green	0	331	0	618	13	0	2,546	686	911	0	1,499	2,004	8,608
	Green	636	651	454	1,267	1,535	1,521	3,910	1,909	1,510	5,443	2,524	4,725	26,085
Total	636	2,655	454	2,886	1,548	1,546	6,512	3,435	6,213	5,443	5,289	7,216	43,833	

	Title	Estimated balance at 31.03.14 £000	Estimated Movements 2014/15		Estimated balance at 31.03.15 £000	Purpose
			To finance budget £000	Other commitments £000		
1	Apprenticeship Reserve	500	0	(165)	335	To fund apprentices in accordance with the Council scheme.
2	Bereavement Services Reserve	442	0	(405)	37	To fund a planned programme of refurbishment and improvement.
3	Bute Park Match Funding Reserve	253	0	(50)	203	For the conservation and improvement of Bute Park, to match fund the Heritage Lottery Fund grant.
4	Cardiff Academy Reserve	65	0	0	65	To fund future years' training requirements.
5	Cardiff Dogs Home Legacy	33	0	(33)	0	Legacy left to Cardiff Dogs Home to be used for the Home.
6	Cardiff Enterprise Zone	1,198	0	1,250	2,448	Budget set aside to fund expenditure on the Cardiff Enterprise Zone in future years.
7	Cardiff Insurance Reserve	3,180	0	0	3,180	The amounts the Council is required to set aside to meet future potential insurance claims.
8	Social Care Technology Reserve	776	0	0	776	To fund the procurement and implementation of new IT system in Children's and Health and Social Care.
9	Corporate Initiatives Reserve	333	0	(333)	0	To provide funding for regulatory inspections as they impact on Council services.
10	Employee Changes Reserve	200	0	(100)	100	To meet the costs associated with employee changes in accordance with Council policies.

	Title	Estimated balance at 31.03.14 £000	Estimated Movements 2014/15		Estimated balance at 31.03.15 £000	Purpose
			To finance budget £000	Other commitments £000		
11	Energy/Carbon Reduction Reserve	176	0	(76)	100	To provide funding for initiatives in relation to energy costs and for the Council's liabilities under its carbon reduction commitment.
12	Energy Conservation	208	0	0	208	A fund which allows investment in energy savings schemes, the cost of which is recovered from services over an agreed number of years.
13	Equal Pay Reserve	94	0	(94)	0	To fund costs of outstanding Equal Pay claims and changes to arrangements for staff under the Red Book terms and conditions.
14	Flatholm	24	0	(24)	0	To fund items such as boat repairs, for Flatholm and consideration of initiatives in respect of the future of the island.
15	Fraud Detection Reserve	181	0	(30)	151	The reserve will supplement staffing and other costs associated with this area of work.
16	Harbour Project and Contingency Fund	730	0	300	1,030	To fund expenditure for the improvement and enhancement of infrastructure, assets, activities or services in or around the Bay.
17	Highways Local Government Borrowing Initiative	698	0	348	1,046	To fund the capital financing implications of expenditure on highways relating to the Highways Local Borrowing Initiative (LGBI) as provided by Welsh Government.
18	Homelessness	1,186	0	(295)	891	This reserve is to be used to meet increases in homelessness pressures and to provide temporary funding in relation to voluntary severance.
19	House Mortgage	28	0	(8)	20	This represents surpluses on the fund to be used to meet future deficits.

	Title	Estimated balance at 31.03.14 £000	Estimated Movements 2014/15		Estimated balance at 31.03.15 £000	Purpose
			To finance budget £000	Other commitments £000		
20	Housing Benefit Reserve	2,035	0	(400)	1,635	To meet the budgeted costs of trainees and other temporary staffing costs within the Housing Benefit section.
21	Housing Options Centre Reserve	692	0	(214)	478	To meet the budgeted capital financing costs of the new Housing Options Centre and to provide temporary funding in relation to voluntary severance.
22	Housing Support Reserve	1,438	0	(154)	1,284	To improve sustainability by maintaining people's independence in their own homes and to provide temporary funding in relation to voluntary severance.
23	ICT Holding Account	215	0	(215)	0	To fund future costs of Business Process Improvement.
24	ICT Schools Practice Account	48	0	0	48	To fund ICT services in schools.
25	Integrated Partnership Strategy	22	0	(22)	0	To support ongoing implementation of the Cardiff Integrated Partnership arrangements to include progression of work stream activities and facilitated support for joint working.
26	Kitchen Improvement	215	0	(215)	0	To fund refurbishments of primary school kitchens that do not meet health and safety standards.
27	Leisure Income Management System	150	0	(150)	0	To fund planned replacement/improvement of leisure systems.

	Title	Estimated balance at 31.03.14 £000	Estimated Movements 2014/15		Estimated balance at 31.03.15 £000	Purpose
			To finance budget £000	Other commitments £000		
28	Local Lend a Hand Mortgage Scheme	77	0	35	112	Interest receivable in case of default on Local Lend a Hand Mortgage Scheme
29	Local Plan Reserve	166	0	(166)	0	To provide for the cost of the Local Development Plan.
30	Local Service Board Initiative Reserve	46	0	0	46	To fund scrutiny work in connection with the Local Service Board.
31	Major Projects Reserve	235		(235)	0	To fund the costs of major projects including Waste Transfer Station and Brindley Rd.
32	Members Development Reserve	30	0	0	30	Used to support webcasting of Council meetings and any additional members ICT software.
33	Municipal Election Reserve	45	0	96	141	To provide for the cost of local elections.
34	Organisational Development Programme Reserve	700	0	(350)	350	To enable technical, professional and specialist support for Council change programmes.
35	Out of School Childcare	94	0	(10)	84	Surplus balances from each school operating an out of school childcare scheme. These can be drawn upon by each school to balance in year.
36	Parking Reserve	58	0	88	146	This represents surpluses on street parking schemes and from moving traffic offences which have to be invested in Road Traffic Schemes.
37	Registration Service Improvement Reserve	77	0	(77)	0	To fund database improvements.

	Title	Estimated balance at 31.03.14 £000	Estimated Movements 2014/15		Estimated balance at 31.03.15 £000	Purpose
			To finance budget £000	Other commitments £000		
38	Resources Reserve	695	0	(300)	395	To fund a number of initiatives within the Resources Directorate.
39	Schools Catering	538	0	(300)	238	To be used to support the Schools Catering Service including the implementation of a cashless transaction system for secondary schools.
40	Schools Cleaning	75	0	0	75	To be used to support the Schools Service Cleaning.
41	Schools Formula Funding Reserve	279	0	(150)	129	Fund set aside to meet unplanned and unforeseen expenditure incurred by or on behalf of the delegated schools' budgets. Such expenditure would include meeting the cost of premature retirements of schools staff and for other issues relating to the budget and management of change in schools in the future.
42	Schools Organisation Plan	5,943	0	(4,008)	1,935	To be used to manage the cash flow implications of the Schools Organisational Plan financial model and to provide temporary funding in relation to voluntary severance.
43	Scrutiny Development & Training Reserve	72	0	(10)	62	To fund Member development and training.
44	S.E.N Unit Reserve	59	0	(59)	0	Required to meet unexpected school related items including teachers premature retirements/ redundancies.
45	Sport, Leisure & Culture Reserve	153	0	(153)	0	To fund initiatives in future years within the Sport, Leisure & Culture Directorate.

	Title	Estimated balance at 31.03.14 £000	Estimated Movements 2014/15		Estimated balance at 31.03.15 £000	Purpose
			To finance budget £000	Other commitments £000		
46	Valuers Reserve	39	0	(19)	20	To fund external valuer's fee incurred as part of updating asset valuations on a rolling programme base as part of the Council accounts preparation.
47	Workshops Asset Maintenance Reserve	14	0	(14)	0	To assist in the asset maintenance requirements of the Council's managed workshops.
48	Youth and Community Education Reserve	202	0	(202)	0	To fund youth based services .
	Total	24,717	0	(6,919)	17,798	

Title	Estimated balance at 31.03.14 £000	Estimated Movements 2014/15		Estimated balance at 31.03.15 £000	Purpose
		To finance budget £000	Other commitments £000		
Housing Partnership Project Procurement & Development Costs	365	0	(250)	115	To meet operational and professional costs of the new Housing Partnership Project, including significant but, as yet, unquantified costs of the complex purchasing arrangements and related legal costs.
TOTAL	365	0	(250)	115	

HRA GENERAL RESERVE

Title	Estimated balance at 31.03.14 £000	Estimated Movements 2014/15		Estimated balance at 31.03.14 £000	Purpose
		To finance budget £000	Other commitments £000		
General Housing Reserve	8,084	0	0	8,084	General housing balances
TOTAL	8,084	0	0	8,084	

Title	Estimated balance at 31.03.14 £000	Estimated Movements 2014/15		Estimated balance at 31.03.15 £000	Purpose
		To finance budget £000	Other commitments £000		
Balances on Schools' Delegated Budgets including nursery schools	800	0	500	1,300	These are the carry forward of schools' surpluses and deficits under Local Management of Schools. These balances are not available to the Council for general use. The increase of £500,000 is an estimated figure and will depend upon decisions taken by individual school governing bodies.
Primary/Special DSU Repairs Reserve	240	0	(2)	238	Contingency fund out of which participating schools share the cost of funding large items of repairs and maintenance work.
TOTAL	1,040	0	498	1,538	

EMPLOYEE IMPLICATIONS OF BUDGET
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This Appendix should be read in conjunction with the Directorate savings (Appendix 5)

Ref	Impact on posts	Saving / Pressure	Savings Title	All figures are expressed in terms of full time equivalent posts							
				Voluntary Severance	Vacant	Retirement/ Flexi Retirement	Redeploy	To be confirmed	New Post	Total fte	
Cabinet Office											
1	Delete	CAB 1	Communications and Media Teams	(3.00)	(3.00)			(2.00)			(8.00)
2	Delete	CAB 5	Records Centre County Hall					(1.00)			(1.00)
3	Delete	CAB 10	Deletion of Head of Cabinet Office post		(1.00)						(1.00)
Cabinet Office Net Position				(3.00)	(4.00)	0.00	0.00	(3.00)	0.00		(10.00)
Children's Services											
4	Delete	CHD 1	Thornhill Rd	(11.00)	(7.18)		(1.00)				(19.18)
5	Delete	CHD 5	Removal of Referral Order Case Manager post		(1.00)						(1.00)
6	Delete	CHD 6	Removal of Case Management post		(1.00)						(1.00)
7	Delete	CHD 7	Removal of post of Care first Project Manager					(1.00)			(1.00)
8	Delete	CHD 9	Reduction in Business Support staff		(1.40)			(2.00)			(3.40)
9	Delete	CHD 11	Removal of Place Manager post					(1.00)			(1.00)
10	Delete	CHD 13	Removal of volunteer coordinator post					(1.00)			(1.00)
11	Delete	CHD 14	Reduction in Staff Training and Development posts	(3.00)							(3.00)
12	Delete	CHD 19	Reduction in Operational Manager support		(.50)			(.50)			(1.00)
13	Delete	CHD 22	Youth Offending service realignment					(1.00)			(1.00)
14	Delete	CHD 25	Reduction in Family Support posts		(1.73)			(1.00)			(2.73)
Children's Services Net Position				(14.00)	(12.81)	0.00	(1.00)	(7.50)	0.00		(35.31)
County Clerk and Monitoring Officer											
15	Delete / Create	CLK 1	Democratic Services (including Elections and Protocol Office)	(3.00)				(2.00)		1.00	(4.00)
16	Delete	CLK 2	Scrutiny Services deletion of vacant posts		(4.00)						(4.00)
17	Create	FP 3	Democratic Services *							2.50	2.50
County Clerk and Monitoring Officer Net position				(3.00)	(4.00)	0.00	0.00	(2.00)		3.50	(5.50)
Communities, Housing and Customer Services											
18	Delete	CHC 1	Communities , Housing and Customer Services Directorate restructure	(1.00)	(3.00)			(.49)			(4.49)
19	Delete	CHC 3	Deletion of Senior Business Officer		(1.00)						(1.00)
20	Delete	CHC 5	Deletion of Development Assistant post				(1.00)				(1.00)
21	Delete	CHC 6	Review Business Support within Housing Development and Assisted Living				(1.00)				(1.00)
22	Delete	CHC 7	Removal of Improvement Officer posts		(1.00)		(1.00)				(2.00)
23	Delete	CHC 9	Reduction in C2C opening hours		(2.50)			(2.50)			(5.00)
24	Delete	CHC 10	Deletion of Resource Supervisor					(.35)			(.35)
25	Delete	CHC 12	Community Building review *					(9.00)			(9.00)
26	Delete	CHC 13	Restructure of Policy , Partnerships and Citizen Focus *	(3.00)				(9.00)			(12.00)
27	Delete	CHC 17	Removal of Benefit Officers / Support Officers vacant hours		(5.85)						(5.85)
28	Delete	CHC 18	Removal of Benefit Team Manager posts	(1.00)	(1.00)						(2.00)
29	Delete /Create	CHC 20	Review of a number of senior staff within the Benefit team	(4.00)	(1.00)					4.00	(1.00)
30	Delete	CHC 21	Development Co-ordinator Post	(1.00)							(1.00)
31	Delete	CHC 24	Customer Management Programme review *					(2.00)			(2.00)
32	Delete	CHC 25	Removal of HANR Outreach Worker post		(1.00)						(1.00)
33	Delete	CHC 26	Removal of Higher HUB Clerical assistant		(1.00)						(1.00)
34	Delete	CHC 27	Central Library - changes to service delivery		(2.00)			(13.41)			(15.41)
Communities , Housing and Customer Services Net Position				(10.00)	(19.35)	0.00	(3.00)	(36.75)		4.00	(65.10)
Corporate Management											

Ref	Impact on posts	Saving / Pressure	Savings Title	Voluntary Severance	Vacant	Retirement/ Flexi Retirement	Redeploy	To be confirmed	New Post	Total fte
35	Delete	CMT 3	Removal of Programme Support Officer					(1.00)		(1.00)
36	Delete	CMT 5	Removal of Chief Operating Officer post (plus secretarial support)	(1.00)	(1.00)					(2.00)
Corporate Management Net Position				(1.00)	(1.00)	0.00	0.00	(1.00)	0.00	(3.00)
Economic Development										
37	Create	ECD 9	OM 2 Post (to enable removal of Agency Staff)						1.00	1.00
38	Delete	ECD 10	Removal of Property Surveyor			(.75)				(.75)
39	Delete	ECD 11	Staff rationalisation in Strategic Estates		(1.20)			(1.00)		(2.20)
40	Delete	ECD 23	Business Development Assistant	(1.00)						(1.00)
41	Delete	ECD 32	Reduction in staff costs in City Centre Management	(1.00)				(2.00)		(3.00)
42	Delete	ECD 33	Reduction in Night time Economy budget					(2.00)		(2.00)
43	Delete	ECD 34	Reduction in staff costs in Tourism	(1.00)				(2.00)		(3.00)
Economic Development Net Position				(3.00)	(1.20)	(.75)	0.00	(7.00)	1.00	(10.95)
Education										
44	Delete	EDU 3	Reorganisation of Casework Team	(1.00)				(1.00)		(2.00)
45	Delete	EDU 4	Youth Service and Community building review					(8.50)		(8.50)
46	Delete	EDU 5	Education Welfare Services					(1.50)		(1.50)
47	Delete	EDU 7	Safeguarding Team					(1.00)		(1.00)
48	Delete	EDU 10	Business Support Team	(4.00)						(4.00)
49	Delete	EDU 11	County Hall Nursery	(1.00)				(6.00)		(7.00)
50	Delete	EDU 12	Childcare Strategy rationalisation of business support	(1.00)						(1.00)
51	Delete	EDU 14	Childcare Strategy	(1.00)						(1.00)
52	Delete	EDU21	Education Management					(7.00)		(7.00)
53	Delete	EDU 23	Business Support					(5.00)		(5.00)
Education Net Position				(8.00)	0.00	0.00	0.00	(30.00)	0.00	(38.00)
Environment										
54	Delete	ENV 2	Further review street cleansing operations	(1.00)	(4.00)		(3.00)			(8.00)
55	Delete	ENV 4	Trade Waste - Commercial residual collections efficiency				(3.00)			(3.00)
56	Delete	ENV 5	Trade Waste - Commercial recycling collections efficiency		(3.00)					(3.00)
57	Delete	ENV 10	HWRC Service Redesign				(3.00)			(3.00)
58	Delete	ENV 11	Reductions in Landfill expenditure				(8.00)			(8.00)
59	Delete /Create	ENV 13	Enforcement redesign *	(1.00)	(6.00)				1.00	(6.00)
60	Delete	ENV 15	Regulatory services VS	(5.00)						(5.00)
61	Delete	ENV 17	Pest Control restructure		(1.00)					(1.00)
62	Delete	ENV 20	Reduction of Operational Manager post	(1.00)						(1.00)
63	Delete	ENV 22	Interventions - Cardiff Outdoors				(4.00)			(4.00)
64	Delete	ENV 25	City Analyst - alternative delivery Model	(1.00)				(8.00)		(9.00)
65	Delete	ENV 31	Restructuring Regulatory Services				(1.00)			(1.00)
66	Delete	ENV 33	Waste Management Strategy, and Support post deletion		(1.00)					(1.00)
67	Delete	ENV 35	Consumer Advice	(1.00)						(1.00)
Environment Net Position				(10.00)	(15.00)	0.00	(22.00)	(8.00)	1.00	(54.00)
Health and Social Care										
68	Delete	HSC 2	Review Community Alcohol and Drug Team Management		(1.00)					(1.00)
69	Delete	HSC 4	Deliver Business Process review in Assessment and Care Management	(8.00)						(8.00)
70	Delete	HSC 5	Review management staffing structure within Health and Social Care including commissioning planning and Business Support	(7.00)			(3.00)			(10.00)
71	Delete	HSC 6	Review and transfer Internal Supported Living services to external providers Support workers etc		(17.00)		(11.00)			(28.00)
72	Delete	HSC 7	Hafod reconfiguration of contract	(55.00)				(25.00)		(80.00)
73	Delete	HSC 19	Review and re-commission Day service for Older people	(8.00)						(8.00)
74	Delete	HSC 23	Review of Internal Day services for people with Learning disabilities		(5.50)					(5.50)
Health and Social Care Net Position				(78.00)	(23.50)	0.00	(14.00)	(25.00)	0.00	(140.50)

Ref	Impact on posts	Saving / Pressure	Savings Title	Voluntary Severance	Vacant	Retirement/ Flexi Retirement	Redeploy	To be confirmed	New Post	Total fte
Resources										
75	Delete	RES 2	Business Change Manager		(1.00)					(1.00)
76	Delete	RES 3	Removal of posts in Commissioning and Procurement	(1.00)	(4.00)					(5.00)
77	Delete	RES 8	Savings within Business Change Management					(14.00)		(14.00)
78	Delete /Create	RES 12	Removal of posts within ICT	(7.03)	(3.75)	(.40)		(2.00)	2.00	(11.18)
79	Delete	RES 18	Realignment of Business Support posts in Business Administration	(2.00)			(1.00)	(1.00)		(4.00)
80	Delete	RES 21/26	Facilities Management /CTS		(1.00)			(3.00)		(4.00)
81	Delete	RES 29/30	Finance-Payroll ,Exchequer and Development Staff savings	(1.50)	(2.00)			(1.25)		(4.75)
82	Delete	RES 32	Finance - Internal Audit savings	(2.00)	(1.00)			(1.00)		(4.00)
83	Delete	RES 34	Finance-Service Accountancy savings	(2.00)	(1.00)					(3.00)
84	Delete	RES 35	Finance restructure					(2.00)		(2.00)
85	Delete /Create	RES 36a /36f /36h/36j	Finance - Revenues staffing savings	(3.50)	(3.50)			(.20)	0.50	(6.70)
86	Delete	RES 46	HR People Services - Share with Fire Service -VS	(.50)						(.50)
87	Delete	RES 47	HR People Services VS	(8.00)						(8.00)
88	Delete	RES 49	HR People Services Mini restructure for Organisational Development				(1.00)			(1.00)
89	Delete	RES 50 /53/67	HR People Services		(2.00)	(.50)	(1.00)	(3.00)		(6.50)
90	Delete	RES 55	HR People Services - realignment of reporting lines for contact team	(1.00)				(1.00)		(2.00)
91	Delete	RES 57	HR People Services realignment of reporting lines for recruit and Cardiff Works					(2.00)		(2.00)
92	Delete	RES 60	Health and Safety potential joint working with Vale of Glamorgan council	(1.00)				(1.00)		(2.00)
93	Delete	RES 63 /64	Legal Services staffing savings	(5.00)	(1.00)					(6.00)
Resources Net Position				(34.53)	(20.25)	(.90)	(3.00)	(31.45)	2.50	(87.63)
Sport , Leisure and Culture										
94	Delete	SLC 3	Cessation of St David's Hall In House Exhibition Program				(.50)			(.50)
95	Delete	SLC 6	Community Asset Transfer of Maes-y Coed Community Centre		(3.00)					(3.00)
96	Delete	SLC 8	Community Building review - Splott Community Hub				(12.00)			(12.00)
97	Delete	SLC 13	Catering remodelling in Llanishen Leisure Centre & Pentwyn Leisure Centre	(4.50)						(4.50)
98	Delete	SLC 17	Outdoor Activities team closure	(1.00)			(4.00)			(5.00)
99	Delete	SLC 18	Reduction in Management / Support costs	(1.00)			(2.00)			(3.00)
100	Delete	SLC 19	Restructure Museum budget		(2.00)					(2.00)
101	Delete	SLC 20	Secure concession to operate Lamby Way catering				(1.00)			(1.00)
102	Delete	SLC 24	Additional Income to Parks		(1.00)					(1.00)
103	Delete	SLC 25	Parks Locking				(1.00)			(1.00)
104	Delete	SLC 28	Secure savings from Sport Cardiff and Active Communities through rationalisation and reduction in service	(1.00)			(2.00)			(3.00)
105	Delete	SLC 35	Events restructure	(2.00)						(2.00)
106	Delete	SLC 36	Redesign of the Parks development service	(1.00)			(1.00)			(2.00)
107	Delete	SLC 40	Community Building Review - Play service Rationalisation *					(7.50)		(7.50)
108	Delete	SLC 41	Cardiff Story Museum - Operating Model				(1.00)	(5.00)		(6.00)
109	Delete	SLC 43	Remodel Sports Development *					(4.00)		(4.00)
110	Delete	SLC 45	Pontprennau Community Hall					(6.00)		(6.00)
111	Delete	SLC 46	Savings from Cultural Venues *					(5.00)		(5.00)
112	Delete	SLC 54	Restructure Management Posts within Sport, Leisure & Culture*					(3.00)		(3.00)
113	Delete	SLC 55	Additional Post Reductions		(3.00)					(3.00)
Sport , Leisure and Culture Net Position				(10.50)	(9.00)	0.00	(24.50)	(30.50)	0.00	(74.50)
Strategic Planning , Highways, Traffic and Transporation										
114	Delete	SPHT 1	Telematics Service Redesign			(.60)				(.60)
115	Delete	SPHT 2	Telematics - deletion of 2 vacant posts		(2.00)					(2.00)
116	Delete	SPHT 5	Telematics - VS	(4.00)						(4.00)
117	Delete	SPHT 17	School Crossing Patrol -reduce number of sites		(3.00)					(3.00)
118	Delete	SPHT 25	Public Transport - deletion of vacant post		(1.00)					(1.00)
119	Delete	SPHT 27	Transport VS and restructure of team	(1.00)						(1.00)

Ref	Impact on posts	Saving / Pressure	Savings Title	Voluntary Severance	Vacant	Retirement/ Flexi Retirement	Redeploy	To be confirmed	New Post	Total fte
120	Delete	SPHT 28	Non recruitment of Assistant Director		(1.00)					(1.00)
121	Delete	SPHT 31	Road Safety -VS	(.60)						(.60)
122	Delete	SPHT 33	Transport Policy - deletion of post					(1.00)		(1.00)
123	Delete	SPHT 37	Transport Surveys -VS	(1.00)						(1.00)
124	Delete	SPHT 41	Passenger Transport - VS	(1.00)						(1.00)
125	Delete	SPHT 44	Service redesign and integration of Transport and Highways services * *					(14.00)		(14.00)
126	Delete	SPHT 45	Removal of administrative posts in development management		(1.07)					(1.07)
127	Delete	SPHT 47	Planning assistants Development Management		(2.00)					(2.00)
128	Delete	SPHT 51	Reduction in planning posts					(6.00)		(6.00)
129	Delete	SPHT 53	Highways Maintenance Redesign Phase 2b	(4.00)	(10.00)			(14.00)		(28.00)
130	Delete	SPHT 60	Business Support Efficiency savings	(2.00)				(3.00)		(5.00)
131	Delete	SPHT 75	Operational Manager tier savings					(3.00)		(3.00)
132	Delete	SPHT 76	Staff savings across Planning Enforcement					(2.00)		(2.00)
Strategic Planning , Highways , Traffic and Transportation Net position				(13.60)	(20.07)	(.60)	0.00	(43.00)	0.00	(77.27)
Total All Services				(188.63)	(130.18)	(2.25)	(67.50)	(225.20)	12.00	(601.76)

* - indicates an assumed fte reduction based on the value of the saving proposal

** - indicates an assumed fte reduction based on the value of the saving proposal and reflecting the fact that this is a part year effect .

Earmarked Reserves Used Temporarily for Voluntary Severance Borrowing

Earmarked Reserves	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000
<u>Schools Organisation Plan</u>					
Planned Balance at year end	11,368	8,010	7,856	7,448	8,148
Borrowed from reserve to fund voluntary severance	(5,425)	(6,738)	(7,980)	(6,550)	0
Repaid from revenue to replenish reserve	0	6,088	8,848	10,680	1,077
Net Movement in relation to voluntary severance	(5,425)	(650)	868	4,130	1,077
Reduced Balance due to borrowing	5,943	1,935	2,649	6,371	8,148
<u>Housing Options Centre Reserve</u>					
Planned Balance at year end	1,324	1,186	1,048	910	772
Borrowed from reserve to fund voluntary severance	(632)	(785)	(992)	(747)	0
Repaid from revenue to replenish reserve	0	709	1,031	1,277	139
Net Movement in relation to voluntary severance	(632)	(76)	39	530	139
Reduced Balance due to borrowing	692	478	379	771	772
<u>Homelessness Reserve</u>					
Planned Balance at year end	1,558	1,308	1,058	808	558
Borrowed from reserve to fund voluntary severance	(372)	(462)	(701)	(532)	0
Repaid from revenue to replenish reserve	0	417	606	814	230
Net Movement in relation to voluntary severance	(372)	(45)	(95)	282	230
Reduced Balance due to borrowing	1,186	891	546	578	558
<u>Housing Support Reserve</u>					
Planned Balance at year end	1,889	1,789	1,489	1,189	889
Borrowed from reserve to fund voluntary severance	(451)	(560)	(778)	(612)	0
Repaid from revenue to replenish reserve	0	506	735	948	212
Net Movement in relation to voluntary severance	(451)	(54)	(43)	336	212
Reduced Balance due to borrowing	1,438	1,284	941	977	889
Borrowed from reserve to fund voluntary severance	(6,880)	(8,545)	(10,451)	(8,441)	0
Repaid from revenue to replenish reserve	0	7,720	11,220	13,719	1,658
Net Total Borrowing from Earmarked Reserves	(6,880)	(825)	769	5,278	1,658
Cumulative Net Total Borrowing from Earmarked Reserves	(6,880)	(7,705)	(6,936)	(1,658)	0

SUMMARY OF RECOMMENDED INCREASES GENERAL FUND 2014/15

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
Cabinet Office						
1	Advertising Space in Capital Times	Various	Various	Various	See comment	Charges are dependent on use and external market rates.
Communities, Housing & Customer Services						
2	Community Alarm Service - Mobile Response - per week	£3.56	Nil	Nil	See comment	No proposed increase.
3	Community Alarm Service - Contact Only - per week	£1.94	Nil	Nil	See comment	No proposed increase.
4	Gypsy Sites - Rent - per pitch - per week	Rover Way £67.62 Shirenewton £75.05	Rover Way £2.41 Shirenewton £2.68	3.57%	7 April 2014	Proposed new charge is £70.03 for Rover Way and £77.73 for Shirenewton.
5	Gypsy & Traveller Site Service Charge - per pitch - per week	Rover Way £29.79 Shirenewton £29.79	Rover Way £0.66 Shirenewton £0.00	Rover Way 2.22%	7 April 2014	Proposed new charge for Rover Way is £30.45. There is no proposed increase to the current charge of £29.79 for Shirenewton.
6	Disabled Facility Grant Income	£900.00 or 15.00% whichever is greater	Nil	Nil	See comment	No proposed increase.
7	Targeted Elderly and Renewal Grant Income	£900.00 or 15.00% whichever is greater	Nil	Nil	See comment	No proposed increase.
Local Training and Enterprise						
8	Day Nursery Rental Charge in St Mellon's Enterprise	£24,505 per annum	Nil	Nil	See comment	Subject to conditions of lease. Rents are reviewed on a commercial basis.
9	St Mellon's Enterprise Centre - 10 units	£3,000 to £3,300 per annum	Nil	Nil	See comment	Subject to conditions of lease. Rents are reviewed on a commercial basis.
10	Jasmine Enterprise Centre - 5 units	£3,540.00 per annum	Nil	Nil	See comment	No proposed increase.
Libraries						
11	Late Return Penalty Charges	Various	Nil	Nil	See comment	No proposed increase.
12	Loan Charges	Various	Nil	Nil	See comment	No proposed increase.

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
13	PC Printouts/Photocopies - per page	£0.10 to £1.50	-£0.70 to £0.40	Various	1 April 2014	Proposed charges range from £0.10 for A4 b/w to £0.80 for A3 colour.
14	Scanning Service - Personal Documents	New Charge	£0.10 per page (no charge if document required by Cardiff Council)	New charge	1 April 2014	This is a new charge and will be £0.10 per page.
15	Reservations for Stock From Outside Cardiff (Interlibrary Loans) - per item	£4.00	Nil	Nil	See comment	No proposed increase.
16	Replacement Card	£1.75 Adults £0.50 Children	£0.25 Adults £0.50 Children	14.29% & 100.00%	1 April 2014	The proposed new charge is £2.00 for an adult and £1.00 for a child.
17	Central Library Fax Services	Various	Nil	Nil	See comment	No proposed increase.
18	Gallery/Exhibitions	20.00% of all sales and orders	Nil	Nil	See comment	No proposed increase.
19	Local Studies Department	See comment	See comment	See comment	1 April 2014	Current charges for photocopying A4 and A3 black and white are being increased by £0.20. All other charges for services such as research fees, scanning, reproduction fees and document filming are to remain the same.
Economic Development						
20	Charge in Respect of Filming in the City - Daily Filming Permit	£100.00 for Regional TV and £200.00 for Network TV	Nil	Nil	Nil	No proposed increase.
21	Events Park & Ride - Cars	Rugby & local football £6.00, football and concerts £10.00	Nil	Nil	See comment	No proposed increase.
22	Events Park & Ride - Coaches	£10.00	£5.00	50.00%	1 April 2014	The proposed new charge is £15.00 per coach.
23	Workshop Rents	Various	See comment	See comment	See comment	Subject to conditions of lease. Rents reviewed on a commercial basis.
24	Land and Building Rents	Various	See comment	See comment	See comment	Subject to conditions of lease.
25	Loan Administration Fee - One Off payment	£250.00	Nil	Nil	See comment	No proposed increase.
26	Equity Administration Fee - One Off Payment	£1,000.00	Nil	Nil	See comment	No proposed increase.

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
Tourist Information Centre						
27	Left Luggage Facility	£3.50 to £7.00	£0.50 to £3.00	14.29% to 45.45%	1 April 2014	The proposed new charges are from £4.00 to £10.00 determined by locker size.
28	Left Luggage Facility Overnight 24 Hours	£20.00	Nil	Nil	See comment	No proposed increase.
29	Internet Access	£0.70 & £1.00	Nil	Nil	See comment	No proposed increase. Current charge is £0.70 for 15 minutes and £1.00 for 30 minutes.
30	Printouts/Photocopy/Faxing - per sheet	£0.10 to £2.00	See comment	Printouts - 200.00%	1 April 2014	Charges for photocopying and faxing are to remain the same. The fee for printouts is to be increased to £0.30.
31	Bed Bookings Commission and Booking Fee	10.00% + £2.00	Nil	Nil	See comment	No proposed increase.
Education						
32	School Meals - per meal	£1.80	£0.20	11.11%	1 April 2014	Currently the Catering Unit charge £1.90 with £0.10 picked up by Council. The proposal is that a £2.00 charge is now made to the parent.
33	Music Service Charges- Maintained Schools - per hour	£34.00	Nil	Nil	See comment	No proposed increase.
34	Music Service Charges - Non Maintained Schools - per hour	£36.00	Nil	Nil	See comment	No proposed increase.
35	Music Service Ensemble Fees	Various	Nil	Nil	See comment	No proposed increase.
36	Storey Arms	Various	£0.00 to £15.00	5.00% subject to roundings	1 September 2014	Proposed charges to increase by average of 5% subject to roundings, ranging from £78.75 to £304.50 dependent on course type and size of group. Adult training courses are not proposed to increase.
37	Childcare Strategy Courses	Various	Various	Various	1 April 2014	Where charges are proposed to increase this will be by £5.00.
38	County Hall Nursery - per day	£47.00	Nil	Nil	See comment	The current charge is £47.00. Proposal to close the facility from the end of August 2014, subject to the review of the business case.
39	Twinkle Stars Playgroup - per session	£6.00	£1.00	16.67%	1 April 2014	The proposed new charge is £7.00.
40	After School Clubs - per session	£8.00	£1.00	12.50%	1 April 2014	The proposed new charge is £9.00.
41	Crèches - per session	£15.00	Nil	Nil	See comment	No proposed increase.
42	Llanover Hall - Annual Membership	£20.00 to £70.00	Nil	Nil	See comment	No proposed increase.

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
43	Llanover Hall - Class Fees - per class	£3.00 to £8.50	£0.00 to £1.50	0.00% to 20.00%	1 September 2014	Proposed increase of between £0.50 - £1.00 for members and £1.00 to £1.50 for non members. Youth charges have not been increased.
44	Llanover Hall - Course Fees	£55.00 to £462.10	£0.00 to £16.50	0.00% to 9.09%	1 September 2014	The majority of charges have been increased. Proposed new charges range from £60.00 to £478.60 dependant on course type and applicable concessions.
Neighbourhood Learning Courses						
45	Leisure Courses Including Mainstream ICT	Various	Nil	Nil	See comment	No proposed increase.
46	Subsidised ICT and Work Related Courses - 'Reduced' Fee Category C - per hour	£1.15	Nil	Nil	See comment	No proposed increase.
47	Other Accreditation - Subsidised courses	Various	Nil	Nil	See comment	No proposed increase.
48	Disability (DART) Courses - Flat rate contribution - Recreational course -per term (10 weeks)	£9.00 plus £8.00 for materials where applicable	Nil	Nil	See comment	No proposed increase.
49	Courses for Priority Learners (Widening Participation)	Free	Nil	Nil	See comment	No proposed increase.
Environment						
50	Active Waste Landfill Tipping Toll - Standard Gate Fee	£43.50	Nil	Nil	See comment	No proposed increase.
51	Bulky Collections - up to 3 items	£15.00 for up to 3 items £5.00 for each additional item	Nil	Nil	See comment	No proposed increase.
52	Waste Transfer Station - Small Medium Enterprises	New Charge	See comment	See comment	See comment	New service - charges to be implemented from 17 March 2014. Charges vary depending on type of waste/recyclable material. Charges are linked to market cost of disposal and will fluctuate accordingly. Current charges will be displayed on the website and at the facility.
Commercial Waste & Recycling Collection						
53	Residual Commercial Waste	£1.85	£0.11	5.95%	1 April 2014	Proposed new charge is £1.96.

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
54	Commercial Food Collections	£2.16	£1.34	62.04%	1 April 2014	New customers have been charged the increased rate from October 2013. All customers to be charged £3.50.
55	Commercial Recycling	£1.03	£0.31	30.10%	1 April 2014	New customers have been charged the increased rate from October 2013. All customers to be charged £1.34.
56	Commercial Waste Transfer Notes	£25.00	£15.00	60.00%	1 April 2014	Proposed new charge is £40.00 for the year.
57	Commercial Recycling - Unacceptable Levels of Contamination - per bag or bin	£25.00	Nil	Nil	See comment	No proposed increase. The current charge is £25.00 for customers that repeatedly contaminate their recycling and/or food waste.
58	Automatic Public Conveniences	£0.20	Nil	Nil	See comment	No proposed increase.
59	Cardiff Scientific Services -Analytical Fees	Various	Nil	Nil	See comment	No proposed increase.
60	Hackney Carriage and Private Hire Licensing	Various	Nil	Nil	See comment	No proposed increase.
61	Animal Licensing Income	Various	Nil	Nil	See comment	No proposed increase.
62	Gambling Licensing	Various	Nil	Nil	See comment	No proposed increase.
63	General Licensing	Various	Nil	Nil	See comment	No proposed increase.
64	Street Trading	Various	Nil	Nil	See comment	No proposed increase.
65	Pest Control	Various	Nil	Nil	See comment	No proposed increase.
66	Cardiff Dogs Home	Various	Nil	Nil	See comment	No proposed increase. Standard rehoming fee is £95.00.
67	Release Fee Following Recovery by Dog Warden	Various	Nil	Nil	See comment	No proposed increase. Current charges range from £50.00 for 1 day up to £122.00 for 7 days and consist of fine, vaccination and daily rate.
68	Environmental Information Fees	£66.50	Nil	Nil	See comment	No proposed increase.
69	Food Hygiene Course - Level 2	£60.00	Nil	Nil	See comment	No proposed increase.
70	Food Hygiene Course - Level 3	£200.00	Nil	Nil	See comment	No proposed increase.
71	Food Safety Management Course	£20.00	£20.00	100.00%	1 April 2014	Proposed new charge is £40.00.
Houses in Multiple Occupation (HMO) Licenses						
72	HMO Licensing - Licensed Properties - Mandatory Scheme	£700.00	£70.00	10.00%	1 January 2014	Proposed new charge is £770.00.
73	HMO Licensing - Re-licensing of HMOs Subject to Mandatory Licensing	£250.00	£25.00	10.00%	1 January 2014	Proposed new charge is £275.00.

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
74	HMO Licensing - Re-licensing to a New Owner on Revocation of an Existing HMO Licence.	£200.00	£200.00	100.00%	1 January 2014	Proposed new charge is £400.00.
75	HMO Licensing -Cathays Additional Licensing Scheme	£600.00	£60.00	10.00%	1 January 2014	Proposed new charge is £660.00.
76	HMO Licensing -Cathays Additional Licensing Scheme. Discounted where Accredited	£425.00	£135.00	31.76%	1 January 2014	Proposed new charge is £560.00.
77	The Licensing of Privately Owned Purpose Built Student Flats in a Purpose Built Block	£100.00	Nil	Nil	See comment	No proposed increase.
78	High Hedges	£320.00	Nil	Nil	See comment	No proposed increase.
79	Notice Charging	£20.00 per hour	Nil	Nil	See comment	No proposed increase.
80	Housing Immigration Inspection Report	£100.00	£10.00	10.00%	1 April 2014	The proposed new charge is £110.00.
81	Cardiff Port Health	Various	Nil	Nil	See comment	No proposed increase. The charges relate to water and sanitation charges and range from £20.00 to £550.00.
Health & Social Care						
82	Client/Staff Meals	£2.80	£0.70	25.00%	1 April 2014	The proposed new charge is £3.50 per meal.
83	Maximum Charge for Non-Residential Services - per week	£50.00	£7.00	14.00%	1 April 2014	Maximum charge set by the Welsh Government has been amended to £57.00 per week.
84	Hafod Contract Care Income	Various	Nil	Nil	See comment	The fees are specified per home as per the care contract but anticipated that this contract will be terminated in 2014/15.
85	Rental Income (Hafod Homes)	Various	Nil	Nil	See comment	Five year review mechanism due for review in 2014/15
Sport, Leisure & Culture						
<u>Venues</u>						
86	St David's Hall - Lettings -(Auditorium Hires)	Various	1% average	See comment	1 April 2014	Prices depend on use and negotiation with the promoter but average of 1% fee increase.
87	Cultural Venues - Ticket Service Charge	New Charge	£2.95	New Charge	1 April 2014	New charge of £2.95 per ticket.
88	Commercial Catering	Various	Various	See comment	See comment	Menu price constantly reviewed on a commercial basis.
89	Cardiff Castle Gift Shop	Various	Various	See comment	See comment	Determined by mark-up to cover required profit margin.

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
90	Castle Key	£5.00	Nil	Nil	See comment	No proposed increase.
91	Cardiff Castle Entrance	Various	Various	7.03% average - essential tickets and 8.88% average premium tours	1 April 2014	Charges range from £3.50 for Cardiff schools to £25.00 for specialist tours. Charges have been increased by £1.00 for single entry tickets and £0.50 for groups.
92	Welsh Banquet - per person	£39.00	£1.00	2.56%	1 April 2014	Proposed new charge is £40.00.
93	Christmas Banquet - per person	£40.00 weekdays £46.00 weekends	Nil	Nil	See comment	No proposed increase.
94	Cardiff Castle Room Hire	Various	Nil	Nil	1 April 2014	No proposed increase. The hire charges will range from £75.00 to 500.00 per hour.
95	All Castle Room Hire - Discount for Registered Charities	20.00% discount	Nil	Nil	See comment	No proposed change.
96	City Hall Conference and Events Room Hire	Various	Various	Various	1 April 2014	Various increases. Charges reflect different prices for peak and off peak use, accommodation required and duration of booking.
97	All City Hall Room Hire - Discount for Registered Charities	20.00% discount	Nil	Nil	See comment	No proposed change.
	<u>Mansion House Hire</u>					
98	Per 4 Hour Session	£217.00	£283.00	130.41%	1 April 2014	Proposed new charge is £500.00.
99	Evening - 6hrs	£434.00	£566.00	130.41%	1 April 2014	Proposed new charge £1,000.00.
100	Mansion House Hire Charges - Discount for Registered Charities	20.00% discount	Nil	Nil	See comment	No proposed change.
101	Cardiff Collection - Weddings	Various	See comment	See comment	See comment	Wedding packages are tailored according to the couple's requirements and are subject to current market rates.
	<u>Cardiff Story Museum</u>					
102	Corporate Hire of Cardiff Story Museum Galleries for Events <u>Outside</u> Normal Opening Hours (4 hours)	New Charge	£700.00	New Charge	1 April 2014	This is a new charge and will be £700.00.

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
103	Corporate Hire of Cardiff Story Museum Learning Suite/Board Room for Events (4 hours)	£325.00 within normal opening hours/£430.00 outside normal opening hours	£15.00 and £20.00	4.62% & 4.65%	1 April 2014	Proposed new charge is £340.00 within normal opening hours and £450.00 outside normal opening hours.
104	Exhibition Previews Out of Museum Opening Hours and Serving Alcohol (4 hours)	£100.00	£10.00	10%	1 April 2014	Proposed new charge is £110.00.
105	Cardiff Story Museum - Use of Learning Suite/Board Room and Equipment for School Groups, Local and Non Local Heritage and Community Organisations.	Various	£5.00 and £10.00	3.03% to 4.26%	See comment	Proposed fees range from £55.00 to £170.00 for schools, local groups and organisations and £165.00 to £245.00 for non local groups and organisations.
106	Welsh Baccalaureate - Linked Visits (1 hour session)	New Charge	£25.00	New Charge	1 April 2014	This is a new charge and will be £25.00.
107	Cardiff Story Museum - Commission from Exhibition Sales	30.00%	Nil	Nil	See comment	No proposed increase. The current charge is 30.00% of sale price.
108	Heath Park Car Park	First 2 hours are free, £1.00 for up to 3 hours, £3.00 for over 3 hours	£0.50	50.00% for up to 3 hours 16.67% for over 3 hours	1 April 2014	The first 2 hours are free, proposed charges thereafter are £1.50 for up to 3 hours and £3.50 over 3 hours.
109	Llandaff Fields/Pontcanna Fields Car Parking	New Charge	New Charge	New Charge	1 April 2014	This is a new charge. The first 2 hours are free, charges thereafter are £1.50 for up to 3 hours and £3.50 over 3 hours.
110	Leisure Activities (excluding Swimming Activities)	Various	Various	6%	1 April 2014	An average increase of 6% across leisure activities. A detailed breakdown is available on request.
111	Swimming Activities	Various	Various	See comment	1 April 2014	Proposal to align the swim club charges to standard lessons and increase external hire charges.
112	Cardiff Riding School Charges	Various	Various	Various	1 April 2014	Cardiff Riding School charges are to be increased by an average of 6%.
113	Food, Drinks & Goods for Resale	See comment	See comment	See comment	See comment	Prices increase as catering costs are based on current market rates.
114	Roath Park Conservatory	£1.50 to £24.00	Nil	Nil	Nil	No proposed increase. Charges range from £1.50 for school/group visits to £24.00 for a family season ticket.

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
115	Cardiff Caravan & Camping Park Charges - Single Occupancy	£22.00 to £150.00	Nil	Nil	See comment	No proposed increase prices range from £22.00 to £150.00 depending on peak or off peak rate, use of electric and duration of stay.
116	Cardiff Caravan & Camping Park Charges - Maximum 2 Adults or Family with 2 Adults and 2 Children	£27.00 to £180.00	Nil	Nil	See comment	No proposed increase. Prices range from £27.00 to £180.00 depending on peak or off peak rate, use of electric and duration of stay.
117	Additional Person Charge - per night	£6.00 Adult £2.00 Child	Nil	Nil	See comment	No proposed increase.
118	Additional Charges	Various	Nil	Nil	See comment	No proposed increase. Current charges are £10.00 for an extra vehicles - per night, £3.00 for wash tokens and £2.00 for dry tokens.
119	Allotments - Full Price	£7.24 to £73.84	£2.88 to £29.39	39.80% average	2 February 2014	Proposed annual charges will be £10.76 per perch Category A, £10.49 per perch Category B, £10.12 per perch Category C, Chalet £103.23, Brick Cubicle £25.19.
120	Allotments - Concession	£3.62 to £36.92	£1.44 to £14.69	39.76% average	2 February 2014	Proposed annual charges will be £5.38 per perch Category A, £5.24 per perch Category B, £5.06 per perch Category C, Chalet £51.61.
<u>Norwegian Church</u>						
121	Gallery Hire - per hour	£260.00	£20.00	7.69%	1 April 2014	Proposed new charge is £280.00
122	Grieg Room Hire	£32.00 to £780.00	£0.00 to £20.00	0.00% to 31.25%	1 April 2014	Most charges have been increased. Prices range from £42.00 for community hire per hour to £800.00 for the evening.
123	Venue - Exclusive Use hire	£2,145.00	£40.00	1.86%	1 April 2014	Proposed new charge is £2,185.00.
124	Concert Hire	New Charge	£180.00	New Charge	1 April 2014	This is a new charge and this will be £180.00.
<u>Bereavement and Registration</u>						
125	Cremation Fees Income	£480.00	£10.00	2.08%	1 April 2014	Proposed new charge is £490.00.
126	Burial Fee Income	£580.00	£10.00	1.72%	1 April 2014	Proposed new charge is £590.00.
127	Grave Purchase Fee Income	£650.00	£10.00	1.54%	1 April 2014	Proposed new charge is £660.00.
128	Cremated Remains Burial	£200.00	Nil	Nil	See comment	No proposed increase.
129	Cremated Remains Purchase	£270.00	Nil	Nil	See comment	No proposed increase.
130	Registration Ceremony Fees - St David's Room	£120.00 weekdays/ £140.00 Saturday	£20.00	16.67% & 14.29%	1 April 2014	Proposed new charge is £140.00 for weekdays and £160.00 for Saturdays.

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
131	Registration Ceremony Fees - Approved Premises	£260.00 weekdays/ £350.00 weekends	£20.00	7.69% & 5.71%	1 April 2014	Proposed new charge is £280.00 for weekdays and £370.00 for weekends.
132	Webcast, Audio, Video and DVD Recordings of the Ceremony	Various	£5.00	6.25% to 12.5%	1 April 2014	Prices range from £45.00 for an audio recording of ceremony to £85.00 for webcast and DVD.
133	Registry Office Ceremony Fee	£49.00	Nil	Nil	See comment	These are statutory fees.
134	Notice Fee	£35.00	Nil	Nil	See comment	These are statutory fees.
135	Citizenship Ceremonies Fee	£80.00	Nil	Nil	See comment	These are statutory fees.
136	Certificate Fee	£10.00	Nil	Nil	See comment	These are statutory fees.
137	Registrars Certificate Fee	£4.00	Nil	Nil	See comment	These are statutory fees.
138	Copy Certificates	£5.00 Standard £15.00 Priority	Nil	Nil	See comment	No proposed increase.
139	Nationality Checking Service	£25.00 to £100.00	£10.00	10.00% to 40.00%	1 April 2014	Proposal to increase charges by £10.00. Charges to vary from £35.00 for a child to £110 for a married couple or registered civil partners and up to 2 children.
	HARBOUR AUTHORITY					
140	Navigation fee - per metre	£21.00	£1.00	4.76%	1 April 2014	Proposed new fee is £22.00
141	Permission to Moor - per metre	£14.00	£1.00	7.14%	1 April 2014	Proposed new fee is £15.00.
142	Provision of Mooring	£81.00	£4.00	4.94%	1 April 2014	Proposed new fee is £85.00
143	Commercial Operators Licence	£145.00	£10.00	6.90%	1 April 2014	Proposed new fee is £155.00 for the licence plus £0.10 per passenger carried.
144	Launching Permits for Sailing Craft, Motor Craft or Multi Person Rowing Craft (Section 15(1)(a))	£10.00	£1.00	10.00%	1 April 2014	Proposed new fee is £11.00.
145	Launching Permits for Single Person Rowing Craft and Windsurfers	£5.00	Nil	Nil	See comment	No proposed increase.
146	Use of Harbour Authority Landing Stages	£340.00	£17.00	5.00%	1 April 2014	Proposed new fee is £357.00.
147	Short Stay Moorings - Inner Harbour - per hour	£1.00	Nil	Nil	See comment	Fee is paid by coin operated machine.

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
148	Car Parking Fees - Havannah Street	Various	£0.50 to £15.00	23.08%% to 114.29%	1 April 2014	Proposed changes have been benchmarked against other local car parks. Proposed new charges range from £1.50 for 1 hour to £15.00 for up to 24 hours. Proposal for monthly charge to be £80.00.
149	Barrage Car Park	£1.00 to £5.00	£0.00 to £3.00	20.00% to 60.00%	1 April 2014	Proposed new charges range from £1.00 for up to 1 hour to £8.00 for up to 8 hours.
	Resources					
150	Search Fees	£85.50	Nil	Nil	See comment	No proposed increase.
151	Sale of Land	1.00% of sale price min £420.00	£30.00 of minimum price	7.14% of minimum sale price	1 April 2014	This charge is 1% of sale price or a minimum amount. Proposal to increase the minimum amount to £450.00.
152	Commercial Property Fees	Various	£5.00	0.65% to 9.09%	1 April 2014	Proposal to increase charges by £5.00.
153	Residential Property Fees	Various	£5.00	1.22% to 11.11%	1 April 2014	Proposal to increase charges by £5.00.
154	Section 106 Agreements (on time spent basis)	Various	Various	0.54% to 10.00%	1 April 2014	Proposed new charges range from £55.00 for consent to disposals to a minimum charge of £1,860.00 for complex 106 agreements. Standard Section 106 proposal to increase charge to £1,110.00.
155	Council Tax Court Costs	£70.00	Nil	Nil	1 April 2014	The current charge is £70.00 and is the result of a cap imposed by the Welsh Government.
156	NDR Court Costs	£70.00	Nil	Nil	1 April 2014	The current charge is £70.00 and is the result of a cap imposed by the Welsh Government.
157	Bailiffs Fees	See comment	See comment	See comment	1 April 2014	New Ministry of Justice regulations have consolidated and changed the fee structure. Due to this the charges for debts under £1,500.00, will be an admin charge of £75.00 for a compliance letter issued post liability order and enforcement costs of £235.00 if a bailiff visit is required.
158	CCTV Requests in Connection with Data Protection Act	New Charge	£75.00 Flat Fee, £15.00 additional copies CD/DVD	New Charge	1 April 2014	New fee to charge for CCTV requests in connection with legal and insurance claims. Proposal to charge £75.00 flat fee and £15.00 for additional copies of the CD/DVD.
	Central Transport Services					
159	Authorised Testing Facility (ATF) Test Lane	New Charge	£419.00	New Charge	12 January 2014	This is a new service. The charge will be £419.00 per day.

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
160	MoT	£45.00	Nil	Nil	See comment	No proposed increase. The current charge is £45.00.
Strategic Planning, Highways & Transport						
<u>Planning</u>						
161	Tree Preservation Orders - Search and Copy of Information	£10.00 - Extract £20.00 - Full copy	Nil	Nil	See comment	No proposed increase. Extracts are available electronically free of charge.
162	Admin Fee from Section 106 Agreements	4.00% of agreement price	2.00% additional	50.00%	1 April 2014	Proposed new fee is 6.00% of agreement price.
163	Building Control Charges	Various	Nil	Nil	See comment	No proposed increase.
<u>Transportation</u>						
164	Road Safety Audits (RSA)	Various	Nil	Nil	See comment	No proposed increase. £100.00 Essential RSA, £350.00 Minor Works RSA, £600.00 County Works RSA and £900.00 Full RSA
165	Accident Information	Various	Various	Various	1 April 2014	Various prices based on request/complexity, proposal to increase the basis for the charges to £150.00 for summary and £220.00 for summary plus map.
166	Sign Design	Various - based on request	Nil	Nil	See comment	No proposed increase.
167	Traffic Regulation Orders	Emergency notices £100.00, £225.00 for Traffic Regulation Orders	Emergency notices £315.00, £465.00 for Traffic Regulation Orders	Emergency notices 315.00%, Traffic Regulation Orders 207.67%	1 April 2014	Proposed new charges are £415.00 for Emergency Notices and £690.00 for Traffic Regulation Orders.
168	Traffic Data	Various - based on request - no. of man hrs	Nil	Nil	See comment	No proposed increase.
169	Replacement Bus Passes Concessionary Travel (per pass)	£5.00	£1.00	20.00%	1 April 2014	Proposed new charge is £6.00 per pass.
170	Heliport Landing Fees (per 500kg)	The existing charge is charge is £10.67 per 500kg.	Nil	Nil	See comment	No proposed increase.

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
171	Heliport Fuel	Veritair £0.72 per litre, other customers £0.99 per litre	See comment	See comment	See comment	No proposed increase. Price is made up of a variable cost based on international spot market price plus a fixed mark-up.
172	Central Bus Station Departure Charges	£0.65 local and £2.99 long distance	Nil	Nil	See comment	No proposed increase.
173	Shoppers Park & Ride (excluding Cardiff East)	£3.00	Nil	Nil	See comment	No proposed increase.
174	Section 38 (Creation of New Public Highways)	7.00% fees applied to a rate of £800.00 per linear metre	£50.00 increase per linear metre	6.25% - linear metres	1 April 2014	This charge is based on two elements, a fixed percentage of 7.00% which will not change that is applied to the rate per linear metre which is proposed to increase to £850.00. Income from Section 38 can only be used to cover the cost of staff recharging their time worked on the agreement.
175	Section 278 Agreement	6.00% engineering fees	1.00% engineering fees	See comment	1 September 2014	Proposal to increase engineering fees percentage. Based on total cost of highway works to be provided in connection with a development.
176	Hiring Out Vehicles to School Transport	Based on cost of vehicle plus 10.00% - administration fees	Nil	Nil	See comment	No proposed increase.
177	School Transport Bus Passes	£300.00	£40.00	13.33%	See comment	Proposed new charge is £340.00.
178	Traffic Signal - Switch Offs	Based on time charge (currently approx £100.00 per switch on/off based)	See comment	See comment	1 April 2014	Proposal to increase fees to £320.00 per switch on and off and £50.00 admin charge per invoice.
179	Castle Mews Car Park	£3.00 to £8.00	£0.10 to £0.20	Average 2.79%	1 April 2014	Proposal new charges range from £3.10 for up to 2 hours to £8.20 for over 6 hours.
180	North Road Car Park	£3.50 & £5.00	£0.10 & £0.20	2.86% & 4.00%	1 April 2014	Proposed new charge is £3.60 after 12 pm and £5.20 all day.

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
181	Sophia Gardens Car Park	£1.90 to £792.00	£0.10 to £28.00	2.50% to 5.26%	1 April 2014	Proposed new charges range from £2.00 for up to 1 hour to £10.30 for up to 24 hours. Permit charges now range from £26.00 per week to £820.00 for a 12 month permit. Coach parking is from £4.40 for up to 1 hour or £16.00 for up to 24 hours.
182	Residents Parking Permits	£5.00	£2.50 & £25.00	50.00% & 500.00%	1 April 2014	Proposed new charges are £7.50 for the first vehicle permit and £30.00 for visitor permits.
183	Residents Parking Permits - Second Vehicle Permits	£30.00	Nil	Nil	See comment	No proposed increase.
184	On Street Parking	Short stay: 1hr £1.60, 2 hrs £2.70, 5 hrs £3.50. Long stay: 10 hrs £5.00	Short stay: 1hr £0.10, 2 hrs £0.10, 5 hrs £0.10. Long stay: 10 hrs £0.20	2.86% to 6.25%	1 April 2014	Proposed new charges for short stay will be £1.70 for up to 1 hour, £2.80 for up to 2 hours and £3.60 for up to 5 hours. Long stay will be £5.20 for up to 10 hours.
185	Norwegian Church Parking	Up to 1 hr £1.00, up to 2 hrs £2.00, up to 3 hrs £2.50	Up to 1 hour £0.00, Up to 2 and 3 hours £0.10	4.00% & 5.00%	1 April 2014	No proposed increase for parking for up to 1 hour - £1.00. Proposed increase is £2.10 for up to 2 hours and £2.60 for up to 3 hours.
186	Canton Car Parks	New Charge	New Charge	New Charge	18 February 2014	There is no charge for the first two hours, £3.00 for over 2 hours and £50.00 for a business permit per annum.
187	Butetown On Street Parking	£1.50 to £4.00	£0.20 to £1.20	12.00% to 30.00%	1 April 2014	These increases will bring these charges in line with city centre charges. Proposed charges will be £1.70 for up to 1 hour, £2.80 for up to 2 hours, £3.60 for up to 5 hours and £5.20 for up to 10 hours.
188	Skips License - Standard Charge	£32.00	£33.00	103.13%	1 April 2014	Proposed new license is £65.00.
189	Skips - Illegal - Fine	£130.00	£100.00	76.92%	1 April 2014	Proposed new fine is £230.00.
190	Opening Up Notice	£110.00	£55.00	50.00%	1 April 2014	Proposed new charge is £165.00.
191	Section 50 - Installation of Equipment, In ,On or Above the Public Highway	£365.00	Nil	Nil	See comment	No proposed increase.
192	Storage of Building Materials on the Highway	£37.50	£27.50	73.33%	1 April 2014	Proposed new charge is £65.00.

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
193	Containers Sited on the Public Highway	£75.00	£140.00	186.67%	1 April 2014	Proposed new charge is £215.00.
194	Cherry Picker/Mobile Elevating Work Platform (MEWP)	£100.00	£65.00	65%	1 April 2014	Proposed new charge is £165.00.
195	Mobile Cranes	£300.00	£65.00	21.67%	1 April 2014	Proposed new charge is £365.00.
196	Tower Crane Oversail	£300.00	£65.00	21.67%	1 April 2014	Proposed new charge is £365.00.
197	Permits for Hoardings on the Public Highway	£150.00	£15.00	10.00%	1 April 2014	Proposed new charge is £165.00.
198	Scaffold Licences	N/A	£215.00	See comment	1 April 2014	This was previously charged according to size and length of time. Proposal to amend this to a flat rate for a skip for the length of the permit. The proposed new charge is £215.00 and inspections are included in the charge.
199	Additional Inspections	£50.00	Nil	Nil	See comment	No proposed increase.
200	Vehicle Crossovers	£100.00	£65.00	65.00%	1 April 2014	Proposed new charge is £165.00.
201	RASWA Supervisory Charge	£47.50	Nil	Nil	See comment	Charge is set by Statute.
202	RASWA Income - All Inspections	£50.00	Nil	Nil	See comment	Charge is set by Statute.
203	Fixed Penalty Notice for New Roads & Street Works Act	£80.00	Nil	Nil	See comment	Charge is set by Statute.
204	Section 74 Notice - Charges for Overstays	£100.00	Nil	Nil	See comment	Charge is set by Statute.
205	Advertising Frame Permits - New Applications	£120.00	£45.00	37.50%	1 April 2014	Proposed new charge is £165.00.
206	Advertising Frame Permits - Renewals	£80.00	£35.00	43.75%	1 April 2014	Proposed new charge is £115.00.
207	Charges for Temporary Signs	£50.00	£15.00	30.00%	1 April 2014	Proposed new charge is £65.00.
208	Chairs on the Public Highway	23.70 per chair	£6.30 per chair	26.58%	1 April 2014	Previous charge was per chair. Proposed new charge is £165.00 for up to 6 chairs and £30.00 per additional chair.
209	Activities on the Highway	£100.00	Nil	Nil	See comment	No proposed increase.

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
210	Charges for Street Numbering of Properties	£27.30 to £210.00.	£2.70 to £40.00	9.89% to 44.44%	1 April 2014	Proposed new charges range from £30.00 for individual plots to £250.00 for developments with 10 plots or more - per application.

SUMMARY OF RECOMMENDED INCREASES HRA 2014/15

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
1	Pre-assignment Enquiries	£100.80	Nil	Nil	See comment	No proposed increase.
2	Landlord consents for leaseholders	£155.00	Nil	Nil	See comment	No proposed increase.
3	Postponement of Right to Buy charge	£100.80	Nil	Nil	See comment	No proposed increase.
4	Administration charge for major works	12.00% and capped at £250.00	Nil	Nil	See comment	No proposed increase.
5	Leaseholders Sub-Letting Charge	£30.00	Nil	Nil	See comment	No proposed increase.
6	Leaseholder Management Fee	£163.00	£0.08	0.05%	7 April 2014	Small increase to round charge to be divisible by 12 for new monthly debit system. Proposed new charge is £163.08.
7	Council Dwellings Rent	Variable	See comment	3.57%	7 April 2014	The proposed increase is in line with the Welsh Government's HRAS Rent Determination
8	All Property Cleaning Charge	£0.36	£0.01	2.7% subject to rounding	7 April 2014	Proposed new charge is £0.37.
9	Retirement Complex - Community Alarm	£3.56	Nil	Nil	See comment	No proposed increase.
10	Retirement Complex - Cleaning	£8.56	Nil	Nil	See comment	No proposed increase.
11	Retirement Complex - Service Charges	Variable	Nil	Nil	See comment	No proposed increase.
12	Retirement Complex - Warden Charge	£10.31	Nil	Nil	See comment	No proposed increase.
13	Grounds & Pest Control	£0.99	£0.03	2.7% subject to rounding	7 April 2014	Proposed new charge is £1.02.
14	Flats Service Charge - Communal Maintenance	£1.02	£0.03	2.7% subject to rounding	7 April 2014	Proposed new charge is £1.05.
15	Flats Service Charge - Reduced Cleaning Charge	£2.26	£0.06	2.7% subject to rounding	7 April 2014	Proposed new charge is £2.32.
16	Discretionary Repairs	£1.44	£0.04	2.7% subject to rounding	7 April 2014	Proposed new charge is £1.48.

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
17	Sheltered Service Charges - Personal Heating	Various	Nil	Nil	See comment	No proposed increase.
18	Sheltered Housing Rents	Various	Various	3.57%	7 April 2014	As per Welsh Government guidelines.
19	Water Charges - Minton Court/Broadlands House	£4.51	Nil	Nil	See comment	No proposed increase.
20	Adult Services Furniture Renewal	£61.07	£1.65	2.7%	7 April 2014	Proposed new charge is £62.72
21	Carport	£3.98	£0.14	3.57% subject to rounding	7 April 2014	Proposed new charge is £4.12.
22	Garages - Attached	Various	Various	3.57% subject to rounding	7 April 2014	As per Welsh Government guidelines.
23	Garage rents - Tenants	£5.09	£0.18	3.57% subject to rounding	7 April 2014	As per Welsh Government Guidelines. Proposed new charge is £5.27
24	Garage rents - Private Let	£6.36	£0.23	3.57% subject to rounding	7 April 2014	As per Welsh Government Guidelines. Proposed new charge is £6.59.
25	Garage rents with water - Tenants	£7.27	£0.26	3.57% subject to rounding	7 April 2014	As per Welsh Government Guidelines. Proposed new charge is £7.53.
26	Garage rents with water - Private Let	£8.54	£0.31	3.57% subject to rounding	7 April 2014	As per Welsh Government Guidelines. Proposed new charge is £8.85.
27	Hardstandings	£2.17	£0.08	3.57% subject to rounding	7 April 2014	As per Welsh Government Guidelines. Proposed new charge is £2.25.
28	Hardstandings Litchfield Court	£1.95	£0.07	3.57% subject to rounding	7 April 2014	As per Welsh Government Guidelines. Proposed new charge is £2.02.
29	Lock-up Hardstandings Council let	£1.47	£0.05	3.57% subject to rounding	7 April 2014	As per Welsh Government Guidelines. Proposed new charge is £1.52.
30	Garden Sheds	0.35 & 0.46	0.01 & 0.02	3.57% subject to rounding	7 April 2014	As per Welsh Government Guidelines. Proposed new charges will range from £0.36 and £0.48.
31	Concierge Service Butetown	£3.78	£0.10	2.7% subject to rounding	7 April 2014	Proposed new charge is £3.88.
32	Concierge Service Litchfield Court	£60.00	£1.62	2.7%	7 April 2014	Proposed new charge is £61.62.
33	Flats Service Charge - Cleaning	£3.88	£0.10	2.7% subject to rounding	7 April 2014	Proposed new charge is £3.98.
34	Flats Service Charge - Lighting	£0.90	£0.10	11.1%	7 April 2014	Proposed new charge is £1.00.
35	Flats Service Charge - Door Entry	£0.75	-£0.10	-13.33%	7 April 2014	Proposed decrease new charge will be £0.65.

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
36	Beech House Heating	£7.18	£1.08	15.04%	7 April 2014	Proposed new charge is £8.26.
37	Sycamore House Heating	£8.98	£1.35	15.03%	7 April 2014	Proposed new charge is £10.33.
38	Clos y Nant Communal Heating	Various	Nil	Nil	See comment	No proposed increase.
39	Nimrod Furniture Removal - per week	£72.93	-£8.87	-12.16%	7 April 2014	Proposed new charge is £64.06.
40	Hostel Service Charges	Various	See comment	2.7%	7 April 2014	Proposed 2.7% increase for all charges.
41	TV Licence - Hostels	New charge	£0.88	New charge	7 April 2014	This is a new charge and will be £0.88 per week for residents.

SUMMARY OF RECOMMENDED INCREASES OUTDOOR ACTIVITIES 2014/15

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
1	Boating - Roath Park Lake	£3.00 to £15.00	£0.00 to £3.00	0% to 33.33%	1 April 2014	Proposed new charges will range from £3.00 to £18.00. Prices dependent on type of activity.
<u>Fishing Roath Park Lake</u>						
2	Daily Permits	£10.00 Adults £5.00 OAPs	£5.00	50.00% Adults 100.00% OAPs	1 April 2014	Proposed new charges are £15.00 for adults and £10.00 for OAPs.
3	Season Tickets	£50.00 Adults £35.00 OAPs	£50.00 Adults	100% Adults	1 April 2014	Proposed new charge for adults is £100.00. No proposed increase to OAP charge of £35.00.
<u>Tennis</u>						
4	Double & Singles per court - 1 hour	£6.00 Adults £2.50 OAP	-£6.00 Adults -£2.50 OAPs	See comment	1 April 2014	Proposal under the free tennis initiative that there will no longer be a charge.
<u>Bowls</u>						
5	Adults 1 hour	See comment	See comment	See comment	1 April 2014	Previous charge was £5.00 but casual use is dependent on charges set by clubs which have keyholder status.
6	Over 60 1 hour	See comment	See comment	See comment	1 April 2014	Previous charge was £2.50 but casual use is dependent on charges set by clubs which have keyholder status.
7	Bowls - Buy Back of Maintenance of Greens - annual charge	New Charge	£6,300.00	See comment	1 April 2014	Proposal for bowling clubs to buy back maintenance of the greens from the Council. This will replace the current season ticket charges of £140.00 for adults and £57.00 for concessions. If clubs do not buy back this service the season ticket fees will be increased.
8	Bowls - Season Ticket	£140.00 Adults £57.00 Over 60	£10.00 Adults £43.00 Over 60	7.14% Adults 75.44% Over 60	1 April 2014	Proposed new charges are £150.00 for adults and £100.00 for over 60's. Subject to proposal to buy back maintenance of greens. See comment above.
9	Deckchair Hire	£3.50	Nil	Nil	See comment	No proposed increase.
10	Hire of Pavilions Half Day	£18.45	£11.55	62.60%	1 April 2014	Proposed new charge £30.00.
11	Hire of Pavilions Whole Day	£18.45	£31.55	171.00%	1 April 2014	Proposed new charge £50.00.
12	Football Pitch and Changing Facilities	£55.00	Nil	Nil	See comment	No proposed increase.
13	Football Pitch Only	£44.00	Nil	Nil	See comment	No proposed increase.
14	Rugby Pitch and Changing Facilities	£75.00	Nil	Nil	See comment	No proposed increase.

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
15	Rugby Pitch Only	£60.00	Nil	Nil	See comment	No proposed increase.
16	Cricket and Baseball Pitch and Changing Facilities	£66.00	Nil	Nil	See comment	No proposed increase.
17	Cricket and baseball - Pitch Only	£55.00	Nil	Nil	See comment	No proposed increase.
18	Training Area & Changing Facilities	£25.00	Nil	Nil	See comment	No proposed increase.
<u>Football Vouchers - Pitch & Changing Facilities Vouchers</u>						
19	Purchase In Advance - 10 Vouchers (10% discount)	£495.00	Nil	Nil	See comment	No proposed increase.
20	Purchase In Advance - 20 Vouchers (20% discount)	£880.00	Nil	Nil	See comment	No proposed increase.
<u>Football Vouchers - Pitch Only</u>						
21	Purchase In Advance - 10 Vouchers (10% discount)	£396.00	Nil	Nil	See comment	No proposed increase.
22	Purchase In Advance - 20 Vouchers (20% discount)	£704.00	Nil	Nil	See comment	No proposed increase.
<u>Rugby Vouchers - Pitch & Changing Facilities</u>						
23	Purchase In Advance - 10 Vouchers (10% discount)	£675.00	Nil	Nil	See comment	No proposed increase.
24	Purchase In Advance - 20 Vouchers (20% discount)	£1,200.00	Nil	Nil	See comment	No proposed increase.
<u>Rugby Vouchers - Pitch Only</u>						
25	Purchase In Advance - 10 Vouchers (10% discount)	£540.00	Nil	Nil	See comment	No proposed increase.
26	Purchase In Advance - 20 Vouchers (20% discount)	£960.00	Nil	Nil	See comment	No proposed increase.
<u>Cricket and Baseball Vouchers - Pitch & Changing Facilities</u>						
27	Purchase In Advance - 10 Vouchers (10% discount)	£594.00	Nil	Nil	See comment	No proposed increase.
28	Purchase In Advance - 20 Vouchers (20% discount)	£1,056.00	Nil	Nil	See comment	No proposed increase.
<u>Cricket and Baseball Pitch only -Vouchers</u>						
29	Purchase In Advance - 10 Vouchers (10% discount)	£495.00	Nil	Nil	See comment	No proposed increase.
30	Purchase In Advance - 20 Vouchers (20% discount)	£880.00	Nil	Nil	See comment	No proposed increase.

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
31	Golf - Pay as you play	Various	Nil	Nil	See comment	No proposed increase. Current charges for juniors and OAPs are £2.50 and £5.00 for adults for 12 holes.
32	3G Football Pitch	Various	Nil	Nil	See comment	No proposed increase. Charges range from £20.00 for schools to £60.00 for non accredited.
Sailing Centre						
33	Windsurfing	£110.00 & £155.00	£5.00	3.23% & 4.55%	1 April 2014	Proposed new charges are £115.00 for youths and £160.00 for adults.
34	Multi Activity - 2 day -Youth	£110.00	£5.00	4.55%	1 April 2014	Proposed new charge is £115.00.
35	Supervised Sailing & Windsurfing	Various	Nil	Nil	See comment	No proposed increase. Current charges are £20.00 for 3 hours, £95.00 for 5 weeks and £180.00 for 10 weeks.
36	Youth Sailing Courses	Various	£0.50 to £8.00	4% average	1 April 2014	Proposed new charges range from £15.00 for scout taster half day to £280.00 for a 10 week course.
37	Sailing School Groups	Various	£0.25 to £0.50	2.95% average	1 April 2014	Proposed new charges range from £8.50 for primary - half day to £18.00 for secondary - full day.
38	Adult Sailing Courses	Various	£1.00 to £12.00	4.03% average	1 April 2014	Proposed new charges range from £40.00 for adult taster - half day to £235.00 for Level 1 - 6 week course.
39	Corporate Sailing Taster Half day	£75.00	£5.00	6.67%	1 April 2014	Proposed new charge is £80.00.
40	Corporate Sailing Taster Full day	£130.00	£10.00	7.69%	1 April 2014	Proposed new charge is £140.00.
41	Sailing/Windsurfing - Private Tuition	£105.00 & £210.00	£5.00 & £10.00	4.76%	1 April 2014	Proposed new charges are £110.00 for a half day and £220.00 for a full day.
42	Sailing Group Booking	£29.00 & £58.00	£1.00 & £2.00	3.45%	1 April 2014	Proposed new charges are £30.00 for a half day and £60.00 for a full day.
43	Sailing Community Group Booking	£14.50 & £29.00	£0.50 & £1.00	3.45%	1 April 2014	Proposed new charges are £15.00 for a half day and £30.00 for a full day.
Sailing Centre - Corporate Charges						
44	Sailing, Powerboat, Windsurfing-Half day - per person	£80.00 half day £130.00 full day	£5.00 half day £10.00 full day	6.25% & 7.69%	1 April 2014	Proposed new charge is £85.00 for a half day and £140.00 for a full day.
45	Raft Building, Problem Solving & Bell Boating - Half Day	£60.00 half day £95.00 full day	£5.00 half day £10.00 full day	8.33% & 10.53%	1 April 2014	Proposed new charge is £65.00 for a half day and £105.00 for a full day.
46	Power Boat Courses	Various	£10.00 to £46.00	13.67% average	1 April 2014	Proposed new charges range from £110.00 for Level 1 course to £265.00 to advanced course.
47	Cardiff Bay Water Activity Centre (CBWAC)	£7.50 to £30.00	Nil	Nil	See comment	No proposed increase. Current charges range from £7.50 for 2 hour junior bell boat session to £30.00 for multi activity - full day.

Ref	Income Source	Current Price (£)	Price Change (£)	% Change	Effective Date	Comment
48	CBWAC - Archery	£20.00 & £60.00	Nil	Nil	See comment	No proposed increase. Current charges are £20.00 for 1.5 hour session and £60.00 for 4 x 1.5 hour sessions.
49	Fishing Charges	Various	£2.00 to £15.00	0.00% to 33.33%	1 April 2014	Proposed new charges range from £4.00 to £60.00 depending on type of license/activity and duration.
50	Slipway Fees and Charges	Various	£0.00 to £1.00	0.00% to 10.00%	1 April 2014	Proposed new charges range from £5.00 to £22.00.
51	Rowing	Various	Nil	Nil	See comment	No proposed increase.
52	Cardiff International White Water (CIWW)	£5.00 to £300.00	£0.00 to £20.00	0.00% to 9.1%	1 April 2014	Proposed charges range between £5.00 to £320.00 dependent on session and course type.
53	CIWW - Surfrider - 1.5 hour session	New Charge	£35.00 Adult £25.00 Child	New Charge	See comment	New charge as it only became operational in 2013/14. No proposed increase. Current charge is £35.00 for adults and £25.00 for children.

Directorate Revenue Budgets					
	2013/14 Adjusted Base	Inflation & Commitments	Savings	Technical Adjustments	Total 2014/15
	£000	£000	£000	£000	£000
Cabinet Office	2,623	18	(671)	0	1,970
Children's Services	45,291	2,728	(3,061)	(37)	44,921
Communities, Housing & Customer Services	44,240	1,621	(3,368)	(76)	42,417
Corporate Management	24,082	10,320	(1,573)	(86)	32,743
County Clerk & Monitoring Officer	4,369	126	(487)	0	4,008
Economic Development	1,766	444	(1,609)	(2)	599
Education	233,654	3,113	(7,099)	(54)	229,614
Environment	26,724	2,797	(4,141)	(7)	25,373
Health & Social Care	94,039	7,865	(6,785)	26	95,145
Resources	22,575	2,952	(6,347)	152	19,332
Sport, Leisure & Culture	19,595	813	(5,939)	91	14,560
Strategic Planning, Highways Traffic & Transportation	36,184	822	(7,564)	(7)	29,435
Capital Financing etc	37,251	106	(1)	0	37,356
General & Issue Specific Contingency	1,460	6,355	0	0	7,815
Total Budget	593,853	40,080	(48,645)	0	585,288

Cabinet Member Portfolio Revenue Budgets

	2013/14 Adjusted Base	Inflation & Commitments	Savings	Technical Adjustments	Total 2014/15
	£000	£000	£000	£000	£000
Adult Social Services	94,039	7,865	(6,785)	26	95,145
Childrens' Social Services	45,291	2,728	(3,061)	(37)	44,921
Communities, Housing & Neighbourhood Renewal	46,484	1,749	(3,476)	(76)	44,681
Corporate Affairs	11,142	498	(2,731)	206	9,115
Education & Lifelong Learning	233,654	3,113	(7,099)	(54)	229,614
Environment	35,910	2,789	(6,698)	(8)	31,993
Finance & Economic Development	44,273	13,362	(7,956)	(142)	49,537
Sports, Leisure & Culture	19,595	813	(5,939)	91	14,560
Strategic Planning & Transport	24,754	702	(4,899)	(6)	20,551
Capital Financing etc	37,251	106	(1)	0	37,356
General & Issue Specific Contingency	1,460	6,355	0	0	7,815
Total Directorate Budget	593,853	40,080	(48,645)	0	585,288

Medium Term Financial Plan

	2014/15 £000	Medium Term Financial Plan		
		2015/16 £000	2016/17 £000	2017/18 £000
Adjusted Base Budget Brought Forward	593,853	585,288	578,578	569,993
Pay Inflation	1,925	3,609	3,552	3,498
Increments	1,397	2,552	2,468	2,382
Living Wage	400	300	300	300
Other - Single Status, SERPs, Pensions Changes	1,480	215	7,500	2,510
Fall Out of Workforce Arrangements		3,900		
Total Pay Inflation	5,202	10,576	13,820	8,690
Price Inflation				
Adult Fee Increases	1,200	1,200	1,200	1,200
Levies and Precepts	(446)	170	170	170
Non-Domestic Rates	220	200	200	200
Fuel and Energy	525	550	550	550
Other	134	125	125	100
Total Price Inflation	1,633	2,245	2,245	2,220
Capital Financing	(100)	2,397	(925)	(583)
General Contingency	4,000			
Realignments including Prosiect Gwyrd Impact	14,223	(1,248)	216	1,639
Commitments				
Medium Term Policy Initiatives	760	(50)	100	
Precommitments	266			
Schools Protection Requirement 2014/15	1,020			
Severance	6,996	3,500	2,500	0
Insurance	500	500	250	
Other Commitments	1,851	1,356	1,027	27
Total Commitments	11,393	5,306	3,877	27
Demographic Growth				
Social Care	1,300	1,300	1,300	1,300
Pupil Numbers	1,700	1,100	1,800	2,400
Other	100	841	958	940
Total Demographic Growth	3,100	3,241	4,058	4,640
Other	349	702	401	300
Risk Analysis	0	1,404	1,734	1,583
Accepted Financial Pressures	280			
2014/15 Savings Proposals	(48,645)			
BUDGET REDUCTION REQUIREMENT		(31,333)	(34,011)	(26,930)
Net Expenditure	585,288	578,578	569,993	561,579
Financed By:-				
Aggregate External Finance	(435,986)	(429,276)	(420,691)	(412,277)
Outcome Agreement Grant	(2,482)	(2,482)	(2,482)	(2,482)
Concessionary Fares	(11,700)	(11,700)	(11,700)	(11,700)
Council Tax at 2014/15 level	(135,120)	(135,120)	(135,120)	(135,120)
Total Funding Differential	(585,288)	(578,578)	(569,993)	(561,579)

	2015/16 £000	2016/17 £000	2017/18 £000	TOTAL £000
BUDGET REDUCTION REQUIREMENT	(31,333)	(34,011)	(26,930)	(92,274)

Housing Revenue Account	2014/15 £000
Employees	11,600
Premises - Council House Repairs	12,412
Premises - Other Repairs and Maintenance	2,432
Premises - Other Premises Costs	2,538
Transport	154
Supplies & Services	4,265
Third Party Payments	15
Subsidy - (Net Payment to WG)	15,300
Support Services	5,700
Capital Financing	11,786
Gross Expenditure	66,202
Rents	(63,510)
Interest - On Sale of Council Houses	(5)
Interest - On Balances	(45)
Fees & Charges	(428)
Other Income	(2,214)
Total Income	(66,202)
Net Expenditure	0

SCHOOL ORGANISATION PLAN RESERVE

Estimated Movements	Projected Outturn					
	2013/14 £000	2014/15 £000	2015/16 £000	2016/17 £000	2017/18 £000	2018/19 £000
Estimated Balance B/Fwd	8,585	11,368	8,010	7,856	7,448	8,148
<u>Contributions to Reserve</u>						
Revenue Release Savings:	7,877	6,978	7,739	7,940	7,940	7,940
<u>Drawdown From Reserve</u>						
Organisational Restructuring	(2,546)	(6,035)	(2,460)	(2,460)	(2,285)	(2,160)
Capital Financing Requirement *	(2,548)	(3,907)	(5,433)	(5,888)	(4,955)	(5,443)
Support for School Transport	0	(394)	0	0	0	0
Total Drawdown from Reserve	(5,094)	(10,336)	(7,893)	(8,348)	(7,240)	(7,603)
Estimated Balance C/Fwd	11,368	8,010	7,856	7,448	8,148	8,485
Movement on Reserve	2,783	(3,358)	(154)	(408)	700	337
<u>Movements on Reserve in Relation to VS**</u>						
Drawdown From Reserve in Respect of VS	(5,425)	(6,738)	(7,980)	(6,550)	0	0
Contributions to Reserve to Repay VS Sums Borrowed	0	6,088	8,848	10,680	1,077	0
Revised Balance C/Fwd	5,943	1,935	2,649	6,371	8,148	8,485

* These amounts are to be used to pay the borrowing costs of the capital schemes as set out in the Capital Programme.

** These amounts reflect sums borrowed and repaid to the reserve in relation to budget related severance costs

School Organisation Plan List of Schemes in Capital Programme over £1Million	Total Scheme Budget £000	Forecast Capital Expenditure 2014/15 to 2018/19 £000
<u>Fast Track</u> ICC Butetown - St Mary the Virgin	2,008	2,003
<u>Welsh Medium</u> Millbank Primary School	2,969	2,178
<u>Cardiff East</u> Llanishen High School Ysgol Bro Edern	6,380 5,864	1,251 2,517
<u>21st Century Schools</u> Adamsdown Primary School Baden Powell Primary School Coed Glas Primary School Gabalfa Primary School Grangetown WM Primary Herbert Thompson Primary School Hywel Dda Primary School Meadowlane Primary School Moorland Primary School Mount Stuart Primary School Ninian Park Primary School Oakfield Primary School Pontprennau Primary School Radnor Primary School St Patrick's RC Primary Ysgol Glan Ceubal Ysgol y Wern Corpus Christi RC High School Eastern High School Fitzalan High School Michaelston / Glyn Derw - Western Learning Campus Willows High School	3,942 5,294 1,691 2,221 6,244 4,177 1,673 1,039 2,422 2,391 2,400 1,909 6,110 1,319 1,322 2,092 2,395 1,686 47,577 4,214 7,494 2,050	3,842 5,094 1,671 2,101 6,244 4,177 1,373 1,039 2,422 2,141 2,400 1,909 5,960 1,319 1,322 2,069 2,375 1,686 47,577 4,104 7,494 1,515

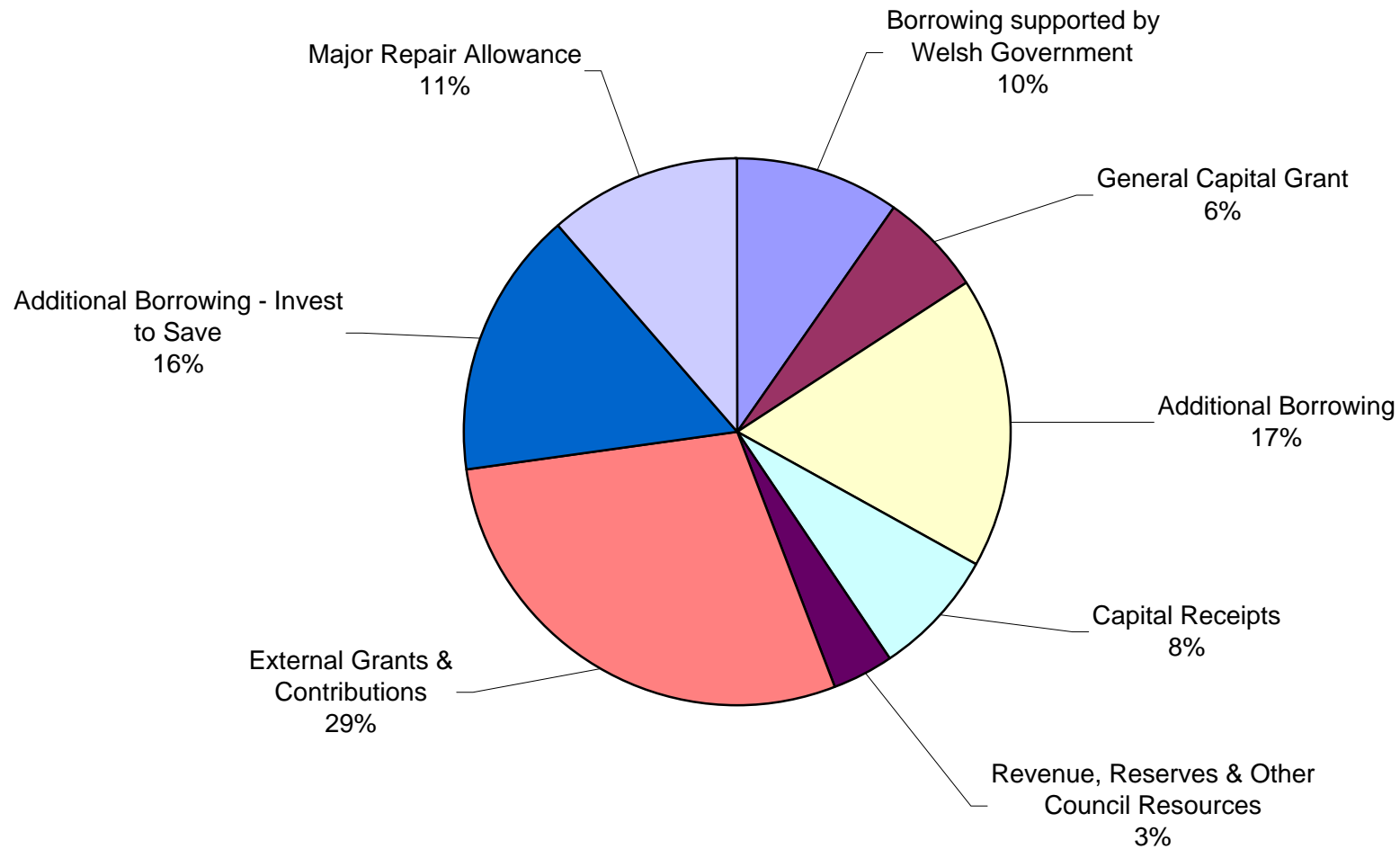
Civil Parking Enforcement Reserve

2013/14 £000		2014/15 £000	2015/16 £000	2016/17 £000
(681)	Parking Account Balance 1 April	(58)	(146)	(122)
	Income			
(3,770)	On Street Car Parking Fees	(4,285)	(4,522)	(4,522)
(150)	Residents' Parking Permits	(263)	(268)	(268)
(581)	Off Street Car Parking Fees	(687)	(687)	(687)
(2,160)	Penalty Charge Notices	(2,188)	(2,188)	(2,188)
0	Moving Traffic Offences	(875)	(1,300)	(1,300)
(6,661)	Total Income	(8,298)	(8,965)	(8,965)
	Expenditure			
1,254	Staff and Operational Costs	1,254	1,254	1,254
2,493	Enforcement Service	2,982	3,245	3,245
3,747	Total Expenditure	4,236	4,499	4,499
(2,914)	CPE Annual (Surplus)/Deficit	(4,062)	(4,466)	(4,466)
(3,595)	Revised Balance after (Surplus)/Deficit	(4,120)	(4,612)	(4,588)
	Commitments/Eligible Expenditure			
3,137	Contribution to overall provision for Transportation	3,974	4,490	4,490
400	Cardiff East Park and Ride	0	0	0
3,537	Total Commitments	3,974	4,490	4,490
(58)	Estimated Balance at 31 March	(146)	(122)	(98)

Capital Resources 2014/15 - 2018/19

	<u>2014/15</u> £000	Indicative <u>2015/16</u> £000	Indicative <u>2016/17</u> £000	Indicative <u>2017/18</u> £000	Indicative <u>2018/19</u> £000	<u>Total</u> £000
Unhypothecated Supported Borrowing	(8,337)	(8,337)	(8,337)	(8,337)	(8,337)	(41,685)
General Capital Grant	(5,074)	(5,074)	(5,074)	(5,074)	(5,074)	(25,370)
Additional Borrowing to cover estimated slippage from 2013/14	(6,765)					(6,765)
Updated Additional Borrowing to Balance existing Capital Programme	(11,571)	(10,703)	(1,257)	344	1,941	(21,246)
Additional Borrowing for new schemes	(3,745)	(6,750)	(4,395)	(1,200)	(1,200)	(17,290)
Earmarked Capital Receipts	(1,275)		(450)			(1,725)
School Organisation Plan Earmarked Capital Receipts	(8,352)	(2,377)	(6,864)	(6,889)		(24,482)
Non Earmarked Capital Receipts	(1,000)	(1,000)	(1,000)	(1,000)	(1,000)	(5,000)
Direct Revenue Financing - Facilities Management support	(210)	(210)	(210)	(210)	(210)	(1,050)
Direct Revenue Financing - Neighbourhood Renewal Schemes	(350)	(350)	(350)	(350)	(350)	(1,750)
Harbour Projects Contingency reserve	(200)					(200)
Bereavement Reserve	(525)	(245)	(140)	(140)	(140)	(1,190)
Total funded from identified General Fund resources	(47,404)	(35,046)	(28,077)	(22,856)	(14,370)	(147,753)
External Funding Estimates and Contributions	(39,095)	(17,395)	(23,041)	(5,978)	(34,000)	(119,509)
Invest to Save Schemes - Additional borrowing to be repaid from specific resources	(30,593)	(34,709)	11,057	(7,046)	(6,578)	(67,869)
Total General Fund	(117,092)	(87,150)	(40,061)	(35,880)	(54,948)	(335,131)
Public Housing Resources						
Additional Borrowing - Housing Partnership Project	(1,015)	(715)	(1,369)	(2,890)	(3,980)	(9,969)
Additional Borrowing to balance programme	(4,025)	(3,375)	(5,075)	(2,975)	(2,150)	(17,600)
Major Repairs Allowance Grant	(9,600)	(9,600)	(9,600)	(9,600)	(9,600)	(48,000)
Direct Revenue Financing / Reserves	(2,260)	(2,000)	(2,000)	(2,000)	(2,000)	(10,260)
External Contributions		(885)	(921)			(1,806)
Capital Receipts - Dwelling Sales & Other Contributions	(200)	(200)	(200)	(200)	(200)	(1,000)
Total Public Housing	(17,100)	(16,775)	(19,165)	(17,665)	(17,930)	(88,635)
Total Capital Programme Resources Required	(134,192)	(103,925)	(59,226)	(53,545)	(72,878)	(423,766)

Council Capital Resources 2014/15 - 2018/19



Capital Programme 2014/15 - 2018/19

<u>2014/15</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2015/16</u> <u>£000</u>	<u>Indicative</u> <u>2016/17</u> <u>£000</u>	<u>Indicative</u> <u>2017/18</u> <u>£000</u>	<u>Indicative</u> <u>2018/19</u> <u>£000</u>	<u>Total</u> <u>£000</u>
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General Fund Capital Programme

Annual Sum Expenditure								
1	Disabled Facilities Service (see also Public Housing)	To provide adaptations such as showers, stair lifts and internal modifications to allow the recipient to live independently within their own home	2,800	2,800	2,800	2,800	2,800	14,000
2	Financial Assistance for Older People (Targeted Elderly)	A financial assistance package of grants to repair the city's oldest and worst condition private sector housing stock	350	270	270	270	270	1,430
3	Private Housing Group Repair	A rolling programme with a coordinated approach to improving the City's oldest and worst condition housing stock focusing on energy efficiency	130	130	130	130	130	650
4	Property Asset Renewal - All Council Buildings	To address the condition of the property stock within the Council in accordance with Directorate Asset Management plans and priority works	4,000	4,000	4,000	4,000	4,000	20,000
5	Asset Renewal Facilities Management fee	Facilities Management additional fee on property asset renewal schemes - funded from revenue	210	210	210	210	210	1,050
6	Environmental Improvements, Highway & Footway resurfacing	Highway and footway resurfacing and implementation of dropped kerbs	1,220	1,220	1,220	1,220	1,220	6,100
7	Highway Structures	The strengthening or replacement of sub standard bridges, culverts and other highways structures as part of the Highway Infrastructure Asset Management plan	1,225	400	500	750	750	3,625
8	Street Lighting renewals	To replace structurally unsound and install new street lighting columns	400	270	270	270	270	1,480
9	Traffic Management and Public Transport	Strategic and local network improvements including junction and pedestrian safety improvements, with a focus on securing match funding	810	670	670	670	670	3,490
10	Telematics / Butetown Tunnel	To undertake a long term programme of infrastructure replacements required for the ongoing operation of the tunnel and transportation infrastructure	350	330	330	330	330	1,670
11	Strategic Cycle Network Development	Implementation and match funding of the cycling strategy	400	400	400	400	400	2,000
12	Parks Infrastructure	To improve existing parks infrastructure (Drainage, footpaths etc)	61	140	140	140	140	621
13	Play Equipment	Replacement of existing play equipment in parks	90	90	90	90	90	450

Capital Programme 2014/15 - 2018/19

			2014/15	Indicative	Indicative	Indicative	Indicative	Total
			Including					
			Slippage	2015/16	2016/17	2017/18	2018/19	
			£000	£000	£000	£000	£000	£000
14	Bereavement Strategy	Improvement of facilities at Thornhill Crematorium and other bereavement infrastructure funded by reserves	525	245	140	140	140	1,190
15	Neighbourhood Renewal schemes	City wide public realm and environmental improvement schemes	720	540	450	360	360	2,430
16	Community Shopping Centre Regeneration	To implement improvements to local shopping centres and the associated public realm, including accessibility improvements, with the aim of providing an enhanced retail environment and improved business activity	460	360	360	360	360	1,900
17	Housing Regeneration Schemes - Owner Occupier Costs	To fund owner occupier costs of improvements to housing and boundary walls	295	150	150	150	150	895
18	Heritage Enhancement Programme	Schemes arising from conservation area appraisals and historic buildings	150	90	90	90	90	510
19	Alleygating	To prevent anti-social behaviour with other benefits such as reduced street cleansing and highway maintenance costs	245	45	45	45	45	425
20	Materials Recycling Facility	To establish a planned regime for upgrades to minimise downtime at the Materials Recycling Facility	45	45	45	45	45	225
21	Legionella Works	Capital works arising from legionnaires surveys	65					65
22	Highway Resurfacing	Additional allocation for permanent highways resurfacing	350	350	350	350	350	1,750
23	Footways Tree Pits remediation	To address the condition of tree roots and tree pits on footways	100	100	100	100	100	500
TOTAL ANNUAL SUMS			15,001	12,855	12,760	12,920	12,920	66,456

Ongoing Schemes								
24	Household Waste Recycling Centres - Wedal Road	New facility at Wedal Road to enable the Council to meet statutory recycling targets and facilitate better working across the Council departments for waste reception and recycling opportunities together with a 'Reuse Centre' for items generated from the public	1,668					1,668
25	Carbon reduction schemes	Carbon reduction and energy efficiency measures across Council buildings including schools	185					185
26	Flood prevention schemes - Matchfunding (Rhiwbina)	Match funding for the Rhiwbina Flood prevention scheme	217					217
27	Eastern Leisure Centre	The redevelopment of Eastern Leisure Centre	2,500	4,005				6,505
28	Bute Park	Council contribution to complete the restoration of Bute Park	75					75

Capital Programme 2014/15 - 2018/19

			2014/15	Indicative	Indicative	Indicative	Indicative	Total
			Including	2015/16	2016/17	2017/18	2018/19	
			Slippage	£000	£000	£000	£000	£000
			£000					
29	Insole Court	Balance of capital contribution to facilitate community asset transfer of Insole Court and matchfunding towards renovation costs	267					267
30	Bishops Palace and Llandaff Bell Tower	Conservation of Bishops Palace and Llandaff Bell tower, in order to reduce further damage to these Scheduled ancient monuments and remove them from the 'at risk' register (Subject to grant approval)	90					90
31	Schools Organisation Plan	This represents the Councils capital programme contribution to the SOP and 21st century schools financial model. The overall SOP is delivering improvements such as previously identified fast track schemes, Welsh Medium primary provision, matchfunding for 21st century schools WG support, Whitchurch and improvements at Fitzalan. It includes capital receipts to support the costs of the Schools Organisation Plan and is in addition to the contributions from revenue release savings from schools (Invest to Save) and grants which are shown elsewhere in the programme	10,752	4,377	8,864	7,889		31,882
32	Penarth Learning Community	Contribution to the Vale of Glamorgan Council in return for the Council gaining access to special education needs and residential respite places at the new facility		1,330				1,330
33	Citizens Hubs	Development of Citizen Hubs	1,375	870	500			2,745
34	Maelfa Centre	Regeneration of the Maelfa Centre and Council contribution towards the development and community facilities	348	1,100				1,448
35	Subway Renewal	To commence a cost effective programme of subway closures, footpath realignment and alternative crossing provisions					250	250
36	Modernising ICT to improve Business Processes	Investment in technology including : Software and applications; Infrastructure; Consulting, and Systems Integration, allowing the Council to make business process improvements and so improve service delivery	2,051	776	1,108	847		4,782
37	Office Accommodation rationalisation contribution	Strategic property and accommodation rationalisation to allow efficient use of properties	469	383				852
38	Economic Development Infrastructure including Economic Development Schemes linked to the Cardiff Enterprise Zone	A range of property, economic development, transport and public realm schemes aiming to bring growth and new jobs to the City and region as well as other benefits to citizens, business and visitors	7,386	2,600				9,986

Capital Programme 2014/15 - 2018/19

			2014/15	Indicative	Indicative	Indicative	Indicative	Total
			Including	2015/16	2016/17	2017/18	2018/19	
			Slippage	£000	£000	£000	£000	£000
			£000					
39	CCTV at Council sites	CCTV cameras at Council sites	50					50
40	Public Open Space, Hywel Dda	Creating safe, accessible public open space on a disused site which is to be dedicated to the 'Fields in Trust'	75					75
TOTAL ONGOING SCHEMES			27,508	15,441	10,472	8,736	250	62,407

New Capital Schemes (Exc Invest to Save)								
41	Cardiff Capital Fund (Subject to European Grant Approval)	Support for Small Medium Enterprises in the form of equity and loans		300	300	300	300	1,200
42	Schools Suitability & Sufficiency	To address rising pupil numbers and the back log of works required to improve facilities in schools	500					500
43	Whitchurch High School	Further phase of accessibility works at Whitchurch High Lower school site estimated at £1.7M	1,700					1,700
44	Flood Risk prevention	A phased programme of works at 16 locations where water flows from parks and open spaces onto adjacent land causing flooding	100	100	100			300
45	Citizens Hubs	Additional hubs schemes subject to consultation include: a new multipurpose hub replacing STAR centre and Pool, providing community services such as housing, advice, leisure and library services, with a further £1.7 million being funded by HRA; additional funding to meet hub proposals being developed such as Llandaff North; improvements to Pentwyn Powerhouse and leisure centre following closure of the Pentwyn Dome	750	4,200	3,545			8,495
46	ICT refresh/SAP landscapes	A phased programme to deliver a refresh of IT across the Council. The scope of the IT refresh programme covers the server / storage replacement, Data centre upgrades, resilience, improvements to wireless networking and hardware replacement to ensure compatibility with latest software	400	400	400	400	400	2,000
47	Llanishen Leisure Centre reconfiguration	To close the underused bar facilities and provide the service via the existing cafeteria facilities, with the additional benefit of increasing the space available for physical activities	75					75
48	Pentwyn Leisure Centre reconfiguration	To close the underused bar facilities and provide the service via the existing cafeteria facilities, with the additional benefit of increasing the space available for physical activities	90					90

Capital Programme 2014/15 - 2018/19

			2014/15	Indicative	Indicative	Indicative	Indicative	Total
			Including					
			Slippage	2015/16	2016/17	2017/18	2018/19	£000
			£000	£000	£000	£000	£000	£000
49	Greener Grangetown Matchfunding	A partnership project with Dwr Cymru, WG, Natural Resources Wales and Cardiff Council to retrofit sustainable drainage systems in order to reduce the amount of surface water entering the drainage system and to undertake a comprehensive regeneration scheme		750				750
50	Vehicle Replacement	New Annual sum for vehicle replacement	250	250	250	250	250	1,250
51	City Hall carpets	Replacement of carpets in reception, assembly room and 5 function rooms, due to the existing carpet being worn and beyond repair	80					80
52	High Ropes Course at Cardiff International Whitewater (CIWW)	An additional leisure attraction to complement services already provided at CIWW	200					200
53	Contingency including Community Buildings review		750	750	250	250	250	2,250
TOTAL NEW SCHEMES			4,895	6,750	4,845	1,200	1,200	18,890

**Schemes funded by Grants and Contributions
(subject to approval of bids)**

54	Regional Transport Plan (Welsh Government)	Bus Corridors	990	500	500	500	500	2,990
55	Regional Transport Plan (Welsh Government)	Strategic Cycle Network	660	550	550	550	550	2,860
56	Regional Transport Plan (Welsh Government)	Walkable Neighbourhoods	25	200	200	200	200	825
57	Regional Transport Plan (Welsh Government)	Highway Junction Improvements	310	500	250	300	500	1,860
58	Regional Transport Plan (Welsh Government)	Infrastructure Plan	20	350	450	2,550	30,800	34,170
59	Regional Transport Plan (Welsh Government)	Local railway station improvements	0	200	200	200	200	800
60	Regional Transport Plan (Welsh Government)	To support the achievement of targets for road safety casualty reduction	310	500	500	500	500	2,310
61	Transport Grant (Welsh Government)	Safe routes in communities	400	400	400	400	400	2,000
62	Transport Grant (Welsh Government)	A range of schemes as part of Cardiff Enterprise Zone, including transport interchange, road network improvements and other sustainable travel improvements	2,000					2,000
63	Flood Alleviation Grant (ERDF and Welsh Government)	Flood alleviation measures at Rhiwbina	955					955
64	Greener Grangetown (Dwr Cymru, Welsh Government, Landfill Tax & Natural Resources Wales)	Rainwater recycled through new drainage systems, producing environmental and economic benefits. European funding to be bid for in conjunction with Council match funding for future phases	1,650	400				2,050

Capital Programme 2014/15 - 2018/19

			2014/15	Indicative	Indicative	Indicative	Indicative	Total
			Including					
			Slippage	2015/16	2016/17	2017/18	2018/19	£000
			£000	£000	£000	£000	£000	£000
65	Renewal Area Grant (Welsh Government)	West Adamsdown/North Grangetown renewal area scheme completion	765					765
66	Cymru Museum Archives and Libraries (CYMAL)	Bid for improvements to libraries as part of Citizen Hubs programme	100	100				200
67	Harbour Authority Grant (Welsh Government)	Approved asset renewal programme	332	323	346	350	350	1,701
68	21st Century schools (Welsh Government)	Welsh Government Band A grant funding for a variety of schemes to improve school facilities and infrastructure in Cardiff - Subject to approval of individual business cases	12,577	9,693	17,850	428		40,548
69	Flying Start (Welsh Government)	Support for early years education facilities across Cardiff	3,193	648				3,841
70	Planning Gain (S106) and other contributions	Various schemes such as improvements to open space, transportation, public realm and community facilities	3,550	1,469	1,795			6,814
71	Insole Court (Heritage Lottery Fund, CADW, Welsh Government, Trust)	Renovation of Insole Court to facilitate community asset transfer subject to all funding being in place	750	1,562				2,312
72	Urban Broadband (Dept for Culture, Media, Sport & Leisure)	Includes schemes such broadband connectivity vouchers, demonstrator hub, wi-fi for public transport and public buildings, internet exchange, all subject to DCMS approval	9,216					9,216
73	Intermediate Care Fund (Welsh Government)	Delivering sustainable integrated services that maintain and increase people's wellbeing and independence	1,292					1,292
TOTAL SCHEMES FUNDED BY GRANTS AND CONTRIBUTIONS (SUBJECT TO APPROVAL OF BIDS)			39,095	17,395	23,041	5,978	34,000	119,509

Additional borrowing undertaken by the Council to be repaid from specific resources (Invest to Save - Subject to Business Case)

74	Pay and Display Butetown Equipment and Implementation	Pay and Display parking at Bute Street and Schooner Way	100					100
75	Energy Retrofit of Buildings	Retrofit of suitable Council buildings for energy efficiency measures to provide revenue energy reduction savings and carbon reduction savings	790					790
76	Moving Offences Enforcement Equipment and Implementation	To address bus lane and moving traffic offences by combining them with existing parking enforcement measures, subject to WG approval of enforcement powers	390					390
77	Schools Wireless & ICT	Investment in Schools ICT infrastructure and equipment	634					634

Capital Programme 2014/15 - 2018/19

			<u>2014/15</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2015/16</u> <u>£000</u>	<u>Indicative</u> <u>2016/17</u> <u>£000</u>	<u>Indicative</u> <u>2017/18</u> <u>£000</u>	<u>Indicative</u> <u>2018/19</u> <u>£000</u>	<u>Total</u> <u>£000</u>
78	Invest to Save - Annual bid allocation	Capital schemes developed during the year that can pay back the original investment of the scheme either through income generation or savings within a short period of time	500	500	500	500	500	2,500
79	Solar Power	To install solar panels on suitable Council buildings in order to reduce electricity consumption and generate feed in tariff	400					400
80	Hydro Power (Radyr Weir)	Radyr Weir facility where income would be generated from feed in tariff	2,200					2,200
81	Street Lighting Dimming	The installation of dimmer units onto circa 24,000 lamp units in residential areas, in order to facilitate dimming at off peak hours and thereby reduce energy usage	1,600					1,600
82	Highways Local Government Borrowing initiative	Investment in highway infrastructure, such as carriageway resurfacing and street lighting	5,005					5,005
83	Cardiff Enterprise Zone	A range of property, economic development, transport and public realm schemes aiming to bring growth and new jobs to the City and region as well as other benefits to citizens, business and visitors		15,000				15,000
84	School Organisation Plan & 21st Century Schools including Schools Local Government Borrowing Initiative	Strategic investment programme to be paid back from revenue release savings and WG grant	18,974	19,209	(11,557)	6,546	6,078	39,250
TOTAL INVEST TO SAVE			30,593	34,709	(11,057)	7,046	6,578	67,869
TOTAL GENERAL FUND			117,092	87,150	40,061	35,880	54,948	335,131

Public Housing (HRA)

85	Regeneration and Area Improvement Strategies	Environmental works including defensible space, demolition, conversion and road/footpath realignment; Energy efficiency schemes; Improvements to flats, garages, gullies and open spaces	3,450	3,450	3,450	3,450	3,350	17,150
86	External and Internal Improvements to Buildings	Improvements include central heating, fencing, roofing, high rise cladding, door entry systems, kitchens and bathrooms, CCTV and improvements to Sheltered Housing	10,450	9,850	9,750	9,450	8,600	48,100

Capital Programme 2014/15 - 2018/19

			2014/15	Indicative	Indicative	Indicative	Indicative	Total
			Including	2015/16	2016/17	2017/18	2018/19	
			Slippage	£000	£000	£000	£000	£000
			£000	£000	£000	£000	£000	£000
	Housing Partnerships Project (HPP)							
87	New Build Council Housing - HPP 1	Delivery of new build housing as part of the Housing Partnership project	1,015	1,600	2,290	2,890	3,480	11,275
88	New Build Council Housing - HPP 2						500	500
89	Splott Hub	Public Housing contribution to Splott Hub scheme (total cost £9.2 million)			1,700			1,700
90	Disabled Facilities Service	To provide adaptations and associated improvements to the homes of disabled persons	1,675	1,675	1,675	1,675	1,750	8,450
91	Modernising ICT to Improve Business Processes	Contribution towards investment in technology	510	200	300	200	250	1,460
TOTAL PUBLIC HOUSING			17,100	16,775	19,165	17,665	17,930	88,635
TOTAL CAPITAL PROGRAMME EXPENDITURE			134,192	103,925	59,226	53,545	72,878	423,766

Glossary of Terms - Prudential Indicators

The Prudential Code

The current system of capital finance is CIPFA's Prudential Code.

It is a professional Code of practice to support the decisions local authorities have to make to plan for capital investment at a local level. Authorities are required by regulation to have regard to the Prudential Code when carrying out their duties under Part I of the Local Government Act 2003 i.e. compliance with the Code is a statutory requirement.

Objectives of the Code

The key objectives of the Code are:-

- To ensure within a clear framework that capital expenditure plans are affordable, prudent and sustainable
- That Treasury Management decisions are taken in accordance with good professional practice
- That local strategic planning, asset management planning and proper option appraisal are supported
- To provide a clear and transparent framework to ensure accountability

Prudential Indicators

The indicators required are shown below, with further explanation as to their meaning:

1(a). External Debt - Operational Boundary

The most likely, prudent view of the level of gross external indebtedness. External debt includes both borrowing and long term liabilities (e.g. finance leases). It encompasses all borrowing, whether for capital or revenue purposes.

1(b). External Debt - The Authorised Limit

The upper limit on the level of gross external indebtedness, which must not be breached without Council approval. It is the worst-case scenario. It reflects the level of borrowing which, while not desired, could be afforded but may not be sustainable. Any breach must be reported to the executive decision making body, indicating the reason for the breach and the corrective action undertaken or required to be taken.

1(c). External Debt - Actual External Debt

The indicator for actual external debt will not be directly comparable to the operational boundary and authorised limit, since the actual external debt will reflect the actual position at one point in time.

2. Financing cost to Net Revenue Stream

The percentage of revenue budget set aside each year to service debt financing costs

3. Capital Financing Requirement (CFR)

The Capital Financing requirement (CFR) replaced the 'Credit Ceiling' measure of the 1989, Local Government and Housing Act. It measures an authority's underlying need to borrow or use other long-term liabilities, to pay for capital expenditure.

4. Capital Expenditure

The level of capital expenditure incurred and likely to be incurred in future years. This is to be based on an accruals basis and on the definition of capital expenditure.

5. Incremental impact of Capital Investment decisions on Council Tax / Average weekly Housing Rents

This shows the impact of new capital investment decisions included in the budget on the Council Tax and average weekly rent for HRA.

6. Gross External Borrowing and the Capital Financing Requirement

The level of external borrowing is required to be compared to the Capital Financing Requirement which represents the underlying need to borrow. Requires that borrowing in the medium term can only be for capital purposes.

7. Adoption of CIPFA's Treasury Management Code of Practice

CIPFA's Code of Practice for Treasury Management in the Public Services (the CIPFA Code) primary aim is to ensure that public services manage and control the risks attached to its treasury functions in an efficient effective and economic manner.

Accordingly the adoption of the Code has been encapsulated in Local Authorities (Capital Finance and Accounting) Regulations that call for explicit compliance with the CIPFA Code.

8. Interest Rate Exposures

Recognition of the impact on revenue budgets of changes in interest rates as well as the need to ensure that local authorities maintain flexibility in their treasury strategy has resulted in the adoption of an interest rate exposure indicator.

This indicator sets out for the following three years an upper limit for both fixed rate and variable rate exposure.

9. Maturity Structure of Borrowing

Local Authority debt portfolios consist of a number of loans with differing maturities. Setting limits assists in ensuring any new borrowing in particular when combined with existing borrowing does not result in large concentrations of borrowing maturing in a short period of time.

10. Principal sums invested for greater than 364 days

This indicator measures the exposure of a local authority to investing for periods of greater than one year.

Glossary of Terms

Association of Accounting Technicians – (AAT)

AAT is a UK qualification and membership body for accounting staff. AAT award around 90% of all vocational qualifications in accounting, and are sponsored by the professional accounting bodies CIPFA, ICAEW, CIMA and ICAS. AAT members include students and people working in accountancy.

Bank Rate

The rate of interest set by the Bank of England as a benchmark rate for British banks.

Bonds

A long-term debt security issued by a company, a financial institution, a local authority, national government or its affiliated agencies. It represents an undertaking to repay the holder the fixed amount of the principal on the maturity date plus a specified rate of interest payable either on a regular basis during the bond's life (coupon) or at maturity.

Borrowing

Loans taken out taken out by the authority to pay for capital expenditure or for the prudent management of the Council's financial affairs, which are repayable with interest.

Capital Expenditure

Capital expenditure pays for improvements to existing and new assets used in the delivery of Council services as well as other items determined by Regulation. Capital resources are scarce, costly and also have long term revenue implications over many years and even generations where capital expenditure is funded by borrowing. Hence the requirement of the Prudential Code to ensure what is charged as Capital Expenditure is Prudent, Sustainable and Affordable.

The statutory definition of capital expenditure is given in the Local Government Act 2003, the Local Authorities (Capital Finance) Regulations 2003 and 2004 as amended. Statute relies on the accounting measurement of cost in International Accounting Standard (IAS) 16 to determine whether expenditure is eligible to be capitalised or whether it should be treated as revenue expenditure. Key to what is eligible as capital spend are the following words in IAS 16 - 'Costs directly attributable to bringing the specific asset into working condition for its intended use'.

Capital Financing Requirement (CFR) (Real and Notional)

An authority's underlying need to borrow for a capital purpose. It measures capital expenditure incurred but not yet financed by the receipt of grants, contributions and charges to the revenue account. This is termed the Real CFR.

Revised accounting guidance from Wales Audit Office on accounting for Landfill Obligations requires a provision to be created and charged to capital. As this is for future spend, this is not incurred expenditure, hence caution needs to be adopted when comparing the latter figure compared to external borrowing to ensure borrowing in advance of need does not take place.

Capital Market

A market for securities (debt or equity), where companies and governments can raise long-term funds (periods greater than one year). The raising of short-term funds takes place on other markets (e.g. the money market).

Capital Programme

The Capital Programme sets out the Council's capital expenditure plans for the forthcoming financial year as well as for the medium term. It is approved annually at Council and identifies the estimated cost of those schemes, their projected phasing over financial years as well as the method of funding such expenditure.

Certificates of Deposits (CDs)

A certificate issued for deposits made at a deposit-taking institution (generally a bank). The bank agrees to pay a fixed interest rate for the specified period of time, and repays the principal at maturity. CDs can be purchased directly from the banking institution or through a securities broker. An active interbank secondary market exists to buy and sell CDs.

Chartered Institute of Public Finance & Accountancy (CIPFA)

CIPFA is the professional body for people in public finance. As a specialised public services body, they provide information, guidance, and determine accounting standards and reporting standards to be followed by Local Government.

Collective Investment Scheme Structures

Schemes whereby monies from a number of investors are pooled and invested as one portfolio in accordance with pre-determined objectives.

Commercial Paper

A relatively low risk, short-term and unsecured promissory note traded on money markets issued by companies or other entities to finance their short-term cash requirements.

Corporate Bonds

Bonds that are issued by a company or other non-government issuers. They represent a form of corporate debt finance and are an alternative means of raising new capital other than equity finance or bank lending.

Counterparty

One of the parties involved in a financial transaction with whom the Council may place investments.

Counterparty / Credit Risk

Risk that a counterparty fails to meet its contractual obligations to the Council to repay sums invested.

Credit Criteria

The parameters used as a starting point in considering with whom the Council may place investments, aimed at ensuring the security of the sums invested.

Credit Default Swaps

A financial transaction which the buyer transfers the credit risk related to a debt security to the seller, who receives a series of fees for assuming this risk. The level of fees reflect the perceived level of risk.

Credit Rating

A credit rating assesses the credit worthiness of an individual, corporation, or even a country. Credit ratings are calculated from financial history and current assets and liabilities. Typically, a credit rating tells a lender or investor the probability of the subject being able to pay back a loan. Ratings usually consist of a long-term, short-term, viability and support indicators. The Fitch credit rating of F1 used by the Council is designated as “Highest Credit quality” and indicates the strongest capacity for timely payment of financial commitments.

Debt Management Account Deposit Facility (DMADF)

The Debt Management Office provides this service as part of its cash management operations and of a wider series of measures designed to improve local and central government’s investment framework and cash management. The key objective of the DMADF is to provide users with a flexible and secure facility to supplement their existing range of investment options while saving interest costs for central government.

Debt Restructuring

Debt restructuring is a process that allows an organisation to reduce, renegotiate and undertake replacement debt.

Diversification of Investments

The process of creating a portfolio of different types of financial instruments with regard to type, price, risk issuer, location, maturity, etc. in order to reduce the overall risk of the portfolio as a whole.

Duration (Maturity)

The length of time between the issue of a security and the date on which it becomes payable.

External Borrowing

Money borrowed from outside of the Council.

Financial Instrument

Any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another. Typical financial liabilities are borrowing and financial guarantees. Typical financial assets include bank deposits, amounts owed by customers, loans receivable and investments.

Fitch Credit Ratings

A commercial organisation providing an opinion on the relative ability of an entity to meet financial commitments, such as interest, preferred dividends, repayment of principal, insurance claims or counterparty obligations. The opinion is usually provided in the form of a credit rating.

Fixed Rate

An interest rate that does not change over the life of a loan or other form of credit.

Floating Rate Notes

A money market security paying a floating or variable interest rate, which may incorporate a minimum or floor.

Four Clauses of Treasury Management

In compliance with the First Clause, this Council will create and maintain, as the cornerstones for effective treasury management:

- A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities.
- Suitable Treasury Management Practices (TMP's), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

In compliance with the Second Clause, this Council will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy in advance of the year, a mid year review and an annual report after its close, in the form prescribed in its TMP's.

In compliance with the Third Clause, this Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Cabinet, and for the execution and administration of treasury management decisions to the Corporate Director Resources in accordance with existing delegations, who will act in accordance with the organisation's policy statement, TMP's and CIPFA's Standard of Professional Practice on Treasury Management.

In compliance with the Fourth Clause, this Council requires the scrutiny of the accounting, audit and commercial issues of its Treasury management Strategy and Practices to be undertaken by the Council's Audit Committee due to the technical nature of the documents.

Fraud / Error Risk

Risk of losses being incurred as a result of fraud, error or corruption in treasury management and failure to institute adequate systems, procedures and other arrangements to prevent irregularities.

Housing Revenue Account (HRA)

The HRA is an account of expenditure and income that every local authority housing department must keep in accordance with the Local Government & Housing Act 1989. The account is kept separate or ring fenced from other Council activities. Income is primarily generated by the rents and service charges paid by tenants, while expenditure is on the management and maintenance of the housing stock, and capital financing charges on the HRA's outstanding loan debt.

Interest Rate Risk

Risk that fluctuations in interest rates could impose extra costs against which the Council has failed to protect itself adequately.

Internal Borrowing

Money borrowed from within the Council, sourced from temporary internal cash balances.

Investments

The purchase of financial assets in order to receive income and/or make capital gain at a future time, however with the prime concern being security of the initial sum invested.

Lender Option Borrower Option Loans (LOBOs)

Loans to the Council where the lender can request a change in the rate of interest payable by the Council at pre-defined dates and intervals. The council at this point has the option to repay the loan.

Liquidity

The ability of the Council to meet its financial obligations as they fall due.

Market Loans

Borrowing that is sourced from the market i.e. organisations other than the Public Works Loan Board or a Public Body.

Minimum Revenue Provision (MRP)

This is the amount which must be charged to the authority's revenue account each year and set aside as provision for repaying external loans and meeting other credit liabilities. The prudent amount is determined in accordance with guidance issued by WG. This has the effect of reducing the Capital Financing Requirement (CFR).

Money Market

The market for short-term securities or investments, such as certificates of deposit, commercial paper or treasury bills, with maturities of up to one year.

Money Market Funds

An investment fund which pools the investments of numerous depositors, spreading those investments over a number of different financial instruments and counterparties. Funds with a constant Net Asset Value (NAV) are those where any sum invested is likely to be the same on maturity. Funds with a variable Net Asset Value (NAV) are those where the sum on maturity could be higher or lower due to movements in the value of the underlying investments.

Multilateral Development Banks (MDB)

A multilateral development bank is an institution, created by a group of countries that provides financing and professional advice for the purpose of development. MDBs have large memberships including both developed donor countries and developing borrower countries.

Net Asset Value (NAV)

The market value of an investment fund's portfolio of securities as measured by the price at which an investor will sell a fund's shares or units.

Prudential Code for Capital Finance

The system introduced on 1 April 2004 by Part 1 of the Local Government Act 2003 which allows local authorities to borrow without Government consent, provided that they can afford to service the debt from their own resources and that any such borrowing is prudent and sustainable. This requires the preparation and approval of various indicators.

A glossary of Terms for Prudential indicators can be found on page 26.

Public Works Loans Board (PWLB)

The Public Works Loans Board is a statutory body operating within the United Kingdom Debt Management Office, an Executive Agency of HM Treasury. PWLB's function is to lend money from the National Loans Fund to local authorities and other prescribed bodies, and to collect the repayments.

Refinancing Risk

Risk that maturing borrowing or other financing of capital projects cannot be renewed on terms that reflect existing assumptions and that the Council will suffer extra costs as a result.

Regulatory Risk

Risk that actions by the Council or by any person outside of it are in breach of legal powers or regulatory requirements resulting in losses to the Council, or the imposition of extra costs.

Security

Protecting investments from the risk of significant loss, either from a fall in value or from default of a counterparty.

Sovereign Credit Ratings

The credit rating of a country. It indicates the risk level of the investing environment of a country, taking into account political risk and other factors.

Sterling

The monetary unit of the United Kingdom (the British pound).

Term Deposits

A term deposit is a money deposit at a banking institution that cannot be withdrawn for a certain "term" or period of time.

Treasury Bills

Debt securities issued by a government with a short-term maturity of up to 6 months.

UK Government Gilts

Fixed-interest debt securities issued or secured by the British Government. Gilts are always denominated in sterling though the Government occasionally also issues instruments in other currencies in the Eurobond market or elsewhere.

Variable Rate

An interest rate that changes in line with market rates.

Yield

The annual rate of return paid out on an investment, expressed as a percentage of the current market price of the relevant investment.