



County Hall
Cardiff
CF10 4UW
Tel: (029) 2087 2000

Neuadd y Sir
Caerdydd
CF10 4UW
Ffôn: (029) 2087 2000

/

PRESENTATIONS

Committee ECONOMY & CULTURE SCRUTINY COMMITTEE

**Date and Time
of Meeting** TUESDAY, 28 FEBRUARY 2023, 1.30 PM

Please see attached the Presentation(s) provided at the Committee Meeting

a Presentations(Pages 3 - 64)

This page is intentionally left blank



**STRONGER
FAIRER
GREENER**



Cabinet 2023/24 Budget Proposals Scrutiny February 2023



**#GweithioDrosGaerdydd
#GweithioDrosochChi**

**#WorkingForCardiff
#WorkingForYou**

Contents



**STRONGER
FAIRER
GREENER**



Page 4

1. Corporate Plan Alignment
2. Current Year Context
3. Local Government Settlement
4. Draft Revenue Budget
5. Consultation and Engagement
6. Financial Resilience Mechanism
7. Reserves
8. HRA – Medium Term Financial Plan
9. Capital Programme Development
10. Capital Strategy 2022/23
11. Capital Investment Programme and Funding



**#GweithioDrosGaerdydd
#GweithioDrosochChi**

**#WorkingForCardiff
#WorkingForYou**

Corporate Plan Alignment



**STRONGER
FAIRER
GREENER**



- The Council's key strategy financial documents are framed by Capital Ambition and the Corporate Plan.



- This ensures resources are allocated in a way that supports the Council's priorities.
- Given the link between the Corporate Plan and wider Well-being goals, it helps ensure the Budget supports long-term sustainability - in line with the Council's duties under the Well-being of Future Generations (Wales) Act 2015.
- Detail on how the Council's Budget supports Corporate Plan Priorities is set out in Appendix 1 to the Budget Report



**#GweithioDrosGaerdydd
#GweithioDrosochChi**

**#WorkingForCardiff
#WorkingForYou**

Current Year Context



**STRONGER
FAIRER
GREENER**



Directorate	£000
Corporate Management	(3,377)
Economic Development	1,646
Recycling & Neighbourhood	1,756
Education & Lifelong Learning	4,582
Housing, & Communities	(2,378)
Performance & Partnerships	(464)
Adult Services	(1,820)
Children's Services	6,577
Planning, Transport & Environment	(2)
Governance & Legal Services	620
Resources	(56)
Total Directorate Position	7,084
Capital Financing	(1,700)
General Contingency	(2,000)
Summary Revenue Account / Council Tax	(344)
Total Net Council Position	3,040

- The Month 9 Monitoring Position is being presented to Cabinet on 2 March 2023
- The Monitoring Position continues to project an overspend of £3.040 million in the event of no further interventions by the end of the year.
- The summarises the Directorate Positions for Month 9



#GweithioDrosGaerdydd
#GweithioDrosochChi

#WorkingForCardiff
#WorkingForYou

Provisional Settlement Overview



**STRONGER
FAIRER
GREENER**



Provisional Settlement - Timing

- Provisional Settlement - issued 14 December 2022
- Final Settlement – anticipated post publication for Cabinet , pre Council
- Material changes not anticipated
- Changes (if there are any) anticipated to be managed by an adjustment to/ from Reserves
- Cabinet Recommendations would give authority to Section 151 Officer to issue a Budget Addendum to this effect.

Provisional Settlement – Content and Impact

- Cardiff increase is 9.0%, Welsh average is 7.9%
- Settlement is better than planned for (indicative was 3.5%)
- Comes with additional pressures – Real Living wage, pay increases, rising / high levels of inflation, need to manage the legacy of the pandemic (income impact).



**#GweithioDrosGaerdydd
#GweithioDrosochChi**

**#WorkingForCardiff
#WorkingForYou**

Contents



**STRONGER
FAIRER
GREENER**



Page 8

Resources Required	£000
Base Budget Brought Forward	743,746
Employee Costs	31,094
Price Inflation	27,126
Commitments, Realignments & Capital Financing	10,547
Demographic Pressures	7,651
GROSS PRESSURES	76,418
Impact on CTRS Budget of 3.95% Council Tax	1,383
Savings	(17,666)
Total Resources Required	803,881

Resources Available	£000
AEF	(593,592)
Council Tax – 2023/24 Tax Base and 2022/23 Rate	(200,856)
Council Tax (before impact on CTRS)	(7,933)
Use of Reserves	(1,500)
Total Resources Available	(803,881)

Red lines are the aspects of Budget Strategy that address the £24.216 million budget gap



#GweithioDrosGaerdydd
#GweithioDrosochChi

#WorkingForCardiff
#WorkingForYou

Gross Pressures - £76.418 million



**STRONGER
FAIRER
GREENER**



Pay Inflation £31.094m: Includes 2022/23 pay award shortfall, Updated LGPS and NI Rates, assumed awards for 2023/24 (6% NJC), Teachers per IWRPB recommendations plus a margin in recognition of ongoing industrial action

Price Inflation £27.126m: Includes energy price increases (£11.8m), Commissioned Care costs (£9.4m), Fire Levy (£2.4m), Fuel (£0.7m), Home to School Transport (£1.4m), plus ICT, Taxi costs (care), Member Remuneration, Butetown Tunnel

Commitments: £3.677m: Includes capital financing, painting of structures & maintenance of public realm, SRS pay contribution, vehicle replacement
increase to Voluntary Redundancy budget

Realignments: £6.870m: A net figure comprising £16.780m realignments offset by release of £10m Covid-19 Budget

- **Realignments** - inflationary & demand pressure inherent in current year's monitoring position. Includes £8.120m Children's Services, £1.000m School Catering, £3.095m HTS Transport, £1.4m Out of County Ed. & £1.7m for Recycling and NS
- **£10m Covid-19 Budget** - created in 22/23 (fall out of WG C19 Hardship Fund). Has been important in managing pressure in 2022/23 - but combination of further recovery, realignments (above) and earmarked reserves - appropriate to release in 2023/24

Demographic Pressures (£7.651m): £3.975m Adult Social Services, £0.850m Out of County Education Placements and £2.826m schools



**#GweithioDrosGaerdydd
#GweithioDrosochChi**

**#WorkingForCardiff
#WorkingForYou**

Savings



**STRONGER
FAIRER
GREENER**



Savings	£000
Efficiency Savings	(10,090)
Corporate Savings and Measures	(3,000)
Reduction in Financial Resilience Mechanism	(1,800)
Service Change Proposals	(2,776)
TOTAL	(17,666)

Efficiency Savings	£000
Review of Staffing Arrangements	(3,385)
Reduction in Premises Cost	(197)
Reduction in External Spend	(2,813)
Increase in Income	(3,695)
TOTAL	(10,090)

Page 10

Efficiency Savings

- Achieving the same output (or more) for less resource, with no significant impact on the resident / customer.

Corporate Savings and Measures

- £1m reduction in general contingency (from £2m to £1m)
- £1m reduction in Adult Services contingency (from £3m to £2m)
- £1m savings to corporate budgets – including CTRS and Insurance

Reduction in FRM

- Proposed to reduce the FRM by £1.8 million in 2023/24 – leaves £2m
- Reduction is specifically linked to minimising the impact of energy price increases that may prove to be temporary in nature.
- FRM will be reinstated if prices subside in 2024/25 and beyond
- One off use of FRM in 2023/24 (see further slide)

Service Change Proposals

- See next slide



#GweithioDrosGaerdydd
#GweithioDrosochChi

#WorkingForCardiff
#WorkingForYou

Service Change Proposals - £2.776 million



**STRONGER
FAIRER
GREENER**



Dir.	Service Change	£000
ECD	Events Management – Reduce Support for Events	25
ECD	Saint David’s Hall Operating Model (reflects part year)	500
ECD	Cardiff White Water Operating Model (reflects part year)	50
RNS	Recycling Centres – reduce operating hours (one day)	60
EDU	Education – Regional Services	50
R&P	Reform of Third Sector Infrastructure Grant	65
H&C	Volunteers in Hubs and Libraries	90
ADU	Internal Supported Living – transition to Third Sector	300
CHD	New Trusted Adult Model	100
CHD	Future development of model to deliver residential – to manage the market and increased demand	549
ALL	Pay Award avoided through implementing above	137
TOTAL		1,926

Dir.	Increase Fees and Charges	£000
ECD	Municipal Sports Pitch and Facility Provision in Parks	7
PTE	Bereavement	90
PTE	CPE – Parking Tariffs	447
PTE	Residents’ Permits	306
TOTAL		850



#GweithioDrosGaerdydd
#GweithioDrosochChi

#WorkingForCardiff
#WorkingForYou

Employee Implications of Budget



**STRONGER
FAIRER
GREENER**



Page 12

Employee Implications of Budget	FTE
Voluntary Redundancy	50.9
Vacant Posts	55.3
Potential Transfer of Posts	48.2
Retirement / Flexi Retirement	1.5
TBC / Redeployment	22.5
Total FTE posts deleted	178.4
Total FTE posts created	(5.5)
Net FTE Reduction	172.9



#GweithioDrosGaerdydd
#GweithioDrosochChi

#WorkingForCardiff
#WorkingForYou

Consultation



**STRONGER
FAIRER
GREENER**



Aspect of 2023/24 Budget	Citywide Consultation Response
Protection of Schools Budget	73% agreement
Income Proposals <ul style="list-style-type: none"> Sports pitch fee increase Pay & Display fee increase Bereavement charges increase School Meal prices - 5% increase 	63% support 66% support 64% support 30% support (35% supported higher increases, 35% supported no increase)
Parking permit increases (£24 first permit & £54 second)	51% felt first permit about right level, 39% felt second about right level (43% felt second too high)
Service Change Proposals Accepted <ul style="list-style-type: none"> New partner to run Saint David's Hall Cardiff International White Water One day closure of recycling centres Hubs – deletion of vacant posts & recruitment of volunteers 	59% support (26% against) 77% support (8% against) 46% support for closure, (40% for reduced opening hours) Highest support of 4 options (37%)
Service Change Proposals Not Taken Forward <ul style="list-style-type: none"> Hubs – reduced hours Hubs – one day closure Mobile operation of museum of Cardiff 	17% (compared with 37% above) 21% (compared with 37% above) 57% support (43% keep where it is)

Page 13

Ask Cardiff

- Budget Priority Question - 3,856 responses
- Top three priorities both short and long term were
 - School & Education including Youth Services
 - Supporting vulnerable children & families
 - Supporting vulnerable adults & older people
- Revenue Budget and Capital Programme support these areas

Citywide Consultation - 5,932 responses

- Built on findings of Ask Cardiff
- Ran between 23 Dec 2022 to 29 Jan 2023
- Measures included in the 2023/24 Budget are consistent with the outcomes of citywide consultation



#GweithioDrosGaerdydd
#GweithioDrosochChi

#WorkingForCardiff
#WorkingForYou

Financial Resilience Mechanism – One off Sums



**STRONGER
FAIRER
GREENER**



Page 14

	£000	
Stronger	565	<ul style="list-style-type: none"> • £150k Youth Festivals • £75k Little Gigs talent contest for children and young people • £10k blood pressure monitor loan scheme • £100k Community Events • £100k Sport Development Grants • £130k Grassroots Music / Art
Fairer	715	<ul style="list-style-type: none"> • £100k Targeted youth work projects to create opportunities to enhance informal learning, • £100k Programme of internships for young people with additional learning needs • £130k Gender equality project to engage and empower young girls in Cardiff, • £165k in total to increase children’s access to leisure and recreation activities with priority for Children Looked After and those on the edge of care • £200k Neighbourhood and Community Regeneration • £20k for the Age Friendly Cardiff website and its promotion.
Greener	720	<ul style="list-style-type: none"> • £0.270 million for carbon reduction schemes • £50,000 One Planet youth and summit events • £0.300 million for the taxi clean air scheme • £50,000 to enhance cleansing education and enforcement • £50,000 to explore opportunities in relation to e-cargo bikes – last mile delivery.
TOTAL	2,000	



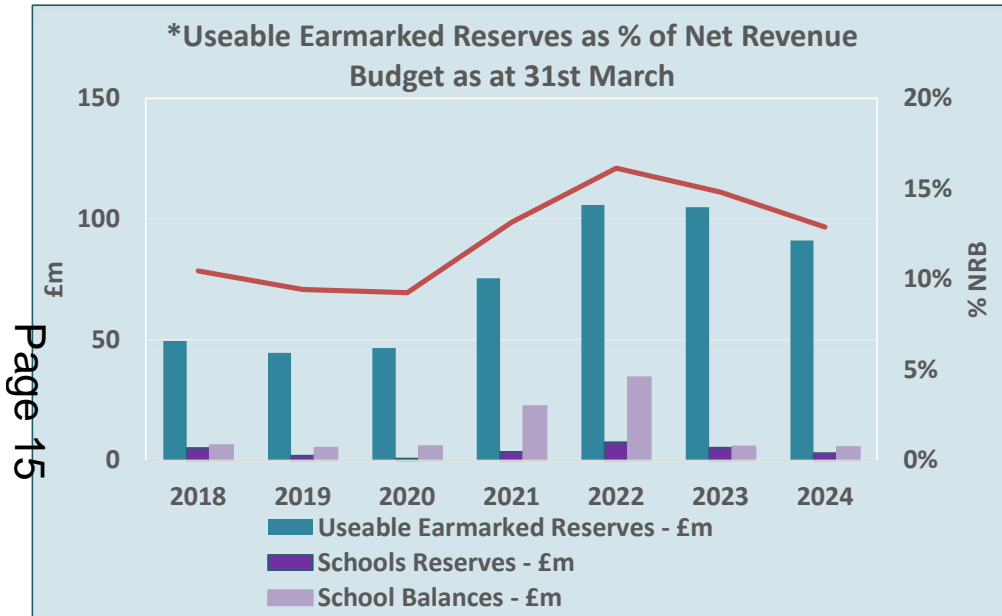
#GweithioDrosGaerdydd
#GweithioDrosochChi

#WorkingForCardiff
#WorkingForYou

Reserves



**STRONGER
FAIRER
GREENER**



	Projection at 31 March 2023 £000	Projection at 31 March 2024 £000
General Fund Reserve	14,255	14,255
General Fund Earmarked Reserves	110,332	94,245
HRA General Reserves	10,200	10,450
HRA Earmarked Reserves	15,502	15,502

- The 2023/24 Budget assumes £1.5 million use of reserves as budget funding
- The S151 officer is content that the level of reserves is sufficient to enable this drawdown and remains adequate to March 2024.

Page 15



#GweithioDrosGaerdydd
#GweithioDrosochChi

#WorkingForCardiff
#WorkingForYou

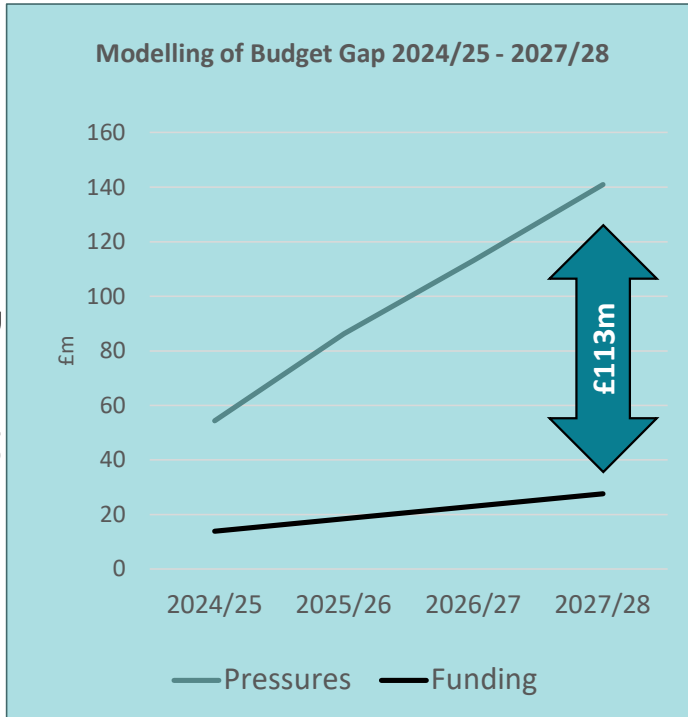
Medium Term Financial Plan 2024/25 – 2027/28



**STRONGER
FAIRER
GREENER**



Page 16



Directorate	2024/25 £000	2025/26 £000	2026/27 £000	2027/28 £000	Total £000
Total Pressures	54,361	31,918	26,826	27,844	140,949
Funding - AEF & Reserves	(13,840)	(4,563)	(4,597)	(4,521)	(27,521)
Total Budget Gap	40,521	27,355	22,229	23,323	113,428
Council Tax - Modelled at 3%	(5,172)	(5,327)	(5,487)	(5,652)	(21,638)
Savings	(35,349)	(22,028)	(16,742)	(17,671)	(91,790)
Budget Strategy Requirement	(40,521)	(27,355)	(22,229)	(23,323)	(113,428)

- C-Tax assumptions are used for modelling purposes only
- Need to continue work on identifying savings and opportunities for transformation beyond the one-year budget cycle
- Above is a base case – other scenarios are considered in the MTFP



#GweithioDrosGaerdydd
#GweithioDrosochChi

#WorkingForCardiff
#WorkingForYou

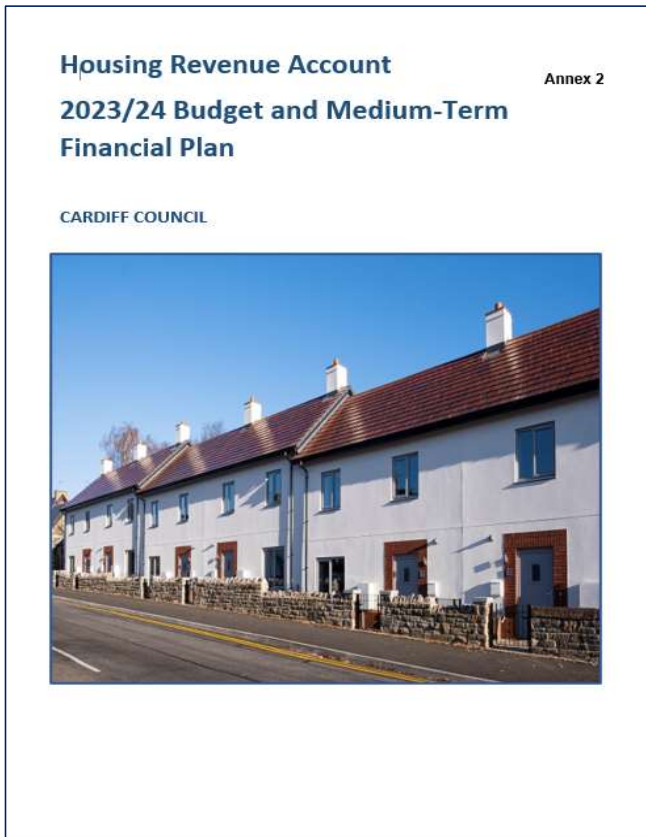
Housing Revenue Account – MTFP



**STRONGER
FAIRER
GREENER**



Page 17



- Background, key objectives and service priorities
- Rent policy framework – Average 2023/24 rent increase approved Dec 22 +6.5%: £7.22 per week (£7.67 based on 49 week collection)
- Current WG rent policy of CPI + 1% runs to 2024/25
- Revenue Budget and Capital Investment Programme
- Significant capital investment to meet demand for new affordable housing and regeneration/area improvements
- Key Assumptions
- Affordability and Value for Money
- Financial Resilience
- Risks and Uncertainties
- HRA 30 Year Business Plan to be sent to WG March 2023



#GweithioDrosGaerdydd
#GweithioDrosochChi

#WorkingForCardiff
#WorkingForYou

Capital Programme Development 2023/24 – 2027/28

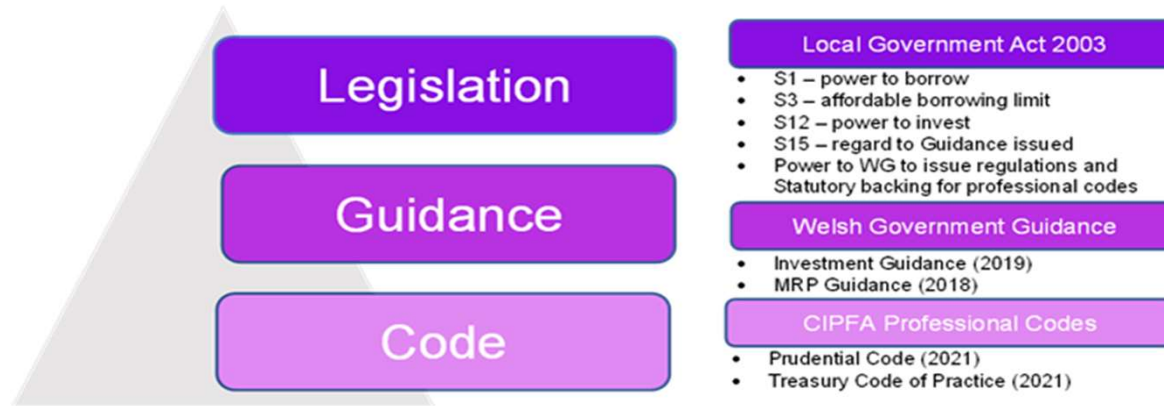


**STRONGER
FAIRER
GREENER**



- Capital expenditure is money spent on an asset being purchased or created that will last for a number of years e.g. schools, buildings and highway infrastructure
- Capital and Treasury Strategy – Informed decision making; compliance with codes and statute.

Page 18



- Indicators required to be considered by Council re affordability, prudence and sustainability based on future income assumptions
- Five year Capital Programme previously set for the period 2022/23 to 2026/27
- The 2023/24 Budget will update the Capital Programme and move it on to 2027/28
- Capital Strategy includes detailed investment programme and funding



#GweithioDrosGaerdydd
#GweithioDrosochChi

#WorkingForCardiff
#WorkingForYou

Capital Strategy 2023/24



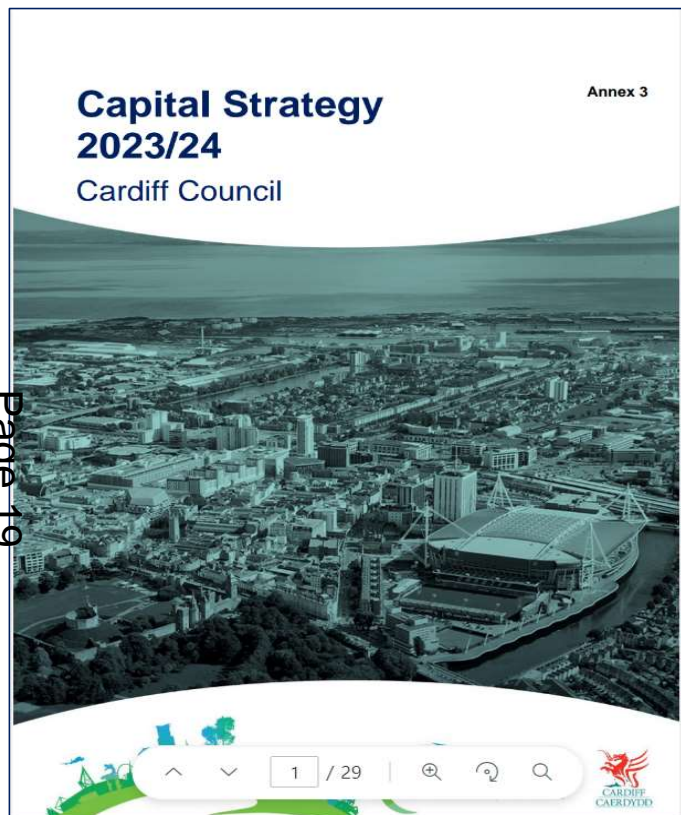
**STRONGER
FAIRER
GREENER**



Sets out Council's approach to:

- Working with partners
- Asset Management Planning
- Risk Appetite
- Governance and decision-making
- Five Year Capital Investment Programme - General Fund and HRA
- Funding the strategy and investment programme
- Managing the borrowing requirement and link to the proposed Treasury Management Strategy
- Prudent Minimum Revenue Provision (MRP) Policy i.e approach to repayment of expenditure to be paid for by borrowing
- Affordability and Prudential indicators.

Page 19



**#GweithioDrosGaerdydd
#GweithioDrosochChi**

**#WorkingForCardiff
#WorkingForYou**

Capital Investment Programme 2023/24 – 2027/28



**STRONGER
FAIRER
GREENER**



Capital Programme Expenditure	2023/24 Including Slippage £000	Indicative 2024/25 £000	Indicative 2025/26 £000	Indicative 2026/27 £000	Indicative 2027/28 £000	Total £000
Annual Sums	28,894	24,675	22,315	19,765	19,665	115,314
Ongoing Schemes	36,381	35,935	25,478	8,891	585	107,270
New Schemes / Additional Annual Sums	6,170	4,000	1,000	0	0	11,170
Schemes funded by Grants & Contributions (Further grants subject to approval of bids)	92,084	161,308	72,488	22,123	6,775	354,778
Invest to Save	39,398	122,044	110,284	42,390	3,500	317,616
Total General Fund	202,927	347,962	231,565	93,169	30,525	906,148
Public Housing	111,000	102,260	85,745	88,720	118,820	506,545
Total Capital Programme Expenditure	313,927	450,222	317,310	181,889	149,345	1,412,693



**#GweithioDrosGaerdydd
#GweithioDrosochChi**

**#WorkingForCardiff
#WorkingForYou**

Capital Programme Funding



**STRONGER
FAIRER**



	<u>2023/24</u>	<u>Indicative 2024/25</u>	<u>Indicative 2025/26</u>	<u>Indicative 2026/27</u>	<u>Indicative 2027/28</u>	<u>Total</u>	
	£000	£000	£000	£000	£000	£000	%
General Fund							
WG Unhypothecated Supported Borrowing	(8,925)	(8,925)	(8,901)	(8,901)	(8,901)	(44,553)	4.9
WG General Capital Grant	(9,166)	(9,166)	(6,135)	(6,135)	(6,135)	(36,737)	4.1
Additional General Capital Grant unallocated from 2021/22	(4,670)	(1,300)	(1,000)	0	0	(6,970)	0.8
Additional Borrowing to balance existing capital programme	(36,097)	(36,381)	(28,947)	(10,410)	(5,004)	(116,839)	12.9
Additional Borrowing - Invest to save/earn schemes to be repaid from revenue savings/incidental income or directorate budgets	(39,398)	(122,044)	(110,284)	(42,390)	(3,500)	(317,616)	35.1
Earmarked Capital Receipts	(7,877)	(2,500)	(300)	0	0	(10,677)	1.2
Not Earmarked Capital Receipts assumption	(3,000)	(3,340)	(3,300)	(3,000)	0	(12,640)	1.4
Direct Revenue Financing	(210)	(210)	(210)	(210)	(210)	(1,050)	0.1
Earmarked Reserves	(1,500)	(2,788)	0	0	0	(4,288)	0.5
External grant and contributions estimates	(92,084)	(161,308)	(72,488)	(22,123)	(6,775)	(354,778)	39.2
Total General Fund	(202,927)	(347,962)	(231,565)	(93,169)	(30,525)	(906,148)	100.0
Public Housing (HRA)							
Major Repairs Allowance WG Grant	(9,570)	(9,570)	(9,570)	(9,570)	(9,570)	(47,850)	9.45
Additional Borrowing	(69,250)	(69,215)	(48,543)	(68,050)	(102,750)	(357,808)	70.64
Revenue / Reserves	(5,400)	(1,400)	0	0	0	(6,800)	1.34
External grant and contributions estimates	(24,280)	(21,575)	(27,132)	(10,600)	(6,500)	(90,087)	17.78
Capital Receipts	(2,500)	(500)	(500)	(500)	0	(4,000)	0.79
Total Public Housing	(111,000)	(102,260)	(85,745)	(88,720)	(118,820)	(506,545)	100.0
Total Capital Programme Resources Required	(313,927)	(450,222)	(317,310)	(181,889)	(149,345)	(1,412,693)	



#GweithioDrosGaerdydd
#GweithioDrosochChi

#WorkingForCardiff
#WorkingForYou

This page is intentionally left blank



**STRONGER
FAIRER
GREENER**



Budget and Corporate Plan

Economic Development – Culture, Parks, Events and Venues Portfolio

Economy & Culture Scrutiny Committee

Tuesday, 28th February 2023

Neil Hanratty, Director of Economic Development



**#GweithioDrosGaerdydd
#GweithioDrosochChi**

**#WorkingForCardiff
#WorkingForYou**

Context of Corporate Plan

Delivering Capital Ambition, the Council's Corporate Plan, sets out how the Administration's priorities for Cardiff will be achieved, providing clarity on what will be delivered, and by when.

In accordance with the requirements of the Well-being of Future Generations (Wales) Act, Delivering Capital Ambition sets out Cardiff's Well-being Objectives, the steps it will take to achieve them and how we measure progress.

The Culture, Parks, Events and Venues portfolio priorities are included under Corporate Plan Well-being Objectives

4 – Safe, confident and empowered communities

5 - A capital city that works for Wales.

.

Corporate Plan Steps

Steps: what the Council will do, and by when, to help achieve each Well-being Objective

Corporate Steps have developed under 'themes' for each Member, we will consider:

- **Working together to support a healthier and more active population**
- **Supporting the recovery of the cultural sector and major events programme**

Councillor Jennifer Burke – Cabinet Member for Culture, Parks, Events and Venues Portfolio

Corporate Plan **Steps**

Theme: Working together to support a healthier and more active population

(S4.26) Support grass-roots and community sports by:

- Embedding the **Physical Activity & Sport Strategy 2022-27**, and working with partners to develop further plans through 2023/24 that increase participation, attract investment, improve health, tackle inequality, and ensure sustainability of provision;
- Supporting **access to local community sports clubs and organisations**, increasing participation in sports and enhancing extra-curricular opportunities through the Community-Focused Schools approach;
- Supporting **community sports clubs** with a particular emphasis on under-represented groups;
- Ensuring that **Sport Wales's Regional Sports Partnerships** reflect the priorities of Cardiff;
- Working with major sports clubs to **deliver benefits for the residents of Cardiff**, with a focus on identified priorities.

Corporate Plan **Steps**

Theme: Working together to support a healthier and more active population

(S4.27) Maintain the long-term sustainability of our leisure centres by:

- Implementing the recommendations that are agreed in response to the review of the Leisure Services contract with **GLL**;
- Implementing planned improvements to **Pentwyn Leisure Centre**.

Corporate Plan **Steps**

Theme: Working together to support a healthier and more active population

(S4.28) Improve our parks and public spaces by:

- Growing the number of parks in Cardiff which receive the **Green Flag Award** – the international standard for the management of parks and green spaces, with the inclusion of parks within the southern arc;
- Working with partners to implement a plan to **increase Cardiff's tree canopy** from 18.9% to 25% by 2030 and to report annual progress against this target;
- Delivering the actions from the **Allotment Strategy 2022-27**;
- Promoting the benefits and supporting the development of the **volunteer movement**, through the Friends Forum and community-based platforms;
- Implementing a **programme of Section 106, Asset Renewal and Capital for Parks** to include sport, play and infrastructure improvements;
- Working in partnership with Welsh Water to bring the **Llanishen Reservoir** site back into use for sailing and other recreational purposes.

Corporate Plan Steps

Theme: Working together to support a healthier and more active population

(S4.29) Support the development of a National Park City for Cardiff through the creation of local networks and the partnership of the National Park City Foundation.

Corporate Plan Steps

Theme: Working together to support a healthier and more active population

(S4.30 - New) Continue to **protect our parks and green spaces** through our partnership with Fields In Trust Cymru, and by placing a further tranche of areas in trust.

Working together to support a healthier and more active population: Key Performance Indicator

The operational performance **indicators** below are monitored to gauge if the Steps the Council are taking are being achieved

Ref	Key Performance Indicators	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	2023/24 Target
K4.23	The number of visits to Local Authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	7,596.12	919.71	5,008.41	Monitor KPI, no target set Annual Result	Base target on 2022/23 outturn
K4.24	The number of Green Flag parks and open spaces	12	14	15	16 Result: 16	17
K4.25	The number of volunteer hours committed to parks and green spaces	19,111	1,665	16,238	Monitor KPI, no target set Annual Result	Base target on 2022/23 outturn
New	The number of trees planted per year	N/A	N/A	N/A	N/A	25,000

Corporate Plan **Steps**

Theme: Supporting the recovery of the cultural sector and major events programme

(S5.09) Grow Cardiff as a centre of creativity and culture by:

- Supporting the **Cardiff Music Board** to implement the agreed recommendations of the Sound Diplomacy report, in partnership with the Welsh Government by March 2024;
- Agreeing a way forward to bring investment into **St David's Hall** by 2023;
- Developing a **new Cultural Strategy for Cardiff** by March 2024.

Corporate Plan **Steps**

Theme: Supporting the recovery of the cultural sector and major events programme

(S5.10) Work with event promoters and the city's cultural venues to rebuild the capital's event and cultural offer by:

- Developing a **new Events Strategy** to champion and reinvigorate the event sector, including establishing a home-grown focused events sector that delivers a sustainable programme of events, supporting our own businesses in developing our visitor economy by the end of 2023;
- Developing an **annual international music festival** in the city by 2024, with the view to becoming a fixture on the city's events calendar that supports the local cultural sector;
- Working in partnership with the Welsh and UK Governments to **attract new major international sporting events**, including the Euro 2028 football championships to Cardiff.

Supporting the recovery of the cultural sector and major events programme: Key Performance Indicator

The operational performance **indicator** below is used to gauge if the Steps the Council are taking are being achieved

Ref	Key Performance Indicators	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	2023/24 Target
K5.07	Attendance at Council venues	979,591	174,286	587,757	Monitor KPI, no target set Result: 412,912 (SDH - 164,353 Castle - 152,114 Museum - 96,445)	Base target on 2022/23 outturn

Note: 2019/20 results included the New Theatre

2020/21 results impacted by Covid restriction and NT transfer to HQ Theatres in 08/2020

Budget Proposals

Efficiency Savings £264k

Report Ref	Description	Efficiency Savings 2023/24				Net Employee Implications (FTE)	Risk Analysis		
		Employees £000	External/ Other £000	Income £000	Total Proposed £000		Achievability	Residual	EIA - Undertaken?
ECDE9	Replace the static security provision at Cardiff Castle with a remote provision The Alarm Receiving Centre (ARC) is currently upgrading existing, and implementing new, technology to improve the level of security at the Castle. The ARC will then manage security at the Castle by remote means. An on-site presence of Security Officers out of normal working hours will not then be required. Assumed full year saving against the budget will be £67k (£50k reflects implementation of 1st July 2023).	50	0	0	50	(2.5)	Amber-Green	Amber-Green	Amber-Green
ECDE13	Grant Maximisation Utilise external grant funding to support services within Culture, Parks & Events.	0	0	105	105	0.0	Green	Green	Green
ECDE15	Event Management - Minimum Service This proposal would reduce the establishment by deleting the vacant Exhibitions Officer Grade 9 (£38k) and remove the Cardiff Council Associated Events Budget of £10k.	38	10	0	48	(1.0)	Green	Amber-Green	Green
ECDE19	Cardiff Castle Deletion of 1 FTE Grade 6 Post and 0.68 FTE Grade 3 post via Voluntary Redundancy.	61	0	0	61	(1.7)	Green	Green	Green

Budget Proposals

Service Changes

Report Ref	Description	Service Change Savings 2023/24				Net Employee Implications (FTE)	Risk Analysis			Consultation
		Employees £000	External/ Other £000	Income £000	Total Proposed £000		Achievability	Residual	EIA	
ECDCS1	Event Management - Reduce Support for Events Reduce support for external events including Cardiff 10k (£10k) and New Year Winter Wonderland (£15k).	0	25	0	25	0.0	Green	Green	Green	Other
ECDCS2	St David's Hall – Alternative Operating Model St David's Hall has an expenditure budget of £9.4m which is offset by £8.7m in income resulting in an annual subsidy of £689k. The proposal is to secure an alternative operator to whom all eligible staff would transfer, with the impending pressure of capital investment and critical maintenance spend met by the alternative operator. The saving reflects a part year in 2023/24.	1,765	4,975	(6,240)	500	(44.6)	Green	Amber-Green	Red	Public

Note: Budget consultation results show 59% supported the proposal to find a new partner to run St David's Hall with 26% against.

Budget Proposals

Service Changes (continued)

Report Ref	Description	Service Change Savings 2023/24				Net Employee Implications (FTE)	Risk Analysis			Consultation
		Employees £000	External/ Other £000	Income £000	Total Proposed £000		Achievability	Residual	EIA	
ECDSC4	<p>Increase Charges for Municipal Sports Pitch and Facility Provision in Parks Under this proposal fees and charges would be increased by 10%. The individual fees and charges will be dependant on the particular sport.</p> <p>Current charges: Football Pitch Hire £50.92 Rugby Pitch Hire £69.30 Cricket Pitch Hire £63.52 Baseball Pitch Hire £63.52 Softball Pitch Hire £63.52 Football with Changing Rooms £63.52 Rugby with Changing Rooms £86.62 Cricket and Baseball with C/R £76.12</p>	0	0	7	7	0.0	Green	Green	Red	Public

Note: Budget consultation results show 63% supported increasing the cost of hiring sports pitches.

Budget Proposals

Financial Resilience Mechanism - £300k

One-off use for 2023/24	£000
<p>Support for Community Events Funding to support community events including Pride Cymru Big Weekend, Tafwyl, Coronation and Gwyl Gerdd Dant.</p>	100
<p>Sports Development Grant Scheme Extension of the current scheme with a shift in focus towards supporting the transfer of Council facilities to local sporting clubs by providing funding to ensure facilities meet statutory compliance before transfer. There would be potential to support 5 – 10 projects with grants likely of between £5k - £20k.</p>	100
<p>Grassroots Music/Art A programme of activity to stimulate grassroots arts/music activity, including: SWN seminar, SWN Bandstand (in the Hayes), Musician in City Residence, SWN Live Lounge, Artist commissions during SWN, Music City Permanent Art Mural, SWN Street Dressing, Cardiff Bay Art Exhibition, Cardiff Open Artist Studios weekend</p>	130

Budget Proposals

Fees and Charges

Line 4 - 81 – Venues: St David’s Hall, Cardiff Castle, City Hall, Mansion House, Cardiff Caravan & Camping Park, Cardiff Story Museum, Events Park & Ride and County Hall Hire.

Budget Proposals

Fees and Charges (continued)

Line 82- 101 – Parks: (including allotments)

Lines 102 - 118 – Channel View Centre

Lines 119 – 164 – Cardiff Riding School

Lines 165 – 225 – Sailing and Water activities (Sailing Centre, Activity Adventure Programme, Fishing, Slipway fees and charges, Rowing, Cardiff International White Water)

Lines 226 – 233 – Harbour

Budget Proposals

Earmarked Reserves General Fund

	Reserve	Estimated balance at 31.03.23 £000	Estimated Movements		Estimated balance at 31.03.24 £000	Purpose /To fund:
			To finance budget £000	Other Commitments £000		
5	Bute Park Match Funding	51	0	(22)	29	Match funding for grant funded initiatives in relation to Bute Park, as per a Heritage Lottery Fund agreement
14	City Events	1,000	0	0	1,000	To fund city events that contribute to the economy
18	Corporate Events & Cultural Services	2,919	0	(109)	2,810	Feasibility studies and costs of major events, including the potential Signature Music Event, and to offset future pressures arising from fluctuations in income within Venues and Cultural Services
31	Flatholm	7	0	0	7	Initiatives, repairs and renewals
34	Harbour Authority Projects and Contingency Fund	127	0	0	127	Improvement and enhancement of infrastructure, assets, activities and services in or around Cardiff Bay
48	New Theatre Repairs	445	0	30	475	Council building repairs liabilities in line with the lease terms

Budget Proposals

Capital Programme

		Purpose / To Fund	2023/24 Including Slippage £000	Indicative 2024/25 £000	Indicative 2025/26 £000	Indicative 2026/27 £000	Indicative 2027/28 £000	Total £000
20	Parks Infrastructure	improvements to existing parks infrastructure e.g. allotments, hard surfaces, sports fields, parks utilities and outdoor leisure facilities.	140	140	140	140	140	700
21	Play Equipment	replacement of existing play equipment in parks.	290	190	190	190	190	1,050
22	Teen/Adult Informal Sport and Fitness Facilities	improvements to the condition of priority MUGA's, fitness equipment, BMX tracks and skate parks.	560	400	200	100	100	1,360
23	Green Flag Park Infrastructure Renewal	the replacement of ageing infrastructure in existing Green Flag parks to support assessment criteria.	100	100	100	100	100	500
53	Flatholm Island - NLHF Project 'A Walk Through Time'	match funding for a delivery phase application to the Heritage Grants Scheme. The project aims to fund the stabilisation and restoration of its heritage assets for which the Council is responsible.	85	100	0	0	0	185

Budget Proposals

Capital Programme (continued)

	Purpose / To Fund	<u>2023/24</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>		
		<u>Including</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	<u>Total</u>	
		<u>Slippage</u>						
		<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	
54	Roath Park Dam	works deemed required as part of the Reservoir Act 1975 following an inspection report and requirements of Natural Resources Wales. Cost is subject to option appraisal, detailed design of recommended option and impact on other features of the park.	305	1,500	3,072	0	0	4,877
80	Flatholm (Lottery)	the restoration of built and natural heritage on Flatholm Island.	100	495	0	0	0	595
81	Harbour Authority (WG)	critical and non critical asset renewal programme.	220	480	1,510	124	1,120	3,454
94	Pentwyn Leisure Centre Redevelopment	creation of a bespoke centre and elite training, fitness and conditioning facility, subject to a Cabinet report and business case demonstrating that any additional borrowing can be sustainably repaid from future income.	0	1,694	2,000	0	0	3,694

This page is intentionally left blank



**STRONGER
FAIRER
GREENER**



Budget and Corporate Plan

Economic Development – Investment & Development Portfolio

Economy & Culture Scrutiny Committee

Tuesday, 28th February 2023

Neil Hanratty, Director of Economic Development



**#GweithioDrosGaerdydd
#GweithioDrosochChi**

**#WorkingForCardiff
#WorkingForYou**

Context of Corporate Plan

Delivering Capital Ambition, the Council's Corporate Plan, sets out how the Administration's priorities for Cardiff will be achieved, providing clarity on what will be delivered, and by when.

In accordance with the requirements of the Well-being of Future Generations (Wales) Act, Delivering Capital Ambition sets out Cardiff's Well-being Objectives, the steps it will take to achieve them and how we measure progress.

The Investment & Development portfolio priorities are included under Corporate Plan Well-being **Objective**

5 - A capital city that works for Wales.

Corporate Plan Steps

Steps: what the Council will do, and by when, to help achieve each Well-being Objective

Corporate Steps have developed under 'themes' for each Member, we will consider:

- **Leading the economic recovery in Wales**
- **Leading a recovery programme in Cardiff**
- **Supporting the recovery of the cultural sector and major events programme**

Councillor Russell Goodway – Cabinet Member for Investment & Development

Corporate Plan Steps

Theme: Leading the economic recovery in Wales

(S5.02) Work with the UK Government and Welsh Government to implement a programme of investments to deliver investment and capacity improvements to support the delivery of the Council's Transport White Paper.

Corporate Plan **Steps**

Theme: Leading a recovery programme in Cardiff

(S5.04) Enhance the city centre as a location for businesses and investment and reassert its role as a regional employment centre by working with partners to:

- Progress the development of Metro Central;
- Progress the Central Quay development, extending the business district south of the station;
- Support the development of new commercial premises;
- Implement the City Centre Recovery Action Plan;
- Establish new city centre management arrangements;
- Work with landowners to attract investment and development in the retail, commercial and hospitality sector;
- Deliver the Canal Quarter.

Corporate Plan **Steps**

Theme: Leading a recovery programme in Cardiff

(S5.05) Write the next chapter in Cardiff Bay's regeneration story by:

- Bringing forward a business case for the Red Dragon Centre as part of the Atlantic Wharf redevelopment;
- Working with partners to develop the Graving Docks area;
- Delivering the new Multi-Purpose Indoor Arena by 2025/26;
- Working with partners to establish a new Metro route linking Cardiff Central to the Bay, and bring forward new stations to connect communities and regeneration opportunities;
- Progressing a development strategy for the next phase of the International Sports Village;
- Bringing forward proposals to protect and revitalise historic buildings in the Bay.

Corporate Plan **Steps**

Theme: Leading a recovery programme in Cardiff

(S5.06) Develop a sustainable city-wide economy by:

- Supporting the completion of Cardiff Parkway as part of our Industrial Strategy for the East of the city;
- Working with Media.Cymru to support the growth of creative enterprises in the city;
- Working with partners to attract investment into innovation and start-up space across the city and support the sector;
- Establishing a '15-minute city toolkit' to accelerate district centre regeneration, including housing- and transport-led improvements.

Corporate Plan **Steps**

Theme: Leading a recovery programme in Cardiff

(S5.08) Work with partners to support the retail and hospitality sectors in successfully re-emerging from lockdown by:

- Continuing to work with partners to deliver the Cardiff City Centre Recovery Action Plan including transforming transport infrastructure, establishing the city centre at the hub of a sustainable public transport mass transit, active travel and highway network including a renewed Metro Central Station;
- Enhancing the promotion of Cardiff as a visitor destination by supporting investment in visitor infrastructure;
- Working with Welsh Government to establish a tax and regulatory environment that can accelerate recovery;
- Progress proposals for investment in Cardiff Market.

Leading a recovery programme in Cardiff: Key Performance Indicator

The operational performance **indicators** below are monitored to gauge if the Steps the Council are taking are being achieved

Ref	Key Performance Indicators	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	2023/24 Target
K5.01	The amount of 'Grade A' office space committed to in Cardiff (This is a rolling three-year target.)	361,000	0	235,719	300000 Annual Result	300,000 sq. ft.
K5.02	The number of new jobs created and safeguarded where the Council has played an active role	2,254	1,845	2,102	1000 Q3 Result: 1,174	750
K5.03	City centre footfall	43,448,308	15,912,899	40,490,196	Monitor, no target set Q3 Result: 33,323,435	Base target on 2022/23 outturn

Supporting the recovery of the cultural sector and major events programme: Key Performance Indicator

The operational performance **indicators** below are monitored to gauge if the Steps the Council are taking are being achieved

Ref	Key Performance Indicators	2019/20 Result	2020/21 Result	2021/22 Result	2022/23 Target	2023/24 Target
K5.04	The number of staying visitors	2,190,000	640,000	980,000	Monitor KPI, no target set Annual Result	Base target on 2022/23 outturn
K5.05	Total visitor numbers	21,490,000	8,260,000	9,860,000	Monitor KPI, no target set Annual Result	Base target on 2022/23 outturn
K5.06	Total (<i>staying</i>) visitor days	4,800,000	1,510,000	2,270,000	Monitor KPI, no target set Annual Result	Base target on 2022/23 outturn
New	Total visitor spend	N/A	N/A	N/A	N/A	Base target on 2022/23 outturn

Budget Proposals

Efficiency Savings £451

ECDE2 - Increase In Workshop Income by £30k. Past performance indicates that current occupation of the workshops yields income greater than the current target.

ECDE3 - Increase in City Centre Management Income by £30k. The team's capacity for work has increased creating greater opportunities to generate income.

ECDE4 - Delete post in Economic Development saving £40k. Deletion of a Grade 6 support post within Economic Development.

Budget Proposals

Efficiency Savings £451 (continued)

ECDE7 - Cardiff Market Service Recharge of £10k. Cardiff Market service recharge - additional market manager's staff cost (increase from 1 day to 2.5 days). Average increase is £158 per stall holder, a 3.6% increase in current charge.

ECDE14 - Grant Maximisation of £222k. Utilise external grant funding to support services within Investment & Development.

ECDE18 - Business, Investment & Tourism saving of £119k – Reduction of Service to Make it Cost Neutral to the Council. Removal of 4 unfilled / vacant posts and increased use of grant funding.

Budget Proposals

Service Changes

Report Ref	Description	Service Change Savings 2023/24				Net Employee Implications (FTE)	Risk Analysis			Consultation
		Employees £000	External/ Other £000	Income £000	Total Proposed £000		Achievability	Residual	EIA	
ECDSC3	<p>Cardiff International White Water</p> <p>The proposal is to integrate the operation of the Cardiff International White Water centre into a wider arrangement for the operation of all leisure facilities on the ISV development. It is anticipated that this would occur by quarter 4 of 2023/24 and therefore the saving indicated is a part year in 2023/24, with the full year in 2024/25.</p>	214	241	(405)	50	(12.0)	Green	Green	Green	Public

Note: The budget consultation result showed that 77% supported the proposal to find a new partner to run the White Water Rafting Centre with 8% against.

Budget Proposals

Fees and Charges

Line 1 – Filming in the city: Current charge is £100.00 - £250.00. No proposed increase.

Line 2 – Workshop Rents: Subject to condition of lease. Rents reviewed on a commercial basis

Budget Proposals

Earmarked Reserves

	Reserve	Estimated balance at 31.03.23 £000	Estimated Movements		Estimated balance at 31.03.24 £000	Purpose /To fund:
			To finance budget £000	Other Commitments £000		
10	Cardiff Enterprise Zone	3,440	0	600	4,040	Cardiff Enterprise Zone in future years
11	Central Market Works	97	0	(97)	0	Works at Cardiff Central Market and as potential match funding for external grant bids
15	City Wide Management & Initiatives	2,426	0	(120)	2,306	City-wide management and initiatives including support for marketing and infrastructure
44	Major Projects	686	0	(300)	386	Major Projects
53	Red Dragon Centre	3,057	0	(300)	2,757	Premises funding requirements

Budget Proposals

Capital Programme

			<u>2023/24</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2024/25</u> <u>£000</u>	<u>Indicative</u> <u>2025/26</u> <u>£000</u>	<u>Indicative</u> <u>2026/27</u> <u>£000</u>	<u>Indicative</u> <u>2027/28</u> <u>£000</u>	<u>Total</u> <u>£000</u>
		Purpose / To Fund						
	Ongoing Schemes / Amendments to Ongoing Schemes							
49	Arena Enabling works contribution	council's contribution to enabling costs for arena affordability model as part of Atlantic Wharf master plan.	9,807	14,243	0	0	0	24,050
50	East Cardiff Industrial and Regeneration Strategy	contribution to a new bridge and road link between the Llanrumney estate and the A48.	0	1,200	300	0	0	1,500
51	Cardiff Indoor Market Restoration	investment in the fabric of the building to improve appearance, tackle known structural issues and enhance its commercial attractiveness, subject to a successful lottery fund grant award.	0	88	450	0	0	538

Budget Proposals

Capital Programme (continued)

			<u>2023/24</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>	
		<u>Purpose / To Fund</u>	<u>Including</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	<u>Total</u>
			<u>Slippage</u>					
			<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>
		Schemes funded by Grants and Contributions (Further grants subject to approval)						
62	Transforming Towns Placemaking (WG)	priorities identified in South Riverside, Cowbridge Road East, Adamsdown/Roath and as part of the City Centre Recovery Strategy.	435	580	0	0	0	1,015
79	Central Market (Lottery)	the restoration of the Market, subject to final costing and further stage approvals.	0	590	1,000	0	0	1,590

Budget Proposals

Capital Programme (continued)

			<u>2023/24</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>	
		<u>Purpose / To Fund</u>	<u>Including</u>	<u>2024/25</u>	<u>2025/26</u>	<u>2026/27</u>	<u>2027/28</u>	<u>Total</u>
			<u>Slippage</u>					
			£000	£000	£000	£000	£000	£000
		Additional borrowing undertaken by the Council to be repaid from revenue savings/incidental income (Invest to Save - Subject to Business Case)						
		Existing Schemes						
91	Indoor Arena - Land Assembly and Multi Storey Car Park	affordability envelope towards costs such as enabling works and Multi Storey Car Park.	0	26,750	18,250	0	0	45,000
92	Indoor Arena - Direct Funding (Replacement for Income Strip Third Party Funding)	Direct borrowing funded by the annual lease income from the arena operator, backed by parent company guarantee.	8,000	50,000	60,000	20,100	0	138,100
93	International Sports Village (Phase 2)	delivery of a velodrome and clubhouse, a cycle circuit, Toys R Us refurbishment, car parking, highways and public space, repayable from potential operator and rental income, subject to a business case and a report to Cabinet.	1,565	5,000	5,570	0	0	12,135

Budget Proposals

Capital Programme (continued)

	Purpose / To Fund	<u>2023/24</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2024/25</u> <u>£000</u>	<u>Indicative</u> <u>2025/26</u> <u>£000</u>	<u>Indicative</u> <u>2026/27</u> <u>£000</u>	<u>Indicative</u> <u>2027/28</u> <u>£000</u>	<u>Total</u> <u>£000</u>
95	Non Operational Property Strategy - Regeneration Fund a recyclable fund to support regeneration linked to existing Council non operational land ownerships outside of specific existing development areas to support wider City Recovery, subject to the development and approval by Cabinet of the governance, risk assessment and business case process. Links to existing budgets e.g. District and Local Centres, Town Centre Loans programme and to support specific WG grant funding bids. Land acquisition and disposal within a two year time frame to allow external partners to undertake regeneration and development activities.	0	1,500	1,500	0	0	3,000

This page is intentionally left blank