
BUDGET 2014/15 DIRECTORATE BUDGET BRIEFINGS

Reason for the Report

1. To provide background information on the current budget and structures of the areas of the Council that fall within the Committee's terms of reference, in order to start preparing for the scrutiny process for the 2014/15 budget.

Background

2. When the Committee considered the 2013/14 budget proposals, Members commented that they would like to have greater visibility of Directorates' overall budgets in order to better scrutinise savings and growth proposals in future. Directorate information packs have therefore been prepared containing the following information:
 - Service Overview
 - Service Metrics
 - Bubble Diagram
 - Budgetary Analysis Sheet
 - Corporate Plan Objectives
 - Corporate Plan Milestones
 - Capital Programme
 - Asset Overview.

Background

3. At this meeting, the Committee will consider the remaining areas of the Council which fall under its remit, having considered the Communities, Housing and Customer Service Directorate at its 29 October 2013 meeting.

4. The terms of reference of the Policy Review and Performance Scrutiny Committee include:
 - Corporate Management;
 - Resources Directorate
 - Parts of the Economic Development Directorate (asset management and international policy).
5. Attached at **Appendix A**, Members will find the budget briefing packs for these Directorates.

Issues

Scope of the Scrutiny

6. The scope of this scrutiny is for Committee to gain:
 - A more informed understanding of the structure, overall budget allocation and personnel distribution in the Directorates;
 - A clearer grasp of the main challenges and opportunities facing the Directorates as they prepare budgetary proposals;
 - An indication from the Directors of their scope for achieving savings;
 - An understanding of the steps the Directors are taking to work with other directorates and organisations to realise efficiencies.
7. This scrutiny will not cover specific savings proposals. These are under development and once they are finalised will be subject to consultation and scrutiny.

Way Forward

8. Cabinet Members and officers will be in attendance for this item as set out on the meeting agenda, to answer Members' questions.

Legal Implications

9. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications.

However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

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

RECOMMENDATIONS

11. The Committee is recommended to:
- i. Consider the contents of the report and the information presented at the meeting;
 - ii. Report any comments, observations or recommendations to the Cabinet;
 - iii. Consider whether there is additional information or training Members would wish to receive prior to scrutinising the budgetary proposals 2014 -15.

MARIE ROSENTHAL

County Clerk and Monitoring Officer (Democratic Services)
20 November 2013

County Clerk and Monitoring Officer

Information Pack for 2014/15 Budget Setting

Scrutiny meeting

Service Area Overview

- 1 Service Background
- 2 Bubble Diagram
- 3 Budgetary Analysis with FTE information (based on Cash Limit)
- 4 Service Area Asset Overview

County Clerk & Monitoring Officer

The County Clerk & Monitoring Officer is responsible for the provision of services to support the democratic function.

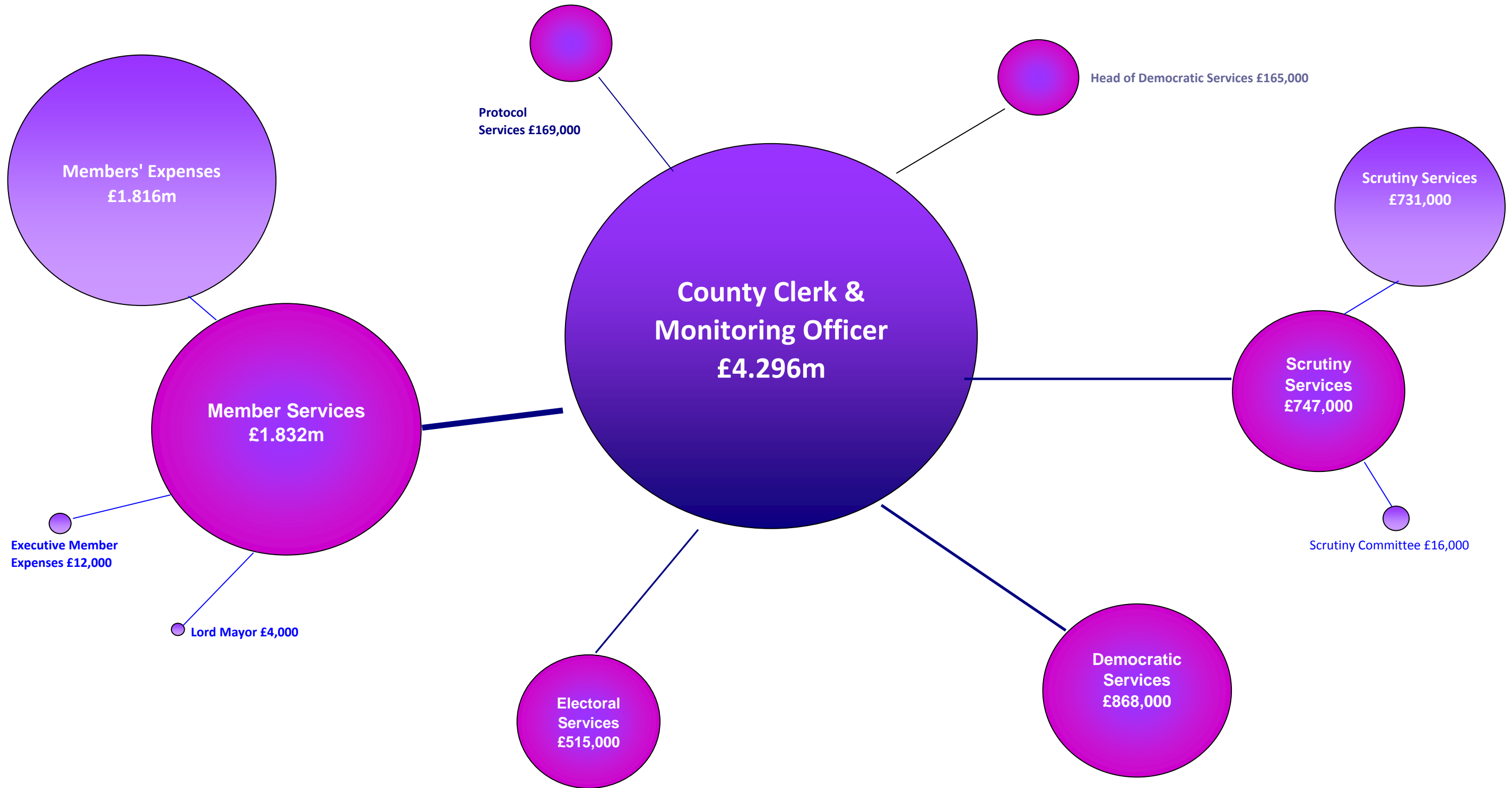
The service area has a gross expenditure budget of £4.364 million and receives and generates income of £0.067 million leaving a net controllable budget of £4.297 million.

The service area employs approximately 41 full time equivalent staff.

Service Area Overview

Area	Further Detail
Scrutiny Services	<ul style="list-style-type: none"> Responsible for providing support to the Council's Scrutiny Committees.
Democratic Services	<ul style="list-style-type: none"> Provides administrative support and advice to the Council, the Cabinet, the Committees and individual Members in relation to all aspects of decision making.
Electoral Services	<ul style="list-style-type: none"> Responsible for the register of electors, the administration of elections, and the maintenance of administrative boundaries.
Member Services	<ul style="list-style-type: none"> Responsible for the administration of Members allowances and the administration of expenses and costs incurred by, and on behalf of, Members undertaking their various roles including those as Ward Councillors and Cabinet Members.
Protocol Services	Support to the Lord Mayor and civic occasions and events

County Clerk & Monitoring Officer - Net Revenue Budget 2013/14



County Clerk and Monitoring Officer - Budgetary Analysis 2013/14

Sub Division of Service	Expenditure					Income			Net	Staff
	Employees £	External Spend £	Other Expenditure £	Internal Income £	Gross Expenditure £	Grant Income £	Other Income £	Total Income £	Net Expenditure £	FTE
1 ** Head of Democratic Services	164,560	210			164,770		0	0	164,770	1
Scrutiny Services:-										
2 ** Scrutiny Services	645,830	14,520	113,800	0	774,150		(43,000)	(43,000)	731,150	12
3 ** Scrutiny Committee		15,440	640		16,080		0	0	16,080	
Total Scrutiny Services	645,830	29,960	114,440	0	790,230	0	(43,000)	(43,000)	747,230	12
4 ** Democratic Services	722,670	45,060	116,670		884,400		(16,400)	(16,400)	868,000	19
Electoral Services										
5 ** Electoral Registration	203,790	168,690	150,980		523,460		(8,000)	(8,000)	515,460	6
6 ** Elections - Other					0		0	0	0	
Total Electoral Services	203,790	168,690	150,980	0	523,460	0	(8,000)	(8,000)	515,460	6
Member Services										
7 ** Members Expenses		1,614,130	201,590		1,815,720		0	0	1,815,720	
8 ** Executive Member Expense		12,440			12,440		0	0	12,440	
9 ** Lord Mayor		3,840			3,840		0	0	3,840	
10 ** Co-opted Members					0		0	0	0	
Total Member Services	0	1,630,410	201,590	0	1,832,000	0	0	0	1,832,000	0
11 ** Protocol Services	133,860	20,470	14,210		168,540		0	0	168,540	3
**** County Clerk & Monitoring Officer	1,870,710	1,894,800	597,890	0	4,363,400	0	(67,400)	(67,400)	4,296,000	41

Overview of Service Area Assets

Sub Division of Service	Asset Overview
Electoral Services	Electoral Register
Protocol	Mansion House

Resources

Information Pack for 2014/15 Budget Setting Scrutiny meeting

Service Area Overview

- 1 Service Background
- 2 Service Metrics
- 3 Bubble Diagram
- 4 Budgetary Analysis with FTE information
- 5 Corporate Plan Objectives and Milestones
- 6 Capital Programme Information
- 7 Additional FTE information
- 8 Service Area Assets - Key Facilities

Resources

The Resources Directorate provides a range of centralised support services and manages resources on a council-wide basis, at a variety of locations.

The directorate has a net revenue budget of £21.3 million and a net controllable budget of £17.9m. The service area employs approximately 663 FTE staff.

Service Area Overview

Area of Service	Functions Provided
Business Change Management	Manages Business Change Projects within two Programmes, Customers & Resources. Supports the Council's change agenda & implementation of new processes & technology.
Commissioning & Procurement	Responsible for managing the procurement of goods, services and works from a wide range of external sources and leading on the Council's approach to commissioning.
Enterprise Architecture	Responsible for ensuring the necessary ICT platforms together with the aligned business processes in order to provide a robust foundation for change within the Council.
Finance	Incorporates a number of divisions which together oversee the financial controls and financial administration within the Council:- Exchequer and Development Projects, Service and Technical Accountancy Audit & Risk Management Revenue Services
Fleet, Facilities and Business Support	Responsible for supply, maintenance and management of all the Council's fleet vehicles. Manages and maintains all Council Civic Buildings which includes County Hall and City Hall. Also have direct responsibility for the former Workshops at Clare rd and the New facility at Brindley Rd Depot.
Health and Safety	Health and Safety
Human Resources	Includes HR People Services, Occupational Health, Cardiff Academy and Cardiff Works. Delivers a corporate HR advisory service, manages organisational development and supports employee relations, recruitment, sickness and development.

1. Service Background

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Area of Service	Functions Provided
ICT	Develops and manages the corporate ICT infrastructure. Delivers an ICT support service. Procures ICT goods and services for the council. Provides a helpdesk for all ICT and SAP queries.
Legal Services	Provides legal advice to and legal work for all service areas and in the decision making processes of the Council.

2. Service Metrics

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The following statistics are sourced from 'Measuring Up' which is an annual data collection exercise based on Local Authority performance which is led by the WLGA and coordinated by the Local Authority Data Unit. All 22 Welsh Local Authorities have agreed to participate in the exercise. Please note that the data relates to the 2011/12 financial year.

Council Tax

FY 2011-12	Cardiff	Average Return for Wales	UPPER QUARTILE	MEDIAN	LOWER QUARTILE	Lowest Authority		Highest Authority	
CT collected in year as % of amount budgeted	98.99	99.39	100.66	99.83	98.22	Isle of Anglesey	96.66	Torfaen	101.66
Outstanding CT arrears as % of amount collected in the year	5.07	4.2	2.71	4.13	6.39	Blaenau Gwent	12.29	Vale of Glamorgan	0.80
Costs per bill issued (£ per bill)	10.48	8.27	6.17	7.83	10.95	Isle of Anglesey	4.35	Blaenau Gwent	15.80
Direct spend on collecting CT (£'000)	2,359	659	-	-	-	Powys	31.46	cardiff	2,359
Central and departmental support service costs on collecting council tax (£'000)	1,336	496.3	-	-	-	Ceridigion	104	Cardiff	1,336
Staff costs per £10,000 Council Tax collected (£ per £10,000)	192.08	110.36	79.79	99.79	125.23	Wrexham	49.86	Merthyr tydfil	252.25

Purchase to Pay Process

FY 2011-12	Cardiff	Average Return for Wales	UPPER QUARTILE	MEDIAN	LOWER QUARTILE	Lowest Authority		Highest Authority	
% of undisputed invoices paid in 30 days	82.9	90.3	93.6	90.7	87.4	Monmouthshire	74	Pembrokeshire	97.2
Average invoice value (£ per invoice)	1005.82	1,147.79	1,488.59	1,124.68	988.66	Caerphilly	787.37	Blaenau Gwent	1,951.30
Number of individual invoices received this year as a % of the number of invoices received last year	83.7	97	102.9	98.8	93.5	Torfaen	74.5	Newport	121
Number of invoices below £100 paid as a % of the total number of invoices paid	44.00	42.20	37.10	40.00	44.00	Vale of Glamorgan	11.70	RCT	65.70
% of invoices paid in 10 working days	53.00	57.00	64.20	54.10	44.90	Monmouthshire	20.10	Pembrokeshire	80.50
% of all payments made by electronic means	85.00	85.10	89.30	85.50	79.50	Isle of Anglesey	70.00	Pembrokeshire	98.60
Cost of accounts payable per accounts payable invoice processed (£ per invoice)	1.53	1.59	1.42	1.86	1.99	Wrexham	0.84	Isle of Anglesey	3.18

2. Service Metrics

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FY 2011-12	Cardiff	Average Return for Wales	UPPER QUARTILE	MEDIAN	LOWER QUARTILE	Lowest Authority		Highest Authority	
Council tax received %	95.35	96.73	97.14	96.79	96.19	Blaenau Gwent	94.92	Denbighshire	98.92
Non domestic rates received %	95.90	95.03	98.00	97.14	96.38			Pembrokeshire	98.75

ICT

FY 2011-12	Cardiff	Average Return for Wales	UPPER QUARTILE	MEDIAN	LOWER QUARTILE	Lowest Authority		Highest Authority	
Acquisition costs per workstation (£ per workstation)	368.69	439.21	382.27	414.89	510.51	Gwynedd	279.84	Conwy	676.22
Annual support costs per workstation (£ per workstation)	190.23	161.29	88.56	118.03	167.41	Merthyr Tydfil	21.92	Swansea	564.80
Annual cost per connection to voice network (£ per connection)	180	130.89	96.65	122.5	165.1	Isle of Anglesey	44.50	Denbighshire	281.51
Number of IT FTE across all departments at 31 March	95	55.35	68	49.3	42.6	Isle of Anglesey	20	Neath Port talbot	106
Cost of the ICT function as a % of organisational running costs	1.1	1.3	1	1.3	1.5	RCT	0.6	Ceridigion	2.1

HR People Service

FY 2011-12	Cardiff	Average Return for Wales	UPPER QUARTILE	MEDIAN	LOWER QUARTILE	Lowest Authority		Highest Authority	
Sickness absence - average FTE working days/shifts lost across the authority	11.5	10.4	9.7	10.1	10.5	Vale of Glamorgan	8.2	Isle of Anglesey	13.8
Local Authority employees leaving (%)	10.2	10.7	9.7	10.7	11.7	Carmarthenshire	6.2	Isle of Anglesey	18.4
Ratio of employees (FTE) to HR staff	110.8	86.0	164.0	110.8	73.9	Carmarthenshire	41.8	Isle of Anglesey	260.1
Council wide headcount per 1,000 population	35.7	38.2	40.8	38.8	36.1	Monmouthshire	31.0	Gwynedd	44.2

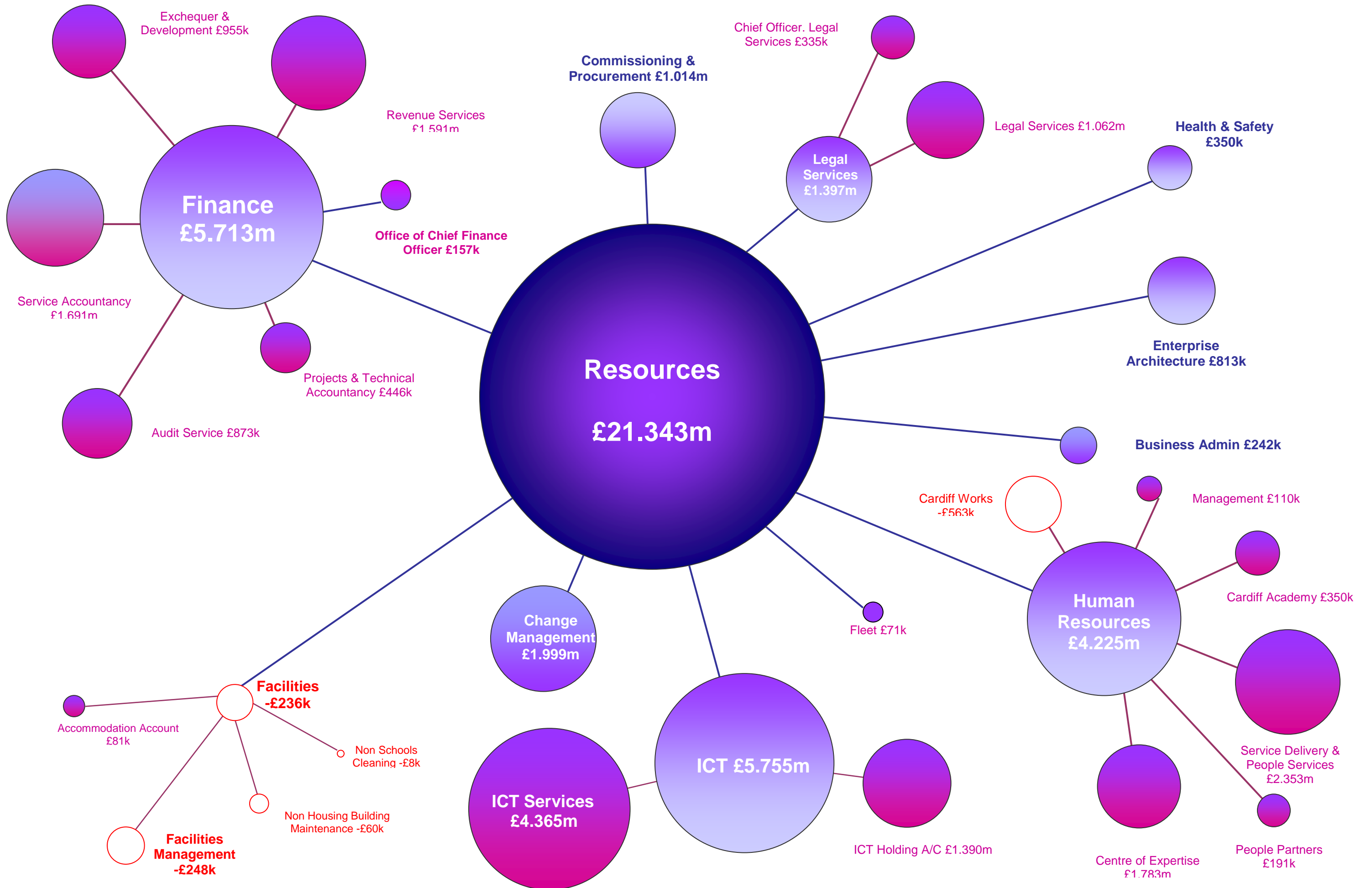
		Expenditure				Income			Net	Staff	
Sub Division of Service		Employees £	External Spend £	Other Expenditure £	Internal Income £	Gross Expenditure £	Grant Income £	Other Income £	Total Income £	Net Expenditure £	FTE
Finance:-											
1	** Exchequer & Development	1,453,070	270,600	290,400	(722,450)	1,291,620		(336,510)	(336,510)	955,110	59
2	** Projects & Technical Accountancy	702,930	3,910	40,640	(184,760)	562,720		(116,960)	(116,960)	445,760	14
3	** Audit Services	1,428,390	53,070	112,250	(28,630)	1,565,080	(141,510)	(550,740)	(692,250)	872,830	40
4	** Service Accountancy	2,207,130	37,310	159,780	(463,680)	1,940,540	(28,000)	(221,710)	(249,710)	1,690,830	59
5	** Revenue Services	2,908,600	449,930	352,590	(26,660)	3,684,460		(2,093,010)	(2,093,010)	1,591,450	90
6	** Office of Chief Finance Officer	174,360	(33,480)	15,750		156,630			0	156,630	1
Total Finance		8,874,480	781,340	971,410	(1,426,180)	9,201,050	(169,510)	(3,318,930)	(3,488,440)	5,712,610	263
Commissioning and Procurement:-											
7	** Procurement & Supplies	2,024,200	1,508,500	190,710	(1,344,920)	2,378,490		(1,364,260)	(1,364,260)	1,014,230	57
Total Commissioning and Procurement		2,024,200	1,508,500	190,710	(1,344,920)	2,378,490	0	(1,364,260)	(1,364,260)	1,014,230	57
Legal Services											
8	** Chief Officer, Legal Services	325,290	6,780	19,360	0	351,430		(16,000)	(16,000)	335,430	3
9	** Legal Services	2,031,300	53,780	207,220	(411,430)	1,880,870		(819,000)	(819,000)	1,061,870	52
Total Legal Services		2,356,590	60,560	226,580	(411,430)	2,232,300	0	(835,000)	(835,000)	1,397,300	55
10	** Health & Safety	375,040	15,700	30,950	(9,000)	412,690		(62,690)	(62,690)	350,000	8
11	** Enterprise Architecture	654,130	156,870	18,000	0	829,000		(16,000)	(16,000)	813,000	8
Human Resources:-											
12	** Management	111,360	(1,550)			109,810		0	0	109,810	2
13	** Cardiff Academy	350,000				350,000		0	0	350,000	0
14	** Service Delivery & People Services	2,495,640	383,800	108,510	(380,730)	2,607,220		(254,010)	(254,010)	2,353,210	66
15	** People Partners	221,580	1,570	1,440	(3,980)	220,610		(29,300)	(29,300)	191,310	3
16	** Centre of Expertise	1,621,730	227,200	505,370	(396,070)	1,958,230		(175,190)	(175,190)	1,783,040	37
17	** Cardiff Works	6,655,340	39,270	111,030	(7,198,390)	(392,750)		(170,000)	(170,000)	(562,750)	4
Total Human Resources		11,455,650	650,290	726,350	(7,979,170)	4,853,120	0	(628,500)	(628,500)	4,224,620	112
ICT:-											
18	** ICT Services	4,655,060	1,749,170	643,690	(2,128,100)	4,919,820	109	(554,609)	(554,500)	4,365,320	127
19	** ICT Holding A/C		2,504,060	1,130	(593,800)	1,911,390		(521,730)	(521,730)	1,389,660	
Total ICT		4,655,060	4,253,230	644,820	(2,721,900)	6,831,210	109	(1,076,339)	(1,076,230)	5,754,980	127
Facilities:-											
20	** Facilities Management	735,160	(760,620)	16,315,440	(15,395,450)	894,530		(1,143,000)	(1,143,000)	(248,470)	
21	** Non Housing Bldg Mtce	2,221,210	885,070	8,334,800	(11,203,610)	237,470		(297,140)	(297,140)	(59,670)	76
22	** Non Schools Cleaning	2,340,880	86,490	128,600	(2,462,130)	93,840		(102,150)	(102,150)	(8,310)	
23	** Security & Portering	759,350	5,290	10,730	(775,370)	0		0	0	0	

4. Budgetary Analysis

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		Expenditure				Income			Net	Staff
Sub Division of Service	Employees £	External Spend £	Other Expenditure £	Internal Income £	Gross Expenditure £	Grant Income £	Other Income £	Total Income £	Net Expenditure £	FTE
24 ** Accommodation Account			4,125,740	(4,045,000)	80,740		0	0	80,740	
Total Facilities	6,056,600	216,230	28,915,310	(33,881,560)	1,306,580	0	(1,542,290)	(1,542,290)	(235,710)	76
Fleet:-										
25 ** Service Management & Support	79,710	(2,630)	7,250		84,330		0	0	84,330	1
26 ** Clare Road Workshops	1,669,140	244,500	5,881,570	(7,449,100)	346,110		(359,450)	(359,450)	(13,340)	57
Total Fleet	1,748,850	241,870	5,888,820	(7,449,100)	430,440	0	(359,450)	(359,450)	70,990	58
27 ** Business Admin	651,650	(6,230)	49,180	(17,490)	677,110		(435,110)	(435,110)	242,000	26
28 ** Change Management	1,628,270	375,980	94,730	0	2,098,980		(100,000)	(100,000)	1,998,980	
**** Resources	40,480,520	8,254,340	37,756,860	(55,240,750)	31,250,970	(169,401)	(9,738,569)	(9,907,970)	21,343,000	790

Resources – Net Revenue Budget 2013/14



Corporate Plan Objectives

Changing the way we work	
Making a better future for our city	<ul style="list-style-type: none"> Invest in the development of Council employees through the Cardiff Council Academy to help maintain and improve the provision of services across Cardiff
Creating jobs & opportunity for all	<ul style="list-style-type: none"> Develop a Corporate Trainee and Apprenticeship Programme
Helping those that need it most	<ul style="list-style-type: none"> Ensure opportunities for NEET young people through work experience placements, the Council's Corporate Trainee and Apprenticeship Programme
Working together for the city and region	<ul style="list-style-type: none"> Identify regional collaboration opportunities for service delivery.
Working smarter and better	<ul style="list-style-type: none"> Work with universities to develop knowledge and skills for current and future Council workers Develop a five year plan to look at how we can maintain and improve service delivery given reduced resources

Changing the Way We Work:-

	2013/14	2014/15	2015/16	2016/17
Invest in the development of Council employees through the Cardiff Council Academy to help maintain and improve the provision of services across Cardiff	<ul style="list-style-type: none"> • 3,000 training and development places provided for employees through the Cardiff Council Academy. This will include targeting Service Improvement Development: <ul style="list-style-type: none"> ○ 180 Green Level – Awareness ○ 60 Bronze Level – Practitioner Level 1 ○ 40 Silver Level – practitioner Level 2 	<ul style="list-style-type: none"> • 3,000 training and development places provided for employees through the Cardiff Council Academy. 10% of these obtaining a recognised qualification 	<ul style="list-style-type: none"> • 3,000 training and development places provided for employees through the Cardiff Council Academy. 10% of these obtaining a recognised qualification 	<ul style="list-style-type: none"> • 3,000 training and development places provided for employees through the Cardiff Council Academy. 10% of these obtaining a recognised qualification
Develop a Corporate Trainee and Apprenticeship Programme.	<ul style="list-style-type: none"> • ———Develop a corporate Apprenticeship Programme and Traineeship programme 			
Support the development of School children, the unemployed, College and University students and people considering career change	<ul style="list-style-type: none"> • Provide 1,000 work experience placements 	<ul style="list-style-type: none"> • Provide 1,000 work experience placements 	<ul style="list-style-type: none"> • Provide 1,000 work experience placements 	<ul style="list-style-type: none"> • Provide 1,000 work experience placements
Ensure opportunities for NEET young people through work experience placements, the Council's Corporate Trainee and Apprenticeship Programme	<ul style="list-style-type: none"> • Promote work experience placements, development and employment opportunities within Cardiff Council for young people who are NEET 	<ul style="list-style-type: none"> • Promote and provide training, development and employment opportunities for 2% (50) of Cardiff's NEET population 	<ul style="list-style-type: none"> • Promote and provide training, <i>development</i> and employment opportunities for 2% of Cardiff's NEET population 	<ul style="list-style-type: none"> • Promote and provide training, development and employment opportunities for 2% of Cardiff's NEET population

5. Corporate Plan Milestones

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	2013/14	2014/15	2015/16	2016/17
Identify regional collaboration opportunities for service delivery	<ul style="list-style-type: none"> Develop a framework for effectively coordinating a long term approach to regional working 			
Work with universities to develop knowledge and skills for current and future Council workers	<ul style="list-style-type: none"> Establish a Graduate Programme relevant to needs of Cardiff Council Develop a framework through which Internship opportunities can be provided 	<ul style="list-style-type: none"> Recruit graduates to a Cardiff Council graduate programme (every October) Provide Internship opportunities 	<ul style="list-style-type: none"> Review Cardiff Council Graduate Programme and update accordingly 	
Develop a five year plan to look at how we can maintain and improve service delivery given reduced resources	<ul style="list-style-type: none"> Continue to reduce levels of sickness absence in order to deliver improved outcomes- target of average 10fte days lost per employee 	<ul style="list-style-type: none"> Continue to reduce levels of sickness absence in order to deliver improved outcomes- target of average 9fte days lost per employee 	<ul style="list-style-type: none"> Continue to reduce levels of sickness absence in order to deliver improved outcomes- target to be confirmed 	<ul style="list-style-type: none"> Continue to reduce levels of sickness absence in order to deliver improved outcomes- target to be confirmed

PROGRAMME						
<u>AREA & SCHEME</u>	2013-14 Programme	2012-13 Slippage	Budget revision	Total 2013-14 Programme	Total 2014-15 Programme	Total 2015-16 Programme
	£000	£000	£000	£000	£000	£000
<u>RESOURCES</u>						
Business Process improvements	0	2,493	0	2,493	3,910	0
Urban broadband	2,000	0	0	2,000	9,000	0
Office Accomodation rationalisation	500	408	0	908	1,000	250
Invest to Save	500	0	0	500	500	500
ICT Refresh	400	12	0	412	0	0
Asset Renewal Buildings	348	0	0	348	460	0
Legionella	0	65	0	65	0	0
CCTV at Council sites	50	0	0	50	0	0
Total Resources	3,798	2,978	0	6,776	14,870	750

**CORPORATE DIRECTOR
OF RESOURCES**
Section 151 Officer (CDIR 1)

Finance

Finance Director
(Deputy Section 151 Officer)
(CT1)

Commission and
Procurement

Legal Services

County Solicitor
(CT1)

Health and Safety

ICT

Human Resources

Chief HR Officer
(CO1)

Enterprise Architecture

CTS / Facilities Management

Change Management

Audit Risk Manager
(OM1)

**Exchequer and
Development**
(OM1)

**OM Revenue
Services**
(OM1)

**OM Commissioning
and Procurement**
(OM1)

**Legal Manager
(Community)**
(OM1)

**Legal Manager
(Legislation)**
(OM1)

**OM ICT Service
Manager**
(OM1)

**Shared Services
Manager**
(OM1)

**OM Enterprise
Architect**
(OM1)

**OM Central Transport
Services**
(OM1)

**Service Accounts
Manager**
(OM1)

**Project and Technical
Accounts Manager**
(OM1)

**Legal Manager
(Procurement)**
(OM1)

**Legal Manager
(Property)**
(OM1)

**Centre of Expertise
Manager**
(OM1)

Operational Manager
(Schools and Budgetary)
OM2

Operational Manager
(Capital and Treasury)
OM2

**Senior Category
Manager**
(OM2)

OM Health and Safety
(OM2)

HR People Partner
(OM2)

**SAP Delivery
Manager**
(OM2)

**OM Facilities
Managment**
(OM2)

Programme Manager
(OM2)

Accountancy Manager
(Major Projects)
OM2

Accountancy Manager
(Major Projects)
OM2

**Senior Category
Manager**
(OM2)

**Senior Category
Manager**
(OM2)

HR People Partner
(OM2)

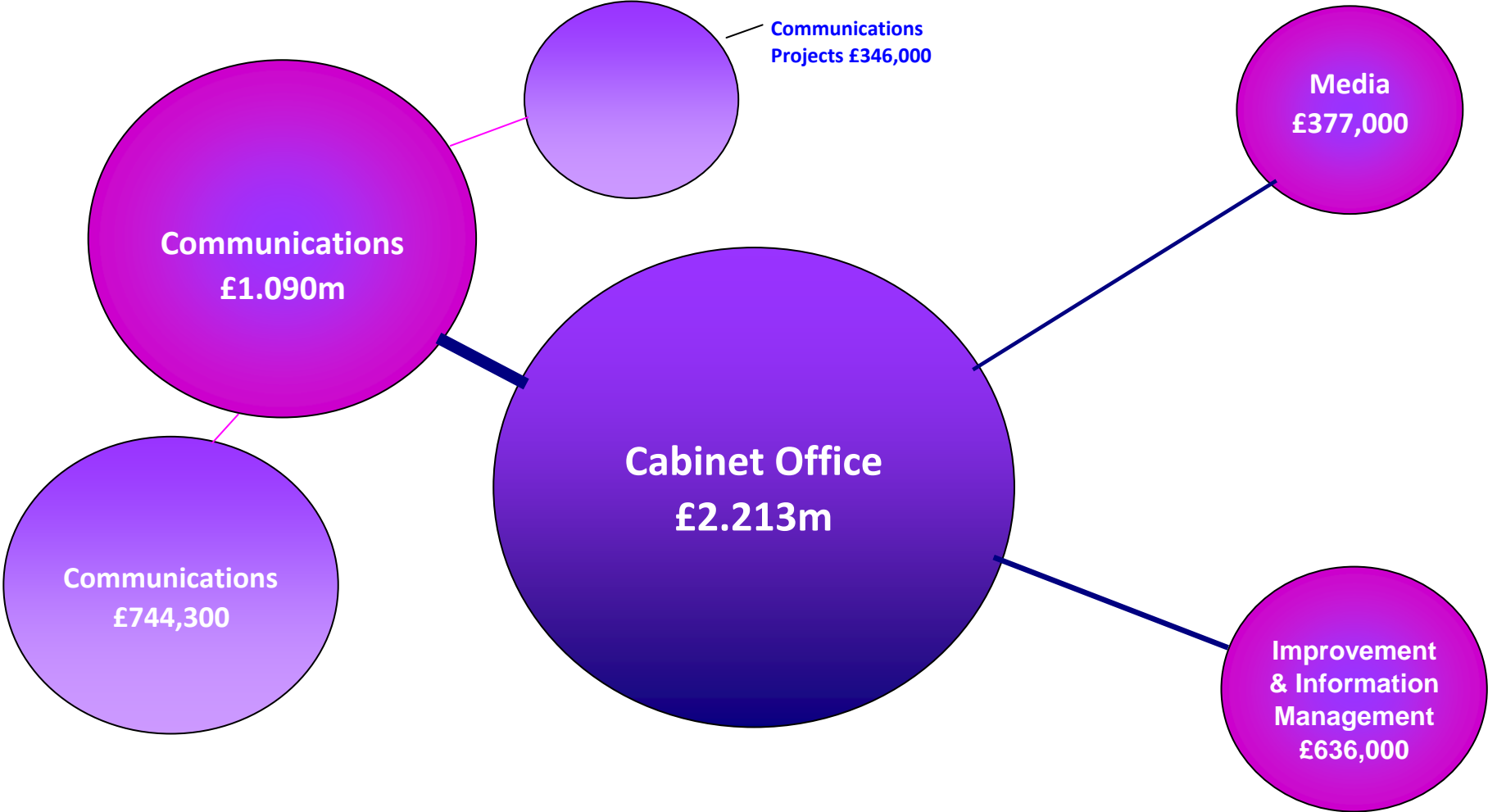
HR People Partner
(OM2)

8. Service Assets

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Sub Division of Service	Assets - initially taken from FM charge information	Recent Investment	Other Comment
Commissioning & Procurement	Bessemer Close, Supplies	Only essential	Currently Occupied by County Supplies but earmarked for disposal. Business case currently being developed to assess viability of transferring service to new site.
Centre of Expertise	Alexander House		Lease expires Nov 2014. Potential risk to the location of the Learning and Development Team
	Occupational Health Office Nantgarw		
Cardiff Works	St David' House		
Fleet	CTS Workshops, Coleridge Road		

Cabinet Office - Net Revenue Budget 2013/14



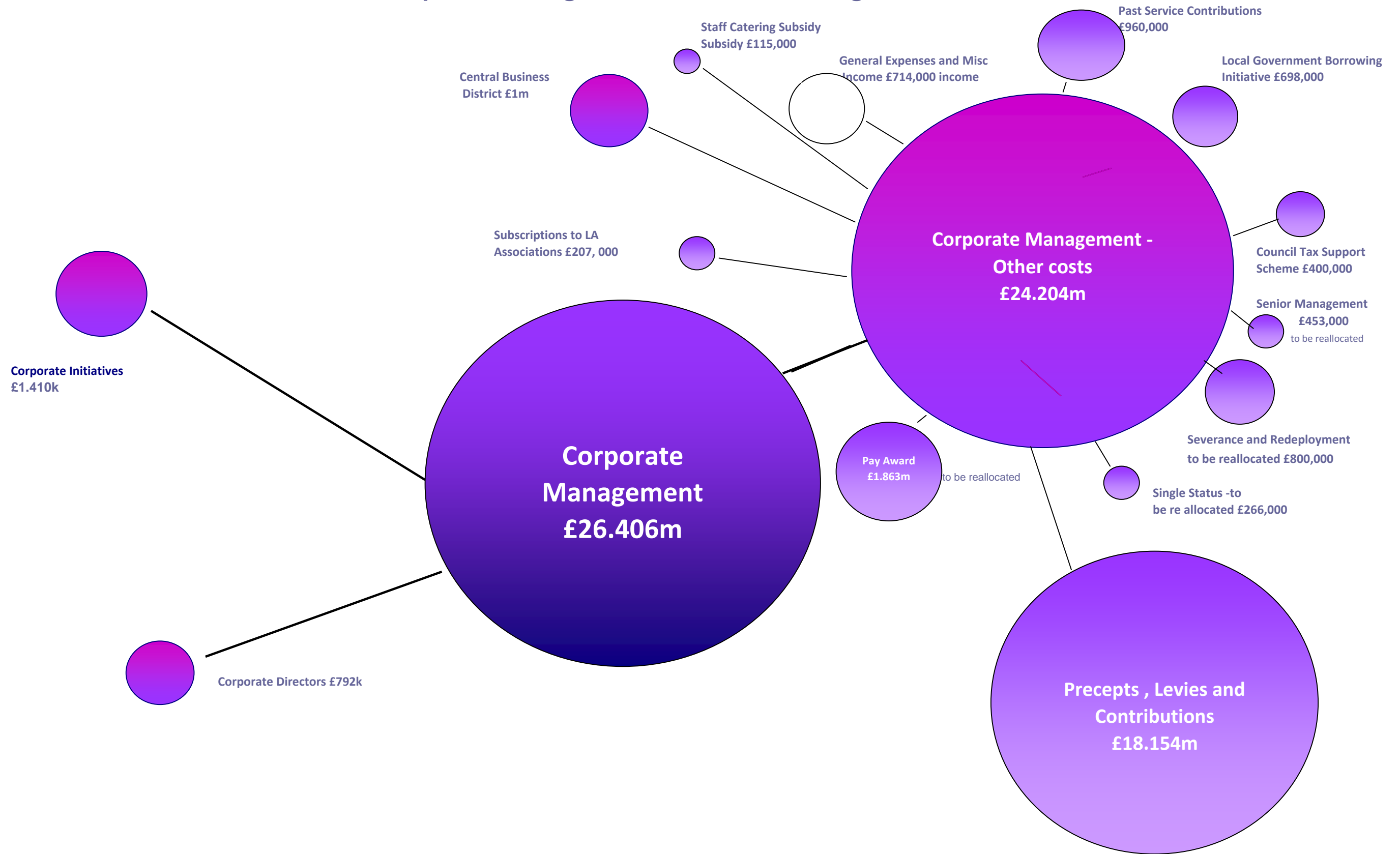
Cabinet Office - Budgetary Analysis 2013/14

Sub Division of Service	Expenditure					Income			Net	Staff
	Employees £	External Spend £	Other Expenditure £	Internal Income £	Gross Expenditure £	Grant Income £	Other Income £	Total Income £	Net <i>Net Expenditure</i> £	FTE
1 ** Head of Cabinet Office	110,000	0	0	0	110,000	0	0	0	110,000	1
Communications										
2 *** Communications	807,200	59,590	88,810	(41,000)	914,600		(170,270)	(170,270)	744,330	23
3 *** Communications Projects	0	346,000	0	0	346,000		0	0	346,000	0
Total Communications	807,200	405,590	88,810	(41,000)	1,260,600		(170,270)	(170,270)	1,090,330	23
4 ** Media	359,580	172,440	1,150	(156,500)	376,670		0	0	376,670	11
5 ** Improvement & Information Management	399,810	17,580	220,590	0	637,980		(1,980)	(1,980)	636,000	12
**** Cabinet Office	1,676,590	595,610	310,550	(197,500)	2,385,250	0	(172,250)	(172,250)	2,213,000	47

Corporate Management - Budgetary Analysis 2013/14

Sub Division of Service	Expenditure					Income			Net	Staff
	Employees £	External Spend £	Other Expenditure £	Internal Income £	Gross Expenditure £	Grant Income £	Other Income £	Total Income £	Net Expenditure £	FTE
1 Corporate Directors	756,720	36,530	12,940	0	806,190	0	(13,870)	(13,870)	792,320	6
Corporate Management Other Costs										
2 *** Subscriptions to LA Associations	0	207,350	0	0	207,350	0	0	0	207,350	0
3 *** Precepts, Levies & Contributions	0	18,154,360	0	0	18,154,360	0	0	0	18,154,360	0
4 *** Past Service Contributions	960,600	0	0	0	960,600	0	0	0	960,600	0
5 *** General Expenses & Misc Income	110,740	988,180	(1,701,510)	(29,000)	(631,590)	0	(81,920)	(81,920)	(713,510)	0
6 *** Staff Catering Subsidy	0	115,000	0	0	115,000	0	0	0	115,000	0
7 *** Central Business District	0	1,000,000	0	0	1,000,000	0	0	0	1,000,000	0
8 *** Local Government Borrowing Initiative	0	0	698,000	0	698,000	0	0	0	698,000	0
9 *** Council Tax Support Scheme	0	400,000	0	0	400,000	0	0	0	400,000	0
10 *** Severance & Redeployment	800,000	0	0	0	800,000	0	0	0	800,000	0
11 *** Pay Award - to be reallocated	1,863,000	0	0	0	1,863,000	0	0	0	1,863,000	0
12 *** Single Status - to be reallocated	266,000	0	0	0	266,000	0	0	0	266,000	0
13 *** Senior Management - to be reallocated	421,790	31,040	0	0	452,830	0	0	0	452,830	0
Total Corporate Management Other Costs	4,422,130	20,895,930	(1,003,510)	(29,000)	24,285,550	0	(81,920)	(81,920)	24,203,630	0
14 Corporate Initiatives	10	1,410,040	0	0	1,410,050	0	0	0	1,410,050	0
**** Corporate Management	5,178,860	22,342,500	(990,570)	(29,000)	26,501,790	0	(95,790)	(95,790)	26,406,000	6

Corporate Management Net Revenue Budget -2013/14



**Economic Development -
Information Pack for 2014/15 Budget Setting
Scrutiny meeting**

Service Area Overview

- 1 Service Background
- 2 Service Metrics
- 3 Bubble Diagram
- 4 Budgetary Analysis with FTE information
- 5 Corporate Plan Objectives and Milestones
- 6 Capital Programme Information
- 7 Service Establishment
- 8 Service Area Asset Overview

This directorate manages the Council's Business and Investment division which includes economic strategy and employment, European funding and investment, international policy, the management of innovation and technology centres and support to Small and Medium Sized Enterprises (SME's). It also manages Major Projects, Strategic Estates and the Construction Design unit.

The directorate has a gross expenditure budget of £8.343 million and receives and generates income of £7.396 million leaving a net expenditure budget of £0.947 million.

The directorate employs approximately 100 full time equivalent staff.

Service Area Overview

Area	Further Detail
Economic Development	<ul style="list-style-type: none"> • To provide support to businesses to start-up, locate and grow in Cardiff. • To create an environment in Cardiff which supports economic growth in the city • To manage strategic relationships with major employers and universities • To lead on the development of the city-region agenda in partnership with other local authorities • To manage the Council's workshops and technology centres • Maximise the opportunities for European funding and develop and manage the Council's international links • Establishment and operational management of Cardiff Business Council • Destination marketing and promotion of Cardiff City Region • Commercial development of Cardiff Film Unit
Projects Design & Development	<ul style="list-style-type: none"> • Develop and implement strategic infrastructure and regeneration projects. • Design and project management delivering the Council's buildings capital programme (except housing) • Develop, maintain and support contractor and specialists partnership framework agreements with the private sector.
Strategic Estates	<ul style="list-style-type: none"> • Management of the authority's corporate property portfolio. • Implementation of corporate asset management planning • Management of Cardiff Central Market.

1. Service Background

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- Day to day management of the Council's operational and non operational property estate
- Maximising capital receipts for the Authority.

2. Economic Development - Service Metrics

Economic Development - Local Indicators (included in portfolio basket)

PI Ref	Indicator Title	2011/12 Outturn	2012/13 Target	2012/13 Outturn	2013/14 Target
EEI001	Number of new and safeguarded jobs in businesses supported by the Council (financially or otherwise).	1,247	1,000	3,287	1,000
ED002	Number of new and safeguarded jobs in businesses supported financially by the Council.	NRA	500	344	500
ED003	The percentage of new and safeguarded jobs which attract a salary of 10% above the average salary for Wales.	NRA	20%	74%	20%
ED004	The number of businesses supported by the Council.	NRA	50	69	50
ED005	The amount of 'Grade A' office space committed to in Cardiff.	NRA	100,000	299,500	100,000
ED006	The amount of grant aid and private sector finance attracted by companies assisted by the Council.	NRA	£1,000,000	£14,325,863	£1,000,000
ED007	The percentage of Council workshops let.	NRA	90.00%	84.90%	90.00%
ED008	The advertising value equivalent (AVE) of marketing articles published in the press and trade journals.	NRA	£2,500,000	£1,800,000	£2,500,000

Strategic Estates - Local Indicators

PI Ref	Indicator Title	2011-12 Outturn	2012-13 Target	2012-13 Outturn	2013-14 Target
CAM/001 (ai)	The percentage of the gross internal area of the local authority's buildings in condition category: A - Good	7.50%		5.90%	
CAM/001 (aii)	The percentage of the gross internal area of the local authority's buildings in condition category: B - Satisfactory	77.50%		88.90%	
CAM/001 (aiii)	The percentage of the gross internal area of the local authority's buildings in condition category: C - Poor	14.80%		5.10%	

2. Service Metrics

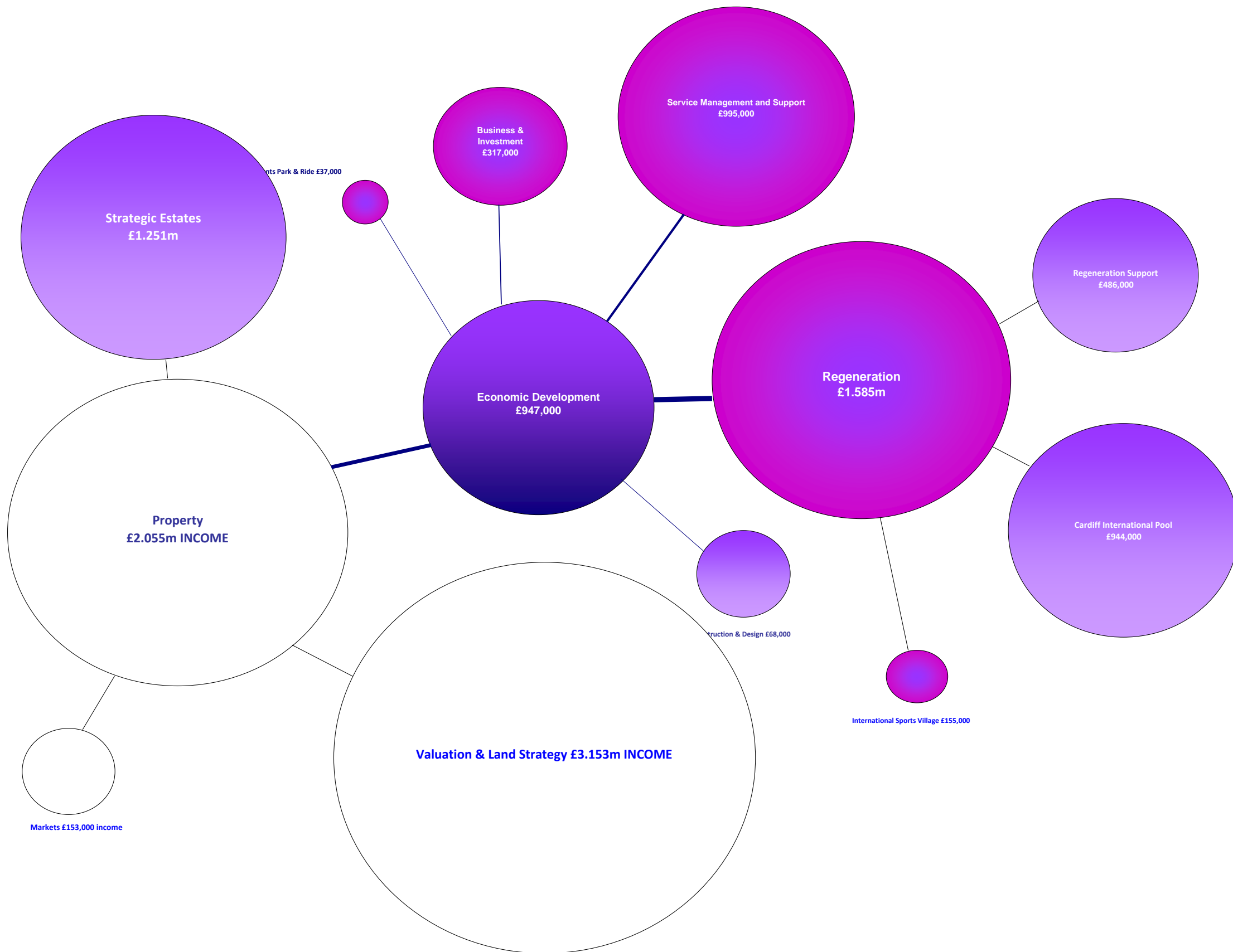
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CAM/001 (aiv)	The percentage of the gross internal area of the local authority's buildings in condition categor: D - Bad	0.20%		0.10%	
CAM/001 (bi)	The percentage of the total value of required maintenance for the local authority's buildings assigned to works of priority level 1 - Urgent	5.60%		7.20%	
CAM/001 (bii)	The percentage of the total value of required maintenance for the local authority's buildings assigned to works of priority level 2 - Essential	53.10%		54.30%	
CAM/001 (biii)	The percentage of the total value of required maintenance for the local authority's buildings assigned to works of priority level 3 - Desirable	41.30%		38.50%	
EEF/002 (Outturn Agreement)	Percentage reduction in carbon dioxide emissions in the non domestic public building stock	4.22%		-6.90%	

Projects Design & Development - Local Indicators

Indicator Ref	Indicator Title	2011-12 Outturn	2012-13 Target	2012-13 Outturn	2013-14 Target
DC05	% Time Booked to Non Chargeable Activities for fee earners i.e., QA, holidays, sickness, other overheads Target - less than 30% - Customer Indicator	28.75%	30%	30.75%	30%
DC2	DCM End User Satisfaction Survey	88.60%	75%	87.16%	75%
DC2A	DCM Internal Client Satisfaction Survey	86.10%	75%	80.25%	75%
DC3	Percentage of Schemes over £0.5m with lowest tender received within 10% variance (+ / -) of estimate to tender returns	1.86%	10%	2.76%	80%

ECONOMIC DEVELOPMENT - Net Revenue Budget 2013/14



Economic Development - Budgetary Analysis 2013/14

		Expenditure				Income			Net	Staff	
Sub Division of Service	Employees £	External Spend £	Other Expenditure £	Internal Income £	Gross Expenditure £	Grant Income £	Other Income £	Total Income £	Net Expenditure £	FTE	
A	Service Management & Support	950,690	24,800	44,530	0	1,020,020	0	(25,000)	(25,000)	995,020	24
Major Projects											
B	** Regeneration Support	369,030	242,600	22,430	0	634,060	0	(148,120)	(148,120)	485,940	9
C	** International Sports Village	0	0	155,000	0	155,000	0	0	0	155,000	0
D	** Cardiff International Pool	0	994,000	0	0	994,000	0	(50,000)	(50,000)	944,000	0
E	** Ice Rink	0	0	75,000	0	75,000	0	(75,000)	(75,000)	0	0
F	** Doctor Who Experience	0	0	444,850	0	444,850	0	(444,850)	(444,850)	0	0
	Total Major Projects	369,030	1,236,600	697,280	0	2,302,910	0	(717,970)	(717,970)	1,584,940	9
G	Events Park & Ride	34,400	95,170	0	0	129,570	0	(93,000)	(93,000)	36,570	0
Business & Investment											
H	** Regeneration Initiatives	0	257,070	0	0	257,070	0	0	0	257,070	0
I	** European Funding & Investments	20,400	62,170	9,970	0	92,540	(92,540)	0	(92,540)	0	0
J	** SME Support	0	489,840	0	0	489,840	0	(13,220)	(13,220)	476,620	0
K	** International Policy	0	23,500	120	0	23,620	0	0	0	23,620	0
L	** Innovation & Technology Centres	0	52,830	276,150	0	328,980	0	(769,260)	(769,260)	(440,280)	0
	Total Business & Investment	20,400	885,410	286,240	0	1,192,050	(92,540)	(782,480)	(875,020)	317,030	0
M	Construction and Design	1,804,900	139,790	279,460	(299,640)	1,924,510	0	(1,855,860)	(1,855,860)	68,650	36
Property											
N	** Strategic Estates	962,220	34,560	429,870	(15,820)	1,410,830	0	(160,170)	(160,170)	1,250,660	25
O	** Valuation & Land Strategy	0	11,840	284,980	0	296,820	0	(3,449,330)	(3,449,330)	(3,152,510)	0
P	** Markets	170,310	18,090	118,890	0	307,290	0	(460,650)	(460,650)	(153,360)	6
	Total Property	1,132,530	64,490	833,740	(15,820)	2,014,940	0	(4,070,150)	(4,070,150)	(2,055,210)	31
	**** Economic Development	4,311,950	2,446,260	2,141,250	(315,460)	8,584,000	(92,540)	(7,544,460)	(7,637,000)	947,000	100

Developing a Competitive Economy	
Making a better future for our city	<ul style="list-style-type: none"> · Produce a new economic vision for the city
Creating jobs & opportunity for all	<ul style="list-style-type: none"> · Develop and attract high value business activity · Enhance Cardiff's international profile and reputation as a business location
Helping those that need it most	<ul style="list-style-type: none"> · Develop a programme of activity to strengthen the links between the city's major employers and education providers
Working together for the city and region	<ul style="list-style-type: none"> · Ensure Cardiff's role as the economic driver of the city-region is recognised and exploited on behalf of Wales · Build strong partnerships between the public and private sector in the city
Working smarter and better	<ul style="list-style-type: none"> · Deliver a Super Connected Cities programme

Economic Development - Corporate Plan Milestones

Developing a Competitive Economy:-

	2013/14	2014/15	2015/16	2016/17
Produce a new economic vision for the city.	<ul style="list-style-type: none"> Launch a new economic vision for Cardiff Launch new economic development arrangements 			
Develop and attract high value business activity	<ul style="list-style-type: none"> Establish a strategic master-plan for the city-centre and Bay Establish a strategy with Welsh Government to deliver the Enterprise Zone Begin Phase 1 of ISV waterfront development. Finalise strategy for the delivery of the Convention Centre / Indoor Arena Develop a new strategy for Cardiff Bay as a Visitor Destination 	<p>Continue to progress:</p> <ul style="list-style-type: none"> Enterprise Zone International Sports Village Convention Centre and indoor arena City-Bay link 	<p>Continue to progress:</p> <ul style="list-style-type: none"> Enterprise Zone International Sports Village Convention Centre and indoor arena City-Bay link 	<p>Continue to progress:</p> <ul style="list-style-type: none"> Enterprise Zone International Sports Village Convention Centre and indoor arena City-Bay link

5. Corporate Plan Milestones

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	<ul style="list-style-type: none"> Investigate options for a new transport interchange and City – Bay link Work with the Welsh Government to progress Porth Teigr 	<ul style="list-style-type: none"> Porth Teigr development Take forward development options for Dumballs Road 	<p>Porth Tegir development</p>	<ul style="list-style-type: none"> Porth Tegir development
<p>Enhance Cardiff's international profile and reputation as a business location</p>	<ul style="list-style-type: none"> Establish a new brand for the city Develop a new marketing strategy for Cardiff aimed at attracting new businesses and investment to the city Establish a new Film Unit to promote Cardiff as an international film location Appoint an advertising partner to generate income for marketing 	<ul style="list-style-type: none"> Launch a UK and international marketing programme for Cardiff to attract investment and visitors Develop a strategy to promote the City's Maritime Heritage 		

5. Corporate Plan Milestones

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<p>Develop a programme of activity to strengthen the links between the city's major employers and education providers.</p>	<ul style="list-style-type: none"> • Host an event to launch education business partnerships • Provide all schools career advice officers with a summary of key sector growth opportunities on the City and data on local salaries in order to better inform students and schools and improve the supply of labour into key businesses in the City 	<ul style="list-style-type: none"> • Link major employers in Cardiff with local schools on numeracy and literacy initiatives • Continue to develop a programme of activity linking the city's major employers and education providers 	<ul style="list-style-type: none"> • Continue to develop a programme of activity linking the city's major employers and education providers 	<p>Continue to develop a programme of activity linking the city's major employers and education providers</p>
<p>Ensure Cardiff's role as the economic driver of the city-region is recognised and exploited on behalf of Wales</p>	<ul style="list-style-type: none"> • Work with Welsh Government to lobby for Assisted Area status for the Enterprise Zone and other areas in Cardiff • Explore innovative approaches to unlock government finance 	<ul style="list-style-type: none"> • Continue to explore innovative approaches to unlock government finance • Start to deliver the Strategic Plan for the city region 	<ul style="list-style-type: none"> • Continue to explore innovative approaches to unlock government finance • Start to deliver the Strategic Plan for the city region 	<ul style="list-style-type: none"> • Continue to explore innovative approaches to unlock government finance • Start to deliver the Strategic Plan for the city region

5. Corporate Plan Milestones

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	<ul style="list-style-type: none"> • Work with surrounding Local Authorities to establish appropriate governance arrangements and to agree a strategic plan for the city region. 			
<p>Build strong partnerships between the public and private sector in the city</p>	<ul style="list-style-type: none"> • Establish a new 'Business Council' for Cardiff • Develop a proactive aftercare service of local company visits • Improve links between Welsh Government and key anchor companies in the City. 	<ul style="list-style-type: none"> • Develop online location tool for companies to benchmark Cardiff against other cities • Undertake joint marketing and attendance at exhibitions with key companies in the Cardiff Region • Build membership of the Business Council 	<ul style="list-style-type: none"> • Develop a new procurement portal for Cardiff • Build membership of the Business Council 	
<p>Deliver a Super Connected Cities programme.</p>	<ul style="list-style-type: none"> • Develop a Digital City strategy • Establish a Digital City Board 	<ul style="list-style-type: none"> • Begin roll-out of Urban Broadband Initiative • Deliver the Digital City Programme 	<ul style="list-style-type: none"> • Complete all components of Super Connected Cities Programme • Deliver a new Data Centre in Cardiff 	

5. Corporate Plan Milestones

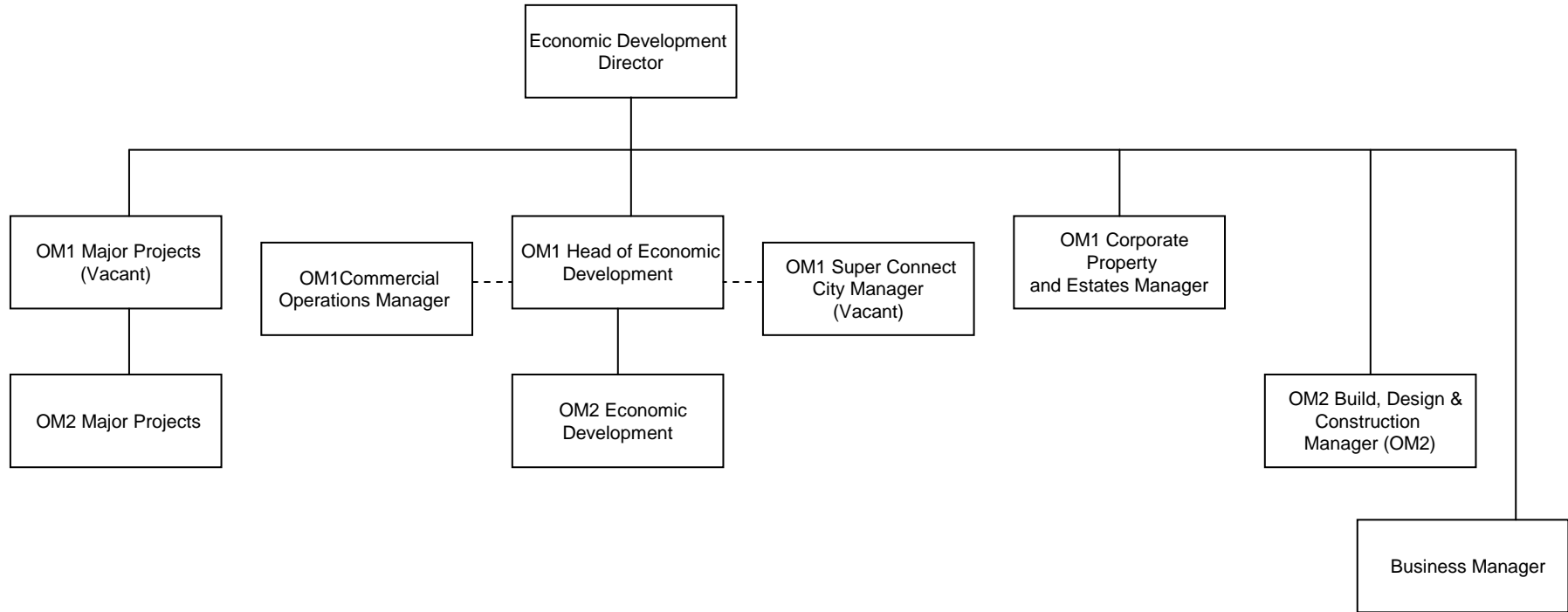
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	<ul style="list-style-type: none">• Launch a new digital grant scheme for business and residents• Develop a strategy for building data centre capacity in Cardiff	<ul style="list-style-type: none">• Launch a free to access wireless cloud in the city – centre and other high – footfall areas	<ul style="list-style-type: none">• Continue to deliver the Digital City Programme	
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PROGRAMME**AREA & SCHEME**

	2013-14 Programme	2012-13 Slippage	Budget revision	Total 2013-14 Programme	Total 2014 -15 Programme	Total 2015-16 Programme
	£000	£000	£000	£000	£000	£000
<u>Economic Development</u>						
Asset Renewal Buildings	0	26	0	26	0	0
Cardiff Bus loan	1,000	0	0	1,000	0	0
Cardiff Capital Fund	74	226	(74)	226	50	0
Cardiff Enterprise Zone - Council allocation	(7,100)	10,686	0	3,586	5,300	2,600
Cardiff Enterprise Zone - Herbert Street bridge	0	0	0	0	8,500	8,500
Cardiff Enterprise Zone - Invest to Save, subject to business case	0	0	0	0	0	15,000
S106 contribution	15	335	(335)	15	200	100
Total Economic Development	(6,011)	11,273	(409)	4,853	14,050	26,200
<u>Strategic Estates</u>						
Asset Renewal Buildings	121	30	0	151	60	0
Carbon Reduction and Salix	0	50	0	50	0	0
Radyr Weir	200	205	(205)	200	2,200	0
Solar PV Renewable Energy Initiative	0	250	(250)	0	400	0
Carbon reduction for schools	0	230	0	230	0	0
Longcross Farm rebuild	0	0	0	0	0	0
Total Strategic Estates	321	765	(455)	631	2,660	0

Economic Development Management Team Structure



Sub Division of Service	Asset Overview	Recent investment	Other Comment
Major Projects ** International Sports village ** Cardiff International Pool ** Ice Rink ** Doctor Who Experience	Land at ISV Cardiff International Pool and Land Ice Rink Doctor Who Exhibition Building - Investment Property	<p>There is a charge of £131,346 per annum in respect of an internal SLA with Highways regarding maintenance at the International Sports Village. The final payment is set for financial year 2017/18.</p> <p>The Council are committed to paying Parkwood a subsidy to run the International Pool and make a contribution towards the Non Domestic Rates. The subsidy increases every year based on RPI. For 2013-14, the total payment to Parkwood is approximately £994k. We receive £50k ground rent from Orion Land and Leisure. This agreement runs until January 2018. The increase in subsidy needs to be included as a financial pressure for the 2014-15 budget round.</p> <p>There is an agreement that the rental paid to Arena Cardiff Ltd is funded through Corporate Initiatives until the end of the current arrangement that ends in December this year. There is uncertainty around the funding arrangements post December. Payments upto December amount to £75k. The final £50k payment for the ice rink agreement has been made and awaiting advice regarding any new arrangement.</p> <p>We are committed to paying a contribution towards BBC Worldwide NNDR bill (approximately £31k). In addition to this, the Council have assumed landlord responsibilities for the building, with an appropriate cost of £30k. These costs are to be funded by the sale of the naming rights to the building, which has not yet been secured. The rental payments from BBC worldwide are based on a fee per ticket issued of £2, which contributes to the loan the Council took when building the venue. If the current trend continues, it is likely that the income over the 5 year contracted life of the attraction will fall significantly short of the value of the loan.</p>	
Property ** Strategic Estates	Strategic Estates Office - Brindley Road		

Sub Division of Service	Asset Overview	Recent investment	Other Comment
<p>** Economic Development Workshop Portfolio</p> <p>** Valuation & Land Strategy</p> <p>** Markets</p>	<p>Various sites</p> <p>This division of service include income generating investment property. The service has in excess of 170 workshop units across the city as well as a land and buildings account which relates to various Council owned land & buildings across the city that generate an income. These include for example, lock up shops, public houses and hotels.</p> <p>Investment property - Cardiff Central Market</p>	<p>The Council owns a series of workshops and incubation spaces for business across the city. These include innovation space for technology companies in Cardiff Business Technology Centres, the Medicentre and Willowbrook. There are also nine sites comprising 140 workshops sited in disadvantaged wards such as Grangetown, Butetown, Ely, Fairwater, Gabalfa, Rumney, Splott and St.Mellons. The workshops encourage local employment opportunities and are aimed at supporting new and expanding local businesses by offering business units with easy-in easy-out terms. The portfolio currently generates £560k revenue for the Council, which is ring-fenced for economic development.</p>	