

CABINET: THURSDAY, 15 FEBRUARY 2018 at 2.00 PM

A Cabinet Meeting will be held in the County Hall on at 2.00 pm

A G E N D A

- 1 Minutes of the Cabinet Meeting held on 18 January 2018 *(Pages 1 - 6)*

Clean Streets, Recycling & Environment

- 2 Application for Hackney Carriage Fare Increase *(Pages 7 - 26)*

Clean Streets, Recycling & Environment / Investment & Development

- 3 Review of Household Waste Recycling Centre Provision *(Pages 27 - 30)*

Finance, Modernisation & Performance

- 4 Budget 2018/19 *(Pages 31 - 270)*

- 5 Budget Monitoring - Month 9 Report *(Pages 271 - 334)*

- 6 Quarter 3 Performance Report *(Pages 335 - 396)*

- 7 Socially Responsible Procurement Policy *(Pages 397 - 434)*

Investment & Development

- 8 Corporate Land & Property Management Plan 2018/19 *(Pages 435 - 466)*

- 9 Indoor Arena *(Pages 467 - 564)*

- 10 Land Adjacent to Junction 30 of the M4 *(Pages 565 - 644)*

Strategic Planning & Transport

- 11 Passenger Transport Provision *(Pages 645 - 680)*

PAUL ORDERS
Chief Executive

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**CARDIFF COUNCIL
CYNGOR CAERDYDD**



MINUTES

CABINET MEETING: 18 JANUARY 2018

Cabinet Members Present: Councillor Huw Thomas (Leader)
Councillor Peter Bradbury
Councillor Susan Elsmore
Councillor Graham Hinchey
Councillor Sarah Merry
Councillor Michael Michael
Councillor Chris Weaver
Councillor Caro Wild

Observers: Councillor Joe Boyle
Councillor Adrian Robson

Officers: Paul Orders, Chief Executive
Christine Salter, Section 151 Officer
Davina Fiore, Monitoring Officer
Joanne Watkins, Cabinet Office

Apologies: Councillor Russell Goodway
Councillor Lynda Thorne

65 MINUTES OF THE CABINET MEETINGS HELD ON 14 & 20 DECEMBER 2017

RESOLVED: that the minutes of the Cabinet meetings held on 14 and 20 December be approved

66 THE FLEET REPLACEMENT OF REFUSE, STREET SWEEPERS AND HOOK LOADERS.

The Cabinet received a report containing proposals for a procurement approach for the new recycling and waste collection fleet. The procurement approach embraced the Administration's Capital Ambition commitments and aimed to deliver high class collection services whilst supporting the emerging clean air strategy. Cabinet was advised that work would continue to seek sustainable transport solutions.

RESOLVED: that

- 1) the content of this report be noted

- 2) the procurement approach and the high level evaluation criteria of the new Recycling Waste Collections fleet, the Hook Lift Roll on-off vehicles and the small mechanical sweeper vehicles be approved ;
- 3) Authority be delegated to the appropriate Director in consultation with the Cabinet Member to a) approve commencement of the procurement and issuing of documentation; and b) generally deal with all aspects of the procurement process and ancillary matters up to and including award of contract.

67 SCHOOL ORGANISATION PROPOSALS: IMPROVING PROVISION FOR CHILDREN AND YOUNG PEOPLE WITH ADDITIONAL LEARNING NEEDS (ALN) 2018-22

A report providing details of the implications of the Additional Learning Needs and Tribunal (Wales) Act was received together with a number of strategic priorities for Cardiff Additional Learning Needs. Details of the projected growth in demand for specialist resource base and special school provision was also outlined together with a range of proposals to extend and re-align special school and specialist resource base places.

RESOLVED: that

1. the Cardiff ALN strategic priorities, 2018-22:

- Priority One: To improve outcomes for learners with additional needs by successfully implementing the ALN and Educational Tribunal Act
- Priority Two: To improve outcomes for learners with additional needs by strengthening our collective capacity to meet all needs
- Priority Three: To improve outcomes for learners with additional needs by ensuring sufficient, high quality additional learning provision

Be approved

2. Officers be authorised to consult on the following proposals:

- a) To meet demand for primary and secondary special school places for learners with complex learning disabilities or autism spectrum conditions it is proposed to
 - increase the designated number of Ty Gwyn places to 198;
 - establish 3 extra classrooms by adapting the old Trelai Youth Centre building, which is situated to the rear of the school
- b) To meet demand for primary and secondary special school places for learners with autism spectrum conditions it is proposed to:
 - extend the age range of The Hollies School from 4-11, to 4-14
 - increase the designated place number to 138
 - provide additional accommodation by refurbishment of the school accommodation to be vacated by Ysgol Glan Morfa

- c) To meet the need for post-16 places for emotional health and wellbeing needs it is proposed to
 - extend the age range of Greenhill from 11-16 to 11-19 and
 - increase the capacity of the school to allow for up to 64 places.
 - d) To meet demand for primary special school places for complex learning disabilities, it is proposed to
 - change the designation of Meadowbank School from: 'specific language impairments', to: 'speech language and communication needs *and* complex learning disabilities'
 - e) To meet the need for early intervention places for speech and language needs, it is proposed to
 - Phase out the SRB at Allensbank School, closing the class in July 2020, or when all current pupils have completed their primary placement, if earlier.
 - Open an 8-place early intervention class for children with speech and language needs at Allensbank School, admitting the first cohort in September 2019.
 - f) To meet the demand for primary specialist resource base places for complex learning disabilities, it is proposed to
 - open a specialist resource base (SRB) at St Mary the Virgin CiW Primary School, for up to 20 places.
 - g) To meet the demand for primary SRB places for with complex learning disabilities and autism spectrum conditions in the Welsh medium sector, it is proposed to
 - open a specialist resource base at Ysgol Pwll Coch, providing up to 10 places initially, but with scope to extend to 20 places in future, as demand grows.
 - h) To meet the demand for secondary SRB places for complex learning disabilities and autism spectrum conditions in the Welsh medium sector it is proposed to:
 - extend the designated number at Ysgol Glantaf specialist resource base to up to 30 places
 - extend and improve the current accommodation for the SRB
3. that officers bring a report on the outcome of the consultation to a future meeting to seek authorisation as to whether to proceed to publish proposals in accordance with section 48 of The School Standards and Organisation (Wales) Act 2013.

68 THE PERFORMANCE OF CARDIFF'S SCHOOLS IN 2016/2017

The Cabinet received details of the performance of Cardiff Schools in 2016-17 in a report which provided an analysis of educational outcomes for the academic year 2016-2017 and identified the main strengths and shortcomings in performance across the Foundation Phase, Key Stage 2, 3, 4 and 5, and in relation to exclusions, attendance, and transition to education, employment or training.

RESOLVED: that the performance of Cardiff schools in the academic year 2016/2017 be noted

69 PROPOSED CHANGE OF STATUS OF ST DAVID'S CATHOLIC SIXTH FORM COLLEGE -IMPLICATIONS FOR THE LOCAL AUTHORITY

It was reported that St David's Catholic Sixth Form college was considering changing the status to a Voluntary Aided School. The report outlined the implications, benefits and risks to the Council and recommended that a positive response be provided.

RESOLVED: that authority be delegated to the Director of Education and the Corporate Director Resources to:

1. Respond to the Governing Body of St David's College and the Archdiocese of Cardiff confirming the Council's support for their proposal to change the status of the College to that of a VA School;
2. Undertake the necessary due diligence and, subject to Welsh Ministers approval, to facilitate the change of status of St David's Catholic Sixth Form College to a Voluntary Aided School.

70 COUNCIL TAX DISCRETIONARY RELIEF FOR CARE LEAVERS

Cabinet considered a report outlining measures that could be taken to exempt care leavers in Cardiff from council tax liability. It was proposed that a separate exemption class be created for care leavers as this would help to relieve financial burden on vulnerable group.

RESOLVED: that

1. a separate exemption class for Care Leavers be created
2. this exemption class apply to Care Leavers up until their 25th birthday. A discount of up to 100% of the Council Tax (dependent on household composition) be applied.
3. the discount will be awarded after all other discounts, exemptions and Council Tax Reduction have been awarded.
4. the Council lobby the Welsh Government to create a statutory exemption from the council tax charge for care leavers.
5. the Policy be updated to reflect the new exemption class and also permit the granting of section 13a (1)(c) for more than a year.

71 SUPPORTING PEOPLE LOCAL DELIVERY PLAN

The Supporting People Local Delivery and Spend plan 2018/2019 was received together with an update on the progress made on the recommissioning of accommodation and support services. Cabinet also considered a revised approach to older persons floating support services and the recommissioning of accommodation and support services for young people.

RESOLVED: that

1. the Supporting People Local Delivery and Spend Plan as set out at Appendix A to the report be approved
2. the progress in recommissioning phase one services be noted and the revised approach to older persons floating support services be agreed
3. the proposed overarching approach to recommissioning of accommodation and support services for young people as set out in the body of the report be agreed
4. authority be delegated to the Director of Communities, Housing and Customer Services in consultation with the Cabinet Member for Housing and Communities), the Council's Section 151 Officer, Director of Social Services and the Director of Law and Governance to deal with all aspects of the recommissioning of accommodation and support services for young people as set out in the body of the report, up to and including the award of contracts, and all ancillary matters pertaining to the same.
5. It be noted that it is intended to submit further reports to Cabinet to seek authorisation to commence the procurement processes for those remaining services to be recommissioned as part of phases 2, and the phase 3 services, as and when the detailed procurement strategies are developed.

72 CARDIFF AND VALE OF GLAMORGAN JOINT COMMISSIONING AND POOLED BUDGET FOR OLDER PEOPLE SERVICES

Appendix 2 is exempt from publication pursuant to the provisions of Schedule 12A Part 4 paragraph 16 of the Local Government Act 1972

A report outlining arrangements for the joint commissioning of older people's services across Cardiff and the Vale of Glamorgan was considered. It was proposed that Cardiff act as the host for a pooled budget between Cardiff Council, Vale of Glamorgan Council and the Cardiff and Vale University Health Board. Initially during the first year responsibility for commissioning and payment for services would remain with the three organisations.

RESOLVED: that

1. the progress regarding meeting the Part 9 requirements which includes the establishment of a pooled budget for care accommodation be noted
2. approval be given to the establishment of a pooled budget for older people care accommodation with Cardiff Council to act as the host organisation as detailed in the report and with such arrangements to take effect on 1 April 2018.
3. Authority be delegated to the Director of Social Services in consultation with the Cabinet Member for Social Care, Health and Well-being, Section 151 and the

Director of Governance and Legal Services to deal with all aspects of the Partnership Agreement (including the letting of the same) and any ancillary matters pertaining to the same..

4. the Market Position Statement and Commissioning Strategy for Older People Care and Support Services as set out in Appendix 1 to be approved

73 **PROCUREMENT OF DOMICILIARY CARE**

An update on the current arrangements commissioning arrangements for domiciliary care was received. It was reported that the contractual arrangements were due to end in November 2018 and new arrangements needed to be put in place.

RESOLVED: that

1. the proposed overarching approach to secure a new Dynamic Approved Provider List for domiciliary care services as further detailed in the body of the report be authorised; and
2. Authority be delegated to the Director of Social Services in consultation with the Cabinet Member for Social Care, Health and Well-being, the Section 151 Officer and the Director of Governance and Legal Services:
 - a) To carry out all aspects of the procurement, without limitation to include:
 - i. approving the establishment of a new Dynamic Accredited Provider List
 - ii. approve the tender evaluation criteria to establish the dynamic accredited provider list
 - iii. appointing new providers to the dynamic accredited provider list subsequent to them meeting the selection criteria as stated by the Council
 - iv. further delegate authority to award contracts that are required during the life of the dynamic accredited provider list, such further delegations to be in accordance with the Council's Scheme of Delegations
 - v. to deal with all associated matters;
 - b) any required procurement process to obtain the supporting technology required to support the dynamic accredited provider list, up to and including the award of contract be authorised

**CARDIFF COUNCIL
CYNGOR CAERDYDD**



CABINET MEETING: 15 FEBRUARY 2018

APPLICATION FOR A HACKNEY CARRIAGE FARE INCREASE

**CLEAN STREETS, RECYCLING AND ENVIRONMENT
(COUNCILLOR MICHAEL MICHAEL)**

AGENDA ITEM: 2

DIRECTOR OF CITY OPERATIONS

Reason for this Report

1. On 14 December 2017, Cabinet approved a proposal to vary the current rate of hackney carriage fares in Cardiff, subject to a statutory public notice period inviting objections to the proposal.
2. During the public notice period, 3 objections were received. Cabinet are requested to consider the objections and to determine whether to approve the original decision to vary the table of fares.

Background

3. On 14 December 2017 Cabinet considered an application put forward by Dragon Taxis to vary the current rate of hackney carriage fares in Cardiff. A copy of this report and relevant considerations is in Appendix A.
4. Cabinet resolved to approve the application, subject to a statutory 14 day public notice period, which invited objections to the proposed variation.
5. Section 65 of the Local Government (Miscellaneous Provisions) Act 1976 states that the Council has the power to fix the rates or fares within the district for time and distance, and all other charges in connection with the hire of a vehicle or with the arrangements for the hire of a vehicle, to be paid in respect of the hire of hackney carriages by means of a table of fares, made or varied.
6. Any change in fares agreed by Cabinet must be displayed as a public notice inviting objections, advertised in a local newspaper circulating in the district for a period of 14 days before the change takes effect.
7. When setting hackney carriage fares there is no requirement under the Act to take into account external factors, and there is no limit on the amount of increase or variation.

Responses to the Public Notice

8. Following the publication of the proposed changes to the hackney carriage fares, 3 responses were received and are set out in Appendix B.
9. All of the responses object outright to the proposed fare increase and as such there are no modifications to be considered.
10. In summary, response 1 objects to the proposed increase on the following grounds:
 - The application has been made by the directors of a hackney carriage/private hire vehicle operator, the responder believes that only taxi drivers should be allowed to apply to increase fares;
 - The responder believes that an increase in fares will be used by Dragon Taxis to increase the costs that they charge to their drivers, resulting in little benefit to those that drive for them;
 - The responder states that Dragon Taxis could choose to solely operate private hire vehicles [that are not subject to the hackney carriage fares]. They believe that the proposed increase is to increase the price of their competition;
 - The responder believes that hackney carriage drivers are losing work to Uber, as they are often cheaper and more convenient for passengers. They believe that any increase in the rate of fares will make Cardiff hackney carriages less competitive.
11. Response 2 has been received from a taxi user. In summary it objects to the proposed increase on the grounds that a large number of taxi drivers do not have sufficient knowledge of the streets of Cardiff.
12. In summary, response 3 objects to the proposed increase on the following grounds:
 - The responder believes that the proposal is for the commercial interests of a business to increase profits, rather than in the interests of drivers or the general public;
 - The responder states that Dragon Taxis offer account contracts that are cheaper than the hackney carriage fares. However, drivers who contract with Dragon are not allowed to opt out of this account work and as such are paid below the metered rate, which can sometimes result in an overall loss to the driver;
 - The responder states that after the last fare increase in December 2015, Dragon increased the costs to their drivers twice in 9 months, wiping out any benefit to the driver.

Officer Comments

13. There are no restrictions under the Act as to who may apply for a variation of the hackney carriage fares. Dragon Taxis operate a number of hackney carriages within Cardiff and their application to vary the table of fares was considered valid

14. The proposed increase will apply to all hackney carriage drivers. Drivers are self-employed and may choose to contract with an operator to receive jobs, alternatively they may choose to work independently from designated ranks or pick up fares from the roadside.
15. The hackney carriage table of fares specifies the maximum amount that a hackney carriage may charge for journeys that start and end within Cardiff. Self-employed drivers/businesses are permitted to charge less than the legal fare if they believe that it will give them a commercial advantage.
16. The payment a driver receives from an operator for work carried out is a private contractual matter. This should not be a consideration for the purposes of determining whether to vary the table of fares.
17. Consideration should be given to obtaining a balance between increasing the fare to compensate in the increase of costs of running a hackney carriage, and ensuring that the increase does not deter the public from using hackney carriages.
18. In order to become a hackney carriage/private hire driver in Cardiff, applicants are required to pass 2 knowledge tests on the topography of Cardiff, including a point to point route test. The Council have a complaints procedure to deal with a driver's fitness and propriety. Therefore, officers do not believe that a lack of knowledge from individual drivers should be a consideration when determining a hackney carriage fare increase.
19. Given the nature of this assessment of comments we do not believe a need to any modification of the Order.

Reason for Recommendations

20. The report seeks determination of the application to vary Cardiff Council's Hackney Carriage table of fares. It is a legal requirement that the approved table of fares applies to all hackney carriage journeys that start and end within the Cardiff boundary.

Financial Implications

21. This report does not result directly in any additional financial implications. The increase in fares will need to be publicly advertised and the associated costs of advertising will be borne by the Licensing Service from within its existing budget

Legal Implications

22. The proposed variation in the Table of Fares has been published and representations have been received. Cabinet must now consider those representations and decide whether to approve the variation. If Cabinet approves the variation it must set a date for the variation to come into force, which must not be later than 1 April 2018.

HR Implications

23. There are no HR implications as a result of this report.

RECOMMENDATIONS

Cabinet is recommended to:

1. Note the contents of the report and representations received in Appendix B in consideration of the decision taken by Cabinet on the 14 December 2017 to amend the table of fares.
2. Approve the application submitted by Dragon Taxis with an implementation date of 12 March 2018.

ANDREW GREGORY
Director of City Operations
9 February 2018

The following appendices are attached:

- Appendix A: Report to Cabinet of 14 December 2017 - Application for a Hackney Carriage fare Increase
Appendix B: Representations made during public consultation period
Appendix C: Public Notice of Table of Fares

**APPLICATION FOR A HACKNEY CARRIAGE FARE
INCREASE**

**CLEAN STREETS, RECYCLING AND ENVIRONMENT
(COUNCILLOR MICHAEL MICHAEL)**

AGENDA ITEM: 3

DIRECTOR OF CITY OPERATIONS

Reason for this Report

1. To consider an application made by Dragon Taxis to vary the current rate of hackney carriage fares in Cardiff.

Background

2. The Council may fix or vary the rate of fare for the hire of a hackney carriage under the provisions of Section 65 of the Local Government (Miscellaneous Provisions) Act, 1976. The Section requires that any variation of the fare must be advertised in a local paper and that a period of notice of at least 14 days be given to enable any person to make objections.
3. The current tariff of fares has been in place since 21 December 2015 and is shown in appendix A
4. An application made by taxi operator Dragon Taxis, Martin Road, Tremorfa Industrial Estate, Cardiff, to increase the rate of fares was submitted to the Licensing Section.

Dragon Taxis Application

5. Dragon Taxi's application proposes to increase the charge of the first 103 yards by 20p to £2.50. After 103 yards, 20p will be charged for each subsequent 195 yards, this has been decreased from 207 yards. All other charges remain the same as the current table of fares. Full details of the request, including supporting information, are shown in Appendix B. The requested implementation date of 1st October is not achievable and the alternative is set out in the recommendations section of the report.

6. In support of the application Gareth Owen of Dragon taxis has stated:
“In real terms drivers are now earning 5.3% less than two years ago and this application will bring drivers back in line with inflation. I am proposing and increase to the drop on the meter of 20 pence bring the initial start of the meter from £2.30 to £2.50 and an increase in the ongoing mileage rate of 10 pence per mile, bring the rate up from £1.70 per mile to £1.80 per mile.”
7. The proposal would increase the cost of an average three mile journey by 6.9% during the day and by 6% during the night. In monetary terms this would be an increase from £7.30 to £7.80 during the day and from £8.30 to £8.80 at night. An average journey of up to 10 miles would result in an increase during the day from £19.20 to £20.40, a rise of 6.25% and £20.20 to £21.40 at night, a rise of 5.94%. There would be no increase in waiting time or additional charges. The following tables provide details of the current maximum fares for journeys within Cardiff with a comparison to the proposed tariffs.

Journey Length (Daytime)	Current	Dragon Proposal	Percentage increase
1 mile	£3.90	£4.20	7.69%
2 mile	£5.60	£6.00	7.14%
3 mile	£7.30	£7.80	6.85%
4 mile	£9.00	£9.60	6.67%
5 mile	£10.70	£11.40	6.54%
10 mile	£19.20	£20.40	6.25%

Journey Length (Night time)	Current	Dragon Proposal	Percentage increase
1 mile	£4.90	£5.20	6.12%
2 mile	£6.60	£7.00	6.06%
3 mile	£8.30	£8.80	6.02%
4 mile	£10.00	£10.60	6.00%
5 mile	£11.70	£12.40	5.98%

10 mile	£20.20	£21.40	5.94%
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8. The application made by Dragon is above the rate of inflation since the previous fare increase. The annual rate of inflation was 1.7% in 2016 and is on average 2.7% so far in 2017. However, it should be noted that if inflation remains at current levels, this difference will be negated within 12 months.

Considerations

9. In September 2009, the Council approved the Hackney Carriage Fare Index; a method of calculating how much the cost of operating a hackney carriage has changed since the last fare increase was implemented. Using the Index, it has been calculated that the vehicle costs have risen considerably, with insurance costs increasing by 22% and vehicle parts costs increasing by 40%. Driver costs have decreased by 0.94% due to a decrease in licence fees. It should be noted that although this index shows a significant increase in costs. However little weight can be attached to the results of the fare index as the vehicle that was used for a base line comparison is no longer made, so calculations performed this time are not truly comparable.
10. The AA Fuel Price Report shows that the cost of diesel has increased from a Wales average of 107.3p per litre in December 2015 to 120.3p per litre in September 2017 an increase of 12%. Unleaded 95 Octane petrol has also increased by 15% during the same period from 104p per litre to 119.6p per litre.
11. Hackney Carriage Vehicle Licence fees have decreased since December 2015 from £163 to £154 for a 12 month renewal, a decrease of approximately 5%.
12. Consideration should be given to obtaining a balance between increasing the fare to compensate in the increase of costs of running a hackney carriage, and ensuring that the increase does not deter the public from using hackney carriages.

13. For information the following table provides details of the daytime rate of the 2 mile fare currently authorised by the Council together with a comparison with the proposed fares and also the fares authorised by a sample of other licensing authorities:

Authority	Cost per 2 mile journey
Watford	£8.40
London	£7.20
Swindon	£6.70
Exeter	£6.60
Bath	£6.40
Hereford	£6.30
Plymouth	£6.00
Dragon Proposed Tariff	£6.00
Newcastle upon Tyne	£5.80
UK Average	£5.75
Vale of Glamorgan	£5.65
Newport	£5.60
Cardiff (Current Tariff)	£5.60
Gwynedd	£5.50
Wales Average	£5.20
Rhondda Cynon Taff	£5.20
Powys	£5.20
Swansea	£5.05
Bridgend	£4.90
Caerphilly	£4.80
Merthyr Tydfil	£4.50
Blaenau Gwent	£4.30

The

The average 2 mile day-time fare in the UK is currently £5.74, and in Wales it is £5.20. Cardiff is currently 220th in the 2 mile fare league table out of 369 local authorities, as printed in the September edition of Private Hire & Taxi Monthly. Dragon's proposed increase would move Cardiff to 146th out of 369 local authorities. A copy of the full list is attached at appendix B.

14. Should the Cabinet agree to vary the tariff, the variation would need to be advertised for a period of at least 14 days to permit persons to make an objection. Should there be no objections; the variation would then come into effect on the date of the expiry of the period of notice. However, should an objection be received the objection would need to be considered by the Cabinet before the variation is implemented.

Reason for Recommendations

15. The report seeks determination of the application to vary Cardiff Council's Hackney Carriage tariff of fares. It is a legal requirement that the approved tariff applies to all hackney carriage journeys that start and end within the Cardiff boundary.

Financial Implications

16. This report does not result directly in any additional financial implications. The increase in fares will need to be publicly advertised and the associated costs of advertising will be borne by the Licensing Service from within its existing budget

Legal Implications

17. If Cabinet decides to amend the fare tariff it will be necessary to give public notice in accordance with Section 65 of the Local Government (Miscellaneous Provisions) Act 1976. The Cabinet will then have to consider any objections that are received.
18. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. standing orders and financial regulations; (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.

HR Implications

19. There are no HR implications as a result of this report.

RECOMMENDATIONS

Cabinet is recommended to:

1. Note the issues and impacts to taxi fares set out in the report
2. Approve the application put forward by Dragon Taxis with an implementation date of 1st February 2018 (provided that there are no objections).
3. Authorise the advertisement of the variation in a local newspaper.

ANDREW GREGORY

Director

8 December 2017

The following appendices are attached:

Appendix A: Current Hackney Carriage Tariff

Appendix B: Details of the Dragon Taxis application

Appendix C: Private Hire & Taxi Monthly Fare League Table (September)



HACKNEY CARRIAGE TARIFF LOCAL GOVERNMENT (MISCELLANEOUS PROVISIONS) ACT 1976

AUTHORISED FARE TARIFF

First 103 yards (94.18metres) or Part thereof,	£2.30
If distance exceeds 103 yards (94.18m) for first 103 yards (94.18m)	£2.30
For each subsequent 207 yards (189.28m)	£0.20

WAITING TIME

For each period of 48 seconds	£0.20
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EXTRA CHARGES

For hirings between midnight and 6.0 am and on Sundays, and Bank Holidays	£1.00
For hirings between 8.0 pm Christmas Eve and 6.0 am on 27 th December and between 8.0 pm New Years Eve and 6.0 am 2 nd January	£3.00
For each passenger exceeding four	£1.00 each
For bicycles, cabin trunks (minimum size 36" x 24" x 18") and items of furniture	£0.50 each

THE EXTRA CHARGE FOR NIGHT TIME, SUNDAYS AND BANK HOLIDAYS WILL NOT APPLY WHEN EXTRA CHARGE FOR CHRISTMAS AND THE NEW YEAR APPLIES.

CONTAMINATION

For the fouling of a vehicle	£50.00
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- ❖ *On all journeys within the boundary of the City and County of Cardiff the driver must use the meter which must not exceed the authorised fare scale shown above.*
- ❖ *Fares for journeys ending outside the area of the City and County of Cardiff, and in respect of which no fare or rate of fare was agreed before the hiring was effected, must not exceed the authorised fare scale as shown above.*

COMPLAINTS REGARDING FARES, VEHICLES OR DRIVERS SHOULD BE MADE TO THE LICENSING SECTION, CITY HALL, CARDIFF, 029 20871651 QUOTING NUMBER OF VEHICLE AND THE NUMBER OF THE DRIVER'S BADGE.

Dave Holland
HEAD OF REGULATORY SERVICES

21 December 2015

Current Fare Tariff

First 103 yards (94.18metres) or Part thereof,	£2.30
If distance exceeds 103 yards (94.18m) for first 103 yards (94.18m)	£2.30
For each subsequent 207 yards (189.28m)	£0.20
WAITING TIME	
For each period of 48 seconds	£0.20
EXTRA CHARGES	
For hirings between midnight and 6.0 am and on Sundays, and Bank Holidays	£1.00
For hirings between 8.0 pm Christmas Eve and 6.0 am on 27th December and between 8.0 pm New Years Eve and 6.0 am 2nd January	£3.00
For each passenger exceeding four (Each)	£1.00
For bicycles, cabin trunks (minimum size 36" x 24" x 18") and items of furniture (Each)	£0.50
THE EXTRA CHARGE FOR NIGHT TIME, SUNDAYS AND BANK HOLIDAYS WILL NOT APPLY WHEN EXTRA CHARGE FOR CHRISTMAS AND THE NEW YEAR APPLIES.	
CONTAMINATION	
For the fouling of a vehicle	£50.00

In operation since 21st December 2015

Date 19th July 2017

Gareth Owen

Proposed Fare Tariff

First 103 yards (94.18metres) or Part thereof,	£2.50
If distance exceeds 103 yards (94.18m) for first 103 yards (94.18m)	£2.50
For each subsequent 195 yards (178.30m)	£0.20
WAITING TIME	
For each period of 48 seconds	£0.20
EXTRA CHARGES	
For hirings between midnight and 6.0 am and on Sundays, and Bank Holidays	£1.00
For hirings between 8.0 pm Christmas Eve and 6.0 am on 27th December and between 8.0 pm New Years Eve and 6.0 am 2nd January	£3.00
For each passenger exceeding four (Each)	£1.00
For bicycles, cabin trunks (minimum size 36" x 24" x 18") and items of furniture (Each)	£0.50
THE EXTRA CHARGE FOR NIGHT TIME, SUNDAYS AND BANK HOLIDAYS WILL NOT APPLY WHEN EXTRA CHARGE FOR CHRISTMAS AND THE NEW YEAR APPLIES.	
CONTAMINATION	
For the fouling of a vehicle	£50.00

To come into Operation on 1st October 2017

Proposed Hackney Carriage Fare Increase 1st October 2017

I would like to apply to Cardiff County Council for an increase in the Hackney Carriage Fare Tariff, to come into force on 1st October 2017.

The last increase in the fare tariff was 15th December 2015 (this should have been 1st September 2015 but was held up at committee) in that time the RPI inflation index according to the office for national statistics was 1.8% in 2016 and 3.5% in 2017.

In real terms drivers are now earning 5.3% less than two years ago and this application will bring drivers back in line with inflation.

I am proposing an increase to the drop on the meter of 20 pence bring the initial start of the meter from £2.30 to £2.50 and an increase in the ongoing mileage rate of 10 pence per mile, bring the rate up from £1.70 per mile to £1.80 per mile.

Current		Proposed		% Increase
1 st Mile inc advance payment	£4.10	1 st Mile inc advance payment	£4.40	7.3%
2.5 Mile average fare	£6.70	2.5 Mile average fare	£7.10	6.0%
5 Mile fare	£10.90	5 Mile fare	£11.60	6.4%

The application is for a 6% increase on the average 2.5 mile fare, which I believe is a reasonable amount when you take into account the increases in costs that are affecting drivers currently.

Regards

Gareth Owen

19th July 2017

COLOUR CODE

RISE IN 2017
RISE IN 2016
RISE IN 2015
RISE IN 2014
RISE IN 2013
RISE IN 2012
RISE IN 2011
RISE IN 2010
RISE IN 2009
RISE IN 2008
RISE IN 2007
RISE IN 2006
FARE REDUCED
NO SET FARE

The Bryan Roland Memorial

NATIONAL HACKNEY FARE LEAGUE TABLE SEPT 2017

Call 0161 280 2800 or email donnadale.npha@btconnect.com

POSITION	TARIFF ONE	TWO MILE FARE	POSITION	TARIFF ONE	TWO MILE FARE	POSITION	TARIFF ONE	TWO MILE FARE
	COUNCIL			COUNCIL			COUNCIL	
1	LUTON AIRPORT	£9.20	66	STROUD	£6.40	131	IPSWICH	£6.00
2	WATFORD	£8.40	67	SURREY HEATH	£6.40	132	KETTERING	£6.00
3	LONDON (HEATHROW)	£7.60	68	WOKING	£6.40	133	LUTON	£6.00
4	CARRICK	£7.30	69	WOKINGHAM	£6.40	134	MILTON KEYNES	£6.00
5	EPSOM & EWELL	£7.20	70	TORBAY	£6.39	135	NORTH DORSET	£6.00
6	LONDON	£7.20	71	COUNTY OF HEREFORD	£6.30	136	SCARBOROUGH	£6.00
7	DARTFORD	£7.00	72	COVENTRY	£6.30	137	SLOUGH	£6.00
8	HERTSMERE	£7.00	73	DACORUM	£6.30	138	SOUTH HAMS	£6.00
9	JERSEY	£7.00	74	EAST DEVON	£6.30	139	STEVENAGE	£6.00
10	KENNETT <small>Now Wiltshire (East Zone)</small>	£7.00	75	ISLE OF MAN	£6.30	140	TEST VALLEY	£6.00
11	MID SUSSEX	£7.00	76	LEWES	£6.30	141	THREE RIVERS	£6.00
12	NORTH WILTSHIRE	£7.00	77	PENWITH	£6.30	142	THURROCK	£6.00
13	SALISBURY	£7.00	78	SWALE	£6.30	143	WARWICK	£6.00
14	WEST WILTSHIRE	£7.00	79	TONBRIDGE & MALLING	£6.30	144	WEST DORSET	£6.00
15	VALE OF WHITE HORSE	£6.90	80	FOREST OF DEAN	£6.27	145	WORTHING	£6.00
16	ADUR	£6.80	81	HARBOROUGH	£6.27	146	DARLINGTON	£5.95
17	BRIGHTON & HOVE	£6.80	82	TORRIDGE	£6.25	147	TENDRING	£5.95
18	CARADON	£6.80	83	MIDLOTHIAN	£6.22	148	BABERGH	£5.90
19	COLCHESTER	£6.80	84	ARGYLL & BUTE	£6.20	149	BASSETLAW	£5.90
20	EAST LOTHIAN	£6.80	85	BIRMINGHAM	£6.20	150	CHRISTCHURCH	£5.90
21	HART	£6.80	86	BRISTOL, CITY OF UA	£6.20	151	DUDLEY	£5.90
22	NORTH CORNWALL	£6.80	87	CHELTENHAM	£6.20	152	DURHAM COUNTY COUNCIL	£5.90
23	POOLE	£6.80	88	CHICHESTER	£6.20	153	EAST DORSET	£5.90
24	READING	£6.80	89	CREWE & NANTWICH	£6.20	154	WALSALL	£5.90
25	WEST BERKSHIRE	£6.80	90	HORSHAM	£6.20	155	TEWKSBURY	£5.85
26	KERRIER	£6.75	91	LEEDS	£6.20	156	BASILDON	£5.80
27	NUNEATON & BEDWORTH	£6.75	92	LINCOLN	£6.20	157	BLACKPOOL	£5.80
28	SEVENOAKS	£6.74	93	MENDIP	£6.20	158	BROMSGROVE	£5.80
29	CHELMSFORD	£6.70	94	NORTHAMPTON	£6.20	159	CLACKMANNAN	£5.80
30	EASTLEIGH	£6.70	95	NORTH HERTS	£6.20	160	EAST HERTS	£5.80
31	ROTHER	£6.70	96	ROCHFORD	£6.20	161	FYLDE	£5.80
32	SWINDON	£6.70	97	RUNNYMEDE	£6.20	162	GLASGOW	£5.80
33	WEYMOUTH & PORTLAND	£6.70	98	SEDGEMOOR	£6.20	163	GLOUCESTER	£5.80
34	BOURNEMOUTH	£6.68	99	SHEFFIELD	£6.20	164	HAVANT	£5.80
35	BASINGSTOKE & DEANE	£6.60	100	SHEPWAY	£6.20	165	HIGHLANDS	£5.80
36	BRENTWOOD	£6.60	101	SOLIHULL	£6.20	166	LEICESTER	£5.80
37	CRAWLEY	£6.60	102	SOUTHAMPTON	£6.20	167	NEWCASTLE-UPON-TYNE	£5.80
38	EXETER	£6.60	103	SOUTHEND ON SEA	£6.20	168	NORTH WARWICK	£5.80
39	HIGH PEAK	£6.60	104	SPELTHORNE	£6.20	169	REIGATE & BANSTEAD	£5.80
40	MEDWAY	£6.60	105	ST ALBANS	£6.20	170	SELBY	£5.80
41	TUNBRIDGE WELLS	£6.60	106	STRATFORD ON AVON	£6.20	171	SOUTH AYRSHIRE	£5.80
42	WAVENEY	£6.60	107	TAUNTON DEANE	£6.20	172	SOUTH RIBBLE	£5.80
43	WEALDON	£6.60	108	TEIGNBRIDGE	£6.20	173	STOCKPORT	£5.80
44	YORK	£6.60	109	WAVERLEY	£6.20	174	TAMWORTH	£5.80
45	NORTH DEVON	£6.55	110	WEST OXFORD	£6.20	175	UTTLESFORD	£5.80
46	MAIDSTONE	£6.50	111	WINCHESTER	£6.20	176	WEST SOMERSET	£5.80
47	MOLE VALLEY	£6.50	112	CENTRAL BEDFORDSHIRE	£6.13	177	WINDSOR & MAIDENHEAD	£5.80
48	SOUTH SOMERSET	£6.50	113	ELMBRIDGE	£6.10	178	YNYS MON	£5.80
49	RESTORMEL	£6.45	114	HASTINGS	£6.10	179	SCOTTISH BORDERS	£5.75
50	HARROGATE	£6.43	115	NEW FOREST	£6.10	180	WYCOMBE	£5.75
51	ARUN	£6.40	116	RUSHMORE	£6.10	181	EAST KILBRIDE	£5.70
52	ASHFORD	£6.40	117	CHARNWOOD	£6.05	182	EASTBOURNE	£5.70
53	BATH & NORTH EAST SOMERSET	£6.40	118	SHETLAND ISLES	£6.05	183	ISLE OF WIGHT	£5.70
54	CAMBRIDGE CITY	£6.40	119	ABERDEENSHIRE	£6.00	184	MANCHESTER	£5.70
55	GRAVESHAM	£6.40	120	BRACKNELL FOREST	£6.00	185	MID DEVON	£5.70
56	GUERNSEY	£6.40	121	BRAINTREE	£6.00	186	MONMOUTHSHIRE	£5.70
57	GUILDFORD	£6.40	122	CANTERBURY	£6.00	187	NORTH SOMERSET	£5.70
58	HARLOW	£6.40	123	CARMARTHENSHIRE	£6.00	188	PLYMOUTH	£5.70
59	MALVERN HILLS	£6.40	124	CASTLE POINT	£6.00	189	RYEDALE	£5.70
60	NORWICH	£6.40	125	CHESTER	£6.00	190	WELWYN HATFIELD	£5.70
61	OXFORD	£6.40	126	DOVER	£6.00	191	WORCESTER	£5.70
62	PURBECK	£6.40	127	EAST HAMPSHIRE	£6.00	192	CARLISLE	£5.65
63	SOUTH CAMBRIDGE	£6.40	128	EAST LINDSEY	£6.00	193	VALE OF GLAMORGAN	£5.65
64	SOUTH GLOUCESTER	£6.40	129	FIFE	£6.00	194	BOSTON	£5.60
65	SOUTH LAKELAND	£6.40	130	GREAT YARMOUTH	£6.00	195	BRECKLAND	£5.60

POSITION	TARIFF ONE	TWO MILE FARE	POSITION	TARIFF ONE	TWO MILE FARE	POSITION	TARIFF ONE	TWO MILE FARE
	COUNCIL			COUNCIL			COUNCIL	
196	BROXBORNE	£5.60	261	RICHMONDSHIRE	£5.40	326	TELFORD & WREKIN	£4.90
197	CALDERDALE	£5.60	262	RUGBY	£5.40	327	WELLINGBOROUGH	£4.90
198	EDINBURGH	£5.60	263	SUNDERLAND	£5.40	328	REDDITCH	£4.88
199	FOREST HEATH	£5.60	264	TANDBRIDGE	£5.40	329	ALLERDALE	£4.85
200	GOSPORT	£5.60	265	TRAFFORD	£5.40	330	ASHFIELD	£4.80
201	HINCKLEY & BOSWORTH	£5.60	266	WYCHAVON	£5.40	331	CAERPHILLY	£4.80
202	NEWPORT	£5.60	267	BRADFORD	£5.36	332	DERBYSHIREDALES	£4.80
203	NORTH KESTEVEN	£5.60	268	COTSWOLD	£5.35	333	HAMILTON	£4.80
204	NORTH TYNESIDE	£5.60	269	EAST DUNBARTONSHIRE	£5.34	334	INVERCLYDE	£4.80
205	NORTH WEST LEICESTER	£5.60	270	BLABY	£5.30	335	MANSFIELD	£4.80
206	NOTTINGHAM	£5.60	271	CRAVEN	£5.30	336	NORTH AYRSHIRE	£4.80
207	ORKNEY	£5.60	272	EAST RENFREW	£5.30	337	NORTH LANARKSHIRE	£4.80
208	PORTSMOUTH UA	£5.60	273	FENLAND	£5.30	338	ROCHDALE	£4.80
209	RENFREWSHIRE	£5.60	274	LICHFIELD	£5.30	339	ROTHERHAM	£4.80
210	RUSHCLIFFE	£5.60	275	MELTON	£5.30	340	RUTHERGLEN	£4.80
211	SANDWELL	£5.60	276	NORTH EAST LINCOLNSHIRE	£5.30	341	TORFAEN	£4.80
212	SOUTH BUCKINGHAM	£5.60	277	NORTH NORFOLK	£5.30	342	BARNSELY	£4.70
213	SUFFOLK COASTAL	£5.60	278	RIBBLE VALLEY	£5.30	343	BERWICK ON TWEED	£4.70
214	TAMESIDE	£5.60	279	SALFORD	£5.30	344	BLACKBURN	£4.70
215	WEST LOTHIAN	£5.60	280	VALE ROYAL	£5.30	345	EAST NORTHANTS	£4.70
216	WIRRAL	£5.60	281	WYRE FOREST	£5.30	346	FALKIRK	£4.70
217	WOLVERHAMPTON	£5.60	282	BEDFORD	£5.26	347	HYNDBURN	£4.70
218	WREXHAM	£5.60	283	BOLTON	£5.25	348	WEST LANCASHIRE	£4.70
219	WYRE	£5.60	284	BURY	£5.24	349	BOLSOVER	£4.60
220	CARDIFF	£5.59	285	AMBER VALLEY	£5.20	350	CORBY	£4.60
221	DUNDEE	£5.58	286	CEREDIGION	£5.20	351	ST HELENS	£4.60
222	CHERWELL	£5.56	287	CLYDEBANK	£5.20	352	WAKEFIELD	£4.60
223	ANGUS	£5.50	288	CONWY	£5.20	353	BURNLEY	£4.50
224	BROXTOWE	£5.50	289	DENBIGHSHIRE	£5.20	354	MERTHYR TYDFIL	£4.50
225	CANNOCK CHASE	£5.50	290	EAST RIDING	£5.20	355	REDCAR & CLEVELAND	£4.50
226	CASTLE MORPETH	£5.50	291	ELLESMERE PORT	£5.20	356	STOCKTON ON TEES	£4.50
227	DUMFRIES & GALLOWAY	£5.50	292	HALTON	£5.20	357	KNOWSLEY	£4.40
228	EAST AYRSHIRE	£5.50	293	LIVERPOOL	£5.20	358	OADBY & WIGSTON	£4.40
229	EAST CAMBRIDGESHIRE	£5.50	294	POWYS	£5.20	359	PENDELE	£4.40
230	EDEN	£5.50	295	PRESTON	£5.20	360	AYLESBURY VALE	£4.30
231	EAST STAFFORDSHIRE	£5.50	296	RHONDDA CYNON TAF	£5.20	361	BLAENAU GWENT	£4.30
232	EPPING FOREST	£5.50	297	SOUTH LANARKSHIRE (Clydesdale)	£5.20	362	MIDDLESBROUGH	£4.30
233	EREWASH	£5.50	298	SOUTH TYNESIDE	£5.20	363	NEWCASTLE-UNDER-LYME	£4.20
234	GEDLING	£5.50	299	STAFFS MOORLANDS	£5.20	364	WESTERN ISLES	£4.20
235	GWYNEDD	£5.50	300	STIRLING	£5.20	365	HARTLEPOOL	£4.10
236	HAMBLETON	£5.50	301	WARRINGTON	£5.20	366	SOUTH KESTEVEN	£3.50
237	HUNTINGDONSHIRE	£5.50	302	CONGLETON	£5.10	367	MALDON	£
238	LANCASTER	£5.50	303	GATESHEAD	£5.10	368	RUTLAND	£
239	MORAY	£5.50	304	SEFTON	£5.10	369	SOUTH DERBYSHIRE	£
240	OLDHAM	£5.50	305	SOUTH STAFFORDSHIRE	£5.10	370	SOUTH OXFORDSHIRE	£
241	SHROPSHIRE	£5.50	306	WIGAN	£5.10			
242	STAFFORD	£5.50	307	ALNWICK	£5.05			
243	TYNEDALE	£5.50	308	SOUTH HOLLAND	£5.05			
244	WANSBECK	£5.50	309	SWANSEA	£5.05			
245	BARROW IN FURNESS	£5.44	310	BLYTH VALLEY	£5.00			
246	BURY ST EDMUNDS	£5.40	311	CHESTERFIELD	£5.00			
247	CHILTERN	£5.40	312	COPELAND	£5.00			
248	CITY OF ABERDEEN	£5.40	313	DAVENTRY	£5.00			
249	DERBY	£5.40	314	KIRKLEES	£5.00			
250	DONCASTER	£5.40	315	NEATH PORT TALBOT	£5.00			
251	DUNBARTON	£5.40	316	NORTH EAST DERBYSHIRE	£5.00			
252	FAREHAM	£5.40	317	PETERBOROUGH	£5.00			
253	KINGSTON-UPON-HULL	£5.40	318	SOUTH NORTHANTS	£5.00			
254	KINGS LYNN & WEST NORFOLK	£5.40	319	THANET	£5.00			
255	MACCLESFIELD	£5.40	320	WEST LINDSEY	£5.00			
256	MID SUFFOLK	£5.40	321	STOKE-ON-TRENT UA	£4.95			
257	NEWARK & SHERWOOD	£5.40	322	BRIDGEND	£4.90			
258	NORTH LINCOLNSHIRE	£5.40	323	CHORLEY	£4.90			
259	PEMBROKESHIRE	£5.40	324	FLINTSHIRE	£4.90			
260	PERTH & KINROSS	£5.40	325	ROSSENDALE	£4.90			

COLOUR CODE

RISE IN 2017
RISE IN 2016
RISE IN 2015
RISE IN 2014
RISE IN 2013
RISE IN 2012
RISE IN 2011
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RISE IN 2009
RISE IN 2008
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FARE REDUCED
NO SET FARE

Call 0161 280 2800 or email donnadale.npha@btconnect.com

The Bryan Roland Memorial
NATIONAL HACKNEY FARE LEAGUE TABLE **SEPT 2017**

The councils above (367-370) do not impose a taxi tariff for their Hackney Carriage vehicles and instead the individual vehicle charges an agreed fare prior to the journey



**NATIONAL AVERAGE
TWO MILE FARE
TARIFF ONE
IS NOW £5.74**

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Appendix B — Responses to the Public Notice

Response 1. Received 2/1/18

In response to a recent email inviting responses to the proposed meter increase as requested by Dragon Taxis I would like you to formally acknowledge my objection for the reasons following.

Dragon Taxis including both Gareth and Ryan Owen do not currently drive a taxi for a living, I believe only working drivers should be allowed to request increases as they are the group that would be most affected.

Dragon have previously increased the taxi fare after agreement from Cardiff council and then immediately increased the costs for their drivers, I believe they are only doing this (yet again) to increase the company profits and the actual drivers are very unlikely to see much of an increase in their earnings

As a private hire company, Dragon could easily just remove hackney carriages from their books and charge whatever fare they like, the only reason they are going through Cardiff council is to increase the price of the competition.

[REDACTED]

[REDACTED]

[REDACTED]

Licensed taxi drivers in Cardiff working for any of the "big three" or hackney drivers working on the ranks are currently losing a lot of work to Uber and the huge number of drivers they have introduced to the city from other licensing areas. These drivers more often than not are cheaper and more convenient for passengers.

The idea that real Cardiff taxi drivers will be able to compete with the new competition by raising their prices is simply laughable. It will only make matters worse.

[REDACTED]

As I have had my emails to the council ignored in the past I would appreciate you replying ASAP to acknowledge receipt of my objection.

Response 2. Received 5/1/18

We object to the price increase in the Taxi fares due to the fact that we find that a large number of drivers do not know their way around, we got in a taxi in Greyfriars Road going to Coburn Street. Cathays we had to tell him that going up Park place

Response 3. Received 17/1/18

I wish to object to the proposal to increase the metered fare tariff which I believe is on application from Dragon Taxis Limited.

I believe this is a proposal simply for the interests of a commercial business to increase profits rather than in the interests of drivers or the general public.

Dragon Taxis Limited operate account work to private clients and their marketing includes the sales line to prospective account customers that these rates are cheaper than the council metered rate, thus a clear incentive to become an account holder.

However, drivers contracted to Dragon Taxis Limited are not allowed to opt out of this account work and are therefore forced to accept payments that can be about 80% cheaper than the metered rate.

In fact, drivers are paid a mileage rate, with account tariffs never revealed, where these fares can actually result in a loss to the drivers.

This account work can easily make up about 50% plus of the work a Dragon Taxis Limited driver may undertake.

In addition, after the last fare increase in December 2015, Dragon Taxis Limited increased their circuit fee twice in 9 months which wiped out any benefit to the driver.

[REDACTED]

The first circuit fee rise was implemented the very day the Council meter fare rose in December 2015.

[REDACTED]

I believe any fare increase be postponed for the time being.

Appendix C - Public Notice of Tariff of Fares

CARDIFF COUNCIL FARES FOR HACKNEY CARRIAGES			
TAKE NOTICE THAT as of 1 st February 2018 Cardiff Council proposes to vary the Table of Fares currently in force for hackney carriages in the City and County of Cardiff, pursuant to its' powers under Section 65 of the Local Government (Miscellaneous Provisions) Act 1976 in the following manner:-			
<u>PRESENT CHARGE</u>		<u>PROPOSED CHARGE</u>	
First 103 yards (94.18 metres) or part thereof,	£2.30	First 103 yards (94.18 metres) or part thereof,	£2.50
If distance exceeds 103 yards (94.18 metres) for first 103 yards (94.18 metres)	£2.30	If distance exceeds 103 yards (94.18 metres) for first 103 yards (94.18 metres)	£2.50
For each subsequent 207 yards (189.28 metres)	£0.20	For each subsequent 195 yards (178.31 metres)	£0.20
WAITING TIME:		WAITING TIME:	
For each period of 48 seconds	£0.20	For each period of 48 seconds	£0.20
EXTRA CHARGES		EXTRA CHARGES	
For hirings between midnight and 6.00 am and on Sundays, and Bank Holidays	£1.00	For hirings between midnight and 6.00 am and on Sundays, and Bank Holidays	£1.00
For hirings between 8.00pm Christmas Eve and 6.00am on 27th December and between 8.00pm New Years Eve and 6.00am 2nd January	£3.00	For hirings between 8.00pm Christmas Eve and 6.00am on 27th December and between 8.00pm New Years Eve and 6.00am 2nd January	£3.00
For each passenger exceeding four	£1.00 each	For each passenger exceeding four	£1.00 each
For bicycles, cabin trunks (minimum size 36" x 24" x 18") and items of furniture	£0.50 each	For bicycles, cabin trunks (minimum size 36" x 24" x 18") and items of furniture	£0.50 each
For the fouling of a vehicle	£50.00	For the fouling of a vehicle	£50.00
<p>Any objection to the proposed variation must be made in writing to the Team Manager, Licensing, City Hall, Cardiff, CF10 3ND. All objections must be received by 12:00pm on 17 January 2018</p> <p>A copy of this Notice shall be deposited at the Public Carriage Office, Cardiff Bus Depot, Sloper Road, Cardiff, CF11 8TB from today until 12.00pm on 17 January 2018 and shall be open to public inspection at all reasonable hours without payment</p>			
<p>Dated 2 January 2018 Licensing, Cardiff Council, City Hall, Cardiff, CF10 3ND licensing@cardiff.gov.uk</p>			

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**CARDIFF COUNCIL
CYNGOR CAERDYDD****CABINET MEETING: 15 FEBRUARY 2018**

**REVIEW OF HOUSEHOLD WASTE RECYCLING CENTRE
PROVISION****CLEAN STREETS, RECYCLING & ENVIRONMENT
(COUNCILLOR MICHAEL MICHAEL), INVESTMENT &
DEVELOPMENT (COUNCILLOR RUSSELL GOODWAY)****AGENDA ITEM: 3**

REPORT OF DIRECTOR OF ECONOMIC DEVELOPMENT**Reason for this Report**

1. To obtain Cabinet authority to explore the business case for the provision of additional Household Waste Recycling Centres (HWRC) facilities in Cardiff in anticipation of a future growth in demand as the city expands through the phased delivery of the Local Development Plan strategic housing sites.
2. To obtain Cabinet authority to undertake a site options appraisal to identify a preferred location in Cardiff for the potential future provision of additional HWRC facilities.

Background

3. The new Cabinet formed following the 2017 local government elections has committed to:
 - Boost city recycling rates through, amongst other things, the opening of a new re-use centre in partnership with a third sector partner;
 - In due course, to establish Household Waste Recycling Centres to meet predicted future growth in residential development across the county area.
4. In response to significant budgetary pressures, the previous Cabinet decided to reduce the number of HWRCs from four to two. The decision reflected the outcome of a detailed analysis of the actual operational use of the existing facilities available at that time which demonstrated that the four facilities were operating at 60% capacity such that the continued operation of all four facilities could not be justified. The Waungron Road facility was closed in April 2014, shortly after the policy was approved.

5. A Recycling Waste Management Strategy 2015 -2018, approved by Cabinet in April 2015, outlined the delivery of new household waste collection services designed to meet the target recycling levels and to deliver financial savings. In particular, it updated the service provision/targets for the Household Waste Recycling Centres and the reuse of unwanted goods as follows:
 - Identify new markets and re-use options to deliver an additional 5000 tonnes of recyclate;
 - Implement the move to two HWRC sites with stronger controls for cross boundary visitors and van users, including reallocated resource to encourage the public to recycle more;
 - Secure new recycling markets such as carpets, mattresses and hygiene waste to recycling.
6. The then Cabinet agreed that, in order to meet existing demand and to provide overall improved recycling infrastructure for Cardiff residents, facilities should continue to be provided at Bessemer Close and at Lamby Way. In September 2015 a further report was considered and it was approved that the existing Lamby Way facility would be replaced by a much larger modern facility and that Wedal Road facility was to close; conditional upon:
 - The opening of a new and improved recycling Centre at Lamby Way to complement the current Bessemer Close facility at Leckwith.
 - A free home collection service for recyclable and reusable items that would service the whole city.
 - Provision of reuse facilities that would receive and process reusable items and make them available back into the community at a reasonable charge is fully established.
7. All three conditions were delivered by the end of 2017.

Issues

8. The Wedal Road site is not regarded as suitable for the long-term provision of HWRC facilities due primarily to the size and access constraints to the site. These are the cause of significant congestion at peak times and have raised health and safety concerns as a result of the road being blocked by long queues and resulting dangerous driving behaviours reported. There are also significant environmental concerns that have been raised with the Council by Natural Resource Wales (NRW) regarding the impact of noise pollution on adjacent residential homes.
9. As a result, the previous administration included the disposal of the Wedal Road HWRC site in the 2017/18 Asset Management Plan with the consequential capital receipt being used to fund the 2017/18 capital

programme commitments. The site is being marketed and will be sold at auction on 6 March 2018 with the disposal being completed on or before 31 March 2018. In order to facilitate the disposal the site will close on Friday 2 March 2018.

10. In terms of making provision for future growth in demand for HWRC services resulting from the planned growth in the population of the city, the evidence base for the development of the Local Development Plan did not, at the time, identify any requirement for additional HWRC provision as a consequence of allocating new strategic housing development sites.
11. However, the phased nature of delivery of the strategic housing sites suggests there remains potential to work with the land owners/developers to identify an area of land within the strategic development sites, that would address any future requirement for additional HWRC facilities and/or to secure a financial contribution through future planning applications.
12. In order to justify investment in new HWRC provision a business case is required to understand the point at which demand will exceed current supply; the scale of provision required to futureproof the service; the associated capital costs for implementation; and the financial implications of on-going operation.
13. In addition to the business case, there is also a need to identify an alternative site that is suitable for the provision of HWRC facilities that can be secured to allow a new facility to be introduced as and when it is demonstrated through the business case to be required.

Reasons for Recommendation

14. To review the provision of HWRC facilities in Cardiff in the context of the anticipated future growth of the city.

Legal Implications

15. The Council has a statutory duty pursuant to the Environmental Protection Act 1990 to provide places for residents to dispose of their household waste. Any such place must be situated in the Council's area or be reasonably accessible and must be open at all reasonable times. The Council has a duty to ensure value for money in acquiring land and procuring associated works.

Financial Implications

16. The costs of developing the business case recommended in the report will be met from existing directorate revenue budgets. The Council's Medium Term Financial Plan Capital and revenue budgets proposed by Cabinet for Council approval, includes allocations towards developing and the operating costs of a New Household Waste Recycling Facility. These are subject to outcome of the site options appraisal and business case which should be developed and considered with financial services at an early

stage including additional funding options considered. Any business case will need to be developed in the context of impact on recycling targets and potential liabilities in the form of fines in relation to the targets.

RECOMMENDATIONS

Cabinet is recommended to:

1. Authorise the preparation of a business case relating to the potential future requirement for additional HWRC services in Cardiff and to present the findings of the business case to a future Cabinet meeting for consideration.
2. Authorise the commencement of a site options appraisal to identify a preferred location for potential future provision of additional HWRC facilities subject and to present the results to a future Cabinet meeting for consideration.

NEIL HANRATTY

Director of Economic Development

9 February 2018

The following background papers have been taken into account

- Response to Call-In for the New Household Waste Recycling Centre and Reuse Facility – Cabinet 1 October 2015
- Recycling and Waste Restriction Programme - Cabinet 2 April 2015
- Recycling Waste Management Strategy 2015 -2018

**CARDIFF COUNCIL
CYNGOR CAERDYDD**



CABINET MEETING: 15 FEBRUARY 2018

BUDGET PROPOSALS 2018/19

**FINANCE, MODERNISATION AND PERFORMANCE
(COUNCILLOR CHRISTOPHER WEAVER)**

AGENDA ITEM: 4

REPORT OF CORPORATE DIRECTOR RESOURCES

Appendix 11(d) is exempt from publication because it contains information of the kind described in paragraphs 14 and 21 of parts 4 and 5 of Schedule 12A to the Local Government Act 1972

Reason for this Report

To enable the Cabinet to:

1. Submit to Council their proposal for the estimates of expenditure and income in order to set the Council Tax in accordance with the Local Government Finance Act 1992, having considered and reflected on the responses to all aspects of the consultation.
2. Recommend to Council the strategy and plan for the control of the Authority's borrowing and investments for the year 2018/19 (the Annual Treasury Management Strategy).
3. Recognise the financial challenges facing the Council, as set out in the Medium Term Financial Plan, and note the opportunities for savings.
4. Recognise the work undertaken to raise awareness of, and ensure the financial resilience of the Council.
5. Recommend to Council the Prudential Code, capital expenditure and treasury indicators for 2018/19 – 2020/21 and the Council's Minimum Revenue Provision Policy for 2018/19.
6. Set the rent levels for Housing Revenue Account properties, service charges and management fees for leaseholders for 2018/19.
7. Agree the rates of fees and charges for Council services for 2018/19.

Structure of the Report

8. The Council's Budget Report needs to provide sufficient assurance that a balanced budget and affordable Capital Programme have been set and

that robust consideration has been given to the Council's financial standing. It also needs to set out the Council's financial strategy over the medium term.

9. The following table summarises the location of key sections of the report. The implications to the report, and in particular, the statement made by the Section 151 (S151) Officer contained within those implications should be noted.

Section	From Para No
Background - financial and strategic context	10
Capital Ambition	20
Consultation & Engagement - with public, scrutiny committees and others	33
Revenue Budget - analysis of resources required and resources available	39
Financial Standing - risks, financial resilience and reserves	51
Service Implications of Budget - directorate analyses	76
Medium Term Financial Plan and Strategy	149
Cardiff Capital Region City Deal	200
Housing Revenue Account - budget, rent setting and service charges	205
School Organisation Plan - investment programme and reserve	219
Civil Parking Enforcement - income, expenditure and reserve	233
Harbour Authority - income, expenditure and grant arrangements	244
Capital - Programme and Prudential Indicators	256
Treasury Management – strategy, borrowing and investment policies	309
Implications – HR, legal and financial implications	387

Background

10. Cabinet received the 2018/19 Budget Strategy Report in July 2017. The report identified the anticipated budget reduction requirement for the period 2018/19 to 2020/21 and set a framework for addressing the identified gap. Since July, the budget reduction requirement has been updated to take account of the most recent information and further work has been undertaken in relation to savings proposals, including consultation. Further information on these updates is included in later sections of this report.
11. The savings requirement for 2018/19 of £14.3 million builds on £145 million savings achieved over the past five years. Continued delivery of significant levels of savings over a sustained timeframe becomes increasingly difficult. In recognition of this, work has been ongoing throughout the current financial year to progressively challenge the 2018/19 budget proposals put forward by directorates in order to ensure that all savings:-
 - included within directorate proposals are owned by the relevant director
 - have been properly evaluated for residual and achievability risk
 - have been subject to a robust equality impact assessment where relevant
 - include wherever possible, the full-time equivalent employee implications of the saving proposal
 - identify both cross directorate opportunities and risks that have been discussed by relevant senior officers and Cabinet Members
 - demonstrate transparency to ensure clarity at scrutiny committees and with other stakeholders
12. The 2018/19 Budget Strategy Report also set the approach for development of the Council's Capital Programme, as this is an integral part of the overall budget. The level of general capital support provided by Welsh Government (WG) as part of the annual settlement is insufficient to meet current annual sum commitments. This means that the Council has an underlying need to borrow each year, even before any new schemes or additional amounts are approved. Whilst additional borrowing can resolve an issue in the short term, it must also be affordable when considered over a longer timeframe and in the context of competing demands on the revenue budget.
13. Against this backdrop, the Budget Strategy set an initial framework for developing the investment priorities in the Capital Programme between 2018/19 – 2022/23. This stated that new funding bids for this iteration of the five-year Capital Programme should relate to the renewal of existing assets, be risk assessed, evidence based and have considered all alternative funding solutions that could achieve the same outcome. The strategy also stipulated that any new capital expenditure pressures that do not relate to existing assets must be considered in the context of external funding or robust invest to save business cases. Since approval of the Budget Strategy, work has been ongoing to set a level of investment in existing assets over the life of the current five-year

programme that is realistic and affordable. This approach is explained in more detail later in the report.

14. Challenging financial circumstances place even greater emphasis on the need to be clear about priorities. The Council's priorities and vision for the city are set out in its Corporate Plan, and in Capital Ambition, the five-year plan for the city. As the Council's key strategic financial document, the Budget must align with these plans as far as possible.
15. Cabinet and Council will consider the 2018/19 Corporate Plan in March 2018. The key priorities identified in the Corporate Plan, along with the way in which these are reflected at a high level within the 2018/19 Budget, are summarised below:

Corporate Plan Priority	Key Features of 2018/19 Budget
Better Education and Skills for All	<ul style="list-style-type: none"> • Continued investment in schools • Funding for the Cardiff Commitment
Supporting Vulnerable People	<ul style="list-style-type: none"> • Net investment in Social Services • Savings with an emphasis on early intervention or prevention • Additional support to tackle homelessness
An economy that benefits all our citizens	<ul style="list-style-type: none"> • Investment in transport and infrastructure • Support for the Cardiff Capital Region City Deal (CCRCD)
Working together to transform services	<ul style="list-style-type: none"> • Savings that strive to focus on how the Council can work differently by generating income, reviewing processes, continuing collaboration and focussing on prevention or early intervention to avoid cuts to front line services wherever possible • Two stage consultation process

16. The Wellbeing of Future Generations (Wales) Act 2015 requires public bodies to put long-term sustainability at the forefront of their thinking and to work together through Public Service Boards (PSBs) to improve the wellbeing of each local authority area. To do this, they must contribute towards seven national Well-being Goals and adopt five ways of working that are aimed to ensure the needs of the present generation can be met without compromising future generations' ability to meet their own needs. Cardiff's draft Wellbeing Plan sets out seven well-being objectives for

Cardiff as identified by the PSB. They reflect the wider Wales Goals as well as taking account of Cardiff's Well-being Assessment.

17. In times of budgetary pressure, it can be challenging to maintain a focus on the long term. However, in setting the budget, every effort is made to keep in mind that decisions taken now can have an impact well beyond the life of the Medium Term Financial Plan (MTFP.) In recognition of this, a number of key technical features of the budget process are designed to weigh up how budget decisions taken now may affect future generations and the Council's long-term financial position. These features are summarised below and are set out in further detail in Appendix 1, which also identifies other ways in which the Council's financial planning reflects the five ways of working.
 - ensuring the long term affordability of the Capital Programme through consideration and regular review of prudential indicators and the Council's local affordability indicator
 - ensuring that debt repayment periods are set at levels that avoid "mortgaging" future generations, constraining their ability to take forward their own capital investment
 - modelling a future budgetary outlook to understand what the Council's budget will look like in the future if current policies and assumptions are retained over an extended timeframe
 - identifying current and future risks and assessing the Council's financial position and performance in order to evaluate ongoing financial resilience
 - weighing up the fact that financial opportunities foregone in one year will be lost not only in that year, but for each year thereafter with significant cumulative impact over an extended period. This relates to both income generation and reductions in expenditure.
18. The above features are aimed at ensuring the Council's finances are as healthy as they can be for future generations. In addition, in setting the budget, although resources are limited, they have been targeted in a way that reflects the Council's priorities, including the seven wellbeing objectives included in the draft Well-being Plan. This is more evident within the capital programme, which by its nature, invests in assets and infrastructure that will benefit the city in the longer term. Appendix 1 sets out the ways in which the 2018/19 Budget invests in the future of the city.
19. More generally, despite the extremely challenging financial situation the Council has aimed as far as possible, to preserve key frontline services for future generations, albeit in some instances the method of delivery may be different. The Council has sought to collaborate with others, with ongoing examples including the Shared Regulatory Service (SRS) and the leisure arrangements with Greenwich Leisure Limited (GLL). Whilst significant levels of savings have been inevitable over recent years, the Council has tried to protect front line services for as long as possible, instead focussing on maximising income streams, implementing

preventative measures, reviewing internal processes and securing value from external contracts wherever possible.

Capital Ambition

20. Cabinet approved Capital Ambition as a statement of the Administration's priorities and principles for change that will be required in response to the pressures affecting local public services. It sets out four priorities, each of which contain a series of 'commitments for Cardiff' covering a wide-range of Council services:

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

21. Capital Ambition also set out a series of principles that will underpin the development of the Council in coming years:

- **Getting the Basics Right:** Maintaining a relentless focus on the performance of key statutory services.
- **Digital First:** Making the best use of new technologies to deliver our services, and providing digital access indistinguishable from that available to citizens in every other aspect of their lives.
- **Putting Communities Front and Centre:** Aligning community services, making sure that developments and investments in local communities are well-planned and maximise the impact of public investment through a new approach to 'locality working', building on the success of the Community Hub programme.
- **Joining-up of Frontline Services:** Staff from across the Council, and across public services, will work increasingly across departmental and organisational silos, with a focus on delivering the best for citizens, communities and the city.
- **Purposeful Partnerships:** We will build strong partnerships, at the local, city, regional and national level to deliver for Cardiff.
- **A New Deal with Citizens:** Keeping our streets clean, hitting our sustainable transport targets and looking after our most vulnerable people cannot be achieved by the Council alone. We need a new deal with citizens through which we can work together to tackle problems and realise our shared ambitions for Cardiff.

22. To ensure that the Council's resources support the delivery of the Administration's new priorities, the development of a new Corporate Plan is being undertaken in tandem with the development and setting of the Council's budget for 2018/19. The Corporate Plan will be supported by Directorate Delivery Plans, which will set out in greater detail how objectives will be delivered, as well as how directorate business will be taken forward. These key business planning documents will be supported by a significantly strengthened Performance Management Framework.
23. Delivering Capital Ambition will require coordinated action by the Council and its partners. The Cardiff Public Services Board (PSB), chaired by the Leader of the Council, brings together the city's public and third sector leaders, and builds on the long-established platform of partnership working in the city.
24. Delivering this extensive programme will require a significant refocusing of the Council's change management capacity. In particular, a small number of key priorities will require a mobilisation of corporate leadership and resources including dedicated project teams with corresponding governance and performance management arrangements. To facilitate this a four-year Capital Ambition Delivery Programme has been established with a focus on areas where fundamental change is required.
25. The establishment of the Capital Ambition Delivery Programme replaces the Council's existing Organisational Development Programme (ODP), established in 2014 as a three-year programme to support organisational change and to deal with a series of systemic issues including improving corporate governance and performance in key statutory services. An independent review of the ODP, undertaken in May 2017, concluded that it had effectively served its purpose and the overall arrangements in place should allow the Council to respond and adapt to the changing operational environment. This has been confirmed by the Wales Audit Office's review of progress of the ODP.
26. The independent review also recommended that any 'reset' ODP should focus on a small number of transformational programmes and projects aligned clearly with the Council's Corporate Plan and Budget, and that any programmes and projects considered as service changes should be built into service improvement via existing service planning and performance management arrangements. This concentration on a small number of areas of focus will be a central feature of the Capital Ambition Delivery Programme.
27. The Capital Ambition Delivery Programme is composed of two discrete components:

Modernisation: *Transformation of corporate systems and processes that support service delivery*
28. Delivering Capital Ambition will require an interlocking programme of work to modernise the Council's corporate systems and processes that

support service delivery; streamlining and simplifying the Council's internal processes and systems; making better use of the Council's (and partners') asset base; and finding new and better ways of working to take advantage of new technology. Specific programmes will include:

- Digital First
- Assets and Property
- Regional collaboration on Shared Services
- Focussing on the Needs of Citizens
- Fundamental Reviews of Services

29. Given the scale of the long term financial challenges facing the Council, all services will need to be subjected to detailed and challenging review. A rolling programme of Fundamental Reviews will therefore be undertaken, with external input where necessary.

Resilient Services: *Transformation of front-line services*

30. As stated in Capital Ambition, there is a need for the Council to work “*across the public services in order to deliver lasting solutions to complex problems*”. Projects in this programme will typically require change across services, often working in partnership with other organisations, with local communities and with those who receive the service. Specific projects in this programme will include:

- Service Integration in Social Care, Health and Housing
- Service Integration in Support of Vulnerable Children
- Total Street
- Inclusive Growth

31. Given the scale of the change envisaged, and the need to maintain a clear focus on the delivery programme over a sustained period, strong governance and programme management arrangements, integrated into the Council's existing governance structures and established boards, will be required.

32. At senior management level, the Chief Executive and the Senior Management Team will support the delivery of the Capital Ambition Delivery Programme in consultation with the Leader of the Council, Cabinet Member for Finance, Modernisation and Performance and the Cabinet as a whole.

Consultation and Engagement

33. Consultation and engagement on the 2018/19 Budget has taken a number of forms as set out in the following table:

Consultee Group	Nature of Consultation / Engagement
Public Consultation	<p>Public consultation on the 2018/19 Budget began as part of the Ask Cardiff Survey during the summer. This consulted on a number of budget themes, received 5,598 responses and paved the way for a more detailed, second stage budget consultation that took place between 2 November 2017 and 14 December 2017.</p> <p>There were three strands to the second stage consultation:-</p> <ul style="list-style-type: none"> • Citywide public consultation on issues of general interest. Further detail on the format and responses to city-wide consultation is summarised in the next section with further detail in the “Changes for Cardiff” consultation document at Appendix 2(a). • Service specific consultation with identified service users / group of organisations • General Council Consultation on internal changes within the Council including back office efficiencies, staff changes, process improvements and broader changes around income generation and other service implications.
Scrutiny Committees	Budget briefings and consideration of the detailed budget proposals have taken place in February 2018. Responses received in respect of Scrutiny Committees’ deliberations will be tabled and considered as part of the Cabinet meeting.
Trade Unions	Consultation has taken place with the trade unions and any comments will be considered in advance of the Cabinet meeting.
Employees	Consultation has taken place both generally through staff meetings and particularly with employees impacted by individual savings proposals.
Schools Budget Forum	Following a number of briefings over the budget formulation period, the Forum met on 6 December 2017 to consider Cabinet’s budget proposals as it affected their remit. Appendix 2(b) includes their response.
Audit Committee	At its meeting on 20 January 2018, the Audit Committee considered the Treasury Management Strategy as part of their scrutiny function. The relevant parts of this report reflect their views.

Citywide Consultation

34. A mixed methodology was used for the citywide consultation in order to maximise accessibility and engagement. This included promotion of electronic and paper copy questionnaires alongside targeted face-to-face engagement. Mechanisms to promote engagement were:

- promotion of the online survey electronically with both the survey and information on the consultation available on dedicated Council web

pages www.cardiff.gov.uk/budget and
www.cardiff.gov.uk/haveyoursay

- regular promotion via social media throughout the consultation period via @cardiffcouncil and @cardiffdebate
- Facebook “boosts” to increase the visibility of the promotion
- the ability to email comments directly via budget@cardiff.gov.uk
- promotion of the consultation via email to members of the Cardiff Citizen’s Panel and the wider Council email address list (91,391 unique email addresses)
- communication to approximately 6,000 staff within Cardiff Council via “Your News”
- distribution of 2,000 paper copies throughout leisure centres, libraries and hubs and at face-to-face events held at locations across the city
- eighteen community engagement events at community buildings across the city
- focus groups with specific individuals who are less frequently heard, e.g. mental health service users, Black and Minority Ethnic groups and younger people

35. The citywide consultation received 2,937 completed returns and further detail on the responses received is included in Appendix 2. In summary, the consultation reflected strong support for specific savings proposals including:

- over nine in ten (91%) agreed with the emphasis on early intervention and helping people stay in their own homes for longer, with 88% of people in agreement that the Council should be working with the Health Service to deliver bespoke packages of care
- around seven in ten (72%) of respondents agreed with the aim of reducing care home placements
- over three quarters (76%) supported the move towards separate glass collections in order to reduce costs and meet recycling targets
- more than two-thirds (68%) agreed with proposals to explore the merger of the passenger transport team with a neighbouring authority
- amongst families using the school meals service 52% showed support to the proposal to increase costs compared to 42% that disagreed
- just under three quarters (73%) of respondents agreed with the proposal to expand the Meals on Wheels service, with 22% of respondents knowing someone who could benefit from the service
- over 70% of respondents indicated they would sign up for e-billing of Council Tax
- just under three quarters (74%) of respondents agreed with ending the publication of the Council’s free newspaper “In Cardiff”

- there was support for various proposed increases to fees, including in respect of cremations and burials, the rehoming of dogs and Cardiff International White Water (CIWW) Centre.
36. As well as consulting on specific 2018/19 savings proposals, the citywide consultation also sought views in relation to volunteering opportunities and investment priorities. People indicated that they were most interested in volunteering opportunities that would improve community safety and help the elderly or most vulnerable in their neighbourhoods.
37. The three areas that people indicated they would prioritise for investment, all of which are reflected within the 2018/19 Revenue Budget or the 2018/19- 2022/23 Capital Programme, were:
- building more affordable houses and tackling homelessness
 - investing in sustainable transport to reduce congestion and improve air quality
 - intervening early to support vulnerable children

Issues

38. Under Section 33 of the Local Government Finance Act 1992, it is a statutory requirement for the Council to produce a balanced budget. This Budget Report sets out the financial issues facing Cardiff Council and within that context, it outlines the setting of the 2018/19 revenue budget and the likely position over the medium term. It sets out the Capital Programme and the Council's limited choices in respect of additional borrowing given affordability constraints. It also considers the Council's financial standing in respect of risks, reserves and resilience.

Revenue Budget

The 2018/19 Settlement

39. The Final Local Government Revenue and Capital Settlement for 2018/19 was announced by the Cabinet Secretary for Local Government and Public Services in December 2017. The published list of known Specific Grants from WG at the all Wales level is attached as Appendix 3. The main points to note from the settlement at an All Wales level are:
- a range of change in Aggregate External Finance (AEF) of between -0.5% and +0.9% with a Welsh average of +0.2%
 - the provision of top-up funding to ensure that no authority received a settlement decrease of more than 0.5%
 - the transfer into AEF of six specific grants including the Welsh Independent Living Grant, the Social Care Workforce Grant, the Looked After Children Grant, the Carer's Respite Grant and the Grant for Social Care for Prisoners in the Secure Estate, with a partial transfer of the Single Revenue Grant

- the inclusion within the overall funding envelope of two new responsibilities in relation to homelessness and increases to residential care cap limits
40. The published position for Cardiff is a funding increase of 0.9%, which equates to additional cash of £3.898 million when compared to 2017/18. However, this sum is eroded to £2.426 million (+0.55%) after taking account of the new responsibilities that are included within the overall settlement quantum.
41. The specific grant information within the settlement indicated that there would be an 11% reduction to Education Improvement Grant (EIG) in 2018/19. The reduction involves the removal of the Minority Ethnic Achievement Grant (MEAG) and Gypsy and Traveller elements of the grant. These grants, total £10 million across Wales, of which Cardiff receives £4.1 million. At Cardiff, the funding is primarily allocated to individual schools to enable them to fund additional classroom support for these learners.
42. Due to the significance of this issue, the Welsh Local Government Association (WLGA) and individual authorities have been in discussions with WG who have agreed to put in place a transitional funding arrangement for 2018/19. This will take the form of a specific grant totalling £5 million of which Cardiff is expected to receive £3 million.

Resources Available

43. The resources available to the Council in funding the budget include non-hypothecated revenue funding from WG, Council Tax and use of reserves. The level of these resources for 2018/19, before any Council Tax increase, are set out in the following table:

Resources Available	£000
Resources from WG (per final settlement)	440,947
Council Tax at nil increase	157,729
Use of reserves to support the budget	2,350
Total Resources Available	601,026

44. The Council Tax base approved by Cabinet in December 2017 anticipated an increase in the number of Band D equivalent properties by the end of March 2019. In setting the tax base, it was considered prudent to retain the current collection rate of 98.5% due to the potential impact of welfare changes and uncertainty regarding the economy and inflation. The change in the Council Tax base results in an increased level of resources of £480,000 for 2018/19, before any increase to the rate of tax.
45. The 2018/19 Budget Strategy Report included an assumption that £2.35 million would be available to support the 2018/19 budget through drawdown of reserves. The Appendix on Earmarked Reserves sets out further detail in this regard while additional information regarding current

and future level of reserves and balances is included in a later section of the report.

Resources Required

46. The following table summarises the resources required to cover base expenditure, commitments and budget realignments. Appendix 4 contains a more detailed version of this table, including the total amount of savings required.

Resources Required	£000
2017/18 adjusted base budget (after transfers)	595,674
New Responsibilities (per settlement)	1,472
Employee Costs	3,361
Demographic Pressures	5,308
Commitments	3,656
Directorate Expenditure and Income realignments (net)	1,194
Exceptional Inflation	4,550
Schools non-pupil number growth (net)	5,039
Total Resources Required	620,254

Funding Gap

47. Comparing the resources available to the Council (before any increase in the rate of Council Tax) with the resources required, results in the following shortfall:

Funding Gap	£000
Resources required	620,254
Resources available	601,026
Funding Shortfall before savings and new pressures	19,228

48. The following table shows the level of resources allocated to support new directorate pressures with more detail set out in Appendix 5. The table also identifies that the amount to be raised from additional Council Tax in 2018/19 is £6.406 million after allowing for the impact on the Council Tax Reduction Scheme (CTRS) amounting to £1.480 million. The impact of this will result in a Council Tax increase of 5%.

Budget Shortfall	£000
Shortfall before directorate pressures and savings	19,228
New directorate pressures	1,474
Sub Total	20,702

Less	
Savings	(14,296)
Net amount to be raised from additional Council Tax	6,406

49. The net additional increase in Council Tax and the savings identified in the above table account for two of four components that the Council identified as part of its 2018/19 Budget Strategy. The two other components, use of earmarked reserves and a cap on schools pressures (non-pupil number) have already been accounted for within the calculation of the resources required and available for 2018/19. The following table sets out in full the four components of the 2018/19 Budget Strategy along with their respective contributions to balancing the budget.

Budget Strategy to address shortfall	£000
Cap on schools growth (non-pupil number)	2,196
Use of Earmarked Reserves	2,350
Savings	14,296
Council Tax at 5% (net)	6,406
Total	25,248

50. The cap on school's growth has been applied to schools' financial pressures with the exception of growth attributable to increasing pupil numbers, which has been fully funded. The £2.35 million drawdown from earmarked reserves is described in the section on financial resilience while further detail in respect of savings are included in Appendix 6 and in the section of the Report on Service Implications of the Revenue Budget.

Financial Standing, Risks and Financial Resilience

51. In considering the budget, members must have regard to the Council's financial standing, risks and resilience both now and in the future. The extended period of financial challenge renders these considerations even more important.
52. To help provide a rounded view of the Council's financial position, snapshots of financial health are prepared and reported to senior management and Cabinet on a regular basis. The snapshots contain information on past performance, including levels of reserves and financial performance ratios. They summarise the current year's monitoring position for capital and revenue and outline the quantum of savings proposals that are expected to be unachieved. Finally, they provide an insight into the MTFP and capital financing requirements for future years. The Financial Resilience Snapshot at the time of setting this budget is included at Appendix 7. The information it contains is

considered over the next few pages, along with a summary of the more general financial risks facing the Council.

53. As summarised in the snapshot, the Month 9 Budget Monitoring Report identifies a balanced position against the overall Council budget. Within the balanced position there is a projected overspend of £5.204 million in relation to directorate budgets together with a projected overspend of £630,000 on capital financing. These are offset by the £3.0 million General Savings Contingency and by savings in corporate areas including NDR refunds on Council properties, a surplus on Council Tax collection and by savings in insurance and in-year release of specific contingency budgets. The projected overspend within directorates includes £3.990 million in relation to Social Services with significant cost pressures identified in relation to looked after children. As part of the due diligence considerations, the 2018/19 Budget includes £5.490 million in order to reflect the full year effect of these budget pressures.
54. Within the directorate overspend position, there is a projected shortfall of £2.159 million against the savings targets for 2017/18, with a further shortfall of £2.001 million projected in relation to the shortfalls carried forward from 2016/17. The due diligence for the 2018/19 budget process has taken account of the risk associated with unachieved savings, in particular, reviewing their achievability in future years. It is clear that the majority of the unachieved savings relate purely to timing issues rather than the ability to make the saving itself. Therefore based on this review, the 2018/19 budget allows for the write out of £306,000 of 2017/18 savings, with the remainder anticipated to be achieved during 2018/19 given the perceived risk associated with their ongoing achievability. The write out of savings are set out in the table below:

Directorate	Savings Title	£000
Economic Development	St David's Hall & New Theatre	116
Social Services	Review Emergency Accommodation Service for Learning Disability Users	190
TOTAL		306

55. The Snapshot identifies that in order to achieve a balanced budget the Council has had to identify cumulative savings of almost £160 million over the past six years. This is an extremely challenging context for the £14.3 million savings identified for 2018/19 and the predicted MTFP budget reduction requirement of £91 million. The MTFP section of this report provides further detail in relation to period 2019/20 – 2021/22 which remains a concern, particularly given the difficulty of setting and realising year on year budget savings on such a significant scale.
56. The following practices are aimed at understanding and mitigating the risk associated with achieving significant savings proposals over a sustained timeframe:

Practice	Description
Initial Risk Assessment	<ul style="list-style-type: none"> • Directorates assess and report the risk associated with their budget proposals in accordance with the Council's risk methodology. • The equalities impact of all proposals is considered and full impact assessments are undertaken for those with a red or red-amber rating. • The planning status of all proposals is regularly reviewed to identify those that are not yet at a detailed planning stage. <p>Further information on the risk rating of the 2018/19 savings proposals is set out in subsequent paragraphs.</p>
Review & Challenge	<ul style="list-style-type: none"> • Senior Management Team (SMT) and Cabinet Members receive regular updates on the overall shape of the budget, emerging financial issues and key areas of risk. • Scrutiny Committees are given the opportunity to review and scrutinise budget proposals.
Monitoring	<ul style="list-style-type: none"> • Budgets are monitored closely throughout the year and Cabinet Members and directorates receive regular monitoring information. • Progress towards achievement of savings is reviewed as part of the monitoring process and directorates are challenged to bring delivery of savings back on course where issues of achievability are identified.

57. In recognition that it is impossible to eliminate all risk relating to the achievability of savings proposals, the budget retains a general contingency of £3 million. This is an important part of the Council's financial resilience, especially given that the Council's General Reserve, which is intended to help cushion the impact of unexpected events or emergencies, is comparably low for an authority the size of Cardiff.
58. The budget has continued to include issue specific contingency allocations. These include £950,000 to reflect the potential for increased costs in relation to external placements for looked after children in Social Services and £350,000 to offset potential income shortfalls in relation to the Material Recycling Facility as a result of volatility in the market for recycle materials. A contingency budget of £192,000 is also maintained in relation to waste disposal reflecting the difficulty in predicting tonnage figures and the consequent impact on disposal costs. The 2018/19 Budget also provides an additional £250,000 to meet the impact of pressures in School Transport and this will also be held as a contingency budget whilst a review of the service is undertaken.

59. The budget also continues to retain a contingency in relation to the CTRS which is to reflect potential changes in the volume of claimants. The contingency budget includes an additional £1.480 million to reflect the proposed increase in the rate of Council Tax in 2018/19 but also includes a budget realignment of £1.064 million which has been used to support the overall Council budget. After reflecting these adjustments, the revised balance in the Contingency for 2018/19 is £2.138 million. This is considered sufficient to meet any new pressures that may arise during the year.
60. The risk analysis of the 2018/19 budget savings proposals is set out in detail at Appendix 8 and summarised in the table below:

Risk Assessment	Residual Risk £000	Achievability Risk £000	Equality Impact Assessment £000
Red	2,400	0	27
Red-Amber	3,755	6,910	1,854
Amber-Green	3,196	3,783	5,162
Green	4,945	3,603	7,253
TOTAL	14,296	14,296	14,296

61. Appendix 8 also indicates the planning status of each saving proposal. This identifies that savings of £743,000 have been realised, £12.119 million are at detailed planning stage and £1.434 million have a higher degree of risk as only general planning has been undertaken to date. The general planning category accounts for 10% of the total savings proposed.
62. The above risk analyses relate specifically to the 2018/19 budget savings proposals. The wider financial risks and challenges facing the Council are set out in the table below. These risks are regularly reviewed as part of financial resilience updates, the budget monitoring process and updates to the Corporate Risk Register. The following table categorises the main risks to be considered.

Theme	Identification of Key Risks
CAPITAL AND TREASURY	<ul style="list-style-type: none"> • The level of additional borrowing in previous years and proposed in the Capital Programme will require the use of more revenue resources for capital financing in future years. • Capital schemes approved on an income generation basis (through generating savings or increasing income) but which fail to do so will also increase pressure on the revenue budget. • The Capital Programme includes a significant net target of £40 million in capital receipts to fund the programme. • The increasing financial exposure to the Council of the completion of the 21st Century Schools Band A Programme and the development of the Band B Programme from 2019/20 onwards. • The impact on the Treasury Management Strategy of the timing of capital expenditure and the receipt of income in relation to major projects. • The current five-year programme assumes that no additional expenditure funded by borrowing will be undertaken beyond that agreed in this budget unless it is self-financing. • The condition of property and infrastructure assets including statutory maintenance obligations places additional pressure on scarce capital resources. • The potential impact of major projects and development initiatives which arise during the year.
FUNDING	<ul style="list-style-type: none"> • The potential impact on funding if there are any negative redistributive impacts of specific grants transferred into the Revenue Support Grant (RSG). • The challenging financial position in respect of reducing WG resources and increasing financial pressures against a reducing controllable base budget. • The impact of increasing volatility and uncertainty in respect of hypothecated grants. • The intention of WG to revisit reform of Local Government Finance in Wales. • The impact on Cardiff Bus, which is wholly-owned by the Council, should the WG make significant reductions to the reimbursement rate in respect of concessionary fares. • The potential requirement to address significant specific grant reductions at short notice where these are integral to the functions of the authority.

Theme	Identification of Key Risks
DEMAND	<ul style="list-style-type: none"> • The imminent implementation of Universal Credit, on the ability of individuals to contribute to the cost of services provided where that is relevant. This links with the impact of progressive implementation of welfare reforms together with financial risks in respect of the (CTRS). • Continuing demographic demand for social care services – reflecting both volume and complexity of need. • Pressures on supported additional learning needs due to both continuing pupil number growth and complexity of need. • Reducing demand for services where the Council has historically charged for the activity, creating an income shortfall.
SAVINGS	<ul style="list-style-type: none"> • The significant amount of cashable savings predicated on preventative strategies and the difficulty of tracking their impact in terms of financial monitoring. • The necessity to deliver budgeted savings from change proposals that are not yet fully defined. • The significant level of savings based on income initiatives that are yet to be tested in the market. • The need to deliver significant levels of savings during a period of prolonged financial austerity, particularly given the impact delays to delivery of the proposal have on the budget monitoring position. • The cumulative impact of achieving savings, in addition to the unachieved 2017/18 savings which remain to be realised. • Managing the apparent trajectory of growth in Social Services and Schools as diverting resources from other services cannot be a long term solution to funding this demand
ORGANISATIONAL CHANGE	<ul style="list-style-type: none"> • The on-going service impact of the past reduction in headcount that has taken place over an extended period. • The impact for functions delivered as part of a collaborative arrangement if the planned benefits are not realised. • The capacity to deliver organisational change in conjunction with increasing demands on business as usual activities.

Theme	Identification of Key Risks
OTHER	<ul style="list-style-type: none"> • The proximity in recent years of the Council’s partial exemption calculation (VAT) to the 5% threshold. • The risk of WG levying fines if the Council fails to meet recycling or landfill diversion rates. • The impact of pay awards over the period of the MTFP as they move above the 1% cap imposed in previous years, together with any change to the overall grading structure. • Inflation over the MTFP period with potential impact on pricing. • Exceptional price inflation that is being experienced in some areas resulting from the National Living Wage (NLW) and other pressures. • The uncertain implications of BREXIT on the economy. • The implications of the White Paper, Reforming Local Government: Resilient and Renewed.

63. Given the identified risks, care will continue to be taken to ensure that significant changes to business processes or headcount do not have a negative impact on the financial control environment. In addition, due consideration will be given to understanding appropriate governance arrangements, including financial accountability, where different models of service delivery are considered.

64. The S151 Officer will continue to highlight the financial standing of the Council on a regular basis, as part of members’ overall awareness of financial matters and as an indicator of financial resilience. A further key factor in relation to the Council’s financial resilience are its General and Earmarked Reserves, which are considered in further detail in the next section.

Council Reserves

65. The Council’s strategy for holding and utilising reserves is set out in its Financial Procedure Rules. Members, following advice provided by the S151 Officer, will consider both the level of reserves held and whether any amounts should be used to support the budget setting process. As part of this consideration, members are made aware that the use of reserves is finite in nature and therefore care is required to ensure that their use does not create a significant budget gap which would need to be filled in the following year.

66. CIPFA recommended accounting practice requires the S151 officer to create a protocol for reserves and balances which sets out the purpose, usage and the approval processes for transfers in and out of reserves and whether the intended use of the reserve is still valid. The Council’s Audit Committee considered and noted the protocol in November 2017.

67. The next table shows the actual balance at 31 March 2017 and projected balances for 31 March 2018 and 31 March 2019 for the General Fund and Housing Revenue Account (HRA) earmarked reserves. The projection at 31 March 2018 includes assumptions contained within the Month 9 Monitoring Report and, as such, there is potential for certain estimates to change before the end of the financial year. The projected balances as at 31 March 2019 include the impact of the movements stated in the following paragraphs as well as the contributions to and from other earmarked reserves in line with the purposes set against each reserve.
68. The Council's General Fund earmarked reserves which exclude the HRA are outlined in Appendix 9(a) and are held to meet known or predicted commitments. Appendix 9(b) shows the earmarked reserves in relation to the HRA. The General Housing Reserve comprising accumulated housing surpluses from previous financial years is ring-fenced for use in connection with the HRA and cannot be used to fund the Council's overall budget. There is currently a projected surplus of £436,000 on the HRA in 2017/18 which is anticipated to be transferred to the Reserve at the year end.

	Actual at 31 March 2017 £000	Projection at 31 March 2018 £000	Projection at 31 March 2019 £000
General Fund Earmarked Reserves	54,492	43,020	33,823
HRA General Reserves	8,438	8,874	8,874
HRA Earmarked Reserves	4,086	2,129	848

69. The Council also maintains a General Reserve to help cushion the impact of unexpected events or emergencies. The Council's General Reserve as at the end of the 2016/17 financial year was £14.255 million. This reserve is anticipated to remain the same in the current year with the Month 9 Monitoring report showing a balanced position with no transfers to or from the General Reserve. Following consideration of the Council's current position, in relation to risks and the advice of the S151 Officer, it is the intention of Cabinet not to make any use of the General Reserve to fund the 2018/19 budget.
70. Previous benchmarking reports published by WG have identified that the Council has some of the lowest levels of general and earmarked reserves in Wales. The financial resilience snapshot in Appendix 7 shows that earmarked reserves represented 8.0% of the gross revenue expenditure (6.63% in 2015/16). There is no set statutory minimum level of reserves and decisions made should reflect the individual position of each council.
71. The Council has historically taken a proactive role in relation to the use of its reserves and identified, as part of its 2018/19 budget strategy that a

figure of £2.35 million would be released to support the budget. This will include a contribution of £1.0 million from the Strategic Budget Reserve which was set up specifically to support financial resilience and the future budget requirements of the Council over the medium term. Other contributions include £450,000 from the Insurance Reserve, £250,000 from the Employee Changes Reserve, £200,000 from the Welfare Reserve, £154,000 from the Cardiff Enterprise Zone Reserve and £20,000 from the Emergency Management, Safeguarding & Prevent Reserve. In each of these cases, the contributions are considered prudent given the size of the reserve and the level of known commitments. In addition, reserves have been identified where there have been no recent movements and future commitments are not anticipated. These include £222,000 from the Local Lend a Hand Mortgage Scheme which ended in December 2017, £31,000 from the Integrated Partnership Reserve and £23,000 from the Public Service Board Initiative Reserve.

72. School balances represent the accumulated surplus or deficits generated by individual schools. Although they form part of the Council's overall balance sheet, school balances are different to earmarked reserves in that the annual movements in balances are not directly controlled by the Council. As a result, school balances are not available for use in funding the Council's budget, but may still represent a risk to the Council's overall financial resilience. On this basis, it is of critical importance that due diligence is undertaken in respect of school spending plans, ensuring that they are in alignment with approved budgets. To ensure that this is the case, work will continue to be carried out with all schools, especially those causing significant financial concern. Where the Council's S151 Officer determines that the provisions contained within the relevant schemes or procedure rules have been substantially or persistently breached or a budget allocation has not been satisfactorily managed, then intervention powers will be taken to suspend delegations for that school.
73. The total school balances as at 31 March 2017 were a net surplus of £4.243 million. Within this overall balance was a combination of both surplus and deficit balances in respect of individual schools, with total deficits amounting to £2.749 million. Of these deficit balances, a balance of £1.421 million existed in respect of the federation between Michaelston Community College and Glyn Derw High School. School balances can only be written off at the point a school is closed as part of the School Organisation Programme (SOP) and, as both of these schools closed at the end of the 2016/17 academic year, the final balance will be written off during 2017/18. Although the deficit balance in respect of these schools has now been cleared, a significant deficit balance still exists in respect of Cantonian High School. This deficit amounted to £891,000 at 31 March 2017. A planned deficit repayment plan has been agreed with the school, with the aim being to clear this balance over a 10 year period. The position at 31 March 2017 represented a significant improvement on the position at 31 March 2016 and was one year in advance of the repayment plan.

74. The judgement of the Council's S151 Officer, taking into account the budget monitoring forecast as at 31 December 2017, the corporate budget position, the General Reserve, as well as the General Contingency budget of £3.0 million is that the projected level of both general and earmarked reserves up until 31 March 2019, is sufficient to allow the £2.35 million drawdown to contribute to funding the 2018/19 budget and that the level of reserves remains adequate to 31 March 2019.
75. Overall, the position in respect of reserves, particularly in light of the achievability of savings and unexpected financial issues that may occur will require careful monitoring throughout the financial year to understand any impact on financial resilience. Beyond this, given the information and uncertainty contained in the MTFP, the position with regard to reserves will continue to be carefully monitored alongside the Council's general standing in respect of financial resilience.

Service Implications of the Revenue Budget

76. The following paragraphs describe the general assumptions that are reflected within the 2018/19 Budget regarding pay and price inflation and other council-wide issues. The specific impact of these issues on individual directorates, along with further detail on those directorates' savings and financial pressures are detailed later in the report.
77. The Budget Proposal includes £14.296 million in savings. As outlined earlier in the report, wherever possible directorates have sought to minimise the impact on front line services. The savings which are set out in more detail in Appendix 6 can be summarised into the following themes:

2018/19 Savings Proposals by Theme	£000
Income Generation	2,455
Collaboration	180
Business Processes including digitalisation	4,503
Review of External Spend	4,758
Prevention and Early Intervention	2,400
Total	14,296

78. The budget includes significant resources in relation of employee related costs and these are set out in the following table.

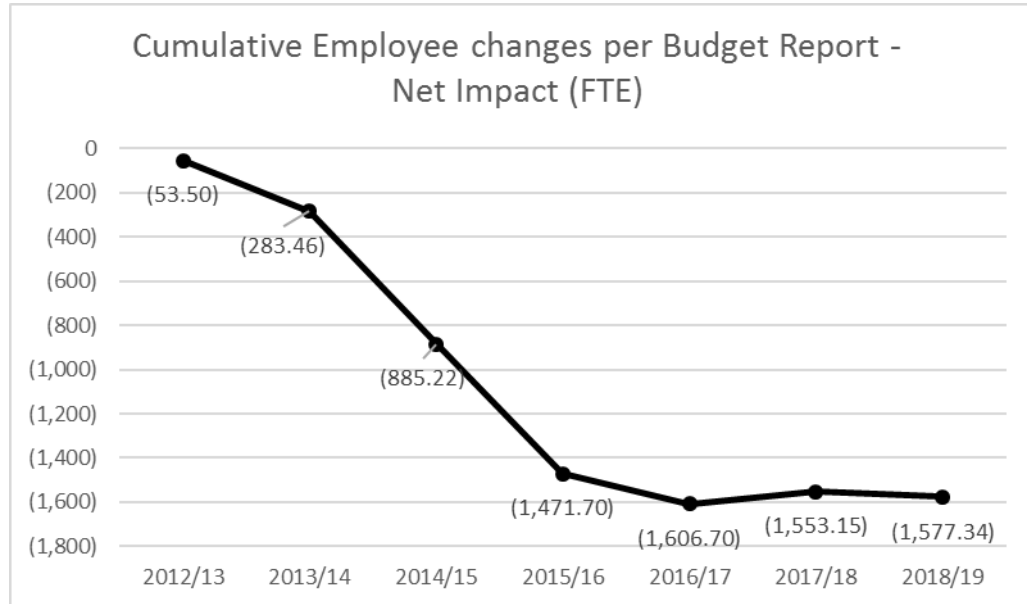
	Non Schools £000	Schools (after cap) £000	Total £000
NJC Pay Award	3,073	1,506	4,579
Teachers' Pay Award	76	1,381	1,457
Actuarial Review of LGPS	212	76	288
Total	3,361	2,963	6,324

79. The National Joint Committee (NJC) pay award for 2018/19, which covers most of the Council's non-teaching employees, is yet to be agreed. At present, it is subject to an employer's offer that was made in December 2017, which is currently being considered by Trade Unions and their members. For 2018/19, the offer comprises an increase of 2% on spinal points 20 and above, with larger increases on lower spinal points. In the absence of more definitive information regarding potential 2018/19 pay levels, the 2018/19 Budget reflects the current employer's offer. In the event that the agreed award is higher than the current offer, the impact will be managed through reserves in 2018/19 with the ongoing impact taken into account when refreshing the MTFP.
80. The 2018/19 Budget reflects the next phased increase in employer's superannuation contributions in relation to the Local Government Pension Scheme (LGPS). Following the latest actuarial review of the LGPS, which took place as at 31 March 2016, a series of staged increases in the employer's contribution rate were agreed. These included an increase from 23.3% to 23.5% in 2018/19.
81. The next pay award in respect of teachers' pay will take effect from 1 September 2018. Whilst there is currently no indicative information as to what this may be, in light of the NJC offer, an award of 2% has been assumed for planning purposes. The budget also includes the full year effect of the September 2017 teachers' pay award, which saw a general increase of 1%, with awards of 2% limited to certain grades.
82. The posts deleted or created as part of the budget are set out in Appendix 10. This shows that there will be a net decrease of 24.19 full time equivalent (fte) posts, comprising 39.19 fte deletions offset by the creation of 15.0 new fte posts. The budget assumes that the post deletions will take effect through the following mechanisms:

Employee Implications of Budget	fte
Voluntary Redundancy	(6.25)
Vacant Posts	(17.40)
Redeployment	(1.00)
Retirement	(1.24)
TBC	(13.30)
Total fte posts deleted	(39.19)
Total fte posts created	15.00
Net Impact	(24.19)

83. Employee changes for each of the last six years are shown in the following graph. The figures shown are the net fte impact as detailed in

previous Budget Reports. They include vacant posts and posts that have transferred out of the Council's direct control, as well as posts deleted through redeployment or redundancy. Over the period shown, 2017/18 is the only financial year in which there was a net increase in posts. This was largely attributable to the creation of additional Social Services posts to address demand pressures and the requirements of the Social Services and Well-being Act 2014.



84. The budget includes the release of £715,000 previously set aside to meet the cost of voluntary redundancy. This release is based on the Council's model for funding voluntary redundancy costs. The model assumes that over the medium term, the costs of voluntary redundancy will be funded partially from within the base budget and partially via drawdown from an earmarked reserve that has been specifically set up for this purpose. In updating the MTFP, this model will need to be kept under review given that at present the financial outlook for future years shows little sign of improvement.

85. As in recent years, the budget assumes that directorates will manage the impact of price inflation within existing resources except in exceptional circumstances. These may relate either to the scale of the increase or the quantum of the budget to which the increase applies. The budget includes inflationary provision for Social Services to meet the costs of anticipated fee increases, out of county placements and fostering rates. Provision is also made for uplifts on schools' out of county placements, and in relation to ICT contracts that have renewed at higher rates partly due to exchange rate fluctuations. The budget also includes inflationary provision for the 2018/19 NDR multiplier uplift, and to allow for anticipated increases in energy prices that will affect the Council's buildings and street lighting.

86. The insurance budget will be reduced by £700,000 in 2018/19. The reduction is based on the latest actuarial review of the Council's Insurance Fund. The actuary's review, which takes place annually, considers the current level of the fund, past claims experience and the potential for emerging claims. It combines this information with

sophisticated statistical modelling techniques and use of insurance industry data to predict future fund requirements.

87. The Capital Financing Budget includes the Council's net costs for external interest on borrowing, interest on temporary cash balances and provision for the prudent repayment of debt. There is an increased budget requirement of £1.519 million in 2018/19. This reflects a combination of factors:-
- an increase in the provision for the repayment of debt following finalisation of the amount of capital expenditure incurred in previous years paid for by unsupported borrowing having taken into account the estimated useful life of the assets funded by this borrowing
 - dealing with the outstanding liability following approval in 2011 of a business case for subsidising the Doctor Who exhibition. This assumed the scheme would be cost neutral, but has a sum outstanding of £1.1 million, which will be charged to future revenue budgets over a seven year period
 - assumes recovery of invest to save capital financing costs from directorate revenue budgets
 - assumes no dividend is receivable from Cardiff Bus
 - reflects a reduction in the level of interest receivable from the HRA as a result of changes to the overall debt structure and the impact of internal borrowing in reducing the consolidated rate of interest within the overall pool of Council debt.
88. The budget is consistent with the Council's Treasury Management Strategy contained within this report, however is subject to fluctuations in a number of complex variables in respect of timing and quantum of capital expenditure incurred, financial markets and the timing of treasury management decisions.
89. It is proposed that the approach to CTRS should remain unchanged for 2018/19. The scheme will continue to comply with the relevant WG regulations. In addition, the scheme will continue to provide additional help for war pensioners by disregarding the income from war pensions including War Widows Pensions, War Disablement Pensions and income from the Armed Forces and Reserve Compensation Scheme. This is in line with the Council's commitment to support veterans and their families. The budget provides for the impact on the CTRS of the proposed 2018/19 Council Tax increase. It also includes a budgetary realignment reflecting the lower demand on this budget in recent years.
90. The budget proposal does not include an allowance for a general increase in fees and charges. Directors were advised that in preparing their fees and charges for 2018/19, they should consider the particular circumstances for which they charge for functions and reflect any such changes in their savings proposals. Appendix 11 sets out the list of proposed revisions to fees and charges in 2018/19.
91. The 2016/17 Budget Report set out an assumption that, from 2017/18, all fees and charges would be increased on an annual basis at least in line

with the Consumer Price Index (CPI), unless prohibited by statute or regulation. Following consideration by relevant directors, a number of fees and charges have not been increased (or have increased by less than CPI) for 2018/19. In the majority of instances, this decision has been taken on the basis that a larger increase would be likely to have an adverse impact on demand. This would result in a reduction in overall income, either due to the cumulative effect of recent increases or the Council's existing position within a competitive market. Other charges are set at a fixed percentage of sale fees, to minimise the impact on the cost of collection, or have been introduced during the current year at a level intended to incorporate a nil increase for 2018/19.

92. A number of savings are based on the generation of income. Some savings have assumed securing a wider market share such as Trade Waste (£200,000) and Pest Control (£40,000). Other areas have looked at achieving additional income through maximising opportunities for recharging existing costs such as Security Services (£50,000) and Street Lighting (£30,000).
93. Income will also be generated through price and volume increases. Social Services will increase their income by £350,000 and Bereavement & Registration by £50,000, whilst Planning fees are expected to generate an additional £55,000. For 2018/19, the School Catering Unit will increase the price of primary school meals by £0.10 per day thus taking the charge to £12.50 per week. The cost of secondary school meals will increase by £0.10 per day to £2.95. This will result in additional income of £350,000.
94. It is important that the Council is able to react quickly and appropriately to changing events, both in terms of opportunities and shortfalls. To enable this to happen, it is proposed that the Council continues to delegate to the appropriate officer and Cabinet Member, the ability to introduce and amend prices as and when needed. Decisions will be taken in conjunction with the S151 Officer and the Cabinet Member for Finance, Modernisation and Performance. Where appropriate, Cabinet will need to consider a report within a reasonable timescale of the decision.
95. The Equality Act 2010 places a general duty on the Council to eliminate unlawful discrimination and promote equality according to the nine protected characteristics. To comply with this duty, directors have undertaken Equality Impact Assessment (EIA) screenings for each of their savings and financial pressures. Following initial screening, any proposals regarded to have a red or red-amber rating have undergone a full EIA. Following moderation by the Council's equality team, these assessments have informed the budget setting process.

Amendments since Publication of Consultation Proposals

96. The Council's budget proposals were released for consultation in November 2017. Since then, the Council's funding position has been confirmed and a number of other technical updates and new commitments have emerged. These updates, which are set out in full in Appendix 12, include:
- receipt of the final settlement on 20 December 2017, confirming the level of AEF for 2018/19 along with one further new responsibility
 - approval of the 2018/19 Council Tax base by Cabinet in December 2017
 - the December 2017 employer's offer in respect of the NJC pay award for 2018/19
 - the month 9 monitoring position, which identified additional pressures in respect of Children's Services along with some opportunities to realign budgets downwards in other areas
 - confirmation of the 2018/19 levies the Council must pay to relevant bodies including the South Wales Fire Service
 - confirmation of pricing information
 - minor adjustments to savings proposals to reflect clarifications since consultation.
97. In addition to the above technical updates, in drafting the final Budget Proposal Cabinet have had regard to consultation feedback. As the consultation indicated significant support for key budget assumptions and themes, no consultation related changes have been made to the budget savings proposals. However, care has been taken in drafting the final budget, to ensure that respondents' identified expenditure priorities were reflected as far as possible in the current financial circumstances.
98. At consultation, savings proposals included a sum of £1.2 million to reflect council wide efficiencies, to be achieved through delivering business efficiencies, reviewing third party spend and changing processes, technology and staff resources. In finalising the budget proposal, £600,000 of this has been allocated to directorates to allow specific savings to be proposed. A summary of this change is included in Appendix 12. The residual £606,000 is retained corporately and will be targeted through modernisation measures including end-to end process review and digital efficiencies. During 2018/19 the Council will look to accelerate the implementation of its Digital Strategy and will consider how Robotic Process Automation (RPA) and Artificial Intelligence (AI) can enhance service delivery more efficiently. This will be complementary to savings achieved through the implications of extending the Council's self-service offering and the introduction of the Cardiff App.
99. As part of the 2016/17 Budget, a Financial Resilience Mechanism (FRM) was established to protect against unforeseen reductions in WG funding levels. The mechanism is a £4 million base budget that can be used to support one off investment in priority areas. As supported investment is one off, the budget could be cut at short notice in future years, with no

impact on ongoing services. This provides an important level of financial resilience for the Council in light of the uncertainty and timing of funding settlements. At £4 million, the FRM provides the Council with the means to withstand a worsening in the AEF position of just under 1%.

100. Use of the FRM for 2018/19 was determined following the final settlement, which confirmed that the budget would not need to be released in 2018/19. In determining the one-off investment of FRM for 2018/19, Cabinet have taken account of consultation feedback and there will be significant support for visible street scene services, including improvements to the highway. In addition, the FRM includes allocations for property condition as well as to enable up-front investment in areas such as kerbside recycling and expansion of the meals on wheels service. To improve financial resilience, the FRM also includes £1.1 million transitional funding to help mitigate any specific grant issues during 2018/19.
101. The table below summarises the proposed use of the mechanism for 2018/19 and further detail is set out in Appendix 13.

Financial Resilience Mechanism - one-off use for 2018/19	
Category	£000
Visible Street Scene	1,897
Property Condition	200
City Centre Enforcement	40
Transitional Arrangements	1,180
Other	683
Grand Total	4,000

Directorate Commentaries

102. The directorate section of the report provides a commentary on significant areas of change within the budget. Appendix 14 shows the overall changes to individual directorate budgets between 2017/18 and 2018/19 whilst Appendix 15 shows the same information on a Cabinet Member Portfolio basis.

Corporate Management

103. The savings proposed in Corporate Management amount to £877,000 and are summarised in the following table:

2018/19 Savings	£000
Business Processes including digitalisation	626
Review of External Spend	251
Total	877

104. A saving of £606,000 is anticipated in respect of council-wide efficiencies linked to the Council's Digital Strategy. This saving will be achieved by delivering business efficiencies through reduced third party spend, changes to processes and technology and staff resources. This is in line with the aims set out in Capital Ambition with the use of digital forms of communication and service delivery at the heart of how the Council operates and interacts with the people it serves. A further £20,000 is expected to be achieved through the Procure to Pay process review.
105. A number of savings are also anticipated in relation to external spend. These include £210,000 through a reduction in the amount available to support events and market the City, £31,000 from reduced external audit fees and reductions to the amount required to support contributions to pension funds in relation to ex-employees and £10,000 through efficiency savings based on reduced expenditure on supplies and services.
106. The Corporate Management budgets also include budget realignments in relation to the Volvo Ocean Race and corporate insurance budgets. As part of the 2017/18 Budget £500,000 was provided in order to meet the Council's commitments in relation to its share of the costs of the Volvo Ocean Race. This was a one-off sum in 2017/18 and is not required in 2018/19. The corporate insurance budget has been reduced by £700,000, the reduction reflecting the latest actuarial review of the Council's Insurance Fund.
107. Additional funding of £325,000 has been provided to meet the additional costs arising from the South Wales Fire Service Levy in 2018/19 with a sum of £430,000 also allocated to provide additional funding for Council initiatives in relation to the Central Enterprise Zone as part of the previously agreed funding model. A one-off allocation of £60,000 has been provided through the FRM in relation to Corporate Initiatives.

Economic Development

108. Within the Economic Development Directorate, funding totalling £280,000 is being allocated as part of the one-off FRM. The first component relates to the completion of work to be undertaken in connection with statutory obligations, particularly with regard to a programme of condition and mechanical electrical surveys across the whole of the Council's estate, enabling the identification of priority works. In addition, £80,000 is being allocated to enable the consolidation of the Welsh Language Centre at the Old Library building by providing transitional funding to cover the costs of hosting the centre whilst a permanent income sources is identified.
109. As part of the due diligence for the 2018/19 budget process, the level of risk attached to current shortfalls against budget savings targets in 2017/18 was assessed. Based on this, previous year budget savings totalling £116,000 have been written out of the base budget for 2018/19. These relate to the previous intention to identify an alternative delivery model for St David's Hall and New Theatre and the residual level of

unachievable savings following the Arts Management competitive dialogue procurement process, as reported to Cabinet in February 2017.

110. In addition to the funding increases provided to the Directorate, there has also been a requirement to identify budget savings totalling £2.486 million. The breakdown of savings is outlined below.

2018/19 Savings	£000
Income Generation	457
Business Processes including Digitalisation	1,056
Review of External Spend	973
Total	2,486

111. Savings totalling £457,000 have been proposed in relation to income generation initiatives. The first of these totals £253,000 and is expected to be achieved through increased income from the investment portfolio and operational estate. Other income generation proposals total £204,000 and include an increased market share for the Pest Control Service, improved internal and external charging for Security Services, implementation of a new marketing and service delivery plan for Building Cleaning Services and an increase in prices at the CIWW Centre.
112. Business process savings, including digitalisation, have been proposed totalling £1.056 million. These include £175,000 from a new operational plan to reduce overtime, improved scheduling and achievement of efficiencies in the Building Services supply chain. In addition, the continued implementation of the agreed model for Children’s Play is expected to achieve £115,000 and £47,000 will be achieved by deleting two vacant posts within Tourism. In addition is a combined saving totalling £538,000 which relates to St David’s Hall, New Theatre and the Castle resulting from a review of costs, income and service delivery. In addition is a proposal totalling £141,000 relating to Parks, which is intended to be achieved by reducing management costs, generating additional income and a reduction in the cost of external contracts by bringing work back in-house. Furthermore, £40,000 is anticipated through general business efficiencies across the directorate. The final saving, as part of a review of external expenditure, amounts to £973,000 and relates to the Cardiff International Pool subsidy. New arrangements will be in place from 2018 and will result in the removal of the Council’s subsidy to the pool, with the facility operating under nil subsidy from 2018/19.

Education & Lifelong Learning

113. For 2018/19, the delegated school budgets will increase by a further £7.222 million (3.2%) which is on top of a 3.3% increase in the previous year. Of the £7.222 million being allocated to schools, £5.319 million relates to non-pupil number growth and will meet 70% of the pressures identified. These pressures are largely in connection with salary increments and pay inflation, however amounts are also allocated for the estimated impact of the actuarial review, pensions auto-enrolment, non-

domestic rates, increasing energy costs and associated pupil needs such as complex needs enhancements, specialist resource base provision and the financial pressure outlined in the following paragraphs. A further £2.008 million is being provided in relation to increasing pupil numbers in both mainstream and special school settings.

114. In addition to the 30% cap on non-demographic growth outlined in the previous paragraph, is an additional reduction to school growth to reflect the need to create a revenue budget to fund the capital financing costs arising from the 21st Century Schools Band B Programme and additional asset renewal. 2018/19 represents the first year of an additional reduction to create the necessary budget. The creation of this budget will be spread over a 10-year period and is detailed further in the sections on Band B and asset renewal later in this report. The additional cap amounts to £105,000 in 2018/19, increasing in future years. Of this amount, £45,000 will remain within the Education budget to specifically fund costs associated with Band B. The balance will form part of the corporate capital financing budget and will fund costs associated with asset renewal.
115. An amount of £50,000 has been allocated, as a financial pressure, to the Cardiff Commitment initiative and will enable a permanent staffing resource to be established. This resource will manage the programme of partnership activity and deliver the processes and links required between students, employers and training and education organisations. Furthermore, a financial pressure has been accepted in connection with the Junior Apprenticeship Scheme. This pressure totals £175,000 and will enable support to the scheme, over and above that funded directly by schools. This pressure will be allocated directly to the delegated school budget and, as a consequence, has been subject to the cap on school growth.
116. Further to the issue outlined earlier in this report in respect of the fallout of the MEAG and Gypsy & Traveller components of the EIG, WG have confirmed that £3 million will be provided as one-off specific grant funding for 2018/19. This transitional funding is intended to enable the services provided to be sustained until further clarity is afforded to the position for 2019/20 and beyond. WG have committed to working with local authorities to develop this strategy, with a particular focus on the opportunities around delivering these services on a regional footing in line with the National Model for Regional Working. To protect the Council's financial resilience the FRM contains an amount of £1.1 million to enable the Council to react to specific grant issues that may arise in 2018/19.
117. Whilst additional funds have been allocated to delegated school budgets, the Education Directorate has identified budget savings totalling £1.278 million. These savings are outlined in the following table:

2018/19 Savings	£000
Income Generation	110
Business Processes including Digitalisation	815
Review of External Spend	353
Total	1,278

118. The savings within the Education directorate include £110,000 in relation to income generation. This saving is expected to be achieved through a planned 10p increase in the price of a school meal. This saving represents the anticipated net increase in income after allowing for the impact of inflationary costs of food and employee costs within the School Catering Service. In addition are savings proposals totalling £353,000 as part of reviews of external expenditure. The first totals £200,000 and relates to the central budget held for commissioning nursery places within the private sector. This is expected to be achievable as a result of increasing the number of available places within Cardiff primary schools. The other saving totals £73,000 and is intended to be achieved through a combination of a reduction in the Council's annual contribution towards the running costs of the Central South Consortium and a reduction in the Council's requirement to match fund the remaining components of EIG. The Directorate have also proposed a saving of £80,000 to be achieved from a reduction in the cost of the SIMS and ONE system licences, following a procurement exercise, and the termination of an online Continuing Professional Development software package.
119. Business process savings totalling £815,000 have been proposed. These include the full year effect of the delegation of the Pupil Referral Unit. The costs of this provision will now be met by the delegated school budget following the successful identification of a secondary school to oversee this provision, saving £365,000. A saving of £250,000 will also be achieved by delegating the responsibility for the cost of licences associated with school provision to the school budget. In addition, £200,000 is proposed in connection with central staffing and management costs. This saving represents the full year effect of proposals made in respect of 2017/18 and is intended to be achieved through a reorganisation of staffing structures within the Directorate, ensuring maximisation of the use of grant and trading income to offset costs wherever possible.

People & Communities

Communities & Housing

120. The paragraphs below set out directorate specific financial pressures and savings in relation to Communities & Housing. Within this, £76,000 is being allocated in relation to an accepted financial pressure bid regarding the Joint Equipment Service to reflect increasing demands on this service provision. In addition, the Final Settlement included an allocation of £836,000 in relation to a new homelessness responsibility. This additional funding is being allocated in full and will significantly enhance existing resources to tackle homelessness.

121. In addition to the funding increases provided, there has also been a requirement to identify budget savings totalling £689,000. The breakdown of savings is outlined below.

2018/19 Savings	£000
Income Generation	315
Business Processes including Digitalisation	254
Review of External Spend	120
Total	689

122. Savings totalling £315,000 have been proposed in relation to income generation. The first totals £105,000 and relates to the additional selling of services associated with Disabled Facilities Grants, particularly to charging for low level equipment provided through the Joint Equipment Service. In addition is a £17,000 proposal to remove the subsidy for Adult & Community Learning, enabling the service to become fully self-financing. In addition to these savings are proposals totalling £193,000. The most significant of these is a £103,000 proposal to integrate the Appeals & Complaints Team so that it covers the entire directorate, facilitating a recharge for services provided to the HRA. In addition is a £50,000 proposal relating to a new approach to Employability Services whereby better alignment of grant funding and training income should offset existing management costs. The other savings include £14,000 in respect of a Supporting People Grant realignment and £26,000 in relation to an Assessment & Support realignment.
123. Savings proposals totalling £254,000 have been made under the heading of business processes and digitalisation. The first of these is in relation to a new approach to building resilient communities and totals £80,000. This will be achieved by better aligning Communities First Legacy Grant funding to Neighbourhood Partnerships Locality Planning and Community Engagement budgets to release savings. A £60,000 saving is intended to be achieved by deleting two vacant Benefit Officer posts, whilst deletion of a Community Care Aid Worker post within Preventative Services and realignment of budgets within Neighbourhood Regeneration are expected to save £23,000 and £11,000 respectively. £80,000 has also been proposed and is expected to be achieved through digital efficiencies and the introduction of the new housing online form. In addition, a total of £120,000 is proposed in relation to a review of external spend. This will include the removal of the Neighbourhood Partnership Fund, saving £40,000, an agreed reduction of £30,000 against the Advice Services contract and a £50,000 reduction in the Library Book Fund.

Social Services

124. Significant additional resources have been allocated in the budget in order to meet existing and new financial pressures in Social Services

with the overall budget showing a net increase of £8.405 million (5.33%) compared to the controllable base in the current year. This is after taking into account Directorate savings totalling £5.160 million. Additional funding has been provided to both Children's and Adult Services with budget allocated to meet demographic pressures and exceptional cost and fee increases, a range of financial pressures and the write out of an unachievable savings target from the current financial year. The budget also includes an additional £469,000 to reflect the full year cost of new posts approved as part of the 2017/18 budget. The Final Settlement also included £636,000 to reflect the transfer of a new responsibility in relation to an increase in the capital limits on charges for residential care. This sum has been allocated to Social Services and is reflected in the budget increase set out above.

125. In addition to this, there were transfers into the Final Settlement totalling £4.766 million. This relates to specific grant funding received in 2017/18 but which has now been built into the Council's financial settlement. These include £2.131 million in relation to the Social Care Workforce Grant which was to assist local authorities in managing the financial impacts of changing workforce costs and arrangements in the social care sector, particularly pressures arising from the National Living Wage (NLW). Other specific grants which have transferred include £993,000 relating to Looked after Children, £336,000 in relation to Carer's Respite and £53,000 for the provision of social care for prisoners in the secure state. An amount of £1.253 million has also transferred in relation to funding costs arising from the Welsh Independent Living Fund which closed on 30th June 2015 with costs transferring to local authorities and which has since been funded via specific grant. These sums have also been allocated to Social Services as part of the 2018/19 Budget.
126. In Children's Services an additional £5.490 million has been allocated in order to reflect the budget pressures in the current financial year. This is largely due to the increasing number of looked after children and as in the current financial year a specific contingency allocation of £950,000 will also be maintained in 2018/19 in order to fund any growth in external placements should this become evident during the year. Funding of £450,000 has also been provided to meet exceptional inflation costs in Children's Services including the impact of the Children's 4 Cs Collaborative Framework.
127. The budget for Adult Services has been increased by £1.7 million in order to meet new demographic growth in 2018/19 with a further allocation of £2.725 million also provided in order to reflect potential fee increases in the coming year including the impact of the NLW. A further £1 million has also been allocated to meet anticipated costs in relation to residential and nursing home care in 2018/19, with exceptional levels of cost increases continuing to be evident in the current financial year and of this amount £400,000 is a one-off allocation through the FRM.
128. Funding of £400,000 has been allocated to meet specific financial pressures identified by the Directorate. This includes £85,000 in relation

to Cardiff's contribution to the Vale, Valleys & Cardiff Regional Adoption Collaborative Service in order to meet additional pressures on this service as approved by the Joint Committee in December. The balance of £315,000 will be used to support a range of pressures including additional staff for the Internal Day Care Service in Learning Disabilities, an increase in the number of occupational therapy posts in the Review Team and to create additional support worker posts in order to enhance the work of specialist services and to improve support to looked after children, care leavers and homeless young people.

129. As part of the due diligence for the 2018/19 budget process, the level of risks attached to current shortfalls against budget savings targets in 2017/18 was assessed. Based on this assessment an amount of £190,000 has been allocated to meet unachievable savings in relation to the review of the emergency accommodation service for Learning Disability service users.
130. The budget savings proposed by the Directorate for 2018/19 total £5.160 million and are summarised in the following table:

2018/19 Savings	£000
Income Generation	350
Business processes including Digitalisation	120
Review of External Spend	2,290
Prevention & Early Intervention	2,400
Total	5,160

131. The savings from income generation relate to an increase in service user charges for non-residential services based on changes to the maximum weekly charge a council can make. This is in line with WG policy. The saving of £2.4 million in relation to prevention and early intervention includes £1.2 million through maximising the impact of the Community Resource Team (CRT) to support more people to become independent. This will enable the right level of support to be provided to the right people thereby reducing the level of care and support required from both Health and Social Care. A further saving of £1.2 million is also anticipated as a result of changes to the way domiciliary care services are commissioned and delivered. These changes place the emphasis on supporting people to maximise their level of independence, whilst ensuring they receive the type and level of care and support they require.
132. Savings of £2.290 million are anticipated through a review of external spend. This includes £820,000 from a review, with Health partners of the relative contributions to care packages to continue to ensure compliance with Continuing Health Care (CHC) guidance on how an individual's needs are most appropriately met and funded. A saving of £680,000 is also anticipated through reducing the number of children placed in settings outside Cardiff. This is in combination with other on-going preventative initiatives aimed at reducing the number of looked after children in external placements. There are two savings in relation to new care home placements in Adult Services, £450,000 based on reviewing

care home fees and £300,000 based on reducing the number of new care home placements with the focus on helping people to fulfil their wish to continue to live in their own home as opposed to moving into a care home. As part of the review of external spend a saving of £40,000 has also been identified in relation to mainstream awareness raising budgets, with this service already funded via other budgets within Children's Services. A saving of £120,000 has also been identified in relation to business process and digitalisation. This is based on proposals to expand the use of technology to reduce the need for commissioned care. This proposal is in its early stages, although the Directorate has already begun to work with other areas of the Council and with external providers to pilot the appropriate technology and approach.

Planning, Transport & Environment

133. The paragraphs below set out directorate specific financial pressures, commitments and savings in relation to the Planning, Transport & Environment Directorate. Funding of £773,000 has been allocated to reflect specific financial pressures identified during the budget process. The first of these amounts to £250,000 and relates to the need to increase school transport provision in response to demographic pressures. These pressures relate to primary school pupils, Additional Learning Needs (ALN) and pupils educated outside of mainstream education. This amount will be held as part of a corporate contingency whilst a review of the service is undertaken. In addition, £523,000 has been allocated to support the growth of dry recycling processing and to compensate for the reduction in income received due to a global decline in market prices. In addition to the accepted financial pressures, £3.923 million has been allocated in relation to the transfer of certain elements of the Single Revenue Grant into the Council's RSG. The value of the transfer is lower than the 2017/18 grant amount and, therefore, an additional £189,000 is being allocated to the Directorate to reflect this, in order that the same level of service is provided in 2018/19.
134. A total of £2.102 million is also being allocated as part of the Council's FRM to support one-off investment in priority areas. This includes £200,000 to promote the free recycling collection service and to enhance public awareness of recycling services and locations together with £165,000 to support changes to kerbside recycling collections and the implementation of the first year of separate glass collection. An allocation of £720,000 is also being made to enable localised highway asset improvement works and £400,000 is being allocated in relation to essential road markings, signs and street furniture refurbishment including public litter bins. In addition, £150,000 has been made available for city centre public realm improvements, including those connected with the Central Square development. Furthermore, £427,000 is being allocated to further the work undertaken in previous years to complete additional street cleansing works and enforcement activities with £40,000 allocation to continue the taxi enforcement service.
135. In addition to the Council's FRM allocations outlined in this paragraph, £250,000 has been allocated to further the reuse and recycling of

materials, enabling the achievement of statutory recycling targets. £100,000 is also being allocated to Waste Services to reflect demographic pressures in relation to recycling and waste collections.

136. The following table sets out Planning, Transport & Environment's Directorate savings proposals for 2018/19.

2018/19 Savings	£000
Income Generation	675
Collaboration	180
Business Processes including Digitalisation	501
Review of External Spend	482
Total	1,838

137. Savings totalling £675,000 relate to a range of income generation proposals. The first of these totals £212,000 and is based on improved charging and income generation projects across the Directorate, in line with increased fees and charges and the use of digital solutions. In addition, a net £160,000 has been proposed in relation to Trade Waste with the intention to expand the Council's market share in Cardiff and explore opportunities to work in partnership. Within Central Transport Services, £60,000 has been proposed and is intended to be achieved by utilising capacity in the fleet maintenance facility to bring external contracts back in-house and increase external income. Bereavement Services, Cardiff Dogs Home and Planning Services plan to increase income by £50,000, £15,000 and £55,000 respectively as a result of price and volume increases. Both Transportation Policy and Street Lighting intend to increase income by £30,000 each as a result of improved recharging for services, including in relation to capital schemes. A further saving of £38,000 has been proposed in relation to twin stream waste and recycling collections, which should increase income and reduce costs at the same time. Furthermore, a total of £25,000 is anticipated as a result of renewable energy schemes, enabling the sale of energy and income from feed-in tariffs, and phasing in the reduction of certain bus passes within School Transport.
138. Collaboration savings proposed amount to £180,000. The first totals £93,000 and is in connection with the Shared Regulatory Service and a further year's saving from the creation of the shared service under a single management structure. In addition, £37,000 is proposed in relation to collaborative working with a neighbouring authority to merge the passenger transport team enabling efficiencies in employee and external expenditure. In addition £50,000 has been proposed within Waste Services, where new opportunities for income generation through partnership and cross-boundary working are intended to be achieved from a focus on back office support provision and direct services.
139. Savings totalling £501,000 have been proposed in relation to Business Process reviews. Of this total, £271,000 has been proposed as a result of the use of new technology to improve collection efficiency, reduce vehicle costs and reduce agency usage within domestic collection

rounds. Other proposals within Waste Services amount to £70,000 and are anticipated to be achieved by increasing productivity in relation to treatment and disposal, and improving attendance at work within Domestic Waste Collection to reduce the reliance upon agency staff. £60,000 is also intended to be achieved by reducing vehicle costs within the corporate fleet through reduced damage and insurance claims enabled by better reporting, monitoring, training and the new fleet management system. In addition £100,000 is planned to be achieved by digitalisation of Waste Services, including hybrid printing and digitalisation of income recovery, and using technology to control lighting levels and faults across the city.

140. A number of savings totalling £482,000 have been proposed in connection with reviews of external expenditure. The most significant of these amounts to £130,000 and relates to a change in the energy procurement strategy where it is intended to introduce an approach specific to Cardiff and move away from the current arrangement whereby energy is procured through a joint arrangement. Two further energy savings are proposed, the first of which totals £30,000 and is expected to be achieved by identifying energy efficiencies within Council buildings. The second amounts to £50,000 and will reflect a reduction in energy costs across the estate through improved management and behaviour change as part of the Carbon Reduction Strategy. Furthermore, a saving totalling £30,000 is anticipated from the full year effect of replacing main route lighting with LEDs to reduce energy expenditure.
141. External expenditure savings totalling £152,000 have also been proposed within School Transport. These include a review of the transport provided to ALN pupils including route optimisation and mergers, with a particular focus on those pupils within 2-3 miles of their respective school. In addition, roll out of the travel support allowance, as opposed to provision of transport, will be continued and a phased approach to the reduction of bus passes provided to Llanishen High School pupils outside of the catchment area will be introduced. £50,000 has also been proposed in relation to contract rationalisation and improved business process efficiencies and £40,000 has been proposed in connection with a review of the delivery of maintenance work currently undertaken by external companies, for areas such as Housing and Parks, within Infrastructure & Maintenance.

Resources

Governance & Legal Services

142. The following table below sets out the 2018/19 budget savings proposals for the Governance & Legal Services Directorate.

2018/19 Savings	£000
Income Generation	226
Business Processes including Digitalisation	133
Review of External Spend	83
Total	442

143. Budget savings of £226,000 under the heading of income generation are proposed. Within Legal Services, additional income of £40,000 is being proposed in relation to the service level agreements with schools, £55,000 income in relation to services provided to the CCRC and additional income totalling £35,000 in relation to charges against proceeds from capital receipts. Further income generation totalling £90,000 is proposed in respect of the benefit of collaborative working in relation to Bilingual Cardiff delivery of Welsh translation services and an increase of £6,000 in line with the fees and charges for Legal Services is also proposed.
144. A number of business process changes are proposed. These comprise a reduction to the number of posts within the Scrutiny function totalling £53,000, a £20,000 reduction to the Democratic Services employee budget and £20,000 in relation to efficiencies within Democratic and Member Services. A £40,000 saving is anticipated to be achieved through efficiencies within Legal Services and Bilingual Cardiff and savings within Democratic Services arising from reduced internet, print and translation charges. In addition, a saving proposal totalling £83,000 has been proposed in relation to external legal expenditure following the centralisation of external legal budgets and the increased in-house capacity that has been created.

Resources

145. Within the Resources Directorate £250,000 has been allocated to meet the increased costs of a new three year contract for Microsoft licences. These costs are held in ICT but support services across the Council. Additional funding of £80,000 has also been provided to meet increased costs in relation to the telephony system in C2C. A pressure of £58,000 has also been identified in order to support an expansion of the Meals on Wheels Service to cover weekends and bank holidays. It is proposed that this be funded in 2018/19 through an allocation from the FRM with net costs in future years expected to reduce as income increases.
146. Budget savings of £1.526 million are proposed in the Resources Directorate and these are summarised in the following table:

2018/19 Savings	£000
Income Generation	322
Business Processes including digitilisation	998
Review of external spend	206
Total	1,526

147. Savings based on income generation total £322,000. This includes £100,000 through an expansion of the Meals on Wheels Service with plans to increase service users up to full capacity, increasing income and enabling the removal of the existing subsidy. Cost recovery and income generation within the Capital Ambition Delivery and Enterprise

Architecture teams is anticipated to generate a saving of £109,000. This includes the recovery of staff costs where work is undertaken to support specific projects together with exploring new income opportunities with external organisations. Other income generation savings include £53,000 through the on-going plan to continue to develop cost effective training within the Cardiff Academy including the provision of training to other public sector bodies. This includes health and safety training. Income of £40,000 is also anticipated as a result of taking on the hosting of the South East Wales Schools Capital and Public Buildings (SEWSCAP) and South East Wales Highways Frameworks by Commissioning & Procurement. Further savings of £20,000 are also anticipated by this service through the Council's wholly owned trading company Atebion Solutions which trades commercial and procurement services to other public sector organisations.

148. A range of savings have been identified in relation to business processes and digitalisation. These include efficiency savings identified by the various divisions within the Resources Directorate in relation to their staffing structures and external spend. These savings include £346,000 in Finance, £152,000 in ICT, £123,000 in Performance & Partnerships, £52,000 in Human Resources and £19,000 in Information Governance. In addition to this, further efficiency savings of £80,000 have also been identified across the Directorate including through a review of the procure to pay process, reductions in budgets for printing and stationery and transport and from a further review of staffing resources. Other savings in relation to business processes and digitalisation include £178,000 arising from the planned reduction in support costs for HR IT systems, £11,000 as a result of moving the Council's HR IT system on to the Council's private cloud platform and £37,000 from the cessation of the "In Cardiff" newspaper. The latter saving reflects the Council's Communication Strategy which clearly puts the use of digital forms of communication, especially social media, at the heart of how the Council interacts with the people it serves. A saving of £206,000 has also been identified in relation to external spend in ICT following a further review of ICT funded licences and support contracts.

Medium Term Financial Plan and Financial Strategy

149. The budget reduction requirement refers to the gap between the Council's likely resources and its anticipated funding over the medium term. The outlook over the next three years continues to be extremely challenging with a further significant budget reduction requirement identified for the period 2019/20 – 2021/22. As in previous years, the key reason for the budget reduction requirement is that funding is anticipated to reduce over the medium term, whilst costs are expected to rise significantly due to inflation and demand for services.
150. The Council undertakes regular updates to the budget reduction requirement, as an important part of financial resilience. Following the Budget Report, the next formally reported update will be included in the Council's Budget Strategy Report in July 2018. In recognition of the areas of uncertainty inherent within the plan, the MTFP includes a base

case as well as a sensitivity analysis which models the impact of changes in key variables.

Medium Term Financial Plan Overview

151. This section sets out, as far as possible through using available information, assumptions and estimates, the financial challenges the Council is facing for the period 2019/20-2021/22. The table below identifies an estimated budget reduction requirement of £91 million over this three-year period. An extended version of the table below is set out in Appendix 16(a).

Component of Budget Gap	2018/19 £000	Medium Term Financial Plan		
		2019/20 £000	2020/21 £000	2021/22 £000
Adjusted base Budget B/forward	595,674	608,913	602,154	597,788
Employee costs*	3,361	4,052	3,231	3,257
Price Inflation	4,550	3,146	3,167	3,469
Schools Growth	6,943	11,653	8,912	8,178
Capital Financing	1,624	1,176	1,416	2,696
Commitments (net)	6,283	999	(112)	1,101
Non Schools Demographic Growth	3,300	3,500	3,538	3,577
Emerging Financial Pressures	1,474	3,000	3,000	3,000
2018/19 Savings	(14,296)			
Budget Reduction Requirement**		(34,285)	(27,518)	(29,600)
Net Expenditure	608,913	602,154	597,788	593,466
Funding				
Aggregate External Finance	(440,947)	(436,538)	(432,172)	(427,850)
Use of Earmarked Reserves***	(2,350)			
Council Tax (at 2018/19 Rate)***	(165,616)	(165,616)	(165,616)	(165,616)
Total Funding	(608,913)	(602,154)	(597,788)	(593,466)

* Schools pay pressures are included in the Schools section of the table

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Budget Reduction Requirement	£000
2019/20	34,285
2020/21	27,518
2021/22	29,600
TOTAL	91,403

*** Before any planning assumption on Council Tax increases and use of reserves which are considered in the Response to the Medium Term Plan Section of this Report

MTFP Assumptions – Future Expenditure

152. Financial pressures account for £76 million (84%) of the anticipated budget gap. Within the £76 million, a total of £32 million relates to pressure in schools and £21 million in Social Services.

Employee Costs

153. For non-teaching staff, Local Government pay is a matter for collective bargaining between the national employers and trade unions through the NJC. In December 2017, the employers issued a pay offer covering the financial years 2018/19 and 2019/20. The offer was for 2% per annum on higher grades, with higher awards on lower spinal points in order to bring them up to £9.00 an hour by 2019/20, when a new spinal point structure is due to be introduced. The offer has not yet been accepted and Trade Unions are currently consulting their members. However, in the absence of any other definitive information, the MTFP reflects the pay offer for 2019/20 and 2% per annum on all grades thereafter. The potential for higher pay awards is modelled in the MTFP scenario analysis.
154. In previous years, the MTFP has included allowances to continue to meet the Council's voluntary living wage (VLW) commitment. Under the proposed new structure, fewer spinal points will remain within the scope of the VLW and therefore the costs of the VLW are encompassed within the overall costs of the pay award.
155. The MTFP allows for the cost of teachers' pay progression. It also includes a reduced estimated requirement each year in recognition that over time, annual provision should result in an employee budget that is sufficient to cover the top of each pay grade.
156. No provision for pay progression is included in the MTFP for NJC staff. Since the new pay and grading structure was implemented in 2012/13, annual provision has been made to address pay progression. As grades are limited to a maximum of five increments and it is now over five years since implementation of the structure, employee budgets should be sufficient to cover each post at the top of the grade.
157. The LGPS is subject to actuarial review on a triennial basis. Further to the last valuation, which was as at 31 March 2016, stepped increases in the employer's contribution rate have taken place over the past few years. It is very difficult to pre-empt the outcome of the next actuarial review, which is due as at 31 March 2019 however, at present it is considered reasonable to assume that the existing rate of 23.5% may remain static, especially in light of the increases undertaken over the past few years and the continued buoyancy of the stock markets.
158. The Teachers' Pension Scheme (TPS) is an unfunded public service pension scheme. It was announced in the Chancellor's Budget of March 2016, that the discount rate used by the Actuary to set employer contributions to such schemes would reduce from 3% above CPI to 2.8%

above CPI. In the absence of any confirmation from the Teacher's Pensions Agency it has been assumed this will impact the TPS from September 2019, which is consistent with prior years adjustments to TPS contribution rates. The full impact of this change will be dependent on the actuarial review of the TPS, which is yet to be undertaken. However, it is suggested that the employers' contributions to the scheme will increase from the current rate of 16.48% to just over 18% which would require a 10% increase on existing teachers' pensions budgets. The base case MTFP reflects this pressure over the financial years 2019/20 and 2020/21. The worse-case scenario models the potential for an increase to 20%, a rate which has been suggested by commentators advising Academy Schools in England of potential risk factors over the medium term. Both scenarios will require careful monitoring over the medium term given that the discount factor is a factor of the inflation rate, which will be changeable over this period.

Price Inflation

159. At present CPI is running at 3.0%, which is above the Bank of England's 2% target. Expectations are that CPI will average 2.4% for 2018. Current estimates from the Office of Budget Responsibility suggest the following inflation rates over the course of the MTFP.

	2018	2019	2020	2021
RPI (%)	3.3	2.8	2.9	2.9
CPI (%)	2.4	1.9	2.0	2.0

160. In line with established practice, the MTFP assumes that directorates will manage the impact of price inflation within existing resources except in exceptional circumstances. These may relate either to the scale of the increase or the quantum of the budget to which the increase applies.
161. The areas deemed exceptional over the course of the MTFP include, out of county placement costs, NDR and potential fee increases in relation to Social Services. As well as considering the potential impact of general inflationary increases on the latter, the MTFP also reflects the potential for the NLW to have some impact in this area. Inflationary provision is also included within the plan in respect of assumed fluctuations in energy costs. The move from carbon reduction commitment to climate change levy in 2019/20 has also been considered in the context of energy pricing calculations.

Capital Financing

162. The assumptions that underpin the capital financing figures within the plan are covered in further detail elsewhere in the report. Some key assumptions to note are:
- the capital financing costs included in the MTFP reflect the 2018/19 Capital Programme and there is no assumption of any new scheme approvals in 2019/20 and onwards

- the Council's share of contributions towards the CCRCD are included within future estimated capital financing costs
- there is an assumption that 21st Century Schools Band B and schools asset renewal costs will be met through capital receipts amounting to £15 million and by an additional reduction to schools growth
- the MTFP assumes a level of internal borrowing which minimises external interest costs

Commitments

163. The commitments section of the MTFP includes estimated increases to the amounts that the Council is committed to pay to other bodies by way of levy or contribution. As well as statutory bodies, these include the Regional Cabinet for CCRCD.
164. As outlined elsewhere in this report, the Council is undertaking significant investment in schools to reorganise school places, ensure effective use of resources and fitness for purpose buildings. During the period covered by the MTFP, it is likely that new schools due for completion will have higher rateable values, and therefore a higher NDR liability than the existing schools estate. The MTFP builds in an estimate of the increased NDR exposure that may result from the SOP.
165. The commitments section of the MTFP also reflects further estimated reductions to the Single Revenue Grant. Whilst there will be other specific grant reductions to address over the next three years, the reduction to this stream has been reflected in the MTFP in recognition that it supports recycling activity which if compromised, could have an adverse impact on the Council's financial position through the imposition of fines.
166. As well as reflecting anticipated cost increases, the commitments section of the MTFP also captures instances where existing matters are expected to reduce. In line with a December 2016 Cabinet Report, the MTFP anticipates the fall out in 2020/21, of a £0.5 million budget for the provision of temporary accommodation at Cantonian High School.

Demographic Pressures

167. Of the £78 million expenditure pressure identified over the next three years, £22.8 million is attributable to pressure on services due to demographic growth. Over recent years, Cardiff has had one of the fastest growing populations of any of the UK core cities. Indications are that this trend will continue with statistical projections suggesting significant population growth out to 2034.
168. In recent years, Cardiff has experienced significant growth in age groups in which demand for services can be more costly. An increasing school age population places an additional financial burden on schools' budgets. Similarly, an increase in the older population creates additional financial

pressures on Social Services, as people become more likely to need services or to require more complex care packages.

169. The £22.8 million demographic pressure within the MTFP and summarised in the table below occurs in areas that already account for over 60% of the Council's total budget. In the absence of additional government funding to meet these pressures, meeting these anticipated costs will involve the Council redirecting funds from other areas of its budget.

Demographic Increases	Predicted 3 year pressure £000
Social Services – Adults	5,815
Social Services – Children's	4,500
Schools – Pupil Number	8,676
Schools – Associated Needs of Pupils	3,540
Other	300
Total	22,831

170. Whilst labelled as demographic growth, the sum in respect of Children's Services is also reflective of increasing complexity of demand. This is extremely difficult to predict and a small number of high cost packages can have a significant impact on the Council's budget. In recognition of this issue, in addition to the sums identified for Children's Services, the Council's base budget contains £950,000 as a service specific contingency in this respect.
171. A further area that will need to be closely monitored over the MTFP in terms of its demographic impact is the Local Development Plan (LDP), which sees significant growth planned for the city over the period to 2026. Whilst this will result in additional demand for services, this should be accompanied by a degree of recognition within the settlement funding formula as well as in the Council Tax base. Further modelling will need to take place as the LDP progresses.

Emerging Financial Pressures

172. The MTFP includes £3 million per annum to address emerging financial pressures. This sum, which equates to approximately 0.5% of the Council's net budget is included in recognition that it is impossible to foresee all issues. In reality, additional burdens are likely to arise due to issues such as legislative and policy changes and specific grant fall out. Review of these sums will take place at each refresh point of the MTFP when they will be updated to reflect most recent information.

Aggregate External Finance

173. For 2019/20, the Provisional Settlement for 2018/19 set out an average indicative reduction in AEF of 1.5%. This was stated to be on the assumption that the UK Government would proceed with £3.5 billion of

cuts that were planned for 2019/20, but which were yet to be allocated at the time. The Provisional Settlement noted that the indicative 1.5% reduction would be reviewed in the event that the UK Budget signalled an intention not to proceed with these cuts.

174. Following the UK budget in November 2017, it became clear that over £200 million of funding from the Barnett formula was due to come to Wales with £112 million in 2018/19 followed by a further £98 million in 2019/20. It was also the case that the £3.5 billion of cuts assumed by WG for 2019/20 were not as grave as WG had initially anticipated. In light of this improved position, the WLGA made representations to WG to reconsider the indicative funding position for Local Government as set out in the Provisional Settlement.
175. The Final Settlement announced a £20 million improvement on Provisional Settlement for 2018/19 with a further £20 million in 2019/20. Whilst the Final Settlement did not restate the indicative All Wales 2019/20 funding decrease following these changes, there is an understanding amongst Welsh Authorities that it has been ameliorated from a 1.5% reduction to a 1% reduction. Due to its particular set of population pressures, Cardiff's AEF is consistently above the Welsh average. However, at this stage it is considered prudent to assume a funding position in line with the All Wales reduction of 1% for 2019/20. This is in light of the potential for formula or grant changes that could have negative redistributive effects on the Council's funding. The blurring of boundaries between specific grant streams and non-hypothecated RSG is a cause for concern over the MTFP.
176. The assumption of a 1% funding reduction has been extended into later years of the MTFP, resulting in a total assumed funding reduction of £13 million over the three-year period. This position is extremely uncertain and in light of the significant impact that small percentage changes in AEF can have on overall funding levels, a worse-case scenario has been modelled as part of the sensitivity analysis on the MTFP. As set out earlier in this report, the Council has a £4 million FRM, which is available for release in the event that funding levels are worse than anticipated. This would assist in coping with a 1% worsening funding position in one year of the MTFP.

Specific Grant Funding

177. The Council receives a significant amount of specific grant funding. Over recent years, the WG has committed to provide greater flexibility and reduce administrative burdens for Local Government by transferring specific grants into RSG wherever possible. Whilst on the face of it this is helpful, there is a risk that upon transfer, the overall quantum and/or the distribution mechanism of the grant will change. There is also a risk that specific grants may simply reduce or fall out altogether or that transfers into RSG are not effected in the correct way. This hinders visibility and results in a worse than published position in relation to AEF.

178. The 2018/19 settlement indicated further challenges to specific grant streams in 2019/20, including a further reduction at an all Wales level of £11 million to EIG and £9.8 million to schools' post-16 grant. These reductions are in addition to the need to address the full effect of the fallout of the £4.1 million MEAG and Gypsy & Traveller elements of the EIG in 2018/19. As outlined earlier in the report, transitional funding is being provided for the 2018/19 financial year, however this funding may cease to be available in 2019/20. In addition to the challenges in respect of these education grants, within 2018/19 a number of specific grants that support early intervention, prevention and support including Supporting People, Flying Start and Families First will be merged into a single grant stream. The new single grant is expected to reduce by 5% in 2019/20. Opportunities for flexibility across these grant streams, following the merge, will need to be reviewed during the course of the coming year in order to accommodate the anticipated 2019/20 reduction.
179. The Council has a base budget of £250,000 to deal with in-year specific grant funding issues. Over and above this amount, the MTFP reflects anticipated reductions to specific grant streams, where failure to do so could ultimately result in a larger cost, for example the financial fines risk associated with recycling activity funded by Single Revenue Grant. Beyond this, the assumption is that any future specific grant reductions would be dealt with either by reviewing the grant funded activity to address the issues, providing transitional funding through the FRM if it is still available or through the sums set aside within the MTFP for emerging financial pressures.

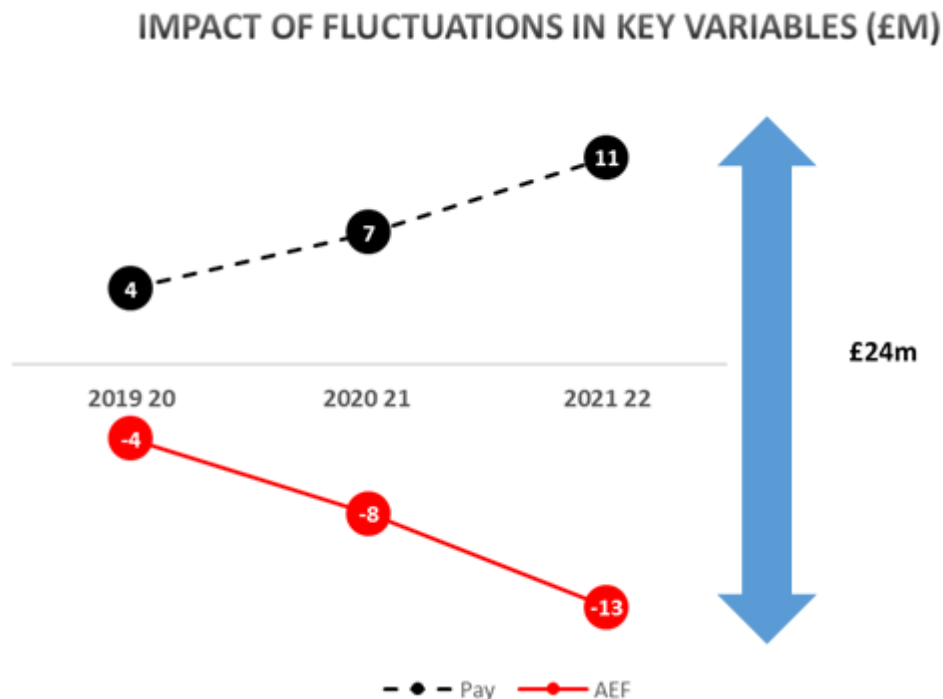
Reserves

180. Good practice is to avoid over-reliance on reserves as budget funding for a number of reasons:
- Firstly, reserves are finite in nature, which means that their use to support the budget creates an immediate gap in the finances of the following year.
 - Secondly, earmarked reserves are originally set aside either for a specific purpose or to support financial resilience, acting as a contingency for known areas of volatility. These functions would be compromised if large levels of reserves were routinely taken for budget funding.
 - Thirdly, the existence of reserves means that the Council has cash balances, which to a degree mitigate the need to undertake short-term external borrowing with its associated costs.
 - Finally, it is also of note that the level of reserves held by the Council may be considered to be just at an adequate level for an authority the size of Cardiff. As a percentage of gross revenue expenditure, Cardiff has one of the lowest levels of general and earmarked reserves compared to other Welsh Authorities.
181. Therefore a careful balance needs to be struck between holding too much and too little cash in reserves. Holding too little cash in reserves

increases the Council's exposure to risk whilst holding too much would tie up funding that could otherwise be used in support of services in times of financial pressure. It is also important to note that cash in reserves is not idle. It generates investment income in line with the Council's Treasury Management Strategy and as noted above, avoids the need to undertake short-term borrowing with its associated costs.

Sensitivity Analysis

182. Minor fluctuations in key variables can have a significant impact on the MTFP. The following graph illustrates the cumulative cash impact of an annual 1% fluctuation in two key variables, pay and funding.



183. The graph depicts that if AEF decreases are annually 1% worse than estimated and pay awards are 1% higher, this would have a cumulative impact of £24 million over the three year period. The impact of the funding reduction in the first year could be offset by releasing the Council's FRM. This would avoid the need to identify additional directorate savings at short notice. However, it would also remove the availability of the mechanism in future years for investment or for financial resilience purposes.

Worse Case Scenario

184. The following table reflects a potential worse-case scenario for the Council over the medium term. This reflects the possibility of:

- pay awards 1% higher than modelled in the base case
- annual funding reductions of 2% over the MTFP compared to 1% within the base case

- a more pessimistic view of potential Teachers Pension Scheme contribution rates

Worse Case Scenario	2019/20 £000	2020/21 £000	2021/22 £000	TOTAL £000
Base Case MTFP Position	34,285	27,518	29,600	91,403
Changes:				
AEF	4,409	4,366	4,322	13,097
Pay Award	3,550	3,595	3,640	10,785
Pensions Issues – actuarial	1,245	889	0	2,134
Revised MTFP Shortfall	43,489	36,368	37,562	117,419

185. The base case MTFP reflects the December 2017 employer’s pay offer for NJC staff. This award has yet to be accepted by the Trade Unions and covers only two of the three years within the MTFP. There is currently no indicative pay award for teachers and therefore the base case MTFP reflects an assumed award. There is therefore a risk that pay awards may be higher than reflected in the base case MTFP. For this reason and given the significant impact that a small variation in award can have in terms of budgetary impact, the worse-case scenario models the potential for awards to be 1% higher in each year of the MTFP for all categories of staff.
186. A 1% annual fluctuation in AEF has the biggest impact on the base case MTFP, adding £13.1 million to the estimated budget reduction requirement. Release of the Council’s FRM would mitigate this sum by £4 million. It would however, remove the opportunity for further one-off investment through the FRM in future.
187. The worse-case scenario models the potential for employers’ contribution rates in respect of teachers’ pensions to increase to 20% over the medium term, higher than the increase from 16.48% to 18% that is included within the base case MTFP. Commentators advising Academy Schools in England have suggested that the rate could increase to 20% over this period. This issue will require careful monitoring as it largely depends upon a discount rate, which is a factor of the inflation rate and which will therefore be changeable over this period. The impact is anticipated to take effect in September 2019, with a full year effect in 2020/21.
188. A number of “known unknowns” are being monitored in relation to the MTFP period. These are currently too uncertain to quantify but will be monitored closely as many have the potential to be significant in terms of quantum. These include:
- The terms agreed as part of the UK’s exit from the European Union and their impact on the economy
 - The impact of WG’s devolved income tax powers from 2019

- The impact of WG devolved powers for land transactions tax (replacing stamp duty) and landfill tax from 2018
- Local Government Reform in Wales and associated requirements for pooled budgets.
- Future pressures on demand led budgets which may require budget realignments to be considered
- The WG pilot on 30 hours childcare (from 12.5 hours) for children aged three and four
- The potential for the Office of Tax Simplification (OTS) to recommend modifications to the National Insurance system

Council Response to the Medium Term Financial Plan

189. The previous section set out a further potential budget gap of £91 million over the next three years. Directorate savings in isolation will not be a sufficient solution to the problem. Developing the budget strategy to bridge this gap will require further review of assumptions around the use of reserves to support the budget, schools growth and potential future Council Tax increases. The following table sets out medium term assumptions regarding these areas in order to determine the amount that will need to be found from savings over this period.

	2019/20 £000	2020/21 £000	2021/22 £000	TOTAL £000
Budget Reduction Requirement	34,285	27,518	29,600	91,403
Cap on Schools Growth	(2,883)	(2,172)	(1,946)	(7,001)
Council Tax	(5,785)	(6,034)	(6,293)	(18,112)
Use of Earmarked Reserves	(1,500)		750	(750)
Savings	(24,117)	(19,312)	(22,111)	(65,540)
Total	(34,285)	(27,518)	(29,600)	(91,403)

190. The assumptions outlined above will be reviewed and refreshed as part of the Budget Strategy Report to be developed in July. However, at present they reflect:

- A 30% cap on schools growth (excluding pupil numbers, Band B and asset renewal adjustments)
- A Council Tax increase of 4.3% in each year
- A £1.5 million annual draw down of reserves in 2019/20 and 2020/21, reducing to £750,000 in 2021/22.

191. The decision to reduce planned reliance on reserves as budget funding over the medium term has been taken in the context of existing levels of reserves and the Council's ongoing financial resilience. The assumptions outlined above will require a total drawdown from reserves of £3.75 million over the three-year period, which keeps use of reserves over the medium term to around 10% of the estimated balances. The assumed use of reserves within the MTFP will be kept under review. If circumstances were to arise that rendered it possible to top-up reserves

over the next few years, for example the receipt of windfall income, the MTFP assumptions may be revisited.

192. As part of the 2018/19 budget process, directorates have also been considering savings opportunities over the MTFP period. Opportunities are summarised across the five themes that have been used in relation to the 2018/19 proposals. These are consistent with the principles for development of the Council over the medium term, as set out in Capital Ambition and summarised earlier in this report. Further description of the type of opportunities that are captured within each theme is set out in the table below:

Theme	Description
Income Generation	<ul style="list-style-type: none"> • Identifying how the Council can make better use of its assets. • Identifying opportunities in respect of income generation (in both existing and new markets.) • Reviewing and challenging the cost base associated with income streams.
Collaboration	<ul style="list-style-type: none"> • Considering opportunities to work together within the Council as well as alongside the public, partner organisations and others. • Exploring opportunities for new operating models and alternative delivery arrangements. • Reviewing opportunities for the sharing of assets and the use of multi-agency teams.
Business Processes inc Digitalisation	<ul style="list-style-type: none"> • Reviewing internal business processes, through efficiencies and reductions to more closely reflect available resources. • Understanding the ways in which we can make better use of technology in our internal functions. • Continuing the shift to online services, customer focus and enabling technology, encouraging people who are able to use digital services to do so.
Prevention and Early Intervention	<ul style="list-style-type: none"> • Moving towards preventative action and early intervention to provide more cost-effective services and to manage demand for services in the future.
Review of External Spend	<ul style="list-style-type: none"> • Ensuring that we secure value on all our contracts. • Reviewing services that are subsidised by the Council. • Reviewing grants given to outside organisations to provide a service.

193. The opportunities for 2019/20 and 2020/21 are at varying stages of development. Further work on developing a fully defined set of proposals for these years and for 2019/20 in particular, will take place over the spring in order to inform the 2019/20 Budget Strategy Report which will be considered by Cabinet in July 2018. At present, savings in respect of 2021/22 are much more loosely defined than the two earlier years. The

shape of savings opportunities over the medium term is captured in Appendix 16 (b) and summarised in the following table:

Themed Savings Opportunities for	2019/20 £000	2020/21 £000	2021/22 £000	TOTAL £000
Sum Required from Savings	(24,117)	(19,312)	(22,111)	(65,540)
Income Generation	2,213	1,762	2,017	5,992
Collaboration	3,576	578	661	4,815
Business Processes inc Digitalisation	10,626	10,317	11,813	32,756
Review of External Spend	6,115	5,282	6,048	17,445
Prevention and Early Intervention	1,587	1,373	1,572	4,532
TOTAL	24,117	19,312	22,111	65,540

194. The Financial Standing, Risk and Financial Resilience section has already set out the challenges of finding savings at significant levels over an extended timeframe. This is a key issue that will need to be kept in mind when developing further detail around savings, particularly for later years of the MTFP. It will be key to keep in mind the irreversible impact that decisions taken in connection with budget strategy can have on the future shape of the Council's budget. This is considered in further detail in the next section.

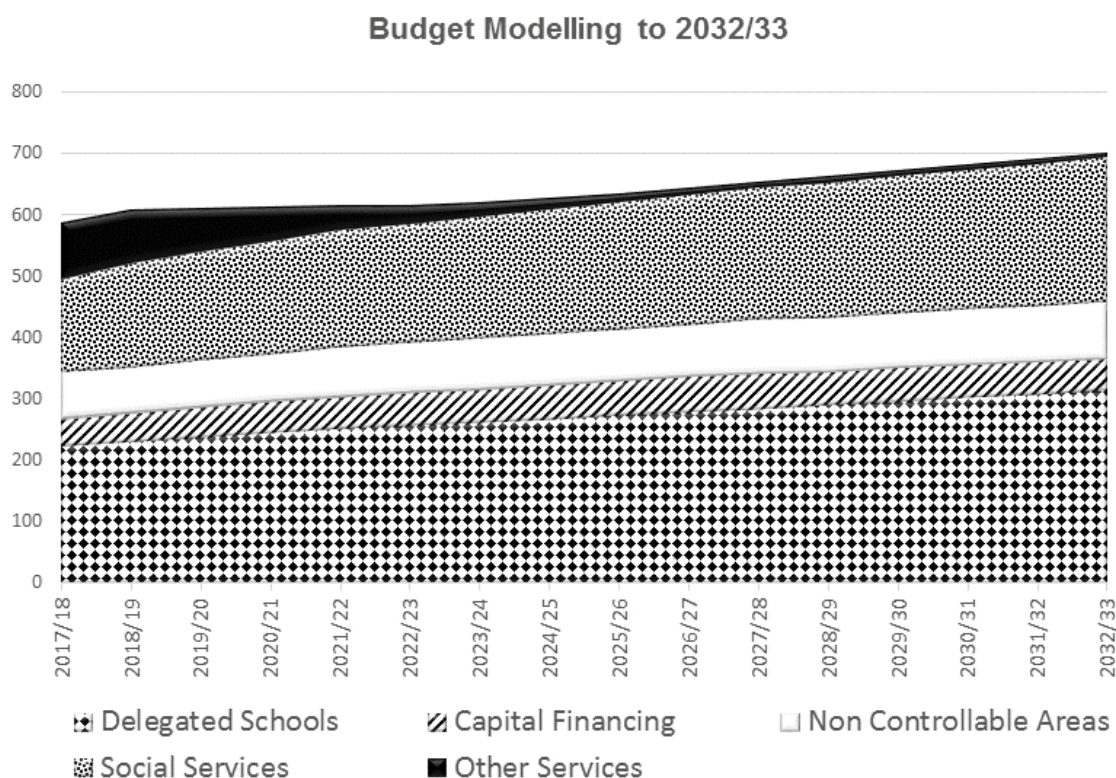
Future Years Outlook

195. A brief review of historic trends will assist in understanding the key influential factors on the potential shape of the Council's future budget. Although the Council has made £213 million savings over the past decade, the net budget has not reduced by this amount. This is because the most significant driver for the Council to make savings, are financial pressures for which it receives no additional grant funding.

196. In order to manage these unavoidable pressures, or to offer protection to certain elements of the budget, the Council must divert existing resources from other services. Two areas that have experienced exceptional demand and price pressures over an extended timeframe are Social Services and schools. Together, these areas account for proportionately more of the Council's budget each year. This is because cumulatively, they have received net additional funding of £60.677 million over the period 2014/15 – 2018/19. The MTFP predicts further significant pressures for these areas.

Financial Year	Delegated Schools Net Growth	Social Services Net Growth	Total
	£000	£000	£000
2014/15	2,720	736	3,456
2015/16	6,574	3,211	9,785
2016/17	11,185	4,082	15,267
2017/18	7,233	9,155	16,388
2018/19	7,376	8,405	15,781
5 Year Total	35,088	25,589	60,677

197. The prospect of sustaining the levels of growth identified above, over an extended future period will not be possible purely through diverting resources from other services. This is modelled on the graph below, which shows “other services” reducing to an extremely small proportion of the Council’s budget. This is not feasible given that these areas themselves include statutory functions.



198. It should be noted that it is extremely difficult to model beyond the timeframe covered by the MTFP given the number of unknown factors. The graph therefore can only be taken as a high-level indication of how things may look in future based on the extrapolation of historic trends. Some of the key assumptions underpinning the graph include:

- The capital financing section of the graph assumes no further growth beyond the existing Capital Programme. Consequently, any new

schemes dependent on additional borrowing will result in the capital financing section of the graph increasing at the expense of other areas.

- The growth assumed for schools and social services over the illustrated period is more modest than in recent years.
- The challenging funding position has been extrapolated over the medium term, moving to an optimistic view of modest funding increases moving into the longer term.

199. The graph highlights the importance of considering how decisions that are taken in one area may affect other areas both now and many years into the future. It re-emphasises the point made at the outset of this section; at times when funding levels are static or reducing, growth in one area is usually at the expense of others. This highlights the importance of continuing to set clear assumptions and policies at an early enough stage to manage the potential shape of the budget indicated by the graph. The cumulative impact of decisions taken now will have a significant and irrevocable impact on later years. It may be that long-standing policies and assumptions are considered unaffordable when viewed over an extended timeframe. Robust annual challenge on this point will be a key part of financial planning and resilience.

Cardiff Capital Region City Deal

200. The Cardiff Capital Region City Deal (CCRCD) valued at £1.2 billion was signed in Cardiff on 15 March 2016, the core proposition being the provision of funding to support investment in projects to stimulate economic growth: £734 million is allocated to the Metro while £495 million covers a Wider Investment Fund (WIF) to support additional economic development activities. The WIF consists of a Local Government capital contribution of £120 million and UK Government Grant of £375 million provided over a 20-year period. The local authority partners operate within an affordability envelope of £210.8 million within which they will manage the total capital and revenue financing costs of the WIF over its life. The local authority contributions are calculated on a population basis with Cardiff's contribution proportion of 23.7% representing £50 million.

201. The basis of how the CCRCD is governed (Joint Working Agreement), how the WIF is managed and approved (Assurance Framework) and the proposals for implementing the CCRCD (Implementation Plan) were approved by Cabinet and Council in January 2017. Cardiff Council has been approved as the Accountable Body to administer the CCRCD, hold the funds from UK Government, local government and other sources and to ensure financial and legal compliance, for which resources are met from a Regional Cabinet budget. The Cardiff Capital Region Joint Cabinet (Regional Cabinet) was established in 2017 to oversee the delivery of the CCRCD and has overall collective responsibility for decisions relating to the WIF. The Regional Cabinet has approved an operating budget for 2018/19 of £1.05 million, of which Cardiff's contribution is £248,850.

202. The Joint Working Agreement (JWA) include some matters that have been reserved for consideration by councils at a later date. A particular funding implication is that until a JWA Business Plan is approved by Regional Cabinet and all partnering local authorities, Regional Cabinet is only authorised to commit up to £50 million pounds of the UK Government revenue funding in respect of 'Initial Project Investments' and the local authority contributions cannot commence. Following a period of development with each of the ten partnering local authorities, Regional Cabinet is to consider the approval of a JWA Business Plan on 23 February 2018. Cardiff will consider the JWA Business Plan in its Council meeting on 22 March 2018.
203. An 'Initial Project Investment' has been approved by Regional Cabinet of £38.5 million for a Compound Semi-Conductor Project. The loan starts to be repaid in 2020/21, and will be recycled for further City Deal investment. Further projects are in a process of feasibility study and business case development following which detailed investment requests will be submitted for appraisal in accordance with the Assurance Framework and then submitted to Regional Cabinet for approval.
204. Cardiff's capital planning for its WIF contribution is predicated on the JWA Business Plan being approved by all Councils in March 2018, following approval by Regional Cabinet. This approval will discharge the 'reserved matter' at which time local authorities will be required to contribute their share of funding towards the capital project costs of £24.2 million for 2017/18. The contribution requirements are in accordance with a Regional Cabinet decision on 15 January 2018 to 'resource switch' and fund the initial investments in 2017/18 from capital funds, in order to preserve the £50 million of UK Government revenue funding for future use.

Housing Revenue Account and Rent Setting 2018/19

205. The HRA is a ring-fenced account which records income and expenditure in relation to council housing. The Local Government and Housing Act 1989 places a statutory duty on local authorities to maintain a separate account for the costs associated with the management and maintenance of Council dwellings. The ring fencing of the account means that local authorities must not subsidise costs relating to council housing from the General Fund or vice versa (i.e. from Council Tax or from the RSG).
206. The main expenditure items within the account include maintenance and repair costs, management costs (including rent collection, housing allocations and property and estate management) and capital financing charges on the HRA's outstanding loan debt. This will include the costs of servicing and repayment of all borrowing.
207. The major income streams include rents and income from service charges.
208. Whilst the responsibility for setting rents for individual dwellings rests with individual landlords, they are required to operate within average weekly

rent levels that fall within the Target Rent Band set by the WG. The WG current policy for social housing rents, which is in place until the end of 2018/19, applies a mechanism for uplifting annual rents which is based on CPI (at the previous September) plus 1.5% plus a maximum of £2 per week.

209. In line with this, it is proposed that from April 2018, rents should increase by 4.5% plus £2 per week. As a result of the change, the average rent for a council home will increase by £6.18 per week (£6.56 based on the 49 week collection) exclusive of service charges.
210. Consultation on the rent increase took place between 19th December 2017 and 17th January 2018. A letter and flyer were sent to 6,700 randomly selected tenants with a freepost return address; this represented 50% of tenants. The information was also sent to tenants who engage in tenant participation events. Approximately 75% of tenants are in receipt of help with their housing costs and, in most cases, this will cover the increase. Those tenants most affected will be those in work with low earnings and those affected by welfare reform such as the Benefit Cap.
211. As a result 105 responses were received; 69% were content with the rent increase while 31% disagreed with the proposed changes. The main issues raised were around affordability. Council rents remain good value and are lower than rents charged by private landlords.
212. A number of ways to mitigate the impact of the increase have been identified, including improved into work services to help people upskill and to seek better paid employment, a more supportive approach to rent arrears and a hardship fund for tenants struggling to pay arrears.
213. Tenants were also asked how they would like the Council to use their rent payments. Respondents were able to vote on multiple priorities. 68% of respondents said the money should be spent on building new Council homes; 67% on improving existing housing and neighbourhoods; 51% on improving Council services and 43% on help for those struggling to pay rent.
214. Additional revenue generated through the rent increase will be used primarily for direct investment in existing housing stock and estates and to deliver the Council's target for building new affordable homes.
215. The Council has already set a target of building 1,000 new council homes over the next five years through a combination of open market buy backs, developer packages and new builds. The additional resource available as a result of the rent increase will contribute to the Council's additional target of between 1,800 and 2,000 homes in total, subject to the agreement of WG to extend Cardiff's HRA borrowing cap. This is further detailed in the capital section of the report.
216. Other factors which make up the HRA budget proposal as set out in Appendix 17 include the following main items:

- provision is made for the pay award in line with the Employers offer, changes due to the next stepped increase of the actuarial review and employee increments as well as any other full year impacts of employee costs
- a £17.6 million budget has been set for Council Housing Repairs. This budget reflects the estimated requirements for both planned and responsive maintenance under the new Building Maintenance Framework
- the direct revenue financing budget for capital expenditure assumes a contribution of £8.050 million in 2018/19
- provision is made for the ongoing estimated impact of Welfare Reform under the Universal Credit scheme on rent income levels, additional costs of collection and recovery, bad debts provision and the potential impact on void allowances
- anticipated revenue costs relating to the Housing Partnership Project
- the HRA's fair contribution to the planned corporate and other initiatives where HRA activities are involved

217. The detailed proposals for changes to the HRA charges which can be found in Appendix 11(b) are summarised as:

- following a review of costs, the majority of service charges that normally increase in line with inflation have been frozen this year
- a small number of charges have been increased to allow for full cost recovery
- some charges have been maintained where cost recovery is being achieved
- some charges have decreased in line with reduced cost and service usage
- some new charges where additional services are now operational

218. For future years 2018/19 to 2021/22, the budget proposals are in line with the HRA Business Plan which will be reported to Cabinet in March 2018 and make provision for the following:

- pay awards and employee increments at assumed levels
- general inflation increases for non-employee budgets
- rent increases in line with WG guidelines taking account of forward indicators for inflation factors
- capital financing requirements in line with the proposed HRA Capital Programme
- contributions to HRA balances to meet future investment in the housing stock and other planned initiatives

School Organisation Plan and 21st Century Schools Band A Programme

219. The School Organisation Plan (SOP) relates to the significant programme of capital investment that aims to reorganise school places in Cardiff, thereby using resources more effectively and ensuring that schools are fit for purpose. The SOP Financial Model includes Cardiff's

21st Century Schools Band A programme, which totals £164.1 million and which is entering the final year of a seven year programme, which commenced in 2011/12. The Band A programme is funded on a 50:50 basis with WG, with WG's contribution taking the form of grant and Local Government Borrowing Initiative (LGBI) revenue funding to facilitate additional borrowing. The overall model comprises a projection for both capital expenditure and capital funding over the life of the plan and, subject to the submission of business case documents to WG, can be summarised as follows:

School Organisation Plan (2011/12 to 2018/19)	Budgeted Expenditure £m	Budgeted Funding £m
Capital Programme	226.2	
Capital Receipts		35.3
Capital Grants		101.5
Section 106 Contributions		0.9
Capital Programme Allocations		14.7
Welsh Government LGBI		17.3
Additional Borrowing		56.5
Total	226.2	226.2

220. 21st Century Schools Projects completed to date including two new build primary schools, a replacement secondary school in partnership with Cardiff & Vale College and a number of extensions to primary schools. A number of projects are ongoing and include two new build primary schools, three replacement primary school buildings, a replacement secondary school and an extension to another primary school. The ongoing projects are scheduled for completion by the end of 2018/19, with a number scheduled for completion in time for the new academic year in September 2018.
221. The capital charges arising from the Council borrowing are funded from revenue release savings, which include savings from facilities management budgets from closed schools as well as efficiency savings and historical adjustments to delegated schools budgets. Capital financing obligations from completed and ongoing SOP schemes are expected to peak at £4.877 million in 2019/20.
222. The SOP also includes significant revenue expenditure in connection with organisational restructuring costs attached to the schemes. These include project management costs, additional costs incurred by schools that are closing or are in transition, and contributions toward the establishment of new educational provision. For example, the expenditure in respect of 2017/18 included a significant commitment to remove the deficit school balance for the federation between Michaelston Community College and Glyn Derw High School, following the closure of both schools in August 2017. Following a review of commitments, a comprehensive SOP revenue budget for 2018/19 has been produced and will be submitted for approval by the SOP Programme Panel in

February 2018. A summary table of the budgeted revenue expenditure is shown below:

SOP Revenue Expenditure 2018/19	£000
Project Team Costs	1,495
Transition Costs	183
Newly Established Schools Support	150
Ongoing Commitments	755
Contingency	500
Total	3,083

223. The ongoing revenue funding available within the SOP Financial Model will continue to fund the capital financing and any other residual costs of the completed programme from 2019/20 onwards. Any residual balances held at the end of Band A will be reviewed in future years, as part of the Council's budget process, for use in supporting the Council's budget or any further 21st Century Schools schemes, such as the 21st Century Schools Band B Programme.
224. The overall SOP Financial Model represents a significant financial exposure for the Council and the following capital and revenue key risks have been identified and are continually reviewed:
- changing scope of works as schemes progress
 - cost over-runs and fluctuating construction cost inflation
 - underachievement of capital receipts, failure to obtain planning consent or changes in Council policy in respect of land sales
 - the potential for revenue costs of closing schools and opening others to be higher than estimated
225. A further challenge for the SOP Financial Model is the cash flow impact of the timing of both capital and revenue expenditure and income. An earmarked reserve has been established for the SOP, and the projected movements on this reserve are shown in Appendix 18. This reserve is used to manage these cash flow implications and the risks as previously identified. At present, the balance on the reserve is judged to be sufficient in the context of the overall size of the SOP programme, however careful monitoring will continue to be required.

21st Century Schools Band B Programme

226. In November 2017, the WG confirmed that, across Wales, £2.3 billion had been earmarked for Band B, the next phase of the 21st Century Schools Programme. As part of this announcement, the WG confirmed their commitment to support the projects submitted by local authorities in their outline strategic business cases, subject to the approval of business cases for specific schemes.
227. Further to this announcement, the Cabinet, at their meeting of 14 December 2017, approved the projects included by Cardiff Council in its outline strategic business case. These projects seek to address significant condition and sufficiency issues in all phases, including some

significant projects in a number of secondary and special schools. The indicative value of these projects total £284 million, with the Council required to match fund 50% of that figure. The exception relates to voluntary aided schools, of which Cardiff Council has one within its indicative programme, where the WG will provide 85% of the total funding.

228. The funding for the Council's share of the overall cost will be met from a combination of external borrowing and capital receipts. The total value of available capital receipts is to be finalised, however modelling has been carried out on the basis of £25 million being available to fund the Band B Programme. The current programme plan outlines the commencement of certain projects in 2018/19, with the majority of expenditure being incurred in the period from 2019/20 to 2023/24. As a result, the annual repayments required in relation to the borrowing undertaken would peak in 2023/24, at which point all borrowing will have been undertaken. Should the profile of expenditure, or the level of capital receipts, change the repayments in later years may change in line with this.
229. In order to meet the repayments requirement arising from the borrowing, it will be necessary to create a revenue budget that can be used over the 25 year repayment period to meet those costs. In respect of the Band A Programme, a revenue budget was created to fund both the capital financing costs arising and those in relation to programme management and school transition. With regard to Band B, it is proposed to create a new budget, sufficient in size to meet the capital financing costs as a minimum. It is anticipated that the residual Band A revenue budget will be sufficient to fund the programme management and school transition costs of the scheme, although this will be subject to continual review as the programme progresses. Revenue expenditure incurred will be managed via a revenue reserve to provide maximum flexibility in the timing of the use of resources.
230. The Band A revenue budget was created from revenue release savings within the delegated school budget, primarily as a result of falling pupil numbers. For Band B, it is not anticipated that pupil number savings will arise, due to the sufficiency challenges within the secondary sector particularly. Therefore, the proposal is to apply a reduction to non-pupil number school growth to provide the funding necessary. However, in order to minimise the impact upon individual schools, the reduction on this element of the growth will be spread over a ten year period, rather than in line with the six year period in which the capital expenditure will be incurred. Any temporary funding shortfalls that arise will be offset by use of general fund resources, to be repaid towards the end of the ten year period.
231. One the recommendations to this report requests delegated authority for the Director of Education to determine all aspects of the procurement process for those projects outlined within the Council's 21st Century Schools Band B programme, in consultation with the S151 Officer and relevant Cabinet members. This will include submission to WG of individual business cases for each project. A three-stage business case

approval process is in place, requiring approval of a Strategic Outline Case (SOC), Outline Business Case (OBC) and Full Business Case (FBC) before full grant approval is given. However, it is necessary to incur expenditure in relation to design works prior to submission of business cases and, therefore, in line with the approach to Band A projects, it is proposed that expenditure incurred in advance of SOC, OBC and FBC submissions for individual projects is limited. The thresholds proposed are 5%, 10% and 20% of the total cost of each project respectively and the Council should not be committed to any financial obligations outside of these thresholds.

232. Further considerations and risks in respect of the Band B Programme include:

- The risk that capital receipts do not meet the £25 million assumption. This presents a risk to the overall affordability of the programme.
- Each individual element of the programme requires full business case approval from WG. It is only at this point that the individual project budgets are approved and, therefore, there remains a risk to the overall affordability of the programme.
- There is a risk that capital expenditure incurred does not conform to the specific terms and conditions attached to the grant funding.
- There is a risk around inflationary increases in the capital expenditure to be incurred, again placing the overall affordability of the programme at risk. The same applies to currently unknown and unforeseen costs that arise during the programme. Whilst mitigations, such as contingency allocations can guard against this, there remains a risk that these mitigations are insufficient.
- Furthermore, there is a risk that initial estimated project costs are inaccurate and the actual costs of projects are higher than anticipated.
- Costs will be incurred in advance of projects gaining full business case approval and, should projects not gain approval, there is a risk that these costs will need to be aborted, at an additional cost to the Council via the SOP Revenue Reserve.
- There needs to be consideration given to any VAT implications arising from decisions made, particularly if any land transfers form part of the schemes. These present a risk around increased costs if irrecoverable tax is incurred and, therefore, would impact upon the affordability of the overall envelope.

Civil Parking Enforcement

233. Cardiff was designated as a 'Civil Enforcement Area' on 5 July 2010 and, since that date, has undertaken responsibility for enforcing a range of parking contraventions. In addition, new legislation has been made available to local authorities in Wales under the Civil Enforcement of Road Traffic Contraventions (General Provisions) (Wales) Regulations 2013 which allows for the enforcement of bus lanes and certain other moving traffic conventions. In 2014 Cardiff applied to the WG to acquire these additional powers to complement the existing parking enforcement powers and to provide a greater resource to address traffic congestion.

Following WG approval for the transfer of related legal powers to the Council, the Moving Traffic Offences (MTOs) initiative commenced in Cardiff on 1 December 2014.

234. The advantage to the Council of operating enforcement powers since 2010 is that it has been given direct day-to-day control of the deployment of enforcement staff across the highway network thus allowing targeted enforcement in support of transportation strategies and more effective responses to local needs.
235. Civil Parking Enforcement is a ring-fenced account. The income generated from car parking fees, resident's permits, penalty charge notices and MTOs is used to fund the associated operational costs including the cost of the enforcement service. Any surplus or deficit will be transferred to the Civil Parking Enforcement Reserve and can only be used for specific purposes such as supporting transportation services, parking and highway and environmental services in accordance with section 55 of the Road Traffic Regulations Act 1984.
236. The anticipated operating surplus for 2017/18 is £5.830 million. This has been used to fund a range of eligible expenditure in the current year and when this is taken into account the balance in the Civil Parking Enforcement Reserve at 31 March 2018 is estimated at £479,000.
237. For 2018/19, income from car parking fees, residents' permits, penalty charge notices and MTOs is forecast to be £12.186 million. Operating costs include staffing and other costs of enforcement services, administration, traffic regulation orders, maintenance for both on and off street parking and disabled bays. It also includes capital financing costs in respect of repayments in relation to the investment in expanding bus lane and yellow box junction enforcement. Overall, expenditure is estimated to be £6.350 million, leaving a net surplus of £5.836 million in 2018/19.
238. Eligible expenditure commitments supporting overall highway, transportation and environmental improvements total £5.025 million in 2018/19. Direct revenue contributions to capital are also reflected as a commitment for 2018/19. These include £335,000 for Bus Corridor improvements to replace expenditure previously within the approved Capital Programme and a further £240,000 towards further expansion of the 20 mph zones as set out in the Capital Programme. In addition, a further £175,000 is planned for residential parking permit expansion, £50,000 for various highway and transport improvements and £7,000 for the maintenance of Driver Feedback Signs (DFS). A provision of £100,000 is made towards the Bike Hire Scheme and the British Cycling Core Cities Cycling Partnership. Furthermore, there is a provision of £60,000 for Transport LDP monitoring, £60,000 to provide a resource to help schools deliver their Active Travel plans and £40,000 for the Car Free Day initiative. It is estimated that the balance in the reserve at 31 March 2019 will be £223,000.

239. Based on known levels of operating expenditure, other commitments and anticipated increases in income, the future balance in the reserve is estimated to be £285,000 by the end of March 2020, £476,000 by the end of March 2021 and £636,000 by the end of March 2022. The incremental increase in the reserve in 2020/21 and 2021/22 reflects lower commitments towards bus corridor improvements.
240. A summary of the overall position on the Civil Parking Enforcement Account including the anticipated balances on the reserve is set out in Appendix 19 to this report.
241. The anticipated surpluses provide significant scope for future investment in line with the LDP and Parking Strategy to assist in delivering improvements and key transport schemes in the City. Use of the reserve for investment in initiatives will be reported as part of the Council's regular monitoring arrangements including consultation with the relevant Cabinet member.

Joint Committees and Relevant Bodies

242. Cardiff is currently the lead authority for Glamorgan Archives, Prosiect Gwyrdd and CCRCD; it is also a member of the Central South Consortium Joint Education Service and the Shared Regulatory Service. In addition, the Council has to meet a number of levies and contributions.

Joint Committees and relevant Body	2017/18 Revenue Contribution £000	2018/19 Revenue Contribution £000
Joint Committees		
Glamorgan Archives	209	209
Prosiect Gwyrdd	37	37
CSC Joint Education Service	1,436	1,407
Shared Regulatory Service	3,585	3,615
CCRCD	237	249
Vale, Valleys & Cardiff Regional Adoption Consortium	488	573
Joint Bodies		
South Wales Fire & Rescue	16,858	17,181
Natural Resources Wales	138	139
Cardiff Port Health Authority	114	114
Newport Port Health Authority	5	5
Coroner	595	613

243. The figures shown for 2018/19 are subject to confirmation by the respective Joint Committees. The fees and charges for the Shared Regulatory Service are set by the Joint Committee or externally by statute or other regulation.

Activities inherited from Cardiff Bay Development Corporation including Harbour Authority

244. The Council agreed to take on the role of the Cardiff Harbour Authority (CHA) in April 2000 following the winding up of Cardiff Bay Development Corporation (CBDC). The functions and responsibilities of the Harbour Authority are detailed in the Agreement made between the Council and CBDC (now the WG) under Section 165 of the Local Government Planning and Land Act 1980. The funding required to discharge these obligations is provided by a specific grant received from the WG. This funding and any income generated are ring fenced.
245. The arrangement has been subject to a number of negotiated changes over the past 18 years; the latest variation was signed on 3 April 2014 and included a three year fixed cost budget for April 2014 to March 2017. The revisions ensured that a sufficient funding level was made available to the Harbour Authority to meet the liabilities under the agreement and any additional duties relating to the Cardiff Bay Barrage Act 1993.
246. The existing agreement expired on 31 March 2017. The WG advised they would like an opportunity to review current arrangements and wished to extend the previous business period by twelve months, up until 31 March 2018, during which period such a review would take place. The impact of this arrangement is that for the financial year 2017/18, CHA operated under the same budget allocation of £5.891 million as in 2016/17.
247. The WG continues to have discussions with CHA over the way forward with a view to jointly agreeing a new funding agreement for 2018/19-2020/21. The WG have already emphasised the pressures on this budget and indicated that supporting CHA at current funding levels is unsustainable and consequently there is a desire to explore savings with the CHA.
248. CHA and the Council have responded positively and constructively to this request and plan to work jointly with the WG on developing an appropriate settlement within the context of a wide-ranging review of CHA activities. WG are conscious of CHA statutory functions, therefore exploring savings and efficiencies must be undertaken carefully and managed appropriately.
249. The WG has delayed the review, originally planned for the Autumn 2017, until next financial year. Subsequently the WG have advised the Council that total funding for 2018/19 is set at £5.4 million, representing a reduction of £491,000 or 8.33%. This allocation has to cover the financial pressures for a staff pay offer and general inflation increases so, in real terms the saving reduction amounts to 11.10%.

CHA Funding	Budget £000
2017/18 Funding	5,891
2018/19 Funding	5,400
Funding Reduction	491

250. CHA are assessing this position and developing a revised budget. The reductions are likely to come from reduced employee costs through a staff restructure, a range of operational savings and reviewing several asset renewal schemes. In addition, the proposals include a cessation of the subsidy for the Tourist Centre. Additional income generation from leases, increases to charges in car parking and harbour dues will help to achieve a balanced budget.
251. The funding for asset renewal is likely to be a significant issue in the future. Past renewals and replacements have been relatively small in value. The CHA plan to raise this with the WG and agree a way forward to determine the likely impact this will have in future years as part of an asset management plan.
252. The overall reduction in the budget reduces the ability to fund large unforeseen operational costs and consequently increases the financial risk to the Council. It is therefore proposed to remove the requirement to retain £100,000 as a minimum retention figure for unforeseen additional costs within the project and contingency fund. In future, the full cost of any unforeseen costs will be recoverable from the WG through an additional claims process.
253. Furthermore, in respect of any major projects or enhancements it is proposed to agree or establish a protocol whereby the CHA submits a proposal to the WG on a business case basis for consideration.
254. The budget and proposed changes to the existing agreement are subject to further discussions with the WG. It is anticipated these will be concluded before the commencement of the new financial year.
255. The CHA maintains a Project and Contingency Fund, which is used to support projects and provides a contingency if the approved budget is exceeded. The Fund receives contributions from a combination of receipts from the sale and disposal of land and a share of past year underspends on the Fixed Cost budget. The balance at 31 March 2018 is estimated at £475,940. This is largely required to fund the remaining costs of the Alexandra Head development scheme in relation to the Volvo Ocean Race. A significantly reduced balance will emerge which is unlikely to increase in the near future.

Capital

256. The Capital Programme for the period 2018/19 to 2022/23 has been prepared following consideration of the demands on capital expenditure as well as resources for capital investment.
257. The CIPFA Prudential Code for Capital Finance in Local Authorities includes Capital and Treasury Management indicators to be considered by the Council when approving capital expenditure plans and borrowing limits. The Code was updated in December 2017, primarily in response to concerns in respect of authorities undertaking activities of a more

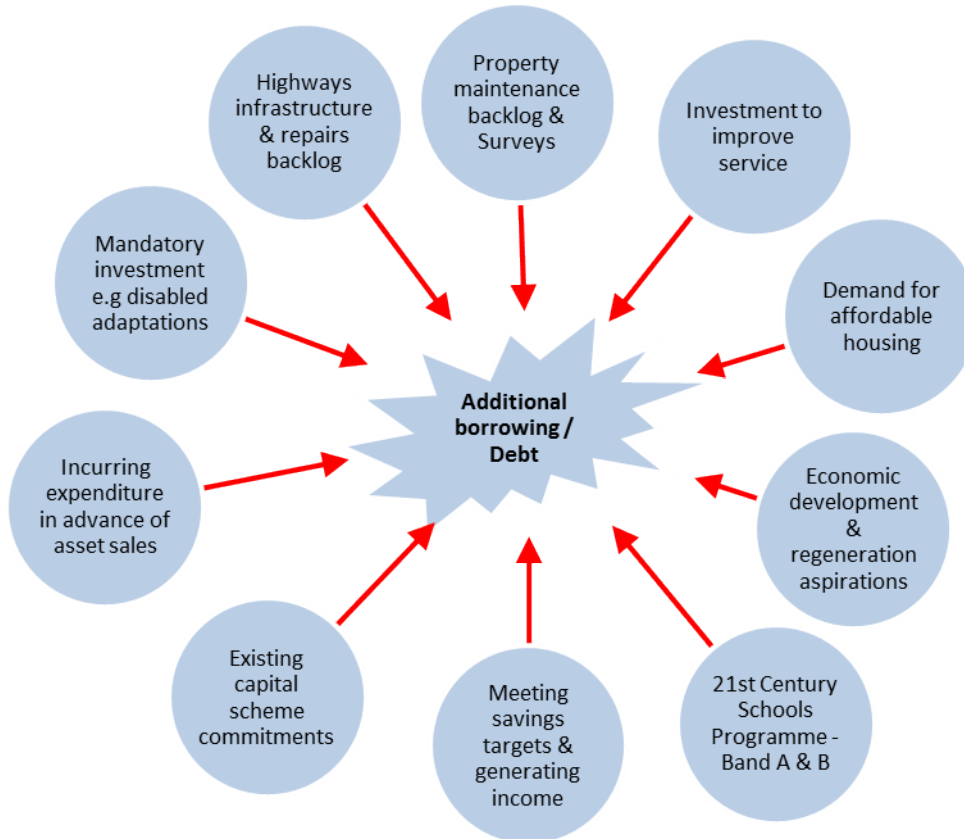
commercial nature such as investments in property and companies primarily for financial benefit.

258. The requirement for the two main changes to strengthen the Code are:-
- for full Council to approve a Capital Strategy that sets out the long term context in which both capital expenditure and investment decisions are made:-
 - to ensure that the strategy, governance procedures and risk appetite are fully understood by members
 - that the strategy should form part of the authority's integrated revenue, capital, treasury management and balance sheet planning to understand future financial sustainability
 - to include sufficient detail in the strategy to allow members to understand how stewardship, value for money, prudence, sustainability and affordability will be secured to meet legislative requirements on reporting
 - the S151 Officer is required to report explicitly on the affordability and risk associated with the capital strategy and where appropriate have access to specialised advice to enable them to reach their conclusions.
 - a reduction in the number of required prudential indicators, but encouraging development of local indicators.
259. The Council already adopts a number of good practices that accord with the CIPFA code, however areas of development will be considered during 2018/19 to ensure that the best practice requirements under the Code can be demonstrated. The changes must be implemented by 2019/20 and so the Budget Strategy report in July 2018 will consider the main requirements of the capital strategy and set out the timescale for its approval by Council.
260. Borrowing is a long-term commitment to the revenue budget and must be prudent, sustainable and affordable in the long term as in 2018/19.
261. The Council continues to increase the amount it needs to borrow which will have a consequential increase on the capital financing budget within the revenue account and the Council's MTFP. The local capital financing prudential indicator shown in this section highlights that the proportion of the Council's General Fund revenue budget that it spends on capital financing is increasing. The paragraphs below set out the considerations taken in determining the Capital Programme. Careful consideration will need to be given to the affordability of additional borrowing as well as the amount, certainty and timing of capital receipts assumed as receivable towards investment.
262. Under the requirements of the Prudential Code of Borrowing, Local Authorities are required to publish a number of prudential indicators to assist in determining whether it has a prudent, affordable and sustainable Capital Programme. The indicators are set out in the Capital and Treasury Sections of the report. For readability and understanding, they are included at the most appropriate point in the text. Appendix 22(b)

indicates all the tables in this report that are required under the Prudential Code.

Capital Programme Plan and Capital Financing Requirement (CFR)

263. The Budget Strategy report considered by Cabinet in July 2017, highlighted the pressures on the Capital Programme, with pressures arising from a number of sources as illustrated in the following diagram.



264. Where capital expenditure has been incurred without a resource to pay for it immediately e.g. via capital receipts, grants or other contributions, this will increase what is termed the Council’s Capital Financing Requirement (CFR). The Council is required to make a prudent provision for the repayment of historic capital expenditure annually from its revenue budget. This reduces the CFR. As highlighted later on in this report in consideration of the policy, it is essential that the level of this prudent provision continues to take into account previous and future borrowing commitments, the period over which the benefits of approved capital expenditure schemes are expected and that the Council takes a long term approach to minimise risk.

265. Calculation of the CFR is summarised in the table below and results in the need to borrow money.

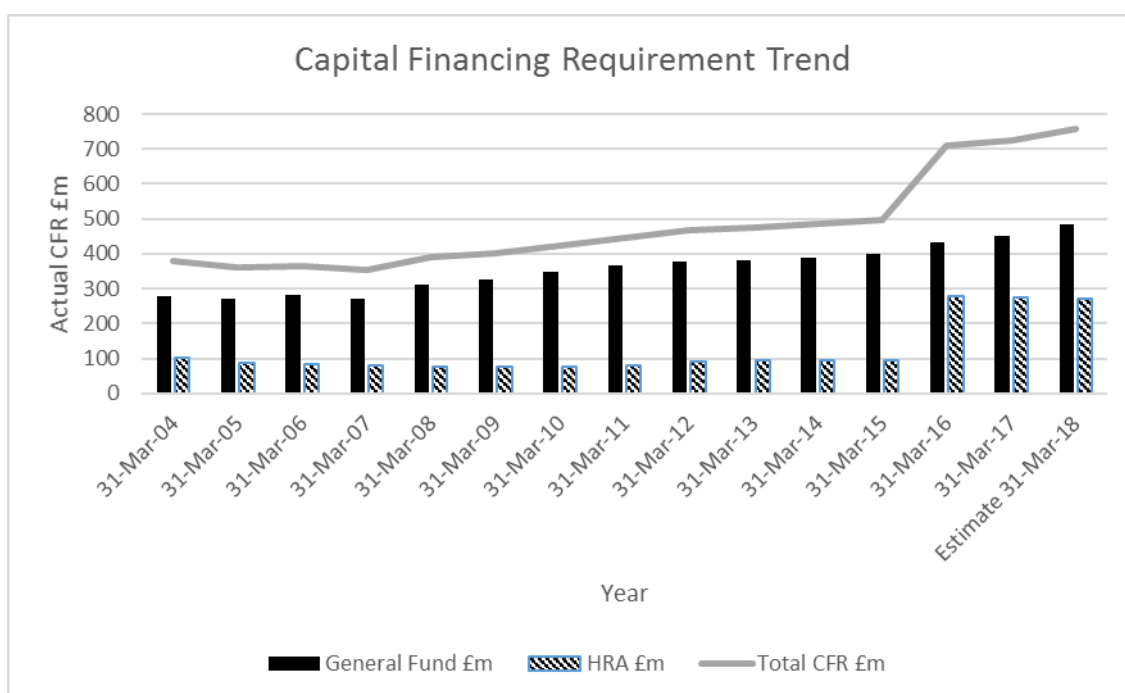
	<i>Opening Capital Financing Requirement (CFR)</i>
+	Capital expenditure incurred in year
-	Grants, contributions, reserves and receipts used for capital expenditure

-	Prudent Minimum Revenue Provision & Voluntary Repayment
=	<i>Closing Capital Financing Requirement (CFR)</i>

266. The actual CFR as at 31 March 2017 and estimates for current and future years for the General Fund and HRA are shown below:

Capital Financing Requirement as at 31 March					
	2017 Actual £m	2018 Estimate £m	2019 Estimate £m	2020 Estimate £m	2021 Estimate £m
General Fund	450	484	500	510	541
Housing Revenue Account	274	272	295	294	303
Total	724	756	795	804	844

267. This continues a long-term increasing trend starting in 2004 when this measure was introduced, with a spike in 2015/16 as a result of payments made to HM Treasury to exit the Housing Revenue Account Subsidy System as demonstrated in the following graph.



268. The CFR forecast is subject to the timing of capital expenditure, capital receipts and new schemes that may be considered for approval in future years. It can be seen that the Council's underlying need to borrow is increasing and will need to be repaid from future revenue budgets either from savings, revenue income or Council Tax and Housing Rents. The Council's MTFP reflects the costs of additional borrowing requirements and managing the CFR is considered in the Treasury Management Strategy.

269. As the Council realigns itself strategically to lower funding levels it needs to consider the level of debt, impact on financial resilience and Well-being of Future Generations (Wales) Act 2015. The Council must also consider the consequences of increasing borrowing. The percentage of controllable budget that is committed to General Fund capital financing costs in the long term is increasing. Given the extreme pressure on the revenue budget this clearly limits the affordability for additional borrowing in future years and must be a factor considered by members when determining the Capital Programme along with: -

- the prudential indicators highlighting the longer term impact of capital decisions on the revenue budget and affordability, prudence and sustainability
- the key long term strategic priorities for the city for which investment to be funded by additional borrowing is to be approved
- use of control mechanisms for different types of unsupported borrowing before approval
- determining core areas of long term investment e.g. maximum exposure limits to unsupported borrowing for discretionary services.

Capital Programme 2018/19 – 2022/23

270. The Capital Programme has been profiled in accordance with technical advice relating to regulatory processes, timetables and work plans. Whilst acknowledging that some delay cannot be avoided, directorates are reminded of the importance of:

- their responsibilities to ensure that they have sufficient and capable resources to undertake options appraisals, develop and deliver capital schemes
- minimising slippage wherever possible, but where likely, notifying Finance at an early stage for inclusion in budget monitoring reports to Cabinet
- ensuring costs charged to capital projects meet the definition of capital expenditure
- having contract management processes and procedures in place to ensure value for money and to ensure any contract variations are essential and approved in accordance with the Council's Constitution.

271. The proposed Capital Programme for 2018/19 and indicative Programme for 2019/20 to 2022/23 is summarised in the following table:-

Capital Programme	2018/19* £000	Indicative 2019/20 £000	Indicative 2020/21 £000	Indicative 2021/22 £000	Indicative 2022/23 £000	Total £000
Annual Sums Expenditure	20,465	15,247	15,247	15,247	14,620	80,826
Ongoing Schemes	27,275	22,513	1,238	770	130	51,926
New Capital Schemes	13,247	15,510	27,403	24,187	10,567	90,914
Schemes Funded by External Grants and Contributions	20,460	20,346	51,497	51,380	24,704	168,387

Invest to Save Schemes	18,292	22,385	35,823	42,880	21,204	140,584
Total General Fund	99,739	96,001	131,208	134,464	71,225	532,637
Total Public Housing (HRA)	42,025	29,522	39,200	42,530	34,800	188,077
Total Capital Programme	141,764	125,523	170,408	176,994	106,025	720,714

* Includes slippage estimated at Month 9. The final slippage figure, which will be known at outturn, will be reflected in the Month 4 2018/19 budget monitoring report.

272. Actual capital expenditure in 2016/17 was £106 million (£82 million General Fund, £24 million HRA). Projected capital expenditure in 2017/18 is £140 million (£111 million General Fund, £29 million HRA).

273. The five year programme is detailed in Appendix 20, with some of the main items of expenditure highlighted below:-

Theme	Types of expenditure
Annual Sums	<ul style="list-style-type: none"> • Disabled adaptations to allow people to remain in their homes • Highway infrastructure and property asset renewal • Neighbourhood regeneration • Parks asset renewal • Road safety; cycle and public transport network improvements
Previously Agreed / Ongoing Schemes	<ul style="list-style-type: none"> • Day Centre Opportunities Strategy • Facility to support victims and those at risk of domestic abuse • Whitchurch High School accessibility for disabled pupils • Bereavement Strategy • Western transport interchange • Completion of 21st Century Schools Band A programme • Economic development initiatives including Central Square public realm • Modernising ICT to improve business process
New Capital allocation proposed in 2018/19 Budget	<ul style="list-style-type: none"> • Neighbourhood renewal schemes • City Centre youth hub and Butetown pavilion • Additional asset renewal investment in existing assets, to support highway infrastructure, non schools buildings, parks play equipment and waste infrastructure • Strategic cycle routes • Council contribution to support WG grant bids for coastal erosion, transport links and a targeted regeneration investment programme • Development of a household waste recycling centre in the north of the city • Council agreed contribution to CCRCDC expenditure in accordance with profile approved by Regional Cabinet in January 2018.

Theme	Types of expenditure
External Grant and Contribution assumptions	<ul style="list-style-type: none"> • 21st Century School Band A and Band B grant from WG • WG transport and road safety grants • Planning gain and other contributions received towards a range of schemes
Invest to Save	<ul style="list-style-type: none"> • 21st Century Schools Band A and Band B financial models • Schools property asset renewal, health and safety and additional learning needs • Council leisure centre investment as part of alternative service delivery • Loan to Cardiff City Transport Services Limited • New cemetery to increase burial space in the city • Building energy efficiency schemes • Lamby Way solar farm • Economic Development Initiatives
Public Housing	<ul style="list-style-type: none"> • Improvements to garages, gullies and open spaces • Investment in existing stock to sustain Welsh Housing Quality Standards (WHQS) • High rise block upgrades • Sheltered accommodation remodelling • New affordable housing including land acquisition • Disabled adaptations

New Capital Allocations Proposed in 2018/19 Budget

274. In considering new pressures for investment, a medium term view has been taken with new investment proposed on the following principles:-

- new schemes proposed support key priorities and improvement objectives of the Council's Capital Ambition
- additional borrowing principally for existing assets such as highway infrastructure and to address condition of properties to be retained in the long term. This is following an assessment of risk and review of existing allocations for annual sums
- directorates to manage priorities within existing budgets as no further requests for additional asset renewal funding from directorates are expected over the five year period in future years
- recognition that the Council's controllable budget alone cannot afford the capital financing implications of additional investment required for existing and new schools
- investment where it needs to be made by the Council and cannot be better made by others
- taking advantage of opportunities for grant match funding to secure investment in schools, transport and regeneration

275. The Council is also developing feasibility studies into a number of major projects such as those supporting economic development, transport and energy projects. It is essential that due diligence is undertaken on business cases for such projects, with sourcing of external expertise where relevant to support decision making and to understand key risks and any financial liabilities that could arise from such investment. The taking forward of those projects must also consider whether investment needs to be made by the Council and cannot be better made by others.

External Grant and Contribution Assumptions

276. Over the life of the Capital Programme the level of external grants included are based on assumptions. Any external grant approvals received during the year will be reported as part of the Council's budget monitoring process as a basis for inclusion in the budget framework.

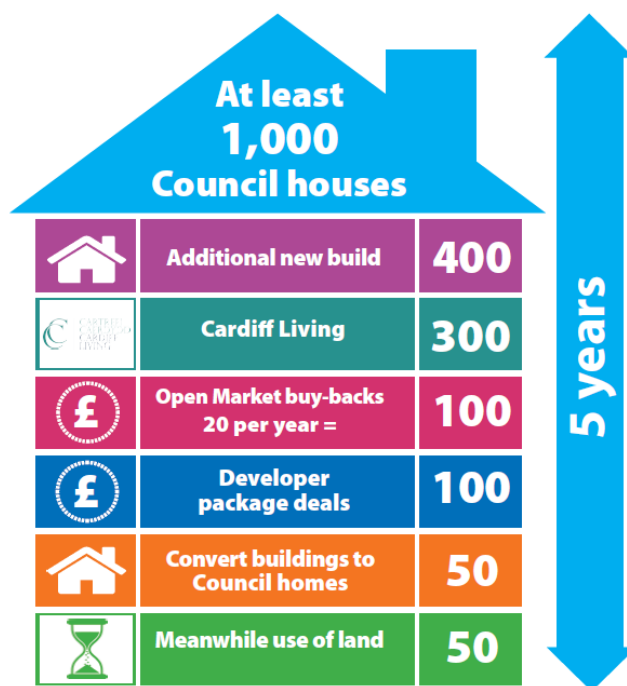
Invest to Save Schemes – Additional borrowing to be repaid from revenue savings/income

277. The General Fund Programme includes significant borrowing commitments of £140.6 million for directorate schemes modelled to pay for themselves over a set period of time, either from revenue resources budgeted for in future years, revenue savings or income generation. Directorates responsible for Invest to Save schemes will need to repay amounts owed from existing revenue budgets irrespective of whether the level of savings or income initially expected materialise. This may be over a significant period of time, many years into the future, as is the case with the 21st Century Schools financial model.
278. Accordingly it is essential that there is a robust long term view of the strategic requirement for that expenditure, affordability and risks to repayment of borrowing before commitments for additional borrowing are entered into. The review of business cases is supported by the Investment Review Board, which is chaired by the S151 Officer.
279. WG has increasingly been providing interest free loans or repayable grants using Financial Flexibility funding available to them for a range of schemes. Whilst welcome, where there is linkage to the strategic aims of Cardiff Council, these present an ongoing risk to the Council. Such schemes increase the Council's capital expenditure and WG funding must be paid back in full.

Public Housing/Housing Revenue Account (HRA)

280. Investment in Public Housing includes enhancing the condition of existing housing stock, estate regeneration and development of new affordable housing.
281. Significant investment will deliver new council social rented homes through a combination of open market buy backs, developer packages and new builds in order to meet demand for affordable housing in the city

and to help meet national targets. The programme currently includes £120 million of investment over the next five years.



282. As part of the agreement to exit from the housing subsidy system in 2015/16, the Council must adhere to a debt cap for the HRA and the level of investment proposed has been limited to ensure this remains the case. Opportunities to make a step change in the number of units delivered are being considered for much larger sites in the city, however, whilst affordable, such schemes cannot be considered without the agreement of WG to extend Cardiff's HRA borrowing cap.
283. The HRA business plan is prepared for a period of thirty years and will be submitted to WG in March 2018 following approval by Cabinet. It is subject to regular review to ensure new expenditure to be paid for by borrowing is for essential improvements or for schemes that have an element of pay back, so that there are no long term issues of affordability and sustainability in respect of borrowing.
284. A number of sites will be appropriated from the General Fund into the HRA for the development of new housing. These include the former school sites at Rumney, Llanrumney, and Howardian. No additional expenditure is shown as a result of these transfers in to the HRA, as this is achieved by a transfer of debt from the General Fund to the HRA. Subject to ensuring no breach in the cap and following a viability assessment acquisition of other Council or externally owned sites suitable for housing will be considered.

Capital Resources 2018/19 to 2022/23

285. Resources proposed to be used to pay for capital expenditure are summarised in the table below and detailed in Appendix 21.

Capital Resources	2018/19	2019/20	2020/21	2021/22	2022/23	Total	%
	£000	£000	£000	£000	£000	£000	
WG General Capital Funding - Supported Borrowing	8,468	8,468	8,468	8,468	8,468	42,340	6
WG General Capital Funding - Grant	5,153	5,153	5,153	5,153	5,153	25,765	3
Major Repair Allowance Grant (HRA)	9,532	9,532	9,532	9,532	9,532	47,660	7
Additional borrowing	59,841	49,401	74,610	77,156	42,178	303,186	42
Earmarked Capital Receipts	22,350	20,443	500	500	500	44,293	6
Non earmarked Capital Receipts	4,000	3,000	13,000	13,000	7,000	40,000	6
Revenue & Reserves	10,025	7,880	6,648	6,505	6,490	37,548	5
Other External Grants and Contributions	22,395	21,646	52,497	56,680	26,704	179,922	25
Total Resources	141,764	125,523	170,408	176,994	106,025	720,714	100

286. The Council will receive £13.621 million in 2018/19 through grant and supported borrowing approval from the WG towards funding the Council's capital spending priorities. This is a £90,000 increase from 2017/18 but a reduction of circa 35% compared with 2010/11. This means that WG resources barely meet annual expenditure on annual sums, therefore the Council has chosen to increase its borrowing.

287. The Major Repairs Allowance receivable for Public Housing remains at previous levels of £9.5 million per annum.

288. Expenditure funded by unsupported additional borrowing of £303.186 million is proposed over the five year period of the programme. This is in order to meet General Fund capital expenditure and to pay for Invest to Save schemes of £213 million and £90.1 million of public housing capital expenditure.

289. Earmarked receipts of £44.293 million have been identified to offset expenditure and minimise levels of borrowing for the 21st Century Schools Band A programme and for economic regeneration schemes such as Central Square redevelopment.

290. Over the five years of the Capital Programme, £40 million of non-earmarked capital receipts have been assumed, a significant increase, and which are to be determined from a review across the Council's whole estate.

291. The actual realisation and timing of capital receipts is relatively unpredictable given the number of variable factors involved. In order to take this into account, a Capital Programme that includes assumptions on significant levels of capital receipts needs to be supported by a clear, approved strategy for the realisation and timing of such receipts. To do otherwise would be a significant risk to the Council's borrowing requirement and future revenue budget pressures.

292. The Council's approach to delivery of capital receipts is to be set out in a disposal strategy developed by Strategic Estates and considered by

Cabinet during the year. Progress in delivering receipts will be reported periodically to the Asset Management Board and as part of the budget monitoring reporting process. It is clear that within this financial climate of reducing revenue resources, all necessary actions must be taken to reduce both initial capital expenditure and by accelerating a reduction in the Council's asset base within a limited timeframe.

293. Releasing capital receipts may also require investment in improving other assets or providing alternative facilities, which means an additional drain on realisable receipts. In setting the target for capital receipts, earmarking will need to be limited, with the priority being to pay for schemes in the existing capital programme and any additional receipts, used to repay debt.

Ratio of Financing Costs to Net Revenue Budget Stream

294. This indicator identifies the trend in the cost of capital financing (excluding the running costs of schemes). Financing costs include:

- interest payable on borrowing and receivable on investments
- penalties or any benefits receivable on early repayment of debt
- prudent revenue budget provision for repayment of capital expenditure paid for by borrowing
- reimbursement of borrowing costs from directorates in respect of Invest to Save schemes.

295. For the General Fund, the net revenue stream is the amount to be met from non-specific WG grants and Council Tax, whilst for the HRA it is the amount to be met from rent payers. An increasing ratio indicates that a greater proportion of the Council's budget is required for capital financing costs over the planned Capital Programme period.

Ratio of Financing Costs to Net Revenue Budget Stream						
	2016/17 Actual %	2017/18 Estimate %	2018/19 Estimate %	2019/20 Estimate %	2020/21 Estimate %	2021/22 Estimate %
General Fund – Net Capital Financing Budget	6.00	5.85	5.76	5.79	5.81	6.06
General Fund – Gross Capital Financing Budget	7.57	7.41	7.53	7.69	7.95	8.65
HRA	30.46	32.66	31.53	33.58	33.10	32.97

296. It should be noted that these figures include a number of assumptions such as:-

- no new approvals of additional borrowing apart from that currently proposed over the period
- estimated interest rates

- the level of internal borrowing and timing of external borrowing decisions and capital expenditure
 - the total level of the WG revenue support etc, which can fluctuate due to transfers in or out of the settlement.
297. These variables have long-term implications and are extremely uncertain.
298. Whilst the indicator above is required by the Prudential Code, it has a number of limitations:
- it does not take into account the fact that some of the Council's revenue budget is outside of its direct control
 - it is impacted by transfers in and out of the settlement
 - it includes investment income which is highly unpredictable, particularly in future years
299. Although there may be short term implications, Invest to Save schemes are intended to be net neutral on the capital financing budget. However, there are risks that the level of income, savings or capital receipts anticipated from such schemes will not materialise and would have a detrimental long term consequence on the revenue budget. This requires careful monitoring when considering future levels of additional borrowing.
300. Accordingly an additional local indicator is calculated for the General Fund to support decision making and is shown in the table below for the period up to 2022/23. These local indicators show the ratio of capital financing costs of the Council expressed as a percentage of its controllable budget, excluding treasury investment income:

Capital Financing Costs expressed as percentage of Controllable Budget								
	2011/12 Actual %	2017/18 Estimate %	2018/19 Estimate %	2019/20 Estimate %	2020/21 Estimate %	2021/22 Estimate %	2022/23 Estimate %	Difference 11/12-22/23 %
Net	13.47	14.40	13.87	14.49	15.11	16.46	16.65	23.61
Gross	15.17	18.16	18.07	19.21	20.56	23.38	24.62	62.29

301. In accordance with the principles of Invest to Save, the net ratio assumes that any costs of undertaking additional investment are recovered over time from directorate budgets, capital receipts or other budgets. The gross ratio indicates the gross capital financing cost i.e. it represents a worst case scenario.
302. An increasing percentage indicates that a greater proportion of the controllable budget is required for capital financing costs, which are committed in the long term. The requirement to meet these additional costs can only come from future savings or from increases in Council Tax. This clearly limits the scope for additional borrowing in future years and reduces the Council's overall flexibility when making decisions on the allocation of its revenue resources. The percentages take into

account the significant level of savings having to be found in 2018/19 and over the medium term.

303. Approval of any additional capital schemes to be funded from borrowing would negatively impact upon the indicator. As set out earlier, this report reviews the Council's financial position across the life of the MTFP and identifies both the challenges ahead and the significant nature of the actions required. Council-wide solutions across this time frame will need to be holistic and could include consideration of both revenue and capital spend. Whilst approving the Capital Programme for the period up until 2022/23, Cabinet should be aware that the later years position will need to be subject to an ongoing review of the Council's financial standing and resilience.

Planning Gain (Section 106) and Other Contributions

304. Directorates must use contributions within relevant timescales and in accordance with the terms and conditions of the agreements.
305. The following table summarises the balances currently held by the Council at 31 December 2017 on a service basis, together with a planned profile of spend over future years, as determined by directorates. Due to the level of uncertainty, future amounts potentially receivable have not been included, but could be significant in relation to large sites.

Areas of Service	Projected Balance at 31 March 2018 £000	Planned Use 2018/19 £000	Planned Use 2019/20 £000	Planned Use 2020/21 and beyond £000
Traffic & Public Transport	2,299	862	763	674
Parks & Sport	3,616	1,356	1,093	1,167
Planning	164	33	131	0
Education	654	325	329	0
Economic Development	516	236	280	0
Neighbourhood Regeneration	1,196	581	571	44
General Fund Total	8,445	3,393	3,167	1,885
Housing Total	1,484	1,484	0	0
Total	9,929	4,877	3,167	1,885

306. Some of the schemes included in the profile for 2018/19 above are:

- Traffic & Transportation – footpath and cycle improvements, notably in Cathays, Creigiau, Penylan and Trowbridge (£283,000), public transport (£451,000), highway improvements (£177,000), installation of CCTV and real time information (£79,000), telematics and transportation schemes including bus service improvements and bus boarders (£103,000) and traffic orders throughout the city (£88,000)
- Parks – Adamsdown Open Space (£459,000), Hendre Lake footpath link (£119,000), 3G Pitch at Maindy Park (£106,000), Llanishen Park

(£155,000) and the Roath Park Corridor cycle improvements (£226,000)

- Strategic Planning – public realm improvements at Bridge Street, Charles Street, Newport Road, Mount Stuart Square, the entrance to Cathays Station and City Road District Centre regeneration scheme
- Schools – Howardian Primary School (£141,000), Cardiff West Community High School (£76,000) and catering/kitchen improvement schemes in Lisvane (£274,000)
- Neighbourhood Regeneration – provision of library service within the Cardiff Royal Infirmary site (£206,000), the refurbishment of community facilities in Caerau, Gabalfa, Plasnewydd and Lisvane
- Housing – development of new affordable housing.

307. The Community Infrastructure Levy (CIL) regulations came into force in April 2010 to allow local authorities in England and Wales to raise funds from developers undertaking new building projects in their area. CIL sits alongside the existing Section 106 (S106) process but the regulations change some of the key rules associated with S106 to prevent overlap between them.

308. A draft Charging Schedule has been consulted upon but progression onto the next stage depends on the possible devolution of CIL to the WG. Depending on the timescales, there may then be a need to re-visit the viability evidence and therefore it is unlikely that CIL will be in place in 2018. S106 will remain as the main vehicle to deliver infrastructure such as additional schools and affordable housing development.

Treasury Management

309. The Council carries out its treasury management activities in accordance with a Treasury Management Code of Practice for public services, updated by CIPFA in 2017. This requires the Council to set out the policies and objectives of its treasury management activities and adopt four Clauses of Treasury Management. These were formally adopted by the Council in February 2010. Appendix 22(a) includes a glossary of terms used in this strategy.

310. CIPFA has adopted the following as its definition of treasury management activities:

The management of the organisation's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

This definition is intended to apply to all public service organisations in their use of capital and project financings, borrowings and all investments.

311. The Council's Audit Committee undertakes scrutiny of the accounting, audit and commercial issues in relation to the Council's Treasury Management Strategy and practices. Reports produced in relation to the

Council's treasury management activities include a strategy at the start of the year, performance reports during the year, a mid year report and an outturn report.

CIPFA Treasury Management Code update 2017

312. CIPFA have made two main changes to the Code in 2017 and expect these to be fully implemented by April 2019, if not earlier.
- Minor changes to the treasury indicators which were initially developed in 2004
 - Clarifying that the definition of 'Investments' above includes:-
 - Treasury Management investments (as historically included in this Strategy, as well as
 - investments made for policy reasons and managed outside of normal treasury management activity.
313. The latter change is primarily in response to increasing commercialisation activities undertaken by Local authorities. Examples of investments made for policy reasons and managed outside of normal treasury management activity include:-
- 'service investments' held in the course of provision and for the purposes of operational services
 - 'commercial investments' which are taken mainly for financial reasons. These may be shares and loans in business structures e.g. subsidiaries; investments explicitly taken with the aim of making a financial surplus for the Council; non financial assets such as investment properties held primarily for financial benefit.
314. Where, in addition to treasury management investment activity, organisations invest in other financial assets and property primarily for financial return, the Code requires that these investments should be proportional to the level of resources available to the organisation and the organisation should ensure that robust procedures for the consideration of risk and return are applied to these decisions.
315. The Code requires that all investments have an appropriate investment management and risk management framework. This includes making it explicit in any decision making:-
- the powers under which investment is made
 - the governance process including arrangements in place to ensure appropriate due diligence to support decision making
 - the extent to which capital invested is placed at risk
 - the impact of potential losses on financial sustainability
 - the methodology and criteria for assessing performance and monitoring process

- how knowledge and skills in managing such investments is arranged and that these are monitored, reported and highlighted explicitly in the decision making process and due diligence.
316. The most significant investments currently held by the Council and managed outside of normal treasury management activity are the Council's 100% shareholding in Cardiff Bus and the Council's Investment Properties, which include various freeholds within the City held for income generation or capital appreciation.
317. The Council will need to consider this change in the Code during 2018/19 when considering any new proposals for non treasury investments as well as any updates to existing strategies, practices and reporting such as in the Statement of Accounts.
318. It will be recommended that Council adopt the practices for Non Treasury Investments identified in a separate section of the Treasury Management Strategy below.

Treasury Management Strategy

319. The Strategy links plans for capital investment, financing and affordability of those plans as well as how cash will be safely managed to meet the Council's financial commitments and objectives.
320. The Council accepts that no treasury management activity is without risk. However the overriding objective is to minimise the risk of adverse consequences or loss, whilst at the same time not unduly constraining investment returns or unnecessarily incurring interest costs.
321. The identification, monitoring and control of risk are integral elements of treasury management activities with risks including credit and counterparty, liquidity, interest rate, refinancing, fraud and regulatory. The Council has Treasury Management Practices to address and mitigate these risks which were updated in March 2017 following a review by Internal Audit and Audit Committee.
322. Responsibility for treasury decisions ultimately remains with the Council however, the Council recognises the value in the use of treasury advisors to support the management of risk and to access specialist skills and resources. Support provided by Link Asset Services includes advice on timing of decision making, training, credit updates, economic forecasts, research, articles and advice on capital finance.
323. The proposed strategy is an integrated strategy for the Council including the Housing Revenue Account (HRA). Significant changes will be reported in future scheduled reports to Council, Cabinet and Audit Committee during the course of the year. The strategy includes: -
- the current treasury position
 - economic background and prospects for interest rates
 - borrowing, including: -

- Policy
- annual Minimum Revenue Provision (MRP) Policy Statement
- Council borrowing requirement based on its capital expenditure plans and choice between internal and external borrowing and
- Borrowing Strategy
- treasury management indicators and limits for 2018/19 to 2020/21
- investment policy and strategy, including security and investments approved for use
- training.

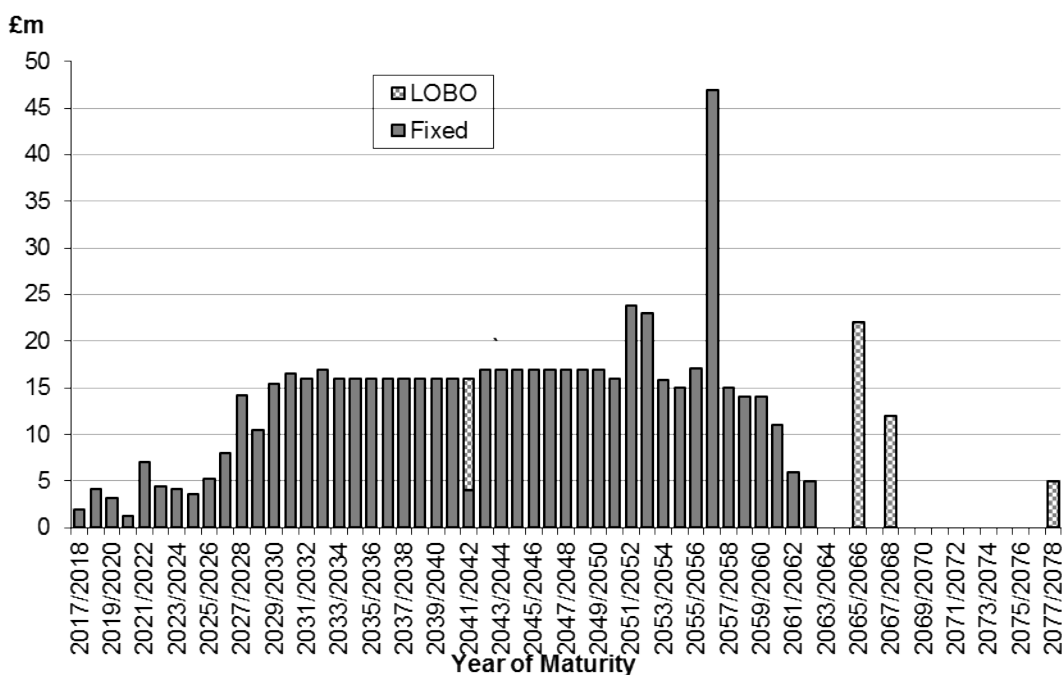
The Treasury Position

324. Borrowing and investments as at 31 December 2017 are shown in the following table. Borrowing is predominantly made up of fixed interest rate loans payable on maturity. Investments fluctuate daily and are represented by fixed term deposits, notice deposit accounts and money market funds. These balances arise due to the timing of cash flows and working capital as well as the existence of reserves, provisions and balances required for future use.

	31 December 2016		31 December 2017	
	Principal	Average	Principal	Average
	£m	Rate %	£m	Rate %
External Borrowing				
- Public Works Loan Board	620.8	4.9	613.8	4.8
- Market Loans	51.0	4.0	51.0	4.0
- Welsh government	2.6	-	4.5	-
- Other	0.9	-	5.1	-
Total Debt	675.3	4.78	674.4	4.71
Treasury Investments (net)	75.1	0.61	46.0	0.53

325. The reduction in investments reflects the strategy of internal borrowing by using temporary cash balances and is also as a result of timing of cash flows.

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



327. Loan maturities during 2018/19 are circa £4 million. Unless the Council's Lender Option Borrower Option (LOBO) loans are required to be repaid early, very little debt matures within the next 10 years. LOBO products are loans to the Council where the lender can request a change in the rate of interest payable by the Council on pre-determined dates. The Council at this point has the option to repay the loan. The Council has six such loans totalling £51 million.

328. Apart from the option to increase rates these loans are comparable to PWLB loans and have no other complications such as variation in interest rates or complex terms. Interest rates on these loans range between 3.81% and 4.35% and are below the Council's average rate of interest payable. Details of the loans are shown in the next table.

Lender Option Borrower Option (LOBO) Loans			
Potential Next Repayment Date	Loan Value £m	Option Frequency Every	Full Term Maturity Date
01/03/2018	6	6 months	23/05/2067
21/05/2018	6	6 months	21/11/2041
21/05/2018	6	6 months	21/11/2041
21/05/2018	6	6 months	23/05/2067
21/11/2020	22	5 years	23/11/2065
15/01/2023	5	5 years	17/01/2078

329. It should be noted that £24 million of the LOBO loans are currently subject to the lender potentially requesting a change in the rate of interest payable every six months. A further £22 million and £5 million have call options in November 2020 and January 2023 respectively and every five years thereafter. The likelihood of a request for an increase in

rate is negligible, with options for early repayment not financially viable due to penalties.

Economic background and prospects for Interest Rates

330. The following table gives the Council's treasury management advisor's latest forecast of interest rates taking into account the 20 basis point certainty rate reduction available for PWLB loans to eligible local authorities. It is a central forecast, acknowledging for example that the bank rate may rise sooner if there are sustained and robust UK growth, employment and inflation expectations.

	Actual 31/12/2017	March 2018	March 2019	March 2020	March 2021
Bank Rate	0.50%	0.50%	0.75%	1.00%	1.25%
5yr PWLB rate	1.56%	1.60%	1.80%	2.10%	2.30%
10yr PWLB rate	2.06%	2.20%	2.50%	2.70%	3.00%
25yr PWLB rate	2.65%	2.90%	3.10%	3.40%	3.60%
50yr PWLB rate	2.38%	2.60%	2.90%	3.20%	3.40%

Forecast at November 2017

331. Economic and interest rate forecasting remains difficult with so many external influences on the UK economy. Growth and consumer confidence for the UK economy was weak in 2017 due to inflation, following devaluation of sterling and reducing disposable incomes. Growth and inflation are two key factors used by the Bank of England in determining when to change interest rates.

332. One area of risk being considered by the Bank of England is that consumers may have become used to cheap rates since 2008 for borrowing, especially for mortgages. This is why forward guidance from the Bank of England during the year continued to emphasise slow and gradual increases in Bank Rate in the coming years. The bank rate increased by 0.25% to 0.50% on 2 November 2017 removing the emergency cut in August 2016 after the EU referendum. Forward guidance indicates increases in Bank rate only twice more, by 0.25% each time to end at 1.00% by 2020. Another risk is that central banks also need to consider the timing and strength of reversing the quantitative easing which was undertaken to inject liquidity into economies after 2008. There are concerns that economic growth has been too reliant on this stimulus resulting in a search for returns on riskier financial assets. The overall balance of risks to economic recovery in the UK is probably to the downside, particularly with the current level of uncertainty over the final terms and timetable for Brexit.

333. Investment returns are likely to remain low during 2018 and gently rise over the next few years. The approach of deferring external borrowing by using temporary cash balances has served well over the last few years. However, caution should be adopted to avoid incurring higher borrowing costs in the future when new borrowing is unavoidable.

334. Gilt yields and therefore PWLB rates can be subject to exceptional levels of volatility due to geo-political, sovereign debt crisis and emerging market developments. Such volatility could occur at any time during the forecast period above.
335. Downside risks to PWLB rates would include:
- Bank of England raises Bank Rate quicker than anticipated causing UK economic growth and increases in inflation, to be weaker than anticipated.
 - Geopolitical risks in Asia, Europe and the Middle East, which could lead to increasing safe haven flows to the UK.
 - Re-emergence of the Eurozone sovereign debt crisis due to its high level of government debt, low rate of economic growth and vulnerable banking system.
 - Rising protectionism.
 - A sharp downturn in the global economy.
336. The potential for upside risks especially for longer term PWLB rates include:
- The Bank of England is too slow in its pace and strength of increases in Bank Rate and, therefore, allows inflation pressures to build up too strongly within the UK economy.
 - UK inflation returning to sustained significantly higher levels.
 - Increases in the pace and strength of reversal of Quantitative Easing.

Borrowing

Borrowing Policy

337. Borrowing to pay for capital investment has long-term financial consequences and risks, with decisions taken many years ago impacting currently and in the future in the form of interest and provision for repayment of capital expenditure. These costs are assumed in the Council's revenue budget.
338. Loans are not generally undertaken for specific schemes or directorates; they are pooled and taken in the name of the Council and secured on all revenues of the Council.
339. The Council's Borrowing Strategy for 2018/19 and the capital financing revenue budgets included in the MTFP will consider all options to meet the long-term aims of:
- promoting revenue cost stability to aid financial planning and avoid a stop-start approach to service delivery, although it is recognised that this may have a financial impact
 - pooling borrowing and investments to ensure the whole Council shares the risks and rewards of treasury activities
 - ensuring borrowing plans are aligned to known capital expenditure spending plans and financial reserve levels and are also consistent

with the prudent provision for the repayment of any capital expenditure paid for by borrowing

- achieving a balanced maturity profile
- having regard to the effects on current and future Council Tax and Rent Payers.

340. The Council does not intend to borrow in advance of need and will not do so just to gain financially. However, this option may be considered if it is felt that borrowing in advance allows opportunities to lock into favourable long-term rates. This will be limited to no more than the expected increase in the Council's borrowing requirement over a three year period.

Prudent Repayment of Capital Expenditure – Annual Minimum Revenue Provision (MRP) Policy Statement for 2018/19

341. The Council has a statutory duty to calculate and set aside each year from its revenue budget an amount 'which it considers to be prudent'. This results in a reduction in the Council's underlying need to borrow known as the Capital Financing Requirement (CFR).

342. Legislation does not define what constitutes a 'prudent provision'. Instead WG has provided guidance and examples in order to interpret that term.

343. A statement on the Council's policy for its annual MRP is required to be submitted to full Council for approval before the start of the financial year to which the provision will relate. Decisions in respect of the allocation of MRP have short, medium and very long term impacts. Impacts of changes in policy decisions should be considered over that time horizon including compliance with legal duties under the Well-being of Future Generations (Wales) Act 2015.

344. The proposed policy is included in Appendix 23 to this paper and it remains as considered by Audit Committee in November 2016.

Council's Borrowing Requirement

345. The following table shows the level of external borrowing currently held by the Council, includes an assumption of £20m of external borrowing to be undertaken in March 2018 and highlights scheduled loan repayments. It compares this to the projected CFR based on current, known estimates and timing of the Council's capital expenditure and funding plans. The difference between the projected CFR in 2020/21 (£844 million) and the level of external borrowing after any planned repayments (£711 million) is £133 million, i.e. there is a requirement for the Council to undertake borrowing over the medium term.

Gross Debt compared to Capital Financing Requirement					
	2016/17 Actual £m	2017/18 Estimate £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m
External borrowing at 1 April	666	674	692	688	685
Known / New borrowing	15	25	27	tbc	tbc
Scheduled repayments	(7)	(7)	(4)	(3)	(1)
External Borrowing at 31 March	674	692	715	712	711
Capital Financing Requirement	724	756	795	804	844
Under / (Over) borrowing requirement	50	64	80	92	133
Requirement as % of CFR	6.9%	8.5%	10.0%	11.4%	15.8%

External versus Internal Borrowing

346. Whilst interest rates for borrowing are greater than interest rates the Council receives for investments (the cost of carry), it makes financial sense to use any internal cash balances held in the short-term to pay for capital expenditure and minimise costs (Internal Borrowing), rather than undertake external borrowing. However, there is a risk that the Council may have to borrow at higher rates when it does actually need to borrow in future and so this position is kept under continuous review.
347. A high level balance sheet review undertaken suggests that a maximum level of internal borrowing is circa £80 million (10% of the 2018/19 CFR), meaning that the Council would have to take additional external borrowing in 2018/19 and in future years. However, this is dependent on cash flows, the timing of use of earmarked reserves and provisions and longer term pressures in the MTFP.
348. Whilst having regard to the risks of comparison, the Council and its advisors have undertaken benchmarking of internal borrowing levels of their other Local Authority clients. For Welsh Unitary Authorities in 2016/17, internal borrowing averaged 11.3% of their Capital Financing Requirement; for English Unitary Authorities it was 20.9% and 13.5% for all Authority clients.

Borrowing Strategy

349. In the short term, using internal borrowing to meet the CFR is deemed manageable. However, based on the current forecasts of capital expenditure plans and high level analysis of the sustainability of internal borrowing from the Council's balance sheet position for future years, external borrowing will be required to be undertaken in the very short term.
350. Given the risks within the economic forecasts setting a fixed target for the quantum and timing of borrowing is not deemed appropriate. A pragmatic approach will be adopted by the S151 Officer due to changing

circumstances with the following strategy proposed to manage the Council's Capital Financing Requirement:-

- £20m external borrowing to be undertaken in March 2018
- Whilst investment rates remain lower than long term borrowing rates internal borrowing will be used to minimise short-term costs where possible.
- In order to mitigate against the risk of borrowing rates rising faster than currently anticipated, external borrowing (short medium and long term) for an element of the Council's borrowing requirement will be taken as has been done in previous years. This will aim to keep internal borrowing to approximately 10% or less of the forecast Capital Financing Requirement for 2018/19.
- Any external borrowing will consider the balance between fixed rates and variable rates to meet the long term borrowing policy aims identified in this report previously. Fixed rates would be taken if the borrowing need is high and rates are likely to increase, and conversely variable rates, if any borrowing need is temporary and rates are likely to fall.

351. If there was a significant risk of a sharp rise in long and medium-term rates than that currently forecast, then fixed rate borrowing may be undertaken whilst rates were still comparatively lower. If there was a significant risk of a sharp fall in rates, then long-medium term borrowing would be deferred, following consideration of internal borrowing capacity.

352. Current interest rates on the Council's existing debt portfolio compared to new borrowing rates and the high penalty rates charged by the PWLB for early debt repayment, results in limited options for restructuring of debt. Options have been considered but these have resulted in very short term financial gains outweighed by the risk of higher longer term costs.

Treasury Management Indicators and Limits

Indicators and Limits for 2018/19 – 2020/21

353. The Council is required to set its treasury management indicators for the years 2018/19 - 2020/21. Appendix 22(b) to this paper gives further background in respect of the Prudential Indicators.

354. The Council must set and keep under review how much it can afford to borrow from debt or other long-term liabilities for the forthcoming year and the following two financial years (the Affordable Borrowing Limit). It must have regard to the Prudential Code and locally determined indicators when setting this limit and be content that the impact upon future Council Tax payers and Council tenants is acceptable.

355. It is recommended that the Council approve the following authorised limits (Statutory limit under Section 3(1) of the Local Government Act 2003) and operational boundaries for the next three years (figures for 2017/18 are for comparison only). The undertaking of other long-term liabilities, within the overall limit, is delegated to the Section 151 Officer

based on the outcome of financial option appraisals and best value considerations.

Authorised limit for external debt	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Limit for external borrowing and other long-term liabilities	776	863	863	863

356. This limit is consistent with proposals contained within the budget for capital expenditure, financing and accounting requirements in relation to landfill obligations. The overall limit for the Council has been set at a constant level of £863 million for 2018/19 to 2020/21. It has increased from 2017/18 primarily as a result of increases in the capital programme commitments to be approved in the budget including the CCRCD and the 21st Century Schools Band B investment programme.

357. Whilst there is currently no self-imposed or nationally imposed overall cap on the level of General Fund borrowing, there is a cap for the HRA which is based on its CFR, with financial penalties from WG if breached. The table below shows the Council is forecast to be within the cap currently set, however discussions are taking place with WG to determine how the Council's cap can be increased in the medium term as part of a scheduled review in 2018/19 to allow further development of new council houses.

HRA borrowing cap	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
HRA CFR forecast at 31 March	272	295	294	303
HRA CFR Current Cap	316	316	316	316
Headroom / (Excess)	44	21	22	13

358. The HRA thirty-year business plan will need to be monitored closely in order to ensure that any risks to the breach of the Cap and any unsupported borrowing is prioritised for investment in assets, remains affordable and sustainable in the long term.

Operational boundary for external debt

359. The proposed operational boundary or projected level of external debt (excluding landfill) is set at the anticipated level of the CFR at the end of each year. This will be subject to the level and timing of borrowing decisions.

Operational boundary	2017/18 £m	2018/19 £m	2019/20 £m	2020/21 £m
Boundary for external borrowing and other long-term liabilities	692	795	804	844

360. The Council's actual external debt represented by borrowing at 31 March 2017 was £674 million, with no significant other long-term liabilities.

Maturity structure of borrowing

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

Maturity structure of borrowing in 2018/19	Upper limit	Lower limit	Actual to Maturity	Actual if LOBOs Repaid Early
	%	%	%	%
Under 12 months	10	0	0.62	4.19
12 months and within 24 months	10	0	0.48	0.48
24 months and within 5 years	15	0	1.89	5.90
5 years and within 10 years	20	0	5.24	5.24
10 years and within 20 years	30	0	23.12	23.12
20 years and within 30 years	35	0	24.69	22.90
30 years and within 40 years	35	0	30.74	30.74
40 years and within 50 years	35	0	12.48	7.43
50 years and within 60 years	15	0	0.74	0.00
60 years and within 70 years	5	0	0.00	0.00

Treasury Management Investments

Policy

362. The Council has regard to the WG Guidance on Investments issued in 2004 and its subsequent amendments, as well as the CIPFA Treasury Management Code. The Council's investments include those arising from its own temporary cash balances as well as balances held from the activities of Joint Committees for which it is the accountable body.

363. The Council recognises that given the nature of investments, a trade-off between security, liquidity and yield cannot be avoided i.e. there is risk of default. The Council will aim to achieve the optimum return on investments commensurate with proper levels of security and liquidity, however the level of risk will be contained by ensuring: -

- all investments and repayments are in sterling
- investment instruments identified for use in the financial year are listed under 'Specified' investments and 'Non-Specified' investment categories, dependant on their complexity and risk
- a list of highly credit worthy counterparties with whom to invest is created and monitored

- diversification of approach, investment product and counterparties are sought where possible to avoid concentration of risk
- any set limits are implemented with immediate effect following approval of this Treasury Management Strategy by the Council
- continual monitoring of treasury activities with the categories of investments that may be used, the credit criteria and associated limits in determining with whom to invest and timing of decisions being delegated to the S151 Officer.

364. The Markets in Financial Instruments Directive (MiFID II) was implemented from 3 January 2018. Where requested by counterparties to do so, the Council has opted up to be classed as a 'professional' client following the submission of qualitative and quantitative information on its treasury activities.

Specified Investments

365. A specified investment is defined as one:

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

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

Instruments approved for use	Minimum Credit Criteria
Debt Management Agency Deposit Facility	Assumed Government Guarantee
Term deposits – UK government and other Local Authorities	Assumed Government Guarantee
Deposits with the Council's banking services provider	Long-term A /Short-term F1
Term deposits – banks and building societies	Long-term A /Short-term F1 or Government Equity Support
Term deposits with variable rate and variable maturities up to one year e.g. structured investment products	Long-term A /Short-term F1

Non-Specified Investments

367. These are all other investments not meeting the definition of a specified investment which could be used in order to achieve diversification and manage liquidity needs. A maximum upper level of £90 million is to be set for non-specified investments including investments for greater than one year.

Instruments approved for use	Min Credit Criteria	Max % of total investments	Max. maturity period
Term deposits with Local Authorities (with maturities in excess of 1 year)	Assumed Government Guarantee	30	2 Years
Term deposits – banks and building societies (with maturities in excess of 1 year)	Long-term AA- /Short-term F1+	30	2 Years
Deposits over one year with banks wholly or partly nationalised by a high credit rated (sovereign rating) country	Government equity support	30	2 Years
Term deposits with variable rate and variable maturities in excess of 1 year e.g. structured investment products	Long-term AA- /Short-term F1+	10	2 Years
Certificates of Deposit (In-house)	Long-term AA- /Short-term F1+	10	Maximum 2 year duration
UK Government Gilts and Gilt funds (In-house)	Assumed Government Guarantee	40	Maximum 3 year duration
Treasury Bills (In-house)	Assumed Government Guarantee	40	6 months
Collective Investment Scheme structures - Money Market Funds	AAA	100	Liquid
Other Collective Investment Schemes structures - e.g. enhanced cash funds, Government and Corporate Bond, Gilt or Liquidity Funds and floating rate notes	AAA Variable Net Asset Value	20	Weighted Average Maturity 3 years

368. The Council uses money market funds and other collective investment funds which pool together investments in a diversified portfolio of products and sectors. These may include short-term money market instruments such as bank deposits, certificates of deposit, government guaranteed bonds, corporate bonds and commercial paper. It should be noted that any such funds are triple A rated and allow instant access.

Security

369. Credit and fraud risk are managed through procedural requirements and controls. The Council uses Fitch Credit ratings as a basis for assessment of credit worthiness of institutions it will invest with. Changes in the criteria and decisions with whom to invest are delegated to the S151 Officer. Commercial organisations (counterparties) on its approved list will have at least the short-term credit rating of F1 and be authorised institutions within the meaning of the Financial Services and Markets Act 2000. The rating F1 infers “Highest Credit Quality” and indicates the strongest capacity for timely payment of financial commitments.

370. The Council’s lending list for any new direct investment in an organisation is based on the following credit criteria, with the maximum

limit for direct investment in any one group of related companies being £12 million:

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

371. Credit ratings are monitored regularly through use of the treasury management advisor's credit service. If a downgrade results in the counterparty or investment scheme no longer meeting the Council's criteria, its further use for new investment will be withdrawn immediately. The Council's current list of Approved Counterparties is shown in Appendix 24.
372. Where investments are held with a counterparty which falls below the Council's approved criteria for new investment, the investments will be reviewed and options to call back funds before the maturity date would be investigated. It should be noted that any early repayment is only at the discretion of the borrower and often at a penalty.
373. Whilst Fitch ratings form the basis of the Council's threshold criteria, the Council will also have regard to the following when determining with whom to invest:
- rating updates provided by treasury advisors in respect of all three credit rating agencies, as well as other market data
 - media reports as well as sovereign credit ratings with the minimum requirement being a Fitch sovereign rating of AA- for non UK based institutions
 - the informed judgement of treasury staff and treasury management advisors after consideration of wider economic factors
 - financial sector and country exposure
 - the extent to which organisations who do not meet the above criteria, are nationalised.

Liquidity

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

Treasury Investment Strategy

375. The Specified and Non Specified investments above allow for a range of products to be available to manage short term investment balances held by the Council and to achieve diversification. Any funds held by the Council on behalf of joint committees will be managed within the products, criteria and limits set out above.
376. The Investment Strategy for 2018/19 will continue to adapt to changing circumstances and market sentiment, with a pragmatic approach taken. Credit criteria changes are delegated to the S151 Officer. This allows a prompt response to uncertainties, with the Council being kept informed of significant changes through the various reports it receives on treasury activities during the course of the year.

Non Treasury Investments

377. The Council recognises that investment for non-treasury management purposes in other financial assets and property, primarily for financial return, requires careful investment management. Such activity includes loans supporting service outcomes, investments in subsidiaries, and investment property portfolios.
378. The Council will ensure that all the organisation's investments are covered in its capital expenditure strategy, investment strategy or equivalent, and will set out, where relevant, the organisation's risk appetite and specific policies and arrangements for non-treasury investments if undertaking such investments.
379. It is recognised that the risk appetite for these activities may differ from that for treasury management. The Council will maintain a schedule setting out a summary of existing material investments, subsidiaries, joint ventures and liabilities including financial guarantees and the organisation's risk exposure.

Treasury Management Training

380. Treasury staff directly and regularly involved in borrowing and lending activities are provided access to a wide range of training. This includes seminars and workshops organised by treasury advisors bringing together practitioners from different authorities; seminars organised by CIPFA and other national bodies; regular contact with a client relationship manager as well as their briefing notes and articles. Staff responsible for treasury activity on a day to day basis have a recognised accountancy qualification and are encouraged to undertake relevant treasury management training.
381. The Council's Audit Committee Members who are responsible for scrutiny of treasury management activities have also been provided with

training and offered one to one training opportunities in order to support their role.

Budgetary Framework

382. Under the Budget and Policy Framework Procedure Rules the Council is able to specify the extent of virement within the budget and the degree of in-year changes. The Council's Financial Procedure Rules also allow virements within directorate budgets as set out in the following table.

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

383. It is proposed to continue the current policy whereby the Cabinet has the authority to vire amounts between directorates of up to £500,000 and, subject to the Section 151 Officer raising no objection, to use reserves and to commit expenditure in future years up to a total in the year of £1.5 million.

384. In addition to the virements shown above, the Section 151 Officer will also undertake all necessary technical adjustments to the budgets and accounts during the year and reflect any changes to the accounting structure as a result of management and organisational changes within the Council.

Reason for Recommendations

385. To enable Cabinet to recommend to Council approval of:

- the Revenue and Capital budget and to set the Council Tax for 2018/19
- the budget for the Housing Revenue Account
- the Treasury Management Strategy
- the Prudential Code for Borrowing indicators for 2018/19-2020/21
- the Capital Programme for 2018/19 and the indicative programme to 2022/23, delegating to the S151 Officer authority to bring forward or delay schemes within the programme to match resources where necessary
- The Minimum Revenue Provision Policy for 2018/19

386. To enable Cabinet to:

- approve the level of fees and charges for Council goods and services for 2018/19

- approve the level of rent and charges for 2018/19 in respect of Council Houses, garages and other service charges
- note the work undertaken to raise awareness of and ensure the financial resilience of the Council
- note the financial challenges facing the Council as set out in the Medium Term Financial Plan
- note the opportunities for savings over the medium term and that officers will continue to develop them to inform the Budget Strategy Report in July 2018.

HR Implications

387. The Final Settlement, although on first glance better than anticipated in the Budget Strategy Report, has left significant challenges in the overall budgetary position. The final proposals are based on the outcome of the consultation exercise and the priorities set out in the Corporate Plan to be approved in March 2018. The budgetary position as outlined in this report represents a necessary response to the identified budget shortfall. Appendix 10 shows that there will be a net decrease of 24.19 FTE Council posts overall made up of the deletion of 39.19 FTEs offset somewhat by the creation of 15.00 FTEs. The reduction in posts reflects those deleted through a combination of vacant posts, redeployment and voluntary redundancy.
388. Whilst the numbers of staff impacted by this budget proposal may not be as significant as in previous years, the Council retains a range of mechanisms designed to support the people implications of the Council's budget proposals. Through the continued use of such mechanisms, the Council will consistently work hard to reduce the number of compulsory redundancies wherever possible. In addition to redeployment, other mechanisms include use of flexible working policies plus access to skills support through the Cardiff Academy and Trade Union Learning Representatives (TULR). Access to skills training either through the Academy or TULRs will continue to support staff in either refreshing their existing skills or developing new skills in order to enhance their opportunities to find another role in the Council or externally.
389. The Trade Unions have been consulted throughout the budget planning process and their comments have been considered. As part of the Council's commitment to partnership working, the Trade Unions will continue to be involved in all the proposals which impact on staff.

Legal Implications (including Equality Impact Assessment where appropriate)

390. The Budget Report sets out certain duties and constraints in relation to setting a balanced budget and Council Tax. They form part of the legal implications to which the decision maker must address its mind notwithstanding that they are not repeated in this section of the Report.

Budget duties

391. The Local Government Finance Act 1992 (LGFA 1992) requires the Council to set a balanced budget, including the level of the Council Tax. This means the income from all sources must meet the proposed expenditure. Best estimates must be employed to identify all anticipated expenditure and resources.
392. The approval of the Council's budget and Council Tax, and the adoption of a final strategy for the control of the Council's borrowing or capital expenditure are matters reserved, by law, to full Council. However, the Cabinet has responsibility for preparing, revising and submitting to Council estimates of the various amounts which must be aggregated in making the calculations required in order to set the budget and the Council Tax; and may make recommendations on the borrowing and capital expenditure strategy.(Pursuant to the Local Authorities (Executive Arrangements) (Functions and Responsibilities) (Wales) Regulations 2007)).
393. Local authorities must decide every year how much income they are going to raise from Council Tax. This decision must be based on a budget that sets out estimates of what the Council plans to spend on services. As the Council Tax must be set at the start of the financial year and cannot be increased during the year, consideration must be given to risks and uncertainties, and allowances made in funds for contingencies and reserves.
394. The budget and the Council Tax must be set by 11th March in the preceding financial year. A failure to comply with the time limit may leave the Council open to challenge by way of judicial review.
395. When the Council is considering its budget, it must have regard to the Section 151 Officer's report on the robustness of the estimates and the adequacy of the reserves in the budget proposals (section 25 of the Local Government Act 2003). This ensures that Members make their decision on the basis of authoritative advice. Members should provide clear reasons if they disagree with the professional advice of the Section 151 Officer.
396. Members should note that, after the Council has approved its budget and Council Tax, it is possible for the Council to make substitute calculations during the year (although the basic amount of Council Tax cannot be increased), subject to certain provisos (s.37 LGFA 1992). The Local Government Act 2003 establishes a system to regulate the capital expenditure and borrowing of the Council. The heart of the prudential borrowing system is the duty imposed upon authorities to determine and keep under review how much money they can afford to borrow. The Local Authorities (Capital Financing and Accounting) (Wales) Regulations 2003 (as amended) specify the prudential code for capital finance to which local authorities in Wales must have regard in setting and reviewing their affordable borrowing limits (sections 3 and 5 of the 2003 Act).

397. The Local Government & Housing Act 1989 Part VI sets a statutory regime for housing finance. The Council has a general duty to review the rents of its houses from time to time and in fixing rents the Council must have regard, in particular, to the principle that the rents of dwellings of any class or description should bear broadly the same proportion to private sector market rents as the rents of dwellings of any other class or description. The review of the rents is a Cabinet function, and is undertaken with regard to the provisions of legislation, which governs housing finance and housing subsidy. Rents for council houses are a credit to the HRA and outgoings a debit. The Council is under a duty to prevent a debit balance on the HRA which is ring-fenced. There are restrictions in the way in which the account can be operated and the proposals in this report must comply with these accounting requirements to ensure that the rent should be set so as to ensure that the Council is able to comply with its duty to prevent a debit balance arising on the HRA.

Cardiff Capital Region City Deal ('CCRCD')

398. The body of the report contains provisions relating to the CCRCD. The CCRCD has been the subject of separate reports to Cabinet and Council, with the detailed legal advice being set out in those previous reports .

Equality Duty

399. The Council has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties) – the Public Sector Equality Duties (PSED). These duties require the Council to have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of 'protected characteristics'. The 'Protected characteristics' are:

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

400. As noted in the report, consideration has been given to the requirements to carry out Equality Impact Assessments in relation to the various saving proposals and EIAs have been carried out in respect of certain of the saving proposals, so that the decision maker may understand the potential impacts of the proposals in terms of equality. This assists the decision maker to ensure that it is making proportionate and rational decisions having due regard to the public sector equality duty.

401. Where a decision is likely to result in a detrimental impact on any group sharing a Protected Characteristic, consideration must be given to possible ways to mitigate the harm. If the harm cannot be avoided, the decision maker must balance the detrimental impact against the strength of the legitimate public need to pursue the service remodelling to deliver savings. The decision maker must be satisfied that having regard to all the relevant circumstances and the PSED, the proposals can be justified, and that all reasonable efforts have been made to mitigate the harm.
402. It is noted that Equality Impact Assessments (which include consideration of views and information obtained through consultation) are available on the Council's website and as background papers to this report. The decision maker must consider and have due regard to the Equality Impact Assessment prior to making the decisions recommended in the report.

Employee and Trade Union Consultation

403. The report recognises that notwithstanding efforts to reduce impacts on staff resulting from the level of funding cuts imposed, there will be some staff reductions during the financial year 2018/19. Legal Services are instructed that:
- (i) engagement has been ongoing between Directors and Trade Unions to discuss budget saving implications and
 - (ii) the Council has formally consulted with Trade Unions about the 2018/19 budget proposals and the likely impact on staff, particularly where posts are at risk of redundancy. Under the general law relating to unfair dismissal all proposals to make redundancies must involve reasonable consultation with the affected employees and their trade unions. In relation to any potential redundancies it is important that all required statutory notices are served.
404. Due to the fact that the potential number of redundancies could exceed 20 posts Section 188 of the Trade Union and Labour Relations (Consolidation) Act 1992 requires consultation to be undertaken with the Unions to include ways of avoiding the dismissals, of reducing numbers of employees being dismissed and or mitigating the consequences of dismissals. To this end Legal Services are instructed that consideration is being given to redeployment opportunities, VR and that consultations are ongoing. It is noted that the budget proposals also provide for the creation of posts.

Charging

405. Each proposal to make or increase charges must comply with the statutory framework (including primary and secondary legislation and any statutory guidance issued) relating to the activity in respect of which charges are being levied, including any limitations on levels of charges.

406. Where reliance is placed on the power to charge for discretionary services (Section 93 of the Local Government Act 2003), any charges must be set so that when the charges are taken as a whole no surpluses are made (i.e. the power is limited to cost recovery).
407. Where activities are being undertaken for which charges are being made with the intention of producing surplus income, it is necessary to consider whether that activity is material and would amount to “commercial trading”. For commercial trading, the Council must develop a business case and establish an arms’ length company to undertake that activity (in accordance with the general trading power under Section 95 Local Government Act 2003), or identify another statutory power for a particular trading activity.

Consultation

408. Duties to consult certain stakeholders in respect of proposals may arise from a number of different sources. Members will note that the Council has engaged in consultations as part of the budget process as set out earlier in the report under the heading “Consultation and Engagement”. In considering this matter, Members must genuinely and conscientiously consider the feedback from each consultation and have proper regard to it when making any decision in relation to the subject matter of that consultation. Members should carefully consider the results of the consultation as set out in Appendix 2.

The Well-being of Future Generations (Wales) Act 2015

409. This places a well-being duty on public sector bodies to take action to achieve seven well-being goals in accordance with the ‘sustainable development principle’. The seven well-being goals are: "a prosperous Wales", "a resilient Wales", "a healthier Wales", "a more equal Wales", "a Wales of cohesive communities", "a Wales of vibrant culture and thriving Welsh language" and "a globally responsible Wales"; and a description of each goal is given in the Act. Decision makers should consider how the proposed decision may contribute towards, or impact upon, achievement of the well-being goals. Regards must be had to the well-being goals and objectives set by the Council in its Corporate Plan, and must be satisfied that all reasonable steps have been taken to meet those objectives. In order to comply with the well-being duty, the Council must act in accordance with the ‘sustainable development principle’, which is defined as meaning that the Council must act in a manner which seeks to ensure that the needs of the present are met without compromising the ability of future generations to meet their own needs. Put simply, this means that Council decision makers must take into account the impact of their decisions on people living their lives in Wales in the future. There are a number of factors which the Council must take into account in this regard, specifically, decision makers must:

- Look to the long term
- Focus on prevention by understanding the root causes of problems

- Deliver an integrated approach to achieving the seven well-being goals
- Work in collaboration with others to find shared sustainable solutions
- Involve people from all sections of the community in the decisions which affect them.

410. In considering the above, due regard must be given to the Statutory Guidance issued by the Welsh Ministers.

Council's 21st Century Schools

411. One of the recommendations to this report requests delegated authority for the Director of Education to determine all aspects of the procurement process for those projects outlined within the Council's 21st Century Schools Band B programme. Legal advice should be sought on the procurement and proposed terms and conditions of contract.

General

412. All decisions taken by or on behalf of the Council must:

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

Financial Implications

413. These financial implications are written as a summary of the significant budgetary and related financial matters facing the Council although it is also important that the details throughout the report are considered and understood. These details set out the financial context and risks to the resilience of the Council in 2018/19 and into the medium term.

414. The financial outlook over the medium term remains a concern and the Medium Term Financial plan details these challenges in respect of ongoing austerity, increasing financial pressures and the difficulty of setting and realising year on year budget savings.

415. The budget for 2018/19 has been, once again, compiled against the backdrop of continued financial constraint.

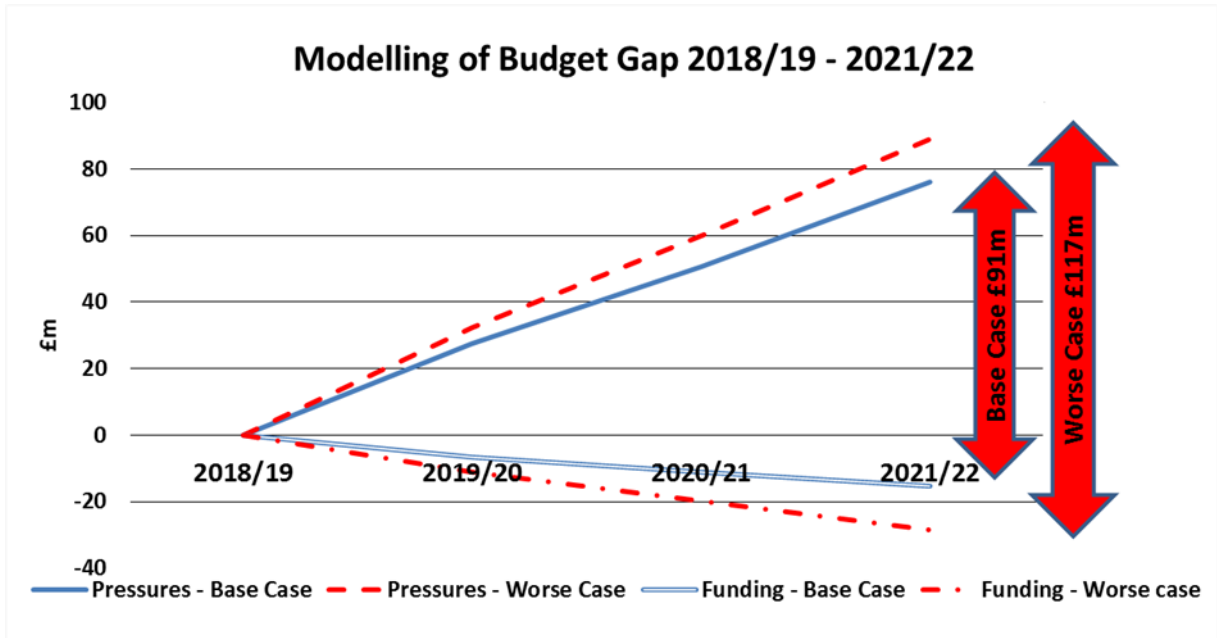
416. The details included in the Final Local Government Revenue Settlement announced in December 2017 confirmed that for 2018/19 Cardiff will receive a cash increase in its funding of £3.898 million (0.9%) when compared with 2017/18. However, the actual increase in spending power reduces to £2.426 million (0.55%) once new responsibilities and other differentiating year on year factors are taken into account. In addition, when inflation is considered then the Settlement can be seen as a real terms cut in resources. This position is compounded further when considering the impact of significant reductions to specific grants, where an equivalent compensatory transfer of funding is not made into the RSG.
417. The Cabinet in its budget strategy and subsequent budget proposal has been conscious of the impact its proposal may have on the citizens and communities of Cardiff. For 2018/19, budget consultation has been carried out in two stages. A number of budget themed questions were included in the Ask Cardiff Survey during the Summer while a more detailed budget consultation took place during November to mid December. Responses to these consultations as well as from other stakeholders have been reflected on by Cabinet and senior officers as part of their final deliberations. The Cabinet's budget proposal has, therefore, considered the issues raised having regard to the WG Settlement, the requirements of the Future Generations Act and in conjunction with the priorities in Capital Ambition as reflected in the draft Corporate Plan.
418. The budget proposals set out in this report will again result in significant operational and financial challenges as evidenced by the risk assessment and planning exercises. The progress with these challenges will be monitored through directorate plans, performance and financial monitoring reports and the Corporate Risk Register when reported to Cabinet, Scrutiny Committees, Audit Committee and the Senior Management Team.
419. Particular challenges for 2018/19 and the medium term have been identified and are set out in paragraph 62 of the report with the most significant being:
- the need to deliver significant levels of savings during a period of prolonged financial austerity, particularly given the impact delays to the delivery of proposals have on the budget monitoring position
 - the significant amount of cashable savings predicated on preventative strategies and the difficulty of tracking their impact in terms of financial monitoring
 - continuing demographic demand in terms of both increasing numbers and complexity from citizens who are vulnerable
 - the level of additional borrowing undertaken in previous years and proposed in the new Capital Programme will require an increasing level of revenue support for capital financing in future years
 - Managing the apparent trajectory of growth in Social Services and Schools as diverting resources from other services cannot be a long term solution to funding this demand

- the challenging financial position in respect of reducing WG resources and increasing financial pressures against a reducing controllable base budget together with increasing volatility and uncertainty in respect of hypothecated grants
 - the significant level of reductions to specific grants, without sufficient notice, where those reductions are in relation to services that are integral to the functions of the Council
 - the uncertain implications of BREXIT on the economy
420. In formulating their budget proposal, the Cabinet must come to a balanced judgement between the need to provide for services and the financial impact of the cost of those service needs on Council Tax payers. In coming to this judgement and as a result of the WG's financial settlements, the Council's budget now stands at £608.913 million, an increase of £11.8 million over 2017/18 after transfers and new responsibilities from WG.
421. It should be noted that although the Council received a better than assumed WG Settlement, the budget for 2018/19 contains a significant element of risk and complex savings proposals which will need to be relentlessly driven if they are all to be achieved as proposed. In summary the revenue budget proposal includes:
- savings of £14.296 million in respect of directorate and council-wide proposals
 - continued inclusion of the General Contingency of £3 million to mitigate the achievability risks associated with the level of savings to be delivered
 - continuation of the specific contingency of £950,000 to protect against additional external placement costs in Children's Services
 - reinstatement of budget savings amounting to £306,000 outstanding from 2017/18 where, following review they are deemed to be no longer achievable
 - directorate financial pressures amounting to £1.474 million
 - The use of £2.35 million from earmarked reserves to support the budget based on a review of the Council's Balance Sheet
 - Continuation of the £4 million Financial Resilience Mechanism that was introduced in 2016/17 to reduce future risk, improve resilience, manage the impact of grant reductions and allow one-off investment and development in priority areas
 - estimated net reduction of 24.19 FTE posts made up of the deletion of 39.19 FTE posts partially offset by an increase of 15 FTE posts
 - increase in the Schools Budget of £7.222 million including both demographic and 70% of non-demographic growth
 - a Council Tax increase of 5% resulting in a Band D charge of £1,154.50.
422. Within the budget proposals are a number of initiatives that require option appraisal, complex procurement arrangements or significant levels of partnership working. These elements of work will need to be completed within strict timescales in order that the budgeted level of

savings can be achieved. A number of the budget proposals require continued development of a commercial approach that will enable the Council to respond speedily to market changes and financial opportunities albeit with an appropriate risk appetite position. The Investment Review Board will continue to be the forum to test these initiatives before they progress through to the appropriate governance route. In addition, it will be important that the Council retains sufficient support and project management capacity to ensure change is delivered in accordance with the requirements of the Capital Ambition Programme.

423. The continuing financial challenges facing the Council are such that the financial resilience snapshots introduced in 2015/16 now form part of the regular awareness raising of members to the Council's overall financial position. The position in respect of risks and reserves will require careful monitoring throughout the financial year, particularly in light of the achievability of savings and the future financial interventions that may be required. In order to protect the Council's overall financial resilience it is increasingly important to consider any windfall income received in context before any use is agreed for other matters.
424. The Council's position in respect of its reserves has been assessed as part of budget preparation. The resultant judgement is that the projected level of both general and earmarked reserves up until 31 March 2019 is adequate after allowing for the planned use when considering the 2018/19 budget. The expected balance on earmarked reserves as at 31 March 2019 is £33.823 million with the Council's General Reserve currently standing at £14.255 million. However, the capacity for earmarked reserves to continue to contribute to the budget at similar levels to 2018/19 in the medium term is uncertain and the assumptions going forward need to be reset.
425. The level of School Balances requires close attention as these also impact on the Council's overall level of resilience albeit that they are not directly controlled by the Council but by School Governing Bodies. The total position as at 31 March 2017 was a net surplus of £4.243 million made up of surplus balances of £6.992 million partly off set by deficit balances of £2.749 million. The deficit balances included an amount of £1.421 million in respect of the federation between Michaelston Community College and Glyn Derw high School which will be written off during 2017/18 as these schools have now closed. Council officers will continue to support schools to ensure that spending plans are in line with their budgets and deficit budgets are avoided or reduced. As the funding for the Band B Schools Programme is implemented through further restrictions to the amount of growth awarded to schools it will be important for individual schools to examine their spending to take advantage of efficiency savings, collaborations and new ways of working wherever possible.
426. The Medium Term Financial Plan set out in paragraphs 149 to 199 uses the best available information to assess the financial gap facing the council over the next three years. It is clear that anticipated resources will not cover emerging financial pressures and the resulting funding gap will

need to be addressed through a combination of directorate budget reductions, use of reserves and increases in the rate of Council Tax. Although the council has made over £213 million savings over the past decade, the base budget has not reduced by this amount. This is because the most significant reason for the council to need to find savings is escalating demand as illustrated by the following diagram.



427. The next table demonstrates the funding gaps forecast to 2021/22 using sensitivity analysis to demonstrate a further adverse position. The table shows a base case scenario Budget Gap of £91 million over the next three years and while detailed proposals to meet the gap are yet to be determined, it is clear that the focus will need to be on:

- increased digitalisation of services and back office functions
- commercialisation of activities
- collaborative projects with others
- review of grants and subsidies
- concentration on prevention and early intervention actions.

428. For 2019/20 and 2020/21 savings options are currently in development and work will continue apace on 2019/20 so that the Budget Strategy Report in July 2018 can reflect early considered proposals.

Medium Term Financial Plan	2019/20 £000	2020/21 £000	2021/22 £000	Total £000
Base Case	34,285	27,518	29,600	91,403
Worse Case	43,489	36,368	37,562	117,419

429. Following the significant cuts that the Council has made in the recent past, either of the above scenarios reaffirms the position expressed in the 2015/16 Budget Report that radical changes are required in order for it to remain operational and resilient. The Capital Ambition Delivery Team will play a key role in understanding these challenges and supporting the Council in realigning the organisation to a lower financially sustainable base. Internal capacity may need to be enhanced through working with specialist partners to ensure success is achieved as quickly as required.
430. Notwithstanding the importance of the three year time horizon for medium term planning, councils also need to consider likely impacts beyond that timeframe. This is because the cumulative impact of decisions taken now can have a significant impact on the Council's budget in later years and it may be that current policies are considered unaffordable when viewed in hindsight over an extended time period. Partially in response to this dilemma and in order to focus councils on how disparate decisions may have an impact on long term financial viability, the CIPFA Prudential Code for Capital Finance in Local Authorities has been updated. From 2019/20 this requires Councils to approve an annual Capital Strategy which sets out the long term context within which both capital expenditure and investment decisions are made.
431. The Council has a statutory duty to ensure that the HRA achieves a balanced budget and this has been evidenced as part of this Budget Report. The average weekly increase in housing rents of £6.18 (excluding service charges) is within the WG's Target Rent Band.
432. The SOP Financial Model brings together the projected capital expenditure and funding over the life of the WG's 21st Century Schools Band A Programme and ancillary projects and this has now been expanded to include the expected WG Band B programme. The model is designed to be self-funding and the projects, which are included in the Councils Capital Programme commence once the particular scheme business case has been approved by WG albeit there is some provision for pre-approval costs to be incurred. It should be noted, however, that these extensive programmes result in significant financial exposure to the Council and this demands that close monitoring of the key risks is continued, contract management is robust and issues are escalated where necessary.
433. The inclusion of schemes in the Capital Programme have been profiled in accordance with technical advice relating to regulatory processes, timetables, expectation of grants, capital receipts and workflow priorities. In previous years the Council has experienced significant slippage of capital schemes which has prompted adverse comments from the Wales Audit Office and the Audit Committee. Consequently, capital scheme sponsors have again been reminded of the importance of robust profiling in order that capital plans are achieved as expected. In addition progress on capital projects is considered by the Asset Management Board on a regular basis. Nevertheless, with such an extensive programme there is

a residual risk that expenditure will slip between years and so any resultant impact on the Programme will be addressed through the monitoring process in 2018/19.

434. Robust control of project costs is another area where issues have been in evidence and so it is important that directors give sufficient weight to good contract management capacity when allocating resources.
435. Resources to finance the General Fund Capital Programme between 2018/19 and 2022/23 include a non-earmarked capital receipt target of £40 million. This figure is a significant increase when compared with previous non-earmarked receipt targets set by the Council and so enhanced governance arrangements will be put in place. A Disposal Strategy will be developed by the Director of Economic Development which will set out the methodology to be used to achieve at least this level of receipts over the period of the Capital Programme. Cabinet will consider the report in 2018/19. Subsequent to that regular monitoring of progress will be undertaken and reported as part of Asset Management Plan updates to Cabinet and the Asset Management Board.
436. Additional borrowing of £204.5 million is also required to resource the programme most of which is in respect of the Council's contribution to the WG Band B schools programme.

Additional Borrowing	£m
To support estimated slippage from 2017/18	9.0
Capital Programme approved in February 2017	8.5
New schemes approved in February 2018	54.9
Invest to save schemes	140.6
Total	204.5

437. Particular attention needs to be given to the medium and long term impact of additional borrowing on the Council's Revenue Budget as it is clear that continuing to increase levels of borrowing without specific income streams to support it, is not consistent with the significant levels of savings required to be found. Even where there are specific income streams to support capital financing charges, this still increases the inherent financial risk to the Council and must be kept under review. Accordingly, local affordability indicators are maintained to track the impact of decisions in the medium term although this is also impacted by the levels of RSG received. It should be noted that whilst approving the Capital Programme for the period up to 2022/23, members should be aware that the later years of the Programme will be subject to an ongoing review of the Council's financial resilience.
438. In the current extensive period of significant budget reductions and consequential loss of employee resources in many parts of the organisation, financial control continues to be of fundamental importance. It is vital that responsible officers take ownership of their budgets and that expenditure remains within approved levels. Compliance with financial rules and governance requirements is expected and this will

continue to be monitored and reported on regularly as part of the Council's performance management arrangements.

439. In concluding the financial implications of this Budget Report and in recognition of the continuing financial challenge facing the Council, I would bring the following statement to members' attention.

"In the financial implications of the 2015/16 Budget Report I referred to the materiality of the service choices ahead of the Council and that those difficult choices were facing all Councils. The 2016/17 Budget Strategy responded to this challenge through development of the reshaping of the Base Budget approach to determining targets for directorates over the medium term. It is positive that during 2016/17 and 2017/18 some significant decisions in respect of service changes have been taken and the changes implemented.

However, the financial impact of the iteration of the Medium Term Financial Plan to 2021/22 re-emphasises the point that the Council has much more to do if it is to successfully keep within its budgetary framework and maintain a healthy balance sheet for resilience purposes. It is clear that during this next medium term period sustained attention must be paid to the areas giving most concern in terms of spending volatility and that the Council's significant investment in preventative and early intervention strategies must start to deliver financial savings in addition to service benefits. It is vital that digitalisation in its widest application is relentlessly driven through the organisation and linked with partners for maximum impact which will result in simplified processes and increased levels of productivity across the Council.

Despite this agenda, a real risk remains that the Council may not be able to achieve financial savings of sufficient magnitude to meet the target savings over the medium term. I will keep this under review and report progress to members as part of the financial monitoring regime. As well as highlighting the financial challenges in the medium term which are real, the role of the Section 151 Officer is to advise members if the Cabinet risks setting an unbalanced budget. I do not consider this to be the case in 2018/19."

RECOMMENDATIONS

(a) Recommendations to Council

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

- 1.0 Approve the Revenue, Capital and Housing Revenue Account budgets including all proposals and increasing the Council Tax by 5.0% as set out in this report and that the Council resolve the following terms.

2.0 That it be noted that at its meeting on 14 December 2017 the Council calculated the following amounts for the year 2018/19 in accordance with the regulations made under Section 33(5) of the Local Government Finance Act 1992:-

- a) 143,453 being the amount calculated in accordance with Regulation 3 of the Local Authorities (Calculation of Council Tax Base) (Wales) Regulations 1995, as amended, as its Council Tax base for the year.
- b)
- | | |
|-----------------|-------|
| Lisvane | 2,350 |
| Pentyrch | 3,263 |
| Radyr | 3,709 |
| St. Fagans | 1,311 |
| Old St. Mellons | 1,543 |
| Tongwynlais | 823 |

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

2.1 Agree that the following amounts be now calculated by the County Council of the City and County of Cardiff for the year 2018/19 in accordance with Sections 32 to 36 of the Local Government Finance Act 1992:-

- a) Aggregate of the amounts which the Council estimates for the items set out in Section 32(2)(a) to (d) (including Community Council precepts totalling £366,815). £1,007,699,815
- b) Aggregate of the amounts which the Council estimates for items set out in Section 32(3)(a) and (c). £401,119,579
- c) Amount by which the aggregate at 2.1(a) above exceeds the aggregate at 2.1(b) above calculated in accordance with Section 32(4) as the budget requirement for the year. £606,580,236
- d) Aggregate of the sums which the Council estimates will be payable for the year into its Council Fund in respect of Revenue Support Grant, its council tax reduction scheme, redistributed Non-Domestic Rates. £440,946,781
- e) The amount at 2.1(c) above less the amount at 2.1(d) (net of the amount for discretionary relief of £350,000), all divided by the amount at 2.0(a) above, calculated in accordance with Section 33(1) as the basic amount of Council Tax for the year. £1,157.06
- f) Aggregate amount of all special items referred to in Section 34(1). £366,815

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

£1,154.50

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

	£
Lisvane	1,168.97
Pentyrch	1,198.32
Radyr	1,187.37
St. Fagans	1,168.23
Old St. Mellons	1,173.88
Tongwynlais	1,178.80

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

Area	A £	B £	C £	D £	E £	F £	G £	H £	I £
Lisvane	779.31	909.19	1,039.08	1,168.97	1,428.73	1,688.51	1,948.27	2,337.93	2,727.58
Pentyrch	798.88	932.03	1,065.18	1,198.32	1,464.61	1,730.91	1,997.20	2,396.64	2,796.08
Radyr	791.57	923.51	1,055.44	1,187.37	1,451.22	1,715.09	1,978.94	2,374.73	2,770.52
St. Fagans	778.81	908.62	1,038.42	1,168.23	1,427.83	1,687.44	1,947.04	2,336.45	2,725.86
Old St. Mellons	782.58	913.01	1,043.44	1,173.88	1,434.73	1,695.60	1,956.46	2,347.75	2,739.03
Tongwynlais	785.86	916.84	1,047.82	1,178.80	1,440.75	1,702.71	1,964.66	2,357.59	2,750.52
All other parts of the Council's Area	769.66	897.94	1,026.22	1,154.50	1,411.05	1,667.61	1,924.16	2,308.99	2,693.82

- 2.2 That it be noted that for the year 2018/19, the Police and Crime Commissioner for South Wales has stated the following amounts in precepts issued to the Council, in accordance with Section 40 of the Local Government Finance Act 1992 for each of the categories of dwelling shown below:-

VALUATION BANDS

A	B	C	D	E	F	G	H	I
£	£	£	£	£	£	£	£	£
155.68	181.63	207.57	233.52	285.41	337.31	389.20	467.04	544.88

- 2.3 Having calculated the aggregate in each case of the amounts at 2.1(i) and 2.2 above, the County Council of the City and County of Cardiff in accordance with Section 30(2) of the Local Government Finance Act 1992 hereby sets the following amounts as the amounts of Council Tax for the year 2018/19 for each of the categories of dwellings shown below:-

Part of Council's Area**VALUATION BANDS**

A	B	C	D	E	F	G	H	I	
£	£	£	£	£	£	£	£	£	
Area									
Lisvane	934.99	1,090.82	1,246.65	1,402.49	1,714.14	2,025.82	2,337.47	2,804.97	3,272.46
Pentyrch	954.56	1,113.66	1,272.75	1,431.84	1,750.02	2,068.22	2,386.40	2,863.68	3,340.96
Radyr	947.25	1,105.14	1,263.01	1,420.89	1,736.63	2,052.40	2,368.14	2,841.77	3,315.40
St. Fagans	934.49	1,090.25	1,245.99	1,401.75	1,713.24	2,024.75	2,336.24	2,803.49	3,270.74
Old St. Mellons	938.26	1,094.64	1,251.01	1,407.40	1,720.14	2,032.91	2,345.66	2,814.79	3,283.91
Tongwynlais	941.54	1,098.47	1,255.39	1,412.32	1,726.16	2,040.02	2,353.86	2,824.63	3,295.40
All other parts of the Council's Area	925.34	1,079.57	1,233.79	1,388.02	1,696.46	2,004.92	2,313.36	2,776.03	3,238.70

- 2.4 That the Corporate Director Resources be authorised to make payments under Section 38 of the Local Government (Wales) Act 1994 from the Council Fund by equal instalments on the last working day of each month from April 2018 to March 2019 in respect of the precept levied by the Police and Crime Commissioner for South Wales in the sum of £33,499,401.
- 2.5 That the Common Seal be affixed to the said Council Tax.
- 2.6 The Common Seal be affixed to precepts for Port Health Expenses for the period 1 April 2018 to 31 March 2019 namely

	£
County Council of the City and County of Cardiff	113,773
Vale of Glamorgan County Borough Council	12,827

- 2.7 That notices of the making of the said Council Taxes signed by the Chief Executive be given by advertisement in the local press under Section 38(2) of the Local Government Finance Act 1992.

- 3.0 Approve the Prudential Indicators for 2018/19, 2019/20 & 2020/21 delegating to the Section 151 Officer the authority to effect movement between the limits for borrowing and long term liabilities within the limit for any year.
- 4.0 Approve the Treasury Management Strategy for 2018/19 in accordance with the Local Government Act 2013 and the Local Authority (Capital Finance & Accountancy) (Wales) Regulations 2003 and subsequent amendments.
- 5.0 Approve the Minimum Revenue Provision Policy for 2018/19.
- 6.0 Authorise the Section 151 Officer to raise such funds as may be required to finance capital expenditure by temporary or long term borrowing within the limits outlined in the strategy above and to bring forward or delay schemes within the Capital Programme.
- 7.0 Maintain the current Council Tax Reduction Scheme as set out in the report.
- 8.0 Delegate authority to the Director of Education & Lifelong Learning, in consultation with the Cabinet Members for Education, Employment & Skills and Finance, Modernisation & Performance, the Corporate Director Resources and Director of Governance & Legal Services, to determine all aspects of the procurement process, including, for the avoidance of doubt, development of all procurement documentation and selection and award criteria, commencement of procurement through to award of contracts, for specific 21st Century Schools Band B proposals in line with the thresholds set out in this report.

(b) Matters for Cabinet Decision

The Cabinet, having taken account of the comments of the Section 151 Officer in respect of the budget and the adequacy of reserves as required under Section 25 of the Local Government Act 2003 and having considered the responses to the Budget Consultation is recommended to:

- 9.0 Approve the changes to fees and charges as set out in Appendix 11(a), 11(c) & 11(d) to this report.
- 10.0 Delegate authority to the appropriate Director in consultation with the relevant Cabinet Member, S151 Officer and the Cabinet Member for Finance, Modernisation & Performance to amend or introduce new fees and charges during the year.
- 11.0 Agree that the rents of all Housing Revenue Account dwellings (including hostels and garages) be increased having taken account of WG guidance.
- 12.0 Approve all service charges and the management fee for leaseholders as set out in Appendix 11(b).

- 13.0 Agree that all Housing Revenue Account rent increases take effect from 2 April 2018.
- 14.0 Note the work undertaken to raise awareness of the financial resilience of the Council and approve the steps taken within the budget to improve this position.
- 15.0 Recognise the financial challenges facing the Council as set out in the Medium Term Financial Plan and to note the opportunities for savings over the medium term.

CHRISTINE SALTER

Corporate Director Resources

9 February 2018

The following Appendices are attached:

- Appendix 1 Budget and Sustainable Development Principle
- Appendix 2 Consultation responses
 (a) Changes For Cardiff Budget Consultation
 (b) Budget Letter - School Budget Forum - (Cllr Weaver)
- Appendix 3 List of known Specific Grants from Welsh Government at the all Wales level
- Appendix 4 Revenue Resources Required
- Appendix 5 Directorate Financial Pressures
- Appendix 6 2018/19 Budget Savings
 (a) Overview 2018/19 Savings
 (b) Directorate Savings 2018/19
- Appendix 7 Financial Snapshot report – Budget Report version
- Appendix 8 Risk Assessment Summary of Savings Proposals
- Appendix 9 Earmarked Reserves
 (a) General Fund
 (b) Housing Revenue Account
- Appendix 10 Employee Implications of Budget
- Appendix 11 Summary of Fees and Charges
 (a) General Fund
 (b) Housing Revenue Account
 (c) Outdoor Activities
 (d) Fees and Charges – confidential
- Appendix 12 Amendments since Publication of Consultation Proposals
- Appendix 13 Use of Financial Resilience Mechanism
- Appendix 14 Directorate Revenue Budgets
- Appendix 15 Cabinet Portfolio Revenue Budgets
- Appendix 16 Medium Term Financial Plan
 (a) MTFP 2019/20 – 2021/22
 (b) Themed Opportunities for savings 2019/20 and 2020/21
- Appendix 17 Housing Revenue Account
- Appendix 18 School Organisation Plan Reserve
- Appendix 19 Civil Parking Enforcement Account

Appendix 20	Capital Programme Expenditure
Appendix 21	Capital Programme Resources
Appendix 22	Glossary of Terms
	(a) General
	(b) Prudential Indicators
Appendix 23	Minimum Revenue Provision Policy
Appendix 24	Approved list of Counterparties

The following Background Papers have been taken into account:

- Budget Strategy Report (July 2017)
- 2018/19 Budget Proposals – For Consultation (November 2017)
- The WG Final Financial Settlement (December 2017)
- Equality Impact Assessments of Cardiff Council's 2018/19 Budget
- Details of Fees and Charges
- Analysis of Section 106 Balances
- Treasury Management Practices (April 2017)

CARDIFF COUNCIL BUDGET 2018/19

Examples of how the Budget Invests in the Future

Appendix 1

CARDIFF WELLBING PLAN - DRAFT	2018/19 BUDGET
A CAPITAL CITY THAT WORKS FOR WALES	<ul style="list-style-type: none"> • £10.4m - Support for CCRC • £22m - Economic Development Initiatives • £0.75m - Cardiff Market Restoration • £29m – Investment in Highway Infrastructure Assets
POPULATION GROWTH IS MANAGED IN A RESILIENT WAY	<ul style="list-style-type: none"> • £9.2m - Energy sustainability and generation • £10m – To develop strategic cycle routes and encourage active travel • £6.3m – Additional support for recycling activity including a new recycling facility for the north of the city • £2.2m – To secure match-funding for coastal erosion
SAFE, CONFIDENT & EMPOWERED COMMUNITIES	<ul style="list-style-type: none"> • £1.2m – establish a multi-agency facility at CRI to support those at risk of, and victims of domestic abuse • £1.4m – City Centre Youth Hub and Butetown Pavilion • £2.1m - Road Safety Schemes • £5.2m – Community Shopping Centres & Neighbourhood Regeneration
CARDIFF IS A GREAT PLACE TO GROW UP	<ul style="list-style-type: none"> • £5.8 - Additional revenue support for Children’s Services (+11%) • £7m additional revenue support for schools • £36.7m - 21st Century Schools Programme (Band A completion) • £280.3m - 21st Century Schools Programme (Band B) • £43m investment in the existing schools estate • £1m investment in parks playground equipment • £0.2m - Revenue funding to support the Cardiff Commitment and Junior Apprenticeships
SUPPORTING PEOPLE OUT OF POVERTY	<ul style="list-style-type: none"> • £176m – Long term investment in social housing and housing estates, including at least 1,000 new Council Homes • £0.8m - revenue funding to tackle homelessness • Ongoing commitment to the Voluntary Living Wage
CARDIFF IS A GREAT PLACE TO GROW OLDER	<ul style="list-style-type: none"> • £1m – To complete works at Fairwater and Grand Avenue Day Centre to support people with dementia • £31.3m - Disabled adaptations to enable people to remain in their home (Adults and Children) • £2.6m – Additional revenue support for Adult Services (+2.4%)
MODERNISING & INTERGRATING OUT PUBLIC SERVICES	<ul style="list-style-type: none"> • £3m – Investment in modernising ICT to improve business processes • Development of a new Corporate Land and Property Management Plan • Savings that seek to optimise digital communication and service delivery

The above investment comprises 5 year capital spend included in the capital programme along with Revenue Investment for 2018/19. Revenue sums are over and above existing budgets.

Examples of the five ways of working within the Budget Process

<p>The Five Ways of Working at the Heart of the Future Generations Act</p>	
<p>LONG TERM</p>	<ul style="list-style-type: none"> • Long-term affordability of the capital programme - prudential & local indicators • Prudent debt repayment periods to avoid “mortgaging” future generations, limiting their ability to take forward their own investment priorities • Modelling a future budget outlook to understand how today’s decisions and assumptions will affect the future shape of the budget • Identifying current and future risks and their potential financial impact • Carefully evaluating the Council’s financial resilience • Highlighting that budget opportunities forgone in one year will have a cumulative effect over time • Savings that involve services removal seen as a last resort • Capital investment directed to areas that support the Council’s priorities
<p>PREVENTION</p>	<ul style="list-style-type: none"> • Exploring opportunities for early intervention and prevention in social services to reduce costs and improve outcomes – reflected in savings • Increasing the independence of individuals to live in their own homes and signposting to third sector organisations rather than institutionalised care • Carefully evaluating the use of finite resources to try and avoid deterioration of our existing assets • Revenue support to tackle homelessness and long term investment in new affordable housing
<p>COLLABORATION</p>	<ul style="list-style-type: none"> • Savings predicated upon working with others to continue to deliver services • Work with partners to develop services for the future e.g. work with Cardiff and Vale college to deliver the school in the East of Cardiff • Ongoing collaborative work re: waste treatment • Multi-Agency Safeguarding Hub – working across multiple organisations and sharing information to promote a joint approach to the safeguarding of vulnerable children and Adults • Hubs – integration with other Agencies to provide the customer with a one-stop service • CCRCDC – working with other Authorities for the benefit of the wider region
<p>INTEGRATION</p>	<ul style="list-style-type: none"> • Integrated working – proposals for joint commissioning between the UHB, Cardiff and the Vale Council to be facilitated by the establishment of pooled budget arrangements • Intermediate Care Fund with Health – promoting joint initiatives between the UHB and Council specifically in relation to discharges from hospitals • Integration of the Budget with the Council’s Priorities and Vision
<p>INVOLVEMENT</p>	<ul style="list-style-type: none"> • Two stage consultation process • Effort to engage with groups that have been traditionally less involved • Service user specific consultation on proposals where appropriate • Consideration of consultation feedback in drafting final budget proposal • Budget Scrutiny and engagement with key stakeholders – schools budget forum, Trade Unions, staff

Changes for Cardiff

Consultation on Cardiff Council's 2018/19 Budget
Proposals

RESULTS REPORT



Gweithio dros Gaerdydd, gweithio gyda'n gilydd
Working for Cardiff, working together



#gweithiogydangilydd
#workingtogether

Page 147



CRE V G WIR IN THESE STONES
FEL GW YDR HORIZONS
OF WR NALS A WENSING



#gweithiogydangilydd
#workingtogether



Changes for Cardiff - Consultation on the City of Cardiff Council's Budget Proposals for 2018/19

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CHANGES FOR CARDIFF 2018/19

1. EXECUTIVE SUMMARY

This Executive Summary provides an overview of the Budget Consultation exercise. It is not a detailed summary of the full report, but an articulation of some of the key findings.

The consultation ran from 2nd November 2017 until 14th December 2017.

A mixed methodology included an electronic and paper copy questionnaire promotion alongside targeted face-to-face engagement. **A total of 2,937 returns were received.**

Summary of responses:

- Three quarters (74%) of respondents agreed with ending the publication of the Council's free newspaper 'In Cardiff'.
- Seven in ten respondents (71%) indicated a willingness to make the switch to e-billing.
- Three quarters (73%) of respondents agreed with proposals to expand the Meals on Wheels service, with 22% of respondents knowing someone who could benefit from the service.
- More than half (54%) of respondents agreed with the proposed increase in prices for the Cardiff International White Water Centre (CIWW).
- Two-thirds (65.8%) of respondents supported an increase in costs for cremations and burials.
- Three-quarters (74%) of respondents supported an increase in costs for rehoming dogs.
- Amongst families using the school meal service 52% showed support for the proposal to increase costs compared to 42% that disagreed.
- Nine in ten (91%) agreed with the emphasis on early intervention and helping people stay in their own homes for longer. Similarly 88% of people agreed that the Council should be working with Health to deliver bespoke packages of care.
- 72% agreed with the aim of reducing the number of care home placements.
- Three quarters (76%) supported the move towards separate glass collections in order to reduce costs and meet recycling targets.
- More than two thirds (68%) agreed with proposals to explore the merger of the passenger transport team with a neighbouring authority.
- People were most interested in volunteer opportunities that would improve community safety and help the elderly or most vulnerable in their neighbourhoods.
- Public priorities for additional investment were:
 - Building more affordable houses and tackling homelessness
 - Investing in sustainable transport to reduce congestion and improve air quality
 - Intervening early to support vulnerable children

2. BACKGROUND

Public services are going through a period of rapid change. For the foreseeable future Councils, along with other public services, will have less money available to deliver local public services.

This comes at a time of economic uncertainty following the vote to leave the European Union, combined with a number of other pressures such as a rapidly growing population and changes in welfare reform meaning that demand for services is increasing year on year.

The Council is facing significant and ongoing financial challenges with a budget gap of **£23 million** for 2017/18 and a potential shortfall of **£73 million** over the next three years. This comes on top of £200m which has already been found over the last 10 years.

The Council is legally required to set a balanced budget. To make the savings needed and to protect the quality of our public services, significant changes have been made, and will continue to be made, to the way things are done.

There is no easy way to bridge a **£23 million** budget gap.

In preparing the draft savings proposals the Council has at all times sought to protect front line services, with proposals including net investment into services like schools and social services.

In addition, the budget strategy includes assumptions in relation to a 3.7% increase in Council Tax. An increase of this amount equates to 78p per week per household in Council Tax Band D.

3. METHODOLOGY

3.1 City Wide Survey

Consultation on the budget proposals for 2018/19 took 3 forms:

- **City-wide Public consultation** on proposals which affect all citizens. (The contents of this report).
- **Service-specific consultation** with targeted service users/groups or organisations who may be impacted by any change. Examples of this can be found in relation to school transport services where any impact would be limited to specific individuals.
- **Internal Council consultation** -these elements relate to internal changes within the Council including back office efficiencies, staff changes and process improvements.

The questionnaire contained 37 questions (excluding demographic information) and covered a range of topics including:

- The proposed discontinuation of the council newspaper 'In Cardiff'.
- The introduction of E-billing for Council Tax.
- Expansion of the Meals on Wheels service.
- Increased charges for some services including: bereavement services, school meals and Cardiff International White Water Centre.

The consultation on these proposals began on **2nd November 2017** and ran until **12 noon on Thursday 14th December 2017**.

CHANGES FOR CARDIFF 2018/19

3.2 Consultation and Engagement Mechanisms

The consultation was undertaken via the following mechanisms:

- Online Survey, promoted electronically and made available on dedicated Council Web pages www.cardiff.gov.uk/budget and www.cardiff.gov.uk/haveyoursay .
- Paper survey – 2,000 copies distributed through leisure centres, libraries and hubs and available at a range of face-to-face events held at locations across the city.
- Eighteen community engagement events held at community buildings across the city. (See Appendix 1)
- A further 7 focus groups held with specific individuals who are less frequently heard e.g. mental health services users, BME groups and younger people. (See Appendix 1)
- Information about the consultation and a link to the electronic survey were made available online via the Council's dedicated budget pages www.cardiff.gov.uk/budget and www.cardiff.gov.uk/haveyoursay
- Regular promotion was carried out via social media throughout the consultation period via @cardiffcouncil and @cardiffdebate.
- Facebook 'Boosts' were carried out to increase the visibility of the promotion
- Opportunity for people to email comments directly via budget@cardiff.gov.uk
- Consultation promoted via email to members of the Cardiff Citizens' Panel and the wider Council email address list (91,391 unique email addresses)
- Communicated to approximately 6,000 staff within the City of Cardiff Council via Your News

3.3 Response

A total of **2,937 responses were received** to the consultation. This represents an increase of 17% (or c.500 responses) compared to the 2017/18 budget consultation.

The overall response includes a recurring bias towards those aged 55+ and those residing in the north of the city. Where appropriate further analysis by geography and demographic group has been undertaken to highlight any existing differences across demographic groups or geographies.

4. DIGITAL FIRST

The Council is committed to adopting a 'Digital First' agenda, providing digital, 24/7 access to services which is indistinguishable from that available to citizens in every other aspect of their lives.

Over the last three years, the Council has begun to respond to this trend, with an increasing number of interactions with citizens managed via digital platforms:

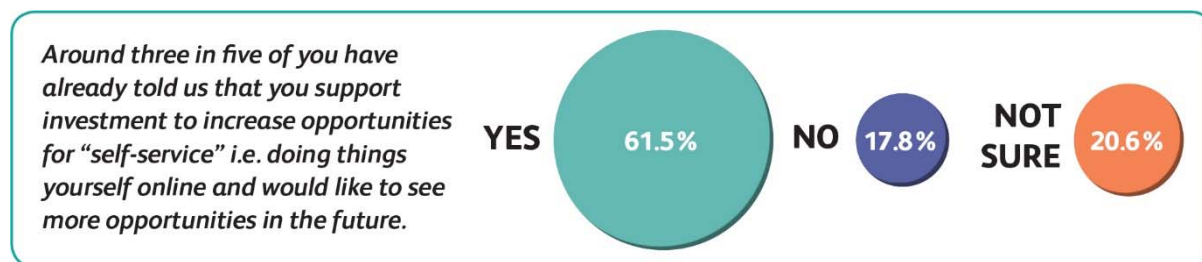
- 69.4% of Parking Permits are now applied for online;
- 75.7% of Recycling bags and Waste Caddies are requested online;
- 90% of school applications were made online (an increase of 20%)

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We have also used digital technologies to transform the way services are delivered, For example:-

- By introducing mobile working and scheduling nearly 250 staff who work in housing maintenance and nearly 650 social care workers are able to spend more time with service users, with savings released in office accommodation.

What you have told us already (Source: Ask Cardiff 2017):



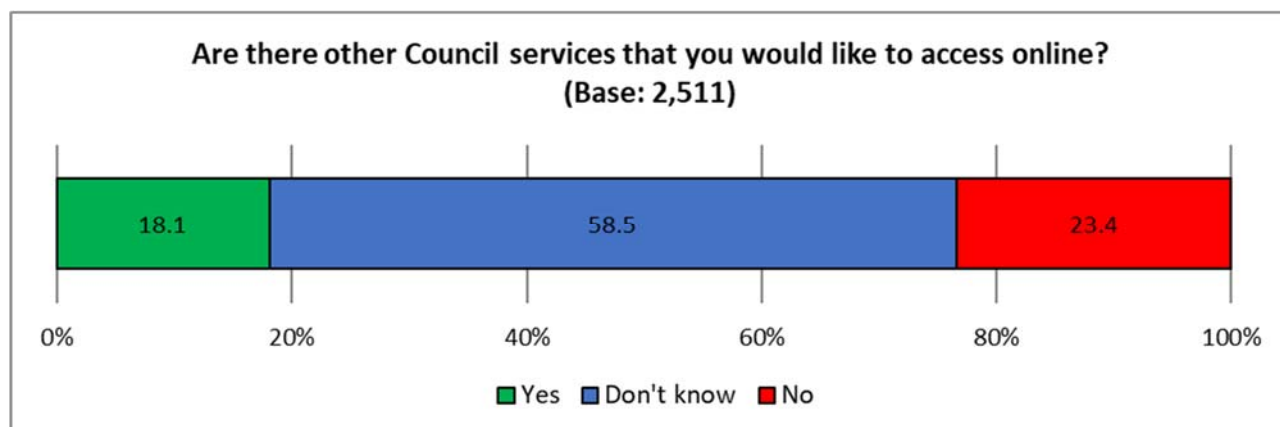
Number of people who responded: 5365

The greatest support came from men (69.6%). Older people and those with a disability were less likely to support opportunities for self service, something that we will continue to consider when introducing any additional services or changes to services.

4.1 Are there other Council services that you would like to access online?

Around one in five (18.1%) respondents would like to see other services accessible online although the high level of uncertainty expressed (58.5%) suggests people are unsure as to what these should be.

Base: 2,511	No.	%
Yes	454	18.1
No	587	23.4
Don't Know	1,470	58.5



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Those respondents aged under 35 were most likely to want to see additional services available online (24.8%) whilst amongst those aged 55 and above the proportion in favour fell to 14.3%.

If you have responded 'Yes' please tell us which ones

A total of 350 suggestions were received in reaction to this proposal, which fell into four main themes:-

General support – Some respondents were keen to see any service, where reasonable, to be brought online. In many instances however, individuals were unable to be specific in relation to which they felt would be most appropriate.

Payments – Comments included an emphasis on Council Tax payments and a desire to be available online. Respondents were also supportive of wider opportunities for online payments for a range of council services including school dinners and new wheelie bins.

Requests – The collection of bulky items and additional recycling bags were amongst the request that respondents would most like to complete online.

Reporting incidents – Reporting of environmental issues such as vandalism or fly-tipping, infrastructure problems such as potholes and damaged pavements, general complaints and the reporting of repairs at council properties were all considered as appropriate to be dealt with online.

A selection of those received include:

As many as possible! When you work 9am-5pm trying to access council services are hard as many close.

Council tax bill, parking fines - most things don't need paper

More opportunities to pay for services and purchase items online.

Collection of large items - wooden furniture, fridge freezers etc.

Why not all of them? Review what requests people have made over the phone and put them online.

Waste management - reporting bins not being emptied, fly tipping, lanes and pavements being overgrown.

Reporting litter, fly tipping, illegal parking, in a tracked way, not just firing off an email.

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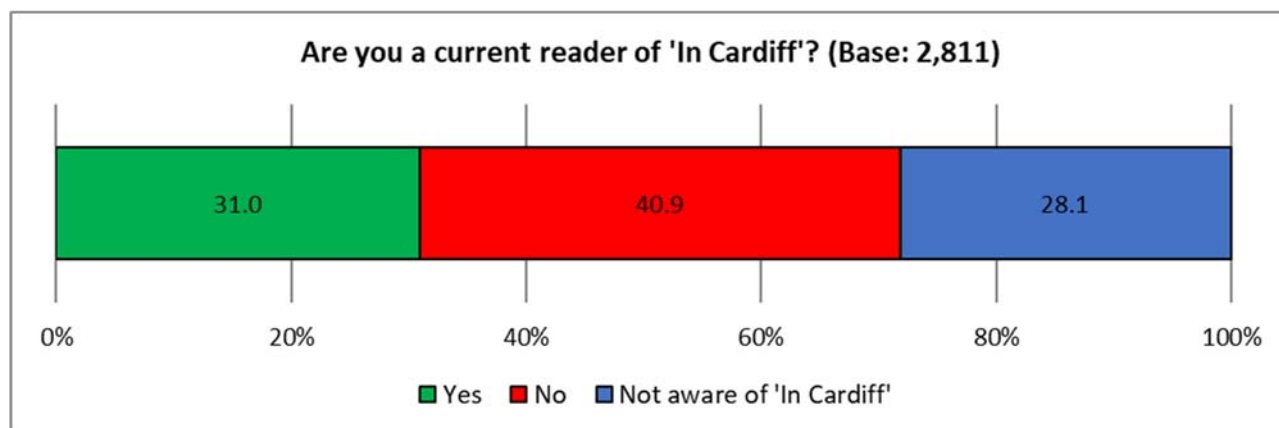
4.2 Council Newspaper

The Council’s communications strategy puts the use of digital forms of communication - especially social media - at the heart of how the Council interacts with the people it serves. We are therefore proposing that ‘In Cardiff’, the Council’s free quarterly newspaper, available to pick up in supermarkets, Hubs and other Council buildings be discontinued with a saving of £37k.

Are you a current reader of 'In Cardiff'?

Around one-third (31.0%) of respondents were current readers of ‘In Cardiff’, with a similar portion (28.1%) unaware of the publication.

Base: 2,811	No.	%
Yes	872	31.0
No	1,148	40.9
Not aware of 'In Cardiff'	791	28.1



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Use of social media:

Facebook was the most popular form of Social Media amongst respondents, with more than half (56.5%) reporting to be users.

Do you use the following?	No.	%
Facebook	1,659	56.5
Twitter	879	29.9
Instagram	517	17.6

Amongst those aged under 35 the proportion using facebook rises to three quarters (76.7%) whilst around half (52.2%) also subscribe to twitter. Similarly almost half (47.8%) of those aged under 35 use Instagram compared to just 7.5% of respondents aged 55+.

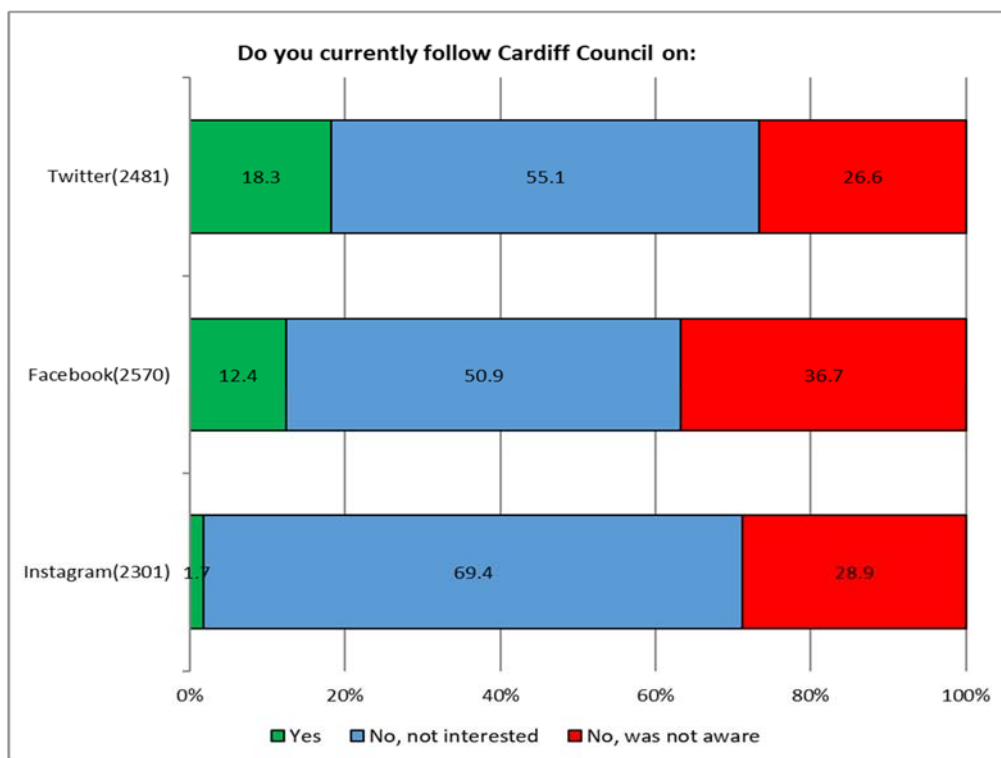
Do you use the following?	Under 35 (%) (Base: 301)	55+ (%) (Base:1207)
Facebook	76.7	47.0
Twitter	52.2	17.4
Instagram	47.8	7.5

Do you currently follow Cardiff Council on:

Twitter was the most popular social media channel to follow the council on with 18.3% reporting to do so. Amongst those aged under 35 the proportion following the council on twitter rose to 28.2%.

	Yes		No, was not aware		No, not interested	
	No.	%	No.	%	No.	%
Twitter	453	18.3	660	26.6	1,368	55.1
Facebook	319	12.4	943	36.7	1,308	50.9
Instagram	40	1.7	664	28.9	1,597	69.4

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What is your preferred means of receiving news and information from the Council?

Email was by far the most preferred means of receiving news and information from the Council with almost three quarters (72.6%) of respondents choosing this option. In comparison just one-fifth (21.2%) of respondents cited Direct Mail/Newsletter as their preferred option.

	No.	%
Base: 2,786		
Email	2,002	72.6
Council Website	908	32.6
Direct Mail/Newsletter	592	21.2
Facebook	393	14.1
Twitter	285	10.2
Public Meetings	183	6.6
Via a Councillor	172	6.2
Other	71	2.5

CHANGES FOR CARDIFF 2018/19

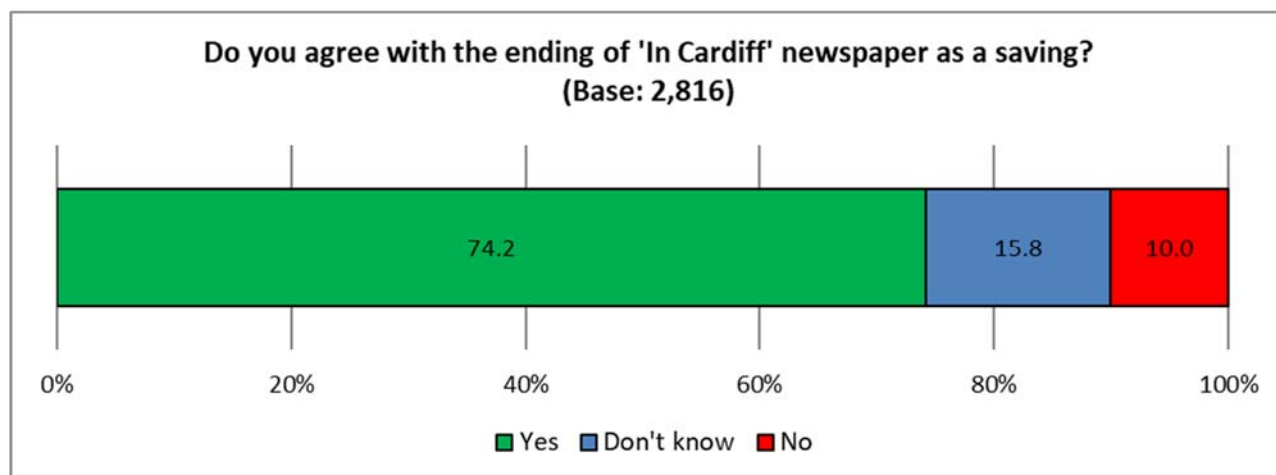
The preference for email was consistent across all demographics. Under 35's were found to be more likely than older respondents to also favour other electronic forms of communication such as the Council's website, twitter and Facebook.

Other suggestions centred on local media including press, TV and radio. The South Wales Echo was specifically named by several respondents whilst mention was also made to 'In Cardiff' as a preferred option.

Do you agree with the ending of 'In Cardiff' newspaper as a saving?

Just 10% of respondents opposed the proposal to cease the publication of 'In Cardiff'. No significant differences were found between demographic groups or geographies.

Base: 2,816	No.	%
Yes	2,089	74.2
No	282	10.0
Don't know	444	15.8



If 'No', what are your concerns:-

A total of 245 additional comments were received in reaction to this proposal. Concerns centred around the loss of a good source of information meaning that people will generally be less informed. It was also felt that the impact would be felt most by older and disadvantaged people who are less likely to access to the internet.

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A selection of those received include:

Again, complete inequality for the elderly.

I often read paper based information when eating or travelling. I feel information would be lost if all Cardiff communications were electronic.

This will worsen the digital divide.

It is sometimes the only way to find out what is going on locally.

It's the only form of communication between the council and those with no access to digital media.

I prefer a hard copy. Social media is often transient. A hard copy serves both my wife and I and we can tear things out and put them on the kitchen notice board.

In Cardiff is a great publication and is very helpful. £37K is excellent value.

There are lots of people who don't have online access. Scrapping the newspaper is isolating these people.

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4.3 E-Billing

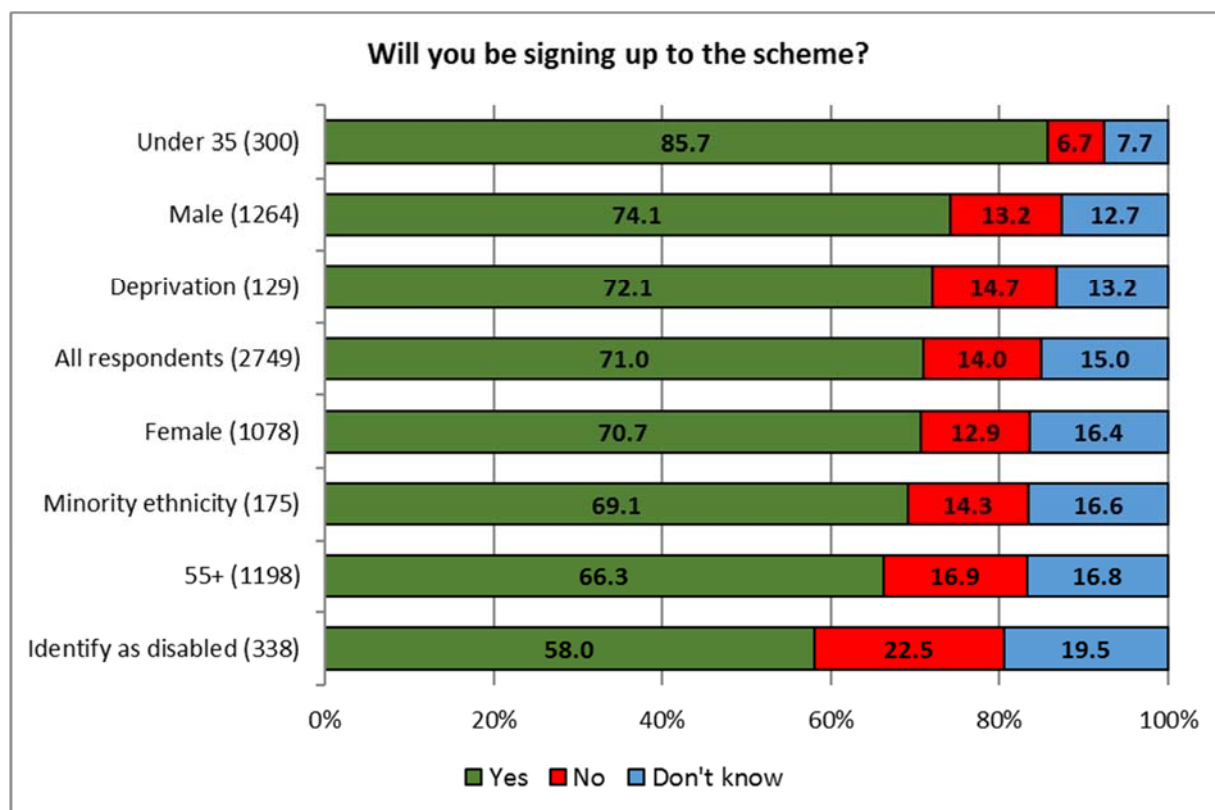
All Cardiff residents will soon be invited to make a switch to e-billing for Council Tax. Agreeing to this will enable bills, notifications and reminders to all be sent to individuals electronically. The positive effects of a move to e-billing include:

- Financial and environmental benefits with less paper used.
- Savings made on materials and postage.
- A faster and more efficient service.

Seven in ten respondents (71%) indicated a willingness to make the switch to e-billing.

Will you be signing up to the scheme?		
Base: 2,749	No.	%
Yes	1,951	71.0
No	385	14.0
Don't know	413	15.0

Respondents aged under 35 (85.7%) were most likely to sign up to e-billing whilst older people and those identifying as disabled were less willing to do so.



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Members of the 50+ Forum described the older generation as being 'distrustful' of this as a means of payment remarking:

"E-Billing – that's how you get robbed!"

"To have money or a cheque in my hand and visit a post-office – that to me feels safer."

A total of 331 additional comments were received via the survey in reaction to this proposal. The reasons provided for opposition to the proposal fell into four main themes:-

Lack of online access – Respondents fear that a change to e-billing discriminates against those with poor or no internet access.

Security concerns – As described by the 50+ Forum respondents were concerned with the how secured their personal information would be.

Prefer Paper copy – Many had a preference of a hard copy both for for record keeping and convenience.

Need Proof of evidence (Hard Copy) – Very useful document for proof of address, which is frequently needed.

A selection of those received include:

My mother, 88, the taxpayer; whilst not a technophobe has not yet to get into the habit of reading emails on anything like a regular basis. A hardcopy bill is essential for the present.

The more information that goes online, the more I hear about hackers and crooks stealing it. I'd have severe concerns about my information being held centrally.

Prefer to have it in black and white and tangible, also my mother and in laws have no internet access and I do not have internet access at home.

Need the reminder and paper copies to claim certain benefits and for the self-assessment tax returns.

The council tax bill is paper proof of address - something still required for lots of reasons.

I am concerned about emails being lost/hacked/deleted, whereas a paper statement can be kept for proof. Also I like to file all my financial and household paperwork and I don't have a printer at home.

Too easy for electronic devices to be "hacked".

For older people or vulnerable people this is very difficult

It should be an option, but not forced on people.

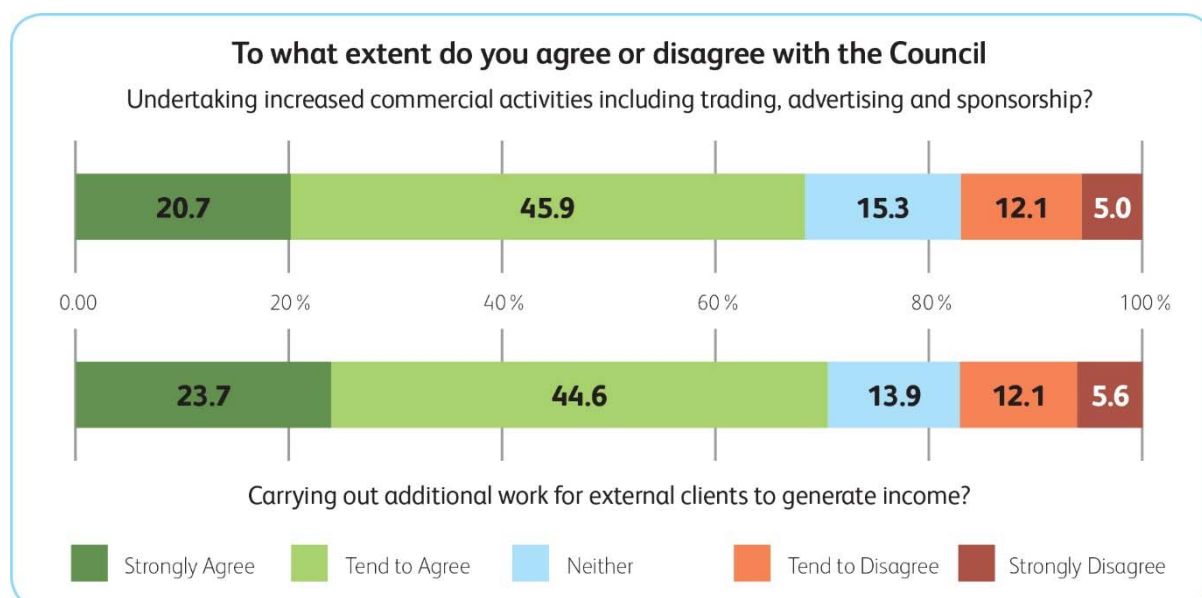
CHANGES FOR CARDIFF 2018/19

5. INCOME GENERATION

One of the ways in which we can meet the challenges we face is to be more entrepreneurial in areas where the Council can generate income, which can then be used to reinvest into supporting our public services.

What you have already told us:

Two thirds of respondents agreed with proposals for the Council to undertake commercial activities (66.6%) and working for external clients to generate income (68.3%). (Source Ask Cardiff 2017)



Our budget proposals:

Over the course of 2018/19 we are proposing £2.9m of increased income from certain Council services. These include expanding markets in services like:-

- Commercial waste;
- Pest control;
- Building cleaning services;
- Welsh language translation and;
- Training and development.

They also include generating more income from renewable energy and street lighting, Cardiff Dogs Home, and an increased volume of planning fees.

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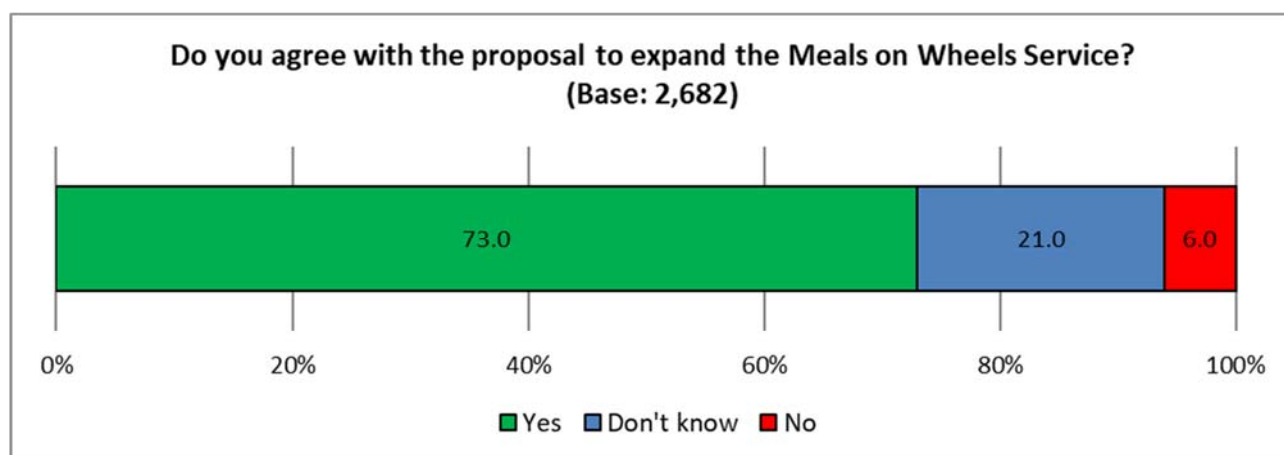
5.1 Expansion of Meals on Wheels

Currently the service operates below capacity. The council will look to increase the number of service users to bring the service up to full capacity.

Do you agree with the proposal to expand the Meals on Wheels Service?

Around three-quarters (73.0%) of respondents supported the expansion to the Meals on Wheels Service whilst just 6.0% were opposed.

Base: 2,682	No.	%
Yes	1,957	73.0
No	162	6.0
Don't know	563	21.0



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Opposition to the proposal centred on uncertainty around the viability of the service as a generator of income. Some respondents believed there to be plenty of reasonable private providers, Super Markets and Voluntary Sector groups already able to meet demand at a reduced cost.

A selection of comments received include:

Unnecessary in the age of home delivery of food and microwaves.

The only way to operate MOW effectively is with a volunteer led programme. There are other organisations that have far more experience than the local authority in providing these services.

I use Wiltshire Farm Foods for my meals and they are excellent. Well-priced, friendly, excellent food and their deliverers are keen to help elderly people. Why would the council be competing with a service that is currently run so well, why not work in partnership?

Is this the best service from a food and befriending approach. Supermarket prepared meals often work out cheaper than lunch clubs and meals on wheels.

Meals on wheels are no longer needed. Supermarkets offer their complete range of foods, and everything else too, and deliver efficiently.

My disabled daughter received this service for a while. The meals were unimaginative, lacking in apparent nutritional value and were small in portion and expensive for what was offered.

Would you or someone you know benefit from the service if it was opened to the whole population?

Around one in every ten respondents knew either a relative (11.3%) or a friend (10.7%) who would benefit by the expansion.

Base: 2,626	No.	%
Yes, myself	72	2.7
Yes, a relative	297	11.3
Yes, a friend	280	10.7
No	2,044	77.8

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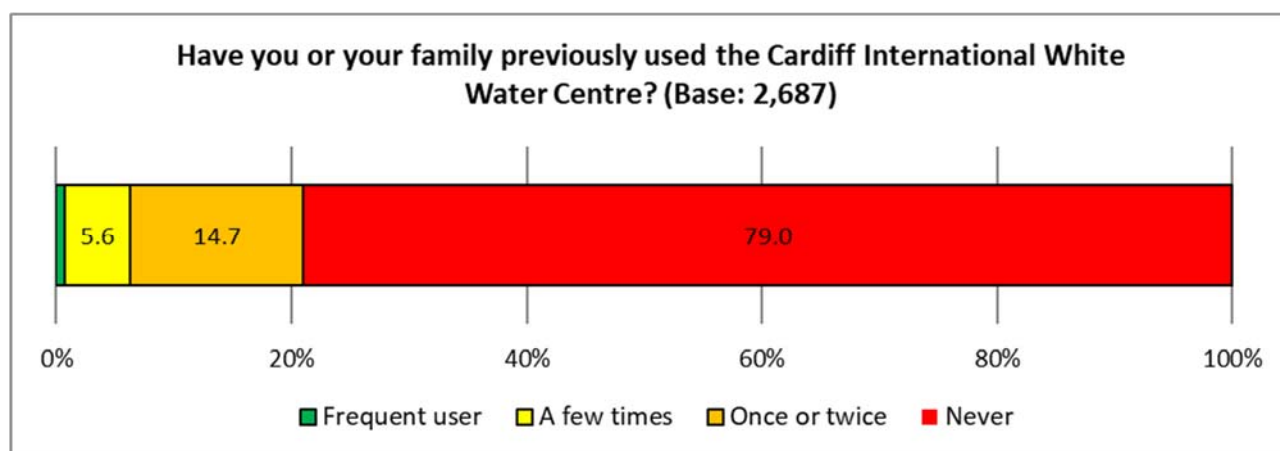
5.2 Cardiff International White Water (CIWW).

It is proposed to increase prices on certain activities at CIWW, such as Friday evening white water rafting. This was previously offered at a reduced rate to encourage additional service users, the increase now brings the session back into line with other days.

Have you or your family previously used the Cardiff International White Water Centre?

Around one in five respondents (21.0%) had previously used the White Water Centre although less than 1% described themselves as 'frequent users'.

Base: 2,687	No.	%
Frequent user	19	0.7
A few times	150	5.6
Once or twice	396	14.7
Never	2,122	79.0

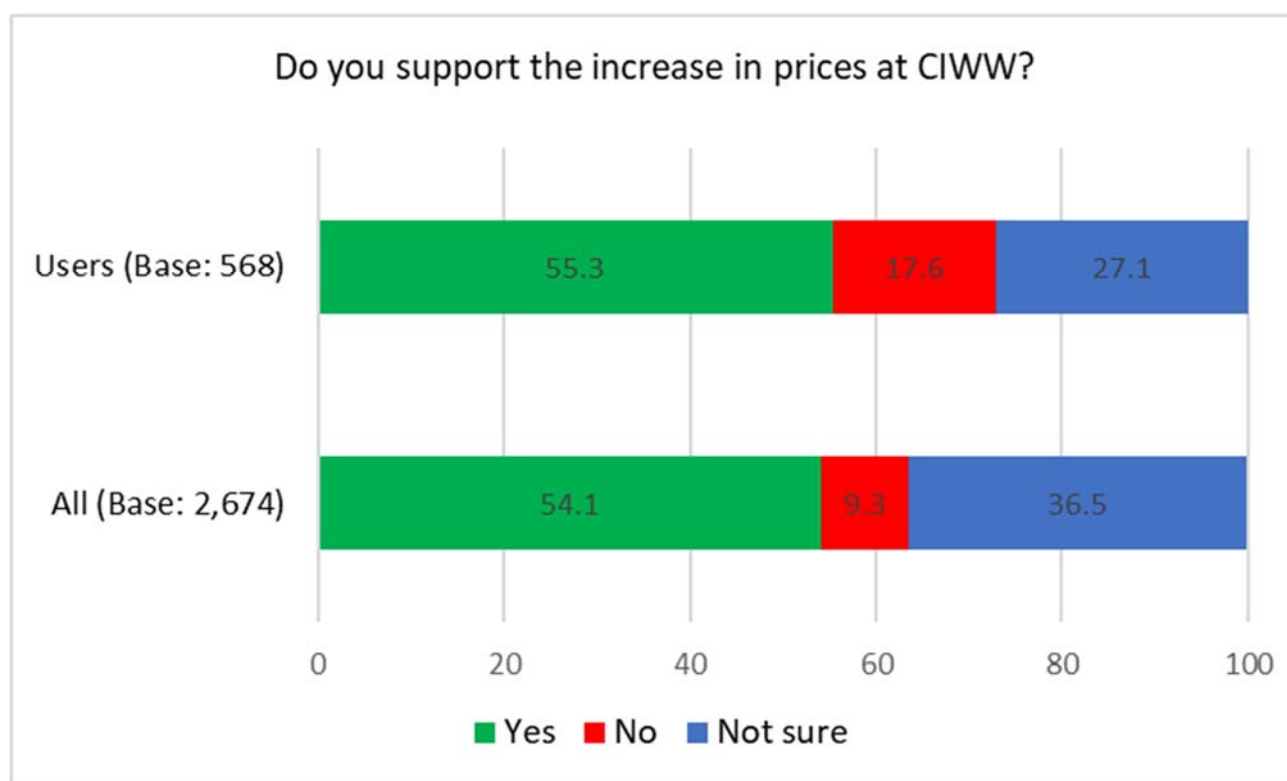


CHANGES FOR CARDIFF 2018/19

Do you support the increase in prices at CIWW?

Less than ten percent (9.3%) of all respondents were against the increase in prices at CIWW. Amongst those that had used the centre at least once previously the proportion opposed to the increases in charges rose to 17.6% although the proportion in support remained the same.

	All Respondents % (Base: 2,674)	% households using the service (Base: 568)
Yes	54.1	55.3
No	9.3	17.6
Not sure	36.5	27.1



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A total of 200 comments were received in reaction to this proposal. The remarks focused on the financial expense of visiting the CIWW and shared concerns that the activities available are elitist.

A selection of those received include:

I think you will risk losing more customers. CIWW is already a luxury activity for many people who cannot afford such experiences.

It's pretty expensive already - a fact which has put me off visiting more regularly.

A price increase will mean that low income families will not be able to use this facility.

Sports services should not be charged at a premium. Only the wealthy are able to afford Cardiff council's sports services. Even a 1 hr use of deteriorated tennis courts is far more than a typical child's pocket money. These services have become out of reach for the many.

Removal of a reduced price service would impact those unable to pay higher prices, and therefore deprive people who are on a limited budget from experiencing this service.

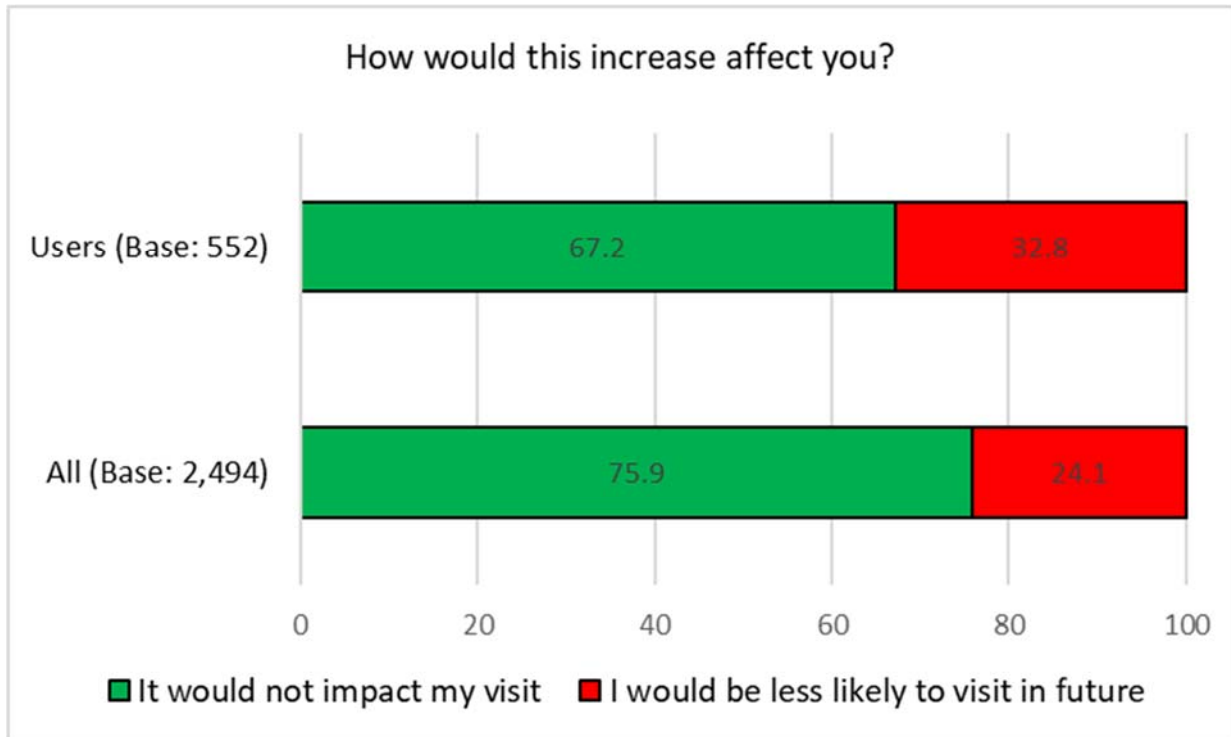
The indoor surfing is already very expensive. The comparable wave in Swansea is £6 ish, £25 is too steep.

We are just starting to use the facility and this will make us less likely to do so on a regular basis.

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How would this increase affect you?

One third (32.8%) of existing users, i.e. those that had used the facility at least once previously, indicated they would be less likely to visit in the future compared to one quarter (24.1%) of all respondents.



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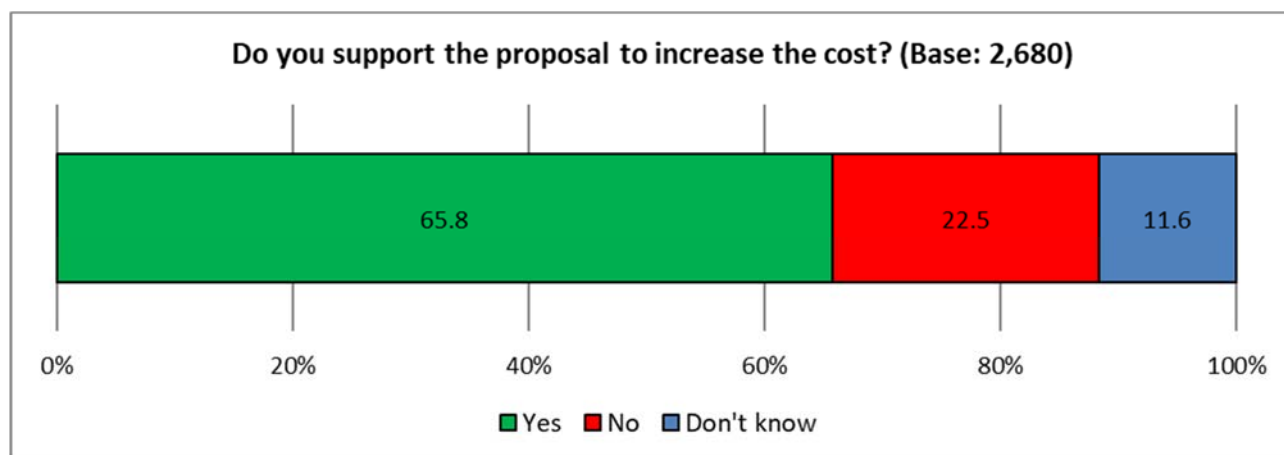
5.3 Bereavement Services

Cardiff Council’s award winning Bereavement Services are responsible for the undertaking of over 4,000 funerals per year as well as the upkeep and maintenance of seven sites. Income from crematoria and burials has been consistently reinvested to ensure this valuable service is as good as it can be. It is proposed that the price of a cremation be increased from £540 to £560 (an increase of 3.7%) and a burial from £630 to £650 (an increase of 3.17%).

Do you support the proposal to increase the cost?

Two thirds (65.8%) of respondents supported the increase in costs compared to one fifth (22.5%) that were against the proposal.

Base: 2,680	No.	%
Yes	1,764	65.8
No	604	22.5
Don't know	312	11.6



A total of 591 additional comments were received in reaction to this proposal, with the four most dominant themes being:-

Need for service improvement – Including increased opening hours, reduced waiting times and improved maintenance of buildings and gardens.

Service not subject to Profit – Service should be delivered at cost only basis, very expensive at the moment.

Support for those that cannot afford – Should be affordable to all, and if not help should be provided.

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Support Rise – Agreement that the proposed rise is reasonable and some calls to increase even further.

A selection of those received include:

The way that the Thornhill Gardens are maintained is very much below standard.

Should be able to pay extra for nice headstones, services, flowers, etc. as an income generator.

I don't believe this is the kind of service that should be used to generate additional revenue streams.

I believe there should be a higher differential between cremation and burial. Burials are a waste of valuable land, in my view, and should be discouraged; there is a long term cost far beyond the short term marginal cost of each event.

Those increases seem very reasonable compared to some other local authorities.

Was very happy with the service received when my Nan passed away last year. A price rise of £20 is not too much.

If the price is to be increased I feel that hardship funds should be available for families who struggle to meet this cost.

Some reduction should be available for those with very limited funds - but only via cost-effective assessment.

It's important that this service is accessible to everyone. There are sections of society for whom those costs would be unattainable, I hope that there is support in place for these people.

The crematorium building in Thornhill. (The larger chapel) is in need of refurbishment. It is out dated and smells. Not a pleasant environment to say a final goodbye to loved ones.

CHANGES FOR CARDIFF 2018/19

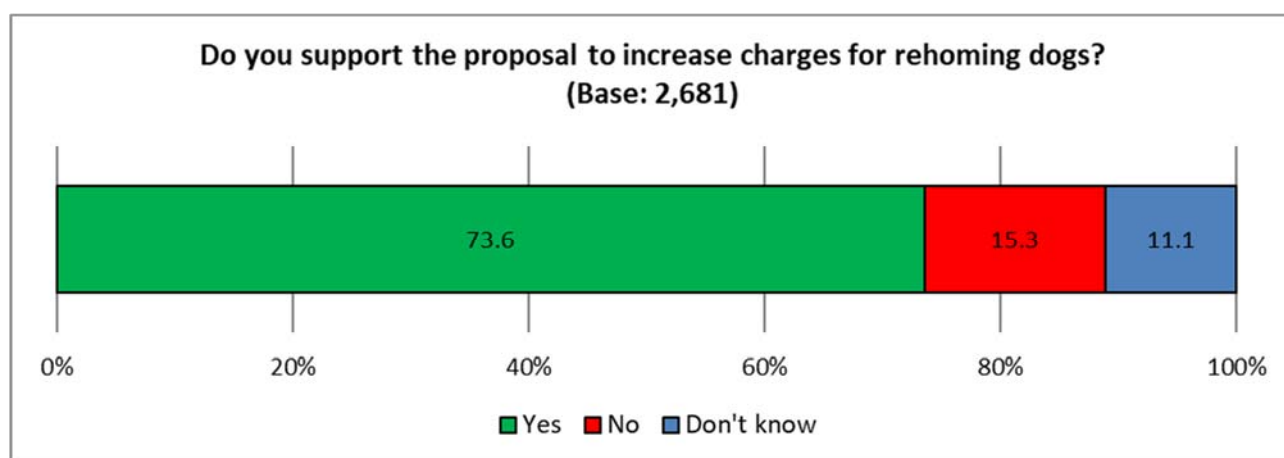
5.4 Dogs Home

Cardiff's award winning Dogs Home deals with nearly 1,000 dogs every year with the focus on the safety of dogs and the citizens of Cardiff. We successfully achieve this by taking in stray dogs, caring for them, re-uniting them with their owners or rehoming them. It is proposed that the price of rehoming a puppy be increased from £150 to £160 and that for other dogs the price is increased by £20, taking the range of prices from £100-£300 to £120-£320. In reviewing these charges, we are working towards a position whereby the Dogs Home can become self-sustainable in the future.

Do you support the proposal to increase charges for rehoming dogs?

Around three-quarters (73.6%) supported the increase to charges for rehoming dogs.

Base: 2,681	No.	%
Yes	1,973	73.6
No	411	15.3
Don't know	297	11.1



If 'No', what are your concerns:-

A total of 317 additional comments were received in reaction to this proposal. Opposition centred on concerns that any price increases may serve to deter people from rehoming animals. This was particularly felt in relation to older dogs if the cost of purchasing a puppy directly from a breeder were to become a cheaper option. Cost increases were also felt to disproportionately affect older people and those on a lower income. Whilst these people may have the means to provide and care for a pet they would be less likely to have up to £320 required to cover the initial fees.

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A selection of those received include:

People might buy off the internet at puppy farms instead of paying more for a dog that has past issues. Run a risk of rehomed dog Vs brand new puppy (which could end up in a rehoming centre afterwards).

Cardiff dog's home relies heavily on volunteers and people willing to rehome dogs that aren't always a finished product. When you price them like the backstreet breeders do on gumtree, people will just buy rather than rehome which defeats the point a little.

Barrier to those on low incomes.

Increasing the charge will act as a disincentive to taking on a stray when you can buy a dog for less.

Lots of people have very little income and should not be charged more for dog rehousing.

We've rehomed two dogs. Make it too expensive and you will get unvetted people buying from Gumtree instead.

The increase in price may put off someone rehoming a puppy - some breeders charge less than this for pedigree puppies.

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5.5 School Meal Provision

Cardiff Council's School Meals service supplies meals to every primary school and the majority of secondary schools in Cardiff. The price of a primary school meal is £2.40 and a set meal in secondary schools is £2.85. The Council is proposing to increase the cost by 10p to £2.50 and £2.95 respectively.

Does your household use the School Meals service?

Just under one in eight respondents (12.3%) were from households that used the Schools Meals Service.

Base: 2,685	No.	%
Yes	331	12.3
No	1,404	52.3
Not Applicable	950	35.4

Do you support the proposal to increase the cost of school meals?

Around half of respondents (users 51.5%) and all respondents (49.4%) were in favour of the proposed increase to schools meals. Around a quarter (27.9%) of all respondents were opposed to the proposal, this rose to 42.1% of those using the service.

Base: (All:-2,664)	All Respondents No.	All Respondents %	No. households using the service (330)	% households using the service
Yes	1,316	49.4	170	51.5
No	744	27.9	139	42.1
Not sure	604	22.7	21	6.4

If 'No', what are your concerns:-

A total of 577 additional comments were made in relation to school meals. Of these, around a fifth (20.6%) came from households currently using the School Meals Service.

The comments made centred on concerns regarding costs and the value for money of the service, particularly for low income and vulnerable families. For many the continuation of the service was described as 'vital' as for many children this is often their main meal of the day, although for some the costs were already felt to be prohibitive. Respondents were also keen to see improvements in the quality and nutritional value of the meal provided particularly should a price increase go ahead. A selection of the comments include:

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This negatively affects poorer families. I would prefer to pay more council tax to avoid this, to be honest. School meals should be free.

For some families this is the main meal of the day and will increase child poverty FSM threshold has not risen in line with inflation.

In Scandinavia all children received free school meals, I feel the benefits to health and well-being far outweigh the costs. Balanced diets, reduced obesity, fewer children off the premises, reduction in littering, anti-social behaviour and bullying and an increase social interaction.

If the quality of meals are staying the same then I don't agree with the price increase.

Seems too expensive as it is already.

The price is already such that it doesn't make financial sense. Any more and I expect usage to decline dramatically.

Pressure on people's finances to feed their children is wrong.

With so many needing food banks at present - this would be an extra burden on an already stretched pocket.

I feel that school meals are vital for all pupils in order to have the energy and capabilities to function when at school. A lot of children may not get the food they need at home and charging parents more may mean they don't get the full nutrition they need as a whole throughout the day.

At the prices already charged, the food doesn't represent good value for money. I would expect an improvement in quality if prices were increased.

6. EARLY INTERVENTION AND PREVENTION

We are committed to working with the public and third sector partners to deliver lasting solutions to complex problems. This is particularly important when it comes to issues like supporting vulnerable children and families or helping older people live independently, in their communities, for as long as possible.

Our budget proposals:

- We will work with partners to reshape our approach to supporting people into jobs, simplifying and helping people make sense of what is currently a fragmented and confusing system.
- We are also proposing new approaches to how we support communities to get involved in the delivery of services through developing community involvement plans and working with partners, like the health board, police and the third sector, at the community level.
- We are working to focus resources on developing services based on early intervention and prevention in respect of Social Care.
- This means that we will work with individuals and families when difficulties are first identified rather than when they become critical. This will give better support to citizens whilst also being financially efficient.

6.1 Community Reablement Team (CRT)

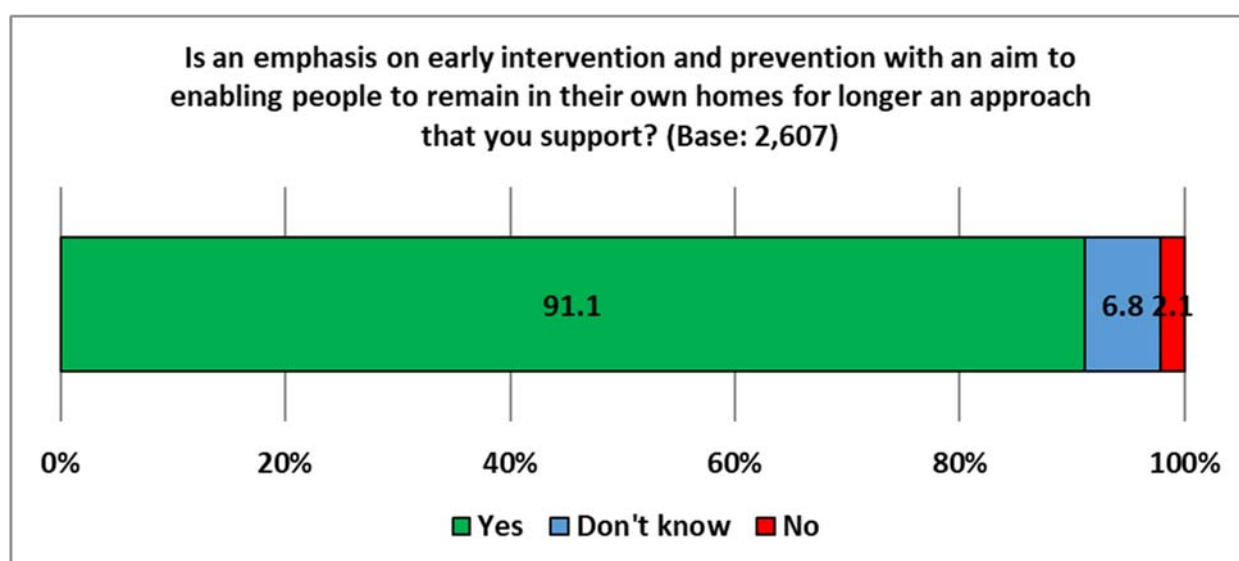
This will be done particularly through making sure that the CRT, a joint service that works with teams in the health service to offer a wide range of services to care for, and support, people, has the biggest impact it possibly can. Every CRT care package is bespoke to the needs of the individual and will typically include domiciliary (home) care and specialist therapy (provided by health colleagues). The evidence from Cardiff and across the UK is that this approach has a significant positive impact on people's health, wellbeing and independence, and they become less reliant on social care services.

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Is an emphasis on early intervention and prevention with an aim to enabling people to remain in their own homes for longer an approach that you support?

Nine in ten respondents were supportive of an emphasis being taken on early intervention and prevention.

Base: 2,607	No.	%
Yes	2,376	91.1
No	55	2.1
Don't know	176	6.8

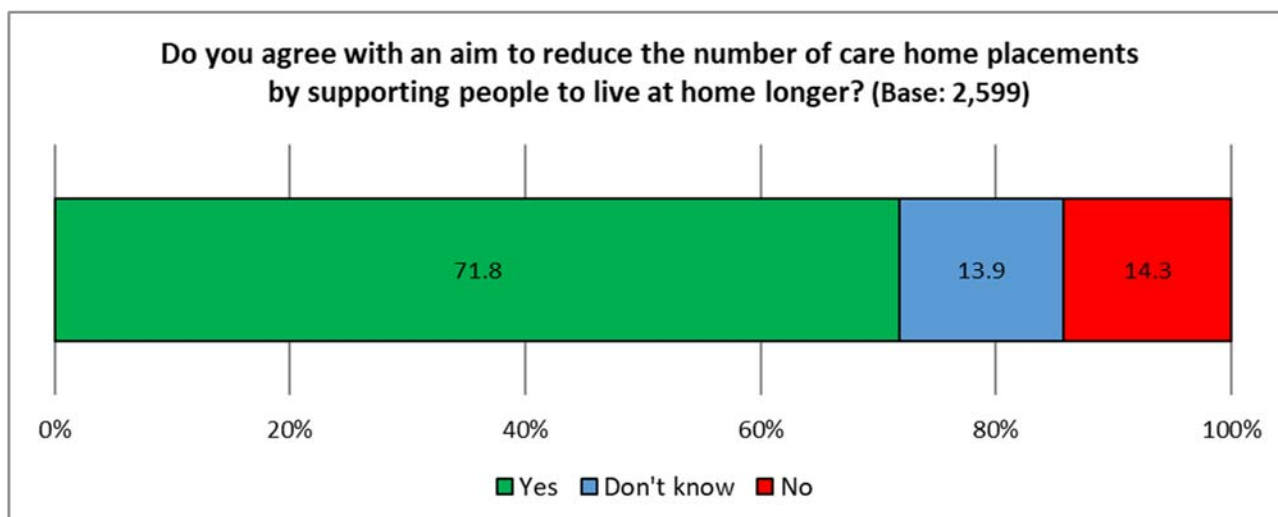


Do you agree with an aim to reduce the number of care home placements by supporting people to live at home longer?

More than seventy percent of respondents agreed that the Council should reduce the number of care home placements by supporting people to live at home longer.

Base: 2,599	No.	%
Yes	1,866	71.8
No	371	14.3
Don't know	362	13.9

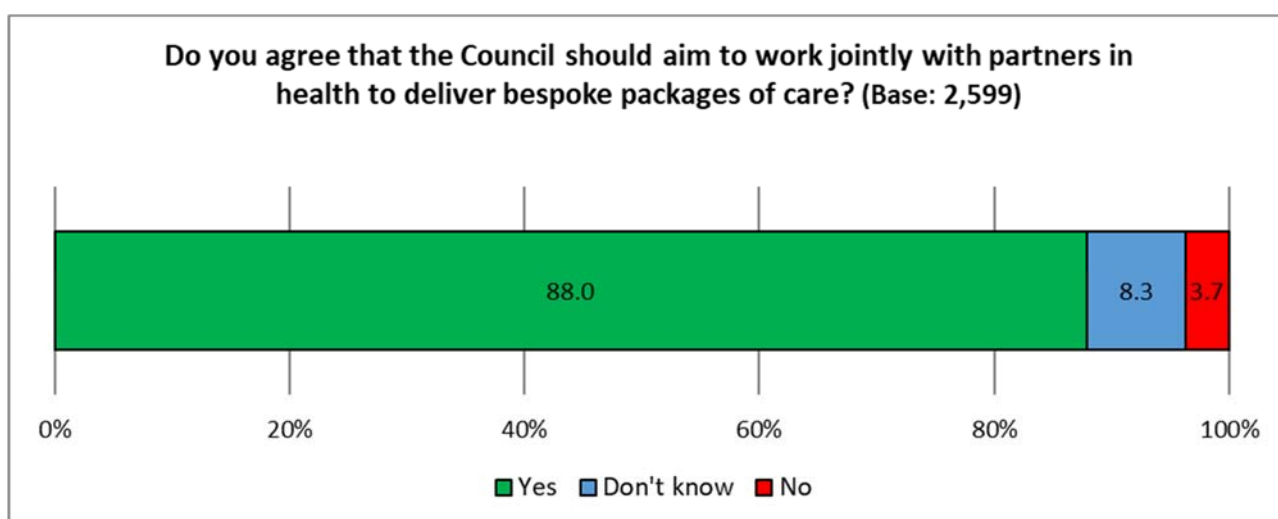
CHANGES FOR CARDIFF 2018/19



Do you agree that the Council should aim to work jointly with partners in health to deliver bespoke packages of care?

Approximately nine in ten (88.0%) also agreed with the proposal to work jointly with partners in health to deliver bespoke packages of care.

Base: 2,599	No.	%
Yes	2,286	88.0
No	96	3.7
Don't know	217	8.3



CHANGES FOR CARDIFF 2018/19

If 'No', what are your concerns:-

A total of 238 additional comments were received in reaction to these proposals. The main concerns expressed by respondents focused on:

- a) The quality of the care provided to people in their homes.
- b) Ensuring that sufficient care home placements are available for those that require them.

A selection of those received include:

With a growing aging population, the council needs to be prepared for an increasing demand on care home places and an increase in home support.

Loneliness is a real problem. My nan, after a stroke, stayed at home with carers, cleaners and nurses coming in and out all day. The caregivers were very busy people sometimes unable to give time to my nan. It is understandable but it means that people are actually more isolated. Care homes are good for community.

It is a good idea to keep people in their own home if they want this and they can manage physically and mentally. Many older people who struggle physically and mentally benefit from living with other people and are in dire need of "quality" in their lives, living in a box, eating from a box and watching a box is not quality living.

Home-based care is not suitable for all.

Cutting care home places is unacceptable.

Too many elderly infirm people are left at home on their own in between visits and this leaves them very vulnerable.

My concerns are that people might be forced to stay at home when this is not the best thing for them.

People still need care home places - supporting people to stay in their homes is a good thing - but reducing care home spaces (like hospital bed cuts is detrimental) as there will not be enough when people need them

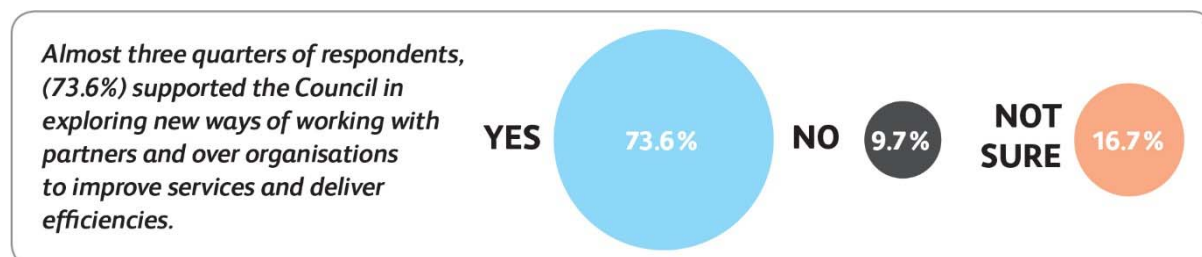
There needs to be a range of care, to support people at different stages of illness. For people with dementia, there comes a time when supporting them in their own homes, is no longer in their best interests

If the population is expanding, people should be supported to remain in their homes AND the number of care home places should be maintained (not reduced).

CHANGES FOR CARDIFF 2018/19

7. COLLABORATION

We are committed to moving away from trying to deal with problems in isolation and working with partners to integrate frontline teams and back-office systems so that we can address the problems we know need solving.



Number of people who responded: 5357

Our draft budget includes:

Projected savings of £93K for Cardiff from the creation of a single shared service for Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure.

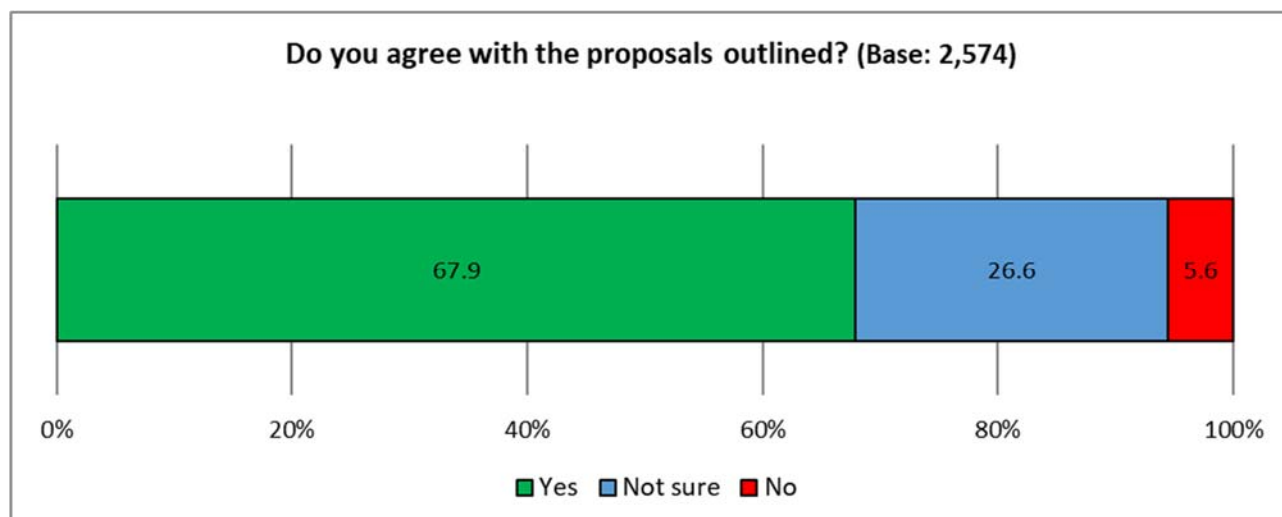
Following this we will explore the merger of our passenger transport team with a neighbouring authority.

7.1 Do you agree with the proposals outlined?

Two-thirds (67.9%) supported with the proposal for a single shared service for Environmental Health, Trading Standards and Licensing within the three Authorities.

Base: 2,574	No.	%
Yes	1,747	67.9
No	143	5.6
Not sure	684	26.6

CHANGES FOR CARDIFF 2018/19



If 'No', what are your concerns:-

A total of 94 additional comments were received in reaction to this proposal. Concerns were expressed regarding impact on overall quality of service and potential cuts to jobs.

A selection of the comments received include:

The problems and demands of the city are not the same as those facing outlying areas and in some cases there could be conflict in resource allocation and priorities.

Agencies with such broad remit are traditionally inefficient and slow. This plan must ensure that the operational effectiveness is not compromised.

Reduction of staff and unable to contact people with local knowledge of transport system

How can we be sure that Cardiff gets its fair share of these services if they are spread across the rural areas referred to.

Merging just reduces jobs, making specialists unemployed, puts people in management that are not qualified appropriately and reduced the quality of each of the merged services. I wholeheartily do not agree with this.

Bigger is rarely better. In a larger organisation smaller but locally important things will get lost.

CHANGES FOR CARDIFF 2018/19

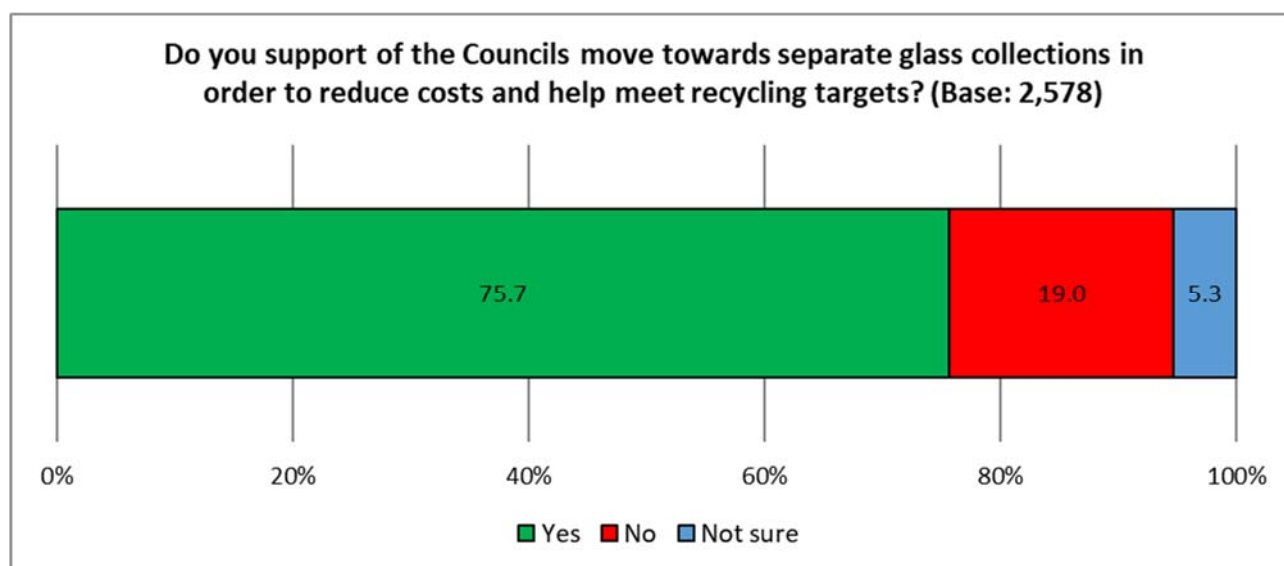
7.2 Waste Collection

As a Cardiff resident, we need you to love where you live and to help keep the City tidy. By ensuring that you and others take care of the small things, for example, putting your recycling and waste out correctly for collection. The Council would also be able to make additional income and reduce processing costs if we change our approach to recycling collection (£38k). This would require householders to separate out glass from the rest of their recyclable waste prior to collection.

Do you support the Council’s move towards separate glass collections in order to reduce costs and help meet recycling targets?

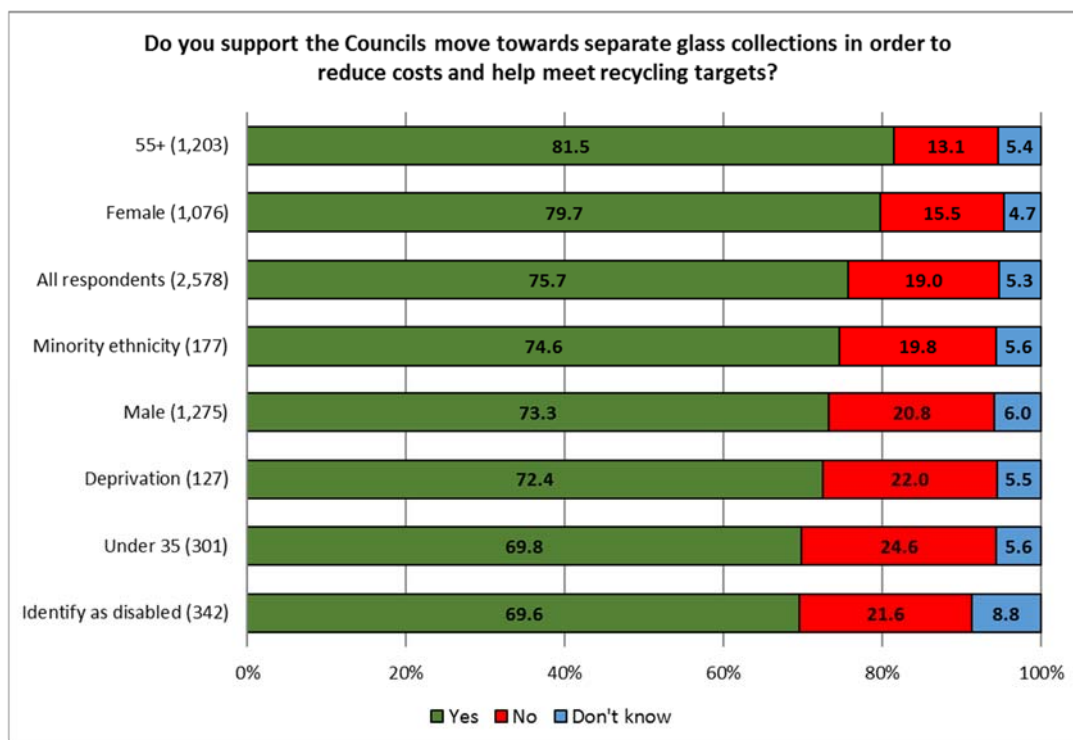
Three quarters (75.7%) of respondents supported a move towards separate glass collections.

Base: 2,578	No.	%
Yes	1,951	75.7
No	490	19.0
Not sure	137	5.3



Support towards the proposal was found to be highest amongst those aged 55+ (81.5%) and lowest amongst those identifying as disabled (69.6%), those aged under 35 (69.8%) and those living in the most deprived areas of the city (72.4%).

CHANGES FOR CARDIFF 2018/19



If 'No', what are your concerns:-

A total of 410 additional comments were received in reaction to this proposal. Dominant themes for opposition to the proposal included:

- a) That the revised system could lead to less recycling / increase fly tipping.
- b) Concerns another receptacle for recycling would present a storage issue particularly for residents of flats and the elderly.
- c) That the current simple system already works well with respondents praising current simplicity.

A selection of the comments received include:

We've already got 3 bins. They are outside the front of our house, are in the way and look untidy.

I believe the simplicity of recycling is what keeps levels up, and that complicating the process would reduce recycling levels.

The more complex you make it, the less recycling will occur.

Residents are used to the current arrangements and they are working well

People have lack of space in houses, flats, gardens.

Making things more complicated will result in more rubbish in the streets and increase fly tipping.

These ideas do not take into account the elderly and those with learning difficulties who find it difficult to understand the requirement to separate the items and also the weight of carrying these items to a collecting area.

8. A NEW DEAL WITH CITIZENS

Keeping our streets clean, hitting our sustainable transport targets and looking after our most vulnerable people cannot be achieved by the Council alone. We want you to work with us to help make your community a better place to live.

8.1 Volunteering

In response to a recent consultation, just 35% of you told us that you feel able to have your say on how Council services are run in your community. This proportion was even lower amongst those living in the cities less well-off neighbourhoods.

Responses from this survey will help us to create more opportunities for local people to be involved in their local community and have a say in the things that matter most to them.

More recently, we suggested a number of ways that you could contribute to the wellbeing of your community.

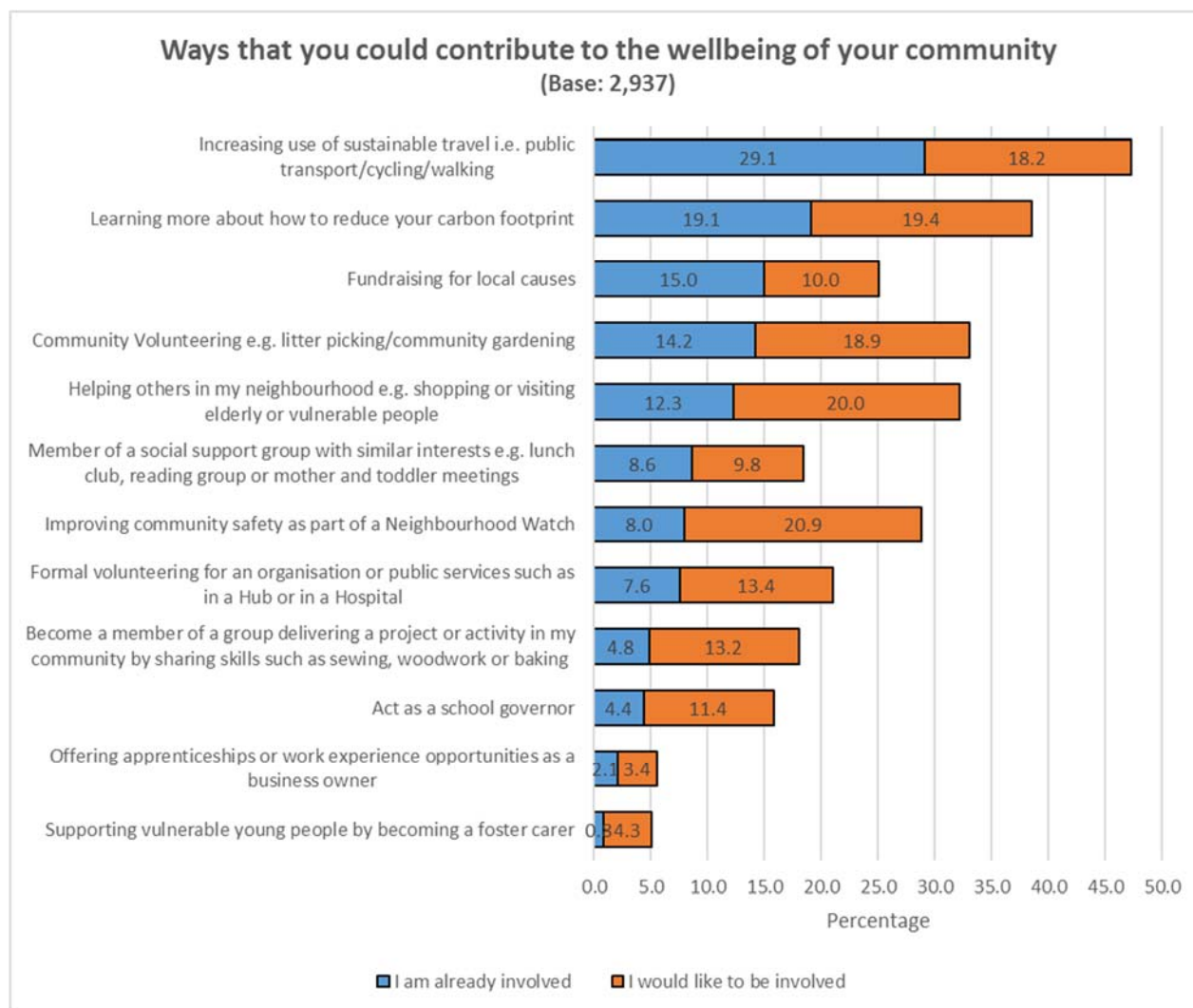
Areas where people were most likely to volunteer already were:

- Increasing use of sustainable travel i.e. making more journeys by public transport or on foot (29.1%).
- Taking measures to reduce their carbon footprint (19.1%).
- Fundraising for local causes (15.0%).

Respondents also expressed interest in future involvement with a variety of activities including:

- Improving community safety (20.9%).
- Helping others in their neighbourhood (20.0%).
- Learning how to reduce carbon footprint (19.4%).

CHANGES FOR CARDIFF 2018/19



CHANGES FOR CARDIFF 2018/19

9. YOUR PRIORITIES

The Changes for Cardiff 2018/19 document sets out the pressures that are facing the city because of population growth, poverty and the increased pressure on services. Savings have been sought wherever possible in ways that protect front-line services, but we know that the challenges we face will mean that difficult decisions about local public services will have to be taken.

At a time of austerity, where budgets are under pressure, we asked for the public's priorities from a range of options for how limited funding could be invested.

The top three priorities for respondents were:

- Building more affordable houses and tackling homelessness (48.4%).
- Investing in sustainable transport to reduce congestion and improve air quality (45.0%).
- Intervening early to support vulnerable children (37.6%).

We also asked for respondents to identify the issue ranked as the lowest priority for investment. This was Culture and leisure (39.8%).

	Rank Top (Base: 2,537) (Select Three)		Rank Lowest (Base: 2,157) (Select one)	
	No.	%	No.	%
Building more affordable houses and tackling homelessness	1,277	48.4	271	12.6
Support our children's education by investing in School Buildings	799	31.5	217	10.1
Intervening early to support vulnerable children	953	37.6	72	3.3
Investing in sustainable transport to reduce congestion and improve air quality	1,142	45.0	251	11.6
Keeping our streets and neighbourhoods clean and litter-free	729	28.7	166	7.7
Communities where people feel safe and where our most vulnerable adults are protected from exploitation and abuse	818	32.2	109	5.1
Helping older people live in the community for as long as possible	814	32.1	122	5.7
Creating more and better jobs	534	21.0	399	18.5
Culture and leisure	248	9.8	859	39.8
Improving the Condition of Roads in Cardiff	794	31.3	339	15.7

CHANGES FOR CARDIFF 2018/19

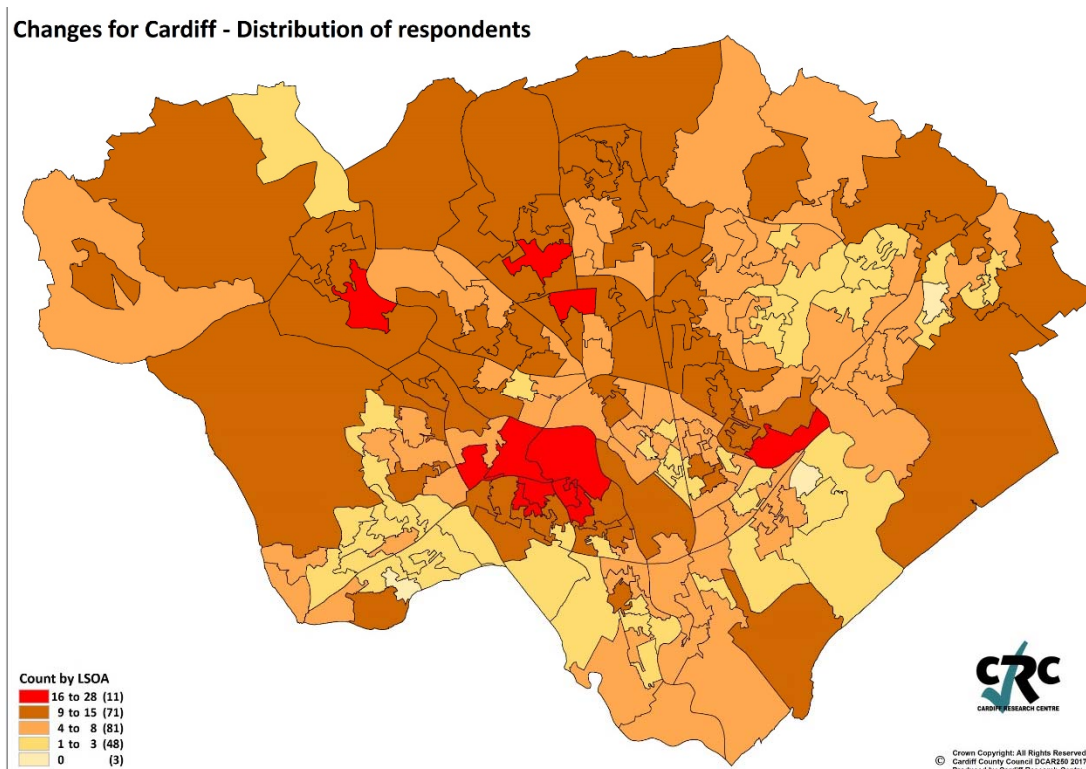


CHANGES FOR CARDIFF 2018/19

10. RESPONSE PROFILE

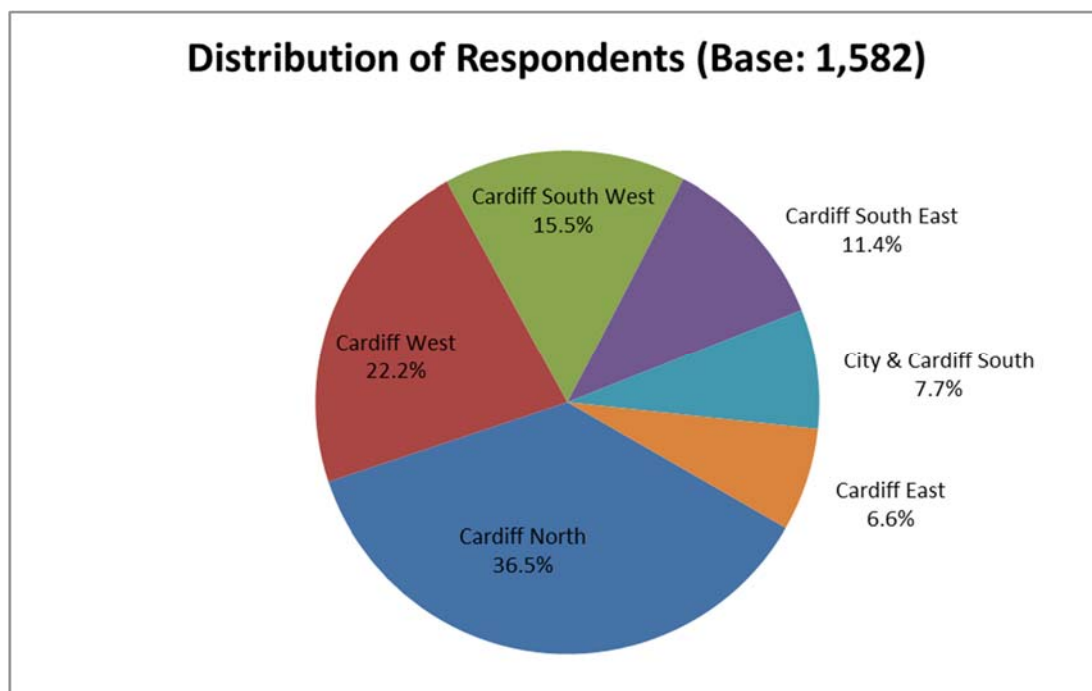
Distribution of respondents

Of the 2,937 respondents taking part in the survey, 1,582 provided their post code, allowing analysis by geography. Amongst these, respondent numbers were highest in the north and west of the city. These areas of the city also correlate with an older and more affluent demographic.



Base: 1,582	No.	%
Cardiff North	578	36.5
Cardiff West	351	22.2
Cardiff South West	246	15.5
Cardiff South East	180	11.4
City & Cardiff South	122	7.7
Cardiff East	105	6.6

CHANGES FOR CARDIFF 2018/19



Gender:

Base: 2,419	No.	%
Male	1,277	52.8
Female	1,081	44.7
Other	5	0.2
Prefer not to say	56	2.3

Age:

Base: 2,428	No.	%
16-24	23	0.9
25-34	278	11.4
35-44	429	17.7
45-54	426	17.5
55-64	563	23.2
65-74	512	21.1
75+	132	5.4
Prefer not to say	65	2.7

Base: 2,062	%	2015 MYE
35-54	35.2	30.0
55+	49.7	29.1

CHANGES FOR CARDIFF 2018/19

Do you identify as a disabled person?

Do you identify as a disabled person? (Base: 2,417)	No	%	Which apply to you (Base: 437)	No	%
Yes	344	14.2	Long-standing illness or health condition	212	48.5
No	1968	81.4	Mobility impairment	158	36.2
Prefer not to say	105	4.3	Deaf/Deafened/Hard of Hearing	91	20.8
			Mental health difficulties	65	14.9
			Prefer not to say	52	11.9
			Visual impairment	32	7.3
			Learning impairment/difficulties	15	3.4
			Wheelchair user	13	3.0
			Other (please specify below)	33	7.6

How would you describe your sexual orientation?

Base: 2,346	No.	%
Heterosexual/Straight	1,927	82.1
Gay Man	72	3.1
Bisexual	55	2.3
Gay Woman/Lesbian	26	1.1
Other	20	0.9
Prefer not to answer	246	10.5

CHANGES FOR CARDIFF 2018/19

Ethnic Group:

	No.	%
Base: 2,455		
White - Welsh/English/Scottish/Northern Irish/British	2,122	86.4
White - Any other white background	110	4.5
White - Irish	24	1.0
Asian/Asian British - Indian	24	1.0
Any other ethnic group	26	1.1
Asian/Asian British - Any other	10	0.4
Mixed/Multiple Ethnic Groups - White and Black Caribbean	8	0.3
Asian/Asian British - Chinese	6	0.2
Mixed/Multiple Ethnic Groups - White & Asian	17	0.7
Black/African/Caribbean/Black British - African	9	0.4
Mixed/Multiple Ethnic Groups - Any other	30	1.2
Asian/Asian British - Pakistani	9	0.4
Black/African/Caribbean/Black British - Caribbean	4	0.2
Arab	6	0.2
Asian/Asian British - Bangladeshi	1	0.0
White - Gypsy or Irish Traveller	2	0.1
Mixed/Multiple Ethnic Groups - White and Black African	3	0.1
Black/African/Caribbean/Black British - Any other	3	0.1
Prefer not to say	41	1.7

Appendix 1

List of engagement events

Cllr C Weaver
County Hall
Cardiff
CF10 4UW

cc. Cllr S Merry

15th December 2017

Dear Cllr Weaver

Council Budget Proposals 2018/19

I'm writing to formally respond to the Council's 2018/19 Budget Proposals on behalf of Cardiff Schools Budget Forum.

We would like to remind the Cabinet of the vision set out in Cardiff 2020 that "All children and young people in Cardiff attend a great school and develop the knowledge, skills and characteristics that lead them to become personally successful, economically productive and actively engaged citizens." In addition, Cllr Merry wrote in the Education Employment and Skills section of Capital Ambition, "We know that a great education will help everyone in Cardiff to achieve their full potential. This Administration will continue to invest in and improve our schools and to make sure that every child has the best possible start in life". These ambitions and vision will not be achieved unless the Council prioritises investing in schools in this and future budgets. The poor physical state of many schools highlighted the October Cabinet Report "Developing the Education Estate in Cardiff", the need to close the gap in attainment of pupil from low-income families and other vulnerable groups of pupils, the development and the new curriculum, and the increasing demand on ALN provision both in terms of population and complex need are just some reasons why such investment is essential.

The Forum recognises that the Council continues to face significant financial pressure if it is to sustain the current level of services, and that it must close a budget gap of £23m in 2018/19 and £73m over the medium term. We note that the budget strategy includes a cap on schools' growth excluding demographics which will contribute savings of £1.5m to this budget gap. However, we would like to remind the cabinet that this cap comes on the back of similar caps on schools' growth over the past 3 years. As a result, schools will again face difficult decisions when setting budgets which are likely to impact on staffing numbers and provision in the classroom and will inevitably affect teacher workload, staff welfare, pupil and parent satisfaction rates and pupil outcomes.

In considering the implications of the Budget Strategy we would also like to highlight the following

- A lack of clarity over how the £20m cut in the Educational Improvement Grant will filter down to individual consortia and local authorities over the next 2 years. There is real concern that the cuts may be targeted at particular elements of the grant such as the MEAG element for which Cardiff receives £4.5m. This funding is delegated to schools and used to employ staff to work directly with pupils. It is essential that schools continue to receive the funding necessary to continue this provision.
- Current indications on Post 16 funding is that it will be maintained in 18/19 but will be subject to an all Wales cut in 19/20. With pupil numbers beginning to rise in secondary schools it is

essential that Cardiff continues to offer young people excellent education at sixth form level ensuring suitable progression routes for all pupils no matter what their ability. This cannot be done without appropriately skilled staff and resources.

- The need to accelerate the asset renewal program so that the significant maintenance backlog in schools can be addressed in a timely fashion. The £25m of capital investment will result in significant capital finance costs from 18/19 onwards.
- The Forum would urge the Council to use capital receipts and secure support from business to contribute to the Band B programme and improvements to existing school sites in order to reduce the reliance on prudential borrowing.
- Forming an innovation group to develop creative solution to problems rather than continually fire-fighting. This should include the voice of students and parents.
- Reducing the reliance on out of county placements for children with ALN by increasing the ALN capacity within the city and exploring whether charitable status could open up additional sources of funding.
- Recognising that there will be significant costs to schools as they begin to prepare for the introduction of the New Curriculum. Time will be needed for planning and the professional development of staff.
- To look more creatively at the apprentice levy paid by schools and how that can be inwardly invested back into schools.

There is a real danger of underfunding causing a fall back at a time when the LA has only recently emerged from formal Estyn scrutiny and is trying to ensure all schools continue to make progress.

The Forum wishes to remind you that our children get one chance at an education. The Council must ensure that it protects the city's schools by ensuring they have sufficient funding to build on the progress made over recent years otherwise we will not achieve the ambition that "every child in Cardiff goes to a good or excellent school".

Yours sincerely,



Sarah Griffiths
Chair, Cardiff Schools Budget Forum

Welsh Local Government Revenue Settlement 2018/19

Final

Table 9: List and estimated amounts of Grants for total Wales

Existing Grant name	2017/18	2018/19
Communities and Children		
Supporting People	123.688	123.688
Flying Start Revenue Grant	76.052	NA
Families First	38.352	NA
Communities First	19.647	0.000
Childcare Offer	10.000	25.000
Communities for Work	7.120	7.199
Cardiff Bay Legacy	5.891	5.400
Promoting Positive Engagement for Young People	4.330	4.330
Out of School Childcare	2.300	2.300
Violence against Women, Domestic Abuse & Sexual Violence Grant	1.938	1.938
St David's Day Fund	1.000	1.000
Lift	0.990	0.000
National Approach to Advocacy	0.550	0.550
Community Cohesion	0.360	0.360
Maintaining the Delivery of the Wales Adoption Register	0.172	0.172
Armed Forces Day	0.035	0.140
Remploy Employment Support Grant	0.006	0.002
Communities First Legacy	0.000	6.000
Communities Work Plus	0.000	10.050
Economy and Infrastructure		
Concessionary Fares	60.466	NA
Bus Services Support Grant	25.000	NA
Bus Revenue Support Traws Cymru	3.057	NA
Road Safety Grant	2.000	2.000
Young Persons Discounted Bus Travel Scheme	1.000	NA
Bus Revenue Support	0.546	NA
New Developments	0.500	0.000
Enterprise Zones	0.271	0.064
Ports Development Fund	0.090	0.000
Community Rail Partnership	0.065	NA
Travel Plan Co-ordinators	0.011	0.000
Education		
Education Improvement Grant	133.282	118.137
Pupil Development Grant	91.333	91.333
Pioneer Schools	7.895	7.105
Youth Support Grant	3.856	3.470
Small and Rural Schools Grant	2.500	2.500
Reducing infant class sizes grant	2.000	3.000
School Uniform Grant	0.700	0.000
Modern Foreign Languages	0.480	0.432
Senior Business Managers	0.200	0.200
Mentoring and Networking Support for Headteachers	0.150	0.140
Advisory team on Delivery of Foundation Phase for 3-4 year olds	0.041	0.000
National Numeracy Tests - Supported Marking Grant to Consortia	0.020	0.020
Environment and Rural Affairs		
Single Revenue Grant - See note below	61.790	20.793
Waste Infrastructure Procurement Programme - Gate Fee Contributions	7.507	7.867
Animal Health & welfare Framework Funding	0.200	0.200
Financial support to enable prosecution to be brought for breaches in the TB Or	0.188	0.000
Renewal of Grant for the South Wales Regional Aggregate Working Party	0.050	0.050
Waste Planning Monitoring Report - North Wales and South East Wales	0.049	0.049
Waste Planning Monitoring Report - South West Wales	0.025	0.025
Renewal of Grant for the North Wales Regional Aggregate Working Party	0.025	0.025

Finance and Local Government

Cardiff Capital City Deal	20.000	10.000
High Street Rate Relief	10.000	4.500
Child Burials	NA	0.600

Lifelong Learning and Welsh Language

Post-16 Provision in Schools	98.587	NA
Adult Community Learning	4.307	NA
Additional Learning Needs Innovation Fund	1.320	0.000
Learning in Digital Wales (Phase 2)	0.500	0.450
Promote and Facilitate the use of the Welsh language	0.314	0.314
Development of the Seren Network	0.120	0.300

Social Services and Public Health

Welsh Independent Living Grant	27.000	RSG
Substance Misuse Action Fund	22.663	22.663
Social Care Workforce Grant	19.000	RSG
Expanding Edge of Care Services	5.000	RSG
Carer's Respite Care Grant	3.000	RSG
Support for Care Leavers	1.650	RSG
Reflect Project	0.850	RSG
Secure Estates	0.412	RSG
National Framework for Fostering	0.400	RSG
Development of Adoption Support Services in Wales	0.215	0.090

All Grants	913.065	484.456
All Grants excluding NA (for like-for like comparison)	513.197	483.856

-
- 1 The information shown above details the total amount of each grant. Some grants may be split between local authorities and other bodies.
 - 2 It is important to note that amounts for future years are indicative at this stage and are liable to change.
 - 3 Formal notification of grant allocations is a matter for the relevant policy area.

NA = figures not available at time of publication

RSG = funding transferring to Revenue Support Grant

Single Revenue Grant - £35m of Waste Budget element transferred to Revenue Support Grant

Development of Adoption Support Services in Wales - £125,000 transferred to Revenue Support Grant

Revenue Resources Required for 2018/19		
	£000	£000
Adjusted Directorate Budget		595,674
Add: Employee costs	3,361	
Special Inflation	4,550	
Directorate expenditure and income realignments	1,194	
New Responsibilities	1,472	
Commitments	3,656	
Schools non-pupil number growth (net of cap)	<u>5,039</u>	
		19,272
Demographic pressures:		
Social Services	3,200	
Pupil numbers	2,008	
Other	<u>100</u>	
		5,308
Add New Directorate Pressures	<u>1,474</u>	
		1,474
Directorate Base Budget for 2018/19 (before savings)		<u>621,728</u>

Revenue Resources Available for 2018/19		
AEF per final settlement	(440,947)	
Council Tax - at 2017/18 level (and new Council Tax Base)	(157,729)	
Use of Earmarked Reserves	<u>(2,350)</u>	
Total Resources		(601,026)

Shortfall	20,702
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To be met from:-		
Savings	(14,296)	
5% Council Tax increase (Net of impact on CTRS)	<u>(6,406)</u>	
TOTAL		(20,702)

Appendix 5

Financial Pressures Summary 2018/19

No.	Pressures Title	Value of Pressure 2018/19 £000	Risk Assessment	
			Residual	EIA
1	Cardiff Commitment The Cardiff Commitment sets out how the council, together with a wide range of public, private and third sector partners, will work together to ensure a positive destination for every young person in Cardiff after they finish school, either in employment or further education and training. To facilitate this the Council will require a staffing resource to manage the programme of partnership activity and deliver the processes and links required between students, employers and training/education organisations.	50	Red-Amber	Red-Amber
2	Junior Apprenticeships - Delegated Budgets The Junior Apprenticeships programme is now in its second year of delivery in Cardiff and The Vale College. Up to 90 young people are now able to access a range of bespoke apprenticeship pathways enabling them to continue their positive engagement with education and increasing the chance of them continuing within education and training Post 16. This pressure bid will bridge the funding gap between what schools are able to release from their pupil led funding elements and the actual cost per pupil for following this course of study.	175	Red-Amber	Red-Amber
TOTAL EDUCATION & LIFELONG LEARNING		225		
3	Joint Equipment Service (JES) The JES is an integrated partnership between Cardiff Council, the Vale of Glamorgan Council and the Cardiff and Vale University Health Board. The service development plan aims to support a reduction in hospital admissions, the prevention of delayed transfers of care and the reduction of interim care packages. In line with this, funding is required to support a Same / Next Working Day Delivery Service and to address an increase in demand for equipment.	76	Red-Amber	Red-Amber
TOTAL COMMUNITIES & HOUSING		76		
4	Additional Staffing support for Learning Disabilities Internal Day Care and Occupational Therapy in Adult Services Additional staff in Learning Disabilities Day Care will enable an expansion of the internal Complex Needs Day Service to provide sufficient capacity to allow the service to respond to the large number of young adults transitioning to Adult Social Services in July 2018 and beyond. An increase in occupational therapy posts within the Review Team will help minimise dependence on care services through timely assessment and/or provision of equipment.	109	Red-Amber	Amber-Green
5	Create new and additional support worker posts To enhance the work of Specialist Services and improve support to looked after children, care leavers and homeless young people.	106	Red-Amber	Red-Amber
6	Recruit more Independent Reviewing Officers (IRO's) To appoint an additional two IROs to address increasing demands on the service since the implementation of the Social Services and Well-being (Wales) Act 2014, which has resulted in increased numbers of court proceedings and caseloads.	100	Red	Red-Amber
7	Vale, Valleys and Cardiff (VVC) Regional Adoption Service An increase in the contribution to this service reflecting demand on adoption services. This was approved by the Regional Adoption Consortium Joint Committee in December 2017.	85	Red	Red
TOTAL SOCIAL SERVICES		400		
TOTAL PEOPLE & COMMUNITIES		476		

Appendix 5

No.	Pressures Title	2018/19 £000	Residual	EIA
8	School Transport Following Service Review this amount will be made available to address any issues identified within school transport to include increasing demographic growth, Additional Learning Needs transport requirements and pupil placements outside of mainstream education.	250	Red	Red-Amber
9	Recycling To support the growth of dry recycling processing and compensate for the reduction on income received due to global market decline in prices	523	Red	Amber-Green
TOTAL PLANNING, TRANSPORT & ENVIRONMENT		773		
TOTAL		1,474		

2018/19 Savings Proposals - Overview

Summary of Directorate Savings	£000
Corporate Management	251
Economic Development	2,486
Education	1,278
People & Communities - Communities & Housing	689
People & Communities - Social Services	5,160
Planning, Transport & Environment	1,838
Resources - Governance & Legal Services	442
Resources - Resources	1,526
Council-Wide	626
Total Directorate Savings	14,296

DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2018/19

No.	Directorate	Theme	Proposal	Budget		Saving				Risk Analysis				Cabinet Portfolio	
				X Ref	£000	Employee Costs	Other Spend	Income	2018/19 Total	Status	Residual	Achievability	EIA		
1	Corporate Management	Review of External Spend	Reduction in the amount available to support events and market the city Reducing the amount available to support events, market the city and take advantage of opportunities presenting themselves during 2018/19.	M	484	0	210	0	210	Detailed plan	Green	Green	Amber-Green	Leader's Portfolio	
2			External Audit and ex-employee pension contributions Reduction in spend on the audit of the Council as well as a reduction in contributions to pension funds in relation to ex-employees	M	484	21	10	0	31	Realised	Green	Green	Green	Leader's Portfolio	
3			Efficiency Savings in Corporate Management Review of spend on supplies and services	A	480	0	10	0	10	Detailed plan	Green	Green	Green	Leader's Portfolio	
Corporate Management Total						21	230	0	251						
4	Economic Development	Income Generation	Increase in Income - Strategic Estates Increase income from the investment portfolio and operational estate.	N	(5,503)	0	0	253	253	Detailed plan	Amber-Green	Red-Amber	Green	Investment & Development	
5			Pest Control - Expanding market share Exploring opportunities for expanding the Council's market share through exploring opportunities for working with the private sector and other public bodies.	AQ	(230)	0	0	40	40	Detailed plan	Green	Amber-Green	Green	Investment & Development	
6			Improved charging and income generation for Security Services The saving will be delivered through a combination of income growth and the implementation of efficiency measures across Council buildings.	AN	(54)	0	0	50	50	Detailed plan	Green	Red-Amber	Green	Investment & Development	
7			Income generation from Building Cleaning services To be delivered through a new marketing and service delivery plan.	AO	(155)	0	0	105	105	Detailed plan	Green	Red-Amber	Green	Investment & Development	
8			Leisure Services - Cardiff International White Water Generate additional income through an increase in prices.	AF-AJ	(2,386)	0	0	9	9	Detailed plan	Green	Green	Amber-Green	Culture & Leisure	
9		Business Processes including Digitalisation	St. David's Hall Review of Costs, Income and Service Delivery	T	317	50	40	60	150	Detailed plan	Amber-Green	Amber-Green	Green	Culture & Leisure	
10			New Theatre Review of Costs, Income and Service Delivery	U	409	50	40	60	150	Detailed plan	Amber-Green	Amber-Green	Green	Culture & Leisure	
11			Cardiff Castle Review of Costs, Income and Service Delivery	X	(3,942)	100	0	138	238	Detailed plan	Amber-Green	Amber-Green	Green	Culture & Leisure	
12			Reduced service in Tourism Deletion of two vacant posts in Tourism	Y	380	47	0	0	47	Detailed plan	Green	Green	Green	Investment & Development	
13			Building Services - Efficiency Improvements To be delivered through new operational plan to improve scheduling and efficiencies in the supply chain	AT	1,184	0	175	0	175	Detailed plan	Green	Red-Amber	Green	Investment & Development	
14			Play Services Implementation of the agreed model for Children's Play.	AK	852	37	78	0	115	Detailed plan	Green	Green	Red-Amber	Culture & Leisure	
15			Parks A package of proposals that will see reduced management costs across the Parks & Sport service, generation of additional income and a reduction in the costs of external contracts by bringing this work back in-house.	AA-AE	4,149	44	23	74	141	Detailed plan	Amber-Green	Green	Green	Culture & Leisure	
16			Efficiencies In line with the Council's digital strategy, this saving will be achieved through delivering business efficiencies through third party spend, changing processes, technology and staff resources.	A-AU	39,785	0	40	0	40	General planning	Green	Green	Green	Investment & Development / Culture & Leisure	
17			Review of External Spend	Removal of International Pool subsidy Expectation that the international pool will operate without Council subsidy under new arrangements from 2018/19	D	1,023	0	973	0	973	Detailed plan	Green	Green	Green	Investment & Development
Economic Development Total						328	1,369	789	2,486						

DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2018/19

No.	Directorate	Theme	Proposal	Budget		Saving				Risk Analysis				Cabinet Portfolio
				X Ref	£000	Employee Costs	Other Spend	Income	2018/19 Total	Status	Residual	Achievability	EIA	
18	Education & Lifelong Learning	Income Generation	Increased income within Education Traded Services This saving will be achieved through an increase of 10p in the price of a school meal from April 2018, in addition to a review of pricing across other traded services.	X	(6,903)	0	0	110	110	Detailed plan	Green	Amber-Green	Red-Amber	Education, Employment & Skills
19		Business Processes including Digitalisation	Delegation of Pupil Referral Unit (PRU) provision Full year effect of decision made in 2017/18 to delegate the responsibility for the PRU provision to a secondary school.	J	743	255	110	0	365	Realised	Green	Green	Green	Education, Employment & Skills
20			Education Directorate - Central staffing and management costs This is to be achieved through a reduction of staffing following a reorganisation/rationalisation of the staffing structures within the Education Directorate - taking into account all opportunities to offset costs through additional income or use of grants.	N	1,353	200	0	0	200	Detailed plan	Amber-Green	Amber-Green	Amber-Green	Education, Employment & Skills
21			Delegation of responsibility for licences associated with school provision This saving would be achieved by delegating the responsibility for paying for licences, including performance and copyright licences, to schools.	A	978	0	250	0	250	Detailed plan	Green	Green	Green	Education, Employment & Skills
22		Review of External Spend	Efficiencies This saving will be achieved through a reduction in the annual costs of software packages used for schools finance and to facilitate online training of schools based staff.	N-R	3,121	0	80	0	80	General planning	Green	Amber-Green	Green	Education, Employment & Skills
23			Reduction in central commitment for Commissioned Early Years Places Reduction in spend on nursery places in external private nurseries made possible by increased numbers of available places in maintained nursery classes in primary schools.	K	336	0	200	0	200	Detailed plan	Green	Red-Amber	Green	Education, Employment & Skills
24			Reduction in annual contribution to Central South Education Consortium (CSC) & Education Improvement Grant (EIG) matchfunding A reduction to the annual contribution made towards the core budget of the CSC and a reduction in the Council's requirement to match fund the EIG in line with reductions to the overall level of grant funding provided by Welsh Government.	O	1,455	0	73	0	73	Detailed plan	Red-Amber	Red-Amber	Green	Education, Employment & Skills
Education & Lifelong Learning Total						455	713	110	1,278					
25	People & Communities - Communities & Housing	Income Generation	Disabled Facilities Grant (DFG) fee income and additional selling of services Fee income based on the assumption that capital will remain unchanged for 2018/19. It is proposed to charge for low level equipment provided through the Joint Equipment Service, and for Council services for clients who do not qualify for a DFG. This service has not been provided previously.	L	(1,812)	0	0	105	105	Detailed plan	Green	Amber-Green	Green	Social Care, Health & Well-being
26			Phased removal of Council subsidy to deliver Adult Community Learning Third and final year of the phased reduction of Council funding to support the Adult Community Learning Leisure Programme - the service will then become fully self-funding.	R	(1,370)	0	0	17	17	Detailed plan	Green	Amber-Green	Green	Education, Employment & Skills
27			New approach to Employability Services A Cabinet report in November 2017 agreed a new approach to Employability Services, including better alignment of existing grant funding and increased income from sale of training which would offset existing management costs, thereby releasing savings.	H	(491)	0	0	50	50	Detailed plan	Green	Amber-Green	Green	Housing & Communities
28			Supporting People Grant Realignment Better alignment of Supporting People Grant funding to offset the work undertaken by the Housing Officer at Adams Court.	C	(2,117)	0	0	14	14	Realised	Green	Green	Green	Housing & Communities
29			Assessment and Support Realignment Realignment of budget within Assessment and Support to reflect the additional Housing Revenue Account (HRA) work now carried out by the Systems and Support Team.	C	(2,117)	0	0	26	26	Realised	Green	Green	Green	Housing & Communities

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No.	Directorate	Theme	Proposal	Budget		Saving				Risk Analysis				Cabinet Portfolio
				X Ref	£000	Employee Costs £000	Other Spend £000	Income £000	2018/19 Total £000	Status	Residual	Achievability	EIA	
30	People & Communities - Communities & Housing	Income Generation	Appeals and Complaints Team service integration The Appeals & Complaints section now covers the whole of Communities & Housing. As such it is proposed to recharge services provided to the HRA.	J	(982)	0	0	103	103	Realised	Green	Green	Green	Housing & Communities
31		Business Processes including Digitalisation	Deletion of two vacant Benefit Officer posts Reflects the increased productivity with the Housing Benefit Team.	C	3,792	60	0	0	60	Realised	Green	Green	Green	Housing & Communities
32			Prevention Services - Deletion of Community Care Aid Worker Following a change in objectives in this team, it has been possible to delete a vacant post.	L	1,701	23	0	0	23	Realised	Green	Green	Green	Social Care, Health & Well-being
33			Neighbourhood Regeneration - Service Integration Realignment of budgets to reflect an increase in work undertaken within the HRA.	O	(444)	0	0	11	11	Realised	Green	Green	Green	Housing & Communities
34			New approach to building resilient communities Better align legacy grant funding to Neighbourhood Partnerships Locality Planning and Community Engagement budgets in order to release savings.	T	0	0	0	80	80	Detailed plan	Amber-Green	Amber-Green	Amber-Green	Housing & Communities
35			Efficiencies Directorate wide efficiency savings from digital initiatives	A-T	24,375	0	71	0	71	General planning	Amber-Green	Amber-Green	Amber-Green	Housing & Communities
36			Benefits - Efficiency savings from the introduction of the new housing online form	C	37,103	9	0	0	9	Detailed plan	Amber-Green	Green	Amber-Green	Housing & Communities
37		Review of External Spend	Reduction in Libraries Book Fund Reduction in book fund budget in line with the current and previous years' spend. Spend will continue to be focused on key demographic groups such as Children, Welsh, Community Languages and Basic Skills.	P	761	0	50	0	50	Detailed plan	Green	Green	Green	Housing & Communities
38			Citizen Advice Bureau (CAB) Contract - Agreed reduction This saving reflects the second year of a three year phased reduction in the cost of the Advice Services Contract.	J	1,027	0	30	0	30	Realised	Green	Green	Green	Housing & Communities Social Care, Health & Well-being
39			Removal of the Neighbourhood Partnership Fund Saving will be achieved through the removal of the Neighbourhood Partnership City Wide fund.	T	72	0	40	0	40	Detailed plan	Green	Green	Amber-Green	Housing & Communities
Communities Total						92	191	406	689					
40	People & Communities - Social Services	Income Generation	Increase service user charges in line with Welsh Government (WG) policy In January 2017 WG expressed an intention to gradually increase the maximum weekly charge a Council could levy for non-residential care, from £60 per week in 2017 to £100 per week in 2021. As this policy is designed to ensure consistency across Welsh Local Authorities, it is proposed that the Council increases its maximum weekly charge to £80 per week in 2018/19 to mirror this policy. This will increase the level of income the Council receives in service user contributions.	O	(7,018)	0	0	350	350	Detailed plan	Amber-Green	Amber-Green	Red-Amber	Social Care, Health & Well-being
41		Business Processes including Digitalisation	Expand the use of technology to reduce the need for commissioned care Under this proposal, the department will explore how technology (specialist and mainstream) can be used to reduce / replace commissioned care. This consists of a number of different approaches that include: - Movement sensors to replace the need for care workers visiting service users to check they are well - Mainstream smart devices to give reminders and prompts to people, which are currently provided by care staff at a cost to the Council. This proposal is in its early stages, though the department has already begun to work with a Supported Living provider to pilot this technology and this approach.	O-V	75,393	0	120	0	120	General planning	Amber-Green	Red-Amber	Amber-Green	Social Care, Health & Well-being

DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2018/19

No.	Directorate	Theme	Proposal	Budget		Saving				Risk Analysis				Cabinet Portfolio
				X Ref	£000	Employee Costs £000	Other Spend £000	Income £000	2018/19 Total £000	Status	Residual	Achievability	EIA	
42	People & Communities - Social Services	Review of External Spend	Better use of funding for new care home placements The Council is changing the way it funds new care home placements to ensure the right type and level of care home services are available for people that need them, now and in the future. These changes seek to ensure that the Council funds care home places in a way that; reflects the type and quality of service, is equitable across all homes and service users and supports the quality and sustainability of these services.	O-V	75,393	0	450	0	450	Detailed plan	Red-Amber	Red-Amber	Amber-Green	Social Care, Health & Well-being
43			Reduce the number of new care home placements The Council will increase the type and level of services available to help people fulfil their wish to remain living in their own home, as opposed to moving into a care home. The aim is to reduce the number of people living in a care home.	O-V	75,393	0	300	0	300	Detailed plan	Red-Amber	Red-Amber	Amber-Green	Social Care, Health & Well-being
44			Review Continuing Health Care (CHC) funding towards the cost of care packages Review, with health partners, relative contributions towards the cost of care packages to continue to ensure compliance with CHC guidance on how an individual's (children and adult) needs are most appropriately met and funded.	A-AB	125,417	0	820	0	820	Detailed plan	Red-Amber	Red-Amber	Amber-Green	Children & Families / Social Care, Health & Well-being
45			Reduce the number of children placed in care settings outside of Cardiff Continue the efforts to ensure appropriate support is available to minimise the number of children that move, or continue to live, in fostering or residential placements outside of Cardiff. This is combined with other preventative initiatives aimed at reducing the number of looked after children in external placements.	H	18,050	0	680	0	680	Detailed plan	Red-Amber	Red-Amber	Amber-Green	Children & Families
46			Mainstream awareness raising budgets There are two separate Children's services budgets aimed at making individuals aware of their rights and the services they can access. One of these budgets covers all groups and the Council has worked with different organisations to combine resources to raise awareness in the most effective and efficient way. This means that the second budget has not been used in recent years and is no longer required.	C	541	0	40	0	40	Detailed plan	Green	Green	Amber-Green	Children & Families
47		Prevention and Early Intervention	Maximise the impact of the Community Resource Team (CRT) to support more people to become more independent Undertake a review of the joint service (Health and Council Social Care) and deliver improvements that: 1. Makes best use of Council and health resources to provide the right level of support to the right people 2. Helps these people become more independent and less reliant on health and social care services The cost savings will result from the Council purchasing less domiciliary care provision in the future than at present, as a result of these improvements to CRT.	O	36,173	0	1,200	0	1,200	Detailed plan	Red	Red-Amber	Amber-Green	Social Care, Health & Well-being
48	Maximise the impact of social care provision to support more people to become more independent Two types of improvement will be delivered: 1. Introduce a 'reablement approach' to the way some domiciliary care services are delivered. This will involve this care being provided to people in a way that best supports them to maintain or improve their level of independence. 2. Review how and when social care reviews take place. This will seek to ensure people receive the type and level of care most appropriate to their needs, at that time.		O	36,173	0	1,200	0	1,200	Detailed plan	Red	Red-Amber	Red-Amber	Social Care, Health & Well-being	
Social Services Total					0	4,810	350	5,160						
People & Communities Total					92	5,001	756	5,849						

DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2018/19

No.	Directorate	Theme	Proposal	Budget		Saving				Risk Analysis				Cabinet Portfolio	
				X Ref	£000	Employee Costs	Other Spend	Income	2018/19 Total	Status	Residual	Achievability	EIA		
49	Planning, Transport & Environment	Income Generation	Improved Charging and Income Generation Projects Generate additional income through the introduction of new fees and charges within Highways licencing along with increases in other fees and charges. Further savings will be found by maximising opportunities for recharging for services and through digital projects such as hybrid printing.	A-AN	13,057	0	37	175	212	Detailed plan	Green	Amber-Green	Green	Strategic Planning & Transport	
50			Transportation Policy - Improved Recharging Maximising opportunities for recharging for services.	H-J	(769)	0	0	30	30	Detailed plan	Green	Green	Green	Strategic Planning & Transport	
51			Bereavement Services Generate additional income through a combination of volume and price increases.	F	(3,378)	0	0	50	50	Detailed plan	Green	Green	Amber-Green	Clean Streets, Recycling and Environment	
52			Planning Fee Income Maximising additional planning fee income from an anticipated increase in the volume of planning applications.	W-Z	(2,864)	0	0	55	55	Detailed plan	Amber-Green	Amber-Green	Green	Strategic Planning & Transport	
53			Cardiff Dogs Home Generate additional income through a combination of volume and price increases.	G	(49)	0	0	15	15	Detailed plan	Green	Green	Green	Clean Streets, Recycling and Environment	
54			Street Lighting Recharging Maximising opportunities for recharging both design and inspection to Capital and Section 278 budgets, and increasing charges for these services to external companies.	S	(242)	0	0	30	30	Detailed plan	Green	Amber-Green	Green	Strategic Planning & Transport	
55			Renewable Energy Generation Income will be derived from a number of renewable energy schemes through incentives related to energy generation (Feed In Tariffs, etc.), the sale of energy to the grid and/or other rental income.	D	(342)	0	0	20	20	Detailed plan	Green	Amber-Green	Green	Clean Streets, Recycling and Environment	
56			School Transport - Phased Increase in cost of Bus Passes Continuation of the phased increase in cost of bus passes to ensure actual costs match the provision.	V	(87)	0	0	5	5	Detailed plan	Green	Green	Amber-Green	Education, Employment & Skills	
57			Trade Waste - Expanding Markets Continuing to grow the Council's market share in Cardiff and exploring opportunities of working in partnership. This will generate additional income of £200k with an associated cost of £40k in addition to existing resources.	AD	(3,755)	0	(40)	200	160	Detailed plan	Red-Amber	Amber-Green	Green	Clean Streets, Recycling and Environment	
58			Twin stream waste/recycling collections and obtaining higher quality end products Additional income and reduced processing costs brought about by a change in the Council's approach to recycling collections.	AG	(2,957)	0	0	38	38	Detailed plan	Red-Amber	Red-Amber	Green	Clean Streets, Recycling and Environment	
59			Central Transport Services income generation Utilising capacity in the fleet maintenance facility to bring external contracts back in-house and increase external income, supported by the new fleet management system.	AM	(465)	0	0	60	60	Detailed plan	Green	Red-Amber	Green	Clean Streets, Recycling and Environment	
60			Collaboration	Regulatory Collaboration Reflects a further year's saving for Cardiff from the creation of a single shared service for Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure.	E	5,323	0	93	0	93	Detailed plan	Green	Green	Green	Clean Streets, Recycling and Environment
61				Collaborative working in Passenger Transport Potential for merging passenger transport team with neighbouring authority. Associated efficiencies may allow reductions in spend against contracts.	L	13,332	0	37	0	37	General planning	Red-Amber	Red-Amber	Green	Strategic Planning & Transport
62				Waste Services - Local Authority Collaborative Working Seeking new opportunities for income through partnership and cross boundary working - focussing on back office support provision and direct services.	AB	0	0	0	50	50	Detailed plan	Red-Amber	Red-Amber	Green	Clean Streets, Recycling and Environment

DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2018/19

No.	Directorate	Theme	Proposal	Budget		Saving				Risk Analysis				Cabinet Portfolio
				X Ref	£000	Employee Costs	Other Spend	Income	2018/19 Total	Status	Residual	Achievability	EIA	
63	Planning, Transport & Environment	Business Processes including Digitalisation	Digitalisation to improve decision making process - continuation City Touch - street lighting Control of lighting levels and faults across the city.	S	456	0	50	0	50	General planning	Amber-Green	Amber-Green	Green	Strategic Planning & Transport
64			Digitalisation in Waste Saving to be found through digital projects and business process efficiencies to include hybrid printing and digitalised income recovery.	AA-AL	6,103	0	25	25	50	General planning	Red-Amber	Red-Amber	Green	Clean Streets, Recycling and Environment
65			Domestic - Round Performance management Use of new technologies to improve collection efficiency and reduce vehicle costs and agency usage.	AB	7,389	203	68	0	271	Detailed plan	Red-Amber	Amber-Green	Green	Clean Streets, Recycling and Environment
66			Treatment & Disposal - Increase in productivity Improving maintenance regimes and work schedules to remove down time and loss of productive time.	AG	1,657	20	0	0	20	Detailed plan	Amber-Green	Amber-Green	Green	Clean Streets, Recycling and Environment
67			Domestic Waste Collection - Improve attendance at work Reduce dependency on agency across the recycling and waste service team.	AB	5,945	50	0	0	50	Detailed plan	Red-Amber	Amber-Green	Green	Clean Streets, Recycling and Environment
68			Reducing vehicle costs in the Corporate Fleet Reducing damage and insurance claims through better reporting, monitoring and training, supported by new fleet management system and supported driver training.	AM	5,728	0	60	0	60	General planning	Red-Amber	Red-Amber	Green	Clean Streets, Recycling and Environment
69		Review of External Spend	Contract rationalisation & improved business process efficiencies (Electrical and Structure & Tunnels) Reflects a further year's saving following implementation of new contracts and efficiencies.	Q & S	510	0	50	0	50	Detailed plan	Amber-Green	Amber-Green	Green	Strategic Planning & Transport
70			Review the delivery of maintenance work currently undertaken by external companies in areas including Housing & Parks Continuation of work to improve performance in order to enable additional work to be undertaken internally, bringing external contracts back in-house for Infrastructure & Maintenance.	T	332	0	40	0	40	Detailed plan	Green	Amber-Green	Green	Strategic Planning & Transport
71			Street Lighting Conversion to LED Full year effect of the savings generated through replacement of main route lighting with LED to reduce long term energy expenditure.	S	456	0	30	0	30	Detailed plan	Green	Green	Green	Strategic Planning & Transport
72			Energy - Change in Energy Billing and Tariff Structures This saving will be generated through changes to the current procurement arrangement, including the introduction of flexible tariffs and improved consumption reporting, that will allow greater control of both costs and usage.	D	1,762	0	130	0	130	General planning	Amber-Green	Red-Amber	Green	Clean Streets, Recycling and Environment
73			Energy Efficiencies Within Council buildings Continue to identify projects through use of the RE:Fit framework for complete building energy retrofit, as well as alternative external funding for individual projects.	D	1,762	0	30	0	30	Detailed plan	Amber-Green	Amber-Green	Green	Clean Streets, Recycling and Environment
74			Energy - Reduction in bills across the estate through improved management and behaviour change (Carbon Reduction Strategy) The approved Carbon Reduction Strategy sets out a series of actions that will manage and reduce the Council's energy consumption. Part of this strategy relates to better management of energy consumption and behaviour change amongst building managers and other staff.	D	753	0	50	0	50	General planning	Amber-Green	Amber-Green	Green	Clean Streets, Recycling and Environment
75			School Transport - Additional Learning Needs (ALN) - Review of transport for pupils within 2/3 Miles (Primary/Secondary) Review and challenge transport for statemented pupils who live within 2 miles from primary school and 3 miles from secondary. This will be done on an individual case basis, to take into account of the individual child's needs based on ALN transport policy.	V	5,787	0	27	0	27	Detailed plan	Red-Amber	Red-Amber	Red	Education, Employment & Skills

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No.	Directorate	Theme	Proposal	Budget		Saving				Risk Analysis				Cabinet Portfolio
				X Ref	£000	Employee Costs	Other Spend	Income	2018/19 Total	Status	Residual	Achievability	EIA	
76	Planning, Transport & Environment	Review of External Spend	School Transport - Additional Learning Needs (ALN) - Route Optimisation and Retendering of Routes/Mergers Reviewing on a case by case basis, working closely with Education and individual schools. Review and challenge current transport provision to ensure it fits the needs of pupils.	V	5,787	0	50	0	50	Detailed plan	Amber-Green	Amber-Green	Amber-Green	Education, Employment & Skills
77			School Transport - Travel Support Allowance Replace taxi/bus provision with an advance payment to parents on a termly basis. Parents would then be responsible for pupils' transport to school.	V	5,787	0	42	0	42	Detailed plan	Amber-Green	Amber-Green	Red-Amber	Education, Employment & Skills
78			School Transport - Llanishen High School buses A continuation of the planned, phased reduction in provision of buses to Llanishen High School pupils who were previously in catchment for Llanedeyrn High School (closed). Eligible pupil numbers will continue to decrease with an associated reduction in transport costs, with the phased reduction concluding in 2020/21.	V	5,787	0	33	0	33	Detailed plan	Amber-Green	Amber-Green	Green	Education, Employment & Skills
Planning, Transport & Environment Total						273	812	753	1,838					
79	Resources - Governance & Legal Services	Income Generation	Legal Services Income - Schools SLA Legal Services are provided to schools under a service level agreement, under which income is received for work carried out. This income target reflects the level of work carried out.	B	(899)	0	0	40	40	Realised	Green	Green	Green	Leader's Portfolio
80			Legal Services Income - Cardiff Capital Region City Deal (CCRCD) Cardiff Council is the accountable body for the CCRCD Regional Cabinet under which ten local authorities are working together on economic regeneration in the region. Legal services are provided to the regional cabinet on an hourly rate basis and this income target reflects the agreed income.	B	(899)	0	0	55	55	Detailed plan	Green	Green	Green	Leader's Portfolio
81			Legal Services Income - Capital Receipts Reflects eligible costs in accordance with regulations that can be recovered from the disposal proceeds of assets.	B	(899)	0	0	35	35	Detailed plan	Green	Green	Green	Leader's Portfolio
82			Bilingual Cardiff Additional Income This saving will be achieved through realising the benefits of collaborative working.	J	(60)	0	0	90	90	Detailed plan	Green	Green	Green	Leader's Portfolio
83			Increase in Fees and Charges for Legal Services This represents small increases in legal fees where it is possible to charge.	B	(899)	0	0	6	6	Detailed plan	Green	Green	Green	Leader's Portfolio
84		Business Processes including Digitalisation	Reduction of Scrutiny Function This proposal would delete a vacant post and a post filled on a temporary basis. It will reduce the scrutiny support function and result in fewer task and finish groups.	D	500	53	0	0	53	Detailed plan	Green	Red-Amber	Green	Leader's Portfolio
85			Reduction in Democratic support budget A reduction in the staffing budget for committee services which reflects the current monitoring position in relation to clerking for internal meetings.	E	373	20	0	0	20	Realised	Green	Green	Green	Leader's Portfolio
86			Efficiencies in Democratic and Member Services This saving reflects a reduction in a number of smaller budgets within the directorate in line with the current monitoring position.	E&G	133	0	20	0	20	Realised	Green	Green	Green	Leader's Portfolio
87			Efficiencies Saving includes increased income from work undertaken for CCRCD and neighbouring authorities, in addition to reductions in budgets for internet and translation charges	A-J	605	0	20	20	40	General planning	Amber-Green	Amber-Green	Green	Leader's Portfolio
88			Review of External Spend Planned reduction in external legal fees due to increased capacity requiring less outsourcing of work.	B	(2)	0	83	0	83	Detailed plan	Red-Amber	Red-Amber	Green	Leader's Portfolio
Governance & Legal Services Total						73	123	246	442					

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No.	Directorate	Theme	Proposal	Budget		Saving				Risk Analysis				Cabinet Portfolio
				X Ref	£000	Employee Costs £000	Other Spend £000	Income £000	2018/19 Total £000	Status	Residual	Achievability	EIA	
89	Resources - Resources	Income Generation	Income from Hosting of South East Wales Schools Capital and Public Buildings (SEWSCAP) and South East Wales Highways Frameworks Cardiff has taken on the hosting and management of these arrangements on the understanding that staff time would be offset against the income generated by the levy applied to the framework. A Cabinet report requesting permission to take over the hosting and management was approved in July 2017.	G	(557)	0	0	40	40	Detailed plan	Green	Green	Green	Finance, Modernisation and Performance
90			Atebion Solutions Additional Income Atebion Solutions is a trading company wholly owned by the Council which trades commercial and procurement services to other public sector organisations. The model that has been developed is based on reducing the fixed costs of the Strategic Procurement Team through the charging of full costed staff time to the company. Due to the success of the company to date, the annual income target for the Council will be stretched by £20k.	G	(557)	0	0	20	20	Detailed plan	Amber-Green	Green	Green	Finance, Modernisation and Performance
91			Cardiff Academy - Income Generation Ongoing plan to develop and provide cost effective training both within the council and to external public sector bodies including Health & Safety training.	K	(73)	0	0	53	53	Detailed plan	Amber-Green	Amber-Green	Green	Finance, Modernisation and Performance
92			Recovery of staff costs & income generation Maximising opportunities for recharging for Capital Ambition Delivery Team staff costs from supported projects and exploring new income opportunities with external partners/organisations.	Z & I	(27)	0	0	109	109	Detailed plan	Green	Green	Green	Finance, Modernisation and Performance
93			Expansion of Meals on Wheels A plan is already being progressed to increase service users up to full capacity, making best use of existing resources (staff and vehicles). This would allow the service to fully fund itself and remove the existing £100k subsidy.	AB	(2,261)	0	0	100	100	Detailed plan	Green	Amber-Green	Green	Social Care, Health & Well-being
94		Business Processes including Digitalisation	Exchequer and Development Service efficiencies / remodelling Building on efficiencies already delivered, further work processes will be reviewed thus allowing the cost of the team to be reduced through improved processes and optimising the use of existing resources to ensure there is no spare capacity.	A	899	95	20	25	140	Detailed plan	Amber-Green	Amber-Green	Green	Finance, Modernisation and Performance
95			Accountancy – Review of staff resource Savings will be achieved through a review of the staffing structure and an increase in the vacancy provision to reflect on-going levels of staff turnover and management of vacancies.	C	3,092	100	0	0	100	Detailed plan	Amber-Green	Amber-Green	Green	Finance, Modernisation and Performance
96			Revenues Section - Savings derived from improved processes Work will be undertaken to further improve processes without impacting the collection rate of Council Tax	E	475	50	0	20	70	Detailed plan	Amber-Green	Red-Amber	Amber-Green	Finance, Modernisation and Performance
97			Internal Audit - Review of Staff Resource Further refocusing of priorities within the Internal Audit team allowing a reduction of one post.	D	580	36	0	0	36	Detailed plan	Amber-Green	Amber-Green	Green	Finance, Modernisation and Performance
98			Information Governance Business Efficiencies Based on current workload, it is possible to reduce the team by 0.6 FTE without adverse impact on service delivery.	B	498	19	0	0	19	Detailed plan	Green	Green	Green	Finance, Modernisation and Performance
99	Human Resources Business Efficiencies Savings relate to the permanent deletion of two posts that undertake transactional duties. The posts are currently vacant and residual resources have been realigned to avoid adverse impact on service delivery.		J-P	3,862	52	0	0	52	Detailed plan	Amber-Green	Amber-Green	Green	Finance, Modernisation and Performance	
100	HR IT System Move the Council's HR IT system on to the Council's private cloud platform		J-P	411	0	11	0	11	Detailed plan	Green	Green	Green	Finance, Modernisation and Performance	

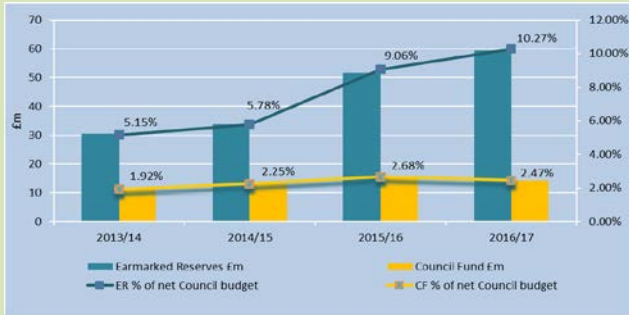
DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2018/19

No.	Directorate	Theme	Proposal	Budget		Saving				Risk Analysis				Cabinet Portfolio
				X Ref	£000	Employee Costs £000	Other Spend £000	Income £000	2018/19 Total £000	Status	Residual	Achievability	EIA	
101	Resources - Resources	Business Processes including Digitalisation	Savings from reduction in Support Cost for HR IT systems Savings arising from planned reduction in support cost for HR IT systems. The costs associated with this were previously funded by post reductions in Human Resources as required in the original business case model.	J-P	411	0	178	0	178	Detailed plan	Green	Green	Green	Finance, Modernisation and Performance
102			ICT Staffing Budget Reduction of posts in ICT. Residual resources will be realigned to avoid adverse impact on service delivery.	Q	4,300	152	0	0	152	Detailed plan	Amber-Green	Amber-Green	Amber-Green	Finance, Modernisation and Performance
103			Cessation of "In Cardiff" Newspaper The Council's communications strategy clearly puts the use of digital forms of communication - especially social media - at the heart of how the Council interacts with the people it serves. Within this context, the saving will be delivered by discontinuing the design and publication of In Cardiff.	U	37	0	37	0	37	Detailed plan	Green	Amber-Green	Red-Amber	Leader's Portfolio
104			Consolidation of Corporate Policy Capacity The combination of two related functions within the Council's corporate centre will enable the deletion of a post that is currently vacant.	T	529	35	0	0	35	Detailed plan	Amber-Green	Green	Green	Leader's Portfolio
105			Policy & Partnerships - Reduction in Operational Costs Reduction in operational costs in line with historic reduction of service size.	V	4,526	0	25	0	25	Detailed plan	Green	Green	Green	Leader's Portfolio
106			Corporate Performance Team Staffing The deletion of a vacant senior post within the Council's Corporate Performance Team (£55k) plus other staffing efficiencies.	W	307	63	0	0	63	Detailed plan	Green	Amber-Green	Green	Finance, Modernisation and Performance
107			Efficiencies To include a Procure to Pay process review and reductions in budgets for printing & stationery and transport, in addition to a further review of staffing resources.	A-AD	14,408	35	40	5	80	General planning	Green	Green	Green	Finance, Modernisation and Performance
108			Review of External Spend	External ICT Spend Reduction in ICT spend through a further review of ICT funded licences and support contracts.	R	2,159	0	206	0	206	Detailed plan	Amber-Green	Amber-Green	Green
Resources - Resources Total					637	517	372	1,526						
Resources Total					710	640	618	1,968						
109	Council Wide Efficiencies	Business Processes including Digitalisation	Council Wide Efficiencies In line with the Council's digital strategy, this saving will be achieved through delivering business efficiencies through third party spend, changing processes, technology and staff resources. This will put the use of digital forms of communication and service delivery at the heart of how the Council operates and interacts with the people it serves.			0	606	0	606	General Planning	Red-Amber	Red-Amber	Amber-Green	Council Wide
110			Efficiencies Procure to Pay Process review which will deliver resource efficiencies across the Council			0	20	0	20	General Planning	Amber-Green	Red-Amber	Green	Council Wide
Council Wide Efficiencies Total					0	626	0	626						
Council Total					1,879	9,391	3,026	14,296						

FINANCIAL SNAPSHOT REPORT - BUDGET REPORT VERSION

The following tables, charts and figures give an indication of the financial resilience of the Council as per the Statement of Accounts.

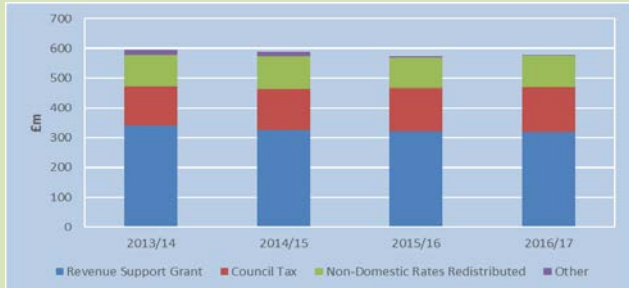
Level of Council Fund (CF) and Earmarked Reserves (ER)



Cumulative Budget Savings 2012/13 to 2017/18



Actual Revenue Funding Split



Other Financial Indicators - Cardiff Council Single Entity Accounts

Indicator	2013/14	2014/15	2015/16	2016/17
Working Capital as a percentage of Gross Revenue Expenditure (%)	5.18%	5.13%	6.02%	7.02%
Usable Reserves as a percentage of Gross Revenue Expenditure (%)	6.43%	7.16%	10.31%	11.50%
Earmarked Reserves as a percentage of Gross Revenue Expenditure (%)	3.85%	4.28%	6.63%	8.00%
Unallocated/General Reserves to Gross Revenue Expenditure (days)	5	6	7	6
Long-term Borrowing to Long-term Assets (ratio)	0.25:1	0.24:1	0.35:1	0.35:1
Long-term Borrowing to Taxation & Aggregate External Finance	0.69:1	0.72:1	1.05:1	1.03:1
Council Tax as a % of Taxation & Non-Specific Grants (%)	23.32%	25.64%	27.68%	27.85%

The tables below show the Projected Outturn position for the 2017/18 financial year for both revenue and capital.

Revenue Month 9 Projected Position

Directorate	Net Expenditure Budget £000	Projected Outturn £000	Variance £000	Variance %
City Operations	34,793	34,681	(112)	(0.3%)
Communities, Housing & CS	43,354	43,152	(202)	(0.5%)
Corporate Management	26,108	26,058	(50)	(0.2%)
Economic Development	13,215	14,215	1,000	7.6%
Education & Lifelong Learning	249,324	250,322	998	0.4%
Governance & Legal Services	6,032	5,929	(103)	(1.7%)
Resources	19,562	19,245	(317)	(1.6%)
Social Services	153,486	157,476	3,990	2.6%
Total Directorates	545,874	551,078	5,204	0.95%
Capital Financing	33,717	34,347	630	1.9%
Discretionary Rate Relief	350	350	0	0.0%
General Contingency	3,000	0	(3,000)	(100.0%)
Summary Revenue Account etc.	4,043	2,643	(1,400)	(34.6%)
Council Tax Collection	0	(103)	(103)	0.0%
NDR Refunds on Council Properties	0	(1,331)	(1,331)	0.0%
Total	586,984	586,984	0	0.0%

Revenue Savings Achieved and Unachieved 2016/17 and 2017/18



Directorate	Unachieved Savings by Year		
	2016/17 £000	2017/18 £000	Total £000
City Operations	209	296	505
Communities, Housing & CS	300	190	490
Corporate Management	0	0	0
Economic Development	390	187	577
Education & Lifelong Learning	560	91	651
Governance & Legal Services	0	55	55
Resources	0	85	85
Social Services	542	1,255	1,797
Total	2,001	2,159	4,160

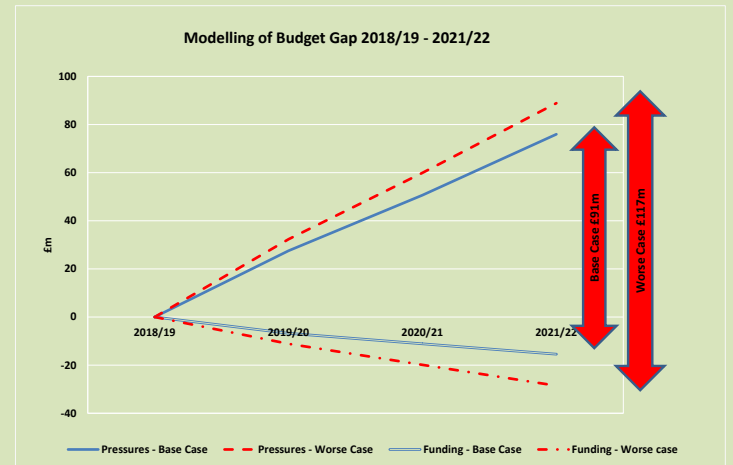
Capital Month 9 Projected Position

Directorate	Budget £000	Projected Outturn £000	Variance £000	Variance %	(Under)/Overspend £000	Slippage £000
City Operations	33,744	25,755	(7,989)	(23.7%)	(117)	(7,872)
Communities, Housing & Customer Services	13,201	10,798	(2,403)	(18.2%)	0	(2,403)
Economic Development	20,940	16,086	(4,854)	(23.2%)	505	(5,359)
Education & Lifelong Learning	57,661	50,183	(7,478)	(13.0%)	(200)	(7,278)
Resources	7,396	6,807	(589)	(8.0%)	0	(589)
Social Services	2,357	1,471	(886)	(37.6%)	0	(886)
Total	135,299	111,100	(24,199)	(17.89%)	188	(24,387)

The tables below show the Medium Term Financial Plan (MTFP), the risks and affordability indicators facing the Council.

MTFP Scenario

	2019/20 £000	2020/21 £000	2021/22 £000	TOTAL £000
Financial Pressures	27,526	23,152	25,278	75,956
Funding	6,759	4,366	4,322	15,447
Budget Requirement Reduction	34,285	27,518	29,600	91,403
Budget Strategy Assumptions	10,168	8,206	7,489	25,863
Total Savings Required	24,117	19,312	22,111	65,541
Total Strategy	34,285	27,518	29,600	91,403



Capital Expenditure & Capital Financing Requirement (CFR)

	31 Mar 17 £000	31 Mar 18 £000	31 Mar 19 £000	31 Mar 20 £000
Capital Expenditure	Actual	Estimate	Estimate	Estimate
Council Fund (General Fund)	83,833	111,100	99,739	96,001
Housing Revenue Account	24,154	29,097	42,025	29,522
Total Capital Expenditure	107,987	140,197	141,764	125,523
Capital Financing Requirement excl. Landfill				
Council Fund CFR	449,533	484,654	500,311	510,547
Housing Revenue Account CFR	273,883	271,764	295,099	293,722
Total CFR	723,416	756,418	795,410	804,269

Affordability Indicator - Capital Financing Costs as a % of Controllable Budget

	2011/12	2017/18	2018/19	2019/20	2020/21	2021/22	2022/23	Difference 11/12-22/23
Net	13.47	14.40	13.87	14.49	15.11	16.46	16.65	23.61
Gross	15.17	18.16	18.07	19.21	20.56	23.38	24.62	62.29

Risk Assessment Summary of 2018/19 Savings Proposals

		Corporate Management	Economic Development	Education & Lifelong Learning	People & Communities		Planning, Transport & Environment	Resources		Total Directorate Savings
		£000	£000	£000	Communities & Housing	Social Services	£000	Governance & Legal Services	Resources	£000
		£000	£000	£000	£000	£000	£000	£000	£000	£000
Planning Status	General	626	40	80	71	120	377	40	80	1,434
	Detailed	220	2,446	833	351	5,040	1,461	322	1,446	12,119
	Realised	31	0	365	267	0	0	80	0	743
	Total	877	2,486	1,278	689	5,160	1,838	442	1,526	14,296
Residual Risk	Red	0	0	0	0	2,400	0	0	0	2,400
	Red-Amber	606	0	73	0	2,250	743	83	0	3,755
	Amber-Green	20	932	200	160	470	510	40	864	3,196
	Green	251	1,554	1,005	529	40	585	319	662	4,945
	Total	877	2,486	1,278	689	5,160	1,838	442	1,526	14,296
Achievability Risk	Red	0	0	0	0	0	0	0	0	0
	Red-Amber	626	583	273	0	4,770	452	136	70	6,910
	Amber-Green	0	578	390	323	350	1,163	40	939	3,783
	Green	251	1,325	615	366	40	223	266	517	3,603
	Total	877	2,486	1,278	689	5,160	1,838	442	1,526	14,296
Equality Impact Assessment	Red	0	0	0	0	0	27	0	0	27
	Red-Amber	0	115	110	0	1,550	42	0	37	1,854
	Amber-Green	816	9	200	200	3,610	105	0	222	5,162
	Green	61	2,362	968	489	0	1,664	442	1,267	7,253
	Total	877	2,486	1,278	689	5,160	1,838	442	1,526	14,296

Appendix 9(a)

EARMARKED RESERVES GENERAL FUND

	Reserve	Estimated balance at 31.03.18 £000	Estimated Movements		Estimated balance at 31.03.19 £000	Purpose
			To finance budget £000	Other Commitments £000		
1	Apprenticeships and Trainees	519	0	(519)	0	To support the Council's commitment to young people through funding for apprenticeships and trainees.
2	Bereavement Services	87	0	(50)	37	To fund a planned programme of refurbishment and improvement.
3	Building Control Fee Earning	530	0	0	530	Represents historic surpluses relating to the ringfenced building control account which will be used to smooth the effects of any future deficits.
4	Bute Park Match Funding	145	0	(25)	120	To provide match funding for grant funded initiatives in relation to Bute Park, as per Heritage Lottery Fund agreement.
5	Capital Ambition	552	0	(329)	223	To fund additional advice/support for the delivery of Capital Ambition projects. Requests for funding are presented to the Investment Review Board for approval.
6	Cardiff Academy Training	97	0	(30)	67	To support initiatives undertaken by the Academy.
7	Cardiff Capital Region City Deal	94	0	(94)	0	Towards costs of the Joint Cabinet for the Cardiff Capital Region in collaboration with Local Authorities, Welsh and UK Governments.
8	Cardiff Dogs Home Legacy	115	0	0	115	Donations left to Cardiff Dogs Home to be used for improvements to the home.
9	Cardiff Enterprise Zone	4,316	(154)	0	4,162	Budget set aside to fund expenditure on the Cardiff Enterprise Zone in future years.
10	Central Market Works	297	0	(297)	0	To fund works at Cardiff Central Market.
11	Central Transport Service	157	0	(100)	57	To fund costs relating to the CTS vehicle service in future years.
12	City Wide Management & Initiatives	180	0	(80)	100	City wide management and initiatives including supporting marketing and infrastructure in relation to the City.
13	Community Based Services Transition	198	0	(100)	98	To fund the support for potential future community asset transfers.
14	Corporate Events & Cultural Services	335	0	72	407	To support feasibility studies and costs of major events and to offset future pressures arising from fluctuations in income within Venues and Cultural Services.

Appendix 9(a)

	Reserve	Estimated balance at 31.03.18 £000	Estimated Movements		Estimated balance at 31.03.19 £000	Purpose
			To finance budget £000	Other Commitments £000		
15	Corporate Landlord Function	434	0	(434)	0	To support the corporate landlord functions across the Council in order to provide a cohesive and commercial operating model.
16	Discretionary Rate Relief	100	0	0	100	To fund changes to the NDR discretionary rate relief scheme.
17	Emergency Management, Safeguarding and Prevent	105	(20)	0	85	Preventative measures in relation to safeguarding, Prevent agenda and emergency management.
18	Employee Changes	6,388	(250)	(700)	5,438	In accordance with the projected model, this is required to meet the costs associated with voluntary redundancy and other employee costs in future years.
19	Energy Conservation	234	0	(150)	84	To fund initiatives in connection with energy conservation.
20	Energy Market Volatility	349	0	0	349	To provide funding for unexpected fluctuations in the cost of energy.
21	Fraud Detection	107	0	(66)	41	To supplement staffing and other costs associated with fraud detection.
22	Governance & Legal Services	386	0	(128)	258	To fund future Governance & Legal Services initiatives, including projects in connection with ICT upgrades and to manage fluctuations in demand for external legal services.
23	Harbour Authority Project and Contingency Fund	165	0	(118)	47	To fund expenditure for the improvement and enhancement of infrastructure, assets, activities or services in or around Cardiff Bay.
24	Homelessness	1,282	0	(127)	1,155	To be used to meet increases in homelessness pressures.
25	Houses in Multiple Occupation Licensing	25	0	(13)	12	To spread the income in line with costs for the five year length of licenses.
26	Housing Options Centre	803	0	(118)	685	To meet the capital financing costs of the Housing Options Centre.
27	Housing Support	1,028	0	(250)	778	To improve sustainability by maintaining people's independence in their own homes.
28	ICT Holding Account	863	0	(200)	663	To fund future Business Process Improvement initiatives and other future ICT initiatives.
29	Inspectorate Support	295	0	0	295	To procure necessary consultancy for inspections and regulatory environment.
30	Insurance	6,209	(450)	0	5,759	To protect the Council from future potential insurance claims.

Appendix 9(a)

	Reserve	Estimated balance at 31.03.18 £000	Estimated Movements		Estimated balance at 31.03.19 £000	Purpose
			To finance budget £000	Other Commitments £000		
31	Integrated Partnership Strategy	31	(31)	0	0	To support ongoing implementation of the Cardiff Integrated Partnership arrangements to include progression of work stream activities and facilitated support for joint working. No movement on this reserve in recent years or anticipated in the future.
32	Invest to Save	350	0	0	350	To fund revenue invest to save schemes.
33	Joint Equipment Store - Pooled Budget	195	0	(195)	0	To be utilised to offset deficits or one off expenditure items in the pooled budget, in future years.
34	Local Lend a Hand Mortgage Scheme	222	(222)	0	0	Interest receivable in case of default on Local Lend a Hand Mortgage Scheme. Scheme ended in December 2017.
35	Local Plan	99	0	0	99	To support the cost of the Local Development Plan and any potential appeals or judicial reviews.
36	Major Projects	765	0	0	765	To contribute towards the cost of Major Projects.
37	Members Development	92	0	0	92	To support webcasting of Council meetings and any additional Members' ICT software.
38	Municipal Election	247	0	96	343	To support the cost of local elections.
39	Municipal Mutual Insurance	1,258	0	0	1,258	To protect the Council from a scheme that was triggered on 13 November 2012 and will involve the claw back of a percentage of previously paid claims, as well as a percentage of future claims.
40	Non-Domestic Rates Due Diligence	60	0	0	60	To fund the costs of NDR due diligence.
41	Out of School Childcare	58	0	0	58	Surplus balances from each school operating an out of school childcare scheme. These can be drawn upon by each school to balance in year.
42	Parking & Enforcement	479	0	(256)	223	This represents surpluses on parking & enforcement schemes which, under the Road Traffic Act 1984, have to be reinvested in Road Traffic Schemes.
43	Projects, Design and Development	137	0	0	137	To cover unattributable anomalies in building design and construction.
44	Public Service Board Initiative	23	(23)	0	0	To fund work in connection with the Public Service Board. No movement on this reserve in recent years or anticipated in the future.
45	Registration Service Improvement	46	0	0	46	To fund various service improvements.

Appendix 9(a)

	Reserve	Estimated balance at 31.03.18 £000	Estimated Movements		Estimated balance at 31.03.19 £000	Purpose
			To finance budget £000	Other Commitments £000		
46	Resources	1,404	0	(425)	979	To provide funding to a number of areas within the Resources Directorate particularly where transition to new methods of operation are required.
47	Schools Catering and Kitchen Improvements	495	0	(200)	295	To be used to support the Schools Catering Service, including kitchen improvements, the implementation of a cashless transaction system and the costs associated with a temporary catering unit at Cantonian High School.
48	Schools Formula Funding	988	0	(450)	538	Contingency Fund set aside to meet unplanned and unforeseen expenditure incurred by or on behalf of the delegated schools' budgets.
49	Schools Organisation Plan	2,852	0	(1,320)	1,532	To be used to manage the cash flow implications of the School Organisational Plan financial model.
50	Scrutiny Development & Training	50	0	0	50	To fund Member development and training.
51	Scrutiny	32	0	0	32	Contingency Fund to allow for impacts as part of Scrutiny Review and specific ICT replacement costs.
52	Social Care Technology	609	0	(100)	509	Support social care IT developments.
53	Strategic Budget	2,682	(1,000)	0	1,682	To support financial resilience and the future budget requirements of the Council over the three year budget period within the Medium Term Financial Plan.
54	Strategic Estates	131	0	0	131	To be used by Strategic Estates, as a tool for managing timing and fluctuations of income from fees re disposal of properties.
55	Waste Management	808	0	0	808	To support additional waste management initiatives to achieve recycling targets and offset the impact of additional tonnage and associated waste management costs.
56	Welfare Reform	2,255	(200)	(41)	2,014	To fund costs in connection with potential future welfare reform and Council Tax Reduction Scheme.
57	Workshops Asset Maintenance	140	0	0	140	To assist in the asset maintenance requirements of the Council's managed workshops.
58	Youth and Community Education	117	0	(100)	17	To fund costs connected with the refurbishment of youth centres and potential initiatives in adult and community learning.
	TOTAL	43,020	(2,350)	(6,847)	33,823	

EARMARKED RESERVES HRA

	Reserve	Estimated balance at 31.03.18 £000	Estimated Movements 2018/19		Estimated balance at 31.03.19 £000	Purpose
			To finance budget £000	Other Commitments £000		
1	Housing Development & Acquisition	725	0	(725)	0	To fund the development of the additional build programme, other land and property acquisitions and to support the Housing Partnership Programme.
2	Housing Repairs & Building Maintenance Services	1,016	0	(339)	677	To fund costs of the Housing Repairs Account and Building Maintenance Replacement/Services.
3	Modernising ICT	138	0	(100)	38	To support costs of improving business processes.
4	Tackling Overcrowding	200	0	(67)	133	To fund costs of the Tackling overcrowding project.
5	Welfare Reform	50		(50)	0	To fund project costs and scheme development to address issues for council tenants due to benefit cap and universal credit.
	TOTAL	2,129	0	(1,281)	848	

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	Reserve	Estimated balance at 31.03.18 £000	Estimated Movements 2018/19		Estimated balance at 31.03.19 £000	Purpose
			To finance budget £000	Other Commitments £000		
1	General Housing	8,874	0	0	8,874	General housing balance.
	TOTAL	8,874	0	0	8,874	

Appendix 10

EMPLOYEE IMPLICATIONS OF BUDGET

				All figures are expressed in terms of full time equivalent posts					
Ref	Impact on posts	Savings Title	Voluntary Redundancy	Vacant	Retirement/ Flexi Retirement	Redeploy	TBC	New Post / Temporary	TOTAL FTE's
Economic Development									
1	Delete	St. David's Hall - Review of Costs, Income and Service Delivery					(1.35)		(1.35)
2	Delete	New Theatre - Review of Costs, Income and Service Delivery					(1.35)		(1.35)
3	Delete	Cardiff Castle - Review of Costs, Income and Service Delivery					(2.00)		(2.00)
4	Delete	Reduced service in Tourism		(2.00)					(2.00)
5	Delete	New model for Children's Play		(1.00)	(.25)				(1.25)
6	Delete	Reduction in management costs across the Parks & Sport service	(1.00)	(1.00)	(.65)	(1.00)		1.00	(2.65)
Economic Development Net Position			(1.00)	(4.00)	(0.90)	(1.00)	(4.70)	1.00	(10.60)
Education & Lifelong Learning									
7	Delete	Education Directorate - Central Staffing & Management					(7.00)		(7.00)
8	Create	Cardiff Commitment						1.00	1.00
Education & Lifelong Learning Net Position			0.00	0.00	0.00	0.00	(7.00)	1.00	(6.00)
People & Communities - Communities & Housing									
9	Delete	Deletion of two vacant posts within Housing Benefit		(2.00)					(2.00)
10	Delete	Deletion of vacant post within Prevention Services		(1.00)					(1.00)
11	Delete	Introduction of new Housing online form			(0.34)				(0.34)
12	Create	Joint Equipment Service						3.00	3.00
People & Communities - Communities & Housing Net Position			0.00	(3.00)	(0.34)	0.00	0.00	3.00	(0.34)
People & Communities - Social Services									
13	Create	Learning Disabilities Internal Day Care						3.00	3.00
14	Create	Enhanced Programme for Reviews						1.00	1.00
15	Create	Additional Support Worker posts - Specialist Services						4.00	4.00
16	Create	Recruit More Independent Reviewing Officers (IROs)						2.00	2.00
People & Communities - Social Services Net Position			0.00	0.00	0.00	0.00	0.00	10.00	10.00
People & Communities Net Position			0.00	(3.00)	(0.34)	0.00	0.00	13.00	9.66
Resources - Governance & Legal Services									
17	Delete	Reduction of Scrutiny Function		(1.00)					(1.00)
18	Delete	Cessation of support for internal meetings		(1.00)					(1.00)
Governance & Legal Services Net Position			0.00	(2.00)	0.00	0.00	0.00	0.00	(2.00)

Appendix 10

EMPLOYEE IMPLICATIONS OF BUDGET

All figures are expressed in terms of full time equivalent posts

Ref	Impact on posts	Savings Title	Voluntary Redundancy	Vacant	Retirement/ Flexi Retirement	Redeploy	TBC	New Post / Temporary	TOTAL FTE's
Resources - Resources									
19	Delete	Exchequer and Development Service efficiencies / remodelling	(1.00)	(2.00)					(3.00)
20	Delete	Accountancy		(1.00)					(1.00)
21	Delete	Revenues Section - Savings derived from improved processes		(1.00)			(1.00)		(2.00)
22	Delete	Refocussing priorities in respect of Audit		(0.40)			(0.60)		(1.00)
23	Delete	Efficiencies in Information Governance	(0.60)						(0.60)
24	Delete	Human Resources Business Efficiencies		(2.00)					(2.00)
25	Delete	ICT staffing reductions	(3.65)						(3.65)
26	Delete	Consolidation of Corporate Policy Capacity		(1.00)					(1.00)
27	Delete	Corporate Performance Team Staffing		(1.00)					(1.00)
Resources - Resources Net Position			(5.25)	(8.40)	0.00	0.00	(1.60)	0.00	(15.25)
Resources Net Position			(5.25)	(10.40)	0.00	0.00	(1.60)	0.00	(17.25)
Council Total			(6.25)	(17.40)	(1.24)	(1.00)	(13.30)	15.00	(24.19)

Appendix 11 (a)

CARDIFF COUNCIL: FEES AND CHARGES 2018/19

No.	Income Source	Current Charge	Proposed Price Change	Change	Effective Date	Comment
Economic Development						
Charges in respect to filming in the City						
1	Charges in respect to filming in the City	£25.00 - £200.00	Nil	Nil	1 April 2018	No proposed increase following restructure of charges
Workshop Rents						
2	Workshop Rents	Various	See Comment		1 April 2018	Subject to condition of lease. Rents reviewed on a commercial basis.
Land and Building Rents						
3	Land and Building Rents	Various	See Comment		1 April 2018	Subject to condition of lease
Business Development						
4	Loan Administration Fee - one off payment	£250.00	Nil	Nil	1 April 2018	No proposed increase
5	Equity Administration - one off payment	£1,000.00				
Venues						
6	Commercial Catering	Various	See Comment		1 April 2018	Menu price constantly reviewed on a commercial basis.
Norwegian Church						
7	Wedding Package based on 60 guests - 5pm - midnight	£4,000.00	£500.00	12.50%	1 April 2018	The proposed new charge is £4,500.00
8	Grieg Room hire – day hire	£250.00	£150.00	60.00%		The proposed new charge is £400.00
9	Day Delegate Rate (min no's 20)	£35.00	£5.00	14.29%		The proposed new charge is £40.00
10	Grieg Room – Evening Hire - 7pm - midnight	£500.00	£100.00	20.00%		The proposed new charge is £600.00
11	Concert hire – 7.30pm - 9.30pm	£300.00	£60.00	20.00%		The proposed new charge is £360.00
Cardiff Castle						
12	Cardiff Castle Gift Shop	Various	See Comment		1 April 2018	Determined by mark up to cover required profit margin.
13	Castle Key	£6.00	£0.50	8.33%		The proposed new charge is £6.50
14	Cardiff Castle Tours	£3.25	£0.10	3.08%		The proposed new charge is £3.35
15	Castle Banquet	£45.00	£1.50	3.33%		The proposed new charge is £46.50
16	Castle Room Hire	£625.00	Nil	Nil		No proposed increase
City Hall / Mansion House						
17	Assembly Room - Mon to Fri (6 hours)	£1,750.00	£50.00	2.86%	1 April 2018	The proposed new charge is £1,800.00
18	Assembly Room - Weekends, Evenings & Bank Holidays (6 hours)	£2,400.00	£50.00	2.08%		The proposed new charge is £2,450.00
19	Marble Hall - (6 Hours)	£1,550.00	£50.00	3.23%		The proposed new charge is £1,600.00
20	Marble Hall -Weekends, Evenings & Bank Holidays (6 hours)	£1,550.00	£50.00	3.23%		The proposed new charge is £1,600.00
21	Lower Hall - Mon - Fri (6 Hours)	£1,050.00	£50.00	4.76%		The proposed new charge is £1,100.00
22	Lower Hall - Weekends, Evenings & Bank Holidays (6 Hours)	£1,700.00	£50.00	2.94%		The proposed new charge is £1,750.00
23	Ferrier Hall - Mon - Fri (4 Hours)	£375.00	£5.00	1.33%		The proposed new charge is £380.00
24	Ferrier Hall - Weekends, Evenings & Bank Hols (4 Hours)	£575.00	£15.00	2.61%		The proposed new charge is £590.00
25	Council Chamber - Mon - Fri (4 Hours)	£295.00	£5.00	1.69%		The proposed new charge is £300.00
26	Council Chamber - Weekends, Evenings & Bank Hols (4 Hours)	£450.00	£50.00	11.11%		The proposed new charge is £500.00
27	Syndicate Rooms - Mon - Fri - Full Day	£410.00	£10.00	2.44%		The proposed new charge is £420.00
28	Syndicate Rooms - Weekends, Evenings & Bank Hols - (4 Hours)	£350.00	£10.00	2.86%		The proposed new charge is £360.00
29	All City Hall Room Hire - Discounted for Registered Charities	30%	See Comment			This is the discount available to registered charities
30	Mansion House Hire - per 4 hour session	£550.00	Nil	Nil		No proposed increase
31	Mansion House Hire - evenings 6 hour sessions	£1,050.00				
32	Mansion House Hire Charges - discount for registered charities	20%	See Comment		This is the discount available to registered charities	
Cardiff Caravan & Camping Charges						
33	Pitches (Hiker)	£15.00	Nil	Nil	1 April 2018	No proposed increase - in line with other campsites providers and reflects current onsite facilities.
34	Pitches (Single Occupancy without electric)	£22.00				
35	Pitches (Single Occupancy with electric)	£25.00				
36	Pitches (without electric)	£27.00				
37	Pitches (with electric)	£30.00				

Appendix 11 (a)

No.	Income Source	Current Charge	Proposed Price Change	Change	Effective Date	Comment
38	Hiker	£15.00	£3.00	20.00%	1 April 2018	The proposed new charge is £18.00
39	Additional Child	£2.00	£2.00	100.00%		The proposed new charge is £4.00
40	Additional Adult	£6.00	£4.00	6.00%		The proposed new charge is £10.00
41	Additional Adult on Events	£6.00	£9.00	150.00%		The proposed new charge is £15.00
Cardiff Story Museum						
42	Corporate hire of Cardiff Story Museum galleries for events outside normal operating hours (4 hours)	£900.00	Nil	Nil	1 April 2018	No proposed increase
43	Corporate hire of Cardiff Story Museum Learning Suite for events within normal operating hours	£360.00				
44	Corporate hire of Cardiff Story Museum Learning Suite for events outside normal operating hours	£500.00				
45	Cardiff Story Museum - commission from exhibition sales	30% of sale price				
46	Exhibition previews outside of museum opening hours and serving alcohol.	£180.00				No proposed increase
47	Cardiff Story Museum - Use of Learning Suite and equipment for school groups, local heritage and community organisations within normal opening hours	£60.00				
48	Cardiff Story Museum - Use of Learning Suite and equipment for school groups, local heritage and community organisations outside normal opening hours	£180.00				
49	Cardiff Story Museum - Use of Learning for non local heritage / community organisations within normal opening hours.	£170.00				
50	Cardiff Story Museum - Use of Learning rooms for non local heritage / community organisations outside normal opening hours.	£260.00				
51	Welsh Baccalaureate - linked visits (1 hour session)	£25.00 Flat Fee				
52	Cardiff Story Museum - talks by Museum Professional Staff - per hour	£60.00				
53	Museum formal education / school visits	Various - see comment				Formal education and school packages are tailored according to the teacher's requirements and are subject to current market rates. Range from £1.00 per pupil to £4.00 per pupil and / or £25.00 to £80.00 per led session.
54	Children's birthday parties	Various - from £75.00				Packages are tailored according to the parent/carer's requirements and are subject to current market rates. Charges from £75.00.
55	Left luggage facility small lockers	£5.00				No proposed increase
56	Left luggage facility medium lockers	£8.00				
57	Left luggage facility large lockers	£10.00				
58	Left luggage facility overnight 24 hours	£20.00				
Events - Park & Ride/Parking						
59	Major Event Park & Ride	Pre Book £8.00 On Day £10.00	Nil	Nil	1 April 2018	No proposed increase
60	City Centre Parking	Pre Book £12.00 On Day £15.00	Nil	Nil	1 April 2018	No proposed increase
61	Mini buses & Coaches	£20.00				
62	Parking (small local events)	Various from £3.00				
63	City Centre Parking (small local events)	£10.00				
County Hall - Venue Hire						
64	1 x committee room/council chamber - 4 hrs (weekday)	£206.00	Nil	Nil	1 April 2018	No proposed increase
65	1 x committee room/council chamber - 6 hrs (weekday)	£360.00				

Appendix 11 (a)

No.	Income Source	Current Charge	Proposed Price Change	Change	Effective Date	Comment
66	1 x committee room inc kitchen - weekday (6 hrs)	£625.00	Nil	Nil	1 April 2018	No proposed increase
67	2 x committee rooms inc kitchen - weekday (6 hrs)	£985.00				
68	3 x committee rooms inc kitchen - weekday (6 hrs)	£1,345.00				
69	1 x committee room inc kitchen - weekend (6 hrs)	£845.00				
70	2 x committee rooms inc kitchen - weekend (6 hrs)	£1,400.00				
71	3 x committee rooms inc kitchen - weekend (6 hrs)	£1,850.00				
72	3 x committee rooms inc kitchen + staff canteen - weekend (6 hrs)	£2,375.00				
73	Staff Canteen	£350.00				
74	Bank holiday rate	Additional £500				
75	Car Park Hire -Exclusive use x 586 spaces	£2,344.00				
76	Car Park Hire - per Space	£4.00				
77	Room Hire - Discounted for Registered Charities	10%				
Education and Lifelong Learning						
78	School Meals - per meal (Primary)	£2.40	£0.10	4.17%	1 April 2018	The proposed new charge is £2.50
79	School Meals - per meal (Secondary)	£2.85	£0.10	3.51%		The proposed new charge is £2.95
80	School Meals - per meal (Adults)	£2.85 (£3.42 inc VAT)	£0.15 (£0.18 inc VAT)	5.26%		The proposed new charge is £3.00 (£3.60 including VAT)
81	Music Service Charges- Maintained Schools - per hour	£36.50 - £38.00	£1.50 - £2.00	5.00%	1 September 2018	The proposed new charge is £38.00 - £40.00
82	Music Service Charges - Non Maintained Schools - per hour	£39.00	£2.00	5.13%		The proposed new charge is £41.00
83	Music Service Ensemble Fees	£48.50 - £59.00	£2.50 - £3.00	5.00%		The proposed new charge is £51.00 - £62.00
84	Music Service Choir Fees (Primary)	£37.50	£1.50	4.00%		The proposed new charge is £39.00
85	Music Service Choir Fees (Secondary)	£43.00	£2.00	4.65%		The proposed new charge is £45.00
86	Music Service Advanced Percussion Fees (Primary)	£43.00	£2.00	4.65%		The proposed new charge is £45.00
87	Music Service Advanced Percussion Fees (Secondary)	£49.00	£2.50	5.10%		The proposed new charge is £51.50
88	Storey Arms	Cardiff LA schools £86.00 to £307.00 Other schools £138.00 to £325.00	£4.00 - £15.00 £7.00 - £16.00	5.00%	1 September 2018	The proposed new charges range from: Cardiff LA schools £90.00 to £322.00 Other schools £145.00 to £341.00
89	Cardiff Met Level 1: 2 day Team Building (per head)	£148.00	£7.00	4.73%		The proposed new charge is £155.00
90	Mountain Leader Award Training (6 day) adult training	£425.00	£21.00	4.94%		The proposed new charge is £446.00
91	2 day non-residential National Governing Body (NGB) award – adult training	£156.00	£8.00	5.13%		The proposed new charge is £164.00
92	1 day National Governing Body (NGB) award assessment – adult training	£180.00	£9.00	5.00%		The proposed new charge is £189.00
People & Communities - Communities						
Gypsy & Traveller Sites						
93	Gypsy Sites - Rent - per pitch - per week	£70.43 Rover Way £78.17 Shirenewton	£2.11 £2.34	3.00%	1 April 2018	The proposed new charges are: £72.54 Rover Way £80.51 Shirenewton
94	Gypsy Sites - Estate Maintenance - per pitch - per week	£5.48	Nil	Nil		No proposed increase
Disabled Facilities Services						
95	6% admin costs on Home Improvement Loans	6%	Nil	Nil	1 April 2018	No proposed increase
96	Disabled Facility Grant Income	£900.00 or 15% whichever the greater				
Telecare						
97	Community Alarm Service - Contact Only - per week	£1.94	Nil	Nil	1 April 2018	No proposed increase
98	Community Alarm Service - Contact and Mobile Response - per week	£4.56				
99	Telecare Packages - per week (Adult Services referrals)	£4.56				
100	Telecare SIM Units - monthly charge	£6.50				
101	Supply and installation of telecare monitoring unit	£125.00				

Appendix 11 (a)

No.	Income Source	Current Charge	Proposed Price Change	Change	Effective Date	Comment	
102	Installation of reconditioned telecare monitoring unit	£30.00	Nil	Nil	1 April 2018	No proposed increase	
103	Installation of reconditioned telecare monitoring unit AND pendant	£50.00					
104	Replacement Telecare pendant	£40.00					
105	Supply / installation of keysafe for mobile response customer	£50.00					
106	Supply / installation of keysafe for contact only customer	£65.00					
107	Supply / installation of keysafe for non-Telecare customer	£99.00					
Local Training Enterprise Centres							
108	St Mellons Enterprise Centre - Units 1 to 5 (each) - Annual Rent	£3,000.00	Nil	Nil	1 April 2018	No proposed increase	
109	St Mellons Enterprise Centre - Units 6-10 (combined) - Annual Rent	£13,500.00					
110	St Mellons Enterprise Centre - Nursery Unit - Annual Rent	£24,500.00	(£17,250.00)	-70.41%		The proposed new charge is £7,250 (reduced rate for Community Group)	
Libraries							
111	Non-children's book late return penalty charge	£0.20 per day (capped at £10.00)	£0.05	25.00%	1 April 2018	The proposed new charge is £0.25 per day	
112	Spoken word late return penalty charge	£0.45 per day (capped at £10.00)	Nil	Nil		1 April 2018	No proposed increase
113	Spoken word loan charge - 3 weeks	£1.70					
114	Music recording loan charge - 1 week	£0.65					
115	Music recording late return penalty charge - per week	£0.65					
116	DVD, video or DVD loan charge - per week	£2.60					
117	DVD, video or CD ROM late return penalty charge - per week	£2.60					
118	Children's DVD or video loan charge - per week	£1.50					
119	Children's DVD or video late return penalty charge - per week	£1.50					
120	PC printouts - A4	£0.25					
121	PC printouts - A3	£0.45					
122	Photocopies - A3/A4 b/w	£0.15					
123	Photocopies - A4 colour	£1.10					
124	Photocopies - A3 colour	£1.60					
125	Reservations for stock from outside Cardiff (interlibrary loans)	£10.20					
126	Replacement card - Adult	£2.00	£0.50	25.00%		The proposed new charge is £2.50	
127	Replacement card - Child	£0.60	Nil	Nil	1 April 2018	No proposed increase	
128	Central Library Fax service: UK - A4	£1.10					
129	Central Library Fax service: Europe - A4	£2.10					
130	Central Library Fax service: Worldwide - A4	£4.10					
131	Central Library Fax service: Incoming	£1.10					
132	Gallery/Exhibitions - commission from exhibition sales	20% of all sales/orders					
133	Local Studies Dept research fee - per hour	£15.20	£0.80	5.26%		The proposed new charge is £16.00	
134	Local Studies Dept scanned or digital images fee - per item	£3.10	Nil	Nil	1 April 2018	No proposed increase	
135	Local Studies Dept photocopies by staff	£0.25					
136	Local Studies Dept photocopies by staff - A4	£2.10					
137	Local Studies Dept photocopies by staff - A3	£3.10					
138	Local Studies Dept reproduction - individual/not for profit	£10.10	£0.90	8.91%		The proposed new charge is £11.00	
139	Local Studies Dept reproduction – commercial organisation	£25.30	£0.70	2.77%		The proposed new charge is £26.00	
140	Local Studies Dept document filming	£20.30	Nil	Nil	1 April 2018	No proposed increase	
141	Central Library - Meeting Room 4 Hire (per hour)	£50.50					

Appendix 11 (a)

No.	Income Source	Current Charge	Proposed Price Change	Change	Effective Date	Comment			
142	Central Library - Meeting Room 4 Hire (1/2 day)	£202.00	Nil	Nil	1 April 2018	No proposed increase			
143	Central Library - Meeting Room 4 Hire (full day)	£404.00							
144	Central Library - Meeting Room 4 Hire (per hour) - for charities/community groups	£20.60							
145	Central Library - Creative Suite Hire (per hour)	£60.60							
146	Central Library - Creative Suite Hire (1/2 day)	£252.50							
147	Central Library - Creative Suite Hire (full day)	£505.00							
148	Central Library - Creative Suite Hire (per hour) - for charities/community groups	£20.60							
149	Central Library - ICT Suite Hire (1/2 day)	£202.00							
150	Central Library - ICT Suite Hire (full day)	£404.00							
151	Central Library - ICT Suite Hire (per hour) - for charities/community groups	£20.60							
Adult Community Learning									
152	Category A (Full Fee) - hourly course fee	£5.20	£0.15	2.88%	1 September 2018	The proposed new charge is £5.35			
153	Category B (State Pension or FT Student)	£3.82	£0.13	3.40%		The proposed new charge is £3.95			
154	Disability Inclusion in Community Education (DICE) courses - (Learning for Life Programme) - hourly charge	£4.00	Nil	Nil	1 April 2018	No proposed increase			
155	Llanover Hall Theatre hire per hour - commercial rate	£20.00							
156	Llanover Hall Theatre hire per hour - weekend rate	£25.00							
157	Llanover Hall Theatre hire per hour - charity/community rate	£16.67							
158	Llanover Hall Theatre hire per hour - rehearsal / research	£15.00							
159	Llanover Hall Green Room hire per hour	£12.00							
160	Llanover Hall Pottery Room hire per hour (without materials/firing)	£15.00							
161	Llanover Hall Pottery Room hire per hour (with materials/firing)	£20.00							
162	Llanover Hall Meeting Room hire per hour	£12.00					£0.50	4.17%	The proposed new charge is £12.50
163	Llanover Hall Multi Arts Room hire per hour	£12.00					£0.50	4.17%	The proposed new charge is £12.50
164	Llanover Hall Life Drawing Room hire per hour	£15.00	Nil	Nil		No proposed increase			
165	Llanover Hall Computer Room hire per hour	£10.00							
166	Llanover Hall Fashion Room hire per hour	£10.00							
167	Llanover Hall Photography Room hire per hour	£10.00							
168	Llanover Hall Arts/Craft classes - per term	£50.00					£1.50	3.00%	The proposed new charge is £51.50
169	Llanover Hall Pottery classes (includes materials & firing) - per term	£70.00	£2.00	2.86%	1 September 2018	The proposed new charge is £72.00			
170	Llanover Hall Youth Drama (3 hour class)	£70.00	£2.00	2.86%		The proposed new charge is £72.00			
People & Communities - Social Services									
171	Maximum Charge for Non-Residential Care Services - per week	£70	£10	14.29%	1 April 2018	Proposed amendment to maximum charge set by the WG to £80.00 per week. Actual charge subject to means testing.			
Planning, Transport & Environment									
Bereavement & Registration Services									
172	Cremation	£540.00	£20.00	3.70%	1 April 2018	The proposed new charge is £560.00			
173	Burial	£630.00	£30.00	4.76%		The proposed new charge is £660.00			
174	Grave purchase	£690.00	£30.00	4.35%		The proposed new charge is £720.00			
175	Cremated Remains Burial	£240.00	£15.00	6.25%		The proposed new charge is £255.00			
176	Cremated Remains Purchase	£290.00	£15.00	5.17%		The proposed new charge is £305.00			
177	Registration Ceremony - Small Marriage Room	£125.00	£10.00	8.00%		The proposed new charge is £135.00			
178	Registration Ceremony - St David's Room - Weekdays	£225.00	£12.50	5.56%		The proposed new charge is £237.50			
179	Registration Ceremony - St David's Room - Weekends	£275.00	£15.00	5.45%		The proposed new charge is £290.00			

Appendix 11 (a)

No.	Income Source	Current Charge	Proposed Price Change	Change	Effective Date	Comment
180	Registration Ceremony - Approved Premises - Weekdays	£375.00	£15.00	4.00%	1 April 2018	The proposed new charge is £390.00
181	Registration Ceremony - Approved Premises - Weekends	£475.00	£15.00	3.16%		The proposed new charge is £490.00
182	Registration Ceremony - Approved Premises - Bank Holidays	£495.00	£5.00	1.01%		The proposed new charge is £500.00
183	Webcast of Ceremony	£75.00	Nil	Nil		No proposed increase.
184	DVD of Ceremony	£75.00				
185	Webcast and DVD of Ceremony	£100.00				
186	Audio recording of ceremony	£55.00				
187	Registry Office Ceremony	£46.00				
188	Notice Fee	£35.00				
189	Citizenship ceremonies	£80.00				
190	Private Citizenship ceremonies	See Comment				New fee for 2018/19. The proposed fee is £125.00
191	Certificate	£10.00	Nil	Nil		No proposed increase.
192	Registrars Certificate	£4.00				
193	Copy Certificates Standard service	£7.00				
194	Copy Certificates - Priority Service (within 24hours)	£17.00				
195	Copy Certificates - Priority Service (within 1 hour)	£27.00				
196	Memorial Income	Various	Various	3.10%	Various fees to be reviewed individually dependent on supplier costs.	
Nationality Checking Services						
197	Per Applicant	£90.00	Nil	Nil	1 April 2018	No proposed increase.
198	Nationality Document Return Service - per applicant	£0.00	See Comment			New fee for 2018/19. The proposed fee is £70.00
199	Passport Checking Service	£15.00	£5.00	33.33%		The proposed new charge is £20.00
Dogs Home						
200	Dogs Home - Puppies Rehoming	£150.00	£10.00	6.67%	1 April 2018	The proposed new charge is £160.00
201	Dogs Home - Other Dogs Rehoming	£100.00 - £300.00	£20.00	6.67% - 20.00%		The proposed new charge ranges from £120.00 - £320.00
Parks						
202	Allotments (Per Annum) - Full Price	Cat A £11.60 per perch Cat B £11.26 per perch Cat C £10.82 per perch Chalet £110.16 Brick cubicle £25.50	Cat A £0.48 per perch Cat B £0.46 per perch Cat C £0.44 per perch Chalet £4.44 Brick cubicle £0.86	3.30% - 4.15%	1 April 2018	The proposed new charges are: Cat A £12.08 per perch Cat B £11.72 per perch Cat C £11.26 per perch Chalet £114.60 Brick cubicle £26.36
203	Allotments (Per Annum) - Concession	Cat A £5.80 per perch Cat B £5.63 per perch Cat C £5.41 per perch Chalet £55.08	Cat A £0.24 per perch Cat B £0.23 per perch Cat C £0.22 per perch Chalet £2.22	3.30% - 4.15%		The proposed new charges are: Cat A £6.04 per perch Cat B £5.86 per perch Cat C £5.63 per perch Chalet £57.30
Planning						
204	Planning Fees (Statutory)	Various	Nil	Nil	1 April 2018	No proposed increase.
205	Building Control Charges (Statutory)	Various				
206	Building Control Charges	Various based on size of scheme				
207	Tree Preservation Orders - search and copy of information	£15.00 - Extract £30.00 - Full Copy				

Appendix 11 (a)

No.	Income Source	Current Charge	Proposed Price Change	Change	Effective Date	Comment
Pre Application Advice						
208	Pre Application Advice - Statutory Charges <ul style="list-style-type: none"> • Householder • Minor Development - (1-9 dwellings; floor space including change of use less than 999m²) • Major Development - (1-24 dwellings, floor space including change of use 1,000 to 1,999m²) • Large Major Development (More than 24 dwellings, floor space including change of use more than 1,999m²) 	£25.00 £250.00 £600.00 £1,000.00				These are statutory charges.
209	Pre Application Advice Category 'A' Strategic Development <ul style="list-style-type: none"> • 25 or more residential units (including conversion) • 2,000m² or more of commercial floor space • change of use of buildings or land over 2000m² • mixed use development of a site of 1ha and over • development requiring an Environmental Impact Assessment 	£2,500 plus VAT with additional hourly rate of £100 plus VAT (Initial meeting - no charge)				No proposed increase.
210	Pre Application Advice Category 'B' Major Development <ul style="list-style-type: none"> • 10-24 residential dwellings (including conversion) • 1000m² – 1999m² of commercial floor space • change of use of buildings or land between 1000m² – 1999m² • development of a site of 0.5ha – 0.99ha • mixed use developments with a combined floor space of 1000m² – 1999m² 	£1,250 plus VAT with additional hourly rate of £100 plus VAT (Initial meeting - no charge)	Nil	Nil	1 April 2018	
211	Pre application Advice CATEGORY 'C' – Minor Development <ul style="list-style-type: none"> • 1-9 residential dwellings (including conversion) • 100m² – 999m² of commercial floor space • change of use of buildings or land between 100m²-999m² • mixed use developments with a combined floor space of less than 0.5ha • telecommunications equipment and masts not being confirmation of permitted development • advertisement applications • agricultural developments Pre application advice - development 	£250 plus VAT with additional hourly rate of £100 plus VAT				
212	Pre Application Advice CATEGORY 'D' – Domestic / Miscellaneous Development and Exemptions	£50 plus VAT without additional hourly rate				
Transportation						
213	Section 38 (Creation of New Public Highways)	This charge is based on 2 elements, a fixed 7% fee applied to a rate of £850.00 per linear metre				No proposed increase. These are statutory fees.
214	Section 278 Agreement	7% engineering fee based on total cost of highway works connected with the development	Nil	Nil	1 April 2018	

Appendix 11 (a)

No.	Income Source	Current Charge	Proposed Price Change	Change	Effective Date	Comment
215	Road and Street Works Act (RASWA)	Various based on size of scheme	Nil	Nil	1 April 2018	No proposed increase. These are statutory fees.
216	3D Scanner (To provide 3D images of structures, highways, areas to monitor possible deterioration)	£800				No proposed increase
217	Road Safety Audits (RSA)	Desktop Check/Advice - £150.00 Essential £250.00 Minor Works £480.00 County Works £720.00 Full £1080.00	£15 £20 £20 £30 £40	3.70% - 10.00%		The proposed new charges are: Desktop Check/Advice £165.00 Essential £270.00 Minor Works £500.00 County Works £750.00 Full £1120.00
218	Signage Application/Feasibility Study Design and Signals	See Comment				New fee for 2018/19 includes concept design, feasibility study, site visit, utility search & quote for detailed design & construction. The proposed fee is £250.00
219	Equality Impact assessments & access audits	See Comment				New fee for 2018/19. The proposed fee is £500.00
220	Sign Design and Signals	Various based on size of scheme	See Comment			The proposed new charges vary, based on size of scheme.
221	Abandoned Vehicle - administrative Fee	See Comment				New fee for 2018/19. Admin fee to remove the abandoned vehicle charged to the last known registered keeper. The proposed fee is £58.00
222	Abandoned Vehicle - Fixed Penalty Notice	See Comment				New fee for 2018/19. If vehicle is not claimed or admin fee not paid for removal, a FPN will be issued under Section 2A of Refuse Disposal Amenity Act 1978. The proposed fee is £200.00
223	Accident Information Partial = a plan of where the collisions occur Full = all background information on collisions in requested area	Various - based on request/ complexity. Standard charge based on: Up to 40 collisions Partial £236.00 Full £352.00 Between 40-80 collisions Partial £472.00 Full £704.00 >80 collisions ad hoc	£24.00 £35.00 £48.00 £70.00	10.00%		The proposed new charges vary - based on request/ complexity. The standard charge is based on the following: Up to 40 collisions Partial £260.00 Full £387.00 Between 40-80 collisions Partial £520.00 Full £774.00 >80 collisions - ad hoc
224	Traffic Regulation Orders	Emergency notices £430.00 Traffic Regulation Orders with Advert £1890.00	£20 £60	4.6% 3.1%		The proposed new charges are: Emergency notices £450.00 Traffic Regulation Orders with Advert £1950.00
225	Traffic Data	Various - based on request - no. of working hrs	See Comment		The proposed new charges vary - based on number of working hours required to fulfil request.	
226	CCTV requests in connection with Data Protection Act	£10.00 CD/DVD	Nil	Nil	No proposed increase	
227	Traffic Signal - Switch Offs	£340.00 per switch off/on plus a £55.00 admin charge per invoice	£12.00 per switch off/on £2 admin charge	3.50%	The proposed new charge is £352.00 per switch off/on plus a £57.00 admin charge per invoice	
228	Land / Property Searches	£90.00	Nil	Nil	No proposed increase	

Appendix 11 (a)

No.	Income Source	Current Charge	Proposed Price Change	Change	Effective Date	Comment
229	Licence for Digital Advertising sites on the Highway per Advertising Panel	£1,200.00	Nil	Nil	1 April 2018	No proposed increase
230	Fixed Penalty Notices for Highways/Environment Offences	£100.00				
231	Trade/Shop Front Displays on the Highway	See Comment				New fee for 2018/19. The proposed fee is £200.00
232	H Bar Markings	£150.00	Nil	Nil		No proposed increase
233	Skip Licence - Standard Charge	£30.00 (7 days) £67.00 (28 days)	£5 (7 days) £3 (28 days)	16% 4.4%		The proposed new charges are: 7 days £35.00 28 days £70.00
234	Section 171 Opening Up Notice	£221.00	£14.00	6.33%		The proposed new charge is £235.00
235	Section 50 - Installation of Equipment, In ,On or Above the Public Highway	£430.00	£15.00	3.49%		The proposed new charge is £445.00
236	Road Space Booking	£25.00	Nil	Nil		No proposed increase
237	Containers Sited on the Public Highway	Initial 28 days: Residential £100.00 Commercial £250.00 Renewals £100.00				
238	Cherry Picker/Mobile Elevating Work Platform (MEWP)	£171.00	£9.00	5.26%		The proposed new charge is £180.00
239	Mobile Cranes	£380.00	£20.00	5.26%		The proposed new charge is £400.00
240	Tower Crane Oversail	£380.00	£20.00	5.26%		The proposed new charge is £400.00
241	Permits for Hoardings on the Public Highway	Initial 28 days: Residential permit per street £100.00 Commercial permit per street £300.00 Renewal (28 days): Residential £100.00 Commercial £250.00	Nil	Nil		No proposed increase
242	Scaffold Licences - Residential	Initial 28 days £100.00 Renewal £100.00				
243	Scaffold Licences - Commercial	Initial 28 days: Small £150.00 Medium £222.00 Large £500.00 Renewal per week: Small £50.00 Medium £88.00 Large £88.00				
244	Vehicle Crossovers	£171.00	£4 plus various fees	2.34% plus various	The proposed new charge is £175.00 Licence plus various fees for new crossovers. Any additions to this fee will be for extenuating circumstances, for example, relocation of utilities.	
245	Advertising Frame Permits - New Applications	£171.00	£9.00	5.26%	The proposed new charge is £180.00	
246	Advertising Frame Permits - Renewals	£125.00	£5.00	4.00%	The proposed new charge is £130.00	

Appendix 11 (a)

No.	Income Source	Current Charge	Proposed Price Change	Change	Effective Date	Comment
247	Tables & Chairs on the Public Highway	1-2 Tables up to 8 chairs £200.00 3-4 Tables up to 16 chairs £500.00 5-10 Tables up 40 chairs £900.00 11+ Tables £900.00 plus £35.00 for every chair over 40	Nil	Nil	1 April 2018	No proposed increase
248	Smoking Enclosures	See Comment				New fee for 2018/19. The proposed fees are: Up to 12 square metres £220.00 Over 12 square metres £360.00
249	Charges for Temporary Signs	£70.00	Nil	Nil		No proposed increase
250	Additional Inspections	£55.00				
251	Road and Street Works Act (RASWA) Supervisory Charge	£47.50				
252	Road and Street Works Act (RASWA) - All Inspections	£47.50				
253	Fixed Penalty Notice for New Roads & Street Works Act	£80.00				
254	Section 74 Notice - Charges for Overstays	£100-1000				
255	School Transport Bus Passes	£350.00				£25.00
256	Replacement of School Bus Passes	£10.00	Nil	Nil		No proposed increase. Price can only reflect admin costs
257	Replacement Bus Passes Concessionary Travel (per pass)	£5.00				
258	Disclosure Barring Service (DBS) check for School Transport)	£44.00				
259	Shopper Park & Ride (Excluding Cardiff East)	£4.00 - 1 person in car £5.00 - 2 or more	Nil	Nil		No proposed increase
260	Hiring Out Vehicles to School Transport	Based on cost of vehicle plus 10% - administration fees				
Parking						
261	Parking Penalty Charge Notices	£35.00	Nil	Nil	1 April 2018	Fees set by Welsh Government. This charge becomes £70.00 after 14 days.
262	Moving Traffic Offences	£35.00				
263	Replacement Blue Badges	£10.00				
264	On Street Parking	Various				
265	Car Parks					
266	Resident Parking Permits	£7.50 1st permit & visitor only, £30.00 2nd permit & visitor	See Comment		1 April 2018	Work is currently being undertaken to look at how the charges for residents permits are structured & what the appropriate level of charges would be, in line with the Council's Parking Strategy. Any changes would be put to Cabinet to approve.
Charges for Street Numbering of Properties						
267	Developments	Up to 5 plots £250.00 6-10 plots £300.00 more than 10 plots £350.00 plus £25.00 per plot (from Unit 1)	£10 £10 £12	3.40% - 4.00%	1 April 2018	The proposed new charges are: Up to 5 plots £260.00 6-10 plots £310.00 more than 10 plots £362.00 plus £25.00 per plot (from Unit 1)
268	Flat complexes	£100.00	£5.00	5.00%		The proposed new charge is £105.00

Appendix 11 (a)

No.	Income Source	Current Charge	Proposed Price Change	Change	Effective Date	Comment
269	Changes to street/building names and numbers (after original notification)	£600.00 plus £15.00 per unit after notification £600.00 at residents' request	£20.00 plus £1.00 per unit after notification £20.00	3.30% - 6.60%	1 April 2018	The proposed new charges are: £620.00 plus £16.00 per unit after notification £620.00 at residents' request
270	Changes to street/building names and numbers	£250.00 creation of new road name, £200.00 change of house name	£10.00	4.00% - 5.00%		The proposed new charges are: £260.00 creation of new road name £210.00 changes to existing properties
271	Searches/Address Confirmation	£50.00	£2.50	5.00%		The proposed new charge is £52.50
Harbour - Car Parking						
272	Car parking fees - Havannah Street	£1.50 for 1 hour £3.00 for 2 hours £4.00 for 3 hours £5.50 for 4 hours £6.50 for 5 hours £7.50 for 6 hours £8.50 for 7 hours £15.00 8-24 hours	£0.40 £0.10 (£0.30) (£0.90) (£1.00) (£0.30) (£0.70) New pricing structure over 8 hours - see comment	26.67% 3.33% (7.50%) (16.36%) (15.38%) (4.00%) (8.24%) See Comment	1 April 2018	The proposed new charges are: £1.90 for 1 hour £3.10 for 2 hours £3.70 for 3 hours £4.60 for 4 hours £5.50 for 5 hours £7.20 for 6 hours £7.80 for 7 hours £8.40 for 8 hours £9.00 for 9 hours £9.60 for 10 hours £12.00 for 11 hours £20.00 for 11 to 24 hours
273	Barrage Car Park	£1.50 for 1 hour £2.50 for 2 hours £3.50 for 3 hours £4.50 for 4 hours £5.50 for 5 hours £6.50 for 6 hours £7.50 for 7 hours £8.50 for 8 hours	£0.50 £0.50 £0.50 £0.50 £1.00 £1.50 £2.00 £2.50	33.33% 20.00% 14.29% 11.11% 18.18% 23.08% 26.67% 29.41%		The proposed new charges are: £2.00 for 1 hour £3.00 for 2 hours £4.00 for 3 hours £5.00 for 4 hours £6.50 for 5 hours £8.00 for 6 hours £9.50 for 7 hours £11.00 for 8 hours
Harbour - Navigation & Mooring						
274	Navigation Fee - per metre	£23.57	£0.83	3.52%	1 April 2018	The proposed new charge is £24.40. Yacht clubs and marinas are entitled to 60% discount under the Barrage Act.
275	Permission to Moor - per metre	£16.06	£0.56	3.49%		The proposed new charge is £16.62. Yacht clubs and marinas are entitled to 60% discount under the Barrage Act.
276	Provision of Mooring	£91.80	£3.25	3.54%		The proposed new charge is £95.05. Yacht clubs and marinas are entitled to 60% discount under the Barrage Act.
277	Commercial operator's licence	£170.00 plus £0.10 per passenger carried	£6.00	3.50%		The proposed new charge is £176.00 plus £0.10 per passenger carried.
278	Launching permits for sailing craft, motor craft or multi person rowing craft (Section 15(1)(a))	£11.50	£1.00	8.70%		The proposed new charge is £12.50
279	Launching permits for single person rowing craft and windsurfers	£5.00	Nil	Nil		No proposed increase
280	Use of Harbour Authority landing stages.	£390.15	£13.50	3.46%		The proposed new charge is £403.65
281	Short stay moorings - Inner Harbour- per hour	£1.00	Nil	Nil		No proposed increase
Cardiff Port Health Authority						
282	Port Health - Sanitation Inspection (Up to 1,000 tonnes)	£85.00	£5.00	5.88%	1 April 2018	Fee set by Association of Port Health Authorities (APHA). The new charge is £90.00

Appendix 11 (a)

No.	Income Source	Current Charge	Proposed Price Change	Change	Effective Date	Comment
283	Port Health - Sanitation Inspection (1,001 - 3000 tonnes)	£120.00	£5.00	4.17%	1 April 2018	Fee set by APHA. The new charge is £125.00
284	Port Health - Sanitation Inspection (3,001 - 10,000 tonnes)	£180.00	£10.00	5.56%		Fee set by APHA. The new charge is £190.00
285	Port Health - Sanitation Inspection (10,001 - 20,000 tonnes)	£235.00	£10.00	4.26%		Fee set by APHA. The new charge is £245.00
286	Port Health - Sanitation Inspection (20,001 - 30,000 tonnes)	£305.00	£15.00	4.92%		Fee set by APHA. The new charge is £320.00
287	Port Health - Sanitation Inspection (Over 30,000 tonnes)	£360.00	£15.00	4.17%		Fee set by APHA. The new charge is £375.00
288	Port Health - Vessels with 50 - 1000 persons	£360.00	£15.00	4.17%		Fee set by APHA. The new charge is £375.00
289	Port Health - Vessels with over 1000 persons	£615.00	£25.00	4.07%		Fee set by APHA. The new charge is £640.00
290	Port Health - Extensions	£55.00	£5.00	9.09%		Fee set by APHA. The new charge is £60.00
	Waste - Enforcement					
291	Abandoned Trolley Recovery Fee	£75.00			1 April 2018	No proposed increase. These fees are covered by the Clean Neighbourhoods & Environment Act 2005.
292	Waste Fixed Penalty Notices - Section 46 Notice	£100.00				
293	Waste Fixed Penalty Notices - Section 47 Notice	£100.00				
294	Waste Fixed Penalty Notices - Waste transfer note request	£300.00				
295	Waste Fixed Penalty Notices - WTRN & WCR	£300.00				
296	Waste Fixed Penalty Notices - Litter & Commercial DOC	£80.00				
297	Waste Fixed Penalty Notices - Litter Domestic DOC	£80.00				
298	Pay as You Throw - Domestic	Various				
299	Pay as You Throw - Commercial	Various				
300	Fixed Penalty Notices - Dog Fouling	£80.00				
301	Fixed Penalty Notices - Litter from a Vehicle	£80.00	Nil	Nil		
302	Fixed Penalty Notices - Litter General	£80.00				
303	Fixed Penalty Notices - Litter Smoking from a Car	£80.00				
304	Fixed Penalty Notices - Litter smoking related	£80.00				
305	Highways Fixed Penalty Notices - Skips breach of Licence	£100.00				
306	Highways Fixed Penalty Notices - Skips no Licence	£100.00				
307	Highways Fixed Penalty Notices - A boards	£100.00				
308	Highways Fixed Penalty Notices - Street Café's	£100.00				
309	Highways Fixed Penalty Notices - Fly Posting	£100.00				
310	Highways Fixed Penalty Notices - Free Distribution of Literature	£100.00				
311	Highways Fixed Penalty Notices - Scaffolding	£100.00				
	Waste					
312	Trade recycling centre - General Waste	£130.00 per tonne	£5.00 per tonne	3.85%	1 April 2018	The proposed new charge is £135.00 per tonne
313	Trade recycling centre - Mixed Recycling	£85.00 per tonne	Nil	Nil		No proposed increase
314	Trade recycling centre - Hardcore and Rubble	£30.00 per tonne	£5.00 per tonne	16.67%		The proposed new charge is £35.00 per tonne
315	Trade recycling centre - Wood	£85.00 per tonne	Nil	Nil		No proposed increase
316	Trade recycling centre - Garden Waste	£85.00 per tonne				
317	Trade recycling centre - Plasterboard	£91.00 per tonne	£9.00 per tonne	10.00%		The proposed new charge is £100.00 per tonne
318	Trade recycling centre - Cardboard	£0	See Comment			New charge for 2018/19. The proposed new charge is £10.00 per tonne
319	Trade recycling centre - Scrap Metal	£0				
320	Bulky Collections	£12.50 for every 2 items				
321	Replacement reusable garden sacks	£2.00	Nil	Nil	No proposed increase	
322	Replacement/new wheeled bin or equivalent striped bag provision	£25.00				
	Resources - Governance & Legal Services					
	Property Fees					
323	Search Fees	£116.40	Nil	Nil	1 April 2018	No proposed increase
324	Sale of Land	1% of sale price - Minimum £557.75	£17.25	3.09%		The proposed new minimum charge is £575.00

Appendix 11 (a)

No.	Income Source	Current Charge	Proposed Price Change	Change	Effective Date	Comment
Commercial Property Fees						
325	Registration Fee on Notice of Assignment/Underletting/Charge	£92.00	£8.00	8.70%	1 April 2018	The proposed new charge is £100.00
326	Consent for Assignment / Underletting / Change of Use/Alterations	£442.75	£7.25	1.64%		The proposed new charge is £450.00
327	Grant of Shop Lease	£575.00	£25.00	4.35%		The proposed new charge is £600.00
328	Workshops Lease	£264.50	£5.50	2.08%		The proposed new charge is £270.00
329	Grant of Industrial Lease	£948.75	£51.25	5.40%		The proposed new charge is £1,000.00
330	Market Tenancies	£327.75	£7.25	2.21%		The proposed new charge is £335.00
331	Lease Renewals	£327.75	£7.25	2.21%		The proposed new charge is £335.00
332	Variations/Surrenders	£379.50	£0.50	0.13%		The proposed new charge is £380.00
Planning Fees						
333	Standard S106	£1,443.25	£56.75	3.93%	1 April 2018	The proposed new charge is £1,500.00
334	Complex S106 agreements - e.g. phased development etc. based on actual time	See Comment				The proposed charge varies based on officer time spent on agreement
335	Unilateral obligations for S106	£931.50	£18.50	1.99%		The proposed new charge is £950.00
336	Unilateral obligations for S106 in relation to Appeals	£931.50	£18.50	1.99%		The proposed new charge is £950.00
337	Deed of variation for S106	£638.25	£11.75	1.84%		The proposed new charge is £650.00
338	Consent to disposals under S106 restriction	£69.00	£11.00	15.94%		The proposed new charge is £80.00
Residential Property Fees						
339	Easements	£437.00	£13.00	2.97%	1 April 2018	The proposed new charge is £450.00
340	Wayleaves Licences and misc agreements	£264.50	£35.50	13.42%		The proposed new charge is £300.00
341	Registration Fee on Notice of Assignment/Underletting/Charge	£92.00	Nil	Nil		No proposed increase
342	Deed of Postponement	£97.75	£2.25	2.30%		The proposed new charge is £100.00
343	Sales of small pieces of land to adjacent owners	See Comment				New charge for 2018/19. The proposed new charge is £300.00
344	Release of covenants	See Comment				New charge for 2018/19. The proposed new charge is £350.00
345	Transfers (Subject to Mortgage)	£235.75	£15.00	6.36%		The proposed new charge is £250.75
346	Vacating Receipts	£69.00	£1.00	1.45%		The proposed new charge is £70.00
347	Sales of Freehold Reversions	£546.25	£13.75	2.52%		The proposed new charge is £560.00
348	Deeds of Variation (Right to Buy leases)	£178.25	£6.75	3.79%		The proposed new charge is £185.00
349	Nursing Home charge fees	£63.25	£11.75	18.58%		The proposed new charge is £75.00
350	Shared Equity Scheme resales and redemptions	£385.25	£4.75	1.23%	The proposed new charge is £390.00	
Highway Agreements						
351	Highway licences (S177,115,142)	See Comment			1 April 2018	The proposed charge varies based on officer time spent on agreement. Minimum charge of £550.00 applies.
352	Section 38/278 Highway Agreements	1.5% of Bond sum	Nil	Nil		No proposed increase
353	Miscellaneous - Deed of Variation , Deed of dedication or highway documentation	See Comment				The proposed charge varies based on officer time spent on agreement. Minimum charge of £550.00 applies.
Resources - Resources						
Meals on Wheels						
354	Meals on Wheels - Hot meal only	£3.90	Nil	Nil	1 April 2018	No proposed increase
355	Meals on Wheels - Hot meal with dessert	£4.50				
Externally Set						
356	Rent Smart Wales	Various - see comment			1 April 2018	These fees are set and approved by Welsh Government
357	Shared Regulatory Service					These fees are set either by the Shared Regulatory Service Joint Committee or by statute/other regulation.

CARDIFF COUNCIL: HRA FEES AND CHARGES 2018/19

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
1	Pre-assignment enquiries	£100.80	Nil	Nil	2 April 2018	No proposed increase
2	Landlord consents for leaseholders	£155.00				
3	Postponement of Right to Buy charge	£100.80				
4	Administration charge for major works	12% and capped at £250.00				
5	Leaseholders Sub-Letting Charge	£30.00				
6	Leaseholder Management Fee	£163.08				
7	Council Dwellings Rent, including sheltered dwellings	Various	4.5% plus £2.00	4.5% plus £2.00		As per Welsh Government guidance
8	All Property Cleaning Charge	£0.37	Nil	Nil		No proposed increase
9	Retirement Complex - Community Alarm Full Cover	£4.56				
10	Retirement Complex - Cleaning	£8.56				
11	Retirement Complex - Service Charges	Various	See Comment			In line with costs at each complex
12	Retirement Complex - Communal Maintenance	£5.57	£0.17	3.05%		The proposed new charge is £5.74
13	Retirement Complex - Scheme Management	£4.74	£0.14	2.95%		The proposed new charge is £4.88
14	Grounds & Pest Control	£0.97	Nil	Nil		No proposed increase
15	Flats Service Charge - Communal Maintenance	£1.06				
16	Flats Service Charge - Reduced Cleaning Charge	£2.35				
17	Discretionary Repairs	£1.48				
18	Sheltered Service Charges - Personal Heating	Various	See Comment		In line with costs at each complex, and revised charge ratio between property sizes.	
19	Water Charges Sheltered Complex	Various	See Comment		In line with costs for each complex. Overall change is decrease of 5.36%	
20	Adult Services Furniture Renewal	£66.94	£3.01	4.50%	The proposed new charge is £69.95	
21	Carport	£4.23	Nil	Nil	No proposed increase	
22	Garages - Attached	Various				
23	Garage rents - Tenants	£6.00	£0.18	3.00%	The proposed new charge is £6.18	
24	Garage rents - Private Let	£10.00	£0.30	3.00%	The proposed new charge is £10.30	
25	Garage rents with water - Tenants	£6.25	£0.19	3.04%	The proposed new charge is £6.44	
26	Garage rents with water - Private Let	£10.25	£0.31	3.02%	The proposed new charge is £10.56	
27	Garage Rent at sheltered complex (Electricity)	£8.46	£0.25	2.96%	The proposed new charge is £8.71	
28	Hardstandings	£2.25	Nil	Nil	No proposed increase	
29	Concierge Service Butetown/Arc	£1.00				
30	Concierge Service Litchfield Court	£13.87	£1.39	10.02%	The proposed new charge is £15.26	
31	Flats Service Charge - Cleaning Rota scheme	£4.03	Nil	Nil	No proposed increase	
32	Flats Service Charge - Cleaning Cleaner on site	£4.53				
33	Flats Service Charge - Cleaning Reduced communal area	£1.01				
34	Flats Service Charge - Lighting	£0.80	£0.06	7.50%	The proposed new charge is £0.86	
35	Flats Service Charge - Door Entry	£0.40	£0.04	10.00%	The proposed new charge is £0.44	
36	Beech House heating	£6.01	Nil	Nil	No proposed increase	
37	Sycamore House heating	£6.56				
38	Hostel service Charges	Various	See Comment		In line with costs	
39	TV Licence - Hostels	£0.44 / £0.53	Nil	Nil	No proposed increase	
40	Drainage Service - Tai Penlan	£5.79				
41	Hostel Rent	Various	4.5% plus £2.00	4.5% plus £2.00	4.5% plus £2.00 as per Welsh Government guidance. Litchfield Court rent levels to increase to Hostel rent level on re-let as support provided.	
42	Tresillian Hostel Communal Heating & Lighting	6.37	£0.21	3.30%	The proposed new charge is £6.58	

CARDIFF COUNCIL: OUTDOOR ACTIVITIES FEES AND CHARGES 2018/19

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
Sailing Centre						
1	Windsurfing - 2 day - Adult	£175.00	£10.00	5.71%	1 April 2018	The proposed new charge is £185.00
2	Windsurfing - 2 day -Youth	£125.00	£5.00	4.00%		The proposed new charge is £130.00
3	Multi Activity - 2 day -Youth	£125.00	£5.00	4.00%		The proposed new charge is £130.00
4	Supervised Sailing & Windsurfing (3 hour session)	£22.00	£1.00	4.55%		The proposed new charge is £23.00
5	Supervised Sailing & Windsurfing - 5 x 3hr Sessions	£105.00	£5.00	4.76%		The proposed new charge is £110.00
6	Supervised Sailing & Windsurfing - 10 x 3hr Sessions	£200.00	£10.00	5.00%		The proposed new charge is £210.00
7	Youth Sailing Courses - 2 day	£125.00	£5.00	4.00%		The proposed new charge is £130.00
8	Youth Sailing Courses - 3 day	£170.00	£10.00	5.88%		The proposed new charge is £180.00
9	Youth Sailing Courses - 6 week	£190.00	£10.00	5.26%		The proposed new charge is £200.00
10	Youth Sailing Courses - 10 week	£305.00	£15.00	4.92%		The proposed new charge is £320.00
11	Youth Sailing Courses - After Schools club	£125.00	£5.00	4.00%		The proposed new charge is £130.00
12	Youth Sailing Taster 1/2 day	£30.00	£2.00	6.67%		The proposed new charge is £32.00
13	Scout Sailing Taster 1/2 day	£17.00	£1.00	5.88%		The proposed new charge is £18.00
14	Sailing Schools Group	£9.50 per pupil per session primary £10.00 per pupil per session secondary	£1.00 - £1.50	10% - 15.8%	1 April 2018	The proposed new charge is £11.00 per pupil
15	Adult Level 1: 2 day	£180.00	£5.00	2.78%	1 April 2018	The proposed new charge is £185.00
16	Adult Level 2: 2 day	£175.00	£10.00	5.71%		The proposed new charge is £185.00
17	Adult Advanced: 2 day	£165.00	£10.00	6.06%		The proposed new charge is £175.00
18	Adult Level 1: 6 week	£265.00	£10.00	3.77%		The proposed new charge is £275.00
19	Adult Level 2: 6 week	£260.00	£15.00	5.77%		The proposed new charge is £275.00
20	Adult Advanced: 6 week	£260.00	£15.00	5.77%		The proposed new charge is £275.00
21	Adult Sailing Taster 1/2 day	£45.00	£2.00	4.44%		The proposed new charge is £47.00
22	Corporate Sailing Taster 1/2 day	£90.00	£2.50	2.78%		The proposed new charge is £92.50
23	Corporate Sailing Taster Full day	£180.00	£5.00	2.78%		The proposed new charge is £185.00
24	Sailing/Windsurfing	£120.00 half day £240.00 full day	£5.00 half day £10.00 full day	4.17%		
Sailing Centre (Powerboat & Shore based)						
25	Powerboat Level 1	£120.00	£5.00	4.17%	1 April 2018	The proposed new charge is £125.00
26	Powerboat Level 2	£230.00	£10.00	4.35%		The proposed new charge is £240.00
27	Powerboat Safety Boat	£230.00	£10.00	4.35%		The proposed new charge is £240.00
28	Powerboat Intermediate	£260.00	£10.00	3.85%		The proposed new charge is £270.00
29	Powerboat Advanced	£280.00	£10.00	3.57%		The proposed new charge is £290.00
30	Private Tuition - Powerboat	£175.00	£75.00	42.86%		The proposed new charge is £250.00
31	Royal Yachting Association (RYA) First Aid	£95.00	Nil	Nil		No proposed increase
32	Royal Yachting Association (RYA) VHF/DSC	£95.00	Nil	Nil		
Activity Adventure Programme Cardiff Bay Water Activity Centre						
33	Multi Activity half day (8 - 16 people)	£20.00	£1.00	5.00%	1 April 2018	The proposed new charge is £21.00
34	Multi Activity full day (8 - 16 people)	£32.50	£1.50	4.62%		The proposed new charge is £34.00
35	Archery session (1.5 hours)	£24.00	£1.00	4.17%		The proposed new charge is £25.00
36	Archery course (4 x 1.5 hours)	£70.00	£5.00	7.14%		The proposed new charge is £75.00

Appendix 11 (c)

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
Fishing						
37	Fishing Licences - Day	£4.00 Junior £5.00 Concession £8.00 Adult	£0.50 Junior £Nil Concessions £0.50 Adults	Nil - 12.5%	1 April 2018	The proposed new charges are: £4.50 Junior £5.00 Concession £8.50 Adult
38	Fishing Licences - Annual	£23.00 Junior £32.00 Concession £47.00 Adult	£1.00 Junior £1.00 Concession £2.00 Adult	3.13% - 4.35%		The proposed new charges are: £24.00 Junior £33.00 Concession £49.00 Adult
39	Fishing Tuition - 2.5 hours	£20.00 Junior £25.00 Adult	£5.00	20.00% - 25.00%		The proposed new charges are: £25.00 Junior £30.00 Adult
40	Fishing Tuition - 4 x 2.5 hrs	£65.00	£5.00	7.69%		The proposed new charge is £70.00
Slipway Fees and Charges						
41	Single occupancy launch	£6.00	Nil	Nil	1 April 2018	No proposed increase
42	Multi occupancy launch	£12.00	£1.00	8.33%		The proposed new charge is £13.00
43	Sail boat launch	£13.00	£1.00	7.69%		The proposed new charge is £14.00
44	Motor boat launch	£13.00	£1.00	7.69%		The proposed new charge is £14.00
45	Boat Launch - Season Tickets per metre	£25.00	£1.00	4.00%		The proposed new charge is £26.00
Rowing						
46	Level 1 Blades Junior (3 x 2.5 hours)	£70.00	£5.00	7.14%	1 April 2018	The proposed new charge is £75.00
47	Level 1 Blades Adult (3 x 2.5 hours)	£80.00	£5.00	6.25%		The proposed new charge is £85.00
48	Level 2 Blades Junior (3 x 2 hours)	£65.00	£5.00	7.69%		The proposed new charge is £70.00
49	Level 2 Blades Adult (3 x 2 hours)	£75.00	£5.00	6.67%		The proposed new charge is £80.00
50	Private Tuition (1.5 hours)	£30.00	£5.00	16.67%		The proposed new charge is £35.00
51	Recreational Rowing - per hour	£5.50	£0.50	9.09%		The proposed new charge is £6.00
52	Ergo Room Junior - per hour	£2.50	Nil	Nil		No proposed increase
53	Ergo Room Adult - per hour	£4.00	Nil	Nil		No proposed increase
Cardiff International White Water						
54	White Water Rafting Peak	£55.00	Nil	Nil	1 April 2018	No proposed increase
55	White Water Rafting Off Peak	£50.00				No proposed increase
56	Friday Evening White Water Rafting	£38.00	£7.00	18.42%		The proposed new charge is £45.00
57	Sat & Sunday White Water Course Park & Play	£12.50	Nil	Nil		No proposed increase
58	Retained Water Pool Park & Play	£6.00				Course replaced by new Raft Guide Course below
59	Student Raft Guide Training	£100.00	See Comment			Course replaces Raft Guide courses above. The proposed new charge is £70.00
60	Standard Raft Guide Training	£200.00				The proposed new charge is £90.00
61	Stadium Raft Guide Award Training	See Comment				No proposed increase
62	Adult/Kids 6 week Retained Water Pool course	£85.00	£5.00	5.88%	The proposed new charge is £85.00	
63	Adult/Kids 6 week White Water Course course	£110.00	Nil	Nil	The proposed new charge is £120.00	
64	1 Day Paddle course	£80.00	£5.00	6.25%	The proposed new charge is £85.00	
65	Adult 1 year membership	£300.00	£20.00	6.67%	The proposed new charge is £320.00	
66	Adult 6 month P&P membership	£190.00	Nil	Nil	No proposed increase	
67	Multi Activity half day non school	£25.00				
68	Hydro speed Peak	£55.00				
69	Hydro speed off peak	£50.00				
70	Hot Dog peak	£55.00				
71	Hot Dog Off Peak	£50.00				
72	Paddle Party (Now a 90 minute session)	£17.00	-£4.50	-26.47%	The proposed new charge is £12.50	
73	Youth Annual Membership	£165.00	£5.00	3.03%	The proposed new charge is £170.00	

Appendix 11 (c)

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
74	School 2 Hour Session (6 Week Block)	£5.00	Nil	Nil	1 April 2018	No proposed increase
75	Stand Up Paddleboard (SUP) Ladies Only	£60.00	£20.00	33.33%		The proposed new charge is £80.00
76	Stand Up Paddleboard (SUP) Taster	£20.00	£5.00	25.00%		The proposed new charge is £25.00
77	Paddle School	£150.00	Nil	Nil		No proposed increase
78	Surf School	£90.00	£30.00	33.33%		The proposed new charge is £120.00
79	1-2-1 Coaching (White Water & Flat Water)	£35.00	Nil	Nil		No proposed increase
80	Multi Activity Week	£150.00	£40.00	26.67%		The proposed new charge is £190.00
81	Air Trail	£10.00	Nil	Nil		No proposed increase
Parks Outdoor						
82	Roath Park	£0.60 Duck or Fish food £1.00 both £0.50 Postcards (£2.50 Pack of 6)	Nil	Nil	1 April 2018	No proposed increase
83	Roath Park Conservatory	£1.50 - £24.00 school/group/ family tickets	£0.50 - £2.00	8% - 33%		The proposed new charges range from £2.00 - £26.00 depending on type and size of group
84	Roath Park Conservatory - School/Group Booking Fees	£2.00	£2.00	100.00%		The proposed new charge is £4.00
85	Bowls - maintenance of greens - annual charge	£6,300.00	£233.10	3.70%		The proposed new charge is £6,533.10.
86	Pavilions	£36.75 Half Day £55.00 Full Day	£1.35 - £2.00	3.70%		The proposed new charges are: £38.10 Half Day £57.00 Full Day
87	Football Pitch & Changing Facilities	£55.00	Nil	Nil		No proposed increase
88	Football Pitch only	£44.00				
89	Rugby Pitch & Changing Facilities	£75.00				
90	Rugby pitch only	£60.00				
91	Cricket Pitch & Changing Facilities	£66.00				
92	Cricket - Pitch only	£55.00				
93	Baseball Pitch & Changing Facilities	£66.00				
94	Baseball - Pitch only	£55.00				
95	Training area & changing facilities	£30.00				
96	3G Pitch - Gold/Silver Accredited - per hour	£66.00				
97	3G pitch - Bronze/Standard Accredited - per hour	£66.00				
98	3G pitch - Non Accredited - per hour	£66.00				
99	3G pitch - Off Peak - per hour	£40.00				
Channel View						
100	All Weather pitch outside 3G Peak times	£66.00	Nil	Nil	1 April 2018	No proposed increase
101	All Weather pitch outside 3G Off Peak	£40.00				
102	3G Outside Off peak and weekends	£30.00				
103	3G Outside Peak	£35.00				
104	3G Inside Off peak and weekends	£40.00				
105	3G Inside Peak times	£45.00				
106	Upper Activity area (per hour)	£26.00	£1.00	3.85%	The proposed new charge is £27.00	
107	Committee Room / Creche (per hour) Off Peak	£12.50	£0.50	4.00%	The proposed new charge is £13.00	
108	Committee Room / Creche (per hour) Peak	£23.50	£0.50	2.13%	The proposed new charge is £24.00	
109	Meeting Room 3 (per hour) Peak	£22.00	£0.50	2.27%	The proposed new charge is £22.50	
110	Childrens party	£99.00	Nil	Nil	No proposed increase	
111	Adult Activities 1hr	£5.40	£0.20	3.70%	The proposed new charge is £5.60	
112	Spin / TRX / Kettlebells	£6.20	£0.20	3.23%	The proposed new charge is £6.40	
113	School Holiday	£3.50	£0.10	2.86%	The proposed new charge is £3.60	
114	Junior Activities	£3.50	£0.10	2.86%	The proposed new charge is £3.60	

Appendix 11 (c)

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
115	Soft Play	£3.00	Nil	Nil	1 April 2018	No proposed increase
116	50 + (access to gym, specific classes at off peak times)	£3.50	£0.10	2.86%		The proposed new charge is £3.60
Cardiff Riding School						
117	Spectator	£0.50	Nil	Nil	1 April 2018	No proposed increase
118	Competition Entry - Pony Club/Riding Club members	£12.50				
119	Competition Entry - non members	£15.00				
120	Work Livery 6 hrs per week (Horse worked)	£110.00				
121	Work Livery 9 hrs per week (Horse worked)	£89.00				
122	Work Livery 12 hrs per week (Horse Worked)	£60.00				
123	1 night livery	£27.50				
124	Certificate	£3.50				
125	Child Disability 1hr pony lesson	£18.00				
126	Stable Management 1 hr Private	£40.00				
127	Stable Management 1 hr group	£11.00				
128	Stable Management 1 hr long term (yr fee)	£42.00				
129	Uni 1 hr group lesson	£22.50				
130	Course 1 hr group lesson	£22.50				
131	1/2 hr Private up to 2 persons	£30.00				
132	1/2 hr Private up to 3 persons	£22.00				
133	1 hour Private up to 2 persons	£42.00				
134	1 hour Private up to 3 persons	£40.00				
135	Hire of Hats	£2.50				
136	1/2 hr group weekday lesson	£14.00				
137	1/2 hr group weekend lesson	£15.50				
138	1 hr group weekday lesson	£22.50				
139	1 hr group weekend lesson	£23.50				
140	Pony Club Day (extended lesson)	£44.00				
141	Pony Club Stable Management (1hr)	£11.00				
142	Pony Club 1/2 hr group	£14.00				
143	Pony Club 1 hr group	£22.50				
144	Stable Management 1.5 hours	£16.50				
145	Riding Club 1.5 hours	£16.50				
146	Riding Club 1hr Ride+ 1 SM	£35.00				
147	Riding Club Day	£44.00				
148	Assisted Livery	£80.00				
149	Full Livery Care Only	£155.00				
150	Loan of Pony (2 x 1/2hr sessions plus SM per week)	£22.50				
151	Manure (per bag)	£1.00				
152	Christmas Show Entry	£7.50				
153	Adult Gloves	£7.00				
154	Child Gloves	£4.00				
155	Plain Whip	£8.00				
156	Schooling Whip	£13.00				
157	Holiday Club	£6.00				
158	Pony Ride (Sat/Sun)	£7.00				
159	Party	£230.00				
160	DIY Livery (per week)	£66.00				
161	Snr Pony Club	£31.00				
162	Pony Club 1hr Ride+ 1 Stable Management	£35.50				

Appendix 11 (c)

No.	Income Source	Current Charge £	Proposed Price Change £	% Change	Effective Date	Comment
Canton Community Hall						
163	Parents & Tots	£3.00	Nil	Nil	1 April 2018	No proposed increase
164	Parents & Tots (MaxActive)	£1.50				
165	Parents & Tots (Extra Child)	£2.00				
166	Little Tiddlers/Ti a Fi	£3.00				
167	Photocopying	£0.20				
168	Circuits	£5.40				
169	Boxercise	£5.40				
170	Pilates	£5.40				
171	Adult Archery	£5.60				
172	Adult Max Active Fitness	£2.70				
173	Jnr Archery	£3.50				
174	Jnr Football	£2.50				
175	Jnr Streetgames	£1.50				
176	Jnr Pool Club	£2.00				
177	Jnr Holiday Activities	£2.70				
178	Friday Parties	£125.00				
179	Weekend Parties	£150.00				
180	Badminton Court Booking	£12.10				
181	Table Tennis	£4.70				
182	Whole main Hall	£39.00				
183	Function Room	£13.00	£0.50	3.85%		The proposed new charge is £13.50
184	Committee Room	£12.50	£0.50	4.00%		The proposed new charge is £13.00
185	Multi Use Games Area (Off peak)	£25.00	Nil	Nil		No proposed increase
186	Multi Use Games Area (Peak)	£42.00				
187	Active Card Membership	£20.00				

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By virtue of paragraph(s) 14, 21 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

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Summary of Post Consultation Changes

	£000	
Funding		
Approval of Council Tax Base in December 2017	(463)	Additional income through the number of properties in the city
Net impact of Final Settlement	(2,426)	After taking account of new responsibilities
Updated Council Tax Rate for 2018/19	(1,719)	To reflect a 5% council tax increase in 2018/19
Total non-hypothecated funding	(4,608)	
Pressures		
Children's Services Realignment	990	To reflect the month 9 monitoring position
Employee's Pay	3,109	To reflect employers pay offer for NJC staff & updated assumptions for teachers
Additional Financial Pressures	310	Final pressures total £1.474 million compared to £1.164 million at consultation
Downwards Realignments	(1,887)	Reflecting month 9 monitoring information in relation to CTRS and insurance.
2017/18 Savings Write Outs	306	Due diligence - to reflect savings not considered achievable in 2018/19
Notification of amounts payable to other bodies	239	Including South Wales Fire Services, HM Coroner and the SRS.
Updated pricing information	600	In relation to Residential Nursing Costs
Updated forecasts of demand	216	In relation to Additional Learning Needs
Capital Financing	658	To reflect the in year monitoring position
Other Technical Adjustments	67	
Total	4,608	
Savings		
Council Wide Efficiencies Including business efficiencies, review of third party spend, changing processes, technology and staff resources.	0	Of the £1.2m proposed at consultation: £600,000 has been allocated to directorates to allow specific savings to be proposed £606,000 has been retained corporately to be met through modernisation measures including end-to-end process review and digital efficiencies.
Net Overall Impact	0	

Appendix 13

Financial Resilience Mechanism - one-off use for 2018/19		£000	
Visible Street Scene	Localised highway asset improvement works	720	Repairing defective carriage and footways to improve the condition of the network.
	Essential road marking, signs & street furniture refurbishment programme	250	The replacement or renewal of unsafe, defective or missing traffic signs and road markings throughout the city, to support the safe movement of traffic.
	City Centre Public Realm improvements	150	To maintain the city centre through the use of high quality paving materials and street furniture, ensuring a safe and presentable condition.
	Additional Deep Clean	277	Funding to provide a deep clean to the Southern Arc and outer wards.
	Neighbourhood Services - Continued funding of City Centre Afternoon Waste Enforcement Team	150	To enable city centre/city wide waste enforcement teams to work afternoon and weekends to enable delivery of a high quality Total Street Scene service to the residents of Cardiff.
	Recycling	200	To promote the free recycling collection service, to enhance public information in respect of recycling options and locations and to explore a recycling and reuse centre in the north of the city.
	Asset review and renewal programme for bins	150	Funding for replacement of 25% of public litter bins.
	Total	1,897	
Property Condition	Statutory Obligations - Inspection Work	200	Continuing the current programme of condition and mechanical electrical surveys across the Council's estate which will provide an accurate and up to date account of outstanding and priority works.
	Total	200	
Transitional Arrangements	Transitional Grant Relief	1,100	Provision of transitional funding to mitigate any specific grant issues during 2018/19.
	Old Library	80	Transitional funding to address rental income shortfalls at the Old Library.
	Total	1,180	

Appendix 13

Financial Resilience Mechanism - one-off use for 2018/19		£000	
City Centre Enforcement	Taxi Enforcement	40	To continue to provide an Enforcement Officer to ensure taxi drivers are complying with the terms of their licence.
	Total	40	
Other	Kerbside Recycling - One Off	165	To support the implementation of separate glass recycling collections and changes to domestic collections in order to reduce the risk of failing statutory recycling targets.
	Expansion of Meals on Wheels - Weekend and Bank Holidays	58	Funding to support the expansion of Meals on Wheels to cover weekend and Bank Holidays due to demand for the service.
	Corporate Initiatives	60	To support events, market the city and to respond to opportunities presenting themselves during 2018/19, potentially at short notice.
	Residential and Nursing Home Care	400	To provide funding for exceptional cost increases during the year.
	Total	683	
Grand Total		4,000	

Directorate Revenue Budgets

	2017/18 Adjusted Base*	Inflation & Commitments	Financial Pressures	Savings	Total 2018/19
	£000	£000	£000	£000	£000
Corporate Management	26,451	(429)	0	(877)	25,145
Economic Development	7,693	736	0	(2,486)	5,943
Education	249,980	7,498	225	(1,278)	256,425
People and Communities:					
- Communities & Housing	42,354	1,113	76	(689)	42,854
- Social Services	157,688	13,165	400	(5,160)	166,093
Planning, Transport & Environment	42,967	1,166	523	(1,838)	42,818
Resources:					
- Governance & Legal Services	6,004	103	0	(442)	5,665
- Resources	20,501	928	0	(1,526)	19,903
Capital Financing	33,717	1,519	0	0	35,236
Summary Revenue Account	8,319	262	250	0	8,831
Total Budget	595,674	26,061	1,474	(14,296)	608,913

*The adjusted base reflects the proposed use of the FRM in 2018/19

Appendix 15

Cabinet Member Portfolio Revenue Budgets

	2017/18 Adjusted Base*	Inflation & Commitments	Financial Pressures	Savings	Total 2018/19
	£000	£000	£000	£000	£000
Children & Families	49,280	6,643	291	(1,330)	54,884
Clean Streets, Recycling & Environment	29,145	1,052	523	(1,157)	29,563
Culture & Leisure	9,902	336	0	(803)	9,435
Education, Employment & Skills	255,598	7,503	225	(1,289)	262,037
Finance, Modernisation & Performance	18,444	851	0	(1,319)	17,976
Housing & Communities	40,290	1,084	0	(569)	40,805
Investment & Development	(2,208)	400	0	(1,683)	(3,491)
Leader's Portfolio	34,257	(293)	0	(1,401)	32,563
Social Care, Health & Wellbeing	111,148	6,602	185	(4,258)	113,677
Strategic Planning & Transport	7,782	102		(487)	7,397
Capital Financing	33,717	1,519	0	0	35,236
Summary Revenue Account	8,319	262	250	0	8,831
Total Budget	595,674	26,061	1,474	(14,296)	608,913

*The adjusted base reflects the proposed use of the FRM in 2018/19

MEDIUM TERM FINANCIAL PLAN	2019/20 £000	2020/21 £000	2021/22 £000
Adjusted Base Budget Brought Forward	608,913	602,154	597,788
Employee Costs (non Schools)			
Pay Inflation	4,000	3,179	3,205
Other - Living Wage, Actuarial Review, Auto Enrolment	52	52	52
Total Pay Inflation	4,052	3,231	3,257
Price Inflation (non Schools)	3,146	3,167	3,469
Schools Growth			
Employee Costs	8,249	5,996	5,238
Price Inflation	62	65	67
Pupil Numbers	2,482	2,236	2,258
Special School Places & Complex Needs Enhancement	1,830	1,705	1,705
Other	120	0	0
Contribution to Band B and Asset Renewal	(1,090)	(1,090)	(1,090)
Total Schools Growth	11,653	8,912	8,178
Capital Financing	1,176	1,416	2,696
Commitments and Realignment			
Commitments	999	449	1,101
Realignments	0	(561)	0
Total Commitments	999	(112)	1,101
Demographic Growth (non Schools)			
Social Services - Adults	1,900	1,938	1,977
Social Services - Children's	1,500	1,500	1,500
Other	100	100	100
Total Demographic Growth	3,500	3,538	3,577
Financial Pressures	3,000	3,000	3,000
Resources Required	636,439	625,306	623,066
Resources Available:-			
Aggregate External Finance	(436,538)	(432,172)	(427,850)
Council Tax at 2018/19 level	(165,616)	(165,616)	(165,616)
Total Resources Available	(602,154)	(597,788)	(593,466)
BUDGET REDUCTION REQUIREMENT	34,285	27,518	29,600

THEMED OPPORTUNITIES FOR SAVINGS IN 2019/20 AND 2020/21

Theme	2019/20				2020/21			
	Communities & Wellbeing	Place	Corporate	Total	Communities & Wellbeing	Place	Corporate	Total
	£000	£000	£000	£000	£000	£000	£000	£000
Income Generation	780	1,327	106	2,213	572	1,041	149	1,762
Collaboration	331	3,245	0	3,576	286	292	0	578
Business Processes inc Digitalisation	4,615	2,632	3,379	10,626	3,238	4,184	2,895	10,317
Review of External Spend	4,430	1,105	580	6,115	3,865	896	521	5,282
Prevention and Early Intervention	1,587	0	0	1,587	1,373	0	0	1,373
Total	11,743	8,309	4,065	24,117	9,334	6,413	3,565	19,312

APPENDIX 17

2017/18 £000	HOUSING REVENUE ACCOUNT	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
13,501	Employees	15,502	15,967	16,446	16,939
16,800	Premises - Council House Repairs	17,600	18,227	18,864	19,557
1,126	Premises - Other Repairs and Maintenance	1,064	1,096	1,129	1,163
2,571	Premises - Other Premises Costs	2,643	2,722	2,804	2,888
116	Transport	148	152	157	162
2,875	Supplies & Services	3,193	3,289	3,388	3,490
6,524	Support Services	6,461	6,675	6,891	7,105
29,730	Capital Financing	31,584	33,027	32,490	33,416
436	Contribution to Reserves/HRA Balances	0	0	1,400	1,900
73,679	Gross Expenditure	78,195	81,155	83,569	86,620
(71,307)	Rents	(75,768)	(78,707)	(81,101)	(84,135)
(50)	Interest - On Balances	(40)	(40)	(40)	(40)
(498)	Fees & Charges	(482)	(490)	(496)	(500)
(1,824)	Other Income	(1,905)	(1,918)	(1,932)	(1,945)
(73,679)	Total Income	(78,195)	(81,155)	(83,569)	(86,620)
0	NET EXPENDITURE	0	0	0	0

2017/18 £000	School Organisation Plan Reserve	2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
6,415	Estimated Opening Balance	2,860	1,583	1,765	2,418
7,697	<u>Contributions to Reserve:</u>				
0	Revenue Release Savings	7,697	7,697	7,697	7,697
	Band B Contributions	45	888	1,731	2,573
7,697	Total Contribution to Reserve	7,742	8,585	9,428	10,270
(6,490)	<u>Drawdowns from Reserve:</u>				
(4,762)	Organisational Restructuring	(3,083)	(2,105)	(1,725)	(1,725)
0	Capital Financing - Band A & General SOP *	(5,891)	(5,881)	(5,358)	(5,259)
	Capital Financing - Band B *	(45)	(417)	(1,692)	(4,159)
(11,252)	Total Drawdown from Reserve	(9,019)	(8,403)	(8,775)	(11,143)
2,860	Estimated Closing Balance	1,583	1,765	2,418	1,545
(3,555)	<i>Movement on Reserve</i>	(1,277)	182	653	(873)

* These amounts will continue to be required beyond the profile shown in this appendix, until borrowing costs in respect of 21st Century Schools schemes have been fully repaid.

Civil Parking Enforcement Account

2017/18 £000		2018/19 £000	2019/20 £000	2020/21 £000	2021/22 £000
(351)	Parking Account Opening Balance	(479)	(223)	(285)	(476)
	Income				
(4,535)	On-Street Car Parking Fees	(4,784)	(4,911)	(5,039)	(5,128)
(1,096)	Off Street Car Parks	(1,237)	(1,320)	(1,403)	(1,461)
(325)	Residents Parking Permits	(325)	(325)	(325)	(325)
(1,980)	Penalty Charge Notices	(2,000)	(2,050)	(2,060)	(2,070)
(4,040)	Moving Traffic Offences	(3,840)	(3,589)	(3,210)	(2,905)
(6)	Other Income	0	0	0	0
(11,982)	Total Income	(12,186)	(12,195)	(12,037)	(11,889)
	Expenditure				
869	Operational costs, parking and permits	820	866	779	781
5,283	Enforcement service including Traffic Regulation Orders	5,530	5,540	5,507	5,556
6,152	Total Expenditure	6,350	6,406	6,286	6,337
(5,830)	CPE Annual (Surplus) / Deficit	(5,836)	(5,789)	(5,751)	(5,552)
5,025	Budgeted Eligible Expenditure*	5,025	5,025	5,025	5,025
(805)	Revised CPE Annual (Surpus) / Deficit	(811)	(764)	(726)	(527)
	Commitments				
335	Bus Corridor improvements	335	335	168	0
7	DFS maintenance / signs	7	7	7	7
50	Highways/Transport improvements	50	50	50	50
200	20 mph zones	240	0	0	0
35	Bay Edge Walkway Improvements	0	0	0	0
0	Transport LDP Monitoring	60	60	60	60
0	Active Travel Post	60	60	60	60
0	Car Free-Day	40	40	40	40
50	British Cycling Core Cities Cycling Partnership	50	50	50	50
0	Bike Hire	50	50	50	50
0	Residential Parking expansion	175	50	50	50
677		1,067	702	535	367
(479)	Estimated Closing Balance	(223)	(285)	(476)	(636)

Appendix 20

Capital Programme 2018/19 - 2022/23

General Fund Capital Programme

			<u>2018/19</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2019/20</u> <u>£000</u>	<u>Indicative</u> <u>2020/21</u> <u>£000</u>	<u>Indicative</u> <u>2021/22</u> <u>£000</u>	<u>Indicative</u> <u>2022/23</u> <u>£000</u>	<u>Total</u> <u>£000</u>
Annual Sums Expenditure								
1	Disabled Adaptations Grants (see also Public Housing)	To provide adaptations and internal modifications to allow the recipient to live independently within their own home.	4,600	3,800	3,800	3,800	3,800	19,800
2	Owner Occupier Costs - Housing Regeneration	A coordinated approach to improving the city's oldest and worst condition housing stock including energy efficiency. Also to fund owner occupier costs of improvements to housing and boundary walls.	677	140	140	140	140	1,237
3	Alleygating	To prevent anti-social behaviour with other benefits such as reduced street cleansing and highway maintenance costs.	65	50	50	50	50	265
4	Neighbourhood Renewal Schemes (NRS)	Local regeneration schemes based on ward member priorities. Completion of final scheme in the programme at Hendre Park.	91	0	0	0	0	91
5	Community Shopping Centre Regeneration	To implement improvements to shop fronts at Clare Road / Penarth Road.	480	0	0	0	0	480
6	Schools Property Asset Renewal	To address the condition of the schools property stock within the Council in accordance with directorate Asset Management Plans and priority works arising from surveys such as fire risk assessments.	1,378	2,302	2,302	2,302	2,815	11,099
7	Schools Suitability and Sufficiency	To cater for increasing accessibility issues in schools, to address rising pupil numbers and works required in schools that are not part of the 21st Century Schools programme.	964	1,040	1,040	1,040	1,040	5,124
8	Highway Carriageway Reconstruction	Programme to address structural failure, beyond routine repairs.	1,304	300	300	300	0	2,204
9	Carriageway Investment	Road resurfacing - Priorities based on annual engineering inspections.	3,517	1,950	1,950	1,950	1,350	10,717
10	Footway Investment	Footway resurfacing including implementation of dropped kerbs - Priorities based on annual engineering inspections.	535	535	535	535	470	2,610
11	Footway Improvements around Highway Trees	To address the condition of tree roots and tree pits on footways.	125	125	125	125	125	625
12	Street Lighting Renewals	To replace and install new street lighting columns including renewal of electrical cabling.	270	270	270	270	270	1,350
13	Highway Structures including Bridges	The strengthening or replacement of sub standard bridges, culverts and other highways structures following principal inspection reports.	1,580	750	750	750	750	4,580
14	Bus Corridor Improvements	Bus corridor improvements with a focus on securing match funding.	170	110	110	110	335	835
15	Road Safety Schemes	Local network improvements including junction and pedestrian safety improvements, with a focus on securing match funding.	335	335	335	335	335	1,675
16	Telematics / Butetown Tunnel	Transportation infrastructure improvements including CCTV systems.	440	135	135	135	135	980
17	Transport Grant Match Funding	Match funding for Council bids to Welsh Government for transport schemes.	375	375	375	375	375	1,875
18	Strategic Cycle Network Development	Implementation and match funding of the cycling strategy as prioritised in the integrated network map. Installation of cycle parking and network improvements to improve network permeability.	1,200	800	800	800	400	4,000

Appendix 20

			2018/19 Including Slippage £000	Indicative 2019/20 £000	Indicative 2020/21 £000	Indicative 2021/22 £000	Indicative 2022/23 £000	Total £000
19	Parks Infrastructure	To improve existing parks infrastructure e.g. allotments, hard surfaces, sports fields, parks utilities and outdoor leisure facilities.	140	140	140	140	140	700
20	Play Equipment	Replacement of existing play equipment in parks.	160	90	90	90	90	520
21	Non Schools Property Asset Renewal	To address the condition of the non-schools property stock within the Council in accordance with Directorate Asset Management Plans and priority works.	1,355	1,355	1,355	1,355	1,355	6,775
22	Materials Recycling Facility	To establish a planned regime for upgrades to minimise downtime at the Materials Recycling Facility.	45	45	45	45	45	225
23	ICT Refresh	To replace failing / non compliant hardware.	459	400	400	400	400	2,059
24	Contingency	To address unforeseen pressures in the Capital Programme that arise in year that cannot be managed within existing resources.	200	200	200	200	200	1,000
TOTAL ANNUAL SUMS			20,465	15,247	15,247	15,247	14,620	80,826

Ongoing Schemes / Amendments to Ongoing Schemes								
25	St Mellons Hub	Completion of Phase 2 of the expansion. Excludes Public Housing contribution.	504	0	0	0	0	504
26	Day Centre Opportunities Strategy	Upgrade and convert existing Grand Avenue and Fairwater Day Centres into specialist facilities for dementia and other high need clients.	1,050	0	0	0	0	1,050
27	Maelfa Centre	Enabling works for the regeneration of Maelfa Centre.	250	0	0	0	0	250
28	Domestic Abuse Multi Agency Hub	Development of a facility for victims of violence, domestic abuse and sexual violence.	1,150	0	0	0	0	1,150
29	Whitchurch High School DDA & Suitability Works	DDA adaptation works to the school to allow for progression of pupils and to determine longer term Council wide approach to ensuring a permanent solution to accessibility for disabled pupils and condition of facilities.	1,300	0	0	0	0	1,300
30	21st Century Schools - Band A	This represents the remaining 21st century schools Band A expenditure to be funded by capital receipts. Revenue release savings from schools (Invest to Save) and grants towards expenditure are shown elsewhere in the programme.	13,750	5,046	0	0	0	18,796
31	Schools Safeguarding: Secure Lobbies and Fencing upgrade	To manage safeguarding within existing schools asset renewal budgets. Work to manage visitors, including; perimeter fencing, keypad access control, CCTV, security personnel and 'air lock' systems.	100	100	0	0	0	200
32	Schools Kitchen Upgrades	To upgrade kitchen facilities. Work required includes; emergency lighting, ventilation, removal of asbestos, reconfiguration of walls and installation of new electronics.	200	200	0	0	0	400
33	Bereavement Strategy	Improvement of facilities at Thornhill Crematorium and other bereavement infrastructure funded by earmarked reserve.	325	285	170	145	130	1,055
34	Western Transport Bus Interchange	To create a public transport interchange in the west of the City as part of the redevelopment of the former household waste recycling centre.	0	1,400	0	0	0	1,400
35	Bus Corridor Improvements	Bus corridor improvements to be approved in line with an agreed governance process from Parking Enforcement income.	335	335	168	0	0	838
36	Bute East Dock Crane	To address health and safety issues, subject to detailed consideration of options and cost estimates.	25	0	0	0	0	25
37	Roath Park District Area	Utilise earmarked capital receipt towards structural works to the Dam and schemes to improve financial sustainability of the park and outbuildings.	200	693	0	0	0	893
38	Flood Risk Prevention	Completion of works to prevent water flows from parks and open spaces onto adjacent land causing flooding.	68	0	0	0	0	68

Appendix 20

			2018/19 Including Slippage £000	Indicative 2019/20 £000	Indicative 2020/21 £000	Indicative 2021/22 £000	Indicative 2022/23 £000	Total £000
39	Parc Cefn Onn	Provide a range of access improvements for users that want to be able to take advantage of this Grade 2 listed historic park.	111	0	0	0	0	111
40	Refurbishment of Sports Facilities	Complete current programme of upgrade to facilities.	80	0	0	0	0	80
41	Replacement of Athletics Track - Cardiff International Stadium	Replacement of the track, following transfer of operation to Cardiff and Vale College	250	250	0	0	0	500
42	Central Square - Public Realm	Public realm improvements as part of Central Square regeneration.	2,953	0	0	0	0	2,953
43	Economic Development Initiatives	A range of economic development schemes aiming to bring growth and new jobs to the City and region as well as other benefits to citizens, business and visitors. This will include the delivery of a Transport Interchange at Central Square (subject to finalisation of Metro Delivery Partnership), Dumballs Road regeneration and other commitments outlined in Cardiff Capital Ambition.	1,600	13,223	0	0	0	14,823
44	International Sports Village	To create temporary car park to meet parking obligations to the International Pool whilst releasing other areas of land for development. Any scheme is subject to there being no additional cost to Council in excess of resources available from capital receipts and external contributions.	1,243	0	0	0	0	1,243
45	Community Asset Transfer	To pump prime essential capital improvement works to buildings which local community groups are looking to take over from the Council. Maximum individual award of £25k.	50	50	0	0	0	100
46	Central Market Roof	Refurbishment of the market roof in order to prevent water ingress.	300	0	0	0	0	300
47	St David's Hall	Funding towards priority one works.	306	0	0	0	0	306
48	Modernising ICT to Improve Business Processes	Investment in corporate technology projects allowing the Council to make business process improvements and so improve service delivery.	800	800	900	625	0	3,125
49	Learning Disabilities Internal Day Care	Short term condition and access improvements at Tremorfa for people with complex behavioural needs.	225	0	0	0	0	225
50	Children's Services Accommodation Strategy	Capital receipt from disposal of 150 Thornhill Road. Funds ring-fenced for schemes which provide direct benefit to children.	100	131	0	0	0	231
TOTAL ONGOING SCHEMES			27,275	22,513	1,238	770	130	51,926

New Capital Schemes/Annual Sums (Excluding Invest to Save)

51	Neighbourhood Renewal Schemes	A further programme of local regeneration schemes based on ward Member priorities.	0	310	310	550	300	1,470
52	Travellers Site Expansion	Match funding in order to increase the number of pitches - Subject to successful grant award	450	0	0	0	0	450
53	Targeted Regeneration Investment Programme	Match funding towards a WG three year programme for the region - Subject to successful grant award	100	600	600	0	0	1,300
54	Butetown Pavilion	Create a new hub in order to offer an increased range of services.	596	0	0	0	0	596
55	City Centre Youth Hub	Improve existing facilities in the City Centre to create a multi agency youth hub.	220	577	0	0	0	797
56	Schools Additional Property Asset Renewal	Schools Property - Health & Safety, Additional Learning Needs (ALN)	4,000	6,500	6,500	6,000	2,000	25,000
57	21st Century Schools - Band B	Part of the Council's £139m match funding towards WG Grant of which £25m is assumed to be from the proceeds of asset sales, with the balance being additional invest to save borrowing.	0	0	10,000	10,000	5,000	25,000

Appendix 20

		<u>2018/19</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2019/20</u> <u>£000</u>	<u>Indicative</u> <u>2020/21</u> <u>£000</u>	<u>Indicative</u> <u>2021/22</u> <u>£000</u>	<u>Indicative</u> <u>2022/23</u> <u>£000</u>	<u>Total</u> <u>£000</u>	
58	Highway Carriageway Reconstruction	Additional Asset Renewal allocation - Structural failure, beyond routine repairs.	100	100	100	100	100	500
59	Carriageway Resurfacing Investment	Additional Asset Renewal allocation - Carriageways, A48 vehicle safety fence replacement, strategic and distributor route preventative carriageway resurfacing.	300	300	500	800	100	2,000
60	Footway Resurfacing Investment	Additional Asset Renewal allocation for area based improvements	250	500	500	600	200	2,050
61	Street Lighting Columns and Electrical Signs	Additional Asset Renewal allocation - including upgrade of Eastern Avenue electrical cabling and ducting.	150	200	300	200	230	1,080
62	Structures, Telematics, and Drainage	Additional Asset Renewal allocation - Towards Roath Park dam, Llandaff Weir, Highways Drainage schemes and other structures.	50	600	450	350	150	1,600
63	Non Schools Property Asset Renewal	Additional Asset Renewal allocation - To be prioritised following review of property condition surveys and in accordance with Property Asset Management Plan.	500	1,000	1,000	1,000	500	4,000
64	Play Equipment	Additional Asset Renewal allocation - Subject to review and updating of Asset Management Plan.	0	200	200	100	0	500
65	Materials Recycling Facility and Household Waste Recycling Sites	Additional Asset Renewal allocation - Fire suppressant system and other safety improvements at waste management facilities, skip renewal and retaining wall replacement.	700	300	200	100	100	1,400
66	City Centre and Key Links Transport Improvements Design	Funding required to design transport schemes in the east side of the City Centre, Adamsdown and Cardiff Bay to improve connectivity. Subject to successful grant award.	300	0	0	0	0	300
67	Llanrumney Public Transport / Cycling Link via Cardiff East Park & Ride	To design a public transport and cycling link - Subject to successful grant award.	50	50	0	0	0	100
68	Cycling Infrastructure (Priority Cycle Routes) - Active Travel	Additional funding to provide connected routes creating a network for cyclists to safely use and facilitate a significant mode shift from private car to cycling resulting in reduced congestion, improved road safety.	500	1,500	2,500	1,500	0	6,000
69	Coastal Erosion / Flood risk	A scheme to manage flood and erosion risk at the estuary of the river Rumney, including protection of landfill material, key road infrastructure and the Rover Way Travellers Site - Subject to successful grant award.	125	125	1,220	750	0	2,220
70	Cardiff Riding School	Improve the condition of the outdoor riding surface - Subject to successful grant award.	10	0	0	0	0	10
71	New Northern Household Recycling and Service Centre	To explore options and any required land acquisition for a new Household Waste Recycling Centre to meet predicted growth in the north of the city and deliver new Reuse Centre facilities in partnership with the third sector.	200	1,400	1,725	0	0	3,325
72	Recycling collection containers (Glass)	Provide a separate glass collection to residents, so reducing processing and treatment costs; securing high quality end markets and protecting the risk of failing to meet the statutory recycling targets.	300	0	0	0	0	300
73	CCRC	Council commitment of £28.4m over a number of years towards the £120m Investment Fund - Profile based on January 2018 Model to Regional Cabinet where £5.73m is to be paid in 2017/18.	4,196	1,198	1,198	1,887	1,887	10,366
74	Cardiff Indoor Market Restoration	Invest in the fabric of the building to improve appearance, tackle known structural issues and enhance its commercial attractiveness - Subject to successful grant award.	50	50	100	250	0	450
75	Learning Disabilities Internal Day Care Tremorfa	To review long term options for this site providing services to vulnerable adults - Subject to successful grant award.	100	0	0	0	0	100
TOTAL NEW SCHEMES / ADDITIONAL ANNUAL SUMS			13,247	15,510	27,403	24,187	10,567	90,914

Appendix 20

			<u>2018/19</u> <u>Including</u> <u>Slippage</u> £000	<u>Indicative</u> <u>2019/20</u> £000	<u>Indicative</u> <u>2020/21</u> £000	<u>Indicative</u> <u>2021/22</u> £000	<u>Indicative</u> <u>2022/23</u> £000	<u>Total</u> £000
New Invest to Save Bids								
92	21st Century Schools - Band B	Strategic investment programme for priority schools including land acquisition, funded by additional borrowing.	2,969	14,040	34,323	41,380	19,704	112,416
93	Moving Traffic Offences Scheme/Controlled Parking Enforcement	Enforcement of yellow box junctions, new bus lanes and banned turns throughout the city.	395	0	0	0	0	395
94	Loan to Cardiff City Transport Services Limited	Subject to due diligence and Cabinet approval, a debenture loan for investment in vehicles	2,000	0	0	0	0	2,000
95	New Cemetery Cardiff North	Increase burial provision in the North of the City subject to land acquisition or suitable sites in Council ownership.	65	2,935	0	0	0	3,000
96	Parks Events Infrastructure for Pontcanna Fields	Introduce event specific infrastructure to Pontcanna and Llandaff fields to attract major events to the City and to compliment the Parks offer in Coopers Field.	150	100	0	0	0	250
97	Energy - Salix	Installation of a range of energy efficiency measures (mainly LED lighting replacements) in a range of Council schools and other buildings.	500	500	500	500	500	2,500
98	Energy - REFIT Buildings	To develop options under the Refit framework with suppliers to recommend a range of energy efficiency measures on a whole building perspective. The contractor guarantees energy savings from the work that it is undertaking over a given period, allowing initial investment to be repaid.	500	500	500	500	500	2,500
99	Lamby Way Solar farm	Working with WG and Local Partnerships to deliver a solar farm facility on the former landfill site at Lamby Way.	195	3,810	0	0	0	4,005
TOTAL INVEST TO SAVE			18,292	22,385	35,823	42,880	21,204	140,584

TOTAL GENERAL FUND	99,739	96,001	131,208	134,464	71,225	532,637
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Public Housing Capital Programme (HRA)

100	Regeneration and Area Improvement Strategies	Environmental works including defensible space, demolition, conversion and road/footpath realignment; energy efficiency schemes; improvements to flats, garages, gullies and open spaces.	2,400	2,000	2,000	2,000	900	9,300
101	External and Internal Improvements to Buildings	Improvements include central heating, fencing, roofing, high rise cladding, door entry systems, kitchens and bathrooms, CCTV and improvements to sheltered housing.	15,000	7,600	8,650	7,950	8,100	47,300
102	New Build Council Housing / Acquisition	Develop or acquire new housing and land in order to increase the level of affordable housing.	21,975	17,622	26,250	30,280	23,500	119,627
103	Hub Developments	Public housing contribution to complete hub scheme at St Mellons.	350	0	0	0	0	350
104	Disabled Facilities Service	Adaptations and associated improvements to the homes of disabled persons.	2,300	2,300	2,300	2,300	2,300	11,500

TOTAL PUBLIC HOUSING	42,025	29,522	39,200	42,530	34,800	188,077
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TOTAL CAPITAL PROGRAMME EXPENDITURE	141,764	125,523	170,408	176,994	106,025	720,714
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Capital Resources 2018/19 - 2022/23

	<u>2018/19</u> £000	Indicative <u>2019/20</u> £000	Indicative <u>2020/21</u> £000	Indicative <u>2021/22</u> £000	Indicative <u>2022/23</u> £000	<u>Total</u> £000
General Fund						
WG Unhypothecated Supported Borrowing	(8,468)	(8,468)	(8,468)	(8,468)	(8,468)	(42,340)
WG General Capital Grant	(5,153)	(5,153)	(5,153)	(5,153)	(5,153)	(25,765)
Additional Borrowing to cover estimated slippage from 2017/18	(9,028)	0	0	0	0	(9,028)
Additional Borrowing to balance existing Capital Programme	(2,491)	(2,866)	(1,316)	(1,041)	(789)	(8,503)
Additional Borrowing for New Capital Schemes	(10,247)	(13,510)	(15,403)	(12,187)	(3,567)	(54,914)
Additional Borrowing - Invest to Save Schemes to be repaid from revenue savings/income or directorate budgets	(18,292)	(22,385)	(35,823)	(42,880)	(21,204)	(140,584)
21st Century Schools Band A - Earmarked Capital Receipts	(13,750)	(5,046)	0	0	0	(18,796)
Central Square - Earmarked Capital Receipts and Contributions	(2,953)	(13,223)	0	0	0	(16,176)
Other Earmarked Capital Receipts	(3,647)	(1,174)	0	0	0	(4,821)
Non Earmarked Capital Receipts	(4,000)	(3,000)	(13,000)	(13,000)	(7,000)	(40,000)
Direct Revenue Financing	(210)	(210)	(210)	(210)	(210)	(1,050)
Parking and Enforcement - Earmarked Reserve	(335)	(335)	(168)	0	0	(838)
Other Earmarked Reserves	(705)	(285)	(170)	(145)	(130)	(1,435)
External funding estimates and contributions	(20,460)	(20,346)	(51,497)	(51,380)	(24,704)	(168,387)
Total General Fund	(99,739)	(96,001)	(131,208)	(134,464)	(71,225)	(532,637)
Public Housing Resources (HRA)						
Major Repairs Allowance WG Grant	(9,532)	(9,532)	(9,532)	(9,532)	(9,532)	(47,660)
Additional Borrowing	(19,783)	(10,640)	(22,068)	(21,048)	(16,618)	(90,157)
Direct Revenue Financing / Reserves	(8,775)	(7,050)	(6,100)	(6,150)	(6,150)	(34,225)
External funding estimates and contributions	(1,935)	(1,300)	(1,000)	(5,300)	(2,000)	(11,535)
Capital Receipts - Dwelling and land sales	(2,000)	(1,000)	(500)	(500)	(500)	(4,500)
Total Public Housing	(42,025)	(29,522)	(39,200)	(42,530)	(34,800)	(188,077)
Total Capital Programme Resources Required	(141,764)	(125,523)	(170,408)	(176,994)	(106,025)	(720,714)

Glossary of Terms

Bank Rate

The rate of interest set by the Bank of England as a benchmark rate for British banks.

Bonds

A long-term debt security issued by a company, a financial institution, a local authority, national government or its affiliated agencies. It represents an undertaking to repay the holder the fixed amount of the principal on the maturity date plus a specified rate of interest payable either on a regular basis during the bond's life (coupon) or at maturity.

Borrowing

Loans taken out by the authority to pay for capital expenditure or for the prudent management of the Council's financial affairs, which are repayable with interest.

Capital Expenditure

Capital expenditure pays for improvements to existing and new assets used in the delivery of Council services as well as other items determined by Regulation. Capital resources are scarce, costly and also have long term revenue implications over many years and even generations where capital expenditure is funded by borrowing. Hence the requirement of the Prudential Code to ensure what is charged as Capital Expenditure is Prudent, Sustainable and Affordable.

The statutory definition of capital expenditure is given in the Local Government Act 2003, the Local Authorities (Capital Finance) Regulations 2003 and 2004 as amended. Statute relies on the accounting measurement of cost in International Accounting Standard (IAS) 16 to determine whether expenditure is eligible to be capitalised or whether it should be treated as revenue expenditure. Key to what is eligible as capital spend are the following words in IAS 16 - 'Costs directly attributable to bringing the specific asset into working condition for its intended use'.

Capital Financing Requirement (CFR)

An authority's underlying need to borrow for a capital purpose. It measures capital expenditure incurred but not yet financed by the receipt of grants, contributions and charges to the revenue account.

Capital Market

A market for securities (debt or equity), where companies and governments can raise long-term funds (periods greater than one year). The raising of short-term funds takes place on other markets (e.g. the money market).

Capital Programme

The Capital Programme sets out the Council's capital expenditure plans for the forthcoming financial year as well as for the medium term. It is approved annually at Council and identifies the estimated cost of those schemes, their projected phasing over financial years as well as the method of funding such expenditure.

Certificates of Deposits (CDs)

A certificate issued for deposits made at a deposit-taking institution (generally a bank). The bank agrees to pay a fixed interest rate for the specified period of time, and repays the principal at maturity. CDs can be purchased directly from the banking institution or through a securities broker. An active interbank secondary market exists to buy and sell CDs.

Chartered Institute of Public Finance & Accountancy (CIPFA)

CIPFA is the professional body for people in public finance. As a specialised public services body, they provide information, guidance, and determine accounting standards and reporting standards to be followed by Local Government.

Collective Investment Scheme Structures

Schemes whereby monies from a number of investors are pooled and invested as one portfolio in accordance with pre-determined objectives.

Corporate Bonds

Bonds that are issued by a company or other non-government issuers. They represent a form of corporate debt finance and are an alternative means of raising new capital other than equity finance or bank lending.

Counterparty

One of the parties involved in a financial transaction with whom the Council may place investments.

Counterparty / Credit Risk

Risk that a counterparty fails to meet its contractual obligations to the Council to repay sums invested.

Credit Criteria

The parameters used as a starting point in considering with whom the Council may place investments, aimed at ensuring the security of the sums invested.

Credit Default Swaps

A financial transaction which the buyer transfers the credit risk related to a debt security to the seller, who receives a series of fees for assuming this risk. The levels of fees reflect the perceived level of risk.

Credit Rating

A credit rating assesses the credit worthiness of an individual, corporation, or even a country. Credit ratings are calculated from financial history and current assets and liabilities. Typically, a credit rating tells a lender or investor the probability of the subject being able to pay back a loan. Ratings usually consist of a long-term, short term, viability and support indicators. The Fitch credit rating of F1 used by the Council is designated as "Highest Credit quality" and indicates the strongest capacity for timely payment of financial commitments.

Debt Management Account Deposit Facility (DMADF)

The Debt Management Office provides this service as part of its cash management operations and of a wider series of measures designed to improve local and central government's investment framework and cash management. The key objective of the DMADF is to provide users with a flexible and secure facility to supplement their existing range of investment options while saving interest costs for central government.

Debt Restructuring

Debt restructuring is a process that allows an organisation to reduce, renegotiate and undertake replacement debt.

Diversification of Investments

The process of creating a portfolio of different types of financial instruments with regard to type, price, risk issuer, location, maturity, etc. in order to reduce the overall risk of the portfolio as a whole.

Duration (Maturity)

The length of time between the issue of a security and the date on which it becomes payable.

External Borrowing

Money borrowed from outside of the Council.

Financial Instrument

Any contract that gives rise to a financial asset of one entity and a financial liability or equity instrument of another. Typical financial liabilities are borrowing and financial guarantees. Typical financial assets include bank deposits, amounts owed by customers, loans receivable and investments.

Fitch Credit Ratings

A commercial organisation providing an opinion on the relative ability of an entity to meet financial commitments, such as interest, preferred dividends, repayment of principal, insurance claims or counterparty obligations. The opinion is usually provided in the form of a credit rating.

Fixed Rate

An interest rate that does not change over the life of a loan or other form of credit.

Floating Rate Notes

A money market security paying a floating or variable interest rate, which may incorporate a minimum or floor.

Four Clauses of Treasury Management

In compliance with the First Clause, this Council will create and maintain, as the cornerstones for effective treasury management:

- A treasury management policy statement, stating the policies, objectives and approach to risk management of its treasury management activities.

- Suitable Treasury Management Practices (TMP's), setting out the manner in which the organisation will seek to achieve those policies and objectives, and prescribing how it will manage and control those activities.

In compliance with the Second Clause, this Council will receive reports on its treasury management policies, practices and activities, including, as a minimum, an annual strategy in advance of the year, a mid year review and an annual report after its close, in the form prescribed in its TMP's.

In compliance with the Third Clause, this Council delegates responsibility for the implementation and regular monitoring of its treasury management policies and practices to the Cabinet, and for the execution and administration of treasury management decisions to the Corporate Director Resources in accordance with existing delegations, who will act in accordance with the organisation's policy statement, TMP's and CIPFA's Standard of Professional Practice on Treasury Management.

In compliance with the Fourth Clause, this Council requires the scrutiny of the accounting, audit and commercial issues of its Treasury Management Strategy and Practices to be undertaken by the Council's Audit Committee due to the technical nature of the documents.

Fraud / Error Risk

Risk of losses being incurred as a result of fraud, error or corruption in treasury management and failure to institute adequate systems, procedures and other arrangements to prevent irregularities.

Housing Revenue Account (HRA)

The HRA is an account of expenditure and income that every local authority housing department must keep in accordance with the Local Government & Housing Act 1989. The account is kept separate or ring fenced from other Council activities. Income is primarily generated by the rents and service charges paid by tenants, while expenditure is on the management and maintenance of the housing stock, and capital financing charges on the HRA's outstanding loan debt.

Interest Rate Risk

Risk that fluctuations in interest rates could impose extra costs against which the Council has failed to protect itself adequately.

Internal Borrowing

Money borrowed from within the Council, sourced from temporary internal cash balances.

Investments

The purchase of financial assets in order to receive income and/or make capital gain at a future time, however with the prime concern being security of the initial sum invested.

Lender Option Borrower Option Loans (LOBOs)

Loans to the Council where the lender can request a change in the rate of interest payable by the Council at pre-defined dates and intervals. The council at this point has the option to repay the loan.

Liquidity

The ability of the Council to meet its financial obligations as they fall due.

Market Loans

Borrowing that is sourced from the market i.e. organisations other than the Public Works Loan Board or a Public Body.

Medium Term Financial Plan

Plan outlining the financial strategies and actions that are envisaged by the Council in the medium term regarding the budget.

Markets in Financial Instruments Directive (MiFID)

EU legislation that regulates firms who provide financial instrument services. MiFID was applied in the UK from November 2007, but was revised with changes taking effect from **3 January 2018 (MiFID II)**.

The aim is to ensure financial institutions undertake more extensive checks on their client's suitability for investment products. Organisations undertaking investments will be either classified as 'retail' or 'professional'.

MiFID II requires all Local Authorities to be initially treated as "retail clients" unless they "opt up" to a "professional client". The assumption being that retail clients require a greater level of due diligence and support for investment decision making. Financial institutions will owe a greater duty of care to retail clients, however, they will have no greater financial protection than professional clients.

Minimum Revenue Provision (MRP)

This is the amount which must be charged to the authority's revenue account each year and set aside as provision for repaying external loans and meeting other credit liabilities. The prudent amount is determined having regard to guidance issued by WG. This has the effect of reducing the Capital Financing Requirement (CFR).

Money Market

The market for short-term securities or investments, such as certificates of deposit, commercial paper or treasury bills, with maturities of up to one year.

Money Market Funds

An investment fund which pools the investments of numerous depositors, spreading those investments over a number of different financial instruments and counterparties. Funds with a constant Net Asset Value (NAV) are those where any sum invested is likely to be the same on maturity. Funds with a variable Net Asset Value (NAV) are those where the sum on maturity could be higher or lower due to movements in the value of the underlying investments.

Net Asset Value (NAV)

The market value of an investment fund's portfolio of securities as measured by the price at which an investor will sell a fund's shares or units.

Pooling

The process whereby investments or loans are held corporately rather than for specific projects or parts of the Council, with recharges to those areas for their share of the relevant income and expenditure using an agreed methodology, where such a recharge is required to be made.

Prudential Code for Capital Finance

The system introduced on 1 April 2004 by Part 1 of the Local Government Act 2003 which allows local authorities to borrow without Government consent, provided that they can afford to service the debt from their own resources and that any such borrowing is prudent and sustainable. This requires the preparation and approval of various indicators.

Public Works Loans Board (PWLB)

The Public Works Loans Board is a statutory body operating within the United Kingdom Debt Management Office, an Executive Agency of HM Treasury. PWLB's function is to lend money from the National Loans Fund to local authorities and other prescribed bodies, and to collect the repayments.

Refinancing Risk

Risk that maturing borrowing or other financing of capital projects cannot be renewed on terms that reflect existing assumptions and that the Council will suffer extra costs as a result.

Regulatory Risk

Risk that actions by the Council or by any person outside of it are in breach of legal powers or regulatory requirements resulting in losses to the Council, or the imposition of extra costs.

Security

Protecting investments from the risk of significant loss, either from a fall in value or from default of a counterparty.

Sovereign Credit Ratings

The credit rating of a country. It indicates the risk level of the investing environment of a country, taking into account political risk and other factors.

Sterling

The monetary unit of the United Kingdom (the British pound).

Term Deposits

A term deposit is a money deposit at a banking institution that cannot be withdrawn for a certain "term" or period of time.

Treasury Management

The management of the organisation's borrowing, investments and cash flows, its banking, money market and capital market transactions; the effective control of the risks associated with those activities; and the pursuit of optimum performance consistent with those risks.

Treasury Bills

Debt securities issued by a government with a short-term maturity of up to 6 months.

UK Government Gilts

Fixed-interest debt securities issued or secured by the British Government. Gilts are always denominated in sterling though the Government occasionally also issues instruments in other currencies in the Eurobond market or elsewhere.

Variable Rate

An interest rate that changes in line with market rates.

Yield

The annual rate of return paid out on an investment, expressed as a percentage of the current market price of the relevant investment.

Prudential Indicators

The Prudential Code

The current system of capital finance is CIPFA's Prudential Code.

It is a professional Code of practice to support the decisions local authorities have to make to plan for capital investment. Originally introduced in 2004, its latest update was in 2017. Authorities are required by regulation to have regard to the Prudential Code when carrying out their duties under Part I of the Local Government Act 2003 i.e. compliance with the Code is a statutory requirement.

Objectives of the Code

The key objectives of the Code are:-

- To ensure that capital expenditure plans are affordable, prudent and sustainable
- That Treasury Management decisions are taken in accordance with good professional practice
- That local strategic planning, asset management planning and proper option appraisal are supported
- To provide a clear and transparent framework to ensure accountability

Required Prudential Indicators

The indicators required are shown below, with further explanation as to their meaning:

1(a). External Debt - Operational Boundary

The most likely, prudent view of the level of gross external indebtedness. External debt includes both borrowing and long term liabilities (e.g. finance leases). It encompasses all borrowing, whether for capital or revenue purposes.

1(b). External Debt - The Authorised Limit

The upper limit on the level of gross external indebtedness, which must not be breached without Council approval. It is the worst-case scenario. It reflects the level of borrowing which, while not desired, could be afforded but may not be sustainable. Any breach must be reported to the executive decision making body, indicating the reason for the breach and the corrective action undertaken or required to be taken.

1(c). External Debt - Actual External Debt

The indicator for actual external debt will not be directly comparable to the operational boundary and authorised limit, since the actual external debt will reflect the actual position at one point in time.

2. Capital Financing Requirement (CFR)

The Capital Financing requirement (CFR) replaced the 'Credit Ceiling' measure of the 1989, Local Government and Housing Act. It measures an authority's underlying need to borrow or use other long-term liabilities, to pay for capital expenditure.

3. Capital Expenditure

The level of capital expenditure incurred and likely to be incurred in future years. This is to be based on an accruals basis and on the definition of capital expenditure.

4. Gross External Borrowing and the Capital Financing Requirement

The level of external borrowing is required to be compared to the Capital Financing Requirement which represents the underlying need to borrow. Requires that borrowing in the medium term can only be for capital purposes.

5. Maturity Structure of Borrowing

Local Authority debt portfolios consist of a number of loans with differing maturities. Setting limits assists in ensuring any new borrowing in particular when combined with existing borrowing does not result in large concentrations of borrowing maturing in a short period of time.

6. Principal sums invested for greater than one year

This indicator measures the exposure of a local authority to investing for periods of greater than one year.

Locally determined Prudential Indicators

7. Ratio of Financing Costs to Net Revenue Budget Stream

This indicator is a measure of affordability of historic and future capital investment plans. It identifies the trend in the cost of capital financing which include:

- interest payable on borrowing and receivable on investments
- penalties or any benefits receivable on early repayment of debt
- prudent revenue budget provision for repayment of capital expenditure paid for by borrowing
- reimbursement of borrowing costs from directorates in respect of Invest to Save schemes.

For the General Fund, the net revenue stream is the amount to be met from non-specific WG grants and Council Tax, whilst for the HRA it is the amount to be met from rent payers.

8. Capital financing costs expressed as a ratio Controllable Budget

Addresses limitations in the ratio above which:

- does not take into account the fact that some of the Council's revenue budget is non-controllable, delegated or protected
- is impacted by transfers in and out of the settlement
- includes investment income which is highly unpredictable, particularly in future years
- does not reflect gross capital financing costs for schemes where additional borrowing is undertaken to be repaid from within Directorate budgets e.g. invest to save or invest to earn schemes.

Accordingly an additional indicator is developed for the General Fund showing the ratio of capital financing costs of the Council expressed as a percentage of its controllable budget, excluding investment income:

Annual Minimum Revenue Provision (MRP) Policy Statement for 2018/19

It is proposed that the Council's MRP Policy is as follows, with any change in the level, timing and method of provision in year delegated to the Section 151 Officer. The Policy was considered by the Council's Audit Committee at its meeting in November 2017.

The broad aim of the 'prudent provision' is to ensure that debt arising from Capital expenditure is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits to service delivery (useful life) or in the case of borrowing supported by the WG, reasonably in line with the period implicit in the determination of any grant.

- Council Fund historic expenditure prior to 1 April 2004 as well as subsequent supported borrowing approved by the WG is to be provided for at 4.0% on a reducing balance basis in 2018/19. This is consistent with the support provided by WG as part of the Revenue Support Grant for Supported borrowing. This approach will continue unless WG change the approach to providing support as part of the RSG formula or any revision to MRP Guidance either in Wales or in England, albeit regular reviews of the position will continue.
- HRA supported borrowing, which was part of the previous housing subsidy system is to be provided for at 2% on a straight line basis. MRP on the significant £187 million settlement buyout payment is to be on 2% straight line basis as a minimum but with voluntary repayments to create headroom against the HRA debt cap for future development and reduce long term costs of servicing debt.
- Additional borrowing for a general increase in investment either in the Council Fund or HRA to balance the Capital Programme in a year is to be provided for on a straight line basis over the estimated average life of the assets created.
- Any additional expenditure linked to specific schemes e.g. Invest to Save, 21st Century Schools etc. is to be provided for on a straight line basis, or over the estimated useful life of assets being created or a shorter period as determined by the Section 151 Officer or suggested periods determined by WG as is the case with Local Government Borrowing Initiative.
- Revenue Provision in excess of the above requirements can be made subject to affordability and following advice of the Section 151 officer.
- Subject to agreement of the S151 Officer, MRP may be waived on expenditure recoverable within a prudent period of time through capital receipts (e.g. land purchases, loan repayments) or deferred to when the benefits from investment are scheduled to begin or when confirmed external grant payments towards that expenditure are expected.
- The MRP charged against liabilities under finance leases, or contracts that have the characteristics of finance leases, shall be equal to the principal element of the lease repayment, calculated on an annual basis.

Approved list of Counterparties proposed as part of TM Strategy who are authorised to accept sterling deposits in the UK

	£	Duration
Australia AAA		
Australia and New Zealand Banking Group	12m	2 years
Commonwealth Bank of Australia	12m	2 years
National Australia Bank	12m	2 years
Canada AAA		
Canadian Imperial Bank of Commerce	12m	2 years
Toronto Dominion Bank	12m	2 years
France AA		
Credit Industriel et Commercial	10m	1 year
Societe Generale	10m	1 year
Germany AAA		
DZ Bank (Deutsche Zentral-Genossenschaftsbank)	12m	2 years
Netherlands AAA		
Cooperatieve Rabobank U.A.	12m	2 years
Singapore AAA		
DBS Bank	12m	2 years
Oversea Chinese Banking Corporation	12m	2 years
United Overseas Bank	12m	2 years
Sweden AAA		
Skandinaviska Enskilda Banken	12m	2 years
Svenska Handelsbanken	12m	2 years
Switzerland AAA		
UBS AG	12m	2 years
U.K AA		
Barclays Bank	10m	1 Year
Close Brothers	10m	1 Year
Goldman Sachs International Bank	10m	1 Year
HSBC Bank plc	12m	2 years
Santander UK plc	10m	1 Year
Standard Chartered Bank	10m	1 Year
Bank of Scotland	10m	1 Year
Lloyds Bank	10m	1 Year
Royal Bank of Scotland	12m	2 Years
Coventry BS	10m	1 Year
Nationwide BS	10m	1 Year

UK Local Authority	12m	2 Years
Debt Management Agency Deposit Facility	n/a	6 Months

Money Market Funds

BlackRock ICS Sterling Fund	12m	Liquid
Deutsche Managed Sterling Fund	12m	Liquid
Fidelity GBP ICF	12m	Liquid
Goldman Sachs Sterling Reserves Fund	12m	Liquid
Insight Sterling Liquidity Fund	12m	Liquid
LGIM Sterling Liquidity Fund	12m	Liquid
Northern trust sterling Government Liquidity Fund	12m	Liquid
Royal Bank of Scotland Global Treasury Fund	12m	Liquid
SLI Sterling Liquidity	12m	Liquid

BUDGET MONITORING – MONTH 9 REPORT

**FINANCE, MODERNISATION & PERFORMANCE
(COUNCILLOR CHRIS WEAVER)**

AGENDA ITEM: 5

REPORT OF THE CORPORATE DIRECTOR RESOURCES

Reason for this Report

1. To provide the Cabinet with an update of the financial monitoring position for the authority based on the first nine months of the financial year and as updated for significant movements to date.

Background

2. This monitoring report provides details of the projected outturn for 2017/18 compared with the budget approved by Council on the 23 February 2017.
3. The presentation of surpluses and deficits in this report follows the convention, which shows an excess of expenditure over budget as a positive and additional income over budget as a negative. Conversely, expenditure less than budget would be shown as a negative while income lower than expected would be denoted as a positive. Negative items are shown in brackets.

Issues

Revenue

4. Overall, the month nine revenue monitoring for the Council shows a balanced position which is in line with the position reported at month six. There have however been changes within the overall position including an increase in the overspend on directorate budgets as a result of further pressures on the Children's Services budgets within Social Services, an increase in the projection for capital financing costs and a reduced surplus on Council Tax collection. These have been offset by a further increase in NDR refunds on Council properties and by an increase in the projected saving on insurance budgets in the current year.
5. The overall position continues to reflect a range of demographic, service and other financial pressures including shortfalls against budget savings targets in directorate budgets and a projected overspend in relation to

capital financing costs. These are offset by projected savings in directorate budgets as a result of management actions, a saving on Insurance budgets, the release of contingency budgets, an anticipated surplus on Council Tax collection and NDR refunds on Council properties. Directorate budgets are currently projected to be overspent by £5.204 million with projected overspends in the Social Services, Economic Development and Education & Lifelong Learning Directorates. These are partly offset by projected underspends in other directorates and by the £3.0 million general contingency budget which was provided as part of the 2017/18 budget in order to reflect the quantum, risk and planning status of the proposed savings for 2017/18. It should be noted that the 2017/18 Budget reduced the previous general contingency budget by £1.0 million. A summary of the overall position is attached as Appendix 1 to this report.

6. The projected overspends in directorate budgets include £3.990 million in Social Services, £1.0 million in Economic Development and £998,000 in Education & Lifelong Learning. This reflects a range of factors including increased demographic pressures in Social Services and Education & Lifelong Learning, particularly in relation to looked after children and children with additional learning needs. There are also significant demographic and cost pressures in Waste Services. The projected overspends also include shortfalls in income and the anticipated failure to fully achieve the savings targets set as part of the 2017/18 Budget together with on-going shortfalls carried forward from the previous financial year.
7. The 2017/18 savings targets for each directorate are set out in Appendix 2(a) to this report together with the projected savings currently anticipated to be achieved. An overall shortfall of £2.159 million is currently anticipated against the £14.157 million directorate savings target with £8.188 million having been achieved to date and a further £3.810 million anticipated to be achieved by the year end. The budget approved by Council on the 23 February 2017 identified red or red / amber achievability risks totalling £6.627 million with £845,000 of the savings proposals still at a general planning stage. These risks are evident in the projected shortfall reported as part of the month nine monitoring. A projected shortfall of £2.001 million has also been identified in relation to savings targets carried forward from 2016/17 and these are set out in Appendix 2 (b) to this report. Overall, this represents an increase of £424,000 compared to the shortfalls identified in relation to the 2017/18 and carried forward savings as reported at month six. The projected shortfalls are reflected in the directorate monitoring positions although where possible shortfalls have been offset by savings in other budget areas. The £3.0 million General contingency budget which was allocated to reflect the risk and planning status of the proposed savings for 2017/18 is also available to offset the shortfall in the current financial year. Although the projected shortfalls are lower than in recent years, this continues to be a cause for concern given the financial outlook in the medium term and the difficult choices facing the Council in the current budget round.
8. Actions are continuing to be taken by those directorates currently reporting a projected overspend to try to resolve the issues that led to the current position or alternatively to identify offsetting savings in other areas of the

service. These are considered as part of the challenge process to review the performance of directorates including the budget monitoring position. These reviews will continue throughout the remainder of the year and the actions taken will also be discussed in the Chief Executive's regular meetings with individual directors. As set out in the previous monitoring report at month six, in response to the level of financial pressures identified in the current year all directorates reviewed their monitoring positions and identified a range of in-year savings. The scope of the reviews included non-essential third party spend, temporary staff arrangements and opportunities to maximise income. The savings generated as a result of these reviews are reflected in the directorate monitoring positions within this report.

9. The 2017/18 Budget included specific contingencies of £950,000 to reflect the potential for increased costs in relation to placements for looked after children in Social Services and £350,000 to offset potential income shortfalls in relation to the Material Recycling Facility (MRF) as a result of volatility in the market for recycle materials. Previous monitoring reports identified that full allocations would be required in both these areas and this is reflected in the directorate positions within this report. Other contingency budgets include £729,000 in relation to waste disposal reflecting the difficulty of predicting tonnage figures and the consequent impact on disposal costs and £2.244 million to reflect the potential for future growth in the number and value of claims as part of the Council Tax Reduction Scheme (CTRS). Current projections indicate a requirement of £537,000 to support increased tonnages in waste disposal and £399,000 to support CTRS claims in the current year. The CTRS position reflects a reduction of £123,000 compared to the projection at month six. These are also reflected in the directorate positions within this report. The budget pressures in all these areas will continue to be monitored as the year progresses and any further variations to this position will be identified. The CTRS contingency includes annual uplifts to reflect the potential impact of Council Tax increases on this budget and includes budget carried forward from the previous financial year where this was not required. Given the pressures on the Council's budget and the availability of earmarked reserves to support costs in this area if required, it is therefore considered prudent to assume a saving of £500,000 against this budget and this is reflected within the overall monitoring position as an underspend within the Summary Revenue Account (SRA). This is in line with the position previously reported at month six. A budget of £1.431 million has also been set aside to meet costs arising from the Council's Voluntary Severance Scheme and this is currently anticipated to be fully committed.
10. The Council receives an annual report from its actuary assessing the appropriateness of its insurance provisions and reserves for self-insured claims. The review is based on the position as at 1 October together with a forecast to the next balance sheet date of 31 March. The review utilises actuarial techniques to forecast ultimate claim costs. The Council uses the results of this report to assess the appropriateness of its funding arrangements and in conjunction with existing claims costs and the insurance premiums sets the insurance charges to the Revenue Account for the current financial year. Based on early indications and experience in the

previous financial year, at month six it was considered prudent to assume a saving of £600,000 against insurance budgets. This position has now been reviewed and based on the Annual Report received in December which identified reduced costs in relation to previously forecast claims, it is now considered that a further saving of £300,000 can be identified taking the projected underspend on insurance budgets in the current financial year to £900,000.

11. A financial statement showing the spending position for each directorate is attached as Appendix 1 to this report. Comments on the main variances and any significant issues are as follows:

Capital Financing +£630,000

12. An overspend of £630,000 is currently projected in relation to the Capital Financing Budget, an increase of £342,000 compared to the position reported at month six. The overall position reflects a combination of factors including £409,000 as a result of an increase in the provision for the repayment of debt following finalisation of the amount of capital expenditure incurred in 2016/17 paid for by unsupported borrowing having taken into account the estimated useful life of the assets funded by this borrowing. The overspend also includes a reduction in the level of interest receivable from the Housing Revenue Account reflecting changes to the overall debt structure and the impact of internal borrowing in reducing the consolidated rate of interest within the overall pool of Council debt. The forecast also includes a shortfall of £50,000 against the budgeted dividend from Cardiff Bus reflecting the decision by the Board of Cardiff City Transport Services Limited not to award a dividend in the current year.
13. These additional costs have been partly offset by the assumption that any external borrowing to meet capital expenditure commitments is deferred to the last quarter of the year. This is consistent with the Council's Treasury Management Strategy approved by Council which recognises the short term savings achievable by utilising existing cash balances rather than taking external borrowing. This is because interest rates on investments are less than interest rates payable on borrowing. The timing of borrowing decisions will continue to be subject to interest rates and advice from Treasury management advisors.

City Operations (£112,000)

14. The Directorate is currently forecasting an underspend of £112,000, a slight decrease on the £118,000 underspend reported at month six. The decrease predominantly reflects adverse changes in a number of divisions across the Directorate, partly offset by an underspend against the budget for concessionary fares. The overall position includes projected shortfalls against cross-directorate savings targets and an overspend within School Transport. These are more than offset by underspends across a range of divisions, most notably Energy & Sustainability, Infrastructure Services and Management & Support. The overall position includes a projected shortfall against 2017/18 savings targets totalling £296,000, compared to a target of £1.749 million. In addition, there are projected savings shortfalls of

£209,000 in respect of unachieved 2016/17 savings carried forward. The individual variances can be seen in Appendices 2(a) and 2(b) to this report.

15. The overall position in relation to cross-directorate budgets is an overspend of £222,000. This is due to projected savings shortfalls against proposals for a staffing restructure, digitalisation and income generation. In addition, an overspend of £76,000 is projected within School Transport, primarily due to additional in-year costs of transport for pupils with additional learning needs, the impact of the introduction of the travel support allowance and it not being possible to achieve, in full, all of the 2017/18 savings proposals. Pressures have also been identified in other divisions, namely energy income shortfalls and a shortfall in SWTRA fee recovery within Infrastructure Services, although these have been more than mitigated by in-year savings.
16. Underspends are currently projected in a number of divisions including Energy & Sustainability, where a £47,000 net underspend is anticipated due to staffing vacancies and recharges, which more than offset savings shortfalls. An underspend totalling £60,000 is also projected within Management & Support due to increased staff recharges to externally funded activities and use of reserves. In addition, the most significant underspend, totalling £268,000, relates to Infrastructure Services, where the underspend against the concessionary fares budget and increased staff recharges more than offset the aforementioned SWTRA fee recovery shortfall. The other underspends within the Directorate total £35,000 and relate to Bereavement & Registration and Neighbourhood Services, due to a Bereavement trading surplus and increased enforcement income respectively. All other divisions are projecting balanced positions. This includes the Civil Parking Enforcement account and the Shared Regulatory Service, where it is assumed that a potential Housing Enforcement income shortfall will be offset by use of reserves. In addition, Parks, Leisure & Sport is projected to balance, despite an overspend at the Channel View Centre, additional costs of toilet maintenance and a shortfall in landscape design fees. Furthermore, Planning & Building Control is projecting a balanced position with increased planning fees mitigating higher operational costs.

Communities, Housing & Customer Services (202,000)

17. The overall position indicates an underspend of £202,000, which represents an increase of £44,000 on the position reported at month six. The change is primarily due to an improvement in the position against a number of budgets within Assessment & Support, partly offset by an increased deficit within the Community Alarm Service. The overall position largely comprises underspends against the Housing & Communities, Partnership Delivery and Neighbourhood Regeneration divisions, partly offset by projected overspends in relation to Customer Services. Current indications are that savings totalling £893,000 will be achieved against the 2017/18 target of £1.083 million, leaving a shortfall of £190,000. In addition, a shortfall of £300,000 is projected against unachieved savings targets brought forward from 2016/17. This reflects projected income shortfalls in relation to the Alarm Receiving Centre and these are included within the overall Directorate position.

18. The Housing & Communities Division is currently projecting an underspend of £465,000. This includes an underspend of £191,000 in relation to Preventative Services, which is mainly due to disabled facility fee income in excess of target, in-year savings due to vacancies and additional capital allocations within the Joint Equipment Store. An underspend of £199,000 is also projected in relation to Assessment & Support functions predominantly due to in-year staffing savings, resulting from vacancies, and additional staff recharge income. Included within the position are increased costs for temporary accommodation, increased premises costs relating to the Housing Options Centre, increased drainage costs and utility savings shortfalls relating to the traveller sites. Face to Face Customer Services and Housing Grants are projected to underspend by £57,000 and £23,000 respectively, due to vacancy savings. All other budgets within this division are projected to balance or record minor variances. Included within the overall position is a drawdown of £399,000 from the specific contingency budget set aside to meet increased costs in relation to the Council Tax Reduction Scheme. This represents a reduction of £123,000 on the figure reported at month six and further adjustments to this figure may be required as the year progresses, depending upon fluctuations in the number of applications and level of support required.
19. Customer Services is currently projected to overspend by £359,000, primarily in relation to the aforementioned £300,000 savings shortfall in connection with the Alarm Receiving Centre. A number of income opportunities have been identified, however these will not materialise until after 31st March 2018. In addition, there is a projected shortfall in telecare fee income, although this particular overspend is partly mitigated by employee savings within the division and additional meals on wheels income. The Wales Interpretation and Translation Service (WITS) and Rent Smart Wales are both projecting balanced positions. A £37,000 underspend is projected within Partnership & Delivery, which includes a savings shortfall in relation to a restructure, which is more than offset by managed underspends within supplies and services budgets, and a projected underspend against Communities First transition budgets. Neighbourhood Regeneration is currently projected to underspend by £51,000, due to vacancies and an underspend of £8,000 is also projected within Service Management & Support, due to employee savings. The other divisions within the Directorate are reporting balanced positions, including Libraries where historic income shortfalls and overspends against various budgets are anticipated to be offset by further managed underspends and in Adult & Community Learning where a savings shortfall is planned to be offset by the use of earmarked reserves. Both the Supporting People and Communities First grants are forecast to be fully utilised.

Corporate Management (£50,000)

20. An underspend of £50,000 is currently projected in relation to Corporate Management, a reduction of £2,000 compared to the position reported at month six. The projected underspend continues to reflect a range of savings including £53,000 due to a reduction in contributions to the Mid Glamorgan Superannuation Fund relating to past employees and £28,000 from bank

charges and commission earned. Underspends are also currently projected in relation to senior management budgets and audit fees. These are partly offset by a projected shortfall in the budget for the release of savings through voluntary schemes including the purchase of leave and by an anticipated overspend in relation to payments for the Coroner's Service although this is still subject to review.

Council Tax Collection (£103,000) and NDR refunds on Council properties (£1.331 million)

21. A review of the Council Tax position indicates a potential surplus of £103,000 a reduction of £74,000 compared to the position reported at month six. The projected surplus is mainly due to a higher than anticipated collection rate which has the impact of reducing the required contribution to the Council Tax Bad Debt Provision. This is partly offset by a reduction in the anticipated number of properties, a higher level of discounts and a higher than anticipated level of exemptions mainly in relation to student properties as compared with the assumptions reflected in the Council Tax Base report which was approved in December 2016. The surplus represents a variance of 0.05% of the estimated gross debit and may be subject to further fluctuations as the year progresses. A saving of £1.331 million is also currently identified in relation to refunds of NDR on Council properties achieved through the appeals process. This represents an increase of £364,000 compared to the position reported at month six and will continue to be monitored as further appeals are taken forward during the year.

Economic Development +£1,000,000

22. An overspend of £1.0 million is currently anticipated, representing an improvement of £347,000 on the position reported at month six. The change includes a significant improvement within Recycling Waste Services, based on the use of reserves to fund increased costs at household waste recycling centres (HWRCs) and reduced subsidy payments in relation to the Cardiff International Swimming Pool. These are partly offset by an increased overspend within Culture, Tourism & Events. The overall position includes a significant, albeit reduced, overspend of £664,000 in relation to Commercial Services, as well as overspends projected within Culture, Tourism & Events, Property and City Centre Management. Projected underspends within Business & Investment, Major Projects and Office Rationalisation have partly mitigated the overall position. Included within the position are anticipated savings shortfalls of £187,000 in respect of 2017/18 against a target of £2.260 million and £390,000 in relation to unachieved savings targets carried forward from 2016/17. These shortfalls are reflected in the overall Directorate position.
23. The projected overspend in Commercial Services is predominantly the result of an overspend totalling £525,000 within Recycling Waste Services. This includes a significant overspend within the Materials Recycling Facility (MRF) due to higher third party payments associated with the treatment of recyclates and the loss of income due to the expiration of the contract with

Caerphilly Council. Overspends are also projected in relation to central transport charges and the use of agency staff to cover holidays and sickness within HWRCs. To mitigate this in the current year, a contribution from earmarked reserves will be made to offset the additional costs in HWRCs. Other mitigations within the division include a saving on bag purchases and additional income from the sale of recyclates, new contracts and waste transfer stations. The savings shortfall within Recycling Waste Services is projected to total £137,000 and relates primarily to digitalisation initiatives.

24. The Council's 2017/18 budget included specific contingencies totalling £729,000 in relation to waste disposal, reflecting the difficulty of predicting tonnage figures and the consequent impact on disposals and £350,000 to offset potential income shortfalls in relation to the MRF to reflect the volatility in the market for recyclate materials. As previously approved, the full contingency budget for the MRF has been provided and an amount of £537,000 has been allocated in respect of the impact of increased waste tonnages. These allocations have been incorporated within the Directorate position.
25. Elsewhere within the Commercial Services division, it is anticipated that there will be a deficit of £73,000 in relation to Facilities Management, a deficit of £66,000 within Fleet Services and a balanced position within Construction & Design. Within the Facilities Management position there is a projected overspend in relation to FM Buildings, an overspend within Building Support, due to agency staff costs, and a deficit in relation to Security Services. These overspends are partly offset by a surplus on the Accommodation Account and surpluses in relation to School Caretaking and Pest Control. The deficit within Fleet Services includes some shortfalls against savings targets offset by in-year savings on employees and a small surplus within the workshop. The balanced position within Construction & Design is based on the assumption that income will fully cover expenditure, albeit there is a risk around progression of some significant fee-earning capital schemes.
26. Other overspends within the Directorate include an increased projected overspend of £499,000 in relation to Culture, Tourism & Events. This includes shortfalls against savings targets for St David's Hall and New Theatre, income shortfalls within Functions Catering, Retail Catering and Mansion House and a deficit within the budgets relating to the Old Library building. With regards to St David's Hall and New Theatre, it is anticipated that a significant part of the savings target will be achieved, however a shortfall of £116,000 is still expected in this financial year. This could still be subject to change depending on the performance of these venues over the important Christmas period and in the latter part of the year. Commercial Activities continue to project an overspend resulting from a shortfall against unachievable parks sponsorship income targets and additional expenditure in connection with the Tour of Britain event. Events is projected to overspend due to additional salary costs, although staffing savings within Tourism are currently offsetting this.

27. An overspend is also projected in relation to Property, where a deficit of £25,000 is the result of shortfalls against rental income targets and a shortfall in capital receipt fee income. These shortfalls are almost entirely offset by additional staff recharges and in-year salary savings. The position in respect of the Cardiff Market is currently reflecting a balanced position with rental income shortfalls offset by underspends against landlord premises budgets. In addition to the Property position, an overspend of £57,000 is projected against the City Centre Management budget. This is due to a staffing overspend within the Night Time Economy Service, partly offset by additional banner income.
28. These overspends are partly offset by projected underspends in relation to Business & Investment, Office Rationalisation and Major Projects. The Business & Investment underspend totals £142,000 and is due to additional bus shelter and other advertising income, net of costs incurred in generating the income. The Office Rationalisation underspend totals £21,000 and reflects premises cost savings in relation to a number of buildings earmarked for vacation during this financial year. In addition, Major Projects is projecting an underspend of £82,000. This reflects reduced subsidy payments in respect of the Cardiff International Swimming Pool, partly offset by a shortfall in staff recharges to capital schemes. Service Management & Support is projecting a balanced position, as is the Workshops account, despite additional repairs and maintenance costs, which are anticipated to be offset by additional rent and service charge income. The budget held in respect of the Volvo Ocean Race is also projecting a balanced position. The month six monitoring report noted the potential for financial implications arising from the cessation of the Dr Who Experience and indicated that this would be reflected in future monitoring reports as the position became clear. The current position is that an amount of £1.147 million remained outstanding in relation to the invest to save loan at the point at which trading ceased. This amount will now have to be met by the Council and is planned to be funded through unsupported borrowing thereby increasing the cost against the capital financing budget. On-going security and maintenance costs will be met from existing revenue budgets within Economic Development.

Education & Lifelong Learning +£998,000

29. The overall position indicates an overspend of £998,000, which represents a decrease of £160,000 on the overspend reported at month six. The change is primarily the result of additional income within the Catering Service, which has increased the level of achievement against savings targets, offset by further expenditure in relation to Out of Authority Placements and the inclusion of a deficit in relation to the Outdoor Pursuits Centre. The overall position includes projected overspends against Out of Authority Placements & Additional Learning Needs (ALN), Lifelong Learning and Management & Support Services partly offset by savings against the budgets for Centrally Held School Funds, Wellbeing & Compliance and Early Years. Total savings of £2.380 million are currently projected to be achieved against the 2017/18 savings target of £2.471 million, leaving a projected shortfall of £91,000. In addition, there is a projected shortfall of

£560,000 against the unachieved savings targets brought forward from 2016/17. These shortfalls are reflected in the directorate outturn projection.

30. An overspend of £1.039 million is currently projected in relation to the budgets for Out of Authority Placements & ALN. Of this total, £998,000 relates to the cost of out of authority placements, the majority of which is due to a shortfall of £560,000 against savings targets brought forward from 2016/17. Although the intention of the savings proposal was to reduce both the cost and number of placements, increased costs of, and demand for, placements has meant that this has not proved achievable to date and overall, costs have continued to increase. In addition, there is a projected overspend of £21,000 in connection with the budget for the Pupil Referral Unit (PRU), which relates to the 2017/18 savings proposals and the plan to commission a school to oversee the provision from September 2017. Although the commissioning arrangement has been finalised, the residual costs for the first five months of the year have exceeded the available budget. The budget for the EOTAS tuition service is currently projecting an overspend of £21,000, which relates specifically to the hospital tuition service where a deficit is anticipated. A minor underspend is projected against the Services of a Specialised Nature budget, with the one-off cost of digitalisation of records offset by additional grant income and in-year staffing savings.
31. Further overspends are projected in relation to the central provision element of the Lifelong Learning division. The overspend totals £50,000 and relates to the running costs of the unoccupied space within the Friary Centre from September 2017 to March 2018, for which there is insufficient funding available. The Youth Service element of this division is projected to balance, against the backdrop of significant savings over the last three financial years. A further overspend of £109,000 is anticipated in relation to Management & Support Services. This overspend comprises additional hire costs in relation to temporary accommodation at Cantonian High School, increased agency costs within the Admissions service, and savings shortfalls totalling £70,000 in relation to a review of central staffing, partly offset by in-year employee savings due to vacancies and an underspend within Education Welfare.
32. An underspend totalling £38,000 is projected in relation to Centrally Held School Funds, which is despite deficits within both the Music Service and the Outdoor Pursuits Centre. Savings against this budget include an in-year saving on the budget for reimbursements to schools in respect of trade union duties, estates management and school licences, as a result of the intention to transfer some of this expenditure to the delegated school budget. In addition, an underspend of £112,000 is projected in relation to Early Years & Childcare, mainly as a result of the reduced costs of non-maintained settings. A further underspend of £50,000 is anticipated within Wellbeing & Compliance due to the reduced costs of training provision. The position in respect of the Catering Service is balanced, despite the removal of subsidies as part of the 2017/18 savings proposals.

Governance & Legal Services (£103,000)

33. The overall position indicates an underspend against budget of £103,000. This reflects a slight reduction of £15,000 compared to the position reported at month six. This reduction is predominantly the result of additional staffing expenditure within Bilingual Cardiff. The overall position includes a shortfall against 2017/18 savings targets of £55,000 in relation to external legal expenditure.
34. The position includes a projected underspend within Democratic Services of £48,000, primarily due to in-year employee savings resulting from vacancies and recruitment delays. Underspends are also projected in relation to Scrutiny Services and the Monitoring Officer budget. These underspends total £25,000 and £15,000 respectively and are due to a combination of staffing vacancies and reduced supplies and services expenditure. Bilingual Cardiff is now projecting a reduced underspend of £15,000 following the identification of additional employee expenditure as outlined in the previous paragraph. Legal Services are currently projecting a balanced position. This includes staffing underspends against the new posts created following the centralisation of external legal budgets, although these are offset by a projected overspend in relation to external legal costs arising whilst the new posts were vacant. The additional external legal costs are also a result of the increase in childcare cases and the complexity of these cases. However, earmarked reserve funding is available and is currently anticipated to be sufficient to offset these additional costs in the current financial year. The position will continue to be closely monitored as risks remain should the level of commitments on external legal costs increase significantly in the latter part of the year. The other budgets within the Directorate are currently projecting balanced positions.

Resources (£317,000)

35. The Directorate is currently projecting an underspend of £317,000, an increased saving of £16,000 compared to the position reported at month six. The change includes improved positions in Finance and Enterprise Architecture partly offset by reduced savings in other areas within the Directorate. Current indications are that savings totalling £1.183 million will be achieved against the 2017/18 target of £1.268 million, leaving a shortfall of £85,000. All unachieved savings targets brought forward from 2016/17 are currently anticipated to be achieved.
36. An underspend of £265,000 is currently projected in relation to Human Resources with savings on employee budgets due to vacancies, a projected underspend on Cardiff Academy, additional income within HR Services and savings on supplies and services and capital financing budgets in relation to HR Systems. A surplus of £105,000 is also currently projected in relation to Cardiff Works which is over and above the budgeted surplus for this service. Other areas currently projecting underspends include Performance & Partnerships, Commissioning & Procurement and ICT. These reflect a range of savings including projected underspends on employee budgets as a result of staff vacancies, increased income and a reduction in external spend.

37. These are partly offset by projected overspends of £50,000 in the Finance Service and £31,000 in Enterprise Architecture. The projected overspend in Finance is mainly due to additional costs and income shortfalls within the Revenues Service including projected overspends on employee and supplies and services budgets and an anticipated shortfall against the income budget in relation to the recovery of penalty charge notices. The projected overspend in Revenues is partly offset by vacancy savings and additional income in other areas of Finance. The projected overspend in Enterprise Architecture is mainly due to an anticipated shortfall in internal income relating to the recovery of costs of supporting projects and other initiatives within the Council. All other areas within the Resources Directorate are currently projecting a balanced position.

Social Services +£3,990,000

38. The overall position for the Directorate shows a projected overspend of £3.990 million, an increase of £792,000 compared to the position reported at month six. This includes a projected overspend of £4.090 million in Children's Services partly offset by an anticipated saving of £100,000 in Adult Services. The increased overspend is mainly in relation to Children's Services and reflects an increase in residential placements in recent months together with a reduction in the level of cashable savings anticipated to be achieved in the current financial year. There have also been increased costs in relation to leaving care support and internal fostering and adoption. The projected underspend in Adult Services has reduced by £100,000 during this period with pressures continuing in relation to domiciliary care and nursing home placements for older people and supported living placements for people with learning disabilities.
39. The projected overspend in Children's Services continues to reflect the impact of demographic pressures with a significant increase in the number of placements and cost for looked after children. Although demographic and cost pressures are also evident in relation to Adult Services these are currently contained within the budgets allocated by Council. Additional grant funding from Welsh Government has also been received during the year and is assisting in supporting costs in both Children's and Adult Services. The overall position also reflects a shortfall against budget savings targets both in respect of the 2017/18 budget and in relation to on-going shortfalls against 2016/17 savings targets which have yet to be achieved. Total savings of £3.742 million are currently projected to be achieved against the Directorate's 2017/18 savings target of £4.997 million leaving a projected shortfall of £1.255 million. In addition a shortfall of £542,000 is also forecast against the savings targets carried forward from 2016/17. These shortfalls are reflected in the Directorate outturn projection with details of the individual variances set out in Appendices 2(a) and 2(b) to this report.
40. The current projections make no assumptions in relation to further growth arising from demographic pressures during the remainder of this financial year. Demand for services are needs led and can be volatile and costs, particularly in relation to external fostering, residential, domiciliary and nursing placements can be high. If the levels of demand continue to

increase then the overall cost to the Directorate will also increase. This together with the significant level of assumed savings which have still to be achieved during the remainder of the year provides an element of risk that must continue to be closely monitored. Further detail on the individual positions for Children's and Adult Services are provided in the paragraphs that follow.

Adult Services – (£100,000)

41. The Adult Services budget is currently projecting a saving of £100,000 against budget despite on-going demographic and cost pressures particularly in relation to domiciliary and nursing care. This reflects the significant additional funding provided as part of the Council's 2017/18 Budget including a budget realignment of £2.3 million, funding for demographic and cost pressures of £2.9 million, additional funding set aside to meet fee increases including the impact of the National Living Wage and a number of other specific financial pressures. The allocation of additional Welsh Government grant funding to support fee increases in Adult Services has also provided a degree of flexibility in relation to current costs and commitments. The Directorate has introduced a number of measures and efficiencies during the year to try to control costs including managing the timing of appointments to vacant posts. Despite this, the continuing pressures in relation to domiciliary care and nursing home placements for older people and supported living placements for people with learning disabilities have reduced the projected underspend by £100,000 compared to the position reported at month six. The overall position includes a projected shortfall of £930,000 against the savings targets for 2017/18 and carried forward from 2016/17 and this is reflected in the analysis of the variances below.
42. Overall, commissioning budgets are currently reporting a projected overspend of £1.15 million. This includes projected overspends of £1.0 million on Services for Older People, £446,000 on People with Learning Disabilities and £73,000 on People with a Physical Disability including alcohol and drugs. The projected overspends include both shortfalls against savings targets and demographic and cost pressures particularly in relation to domiciliary and nursing care. Domiciliary and direct payment care hours for older people for example have increased by 6% in the past 12 months resulting in additional costs of £1.0 million. There has also been an increase of around 10% in the price of a nursing home bed during this period increasing costs within Services for Older People by £1.7 million. The projected overspend in Learning Disabilities includes a shortfall against savings targets although there has also been growth in the number of residential and external supported living placements. These overspends are partly offset by a saving of £375,000 in mental health services including a significant reduction in residential MH placements together with lower than anticipated levels of activity in relation to Deprivation of Liberty Safeguards (DOLS).
43. Internal Services are currently projecting an underspend of £1.25 million. This is mainly due to an anticipated saving of £962,000 in Assessment and Care Management reflecting staff vacancies within the service and the use

of grant funding in this area, particularly in relation to the Integrated Care Fund. Savings of £216,000 in Internal Support & Management and £209,000 in Day Care and Reablement Services are also forecast. These are partly offset by an overspend of £137,000 in relation to Learning Disabilities Supported Living and Day Care mainly as a result of shortfalls against savings targets in previous years.

Children's Services +£4.090 million

44. The Children's Services budget is currently projecting an overspend of £4.090 million, an increase of £692,000 compared to the position reported at month six. The change is mainly due to an increase in residential placements in recent months together with a reduction in the level of cashable savings anticipated to be achieved in the current financial year although there have also been increased costs in relation to leaving care support and internal fostering and adoption. The projected overspend takes into account the drawdown of the £950,000 specific contingency budget set aside to meet increased costs in relation to placements for looked after children, with this drawdown having been incorporated into the Directorate budget position in this report. Although Children's Services received an additional budget realignment of £3.3 million and funding for other specific pressures as part of the 2017/18 budget process, on-going pressures in relation to the increasing numbers of looked after children and subsequently on the budgets for external placements and leaving care support costs have nevertheless led to a projected overspend in the current year. The number of looked after children for example rose by 113 (16%) from 690 to 803 in the twelve month period since 31 December 2016. These pressures have been alleviated to an extent by mitigating actions taken in respect of guardianship allowances and by savings in Child Health & Disability commissioning budgets, Family Intervention, Early Help & Prevention services and Social Work budgets. The allocation of additional Welsh Government grant funding to support initiatives in Children's Services has also provided a degree of flexibility in relation to current costs and commitments. The overall position includes a projected shortfall of £867,000 against the savings targets for 2017/18 and carried forward from 2016/17 and this is reflected in the analysis of the variances below.
45. An overspend of £4.715 million is currently projected in respect of external placements for looked after children with on-going pressures on external residential placements and a significant rise in the number of external fostering placements during the year increasing costs in this area. This is after allowing for the drawdown of the £950,000 contingency budget which was set aside specifically to meet increased costs associated with external placements. The projection includes an anticipated shortfall of £672,000 against the budget savings targets in this area with only partial savings likely to be achieved in relation to a number of initiatives including the establishment of an Adolescent Resource Centre. Other projected overspends include £355,000 on leaving care support costs for children aged 16+ reflecting the on-going high cost of supported accommodation and other support for those leaving care, £62,000 in Internal Fostering & Adoption, £54,000 on Safeguarding and Child Sexual Exploitation budgets and £22,000 on Management & Business Support.

46. A saving of £405,000 is currently projected in relation to guardianship orders with no increase in the level of residential order allowances anticipated to be paid out in this financial year. A saving of £204,000 is also projected in relation to Child Health & Disability commissioning budgets mainly in respect of domiciliary and respite care. Family Intervention, Early Help & Prevention budgets are also projecting an underspend of £232,000 partly as a result of the additional grant funding which has offset costs in this area. Social Work budgets are currently projecting an underspend of £277,000 with this partly reflecting the timing of appointments to new posts during the year.

Civil Parking Enforcement

47. Civil Parking Enforcement (CPE) manages parking, parking enforcement and moving traffic offences throughout the city. The income from these activities is used to support the operational costs with the surplus being transferred to the Parking & Enforcement Reserve. The table below provides a summary of the budget and projected outturn position.

	Budget £000	Projected Outturn £000	Variance £000
Income			
On street car parking fees	(4,425)	(4,535)	(110)
Off street car parking fees	(1,086)	(1,096)	(10)
Residents parking permits	(300)	(325)	(25)
Penalty charge notices	(2,289)	(1,980)	309
Moving Traffic Offences (MTO's)	(3,656)	(4,040)	(384)
Other income	0	(6)	(6)
Total Income	(11,756)	(11,982)	(226)
Expenditure			
Operational costs, parking & permits	876	869	(7)
Enforcement service including TRO	5,164	5,283	119
Total Expenditure	6,040	6,152	112
Annual Surplus	(5,716)	(5,830)	(114)

48. The Civil Parking Enforcement budget for 2017/18 assumed a trading surplus of £5.716 million. The current projection indicates this surplus will be £5.830 million, an increase of £114,000. This is broadly in line with the forecast at month six.
49. Current forecasts indicate an additional £226,000 of income against the target. This includes increased income from car parking fees and from MTOs,

in particular bus lane enforcement. A shortfall is anticipated from penalty charge notices as workloads are diverted from penalty charges to MTOs. There are some additional operating costs relating to the maintenance of cameras, additional temporary support from C2C and an increased level of capital repayments which are partly mitigated by reduced employee costs as a result of vacant posts.

50. The anticipated surplus of £5.830 million will be transferred to the Parking & Enforcement Reserve. This is available to support highway, transport and environmental maintenance and improvements. The table below illustrates the planned movements and forecasted year-end position in the reserve.

Parking & Enforcement Reserve	£000
Balance as at 1 st April 2017	351
Forecast contribution from CPE 2017-18	5,830
Total Available	6,181
Budgeted contribution to support Highways, Transport & Environmental Maintenance & Improvements	5,025
Contributions Agreed in Budget Proposals	
Bus corridor Improvements	335
DFS maintenance/ signs	7
Highways/ Transport/ improvements/ pressures	50
Additional Schemes Approved In-Year	
20 mph zones Riverside & Canton	200
Contribution to Bay Edge Walkway	35
HSBC Core Cities Cycling Partnership	50
Total Planned Use	677
Total Anticipated Drawdown	5,702
Balance at 31 March 2018	479

51. The brought forward balance in the reserve is £351,000, which together with the forecasted surplus from CPE activities in 2017/18 results in a total sum available of £6.181 million. The anticipated drawdown from the reserve is £5.702 million which would leave a year-end balance of £479,000. This will be taken into consideration as part of the 2018/19 budget proposals which will be reported to Council in February.
52. A number of contributions to schemes and initiatives were approved by Council as part of the 2017/18 Budget and these are set out above. The £230,000 approved in respect of the MTO expansion has however now been

capitalised and is no longer identified as an in-year commitment. The additional proposed schemes and initiatives have been approved by the Director of City Operations in consultation with the Cabinet Member for Strategic Planning & Transport and on the basis of the financial projections the proposed allocation from the reserve has been approved by the Corporate Director of Resources. These proposals are in line with the position reported at month six with the exception of the proposal for £70,000 for 20 mph zones in Cathays which will now be funded by specific grant.

Housing Revenue Account

53. The Housing Revenue Account (HRA) is currently projecting a surplus of £436,000 a reduction of £944,000 compared to the position reported at month six. The change is mainly due to a proposal to utilise £1.0 million of the projected underspend in the current year for additional repayment of borrowing. The proposal is linked to pressure on the borrowing cap for Cardiff going forward with the planned investment and development of housing including new build proposals within the HRA. There has also been a further increase in the projected underspend on the Housing Repairs Account partly offset by increased costs in other areas. Any surplus at the year-end will be utilised to support on-going investment and future housing development costs.
54. An underspend of £1.8 million is currently forecast in relation to the Housing Repairs Account, an increase of £400,000 compared to month six. The majority of the underspend is due to lower than budgeted external contractor spend although there is also evidence of reduced demand in some areas where high volume spend has been incurred in previous years including external work such as fencing. There is also likely to be some impact due to the effects of the demobilisation and transition to the new contract arrangements for the Building Maintenance Framework.
55. The projected surplus also includes anticipated underspends of £54,000 on various premises costs and £21,000 on transport budgets. Income is also currently projected to be £104,000 above target mainly due to a lower than budgeted level of void rent loss and increased income from staff recharges to capital projects. These are partly offset by an anticipated overspend of £526,000 in relation to support services reflecting higher than anticipated levels of staff and premises recharges within the Communities, Housing & Customer Services Directorate together with abortive capital costs relating to the Channel View Regeneration Project that have now been charged to revenue. Supplies and services budgets are also projecting an overspend of £17,000 with employee budgets currently projected to be in line with budget.

Cardiff Harbour Authority

56. Welsh Government support for Cardiff Harbour Authority is subject to 3-year funding agreements. The existing agreement was scheduled to expire on 31st March 2017, however Welsh Government advised that they would like an opportunity to review current arrangements and wished to extend the previous business period by twelve months, up until 31st March 2018, during

which period such a review would take place. The impact of this arrangement is that for the financial year 2017/18, Cardiff Harbour Authority will operate under the same budget allocation of £5.545 million (excluding asset renewal) as in 2016/17.

57. The current forecast indicates a funding requirement of £5.891 million, representing a full spend of budget.

Heading	Budget £000	Projected Out-turn £000	Variance £000
Expenditure	6,365	6,435	70
Income	(820)	(890)	(70)
Fixed Costs	5,545	5,545	0
Asset Renewal	346	346	0
TOTAL	5,891	5,891	0

58. Overall, expenditure is expected to be £70,000 over budget although this is offset by increased income. The increased expenditure includes additional essential barrage maintenance costs and the widening of the Bay Edge Coastal Path. These increases have been possible due to a combination of reduced groundwater monitoring and control costs, environmental surveys and dredging work. Income is also projected to be above target and is generated from car parking fees, harbour dues and water activities.
59. The Asset Renewal budget is currently indicating a full spend in line with the approved schedule of work including the replacement of a vessel and testing welds and painting of the bascule bridges on the barrage.
60. The balance in the Project and Contingency Fund at 1 April 2017 was £591,000. This balance will increase following the receipt of the additional capital receipt for £320,000 from the 'Bay-scape' development. There are commitments of £214,000 in relation to the final instalment of the Volvo Ocean Race hosting fee, £121,000 as part of the redevelopment work at Alexandra Head and a further £100,000 towards the desilting work in the River Taff. This will leave a balance of £476,000 which is largely required to fund the remaining costs of the Alexandra Head scheme.
61. The Welsh Government continues to have discussions with Cardiff Harbour Authority over the way forward with a view to jointly agreeing a new funding agreement for 2018-21. The Welsh Government have already emphasised the pressures on the budget and indicated that supporting Cardiff Harbour Authority at current funding levels is unsustainable and consequently there is a desire to explore opportunities for savings. Cardiff Harbour Authority and the Council have responded positively and constructively to this request and plan to work jointly with the Welsh Government on developing an appropriate settlement within the context of a wide-ranging review of Cardiff Harbour Authority activities. Welsh Government are conscious of Cardiff Harbour Authority statutory functions, therefore exploring savings and efficiencies must be undertaken carefully and managed appropriately.

62. The Welsh Government has now delayed the review originally planned for the autumn, until the next financial year and have subsequently advised the Council that total funding for 2018/19 will be set at £5.4 million, representing a reduction of £491,000. Cardiff Harbour Authority are currently developing a revised budget based on this, which will be reported as part of the Council's budget proposals in February.

Capital

63. The Council in February 2017 approved a Capital Programme of £132.661 million for 2017/18 and an indicative programme to 2021/22. The budget for the General Fund and Public Housing has since been adjusted to £167.886 million to include actual slippage reported at outturn, incorporation of new grant approvals and confirmation of actual grant awards.
64. Given the significant capital pressures and reductions in funding seen over the last few years, slippage for annual sums, will not automatically be carried forward.
65. The Month 6 monitoring report to Cabinet in September gave a comprehensive overview of the schemes included in the 2017/18 programme. The sections below indicate a forecast position for 2017/18 for the General Fund and Public Housing, with the focus on key schemes and variances. A detailed list is included in Appendix 3.

General Fund

66. The projected outturn for the year is currently £111.100 million against a total programme of £135.299 million, a variance of £24.199 million. Expenditure at the end of Month 9 was £64.605 million which represents 58% of the projected outturn.

City Operations

67. The 2017/18 programme for the Directorate is £33.744 million, with an initial variance identified of £7.989 million. This is primarily in relation to delays in implementation of schemes such as the Cardiff West Interchange, parks improvements, phase two of the energy REFIT scheme, highway structures, as a result of receipt of external grant for cycling schemes and expected grant from WG for Road Refurbishment.

Energy Projects & Sustainability

68. The Council has secured up to £2.105 million of repayable loan funding from the Welsh Government Green Growth Wales Fund for implementation of a mixture of energy saving technologies under the REFIT framework. Delays in implementation and reduction in the scope of works mean that the first phase of energy saving measures are expected to cost £1.170 million. Repayments of the loan must be made from savings arising from the measures introduced and energy savings are currently expected to be circa £120,000 per annum. Slippage of £935,000 is shown for development of a second phase subject to approval of a business case.

Regulatory

69. As part of the regionalisation of regulatory services, the Council was required to support the development and purchase of new software, hardware and mobile working solutions to ensure maximisation of efficiencies. This scheme was completed in 2016/17 with no further commitments outstanding. Accordingly the budget of £117,000 has been shown as an underspend.

Parks and Green Spaces

70. Delays in putting together a programme of works and tender for play equipment replacement indicates slippage of £70,000 into next financial year. Works are proposed at Celtic Park, Crawford Park, Matthew Walk, Parc Rhydypenau and Tremorfa Park to address essential surfacing and equipment renewal.
71. Flood prevention schemes have been completed at Morganstown Park, Hailey Park, Grange Gardens, Parc Coed y Nant, and Roath Park while investigations continue at Heol-y-Delyn, Lisvane and in respect of Roath Park Dam. Other schemes pending development include Keyston Road, Hill Snook Park and Craiglee Drive. Delay in the implementation of schemes means slippage of £68,000 has been identified into next year.
72. Projected expenditure this year at Parc Cefn Onn as part of the lottery funded scheme has reduced to £70,000. Asbestos in the roof of the toilets, the bespoke nature of some the works such as the raised boardwalk and capacity issues to move the scheme forward have delayed the start of improvements until the first quarter of next year. The Heritage Lottery Fund have been made aware of revised timescales.
73. Until options are fully explored for the future use of Roath Park House, the £200,000 profiled for expenditure in 2017/18 is assumed to be carried forward into future years to be considered along with other emerging priorities for investment in the park during 2018/19.
74. Funding of £300,000 was allocated as part of the financial resilience mechanism in the Council's revenue budget in 2017/18 to allow refurbishment of various sports facilities in the city. These include changing rooms at Rumney, Trelai, Victoria Park, Llandaff Fields and Thornhill. Due to delays in starting works and to ensure no impact on planned fixtures, slippage of £80,000 is anticipated at this stage.

Leisure

75. Of the £273,000 budget for priority one works to leisure sites prior to the transfer to Greenwich Leisure Limited (GLL), £193,000 allows for the completion of lighting, pool and fire alarm works at Pentwyn Leisure Centre and pool lighting at Llanishen Leisure Centre. The balance of £80,000 is being used together with £260,000 from the asset renewal budget towards the costs of addressing roof defects at Llanishen Leisure Centre.

76. As part of the contract for the transfer of leisure sites to GLL, the capital programme includes a total of £3.5 million invest to save funding for investment in the transferred leisure sites. This is to enable GLL to improve facilities, generate income and reach a zero subsidy position. The first phase of the project includes new Technogym equipment being installed in Llanishen, Maindy, Western and Pentwyn leisure centres, along with an upgrade of the gym facilities. Changing rooms at Llanishen will be refurbished and new studios, including a group cycle room, will be installed. Reception areas at all four centres will also be upgraded. Any investment will be required to be repaid on an Invest to Save basis, with invoices and detailed schedules of work awaited from GLL to allow payment in the last quarter.
77. An invest to Save scheme of £500,000 is approved for Channel View Centre which is retained by the Council. The investment will extend the fitness suite and update equipment in the gymnasium in order to attract new membership and support a reduction in subsidy. Works are proposed to be complete in May 2018, so slippage of £100,000 is assumed at this stage.
78. Gym equipment for STAR centre was initially leased; however, this has been purchased in full at a cost of £106,000 in accordance with the agreement with GLL. Funding was set aside in 2016/17 for this expenditure in an earmarked reserve.

Bereavement & Registration services

79. The total programme of £300,000 reflects an allocation of property asset renewal for roof replacement of Thornhill crematorium chapel and other site improvements funded by the Bereavement Reserve including; lighting, vehicle and plant replacement, roads and path renewal. Works to the roof are programmed for completion by the end of March 2018, but will be subject to weather conditions and progress on site.

Highway Maintenance

80. Expenditure on the reconstruction of structurally deteriorated roads which are deemed to be a priority is forecast to be £1.430 million. Works completed include Grand Avenue, Cae Glas Road, Caegwyn Road, Ty Gwyn Road, Llandennis Avenue and Rhydhelig Avenue. Two additional schemes at Ty Draw Rd and Amroth Rd will also be completed this year.
81. The balance of Council funded allocations for carriageway and footway resurfacing is £1.847 million. The contract for carriageway preventative works was completed in October 2017, whilst the contract has been awarded for footway preventative works and the tendering process for carriageway resurfacing and footpath reconstruction is ongoing. Full expenditure is currently forecast by the Directorate. As was the case during the previous year, adverse weather during the winter can have a detrimental effect on road surfaces. A contingency should be retained within the budget to manage the worst areas of any deterioration from existing highways budgets.

82. Following discussions between Welsh Ministers and the County Surveyors Society, options are being considered for one off and longer term investment in the highway network to prevent deterioration. Initially a one-year investment is being considered, which subject to terms and conditions, will result in circa £2.5 million of grant being received by the Council in 2017/18. This has been reflected in the projections and results in the council's own funding being displaced and shown as slippage into 2018/19 when it would be used to support additional investment in this area.
83. The Bridges and Structures budget includes an allowance to meet potential additional costs for works for Windsor Road bridge in excess of the agreed £1.628 million contribution to Network Rail. Although the road reopened in July 2016, a final account is awaited. Together with delays in scoping work requirements and design for culverts and North Road flyover, slippage of £830,000 is forecast. The directorate will need to manage any emerging priorities for structures from within its existing budgets.
84. Funding of £130,000 from the street lighting renewal budget of £358,000 is proposed to be used to replace lanterns at Atlantic Wharf Canalside. The remaining budget is to be utilised for replacement lighting in subways and low level solar powered bollards.
85. In respect of the LED lighting on principal roads the majority of the circa 13,600 lanterns have been replaced. However further works are required to replace nonstandard lanterns installed in different parts of the city to ensure comprehensive coverage of LED lighting and control of that lighting from the new Central Management System. Additional works include lighting in subways, heritage lighting such as in St Mary's Street and high mast columns in Gabalfa and St Mellons. A variation of £377,000 has been made to the LED contract to include these items, whilst ensuring that the overall cost remains within the £5.5 million limit approved by Cabinet. Any such variations will need to be managed in line with the business case for the scheme and paid back from energy savings.
86. Following receipt of a business case, an invest to save scheme has been approved for the trial of LED lighting in residential areas. This is to take place in the Radyr ward converting 1250 columns at an estimated cost of £337,000, of which £100,000 is initially forecast to be spent this financial year.
87. The Greener Grangetown scheme is being undertaken with funding partners Dwr Cymru and Landfill Community fund. The scheme aims to retrofit sustainable drainage systems and in the process improve the public realm such as road and footpath resurfacing. There are further delays with completion now expected to be in Spring 2018. Whilst the total cost of the scheme was initially estimated to be £2.5 million, it is forecast to be circa £380,000 higher at this stage. This will need to be managed within existing Directorate budgets.

Traffic & Transportation

88. The asset renewal telematics budget of £390,000 allows the completion of fan replacement in Butetown Tunnel.
89. Slippage of £400,000 has been identified within the cycling budget. This is as a result of Local Transport Fund Grant covering the costs of design works that would otherwise have been paid for by the council (£200,000). In addition, upgrades to the North Road to Western Avenue Route are to be started in the last quarter and be complete in 2018/19 (£200,000).
90. A sum of £375,000 Council match funding is included in the Capital Programme to help secure a range of Welsh Government grants where match funding is required. Together with slippage from 2016/17 this is to complete a range of schemes for Local Transport, Safe Routes in Communities and Road Safety. Welsh Government terms and conditions require all grant to be utilised by 31 March 2018.
91. An additional Welsh Government Local Transport Fund grant approval of £1.124 million received in December 2017 has increased the Council's allocation to £2.388 million. The additional funding supports the introduction of a new bike hire scheme (£800,000), introduction of 20mph zones in Cathays and Gabalfa (£230,000) and further active travel improvements (£94,415).
92. A Welsh Government Road Safety grant of £506,000 will support capital projects that reduce road casualties. Schemes to be undertaken include safety improvements at the junctions of Western Avenue / Excelsior Road, Newport Road / Wentloog Road and replacement of safety cameras at various locations.
93. Safe Routes in Communities Grant (£475,000) aims to improve accessibility and safety and encourage walking and cycling in communities. There is particular emphasis on improving routes to and from schools with works proposed for St Mary's at Wyndham Crescent and schemes in the Fairwater area.
94. Expenditure of £402,000 has been undertaken on an invest to save basis for the replacement of aged pay and display machines (£172,000) and the expansion of moving traffic offences (£230,000). These are to be repaid from future parking and enforcement income.
95. Other proposed bus corridor improvements funded from £335,000 of the Parking Reserve include, the balance of payments due under contracts for A469 and A470 bus corridor improvement and design works for various schemes to support future grant bids to Welsh Government.
96. As part of Cabinet's approval to construct the new bus interchange at Waungron Road in the West of the City in February 2017, Council annual sum allocations for bus Corridor improvements in the 5 year programme were brought forward and reallocated to allow the interchange scheme to proceed. However, slippage of £1.4 million has been identified for this

scheme as it is deemed more effective to undertake the works at the same time as housing development on the site.

97. Funding of £862,000 is proposed for upgrades to the CCTV Control Room to replace aged equipment and unsupported software, as well as control systems for the tunnel and traffic management. Specifications have been developed to allow tender exercises to be undertaken, with installation anticipated to begin in the last quarter. Slippage of £300,000 has been identified at this stage.

Harbour Authority

98. Harbour asset renewal address various barrage structural works and the replacement of a sailing vessel. The programme also includes infrastructure works required in advance of the Volvo Ocean Race at Alexandra Head (£1.285 million) and to improve the Bay Edge Walkway (£571,000). These are paid for primarily from Welsh Government Grant and the Harbour Projects and Contingency fund.

Communities, Housing & Customer Services

99. The 2017/18 programme for the Directorate is £13.201 million, with an initial variance identified of £2.403 million in relation to the timing of implementation of the neighbourhood regeneration schemes, disabled facilities grants and development of a facility to support victims and those at risk of domestic abuse.

Citizen Hubs

100. The programme allow completion of the Hubs strategy approved by Cabinet. Phase 2 of the extension of St Mellons Hub is to be complete in May 2018. There have been initial issues with ground conditions, and the total costs of the scheme are estimated at £4.1 million, which includes a £950,000 contribution from Housing Revenue Account over the two years 2017/18 and 2018/19. A £265,000 Welsh Government grant was awarded for the scheme in December 2017.
101. Llanishen Hub opened in November 2017 after the conversion of the ground floor of Llanishen Police Station to accommodate a library, alongside training and interview spaces. The total costs of the scheme are circa £555,000, including a £55,000 contribution from the Housing Revenue Account in 2017/18.
102. Llandaff North & Gabalfa Hub opened in May 2017 at a total cost of £1.385 million. This involved the refurbishment and re-modelling of the library and day centre to accommodate a wider range of community services and activities.
103. The Llanedeyrn Hub opened in July with total costs of £1.966 million. The Hub is an extension to the Powerhouse community centre incorporating

hub, library and café on the ground floor and police office accommodation on the first floor.

Neighbourhood Regeneration

104. The neighbourhood renewal schemes budget is £541,000 and allows completion of remaining schemes in the programme. Improvements have been completed at Heol Y Delyn and Coed Y Gores play areas and Burnham Avenue shops. Slippage of £91,000 is shown for footpath and access improvements at Hendre Park, whilst details of a wider range of improvements are developed.
105. The local shopping centre improvements budget is £592,000 for commercial property shop front works in the Clare Road/ Penarth Road district shopping centre. Slippage of £120,000 is assumed, with additional properties requesting to join the scheme being added to the existing contract for works.
106. The Maelfa regeneration scheme includes the redevelopment of a new retail parade of 9 units which is expected to be completed in Autumn 2018 at a total cost of £2 million on an invest to save basis, when they will revert to the Council to manage. Expenditure of £1.058 million is forecast for the year primarily towards the retail units, but also towards predevelopment works. Slippage of £250,000 is assumed this year.
107. The Alleygating budget of £65,000 is for gates to be installed in prioritised lanes in Plasnewydd, Riverside and Ely. Schemes are subject to resident consultation and legal procedures and £15,000 of slippage is anticipated in year.

Housing (General Fund)

108. The Disabled Facilities Service budget is £4.405 million for mandatory and discretionary grants to housing owner occupiers to enable a person to continue living in their own home as well as for administration costs for the grants. Slippage of £800,000 is assumed at this stage, as whilst expenditure may be committed, not all works will be completed at the end of the year. Priority will be given to ensure grant funding is utilised by its deadline of 31 March 2018. A Welsh Government Intermediate Care Fund Enable grant of £399,000 has also been awarded to the Council, which requires the Council to work in partnership with Health, Social Care and the 3rd sector to support independent living.
109. The estate environmental improvements capital allocation supports the costs of works to owner occupier properties on housing and estate improvement schemes. It includes the development of a scheme for energy wall insulation at Llandaff North and Rumney, for which a grant application has been submitted to Welsh Government. Full slippage of £427,000 is shown against this scheme pending the outcome of the application.
110. The 2017/18 Capital Programme included an allocation of £1.2 million for the development of facility to tackle Domestic Abuse, £400,000 of which

was assumed in 2017/18. Works are in partnership with the University Health Board and delivery is contingent on the timing of improvements to the fabric of the Cardiff Royal Infirmary building. Options for an interim facility are being considered to allow the service to operate, however projected spend this year is unlikely to exceed £50,000 on design and development costs, with anticipated slippage of £350,000 into 2018/19.

Economic Development

111. The 2017/18 programme for the Directorate is £20.940 million, with an initial variance identified of £4.854 million, predominantly in relation to the timing of development of the International Sports Village temporary car park, Dumballs Road Regeneration and the Cardiff Enterprise Zone.

Business and Investment

112. Town centre loan schemes are part of the Welsh Government vibrant and viable places programme. Repayable funding totalling £2 million is available with the focus being the regeneration of listed buildings within the Grangetown and Butetown wards to bring derelict spaces back into use. Subject to due diligence, proposed loans of up to £1.358 million are assumed to be made in 2017/18 for the regeneration of the train station and Cory's building in Bute Street.
113. The Council has developed a joint investment fund in Small to Medium Enterprises with S4C. The £150,000 investment has now been fully spent with funding allocated to three companies. In addition, the remaining funding for the Social Innovation Fund provides a £29,000 grant to new or expanding social enterprises, is to be fully utilised.

City Development & Major Projects

114. In 2016/17, budget of £12.075 million in relation to the Central Enterprise Zone (CEZ) was brought forward to purchase land at Dumballs Road and no further expenditure is planned for this year. The remaining capital allocations of £2.925 million invest to save funding and £1.6 million for additional land purchase, to be met by earmarked capital receipts, will be carried forward into future years whilst options for the site are considered.
115. Full slippage is shown for the creation of a temporary car park at the International Sports Village Site. This is to meet parking obligations to the International Pool whilst releasing other areas of land for development, with works now planned for spring 2018.
116. In relation to the development of the new bus interchange, Cabinet recommended in December 2017 that the Council enter into a Joint Venture agreement with Welsh Government and Rightacres. Pre development costs for the Council towards design, planning and site preparation are £6.777 million and in order to facilitate this, £1.277 million in approved capital funding has been brought forward from future years into 2017/18.

117. Central Square public realm design has now been finalised, with the developer delivering the scheme over the next two years with any Council contribution anticipated at circa £9 million in total. The amount included in the 2017/18 programme is £3.809 million, and is subject to progress on site and phasing of any council contribution in accordance with the contract to be agreed.
118. As part of proposals for further development of the House of Sport in Leckwith, the Council has agreed to provide funding of £150,000 for allotment works. This amount is payable on completion of legal agreements and repayable as part of an option agreement to undertake a lease for land.

Commercial Services

119. The new household waste recycling centre opened in July 2017. Previous monitoring reports highlighted that the costs had increased and this is primarily due to an increase in size of the recycling facility in order to future proof the requirement, the addition of a canopy to keep recycling streams dry, adverse exchange rates and additional costs in relation to civil engineering works. The total cost of the scheme across all years is £2.788 million, £805,000 in excess of the original contract awarded in July 2016. £300,000 of this was funded from earmarked revenue reserves in 2016/17, with the balance of £505,000 also to be met from earmarked reserves subject to the overall outturn position of the Council in 2017/18.
120. A sum of £650,000 was included in the programme for an invest to save scheme to upgrade the waste materials recycling facility at Lamby Way. This will reduce manual handling and increase recycling rates. Slippage of £260,000 is anticipated to 2018/19 in order to allow completion of the scheme and payments to be made in accordance with milestones included in the contract.
121. Property Asset Renewal for administration buildings of £483,000, includes works at County Hall to complete disabled access works and improvements to health and safety. City Hall works include replacement of stone balustrades on the roof, replacement of electronic bollards and improved security.
122. Final capping and restoration has been undertaken on the remaining 12 hectares of the Lamby Way landfill site following its closure. This completes works to the landfill site as per the licence requirements of Natural Resources Wales and the original planning permission. A two-phase contract with an initial value of £1.985 million was awarded in 2016/17. Works are now complete but at an increased cost of £951,000. Additional costs are due to the need to procure additional soil, filling in voids and confirming locations of the various underground capping layers. A provision for future landfill costs was set up in 2013/14 and additional costs will be managed within the provision which is not shown in the Capital programme. In accordance with best practice, the level of the provision is to be reviewed during this year.

Venues and Cultural Facilities

123. The property asset renewal budget of £456,000 is for various works including replacement of CCTV at St David's Hall, Building Management systems, ventilation chillers in New Theatre and resurfacing of wartime tunnels at Cardiff Castle.
124. Works to the New Theatre roof which started in 2016/17 have been completed and the £306,000 slippage from 2016/17 for priority one works at both these sites is carried forward until a detailed plan for use is determined.

Property

125. The Property Asset Renewal budget of £60,000 is to be spent on the replacement of heating controls at the Old Library in the Hayes. In addition kitchen facilities at County Hall will be upgraded in order to meet safety requirements and to support a new initiative for apprenticeships at an estimated cost of £340,000. This is to be funded by the Office Accommodation rationalisation budget (£100,000), an Invest to Save allocation (£140,000), and the property asset renewal budget (£100,000).
126. The budget allocated for Office Accommodation Rationalisation is £200,000. Expenditure in 2017/18 includes the acquisition of Action for Children's freehold share of the John Reynolds Centre and provide a simultaneous community asset transfer of the whole building to Llanrumney Phoenix Boxing Club (£51,000) and £20,000 to refurbish Cord House. The remaining budget for this scheme of £100,000 is to be utilised for the County Hall Canteen project.
127. The Community Asset Transfer budget provides up to £25,000 for improvement works to buildings being taken on by third party organisations. Slippage of £50,000 is expected, with expenditure to date including support for Friends of Llwynfedw Gardens at Llwynfedw Pavilion and Cardiff Beach Volleyball at Victoria Park Pavilion.
128. In accordance with the strategy for investment property approved by Cabinet in November 2015, the purchase of investment property at Womanby Street is progressing and the purchase of Senlan industrial estate is complete. A total of £655,000 has been included in the capital programme, paid for from the disposal proceeds from investment properties.
129. An allocation of £300,000 was included in the 2017/8 Revenue Budget Financial Resilience Mechanism towards a partial refurbishment of the Central Market roof in order to prevent water ingress. Full slippage is shown as a tender exercise has not been completed and works are now proposed to be undertaken in 2018/19 to avoid risk of unfavourable weather conditions.

Education and Lifelong Learning

130. The 2017/18 programme for the Directorate is £57.661 million, with a variance of £7.478 million identified, mainly due to re-profiling of future years ICT infrastructure and property asset renewal budgets as well as the timing of completion of 21st Century Schools Band A schemes.

Schools - General

131. Total schools Asset Renewal allocations for 2017/18 is £4.764 million and includes specific allocations for schemes at Willows High School (£1.5 million) and Fitzalan High School (£2 million) both of which are anticipated to be delivered on budget.
132. As a result of significant pressures in 2016/17 requiring resources to be brought forward from 2017/18, limited resources are available in 2017/18 to address Asset Renewal schemes outside of the specific schemes mentioned above. Available resources have been fully allocated to prioritised schemes in 2017/18 and an additional £1 million is needed to address urgent needs identified during the year. This is to be managed by bringing forward this sum from the 2018/19 budget allocation.
133. Suitability budgets for the financial year 2017/18 total £1.040 million. The allocation has been fully allocated to the installation of demountable units to support capacity in schools, including Radyr Primary, Woodlands High School, The Court Special School and Bryn y Deryn Pupil Referral Unit.
134. The budget for Flying Start Capital schemes for the year totals £127,000 and allows for the completion of a scheme at St Cadoc's, started in 2016/17, and implementation of a several small schemes during this year.
135. The budget of £975,000 for DDA adaptations at Whitchurch High School represents slippage from the Capital Programme allocation for this purpose from 2016/17. Works undertaken include various alterations to improve accessibility. Slippage of £300,000 is projected at this stage, which will be combined with the 2018/19 allocation of £1 million and used to purchase replacement demountable units for the upper and lower sites.

Schools Organisation Plan – 21st Century Schools Band A

136. In March 2015 the Authority submitted a re-aligned 21st Century Schools Programme (Band A) for investment totalling £164.1 million which was approved by Welsh Government.
137. Projected expenditure during 2017/18 is £41.577 million, with slippage of £8.378 million relating to several large complex schemes new build schemes which are being implemented concurrently. Expenditure of £18.9 million relates to the new Eastern Community Campus which includes facilities for Eastern High School and Cardiff and the Vale College. The new site opened in December 2017 at a total construction cost of £26 million.

138. The remaining schemes in the programme have commenced on site with planned expenditure during the year including Cardiff West Community High School (£8 million), Howardian Primary School (£3.2 million), Ysgol Glan Morfa (£3.9 million), Ysgol Hamadryad (£2.3 million) and Gabalfa / Ysgol Glan Ceubal Primary (£2.3 million).

Resources

139. The 2017/18 programme for the Directorate is £7.396 million, with a variance of £589,000 identified in relation to technology schemes.

Technology

140. The Modernising IT to Improve Business Processes budget in 2017/18 is £980,000 and includes expenditure on Electronic Document Management Systems and the development of a Cardiff App for mobile devices. Slippage of £530,000 is anticipated for the year and with the budget to be reviewed and prioritised in 2018/19 and future years to support the Council's Digital vision.
141. The £419,000 budget for ICT refresh is to be used on a range of projects to support resilience, capacity and capability. This includes additional storage units, flash storage appliances and replacement of other unsupported hardware. Slippage of £59,000 is forecast at this stage.

Corporate

142. The contingency budget of £200,000 is shown as projected to be fully required, although at present there is no planned use. Any under spend will be used to reduce the level of borrowing assumed in the Capital Programme.
143. Of the £500,000 invest to save budget, £440,000 has been utilised towards Salix schemes for energy reduction measures, County Hall canteen refurbishment and to begin a LED lighting trial in residential areas, with the remainder assumed to be not required this year.
144. The Wider Investment Fund for City Deal includes £375 million of HM Treasury Grant and £120 million of capital contributions agreed by the ten partner authorities. A report was approved by Regional Cabinet in January 2018, which updated the financial modelling and recommended that Council capital contributions be brought forward and used for the semiconductor project instead of HM Treasury Grant. This would allow such funding to be preserved and used for revenue costs and revenue expenditure related projects in future. Cardiff Council's overall approved contribution to the wider investment fund is £28.4 million and £5.737 million is assumed to be required in 2017/18 for use by the Joint Committee. This has been added to the programme and assumed to be paid for by additional borrowing.

Social Services

145. The 2017/18 programme for the Directorate is £2.357 million, with a variance of £886,000 represented primarily by slippage on building schemes to improve service delivery for adults.

Adult Services

146. Integrated Care Fund (ICF) grant funding of £50,000 has been awarded for a refurbishment of the Tremorfa Day Services centre in addition to a £250,000 allocation of Council funding. Works proposed include an external canopy and refurbishment of toilets. Slippage of £225,000 is assumed, with the use of external grant prioritised first.
147. In order to support the Day Centre Opportunities Strategy and reconfiguration of day services for older people, improvement works at Minehead Road Day Centre were completed in May at a total cost of circa £255,000. Refurbishment works have started on Grand Avenue Day Centre and will continue into 2018/19 with total costs anticipated to be £770,000. The works are expected to be completed by the end of May 2018. This year the total scheme has an annual total of £1.167 million, with a further £330,000 Welsh Government Integrated Care Fund Grant, required to be spent by 31 March 2018. With grant to be utilised first, slippage of £730,000 is anticipated in year. Plans are being developed for improvements to Fairwater, which will be implemented in 2018/19.

Children's Services

148. A new accommodation strategy included the refurbishment of Gabalfa House to facilitate the relocation of Youth Offending Service from Penhill and its disposal. The refurbishment of Gabalfa House, now called the John Kane Centre, includes a new activity area and an IT breakout zone for the direct benefit of the young people at an estimated cost of £329,000.
149. Intermediate Care Fund grant of £300,000 has been awarded to refurbish and enhance several classrooms on the Woodlands Special School campus, making it accessible for children with learning disabilities and complex needs, for curricular and out of school activities. It would be accessible for use by Ty Gwyn and neighbouring special schools.

Capital Receipts

150. The 2017/18 Capital Programme included an assumption of £2 million non-earmarked capital receipts net of fees to pay for the Capital Programme. Receipts of £1.952 million have been received to date, including the disposal of the Rise Penhill (£1.6 million), initial proceeds for Howard Gardens (£260,000), and the former library in Trelai (£80,000).
151. Earmarked receipts totalling £7 million have been received in the year from the sale of plots in relation to the Central Square development.

Public Housing (Housing Revenue Account)

152. The revised Capital Programme for Public Housing is £32.587 million with a projected outturn of £29.097 million.
153. The Housing Development budget of £991,000 has been used on several schemes resulting in a net underspend of £11,000, including; the conversion of the former children home at 150 Thornhill Road into older person “independent living” accommodation, Edinburgh Court improvements, and South Morgan Place balcony improvements. These schemes aim to encourage ownership of the estate and help to avoid anti-social behaviour.
154. The estate regeneration and stock remodelling projected costs for the year are circa £2.164 million in 2017/18. This includes a range of schemes, most notably; garage and courtyard improvement schemes (£1.359 million), the estate regeneration and improvement of Channel View and a number of schemes to improve the energy efficiency of blocks (£500,000). Total variance on these schemes amounts to £1.345 million, with options for improvements to Channel view being considered.
155. A sum of £12.683 million is expected to be spent on external and internal improvements to housing stock for boiler replacement, heating, roofing, rewiring, underpinning of properties where subsidence issues have been found, front door upgrades to flats and works to maintain the Welsh Housing Quality Standard. This includes kitchens and bathroom upgrades when properties become vacant prior to re-letting. Some of the larger expenditure projected includes £3.1 million for roof replacements, £2.253 million for high-rise central heating upgrades and £1.1 million for rewiring works in all types of council dwellings.
156. The allocation of £2.3 million to provide adaptations and associated improvements to the homes of disabled people in HRA properties is currently forecast to be overspent by £276,000, which is being managed within existing HRA capital budgets.
157. Phase 1 of the Cardiff Living Programme is currently underway with the Willowbrook West and the Braunton and Clevedon schemes on site and progressing well. Construction work has also commenced on the Llanrumney Depot and at Ty-To-Mean sites. The anticipated spend is £8.182 million this financial year of which £2.309 million is to be paid for from affordable housing contributions.
158. As part of the Housing Revenue Account Outturn for 2016/17, a new earmarked reserve of £2.582 million was created in order to purchase private sector properties for sale that would help address affordable housing need. Subject to acceptance of offers and legal completions, expenditure of £1.857 million is forecast this year.
159. Capital receipts from disposal of dwellings under Right to Buy are £2.082 million in 2017/18 to date.

Section 106 schemes and Other Contributions

160. The table below shows the Section 106 and other contributions forecast to be spent at the time of setting the budget. Expenditure profiles are reviewed by Directorates and then reflected in the projection at Month 9:

	Budget	Projection at Month 9	Variance
	£000	£000	£000
Regulatory Services	0	12	12
Parks & Green Spaces	808	500	(308)
Harbour	76	190	114
Traffic & Transportation	458	672	214
Strategic Planning	93	190	97
Neighbourhood Regeneration	276	69	(207)
Economic Development	486	2,249	1,763
Education & Lifelong Learning	218	216	(2)
Public Housing (HRA)	2,309	2,309	0
Total	4,724	6,407	1,683

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

- Parks and Green Spaces – Llandaff Fields, Trelai Park and Beresford Road Park play areas, Llanbleddian Gardens open space improvements, public realm and footpath improvements in Butetown, Paget Street, Parc Tredelerch, Dorchester and Winchester Avenues.
- Traffic & Transportation – public transport improvements, junction improvements, bus stops and bus borders; installation of CCTV and real time information, telematics and transportation schemes including the provision of bus routes in the City and strategic transport initiatives.
- Strategic Planning – Public realm improvements at Newport Road and City Road.
- Neighbourhood Regeneration - Improvement of community facilities, including Cathays Community Centre, Moorland Road Day Centre and Yememi Centre and Noor Ul Islam Mosque.
- Economic Development – Contributions of £2.069 million received towards public realm at Central Square will be utilised this year.
- Education & Lifelong Learning – Eastern High School
- Public Housing – development of new Council housing as part of the Cardiff Living Project.

Reasons for Recommendations

162. To consider the report and the actions therein that forms part of the financial monitoring process for 2017/18.

Legal Implications

163. It is a Council responsibility to set the budget and policy framework and to approve any changes there to or departures there from. It is an Executive responsibility to receive financial forecasts including the medium term financial strategy and for the monitoring of financial information.

Financial Implications

164. Overall, the month nine revenue monitoring for the Council shows a balanced position which is in line with the position reported at month six. There have however been changes within the overall position including an increase in the overspend on directorate budgets as a result of further pressures on the Children's Services budgets within Social Services, an increase in the projection for capital financing costs and a reduced surplus on Council Tax collection. These have been offset by a further increase in NDR refunds on Council properties and by an increase in the projected saving on insurance budgets in the current year.

165. The overall position continues to reflect a range of demographic, service and other financial pressures including shortfalls against budget savings targets in directorate budgets and a projected overspend in relation to capital financing costs. These are offset by projected savings in directorate budgets as a result of management actions, a saving on Insurance budgets, the release of contingency budgets, an anticipated surplus on Council Tax collection and NDR refunds on Council properties. Directorate budgets are currently projected to be overspent by £5.204 million with projected overspends in the Social Services, Economic Development and Education & Lifelong Learning Directorates. These are partly offset by projected underspends in other directorates and by the £3.0 million general contingency budget which was provided as part of the 2017/18 budget in order to reflect the quantum, risk and planning status of the proposed savings for 2017/18.

166. The projected overspends in directorate budgets include £3.990 million in Social Services, £1.0 million in Economic Development and £998,000 in Education & Lifelong Learning. The projected overspends also include shortfalls in income and the anticipated failure to fully achieve the savings targets set as part of the 2017/18 Budget together with on-going shortfalls carried forward from the previous financial year.

167. An overall shortfall of £2.159 million is currently anticipated against the £14.157 million directorate savings target with £8.188 million having been achieved to date and a further £3.810 million anticipated to be achieved by the year end. A projected shortfall of £2.001 million has also been identified in relation to savings targets carried forward from 2016/17. Overall, this represents an increase of £424,000 compared to the shortfalls identified in relation to the 2017/18 and carried forward savings as reported at month six. The projected shortfalls are reflected in the directorate monitoring positions although where possible shortfalls have been offset by savings in other

budget areas. The £3.0 million General contingency budget which was allocated to reflect the risk and planning status of the proposed savings for 2017/18 is also available to offset the shortfall in the current financial year.

168. The projected overspend in directorate budgets and in particular the shortfall against savings targets represents a continuing cause for concern. Actions are being taken by those directorates currently reporting a projected overspend to try to resolve the issues that led to the current position or alternatively to identify offsetting savings in other areas of the service. The financial position is also considered as part of the challenge process to review the performance of directorates including the budget monitoring position. As set out in the previous monitoring report at month six, in response to the level of financial pressures identified in the current year all directorates reviewed their monitoring positions and identified a range of in-year savings. The scope of the reviews included non-essential third party spend, temporary staff arrangements and opportunities to maximise income. The savings generated as a result of these reviews are reflected in the directorate monitoring positions within this report.
169. The 2017/18 Capital Programme is £167.886 million of which £135.299 million is in respect of General Fund schemes and £32.587 million is in relation to the Council's Public Housing schemes. Against this, the projected outturn for 2017/18 is £140.197 million resulting in a total variance of £27.689 million.
170. Where there is a risk of slippage, directorates, need to address any obstacles promptly to ensure budgets allocated are spent in a timely manner. Where this is not possible, early reporting of issues should take place and robust profiles of expenditure should be developed for future years.
171. The Capital Programme update includes a number of schemes planned to be funded by external grants that have strict deadlines for expenditure having to be incurred. It is essential that directorates ensure that opportunities for utilisation of such funding are not lost to the Council by ensuring appropriate resources are directed to these schemes and that consideration has been given to all steps required to ensure contracts are in place and to meet the terms and conditions of such funding.
172. The 2017/18 Capital Programme included an assumption of £2.0 million non-earmarked capital receipts net of fees as part of the funding for the programme. As at month nine actual receipts totalled £1.952 million.

RECOMMENDATIONS

The Cabinet is recommended to:

1. Note the potential outturn position based on the first nine months of the financial year.
2. Reinforce the requirement for all directorates currently reporting overspends as identified in this report to take actions to reduce their projected overspends.

CHRISTINE SALTER
Corporate Director
9 February 2018

The following appendices are attached:

- Appendix 1 – Revenue position
- Appendix 2 (a) – Budget Savings position – 2017/18 Savings
- Appendix 2 (b) – Budget Savings position – 2016/17 Savings
- Appendix 3 – Capital Programme

REVENUE 2017/2018

	CASH LIMIT BUDGETS			PROJECTED OUTTURN			VARIANCES		
	Gross Controllable Budget £000s	Income £000s	Net Expenditure £000s	Gross Controllable Spend £000s	Income £000s	Net Expenditure £000s	Gross Expenditure £000s	Income £000s	Net Expenditure £000s
Service Area									
City Operations	86,140	(51,347)	34,793	88,461	(53,780)	34,681	2,321	(2,433)	(112)
Communities, Housing & Customer Services	236,176	(192,822)	43,354	236,416	(193,264)	43,152	240	(442)	(202)
Corporate Mgt	26,149	(41)	26,108	26,155	(97)	26,058	6	(56)	(50)
Economic Development	66,662	(53,447)	13,215	68,823	(54,608)	14,215	2,161	(1,161)	1,000
Education & Lifelong Learning	322,851	(73,527)	249,324	323,886	(73,564)	250,322	1,035	(37)	998
Governance & Legal Services	7,064	(1,032)	6,032	7,186	(1,257)	5,929	122	(225)	(103)
Resources	30,341	(10,779)	19,562	29,707	(10,462)	19,245	(634)	317	(317)
Social Services	177,716	(24,230)	153,486	182,362	(24,886)	157,476	4,646	(656)	3,990
Capital Financing etc	38,036	(4,319)	33,717	38,484	(4,137)	34,347	448	182	630
General Contingency	3,000	0	3,000	0	0	0	(3,000)	0	(3,000)
Summary Revenue Account	4,971	(928)	4,043	3,571	(928)	2,643	(1,400)	0	(1,400)
Discretionary Rate Relief	350	0	350	350	0	350	0	0	0
Total	999,456	(412,472)	586,984	1,005,401	(416,983)	588,418	5,945	(4,511)	1,434
Council Tax Collection	0	0	0	0	(103)	(103)	0	(103)	(103)
NDR refunds on Council properties	0	0	0	0	(1,331)	(1,331)	0	(1,331)	(1,331)
Total	999,456	(412,472)	586,984	1,005,401	(418,417)	586,984	5,945	(5,945)	0

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DIRECTORATE SAVINGS 2017/18

APPENDIX 2(a)

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2017/18 (£000)	Savings unlikely to be achieved in 2017/18 (£000)	Comments
1	City Operations	Realignment of Public Transport Income Budget To reflect existing income levels identified in the 2016/17 monitoring position.	130	130	130	0	The new concessionary fares regional administration process has delivered this saving.
2	City Operations	Commercialisation - improved charging and income generation projects Increased fees and charges across city operations and improved collaboration with the directorate's advertising partner.	187	88	107	80	The income targets have been apportioned across various activities throughout the directorate based on achievability. This currently leaves a balance of £80,000 and, whilst the directorate are striving to achieve this, it is currently shown as unachieved.
3	City Operations	Contract Rationalisation & Improved Business Process Efficiencies (Electrical and Structure & Tunnels) Full Year effect of savings generated in 2016/17 following implementation of new contracts and efficiencies.	67	67	67	0	The new contractual arrangements were introduced in 2016/17. This saving represents the full year effect so is achieved.
4	City Operations	Maintenance Operations - Develop Asset Management System & Shared Depots Allows scheduling of work to reduce travel time and associated cost.	20	6	10	10	The phased programme of reviewing depot requirements is ongoing and it is anticipated that there will be a shortfall.
5	City Operations	Review the Delivery of Maintenance Work Currently Undertaken by External Companies in Areas Including Housing and Parks Work to improve performance in order to enable additional work to be undertaken internally, bringing external contracts back in-house for Infrastructure & Maintenance.	50	19	50	0	An internal project board has been established to ensure delivery of the saving.
6	City Operations	Directorate Transport - Vehicle Reduction/Rationalisation Working with Central Transport Services to release under utilised vehicles & plant.	25	0	25	0	This saving is dependent on reaching an agreement with CTS and must be in addition to the corporate vehicle utilisation saving target being driven by CTS.
7	City Operations	Street Lighting Recharging Maximising opportunities for recharging both design and inspection to Capital and Section 278 budgets, and increasing charges for these services to external companies.	10	7	10	0	A new procedure was introduced in April 2016 to ensure staff time is accurately recorded to enable the costs to be recharged to external bodies.
8	City Operations	Transportation Policy - Improved Recharging Maximising opportunities for recharging for services and a set income target for Road Safety, Transport Assessments & Pre-Planning Applications.	32	13	32	0	Revised procedures are in place to achieve the income target.
9	City Operations	Planning Fee Income Maximising additional planning fee income from an anticipated increase in the volume of Planning Applications.	100	75	100	0	Planning income is in line with the profile and is projected to achieve its target of £2.340 million.
10	City Operations	Parks - Plant Production Nursery (Retail / Wholesale Sales) Generate additional income by expanding customer base to increase sales of bedding plants, hardy nursery stock and horticultural sundries.	10	8	10	0	A supply contract has been won with the Business Improvement District which will achieve the saving.
11	City Operations	Parks - Tree Management Generate additional income by expanding customer base to increase sales of both Technical and Professional elements of the service (surveys & works).	15	15	15	0	The financial performance in 2016/17 suggests this saving will be achieved.
12	City Operations	Parks - Outdoor Sports Reflects savings made through reduction in operational expenditure in 2016/17.	25	25	25	0	The saving has been realised from a reduction in the Sports Development budget.
13	City Operations	Parks - Royal Horticultural Show Subsidy removed due to the ability of the event to be financially sustainable without financial support from the Council.	25	19	19	6	The saving relied on the continuation of sponsorship. Unfortunately no sponsor could be identified for the 2017 show. However due to good attendances, the subsidy requirement from the Council was only £6,000.
14	City Operations	Registration, Births, Deaths & Marriages Generate additional income through a combination of volume and price increases.	10	7	10	0	New fees and charges were introduced in April 2017. A number of new initiatives are being introduced to ensure this target is achieved.

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2017/18 (£000)	Savings unlikely to be achieved in 2017/18 (£000)	Comments
15	City Operations	New Operating model for Leisure Centres Result of the procurement exercise and transfer of the operation of Cardiff Council's Leisure Centres to the new operator.	414	414	414	0	The contract arrangements with the new leisure operator have delivered this saving.
16	City Operations	Improve Driver Training & Awareness within Cleansing Resulting in a reduction in accident and damage claims.	22	0	22	0	On-going training is being provided and is expected to deliver the saving. The achievement of the saving will show itself towards the end of the financial year.
17	City Operations	Regulatory Collaboration Reflects a further year's saving for Cardiff from the creation of a single shared service for Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure.	47	47	47	0	The saving has been achieved in line with the agreed incremental reduction in the payment to the SRS.
18	City Operations	Additional Learning Needs - Review of Transport for Pupils Within 2/3 Miles (Primary/Secondary) Review and challenge transport for statemented pupils who live within 2 miles from primary school and 3 miles from secondary. This will be done on an individual case basis, to take into account the individual child's needs based on the Additional Learning Needs transport policy.	38	0	38	0	Procedures are in place to achieve this saving, however the impact won't be seen until later in the year.
19	City Operations	School Transport - Replace Taxis/Buses with Bus Passes (Cardiff IFF cards) for Pupil Referral Units - Phased Approach Pilot scheme to run at Greenhill School initially and if successful transfer to other PRU areas.	48	0	0	48	The pressure to maintain this service at current levels means that this saving is unlikely to be achieved.
20	City Operations	Introduce Travel Support Allowance - Pilot Scheme Replace taxi/bus provision with an advanced payment to parents. Parents would then be responsible for pupils' transport to school. This will be provided on a termly basis.	100	0	25	75	The uptake of the option has proved successful and the saving has been achieved. However payments are now being made to parents previously not on the scheme thereby incurring additional costs.
21	City Operations	School Transport - Phased Increase in cost of Bus Passes Continuation of the phased increase in cost of bus passes to ensure actual costs match the provision.	5	0	0	5	A price increase occurred in September 2017. However some routes are now commercially operated and some routes are at capacity making it not possible to sell seats.
22	City Operations	School Transport -Additional Learning Needs Route Optimisation and Retendering of Routes/Mergers Reviewing on a case by case basis, working closely with Education and individual schools. Review and challenge current transport provision to ensure it fits the needs of pupils.	189	0	189	0	The review to maximise the efficient use of transport provision is ongoing. It is anticipated that the saving will be achieved in full, despite an increase in the demand for places. A clearer position will emerge in the latter part of the year when the total cost of ALN provision is known.
23	City Operations	Renewable Energy Generation Income will be derived from a number of renewable energy schemes through incentives related to energy generation (Feed In Tariffs, etc.), the sale of energy to the grid and/or other rental income.	10	0	0	10	The current projection indicates a shortfall against the total Renewable Energy income target so it is assumed this saving will not be achieved.
24	City Operations	Energy - Change in Energy Procurement Strategy Currently energy is procured through Welsh Purchasing Consortium arrangement with 16 other Welsh Authorities. A change to this arrangement would allow a flexible approach that is tailored to the City of Cardiff's requirements, including the ability to purchase energy directly from the renewable generation capacity that the Council and others are installing in Cardiff, in turn generating savings.	20	0	0	20	Further analysis is required to determine whether this saving has been generated through the new energy procurement. This will be reviewed as evidence is presented.
25	City Operations	Energy Efficiencies Within Council Buildings Identify projects through use of the RE:Fit framework for complete building energy retrofit as well as alternative external funding for individual projects.	30	0	0	30	Further analysis is required to determine whether this saving has been generated through the new energy procurement. This will be reviewed as evidence is presented.

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2017/18 (£000)	Savings unlikely to be achieved in 2017/18 (£000)	Comments
26	City Operations	Energy - Reduction in bills across the estate through improved management and behaviour change (Carbon Reduction Strategy) The approved Carbon Reduction Strategy sets out a series of actions that will manage and reduce the Council's energy consumption. Part of this strategy relates to better management of energy consumption and behaviour change amongst building managers and other staff.	40	40	40	0	Multiple actions including smaller scale (non Re-Fit) measures have achieved this saving.
27	City Operations	Street Lighting - Conversion to LED Replace main route lighting with LED to reduce long term energy expenditure. Start date Mid November 2016.	60	45	60	0	A number of schemes have been implemented and it is anticipated that this saving will be achieved in full.
28	City Operations	Traffic Signals/Bollard - Conversion to LED Replace traffic signals and bollard lighting with LED to reduce long term energy expenditure. Start date January 2017.	20	8	8	12	The contractor has completed the work of converting seven sites so the saving should be achieved. However, current projections indicate an overspend against the revised budget.
City Operations Total			1,749	1,033	1,453	296	
29	Communities, Housing & Customer Services	Grants Review A review of the current grants process including externally funded programmes to identify areas where delivery can be joined up together with a review of grants to realign costs and/or realise efficiencies is being undertaken.	176	176	176	0	Following a consultation process with the organisations concerned, budgets were subsequently reduced and this saving has been achieved in full.
30	Communities, Housing & Customer Services	Additional income in relation to Adult Community Learning In future, to ensure the service operates at nil subsidy, only courses funded by WG grant or those that are self financing will be delivered.	49	20	49	0	This saving will be achieved in full as all Adult Community Learning courses offered this year will be self financing or fully grant funded, ensuring the service operates at a nil subsidy.
31	Communities, Housing & Customer Services	More effective library stock management New technology has enabled delivery of stock direct to branch and reduces the need for a central warehouse. This has prompted a full review of the Dominions Way facility, which the Council currently leases. The new purchasing software enables more intelligent led purchasing of books to ensure user requirements are met more effectively, to reflect the library strategy that includes the aim of addressing the digital literacy needs of our users.	200	200	200	0	This saving will be achieved in full due to the planned recharging for space utilised at the Central Library by other users.
32	Communities, Housing & Customer Services	Into Work Services - grant funded delivery In future the outcomes of the Into Work services will be funded from Universal Credit, Face to Face Services and grant funding and the alignment of the Adult Community Learning (ACL) Grant.	193	111	193	0	£111,000 of this saving has been achieved to date with the remainder expected from the European Social Fund in relation to match funded posts and other grant funding. This saving is therefore expected to be achieved in full.
33	Communities, Housing & Customer Services	Commercialisation Initial income target in relation to additional income opportunities within the Directorate, including - commercial sponsorships and partnerships - utilising the assets within the Directorate more commercially - sale of current services to realise additional income	46	0	0	46	This saving is not anticipated to be achieved this year. It will however be encompassed and taken forward as part of the overall commercialisation considerations to be undertaken by the directorate. However, this shortfall has been mitigated by savings elsewhere within the directorate.

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2017/18 (£000)	Savings unlikely to be achieved in 2017/18 (£000)	Comments
34	Communities, Housing & Customer Services	New Approach to Locality and Neighbourhood Service Delivery At present the Council provides funding for a team of Neighbourhood Partnership Officers, and a separate fund for small scale projects led by community groups. This has enabled the Council and its partners to work more effectively together. The next step is to integrate services from the point of view of the citizen, so that main budgets are used in a fully joined up way. To achieve this, existing neighbourhood partnership arrangements will be changed to better consult local communities by identifying their priorities and utilise existing local networks which include Neighbourhood Police Teams, Community Hubs, community organisations and Tenant/Residents Groups. This proposal will create Locality Planning and Delivery Officers to better use council and partners time delivering targeted projects.	150	85	105	45	Whilst delays to the implementation of the new structure have resulted in a shortfall of £45,000 this has been mitigated by managed underspends within the division.
35	Communities, Housing & Customer Services	Disabled Facilities Fee Income The Council is committed to support residents to remain at home and reduce or delay the need for more costly Residential or Nursing Care. As a result more capital finance has been allocated to delivering disabled adaptations and this will be administered within existing resources enabling an increased target for income generation.	114	0	114	0	Disabled adaptations expenditure is expected to increase this year as a result of additional capital financing available. As each adaptation generates an administration fee this saving is anticipated to be achieved in full. This assumption is supported by the total fee income generated in 2016-17.
36	Communities, Housing & Customer Services	Recharging of utilities at Rover Way & Shirenewton At the Gypsy & Traveller sites some utilities cannot currently be allocated to actual pitches. Part of this will require the installation of individual water meters, which will enable usage to be charged directly to the users.	100	40	56	44	Due to unforeseen delays to the installation of individual meters, electricity recharges did not commence until August and water recharges until December. Therefore this saving will not be achieved in full. However the introduction of individual charging appears to have had an effect on the monthly usage and the shortfall could reduce if this trend continues.
37	Communities, Housing & Customer Services	Llanover Hall - Sub lease To ensure the long term sustainability of Llanover Hall as a community arts venue and to better utilise the building, the Council wishes to enter into a partnership sub-lease with a partner. The intention is to find a partner that would co-locate and allow the Learning for Life offering to continue in the building; it is hoped that this would also have a positive effect on uptake of Learning for Life courses in Llanover Hall.	55	0	0	55	Although discussions are ongoing with an interested party, it is unlikely that any income will be generated this year. The intention is to offset this shortfall with a transfer from earmarked reserves.
Communities, Housing & Customer Services Total			1,083	632	893	190	
38	Corporate Management	Reduction in the amount available to support events and market the City Reducing the amount available to support events, market the City and take advantage of opportunities presenting themselves during 2017/18. However, the City may begin to benefit from activities supported specifically by the Business Improvement District or through a potential new Destination Marketing organisation.	84	84	84	0	This saving has been achieved in full.
39	Corporate Management	Precepts and Levies Achievement of the 1% targeted reduction in precepts and levies as set out in the Budget Strategy Report.	8	8	8	0	This saving has been achieved in full.
40	Corporate Management	Insurance In line with recent claims experience following Ministry of Justice reforms in 2013.	135	135	135	0	This saving has been achieved in full.
Corporate Management Total			227	227	227	0	
41	Economic Development	Increase in Income - Economic Development Generate additional income through advertising sites within the City's infrastructure.	178	59	178	0	It is currently anticipated that this saving will be achieved in full through bus shelter advertising income to be generated within the service.
42	Economic Development	Increase in Income - Tourism Generate additional income through tourism related commissions and progression of the marketing plan.	56	33	56	0	It is currently anticipated that this saving will be achieved in full through attracting businesses to membership of the Visit Cardiff Network. Sales of related membership fees will be based on product offers and promoted via social media and networking events.

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2017/18 (£000)	Savings unlikely to be achieved in 2017/18 (£000)	Comments
43	Economic Development	Increase in Income - Culture, Venues and Events Management Generate additional income across the portfolio of cultural venues through reflecting current income streams, increasing footfall and planned new attractions.	473	313	473	0	Although this savings target is considered largely achievable in year, it is proving challenging. The situation will be continually reviewed and updated as the year progresses and income figures can be firmed up.
44	Economic Development	St. David's Hall Review of costs, income and service delivery	215	104	157	58	There is currently a projected shortfall of £116,000 in relation to St David's Hall and the New Theatre combined. This reflects the outcome of the Arts Management competitive dialogue procurement process as reported to Cabinet on 16th February 2017. This report indicated the level of savings in respect of the annual revenue subsidy to the cultural venues which was considered achievable through either the competitive dialogue process or the proposed internal programme of improvement referred to as the 'Enhanced In House Model'. The current projection is consistent with this position but will be ultimately reliant upon various factors including the timing of the proposed service restructure but also the service performance and any mitigation possible in the way of additional retained income above target.
45	Economic Development	New Theatre Review of costs, income and service delivery	201	95	143	58	There is currently a projected shortfall of £116,000 in relation to St David's Hall and the New Theatre combined. This reflects the outcome of the Arts Management competitive dialogue procurement process as reported to Cabinet on 16th February 2017. This report indicated the level of savings in respect of the annual revenue subsidy to the cultural venues which was considered achievable through either the competitive dialogue process or the proposed internal programme of improvement referred to as the 'Enhanced In House Model'. The current projection is consistent with this position but will be ultimately reliant upon various factors including the timing of the proposed service restructure but also the service performance and any mitigation possible in the way of additional retained income above target.
46	Economic Development	Increase in Income - Strategic Estates Increase income from the investment portfolio and operational estate	105	0	105	0	This saving is expected to be achieved in full based on additional rental income due to be received in respect of proposed rent reviews, lease re-gears, new lettings, acquisitions and licence income due this year.
47	Economic Development	Increase in Rental Income - Strategic Estates	90	0	63	27	This saving is expected to be partly achieved through additional rental income in respect of proposed rent reviews, lease re-gears, new lettings, acquisitions and licence income due this financial year. This position will be monitored closely and projections will be updated accordingly throughout the year where new income streams are identified.
Economic Development			1,318	604	1,175	143	
48	Economic Development	Materials Recycling Facility Auto sorter for plastics or plastics and paper (Treatment & Disposal) Further automate areas of recycling processing plant and increasing capacity for further trading.	138	104	138	0	It is anticipated that this saving will be achieved following the awarding of the contract.

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2017/18 (£000)	Savings unlikely to be achieved in 2017/18 (£000)	Comments
49	Economic Development	Treatment & Disposal - Increase in productivity Improving maintenance regimes and work schedules to remove down time and loss of productive time.	70	52	70	0	The processes have been reviewed and plans are in place to deliver the saving.
50	Economic Development	Domestic - Round Performance Management Includes the introduction of new 'in cab' technologies to remove errors, wasted journey time and improve efficiencies. Further round balancing to improve efficiencies in resources and vehicle configurations.	170	85	170	0	The saving relies on the introduction of 'in cab' technology, the change to working patterns and vehicles. The new technology has now been introduced and it is anticipated that the saving will be achieved in full.
51	Economic Development	Waste - Third Party Treatment Additional income generated from waste transfer treatment facilities.	50	50	50	0	Income levels achieved this year to date suggests the saving will be achieved.
52	Economic Development	Domestic Waste Collection - Improve Attendance at Work Reduce dependency on agency across the recycling and waste service team.	50	37	50	0	The directorate continue to pro-actively improve attendances which will drive down the reliance on agency staff. This will need to be monitored during the year but is currently assumed to be achievable.
53	Economic Development	Commercial Trade - Expanding markets Continuing to grow the Council's market share in Cardiff and exploring opportunities of working in partnership. This will generate additional income of £200k with an associated cost of £100k.	100	75	100	0	Income levels achieved this year to date suggests the saving will be met.
54	Economic Development	Pest Control - Expanding Market Share Exploring opportunities for expanding the Council's market share through exploring opportunities for working with the private sector and other public bodies.	20	0	20	0	The performance achieved in 2016/17 and the continuous capture of additional customers suggests this increased income target will be achieved. A better indication of this will emerge towards the end of the year.
55	Economic Development	Commercialisation - improved charging and income generation for Security Services Will be delivered through improved security services and income via internal and external bodies	44	0	0	44	A review of the Security Service by the Council's Commercial Partner has been undertaken and the implementation of improvement recommendations will commence shortly. It is unlikely that this income will be achieved at this late stage of the year.
56	Economic Development	Reducing Vehicle Costs in Commercial Services Fleet Reducing damage and insurance claims through better reporting, monitoring and training, supported by new fleet management system and supported driver training.	66	50	66	0	It is anticipated this saving will be achieved in full as a result of the 'in cab' monitoring system being introduced into the waste fleet. The system will better inform managers of the issues that are being encountered by the drivers so that the appropriate training can be provided.
57	Economic Development	Waste Services - Efficiency Improvements Back office and scheduling approaches to make further efficiencies through scheduling technology for resourcing support services in addition to the 'in-cab' solutions that is being secured in 2016/17.	89	45	89	0	It is anticipated that this saving will be achieved in full as a result of the 'in cab' monitoring system being introduced and in year structural changes being explored by the directorate.
58	Economic Development	Income generation from Building Cleaning services To be delivered through a new commercial marketing and service delivery plan.	20	15	20	0	The achievement of the savings in relation to Cleaning will be achieved through the implementation of an improvement plan for the delivery of cleaning services and also through a reduction in sickness and hence a reduction in usage of agency workers.
59	Economic Development	Central Transport Services income generation Utilising capacity in the fleet maintenance facility to insource work and increase external income, supported by new fleet management system.	75	34	75	0	It is expected that this income target will achieved by 31 March 2018 through the commercial growth of the Fleet Workshop Services.
60	Economic Development	Review cost base on external contracts for Building Services Review opportunities to deliver in house at lower cost.	50	20	50	0	It is anticipated that this saving will be achieved through improved internal income recovery and improved productivity.
		Commercial Services	942	567	898	44	
		Economic Development Total	2,260	1,171	2,073	187	

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2017/18 (£000)	Savings unlikely to be achieved in 2017/18 (£000)	Comments
61	Education and Lifelong Learning	Rationalisation of staff and costs centrally retained to provide services of a specialised nature In 2014/15 the Education Directorate delegated to schools the budget and responsibility for staff employed to support schools in their Special Education Needs provision for pupils. These savings will be achieved by passing onto schools the responsibility for the remaining resources used by these teams.	140	140	140	0	The delegation of these additional costs has been undertaken and the saving has been achieved in full.
62	Education and Lifelong Learning	Rationalisation of costing base for Traded Services Over the past four financial years the Education Directorate has moved towards a net nil subsidy position for its three traded services: Music Services, the Storey Arms outdoor pursuits centre and, in 2017/18, the School Meals Service. However, in moving towards that position, there is now a requirement for a thorough review and realignment of the support costs attributable to those services, thus releasing budget elsewhere within the Directorate.	500	225	500	0	An exercise has been undertaken to ensure that staff recharges are maximised and income is being used to offset other costs wherever possible. Following this exercise, it is anticipated that this saving will only be achievable in part. However, the remaining £300,000 will be achieved via additional catering income.
63	Education and Lifelong Learning	Central Staffing Costs Saving to be achieved through a reduction of staffing following a reorganisation/ rationalisation of the staffing structures within the Directorate - taking into account all opportunities to offset costs through additional income or use of grants. Staffing reductions will be effective from September 2017, with full year effect from April 2018.	175	0	105	70	The directorate are currently reviewing the establishment in order to identify options for achieving this saving. However, any changes to the structure are unlikely to be implemented until late in the year, resulting in an in-year shortfall.
64	Education and Lifelong Learning	Rationalisation of the costs of the Pupil Referral Unit The Council has a statutory duty to provide an appropriate quality education to children between the ages of 5 and 16. Where pupils of secondary age are unable to remain in a secondary school due to behavioural issues, the Council has a Pupil Referral Unit based on its Mynachdy site which can cater for pupils at Key Stage 4 (14 to 16) to provide an alternative education provision retaining these pupils in the education system. Although not a school the Pupil Referral Unit is externally inspected by Estyn using the same Inspection Framework as schools. This savings target would be achieved through the delegation of the Pupil Referral Unit facility by commissioning a school to manage the provision. This would enable the financial responsibility for this provision to be passed onto the Schools Delegated budget enabling the realisation of savings from centrally retained budgets. There would be no reduction to the funding level available for the PRU.	382	361	361	21	The budget for the PRU has been delegated for the period September 2017 to March 2018, in line with the academic year and the proposal for a secondary school to take responsibility for overseeing the management of the provision. The process for commissioning a school to manage the PRU is complete and Cathays High School have been commissioned. The costs for the first five months of the year have now been finalised and exceeded the residual budget by £21,000.
65	Education and Lifelong Learning	Rationalisation of centrally held budgets for school related issues A reduction in centrally held budgets that fund school initiatives which will fall out in 2017/18. This will include savings identified nationally, through the revision of the All Wales Service Level Agreement with the Welsh Joint Education Committee for the provision of educational services to schools and the current energy efficiency invest to save scheme.	260	260	260	0	The costs of various invest to save initiatives have now ended and WJEC subscriptions reduced therefore this saving has been achieved in full.
66	Education and Lifelong Learning	Reduction in contribution towards the Central South Consortium The Council currently contributes £1.6m towards the costs of providing an Education School Improvement Service across the Central South region of Wales. This accounts for 35% of the total costs of the service. This saving will be achieved through passing at least a 5% reduction in contribution onto the Consortium.	80	80	80	0	A 5% reduction in the overall contributions required from local authorities has been agreed by the Directors' Group and, therefore, this saving has been achieved in full.
67	Education and Lifelong Learning	Youth Service Budget This is a continuation of the 2015/16 budget decision to fundamentally change the provision of Youth Services in Cardiff and through this to save £1.7m of revenue budget over the medium term. This third year target of £250k will be achieved through full year staffing savings and finalisation of savings on premises budgets.	250	250	250	0	This saving represents the full year effect of savings agreed in previous years and, therefore, this saving has been achieved in full.

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2017/18 (£000)	Savings unlikely to be achieved in 2017/18 (£000)	Comments
68	Education and Lifelong Learning	Increase in price of School Meals This saving will be achieved through an increase of 10p in the price of a school meal from April 2017.	484	363	484	0	The 10p increase has been agreed and it is anticipated that this saving will be achieved in full.
69	Education and Lifelong Learning	Reduction in Central budget for the Education Welfare Team In recent years much work has been done between schools and the Central Team to improve the attendance service, which has resulted in a significant improvement in pupil attendance across the city. This budget saving will be achieved through a reduction in the staffing capacity within the service.	100	100	100	0	A restructure has been completed and this saving has been achieved in full.
70	Education and Lifelong Learning	School Organisation Plan Following a review of the latest financial modelling information this amount can be released.	100	75	100	0	The reduction has been applied to the budget and it is anticipated that this saving will be achieved in full, however careful monitoring will be required throughout the remainder of the year in case additional cost pressures materialise.
Education and Lifelong Learning Total			2,471	1,854	2,380	91	
71	Governance & Legal Services	Centralisation of External Legal Spend Achieve efficiency savings by centralising external legal spend from across the Council	55	0	0	55	Projections indicate that there will be an overspend against centralised external spend budgets, due to the time taken to recruit to new posts and the increase in the number and complexity of childcare cases, resulting in the need to use external services in the interim. This shortfall will be offset by a drawdown from earmarked reserves, or underspends elsewhere within the division, in this financial year.
72	Governance & Legal Services	Overhead Expenditure Review of overheads across the service.	47	35	47	0	These budget savings have been identified and actioned. Monitoring will be required throughout the financial year to ensure that there are no overspends as a result of these savings but it is anticipated that they will be fully delivered at this stage.
Governance & Legal Services Total			102	35	47	55	
73	Resources	Automation of forms, E billing and transactional website To generate channel shift from telephone in respect of Council tax and Non Domestic Rates (NDR) recovery.	154	56	154	0	The saving will be achieved through a combination of post deletions and management of vacant posts, increased income from PCNs and reduced costs in relation to postage.
74	Resources	Business Support Restructure Will reflect process and technological changes such as flexitime, post room and business support.	98	98	98	0	The necessary posts have been deleted and the saving fully achieved.
75	Resources	Accountancy - Post Reductions Further reduction in posts in Accountancy following review of responsibilities.	90	90	90	0	The necessary posts have been deleted and the saving fully achieved.
76	Resources	Internal Audit - Review of Staff Resource Review and reduction of management costs within Internal Audit.	15	15	15	0	This saving has been fully achieved.
77	Resources	Information Governance Increasing income from services provided.	10	5	10	0	This saving will be fully achieved.
78	Resources	Reduction in external telephony spend Reduction in spend on telephony licences, network maintenance, and telephony support and maintenance. Replacement of Integrated Services Digital Network (ISDN) telephony with Internet Protocol (IP) telephony. This will include negotiations with suppliers and retendering to drive down costs.	50	0	0	50	The retendering process for telephony has resulted in increased prices and this saving will not be achieved.
79	Resources	ICT Staffing Budget Reduction of one post in ICT.	35	26	35	0	It is expected that this saving will be fully achieved.
80	Resources	External ICT Spend Reduction in ICT spend through a review of ICT funded licences and support contracts.	204	150	204	0	It is expected that this saving will be fully achieved.

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2017/18 (£000)	Savings unlikely to be achieved in 2017/18 (£000)	Comments
81	Resources	Review of staff structure in Organisational Development Achieved through reducing posts that are currently filled on a temporary basis, through an increase in the vacancy provision to reflect staff turnover and through the recovery of staff costs against specific projects where applicable. The implementation of agile working within the team will increase productivity. Where additional resources are required in order to effectively manage the level of support required by the Council then this will be facilitated through the use of reserves.	172	172	172	0	The necessary posts have been deleted and the saving fully achieved.
82	Resources	Income Generation - Enterprise Architecture Utilising the Enterprise Architecture function to generate income from either delivered internal projects or external services provided to other public sector bodies.	120	45	120	0	Achievability will depend on the number of ICT projects requiring Enterprise Architecture input in 2017-18. A number of projects have been identified at this stage but do not amount to the total income required. Work is continuing to identify further projects but in the meantime any savings on employee costs will directly offset any shortfall in income.
83	Resources	Income generation - Cardiff Academy The total income target will be met from a commercial approach to all external training provision. Income to be delivered through the promotion of the Academy principally to other public sector organisations. This will include the sale of accredited Institute of Leadership & Management and Service Improvement courses. Additional opportunities will come from providing Health & Safety training to employees, but also to contractors working for the Council as well as hiring out the Academy's new and extended facilities for training and/or small conferences.	46	35	46	0	A detailed plan is in place to ensure the achievement of this saving.
84	Resources	Human Resources Business Efficiencies Deletion of two FTE posts via existing vacancy and possible VS application. Residual resources would need to be realigned to areas of priority to ensure delivery against existing Service Level Agreements (SLAs), some support provided may have to reduce or cease altogether. Savings relate to posts that undertake transactional duties.	52	39	52	0	This saving will be fully achieved. One vacant grade 4 post will be deleted. A further post has now been deleted following the voluntary severance of the post holder. Salary costs incurred whilst trialling redeployment will be met by savings from other part year vacancies.
85	Resources	Policy & Partnerships - Alternative Model for Funding Potential Key Events This budget is not earmarked for specific events, but provides the flexibility to react to one-off, unplanned events such as sports fixtures/large events in the city centre. Whilst reducing the budget would reduce this flexibility, further work will be undertaken to investigate the possibility of alternative funding being found on an ongoing basis.	20	20	20	0	This saving has been fully achieved.
86	Resources	Reduction in Cabinet Office Staffing reduction in the Cabinet Office and Policy Team.	27	27	27	0	A post has been deleted and the saving fully achieved.
87	Resources	Emergency Management Streamlining ICT and other office resource, enhancing remote working practices and targeting income generation from public & private sector bodies.	5	5	5	0	This saving has been fully achieved.
88	Resources	Commissioning & Procurement Local Authority Trading Company A reduction in the fixed costs of the Strategic Procurement Team through the charging of full costed staff time to the recently approved local authority trading company.	70	26	35	35	During the first year of trading, it is currently estimated that £175,000 of work will be delivered, resulting in income to the Council of £125,000. Although this is £35,000 less than budgeted, a conscious decision has been made to manage this shortfall through establishment vacancies to allow time to be invested in developing long-term relationships with organisations which will provide the company with future revenue generation opportunities. It is anticipated that this income target will be fully achieved in 2018/19.

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2017/18 (£000)	Savings unlikely to be achieved in 2017/18 (£000)	Comments
89	Resources	Savings from reduction in Support Cost for HRPS system Savings arising from planned reduction in support cost for HRPS IT systems. The costs associated with this were previously funded by post reductions in HR as required in the original business case model.	100	100	100	0	This saving has been fully achieved through a reduction in support costs for HRPS IT systems. The costs associated with this were previously funded by post reductions in HR.
	Resources Total		1,268	909	1,183	85	
90	Social Services	Locality based service delivery Mapping on a pilot basis in the current financial year, would appear to indicate opportunities for improved service delivery and reduced costs through service redesign on a locality focused basis. This would include consideration of accommodation models, commissioned services and community opportunities. It is likely however that significant work will be required to implement a revised commissioning model for care services, with a roll out likely to take place over a number of financial years.	250	0	0	250	A pilot scheme was initially implemented, however the outcomes were not as originally anticipated. No specific savings are currently identifiable, however the position may change as the project is reviewed.
91	Social Services	Adolescent Resource Centre (ARC) Second year impact of saving proposed for 2016/17. Saving predicated on step downs to lower cost forms of care, shorter stays, quicker return to families, reduced numbers entering care following referral and change in age profile of those in care.	400	0	0	400	The staff group are in place and delivering a service from remote locations. It is anticipated that a permanent site will be operational in quarter four of 2017/18. Savings already identified are based on delaying or preventing admissions to expensive external placements. However, given the underlying growth in looked after children, the savings being realised largely relate to cost avoidance and are not, therefore, cashable. The measures are, however, limiting further cost growth which otherwise would have occurred. The savings currently generated are only helping to offset the unachieved savings carried forward from 2016/17 leaving a significant shortfall in 2017/18.
92	Social Services	Safer Families Initiative Second year impact of 2016/17 savings proposal - utilise and encourage volunteering in the community to provide a mentoring service aimed at reducing Looked After Children admissions. Based on pilots in other authorities, it is anticipated that the scheme will reduce the numbers of children coming into the care system.	240	0	50	190	This proposal has been re-focused to pursue a more preventative service with increased emphasis on children on the edge of care. In partnership with Tros Gynol, an early help model has been developed aimed at reducing the need for referrals. A cost avoidance saving is anticipated, however part of this will be used to offset the unachieved saving carried forward from 2016/17, leaving a shortfall in 2017/18.
93	Social Services	Reduction in the Number of Children Placed in Out Of Area Placements Second year impact of 2016/17 savings proposal. Aim to move children who are currently in residential care into alternative care settings, including enhanced fostering. Combine with other preventative initiatives aimed at reducing the number of looked after children in external placements.	1,331	727	1,331	0	Significant savings have already been achieved in 2017/18 in relation to nine children who have stepped down from high cost, out of county placements to independent living or to lower cost forms of care. It will be a challenge to return further numbers in 2017/18, however a number of potential step downs have been identified. More locally based, cost effective, residential provision has also been identified and at this stage, therefore, a full saving is projected, however the position will need to be monitored closely throughout the remainder of the year.
94	Social Services	Early Help Strategy Second year impact of 2016/17 savings proposal. To promote and facilitate early interventions to tackle problems emerging for children, young people and their families. Steering Group developed with partners to establish and develop a multi-agency approach, promoting early support, better outcomes and more cost effective delivery of services. The aim is to reduce demand for external placements over a three year period.	488	379	488	0	Savings were generated in 2016/17 as part of the early help proposals, notably in relation to rapid response and family group conferencing. It is anticipated that further savings will be generated in 2017/18. Savings are however largely cost avoiding in nature and can potentially be offset by cost increases linked to the underlying growth in the number of looked after children.

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2017/18 (£000)	Savings unlikely to be achieved in 2017/18 (£000)	Comments
95	Social Services	Remodelling of Children's Services As part of the remodelling of Children's Services it is proposed that the centralised Family Intervention and Support (FISS) teams are disbanded and merged with the case-management teams in Targeted Services. It is not envisaged that this will reduce the level of service but it will provide an opportunity to make a saving against management and business support costs associated with delivering a central family support service. Separately, this proposal includes the reduction of a Child Health and Disability (CHAD) related home support worker post, reflecting changing workloads resulting from the increased take up of direct payments.	150	150	150	0	A number of posts have been deleted and the saving has been achieved.
96	Social Services	Review Emergency Accommodation Service for Learning Disability Service Users Review the service and consider remodelling the social care crisis service to merge with the re-provision of the respite service.	290	0	50	240	A review of the service has been undertaken and re-modelling options considered. It is proposed that by absorbing similar respite services into the current EAS provision a saving can be achieved. At this stage, however, it is estimated that this will realise a saving of £50,000, leaving a shortfall against the target.
97	Social Services	Incentivise and work with external providers to improve efficiencies and reduce costs Utilise the commissioning and procurement process to encourage providers to develop the skills and strengths of people to reduce reliance on services. Also consider block purchasing or internal provision of services utilising appropriate funding streams.	53	53	53	0	Savings have been achieved via a reduction in funding to external organisations.
98	Social Services	Reinforce process for Continuing Healthcare (CHC) funding where primary health needs have been identified Reinforce and robustly challenge through the Quality Assurance Process cases that are eligible for CHC funding and work closely with partners to address. In 2017/18 potential CHC funding for older people with particular emphasis on those in the community who have identified primary health needs will be actively pursued.	350	175	350	0	A significant saving was achieved in 2016/17 due to increased CHC (Health) funding for a number of care packages which were previously either wholly or jointly funded by the Council. The process of review is continuing and a number of care packages have been agreed as CHC in 2017/18. At this stage, therefore, it is anticipated that the saving will be achieved.
99	Social Services	Retender Mental Health (MH) Supported Living Service Review the specification and retender existing service in order to improve efficiencies and value for money.	150	58	100	50	This proposal initially involved the re-tendering of existing spot contracts for MH supported living. A revised timetable has had to be considered due to the proposed joint commissioning of a service with Health partners. However, existing provision is being reviewed in advance of the wider re-tendering and a number of move-ons and step downs of care packages identified. A related saving is therefore anticipated albeit this will be less than the original target.
100	Social Services	Retender/reconfigure external provider contract with University Health Board (UHB) for specialised day care To jointly review with the UHB, the needs of specialist day care services for service users currently utilising external provision and map the needs of young people in transition, to ensure that service delivery is appropriate and proportionate. To enter discussions with providers to deliver care in the most effective and efficient manner.	170	0	100	70	This proposal involves the review of existing day services in learning disabilities and the possible re-commissioning of services with Health. Proposals are currently being considered. There are related savings in other areas of LD which can contribute, however it is unlikely that a full saving will be realised in 2017/18.
101	Social Services	Review domiciliary model of delivery Continue to work closely with providers to identify efficiencies. Also explore different models of service delivery including the introduction of framework contracts etc. The proposal is to review the model of domiciliary care services in order to reduce overall cost. This will include working with care providers looking at a range of issues and service models which impact on the delivery of care.	125	100	125	0	A number of initiatives have been put in place in an attempt to reduce the domiciliary care spend. These include a review of all double handed cases, an informal price ceiling and the continuation of a bridging team which provides an extended reablement service. Indications are that these are impacting both on the hourly rate paid for domiciliary care and the overall level of demand.

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2017/18 (£000)	Savings unlikely to be achieved in 2017/18 (£000)	Comments
102	Social Services	Reduce and prevent reliance on statutory services utilising Information Advice and Assistance assessment and review The proposal is to support the enhancement of a model of care which recognises the strengths and skills of individuals requesting care and support, recognises and encourages access to preventative services, to reablement, and recovery models of care and recognise that individuals experience episodes of requiring care. It is proposed that encouraging and supporting individuals in this way will help to reduce over reliance on long term services. This approach will help manage demand and will be in line with the spirit of the Social Services and Well-being (Wales) Act 2014.	250	175	250	0	A strengthened review function has been introduced (including enhanced FPOC) and evidence suggests overall numbers are being controlled. It is however likely that savings generated will be cost avoiding in nature. There are linkages to the initiatives referred to in the above saving and it is considered that the combined saving achieved will be sufficient to meet the targets set for the two proposals.
103	Social Services	Re-modelling of skill mix within Adults Social Work Teams The proposal is to review the mix of skills within the Adults Social Work teams. This will include consideration of the potential to re-designate some posts from qualified to unqualified positions. The action to be taken will ensure that the proposal will not result in unqualified staff taking on duties which are the responsibility of qualified social workers and currently undertaken by them.	100	100	100	0	Posts have been identified for deletion and the saving has been achieved.
104	Social Services	Review the level of Learning Disability (LD) college placements Work in collaboration with Cardiff and Vale College and Careers Wales to review all applications for residential college placements.	100	100	100	0	There has been increased staff input into collation of information on prospective LD college placements to facilitate challenge. A number of reduced contributions have been agreed with Welsh Government resulting in a significant saving in 2017/18.
105	Social Services	Review of Social Work Resource in Hospitals The proposal is to review the provision of the Hospital Based Social Work Service to identify the potential to change the model to manage resource more effectively, to adjust the skills mix of social work staff and to establish alternative delivery models.	90	90	90	0	Posts have been identified for deletion and the saving has been achieved.
106	Social Services	Review level of third sector expenditure Review all third sector day spend and consistently apply a percentage reduction to the spend. Work with third sector organisations to develop more sustainable business models for the future utilising other external funding opportunities.	100	100	100	0	A reduction in payments to external organisations has been confirmed.
107	Social Services	Recommission of Children's Respite/Short breaks service Recommission the current contract for respite care/short breaks at Ty Storrie. New provision to reflect reduced demand for occupancy.	50	0	25	25	This saving is anticipated to be achieved though the exact model of service delivery is to be determined. Only a partial saving is, therefore, anticipated in 2017/18.
108	Social Services	Review level of continuing health care funding for children's placements Review with health partners, relative contributions to children's residential placements.	150	70	150	0	A tri-partite agreement is required for joint funding of placements. Some have already been considered for CHC but rejected. Additional legal advice has been sought. Potentially, however, the saving could be met from just one looked after child transferring to CHC and, therefore, it is assumed to be achievable.
109	Social Services	Reduce Therapy Costs in Children's Services The proposal is to work with Health colleagues in the provision of Psychological Services for children and young people. Health have appointed a part time Psychologist specifically to provide services to Looked After Children. The proposal is to work with Health colleagues to negate the need to commission private assessment / therapy providers for a small group of children in long term care.	30	0	30	0	There is an agreement with Health to set up a joint team to provide in-house support.
110	Social Services	Joint commissioning of residential and nursing home beds with Health to create efficiencies Joint commissioning with Health to create efficiencies through a new procurement model.	130	50	100	30	Joint procurement is being considered as part of a Health-led integration. It is unlikely that joint procurement will take place in 2017/18. Informal controls are now in place to limit price levels and an enhanced brokerage function is also being established with a view to reducing placement costs.
Social Services Total			4,997	2,327	3,742	1,255	

REF	Directorate 2017/18	Directorate Savings 2017/18	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2017/18 (£000)	Savings unlikely to be achieved in 2017/18 (£000)	Comments
COUNCIL TOTAL			14,157	8,188	11,998	2,159	

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UNACHIEVED DIRECTORATE SAVINGS 2016/17

APPENDIX 2(b)

REF	Directorate 2017/18	Directorate Savings 2016/17	Total Saving (£000)	Saving achieved in 2016/17 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2017/18 (£'000)	Projected savings in 2017/18 (£'000)	Projected Shortfall 2017/18 (£'000)	Comments
1	City Operations	Alternative delivery for Leisure - a new operating model in Leisure.	850	0	850	850	850	0	A new operator was appointed with effect from 1 Dec 2016. The agreed subsidy payment enables this saving to be realised.
2	City Operations	New model for Children's Play - a new delivery model for Children's Play responsive to the needs of children and young people. Play, including after school club activities, will in future be run from a range of community facilities within Neighbourhood Partnership areas.	270	172	98	74	98	0	The delay and complications around the CATs created a shortfall against the overall target. Transfers have now been completed and the saving is expected to be achieved in full.
3	City Operations	Reshaping of grounds maintenance service - reshaping of grounds maintenance services to protect core services whilst increasing productivity.	450	395	55	15	55	0	The shortfall relates to CTS vehicle recharges (£40,000) and Parks Catering Concessions (£15,000). The CTS element is dependent on further discussions with CTS to try and seek agreement. The catering element has been reallocated against other income targets throughout the Parks division.
4	City Operations	Landscape design fees - improve recharging process - a new mechanism for fees and charges will be introduced as part of a review of the landscape design service.	128	96	32	0	0	32	Whilst a large proportion of the original saving was realised in 2016/17, the sum brought forward was dependent on the transfer of the Parks Landscape Design Team to the Highways Design & Delivery Team. This is yet to take place.
5	City Operations	New Operating Model for City Operations - the business case for reshaping services within City Operations.	418	0	418	341	341	77	A detailed delivery plan is in place to achieve this saving which includes staff reorganisation / voluntary severance and other non staff savings. However the reorganisation is yet to be approved which may delay a proportion of the saving being achieved.
6	City Operations	Public Transport - saving to be realised through transfer of Heliport to new operator.	40	0	40	40	40	0	The transfer to a new operator was completed last financial year and the saving has been achieved in full.
7	City Operations	Maintenance Operations - review of additional staff payments.	50	0	50	37	50	0	Changes have been made to working and supervisory arrangements, improved awareness of the need to work smartly has been acknowledged and the practice of charging to external clients and transferring costs wherever possible to achieve the savings target across the directorate is in place. Whilst this did not deliver any of the saving in 2016/17 this should be delivered in the current year.
8	City Operations	One Directorate Synergies - alignment of core processes within the new City Operations Directorate will result in synergies.	157	58	99	99	99	0	This saving has been achieved in full through a combination of staff reorganisation, voluntary severance and flexible retirements.
9	City Operations	Commercialisation - improved charging and income generation projects within the Transport Portfolio.	200	110	90	37	90	0	A detailed plan is being developed to improve commercialisation across the directorate. This is generating additional income enhanced by increased staff recharges against externally funded schemes.
10	City Operations	Improved digitalisation of services and payments - introduce E-auctioning to all areas of the City Operations directorate.	100	0	100	0	0	100	A detailed plan is being developed to improve digitalisation and commercialisation across the directorate. This is likely to require up front funding, the source of which will need to be identified.
11	City Operations	Street Lighting Dimming - The Council approved an invest to save scheme for the dimming of street lights in residential areas. The scheme is to be implemented over three years with a total of approximately 24,000 street lights being dimmed. It is planned to complete the installation of dimming units on 8,000 street lighting units this financial year with the result that savings will start to be made next year.	35	0	35	26	35	0	A number of schemes have now been implemented and the saving target will be achieved from the consequential reduction in energy costs.
12	City Operations	Street Lighting Conversion to LED - Replace main route lighting with LED to reduce long term energy expenditure.	150	79	71	53	71	0	A number of schemes have now been implemented and the saving target will be achieved from the consequential reduction in energy costs.
		Total City Operations	2,848	910	1,938	1,572	1,729	209	

REF	Directorate 2017/18	Directorate Savings 2016/17	Total Saving (£000)	Saving achieved in 2016/17 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2017/18 (£'000)	Projected savings in 2017/18 (£'000)	Projected Shortfall 2017/18 (£'000)	Comments
13	Communities Housing & Customer Services	Alarm Receiving Centre Additional Income - further realisation of income opportunities following the creation of the Alarm Receiving Centre.	300	0	300	0	0	300	This savings target will not be achieved this year although it is expected to be achieved in 2018-19 with the commencement of identified projects.
14	Communities Housing & Customer Services	Continued roll out of the Libraries/Hub Strategy - this saving will be delivered through implementing the recommendations of the Cabinet Report in relation to Roath Library and the vacation of the Dominions Way storage facility.	250	167	83	83	83	0	This saving has been achieved in full.
		Total - Communities, Housing & Customer Services Total	550	167	383	83	83	300	
		Total - Corporate Management	0	0	0	0	0	0	
15	Economic Development	Capitalisation of posts - Major Projects - appropriate charging of staffing costs within Major Projects (two full time and one part time post) to reflect capital works undertaken.	86	45	41	30	30	11	This saving has been part achieved in respect of Public Realm. However, at present, no other schemes have been identified. As in previous years, progress will be monitored closely throughout the year and projections updated accordingly as and when scheme details become available.
16	Economic Development	Alternative model for the delivery of the Taxi Marshalling service – release revenue funding through a new approach to funding the taxi marshalling service for night time economy in the city centre on weekends.	82	0	82	11	14	68	It is anticipated that this saving will be partly achieved. Taxi Marshals have reduced the number of hours that they are working and based on actual costs to date this saving is now anticipated to be partly achieved. However, proposals for new operational arrangements are currently under consideration and any improvement to the position as a result will be updated as new information becomes available.
17	Economic Development	Increase in City Centre Management Income - through increased use of activity sites in the city centre.	45	0	45	0	45	0	It is currently anticipated that this projection will be achieved in full via additional income received through promotion sites throughout the city centre.
18	Economic Development	Income and Business Process Efficiencies - Strategic Estates - generate additional rental income from the Council's property estate through the periodic rent review process.	56	0	56	45	56	0	This saving is expected to be achieved in full based on additional rental income due to be received in respect of proposed rent reviews, lease re-gears, new lettings, acquisitions and licence income due this year.
19	Economic Development	Office Accommodation - next phase of savings from the office rationalisation programme. Ensuring more effective use of the Council's existing property estate and considering opportunities to rationalise where possible.	1,250	703	547	410	547	0	It is anticipated that this saving will be achieved in full following the relinquishment of the lease at Global Link and the disposal of other smaller Council buildings within the Office Rationalisation division. Further disposals are earmarked for 2017-18 and any delays in this regard this may further impact on the position.
		Total - Economic Development	1,519	748	771	496	692	79	
20	Economic Development (Commercial Services)	One Directorate Synergies - alignment of core processes within the new City Operations Directorate will result in synergies.	33	0	33	0	0	33	There is currently no plan in place to deliver this saving and, therefore, it is assumed that it will not be achieved this year.
21	Economic Development (Commercial Services)	One Directorate Synergies - alignment of core processes within the new City Operations Directorate will result in synergies.	50	0	50	50	50	0	The saving was achieved through a voluntary severance request processed at the end of May 2017.
22	Economic Development (Commercial Services)	Improved automated security at Lamby Way depot - security operation replaced by CCTV.	68	0	68	0	34	34	The saving shortfall was caused by the delayed opening of the new HRWC at Lamby Way. The site opened in the summer, however the saving cannot be realised until barriers are in place to secure the site allowing two security posts to be released. A revised shift pattern at the Waste Transfer Station should see the release of two agency staff, thereby contributing to the saving target.

REF	Directorate 2017/18	Directorate Savings 2016/17	Total Saving (£000)	Saving achieved in 2016/17 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2017/18 (£'000)	Projected savings in 2017/18 (£'000)	Projected Shortfall 2017/18 (£'000)	Comments
23	Economic Development (Commercial Services)	Further increasing income opportunity from renewal of landfill gas generator contract - contract negotiations in place.	100	0	100	100	100	0	The operator has reduced the number of generator's reflecting the lower levels of gas extracted from the landfill. As a consequence this saving cannot be achieved. However the continued operation of the landfill site for external customers until June 2017 has been sufficient to cover this shortfall in 2017/18. It is hoped that a renegotiation of contract terms with the gas operator, due to take place in 2017/18, should enable additional income for future years to enable the savings target to be achieved going forward.
24	Economic Development (Commercial Services)	Improved digitalisation of services and payments - introduce E-auctioning to all areas of the City Operations directorate.	100	0	100	30	30	70	Part of the saving has been achieved through the revised 'Tidy Text' facility. The directorate continue to consider how the remainder of this saving can be achieved but as there is no detailed plan it is possible the shortfall will remain.
25	Economic Development (Commercial Services)	Alternative Delivery Model - Security and Cleaning.	135	54	81	60	81	0	The Cleaning savings will be achieved through the implementation of an improvement plan for the delivery of cleaning services and also through a reduction in sickness and hence a reduction in usage of agency workers. A review of the Security Service by the Council's Commercial Partner has been undertaken. The review will culminate in the implementation of an action plan for improvements in service delivery, operational efficiencies and opportunities for commercial growth.
26	Economic Development (Commercial Services)	Vehicle replacement programme - efficiencies through procurement.	68	0	68	68	68	0	The procurement changes have been implemented. The leased vehicles that have gone past their expiry date have been re-contracted for another year and the full saving realised.
27	Economic Development (Commercial Services)	Reduction in Agency (Sickness & General) & General Staffing Savings - CLEANING	56	8	48	40	48	0	The saving will be achieved through the implementation of an improvement plan for the delivery of cleaning services and also through a reduction in sickness and hence a reduction in usage of agency workers.
28	Economic Development (Commercial Services)	Vehicle Utilisation	400	79	321	84	147	174	An amount of £84,000 has already been secured in 2017/18. The Organisational Development Team had been leading on the analysis work required to identify the utilisation saving opportunities across the Council but resources have now been withdrawn pending a presentation to SMT with recommendations on the way forward to further progress utilisation saving.
Total - Economic Development (Commercial Services)			1,010	141	869	432	558	311	
Grand Total - Economic Development			2,529	889	1,640	928	1,250	390	
29	Education & Lifelong Learning	Reduction in OOC Costs: Reduction in costs of placements with other Local Authorities Reduction in number of Looked After Children placed Out Of County Reduction in number of new placements	930	370	560	0	0	560	A significant amount of work is still required to achieve this saving. A working group has been established to look at the issue, however this is still in its infancy. Current indications are that the overall cost of Out of County placements will increase compared to 2016/17 and, therefore, at this stage, it is not felt that any of the saving will be achieved. The growth in placements continues to be high and places the achievement of this target in the next financial year at risk.

REF	Directorate 2017/18	Directorate Savings 2016/17	Total Saving (£000)	Saving achieved in 2016/17 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2017/18 (£'000)	Projected savings in 2017/18 (£'000)	Projected Shortfall 2017/18 (£'000)	Comments
30	Education & Lifelong Learning	Reduction in central costs for the Education of Children not in School - over the past three financial years there has been a reduction in the level of central subsidy for pupils who are not educated in school. This saving will be achieved through the examination of a different delivery model for tuition through the commissioning of an external agency as opposed to direct employment of tutors which will reduce the overall cost of the service. Whilst it is expected that the full saving will be deliverable in this manner any shortfall will be recouped through an additional charge being levied on schools for providing tuition to pupils on roll in a school but educated elsewhere.	149	0	149	0	149	0	A working group has been established and is looking at EOTAS provision across the board, part of which will be a focus on the Tuition Service. It is anticipated that a new model of operation will be identified. However, until then, there remains a significant risk to the achievement of this saving. For this financial year, it is assumed that an alternative mechanism for achieving the saving can be identified.
31	Education & Lifelong Learning	Reduction in staffing for Performance Management - the Performance and Information team provide a central resource to gather, analyse and disseminate the relevant pupil led, school level and authority level data necessary to allow the Council to discharge its statutory reporting duties. This saving will be achieved through a restructuring of this team which will align itself with other data functions both inside and outside the Council.	35	0	35	35	35	0	The restructure has taken place but was unable to deliver the required saving without compromising service delivery. The directorate has identified an alternative saving to offset this issue for 2017/18 and future years.
Total - Education and Lifelong Learning			1,114	370	744	35	184	560	
32	Resources	Extension of Income Enforcement Service - continue with recent changes to bring more of the enforcement of Penalty Charge Notices (PCNs) directly under the control of Local Authority staff. The majority of compliance and enforcement activity required to collect outstanding PCN notices will be carried out by directly employed Council staff.	150	85	65	49	65	0	The volume of PCN fines has increased and recent analysis of income for 2017-18 has indicated that the 2016-17 shortfall will now be achieved.
33	Resources	Digitalisation	875	600	275	0	275	0	Work is continuing to identify and realise savings arising from digitalisation in the current year including hybrid mail plus other on-going initiatives to reduce spend on postages, printing and stationery. At this stage it is anticipated that the full saving will be achieved but this will continue to be closely monitored during the year.
Total - Resources			1,025	685	340	49	340	0	
34	Social Services	Establish an Adolescent Resource Centre - this is a resource to assist in supporting young people to stay at home. It is based on a model operated in other authorities and will require some initial investment to establish the facility. This proposal is a gross saving with an associated cost included in the financial pressures.	700	218	482	400	400	82	A staff group are in place and delivering a service from remote locations. It is anticipated that a permanent site will be operational in quarter 4 of 2017/18. Savings already identified are based on delaying or preventing admissions to expensive external placements. However, given the underlying growth in looked after children, the savings being realised largely relate to cost avoidance and are not, therefore, cashable. The measures are however limiting further cost growth which otherwise would have occurred. A shortfall is currently projected given the phased implementation of the resource centre.
35	Social Services	Safer Families Initiative - utilise and encourage volunteering in the community to provide a mentoring service aimed at reducing Looked After Children admissions. Based on pilot in other authorities, it is anticipated that the scheme will reduce the numbers of children coming into the care system. Research suggests an average saving of £5.4k per child referred. Forty referrals are targeted for 2016/17. This proposal is a gross saving with an associated cost included in the financial pressures.	210	136	74	0	74	0	This proposal has been re-focused to pursue a more preventative service with increased emphasis on children on the edge of care. In partnership with Tros Gynol, an early help model has been developed aimed at reducing the need for referrals. A cost avoidance saving sufficient to offset the unachieved saving is currently anticipated.
36	Social Services	Review of Commissioned Services - a number of commissioning opportunities have been identified by the directorate to be targeted in 2016/17.	1,000	826	174	140	174	0	It is anticipated that this residual saving will be achieved via the full year effect of initiatives that started part way through 2016/17, notably in relation to extracare, CRT and the introduction of a grant funded bridging team offering extended reablement.

REF	Directorate 2017/18	Directorate Savings 2016/17	Total Saving (£000)	Saving achieved in 2016/17 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2017/18 (£'000)	Projected savings in 2017/18 (£'000)	Projected Shortfall 2017/18 (£'000)	Comments
37	Social Services	Review of administrative arrangements for Direct Payments - This will include the current contract with a support provider. Consideration to be given to alternative service delivery focussing on quality and best use of resources whilst continuing to maintain existing service user support to those receiving a direct payment.	200	0	200	75	120	80	The procurement process has been completed with the new provider having commenced in August 2017. Costings suggest that the carry forward saving can be achieved in a full year. Only a part year saving will however be achievable in 2017/18.
38	Social Services	Reduction in external legal costs - Proposed reduction in the external legal advice costs incurred in relation to Children's services, including the examination of alternative internal arrangements.	130	0	130	0	130	0	As part of the centralisation of external legal costs, the budget was transferred to Legal Services and forms part of the overall position within that directorate.
39	Social Services	Locality based service delivery - initial mapping on a pilot basis would appear to indicate opportunities for improved service delivery and reduced costs through service redesign on a locality focused basis. This would include consideration of accommodation models, commissioned services and community opportunities. It is likely however that significant work will be required to implement a revised commissioning model for care services, with a roll out likely to take place over a number of financial years.	250	124	126	0	0	126	A pilot scheme was initially implemented, however outcomes were not as originally anticipated. No specific savings are currently identifiable, however the position may change as the project is reviewed.
40	Social Services	Travel/Mileage	194	8	186	0	0	186	It was anticipated that moves to agile/mobile working would lead to reductions in costs associated with travel and mileage. To date, a limited reduction in travel costs is evident.
41	Social Services	Reduction in Agency (Sickness & General) & General Staffing Savings	168	0	168	50	100	68	The service has been remodelled and the staff resource enhanced. The level of agency use has started to show a reduction. The position will, however, still be partly dependent on the market in regard to the recruitment of staff, which is a variable that cannot necessarily be controlled.
Total - Social Services			2,852	1,312	1,540	665	998	542	
COUNCIL TOTAL			10,918	4,333	6,585	3,332	4,584	2,001	

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CARDIFF COUNCIL CAPITAL PROGRAMME 2017-2018

DIRECTORATE & SCHEME	2017-18 Programme	2016-17 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2017-18	Projected Outturn	(Underspend) / Overspend GF	(Underspend) / Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CITY OPERATIONS													
Energy Projects and Sustainability													
Energy Retrofit of Buildings	2,023	0	82	0	0	2,105	1,170	0	0	(935)	0	0	(935)
Salix Energy Efficiency Loan Scheme (SEELS)	0	0	0	200	0	200	200		0	0	0	0	0
Total Energy Projects and Sustainability	2,023	0	82	200	0	2,305	1,370	0	0	(935)	0	0	(935)
Regulatory													
Shared Regulatory Services	117	0	0	0	0	117	0	(117)	0	0	0	0	(117)
S106 Schemes		0	12	0	0	12	12	0	0	0	0	0	0
Total Regulatory	117	0	12	0	0	129	12	(117)	0	0	0	0	(117)
Parks & Green Spaces													
Asset Renewal Buildings	50	0	0	0	0	50	50	0	0	0	0	0	0
Asset Renewal Parks Infrastructure	140	10	0	0	0	150	150	0	0	0	0	0	0
Play Equipment	90	52	0	0	0	142	72	0	0	0	(70)	0	(70)
Flood Risk Prevention	0	213	0	0	0	213	145	0	0	0	(68)	0	(68)
Parc Cefn Onn	490	28	0	0	0	518	70	0	0	0	(111)	(337)	(448)
Roath Park	200	0	0	0	0	200	0	0	0	0	(200)	0	(200)
3G Pitch - Grange Gardens	0	0	0	0	94	94	94	0	0	0	0	0	0
Refurbishment of Sports Facilities		0	0	0	300	300	220	0	0	0	0	(80)	(80)
S106 Schemes	0	765	43	0	0	808	500	0	0	0	0	(308)	(308)
Total Parks & Green Spaces	970	1,068	43	0	394	2,475	1,301	0	0	0	(449)	(725)	(1,174)
Leisure													
Leisure Centres Priority Works	0	273	0	0	(80)	193	193	0	0	0	0	0	0
Asset Renewal Buildings	231	0	0	0	80	311	311	0	0	0	0	0	0
Leisure Centres (GLL)	500	1,000	0	0	0	1,500	1,500	0	0	0	0	0	0
Leisure Centres (Channel View)	500	0	0	0	0	500	400	0	0	(100)	0	0	(100)
STAR Centre Equipment	0	0	0	0	106	106	106	0	0	0	0	0	0
Total Leisure	1,231	1,273	0	0	106	2,610	2,510	0	0	(100)	0	0	(100)
Bereavement & Registration Services													
Asset Renewal Buildings	150	0	0	0	0	150	150	0	0	0	0	0	0
Improvements funded by Bereavement reserve	150	0	0	0	0	150	150	0	0	0	0	0	0
Total Bereavement & Registration Services	300	0	0	0	0	300	300	0	0	0	0	0	0
Highway Infrastructure													
Highway Reconstruction	300	747	0	383	1,004	2,434	1,430	0	0	0	(1,004)	0	(1,004)
Highway Resurfacing	1,950	0	0	(383)	1,567	3,134	1,567	0	0	0	(1,567)	0	(1,567)
Footpath Resurfacing	535	0	0	(380)	0	155	155	0	0	0	0	0	0
Footpath Improvements around Highway Trees	125	0	0	0	0	125	125	0	0	0	0	0	0
Bridges & Structures	750	330	0	0	0	1,080	250	0	0	0	(830)	0	(830)
Street Lighting Column Replacement	270	88	0	0	0	358	358	0	0	0	0	0	0
LED Lighting on Principal Roads (Invest to Save)	2,816	732	377	0	0	3,925	3,925	0	0	0	0	0	0
LED Lighting Residential (Invest to Save)	0	0	0	100	0	100	100	0	0	0	0	0	0
Greener Grangetown	0	1,775	0	380	0	2,155	2,155	0	0	0	0	0	0
Bute Crane Refurbishment	25	0	0	0	0	25	0	0	0	0	(25)	0	(25)
Rhiwbina Flood Defence scheme	0	21	0	0	0	21	21	0	0	0	0	0	0
Total Highway Maintenance	6,771	3,693	377	100	2,571	13,512	10,086	0	0	0	(3,426)	0	(3,426)

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DIRECTORATE & SCHEME	2017-18 Programme	2016-17 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2017-18	Projected Outturn	(Underspend) / Overspend GF	(Underspend) / Overspend Other	Invest to Save slippage/SOP 'reserve' £000	Slippage GCF	Slippage Other	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Traffic & Transportation													
Asset Renewal Transport & Traffic Management	335	0	0	0	0	335	335 #	0	0	0	0	0	0
Asset Renewal Telematics/Butetown Tunnel	50	340	0	0	0	390	390	0	0	0	0	0	0
Cycling Development Asset Renewal	800	38	0	0	0	838	438 #	0	0	0	(400)	0	(400)
Transport Grant Match Funding	375	250	0	0	0	625	625	0	0	0	0	0	0
Local Transport Fund Grant	1,500	0	(236)	0	1,124	2,388	2,388)	0	0	0	0	0	0
Road Safety Grant	450	0	0	0	56	506	506)	0	0	0	0	0	0
Safe Routes in Communities Grant	450	0	0	0	25	475	475)	0	0	0	0	0	0
Moving Offences Enforcement - Parking Reserve	430	0	0	0	(28)	402	402	0	0	0	0	0	0
Bus Corridor Improvements - Parking Reserve	335	0	0	0	0	335	335	0	0	0	0	0	0
Cardiff West Interchange	1,175	350	0	0	0	1,525	125 #	0	0	0	(1,400)	0	(1,400)
CCTV System & Traffic Control Upgrade	525	337	0	0	0	862	562	0	0	0	(300)	0	(300)
Hostile Vehicle Mitigation	0	0	0	0	500	500	500	0	0	0	0	0	0
S106 schemes	0	354	104	0	351	809	672	0	0	0	0	(137)	(137)
Total Traffic & Transportation	6,425	1,669	(132)	0	2,028	9,990	7,753 #	0	0	0	(2,100)	(137)	(2,237)
Strategic Planning													
S106 Schemes	0	111	93	0	(14)	190	190	0	0	0	0	0	0
Total Strategic Planning	0	111	93	0	(14)	190	190)	0	0	0	0	0	0
Harbour Authority													
Harbour Asset Renewal	380	0	(3)	0	0	377	377	0	0	0	0	0	0
Volvo Ocean Race	0	0	76	0	1,780	1,856	1,856)	0	0	0	0	0	0
Total Harbour Authority	380	0	73	0	1,780	2,233	2,233	0	0	0	0	0	0
TOTAL CITY OPERATIONS	18,217	7,814	548	300	6,865	33,744	25,755 #	(117)	0	(1,035)	(5,975)	(862)	(7,989)
COMMUNITIES, HOUSING & CUSTOMER SERVICES													
Citizen Hubs													
St Mellons Hub Phase 2	1,950	748	0	0	0	2,698	2,698	0	0	0	0	0	0
Llanishen Hub	0	436	0	0	0	436	436 #	0	0	0	0	0	0
Llandaff North & Gabalfa Hub	0	45	0	0	0	45	45	0	0	0	0	0	0
Llanedeyrn Hub	110	906	(80)	0	0	936	936	0	0	0	0	0	0
Total Citizen Hubs	2,060	2,135	(80)	0	0	4,115	4,115 #	0	0	0	0	0	0
Neighbourhood Regeneration													
Neighbourhood Renewal schemes	280	261	0	0	0	541	450	0	0	0	(91)	0	(91)
Local Shopping Centre Regeneration	360	214	18	0	0	592	472	0	0	0	(120)	0	(120)
Maelfa Centre Regeneration	1,400	(92)	0	0	0	1,308	1,058	0	0	0	(250)	0	(250)
Alleygating	50	15	0	0	0	65	50	0	0	0	(15)	0	(15)
S106 Schemes	0	0	276	0	(207)	69	69	0	0	0	0	0	0
Total Neighbourhood Regeneration	2,090	398	294	0	(207)	2,575	2,099)	0	0	0	(476)	0	(476)
Housing (General Fund)													
Disabled Facilities Service	3,800	605	0	0	0	4,405	3,605	0	0	0	(800)	0	(800)
Enable Adaptations Support for Independent Living	400	0	(1)	0	0	399	399	0	0	0	0	0	0
Estate Environmental Improvements	250	177	0	0	0	427	0	0	0	0	(427)	0	(427)
WG ARBED ECO Grant	0	0	0	0	480	480	480	0	0	0	0	0	0
Domestic Abuse Centre	400	0	0	0	0	400	50	0	0	0	(350)	0	(350)
Total Housing	4,850	782	(1)	0	480	6,511	4,584	0	0	0	(1,927)	0	(1,927)
TOTAL Communities, Housing & Customer Services	9,000	3,315	213	0	273	13,201	10,798 #	0	0	0	(2,403)	0	(2,403)

CARDIFF COUNCIL CAPITAL PROGRAMME 2017-2018

DIRECTORATE & SCHEME	2017-18 Programme	2016-17 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2017-18	Projected Outturn	(Underspend) / Overspend GF	(Underspend) / Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
EDUCATION & LIFELONG LEARNING													
Schools - General													
Planning & Development													
Asset Renewal Buildings	6,867	(2,103)	0	0	0	4,764	5,688	0	0	0	924	0	924
Suitability and Sufficiency	1,040	0	0	0	0	1,040	1,116	0	0	0	76	0	76
Early Years - Flying Start	0	64	(24)	0	87	127	127	0	0	0	0	0	0
Whitchurch High School	0	975	0	0	0	975	675	0	0	0	(300)	0	(300)
Total Planning & Development	7,907	(1,064)	(24)	0	87	6,906	7,606	0	0	0	700	0	700
Other schemes													
Schools ICT	100	0	0	0	0	100	500	0	0	0	400	0	400
Fire Precautions	250	0	0	0	0	250	250	0	0	0	0	0	0
Safeguarding Lobbies	100	0	0	0	0	100	100	0	0	0	0	0	0
St Mellons Primary	250	0	0	0	0	250	50	(200)	0	0	0	0	(200)
Kitchen Improvements	100	0	0	0	0	100	100	0	0	0	0	0	0
Total Other schemes	800	0	0	0	0	800	1,000	(200)	0	0	400	0	200
Total Schools	8,707	(1,064)	(24)	0	87	7,706	8,606	(200)	0	0	1,100	0	900
Schools Organisation Planning													
21st Century Schools	49,987	15,022	(15,052)	0	(2)	49,955	41,577	0	0	3,330	0	(11,708)	(8,378)
Total Schools Organisation Planning	49,987	15,022	(15,052)	0	(2)	49,955	41,577	0	0	3,330	0	(11,708)	(8,378)
TOTAL EDUCATION & LIFELONG LEARNING	58,694	13,958	(15,076)	0	85	57,661	50,183	(200)	0	3,330	1,100	(11,708)	(7,478)
RESOURCES													
Technology													
Modernising IT to improve Business Processes	(796)	1,776	0	0	0	980	450	0	0	0	(530)	0	(530)
ICT Refresh	400	19	0	0	0	419	360	0	0	0	(59)	0	(59)
Total Technology	(396)	1,795	0	0	0	1,399	810	0	0	0	(589)	0	(589)
Corporate													
Contingency	200	0	0	0	0	200	200	0	0	0	0	0	0
Invest to Save annual allocation	500	0	0	(440)	0	60	60	0	0	0	0	0	0
City Deal - Council contribution to Investment Fund	0	0	0	0	5,737	5,737	5,737	0	0	0	0	0	0
Total Corporate	700	0	0	(440)	5,737	5,997	5,997	0	0	0	0	0	0
TOTAL RESOURCES	304	1,795	0	(440)	5,737	7,396	6,807	0	0	0	(589)	0	(589)

CARDIFF COUNCIL CAPITAL PROGRAMME 2017-2018

DIRECTORATE & SCHEME	2017-18 Programme	2016-17 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2017-18	Projected Outturn	(Underspend) / Overspend GF	(Underspend) / Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
SOCIAL SERVICES													
Adult Services													
Tremorfa Day Services (ICF)	250	0	0	0	50	300	75	0	0	0	(225)	0	(225)
ICF Day Centre Strategy	330	0	0	0	0	330	330	0	0	0	0	0	0
Day Centre Opportunities	1,132	35	0	0	0	1,167	437	0	0	0	(730)	0	(730)
Total Adult Services	1,712	35	0	0	50	1,797	842	0	0	0	(955)	0	(955)
Children's Services													
Children's Services Accommodation Strategy	260	0	0	0	0	260	329	0	0	0	69	0	69
Trelai Youth Centre/ Special Schools Campus (ICF)	0	0	0	0	300	300	300	0	0	0	0	0	0
Children's Services	260	0	0	0	300	560	629	0	0	0	69	0	69
TOTAL SOCIAL SERVICES	1,972	35	0	0	350	2,357	1,471	0	0	0	(886)	0	(886)
TOTAL GENERAL FUND	102,601	18,005	(1,881)	0	16,174	135,299	111,100	(317)	505	(630)	(12,252)	(11,505)	(24,199)
PUBLIC HOUSING (HRA)													
Housing Development	991	163	(163)	0	0	991	980	(11)	0	0	0	0	(11)
Estate Regeneration and Stock Remodelling	3,509	59	(59)	0	0	3,509	2,164	(745)	0	0	(600)	0	(1,345)
External and Internal improvements to buildings	14,250	1,699	(1,699)	0	0	14,250	12,683	(1,567)	0	0	0	0	(1,567)
Disabled Facilities Service	2,300	71	(71)	0	0	2,300	2,576	276	0	0	0	0	276
Cardiff Living New Builds	6,191	0	0	0	0	6,191	5,873	(318)	0	0	0	0	(318)
Property Buybacks	0	2,082	(2,082)	0	2,582	2,582	1,857	(725)	0	0	0	0	(725)
Hubs	355	0	0	0	0	355	655	0	0	0	300	0	300
Modernising IT to improve Business Processes	100	0	0	0	0	100	0	(100)	0	0	0	0	(100)
SD06 Schemes	2,309	0	0	0	0	2,309	2,309	0	0	0	0	0	0
TOTAL PUBLIC HOUSING	30,005	4,074	(4,074)	0	2,582	32,587	29,097	(3,190)	0	0	(300)	0	(3,490)
TOTAL	132,606	22,079	(5,955)	0	18,756	167,886	140,197	(3,507)	505	(630)	(12,552)	(11,505)	(27,689)

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2017-18 QUARTER 3 PERFORMANCE REPORT

**FINANCE, MODERNISATION & PERFORMANCE
(COUNCILLOR CHRIS WEAVER)**

AGENDA ITEM: 6

REPORT OF CORPORATE DIRECTOR RESOURCES

Reason for this Report

1. To present Cardiff Council's Performance Report for Quarter 3 2017-18.

Background

2. The Performance Management Framework includes the production of quarterly performance reports designed to provide an overview of corporate and directorate performance. Effective scrutiny of performance is an important component of the Framework as it provides the opportunity to challenge performance levels, and helps focus on the delivery of Council priorities and targets.

Performance Overview

3. This report provides a summary of the progress, key successes and challenges faced by each directorate in Quarter 3 2017-18.

Report Structure

4. This report consists of:
 - Performance Report – This document, which provides an accurate and balanced description of performance across each Directorate.
 - Corporate Plan Report – A report on performance against the commitments and measures in the Corporate Plan (Appendix A).
 - Directorate Performance Report – A report on the performance of each directorate against their strategic directorate priorities and the related measures and actions (Appendix B).

Overview of Quarter 3 Performance – Corporate Plan

5. Measures in the Corporate Plan 2017-19.
 - There are 98 performance measures in the Corporate Plan.

- Many of them have a quarterly target, which allows the use of a RAG rating to show how performance compares to the target.
- For some measures a comparison is not possible because either i) the measure is annual and there is no quarter 3 result or ii) it is a new measure with no quarterly target.
- Here is a summary of performance against target:

	Green (Better than target)	Amber (Close to target)	Red (Worse than target)	Comparison not available	Total
No. of measures	37	11	10	40	98
% of all measures	38%	11%	10%	41%	100%
% of results available	64%	19%	17%		

6. Commitments in the Corporate Plan 2017-19.
- There are 73 separate commitments in the Corporate Plan.
 - Here are the RAG ratings for those commitments.

	Green	Amber / Green	Red / Amber	Red	Total
No. of measures	43	24	5	1	73
% of all measures	59%	33%	7%	1%	100%

Summary of Directorate Performance

7. This section provides an update on progress towards delivering the Strategic Directorate Priorities of each of the Council's seven Directorates.

City Operations

Key Areas of Progress

8. Performance against key indicators on street cleanliness in the city continues to be strong. In Quarter 3, 94.4% of the streets assessed were of a high or acceptable level of cleanliness. This exceeds the target set of 90%, and is a significant improvement on performance for the same period in 16/17, which was 84.2%. Similarly, 98.5% of reported fly tipping incidents were cleared within 5 working days exceeding the target set of 90%. However, this was a slight decrease in performance from the 100% reported in quarter 2.
9. Determination of householder planning applications is also an area of consistently strong performance. Q3 reports 96% of applications determined within agreed timescales following on from 95% in Q2 and well above the target set of 80%. Determination of major applications within the timeframe is also significantly exceeding the 25% target at Q3 with 65%, although this is a drop of 11% from the 76% recorded in Q2.

10. There was recognition of the good volunteer work being done by both “Keep Roath Tidy” and “Keep Splott Tidy” in the Tidy Wales Awards. “Keep Roath Tidy” were winners in the Clean communities category and “Keep Splott Tidy” were runners up.
11. A new stage of the “Bay Loop” cycle / pedestrian link was opened in Q3. The path running from the former Doctor Who site to the barrage has been widened from 3 meters to 7 metres to provide space for both pedestrian and cycle paths while opening up the vista across the bay and thus improving the visitor experience.
12. Nextbike have been appointed as the operator for the new On-Street Cycle Hire Scheme. A public survey has been undertaken asking for suggestions on locations for the hire stations and the information gathered will be used to inform network planning ahead of the installation. Full launch of the scheme is anticipated in May 2018.

Directorate Challenges

13. There are a number of assets within the directorate’s responsibility, which, are not subject to a regular inspection regime or asset management system to monitor and maintain them effectively. This ultimately leads to asset deterioration to the point where emergency works are required to be undertaken, often at high cost and within limited resources. A single approach to asset management is required to provide detailed asset management information and to avoid storing up significant issues with potentially significant financial implications for the future. The requirement for a single approach to asset management has been included in the Directorate Risk Register and will form part of future corporate risk discussions at Senior Management Team. Appropriate controls and mitigation will be developed.
14. The Capital Ambition has defined a number of important infrastructural challenges for Cardiff, in terms of Highways, cycling, public transport and other asset improvement priorities. It will be essential to have clear, costed programmes and implementation plans/resources to deliver these targets effectively. Ongoing work is taking place to put these programmes and resources in place.
15. The Directorate has a number of challenges in a range of specific areas related to productivity improvement, sickness absence, staff engagement and resourcing. This is in the context of services which are sometimes performing well on existing measures but where the demand for improvement across Cardiff is strong and firm budget controls are required. A comprehensive programme for service development and in particular the key challenges (Including workforce issues and digital transformation) will be progressed and implemented by the Assistant Director for Street Scene once the appointment has been made.

Communities, Housing and Customer Services

Key Areas of Progress

16. Customer satisfaction rates of visitors to the city’s Hubs remain high in quarter 3, with 98% of those surveyed agreeing that overall the Hub they visited met their

requirements and / or they got what they needed from the visit. This is down marginally from the 99% achieved in quarter 2 but overall the performance is consistently high and exceeds the 95% target set for 2017/18.

17. A celebration of Llanedeyrn's newest community facility, The Powerhouse Hub, took place on the 6th November 2017. The launch and community fun day marked the official opening of the facility which has been extended and undergone major refurbishment works. South Wales Police, who previously had a local station in the Maelfa Centre, have now relocated to the Powerhouse and have self-contained offices on the first floor, and the Council's Education Youth Services are also based at the hub.
18. The Llanishen Hub also opened to the public in November 2017 and the carried out there is as a result of a partnership project with South Wales Police and the Police and Crime Commissioner. The Hub's official opening took place on the 29th November with the launch of a full programme of activities from children's storytime classes to Wellbeing Tuesdays for the over 50s.
19. During December an Independent Living Intergenerational Project event was held in partnership with Cardiff City Football Club Foundation. The event brought together older people and local primary school children to talk about their backgrounds, experiences of Cardiff City Football Club and Cardiff as a whole while sharing their own sporting memories and memories of the City. Both groups reported that they found the experience extremely beneficial.
20. During November, 24/7 services, also known as Telecare Cardiff, had their annual audit by the Telecare Services Association. During this audit, the service is reviewed for the quality of their Installation, Monitoring and Response. The auditor reviewed key performance indicators, the Telecare Cardiff processes, observed an installation taking place and also listened to calls with one of the operators. The team were successful and the audit was passed.

Directorate Challenges

21. The impacts of Welfare Reform continue to provide a significant challenge. The full rollout of Universal Credit (UC) in Cardiff takes place on 28th February 2018. Individuals impacted by the changes are likely to require support in two areas - Personal Budgeting Support (PBS) and Assisted Digital Support (ADS) including opening and managing the new online accounts.
22. In Cardiff, there are currently approximately 1,000 Universal Credit claimants, however, this number is anticipated to increase to 120,000 over the next year. It is unclear at this stage how many individuals will require our help and support but it is likely to provide a huge challenge to the Directorate in terms of provision of support. In preparation for the rollout, all Hub Officers have been upskilled to provide help and support on Universal Credit, the number of computers across the Hubs has been increased and a dedicated Universal Credit advice phone line will be launched on 28th February.
23. The number of Rough Sleepers in the city remained high during quarter 3 with 79 people being recorded as sleeping rough in Cardiff during the week ending 22nd December. This is high in comparison to the same period in previous years when

the drop in winter temperature has generally led to higher numbers of rough sleepers accessing the cold weather provision made available.

24. The challenge of developing additional provision is being addressed through various initiatives. The Housing First pilot project for up to 10 direct placements with wrap around services became operational in December, Improved emergency provision of 3 extra PODs has been put in place at Ty Tresillian, with a further 5 PODs due in early 2018, and an additional 8 PODs at the Huggard are due for completion in January 2018. Ty Tarian (accommodation for women with high support needs and at risk of exploitation) is also now in place and early indications have been very positive.
25. Compliance with the target to ensure that all council staff have completed the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence is an area of struggling performance in the year to date and will need to be a key focus going forwards. There are technical issues for officers completing the training on the externally hosted system as well as issues with the reporting of compliance. To date the training has been on a phased rollout to Communities, Social Services and Education only, this will now be rolled out across the council.
26. The challenging income target for the Alarm Receiving centre (ARC) will not be met during 2017/18 and this is reflected in the red risk rating against the corresponding performance indicator. However, a huge amount of enabling work is being delivered and the ARC is now working collaboratively with the UHB and is monitoring Whitchurch hospital. The impact on the overall directorate budget position continues to be mitigated by underspends in other areas of the directorate.

Economic Development

Key Areas of Progress

27. Performance against the indicator for assistance in creating and safeguarding jobs in the city continued to be strong in quarter 3, building on the excellent performance earlier in the year. 407 jobs were created and 36 safeguarded in quarter 3, bringing the cumulative total to 4,518 in the year to date and significantly exceeding the target set of 500 for 17/18. In addition there are a number of active enquiries across various sectors and senior officers from the Council attended a Whitehall seminar to present to government departments on the merits of relocating business units to Cardiff.
28. Work is ongoing to develop and agree the City Deal JWA Business Plan required to discharge the reserve matter. It is anticipated this will go to Council for agreement and subject to approval from all 10 participating partners this will be agreed in February 2018.
29. Delivery of the Central Square regeneration scheme continues to progress. A new approach for the delivery of the bus station has been approved by Cabinet which will deliver an early start on site and recover the Council's investment to date.

30. Some progress has been made with regard to the delivery of re-use facilities in Cardiff. British Heart Foundation has been announced as the Council's re-use partner and will provide a network of shops, free home collection and re-use facilities and outlets across the city.
31. There has been progress with the digitisation of key processes and systems in Quarter 3 including the commencement of the procurement process for a new asset management software system (Integrated Workplace Management System) for the Corporate Landlord model. In addition the digitalisation of fleet asset data and maintenance programmes commenced through the Tranman system during Quarter 3 having overcome some initial issues, and the customer portal should be available from Quarter 4

Directorate Challenges

32. Delivering the disposals programme remains a key challenge. During 2017/18, transaction delays relating to external influences such as the planning process will result in some receipts slipping into 2018/19. As a consequence, in-year performance against the related property target for 2017/18 will be lower than anticipated but will recover in terms of the 5 year programme next year.
33. Although implementation of the Corporate Landlord model is progressing, it is a huge programme of work that will take time to deliver which will require on-going focus and commitment. Particular challenges relate to the implementation of the People and Change project which will provide new staffing structures and governance arrangements and the ongoing implementation of the Health and Safety compliance programme due to the scale of work required.
34. In terms of waste, the dual requirements of achieving the statutory minimum recycling target of 58% and delivering the step change to the next target of 64% by 2019/20 continues to be a significant challenge.
35. The non-validated recycling result for quarter two was 61.11% which is just meeting the Corporate Plan target of 61% for 2017/18. However, the Waste Recycling and Processing costs continue to have a negative impact and global market prices and availability of markets remain a high risk to both the financial and statutory target performance. These issues are being felt nationally across the industry. To mitigate this the Council is constantly monitoring the situation and has put into place measures to improve performance. To improve quality at the Materials recycling facility (MRF) a plastics auto-sorter will be coming into operation in Quarter 1 2018/19, and the proposed Waste Strategy includes changes to require glass separation at source. In addition, it is anticipated that the new mattress, tyre and skip services will contribute to an improved recycling performance in the latter part of 2017/18.
36. The next Recycling Strategy is currently being developed and will be presented to Cabinet in March. The strategy will seek to address in-year financial pressures regarding glass quality and market costs through separate collections. It will also contain additional measures to improve recycling performance in 2018/19 onwards.

Education and Lifelong Learning

Key Areas of Progress

37. The results for the 2016–2017 academic year build on a clear pattern of continuing improvement in recent years. Final 2016-17 Key Stage 4 performance data, released in December 2017, shows that Cardiff's performance in the Level 2+ threshold (5 GCSEs A*-C including English/Welsh and Maths) is above modelled expectations.
38. Modelled expectations are based on free school meal eligibility and include mainstream and maintained schools. The difference in Cardiff is 7.5 percentage points, (Cardiff Actual 60.6%/ Cardiff Modelled 53.1%), which is the greatest difference across Wales.
39. A Cabinet report on the performance of Cardiff schools in 2016-17 across the key stages, and in relation to exclusions, attendance, and transition into education, employment or training, was published in January 2018.
40. In November 2017, three schools were removed from an Estyn follow-up category. Riverbank Special School was removed from Estyn Monitoring, and Eastern High and Trelai Primary School were removed from Special Measures:
 - Eastern High: Estyn noted the trend of improving results at all key stages, with Mathematics and English improving significantly. The school moved into the new Eastern Learning Campus in December, in partnership with Cardiff and the Vale College.
 - Trelai Primary School: Estyn noted the strong progress that the school has made in improving the attainment of pupils eligible for free school meals and of boys in the Foundation Phase.
41. 2016-17 Provisional Destinations data for year 11 leavers shows that there has been good progress in reducing the proportion of young people who are not in education, employment or training (NEET). 3% of young people (100 young people) were identified as NEET in 2016, compared with over 8% in 2010. This represents a 5.8 percentage point decrease in 6 years. Provisional 2016-17 data indicates that the Cardiff NEET figure has further reduced to 1.7% (54 young people). National data is not yet available for comparison to other Authorities.

Directorate Challenges

42. Outcomes at Key Stage 4 indicate that Cardiff secondary schools exhibited a higher degree of resilience to manage the changes to qualifications and key performance indicators than schools elsewhere in Wales. However, there are a number of key areas for improvement:
 - Performance in the Level 1 threshold is 93.2% (5 GCSEs A*-G), which is below the Welsh average of 94%.
 - Improving outcomes for groups such as EOTAS (Educated Other Than At School) pupils and Looked After Children.
 - Reducing the gap in attainment between pupils eligible and not eligible for free school meals.

43. The sufficiency and suitability of the school estate remains a key challenge. In November 2017, Welsh Government confirmed approval in principle of the Band B 21st Century School sum proposed by the Local Authority. A significant amount of work was undertaken to compile the Strategic Outline Business Case for £284 million, half of which will be funded by Welsh Government and half by the Council. This funding will seek to address the most acute sufficiency and condition issues in Cardiff.
44. The December 2017 Cabinet Report, '21st Century Schools- Cardiff Council's Band B priorities', outlines the proposed schemes in Cardiff under this programme. It may be necessary to put interim measures in place where sufficiency issues arise before new schools with increased capacity can be delivered. Funding for the management and maintenance of the education estate will remain a challenge.
45. Improving provision and support for learners with Additional Learning Needs (ALN) is also a significant challenge. A significant amount of work has been undertaken by the ALN Working Group to identify the strategic priorities to improve outcomes for children and young people with ALN. The strategy was considered by the Cabinet in January. The key challenges facing Cardiff are:
 - The introduction of the Additional Learning Needs and Educational Tribunal Act (ALNET); and
 - The growing number of learners requiring special school or specialist resource base places in order to fully access education and fulfil their potential.
46. The December 2017 Cabinet Report, '21st Century Schools- Cardiff Council's Band B priorities', identifies four capital schemes to re-shape Cardiff special school provision. A further Cabinet report, detailing steps to extend provision to meet demand before the completion of any schemes under Band B (2018-22), was published in January 2018.
47. The directorate's Month 9 budget monitoring position remains challenging and is projecting a significant overspend for the financial year. The majority of this overspend (£998,000) can be attributed to overspends against the budget for Out of County placements through a combination of unachieved prior year budget savings in addition to in-year pressures. This issue links directly to other challenges discussed in this report including sufficiency in ALN provision and Looked After Children.

Governance and Legal Services

Key Areas of Progress

48. The annual canvass undertaken by Electoral Services led to an increased return of 1,435 household enquiry forms. The subsequent result is an increase from 88.6% to 90.5% of households with eligible persons registered to vote.
49. Welsh language sessions and initiatives continue to provide opportunities for Welsh language learners and speakers to meet up, chat and network. These initiatives include 'Sherry a Sgwrs' at Yr Hen Llyfgell and 'Paned a Clonc' (A cuppa and a chat) in County Hall.

50. The directorate has been able to take further advantage of the corporate apprentice scheme to appoint two additional apprentices in quarter 3. One apprentice has been appointed to support the Scrutiny Team and another to support Bilingual Cardiff. Bilingual Cardiff have also been able to take advantage of income generation opportunities to appoint additional translators and increase capacity within the team.

Directorate Challenges

51. For the first time in this financial year a budget for external legal spend has been brought together centrally within the Legal Services budget. Following a successful recruitment exercise to increase internal capacity, the challenge now is to drive out the anticipated savings on external legal expenditure. However, as a result of the lead times required to complete the recruitment exercise these benefits are very unlikely to be realised in the current financial year and will impact on the budget position for 17/18.

Resources

Key Areas of Progress

52. Cardiff Council has been named the Living Wage for Wales Champion for 2017-18 by the Living Wage Foundation, in recognition for its outstanding contribution to the development of the Living Wage in Wales; the work undertaken has been above and beyond the requirements of the Living Wage Foundation accreditation.
53. Two areas of the Directorate have won further awards, which recognise some of the excellent work that goes on within the Directorate and the Council. The first award was for the Wales CIPID Best Employee Engagement Initiative for the Employee Voice Project. The second was the CIPFA Wales – Innovation improvement and Public Finance Best Practice award 2017 for the establishment of Atebion Solutions and the work that Atebion has been undertaking.
54. The Ask Cardiff survey has been reviewed and reformatted; the single annual survey has been replaced by 3-4 smaller scale surveys throughout the year. The focus is also on the promotion of electronic surveys and discontinuation of hard copies being distributed across the city; maximising efforts to engage directly with those groups less frequently heard or those groups with particular relevance or interest in a subject matter. The first survey to take place had responses from 5,598 citizens, exceeding the previous year's figures.

Directorate Challenges

55. The quarter 3 sickness absence figure is 8.03 days lost per FTE, this is forecasting for an outturn of 11.23 days lost per FTE. The APSE review was completed in Quarter 3 and made 16 recommendations and an action plan has been developed as a result. The Authority's Senior Management Team have been consulted and Trade Unions have been informed on the action plan. Lead officers have been identified for the various recommendations and actions are being progressed. However, the impacts of the actions being taken are likely to take time to be reflected in the quarterly performance statistics.

56. Supporting the organisation to achieve a balanced budget in both the current financial year and future years in an increasingly difficult medium term outlook along with an ever increasing demand is the key challenge facing the Finance section. Finance continue to work with Directorates in relation to savings proposals, control of spend and awareness and identification of financial pressures.

Social Services

Key Areas of Progress

57. The positive impact of the Adolescent Resource Centre (ARC) and Family Group Conferences is one of the key areas of progress within Social Services. The purpose of the ARC is to provide intensive support to families using the Signs Of Safety strength based model. As part of the support package available to families, the ARC team support young people and their families at times when other services might not be available.
58. The service includes outreach work, 1-2-1 work at least 2-3 times per week, counselling, therapy, overnight respite and provides opportunities for family support both centre-based and in their own homes (including weekends and evenings). This enables the service to be responsive to the changing need of the families receiving the service. Cases are assessed at the outset to ensure that the criteria to keep the child at home is clear and supported by all professionals and family members. Follow up reviews, attended by the young person, family members and multi-agency professionals (MASMs), are held at least every four weeks to ensure the risks are being managed and the plan is being followed.
59. Since the service went live in April, 2017, ARC has worked with 44 children and young people and the length of time involved has ranged from one week to 32 weeks. Of the 44 children and young people, 4 were fostered and 3 were accommodated in residential homes during this period. This equates to 16% being accommodated and 84% remaining at home.
60. The Adult Services budget is showing an underspend of £100,000 at month 9. Although, as in previous years, there has been pressure on the commissioning budgets for services for older people and those with learning disabilities, these pressures have been offset by savings in other areas, notably staffing. The service has also received significant additional grant funding in 2017/18. Activity levels have stabilised in the second and third quarters of the year. This reflects a review of care pathways in the Hospital Social Work teams, relationship management of the market e.g. Provider forums and senior management scrutiny of spend within Adult Services including focus on high cost placements in addition to the introduction of a number of measures designed to control demand and prices.
61. The Early Help front door, now known as Support4Families, was launched in November 2017. The rate of calls coming through the divert route and impact on Multi Agency Safeguarding Hub (MASH) contacts is being closely monitored. Early indications are that this has been effective in reducing the number of contacts and has resulted in an increase in the number of families receiving early

help. Some themes are emerging and also some issues re: processes – these will be monitored and taken on board for future planning.

Directorate Challenges

62. There is mounting evidence of increasing numbers of children requiring intervention to prevent significant harm because of multiple complex factors. This is reflected in the number of looked after children in Cardiff continuing to increase during quarter 3 - from 784 at 30th September 2017 to 803 at 31st December 2017.
63. A recent submission to the Public Accounts Committee Inquiry looking at public services for care experienced children and young people on behalf of All Wales Heads Of Children's Services, Welsh Local Government Association and the National Adoption Service concluded that "Councils are doing their best in very difficult circumstances but services are rapidly becoming unsustainable and nearing breaking point. Councils have done everything they can to respond to the growing financial crisis in children's social care, including reducing costs where they can and finding new ways of working. However, they are at the point where there are very few savings left to find without having a real and lasting impact upon crucial services that many children and families across the country desperately rely on".
64. Unless urgent action is taken to reduce the number of families relying on the children's social care system for support, this gap will continue to grow. The huge financial pressures councils are under, coupled with the spike in demand for child protection support, mean that the limited money councils have available is increasingly being taken up with the provision of urgent help for children and families already at crisis point, leaving very little to invest in early intervention. This observation is clearly reflected in the further key challenges identified below.
65. The creation of a step change in the allocation of resources to support effective prevention and early help across all age and service groups is also a significant challenge. The challenge to be addressed in relation to effective early intervention is around partners (Health, Education and the Police) recognising their role and responsibilities in intervening earlier to prevent children's needs from escalating to the point that they require statutory interventions.
66. Regional arrangements for a pilot regional Complex Needs Service for disabled children within the Integrated Care Fund have continued during the quarter with potential models of integration being presented to the Disabilities Programme Board. Work in this area is progressing well, but the challenge is in securing funding to continue the existing change management arrangements beyond March 2018.
67. The Children's Services budget monitoring position continues to worsen and is projecting a £4.1 million overspend at month 9. Improving the in-year position continues to be a challenge, particularly in view of the need to protect children and the associated costs of children being looked after. As highlighted in previous quarters the most significant factor in the overspend position is costs related to Looked After Children and the increase in the overspend between Q2 and Q3 also largely reflects costs associated with the continuing increase in the number of Looked After Children discussed above.

68. Workforce succession, retention and recruitment, including preparation for the Regulation and Inspection of Social Care (Wales) Act 2016 is a continuing issue for the directorate. Whilst it would appear that the improvement shown in reducing social care vacancies at Quarter 2 has not been maintained in Quarter 3, closer examination shows that some existing staff have been appointed to newly created posts, leaving their substantive posts as vacancies.
69. The underlying factors affecting recruitment and retention in children's social work remain a challenge and is a challenge across Wales. We also understand that an authority in some difficulty has appointed an agency to recruit a significant number of social workers at enhanced salary and this has destabilised the market for permanent and agency staff. In addition the increasing numbers of Social Worker vacancies in Adult Services is an emerging issue and this also reflects the national picture. Adult Services are currently recruiting externally to mitigate against the potential risk; this is proving successful.
70. Robust regional workforce partnership arrangements are now in place, and the coming challenge for partner agencies will be to ensure that implementation of the Regional Workforce Board's priorities is effective in promoting cultural change amongst the workforce and enabling a large cohort of employees to meet the requirements of the Regulation and Inspection of Social Care (Wales) Act 2016 over the next 3 years.

Reason for Recommendation

71. To ensure that improvements are made, to allow the culture of managing performance to embed within services and to ensure clear accountabilities are established for the performance of service areas.

Financial Implications

72. There are no direct financial implications arising from this report.

Legal Implications

73. There are no legal implications arising from this report.

HR Implications

74. There are no direct HR implications arising from this report.

RECOMMENDATION

The Cabinet is recommended to note the current position regarding performance, the delivery of key commitments and priorities as at Quarter 3, and the action being taken to the challenges facing the Council.

CHRISTINE SALTER
Corporate Director
9 February 2018

The following appendices are attached:

- Appendix 1 – Corporate Plan Scorecard
- Appendix 2 – Quarter 3 Performance Report 2017

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CORPORATE PLAN PRIORITY 1 – BETTER EDUCATION AND SKILLS FOR ALL

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	Q3 17/18 Actual	Q2 17/18 Actual	Annual 17/18 Target	Q3 16/17	16/17 Actual
		Q1	Q2	Q3	Q4						
1.1 - Every Cardiff school is a great school Page 349	Improve educational outcomes for all children and young people, particularly at Key Stage 4, through improved school leadership, teaching and learning and curriculum development (ELLL)	R/A	R/A	R/A		% of Cardiff Schools categorised as 'Green' in the annual Welsh Government School Categorisation Process: i) Primary, ii) Secondary, iii) Special (ELLL)	Result available in Q4	Result available in Q4	i) 40% ii) 30% iii) 63%		i) 36% ii) 26% iii) 57%
	Close the attainment gap for pupils from low income families, looked after pupils, pupils educated other than at school and pupils entering Cardiff schools with English as an additional language (ELLL)	R/A	R/A	R/A		% of pupils achieving the Core Subject Indicator (expected levels in English or Welsh first language, Science and Mathematics) at the end of KS2: i) All pupils, ii) Pupils eligible for free school meals, iii) Pupils not eligible for free school meals (ELLL)	i) 89.4% ii) 79.1% iii) 92.1%	i) 89.4% ii) 79.1% iii) 92.1%	i) 90% ii) 80.6% iii) 93%	89.5% 78.8% 92.5%	YE 15/16 i) 89.5% ii) 78.8% iii) 92.5%
	Improve provision for children and young people with additional learning needs, through the implementation of the new Statutory Framework for Additional Learning Needs (ELLL)	R/A	R/A	R/A		% of pupils in Year 11 achieving the Level 2 + threshold (5 GCSEs at grades A*-C including English or Welsh first language and Mathematics) at the end of KS4: i) All pupils, ii) Pupils eligible for free school meals, iii) Pupils not eligible for free school meals (ELLL)	i) 58.5% ii) 33.9% iii) 66.6%	i) 57.7% (P) ii) 30.8% (P) iii) 64.5% (P)	2016/17 KS4 Targets no longer valid – year 0 due to changes to assessment framework	Not Comparable	Not Comparable
	Ensure there are sufficient and high quality school places to meet the population growth in the city, through planned expansion and the upgrade of the existing school estate via the School Organisation Programme (ELLL)	R/A	R/A	R/A		% of pupils in Yr 11 achieving Level 2 threshold (5 GCSEs at grades A*- C) at end of KS4 (ELLL)	69.6%	69.8% (P)			
						% of pupils in Yr 11 achieving Level 1 threshold (5 GCSEs at grades A*- G) at end of KS4 (ELLL)	93.2%	93.2% (P)			
						% Attendance at secondary school (ELLL)	95.0%	94.2%	95%	95%	94.5%
						% Attendance at primary school (ELLL)	94.2%	95%	95.5%	94.5%	95.0%
		Recruit, retain and develop the best people to lead and work in our schools and education settings to secure a high quality workforce at all levels (ELLL)	A/G	A/G	A/G		The number of pupils enrolled in Welsh medium education aged 4 – 18 years (NB)	Result available in Q4	Jan 17 7,272	Jan 17 7,222	Jan 2016 7,010
	Work with the Central South Consortium to further develop the capacity of the school system to be self – improving (ELLL)	A/G	A/G	A/G		% of children securing their first choice of school placement: i) Primary, ii) Secondary (ELLL)	Sept 17 i) 89.75% ii) 76.21%	Sept 2017 i) 89.75% ii) 76.21%	For Sept 2017 i) 80% ii) 70%	Sept 2016 86% 76%	Sept 16 i) 86% ii) 76%
	Build effective partnerships between schools, business, the voluntary sector and wider public services and communities to enrich the school curriculum and strengthen school governance (ELLL)	A/G	A/G	A/G		% of children securing one of their three choices of school placement: i) Primary, ii) Secondary (ELLL)	Sept 2017 93.86% 81.82%	Sept 2017 93.86% 81.82%	For Sept 2017 i) 90% ii) 90%	Sept 2016 93% 85%	Sept 16 i) 93% ii) 85%

CORPORATE PLAN PRIORITY 1 – BETTER EDUCATION AND SKILLS FOR ALL (continued)

Well-being Objectives	Commitments <small>(Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)</small>	Commitment RAG				Measures <small>(Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)</small>	Q3 17/18 Actual	Q2 17/18 Actual	Annual 17/18 Target	Q3 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
1.2 - Looked after children achieve their potential	Deliver the Corporate Parenting Strategy by 2019 to ensure that the Council and partners collectively fulfil their responsibilities to all children and young people who are in their care by seeking exactly the same positive outcomes that every good parent would want for their own children (SS)	A/G	G	G		% of looked after children returned home from care during the year (SS)	7.6%	4.5%	12%	9.9%	11.6%
						% attendance of looked after pupils whilst in care in primary schools (SS)	Annual	Annual	98%	Annual	96.9%
						% attendance of looked after pupils whilst in care in secondary schools (SS)	Annual	Annual	93%	Annual	94.5%
						% of children looked after on 31 March who had 3 or more placements in the year (SS)	Annual	Annual	9%	Annual	10.90%
						% of children looked after at 31 March who have experienced one or more changes of school, during a period or periods of being looked after, which were not due to transitional arrangements, in the 12 months to 31 March (SS)	Annual	Annual	9%	Annual	13.3%
						% of children looked after by the Council, as at the annual pupil census date, achieving: i) Core Subject Indicator (expected levels in English or Welsh first language, Science and Mathematics) at the end of KS2, ii) Level 1 threshold (5 GCSEs at grades A* - G) at the end of KS4, iii) Level 2 threshold (5 GCSEs at grades A* - C) at the end of KS4 (ELLL)	78% 61% 26%	2017-18 i) 78.26% ii) 52% (P) iii) 26% (P)	i) 78% ii) 57% iii) 33%	i) 68.2% ii) iii)	Year end 15/16 i) 70.4% ii) 54.3% iii) 32.6%
						% of children looked after by the Council, as at the annual pupil census date, achieving the Level 2 + threshold (5 GCSEs at grade A* - C including English or Welsh first language and Mathematics) at the end of KS4 (ELLL)	4%	4% (P)	7%	Annual	Year end 15/16 15.2%
						% of care leavers in education, training or employment at 12 months after leaving care (SS)	Annual	Annual	60%	Annual	58.5%
						% of care leavers in education, training or employment at 24 months after leaving care (SS)	Annual	Annual	40%	Annual	38.2%
	1.3 - Supporting people into work and education	Further develop Adult Community Learning and the Into Work Advice Service to support vulnerable people to maximise their employment opportunities (CHCS)	G	G	G		The number of people receiving Into Work Advice (CHCS)	9,755	10,984	41,000	9,817
The number of people successfully engaging with the Into Work Advice Service and completing accredited training (CHCS)							398	377	1,200	342	1,393
The number of people who have been affected by the Benefit Cap and are engaging with the Into Work Advice Service (CHCS)							28	47	150	New	New
						Number of Into Work Advice Service customers supported with Universal Credit claims (CHCS)	156	159	800	143	472
						Maintain success rate at or above the Adult Community Learning National Comparator (CHCS)	Annual	Annual	90%	Annual	94%
						Adult Community Learning enrolment rate for learners within deprivation deciles 1 and 2 (CHCS)	Annual	Annual	45%	Annual	45%

CORPORATE PLAN PRIORITY 2 – SUPPORTING VULNERABLE PEOPLE

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	Q3 17/18 Actual	Q2 17/18 Actual	Annual 17/18 Target	Q3 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
2.1 - People at risk in Cardiff are safeguarded	Improve the recruitment and retention of children’s social workers, ensuring the Council achieves and maintains a vacancy rate for children’s social workers below 18% by March 2018 (SS)	R/A	A/G	A/G		% of Children’s Services social work vacancies across the service (SS)	22.3%	20.3%	18%	23.3%	23.3%
	Ensure that Domestic Violence Support Services meet the requirements of new legislation, including the recommissioning of the service by March 2018 (CHCS)	G	R/A	R/A		% of re-registrations on the Child Protection Register during the year (SS)	10.0%	8.7%	N/A	2.0%	3.9%
	Work to make Cardiff a recognised Dementia Friendly City by March 2018 to support those affected by dementia, enabling them to contribute to, and participate in, mainstream society (SS)	G	A/G	G		% of children supported to remain living within their family (SS)	TBC	51.2%	59%	56.6%	55.2%
	Renew the safeguarding vision and strategy across Social Services by March 2018 in order to take account of new national policy and practice guidance currently under development (SS)	G	A/G	A/G		% of adult protection enquiries completed within 7 working days (SS)	96%	99.0%	99%	98.2%	98.8%
	Develop and implement a mechanism to improve engagement with communities at large and faith communities in particular by March 2018 to improve the safeguarding of children across the various communities in Cardiff (SS)	G	G	G		% of Council staff completing level 1 of the National Training Framework on violence against women, domestic abuse and sexual violence as a % of all staff (CHCS)	6.81%	3.54%	50%	New	New
2.2 People in Cardiff have access to good quality housing	Implement the Cardiff Housing Strategy 2016-2021 to ensure those in need have access to appropriate, high quality services (CHCS) 1,500 new homes (of which 40% affordable) through the ‘Cardiff Living’ programme.	G	G	G		% of affordable housing agreed at planning stage to be provided in a development on i) greenfield sites and ii) brownfield sites (CHCS)	i) 30% ii) 40%	i) 30% ii) 36%	i) 30% ii) 20%	New	
	- In addition to the Cardiff Living programme, deliver 100 additional Council properties through a range of capital funding by 2022					Number of homes commenced on site through Cardiff Living in year: i) Council Homes and ii) All homes (CHCS)	i) 129 ii) 329	i) 98 ii) 298	i) 136 ii) 353	New	New
	- Deliver Independent Living Solutions for Older and Disabled People					% of people who experienced successful outcomes through the Homelessness Reconnection Service (CHCS)	72%	65%	50%	New	New
	- A new Homelessness Strategy based on a full needs assessment and review of services					Number of rough sleepers assisted into accommodation (CHCS)	48	53	144	New	New
2.3 - People in Cardiff are supported to live independently	Implement the ‘Disability Futures’ Programme by December 2018 to remodel services for disabled children and young adults aged 0-25 across Cardiff and the Vale of Glamorgan to improve effectiveness and efficiency of services and outcomes for young people and their families (SS)	A/G	A/G	A/G		% of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adults’ Services (CHCS)	71%	80%	65%	61%	62%
	Promote and increase the number of adults using the new First Point of Contact Service to access information and signposting to enable them to remain independent in their community and act as a Gateway to accessing advice and assistance (CHCS)	G	G	G		The total number of alternative solutions provided by Independent Living that help people remain independent at home (CHCS)	1,341	1,702	3900	New	New
	Work with partners to maintain the reduction in Delayed Transfers of Care for social care reasons during 2017-18 to support more timely discharge to a more appropriate care setting (SS)	G	G	G		% of people who feel reconnected into their community, through intervention from Day Opportunities (CHCS)	75%	74%	60%	New	New
	Continue to increase the number of children and adults with care and support needs in receipt of Direct Payments by March 2018 to enable people to make their own choices and take control over the care services they receive (SS)	A/G	A/G	A/G		% of Assistive Living technology trial participants who think the service helps them remain in their own home (CHCS)	Annual	Annual	65%	New	New
	Offer a Carers Assessment to all eligible adult carers who are caring for adults during the 2017-18 financial year to ensure they receive the help and support they need, in the ways they need it (SS)	G	G	G		% of Telecare calls resulting in ambulance being called out (CHCS)	6%	6%	<10%	New	6%
						The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over (SS)	1.36 Part result Oct & Nov	0.93	2.8	2.08	2.38

	Undertake a campaign by March 2018 to raise young carers' awareness of their entitlement to a young carers assessment (SS)	G	G	A/G		Number of children and adults in need of care and support using the Direct Payments scheme (SS)	869	835	910	Collated annually in 2016/17	933	
	Implement a new model of Day Opportunities by March 2018 (subject to the completion of major building works which should be substantially completed by this date) to maximise independence for adults with care and support needs (SS)	G	G	G		% of eligible adults who are caring for adults that are offered a Carers Assessment during the year (SS)	66.3%	51.8%	90%	61.7%	79.5%	
						% of care leavers aged 16-24 experiencing homelessness during the year (SS)	Annual	Annual	10%	Annual	17.3%	
	Conclude the implementation of Signs of Safety in Children's Services by March 2020 in order to ensure that all staff within the Directorate are able to engage with families using the Signs of Safety Risk Assessment Framework (SS)	G	G	G								
	Further develop the Alarm Receiving Centre including partnership work with stakeholders as well as the use of new technology to assist people to live independently (CHCS)	G	G	G								
Develop Locality Based Working building on the learning of the Older Persons pilot project to effectively integrate services for older people within a geographical location, taking a person centred approach, reducing duplication and improving citizen engagement (CHCS)	G	G	G									

CORPORATE PLAN PRIORITY 3 – AN ECONOMY THAT BENEFITS ALL OUR CITIZENS											
Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	Q3 17/18 Actual	Q2 17/18 Actual	Annual 17/18 Target	Q3 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
Page 352 3.1 - Cardiff has more and better paid jobs	Facilitate jobs growth by working with partners to deliver 300,000 square feet of Grade A office accommodation within Central Square by March 2019 (ED)	G	G	G		New and safeguarded jobs in businesses supported by the Council, financially or otherwise (ED)	4,518	3,861	500	632	1,290
	Work with partners to deliver the Cardiff Capital Region City Deal (ED)	G	G	A/G		Amount of 'Grade A' office space committed to in Cardiff (sq. ft.) (ED)	366,000	96,000	150,000	285,070	317,732
	Progress delivery of Indoor Arena to attract visitors, overnight stays and increase visitor spend (ED)	G	G	G		Gross Value Added per capita (compared to UK average) (ED)	Annual	Annual	> Wales Average	Annual	89.9%
	Commence delivery of International Sports Village phase 2 by 2018 (ED)	G	G	G							
	Support growth in the creative industries sector through the development of creative hubs (ED)	G	G	G		Unemployment (compared to Wales average) (ED)	Annual	Annual	< Wales Average	Annual	4.8%
	Develop an integrated approach to the management of the city centre with the business community with the Business Improvement District (ED)	G	G	G							
	Implement the Tourism Strategy with a view to attracting more visitors to the city who stay longer and spend more by March 2018 (ED)	G	G	G		Increase number of staying visitors (ED)	Annual	Annual	2% + pa	Annual	2,025k (+1.1%)
	Undertake a detailed feasibility study as the basis for securing investment to enable the maintenance and refurbishment of City Hall (ED)	G	G	G		Increase total visitor numbers (ED)	Annual	Annual	3% + pa	Annual	20,380k (-0.7%)
	Develop a revised International Strategy for Cardiff in 2017-18 reflecting implications of and opportunities from last year's referendum decision for the UK to leave the EU (ED)	G	G	G							
	Work with major contractors and providers to deliver increased social value through Council contracts by creating opportunities for apprenticeships, work placements and employment, with a focus on reducing long term economic inactivity (R)	G	G	A/G							

Corporate Plan Scorecard – Q3 2017-18

	Make Cardiff a Living Wage City by encouraging suppliers, contractors and providers to secure accreditation through the Living Wage Foundation over and above the National Living Wage (R)	G	G	G									
3.2 -Cardiff has a high quality city environment where population growth and transport needs are managed sustainably	Develop a resilience strategy including harmonising other policies in relation to clean air, zero carbon renewal fuels, energy retrofitting and solar projects in line with UK and European best practice by March 2018 (CO)	G	A/G	A/G		People travelling to work by sustainable transport (CO)	Annual	Annual	45.1%	Annual	44.9%		
	Work with developers, transport operators and businesses to deliver a new central transport interchange in Capital Square on agreed programme (CO)	A/G	A/G	A/G		People travelling to work by cycling (CO)	Annual	Annual	11.2%	Annual	10%		
	Develop a programme of phased improvements to city wide bus routes (CO)	G	G	G		% of major applications determined within agreed time period (CO)	65.22%	76.19%	25%	New	New		
	Work with Welsh Government, regional partners and the transport industry to progress proposals for the Cardiff City Region Metro as part of the City Deal (CO)	R/A	R/A	A/G		% of householder planning applications determined within agreed time periods (CO)	95.89	95.47%	80%	New	New		
	Adopt the Active Travel Integrated Network Map and the Cardiff Cycling Strategy and deliver a prioritised programme of walking and cycling infrastructure schemes (CO)	A/G	A/G	A/G		Capacity (in MW) of renewable energy equipment installed on the Council's land and assets (CO)	Annual	Annual	6MW	Annual	0.698		
	Work with partners on developing a public, on street, cycle hire scheme with hire stations at key locations throughout the city (CO)	A/G	A/G	A/G									
	Develop and deliver aligned spatial planning and transport development programmes for Cardiff Bay and the City Centre (CO)	G	G	G		Maximum permissible tonnage of biodegradable municipal waste sent to landfill (ED)	Awaiting Results	86	37,627t	342	1,356		
	Ensure the delivery of design-led, sustainable, master-planned developments through the Local Development Plan (CO)	G	G	G		% of municipal waste collected and prepared for re-use and / or recycled (ED)	Awaiting Results	61.11%	58%	58.29%	58.12%		
	Achieve the statutory recycling / landfill diversion targets (ED)	A/G	A/G	G									
Page 35 3.3 All young people in Cardiff make a successful transition into employment, education or training	Deliver the 'Cardiff Commitment' to youth engagement and progression by (ELLL) : - Ensuring early identification of young people most at risk of disengagement - Deliver stronger tracking systems pre and post 16 to keep in touch with and support young people - Strengthening curriculum and skills pathways - Improving the range of employment, education and training opportunities available to young people across the city - Enabling better brokerage of support and opportunities for young people	A/G	A/G	A/G		% of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training (ELLL)	2016-17 Prov. 98.3% (1.7% NEET)	Q3 prov Q4 final	97.5% (2.5% NEET)	N/A	YE 15/16 97% (3% NEET)		
						% of Year 13 leavers making a successful transition from schooling to education, employment or training (ELLL)	2016-17 Prov. 97.6% (2.4% NEET)	Q3 prov Q4 final	98% (2% NEET)	N/A	YE 15/16 96.9% (3.1% NEET)		
	Increase provision of apprenticeships, traineeships and work placements for young people and work-based training enabling them to develop appropriate skills, knowledge and experience (R)	G	A/G	G		Number of young people in Cardiff, aged 16 -18 years old, known not to be in education, employment or training (Careers Wales Tiers 2 & 3) (ELLL)	274	362 out of 7250	300	N/A	426		

CORPORATE PLAN PRIORITY 3 – AN ECONOMY THAT BENEFITS ALL OUR CITIZENS (continued)

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	Q3 17/18 Actual	Q2 17/18 Actual	Annual 17/18 Target	Q3 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
3.4 - The Council has high-quality and sustainable provision of culture, leisure and public spaces in the city Page 354	Work in partnership with Cardiff University to deliver the Creative Cardiff initiative (ED)	G	G	G		% of young people in Cardiff Schools achieving a recognised qualification by the end of Year 11 (ELL)	TBC	Available in Q3	99.5%	N/A	99%
	Deliver phased Coastal Risk Management Programme to manage the risks associated with current coastal flood protection conditions (CO)	G	G	A/G		Number of apprenticeships, traineeships and work placements opportunities created by the Council in 2017-18 (R)	102	74	100	New	
	Deliver phased programme of well-maintained highway asset and public realm (CO)	R/A	R	A/G		Number of Green Flag Parks and Open Spaces (CO)	Annual	Annual	11	Annual	10
	Deliver improvements in street cleansing, grounds maintenance, highway maintenance and enforcement through our Neighbourhood Services programme (CO)	G	G	A/G		% of highways inspected of a high or acceptable standard of cleanliness (CO)	94.40%	95.52%	90%	N/A	76.9%
	Deliver benchmarked improved engagement with citizens with regards to how services are delivered and embrace partnership and volunteer working with Citizen Groups across Neighbourhood Services (CO)	R/A	A/G	A/G		% of reported fly tipping incidents cleared within 5 working days (CO)	98.52%	100%	90%	98.57%	98.7%
	Deliver high-quality and well-maintained Bay and water ways at Harbour Authority (CO)	G	G	G		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 (CO)	Annual	Annual	8266	Annual	7263
	Deliver an updated Parks and Green Spaces Strategy by March 2018 including maintaining and increasing the Green Flag status of parks (CO)	G	G	G		% of principal (A) roads, non-principal/classified (B) roads and non-principal/classified (C) roads that are in overall poor condition (CO)	Annual	Annual	7%	Annual	6.07%
	Ensure Leisure Centres deliver high-quality service according to contract (CO)	G	G	G		% of pupils achieving a Level 2 qualification (A*-C grade GCSE) in Welsh first language at the end of Key Stage 4 (Year 11) (ELL)	80.7%	83.2% (P)	82%	Not available	79.8%
	Develop a strategy to help modernise and expand a sustainable financing dogs home service to ensure the welfare of animals in our care by promoting and supporting responsible pet ownership, consolidating work with partners, stakeholders and increasing opportunities for further community engagement by March 2018 (CO)	G	G	G		% of pupils achieving a Level 2 qualification (A*-C grade GCSE) in Welsh second language at the end of Key Stage 4 (Year 11) (ELL)	Not yet available	Not available	83.5%	Not available	83.2%
	Work with partners to double the number of Welsh speakers in Cardiff by 2050 through the Bilingual Cardiff Strategy, in line with Welsh Government's vision. Key to this will be (GL): - Accommodating the growth projections for children entering Welsh medium education each year and ensuring a good qualification in Welsh for Welsh first language and Welsh second language pupils - Supporting Council employees in undertaking Welsh language training	G	G	G		The number of Council employees undertaking Welsh language training (GL)	3	78	TBC	New	184

CORPORATE PLAN PRIORITY 4 – WORKING TOGETHER TO TRANSFORM SERVICES

Well-being Objectives	Commitments (Commitments are not directly related to specific measures. All commitments contribute to the Wellbeing Objective)	Commitment RAG				Measures (Measures are not directly related to specific commitments. All measures contribute to the Wellbeing Objective)	Q3 17/18 Actual	Q2 17/18 Actual	Annual 17/18 Target	Q3 16/17 Actual	16/17 Actual
		Q1	Q2	Q3	Q4						
4.1 - Communities and partners are involved in the redesign, development and delivery of local public services	Continue with the implementation of the peripatetic delivery model for the provision of play services within communities across the city with full implementation by March 2018 (CO)	A/G	A/G	G		Number of visitors to Libraries and Hubs across the City (CHCS)	1,910,375	1,328,285	3.2m	1,839,464	3.241m
	Continue to deliver the Community Hubs development programme to provide access to a wide range of services, including advice, support and library provision within communities (CHCS)	G	G	G		% of customers who agreed with the statement "Overall the Hub met my requirements/I got what I needed" (CHCS)	98%	99%	95%	97%	99%
	Review our Neighbourhood Partnerships to ensure we are working with citizens and partners to address need on a locality basis by March 2018 (CHCS)	A/G	A/G	G		% of people who feel more informed about their locality as a result of attending a Neighbourhood Partnership Roadshow (CHCS)	Annual	Annual	70%	New	New
	Consider options for a regional Youth Offending Service model by March 2018 in order to better align inter-agency resources (SS)	G	G								
	Implement the Child Rights Partners programme over the three years to March 2020, to work towards Cardiff's ambition to be a Child Friendly City (ELLL)	A/G	A/G								
4.2 - The Council has effective governance arrangements and improved performance in key areas	Implement the new Performance Management Strategy across the organisation to support the Council's continued improvement (R)	A/G	A/G	A/G		% of Personal Performance and Development Reviews completed for permanent staff (R)	96%	N/A	95%	92.43%	90%
	Further reduce sickness absence by March 2018 through continued monitoring, compliance and support for employees and managers (R)	R	R	R		Number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (R)	8.03	4.97	9	7.59	10.77
	Implement refreshed Personal Performance and Development Review (PPDR) scheme by March 2018 to improve staff performance (R)	G	G	G		The number of 'Live' webcast hits: (GL) i) Full Council Meetings ii) Planning Committees iii) Scrutiny Committees	246 280 129	260 175 7	1200 600 400	335 202 91	639 544 28
	Ensure the Council's decision making process is timely, inclusive, open, honest and Accountable (GL)	G	G	G		The number of external contributors to Scrutiny meetings (GL)	TBC	TBC	TBC	New	New
						% of draft committee minutes published on the website within 10 working days of the meeting being held (GL)	79%	82%	80%	67.10%	75%
4.3 - Our services are transformed to make them more accessible, more flexible and more efficient	Deliver the Council's property strategy for fewer but better buildings (ED)	G	G	G		Reduce the gross internal area of buildings in operational use Sq / ft (% change reduction) (ED)	30,634 0.4%	6,426 (0.1%)	70,000 (1%)	4.20%	7.9%
	Change our way of working through digitalisation, reflecting changes in customer preference by enabling them to interact with our services through their preferred methods, enabling the Council to adopt more efficient working practices (CHCS)	G	G	G		Customer contacts to the Council using digital channels (CHCS)	209,772	157,233	699,802	New	636,184
	The Council fleet to include 5% alternative fuelled, fuel-efficient vehicles by April 2018, continuing to increase alternative and efficient fuel usage by 10% per annum thereafter (ED)	G	A/G	A/G		Reduce the total running cost of occupied operational buildings (ED)	£184,414 0.5%	£27,942 (0.1%)	2.8%	5.3%	9.2%
	Commercialise key Council services to increase net gross income (ED)	A/G	G	G		Reduce the maintenance backlog (ED)	£710,932	£108,135	£1.3m	£2,335,961	£8.8m
	Further develop the Medium Term Financial Plan to inform the Annual Budget Setting Process, ensuring robust decision making which is sustainable in the longer Term (R)	G	G	R/A		Capital Income generated (ED)	£1,680,000	£80,000	£7.3m	Annual	£6m
	Implement the workforce strategy to develop and appropriately skill the workforce to meet the changing needs and demands of the Authority (R)	G	G	G		Commercial and Collaboration net gross income target (ED)	Annual	Annual	£459k	New	New
	Achieve the Silver Level of the Corporate Health Standard by March 2018 to promote and support the health and wellbeing of employees (R)	G	G	G		Increase customer satisfaction with Commercial and Collaboration Services (ED)	Annual	Annual	New	New	New
						Maintain customer/citizen satisfaction with Council services (R)	Annual	Annual	80.8%	Annual	68.20%

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QUARTER 3 2017-18 DIRECTORATE PERFORMANCE REPORT

Directorate: City Operations **Director:** Andrew Gregory **Number of Employees (FTE):** 840 **Cabinet Members:** Cllrs Bradbury, Wild & Michael

Strategic Directorate Priority 1 – To deliver an integrated and connected transport system that offers safe, innovative, efficient and sustainable transport for ALL, where public transport, cycling and walking accessibility provide real and desirable alternatives to car travel which contribute to making Cardiff Europe’s most liveable capital city (Paul Carter)

Measures	Q3 position against the Headline Actions in the DDP (7)	Red - 0	Red/Amber -1	Amber/Green - 5	Green - 1
<p align="center">All measures have an annual collection and reporting frequency</p>	<p>Q3 Comments</p> <p><i>i. <u>Work with developers, transport operators and businesses to deliver a new central transport interchange in Capital Square [Obj-2469] (A/G)</u></i> Delivery is subject to new funding model and final contract with the Welsh Government and the developer as reported to Cabinet on 20th December 2017. The timescale for funding is not known</p> <p><i>ii. <u>Develop a programme of phased improvements to strategic bus routes [Obj-2470] (G)</u></i> A4119 Cathedral Rd Phase 2 to Be tender for construction in Q4. Concept Design for A4119 Penhill section Phase 2D completed. Internal consultation completed, revised design in progress. A48 Bus Lane scheme subsumed into wider Welsh Government Option Study for Eastern Corridor</p> <p><i>iii. <u>Work with Welsh Government, regional partners and the transport industry to progress proposals for the Cardiff City Region Metro as part of the City Deal [Obj 2471] (A/G)</u></i> The preferred bidder is expected to be announced in February 2018 and appointed in October 2018.</p> <p><i>iv. <u>Adopt and deliver the Active Travel Integrated Network Map (INM) and the Cardiff Cycling Strategy and: develop and commence delivery of a prioritised programme of walking and cycling infrastructure schemes [Obj 2472] (A/G)</u></i> Final Integrated Network Map submitted to WG meeting the deadline of 3rd November 2017. Concept designs for East/West and North/South cycle superhighways progressing and internal consultation on first superhighway scheme (Senghenydd Road) is programmed started December 2017. Subject to funding approval</p> <p><i>v. <u>Work with partners on developing a public, on street, cycle hire scheme with hire stations at key locations throughout the city [Obj 2473] (A/G)</u></i> Operator has agreed to implement scheme in Cardiff assuming 100% of risk until sponsor is identified. Work to commence pre-contract stages has begun. Launch date proposed for May 2018 with final date to be confirmed. Subject to funding approval</p> <p><i>vi. <u>City Centre South and East – improving access for active and sustainable modes into the city centre [IAct 41946] (R/A)</u></i> East Side: OD Survey complete, modelling work started. Further funding needed to progress Business Case work and consultation.</p> <p>Update: Westgate Street has now merged with East Side above</p> <p>Westgate Street – Funding needed to further progress work into concept design, modelling and consultation. Subject to funding approval.</p> <p><i>vii. <u>Deliver new 20 mph limit areas in Gabalfa and Grangetown, and install remedial measures identified in the Cathays Pilot area [IAct 41958] (A/G)</u></i> Riverside North and Canton North delivered on street. South areas to be completed in Q4. Consultation stages for Gabalfa have commenced in preparation for delivery in Spring 2018. Cathays remedial measures will be delivered in Quarter 4. Grangetown preparation to be deferred until completion of Greener Grangetown project.</p>				

Strategic Directorate Priority 2 – To effectively bring forward and manage the future growth of the city through a master-planning, infrastructure planning and place-making approach which responds to community needs, accords with the sustainable development principle and delivers a world class liveable city (James Clemence)

Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Q3 position against the Headline Actions in the DDP (7)	Red - 0	Red/Amber - 0	Amber/Green - 1	Green - 6
		The percentage of major planning applications determined during the year within agreed timescale PLA/004 (m)	New Measure for 2017/18	65.22%	25.00%	Not Recorded	76.19%	Not Recorded	Q3 Comments i. <u>Develop and deliver aligned spatial planning and transport development programmes for Cardiff Bay and City Centre [Obj 2474] G</u> Economic Green Paper entitled "Building More & Better Jobs" launched in December 2017. Over the next three months, the public will be asked their views on a possible strategy designed to make Cardiff and the surrounding area an even better place to live, work and visit. ii. <u>Ensure the delivery of design-led, sustainable master-planned developments through the Local Development Plan [Obj 2475] G</u> LDP Annual Monitoring Report translated and submitted to Welsh Government and uploaded onto website within deadline of 31 st October 2017. Master planning approach continues to successfully secure acceptable solutions on new developments. iii. <u>Submit LDP Annual Monitoring Report (AMR) to Welsh Government by 31st October 2017 [IAct 41959] G</u> LDP Annual Monitoring Report translated and submitted to Welsh Government and uploaded onto website within deadline of 31 st October 2017.. iv. <u>Prepare new suite of Supplementary Planning Guidance (SPG) in accordance with preparation programme [IAct 41960] G</u> Third tranche of seven SPG approved by Council on 30 th November 2017. Six week consultation on fourth tranche due to finish on 21 st December 2017.. v. <u>Review and update Cardiff Infrastructure Plan by March 2018 [IAct 41961] G</u> Draft Infrastructure Plan circulated to all relevant Service Areas/contributors in November 2017. It is anticipated that a revised/updated IP will be prepared early 2018 and reviewed annually thereafter vi. <u>Undertake post-election Member Training for Planning Committee Members in particular and all Members in general [IAct 41962] G</u> Further training dates and themes to be programmed with additional training planned to take place in January 2018. vii. <u>Install new data management system (Arcus) for the Development Management function [IAct 41963] A/G</u> Roll out in Building Control remains slower than originally anticipated. Digital Operational Group was updated on the 6 th December 2017. The situation will continue to be closely monitored. The current system is continues be operated.		
Percentage of householder planning applications determined within agreed time periods PLA/004(h)	New Measure for 2017/18	95.89%	80.00%	Not Recorded	95.47%	Not Recorded					

Wellbeing objective 4.3

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Strategic Directorate Priority 3 – To maintain, protect and enhance Cardiff Council’s Neighbourhood assets to ensure that they are high quality, attractive, safe, maintainable and enhance vitality of the community whilst embracing local culture and heritage (Matt Wakelam)

Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Q3 position against the Headline Actions in the DDP (10)	Red - 0	Red/Amber - 0	Amber/Green - 8	Green - 2
The percentage of reported fly tipping incidents cleared within 5 working days (PAM/011)		98.52%	90%	98.57%	100.00%	98.3%	Q3 Comments <i>i. <u>Deliver phased Coastal Risk Management Programme to manage the risks associated with current coastal flood protection conditions [Obj 2480] (A/G)</u></i> Welsh Government have confirmed acceptance in principle. Formal acceptance will be confirmed following agreement of Cardiff Council to the 25% funding to deliver the detail design. The bid have been submitted to council and a decision is awaited. <i>ii. <u>Deliver phased programme of well-maintained highway asset and public realm [Obj 2481] (A/G)</u></i> Digitisation of phased approach to licensing commenced. Phase... 1.(Complete) Skips & A-boards Enforcement of littering & dog fouling 2.(February 2018) Tables & Chairs Scaffolding Hoarding Section 46/47 Notice 3.(March 18) Containers Cranes Road Naming Fly-tipping Waste Transfer Notes Trolleys <i>iii. <u>Deliver improvements in street cleansing, grounds maintenance, highway maintenance and enforcement through our Neighbourhood Services programme [Obj 2482] (A/G).</u></i> No pilot Public Space Protection Order (PSPO) commenced due to legal advice making it unfeasible but work is taking place to implement a PSPO relating to dog control in 2018. <i>iv. <u>Deliver benchmarked improved engagement with Citizens with regards to how services are delivered and embrace partnership and volunteer working with Citizen Groups across Neighbourhood Services [Obj 2483] (A/G)</u></i> “Report It” App schedule for test in January 2018. “Keep Roath Tidy” have won the Clean Communities category in Tidy Wales Awards. (“Keep Splott Tidy” were runners up). Hub & libraries have equipment to support anti-litter campaign (Grangetown, Llandaff North/Gabalfa Hub and Cathays library). <i>v. <u>Increase income by 5% compared to 2016/17 for Commercialisation [IAct 41968] (A/G)</u></i> All income streams are on target. Commercialisation of printing in progress- Hybrid printing trial (Printing and postage combined) implemented in Qtr3. Full implementation hybrid printing for Civil Parking Enforcement and Neighbourhood Services Enforcement in Qtr4. <i>vi. <u>Digitalise service provision for processing work, scheduling and asset management across Neighbourhood Services by March 2018 [IAct 41969] (A/G)</u></i> Digitalisation of licensing has progressed. A software partner employed & system being developed for imminent installation. The majority of LED Street lighting on strategic routes completed in Q3 with only a few remaining for				
The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness (SC/001a)		94.40%	90%	84.21%	95.52%	88.3%					

completion in quarter four.

vii. Digitalise "Request for Service" reporting for citizens and local members by March 2018 [IAct 41970] (G).
The (new) community development co-ordinator has updated the web pages & is regularly updating the Keep Cardiff Tidy (KCT) website with information & case studies as well as increasing our presence on other social media.

viii. Progress towards a steady state investment programme for infrastructure assets in comparison to previous funding levels following Local Government Borrowing Initiative (LGBI) investment 14/15 [IAct 41971] (A/G)
Continuation from Quarter 2, LED Traffic signal installation progressed and is dependent upon capital funding over a two year programme

ix. Promote and support growth of "Keep Cardiff Tidy" and "Love Where You Live" initiative to have 25% growth of volunteer groups and activities compared to 2016/17 [IAct 41972] (G).
"Love Where Your Live" actively has grown by 23% in terms of people involved

x. Deliver a holistic training and skills plan for roles in Neighbourhood Services (N/S) and deliver a programme of training and development for roles by March 2018 [IAct 41973] (A/G)
Three officers in Asset and Engineering & Design have successfully achieved HNC Civil Engineering and a further three are progressing on the course. Implementation of a training matrix is planned for quarter four.

Strategic Directorate Priority 4 – To develop Cardiff as a climate change resilient, Low Carbon Energy Capital by supporting and delivering energy demand reduction activities, increasing local renewable energy production and use and driving energy cost control especially for those in fuel poverty (Gareth Harcombe)

Strategic Directorate Priority 4	Measures	Q3 position against the Headline Actions in the DDP (8)	Red - 0	Red/Amber - 1	Amber/Green - 1	Green - 6
Page 361	All measures have an annual collection and reporting frequency	<p>Q3 Comments</p> <p><i>i. <u>Develop Clean Air Strategy [Obj 2468] (R/A)</u></i> Cabinet working group involving 3 Cabinet Members (Cllrs Wild, Elsemore, and Michael) established and meeting on a bi-monthly basis. Cross-directorate working group established (including external stakeholders) to further develop strategy in line with WG requirement/instruction. Meetings with WG/DEFRA have taken place (Nov 17) - awaiting formal direction/instruction from WG. Green paper, based around Transportation, Air Quality and health improvement being developed with outline programme for release March 2018. The Cabinet are now leading the Clean Air Strategy.</p> <p><i>ii. <u>Develop Zero Carbon Renewal Fuels Strategy [Obj 2468] (G)</u></i> Final Reports now received from consultants, Draft strategy presented to Environmental Scrutiny for comment and being scheduled for Informal Cabinet Briefing.</p> <p><i>iii. <u>Deliver Energy Retrofit programmes for Council's operational estate and residential schemes across the city [Obj 2468] (A/G)</u></i> Report to Investment Review Board (IRB) prepared presenting outturn for Phase 1 and seeking authority to progress to Phase 2 and to apply for further funding. Warm Homes / Arbed – bids submitted and funding secured for pre-construction surveys but WG bidding process for implementation funds still not finalised.</p> <p><i>iv. <u>Deliver affordable, renewable energy generation projects including solar schools and other opportunities across the Council's land and property assets [Obj 2468] (G)</u></i> District Heat network – full technical feasibility and financial and delivery analysis nearing completion. This will develop an “outline business case” for cabinet decision in early 2018. Full business case for Lamby Way also prepared for consideration in capital Programme.</p> <p><i>v. <u>Work with the National Procurement Service (NPS) and other partners to deliver improved processes for buying and selling energy [IAct 41964] (G)</u></i> Analysis of “Democratic Energy” (ie, the council taking on the role as an energy supplier eg NPower or EON) models didn't show favourable options for the Council, and the cabinet change altered priorities around this. NPS Re-tendering process is now complete.</p> <p><i>vi. <u>Report on the carbon impacts of energy projects, in line with international, national and local carbon reduction commitments [IAct 451965] (G)</u></i> Addressing emerging WG directive for all LA's to be carbon neutral by 2030. Delivery details for this still to be finalised. Compact and Covenant of Mayors work – reporting requirements for Carbon Reduction Strategy progressed.</p> <p><i>vii. <u>Produce an updated Affordable Warmth Strategy for Cardiff in collaboration with partners [IAct 41966] (G)</u></i> Limited progress due to general resource limitations in team but Director briefing prepared to progress in the next quarter.</p> <p><i>viii. <u>Maintain corporate registration to Green Dragon Level [IAct 41967] (G)</u></i> Audit completed, addressing minor non-conformities before re-accreditation in January 2018.</p>				

Strategic Directorate Priority 5 – To maintain, protect and enhance Cardiff’s diverse and well-connected parks, cemeteries, and green and blue spaces to ensure they meet people’s needs; support biodiversity and ecological resilience; enhance local heritage and culture; deliver services to commemorate significant life events; provide opportunities for partnership and engagement; improve physical and mental health and well-being; continue to underpin the city’s liveability and economic success (Jon Maidment)





Wellbeing Objective 4.3	Measures	Q3 position against the Headline Actions in the DDP (6)	Red - 0	Red/Amber - 0	Amber/Green - 0	Green - 6
	Page 362	<p>All measures have an annual collection and reporting frequency</p>	<p>Q3 Comments</p> <p><i>i. <u>Deliver high quality and well maintained bay and water ways at Harbour Authority [Obj 2484] G.</u></i> No dredging will take place in quarter 3, levels within the outer harbour are being monitored by monthly bathymetric surveys & are currently satisfactory to allow vessels to navigate through the barrage locks. A pre contract meeting is being scheduled for late December with Boskalis & the next winter dredging campaign under the current contract will be carried out by Boskalis Westminster in Jan/Feb 2018.</p> <p><i>ii. <u>Deliver an updated Parks and Green Spaces Strategy by March 2018 including maintaining and increasing Green Flag status at parks [Obj 2485] G</u></i> A draft forward plan for Green Flags was provisionally agreed in November 2017. Briefing paper identifying realignment of strategy to Capital ambition and parks scrutiny on parks funding proposals by March 2018.</p> <p><i>iii. <u>Develop a strategy to help modernise and expand a sustainable financing dogs home service to ensure the welfare of animals in our care by promoting and supporting responsible pet ownership, consolidating work with partners, stakeholders and increasing opportunities for further community engagement by March 2018 [Obj 2487] G</u></i> Strategy Document in progress with business case to be drafted in quarter four.</p> <p><i>iv. <u>Deliver new burial space for the City of Cardiff [IAct 41974] G.</u></i> Dip wells installed in proposed extension area in Thornhill to monitor groundwater. Revised schedule of works agreed and design for proposed new site updated. Briefing note prepared for Economic Development and Elected Members. Business case to be reviewed for funding approval in January 2018 with formal report to Cabinet in March 2018.</p> <p><i>v. <u>Parks Partnership Programme: Deliver the Parc Cefn Onn: into the garden and beyond’ Heritage Lottery Funded access project [IAct 41975] G</u></i> Delays to work due to asbestos removal means that the toilet refurbishment will now be completed in 2018. This has been agreed with the Heritage Lottery Fund. Commencement of access ramp and pathway upgrading work will take place in quarter four 17/18 - quarter one 18/19 with completion in June 2018.</p> <p><i>vi. <u>Parks Partnership Programme: Submit Cabinet reports for decisions for major parks projects [IAct 41976] G.</u></i> Discussions are ongoing with Cabinet Member on priorities and way forward for a second Major Parks Project</p>			

Strategic Directorate Priority 6 – To maintain, protect and enhance the opportunities for all through sport and physical activity thereby improving the Health & Wellbeing of the community, in doing so empowering communities and organisations in increasing participation through targeted programming and engagement of partners and stakeholders. To work in close partnership with GLL to ensure successful service delivery of leisure facilities and activities for the wider community. To implement the new Play Delivery Model through community engagement and partnership development (Jon Maidment)

Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Q3 position against the Headline Actions in the DDP (5)	Red - 0	Red/Amber - 0	Amber/Green - 0	Green - 5
Visits/Attendances to Children's Play Schemes (Outreach Play Projects) (KPI 5a)			1,000	541	1,672	1,669					
Number of Disabled Children (Inclusion) involved in Play (KPI 5b)	PI closed at Q2	N/A	4,500	2518	3,083	10,981					
Disability Project Attendance (KPI 5c)	New Measure for 2017/18	Awaiting Result	2,500	Not Recorded	1,467	Not Recorded					
Total Number of Children Engaged Aged 7 - 16 in Sport Cardiff Led Participatory Opportunities (PS012)		Awaiting Result	48,500	11,720	7,390	27,169					
The number of individuals participating in Parks Outdoor Sport (PS003a)		Awaiting Result	165,000	36,018	63,278	174,326					
							Q3 Comments <i>i. Ensure Leisure Centres deliver high quality service according to contract [Obj 2486] G</i> Monthly governance continues which includes monthly reporting on key performance indicators against the contract. Quarter three report is not due until January 2018. GLL and Leisure Client were invited provide an update on the partnership at economic and culture Scrutiny Committee Meeting on 7 th December 2017. <i>ii. Continue with the implementation of the peripatetic delivery model for the provision of play services within communities across the city with full implementation by March 2018 [IAct 2489] G.</i> Business Plans received by two organisations with all interest in Llanrumney Play Centre. Community asset transfer potential for early 2018. Adamsdown Play Centre has a commitment to relocate Flying Start prior to closure. Strategic Estates are in liaison with Flying Start regarding a potential facility. <i>iii. Deliver and develop the Local Sport Plan in partnership with Sport Wales and through the Joint Venture with Cardiff Met University [IAct 41977] G</i> Review took place with Cardiff Met and Sport Wales to assess performance against the plan with positive comments from Sport Wales in terms of progress with the neighbourhood sports boards and the difference being made through targeted interventions in specific areas such as BME and Women and Girls Sport. There has been ongoing dialogue with GLL in terms of delivering the Free Swim initiative and a revised action plan has been put in place and agreed. Sport Wales have released the half year funding allocation. Draft LSP 2018/19 was submitted on line to Sport Wales on Dec 8th waiting for comments. <i>iv. Develop the Facilities Planning model for Sport and Leisure [IAct 41978] G.</i> Sport Wales are currently out to consultation on their Sport Strategy and we have agreed to wait for the outcome of this before producing a Cardiff Sport and Physical Activity strategy to ensure alignment to National objectives and priorities. <i>v. Deliver a range of alternative delivery models for Outdoor Sport facilities [IAct 41978] G</i> All Outdoor Sport properties are reviewed regularly through the Community Asset Transfer Board and Asset Management group. We have produced a full schedule of parks properties and their actual running costs in order to provide clubs and organisations with accurate information to help their decision making process, this information also clearly identifies the potential savings at each CAT completion. Our internal partnership with Strategic Estates continues and is proving most useful as we progress this agenda and move to a strategic plan for facilities.				

Shared Regulatory Services (Dave Holland)

	Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Q3 position against the Headline Actions in the DDP (0)				
								Red - 0	Red/Amber - 0	Amber/Green -0	Green - 0	
Wellbeing objective 4.3	% of empty private sector properties brought back into use during the year through direct action by the local authority (PAM/013)	New Measure for 2017/18	0.3%	2.8%	Not Recorded	0.1	Not Recorded	Q3 Comments Since recruitment of an additional SRS Officer dedicated to empty homes work in June 2017, there has been a significant effort from the SRS team in relation to this target. Progress has been made on over 100 active empty homes cases giving an indication of the level of activity and the potential for future performance. A mailshot has been carried out to all owners on the empty homes register asking for details of the owners' plans to return their properties to beneficial re-use. The newly employed Empty Homes Officer is making progress on 116 active cases, many of which are now undergoing works of renovation, or are for sale or sold, promising that these properties will now become occupied. A further mailshot is planned for February 2018. Officers have had exploratory discussions with a variety of partners including Warm Wales and a major property investor to explore the potential for innovative projects to deal with empty homes. In summary, whilst the indicator remains below target, significant progress has been and is being made to turn this indicator around, the nature of empty homes however, means that it takes time to see the effects. In addition to SRS work on this indicator, the council also offer a Welsh Government loans scheme to assist in bringing properties back into beneficial use. In recent years take up of this grant has declined which has impacted negatively on the PI. The results presented for Qtr 3 do not include houses returned to use under this Scheme as they are not yet available due to status checks currently being undertaken to ascertain completion, at which point occupancy checks will need to be carried out by SRS to determine if the properties have been returned to use, and therefore eligible to be counted for the performance indicator. It is likely that these properties will be included at Qtr 4 rather than Qtr3				
	Results for 2017/18 are up to end of <ul style="list-style-type: none"> (Q1) $1/1432 * 100 = 0.1\%$ (Q1 and Q2) $2/1432 * 100 = 0.1\%$ and (Q1 to Q3) $5/1432 * 100 = 0.3\%$ 											

Area	Good news	Challenges / next steps
 <p>CUSTOMERS</p>	<p>Q3Comments</p> <ol style="list-style-type: none"> 1. Delivery of new central transport interchange is subject to new funding model and final contract with the Welsh Government and the developer as reported to Cabinet on 20th December 2017. 2. Road Safety <ul style="list-style-type: none"> ▪ The Streetwise initiative, including the theatre presentations, where 3,385 year 7 pupils and teachers took part. A further 1,438 year 6 pupils were Streetwise trained in the class room and this will now be followed with practical training on our roads. ▪ Kerbcraft training over the first 6 months has been provided to 1,110 pupils and the team are on track to achieve the annual Otarget. ▪ National standard cycle training over the first 6 months was provided to 1,129 pupils. 3. Volunteering The number of people involved in volunteering has increased by 23% from April 2017 to September 2017 (the reporting lags due to analysis with Keep Wales Tidy). 4. Keep Wales Tidy - Clean Communities category - finalists Keep Roath Tidy & Keep Splott Tidy – Keep Roath Tidy winning the award! 5. Opening of a new cycle/pedestrian link “Bay Loop”. 6. Press Announcement for ‘Bike Hire’ scheme - The appointment of nextbike (UK) Ltd as the operator for Cardiff’s new On-Street Cycle Hire scheme was announced to the press on December 19th 2018 with a press call and opportunity to ride one of the new bikes. The announcement, which attracted significant interest, was accompanied by a short public survey asking for suggestions on locations for hire stations. Using this, and previous experience, network planning will be commenced in collaboration with nextbike, ahead of installation on street, and a full launch planned for May 2018 7. Bike Life Report - The 2017 Bike Life report, produced in partnership with Sustrans and 6 other UK cities, was launched on 14th November 2017. The Bike Life report, produced every two years, is an assessment of cycling in the city, including infrastructure, travel behaviour, satisfaction and the impact of cycling, including the results of a representative survey of over 1100 Cardiff residents. The 2017 Bike Life report shows that current levels of cycling provide a total economic benefit of £28 million per year to Cardiff. There is also strong public support for improving cycling infrastructure, as 79% of Cardiff residents support building more segregated cycle lanes even if this means less space for other road traffic 	<p>Q3 Comments</p> <ol style="list-style-type: none"> 1. 20mph Cathays & Gabalfa Retrofit - Cathays: An upgrade of the original pilot 20 mph limit area in Cathays will be commencing in January 2018. This will focus on implementing additional measures to specific streets where monitoring has shown that speeds continue to be an issue. Gabalfa: Following in-year funding from LTF work has commenced on delivering the next 20 mph limit area in the Gabalfa ward. This will follow the same approach as the most recently installed limit in Riverside and Canton (completing in Q4) focussing on clear gateways and carriageway roundel repeaters and complete the buffer on the east side of the city centre 2. Electric Vehicle Feasibility Study - A Feasibility Study into the most appropriate solution for EV Charging in Cardiff is due to be completed in February 2018. This will allow informed decision making on the best options for the city. A scheme that will trial lamp post changing in areas of the city without off street capability is being prepared 3. Car Club - A newly expanded Car Club network is being planned for the city which will see 18 additional vehicles in place by the end of March. Public consultation will be undertaken in January on proposed locations for the new fleet. In due course more locations will be expanded to the outer areas of Cardiff
 <p>FINANCIAL</p>	<p>Q3 Comments</p> <ol style="list-style-type: none"> 1. Additional WG grant funding received for Local Transport Fund totalling £1.124m 2. Financial approval received from the Investment Review Board for the LED street lighting residential pilot in Radyr. 	<p>Q3 Comments</p> <ol style="list-style-type: none"> 1. Continue to re-invest ring-fenced surplus income from parking and enforcement activities into new infrastructure and other improvements to benefit sustainable transport 2. Ongoing budget delivery and monitoring to achieve a balanced budgetary position in 2017/18 and resources to support ambitious delivery programme.
 <p>INTERNAL PROCESSES</p>	<p>Q3 Comments</p> <ol style="list-style-type: none"> 1. Digitalised Environmental Enforcement process went live December 2018 (Startraq), phased approached. 2. Expansion of Central Monitoring System(CMS) for LED street lighting 	<p>Q3 Comments</p> <ol style="list-style-type: none"> 1. Ongoing setting up of a robust business planning for directorate priorities 2. StarTraq to be rollout to all areas of highway and environmental licencing in Qtr 4. 3. Continue to review all cheque/cash payment processes – with a view to introducing virtual on line payments for all areas (e.g. Bereavement/ School Bus Passes/Street Naming Numbering etc.)
 <p>EMPLOYEE & WORKFORCE</p>	<p>Q3 Comments</p> <ol style="list-style-type: none"> 1. Reviewed and developed Neighbourhood Services/team plans to support personal reviews – team objectives developed. 	<p>Q3 Comments</p> <ol style="list-style-type: none"> 1. Neighbourhood Services team plans to be refreshed to include Capital Ambition. Action Plans to be created to support team objectives and linked in with the PPDR process 2. Develop Workforce Plan for Directorate 3. Restructure: Ensure effective transition of Management & Services

QUARTER 3 2017-18 DIRECTORATE PERFORMANCE REPORT

Directorate: Communities, Housing & Customer Services | **Director:** Sarah McGill | **Number of Employees (FTE):** 1,190 | **Cabinet Member:** Cllrs Thorne, Elsmore, Weaver & Merry

Strategic Directorate Priority 1 – Further develop Adult Community Learning and the Into Work Advice Service to support vulnerable people to maximise their employment opportunities.

Measures	Supporting Information	Q3 2017-18 Result	Year End 2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	Year End 2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (8)	Red - 0	Red/Amber - 0	Amber/Green - 1	Green - 7
(CP) The number of people receiving into work advice	YTD: 31,357	9,755	42,000	9,817	10,984	42,579	<ul style="list-style-type: none"> A/G: There has been a drive to increase the number of priority learners in the age ranges of 16-18 and 19-25 from working collaboratively across Adult Community Learning, Into Work, Youth Service and Partners. This approach to be taken forward as part of the new employment gateway service. Four engagement events were held across Cardiff (week commencing the 11th December) to recruit learners for the term 2 programme. There were a total of 471 enrolments during the week with 48% of learners coming from the bottom two deciles in the city, 29% in decile 1 and 19% from decile 2. The team worked with Hafod Care to deliver a 'prepare to care course' prior to guaranteed interviews. 8 individuals completed the training and following this they were offered work experience with Hafod across a range of care facilities. Similarly the team also worked with Stonegate Pubs providing a range of customer service and hospitality training. 5 individuals finished the programme with 3 being offered interviews. The Inspire 2 Work project is making great steps to support young people back into education, employment or training. Experienced Youth Mentors specialise in helping individuals with their employment and career guidance. Regular meetings are being held between the Youth Service, Cardiff and Vale College and the Inspire strategic board. The current unverified success rate of learners from the Learning for Work programme is currently 92.2% which is above the 90% target. Performance for the Into Work Advice PI has been impacted on intensive mentoring support to help those furthest away from the job market. Rollout for Universal Credit in Cardiff takes place on 28th February and the target for helping with Universal Credit claims was set in anticipation of more clients needing help in Q4 than the previous quarters. 				
(CP) The number successfully engaging with the Into Work Advice Service & completing accredited training	YTD: 1,123	398	1,200	342	377	1,393					
(CP) The number of people who have been affected by The Benefit Cap and are engaging with The Into Work Advice Service	YTD: 271	28	150	NEW	47	NEW					
(CP) Number of Into Work Advice Service customers supported with their claims for Universal Credit	YTD: 438	156	600	143	159	472					

Wellbeing objective 1.3

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Strategic Directorate Priority 2 – Ensure that Domestic Violence Support Services meet the requirements of new legislation, including the recommissioning of the service.

Measures	Supporting Information	Q3 2017-18 Result	Year End 2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	Year End 2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (2)	Red - 0	Red/Amber - 1	Amber/Green - 0	Green - 1
(CP) Council staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence as a % of all staff	Cumulative Result Headcount – 13,093 Staff completed module YTD 891	6.81%	50%	NEW	3.54%	NEW	<ul style="list-style-type: none"> R/A: All partners are currently drafting a Violence against Women, Domestic Abuse and Sexual Violence Strategy. Two survivors have also joined the steering group, overseeing its development. Action plans are being drafted to increase the number of frontline staff completing the course including a full roll-out along with addressing issues from the external gateway site. A contract notice and all necessary paperwork has been issued following Officer Decision Report (ODR) approval in regards to a fully re-commissioned domestic violence support service. 				

Wellbeing objective 2.1

Strategic Directorate Priority 3 – Implement the Cardiff Housing Strategy 2016-2021 to ensure those in need have access to appropriate, high quality services: • 1,500 new homes (of which 40% affordable) through the ‘Cardiff Living’ programme, • Deliver 100 additional Council properties through a range of capital funding by 2022. • Deliver Independent Living Solutions for Older and Disabled People. • A new Homelessness Strategy based on a full needs assessment and review of services. • A range of support to address rough sleeping in the City. • Continue to develop joint working to mitigate the issues caused by Welfare Reform.

Measures	Supporting Information	Q3 2017-18 Result	Year End 2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	Year End 2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (7)	Red - 0	Red/Amber - 0	Amber/Green - 3	Green - 4
(CP) The number of homes commenced on site through Cardiff Living in year: - Total units - Affordable Housing units	Cumulative result	329 129	353 136	NEW NEW	298 98	NEW NEW	<ul style="list-style-type: none"> A/G: The Welsh Government deadline for production of a new Homelessness Strategy for Cardiff has now been moved to the end of 2018. Completion of this has therefore been deferred until 2018. This will allow for further data gathering and consultation with partners to take place. A/G: Good progress has been made with regards to the gathering and interrogating of data which will feed into the Older Persons strategy for Cardiff. The first draft will be available for the end of January 2018. A/G: Health and Social Care have confirmed they no longer have a requirement for a Learning Disability Scheme, the site will be redesigned to provide 9 social rented flats. The Social Housing Grant Programme update has been submitted to Welsh Government with an anticipated full spend. The transfer of Communications and Marketing from Welsh Government since the 1st April has been managed through the setup of a contract with an external contractor and appointment of a Marketing Officer within Rent Smart Wales. Campaigns are up and running and plans are now being prepared for 2018. A training plan has been put in place to provide Universal Credit briefings for relevant staff, partners and stakeholders (including Social Landlords, Advice providers, Charities) equating to more than 700 people. All Hub Officers have been upskilled to provide Universal Credit assistance. Building work is progressing well at Braunton Crescent, Clevedon Road and Willowbrook West. Site enabling work and the removal of contamination has also been completed at Llanrumney Depot. The Highfields site is the only phase 1 site still in the planning process, with an aim to be discussed at the February planning committee. A programme for the pre-development work on the phase 2 & 3 sites has been agreed with the constraints plans now completed on all sites. A planning application for Llanrumney High and Rumney High will be submitted by February. The delivery methods to achieve the build of 1,000 new council homes by 2022 has been identified and a range of sites have been identified. A strategic report will be presented to cabinet to agree in Quarter 4. A meeting with Welsh Government has taken place that reviewed the development programme and the current borrowing cap to ensure adequate finances were in place to fund the build programme. 				
The % of people who experienced successful outcomes through the Homelessness Reconnection Service	YTD: 71% 184 referred 131 were positive outcomes.	72%	50%	NEW	65%	NEW					
(CP) The number of rough sleepers assisted into accommodation	YTD: 151	48	144	NEW	53	NEW					
The % of cases where a duty to prevent homelessness was accepted and where homelessness was prevented	YTD: 58% 245 cases accepted. 151 cases prevented	62%	50%	NEW	57%	NEW					
The number of registered landlords	Cumulative Result 3,806 registered in Q3	87,614	80,000	68,563	83,808	74,168					
The number of licensed landlords and agents	Cumulative Result 4,434 licensed in Q3	22,243	20,000	NEW	17,809	1,429					

Wellbeing objective 2.2

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Strategic Directorate Priority 4 – Promote and increase the number of adults using the new First Point of Contact Service to access information and signposting to enable them to remain independent in their community and act as a Gateway to accessing advice and assistance.

Measures	Supporting Information	Q3 2017-18 Result	Year End 2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	Year End 2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (5)	Red - 0	Red/Amber - 0	Amber/Green - 0	Green - 5
The % of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adult Services	YTD: 73% 450 new cases dealt with	71%	60%	61%	80%	62%	<ul style="list-style-type: none"> An interim survey of participant’s trialling Assistive Living technology shows 80% of respondents said they felt more confident knowing they had the device and 80% would want to continue using the device following the trial. Meals on Wheels now has 249 paying customers which is a 57% increase in customers since January 2017. A promotional video is being circulated to internal and external contacts along with a planned letter drop to private sheltered accommodation. Work is still underway in partnership with Cardiff Care and Repair to deliver the preventative agenda. Discussions have been undertaken and Care and Repair should be in a position to provide a handyman service post April 2018. The development and promotion of Preventative services has identified the following possible missing services: Domestic Support, Shopping Services and Garden Services. As a result an agreement has been made through the partnership with Care and Repair and work will start on developing these missing services. Performance for the low cost adaptations is a result of more work complex work being taken through this quicker process, to ensure adaptations are delivered in a timely manner. 				
The average number of calendar days taken to deliver a Disabled Facilities Grant (from first contact to payment date)	YTD: 179 189 DFG works undertaken	177	200	213	175	200					
The average number of calendar days taken to deliver low cost adaptation works in private dwellings where the Disabled Facilities Grant process is not used	YTD: 41 792 low cost adaptations delivered	39	35	34	45	45					
The number of Telecare customers	Cumulative Result	4509	4,613	NEW	4,446	4,394					
The Meals on Wheels customer base	Cumulative Result	249	300	NEW	221	141					

Wellbeing objective 2.3

Strategic Directorate Priority 5 – Further develop the Alarm Receiving Centre (ARC) including partnership work with stakeholders as well as the use of new technology to assist people to live independently.

Wellbeing objective 2.3	Measures	Supporting Information	Q3 2017-18 Result	Year End 2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	Year End 2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (2)	Red - 0	Red/Amber - 1	Amber/Green - 0	Green - 1
	Monitor and report progress against income target for ARC services	Result is YE forecast	£245,677	£550,000	NEW	238,038	£63,000	<ul style="list-style-type: none"> R/A: All commercial leads have been identified for the income generation strategy. However, the timescales of implementing them have been challenging. As a result, the challenging income target will not be met. A huge amount of enabling work is being delivered and the Alarm Receiving Centre is now working collaboratively with UHB and is monitoring Whitchurch Hospital. Locality wardens continue to attend community events and have developed a comprehensive patrol strategy in order to develop the service and further meet the needs of citizens. Locality warden information packs are now being circulated to all new tenants. 				
(CP) The % of Telecare calls resulting in an ambulance being called out	YTD: 6%	6%	< 10%	5%	6%	6%						

Strategic Directorate Priority 6 – Develop Locality Based Working building on the learning of the older person’s pilot project to effectively integrate services for older people within a geographical location, taking a person centred approach, reducing duplication and improving citizen engagement.

Wellbeing objective 2.3	Measures	Supporting Information	Q3 2017-18 Result	Year End 2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	Year End 2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (1)	Red - 0	Red/Amber - 0	Amber/Green - 0	Green - 1
	(CP) The % of people who feel reconnected into their community, through intervention from day opportunities.	YTD: 72% 55 people were surveyed during Q3.	75%	60%	NEW	74%	NEW	<ul style="list-style-type: none"> An intergenerational event took place in partnership with Cardiff City Football club bringing together both younger and older persons. This has opened up further discussion within other localities in Cardiff to deliver similar events. The number of referrals to alternative outcomes is continually rising month-on-month as more people use the Independent Living Service and Day Opportunities Team services. 				

Strategic Directorate Priority 7 – Continue to deliver the Community Hubs development programme to provide access to a wide range of services, including advice, support and library provision within communities.





Wellbeing objective 4.1	Measures	Supporting Information	Q3 2017-18 Result	Year End 2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	Year End 2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (7)	Red - 0	Red/Amber - 0	Amber/Green - 1	Green - 6
	(CP) The number of visitors to Libraries and Hubs across the City	Cumulative Result	1,910,375	3,200,000	1,839,464	1,328,285	3,241,038	<ul style="list-style-type: none"> A/G: Regular project meetings are taking place and a pre-planning application has been drafted for the development of the Chapel at Cardiff Royal Infirmary. The existing Roath Library building has received a number of positive responses and the final 3 bidders have been invited to discuss their bids further at a meeting in January 2018. Final decision to be taken during Q4. Community outreach continues to progress with over 22,000 citizens attending events delivered by the Neighbourhood Development Librarians within Hubs and Community locations during Quarter 3. A customer survey is in the process of being finalised both in paper and digital formats to ensure library resources and materials reflect community needs. The resource roadshow will commence in early Quarter 4 and will aim to engage customers as well as staff. Performance has improved over the lifetime of the framework in several of the quality indicators and presentations are being prepared to reflect this. Llanishen Hub was completed and opened in November and the construction work on St Mellons Hub is progressing to programme and due for completion in April 2018. 				
(CP) The % of customers who agreed with the statement “Overall the Hub met my requirements/I got what I needed”	YTD: 98% 3207 surveys completed	98%	95%	97%	99%	99%						

Strategic Directorate Priority 8 – Review our Neighbourhood Partnerships to ensure we are working with citizens and partners to address need on a locality basis by March 2018.

Wellbeing objective 4.1	Measures	Supporting Information	Q3 2017-18 Result	Year End 2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	Year End 2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (1)	Red - 0	Red/Amber - 0	Amber/Green - 0	Green - 1
		The % of people who feel more informed about their locality as a result of attending a Neighbourhood Partnership Roadshow.		ANNUAL	70%	NEW	NEW	NEW	<ul style="list-style-type: none"> Due to the popularity of the roadshows and to ensure a wider range of views are captured the decision was taken to extend the programme of locality events held (24, including focus groups). This has delayed the collation of information to inform the review of the action plans. Current action plans will continue to be delivered until the end of the year. 			

Strategic Directorate Priority 9 – Change our way of working through digitalisation, reflecting changes in customer preference by enabling them to interact with our services through their preferred methods, enabling the Council to adopt more efficient working practices.

Wellbeing objective 4.3	Measures	Supporting Information	Q3 2017-18 Result	Year End 2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	Year End 2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (3)	Red - 0	Red/Amber - 0	Amber/Green - 0	Green - 3
	Page 369	(CP) Customer contacts to the Council using digital channels	YTD: 545,870	209,772	699,802	447,767	157,233	636,184	<ul style="list-style-type: none"> Quarter 3 has seen the development and implementation of the new version of Cardiff.gov with a renewed focus on customer tasks and clear signposting to both content and online services. The survey questions and costs have been agreed for the online service for the Ask Cardiff Survey. This will be issued in Quarter 4. The focus in Quarter 3 has been to perform detailed analysis on the existing service catalogues in both C2C and C4C to define the mobile app roadmap for the next 18 months. There is also a focus on prioritising the high volume low complexity transaction services which will yield the greatest levels of channel shift. The figures for those using the Council Tax self-assessment are down. An increasing volume of people are accessing services from mobile devices as opposed to using a laptop or desktop computer and the portal isn't as easily accessible on those devices. To address this, work to commence on providing customers with an improved mobile experience on the portal. 			
% Mobile access to the website (phone and tablet)		YTD: 58% 489,820 mobile access sessions, 836,008 in total	59%	60%	55.11%	57.76%	55.41%					
Increase usage of Council Tax self-service (Number of user log-ins)		YTD: 24,947	7,436	39,593	6,576	8,409	35,994					
% Parking Permit Applications made online vs Post.		YTD: 70% Q3 - 5,148 online applications. 6,890 applications in total.	75%	+5%	67.50%	65.10%	69.4%					

Good news		Challenges / next steps	
 CUSTOMERS	 FINANCIAL	 INTERNAL PROCESSES	 EMPLOYEE & WORKFORCE
<p>Independent Living Intergenerational Project: After the success of our initial intergenerational event in partnership with Cardiff City Football Club Foundation and drawing on our work with older people, a new partnership Intergenerational Event took Place on 4th December. The event brought together older people and local primary school children to talk about their experiences of Cardiff City Football Club and Cardiff as a whole while sharing their own sporting memories and memories of the City. Both groups benefitted enormously, with the older group learning about the different cultural backgrounds of the children, helping them to understand reasons for migration. Some of the younger people formed close bonds with the adults and learned how older people were treated differently in school compared to today. This resulted in the older people feeling valued for their stories, younger people learning about the past and both groups gaining a mutual respect for each other.</p> <p>Powerhouse Hub- Celebration of Llanedeyrn’s newest community facility, The Powerhouse Hub, took place on the 6th November 2017. The launch and community fun day marked the official opening of the facility which has been extended and undergone major refurbishment works. South Wales Police, who previously had a local station in the Maelfa Centre, have now relocated to the Powerhouse and have self-contained offices on the first floor, including Council’s Education Youth Services are based at the hub.</p> <p>Llanishen Hub – The Hub opened to the public on the 27th November 2017 and the work carried out is as a result of a partnership project with South Wales Police and the Police and Crime Commissioner. The Hub’s official opening took place on the 29th November with the launch of a full programme of activities from children’s storytime classes to Wellbeing Tuesdays for the over 50s.</p> <p>24/7 services (Telecare Cardiff) - On 14th November, 24/7 services, also known as Telecare Cardiff, had their annual audit by the Telecare Services Association. During this audit, the service is reviewed for the quality of their Installation, Monitoring and Response. The auditor reviewed annual key performance indicators, the Telecare Cardiff processes, observed an installation taking place and also listened to calls with one of the operators. The team were successful and the audit was passed!</p> <p>Give DIFFerently to homeless launched in Cardiff – Working with partner organisations, the newly launched Give DIFFerently Fund is a campaign to encourage people visiting and living in Cardiff to think differently about how they give to those who are begging and are homeless or at risk of homelessness. The campaign provides an alternative method of giving by donating to a fund managed by the Community Foundation in Wales; individuals can access funds to bring about positive change in a timely way, at a crucial moment in people’s lives. All money raised goes directly to individuals.http://givedifferently.wales/</p> <p>Welsh Housing Award - On 17th November, the Vale Hotel hosted the Welsh Housing Awards and one of our own Hostel Services Officers, Hannah Jinks, was nominated for the category of Housing Champion. This category recognises individuals who have showed enthusiasm and passion in roles that improve the lives of others. Hannah was nominated for her efforts in improving the health and wellbeing of hostel residents, specifically her work with eye health within homelessness. The judges emphasised how competitive the category was and described everyone nominated as champions but Hannah was named champion of champions and won the award!</p> <p>Adult Community Learning/Into Work - “Prepare to Care” is a joint training programme provided by Hafod Care, Hafod Housing, Cardiff Council Into Work, Adult Community Learning Services and ECLP Communities First. During the Introductory Day on 5th October, participants met care professionals, were taken on a tour around a care home and found out more about our Care Options course and other courses within the Prepare to Care programme. Care professionals were also on hand to “tell all” about working in the care sector.</p>		<p>Rough Sleeping: The number of Rough Sleepers remained high during December with 79 people being recorded as sleeping rough in Cardiff during the week ending 22nd December. This is high compared to when previously the drop in winter temperature has led to more people accessing the cold weather provision, of which there are 54 spaces available and further contingency for an extra 55 spaces. The Housing First pilot project for up to 10 direct placements with wrap around services became operational in December. Improved emergency provision of 3 extra PODs are now in place at Ty Tresillian with a further 5 PODs due in early 2018. Also an additional 8 PODs at the Huggard are due for completion in January 2018. Ty Tarian (accommodation for women with high support needs and at risk of exploitation) is now in place and early indications have been very positive. Providing Into Work service in our hostels has been piloted and has provided good initial results which will be reviewed prior to full implementation.</p> <p>Welfare Reform: The full rollout of Universal Credit (UC) takes place on 28th February 2018. Individuals will require support in two areas - Personal Budgeting Support (PBS) and Assisted Digital Support (ADS). In Cardiff, there are approximately 1,000 UC claimants; this is anticipated to increase to 120,000 over the next year. Of those newly added to UC, the main aspect is for them to open and manage their online account. At the moment we are unsure how many will require our help and support with that process. In preparation for the rollout, all Hub Officers have been upskilled to provide help and support on UC, the number of computers across the Hubs has increased and a dedicated UC advice phone line will be launched on 28th February.</p> <p>Income Targets: The income targets to be met during 2017-18 remain challenging and delivering these in a timely manner is a key focus. Robust monitoring is in place and this will continue to be carried out throughout the year. The in-year budget position continues to be mitigated through underspend in some areas of the directorate.</p> <p>Domestic Violence Training: Ensuring that all council staff have completed the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence is a key area of focus for Quarter 4. There are technical issues still for officers completing the training on the externally hosted system as well as the reporting of compliance. The training has been on a phased rollout to Communities, Social Services and Education; this will now be rolled out across the council.</p>	

QUARTER 3 2017-18 DIRECTORATE PERFORMANCE REPORT

Directorate: Economic Development | **Director:** Neil Hanratty | **Number of Employees (FTE):** 940 | **Cabinet Member:** Cllrs Goodway, Michael, Weaver, Bradbury

Strategic Directorate Priority 1 – Attract more and better jobs

Wellbeing objective 3.1 Page 371	Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (7)	Red - 0	Red/Amber - 0	Amber/Green - 1	Green - 6
	New and safeguarded jobs in businesses supported by the Council, financially or otherwise (cumulative)	'SENTA' CRM database	4,518	500	632	4,075	1,290	(1) Jobs Growth / Inward Investment (CP): (Green) <ul style="list-style-type: none"> The CEX, Cabinet Member and Director attended a White Hall seminar to give a presentation to government departments on the merits of relocating business units to Cardiff. A number of active enquiries have been received in the digital, TV production, cyber security and financial services sector. The Council helped to create / safeguard 443 jobs during Q3, this can be broken down into 407 jobs created and 36 safeguarded. (2) City Deal (CP): (Amber/Green) <ul style="list-style-type: none"> Work is ongoing to develop a business plan required to discharge reserved matters. It is anticipated this will go to Council for agreement and subject to approval from all 10 participating partners this will be completed in February 2018. (3) Creative Industries Sector (CP): (Green) <ul style="list-style-type: none"> The Council is working in partnership with Cardiff University to develop proposals for a Creative Cluster in the city. (4) Business Improvement District (CP): (Green) <ul style="list-style-type: none"> The Board has successfully taken forward a new bid for funding in the city centre. Funding is being invested in a number of areas including deep cleansing, street scape, Night Time Economy and homelessness initiatives. (5) International Strategy (CP): (Green) <ul style="list-style-type: none"> The recent Green Paper has asked local businesses for a response regarding the implication of Brexit to the local economy. (6) Creative Cardiff Initiative (CP): (Green) <ul style="list-style-type: none"> Partnership bid with the local University sector has been made to the Arts and Humanities Research Council's (AHRC) Creative Industries R&D Cluster programme 2017/18. (7) Work with partners to deliver the Cardiff Commitment: (Green) <ul style="list-style-type: none"> The Council has engaged with 200 businesses and so far 90 commitments have been made both within and outside the County boundary, including major employers GE Aviation and British Airways. All primary and secondary school head teachers have been fully engaged in the initiative. 				
	The amount of 'Grade A' office space committed to in Cardiff (sq. ft.) (cumulative)	Counted from start of construction	366,000	150,000	285,070	96,000	317,732					
	Gross Value Added per capita (compared to UK average)	Cardiff & Vale of Glamorgan compared to UK	Annual	Above Welsh Average	Annual	Annual	89.9% (result for 2015)					
	Unemployment (compared to Welsh average)	Cardiff compared to Wales	Annual	Above Welsh Average	Annual	Annual	4.8% (result for Jan-Dec 2016)					

Strategic Directorate Priority 2 – Attract more visitors that stay longer

Wellbeing objective 3.1	Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (6)	Red - 0	Red/Amber - 0	Amber/Green - 1	Green - 5
	Increase number of staying visitors	Results published by STEAM for the calendar year	Annual	+2%	Annual	Annual	+1.1% 2,025,000	(1) Tourism Strategy (CP): (Green) <ul style="list-style-type: none"> Cardiff Tourism Strategy & Action Plan 2015-2020 - re-refresh and update aligned to city changes and factors and including alignment to the Events and Music Strategies. Marketing – Cardiff Destination Brand project- brief for Brand Guidelines and sign off for implementation. Visit and Meet Web platforms – Integrated Cardiff-Events website into VisitCardiff.com/events (2) Deliver the Capital's key event commitments: (Green) <ul style="list-style-type: none"> Volvo Ocean Race - confirmed, signed and approved accommodation contracts and allocations for HVA/ Event at circa 1,200 room nights. Further accommodation secured for partners and hospitality sales. UEFA European Championships in 2020 – The Council is working with the FA for Wales, WG and SWP to host 4 displaced matches. Homeless World Cup – Cardiff is in negotiations to host the event production. Work is progressing on the development of a signature event for Cardiff in consultation with cultural, arts and creative sectors. 				
	Increase total visitor numbers	Results published by STEAM for the calendar year	Annual	+3%	Annual	Annual	-0.7% 20,380,000					

										<p>(3) Champions League Event: (Green)</p> <ul style="list-style-type: none"> Event successfully delivered in Q1. <p>(4) New tourism attraction at Cardiff Castle: (Amber/Green)</p> <ul style="list-style-type: none"> Black Tower Tales and a new Dr Who attraction – two new visitor attractions are being developed to enhance the tourism offer in the city. Partnership opportunities including operating options are being worked up for a joint venture. <p>(5) Modernise the Arts Venues: (Green)</p> <ul style="list-style-type: none"> The Arts Venues – Staff restructure ongoing with consultation period currently underway. New Theatre – Discussions underway with Facilities Management regarding capital requirements. <p>(6) The Cardiff Collection: (Green)</p> <ul style="list-style-type: none"> A review of the commercial catering retail offer is underway. A new initiative to encourage young people to participate in catering apprenticeships has opened up at the Castle and will be offered at County Hall, subject to funding.
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Strategic Directorate Priority 3 – Continue the regeneration of the city centre and Cardiff Bay

Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (4)				
							Red - 0	Red/Amber - 0	Amber/Green - 0	Green - 4	
N/A	N/A	N/A	N/A	N/A	N/A	N/A					<p>(1) Facilitate delivery of the Central Square regeneration scheme: (Green)</p> <ul style="list-style-type: none"> Final negotiations are ongoing for the creation of an SPV to deliver the new bus station with WG and the developer. Start on site expected early in 2018. Contracts for the delivery of the public realm are now finalised subject to confirmation of the accessibility provision. Work has commenced on site. <p>(2) Indoor Arena (CP): (Green)</p> <ul style="list-style-type: none"> A site selection exercise is being undertaken to determine the preferred location and a report will be presented to Cabinet in Q4. <p>(3) International Sports Village (ISV) – Phase 2 (CP): (Green)</p> <ul style="list-style-type: none"> A report will be presented to Cabinet in Q1 2018 setting out a programme for the delivery of phase 2. <p>(4) City Hall (CP): (Green)</p> <ul style="list-style-type: none"> An options appraisal considering the maintenance backlog and future uses for the building is underway.

Strategic Directorate Priority 4 – Commercialise key Council services to increase gross income

Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (6)				
							Red - 0	Red/Amber - 0	Amber/Green - 1	Green - 5	
Commercial and Collaboration gross income target achieved (£) (CP)	New income achieved (gross)	Annual	£459,000	Annual	Annual	n/a					<p>(1) Achieve Commercial Growth (CP): (Green)</p> <ul style="list-style-type: none"> The implementation of commercial improvement plans in Building Services and Cleaning are ongoing. The Commercial Waste Team have exceeded their target of £200K. Commercial improvement plans are also being developed for the Security and Pest Control Services. Savings opportunities of c£1m have been identified with c£475k expected to be delivered in 2017/18. <p>(2) Increase Customer Satisfaction: (Green)</p> <ul style="list-style-type: none"> An online customer satisfaction questionnaire has been developed for C and C Services. Customers using the Commercial Waste Service returned a 90% satisfaction response. <p>(3) Operational Performance: (Green)</p> <ul style="list-style-type: none"> The procurement strategy for the new Non-Domestic Building Maintenance Framework has been agreed. Procurement is scheduled to commence early in 2018. A new structure for Building Services has been prepared. Staff consultation is due to be completed at the end of Qtr 3 with implementation commencing early in 2018. The procurement of new technology to digitise property asset data and mobile scheduling services within the Corporate Landlord model has commenced.
% Customers Satisfied with the Service (CP)	Survey responses	Annual	Establish a baseline	Annual	Annual	n/a					

									<ul style="list-style-type: none"> The digitalisation of fleet asset data and maintenance programmes commenced in 'Tranman', during quarter 3 phase 1 (main implementation) has been completed and Phase 2 the Customer Portal prepared for completion during qu4, offering full transparency to service users for their vehicle and driver MI. <p>(4) Corporate Landlord Model: (Green)</p> <ul style="list-style-type: none"> A programme of school audits has been completed to understand the overall Statutory Building Equipment maintenance compliance of each school and the audit findings are now being entered onto the RAMIS (H&S risk management tool) to prioritise future planned and preventative maintenance visits. Non-Schools operational estate health and safety audits has commenced and will continue into Qtr 2 18/19. Cabinet is scheduled to consider a report on the proposed Corporate Landlord operating model in February 2018. <p>(5) Customer Account Manager Model: (Green)</p> <ul style="list-style-type: none"> 2 Customer Liaison Officers have been appointed, who will be dedicated schools advocates and provide a clear communication channel to improve customer satisfaction. Their role is to both market Property Related services to schools, support compliance measures as well as being the single point of contact for all requests. <p>(6) Corporate Fleet (CP): (Amber/Green)</p> <ul style="list-style-type: none"> The Service remains without a Transport Manager. An Interim Manager has been appointed while this post is reviewed. A new structure for CTS which will deliver a revenue generating approach to service delivery has been agreed. This is now being implemented. <p>Options are being explored for the electrification of the fleet and pool cars, best practice in the UK has been sought and an outline paper will be developed in qu4 to inform the future format of the fleet, infrastructure requirements and the added social economic benefits to the City.</p>
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Strategic Directorate Priority 5 – Achieve the statutory recycling/landfill diversion targets

Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (4)				
							Red - 0	Red/Amber - 0	Amber/Green - 1	Green - 3	
Page 579 Wellbeing objective 3.2	The percentage of municipal waste collected and prepared for re-use and / or recycled (CP)	Waste Dataflow	Awaiting Results	61%	58.29%	61.11%	58.12%	<p>(1) Improve Recycling Models: (Green)</p> <ul style="list-style-type: none"> Recycling Targets – achieving the statutory recycling target continues to be a significant challenge. The non-validated recycling result for quarter two was 61.11% which is only just meeting the Corporate Plan target of 61% (statutory target of 58%). Lamby Way HWRC is open and operating well. Waste Recycling and Processing – Global market prices and availability remain a high financial and performance risk. Organic Waste Treatment – the Council has secured an additional £250K of a one off income stream to support the transition of Kelda to Dwr Cymru Welsh Water as the new contracting company for the treatment of food and green waste for both the Vale of Glamorgan Council and Cardiff Council. <p>(2) Improve the provision of HWRC facilities: (Amber/Green)</p> <ul style="list-style-type: none"> Wedal Road HWRC is scheduled to close at the end of March, a public information and social media campaign are in preparation, the site will be auctioned in March. Lamby Way and Bessemer Close continue to improve recycling performance with the introduction of carpet and tyre recycling skips in Q3. <p>(3) Deliver Re-Use Centre facilities: (Green)</p> <ul style="list-style-type: none"> The new reuse partner has been announced and launched in December. British Heart Foundation provide a network of shops, free home collection and reuse facilities and outlets across Cardiff. <p>(4) Environment Bill / Strategy Requirements (Green)</p> <ul style="list-style-type: none"> The next Recycling Strategy is being developed and will be presented to Cabinet in March, this will seek to address in year financial pressures regarding glass quality and market costs through separate collections as well as other measures to improve recycling performance in 2018/19 onwards. The changes will be subject to consultation and Welsh Government discussions, regarding the Blueprint and Environment Bill. 			
	Maximum permissible tonnage of biodegradable municipal waste sent to Landfill (CP)	Waste Dataflow	Awaiting Results	37,627	342	86	1,356				
	Amount of waste sent for energy recovery	Waste Dataflow	Awaiting Results	No more than 42%	45.74%	44.73%	45.39%				




Strategic Directorate Priority 6 – Continue to modernise the Council's estate												
Wellbeing objective 4.3	Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (3)	Red - 0	Red/Amber - 0	Amber/Green - 0	Green - 3
	Reduce the gross internal area (GIA) of buildings in operational use	GIA data extracted from Property Management System	0.4% / 30,634	CP: 1%	4.20%	0.1% / 6,426	7.9% / 617,593	<p>(1) Property Strategy (CP): (Green)</p> <ul style="list-style-type: none"> The Council is on track to meet the targets in the 5 year Property Strategy. The Corporate Asset Management Plan (CAMP) for 2017/18 will be published in Q4. <p>(2) Asset Management Software: (Green)</p> <ul style="list-style-type: none"> Investment Review Board approved a business case to procure a software system to hold appropriate asset management information. The procurement process has commenced. <p>(3) Investment Estate Strategy: (Green)</p> <ul style="list-style-type: none"> Rental income has increased and progress is being made to analyse the net yield of the estate. 				
	Reduce the total running cost of occupied operational buildings	Operational Master Schedule	0.5% / £184,414	CP:2.8%	5.3%	0.1% / £27,942	9.2% / £3,322,009					
	Reduce the maintenance backlog	Operational Master Schedule	£710,932	CP: £1.3m	£2,335,961	£108,135	8.6% / £8,892,951					
	Capital Income generated (cumulative)	Operational Master Schedule	£1,680,000	£7.3m	Annual	Annual	£6,019,500					


Strategic Directorate Priority – To maintain, protect and enhance Cardiff's diverse and well-connected parks, cemeteries, and green and blue spaces to ensure they meet people's needs; support biodiversity and ecological resilience; enhance local heritage and culture; deliver services to commemorate significant life events; provide opportunities for partnership and engagement; improve physical and mental health and well-being; continue to underpin the city's liveability and economic success (Jon Maidment)

Wellbeing objective 4.3 Page 574	Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (4)	Red - 0	Red/Amber - 0	Amber/Green - 0	Green - 4
	Percentage of readings of Dissolved Oxygen in Cardiff Bay that achieve a reading of 5 milligrams per litre of dissolved oxygen or greater.	Sample readings	100%	100%	100%	99.99%	99.99%	<p>(1) Deliver high quality and well maintained bay and water ways at Harbour Authority (CP): (Green)</p> <ul style="list-style-type: none"> No dredging will take place in quarter 3. Levels within the outer harbour are being monitored by monthly bathymetric surveys and are currently satisfactory to allow vessels to navigate through the barrage locks. A pre contract meeting is being scheduled for late December with Boskalis & the next winter dredging campaign under the current contract will be carried out by Boskalis Westminster in Jan/Feb 2018. <p>(2) Deliver an updated Parks and Green Spaces Strategy by March 2018 including maintaining and increasing Green Flag status at parks (CP): (Green)</p> <ul style="list-style-type: none"> A draft forward plan for Green Flags was provisionally agreed in November 2017. Briefing paper identifying realignment of strategy to Capital ambition and parks scrutiny on parks funding proposals by March 2018. <p>(3) Parks Partnership Programme: Deliver the Parc Cefn Onn: into the garden and beyond' Heritage Lottery Funded access project: (Green)</p> <ul style="list-style-type: none"> Delays to work due to asbestos removal means that the toilet refurbishment will now be completed in 2018. This has been agreed with the Heritage Lottery Fund. Commencement of access ramp and pathway upgrading work will take place in quarter four 17/18 /Quarter one 18/19 with completion in June 2018. <p>(4) Parks Partnership Programme: Submit Cabinet reports for decisions for major parks projects:(Green)</p> <ul style="list-style-type: none"> Discussions are ongoing with Cabinet Member on priorities and way forward for a second Major Parks Project. 				
	Customer satisfaction levels for the Harbour Authority	Survey Responses	98.5%	95%	99.6%	99.3%	99%					
	The number of passengers carried on commercial vessels	Operator Figures	22,112	185,000	24,884	94,920	194,891					
	Number of attendances at Harbour Authority facilities.	Visitor numbers	240,390	1,100,000	257,195	438,633	1,346,619					
	Customer satisfaction Parks and Sport	Survey Responses	Annual	90%	Annual	Annual	92%					

Strategic Directorate Priority – To maintain, protect and enhance the opportunities for all through sport and physical activity thereby improving the Health & Wellbeing of the community, in doing so empowering communities and organisations in increasing participation through targeted programming and engagement of partners and stakeholders. To work in close partnership with GLL to ensure successful service delivery of leisure facilities and activities for the wider community. To implement the new Play Delivery Model through community engagement and partnership development (Jon Maidment / Sarah Stork)

Wellbeing objective 4.3 Page 375	Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (5)	Red - 0	Red/Amber - 0	Amber/Green – 0	Green – 5
	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.	Attendance figures	Annual	Annual	Annual	Annual	7,263.21		<p>(1) Ensure Leisure Centres deliver high quality service according to contract (CP): (Green)</p> <ul style="list-style-type: none"> Monthly governance continues which includes monthly reporting on key performance indicators against the contract. Quarter three report is not due until January 2018. GLL and Leisure Client were invited to report the end of the first twelve months to Scrutiny which was positively received. <p>(2) Continue with the implementation of the peripatetic delivery model for the provision of play services within communities across the city with full implementation by March 2018 (CP): (Green)</p> <ul style="list-style-type: none"> Business Plans received by two organisations with all interest in Llanrhymney Play Centre. Community asset transfer potential for early 2018. Adamsdown Play Centre has a commitment to relocate Flying Start prior to closure. Strategic Estates are in liaison with Flying Start regarding a potential facility. <p>(3) Deliver and develop the Local Sport Plan in partnership with Sport Wales and through the Joint Venture with Cardiff Met University : (Green)</p> <p>Review and first payment from Sport Wales</p> <ul style="list-style-type: none"> Review took place with Cardiff Met and Sport Wales to assess performance against the plan with positive comments from Sport Wales in terms of progress with the neighbourhood sports boards and the difference being made through targeted interventions in specific areas such as BME and Women and Girls Sport. There has been ongoing dialogue with GLL in terms of delivering the Free Swim initiative and a revised action plan has been put in place and agreed. Sport Wales have released the half year funding allocation. Draft Local Sport Plan 2018/19 was submitted on line to Sport Wales on 8th December. <p>(4) Develop the Facilities Planning model for Sport and Leisure: (Green)</p> <ul style="list-style-type: none"> Sport Wales are currently out to consultation on their Sport Strategy and we have agreed to wait for the outcome of this before producing a Cardiff Sport and Physical Activity strategy to ensure alignment to National objectives and priorities. <p>(5) Deliver a range of alternative delivery models for Outdoor Sport facilities: (Green)</p> <ul style="list-style-type: none"> All Outdoor Sport properties are reviewed regularly through the CAT Board and Asset Management group. We have produced a full schedule of parks properties and their actual running costs in order to provide clubs and organisations with accurate information to help their decision making process, this information also clearly identifies the potential savings at each CAT completion. Our internal partnership with Strategic Estates continues and is proving most useful as we progress this agenda and move to a strategic plan for facilities. 			
	Frequency of Children Engaged Aged 7 - 16 in Sport Cardiff Led Participatory Opportunities	Sport Cardiff data	33,796	120,000	30,208	11,913	120,369					
	Total Number of Children Engaged Aged 7 - 16 in Sport Cardiff Led Participatory Opportunities	Sport Cardiff data	8,233	30,000	6,471	4,047	27,169					
	The number of individuals participating in Parks Outdoor Sport (PS003a)	Booking data	42,289	165,000	39869	30,552	174,326					

Area	Good news	Challenges / next steps
 <p>CUSTOMERS</p>	<p>Major Projects</p> <ul style="list-style-type: none"> A new approach for the delivery of the bus station has been approved by Cabinet that will deliver an early start on site and will recover the Council's investment to date. <p>CTS</p> <ul style="list-style-type: none"> MOTs –909 MOTs have been carried out this financial year compared to 863 for the same period last year (April to November). This is a 5.3% increase across the year. 58% of the MOTs carried out in CTS in 2017/18 were for private customers. <p>TFM</p> <ul style="list-style-type: none"> Customer feedback – The Building Services, Cleaning and Support and Building Support teams received a sharp increase in the number of compliments received from customers during November. <p>Commercial & Collaboration Services</p> <ul style="list-style-type: none"> Customer Account Manager Model - 2 Customer Liaison Officers who will be a dedicated schools advocate and communication channel to improve customer satisfaction have been appointed. <p>Parks, Sport & Leisure</p> <ul style="list-style-type: none"> Parks were finalists in the APSE Best Performer Award for Parks and Horticultural Service recognising the service as being one of the top five in the UK. Roath Park won the Fields in Trust public vote for Best Park in Wales and was a runner up for Best Park in the UK. Improvement works to the Bay Edge Walkway and Alexander Head in preparation for the Volvo Ocean Race now complete. 	<p>Economic Development</p> <ul style="list-style-type: none"> Joint Cabinet agreement of the JWA Business Plan to discharge the Reserve Matter. Agreeing JV for delivery of the Black Tower Tales and new Dr Who attraction at Cardiff Castle. <p>Major Projects</p> <ul style="list-style-type: none"> Identifying a viable option for the future use of the former Dr Who building in Cardiff Bay. <p>Strategic Estates</p> <ul style="list-style-type: none"> Securing planning permission in regard to a number of key disposals to enable receipts to be realised in this financial year. <p>CTS</p> <ul style="list-style-type: none"> Growth of external customers to continue growth in external income, a third customer liaison officer is due start in January is tasked to focus and deliver this business, previously resources had to focus on schools. CTS will also complete minor repairs of specialist vehicles (Waste/ cleansing fleet) from January which will also provide a new income stream to the workshops. <p>TFM</p> <ul style="list-style-type: none"> Improve customer liaison/management with schools with assistance of the new Customer Account Manager model <p>Parks, Sport & Leisure</p> <ul style="list-style-type: none"> Three parks customer satisfaction surveys underway for Roath Park, Park Cefn Onn and Grange Gardens. Results to be analysed. Allotments user survey going live in December.
 <p>FINANCIAL</p>	<p>Savings:</p> <p>TFM</p> <ul style="list-style-type: none"> Savings opportunities of c£1m have been identified in TFM with c£400k expecting to be delivered in 17/18. <p>Parks, Sport & Leisure</p> <ul style="list-style-type: none"> HLF bid of £2.1 million submitted for Flat Holm Island partnership project in conjunction with RSPB and Flat Holm Island Society. 	<p>In Year Spend:</p> <p>TFM</p> <ul style="list-style-type: none"> Continuing the momentum of the implementation of commercial improvement plans in Building Services and Cleaning and the commencement of commercial improvement plans in the Security and Pest Control services <p>Parks, Sport & Leisure</p> <ul style="list-style-type: none"> Measures to be taken to ensure that services are delivered within 17/18 budget. Detailed month 9 meetings taking place with Team Leaders. Development of savings proposals linked to Cardiff Harbour Authority grant. Final negotiations with RHS in order to ensure sustainability of the Cardiff Flower Show in April 2018.
 <p>INTERNAL PROCESSES</p>	<p>Digitisation</p> <ul style="list-style-type: none"> RAMIS – Implementation ongoing. TRANMAN -.'Teething issues' encountered during the implementation of the new software are resolved. The customer Portal will be available form qu4 Asset Management Software – procurement of Integrated Workplace Management System (IWMS) for Corporate Landlord has commenced. <p>Parks, Sport & Leisure</p> <ul style="list-style-type: none"> I-Tree survey being undertaken by the Forestry Commission that will give detailed information on all trees in Cardiff and their contribution to the Environment. Glamorgan Bird Club and Cardiff Harbour Authority have been successful in securing HLF funds to install a flagship home for swifts within Cardiff Bay. The "Swift Tower" will be installed on Cardiff Bay Barrage early in 2018. 	<p>Digitisation:</p> <ul style="list-style-type: none"> RAMIS – Ongoing training and implementation across the Council and implementation of training into schools TRANMAN – Provision of an internal hire model to optimise fleet usage Asset Management Software – Completion of procurement of IWMS, and commencement of implementation in Q4. <p>Parks, Sport & Leisure</p> <ul style="list-style-type: none"> Relocation of Wedal Road Depot

Area	Good news	Challenges / next steps
 <p>EMPLOYEE & WORKFORCE</p>	<p>Strategic Estates</p> <ul style="list-style-type: none"> Completed restructure of the team to deliver CAMP targets. <p>Tourism</p> <ul style="list-style-type: none"> The Tourism, Venues and Events team restructure to create a destination marketing team is underway with posts about to be advertised with a view to complete the structure by end of financial year (March2018). <p>Commercial Services Structures</p> <ul style="list-style-type: none"> CTS restructure – consultation nearing completion. Building Services restructure – consultation underway. Customer Account Manager Model – recruitment commenced for 3 Customer Liaison Officers. <p>Workforce Planning</p> <ul style="list-style-type: none"> The new Council Workforce Planning pilots have been completed in Cleaning, Building Support, Building Maintenance and Pest Control. <p>Occupational Road Risk Working Group</p> <ul style="list-style-type: none"> Working group set up to improve Council management of risks related to work related driving. <p>Employee Survey</p> <ul style="list-style-type: none"> Following consultation with staff Employee Survey Next Steps action plans have now been agreed and are being progressed. <p>Parks, Sport & Leisure</p> <ul style="list-style-type: none"> Appointment to Corporate Business Administration Apprenticeship made. 	<p>Tourism</p> <ul style="list-style-type: none"> Complete the implementation of new structure <p>Commercial Services Structures</p> <ul style="list-style-type: none"> CTS restructure – completion of structure and recruitment of Transport Manager Building Services restructure – complete consultation and implementation. Corporate Landlord Model – Finalise the TOM and the financial and resource structures. <p>Occupational Road Risk Working Group</p> <ul style="list-style-type: none"> Sub Group set up to develop draft policy in quarter 3. <p>County Hall</p> <ul style="list-style-type: none"> A new approach to the management of the County Hall staff car park will be implemented in quarter four. <p>Employee Survey</p> <ul style="list-style-type: none"> Implement agreed Employee Survey Next Steps action plans. <p>Parks, Sport & Leisure</p> <ul style="list-style-type: none"> Proposals for two new apprenticeship schemes underway.

QUARTER 3 2017-18 DIRECTORATE PERFORMANCE REPORT

Directorate: Education and Lifelong Learning

Director: Nick Batchelar

Number of Employees (FTE): 590

Cabinet Member: Cllr Sarah Merry

Strategic Directorate Priority 1 – Improve educational outcomes for children and young people, particularly at Key Stage 4, through improved school leadership, teaching and learning, and curriculum development

Wellbeing objective 1.1
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Measures <i>(CS) = Currently Secure data (NYA) = Not Yet Available (NA) = Not Applicable (p) = Provisional year end data * (LLC = Language, Literacy & Communication)</i>	CP Corp Plan	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (2)	Red - 0	Red/Amber - 2	Amber/Green - 1	Green - 6	
			(2016-17 AY)	(2016-17 AY)	(2015-16 AY)	(2016-17 AY)	(2015-16 AY)						
% pupils achieving Level 2+ at Key Stage 4	✓	-	58.5% (F)	2016/17 KS4 Targets no longer valid – year 0 due to changes to assessment framework	Not comparable	57.7% (P)	Not comparable	<p>The results for the 2016 – 2017 academic year build on a clear pattern of continuing improvement in recent years. Of particular note is the overall improvement in the quality of education provision in Cardiff, as evidenced by Estyn inspections and national categorisation. There has been some reduction in the variation in quality and outcomes between similar schools, and an improvement in outcomes for some low attaining groups of learners. However, when these results are set against the aspirations and targets in Cardiff 2020 it is clear that much further work remains to be done.</p> <p>The 2017 Performance Report highlights the overall strengths of Cardiff’s performance in 2017:</p> <ul style="list-style-type: none"> • The trajectory of improvement between 2011-2017 in the Foundation Phase, Key Stage 2 and Key Stage 3; • Cardiff’s performance in relation to the Welsh averages in the Foundation Phase and Key Stage 2; • Performance Level 2+, Level 2 and new Capped 9 measures, compared with Welsh averages; • Improved Estyn inspection outcomes and an increase in the number of schools removed from an Estyn category; • Attainment of eFSM pupils at Key Stage 2 and 4, compared with Welsh averages • Good progress in reducing the proportion of year 11 leavers who are not in education, employment or training <p>The report also notes the continuing importance of focused action in relation to:</p> <ul style="list-style-type: none"> • Improving outcomes for children who are looked after, particularly in relation to those young people who are not educated in a Cardiff school; • Improving outcomes for young people at Level 1 and for those who are educated other than at a mainstream or special school; • Reducing the number of young people who leave Key Stage 4 without any qualifications; • Addressing the performance in English, which is the lowest of the areas of learning in FP, KS2 and KS3 and below the Welsh average at KS2 and KS3; • Meeting the needs of an increasing number of young people with ALN; • Continuing to address the low performance of Traveller/Roma young people, which remain very low. <p>The continued introduction of new qualifications and on-going changes to performance indicators, including changes to the early entry of pupils in English/Welsh and Maths at Key Stage 4, will continue to present challenges for Cardiff schools. Although the outcomes at Key Stage 4 indicate that Cardiff secondary schools exhibited a higher degree of resilience to manage these changes than schools elsewhere in Wales.</p> <p>Preparation for a radically new curriculum, implementation of which has been delayed by Welsh Government until 2022, remains a challenge for schools. An engagement event was hosted by Cardiff in quarter 3, which was attended by a range of stakeholders including education professionals from all sectors, business representatives, Welsh Government and governors to discuss key opportunities and challenges in development and implementation.</p> <p>Final 2016-17 attendance data shows that Cardiff schools perform above the Welsh averages.</p>					
% pupils achieving Level 2 at Key Stage 4	✓	-	69.6% (F)		Not comparable	69.8% (P)	Not comparable						
% pupils achieving Level 1 at Key Stage 4	✓	250 pupils	93.2% (F)		Not comparable	93.2% (P)	Not comparable						
The new Capped Points Score Key Stage 4(CAP 9)	✓	-	360.7 (F)	New Measure for 2016/17	Not yet collected	Not yet collected	Not yet collected						
% pupils leaving Key Stage 4 with No Quals (including EOTAS pupils)		Not yet available	1.4% (P)		1%	Q3	1%						
% pupils achieving CSI at Key Stage 3		-	86.2% (F)		86.6%	86.2%	86.6%						
% pupils achieving CSI at Key Stage 2	✓	-	89.4% (F)		89.5%	89.4%	89.5%						
% pupils achieving Foundation Phase (FP) Outcome Indicator		-	88.5% (F)		88.9%	88.5%	88.9%						
% pupils achieving O5 in *LLC (FP) in Welsh	✓	-	92.1% (F)		93.1%	92.1%	93.1%						
% pupils achieving L4 in Welsh 1 st Lang. KS2	✓	-	92.8% (F)		96.1%	92.8%	96.1%						
% pupils achieving L2 qual. In Welsh 1 st Lang. KS4	✓	-	80.7%		79.8%	83.2% (P)	79.8%						
% pupils achieving L2 qual. In Welsh 2 nd Lang. KS4	✓	-	NYA		83.2%	NYA	83.2%						
% Attendance -Primary	✓	-	95.0% (F)		95%	95%	95%						
% Attendance -Secondary	✓	-	94.2% (F)		94.5%	94.2%	94.5%						

Strategic Directorate Priority 2 – Close the attainment gap for pupils from low-income families, children who are looked after, pupils educated other than at school, and pupils entering Cardiff with English as an additional language

Measures	CP Corp Plan	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (4)	Red -	Red/Amber - 3	Amber/Green -1	Green - 3
			(2016-17 AY)	(2016-17 AY)	(2015-16 AY)	(2016-17 AY)	(2015-16 AY)					
Year 11 EOTAS Pupils (all pupils attending an alternative provision, inc. PRU): - % Level 2+ at KS4 - % Level 2 at KS4 - % Level 1 at KS4 - % No Points at KS4	√ √ √ √	Cohort 101 pupils 3 pupils 5 pupils 25 pupils 18 pupils	3% (F) 5% (F) 25% (F) 18% (F)	2016/17 KS4 Targets no longer valid – year 0 due to changes to assessment framework	4% 4% 17.3% 12%	Q3	4% 4% 17.3% 12%	<p><u>Pupils eligible for free school meals – end of Key Stage 2</u> In 2017, final results show that 79.1% of pupils eligible for free school meals (eFSM) in Cardiff achieved the Core Subject Indicator at the end of Key Stage 2, compared to 92.1% of pupils not eligible (nFSM). The corresponding Wales figures are 77.2% and 92.3%. The gap in attainment has reduced to 13ppt as the performance of eFSM pupils improves at a faster rate than nFSM pupils.</p> <p><u>Pupils eligible for free school meals – end of Key Stage 4</u> In 2017, final results show that 33.9% of pupils eligible for free school meals (eFSM) in Cardiff achieved the Level Two + threshold, compared to 66.6% of pupils not eligible (nFSM). This is better than the performance of eFSM (28.5%) and 60.8% of nFSM pupils across Wales. Although a higher proportion of eFSM pupils in Cardiff achieved this threshold than across Wales at Key Stage 4, the gap in attainment is slightly larger (32.8%/32.3%) as a result.</p> <p><u>Pupils educated other than at school (EOTAS)</u> The low performance of young people who are educated other than at school (EOTAS) remains a concern. Of the year 11 EOTAS cohort, 2% (2 out of 101 pupils) achieved the Level 2+ threshold (5 GCSEs A*-C) and 16% (16 pupils), achieved no recognised qualification. Tracking of EOTAS learners is improving and an audit of the quality of provision is underway.</p> <p><u>Children Looked After</u> The results of children who are looked after remain too low. Outcomes for children who are looked after and who are educated in a Cardiff School are higher than if they are educated out of county at all key stages. A large proportion of this group of learners have complex needs, and it remains a priority to ensure that underachievement, in line with individual development, is identified and intervention provided in a robust way.</p> <p><u>Pupils with English as an additional language</u> There has been a correspondingly positive improvement in the outcomes for English as an Additional Language (EAL) in the Foundation Phase, Key Stage 2 and Key Stage 3. Work is ongoing to ensure that the EAL data provided by schools is accurate.</p> <p><u>Ethnic groups</u> Overall, there has been an improvement in the performance of ethnic groups and a closing of the attainment gap with all pupils in the Foundation Phase Indicator (FPI) and at Key Stage 2. Many ethnic groups perform better than all pupils. However, this is not consistent. At Level 2+, Key Stage 4, there was a slight widening of the gap. Some ethnic groups, who historically have under-performed at all key stages, remain most at risk of underachievement. These are Traveller/Romany pupils. When analysing the performance of ethnic groups it needs to be noted that some cohort sizes are much smaller than others.</p> <p><u>Flying Start</u> Tracking is in place to monitor the progress of children who have received Flying Start provision in Cardiff. The data shows that Flying Start services have had a positive impact on educational outcomes.</p>				
Year 11 EOTAS Pupils (all pupils not on the roll of a Cardiff School or the PRU): - % Level 2+ at KS4 - % Level 2 at KS4 - % Level 1 at KS4 - % No Quals at KS4	√	Cohort 68 pupils 1 pupil 2 pupils 10 pupils 14 pupils	1% (F) 3% (F) 15% (F) 21% (F)		0% 0% 13% 25%	Q3	0% 0% 13% 24%					
Children Looked After (attending a Cardiff school or the PRU as at PLASC date): % Foundation Phase OI % CSI at KS2 - % Level 2+ at KS4 - % Level 2 at KS4 - % Level 1 at KS4 - % No Quals at KS4	√	11 pupils 18 pupils 1 pupil 6 pupils 14 pupils 0 pupils	69% (F) 78% (F) 4% (F) 26% (F) 61% (F) 0% (F)	75% 78% 0%	88.9% 68.2%	68.75% 78.26% 4% (P) 26% (P) 52% (P) NYA	88.9% 68.2%					
Children Looked After by Cardiff Council (attending any educational placement as at PLASC date): - % Foundation Phase OI - % CSI at KS2 - % Level 2+ at KS4 - % Level 2 at KS4 - % Level 1 at KS4 - % No Quals at KS4	√	14 pupils 23 pupils 0 pupils 6 pupils 19 pupils	54% (F) 77% (F) 0% (F) 11% (F) 36% (F) NYA	76.0% 78%	71.4% 70.4%	53.85% 76.7% 0% (P) 11% (P) 34% (P) NYA	71.4% 70.4%					
eFSM pupils - % Level 2+ at KS4	√	-	33.9% (F)	2016/17 Targets no longer valid – year 0 due to changes to assessment framework	Not comparable	30.8% (P)	Not comparable					
Non FSM pupils - % Level 2+ at KS4		-	66.6% (F)		Not comparable	64.5% (P)	Not comparable					

Wellbeing objective 1.1
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eFSM pupils - % CSI at KS2	-	79.1% (F)	80.6%	78.8%	79.1%	78.8%
Non FSM pupils - % CSI at KS2	-	92.1% (F)	93%	92.5%	92.1%	92.5%
eFSM pupils - % Attendance: -Primary -Secondary	-	93.0% (F) 90.5% (F)	93.1% 91%	92.9% 90.7%	Q3	92.9% 90.7%
Pupils with English as an Additional Language: - % Foundation Phase OI - % CSI at KS2 - % Level 2+ at KS4	-	87.75% 88.17% 58.76%	87% 89%	86.6% 88.4%	Q3	86.6% 88.4%

Strategic Directorate Priority 3 – Improve provision for children and young people with additional learning needs, through implementation of the new Statutory framework for Additional Learning Needs

Measures	CP Corp Plan	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (4)	Red - 0	Red/Amber - 1	Amber/Green – 1	Green – 2	
			(2016-17 AY)	(2016-17 AY)	(2015-16 AY)	(2016-17 AY)	(2015-16 AY)						
Page 380 Wellbeing objective 1.1 % SEN pupils ach. Foundation Phase OI: - Statemented - School Action Plus - School Action		-	16.16% (F) 43.93% (F) 69.84% (F)	17% 46% 74%	16.7% 45.3% 73%	Q3	16.7% 45.3% 73%	The ALN strategy is due to be considered by the Cabinet in January, setting out key challenges and priorities for improving outcomes for learners with ALN. There will be a two phase approach to developing special school and specialist resource base places, and to improve the quality of facilities and accommodation: - Special school schemes within the Band B 21 st Century Schools Programme. Places will not be available until 2022. - An interim ALN Development Plan to reshape and extend specialist provision from 2018-2022. This will also be considered by the Cabinet in January. The ALN Innovation projects, in readiness for implementation of the new statutory framework, are on track to be completed and evaluated by March 2018. The Additional Learning Needs and Education Tribunal (Wales) Bill will have significant implications for schools, local authorities, health boards and other partners work together to support additional learning needs: <ul style="list-style-type: none"> A 0-25 age range A Unified Plan Clear and consistent rights of appeal for all children and young people with ALN A new Code with mandatory requirements on governing bodies, local authorities and other partners. New responsibilities to provide information and advice; to reduce conflict and ensure effective disagreement resolution. Increased collaboration between education, health and social services. Additional provision for the foundation phase and key stage 2, to increase the capacity to reduce exclusions, have been set up. A review of existing revolving door provision is underway.	Red - 0	Red/Amber - 1	Amber/Green – 1	Green – 2	
	% SEN pupils ach. CSI, at Key Stage 2: - Statemented - School Action Plus - School Action		-	25.49% (F) 57.61% (F) 83.42% (F)	18% 52% 80%	16.7% 50.0% 79.2%	Q3						16.7% 50.0% 79.2%
		% of SEN pupils ach. CSI, at Key Stage 3: - Statemented - School Action Plus - School Action		-	23.19% (F) 54.98% (F) 71.55% (F)	26.5% 50.9% 70.3%	25.6% 50.9% 70.3%						Q3
% of SEN pupils ach. Level 2+ Key Stage 4 - Statemented - School Action Plus - School Action				-	20.4% (F) 11.3% (F) 25.6% (F)	2016/17 Targets no longer valid – year 0	Not comparable						Q3
Fixed term exclusions per 1000 pupils (5 days or fewer) Primary Secondary		-	Q3 position 3.3 14.2	Year end 16/17 9.0 48		Year end 16/17 8.9 48	9.38 55.3						
Fixed term exclusions per 1000 pupils (6 days or more) Primary		-	Q3 position 0	Year end 16/17 0.15	-	Year end 16/17 0.16	0.2						

Secondary			0.5	0.8		2.39	0.91
Average days lost Exclusions (FTE 5 days or fewer)		-	Not available	Year end 16/17	-	Year end 16/17	
Primary				1.5	-	1.57	1.57
Secondary				1.4	-	1.73	1.55
Average days lost Exclusions (FTE 6 days or more)		-	Not available	8.0	-	Year end 16/17	9.3
Primary				9.0	-	8.75	12.63
Secondary					-	10.3	

Strategic Directorate Priority 4 – Ensure there are sufficient and high quality school places to meet the population growth in the city, through planned expansion and the upgrade of the existing school estate via the School Organisation Programme

Measures	CP Corp Plan	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (3)	Red - 0	Red/Amber - 1	Amber/Green -6	Green - 4
			(2016-17 AY)	(2016-17 AY)	(2015-16 AY)	(2016-17 AY)	(2015-16 AY)					
% children securing 1st choice of school:	√	-	Sept 2017		Sept 2016	Sept 2017	Sept 2016	<p>The three main challenges and opportunities facing Cardiff in the development of the education estate are:</p> <ul style="list-style-type: none"> - Sufficiency needs resulting from population growth - Condition of the current school estate - Suitability of the current estate to meet the demands of 21st Century Learning <p>Following confirmation of the budget allocation (£284 million, half of which will be funded by Welsh Government and half by the Council), a report with details of Band B schemes has been approved by Cabinet. The submission can only seek to address the most acute sufficiency and condition issues in Cardiff, detailed below:</p> <ul style="list-style-type: none"> - Remove all "D" condition, end of life, school properties; - Address the eight form of entry sufficiency issue in the - English medium secondary sector in the central area of the city; - Address the sufficiency, condition and suitability issues in the special sector, in both primary & secondary settings; - Address local sufficiency issues in welsh medium primary schools in the east and west of the city; - Address local sufficiency issues in English medium primary schools in Cardiff Bay and west of the city. <p>(the full report can be viewed here http://cardiff.moderngov.co.uk/ieListMeetings.aspx?Committeeld=151)</p> <p>Due to the scale and number of proposed projects in the Band B investment programme, the delivery of the schemes will be undertaken in batches over the timespan of the programme commencing in 2019. As a result of the phasing, it may be necessary to put interim measures in place where sufficiency issues arise before new schools with increased capacity can be delivered.</p> <p>Construction has commenced at the three new primary schools for Howardian, Hamadryad and Glan Morfa. Construction of the new Eastern High is complete. Transition to the new site began in December 2017.</p>				
Primary (CP)	√		89.75%	80%	86%	89.75%	86%					
Secondary (CP)			76.21%	70%	76%	76.21%	76%					
% children securing one of 1st three choices of school:			Sept 2017		Sept 2016	Sept 2017	Sept 2016					
Primary (CP)	√		93.86%	90%	93%	93.86%	93%					
Secondary (CP)	√		81.82%	90%	85%	81.82%	85%					
The number of pupils enrolled in Welsh medium education aged 4 – 18 years	√		Jan 2017	Jan 2017	Jan 2016	Jan 2017	Jan 2016					
			7,272	7,222	7,010	7,272	7,010					

Wellbeing objective 1.1

Strategic Directorate Priority 5 – Recruit, retain and develop the best people to lead and work in our schools and education settings to secure a high quality workforce at all levels

Wellbeing objective 1.1	Measures	CP Corp Plan	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (3)	Red - 0	Red/Amber - 0	Amber/Green – 3	Green –1
				(2016-17 AY)	(2016-17 AY)	(2015-16 AY)	(2016-17 AY)	(2015-16 AY)					
	The proportion of schools where Leadership is judged by Estyn to be good or excellent on a three year rolling basis - Primary -Secondary -Special		Changes to Estyn Inspection Framework – Pl’s have now changed						<p>In 2016-17, investment in leadership provision, in partnership with the Consortium, has included:</p> <ul style="list-style-type: none"> 11 Headteachers have undertaken the New to Headship programme 3 Headteachers have undertaken the Strategic Headship programme 2 Headteachers have completed the Consultant Headship programme 7 Headteachers have completed the Executive Headteacher programme 14 senior leaders have completed the Aspiring Headteacher programme <p>A number of Heads are also being funded to mentor other future leaders as part of building leadership capacity.</p> <p>In addition to funding received for hosting the Central South Wales Challenge collaborative models (SIGs, Pathfinders, Welsh medium and special school partnerships, hubs), the consortium has been allocated a further government grant of £140,000 to support deeper collaborative models. This funding will be distributed to schools based on clear success criteria in terms of the expected impact on school performance and a clear training and development plan for governors.</p> <p>As of December 2017, 3 formal federations are in the process of being formed, detailed below:</p> <ul style="list-style-type: none"> Ty Gwyn, Riverbank and Woodlands Special Schools Coryton and Tongwynlais Primary Schools Trowbridge and Greenway Primary Schools <p>A workshop between the Central South Consortium and Welsh Government will be taking place to inform the Wales guidance in relation to governance arrangements in federations.</p> <p>A grant has been received by Welsh Government to support small schools (£33K for two one form of entry primary schools).</p> <p>Workforce planning in relation to extending and expanding provision for children and young people with ALN, in line with the new statutory requirements, is a concern. There are also ongoing challenges in relation to recruitment in the Welsh Medium and Faith school sector.</p>				
	The percentage of schools, inspected by Estyn, judged to have good or excellent teaching on a three year rolling basis -Primary -Secondary -Special												

Wellbeing objective 1.1

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Strategic Directorate Priority 6 – Work with the Central South Consortium to further develop the capacity of the school system to be self-improving

Wellbeing objective 1.1	Measures	CP Corp Plan	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (3)	Red - 0	Red/Amber - 1	Amber/Green – 2	Green –2
				(2016-17 AY)	(2016-17 AY)	(2015-16 AY)	(2016-17 AY)	(2015-16 AY)					
	Number of schools in Estyn follow up: -Estyn monitoring -Significant improvement -Special measures			Q3 6 0 1	5 0 0	N/A	Sept 2017 7 2 4	July 2016 7 3 3	<p>Provisional categorisation outcomes for 2017/18 indicate that improvement has been sustained and continues across the authority. The number of schools requiring a ‘red’ level of support has fallen to 4 (6 schools required a ‘red’ level of support in January 2017) and now only 10 schools require an ‘amber’ level of support (compared to 20 schools in January 2017). There are 45 schools requiring yellow support, compared to 54 in January 2017. The number of ‘green’ schools has risen notably to 67, from 48 in January 2017. The final categorisation outcomes will become public on the 31st January 2018.</p> <p><u>School inspections - secondary</u> One secondary school remains in an Estyn follow-up category. In November 2016, seven secondary schools were in an Estyn follow up category. In 2016-17, Ysgol Gyfun Gymraeg Plasmawr was removed from Estyn Monitoring and Cantonian High</p>				
	% schools categorised as ‘Green’ by WG: -Primary			Q4 30%	Jan 2018 40%	N/A	Jan 2018 Q4 Q4	Jan 2017 36% 26%					

-Secondary -Special				63%		Q4	57%	<p>School was removed from Significant Improvement. Cantonian High School was judged to have made strong progress in relation to raising standards, reducing exclusions and strengthening leadership. Whitchurch High School and Radyr Comprehensive School were also moved from Estyn Monitoring.</p> <p>In November 2017, Eastern High School was removed from Special Measures. Estyn noted the trend of improving results at all key stages, with Mathematics and English improving significantly. The school moves into the new Eastern Learning Campus buildings in January 2018, in partnership with Cardiff and the Vale College.</p> <p><u>School inspections- special</u> In the special sector, Riverbank School was removed from Estyn Monitoring and Woodlands from Special Measures in November 2017. The schools are due to federate with Ty Gwyn Special School in January 2018.</p> <p><u>School inspections- primary</u> At the time of writing this report, five primary schools are in an Estyn follow up category and one school is in Special Measures. In November 2016, four primary schools were in an Estyn follow up category. Bryn Hafod and All Saints C.I.W Primary School made good progress over the year and have been removed from Estyn Monitoring. In November 2017, Trelai Primary School was removed from Special Measures.</p> <p>The number of overall governor vacancies have decreased from 214 in Quarter 2 to 177 in Quarter 3. 29 of these vacancies are for Local Authority governors, there were 28 LA governor vacancies in Q2. The LA governor panel has met twice this term and made 36 new appointments.</p>
The number of schools with less than 50% of pupils achieving the level 2+ threshold	-	7 schools		L2+ target no longer valid - year 0	N/A	7 schools	Not comparable	
% of schools inspected where Standards are judged by Estyn to be good or excellent on a three year rolling basis - Primary -Secondary -Special		Changes to Estyn Inspection Framework – PI's have now changed						
% of schools, inspected where Capacity to Improve is judged by Estyn to be good or excellent on a three year rolling basis -Primary -Secondary -Special								
The number of schools running recurrent deficit budgets	-	11	10	11	11	14		
The % governor vacancies Cardiff schools Local Authority vacancies All vacancies	29 vacancies 177 vacancies	7.42% 8.67%	6% 7.5%	7.16% 10.48%	6.9% 8.1%			





Strategic Directorate Priority 7 – Build effective partnerships between schools, business, the voluntary sector and wider public services and communities to enrich the school curriculum and strengthen school governance.

Wellbeing objective 1.1, 3.3 and 4.1	Measures	CP Corp Plan	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (3)	Red - 1	Red/Amber - 0	Amber/Green – 3	Green – 2
				(2016-17 AY)	(2016-17 AY)	(2015-16 AY)	(2016-17 AY)	(2015-16 AY)					
	The number of young people in Cardiff, aged 16-18 years old, known not to be in education, employment or training (Careers Wales Tier 2 & 3) (CP)	√	-	274	300	N/A	362 out of 7250	426	Child Friendly City Promoting and fulfilling Children’s rights by building a Child Friendly City, in partnership with UNICEF U.K, is a priority for the council. Once the components (‘badges’) of the programme have been confirmed by stakeholders, a performance framework to create a baseline and subsequently evaluate the programme will need to be established.				
	% Year 11 Leavers making successful transition to EET (October Careers Wales)	√	Prov Oct 2017 leavers 54 young people	2016-17 Prov 98.3% (1.7% NEET)	2016-17 97.5% (2.5% NEET)	N/A	N/A	97% (3% NEET)	The Cardiff Commitment to youth engagement and progression There has been good progress in reducing the proportion of young people who are NEET since 2015-2016. 3% of young people (100 young people) were identified as NEET in 2016, compared with over 8% in 2010. This represents a 5.8 percentage point decrease in 6 years, but is still above the Wales average. Provisional 2016-17 data indicates that the Cardiff NEET figure has further reduced to 1.7% (54 young people).				
	% Year 13 Leavers making successful transition to EET (October Careers Wales)	√	Prov Oct 2017 leavers 33 young	2016-17 Prov 97.6% (2.4%)	98% (2% NEET)	N/A	N/A	96.9% (3.10%)	Early Help Family Support The Early Help Family Support Worker model has been developed, in partnership with schools, to ensure that the right structures and systems are in place to help to support children, young people and their families Cardiff. It will ensure that the council is working collaboratively to put children and young people at the centre of early intervention.				

			people	NEET)				NEET)	The re-commissioning of Families First will provide a substantial contribution to the model. Consultation is currently underway. <u>Summer Healthy Eating Project</u> An evaluation of the impact of the 2017 scheme is being undertaken by Cardiff University. Publication is expected in February 2018.
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Strategic Directorate Priority 8 – Improve the range and quality of services provided to schools by the Education directorate

Wellbeing objective 4.2 and 4.3 Page 384	Measures	CP Corp Plan	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (3)	Red - 0	Red/Amber - 0	Amber/Green - 4	Green - 4
	Revenue budget savings		-	£2.280m	£2.371m	£2.619m	£2.021m	£2.653m	<p>Well-being plan A draft well-being plan for school based staff has been completed, in partnership with trade union colleagues, and shared with schools.</p> <p>Services to schools – Online Portal The Cardiff Education Services portal is now live and this academic year has enabled all schools to access their bespoke Service Level Agreements for services provided to them by Council Departments. The only exception for services provided are;</p> <ul style="list-style-type: none"> • Building services • Cleaning Services • Security Services • Waste Services • School meals services <p>From a total of £6.207m of available services this year schools have decided to purchase £5.892m worth of those services from the Council which equates to 95%.</p> <p>Further developments From January 2018 schools will be able to search for and book staff onto available ALN training courses and a small number of schools will be involved in a pilot to examine the use of the ‘Governor Module’ which will enable those schools to facilitate their Governing Bodies using the online facility including agendas, minutes and training resources.</p>				
	Trading position		-	(£0.300m)	£0.000m	£0.027m	£0.000m	(£0.042m)					
	- Catering Services		-	£0.044m	£0.000m	£0.014m	£0.000m	£0.027m					
	- Storey Arms		-	£0.148m	£0.000m	£0.075m	£0.000m	£0.109m					
- Music Service		-											
Sickness Absence		-	8.08 days	7 days	8.51 days	4.91 days	11.86 days						
PPDR compliance		-	89.28%	100% all	87%	Q3 half yearly review	77% (full yearly review)						
- Initiate objectives		-											
- Half yearly review		-											
- Full year review		-											

Area	Good news	Challenges / next steps
 CUSTOMERS	<ul style="list-style-type: none"> Final 2016-17 Key Stage 4 performance data, released in December 2017, shows that Cardiff's performance in the Level 2+ threshold (5 GCSEs A*-C including English/Welsh and Maths) is above modelled expectations. Modelled expectations are based on free school meal eligibility and include mainstream and maintained schools. The difference in Cardiff is 7.5 percentage points, (Cardiff Actual 60.6%/ Cardiff Modelled 53.1%), which is the greatest difference across Wales. Provisional 2016-17 NEET data indicates further improvements in the proportion of young people progressing into education, employment or training. A full report on the performance of Cardiff schools in 2016-17 will be published in January 2018. In November 2017, 3 schools were removed from an Estyn follow-up category. Construction has commenced at the three new primary schools for Howardian, Hamadryad and Glan Morfa. Construction of the new Eastern High is complete and transition to the new site began in December 2017. Judith Gregory, from Cardiff's Education Catering Services, has just been awarded a top industry accolade as one of the UK's Top 20 Public Sector Most Influential people in Catering. Judith has worked in school meals at Cardiff Council for over 10 years and has been at the forefront of some hugely influential catering processes and procedures for the schools. Julie Morris, head teacher of Severn Primary School, has been awarded an MBE. The school, in Canton, was rated "exceptional" in an Estyn inspection last year, with the body impressed by the progress the school was making to help students where English is a second language. 	<p>Outcomes at Key Stage 4 indicate that Cardiff secondary schools exhibited a higher degree of resilience to manage the changes to qualifications and key performance indicators than schools elsewhere in Wales. However, there are a number of key areas for improvement:</p> <ul style="list-style-type: none"> Performance in the Level 1 threshold is 93.2% (5 GCSEs A*-G), which is below the Welsh average of 94%. Improving outcomes for groups such as EOTAS (Educated Other Than At School) pupils and Looked After Children. Reducing the gap in attainment between pupils eligible and not eligible for free school meals.
 FINANCIAL	<ul style="list-style-type: none"> Welsh Government agreement in principle of the envelope sum of Band B funding proposed by the Local Authority, £284 million (half of which will be funded by WG and half by the council). From a total of £6.207m of available services this year schools have decided to purchase £5.892m worth of those services from the Council which equates to 95%. 	<ul style="list-style-type: none"> Reducing the out of county spend and achieving savings targets remain a key challenge. Delivering the Asset Management Programme for 2017/18 to prioritise projects that need to address condition and suitability by March 2018. Resources to deliver the 'Cardiff Commitment' to youth engagement and progression, and sustaining the Junior Apprenticeships programme, are being reviewed. Welsh Government reduction in the Education Improvement Grant for 2018/19 and 2019/20
 INTERNAL PROCESSES	<ul style="list-style-type: none"> The online portal for all SLA services is now complete and all school purchases have been made. Training is due to commence in January. Developing more robust Asset Management governance. Improved governance of out of county places monitoring. 	<ul style="list-style-type: none"> Ensuring that the new Families First model enables schools the capacity to deliver and engage in Early Help. Implementing additional 30 hour free childcare places through Flying Start. Ensuring consistency in the Corporate Landlord model.
 EMPLOYEE & WORKFORCE	<ul style="list-style-type: none"> Launch of the Cardiff well-being policy for schools, in partnership with Trade Union colleagues. A clear system for deploying executive head teachers. Improved staff engagement. There is now Welsh Medium capacity across the range of inclusion services. Q3 2017-18 sickness absence shows a slight reduction compared to the previous year, from 8.51 days lost to 8.08 days lost. Q3 2017-18 half yearly review PPDR compliance shows a slight improvement compared to the previous year, from 87% to 89.28%. 	<ul style="list-style-type: none"> Restructure of the Education Directorate in Quarter 4. Ongoing difficulties in recruiting school staff in the Welsh medium and Catholic sector. Continuing to reduce sickness absence Continuing to increase PPDR

QUARTER 3 2017-18 DIRECTORATE PERFORMANCE REPORT

Directorate: Governance & Legal Services **Director:** Davina Fiore **Number of Employees (FTE):** 95 **Cabinet Member:** Cllrs Thomas & Weaver

Strategic Directorate Priority 1 – To ensure the Council’s decision making process is timely, inclusive, open, honest and accountable. [6 Headline Actions]

Wellbeing objective 4.2 Page 386	Measures	Supporting Information	Q3 2017-18 Result	Year End 2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 2 position against the Headline Actions in the DDP (6)	Red - 0	Red/Amber - 0	Amber/Green –	Green – 6
	The number of ‘live’ webcast hits. Full Council. [CP]	2 meetings – Oct and Nov	246	1,200	335	260	1849	<p>Develop effective Scrutiny arrangements Green Worked with Officers and Members to deliver joint working across functions, including Joint Committee meetings as required and commencement of joint task group inquiry re Drug Dealing</p> <p>Implement the findings of the review of Scrutiny project This headline action has been deleted/removed following Annual Councils decision to maintain the status quo for Scrutiny Committees during 2017-18</p> <p>Complete the transfer of the Member Enquiry Service to the Member Services Team Green The member survey closed on 15th December, to date 44 responses have been received. The survey will provide feedback on the Member Enquiry Service, Induction training and identify training needs going forward. A report will go to Whips on 15th January and Democratic Services committee early in February.</p> <p>Deliver the Member Induction Programme following the elections in May Green A programme of ongoing essential training and developmental training is to be developed following the completion of the Training Needs Assessment.</p> <p>Review Constitutional arrangements Green Proposed amendments to the Constitutional rules are being considered by the constitution Committee and Council in January for approval and implementation in March 2018. A programme of work for the Constitution Committee is also to be agreed in January.</p> <p>Ensure all new policies and budget proposals have supporting Equality Impact Assessments (EIAs) Green The Forward Plan has been reviewed with EIA’s identified. Draft budget proposal EIA’s completed and on council website.</p> <p>Implement year two of the Council’s second Strategic Equality Plan 2016-2020 Green Directorate wide actions agreed by Director, work to implement these actions will now commence. General work to embed and meet our Equality Objectives is ongoing.</p>				
	The number of ‘live’ webcast hits. Planning Committee. [CP]	2 meetings only technical problem @ December meeting	280	600	202	175	1001					
	The number of ‘live’ webcast hits. Scrutiny. [CP]	6 meetings	129	400	91	7	119					
	The percentage of draft committee minutes published on the Council website within 10 working days of the meeting being held. [CP]	31/39 meetings	79%	80%	67.10%	82%	75%					
	The number of external contributors to Scrutiny meetings. [CP]	PI definition being reviewed /clarified in light of Q3 result. Results for Qs 1 & 2 to be reviewed following this.	TBC	140	New PI for 2017-18	TBC	New PI for 2017-18					

Strategic Directorate Priority 2 – To ensure that the Council delivers its services within the confines of legislation. [3 Headline Actions]


Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 2 position against the Headline Actions in the DDP (3)	Red - 0	Red/Amber - 0	Amber/Green – 1	Green – 2
							<p>To review and update, as necessary, the Council’s Contract Standing Orders and Procedure Rules, following the County Council elections in May Amber/Green Work is ongoing and consultation meetings have been held with representatives from other Directorates. It is still planned for the amended Contract Procedure Rules to be considered this municipal year [i.e. before the end of April 2018].</p> <p>Prepare for County Council and Community Council Elections Green The accounts for the county Council Election have been finalised and agreed. The accounts for the Parliamentary Election have been finalised and submitted to the Elections Claims Unit.</p> <p>Deliver the Voter Registration Campaign Green The Annual Canvas was undertaken and the new register published on the 1st December shows an increase in the number of Household Enquiry Forms returned.</p>				




Strategic Directorate Priority 3 – To support the Council in meeting the requirements of the Welsh Language Standards. [3 Headline Actions]

(Including the Commitment under Well-being objective 3.4 - Work with partners to double the number of Welsh speakers in Cardiff by 2050 through the Bilingual Cardiff Strategy, in line with Welsh Government’s vision.)

Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 2 position against the Headline Actions in the DDP (3)			
							Red - 0	Red/Amber - 0	Amber/Green - 0	Green - 3
The number of complaints of breaches of the Welsh Language Standards that are confirmed as breached by the Welsh Language Commissioner. [DP]	2 new complaints were received. No provisional decisions were received confirmed that the Council had breached standard(s) 2 final decisions were which confirmed that the Council had breached standard(s)	2	N/A	Annual	3	4	<p>Lead on the Implementation of the Welsh Language Standards across all Council Directorates and prepare Annual Monitoring Report to meet legislative requirements Green</p> <p>The Implementation Plan for the Directorate has been discussed at Management Team. The Team continue to support Directorates in the delivery of their Welsh Language related IACTs.</p> <p>Implement the city wide Bi-lingual Cardiff Strategy 2017-2022 to promote and facilitate the Welsh language in Cardiff Green</p> <p>New Terms of Reference have been approved and the next meeting of the group is scheduled to take place in January. Welsh Medium Education has been promoted along with the benefits of bilingualism including an FAQ promoted via social media. Business Packs have been developed for new and existing businesses in the Bay and the City Centre offering support for bilingual signs, advice and information ahead of the Eisteddfod being held in Cardiff in 2018. Through the Planning process new businesses are also encouraged to have bilingual signage</p> <p>To explore opportunities to expand and promote translation and simultaneous translation services to other public organisations Green</p> <p>Discussions are ongoing with interested organisations with the potential for new/additional work in the new financial year.</p>			
The number of complaints of breaches of the Welsh Language Standards that are confirmed as not breached or are discontinued by the Welsh Language Commissioner. [DP]	2 complaints received and dismissed / not started, as Cardiff Council was not responsible for the service in question	2	N/A	Annual	2	5				
Number of Council staff who have attended and completed Welsh Language Awareness training . [DP]	<ul style="list-style-type: none"> There were 49 completions of the online Welsh language awareness training. 50 OM’s have attended awareness training. 0 staff from Social Services attended Welsh language awareness face to face training during this period. 	99	N/A	Annual	67	800				
The number of Council employees undertaking Welsh Language training . [CP]	3 attended Welsh Taster sessions 0 completed Welsh for Adults courses	3	N/A	Annual	78	184				
Number of words translated for Cardiff Council by Bilingual Cardiff. [DP]		1,744,857	N/A	New PI for 2017-18	2,327,231	New PI for 2017-18				
Number of words translated for other authorities/organisations by Bilingual Cardiff. [DP]		457,013	N/A	New PI for 2017-18New	497,513	New PI for 2017-18				

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Area	Good news	Challenges / next steps
 <p>CUSTOMERS</p>	<ul style="list-style-type: none"> Following the Annual Canvass by Electoral Services, there was an increase of 1435 Household Enquiry Forms returned. This is an increase from 88.6% to 90.5% of households with eligible persons registered to vote. Successful ‘Sherry a Sgwrs’ held in Yr Hen Llyfgell for Welsh learners and speakers to meet up and chat and network. ‘Paned a Clonc’[A ‘cuppa and a chat’ in Welsh, for Welsh language learners and speakers] sessions now being held weekly at County Hall. The Wales launch of Explore your Archive was held at Glamorgan Archives with Heno filming for S4C. The National TakeOver Day, when school students run a heritage site, was with Ysgol y Deri special school. Glamorgan Archives also ran a pilot TakeOver with Cardiff People First, a self-advocacy group for people with learning disabilities, in partnership with Cardiff Story Museum, and have worked with members to promote the initiative with both groups and archive services with the intention of developing it as a national event. A Digital Preservation Policy for Wales has been developed by the Archives and Records Council Wales, with input from Glamorgan Archives, This has been circulated to senior managers of public bodies to raise awareness of the issue 	<ul style="list-style-type: none">

Area	Good news	Challenges / next steps
 <p>FINANCIAL</p>	<ul style="list-style-type: none"> • 	<ul style="list-style-type: none"> • The contract for webcasting is up for renewal from April 2018. Work is ongoing to review current service and options going forward. • The demand for digital preservation at Glamorgan Archives is increasing and will be costly to implement; the issue has been flagged to the Joint Committee • Costs to maintain the archive service, and the building, at current levels are increasing while the budget remains under pressure • Archives continue to be received and will soon need to be stored in the space currently rented out which will impact income generation capacity • <i>To obtain agreement to the necessary service changes to deliver the required savings targets.</i>
 <p>INTERNAL PROCESSES</p>	<ul style="list-style-type: none"> • Informal feedback from whips is positives and Member Services are providing services that are needed. • Glamorgan Archives have met or expect to meet their annual plan targets, including the Wellcome Trust project to make coal company records more accessible 	<ul style="list-style-type: none"> • Continuing investigations into breaches of the Welsh Language Standards and the time involved chasing responses and having to seek extensions.
 <p>EMPLOYEE & WORKFORCE</p>	<ul style="list-style-type: none"> • Two full time and one part time translators appointed. • An apprentice has also been appointed to support Bilingual Cardiff, • An apprentice has also been appointed to support the Scrutiny Team. 	<ul style="list-style-type: none"> • <i>The Electoral Services Manager post is about to be advertised for the third time, this time with a market supplement attached, which it is hoped will result in a successful appointment.</i> • <i>The statutory Head of Democratic Services post is about to be advertised and it is hoped there will be a successful recruitment.</i>

QUARTER 3 2017-18 DIRECTORATE PERFORMANCE REPORT

Directorate: Resources **Director:** Christine Salter **Number of Employees (FTE):** 581 **Cabinet Member:** Cllr Weaver

Strategic Directorate Priority 1 – Maximise Economic, Social, Environmental and Cultural Well-being

Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (2)	Red - 0	Red/Amber - 0	Amber/Green - 1	Green - 1
Number of accredited Living Wage employers	N/A	40	40	N/A	37	26	<p>Make Cardiff a Living Wage City - Green Cardiff Council has been awarded Living Wage for Wales Champions by the Living Wage Foundation. There are now 40 accredited Living Wage employers in Cardiff, to encourage more organisations to become Living Wage employers a Living Wage video has been produced.</p> <p>Work with major contractors and providers to deliver increased social value – Amber/Green The Community Benefits Board remit has been extended and it is now known as the Social Responsibility Board. The Board has agreed changes to the Socially Responsible Procurement Policy (SRPP), which is scheduled to go to Cabinet in Feb/March. The SRPP is clearly aligned to a number of Welsh Government policy drivers including the Wellbeing and Future Generations (Wales) Act and is structured around six key priorities. A Social Responsibility Delivery Plan template will form part of the tender documentation for all contracts above £1m and effectively would be a menu of community benefits that Directorates/the Council and potentially partners want to see delivered through Council contracts. The tenderers would look through the menu and set out what they would deliver.</p> <p>The draft Socially Responsible Procurement Policy was presented to PRAP Scrutiny Committee in September. The Committee welcomed 'this approach to procurement' and raised a number useful points around supporting SMEs, costs and taking ethical procurement decisions.</p> <p>The options for a Social Responsibility website continue to be developed. The aim is that the website will be a 'one stop shop' for all social responsibility information for both Council staff and contractors. It will include a key documents, the community benefits toolkit, case studies and projects that need a contractors support. A development proposal will be submitted to Council's website development team in January.</p>				
Number of apprenticeships and work placements delivered through Council contracts.	N/A		N/A	N/A	N/A	N/A					

Wellbeing objective 3.3

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Strategic Directorate Priority 2 – To continue to implement the workforce strategy to develop and appropriately skill the workforce to meet the changing needs and demands of the Authority

Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (4)	Red - 1	Red/Amber - 0	Amber/Green - 0	Green - 3
The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence (CP)	11.24 Outturn forecast 85,827 sickness day lost in Q3	8.03	9.0	7.59	4.97	10.77	<p>Reduce sickness absence through continued monitoring, compliance and support for employees and managers – Red The APSE review was completed in Quarter 3, the review made 16 recommendations and an action plan has been developed as a result. SMT have been consulted and Trade Unions have been informed on the action plan. Lead officers have been identified for the various recommendations and actions are being progressed. For example officers have met with NHS colleagues to look at how we can work with GP clusters and with GP surgeries to promote our in-house occupational health service to improve the speed of referral to services.</p> <p>Increase provision of apprenticeships and trainees for young people – Green The Council has continued to increase the number of paid apprentices and trainee during quarter 3 and is now at 102% of its target for 2017/18. All Corporate apprentice and trainee posts have been assigned to Directorates and support is being provided to complete job descriptions and person specification for recruitment. Applications are being encouraged from a number of underrepresented groups within the Council including those between 16 and 24 years of age, welsh speakers and individuals from our BAME communities. The number of students applying for work experience continues to increase with over 50 contacts during quarter 3 alone. Work with schools progresses with attendance at schools and careers fairs to promote Cardiff Council as a potential employer by young people in Cardiff. In particular a presentation followed by a positive discussion took place in December with the senior teams from the Welsh medium secondary schools.</p>				
No. of apprenticeships and trainees created by the Council in 2017-18 (NEW) (CP)	N/A	102	100	N/A	74	N/A					
% of Personal Reviews completed for permanent staff (CP)	5113 PRs completed out of 5332 staff	96%	95%	92.43%	N/A	92%					
The % of middle managers to complete the Cardiff Managers Programme	Completed: 251 Eligible: 338	74.26%	90%	47.63%	64%	55.45%					
% of customers who were satisfied with their experience of HRPS "First Point of Contact"	176 - Good or Excellent. Total responses 202	87.1%	92%	92.80%	90.81%	92.8%					

Wellbeing objective 4.3

<p>% of permanent, fixed-term and temporary employees between 16-25</p>	<p>807 employees are aged 16-25 (inc apprentices) out of 13,267 employees</p>	<p>6%</p>	<p>4%</p>	<p>3.15%</p>	<p>6%</p>	<p>3.02%</p>	<p>Implement refreshed Personal Review scheme – Green The compliance figure at half year was 96 %. A half year survey has been carried out as part of the half year review process, feedback on this will be provided in Quarter 4. Work has been carried out on DigiGov to enable more accurate reporting with an exemption facility for staff who are on Long Term Sick, Sabbaticals etc.</p> <p>Achieve the Silver Level of the Corporate Health Standard by March 2018 - Green A mock assessment was carried out in November in preparation for the Silver standard assessment which will take place on the 13th and 14th March. Work in Quarter 4 will focus on any gaps highlighted in the mock assessment to meet the Silver standard. Activities that have been implemented in Quarter 3 have included a sports massage pilot for County Hall and Lamby Way.</p>
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Strategic Directorate Priority 3 – Support the development and implementation of the Council’s strategic vision and its contribution towards achieving city-wide Outcomes





<p>Page 390 Wellbeing objective 4.2</p>	Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (4)	Red - 0	Red/Amber - 0	Amber/Green -2	Green - 2	
	<p>Maintain customer/citizen satisfaction with Council Services (Annual) (CP)</p>	<p>N/A</p>	<p>N/A</p>	<p>70%</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>68.20%</p>	<p>Implement the new Performance Management Strategy (PMS) across the organisation – Amber/Green The Performance Management Framework and strategy launch has been further delayed; this has allowed the content to be branded with the Capital Ambition branding. Additional content has been developed in the meantime and training materials and corporate induction content is being developed with the Cardiff Academy. Completion of this work and the full PMS / PMF launch is now anticipated in Quarter 4 2017/18 / Quarter 1 2018/19.</p>				
	<p>% of people that think their local council provides high quality services (PAM) (NEW)</p>	<p>N/A</p>	<p>N/A</p>	<p>57%</p>	<p>N/A</p>	<p>N/A</p>	<p>N/A</p>	<p>57%</p>	<p>Provide business and policy support– Amber/Green The Capital Ambition sets out the Administration’s priorities for the City and the organisation. To take forward and meet our statutory requirements and to meet the Future Generations Act, self-assessments were undertaken at Directorate level to aid the translation of Capital Ambition commitments into Corporate Plan and Directorate Delivery Plan objectives as well as identifying any other strategic objectives as necessary for inclusion in the Corporate Plan or Directorate Delivery Plan. The self-assessment process was shaped by the requirements of the Act and encouraged Directorates to formally consider the Sustainable Development Principle (5 ways of working) in the setting of Well-Being Objectives. This process included a consideration of the administration’s political priorities, the findings of the statutory self-assessment, the outputs of consultation exercises, performance reports, reports of the regulators, a consideration of budget and demand pressures and any other information considered relevant. A skeleton draft of the Corporate Plan was consequently developed and shared with Cabinet at the end of Quarter 3. As part of the process of developing the Corporate Plan; an exercise to identify appropriate and relevant KPIs that measure organisational performance has been undertaken.</p>				
	<p>Increase the % of “Likes” on Facebook (NEW)</p>	<p>12,659 Likes 3,355 increase on Q4</p>	<p>36.06%</p>	<p>50% increase</p>	<p>N/A</p>	<p>23.51%</p>	<p>N/A</p>	<p>N/A</p>	<p>Deliver communications content and public relations campaigns - Green The Capital Ambition branding has been launched via a staff engagement event with the Leader, Members and Staff. The branding has been included on various Council property and is across the Social Media channels. The Comms team have been working various elements of the Capital Ambition campaign, including launching the #WorkingForYou campaign to showcase the fantastic work that takes place to deliver Council Services across Cardiff.</p> <p>Social Media channels are all seeing an increase in followers, work continues on improving engagement to build on the position where Cardiff Council has better engagement than other core cities despite them having a larger number of followers. Work is also being undertaken with C2C, to give access to the Social Media analytics and to allow C2C to deal with customer complaints and queries via the social media channels.</p>				
<p>Increase the % of “Followers” on Twitter (NEW)</p>	<p>83,270 Followers. 8,534 increase on Q4</p>	<p>11.42%</p>	<p>10% increase</p>	<p>N/A</p>	<p>8.09%</p>	<p>N/A</p>	<p>N/A</p>	<p>Lead the development of the city’s Well-being Plan – Green The Draft Well-being Objectives were approved for public consultation on the 29th September. A programme of events in communities and with ‘hard to hear’ groups is currently underway, alongside a city online survey. The consultation will run until 5th January 2018.</p>					

Strategic Directorate Priority 4 – Change our way of working through digitalisation, reflecting changes in customer preference by enabling them to interact with our services through their preferred methods and to enable the Council to adopt more efficient working practices

Wellbeing objective 4.3	Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (3)	Red - 0	Red/Amber - 0	Amber/Green -3	Green -
	Number of users operationally using SharePoint	863 "Live" users 278 in deployment	1,141	4,000	N/A	1034	658	Implement the Corporate SharePoint – Amber/Green There are currently 863 users live on SharePoint and 278 in deploy, there is also a number of active users who are accessing SharePoint via collaboration areas etc who are not yet 'live' in their own SharePoint site. The SharePoint training post has been appointed to and recruitment taking place for a further 4 posts (3 Project Support Officers and 1 Business Analyst), these are anticipated to be in post by February. An update was taken to Investment Review Board (IRB) on how the benefits of the SharePoint project are being captured.				
	Increase the % of agile and mobile devices across the organisation (NEW)	2004 Mobile Devices 5750 Fixed Devices	34.85%	32%	N/A	31.42%	26.7%	Further enhance agile and mobile working – Amber/Green The take up of Skype continues to increase, with approximately 15,000 messages being sent per week. Office 365 is being rolled out on a pilot basis to EA, ICT and OD and once piloted will be rolled out to Social Care. Work continues with Microsoft to improve the functionality in the Digital Meeting Rooms, including the ability to Skype externally.				
	Internal Customer Satisfaction of ICT services	N/A	93.06%	90%	89.39%	93.04%	89.40%	Develop a customer facing mobile application– Amber/Green The business case has been developed and is going back to Investment Review Board (IRB) in January. Phase 1 (Fly tipping, bin reminders and council tax) of the app will be due for release in Quarter 4, prior to this a pilot of the app will be tested in January. A road map has been developed for other services to be available via the app; these include further services in relation to waste, street lighting/highways defects and functions relating to the registry office.				
	Reliability of top 10 applications (as defined by Socitm)	N/A	99.98%	99.90%	99.90%	99.91%	99.96%					

Strategic Directorate Priority 5 – To continue to ensure that the finances of the Council are appropriately resourced, resilient, safeguarded and transparent

Wellbeing objective 4.3	Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (3)	Red - 0	Red/Amber - 0	Amber/Green - 2	Green - 1
	The % of Council Tax collected	Received - £133,253,837 Outstanding - £29,617,867 Total to collect - £162,871,704	81.82%	97.52%	81.60%	54.68%	97.52%	Budget preparation for 2018/19 – Amber/Green The budget consultation commenced in November and closed on the 14 December. The provisional settlement was received during the first week of October and work undertaken in addressing the budget gap. Work has been undertaken on further understanding financial pressures and capital programme needs. As part of the consultation on the Provisional settlement feedback was provided to Welsh Government. The final settlement was received on 20th December with impact being worked through over Christmas period and into Q4. Directorates have been working on medium term financial proposals, focussing particularly on 2019/2020 and 2020/21.				
	The % of non-domestic rates collected (net of refunds)	Received - £161,415,715 Outstanding - £33,255,920 Total to Collect - £194,671,635	82.92%	96.45%	82.05%	56.06%	96.45%	Improve internal and external process and the take up of self service options – Amber/Green Working in partnership with Oxygen has commenced with the objective to speed up the payment of invoices. This will enable a discount given if payments are paid within a prescribed timescale. In addition, work progresses in further increasing the presence of BACS payments and reducing the number of cheques produced. This will move Cardiff to a BACS by default Council.				
	The % of Freedom of Information requests meeting the statutory deadline	387 On time out of 435 due	88.97%	85%	90.89%	83.69%	88.53%	Further improve the quality of the organisational controls in place across the Council - Green The audit recommendation tracker continued to be presented to audit committee. Directorates are scheduled to attend Audit Committee regarding internal controls. City Operations attended in November 2017 and the programme includes Social Services in January, Economic Development in March and the Chief Executive for the whole Council alongside Christine Salter for Resources in June 2018.				
	The % of Data Protection requests meeting the statutory deadline	105 On time out of 119 due	88.24%	85%	95.21%	80.45%	94.69%					

Area	Good news	Challenges / next steps
 CUSTOMERS	<p>The Ask Cardiff survey has been reviewed and reformatted; the single annual survey has been replaced by 3-4 smaller scale surveys throughout the year. The focus is also on the promotion of electronic surveys and discontinuation of hard copies being distributed across the city; maximizing efforts to engage directly with those groups less frequently hear or those groups with particular relevant or interest in a subject matter. The first survey to take place had responses from 5,598 citizens, exceeding previous year's figures.</p>	
 FINANCIAL	<p>The Directorate is projected to underspend its budget by £317k in 2017/18 which will support the overall Council position.</p> <p>Approval has been given to pursue warrants for 15,000 moving traffic offences that have not been paid.</p>	<p>The scale of budget savings anticipated in the medium term poses a challenge for Finance, in relation to the need for significant change to delivery of service.</p> <p>Working with Directorates to identify and support the delivery of savings plans and opportunities. Generating external income through Atebion Solutions whilst delivering Council procurement priorities.</p>
 INTERNAL PROCESSES	<p>The Council won the Best Employee Engagement Initiative Category in the Wales CIPD Awards 2017 for the Employee Voice project, as well as being nominated in the UK wide awards.</p> <p>Commissioning & Procurement won the CIPFA Wales – Innovation Improvement and Public Finance Best Practice Award 2017 for the establishment of Atebion Solutions and the work that Atebion has been undertaking.</p>	<p>There are issues relating to identifying the benefits being realised from projects. New projects need to more clearly evidence their tangible benefits (for example savings achieved through implementation or income generated), accepting that tangible benefits are not always easy to identify. All new digital related projects will be taken through the Digital Board which is chaired by the Chief Exec.</p> <p>The demand on recruitment levels remain high, as part of the ongoing work to improve the recruitment system an outline business case has been developed and will be taken to Investment Review Board (IRB) in February for approval.</p>
 EMPLOYEE & WORKFORCE	<p>The Living Wage Foundation named Cardiff Council its Living Wage for Wales Champion for 2017-18, in recognition of the Council's 'outstanding contribution to the development of the Living Wage in Wales, above and beyond the requirements of accreditation'</p> <p>The Capital Ambition branding was launched through a staff engagement event which was attended by the Leader, Members, Senior Management and staff. This will form part of an ongoing programme of staff engagement events.</p>	<p>Corporate Services remain under pressure in relation to the pace of change required by the organisation together with current risks to the ability to recruit and retain appropriately skilled and qualified staff. This is anticipated to increase with the prioritisation of value added change projects.</p>

QUARTER 3 2017-18 DIRECTORATE PERFORMANCE REPORT

Directorate: Social Services **Director:** Tony Young **Number of Employees (FTE):** 930 **Cabinet Member:** Cllr Elsmore and Cllr Hinchey

Strategic Directorate Priority 1 – Safeguarding - Children and adults are protected from significant harm and are empowered to protect themselves

Wellbeing objective 2.1	Measures	Supporting Information	Q3 2017-18 Result	Year End 2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (2)	Red - 0	Red/Amber - 0	Amber/Green – 1	Green – 1	
	SSWB 27 (CP) - % of re-registrations of children on local authority Child Protection Registers	9 / 90	10.0%	N/A	2.0%	8.7%	3.8%						Quarter 3 position against the Headline Actions in the DDP (2) Safeguarding Vision & Strategy Amber / Green The development of a Vision and Strategy for Safeguarding in Cardiff was originally targeted for completion by 31 st March 2018. Vacancy related delays mean that we are now targeting Quarter 1 2018/19. Engagement with communities Green The ‘Safeguarding our Children: A Guidance for Mosque Schools and Islamic Studies Settings’ was formally launched and the model will be used to work with other faith communities around safeguarding issues; engagement with the Bangladeshi community has commenced.
	SSWB 28 - Average length of time for all children who were on the Child Protection Register during the year	22,663 / 87	260 days	N/A	271 days	244 days	230 days						
	SSWB 18 (CP) - % of adult protection enquiries completed within 7 working days	334 / 348	96%	99%	98.2%	99.0%	98.0%						

Strategic Directorate Priority 2 – Prevention & Independence - Children, young people and adults are supported to live safely and independently with their families and communities with the lowest appropriate level of intervention

Wellbeing objective 2.3	Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 2 position against the Headline Actions in the DDP (5)	Red - 0	Red/Amber - 0	Amber/Green – 2	Green – 3	
	SSWB 24 - % of assessments completed for children within statutory timescales	517 / 723	71.5%	80%	88.3%	76.5%	86.3%						Quarter 2 position against the Headline Actions in the DDP (5) Direct Payments Amber / Green The new Direct Payments Support Service commenced on 31 st July 2017 and is being further embedded. There were 631 adults on the Direct Payment scheme during Quarter 3 (691 year to date), with 30 people working towards the scheme. During Quarter 3, 20 started Direct Payments and 28 ceased (of which, the main reasons were deceased and care home / respite admission). 180 children were on the Direct Payment scheme during the quarter, with 18 working towards the scheme; the total number of children and adults on Direct Payments for the year to date (i.e. April to December) is 869. Young Carers Amber / Green Implementation of the regional young carers’ action plan is ongoing and will facilitate better awareness of this group and the support available to them. Signs of Safety Green Implementation of the Signs of Safety approach within Children’s Services is ongoing and is on target to meet the milestones set out in the Directorate Plan. Dementia Friendly City Green We have achieved ‘working towards’ Dementia Friendly City status. The Cardiff and the Vale Dementia Plan 2018/19 will be launched after the release of WG’s national strategy (date TBC). The plan will be monitored and reviewed on a regular basis by the Regional Safeguarding Adults Board (RSAB). Day Opportunities Green Work is ongoing and is on target to meet the milestones set out in the Directorate Plan. The tender for Grand Avenue day centre was successful and a contractor was appointed in Quarter 3 with work commencing in November.
	SSWB 25 (CP) - % of children supported to remain living within their family	TBC	TBC	59%	56.6%	51.2%	55.2%						
	SSWB 26 (CP) - % of looked after children returned home from care during the year	73 / 964	7.6%	Q3 = 9% Annual = 12%	9.9%	4.5%	11.6%						
	SSWB 23 - % of adults who have received advice and assistance from the Information, Advice & Assistance function and have not contacted the service during the year	2,246 / 2,660	84.4%	TBC	Collated annually in 2016/17	85.0%	86.2%						
	SSWB 20 - % of adults who completed a period of reablement and a) have a reduced package of care and support 6 months later b) have no package of care and support 6 months later	Annual	Annual	TBC	Annual	Annual	66.7% 83.4%						
	SCAL 25a (CP) - Total number of children and adults in receipt of care and support using the Direct Payments Scheme		869	910	Collated annually in 2016/17	835	933						

Strategic Directorate Priority 3 – Care & Support (including transitions) - Adults and looked after children experience the best care and support to help them recognise their abilities, have aspirations and achieve what matters to them; and Young people have the necessary skills and support to prepare them and their carers for a smooth transition to adult life and optimum independence.





Wellbeing objective 1.2 and 2.1 Page 39	Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (4)	Red - 0	Red/Amber - 0	Amber/Green - 1	Green - 3
	SCC/025 (CP) - % of statutory visits to looked after children due in the year that took place in accordance with regulations	TBC	TBC	95%	96.3%	93.8%	95.1%	<p>Disability Futures Amber / Green The Disability Futures Strategy is making strong progress in a highly complex partnership environment and is effectively driving the changes needed in relation to models for a Complex Needs Service, regional recommissioning of services, transition, autism services and integrated respite for children. The amber / green rating reflects project and change capacity within the programme being stretched from the additional services being developed and the advent of a new Integrated Autism Service, as required by Welsh Government.</p> <p>Corporate Parenting Green At the first meeting of the new Corporate Parenting Advisory Committee (CPAC) a new way of progressing the key actions of the Corporate Parenting Strategy was agreed. Individual councillors and key officers have been identified to focus on individual areas.</p> <p>Delayed Transfers of Care (DToC) Green Work in relation to reducing Delayed Transfers of Care is ongoing and is on target to meet the milestones set out in the Directorate Plan. The information reported by the Integrated Health & Social Care Partnership on its 20th December 2017 census shows sustained improvements. The total number of DToCs for December 2017 is 38 compared to 53 for November 2017, a decrease in a month of 28%. The number is 38% lower than the same period last year 2016/17 which was 61. The total number of DToCs aged 75+ for December 2017 is 21 compared to 32 for November 2017 a decrease in a month of 34%. A recent Adult Services benchmarking report has identified an overall 32% reduction in Delayed Transfers of Care for Social Care Reasons when comparing October and November 2016/17 (25) to October and November 2017/18 (17).</p> <p>Carers Assessments Green Work in relation to Carers Assessments is ongoing and we are showing an improved result for Quarter 3 compared to the same period last year. 66.3% of carers have been offered an assessment (2,174 offers for 3,277 carers) compared to 61.7% for the same period last year (2,054 offers for 3,329 carers). The number of completed carer's assessments during Quarter 3 is 187 compared to 166 for the same period last year.</p>				
	SCC/022a (CP) - % attendance of looked after pupils whilst in care in primary schools	Annual	Annual	98%	Annual	Annual	96.9%					
	SCCC/022b (CP) - % attendance of looked after pupils whilst in care in secondary schools	Annual	Annual	93%	Annual	Annual	94.5%					
	SSWB 34a (CP) - % of all care leavers who are in education, training or employment at 12 months after leaving care	Annual	Annual	60%	Annual	Annual	58.5%					
	SSWB 34b (CP) - % of all care leavers who are in education, training or employment at 24 months after leaving care	Annual	Annual	40%	Annual	Annual	38.2%					
	SSWB 35 (CP) - % of care leavers who have experienced homelessness during the year	Annual	Annual	10%	Annual	Annual	17.3%					
	SSWB 19 (CP) - Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	32 / 23,565	1.36 Part result Oct & Nov	2.8	2.08	0.93	2.38					
SCA/018a (CP) - % of eligible adults who are caring for adults that are offered a carers assessment during the year	2,174 / 3,277	66.3%	90%	61.7%	51.8%	79.5%						

Strategic Directorate Priority 4 – Workforce - Cardiff is the destination of choice for committed social work and social care professionals

Wellbeing objective 2.1	Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (1)	Red - 0	Red/Amber - 0	Amber/Green - 1	Green - 0
	Staff 1 (CP) - % of social work vacancies in all teams	N/A	22.3%	18%	23.3%	20.3%	23.5%	<p>Social Worker Vacancies – Children's Services Amber / Green Whilst it would appear that the improvement shown in Quarter 2 has not been maintained in Quarter 3, closer examination shows that some existing staff have been appointed to newly created posts, leaving their substantive posts as vacancies. This is, however a good news story as it reflects career progression for, and retention of, existing staff. If these posts were excluded, the PI result would be 21.1%. Addressing the vacancy position continues to be a priority.</p>				

Strategic Directorate Priority 5 – Resources - Social Services are provided on the basis of the most efficient and effective use of resources

Wellbeing objective 4.3	Measures	Supporting Information	Q3 2017-18 Result	2017-18 Target	Q3 2016-17 Result	Q2 2017-18 Result	2016-17 Result	Quarter 3 position against the Headline Actions in the DDP (1)	Red - 0	Red/Amber - 0	Amber/Green - 1	Green - 0
	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	<p>Integrated Finance and Service Strategy Amber / Green Work undertaken with the Institute of Public Care (IPC) has been highly beneficial and needs to continue in current areas. As a result, the year 2 Action Plan will be reconciled in Quarter 4.</p>			

Area	Good news	Challenges / next steps
 <p>CUSTOMERS</p>	<p>Impact of Adolescent Resource Centre (ARC) and Family Group Conferences The purpose of the ARC is to provide intensive support to families using the Signs Of Safety strength based model. As part of the support package available to families the ARC team support young people and their families at times when other services might not be available. The service includes outreach work, 1-2-1 work at least 2-3 times per week, counselling, therapy, overnight respite and provides opportunities for family support both centre-based and in their own homes (including weekends and evenings), enabling the service to be responsive to the changing need of the families receiving the service. Cases are assessed at the outset to ensure the criteria to keep the child at home is clear and supported by all professionals and family members. Follow up reviews, attended by the young person, family members and multi-agency professionals (MASMs), are held at least every four weeks to ensure the risks are being managed and the plan is being followed. Since the service went live in April, 2017, ARC has worked with 44 children and young people and the length of time involved has ranged from one week to 32 weeks. Of the 44 children and young people, 4 were fostered and 3 were accommodated in residential homes during this period. This equates to 16% being accommodated and 84% remaining at home.</p>	<p>Mounting evidence of increasing numbers of children requiring intervention to prevent significant harm as a result of multiple complex factors The number of looked after children has increased from 784 at 30th September 2017 to 802 at 31st December 2017. A recent submission to the Public Accounts Committee Inquiry looking at public services for care experienced children and young people on behalf of All Wales Heads Of Children’s Services, Welsh Local Government Association and the National Adoption Service concluded that “Councils are doing their best in very difficult circumstances but services are rapidly becoming unsustainable and nearing breaking point. Councils have done everything they can to respond to the growing financial crisis in children’s social care, including reducing costs where they can and finding new ways of working. However, they are at the point where there are very few savings left to find without having a real and lasting impact upon crucial services that many children and families across the country desperately rely on. Unless urgent action is taken to reduce the number of families relying on the children’s social care system for support, this gap will continue to grow. The huge financial pressures councils are under, coupled with the spike in demand for child protection support, mean that the limited money councils have available is increasingly being taken up with the provision of urgent help for children and families already at crisis point, leaving very little to invest in early intervention.”</p>
 <p>FINANCIAL</p>	<p>The Adult Services budget is showing an underspend of £100,000 at month 9. Although, as in previous years, there has been pressure on the commissioning budgets for services for older people and those with learning disabilities, these pressures have been offset by savings in other areas, notably staffing. The service has also received significant additional grant funding in 2017/18. Activity levels have stabilised in the second and third quarters of the year. This reflects reviewing care pathways in the Hospital Social Work teams, relationship management of the market e.g. Provider forums and senior management scrutiny of spend within Adult Services including focus on high cost placements plus the introduction of a number of measures designed to control demand and prices.</p>	<p>Children’s Services are projecting a £4.090 million overspend at month 9. This continues to be a challenge, particularly in view of the need to protect children and the associated costs of children being looked after (see above). We currently have 1 young person placed in high cost secure accommodation, subject to a Secure Order and likely to remain so for the foreseeable future, and 2 young people on the edge of secure accommodation who are currently subject to care proceedings.</p>
 <p>INTERNAL PROCESSES</p>	<p>The Early Help front door, now known as Support4Families, was launched on 27th November 2017. The rate of calls coming through the divert route and impact on Multi Agency Safeguarding Hub (MASH) contacts is being closely monitored. Early indications are that this has been effective in reducing the number of contacts and has resulted in an increase in the number of families receiving early help. Some themes are emerging and also some issues re: processes – these will be monitored and taken on board for future planning.</p>	<p>The creation of a step change in the allocation of resources to support effective prevention and early help across all age and service groups The challenge in relation to effective early intervention is around partners (Health, Education and the Police) recognising their role and responsibilities in intervening earlier to prevent children’s needs from escalating to the point that they require statutory interventions. Regional arrangements for a pilot regional Complex Needs Service for disabled children within the Integrated Care Fund have continued during the quarter with potential models of integration being presented to the Disabilities Programme Board. Work in this area is progressing well, but the challenge is in securing funding to continue the existing change management arrangements beyond March 2018. First Point of Contact - Adult Services will review the interface with the University Hospital of Wales and its Social Workers.</p>
 <p>EMPLOYEE & WORKFORCE</p>	<p>Two consultation Workforce Planning workshops were held by Adult Services in partnership with Human Resources (HR) in September 2017. Workshop 1 was an introduction to Workforce Planning and preparation for its introduction across the service. Workshop 2 was to work through the process of its implementation. After completion of the 2 workshops, Adult Services developed and finalised a Workforce Planning Action Plan. Shortly afterwards in November 2017, the Adult Services Workforce Planning pilot commenced. The benefits of having a detailed workforce plan for Adult Services include:</p> <ul style="list-style-type: none"> • Delivery of improved services by linking business strategy to people management and development plans. • Identification of the knowledge, skills and abilities, held in-house. • Identification of key learning and development requirements to inform future training priorities. • Ability to manage change proactively and effectively. • Informing the collaborative working agenda. • Sustainable well trained workforce. 	<p>Workforce succession, retention and recruitment, including preparation for the Regulation and Inspection of Social Care (Wales) Act 2016 Whilst it would appear that the improvement shown in Quarter 2 has not been maintained in Quarter 3, closer examination shows that some existing staff have been appointed to newly created posts, leaving their substantive posts as vacancies (see above for further information). The underlying factors affecting recruitment and retention in children’s social work remain a challenge and is a challenge across Wales. We also understand that an authority in some difficulty has appointed an agency to recruit a significant number of social workers at enhanced salary and this has destabilised the market for permanent and agency staff. Increasing numbers of Social Worker vacancies in Adult Services is an emerging issue and this reflects the national picture. Adult Services are currently recruiting externally to mitigate against the potential risk; this is proving successful. Robust regional workforce partnership arrangements are now in place, and the coming challenge for partner agencies will be to ensure that implementation of the Regional Workforce Board’s priorities is effective in promoting cultural change amongst the workforce and enabling a large cohort of employees to meet the requirements of the Regulation and Inspection of Social Care (Wales) Act 2016 over the next 3 years.</p>

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SOCIALLY RESPONSIBLE PROCUREMENT POLICY

**FINANCE, MODERNISATION AND PERFORMANCE
(COUNCILLOR CHRISTOPHER WEAVER)**

AGENDA ITEM: 7

REPORT OF THE CORPORATE DIRECTOR OF RESOURCES

Reason for this Report

1. To obtain Cabinet approval for the adoption of the Socially Responsible Procurement Policy (Appendix 1).

Background

2. The Council's commitment to the delivery of economic, social, environmental and cultural well-being is clearly set out in Capital Ambition, which states that the Council will "*Launch a new Social Responsibility policy to make sure that local people and local communities benefit when the Council spends money on goods and services.*" It is also reflected in a range of Council Strategies and Plans including the Council's:
 - Local Well-being Plan objectives, which are clearly aligned to the Wellbeing and Future Generations (Wales) Act.
 - Procurement Strategy 2017-2020, which has four organisational placed outcomes the first of which is 'maximising economic, social, environmental and cultural well-being' through its procurement activity.
3. The Council delivers its services directly through its own workforce, and through private and third sector organisations. The Council spends over £390 million a year procuring a diverse range of goods, services and works from around 8,000 suppliers, service providers and contractors. The Council recognises that its spend has a real impact on the local and regional economy and wants to use its spend to maximise the delivery of economic, social, environmental and cultural well-being through its contracts.
4. The Council was proud to have played a leading role, working with partners, to ensure that Cardiff became the world's first Fairtrade capital

city in March 2004. As part of the Council's ongoing commitment to the social responsibility agenda the Council were the first public sector organisation in Wales to formally sign-up to the Welsh Government's Code of Practice: Ethical Employment in Supply Chains. The Council has increasingly sought to incorporate Community Benefits into its major contracts and where practicable it now wants to go further and work with organisations who share the Council's social responsibility values.

5. The Socially Responsible Procurement Policy has also been influenced by Welsh Government legislation and a number of policy priorities including: the Wellbeing of Future Generations (Wales) Act 2015; the Social Services and Well-being (Wales) Act 2014; Prosperity for all: The national strategy and the Wales Procurement Policy Statement.
6. The Policy has placed a particular focus on three key Welsh Government initiatives:
 - Community Benefits – drives the creation of employment and training opportunities including apprenticeships, support for small and medium sized enterprises and delivery of community, educational and environmental initiatives.
 - Code of Practice Ethical Employment in Supply Chains – focuses on ensuring a high standard of ethical employment practices by our suppliers, service providers and contractors
 - Opening Doors: the Charter for SME Friendly Procurement - seeks to create a fair and open environment in which we can all do business together and address issues of particular concern to SMEs.
7. The Socially Responsible Procurement Policy therefore aims to provide an over-arching framework for the delivery of these initiatives, to comply with legislation and policy driven requirements and importantly the delivery of the Council's own commitments as set out in the Capital Ambition. The Policy is structured around the following six priorities:
 - Local Training and Employment
 - Think Cardiff First
 - Partners in Communities
 - Green and Sustainable
 - Ethical Employment
 - Promoting the Wellbeing of Young People and Vulnerable Adults
8. The Policy sets out the Council's commitment in respect of these six key priorities. To support the delivery of this Policy the Council will:
 - Oversee its implementation through its Social Responsibility Board, chaired by Councillor Chris Weaver.
 - Develop, implement and maintain a Socially Responsible Procurement Delivery Plan template for inclusion in tender documents. The Delivery Plan template would form part of the tender documentation for all contracts above £1m and effectively would be a menu of the community benefits that Directorates/the Council and potentially partners want to see delivered through

Council contracts. The tenderers would look through the list and set out in their tender what they would deliver and when. The use of the template would also be encouraged on tenders below £1m.

- Develop and maintain a Social Responsibility Toolkit to support both suppliers and buyers to maximise the delivery of social value.
- Publicise and raise awareness of the Council's social responsibility priorities to ensure that suppliers and contractors are clear about what we want them to deliver.
- Manage delivery of community benefits through effective contract management arrangements and ensure that contractors utilise the Welsh Government Measurement Tool to measure delivery on contracts over £1million.

9. A key priority of the Social Responsibility Policy is Ethical Employment. In March 2017, Cabinet agreed to become the first public sector body in Wales to sign up to the Welsh Government's Code of Practice: Ethical Employment in Supply Chains. One of the commitments in the Code is that the Council will develop a Modern Slavery Statement and review and update this on an annual basis. The Guidance focuses on ensuring that modern slavery and human trafficking are not taking place in any part of the Council or its supply chains. A Modern Slavery Statement will be developed for launch early in the 2018/19 financial year.

Issues

10. The Socially Responsible Procurement Policy was presented to SMT in August and to Policy Review and Performance Scrutiny Committee in September. Consultation has taken place with Social Responsibility Board and further consultation was undertaken with Council directorates, the voluntary sector, suppliers, contractors, partners and other public sector organisations. There has been a positive response from all consultees to the Policy. An Equality Impact Assessment (Appendix 2) and Policy-screening Tool (Appendix 3) were also completed.
11. Cardiff Council recognises the positive impacts that our suppliers can bring to the communities of Cardiff. The aim of the Policy and use of the Delivery Plan template in tenders is to ensure that the Council's contractors make a targeted and even greater contribution to improving the well-being of communities.
12. The Council will utilise Community Benefit clauses in all contracts above £1,000,000 and look to utilise them in contracts below this threshold. It is the role of those planning the procurement to utilise the Delivery Plan template from the outset and consider on a contract-by-contract basis the potential for community benefits to be delivered through the procurement process and the most appropriate way of achieving this. The Contract Manager will be responsible for ensuring the supplier / contractor is meeting their community benefit obligations and providing information to the Commissioning and Procurement team on a quarterly basis.

13. The Commissioning and Procurement team will ensure that Contract Managers have the necessary training, guidance and ongoing support in order to facilitate this process.
14. The Council is committed to ensuring a high standard of ethical trade practices across its commissioning and procurement activities. The Socially Responsible Procurement Policy will act as the Council's Ethical Employment Policy for its supply chain. In accordance with this Policy the Council will expect its suppliers, service providers and contractors to observe the Policy's provisions and to demonstrate a similar commitment to an ongoing programme of ensuring and, where necessary, improving ethical practices locally and globally.
15. Over 99% of the Council's £390 million spend is with UK based companies. However, the Council recognises that some of our supply chains spread across the world, and that parts of the supply chain could be engaged in modern slavery. The Council has limited resources to monitor and manage our supply chains and so will focus on our direct suppliers and will require our suppliers to ensure that their supply chain is free from modern slavery. The relevant clauses will be built into the Council's tender and contract documents to ensure that this occurs.

Reason for Recommendations

16. Approval of the Socially Responsible Procurement Policy will comply with a Capital Ambition commitment to 'Launch a new Social Responsibility policy to make sure that local people and local communities benefit when the Council spends money on goods and services'. It will demonstrate the Council's commitment to ethical employment and ensuring that it maximises the economic, social, environmental and cultural well-being that it delivers through its procurement.

Financial Implications

17. The Socially Responsible Procurement policy will support the Council's Procurement Strategy in aiming to ensure that as well as delivering value for money, the Council's procurement activity maximises opportunities to promote economic, social, environmental and cultural wellbeing. The delivery of the policy will take place within existing resources, through the Council's usual procurement and contract management processes, which in future will be informed by a Socially Responsible Delivery Plan and Toolkit. There are no direct financial implications arising from this report however, in the medium to longer term, costs could potentially increase, depending on how suppliers interpret the promoted responsibilities and manage any impact on their cost base.

Legal Implications (including Equality Impact Assessment where appropriate)

18. The report recommends the adoption of a Socially Responsible Procurement Policy and does not raise any direct legal implications. Legal advice should, however, be sought on individual Council

procurements, as appropriate, having regard to their nature and value. In considering this matter regard should be had, amongst other matters, to:

- (i) The Councils' duties under the Wellbeing of Future Generations (Wales) Act 2015, and;
- (ii) Public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties). Pursuant to these legal duties Councils must in making decisions have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: a. Age; b. Gender reassignment; c. Sex; d. Race – including ethnic or national origin, colour or nationality; e. Disability; f. Pregnancy and maternity; g. Marriage and civil partnership; h. Sexual orientation; i. Religion or belief – including lack of belief. It is understood that an equalities impact assessment has been undertaken and is attached to this report for members consideration.

HR Implications

19. There are no direct HR Implications for Council employees. The Council is a Voluntary Living Wage Employer and employees' working practices and terms and conditions comply with employment legislation and best practice. It is important that procurement processes clearly set out the expectations and requirements of the Socially Responsible Procurement Policy.

RECOMMENDATIONS

Cabinet is recommended to:

1. Approve the Socially Responsible Procurement Policy.
2. Agree that the Socially Responsible Procurement Policy also acts as the Council's Ethical Employment Policy for the Council's supply chains.

CHRISTINE SALTER

Corporate Director

9 February 2018

The following appendices are attached:

Appendix 1 - Socially Responsible Procurement Policy

Appendix 2 - EIA for Socially Responsible Procurement Policy

Appendix 3 - Statutory Policy Screening

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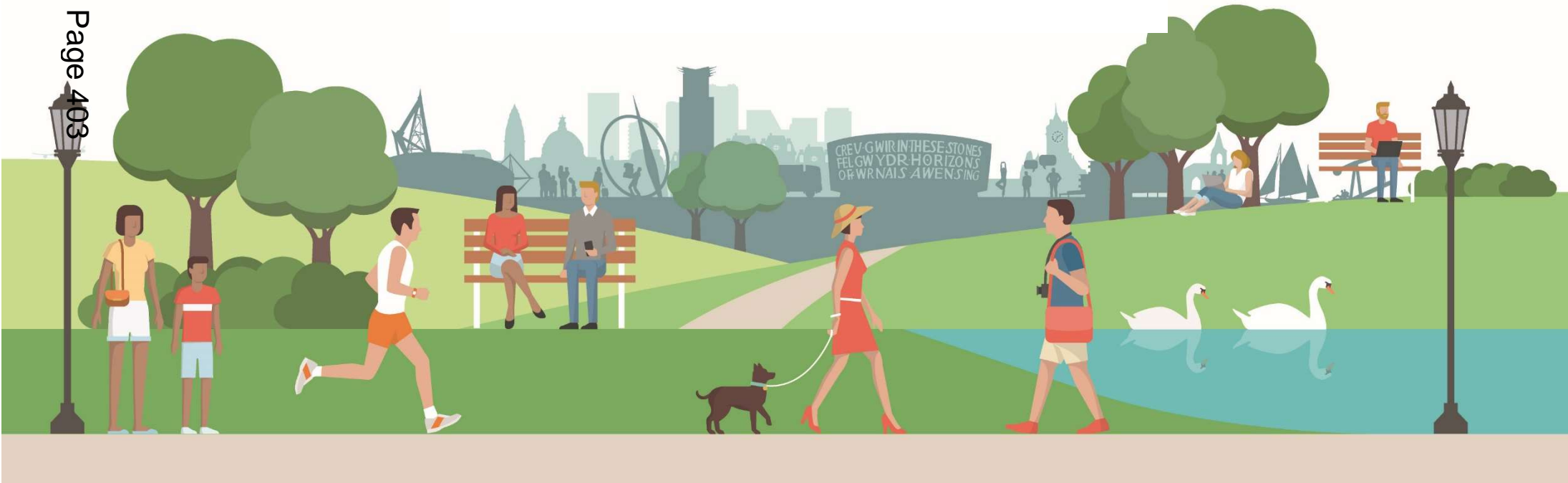


Appendix 1

CARDIFF COUNCIL SOCIALLY RESPONSIBLE PROCUREMENT POLICY



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2. Think Cardiff first
3. Partners in communities
4. Green and sustainable
5. Ethical employment
6. Promoting the wellbeing of young people and vulnerable adults

GOVERNANCE AND MANAGEMENT

MONITORING AND REPORTING

FOREWORD

The Capital Ambition statement clearly demonstrates the Administration's commitment to prioritising social, economic and environmental wellbeing for the city and city-region. The Council recognises that the way in which it manages the £390 million it spends annually with suppliers and contractors can make a significant contribution to this priority.

The Council has already demonstrated a clear commitment to this agenda. The Council was the first public sector organisation in Wales to formally sign-up to the Ethical Employment in Supply Chains Code of Practice and was made Living Wage Champion for Wales 2017/18 by the Living Wage Foundation. The Council has increasingly sought to incorporate Community Benefits into its major contracts but recognises that it is an area where further improvements need to be delivered over the next 3 years. This will include providing greater clarity to the market by listing the community benefits that the Council wants to see delivered in its tender documentation.

This policy will look to build upon and consolidate the progress that has been made by drawing together a number of different legislative requirements, policy initiatives and aspirations into a single coherent framework underpinned by six key priority themes:



INTRODUCTION

Cardiff Council is the largest local authority in Wales and is responsible for the delivery of a wide range of statutory and discretionary public services. The Council delivers its services directly through its own workforce and through private and third sector organisations. The Council spends over £390 million a year procuring a diverse range of goods, services and works from over 8,000 suppliers, service providers and contractors.

The Council has a responsibility to manage public money with probity, to ensure that value for money is achieved and to manage it in such a way that wider Council objectives can be supported. The Council's Procurement Strategy 2017-2020 set an increased focus on the delivery of social, economic, environmental and cultural well-being through the way in which it manages its procurement activity. This Policy places a particular focus on three key Welsh Government initiatives:

- **Community Benefits** – drives the creation of employment and training opportunities including apprenticeships, support for small and medium sized enterprises and delivery of community, educational and environmental initiatives
- **Code of Practice Ethical Employment in Supply Chains** – focuses on ensuring a high standard of ethical employment practices by our suppliers, service providers and contractors
- **Opening Doors: the Charter for SME Friendly Procurement** - seeks to create a fair and open environment in which we can all do business together and address issues of particular concern to SMEs.

This Socially Responsible Procurement policy aims to provide an overarching framework for the delivery of these initiatives , the wider associated legislative and policy driven requirements and importantly delivery of the Council's own commitments as set out in the Capital Ambition. This will ensure that the Council maximises the social, economic, environmental and cultural wellbeing that it delivers through its procurement activity.

WELSH POLICY DRIVERS

The Wellbeing of Future Generations (Wales) Act 2015, which came into force on 1 April 2016, focuses on improving the social, economic, environmental and cultural well-being of Wales. The aim of the Act is to help create a Wales that we all want to live in, now and in the future. The Act recognises the important role procurement can play:



“The role of procurement will be an important part of how a public body allocates resources under the Act. It is expected that public bodies comply with their existing legal obligations in relation to procurement and that they also apply the Wales Procurement Policy Statement which adopts the Sustainable Procurement Task Force’s definition of sustainable procurement. This sets out the procurement practices and the specific actions expected of every public sector organisation in Wales”.

The Social Services and Well-being (Wales) Act 2014 introduces a duty on local authorities and local health boards to promote the development (in their area) of not for profit organisations to provide care and support for carers, and preventative services. These models include services across the range that make up the third sector - social enterprises, co-operative organisations, co-operative arrangements, and user-led services.



In accordance with the Act, the Cardiff and Vale of Glamorgan Integrated Health and Social Care Partnership has established a regional forum to support social value based providers to develop a shared understanding of the common agenda, and to share and develop good practice. The aim of the forum is to encourage a flourishing social value sector which is able and willing to fulfil service delivery opportunities.

The Wales Procurement Policy Statement (WPPS) establishes a number of key principles by which the Welsh Government expects public procurement to manage across Wales.

This includes a number of principles that directly support the delivery of the Wellbeing of Future Generations Act namely:

- *Social, Economic and Environmental Impact*
- *Community Benefits*
- *Open and accessible competition*
- *Simplified standard processes across the public sector*
- *Policy Development and Implementation*



Prosperity for all: The national strategy is designed to drive integration and collaboration across the Welsh public sector, and put people at the heart of improved service delivery.

It identifies five priority areas – early years, housing, social care, mental health and skills.

Welsh Government Initiatives

- Community Benefits – Delivering Maximum Value for the Welsh Pound
- Code of Practice – Ethical Employment in Supply Chain
- Opening Doors: The Charter for SME Friendly Procurement

CARDIFF'S POLICY DRIVERS

The Council's commitment to social, economic, environmental and cultural well-being is reflected in the Cardiff's Local Well-being Plan objectives, which are clearly aligned to the Wellbeing and Future Generations Act. This commitment has been reinforced through the publication of **Capital Ambition**. The Capital Ambition restates the Council's commitment to Social Responsibility and to payment of the Living Wage.



is the Council's five-year plan for the city, which outlines its vision for Cardiff to become a leading city on the world stage. The plan focuses on four main areas:

- **Working for Cardiff** - Making sure everyone who lives and works here can contribute to, and benefit from, the city's success.
- **Working for Wales** - A successful Wales needs a successful capital city.
- **Working for the future** - Managing the city's growth in a sustainable way.
- **Working for public services** - Making sure public services are delivered efficiently, effectively and sustainably in the face of rising demands and reduced budgets.

CARDIFF



The Council's Procurement Strategy 2017-2020 set an increased focus on maximising social, economic, environmental and cultural wellbeing through its procurement activity. To this end it is committed to the delivery of community benefits, including employment and apprenticeship opportunities, and the promotion of fair working practices including payment of the Living Wage.



'THE CARDIFF COMMITMENT' – sets out the Council's vision that "All young people in Cardiff make a successful transition from compulsory schooling to ongoing education, training and the world of work and are enabled to reach their full potential." The goal of the Cardiff Commitment is to ensure that all young people in Cardiff eventually secure a job that enables them to reach their full potential, whilst contributing to the economic growth of the city. Community Benefits will be used to support the delivery of this goal.



Cardiff is one of only three cities to be part of the **CHILD RIGHTS PARTNER PROGRAMME** having been successful in an application process in December 2016. Cardiff is aiming to use the framework provided by Unicef to embed a child's rights approach across a range of public services in four areas: Outcomes for Looked After Children, Locality Working, Commissioning and Child Friendly Streets.



The overarching goal of the **CITY DEAL** is to improve the economic conditions in the area, however the specific aims of the Cardiff Capital Region can be summarised as: "Improve productivity; tackle worklessness; build on foundations of innovation; invest in physical and digital infrastructure; provide support for business and ensure that any economic benefits are felt across the region".

WHAT ARE COMMUNITY BENEFITS?

The Welsh Government Community Benefits Guidance ‘Delivering Maximum Value for the Welsh Pound’ provides an overview of the Community Benefits that the public sector should be looking to deliver. The Guidance sets out six broad categories of Community Benefits which are shown in the diagram.



In line with the Wales Procurement Policy Statement the Council applies Community Benefits clauses to all appropriate procurements where such benefits can be realised and applies the Measurement Tool to all such contracts over £1million to capture and report the outcomes.

The Council will continue to utilise Community Benefit Clauses in all contracts above £1million and look to utilise them in contracts below this threshold. It is the role of those planning to consider on a contract-by-contract basis the potential for community benefits to be delivered through the procurement process and the most appropriate way of achieving this.

To date Community Benefits have largely been delivered on the Council’s construction and building maintenance contracts. This Policy seeks to deliver Community Benefits across all appropriate Council contracts. This will require a step change in how the Council utilises Community Benefits clauses in its tendering process.

WHAT IS ETHICAL EMPLOYMENT?

The ‘Ethical Employment in Supply Chains’ Code of Practice was launched in 2017 by the Welsh Government. It aims to support the development of more ethical supply chains delivering contracts for the Welsh Public sector. All organisations are encouraged to sign up to the Code and businesses in public sector supply chains are expected to adopt it. The Code is to ensure that workers in public sector supply chains are employed ethically and in compliance with both the letter and spirit of UK, EU and international laws. The code has 12 commitments which cover issues shown in the diagram.



Cardiff Council was the first in Wales to pay its staff the ‘real’ Living Wage in 2012 and is the longest accredited Living Wage Council in Wales. The Council has a proud track record of promoting fair work practices. On 16th March 2017, Cardiff Council became the first Welsh Council to commit to sign up to the Welsh Government’s Code of Practice for Ethical Employment in Supply Chains.

WHAT IS OPENING DOORS CHARTER?

Opening Doors: the Charter for SME Friendly Procurement has been produced through Value Wales. This Charter is part of a programme of actions to deliver a consistent approach to procurement across the public sector in Wales while at the same time addressing issues of particular concern to SMEs. Cardiff Council is committed to actively encourage its main suppliers to provide opportunities for SMEs to deliver elements of appropriate contracts. It is also committed to encourage its main suppliers and SMEs to embrace sustainable development ethos within their organisations.

The Council has taken a number of positive steps to improve support to businesses to supply us with goods, services or works. These include publishing the Selling to Cardiff Council guide, continuously modernising our technology, developing a contract and framework calendar, encouraging suppliers and contractors to submit consortia or collaborative bids for Council work, participating in regular ‘Meet the Buyer’ events with Business Wales, use of Lotting Strategies and applying the SQUID approach developed by Welsh Government.

PRIORITIES AND DELIVERY



This Policy aims to provide an overarching framework to ensure a joined up consistent approach to the delivery of 'Socially Responsible Procurement' that encapsulates Wales-wide and Cardiff policy drivers. To aid this the Council has identified the following six priorities that represent its values and beliefs. This policy sets out the Council's ambition and commitment in respect of these key priorities and to support its delivery the Council will:

- Oversee implementation of the policy through its Social Responsibility Board.
- Develop and maintain a Social Responsibility Toolkit to support both suppliers and buyers to maximise the delivery of social value.
- Publicise and raise awareness of the Council's social responsibility objectives to ensure that suppliers and contractors are clear about what we want them to deliver.
- Develop and implement a Socially Responsible Procurement Delivery Plan for inclusion in tender documents so that suppliers, providers and contractors can set out how they will support implementation of the policy.
- Manage delivery of community benefits through effective contract management arrangements and ensure that contractors utilise the Welsh Government Measurement Tool to measure delivery on appropriate contracts over £1million.

Local Training & Employment

We want:

To create inclusive employment and training opportunities for local people in order to reduce unemployment and raise the skills level of our local workforce, especially in target groups such as long term unemployed.

We will:

- Require bidders for contracts worth over £1m to make a commitment to provide employment and training opportunities.
- Encourage our contractors to create more opportunities for apprenticeships, work placements and jobs.
- Work in partnership with employers, training providers and employment services to promote and co-ordinate access to local employment and training opportunities.
- Seek opportunities to work with Primary and Secondary schools through the "Cardiff Commitment" to equip young people of Cardiff with the right skills to match the requirements of the labour market.
- Maximise benefits from the City Deal and other major development opportunities to create employment and training.
- In line with Cardiff Commitment encourage suppliers and contractors to work with schools and colleges, offering work experience and business awareness to students, care leavers and NEETs, especially those from disadvantaged areas or communities.

Think Cardiff First

We want:

To take account of the social and economic impacts of buying locally when commissioning and contracting, and want our suppliers and contractors to do the same

We will:

- Increase the number of opportunities advertised by the Council through Sell2Wales, advertising opportunities locally where appropriate
- Consider the use of lotting strategies and acceptance of consortia bids to improve access to higher value contracts
- Encourage our suppliers and partners to buy locally and where appropriate make it a requirement for key contractors to advertise supply chain opportunities through Sell2Wales and to hold Meet the Buyer Events.
- Work with partners such as Business Wales, Business in Focus and South Wales Chamber of Commerce to improve the skills of local SMEs to access public sector business opportunities.
- Promote our Selling to Cardiff Council guide and continue to standardise and simplify our procedures and processes in line with Welsh Government guidance.

Partners in Communities

We want:

To play an active role in the local community and community support organisations, especially in those areas and communities with the greatest need.

We will:

- Encourage our suppliers to make a local impact by supporting initiatives to improve local facilities and by encouraging them to operate paid staff volunteering schemes to support local community groups and initiatives.
- Promote volunteering and social action through the Cardiff Volunteer Centre, Volunteering Wales website and the Cardiff Volunteer Portal.
- Make opportunities (both directly from the Council and through our contractors) accessible to a diverse supply base including the third sector, social enterprises and local suppliers. Also provide mentoring and support to assist these organisations to tender for and deliver these supply opportunities where necessary.
- Help to support the health and wellbeing of communities in which the business operates by for example linking with local schools and colleges, other local businesses and residents' groups to help run or sponsor activities / events, which will directly benefit those living there.
- Promote diversity, inclusion, equality and fairness – target effort towards those in greatest disadvantage and tackle deprivation across the city.

Green and Sustainable

We want:

To protect the environment, minimise waste, reduce energy consumption and use other resources efficiently.

We will:

- Seek, in partnership with suppliers and contractors, to minimise any negative environmental impacts of goods, services and works purchased, across their life cycle from raw material extraction to end of life.
- Ensure that we follow sustainable procurement policies and processes which will exploit the opportunity to minimise energy consumption, carbon footprint, waste, pollution production of greenhouse gas emissions and detrimental environmental impacts while encouraging others to do likewise.
- Eliminate unnecessary waste by adopting the “reduce, reuse, recycle” philosophy and supporting circular economy and sharing economy through 'Think before you purchase – do you really need it, could something else be used, or could we hire or borrow it?'
- Procure fair trade products where possible (fair trade supports farmers and workers in developing countries through better prices, decent working conditions and a fair deal).

Ethical Employment

We want:

To employ the highest ethical standards in our own operations and those within our supply chain.

We will:

- Implement and embed the Code of Practice: Ethical Employment in Supply Chains through tackling modern slavery, human rights abuses, blacklisting, false self-employment, unfair use of umbrella schemes and zero hours contracts.
- Encourage our suppliers and contractors to become accredited Living Wage employer through promoting the Cardiff Council “Real” Living Wage Accreditation Support Scheme
- Organise employer workshops to promote the Living Wage, initially targeted at the construction sector.
- Build a scored Fair Work Practices question into relevant tender documents to include sections on Living Wage, unfair use of umbrella schemes, zero hour contracts and False Self-Employment Practices.
- Encourage suppliers and contractors to have flexible working practices, LGTB / Gender reassignment friendly work policies which are inclusive in their equality training.

Promoting Wellbeing of Young People and Vulnerable Adults

We want:

Together with the support of entire community including local businesses, to safeguard and promote the rights of children, young people and vulnerable adults

We will:

- Help make communities places where all citizens, including the most vulnerable, feel safe, and are able to have their voices heard and their rights promoted through the implementation of a Child Rights approach and a Dementia Friendly City approach.
- Provide safeguarding advice and guidance.
- Ensure contractors are able to identify abuse or exploitation and take responsibility for reporting concerns in an appropriate and timely way.
- Ensure that all suppliers of care and support services that the Council purchases for its service users must have the necessary safeguarding policies, procedures and training in place and where required, be registered where appropriate registration body.
- Encourage contractors to promote and sponsor opportunities for children and adults who are in need of care and support i.e. events for carers.

GOVERNANCE AND MANAGEMENT

The Social Responsibility Board will oversee the delivery of the Socially Responsible Procurement Policy. The Cabinet Member who acts as the Council's Community Benefits and Ethical Employment Champion chairs the Board. It includes senior managers from across the Council, with other key stakeholders invited to attend as required. The Board meets on a quarterly basis.

REPORTING AND MONITORING

Successful contractors and suppliers will be required to provide regular monitoring information outlining Community Benefits delivery progress. The Contract Manager will be responsible for ensuring the supplier / contractor is meeting their Community Benefit obligations and providing information to the Commissioning and Procurement team on a quarterly basis. The Commissioning and Procurement Team will be responsible for reviewing the Community Benefit information and submitting regular reports to the Welsh Government and the Social Responsibility Board.

The Community Benefits Board will review the Community Benefits Register on a regular basis, providing challenge, scrutinise contractors performance where necessary and make recommendations to Senior Management Team and/or Cabinet as required. The Board will also oversee the development of an annual Community Benefits Report, including case studies, so that progress is widely reported, including to Welsh Government.

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APPENDIX 2

Policy/Strategy/Project/Procedure/Service/Function Title: Socially Responsible Procurement Policy
New/Existing/Updating/Amending: New

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Steve Robinson	Job Title: Head of Commissioning and Procurement
Service Team: C&P	Service Area: Finance
Assessment Date: 27/11/17	

1. What are the objectives of the Policy/Strategy/Project/ Procedure/ Service/Function?

<p>This Policy aims to provide an overarching framework to ensure a joined up consistent approach to the delivery of 'socially responsible procurement' that encapsulates the Wellbeing of Future Generations Act, the Wales Procurement Policy Statement, Cardiff Local Well-being plan and the Capital Ambition. To aid this the Council has identified the following six priorities:</p> <ul style="list-style-type: none"> • Local Training and Employment • Think Cardiff First • Partners in Communities • Green and Sustainable • Ethical Employment • Promoting the Wellbeing of Young People and Vulnerable Adults <p>This policy will set out the Council's ambition and commitment in respect of these key priorities and to support delivery the Council will:</p> <ul style="list-style-type: none"> • Oversee implementation of the policy through its Social Responsibility Board. • Develop and maintain a Social Responsibility Toolkit to support both suppliers and buyers to maximise the delivery of social value. • Publicise and raise awareness of the Council's social responsibility objectives to ensure that suppliers and contractors are clear about what we want them to deliver. • Develop and implement a Responsible Procurement Delivery Plan template for inclusion in tender documents so that suppliers, providers and contractors can set out how they will support implementation of the policy. • Manage delivery of community benefits through effective contract management arrangements and ensure that contractors utilise the Welsh Government Measurement Tool to measure delivery on appropriate contracts over £1million.

2. Please provide background information on the Policy/Strategy/Project/Procedure/Service/Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]

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The Council's commitment to the delivery of economic, social, environmental and cultural well-being is clearly set out in Capital Ambition, which states that the Council will "Launch a new Social Responsibility policy to make sure that local people and local communities benefit when the Council spends money on goods and services." It is also reflected in a range of Council Strategies and Plans including the Council's:

- Local Well-being Plan objectives, which are clearly aligned to the Wellbeing and Future Generations (Wales) Act.
- Procurement Strategy 2017-2020, which has four organisational placed outcomes the first of which is 'maximising economic, social, environmental and cultural well-being' through its procurement activity.

The Policy has placed a particular focus on three key Welsh Government initiatives:

- **Community Benefits** – drives the creation of employment and training opportunities including apprenticeships, support for small and medium sized enterprises and delivery of community, educational and environmental initiatives
- **Ethical Employment in Supply Chains** – focuses on ensuring a high standard of ethical employment practices by our suppliers, service providers and contractors
- **Opening Doors: Charter for SME Friendly Procurement** – seeks to create a fair and open environment in which we can all do business together and address issues of particular concern to SMEs.

This Socially Responsible Procurement policy aims to provide an over-arching framework for the delivery of these initiatives and the wider associated legislative and policy driven requirements. The aim of this policy is to ensure that the Council maximises the social, economic, environmental and cultural wellbeing that it delivers through its procurement activity.

The Policy was presented to SMT in August and PRAP Scrutiny Committee in September. Consultation has taken place with Community Benefits Board, Council directorates, suppliers, contractors, Welsh Government and voluntary sector organisations.

3 Assess Impact on the Protected Characteristics

3.1 Age

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative/]** on younger/older people?

	Yes	No	N/A
Up to 18 years	x		
18 - 65 years	x		
Over 65 years	x		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The Policy has a differential impact through the following priorities:

The Local Training & Employment focuses on employment and training opportunities for local people in order to reduce unemployment and raise the skills level of our local workforce, especially in target groups such as long term unemployed.

The Partners in Communities priority focuses on playing an active role in the local community and community support organisations, especially in those areas and

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communities with the greatest need.

Promoting Wellbeing of Young People and Vulnerable Adults priority safeguards and promotes the welfare of children, young people and vulnerable adults.

Ethical employment in supply chains priority employs the highest ethical standards in our own operations and those within our supply chain.

What action(s) can you take to address the differential impact?

Through Local Training and Employment priority we are committed to:

- Require bidders for contracts worth over £1m to make a commitment to provide employment and training opportunities
- Encourage our contractors to create more opportunities for apprenticeships, work placements and jobs.
- Work in partnership with employers, training providers and employment services to promote and co-ordinate access to local employment and training opportunities
- Seek opportunities to work with Primary and Secondary schools through the "Cardiff Commitment" to equip young people of Cardiff with the right skills to match the requirements of the labor market
- Maximise benefit from the City Deal and other major development opportunities to create employment and training.
- In line with Cardiff Commitment encourage suppliers and contractors to work with schools and colleges, offering work experience and business awareness to students and NEETs, especially those from disadvantaged areas or communities.

Through Partners in Communities priority we are committed to:

- Make a local impact by improving local facilities and areas and by encouraging our suppliers to operate paid staff volunteering schemes
- Promote volunteering and social action through the Cardiff Volunteer Centre, Volunteering Wales website and the Cardiff Volunteer Portal.
- Make opportunities, both directly from the Council and through our contractors, accessible to a diverse supply base including the third sector, social enterprises and local suppliers and provide mentoring and support to assist these organisations to tender for and deliver these supply opportunities where necessary.
- Help to support the health and wellbeing of communities in which the business operates by for example linking local businesses and residents' groups to help run or sponsor activities / events, which will directly benefit those living there.
- Promote diversity, inclusion, equality and fairness – target effort towards those in greatest disadvantage and tackle deprivation across the city.

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Through Promoting Wellbeing of Young People and Vulnerable Adults priority we are committed to:

- Help make communities places where all citizens, including the most vulnerable, feel safe, and are able to have their voices heard and their rights promoted through the implementation of a Child Friendly City and Dementia Friendly City approach.
- Provide safeguarding advice and guidance.
- Ensure contractors are able to identify abuse or exploitation and take responsibility for reporting concerns in an appropriate and timely way.
- Ensure that all suppliers of care and support services that the Council purchases for its service users must have the necessary safeguarding policies, procedures and training in place and where required, be registered where appropriate registration body.
- Encourage contractors to promote and sponsor opportunities for children and adults who are in need of care and support i.e. events for carers.

Through Ethical employment in supply chain we are committed to:

- Implement and embed the Code of Practice: Ethical Employment in Supply Chains through tackling modern slavery, human rights abuses, blacklisting, false self-employment, unfair use of umbrella schemes and zero hours contracts
- Encourage our suppliers and contractors to become accredited Living Wage employer through promoting the Cardiff Council 'Real' Living Wage Accreditation Support Scheme.
- Organise employer workshops to promote the Living Wage, initially targeted at the construction sector
- Build a scored Fair Work Practices question into relevant tender documents to include section on Living Wage, unfair use of umbrella schemes, zero hour contracts and False Self-Employment Practices

3.2 Disability

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on disabled people?

	Yes	No	N/A
Hearing Impairment	x		
Physical Impairment	x		
Visual Impairment	x		
Learning Disability	x		
Long-Standing Illness or Health Condition	x		
Mental Health	x		
Substance Misuse	x		
Other	x		

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<p>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</p> <p>The Local Training & Employment priority focuses on employment and training opportunities for local people in order to reduce unemployment and raise the skills level of our local workforce, especially in target groups such as long term unemployed.</p> <p>Ethical employment in supply chains priority employs the highest ethical standards in our own operations and those within our supply chain.</p>
<p>What action(s) can you take to address the differential impact?</p> <p>As above</p>

3.3 Gender Reassignment

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on transgender people?

	Yes	No	N/A
<p>Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)</p>	x		

<p>Please give details/consequences of the differential impact, and provide supporting evidence, if any.</p> <p>Ethical employment in supply chains priority employs the highest ethical standards in our own operations and those within our supply chain.</p>
<p>What action(s) can you take to address the differential impact?</p> <p>Encourage suppliers and contractors to have flexible working practices, LGTB / Gender reassignment friendly work policies which are inclusive in their equality training.</p>

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3.4. Marriage and Civil Partnership

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on marriage and civil partnership?

	Yes	No	N/A
Marriage			X
Civil Partnership			X

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

What action(s) can you take to address the differential impact?

3.5 Pregnancy and Maternity

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on pregnancy and maternity?

	Yes	No	N/A
Pregnancy	X		
Maternity	X		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The Local Training & Employment priority focuses on employment and training opportunities for local people in order to reduce unemployment and raise the skills level of our local workforce, especially in target groups such as long term unemployed.

Ethical employment in supply chains priority employs the highest ethical standards in our own operations and those within our supply chain.

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What action(s) can you take to address the differential impact?
As above

3.6 Race

Will this Policy/Strategy/Project//Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
White	x		
Mixed / Multiple Ethnic Groups	x		
Asian / Asian British	x		
Black / African / Caribbean / Black British	x		
Other Ethnic Groups	x		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
<p>The Local Training & Employment priority focuses on employment and training opportunities for local people in order to reduce unemployment and raise the skills level of our local workforce, especially in target groups such as long term unemployed.</p> <p>Ethical employment in supply chains priority employs the highest ethical standards in our own operations and those within our supply chain.</p>
What action(s) can you take to address the differential impact?
As above

3.7 Religion, Belief or Non-Belief

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on people with different religions, beliefs or non-beliefs?

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	Yes	No	N/A
Buddhist			x
Christian			x
Hindu			x
Humanist			x
Jewish			x
Muslim			x
Sikh			x
Other			x

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

What action(s) can you take to address the differential impact?

3.8 Sex

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on men and/or women?

	Yes	No	N/A
Men	x		
Women	x		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The Local Training & Employment priority focuses on employment and training opportunities for local people in order to reduce unemployment and raise the skills level of our local workforce, especially in target groups such as long term unemployed.

Ethical employment in supply chains priority employs the highest ethical standards in our own operations and those within our supply chain.

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What action(s) can you take to address the differential impact?
As above

3.9 Sexual Orientation

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
Bisexual	x		
Gay Men	x		
Gay Women/Lesbians	x		
Heterosexual/Straight	x		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
Ethical employment in supply chains priority employs the highest ethical standards in our own operations and those within our supply chain.
What action(s) can you take to address the differential impact?
Encourage suppliers and contractors to have flexible working practices, LGTB / Gender reassignment friendly work policies which are inclusive in their equality training.

3.10 Welsh Language

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on Welsh Language?

	Yes	No	N/A
Welsh Language			x

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Please give details/consequences of the differential impact, and provide supporting evidence, if any.

What action(s) can you take to address the differential impact?

4. Consultation and Engagement

What arrangements have been made to consult/engage with the various Equalities Groups?

Consulted with:

- Social Responsibility Board
- PRAP Scrutiny

The Policy was presented and consulted with Council directorates:

- Education,
- Social Services
- Housing & Communities
- Economic Development

External consultations included the following organisations:

- C3SC board
- Unicef
- Cardiff Credit Union
- Suppliers and contractors
- Welsh Government

5. Summary of Actions [Listed in the Sections above]

Groups	Actions
Age	
Disability	
Gender Reassignment	

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Marriage & Civil Partnership	
Pregnancy & Maternity	
Race	
Religion/Belief	
Sex	
Sexual Orientation	
Welsh Language	
Generic Over-Arching [applicable to all the above groups]	

6. Further Action

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

7. Authorisation

The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

Completed By : Alicja Slawik / John Paxton	Date: 27/11/17
Designation: Strategy and Development Officer / Manager	
Approved By: Steve Robinson	Date: 19/01/18
Designation: Head of Commissioning and Procurement	
Service Area: Finance	

- 7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council.

For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email citizenfocus@cardiff.gov.uk

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APPENDIX 3

City of Cardiff Council Statutory Screening Tool Guidance

If you are developing a strategy, policy or activity that is likely to impact people, communities or land use in any way then there are a number of statutory requirements that apply. Failure to comply with these requirements, or demonstrate due regard, can expose the Council to legal challenge or other forms of reproach.

For instance, this will apply to strategies (i.e. Housing Strategy or Disabled Play Strategy), policies (i.e. Procurement Policy) or activity (i.e. developing new play area).

Completing the Statutory Screening Tool will ensure that all City of Cardiff Council strategies, policies and activities comply with relevant statutory obligations and responsibilities. Where a more detailed consideration of an issue is required, the Statutory Screening Tool will identify if there is a need for a full impact assessment, as relevant.

The main statutory requirements that strategies, policies or activities must reflect include:

- [Equality Act 2010 - Equality Impact Assessment](#)
- [Wellbeing of Future Generations \(Wales\) Act 2015](#)
- [Welsh Government Statutory Guidance - Shared Purpose Shared Delivery](#)
- [United Nations Convention on the Rights of the Child](#)
- [United Nations Principles for Older Persons](#)
- [Welsh Language \(Wales\) Measure 2011](#)
- [Health Impact Assessment](#)
- [Habitats Regulations Assessment](#)
- [Strategic Environmental Assessment](#)

This Statutory Screening Tool allows the Council to meet the requirements of all the above legislation as part of an integrated screening method and should take no longer than 1 hour to complete.

The Statutory Screening Tool can be completed as a self assessment or as part of a facilitated session, should further support be needed. For further information or if you require a facilitated session, please contact the Operational Manager – Policy, Partnerships and Community Engagement on (029) 2078 8561 or e-mail: Gareth.Newell@cardiff.gov.uk

Please note:

- **The completed Screening Tool must be submitted as an appendix with the Cabinet report.**
- **The completed Screening Tool will be published on the Council's Intranet.**

Statutory Screening Tool

Name of Strategy / Policy / Activity: Socially Responsible Procurement Policy	Date of Screening: 27/11/2017
Service Area/Section: Resources – Commissioning and Procurement	Lead Officer: Steve Robinson
Attendees:	

What are the objectives of the Policy/Strategy/Project/Procedure/ Service/Function	Please provide background information on the Policy/Strategy/Project/Procedure/Service/Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]
<p>This Policy aims to provide an overarching framework to ensure a joined up consistent approach to the delivery of 'socially responsible procurement' that encapsulates the Wellbeing of Future Generations Act, the Wales Procurement Policy Statement, Cardiff Local Well-being plan and the Capital Ambition. To aid this the Council has identified the following six priorities:</p> <ul style="list-style-type: none"> Local Training and Employment Think Cardiff First Partners in Communities Green and Sustainable Ethical Employment Promoting the Wellbeing of Young People and Vulnerable Adults <p>This policy will set out the Council's ambition and commitment in respect of these key priorities and to support delivery the Council will:</p> <ul style="list-style-type: none"> Oversee implementation of the policy through its Social Responsibility Board. Develop and maintain a Social Responsibility Toolkit to support both suppliers and buyers to maximise the delivery of social value. Publicise and raise awareness of the Council's social responsibility objectives to ensure that suppliers and contractors are clear about what we want them to deliver. Develop and implement a Responsible Procurement Delivery Plan template for inclusion in tender documents so that suppliers, providers and contractors can set out how they will support implementation of the policy. Manage delivery of community benefits through effective contract management arrangements and ensure that contractors utilise the Welsh Government Measurement Tool to measure delivery on appropriate contracts over £1million. 	<p>The Council's commitment to the delivery of economic, social, environmental and cultural well-being is clearly set out in Capital Ambition, which states that the Council will "Launch a new Social Responsibility policy to make sure that local people and local communities benefit when the Council spends money on goods and services." It is also reflected in a range of Council Strategies and Plans including the Council's:</p> <ul style="list-style-type: none"> Local Well-being Plan objectives, which are clearly aligned to the Wellbeing and Future Generations (Wales) Act. Procurement Strategy 2017-2020, which has four organisational placed outcomes the first of which is 'maximising economic, social, environmental and cultural well-being' through its procurement activity. <p>The Policy has placed a particular focus on three key Welsh Government initiatives:</p> <ul style="list-style-type: none"> Community Benefits – drives the creation of employment and training opportunities including apprenticeships, support for small and medium sized enterprises and delivery of community, educational and environmental initiatives Ethical Employment in Supply Chains – focuses on ensuring a high standard of ethical employment practices by our suppliers, service providers and contractors Opening Doors: Charter for SME Friendly Procurement – seeks to create a fair and open environment in which we can all do business together and address issues of particular concern to SMEs. <p>This Socially Responsible Procurement policy aims to provide an over-arching framework for the delivery of these initiatives and the wider associated legislative and policy driven requirements. The aim of this policy is to ensure that the Council maximises the social, economic, environmental and cultural wellbeing that it delivers through its procurement activity.</p> <p>The Policy was presented to SMT in August and PRAP Scrutiny Committee in September. Consultation has taken place with Community Benefits Board, Council directorates, suppliers, contractors, Welsh Government and voluntary sector organisations.</p>

2.C.PPCF.002	Issue: 3	Date: Mar 16	Process Owner: Gareth Newell	Authorisation: Head of Performance and Partnerships	Page 2 of 8
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Part 1: Impact on outcomes and due regard to Sustainable Development

Please use the following scale when considering what contribution the activity makes:		
+	Positive	Positive contribution to the outcome
-	Negative	Negative contribution to the outcome
ntrl	Neutral	Neutral contribution to the outcome
Uncertain	Not Sure	Uncertain if any contribution is made to the outcome

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
Page 27	1.1 People in Cardiff are healthy; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> the promotion of good health, prevention of damaging behaviour, promote healthy eating/active lifestyles etc, vulnerable citizens and areas of multiple deprivation Addressing instances of inequality in health 	X				The Partners in Communities priority focuses on playing an active role in the local community and community support organisations, especially in those areas and communities with the greatest need. We will: <ul style="list-style-type: none"> Help to support the health and wellbeing of communities in which the business operates by for example linking with local schools and colleges, other local businesses and residents' groups to help run or sponsor activities / events, which will directly benefit those living there. Make a local impact by improving local facilities and areas and by encouraging our suppliers to operate paid staff volunteering schemes.
	People in Cardiff have a clean, attractive and sustainable environment; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> the causes and consequences of Climate Change and creating a carbon lite city encouraging walking, cycling, and use of public transport and improving access to countryside and open space reducing environmental pollution (land, air, noise and water) reducing consumption and encouraging waste reduction, reuse, recycling and recovery encouraging biodiversity 	X				The Green and Sustainable priority focuses on protecting the environment, minimising waste, reducing energy consumption and using other resources efficiently We will: <ul style="list-style-type: none"> Seek, in partnership with suppliers, to minimise any negative environmental impacts of goods and services purchased, across their life cycle from raw material extraction to end of life Ensure that we follow sustainable procurement policies and processes which will exploit the opportunity to minimise energy consumption, waste, pollution production of greenhouse gas emissions and detrimental environmental impacts while encouraging others to do likewise Eliminate unnecessary waste by adopting the "reduce, reuse, recycle" philosophy and supporting circular economy and sharing economy through 'think before you purchase – do you really need it, could something else be used, or could we hire or borrow it?' Procure fair trade products where possible (fair trade supports farmers and workers in developing countries through better prices, decent working conditions and a fair deal.

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
Page 428	1.3 People in Cardiff are safe and feel safe; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> reducing crime, fear of crime and increasing safety of individuals addressing anti-social behaviour protecting vulnerable adults and children in Cardiff from harm or abuse 	x				Through Promoting Wellbeing of Young People and Vulnerable Adults priority we will: <ul style="list-style-type: none"> Help make communities places where all citizens, including the most vulnerable, feel safe, and are able to have their voices heard and their rights promoted through the implementation of a Child Friendly City and Dementia Friendly City approach. Provide safeguarding advice and guidance. Ensure contractors are able to identify abuse or exploitation and take responsibility for reporting concerns in an appropriate and timely way. Ensure that all suppliers of care and support services that the Council purchases for its service users must have the necessary safeguarding policies, procedures and training in place and where required, be registered where appropriate registration body. Encourage contractors to promote and sponsor opportunities for children and adults who are in need of care and support i.e. events for carers.
	Cardiff has a thriving and prosperous economy; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> economic competitiveness (enterprise activity, social enterprises, average earnings, improve productivity) Assisting those Not in Education, Employment or Training attracting and retaining workers (new employment and training opportunities, increase the value of employment,) promoting local procurement opportunities or enhancing the capacity of local companies to compete 	x				The Think Cardiff First priority focuses on taking account of the social and economic impacts of buying locally when commissioning and contracting, and encouraging our suppliers and contractors to do the same. We will: <ul style="list-style-type: none"> Work with partners to support local businesses, social enterprises and SMEs to access tender opportunities and encourage key contractors to hold Meet the Buyer events. Work with partners such as Business Wales, Business in Focus, South Wales Chamber of Commerce to improve the skills of local SMEs to access public sector business opportunities Increase the number of opportunities advertised through Sell 2 Wales and advertise opportunities locally where appropriate Promote our Selling to the Cardiff Council guide and continue to standardise and simplify our procedures and processes.
	1.5 People in Cardiff achieve their full potential; <i>Consider the potential impact on</i> <ul style="list-style-type: none"> promoting and improving access to life-long learning in Cardiff raising levels of skills and qualifications giving children the best start 	x				The Local Training & Employment priority focuses on employment and training opportunities for local people in order to reduce unemployment and raise the skills level of our local workforce, especially in target groups such as long term unemployed. We will: <ul style="list-style-type: none"> Require bidders for contracts worth over £1m to make a commitment to provide employment and training opportunities

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
	<ul style="list-style-type: none"> improving the understanding of sustainability addressing child poverty (financial poverty, access poverty, participation poverty) the United Nations Convention on the Rights of a Child and Principles for Older persons 					<ul style="list-style-type: none"> Encourage our contractors to create more opportunities for apprenticeships, work placements and jobs. Work in partnership with employers, training providers and employment services to promote and co-ordinate access to local employment and training opportunities Seek opportunities to work with Primary and Secondary schools through the "Cardiff Commitment" to equip young people of Cardiff with the right skills to match the requirements of the labor market Maximise benefit from the City Deal and other major development opportunities to create employment and training. In line with Cardiff Commitment encourage suppliers and contractors to work with schools and colleges, offering work experience and business awareness to students and NEETs, especially those from disadvantaged areas or communities.
1.6 Page 429	Cardiff is a Great Place to Live, Work and Play <i>Consider the potential impact on</i> <ul style="list-style-type: none"> promoting the cultural diversity of Cardiff encouraging participation and access for all to physical activity, leisure & culture play opportunities for Children and Young People protecting and enhancing the landscape and historic heritage of Cardiff promoting the City's international links 	x				<p>The Partners in Communities priority focuses on playing an active role in the local community and community support organisations, especially in those areas and communities with the greatest need.</p> <p>We will:</p> <ul style="list-style-type: none"> Make a local impact by improving local facilities and areas and by encouraging our suppliers to operate paid staff volunteering schemes Help to support the health and wellbeing of communities in which the business operates by for example linking with local schools and colleges, other local businesses and residents' groups to help run or sponsor activities / events, which will directly benefit those living there. Promote diversity, inclusion, equality and fairness – target effort towards those in greatest disadvantage and tackle deprivation across the city.

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
1.7	<p>Cardiff is a fair, just and inclusive society. <i>Consider the potential impact on</i></p> <ul style="list-style-type: none"> <i>the elimination of discrimination, harassment or victimisation for equality groups</i> <i>has the community or stakeholders been engaged in developing the strategy/policy/activity?</i> <i>how will citizen participation be encouraged (encouraging actions that consider different forms of consultation, through more in depth engagement to full participation in service development and delivery)?</i> 	X				<p>The Ethical Employment priority focusing on employing the highest ethical standards in our own operations and those within our supply chain. We will:</p> <ul style="list-style-type: none"> Implement and embed the Code of Practice: Ethical Employment in Supply Chains through tackling modern slavery, human rights abuses, blacklisting, false self-employment, unfair use of umbrella schemes and zero hours contracts Encourage our suppliers and contractors to become accredited Living Wage employer through promoting the Cardiff Council 'Real' Living Wage Accreditation Support Scheme. Organise employer workshops to promote the Living Wage, initially targeted at the construction sector Build a scored Fair Work Practices question into relevant tender documents to include section on Living Wage, unfair use of umbrella schemes, zero hour contracts and False Self-Employment Practices Encourage suppliers and contractors to have flexible working practices, LTGB/Gender reassignment friendly work policies which are inclusive in their equality training.
	<p>Will this Policy/Strategy/Project have a differential impact on any of the following:</p>					<p><i>Please give details/consequences of the differential impact (positive and negative), and what action(s) can you take to address any negative implications?</i></p>
	<ul style="list-style-type: none"> Age (including children and young people aged 0-25 and older people over 65 in line with the United Nations Conventions) 	X				Please see the Equality Impact Assessment.
	<ul style="list-style-type: none"> Disability 	X				
	<ul style="list-style-type: none"> Gender Reassignment 	X				
	<ul style="list-style-type: none"> Marriage & Civil Partnership 	X				
	<ul style="list-style-type: none"> Pregnancy & Maternity 	X				
	<ul style="list-style-type: none"> Race 	X				
	<ul style="list-style-type: none"> Religion/Belief 	X				
	<ul style="list-style-type: none"> Sex 	X				
	<ul style="list-style-type: none"> Sexual Orientation 	X				
	<ul style="list-style-type: none"> Welsh Language 	X				

	Has the Strategy/Policy/Activity considered how it will impact one or more of Cardiff's 7 Citizen focused Outcomes?	Please Tick				Evidence or suggestion for improvement/mitigation
		+	-	Ntrl	Un-Crtn	
1.8	The Council delivers positive outcomes for the city and its citizens through strong partnerships <i>Consider the potential impact on</i> <ul style="list-style-type: none"> <i>strengthening partnerships with business & voluntary sectors</i> <i>the collaboration agenda and the potential for shared services, cross-boundary working and efficiency savings</i> 	x				<ul style="list-style-type: none"> Work in partnership with employers, training providers and employment services to promote and co-ordinate access to local employment and training opportunities. Work towards becoming a UNICEF "Child Friendly City" as part of a partnership programme focused on child rights Work with partners such as Business Wales, Business in Focus, South Wales Chamber of Commerce to improve the skills of local SMEs to access public sector business opportunities Maximise benefits from the City Deal and other major development opportunities to create employment and training.

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SUMMARY OF APPRAISAL (highlight positive and negative effects of the policy / plan / project being assessed, demonstrating how it contributes to the economic, social and environmental sustainability of the city):

This policy aims to provide an overarching framework to ensure a joined up consistent approach to the delivery of 'Socially Responsible Procurement' that encapsulates Wales-wide and Cardiff policy drivers. The policy demonstrates the Council's commitment to ethical employment and also aims of this policy is to ensure that the Council maximises the social, economic, environmental and cultural wellbeing that it delivers through its procurement activity.

Cardiff Council recognises the positive impacts that our suppliers bring to the communities of Cardiff. It is hoped that through our supply chain further positive impact can be made through use of the policy and delivery plan. The Council is keen to make sure that our supply chain contributes as much as possible to the overall wellbeing of our residents and we therefore include social value as part of the procurement process.

The Council will utilise Community Benefit Clauses in all contracts above £1,000,000 and look to utilise them in contracts below this threshold. It is the role of those planning the procurement to consider from the outset on a contract by contract basis the potential for community benefits to be delivered through the procurement process and the most appropriate way of achieving this.

The Council is committed to ensuring a high standard of ethical trade practices across its commissioning and procurement activities. In accordance with this policy the Council expects its suppliers, service providers and contractors to observe the policy's provisions and to demonstrate a similar commitment to an ongoing programme of ensuring and, where necessary, improving ethical practices locally and globally.

Cardiff Council is also committed to deliver a consistent approach to procurement across the public sector in Wales while at the same time, addressing issues of particular concern to SMEs.

WHAT ACTIONS HAVE BEEN IDENTIFIED OR CHANGES BEEN MADE TO THE POLICY / PLAN / PROJECT AS A RESULT OF THIS APPRAISAL:

n/a

Part 2: Strategic Environmental Assessment (SEA)

		Yes	No
2.1	Does the plan or programme set the framework for future development consent?		x
2.2	Is the plan or programme likely to have significant, positive or negative, environmental effects?	x	

Is a Full Strategic Environmental Assessment Screening Needed?	Yes	No
<ul style="list-style-type: none"> ▪ If Yes has been ticked to both questions 2.1 and 2.2 above then the answer is Yes ▪ If a full SEA screening is required then please contact the Sustainable Development Unit to arrange (details below) 		x

If you have any doubt about your answers to the above questions, then please consult the Sustainable Development Unit for advice on (029) 2087 3228 or email: sustainabledevelopment@cardiff.gov.uk

Part 3: Habitat Regulation Assessment (HRA)

		Yes	No	Unsure
3.1	Will the plan, project or programme result in an activity which is known to affect a European site, such as the Severn Estuary or the Cardiff Beech Woods?		x	
3.2	Will the plan, project or programme which steers development towards an area that includes a European site, such as the Severn Estuary or the Cardiff Beech Woods or may indirectly affect a European site?		x	
3.3	Is a full HRA needed?		x	

Details of the strategy will be sent to the County Ecologist on completion of the process to determine if a Habitat Regulation Assessment is needed. For further information, please phone (029) 2087 3215 or email: biodiversity@cardiff.gov.uk

Part 4: Welsh Language (Wales) Measure 2011

		Yes	No	Unsure
4.1	Have you considered how the policy could be formulated so that the policy decision would have positive effects, or increased positive effects on opportunities for persons to use the Welsh language?	x		
4.2	Does the policy ensure that the Welsh language is treated no less favourably than the English language?	x		

If you have any doubt about your answers to the above questions, then please consult the Bilingual Cardiff team for advice on (029) 2087 2527 or email: Bilingualcardiff@cardiff.gov.uk

Appendix 1 – Statutory Requirements

It is possible that the Statutory Screening Tool will identify the need to undertake specific statutory assessments:

- **Equality Impact Assessment:** *This assessment is required by the Equality Act 2010 and Welsh Government’s Equality Regulations 2011.*
- **Wellbeing of Future Generations (Wales) Act:** *The Act requires sustainable development to be a central organising principle for the organisation. This means that there is a duty to consider sustainable development in strategic decision making processes.*
- **Welsh Government Statutory Guidance - Shared Purpose Shared Delivery:** *The Welsh Government requires local authorities to produce a single integrated plan to meet statutory requirements under a range of legislation. The City of Cardiff Council must therefore demonstrate its contribution towards Cardiff’s own integrated plan: “What Matters”.*
- **United Nations Convention on the Rights of the Child:** *The Children Act 2004 guidance for Wales requires local authorities and their partners to have regard to the United Nations Convention on the Rights of a Child.*
- **United Nations Principles for Older Persons:** *The principles require a consideration of independence, participation, care, self-fulfillment and dignity.*
- **Welsh Language (Wales) Measure 2011:** *The Measure sets out official status for the Welsh language, a Welsh language Commissioner, and the freedom to speak Welsh.*
- **Health Impact Assessment:** *(HIA) considers policies, programmes or projects for their potential effects on the health of a population.*
- **Habitats Regulations Assessment:** *The Conservation (Natural Habitats, &c.) (Amendment) Regulations 2007 provides a requirement to undertake Habitats Regulations Assessment (HRA) of land use plans.*
- **Strategic Environmental Assessment:** *A Strategic Environmental Assessment (SEA) is an European Directive for plans, programmes and policies with land use implications and significant environmental effects.*

**CARDIFF COUNCIL
CYNGOR CAERDYDD****CABINET MEETING: 15 FEBRUARY 2018**

**CORPORATE LAND & PROPERTY MANAGEMENT PLAN
2018/19****INVESTMENT & DEVELOPMENT (COUNCILLOR RUSSELL
GOODWAY)****AGENDA ITEM: 8**

REPORT OF DIRECTOR OF ECONOMIC DEVELOPMENT**Reason for this Report**

1. To enable Cabinet to consider and approve the 2018/19 Corporate Land and Property Management Plan (CLPMP).

Background

2. The Council has previously adopted a five year Corporate Property Strategy (2015-2020), which sets out a framework within which all Council property related issues can be addressed in a structured manner. The Strategy established clear five year targets designed to deliver the objectives relating to modernisation, rationalisation and collaboration.
3. The CLPMP is an annual document which serves as the implementation plan for the Strategy. The annual targets within the CLPMP contribute towards the five year targets in the Property Strategy and sets out objectives for the operational estate. Its sets out key data, reinforces overarching principles for the strategy of the estate, outlines what is planned for the year ahead, and provides explicit targets relating to the reduction in the size and cost of the estate.
4. The Council's estate is vast and the cost of operating the estate represents the second largest call on the Council's budget after staff costs. The ongoing changes to the way in which the Council delivers its services is inextricably linked to its operational property estate and therefore offers an on-going opportunity for review.

Issues

5. Land and Property management is a key strategic activity which aligns service strategies with the property estate. It ensures optimisation of property assets in a way which best supports the organisation's business

goals and objectives. The requirement for effective land and property management is based on treating property as a corporate resource which forms the basis of the new Corporate Landlord function. The importance of the corporate approach is due to the significant costs and value of the Council estate and its importance in assisting with the delivery of effective Council services.

6. An update on the implementation of a new Corporate Landlord model will be presented to Cabinet in March 2018. This will align with the CLPMP but will cover the wider matters relating to the management of the estate including maintenance and statutory compliance. The targets set out in the CLPMP relate to strategic management of the estate including reducing the maintenance backlog, reducing running costs and generating capital receipts.
7. Cabinet has also indicated that it intends to embark on an enhanced land and property disposal programme intended to generate circa £40 million over the next five years. The first £25 million will fund the Council's contribution to the Band B Schools Organisational Change Programme, with the balance funding the agreed capital programme. The CLPMP will include a new review designed to deliver the required receipts over the period and a report will be tabled for consideration by Cabinet in autumn 2018.
8. The implementation of the CLPMP will be overseen by the Asset Management Board (AMB), chaired by the Chief Executive in consultation with the Cabinet Member Investment & Development. This will enable a strategic and corporate oversight across the administration's objectives.
9. In addition to the internal Council review of the estate, opportunities to work closer with other public sector partners will be considered following quarterly meetings of relevant Chief Executives with support from property managers. Any ideas generated by this activity will be implemented in consultation with the Cabinet Member Investment & Development.

Local Member consultation

10. Member engagement will take place through the implementation of the plan.

Reason for Recommendation

11. To enable Cabinet to consider the 2018/19 Corporate Land & Property Management Plan.

Financial Implications

12. This report highlights a range of property initiatives. These initiatives potentially have a range of differing financial implications which will need to be considered in conjunction in Financial Services, as the strategy is

implemented. These could include, timing and value of disposal, options appraisal for sites, new acquisitions, liabilities on transfer of properties, valuation for accounting purposes and ongoing holding costs of property. The financial implications of such initiatives will be reported as part of the Governance arrangements identified in the report.

13. Property assets used by the Council influence a significant part of service delivery and also form a large part of the revenue and capital budget of the authority. Council budget reports have highlighted the requirement for the Council to undertake additional borrowing in order to support the Council's Capital Programme.
14. The budget proposals report for 2018/19 indicates that within the financial climate of reducing revenue resources it is clear that all necessary actions must be taken to reduce both initial capital expenditure by accelerating a reduction in the Council's asset base within a limited timeframe and also the subsequent need to borrow.
15. Properties identified for disposal should be done so promptly in order to minimise revenue costs associated with holding onto surplus property. The proposed capital programme for 2018/19 – 2022/23 assumes £40 million of non-earmarked capital receipts to support capital expenditure commitments. The report highlights the need for a detailed disposal strategy to support these commitments and this is to be the subject of a separate Cabinet report.

Legal Implications

16. The Council has an obligation to ensure value for money in its management, acquisition and disposal of land and property as public assets.

RECOMMENDATION

Cabinet is recommended to approve the 2018/19 Corporate Land & Property Management Plan attached at Appendix 1.

NEIL HANRATTY
Director of Economic Development
9 February 2018

The following appendix is attached:

Appendix 1: Corporate Land & Property Management Plan 2018/19

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CORPORATE LAND AND PROPERTY MANAGEMENT PLAN 2018/19

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1 EXECUTIVE SUMMARY

- The Property Strategy from 2015 sets out specific targets designed to deliver the agreed aims and objectives and these targets feed directly into the Council's Corporate Plan 2017-2019.
- The targets focus on reduction in Gross Internal Floor Area, Running Cost, Maintenance backlog and delivering Capital Receipts.

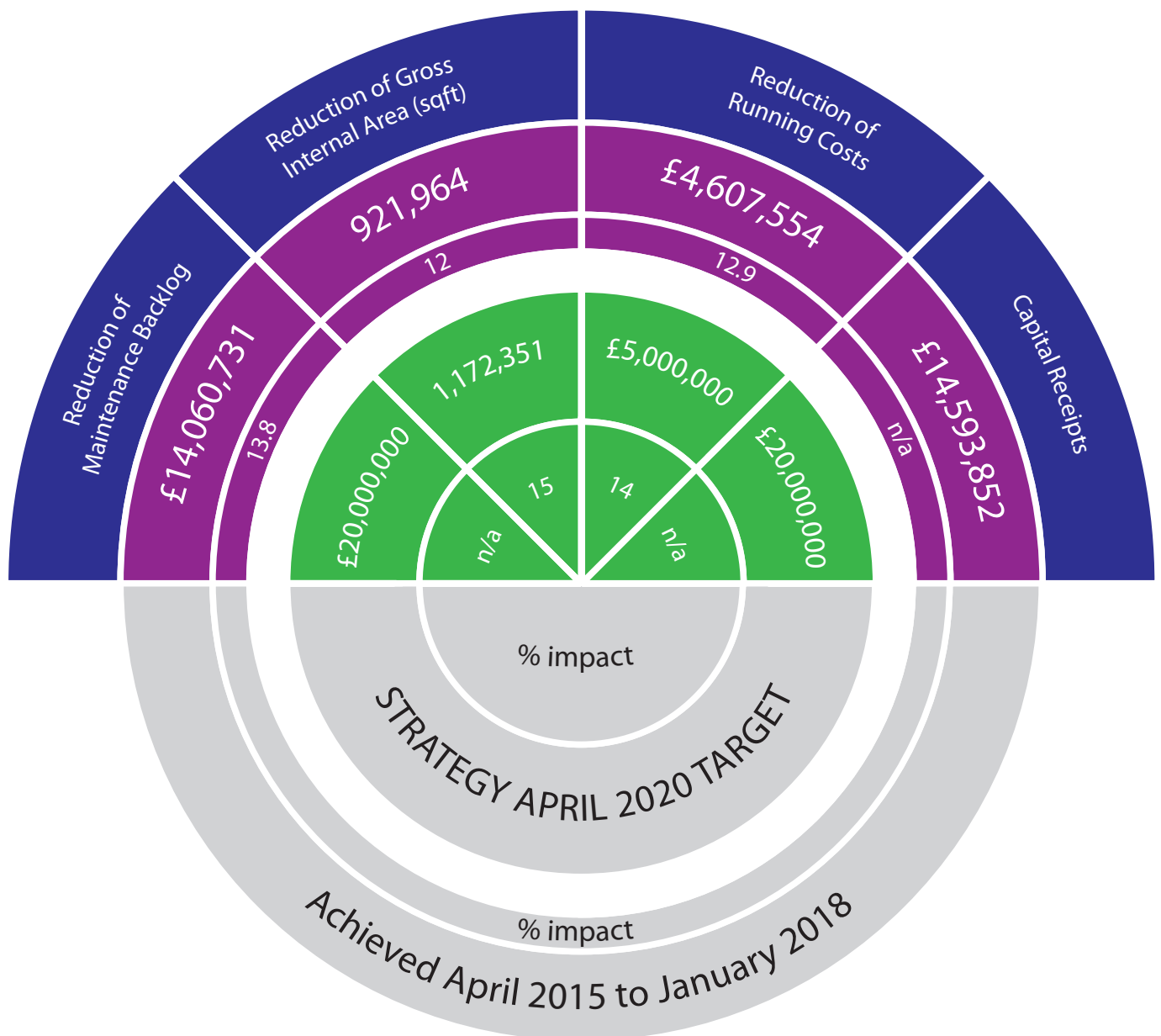


Fig 1. Shows the Property Strategy Targets and total achievements to date as of January 2018

The 2018/19 Corporate Land and Property Management Plan (CLPMP) identifies targets for the upcoming financial year

	Reduction of Gross Internal Area (sqft)	Reduction of Maintenance Backlog	Reduction of Running Costs	Capital Receipts
2018/19 Target	312,627	£5,616,000	£1,116,000	£15,190,000
% impact	4	5.4	3.1	n/a

Fig 2. shows the 2018/19 Corporate Land and Property Management Plan targets

Key themes of the Property Strategy are:

- **Modernisation** - To develop a more modern portfolio of assets which supports and assists delivery of front line services, costs less to run and is not in need of costly repair
- **Collaboration** - Cardiff Council will work closely with Public Sector and Community partners to identify opportunities for property and service collaboration
- **Rationalisation** - The disposal or relinquishment of assets is the principal means of achieving the CLPMP targets relating to GIA, Maintenance backlog and Running Cost reduction, as well as delivering Capital Receipts

Ongoing work streams contributing to the Strategy include;

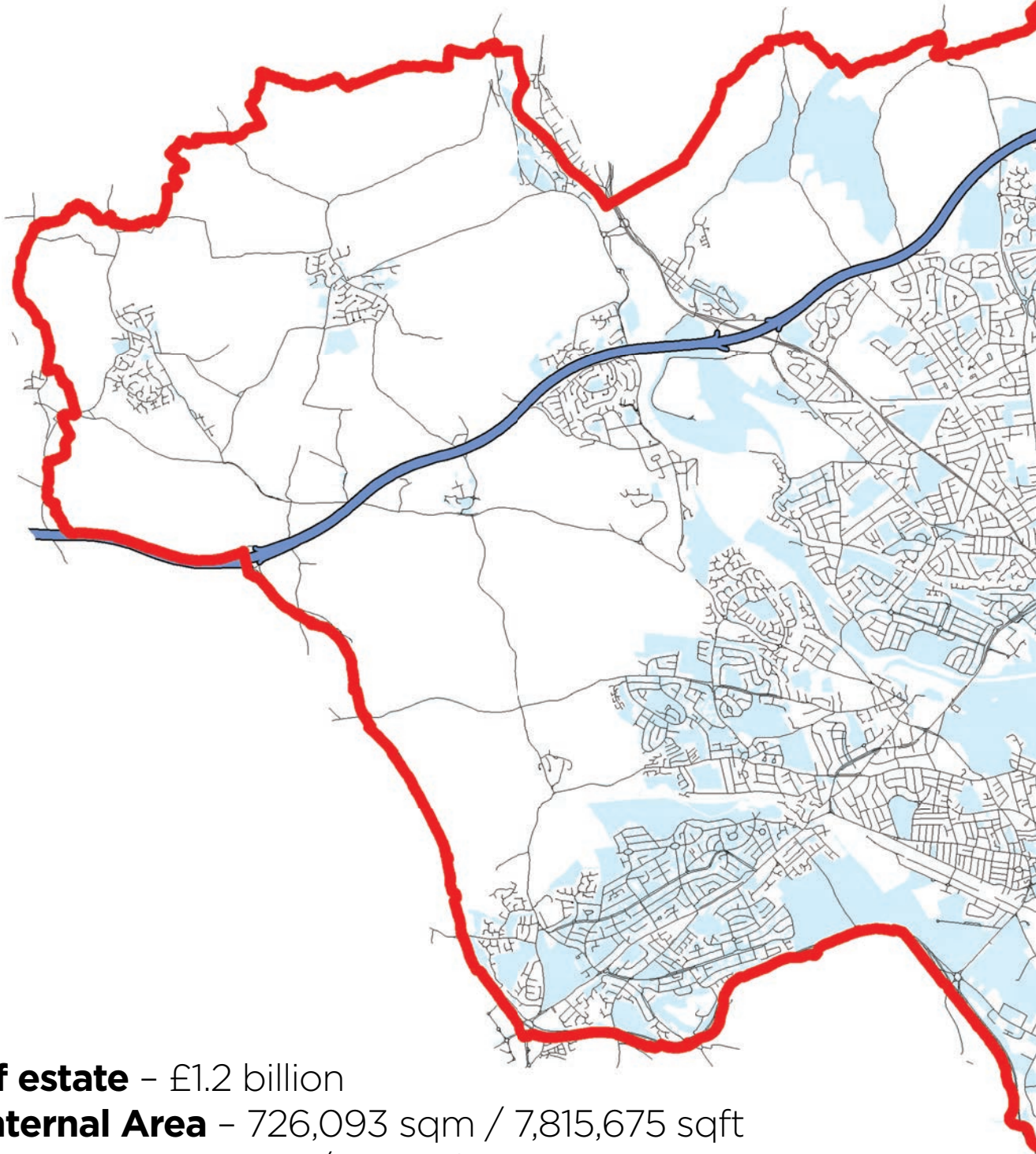
- Schools Organisational Programme** - Implementation of Band A and Band B programmes
- Office Rationalisation** - Disposal and Relinquishment of surplus office buildings
- Non-operational Estate** - Relinquishment of non-operational Assets in collaboration with local and other third party groups

New work streams introduced in 2018/19;

- Implementation of Corporate Landlord** - Improved knowledge of estate via condition surveys, utilisation analysis and service area plans. This will facilitate a Professional, Commercial and Proactive approach to estate management
- Medium Term Disposal Programme 2018/19 to 2022/23** - deliver additional capital receipts following comprehensive review of all land and property assets

Key outputs = Efficiencies, Savings and Capital Receipts

CARDIFF COUNCIL LAND AND PROPERTY ESTATE



Value of estate – £1.2 billion

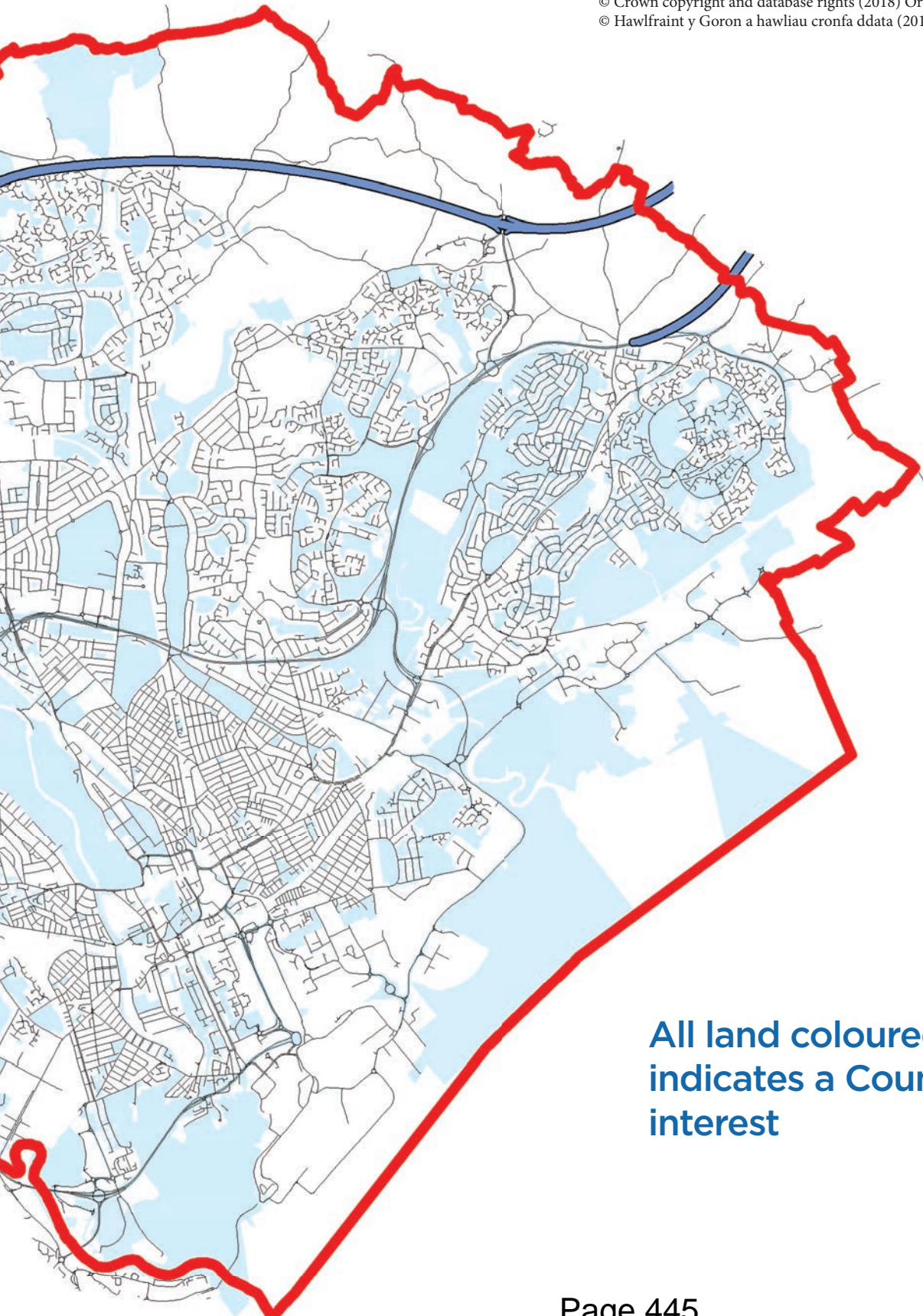
Gross Internal Area – 726,093 sqm / 7,815,675 sqft

Land Area – 10,042 acres / 4,064 hectares

Running cost - circa £63m pa (including staff)

Maintenance backlog as per 2012 - £102m

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**All land coloured blue
indicates a Council
interest**

2 INTRODUCTION

What?

This Corporate Land and Property Management Plan (CLPMP) is an annual report that sets out the properties in scope for the forthcoming year.

Why?

The CLPMP primarily applies to the operational estate which comprises land and property used to deliver or support Council services.

Who?

The CLPMP is delivered by the Strategic Estates Department (SED) who sit within the Economic Development Directorate.

How?

SED lead on the implementation of the plan under the guidance of the Asset Management Board and the Cabinet Member for Economic Development.

	CORPORATE LAND AND PROPERTY MANAGEMENT PLAN TARGETS					
	2015/16		2016/17		2017/18	
	TARGET	ACHIEVED	TARGET	ACHIEVED	TARGET	PROJECTED
Capital Receipts	£6,200,000	£6,894,352	£7,300,000	£6,019,500	£7,300,000	£9,235,000
GIA	3.5% ^{REDUCTION} ▼ 273,549 sqft	3.5% ^{REDUCTION} ▼ 274,038 sqft	4.2% ^{REDUCTION} ▼ 325,651 sqft	7.8% ^{REDUCTION} ▼ 608,582 sqft	1% ^{REDUCTION} ▼ 78,157 sqft	1.1% ^{REDUCTION} ▼ 87,044 sqft
Running Costs	4.5% ^{REDUCTION} ▼ £1,620,000	2.7% ^{REDUCTION} ▼ £987,867	4.4% ^{REDUCTION} ▼ £1,600,000	9.1% ^{REDUCTION} ▼ £3,289,371	2.8% ^{REDUCTION} ▼ £1,008,000	1.3% ^{REDUCTION} ▼ £479,107
Maintenance Backlog	4.2% ^{REDUCTION} ▼ £4,300,000	4.3% ^{REDUCTION} ▼ £4,440,123	4.3% ^{REDUCTION} ▼ £4,500,000	9.1% ^{REDUCTION} ▼ £8,831,151	1.3% ^{REDUCTION} ▼ £1,300,000	1.7% ^{REDUCTION} ▼ £1,300,000

The four key CLPMP targets are;

- Revenue reduction: to reduce the annual running cost of the estate
- Maintenance reduction: decrease the maintenance backlog of the estate
- Floor Space reduction: reduce the size (Gross Internal Area) of the estate; and
- Capital Receipts: deliver capital receipts via disposal

These targets are established best practice in accordance with CIPFA (Chartered Institute of Public Finance and Accountancy), RICS (Royal Institution of Chartered Surveyors), The Welsh Audit Office and Welsh Government.

The Council property estate is reviewed throughout the year and assessed in line with changing Service Area requirements to help support informed decision making over the short, medium and long-term. The annual CLPMP schedule of agreed property transaction will be subject to regular change due to a range of factors throughout the year.

The Council's established asset management process is designed to continually review and challenge the estate in order to provide a better, more efficient operational base that aligns with the Council's vision and changing service needs, and deliver the aims and objectives of the Property Strategy 2015.

The CLPMP targets and achievements following establishment of the Property Strategy are shown below.

Proposed 2018/19 TARGET	Total achieved by January 2018	PROPERTY STRATEGY TARGETS	
		2018	2020
£15,190,000	£14,593,852	£10,000,000 (Target achieved)	£20,000,000
		n/a	n/a
4% <small>REDUCTION</small> ▼ 312,627 sqft	12% <small>REDUCTION</small> ▼ 921,964 sqft	10% (Target achieved)	15%
		781,568 sqft (Target achieved)	1,172,351 sqft
3.1% <small>REDUCTION</small> ▼ £1,116,000	12.9% <small>REDUCTION</small> ▼ £4,607,554	5.6% (Target achieved)	13.9%
		£2,000,000 (Target achieved)	£5,000,000
5.4% <small>REDUCTION</small> ▼ £5,616,000	13.8% <small>REDUCTION</small> ▼ £14,060,731	n/a	19.2%
		n/a	£20,000,000

3 2017/18 UPDATE

Green = Completed

Black = Due to complete this financial year

Red = Risk of deferral to 2018/19

The table below shows progress on the property programme for 2017/18

DISPOSALS			
Property	Ward	Type	Action / Status
Former Caerau / Trelai Library and Community Centre	Caerau	NON-OPERATIONAL	SOLD
The Rise Penhill	Llandaff	OFFICES & OPERATIONS	SOLD
Howard Gardens Pavilion and Green	Adamsdown	OFFICES & OPERATIONS	SELL
Wedal Road, parks DSO Office/Depot	Cathays	OFFICES & OPERATIONS	SELL
Wedal Road HWRC	Cathays	OFFICES & OPERATIONS	SELL
200 Fairwater Road	Fairwater	OFFICES & OPERATIONS	SELL
Hawthorn Primary School	Llandaff North	SCHOOLS	PAYMENT
Site 3, Land at Willowbrook Drive	St Mellons	Land	SELL
Site 4, Land at Willowbrook Drive	St Mellons	Land	SELL
Bayscape phase 2 plot 1	Grangetown	Land	SELL
Bayscape phase 2 Plot 2	Grangetown	Land	SELL
Marine Village land plot 1	Grangetown	Land	SELL

The table below shows the anticipated end of financial year position for 2017/18 assuming completion of all transactions

	Reduction of Gross Internal Area (sqft)	Reduction of Maintenance Backlog	Reduction of Running Costs	Capital Receipts
2017/18 Projection / target	87,044	£1,736,739	£479,107	£9,235,000
2017/18 Projection / target %	1.1	1.7	1.3	n/a

LEASE RELINQUISHMENTS

Property	Ward	Type	Action / Status
Mental Health Team, 32 Cowbridge Road East	Riverside	OFFICES & OPERATIONS	RELINQUISHED
Argyle Way Store	Caerau	OFFICES & OPERATIONS	RELINQUISHED
Llanishen Library	Llanishen	NON-OPERATIONAL	RELINQUISHED

NON-OPERATIONAL ESTATE

Property	Ward	Type	Action / Status
Dalton St Day Centre	Cathays	NON-OPERATIONAL	LEASE
Victoria Park Bowls Pavilion	Canton	NON-OPERATIONAL	LEASE
Waterhall Park Changing Rooms	Fairwater	NON-OPERATIONAL	LEASE
John Reynolds Centre	Llanrumney	NON-OPERATIONAL	LEASE
Grange Gardens Bowls Green & Pavilion	Grangetown	NON-OPERATIONAL	LEASE
Moorland Road Day Centre	Splott	NON-OPERATIONAL	LEASE
Llandaff PC's at Old Bishops Palace	Llandaff	NON-OPERATIONAL	LEASE

OTHER

Property	Ward	Type	Action / Status
Llanrumney Youth Centre	Llanrumney	NON-OPERATIONAL	DEMOLISHED
Maindy Bowls Pavilion	Cathays	NON-OPERATIONAL	DEMOLISH

The annual Corporate Land and Property Management Programme is a dynamic process and subject to change throughout the year. A variety of factors will influence the timescales and progress of property projects such as market forces, changing operational requirements and external factors / decisions, sometimes outside of the Council's control. Transactional delays and revised project timescales may result in affected properties being moved from the 2017/18 programme to 2018/19. The proposed property targets will still be met, however, they will be realised at a later date than first anticipated.

4 2018/19 PROGRAMME

The table below shows programme proposed for 2018/19

DISPOSALS			
Property	Ward	Type	Status
28 The Parade	Plasnewydd	OFFICES & OPERATIONS	SELL
Former Waungron HWRC (part)	Llandaff	OFFICES & OPERATIONS	SELL
Llanedeyrn Family Centre	Pentwyn	OFFICES & OPERATIONS	SELL
St Mellons Youth Centre/Community Centre	Trowbridge	NON-OPERATIONAL	SELL
St Mellons Enterprise Centre	Trowbridge	NON-OPERATIONAL	SELL
Llanrumney High School Site	Llanrumney	SCHOOLS	SELL
Eastern High (old Rumney High School)	Rumney	SCHOOLS	SELL
The Howardian Centre	Penylan	SCHOOLS	SELL
Marine Village land plot 2	Grangetown	LAND	SELL

All capital receipts anticipated in the 2018/19 programme have been ring-fenced to existing projects

LEASE RELINQUISHMENTS			
Property	Ward	Type	Action / Status
Friary Centre, City Centre	Cathays	OFFICES & OPERATIONS	RELINQUISH
Grangetown Buzz Caffi	Grangetown	NON-OPERATIONAL	RELINQUISH

The table below shows the CLPMP targets for 2018/19

	Reduction of Gross Internal Area (sqft)	Reduction of Maintenance Backlog	Reduction of Running Costs	Capital Receipts
2018/19 Target	312,627	£5,616,000	£1,116,000	£15,190,000
% impact	4	5.4	3.1	n/a

NON-OPERATIONAL ESTATE

Property	Ward	Type	Action / Status
Roath Library	Adamsdown	NON-OPERATIONAL	LEASE
Trelai Bowls Pavilion	Caerau	NON-OPERATIONAL	LEASE
Blackweir Changing Rooms (part)	Cathays	NON-OPERATIONAL	LEASE
Jubilee Park Changing Rooms	Canton	NON-OPERATIONAL	LEASE
Prince of Wales Boxing Club at Grantgetown Nursery School	Grangetown	NON-OPERATIONAL	LEASE
Lydstep Changing Rooms	Llandaff North	NON-OPERATIONAL	LEASE
Rumney Hill Gardens Bowls Pavilion	Rumney	NON-OPERATIONAL	LEASE
Splott Play Centre	Splott	NON-OPERATIONAL	LICENCE
Splott Bowls Pavilion	Splott	NON-OPERATIONAL	LICENCE
Thornhill Changing Rooms	Thornhill	NON-OPERATIONAL	LEASE
Llandaff Fields Bowls Pavilion	Riverside	NON-OPERATIONAL	LEASE

OTHER

Property	Ward	Type	Action / Status
Adamsdown Play Centre	Adamsdown	NON-OPERATIONAL	REDEVELOP

5 NON-OPERATIONAL - UPDATE

Completed transactions through financial years 2015/16, 2016/17 & 2017/18

Property	Ward	Leasee	Type	Term	Condition Backlog	Total Running Cost
2015/2016						
Pentrebane NL/ Community Centre	Fairwater	Pentrebane Zone	Community Use	25 Years FRI	£103,915	£8,292
Plasnewydd Community Centre	Plasnewydd	YMCA	Community Use	99 Years FRI	£95,000	£19,782
2016/2017						
Cardiff International Athletics Stadium	Canton	CAVC	Sporting Activity	30 Years FRI	£27,000	£331,290
Insole Court	Llandaff	Insole Court 50+ Group	Heritage	125 years	£3,000,000	£45,453
Dusty Forge Youth Centre	Ely	ACE (Action In Caerau & Ely)	Community Use	99 Years FRI	£127,000	£21,891
Llwynfedw Gardens Pavilion	Heath	Friends of Llwynfedw	Community Use	20 Years FRI	£49,975	£8,000
Maes-y-coed Community Hall	Heath	Jubilee Trust	Community Use	25 Years FRI	£2,000	£20,390
Highfields and Oaks Garden Nursery	Heath	Vision 21	Horticultural	50 years FRI	£5,000	£500
Llanedeyrn Play Centre	Pentwyn	1st Pentwyn Scouts	Scout Guide	99 Years FRI	£9,200	£4,130
Highfields ABC, Plymouthwood Road	Ely	Highfields ABC	Sporting Activity	25 Years FRI	-	-
Pontcanna Caravan Park	Riverside	Friends of Pedal Power Project	Sports facility	25 Years	-	-
Whitchurch Community Centre	Whitchurch	Whitchurch Community Association	Community Use	25 Years FRI	-	-
2017/2018						
Dalton Street Day Centre	Cathays	Trustees of Highfields Church	Community Use	20 Years FRI	£100,025	£3,618
John Reynolds Centre	Llanrumney	Llanrumney Phoenix ABC	Sporting/Community Activity	99 Years FRI	£86,500	£25,000
Victoria Park Bowls Pavilion	Canton	Cardif Beach Volleyball	Sporting Activity	25 Years FRI	£45,000	£10,000
Waterhall Changing Rooms and Pitch	Fairwater	Fairwater RFC	Sporting Activity	10 years FRI	£49,300	£6,000
TOTAL					£3,699,915	£504,347



The John Reynolds Centre, Llanrumney

- **What's next?** Continue to review how to best manage the non-operational estate in line with the Property Strategy 2015 and Council service area objectives.
 - Undertake a detailed review of the non-operational estate portfolio.
 - Better understand community provision within all wards.
 - Obtain up to date knowledge of condition maintenance backlog relating to non-operational buildings subject to rationalisation proposals.
 - Implement proactive and professional approach to the management of the non-operational estate and better understand how the properties are being utilised.
 - Better understand the link between the non-operational estate and Council service provision.



Cardiff International Athletics Stadium, Grangetown



Maes-y-Coed Community Centre, Heath



Dalton Street Day Centre, Cathays



Plasnewydd Community Centre



Insole Court, Llandaff

Some recent examples of non-operational estate rationalisation

6 OFFICE RATIONALISATION - UPDATE

Office Rationalisation

- Office rationalisation relinquishments and disposals through financial years 2015/16, 2016/17 & 2017/18

Property	Ward	Reduction of Gross Internal Area (sqft)	Reduction of Maintenance Backlog	Reduction of Running Costs	Capital Receipts	Teams Relocated to
2015/2016						
Highways Depot - Brindley Rd	Grangetown	20,000	£50,000	£100,000	£165,250	County Hall / CTS
71 Bridge St	Cathays	5,608	£38,500	£23,440	£720,500	County Hall
Alexander House	Gabalfa	3,714	£29,000	£75,593	n/a	County Hall
Charles Street	Cathays	8,073	£60,000	£165,000	n/a	County Hall
St David's House	Cathays	1,841	£1,000	£6,031	n/a	Radyr Court
Howardian Centre	Penylan	n/a	n/a	£201,582	n/a	County Hall
Bessemer Close - associated buildings	Grangetown	79,664	£239,400	£209,638	£2,010,000	
2016/2017						
Global Link	Grangetown	36,221	15,500	£737,392	n/a	County Hall
Llanedeyrn Family Centre	Pentwyn	9,011	£91,800	£32,638	n/a	County Hall
32 Cowbridge Rd	Riverside	5,102	£40,000	£53,246	n/a	County Hall
Suffolk House	Canton	8,762	£215,600	£54,571	£800,000	Hafan Gobaith
Ely Family Centre	Ely	12,304	£90,300	£46,626	n/a	Hafan Gobaith
Cardiff Motorpoint Events Office	Cathays	861	n/a	£30,000	n/a	County Hall
2017/2018						
The Rise , Penhill	Llandaff	12,034	£471,932	£66,630	£1,600,000	Gabalfa House
Mynachdy Centre	Llandaff North	n/a	n/a	£125,000	n/a	County Hall
TOTAL		203,195	£1,251,324	£1,642,441	£5,295,750	



DISPOSED - The Rise, Llandaff



County Hall, Cardiff Bay



City Hall, Civic Centre



Willcox House, Dunleavy Drive

The Council's 3 core office buildings - County Hall, City Hall and Willcox House

7 SCHOOLS ORGANISATIONAL PLANNING - UPDATE

The 21st Century schools programme was established by Welsh Government as a four-phase investment project initially over a twelve year period, focussing on school priorities.

- **Band A update**

- New High School in the East - completed December 2017.
- New High School in the West - building work commenced. Completion planned for Feb 2019.
- New Primary School builds at Hamadryad, Howardian, Glan Morfa (Maltings), Gabalfa and Glan Ceubal are all on site.
- Adamsdown Primary – Identified investment works complete.
- Ninian Primary – Work has commenced on site to complete the agreed investment.

- **Band B update**

The Band B 21st Century School Strategy commits to deliver: “Inspiring, sustainable, community-focused schools in which children and young people can achieve their potential”

The value of the programme submitted by Cardiff Council was £284 million, of which half is proposed to be funded by Welsh Government, and half by the Council.

Secondary Schools

- Cantonian High School - It is proposed that Cantonian High School is rebuilt and expanded to provide a new 11-18 high school, with eight forms of entry (8FE).
- Fitzalan High School - It is proposed that Fitzalan High School is rebuilt as a new 11-18 high school, with ten forms of entry (10FE).
- Willows High School - It is proposed that Willows High School is rebuilt and expanded to provide a new 11-16 high school, with eight forms of entry (8FE).
- Cathays High School - It is proposed that Cathays High School is rebuilt and expanded to provide a new 11-18 high school, with eight forms of entry (8FE).
- Cardiff High School - It is proposed that Cardiff High School is expanded and remodelled to provide an 11-18 high school, with ten forms of entry (10FE).

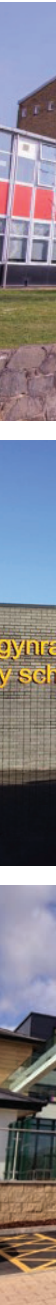
Primary Schools

- St Mary the Virgin Primary School - It is proposed that St Mary the Virgin Primary School is replaced with a new school and its capacity increased by 30 places per year to a two form of entry school (2FE).
- Fairwater Primary School - It is proposed that Fairwater Primary School is enlarged and its capacity increased by 30 places per year to establish a two form of entry school (2FE).
- Ysgol Pen y Pil - It is proposed that Ysgol Pen y Pil is enlarged and its capacity increased by 30 places per year to a two form of entry school (2FE).
- Ysgol Gymraeg Nant Caerau - It is proposed that Ysgol Gymraeg Nant Caerau is enlarged and its capacity increased by 30 places per year to a two form of entry school (2FE).

Special Schools

Four special schools have been ‘D’ rated for suitability and are in need of replacement:

- Riverbank School - for children aged 4-11 with severe and complex learning disabilities.
- Woodlands School - for pupils aged 11-19 with severe and complex learning disabilities.
- The Court School - for children aged 4-11 with emotional health and wellbeing needs also commonly referred to as ‘behaviour emotional and social needs.
- Greenhill School - for pupils aged 11-16 with emotional health and wellbeing needs.





Cardiff High



Adamsdown Primary School



Eastern Community Campus



Pontprennau Primary School



Cantonian High School



Fitzalan High School

8 CORPORATE LANDLORD - UPDATE

Corporate Landlord Programme

In early 2017 Cardiff Council established the Corporate Landlord Programme. Its goal is “to create one cohesive operating model in the organisation leading on all non-domestic property matters”.

The key area will involve ensuring the strategic direction of the estate aligns with the management of all information relating to non-domestic assets, ensuring statutory compliance and effective management of other property managing functions. Suitable business processes, governance and resource will be implemented to achieve this.

The programme will ensure that:

- Operational buildings are safe and legally compliant in relation to health and safety
- Strategic direction of the estate is aligned with property management, maintenance and design services
- The programme is supported by suitable IT and data systems
- Service areas are aware of landlord and tenant responsibilities through effective communication and corporate understanding
- Assess and mitigate compliance risk within the operational estate
- There is a clear focus on building relationships to support stakeholders and customers

Strategic Estates Department (SED) are integral to the delivery of Corporate Landlord and will progress projects that will capture new information, facilitating a more detailed analysis of property performance to inform strategic decision making.

Specific property projects managed within SED include:

- **Property Condition Surveys**

A full programme of property condition surveys across the operational estate. This will inform strategic decision making on retention, investment, suitability and provide an up to date account of the Council's current maintenance backlog. Completion anticipated end 2018.

- **Property Utilisation and Suitability Audit**

Each operational property will be analysed to record how space is used, by which teams, for what purpose etc. Opportunities to review existing use, realise efficiencies or potentially lease space for income will be identified.

- **Service Property Plans**

Service Areas and SED will work together to identify the short, medium and long term service property requirements. This will be combined with condition surveys and the utilisation audit to support strategic decision making.

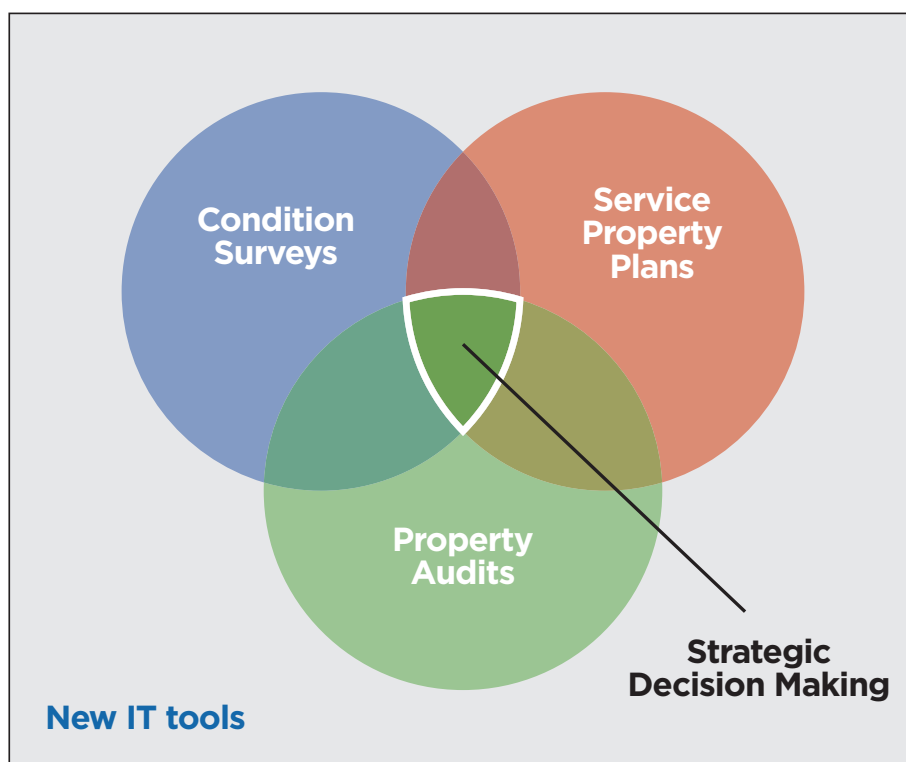
- **Property Management Principles**

Clear management principles will be established defining the responsibilities of building users and the central Corporate Landlord.

- **Real Estate IT**

New IT tools will be implemented to better link the Council's property data and improve capacity to analyse and report on performance. This will realise efficiencies and identify new property opportunities.

The diagram below shows how the new information gathered through Corporate Landlord will be used to make strategic decisions relating to the Council's property estate.



To effectively plan over the short, medium and long term in regards to the Council's operational estate, new information is required.

Condition surveys will provide an up-to-date assessment of the maintenance backlog and priority works within our buildings. This will help us understand how to prioritise investment and profile maintenance spend over time.

Property utilisation audits will assess how our properties are used. This information will allow us to analyse whether there are opportunities to use space more efficiently operationally, or identify alternative purposes/uses.

Service property plans will provide the service area property requirements over the short, medium and long term. This will help us understand how service need aligns with the existing asset base and what solutions are needed in the future to better deliver services.

New IT systems will hold all of the above information in one place. This information supported by new, detailed reporting and analytical tools will provide the basis to support strategic decision making across the Council's property estate which will inform future Corporate Land and Property Management Plans.

9 CARDIFF CENTRAL MARKET - UPDATE

Cardiff Market (also known as Central Market) offers a unique shopping experience in the heart of Cardiff. Cardiff Market has been trading in one form or the other since the 1700s and under one roof we will find a range of products from pots and pans to nuts and bolts, clothes and unique food stalls.

Market Summary

- 242 Stalls
- 66 leaseholders
- All leases are coterminus and have a new lease from 01 May 2017 for a 5 year period.

Plans moving forward

- £300k secured for roof repairs
- First Heritage Lottery bid to be submitted in June 2018 to enable the market to operate in line with European Markets
- Continue to build strong relationships with Tenants and Cardiff Central Market Tenants Association
- Scrutinise new stall application to ensure diversity of products and services
- Explore option to install footfall counters to assist with current visitor figures vs post redevelopment visitor figures

Achievements to Date

- Social media campaign undertaken to help increase awareness and visitor figures. Twitter and Facebook pages launched - each has in excess of 2,000 followers
- Following an independent surveyors report, rents and service charge has been successfully reviewed and implemented
- Reduced service charge over a four year period from £427k p.a. to £227k in 2017/18 resulting in positive feedback from tenants
- Agreement reached with Tenants for roller shutter doors to become tenants liability resulting in cost saving to Cardiff Council
- Quarterly Cardiff Central Market Tenants Association meetings agreed to help build relationships with Tenants and ensure good communications maintained





10 MEDIUM TERM DISPOSAL PROGRAMME – 2018/19 TO 2022/23

Medium Term Disposal Programme – 2018/19 to 2022/23

The Strategic Estates Department (SED) is developing a medium term disposal programme to deliver £40m additional capital receipts over 5 years for the general fund and Band B, SOP.

Schools Operational Planning (SOP):

£25m capital receipts is necessary to support the Band B SOP programme. These receipts will be delivered through the disposal of surplus school sites that will become available through the development of new schools.

The review work to identify the properties that could be sold to generate the capital receipts will be concluded in Autumn 2018, at which point it is intended a report will be taken to Cabinet with a New Disposal Strategy and list of assets.

General Fund:

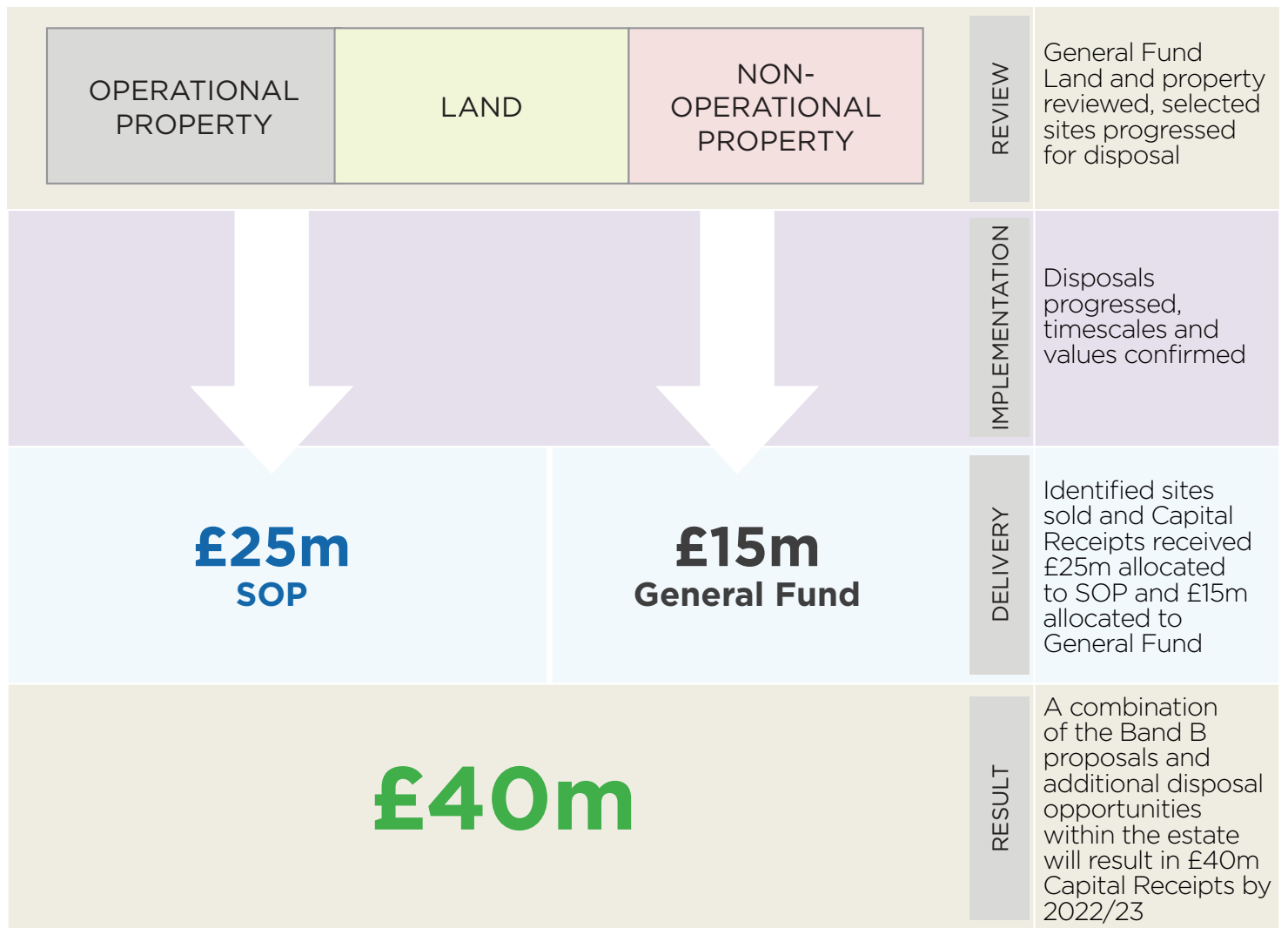
£15m is required in capital receipts for the general fund from 2018/19 – 2022/ 23 and a review is underway in order to identify the list of assets to be sold. The review is covering a range of Council assets as follows:

- Operational Buildings – in line with the way in which disposals have been identified for the Property Strategy an ongoing review of Council's assets occupied and used to deliver and support Council services is taking place. The work ongoing as part of Corporate Landlord is assisting to better inform this process, the knowledge that will be gained of the estate through the condition surveys and utilisation audit will identify further opportunities for rationalising the estate which in turn will result in properties to be sold.
- Non investment/ leased Estate – a new strategy is being developed to review the Council's vast and varied portfolio of leased assets. These are assets that do not sit within the investment estate but are leased or occupied by third parties. It is envisaged that the review and strategy will result in further disposal opportunities.
- Land – an appraisal is being undertaken of all land in Council ownership. The Council owns over 10,000 acres of land which is held by a number of services, some of this land isn't used and presents a potential liability and opportunity for disposal. A comprehensive, ward by ward review has been instigated in order to identify the parcels of land that do not need to be retained and could be sold. Streamlining the Council's ownership of land aligns with the principles of a more efficient estate.

Benefits of new disposal programme

The disposal of surplus land and buildings provides further benefits to the Council and the city as a whole. These being:

- Delivery of affordable housing
- Delivery of market housing
- Savings from releasing Council's liability of assets
- Regeneration opportunities
- Development impact on Economic Development Objectives



The diagram above illustrates the process that will deliver the medium term disposal programme







INDOOR ARENA

INVESTMENT & DEVELOPMENT (COUNCILLOR RUSSELL GOODWAY)

AGENDA ITEM:9

REPORT OF DIRECTOR OF ECONOMIC DEVELOPMENT

Appendices 1, 3 and 4 are not for publication as they contain exempt information of the description contained in paragraphs 14 and 21 of Schedule 12A of the Local Government Act 1972.

Reason for this Report

1. To present the results of a site options appraisal exercise to identify the preferred location for delivery of the indoor arena project following the administration's recent announcement in their strategic policy statement *Capital Ambition* that delivery of a new indoor arena is one of two key strategic regeneration priorities for the city's core employment zone.
2. To seek authority to prepare a detailed delivery strategy based on the preferred location to include full financial implications for the Council and to report back to a future meeting of Cabinet for authority to proceed.

Background

3. Delivery of a new Multi-purpose Arena has been a long standing priority for the city. Since the turn of the millennium, a number of reports have been presented to successive Cabinets outlining the strategic importance of securing a 'top-tier' facility.
4. In 2013, the '*Rebuilding Momentum*' Green Paper consultation identified the lack of a 'top-tier' arena as a key weakness in the city's business and cultural offer. Since then the Council has included actions in its Corporate Plan to progress delivery of the project.
5. In September 2013 Cabinet agreed to a market testing exercise to help develop a specification for a new facility and to gauge private sector interest. In January 2014 a further report was presented to Cabinet outlining the requirement for a flexible 15,000 capacity arena to enable Cardiff to compete at the top-tier alongside the O2 Arena in London, the Manchester Arena, the Birmingham Arena and the new SSE Hydro

Arena in Glasgow. Cabinet underlined its commitment to the project and delegated authority to conclude all aspects of the procurement of a new arena, subject to securing a funding commitment from Welsh Government to cover the anticipated funding gap. However, the funding commitment has not as yet been secured and this has led the project to stall for a number of years.

6. In recent months, the project has gained renewed impetus through the announcement by the current administration in their strategic policy statement *Capital Ambition* that a new indoor arena remains a major priority for the city. In December, this was followed up by the launch of the Green Paper consultation '*More and Better Jobs*', which sets out a strategic vision for the long term growth and development of Cardiff's economy. Central to this is the delivery of a new indoor arena which is regarded as the primary infrastructure anchor in stimulating the next phase development of Cardiff Bay into a premier UK leisure destination.
7. The Welsh Government has also recently acknowledged the need for a new arena in Cardiff. On 17th June 2017, the Cabinet Secretary for the Economy and Transport stated in the Senedd that it is crucially important for Cardiff to have a bigger arena to attract more major events to the city and to Wales.
8. The recent momentum around the project has stimulated Live Nation, the owner and operator of Cardiff's current (Motorpoint) arena, to approach the Council to explore the potential to work in partnership to improve the city's offer. The Motorpoint arena was opened in 1993 and has a maximum capacity of 7,500. The venue has operated as a commercial success over this period, however, the emergence of new venues across the UK has meant that Cardiff now misses out on many of the UK's premium events. This results in an outward flow of economic activity, as local people need to travel to Birmingham and London to consume premium events, rather than an inward flow of economic activity, where Cardiff attracts visitors from surrounding areas to spend money in the local economy.

Issues

9. Over recent months Live Nation has commissioned work to explore the potential to expand their existing city centre venue. This work has proven that it is possible to utilise the existing structure of the Motorpoint Arena to increase the capacity to circa 10,000. However, to increase the capacity of the venue to a level that will enable it to compete at the top-tier of UK venues - circa 13,500 plus - will require a comprehensive new-build and the acquisition of an adjacent site. This effectively means that any potential financial benefit of utilising the existing arena site would be neutralised. It would also mean Live Nation being without a venue in the city for approximately 2 years whilst a new arena is constructed. Nonetheless, it provides a deliverable fallback option in an established location that is already regarded as a leisure destination supported by substantial existing infrastructure.

10. Evidence from the delivery of recent arena projects across the UK confirms that new-build options will require a substantial financial contribution from the public sector. Over the years, the Council has explored the business case for an indoor arena, including detailed work by The Right Solution which has been presented in previous Cabinet reports. It is well understood that indoor arenas generally create an operating profit and do not require on-going operational subsidy. However, they are not sufficiently profitable to cover the substantial capital costs required for new-build projects. As such, all arenas built in the UK in recent years have received an element of public funding, either directly from local, regional or national governments or through EU funding. Even the O2 Arena in London, the most successful arena in the world, had an element of support through the original structure being funded through the millennium commission.
11. It is anticipated that a new arena project in Cardiff will require a public sector contribution. Since 2014, Council commitments to other key development projects, such as Central Square and the new Central Bus Station, has limited the potential for a contribution to be made directly by the Council. Positive discussions have taken place with Welsh Government but as yet there is no firm commitment that will enable the project to proceed.
12. Over the last year or so the Cardiff Capital Region City Deal has provided a potential opportunity to secure the required public sector contribution. However, following discussions with regional partners regarding regional priorities for City Deal, the Council has decided to limit Cardiff's bid for regional funding through City Deal to the 'Metro Central' project, given its inextricable link to the successful delivery of the South Wales Metro project.
13. Given the lack of an obvious public sector funding source, and in order to make progress, the current administration has reviewed the delivery model for the arena project and has subsequently entered into detailed negotiations with Welsh Government that should enable the Council to commit more of its own resources towards the project. A key part of this is the intention to work with the private sector to create additional value from ancillary development that will mitigate (over time) the amount of Council contribution required.

Strategic Value

14. The strategic case for a new arena in Cardiff has been well rehearsed and is widely accepted, particularly by the city's business community. The success of venues like the Principality Stadium, have helped Cardiff develop an international reputation as an event city, building the city's tourism performance, and stimulating development of the city's hospitality sector. A new arena has been identified by Cardiff's business community as the next important piece of city infrastructure to support local economic growth: by attracting more events that will continue to raise the city's national and international profile; which in turn will help to attract

new investment and talent to the city; and encourage existing investors and talent to remain anchored in the city.

15. The economic value of arenas is also well accepted. In 2015, Live Nation commissioned Cardiff Metropolitan University and Mandix to undertake an economic assessment of their existing facility (attached as Appendix 2). The research found that in over 21 years of operation, up to March 2015, the Motorpoint Arena had welcomed a total audience of nearly 9 million people, to 3,000 events. It stated that the economic impact on Cardiff and the surrounding area has been considerable:
- The economic value (GVA) from on-site activity is around £14.0m p.a.
 - About £10.0m is generated directly and sustains an estimated 160 jobs
 - A further £4.0m is generated along the supply chain and wage spending by employees – sustaining an estimated additional 50 jobs
 - In addition, around £30m is likely from off-site activity, resulting in a contribution to GVA of around £15m and employment effects of 300 jobs.
 - Consequently the total economic impact of Motorpoint Arena Cardiff is about £29.0m p.a. (GVA) and around 510 FTE (Full Time Equivalent) jobs, most of them in the Cardiff Capital Region.
 - The total depends crucially on the types of visitors and on the proportions from the rest of the UK and overseas. The evidence is that the average Cardiff Capital Region resident might spend £30 to £45 on local hospitality whereas an overseas visitor typically will spend over £300 a day.
 - Motorpoint Arena Cardiff estimate that 27% of their audience come from outside Cardiff. So, assuming that half stay overnight then 13.5% of the typical annual number of attendees (450,000) will spend £300 on off-site activities whilst 86.5% are local and spending £30.
 - Given the large volume of visitors Motorpoint Arena Cardiff has played a significant role in the development of Cardiff's hospitality infrastructure and continues to have a big impact on its hotels, restaurants and retail outlets as activity rises during the staging of well attended events.
16. The work by Cardiff Met and Mandix concluded that if the arena's capacity were to be raised in a customised, flexible facility the economic impact is likely to be much more than pro-rata.

Delivery

17. The traditional financial model for meeting this cost is based on the capitalisation of a lease from an operator, matched against a financial contribution from the public sector, broadly on a 50:50 ratio. In some cases, the scale of public sector contribution has been reduced through the capitalisation of additional income streams including naming rights income, sponsorship income, car parking income, and income from ancillary leases, e.g. retail/food & beverage. In recent years arena operators have also explored new innovative approaches including initiatives that generate a 'top slice' of income for public sector partners from ticket sales. The Council will need to explore all such opportunities to minimise its contribution, whilst being mindful not to compromise commercial viability for the operator.
18. It is the Council's intention to recycle funding currently invested through the Enterprise Zone capital allocation to create a fund to support delivery of the indoor arena project. Work to understand the full scale and profile of available funding will need to be undertaken before a final report can be presented back to Cabinet for authority to proceed with the project. The Council will also explore the potential to work with delivery partners to maximise the potential of ancillary development to minimise the Council's contribution and to recover as much as possible over time. The choice of site is therefore crucial to the delivery strategy in terms of maximising the potential for ancillary development.

City Strategy

19. The '*More and Better Jobs*' Green Paper consultation builds on the administration's *Capital Ambition* statement to provide a spatial economic strategy for the future development of the city. The strategy for the expansion of the city's core area is clearly defined: business-led mixed use development to expand the city centre south of the railway line, anchored by the redevelopment of Cardiff Central Station; and leisure-led mixed use development to propel Cardiff Bay into a leading UK visitor destination, anchored by a new Indoor Arena.
20. The strategy highlights the importance of promoting regeneration initiatives that help to deliver the city's wider infrastructure needs and aspirations. In particular, the development of Cardiff Bay as a leisure destination will increase demand for much improved connectivity between the city centre and Bay, boosting the business case for the proposed new light-rail Metro connection. The completion of the Eastern Bay Link is also critical to improving Cardiff's wider transport system by enabling more vehicle journeys to avoid the city centre. The Council has limited resources to invest in major infrastructure projects and therefore it is essential that any investment made by the Council in key regeneration projects (such as the arena) supports the case for other key priorities that need to be funded by external bodies.

Site Options Appraisal

21. In order to progress the project and to develop a detailed proposition for consideration by Cabinet, the Council now needs to undertake detailed financial appraisal and due diligence to understand the scale and nature of financial contribution required from the Council and to understand the extent to which this represents value for money. Work to understand the construction costs of an exemplar arena that meets the aspiration of both the Council and Live Nation has been undertaken and is attached as Confidential Appendix 3.

22. Given that the Council intends to mitigate its contribution through sharing value from ancillary development, there is now a need to undertake detailed site feasibility work to understand costs associated with site specifics, including site constraints and infrastructure requirements, and site specific opportunities relating to ancillary development. In order to do this work in a manageable and cost effective way, a preferred location needs to be agreed.

23. To that end, the Council has worked with Live Nation to review a number of potential sites in the city's core employment zone. ARUP and HOK, (assisted by CBRE) have been appointed to review a total of 7 sites which have either been brought to the Council's attention by developers/land owners or have been identified by the Council and Live Nation as having some potential to deliver an arena. The 7 sites considered were:

- A. Cardiff Arms Park
- B. Motorpoint Arena
- C. Callaghan Square
- D. Dumballs Road
- E. County Hall
- F. Red Dragon Centre
- G. Atlantic Wharf (combined County Hall & Red Dragon Centre)

The County Hall site (E) is considered on the basis that it would require a future decision by the Council to relocate out of the County Hall building to free the whole site up for redevelopment. The Atlantic Wharf site (G) which includes the County Hall site would not require redevelopment of the County Hall building.

24. The appraisal considers each of the above sites against the following key criteria:

City Strategy – considers the extent to which the location of the site supports the Council's city development strategy and delivery of other important city infrastructure;

Scale – considers the available space to accommodate an arena and the residual land available to create value through ancillary development;

Location – considers connectivity and context and importantly the potential for the arena to anchor a substantial leisure destination;

Technical – considers constraints and issues that may add significant extra costs to the project;

Deliverability – considers the Council's current level of control of the site and/or future potential to gain control of the site and any major impediments that may affect the delivery timescale of the project.

25. The detailed results of the appraisal are presented in the attached Confidential Appendix 4.

Appraisal Summary

26. All of the sites were considered to have the potential to accommodate a new indoor arena. Some are more constrained than others and would require alternative designs and/or additional expenditure to mitigate issues. Some are better positioned to support the Council's city development strategy both in terms of promoting the spatial strategy outlined in paragraph 19 above and the potential to support delivery of wider city infrastructure. The major differentiating factor between the sites however is the potential for an arena to anchor a large regeneration/destination place making initiative, and in doing so to provide opportunities for value creation through ancillary development. A brief summary of the evaluation for each site is provided below:
- A. Cardiff Arms Park – the site is considered to be constrained, particularly in terms of vehicular access, planning context and land ownership. Limited ancillary development potential compared to other sites and therefore limited potential to anchor a major leisure destination. Limited contribution towards the Council's city development strategy. Limited contribution towards the business case for key city infrastructure. Concerns regarding deliverability and timescales.
 - B. Motorpoint Arena – the site is considered deliverable and benefits from a mature existing leisure setting immediately adjacent to city centre facilities. Limited ancillary development potential compared to other sites and limited contribution towards the Council's city development strategy and key infrastructure aspirations. Strong fallback opportunity due to established long term use.
 - C. Callaghan Square – the shape and scale of the site constrains its potential. Some ancillary development potential albeit limited in terms of leisure 'destination' potential and some contribution towards the Council's city development strategy, mainly in terms of encouraging development south of the railway line. Good deliverability potential in terms of current public ownership of the site and vacant possession of key parts of the site.

- D. Dumballs Road – the site is considered to have ample scale, limited technical constraints and good existing connectivity. It offers some potential for ancillary development, albeit the existing residential-led plan for the site limits the potential to establish a vibrant leisure ‘destination’. Would deliver some contribution towards the Council’s city development strategy, mainly in terms of encouraging development south of the railway line. Good deliverability potential in terms of current public/private partnership ownership of the site and vacant possession of large parts of the site.
- E. County Hall – the site was considered as a stand-alone site from the Red Dragon Centre. However, without the development potential of the Red Dragon Centre site, this would require the current County Hall to be demolished. This in itself creates significant deliverability issues with the stand-alone County Hall site proposal. That said, if subsequent decisions were taken to relocate the Council’s HQ, the site is considered to have ample scale and some potential for ancillary development, albeit a limited potential to establish a vibrant leisure ‘destination’ in its own right. Reasonably close to existing leisure provision at Mermaid Quay and adjacent to an existing leisure facility at the Red Dragon Centre which has the potential for significant improvement. Strongly supports the city development strategy and would support the business case for other key infrastructure. The site has good existing connectivity, particularly by road. Some technical constraints in terms of immediate adjacency to residential properties. Land is in Council ownership but is currently being used, and even if a decision to relocate was made it would take at least 3 - 4 years before any start on site could be made.
- F. Red Dragon Centre – the site is very similar in scale and location to the County Hall site. It is considered to have good existing connectivity, particularly by road. Good separation from residential properties and better connected to the existing leisure destination at Mermaid Quay than the County Hall site. Offers some potential for ancillary development albeit some constraints relating to the existing development and current lease arrangements. Strongly supports the city development strategy and would support the business case for other key infrastructure. Land is in private ownership and currently operates as a good income generating going concern.
- G. Atlantic Wharf – the site constitutes the combination of the County Hall site and the Red Dragon Centre site in Cardiff Bay and has been identified as the preferred location. A summary of the rationale is provided below.

Preferred Location

27. The site options appraisal concludes that the Atlantic Wharf site in Cardiff Bay (illustrated in Appendix 5) represents the best all-round opportunity, and hence has been identified as the preferred location for a new indoor arena development in Cardiff.

28. City Strategy - the major strength of the Atlantic Wharf site is its ability to support delivery of the Council's city development strategy by stimulating the next phase development of Cardiff Bay as leisure destination. The potential development land around the arena, particularly if the whole site were to be redeveloped, offers the maximum opportunity to develop a new 'destination' place in the Bay, connecting directly in to existing facilities at the Oval Basin and Mermaid Quay.
29. The Atlantic Wharf site represent a nodal point in Cardiff Bay. The additional footfall delivered by an arena at this location will increase demand and the business case for improved connectivity between the city centre and the Bay.
30. Whilst the ambition will be to encourage as many visitors as possible to utilise public transport, some visitors will still need to arrive by car. The location of the site adjacent to the Peripheral Distributor Road provides good vehicular access to the facility, and will enable many visitors to avoid driving through the city centre. This also applies to the significant number of vehicles that are needed to service an arena. As such, Atlantic Wharf was also considered to be the site that offers the best potential to support the case for completion of the Eastern Bay Link.
31. Scale - the Atlantic Wharf site offers the greatest potential for leisure based development and at circa 30 acres has the potential to be up to 3 times bigger than any of the other sites considered. It therefore has the greatest potential for ancillary development to create value to minimise the Council's contribution.
32. Location – the Atlantic Wharf site offers the best potential to establish a new leisure destination through the arena investment. It is adjacent to existing leisure infrastructure in Cardiff Bay and offers the potential for contiguous expansion. Connectivity to the site is good, particularly by road, but also by public transport, but there is scope for both to be significantly improved through the arena development.
33. Technical – proximity to naturally ventilated hotel accommodation and potentially residential accommodation (depending on where the arena is ultimately situated on the site) may require additional noise impact abatement.
34. Deliverability – a proportion of the site is already in Council ownership and the remainder is in the ownership of a UK pension fund keen to participate as a partner. Around half of the total area of the site is currently undeveloped and set aside as surface car parking. The Council is also currently considering the future of its core office estate including the future of County Hall. The greatest opportunity on the combined Atlantic Wharf site would be realised if the Council takes a decision to relocate the existing County Hall offices. However, by combining the County Hall site with the Red Dragon Centre site there remains adequate scale for County Hall to remain in its current location if the Council subsequently decides against relocation. However, the surface car park would need to be released for development, with parking relocated into a

consolidated multi-storey car park for the combined site. In sum, the presence of the existing County Hall on the site does not limit the deliverability potential of an arena on the combined site, both in terms of the scale of site available for development or delivery timescales. It would however limit the potential for ancillary development, albeit the level of ancillary development achievable on the combined site would still be significantly greater than any of the other appraised sites.

Next Steps

35. In order to progress the project the Council now needs to undertake feasibility work on the preferred location including detailed financial appraisal and due diligence. This work will inform the development of a delivery strategy which will need to be presented back to Cabinet for consideration in the spring/summer of this year.
36. The feasibility work required includes:
 - Development of a concept scheme on the preferred location including identification of ancillary development opportunities and associated value creation/risk profile;
 - Development of a detailed specification for the new arena including detailed cost estimates for construction;
 - Identification of a preferred funding model including other income opportunities;
 - Confirmation of the operator contribution;
 - Confirmation of the Council contribution based on the scale of ancillary development that can be delivered on the site both with and without the relocation of County Hall.
37. The Council will appoint professional advisors to provide advice and to work with the Council's legal, financial, procurement and technical teams to develop the detailed delivery strategy.
38. A key next phase of work will also need to include the finalisation of terms for securing control of the area of land not currently in Council ownership. It is intended that these terms will form part of the delivery strategy reported back to Cabinet for approval.
39. Finally, it is also proposed to prepare a business case to enable a decision to be taken on the future of County Hall in line with the administration's Capital Ambition statement. Ideally a decision on the future of County Hall can be made either before or at the same time as Cabinet's consideration of the delivery strategy for a new arena, to provide greater certainty in regard to the development potential of the Atlantic Wharf site.

Reason for Recommendation

40. To provide an update on the Indoor Arena project and to seek Cabinet approval for the proposed preferred location.

Legal Implications

41. The Council is required by its procedure rules for the acquisition of land to obtain the advice of a professional valuer at each stage. The intention is that due probity and accountability can be demonstrated and value for money achieved. The Council is similarly required to ensure value for money through a proper procurement process before entering into arrangements for the delivery of public works and services. State Aid is an issue to be considered in terms of potential benefits to commercial developers, contractors and operators.

Financial Implications

42. Confidential financial implications are attached at Appendix 1.
43. This is a key project for the Council with the potential for a significant financial contribution. This contribution is expected to be capital expenditure but further work is required to understand the extent and timing of this contribution, how it will be funded and the identification of the key risks and issues facing the Council. To get to this position where the Council is fully aware of its commitments and obligations in delivering an Arena will require external professional advice, particularly commercial and valuation advice, with an associated financial contribution. This advice will be incorporated into a delivery plan for the Arena that includes a full and robust financial commentary that will underpin the subsequent report to Cabinet where a decision on whether to proceed with the indoor Arena is expected to be taken.
44. An independent site options appraisal has been carried out by Arup & HOK which supports the basis of the recommendation included within this report to move forward with the preferred location for the indoor arena.
45. The subsequent Cabinet report will also cover any acquisition of land required to deliver the Arena. Any acquisition will be supported by valuation advice confirming that the acquisition represents value for money to the Council.
46. The cost of acquiring external financial advice will be funded from Reserves earmarked for regeneration projects.

RECOMMENDATION

Cabinet is recommended to approve the preferred location for the indoor arena project as set out in this report and to delegate authority to the Director of

Economic Development in consultation with the Cabinet Member for Investment & Development and the Section 151 Officer and the Monitoring Officer to:

- (i) Develop a detailed delivery strategy for the indoor arena project including detailed financial implications for the Council and to return to Cabinet for authority to proceed.
- (ii) As part of (i) above, negotiate terms for the acquisition of land not currently in Council ownership shaded red on the site plan attached at Appendix 5 and to return to Cabinet for authority to proceed to purchase the site.

NEIL HANRATTY
Director of Economic Development
9 February 2018

The following appendices are attached:

Confidential Appendix 1 – Confidential Financial Implications

Appendix 2 – Motorpoint Arena Economic Impact Study

Confidential Appendix 3 – Indicative Cost Appraisal (to follow)

Confidential Appendix 4 – Site Options Appraisal

Appendix 5 – Site Plan

By virtue of paragraph(s) 14, 21 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

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IMPACT



**“OUTSTANDING PERFORMANCES
NOT TO BE MISSED”**

**MOTORPOINT ARENA CARDIFF
AN ECONOMIC ASSESSMENT**

prepared by
Cardiff Metropolitan University and Mandix

Page 481
March 2015



**SINCE OPENING IN SEPTEMBER 1993
MOTORPOINT ARENA CARDIFF HAS STAGED
PERFORMANCES BY MANY GLOBAL STARS.
OFTEN PERFORMANCES HAVE SOLD-OUT
AND, ON AVERAGE, MOTORPOINT ARENA
CARDIFF ATTRACTS AUDIENCES OF
AROUND 450,000 PEOPLE EACH YEAR AND
GENERATES ABOUT £20M IN TURNOVER.**

21 YEARS NINE MILLION PEOPLE 3,000 EVENTS

EXECUTIVE SUMMARY

In over 21 years Motorpoint Arena Cardiff has welcomed an audience of nearly 9 million people to 3,000 events. The economic impact on the Cardiff Capital Region has been considerable:

- The economic value (GVA) from on-site activity is around £14.0m p.a.
 - About £10.0m is generated directly and sustains an estimated 160 jobs
 - A further £4.0m is generated along the supply chain and wage spending by employees – sustaining an estimated additional 50 jobs
- In addition, around £30m is likely from off-site activity, resulting in a contribution to GVA of around £15m and employment effects of 300 jobs.

Consequently the total economic impact of Motorpoint Arena Cardiff is about £29.0m p.a. (GVA) and around 510 FTE (Full Time Equivalent) jobs, most of them in the Cardiff Capital Region.

The total depends crucially on the types of visitors and on the proportions from the rest of the UK and overseas. The evidence is that the average Cardiff Capital Region resident might spend £30 to £45 on local hospitality whereas an overseas visitor typically will spend over £300 a day.

Motorpoint Arena Cardiff estimate that 27% of their audience come from outside Cardiff. So, assuming that half stay overnight then 13.5% of the typical annual number of attendees (450,000) will spend £300 on off-site activities whilst 86.5% are local and spending £30.

Given the large volume of visitors Motorpoint Arena Cardiff has played a significant role in the development of Cardiff's hospitality infrastructure and continues to have a big impact on its hotels, restaurants and retail outlets as activity rises during the staging of well attended events.

A major economic impact is being achieved with Motorpoint Arena Cardiff that can host events involving audiences of up to 7,500. If this were to be raised significantly in a customised, flexible facility the economic impact is likely to be much more than pro-rata.

Not only would there be greater opportunities to use events to raise the international visibility of the Cardiff Capital Region but the strategic opportunity to establish a coherent pattern of major venues and events that are well connected by world class transport infrastructure that facilitates access for local people and visitors alike.

A major economic impact is being achieved with Motorpoint Arena Cardiff that can host events involving audiences of up to 7,500

INTRODUCTION

This report has been prepared by Professor Brian Morgan of Cardiff Metropolitan University and Don Snow, Partner in the Cardiff based mandix consultancy.

The purpose is to provide Live Nation UK with an independent, expert analysis of the economic impact of Motorpoint Arena Cardiff to coincide with their celebration of its 21 years of operation to September 2014 and hosting of its 3,000th event on 14th March 2015.

We have used proven economic techniques to assess the degree to which primary expenditure by the operators and by visitors has impacted the local economy. We have not included an assessment of the economic impact of the original construction programme prior to 1993.

However, we briefly discuss the potential for Motorpoint Arena Cardiff to help project and benefit from a value proposition towards attracting people and investors to Cardiff Capital Region in line with the recently published vision and economic strategy.

METHOD

In this report we have attempted to measure the total economic contribution of Motorpoint Arena Cardiff to the Cardiff Capital Region when both on-site and off-site expenditures are accounted for and the impact along the supply chain is also taken into account.

To measure the economic impact we have used the input-output multipliers for Wales (1) and the Tourism Satellite Accounts for Wales. Also, we have compared our analysis with other studies of the economic impact of major events in Wales such as the Welsh Ashes and the Ryder Cup.

It is important to capture supply chain impacts because, as one business expands in response to a demand stimulus it will generate further indirect and induced income and output effects on its suppliers and their employees – especially at the regional level – and these changes in supply will also impact employment.

In the context of an important visitor attraction like Motorpoint Arena Cardiff the main economic impact at the regional level comes from the additional spending off-site by people attending events and conferences at Motorpoint Arena Cardiff.

Because of the broad appeal of Motorpoint Arena Cardiff's events and the widely dispersed audience they attract it is necessary to distinguish between local (mostly Welsh) visitors and non-local visitors. In this sense the original place of residence of members of the audience has a significant impact on the amount of expenditure that is defrayed locally.



March 2015, Katherine Jenkins getting ready for the venue's 3,000th event.

The evidence suggests that overnight visitors to the capital spend over four times as much as local day visitors. Utilising earlier reports of major events and the input-output multipliers for Wales we have produced objective estimates of spending related to Motorpoint Arena Cardiff events that are in line with other impact studies.

Through desk research and detailed discussions with the managers at Motorpoint Arena Cardiff we have profiled Motorpoint Arena Cardiff events as the basis to estimate both the gross expenditure at each event and identify the leakages from the income stream that flow out of Wales. For example, it is necessary to recognise that a large but variable percentage of the gross amount paid to performers goes to tour organisers outside Wales.

A key element of the analysis underpinning this report has been to identify the direct, indirect and induced benefits of its operation in terms of their contributions to the local economy. It is the net expenditure remaining in the Cardiff Capital Region that benefits the economy.

Consistent with good practice in economic impact assessments, the results of desk research and analysis are reported using the Key Performance Indicators (KPIs) of GVA (Gross Value Added) and Full Time Equivalent (FTE) jobs.

In addition to primary data provided by Motorpoint Arena Cardiff we have referenced documentation that has enabled benchmarking of its economic performance against published data for other major entertainment and sports venues in the Cardiff Capital Region and the UK.

Qualitative as well as quantitative analysis has been used to develop data that provides reasonable estimates of the direct and indirect benefits arising at the local (Cardiff City Region) level. Initial profiling of the venue is in terms of its capital and revenue aspects and the related staging of events.

2.1 Quantitative Analysis

Outputs include the amount of expenditure in the local economy as well as the number of jobs created in the local economy as a result of supply chain linkages and sourcing.

The primary data provided by Motorpoint Arena Cardiff has been analysed using robust analytical tools to derive the outputs. These identify economic benefits in terms of expenditures (£s), employment (gross and FTE); and contribution to GDP / GVA (£s)

2.2 Qualitative Analysis

Qualitative information is focused on validating the assumptions made to derive:

- the impact of Motorpoint Arena Cardiff on the local and Welsh economies in terms of the supply chains and sourcing options pertaining to both capital and revenue expenditures:
- the impact of Motorpoint Arena Cardiff on other characteristics of the local and Welsh economies.

The profile of Motorpoint Arena Cardiff provides information and data concerning:

- 1) visitor numbers, the split between local visitors, UK and overseas visitors. Key categories of expenditure and broad data on profit.
- 2) broad information about expenditures with suppliers of goods and services in relation to both capital and revenue expenditures.
- 3) broad information about the timing of expenditures on goods and services and the locations of suppliers.

EXPENDITURES PROFILE

Since the opening concert by Shirley Bassey on 10 September 1993, Motorpoint Arena Cardiff has staged performances by many other global stars including Take That, Celine Dion, Kylie Minogue, Girls Aloud, Beyonce, Rihanna, Katy Perry, Iron Maiden, Lady Gaga and One Direction.

Initially called the Cardiff International Arena and Convention Centre, the venue was renamed the Cardiff International Arena from 2000 and since 1st March 2011 has been called Motorpoint Arena Cardiff after the eponymous car sales company with a branch in Newport acquired the naming rights for the ensuing five years.

The main arena offers 4,500 square metres of exhibition space. It can accommodate 7,500 people when laid out for standing and 5,000 people for a fully seated event. There are 30 additional areas, including a conference suite that can accommodate groups of up to 460, and 4 executive boardrooms.

In addition to live music and comedy shows Motorpoint Arena Cardiff hosts major boxing and snooker events and premier league darts. It has accommodated high profile banquets, conferences and exhibitions in the main arena and smaller events in other function rooms. These events include meetings, smaller conferences and exhibitions, weddings and parties.

Performances have often been sell-outs and on average they generate around £20m in turnover p.a. and attract audiences of around 450 thousand people each year.

In 21 years of operation Motorpoint Arena Cardiff has welcomed through its doors an audience of nearly 9 million people. On Saturday March 14th it welcomed Katherine Jenkins as the star of its 3,000th event.

As the figures below confirm, over the last ten years Motorpoint Arena Cardiff has generated around £200m in turnover and attracted audience numbers of nearly 4.5m.

These figures have been analysed in a research report undertaken by Cardiff Metropolitan University and the Mandix consultancy. The study was commissioned to coincide with Motorpoint Arena Cardiff's 3,000th event and is focused on assessing the economic impact of the Motorpoint Arena Cardiff on the Cardiff City Region.

	2005	2006	2007	2008	2009	
Number of Events	138	117	147	133	163	
Annual turnover	£19,100,000	£18,309,000	£21,660,000	£18,980,000	£19,814,000	
Operational expenditure	£4,022,000	£3,831,000	£4,335,000	£4,016,000	£4,076,000	
Capital expenditure	£102,000	£187,000	£68,000	£25,000	£40,000	
Exhibitor expenditure	£412,000	£285,000	£643,000	£481,000	£562,000	
Audience numbers	406,000	326,000	451,000	389,000	402,000	
Delegate numbers	41,000	24,000	64,000	43,000	45,000	

This versatility generates a varying requirement for different categories of staff to provide the management, security, catering and stewarding as well as medical services and merchandising the venue requires in welcoming up to 500,000 people through its doors every year – enough for capacity crowds at more than six rugby internationals at the Wales Millennium Stadium.

The economic benefit of the original £25m construction project (1993 prices) has not been included in the analysis of the ongoing impact of the operational facility whilst average capital expenditure at £140,000 p.a. (current prices) makes up a small part of supply chain expenditure.

Important is the total annual income from ticket sales and entrance payments. In 2014 this was £16.3m from 497,000 people. 425,000 tickets were sold in connection with 99 shows whilst 72,000 people attended 44 other non-ticketed events. On average 4,292 people attended each show and paid an average ticket price of £32.

Motorpoint Arena Cardiff estimates that 73% of attendees were local, 26% from the rest of the UK and 1% from abroad. The implication is that from a total of 497,000 attending ticketed and non-ticketed shows/events 362,810 originated in the Cardiff City Region whilst 129,220 arrive from other parts of Wales and the UK and 4,970 from abroad.

Headline financial statistics provided by Motorpoint Arena Cardiff are that, during 2014, gross annual turnover was £22.2m with £16.3m spent on tickets and £5.9m in the venue. In addition a further £520,000 was spent by touring productions with local crew companies and an estimated £2m per annum is spent by touring productions on factors such as:

- Equipment hired from local suppliers
- Hotel nights and associated spends
- Tour catering from local suppliers
- Travel, fuel and ancillaries

Motorpoint Arena Cardiff estimates that of an annual turnover of £22.2m about £12.15m leaks out into the wider UK economy and beyond. This leaves about £10m in the Cardiff City Region.

Other commercial information supplied by Motorpoint Arena Cardiff points to the fact that they spend over £3.0m per annum with suppliers with 68% going to local companies who are paid within 30 days. This includes pay for 160 non-venue, but event related, staff who have regular show and event work. The venue itself employs 22 full time staff, and a further 250 casual staff who work mostly on the events.

	2010	2011	2012	2013	2014	TOTAL
	143	140	142	128	143	1394
	£17,556,000	£22,012,000	£20,085,000	£17,754,000	£22,200,000	£197,470,000
	£3,758,000	£4,000,000	£3,784,000	£3,896,000	£4,100,000	£39,818,000
	£150,000	£242,000	£96,000	£131,000	£141,000	£1,182,000
	£508,000	£326,000	£228,000	£353,788	£423,000	£4,221,788
	358,000	443,000	414,000	361,000	425,000	3,975,000
	68,000	37,000	17,500	50,000	72,000	461,500



TICKET SALES
8,500
OVER 2 DATES



KYLIE 2011

In 2011, Motorpoint Arena Cardiff hosted 2 dates of one of the biggest and most extravagant international tours of that year. Kylie Minogue has long been renowned for her spectacular stage shows and productions and the Aphrodite les Folies tour really pushed the adaptability of Motorpoint Arena Cardiff.

The production involved an enormous water feature as part of the floor plan, requiring the use of 42 thousand litres of water in total. The logistics required were exceptional in order to get the show built with a total of 27 Trucks employed in the transportation along with, 3 Tour Buses, 6 locally hired Fork trucks and 2 Cherry Pickers.

On top of plant and transportation the show employed 80 local crew to build the stage, and the touring party of over 120 people stayed in local hotels for 3 nights.

Other costs to the promoter were more typical and included towels, drapes, extra staging/AV cables, medical cover and off-site parking. All of these were locally sourced by the Venue.

With ticket sales of nearly 8,500 over the 2 dates Motorpoint Arena Cardiff employed upwards of 150 local casual stewards and bar staff, as well as 70 locally employed Showsec Security staff.

Kylie Minogue image
©Jenny Potter 2011

THE HEADLINE STATISTICS WE HAVE IDENTIFIED FOR THE PURPOSES OF ASSESSING ITS ECONOMIC IMPACT IS THAT MOTORPOINT ARENA CARDIFF GENERATES AROUND £22M IN TURNOVER AND ATTRACTS AROUND 500 THOUSAND PEOPLE EACH YEAR.

ECONOMIC IMPACT

We estimate that such a level of activity would directly and indirectly add about £14m to the Welsh economy each year, mostly within the Cardiff Capital Region:

- This is made up of around £10.0m of the economic benefit being generated directly by Motorpoint Arena Cardiff after leakages in expenditure are taken into account. This on-site expenditure sustains an estimated 162 jobs.
- Through the supply chain and wage spending by employees – an additional £4.0m is estimated to be generated – sustaining an additional 50 jobs, most of them in the Cardiff region.
- So as well as having an impact in terms of income generation we estimate that a total of 212 FTE jobs are created or safeguarded by the operation of Motorpoint Arena Cardiff, and of these about 150 of them are in Cardiff.
- In addition to on-site activity, Motorpoint Arena Cardiff's attractions bring a large number of visitors to Cardiff. Around 27% of these visitors come from outside the Cardiff Capital Region and roughly half of these staying overnight. Through this off-site expenditure in hotels and restaurants, a further outlay of £30m is estimated to come from off-site activity, in the city's hospitality venues. This generates a contribution to GVA of around £15m and employment effects of 300 jobs.

In this way Motorpoint Arena Cardiff directly generates employment for around 160 people and it is estimated that induced expenditure through the supply chain supports a further 50 full-time jobs. However, the biggest impact is the spill-over effect of visitor spending which sustains a further 300 jobs. So, in total the regional impact is to create about 510 jobs, with most of those being generated in the City Region.

It is clear that the annual volume of attendees has a big impact on the city's hotels and restaurants – many of whom enjoy increased activity during the staging of events. This analysis indicates that the direct economic value created by Motorpoint Arena Cardiff at £10m has significant spill-over effects in terms of both spending and job creation. This spill-over benefit is the indirect result of Motorpoint Arena Cardiff being the main focus of these visits to the capital city. Much of the value added to the economy is generated as a result of spending by visitors from outside the Cardiff Capital Region, with an interesting sub-set of these being international visitors.

It is certainly the case that, as a result of Motorpoint Arena Cardiff's activities in terms of events, performances and conferences, there are significantly more meetings in Cardiff and more expenditure on related activities. Wherever possible these expenditure effects have to be separated into those related to on-site activity in Motorpoint Arena Cardiff and those off-site spending by the audience in local commercial outlets.

Having identified the audience numbers to Motorpoint Arena Cardiff over the last ten years we then estimated the total regional expenditure associated with these performances and then calculated the direct, indirect and induced expenditure related to these events. An important aspect of the study was to estimate the proportion of visitors to each event according to their original place of residence and then assess the net expenditure patterns associated with different visitor categories. This is not a simple task because of displacement effects and the various different ways in which the hospitality sector responds to an increase in demand. For example, hotels can respond by employing more staff or inviting existing staff to work longer hours. We have also sought to avoid double counting by eliminating receipts that flow out of the region. Thus we have not included:

- purchases inside Motorpoint Arena Cardiff because these are accounted for in the revenue streams reported by Motorpoint Arena Cardiff.
- travelling costs for local or non-local visitors because much of this expenditure will flow directly out of Wales to coach and train operators.

In this way we have accounted for leakages and displacement effects and produced clear estimates of the net additional expenditure that visitors to Motorpoint Arena Cardiff events generate within the Cardiff Capital Region. And because of the possibility for wide margins for error in these calculations, we have erred on the side of caution in these estimates.

Although the impact of the off-site spending is marginally more important and is perhaps the most noticeable, it must be emphasised that the on-site impact of Motorpoint Arena Cardiff itself through its own wage payments to employees and the purchase of local goods and services, also significantly impacts the economy. The underlying methodology on the economic impact of both on-site and off-site expenditure is summarised in the Annex.

As a result of Motorpoint Arena Cardiff's activities in terms of events, performances and conferences, there are significantly more meetings in Cardiff and more expenditure on related activities.



Tom Jones image
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STRATEGIC IMPACT

In order to assess the strategic impact of Motorpoint Arena Cardiff we have considered the context provided by the recently published vision and economic strategy for the Cardiff Capital Region.

We conclude that Motorpoint Arena Cardiff and its operations have the potential to help project (and benefit from) a value proposition towards attracting investors as well as visitors.

Whilst one-off major events in a region (like the Ryder Cup) can have significant impact it is also the case that investment in a major venue opens up the opportunity for repeated events and serial direct, indirect and induced economic benefits. This encourages investment in sustainable supply chains and the growth of local supplier businesses.

The probability of commercial success will be enhanced by the capacity of the venue to maximise attendances and ticket value. The inference is that, other things being equal, a larger venue with more flexible spaces will achieve a better commercial performance and have a better economic impact.

Motorpoint Arena Cardiff has the capacity to host events with an audience up to 7,500 and some events and performances help to engage global audiences with the Cardiff City Region and enhance its appeal as a tourism venue, place to live and investment location.

The venue plays a key part in the current tourism offering that in the context of the vision for Cardiff City Region provides a platform for strategic impact as part of a cluster of major venues and events.

In this context, if a new building was proposed, Live Nation UK's position as the current provider in the city region, with its already existing partnership with Ticketmaster, its operational efficiencies, and its diary management which secures and attracts acts to the city region, would play a major role in ensuring a venue of this size would be a success.

Ticketmaster is the leading global ticket provider and is a member of the Live Nation UK family. Ticketmaster gives weight and exposure to artists with greater access to customers. In essence, this allows anyone in the world to visit Cardiff for an event.

Also, the clustering of venues and visitor attractions can be expected to have a greater than pro rata effect as they would tend to reinforce the UK and international visibility of the Cardiff Capital Region.

Investors in the regional hospitality infrastructure and creative industries would gain confidence – particularly if successful visitor attractions located on transport nodes and simultaneously supported the development of the creative industries sector in the Cardiff City Region.

In this regard we note the recent announcement of a Great Western Cities campaign by the Cardiff, Newport and Bristol city authorities alongside the comparative lack of major entertainment venues in Newport and Bristol.

The probability of commercial success will be enhanced by the capacity of the venue to maximise attendances and ticket value.



OUR CONCLUSION IS THAT CO-ORDINATION OF THE EMERGING CARDIFF CAPITAL REGION'S MARKETING SHOULD ENSURE THE INCLUSION OF MOTORPOINT ARENA CARDIFF WITH THAT OF OTHER MAJOR SPORTS AND ENTERTAINMENT VENUES. THIS PROMOTES FOR EXAMPLE, THE POTENTIAL FOR FUTURE ECONOMIC BENEFITS PARTICULARLY IN THE CONTEXT OF PROPOSALS TO ELECTRIFY THE MAIN RAILWAY LINKAGES AND CREATE A METRO FOR THE CARDIFF CAPITAL REGION.

ANNEX ONE

The total economic impact was analysed using a 22 sector Input Output table of multipliers and these have been summarised and aggregated into the 5 sectors in **Table 1** and then converted into expenditure estimates in **Table 2** for on-site activities. A similar set of tables was developed for the employment impact from on-site activities. The total impact from the activities generated on-site at Motorpoint Arena Cardiff is then summarised in **Table 3**.

Table 3 shows the additional income and employment that will be generated on average in the (broadly defined) Cardiff area from an initial £9.8 million of expenditure. The multiplier process will initially generate an additional £2.1 million increase in income which will induce further expenditure. Not all of this expenditure and related income will remain in the regional economy but the input-output model and tables give an indication of the leakages that are likely to take place. When the total multiplier effect is added to the initial expenditure this gives a total increase in expenditure of £4.08 million from both indirect and induced effects leading to a total GVA impact from on-site activities of £13.88m.

Similarly the employment impact can be assessed. The multiplier process will initially generate an additional 27 jobs which have further impacts along the supply chain which will induce further expenditure and eventually the additional jobs in terms of direct and induced expenditures will increase by a further 50 FTEs. So from the 162 direct jobs created by Motorpoint Arena Cardiff activities the final impact rises to an estimated 212 FTEs in the Cardiff Capital Region.

The same methodology was then applied to estimate the total economic impact of the off-site expenditure in hospitality venues across the city. This expenditure leads to a further contribution of £15 million to GVA and 300 jobs.

Table 1
Expenditure Multipliers

5 Sector Breakdown	Initial	First round	Indirect	Induced	Total
Manufacturing, energy and others		0.0440	0.0105	0.0217	0.0763
Distribution and retail	0.0138	0.0028	0.0378	0.0543
Hotels, restaurants, venues	£9.80	0.1005	0.0350	0.0220	0.1575
Transport and other private services		0.0504	0.0305	0.0246	0.1055
Recreation and other public services		0.0054	0.0034	0.0138	0.0226
Total		£0.21	£0.08	£0.12	£0.42

Table 2
Estimated Expenditure

5 Sector Breakdown	Initial	First round	Indirect	Induced	Total
Manufacturing, energy and others		£0.43	£0.10	£0.21	£0.75
Distribution and retail	£0.13	£0.03	£0.37	£0.53
Hotels, restaurants, venues	£9.80	£0.98	£0.34	£0.22	£11.34
Transport and other private services		£0.49	£0.30	£0.24	£1.03
Recreation and other public services		£0.05	£0.03	£0.13	£0.22
Total		£2.10	£0.81	£1.17	£13.88

Table 3
Multiplier Effects:
£9.8 million of Expenditure

	Initial	First round	Indirect	Induced	Total
Increase in Expenditure	£9.80m	£2.10m	£0.81m	£0.17m	£13.88m
Increase in Jobs (FTEs)	162	26.9	6.5	16.7	212

IMPACT

By virtue of paragraph(s) 14, 21 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

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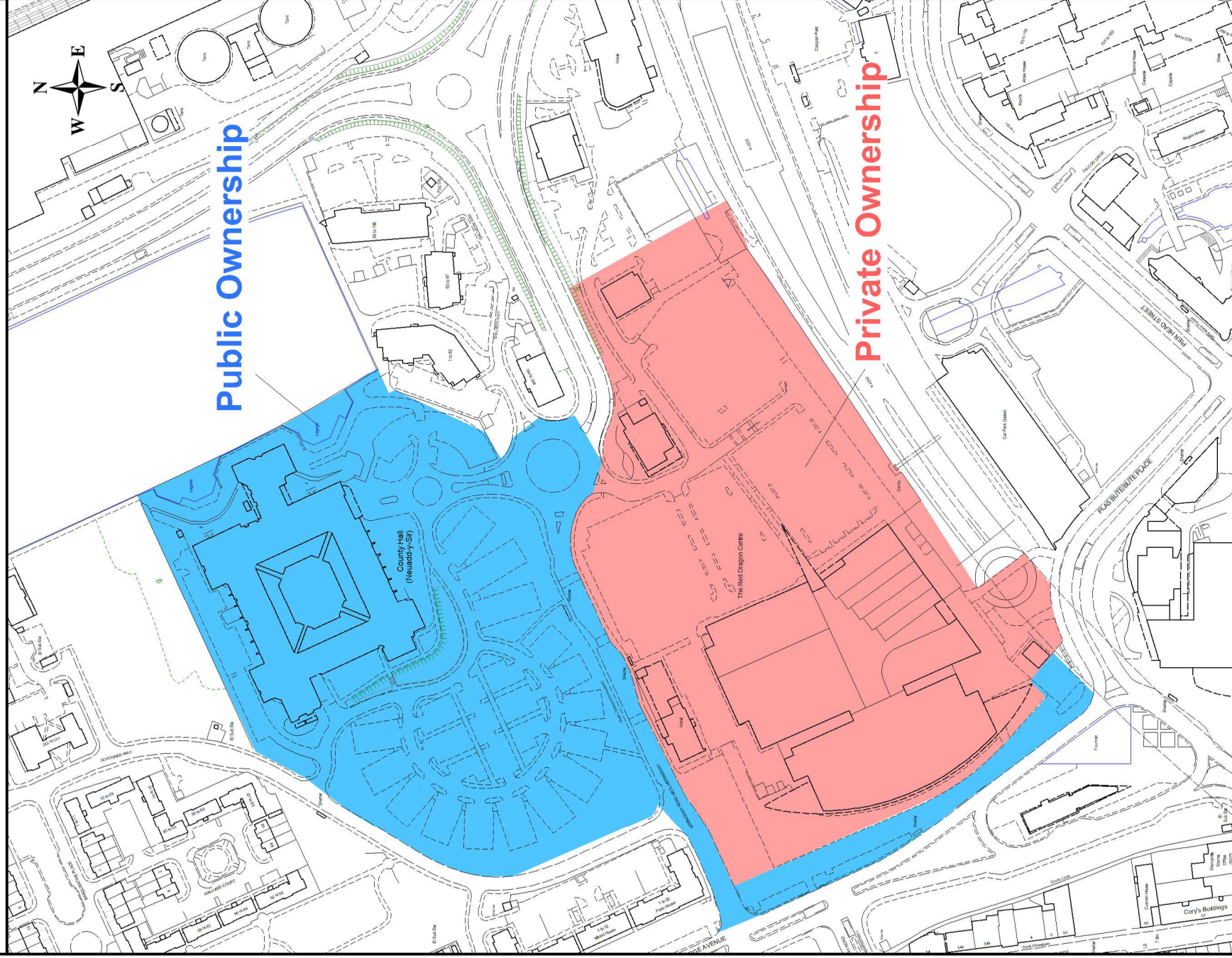
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Combined County Hall and Red Dragon Centre



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**CARDIFF COUNCIL
CYNGOR CAERDYDD**



CABINET MEETING: 15 FEBRUARY 2018

LAND ADJACENT TO JUNCTION 30 OF THE M4

INVESTMENT & DEVELOPMENT (COUNCILLOR RUSSELL GOODWAY)

AGENDA ITEM:10

DIRECTOR OF ECONOMIC DEVELOPMENT

Appendices 3 and 4 of this report are not for publication as they contain exempt information of the description contained in paragraphs 14 of part 4 and paragraph 21 of part 5 of Schedule 12A of the Local Government Act 1972.

Reason for this Report

1. To obtain Cabinet agreement for the acquisition of land adjacent to Junction 30 of the M4, currently occupied by the Dutch Garden Centre, in order to secure an important strategic site.

Background

2. The site is located directly adjacent to Junction 30 of the M4 and consists of circa 8 acres, shown edged red on the plan attached at Appendix 1. The current owner has marketed the site for sale (Appendix 2) and has agreed to dispose of the site to the Council. A report from the Council's commercial valuer supporting the Council's acquisition of the site is attached as Confidential Appendix 3.
3. Although the site resides in an area designated as 'Green Wedge' in the Local Development Plan 2006 - 2026, the site is occupied by existing uses and a variety of different buildings, structures, storage areas, hard and soft surfaces and therefore may have potential to accommodate appropriate development, subject to planning permission.

Issues

4. The Council is seeking to acquire a strategic site in north Cardiff to future proof the provision of a number of key Council services as the city's population continues to grow through the development of the strategic housing sites in north Cardiff. The scale of this site offers potential, subject to planning permission to provide for a number of potential Council uses but especially a new Additional Learning Needs (ALN) / Special Learning Needs (SEN) school facilities in the city which would benefit from

direct motorway access due to the wide catchment area served by such schools including the provision of out-of-county placements. Other potential uses, all subject to appropriate planning consent, could include: an additional strategic Park & Ride facility to assist the alleviation of commuter congestion and improve traffic management associated with major events; an expansion of the city's cemetery facilities; infrastructure to meet the city's potential and future waste management requirements, as well as some potential commercial opportunities.

5. In addition to the potential provision of additional services, the Council requires flexibility to relocate existing services as it seeks to dispose of a number of land assets within the city to secure capital receipts to support the delivery of the new Band B schools programme and Capital programme more generally. The scale and strategic location of this site offers the Council potential flexibility to manage its estate including the potential provision of temporary solutions.
6. Although the site is allocated as Green Wedge in the extant Cardiff Local Development Plan, redevelopment of the site could significantly improve the visual amenity and environment of the site and could help to better reflect its designation as Green Wedge.
7. The Green Wedge designation along with other policies and guidance will provide a significant constraint over what is likely to be permissible in terms of any future development of the site. Whilst the site contains existing uses, it cannot be assumed that development will automatically be permissible. Planning advice on the current status of the site is provided in confidential Appendix 4.
8. However, the designation of the area as Green Wedge, rather than Green Belt, is significant in that it allows the status of the area to be reviewed every time the Local Development Plan is reviewed. The statutory review of the Local Development Plan must be undertaken four years after the plan was adopted in January 2016.

Reasons for Recommendation

9. To seek approval for the acquisition of a key strategic site in Cardiff.

Financial Implications

10. There are a number of schemes in the proposed capital programme between 2018/19 and 2022/23 that need to consider alternative sites for future service delivery. Subject to acceptance of the Council's offer, acquisition of the site would need to be managed within existing budgets allocated for those schemes. This includes proposals as part of the Council's 21st Century Schools Band B initiative funded by the Council and WG, subject to approval of individual business cases. The financial implications attached to the provision of future services will be considered in subsequent reports to Cabinet where required and will be subject to appropriate planning consent. This will also need to consider

the value added tax implications of the agreed use for the site for which the seller has not elected to tax.

11. The appendices set out the costs of acquisition and include additional costs for stamp duty and associated costs of securing the site until a future use is determined. The commercial terms in Appendix 2 are supported by an independent valuation and the offer made considers the wider strategic benefits of securing the site. The seller has not elected to tax or not opted to tax”
12. The Council will need to consider the proposed short term uses of the site in terms of security, management and maintenance. Any additional costs revenue costs will need to managed within existing revenue budgets of Strategic estates and 21st Century Schools in the short term.

Legal Implications

13. The Council has power to acquire land for the benefit improvement or development of its area pursuant to section 120 of the Local Government Act 1972. The Council’s Procedure Rules for the Acquisition of Land require the advice of a professional valuer to be taken. The Council also has economic, social and environmental well-being powers in relation to matters contained within its community plan and subject to value for money being achieved.

RECOMMENDATION

Cabinet is recommended to agree to the purchase of the site adjacent to Junction 30 of the M4 as outlined at Appendix 1.

NEIL HANRATTY

Director of Economic Development

9 February 2018

The following appendices are attached:

Appendix 1 – Plan

Appendix 2 – Sales Particulars

Confidential Appendix 3 – Valuation Report

Confidential Appendix 4 – Planning Status

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THE DUTCH GARDEN CENTRE

APPROXIMATE BOUNDARY OF LAND FOR SALE. (For identification purposes)

IT INCLUDES THREE RESIDENTIAL DWELLINGS AND A NUMBER OF BUILDINGS ANCILLARY TO THE USE OF THE PREMISES AS GARDEN CENTRE.

This freehold land is defined by HM Land Registry with title absolute under title numbers WA123621, WA231573, and CYM504664.

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THE DUTCH GARDEN CENTRE

CARDIFF GATE, PONTPRENNAU, CF23 8LZ

PRIME DEVELOPMENT OPPORTUNITY SITUATED ON JUNCTION 30 OF THE M4 MOTORWAY



FOR SALE

- ◆ Total site extends to 2.84 Ha (7.03 acres)
- ◆ Prominent motorway opportunity
- ◆ Occupied by The Dutch Garden Centre
- ◆ Planning potential for a number of uses
- ◆ Offers invited on an unconditional basis

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THE DUTCH GARDEN CENTRE CARDIFF GATE, PONTPRENNAU, CF23 8LZ

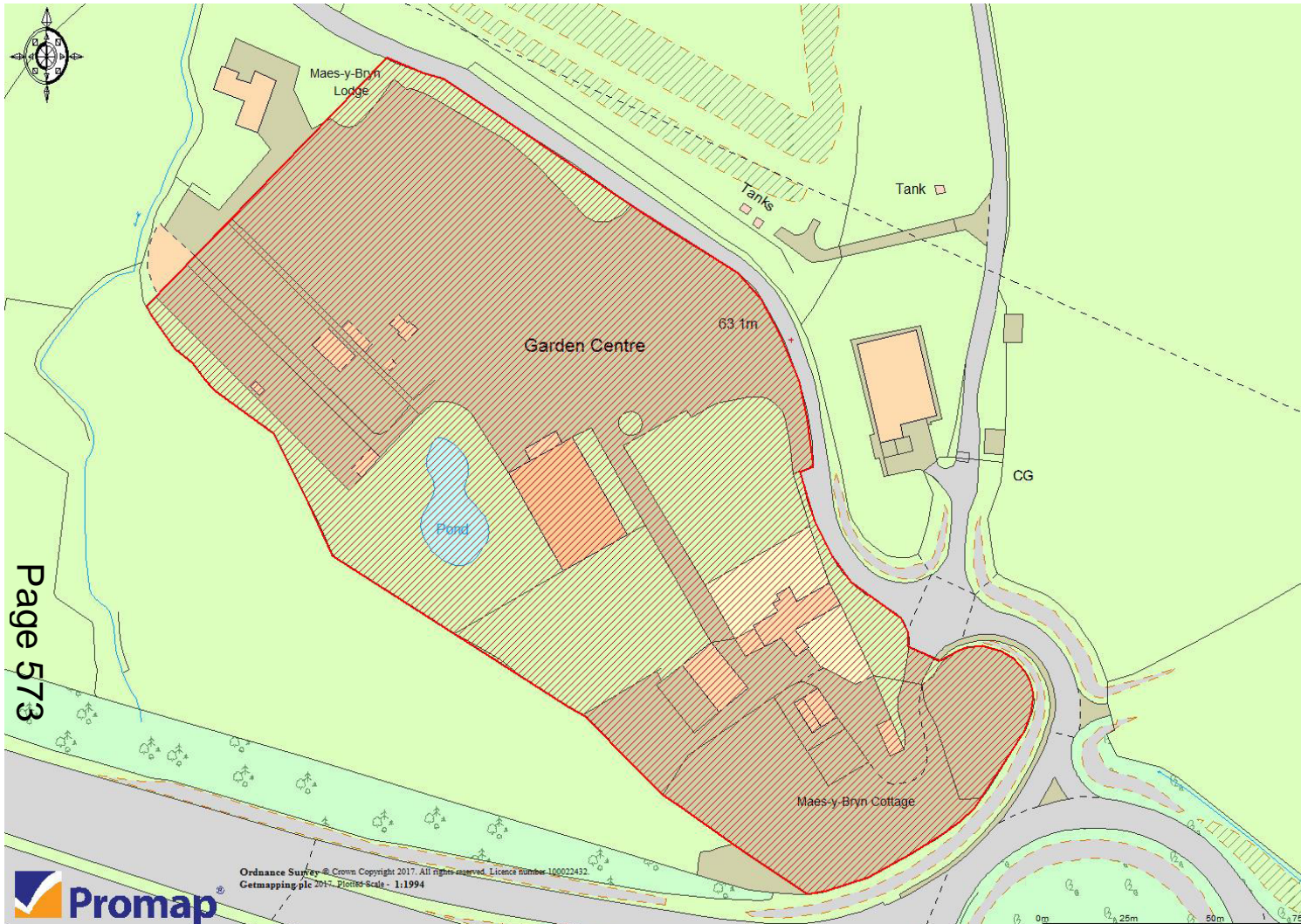
Location

The site is located off Maes-Y-Bryn Road, Cardiff Gate. Cardiff Gate is a business park development, prominently located on the Junction 30 of the M4 motorway and the A4232 north east of Cardiff. The City Centre is situated approximately 6 miles south of the site.

The site is adjacent to the M4 Motorway bounded south with direct access on to the Junction 30 Roundabout. Cardiff Gate Business and Retail Park are situated approximately 0.5 mile south with a number of retail and hotel operators such as Hotel Ibis, Starbucks, a large ASDA and B&Q superstore, Wren Kitchens, PureGym and Harveys Furniture. South west of the property on the opposite side of the M4 are Sinclair Mercedes and Audi car show rooms enjoying similar prominence from the motorway.

The well-established residential area of Pontprennau and Pentwyn are located approximately 2-3 miles south west with a number of local amenities including Waitrose, Lidl, Aldi, Spire Private Hospital and Cardiff Golf Club.





Description

The site extends to approximately 2.84 hectares (7.03 acres) and is currently occupied by The Dutch Garden Centre operating a garden centre / nursery on site.

The site is generally level, roughly rectangular shape and aligned generally north west to south east with a slight gradient in this direction.

Services

We understand that all mains water and electricity supplies are connected to the property. We advise that applicants should make their own enquiries with the relevant statutory service providers.

Planning

The site is currently used as a garden centre together with a number of other ancillary uses.

The site offers the potential for redevelopment subject to obtaining the necessary planning permissions.

We recommend interested parties should contact the Local Authority planning department on 029 2087 2087 or 029 2087 2088 (Cymraeg).

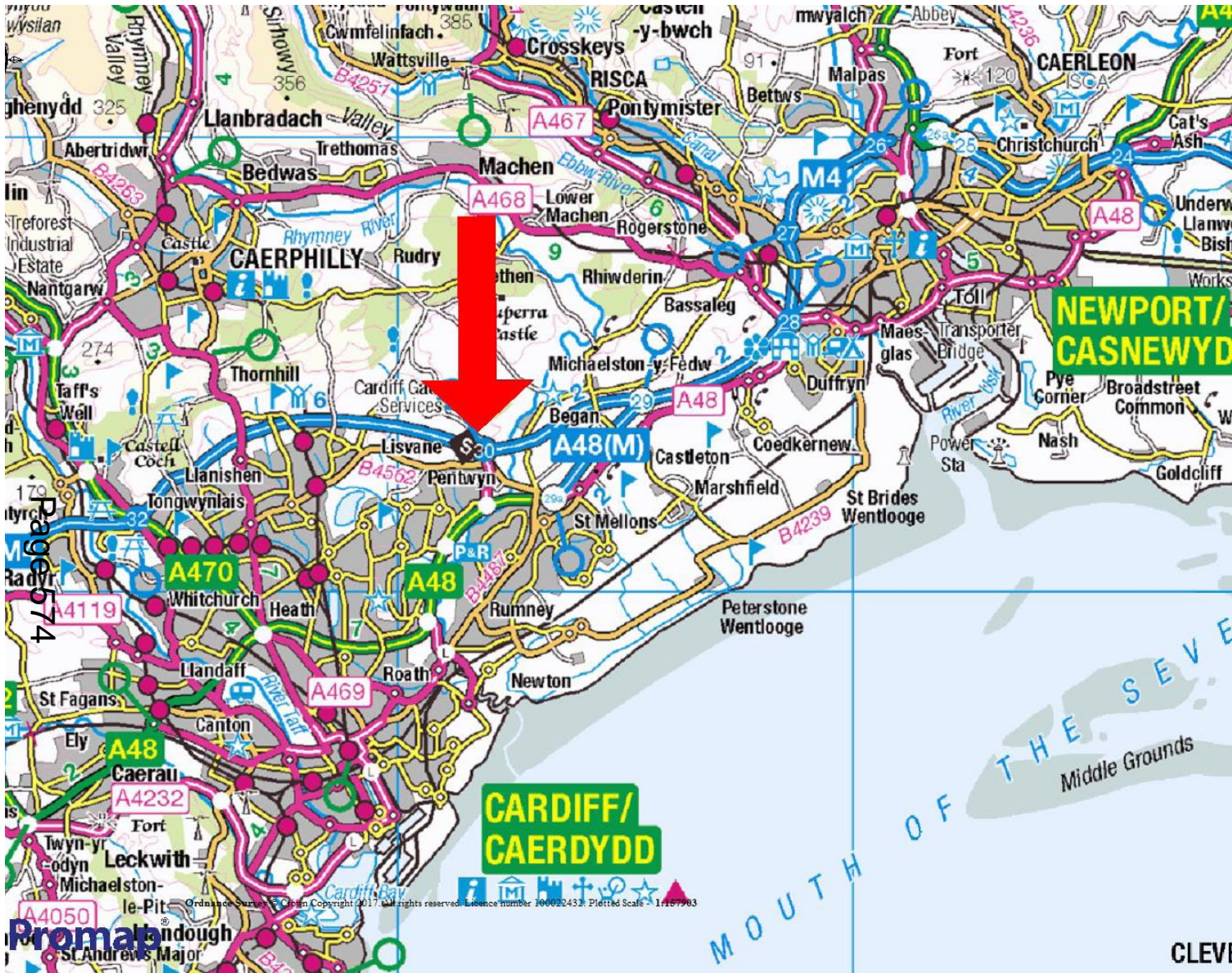
Passing Rent

The property is producing an annual rent of £56,400 per annum.

Tenure & Vacant Possession

Available as freehold with vacant possession, date to be agreed.





VAT

The property is not elected in respect of VAT.

Additional Information

Technical information is available via a secure dedicated website:
www.dutchgardencentre-cardiff.com

Method of Disposal

Interested parties are requested to formally register their interest and will be informed of the tender deadline in due course.

Further Information

For further information and to arrange a viewing please contact:

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 Knight Frank
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Leah.mullin@knightfrank.com

Matt Phillips
 Knight Frank
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Elliot Evans
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**CARDIFF COUNCIL
CYNGOR CAERDYDD****CABINET MEETING: 15 FEBRUARY 2018**

PASSENGER TRANSPORT PROCUREMENT**STRATEGIC PLANNING & TRANSPORT (COUNCILLOR CARO WILD)****AGENDA ITEM: 11**

REPORT OF DIRECTOR CITY OPERATIONS**Reason for this Report**

1. To recommend to Cabinet a strategy to tender new contracts estimated with a total value of £49M over 7 years relating to Passenger Transport Services that the Council provides via a Dynamic Purchasing System (DPS).

BackgroundProposed New DPS Arrangements

2. Passenger Transport in City Operations provides a transport service for a number of service areas in the Council including Education, Adult Services and Children Services. The range of service includes buses transporting large numbers of school children through to individual taxis with escorts that transport children and adults with Additional Learning Needs and require additional transport requirements.
3. The Council has a statutory duty to provide services that include but are not limited to Home to School Transport, Dedicated School Bus Services and Additional Learning Needs Transport. Additionally, the Passenger Transport team provide transport for Children & Adult Services and other Services, of the Council as required such as ad hoc taxis, coach/minibus hire for schools.
4. The allocation of Passenger Transport contracts is currently via a DPS Framework arrangement with approximately 30 external providers operating approximately 600 routes daily. The existing DPS Framework arrangement and agreements in place with providers will expire on 31st August 2018 and has run for the maximum period of 4 years from the start date 1st September 2014.
5. Legislation surrounding Framework agreements has subsequently changed and there are now no limits on the length of time a Framework can be set up for. As a result the new Framework length will be 7 years in-order to align with commercial financing arrangements which will assist contractors to

invest in newer vehicles. Minibus and larger bus/coach contracts will be 5 years with the option to extend for a further 2 years, Taxi contracts will be for 3 initially and then re advertised within this framework for a further 3 years. New Cabinet authorisation will be sought in the 6th year for future transport requirements, which can then be phased in as the requested framework expires.

6. Consideration of different tender systems have taken place and found that from an operational and service delivery perspective using a DPS is the most competitive, effective and flexible approach to allocating individual contracts.
7. DPS is a completely electronic tendering process for the selection of suppliers that comply with Council set minimum service requirements. A DPS must be set up as an electronic system. DPS documentation will be made available to contractors by electronic means via the Councils e-Procurement System PROACTIS.
8. The existing DPS arrangement commenced in place in September 2014 and successfully achieved savings of £588,000 in 2014/15 (Savings were broken down as follows Lot 1 mainstream large bus contracts £225,000, Lot 2 ALN/SEN Taxi £163,000, Lot 3 Minibus/Wheelchair accessible vehicles £200,000).
9. The average costs for taxi provision is as follows:
 - The cost of a taxi with a regular driver but without an escort/passenger assistant is £42 for 2 trips of 4 miles.
 - A taxi with a regular driver and an escort/passenger assistant is currently £62 per day for 2 trips of 4 miles. The additional £20 per day covers the costs for the escort/passenger assistant and the additional mileage and time involved picking up and dropping off the passenger assistant.
10. The service pays approximately £14 per day premium to have a regular dedicated trained driver compared to the price of a standard taxi with variable driver. This premium helps children and adults with Additional Learning Needs who require additional transport requirements to have a consistent experience of service, additional waiting time and personal care support.
11. Example of additional issues Drivers may have to wait for children and families to be ready in the morning, they have to wait at the school for the school to open to receive the children as the journey time varies each day, and in the afternoon they have to wait for the school to release the pupils at the end of the school day, and then sometimes for parents to arrive home before they can release the children from their care. The drivers also need to occupy the children whilst they are waiting in their vehicles, and therefore regular drivers are essential for the care of the pupils they are transporting.

12. A DPS Framework arrangement provides the flexibility to alter arrangements relating to requirements, changes in pupil numbers, pupil schools and policy; as well as facilitating any changes to the specification of vehicle utilised from different size vehicles to low or ultra-low emission vehicles. The notice period for ending agreements with supplier is one month but the Passenger Transport team ensure indication of changes to suppliers at the earliest opportunity to limit disruption to suppliers and their drivers.
13. The Council will offer unrestricted, direct and full access to the specifications and to any additional documents by electronic means (via PROACTIS) from the date of publication of the contract notice for the duration of the DPS.
14. The Council will set out the circumstances upon which a contractor will be removed from the DPS; this would include continued poor performance on contracts.
15. Advertising of the new DPS for all services will commence in March 2018 so all interested suppliers will be able to see the programme of delivery for all of the different services supplied as shown below:
 - i. Lot 1: Buses 17 seats or larger
 - ii. Lot 2: Minibuses (8 to 16 seats)
 - iii. Lot 3: Taxi with regular driver (and escort where required)
 - iv. Lot 4: Wheelchair accessible vehicles
 - v. Lot 5: Ad Hoc Taxis
 - vi. Lot 6: Children/Adult Services
 - vii. Lot 7: Miscellaneous requests
16. Due to the value of the contracts being awarded under the new DPS arrangement being approximately £7M per annum for 7 years (total £49M over 7 years) the Council will need to advertise its intention using an Official Journal of the European Union (OJEU) Contract Notice to establish a new DPS arrangement.

Proposed DPS Transition Period

17. As stated, although the existing DPS Framework arrangement and agreements in place with providers will expire on 31st August 2018 Passenger Transport are proposing to phase in the provision of these contracts for some of the more extremely sensitive ALN services from this date to January 2019.
18. The extension of the existing contracts is sought as a short-term arrangement pending the award of the long-term contracts. The value of the extension will be a low percentage of the budgeted spend and, with the Public Contract Regulations 2015 (CPR 15) permitting a longer term DPS, represent a low risk.
19. The value of the extension of these contracts would be £600,000 over the 18-week period.

20. An Equality Impact Assessment has been undertaken with respect to the procurement and provision of transport services that the Council has a statutory duty to provide. Appendix 1. This assessment has clearly demonstrated that the Council has a duty of care to mitigate impacts of the new contract allocation on pupils and adults with complex additional educational needs and the transition period effectively achieves this requirement as far as is reasonably practical.

There are a number of reasons for this proposed transition period:

21. Firstly, the preparatory work to ensure any impact on ALN children and adults is extremely resource intensive and is further compromised within the timeframes available due to the school summer holidays. The work required includes: the process of route planning and optimisation, school engagement, checking detailed company Health & Safety requirements, contract administration, vehicle checks, driver and escort/passenger assistant checks, driver and escort/passenger assistant training, parent engagement, and child or adult familiarisation; this is extremely time consuming work but is vital to limit any ongoing concerns with the service provided. This process from start to finish for the numbers of individuals concerned can take several months.

22. However, the detailed information on the transport requirements for individual ALN pupils is only available from April of each year and additional individual transport requests continue to be received until the middle of September. Therefore, completing the process including the award of contracts and managing the change of transport provider with each family is technically difficult to ensure before schools return in September.

23. More specifically in this regard, the award of contracts needs to be undertaken when school staff are available at their individual educational setting so that all the appropriate people can be involved in managing and mitigating the change of arrangements. This means it is not feasible for the agreement of all of these contracts to take place during the school summer break. The Council has a duty of care to ensure that the transport arrangements are suitable and do not cause unnecessary stress or duress to the children that we are required to provide transport for, and therefore appropriate change management is essential.

24. To award the contracts without undertaking the appropriate due diligence checks and consultation, transport arrangements could be completed by 31st August 2018. However the risks to the individual pupils wellbeing would be significant and will increase costs in the long term as more individual transport arrangements will be required, along with significant Officer and Member time involvement. The Councils reputation would be severely tarnished by putting vulnerable children and adults at risk.

25. In view of the above reasons, the options available to Passenger Transport are to extend the existing DPS agreement and re-tender the transport service or to end the DPS agreement and formally extend the agreements directly with the existing suppliers.

26. The extension of the existing DPS agreement does not mitigate any potential problems for an adult or child with Additional Learning Needs as with the provision of new transport arrangements individuals can have severe reactions to any changes to their routine and these can cause disruptions at school and to families.
27. The extension of the existing agreements directly with the existing suppliers will mitigate any potential problems relating to change whilst allowing more time to deal with the process of providing transport provision for individuals with complex needs.

Issues

28. There are a number of issues that relate to this proposed transitional arrangement. Firstly, a major review of Schools Passenger Transport is currently underway assessing in detail all aspects of the service. However, it is important to highlight that this DPS contract will not impact on this major review or any of the policy issues and arrangements that it is likely to consider.
29. Secondly, the proposed transitional extension of contracts relating to the provision of transport services for children and adults with Additional Learning Needs will sit outside of both the existing and proposed DPS arrangements. This presents a potential risk in terms of the legal status of this position.
30. In this regard, the risks associated with challenge on the extension of contracts is mitigated by the duty of care that the Authority has with the need to prioritise the best interest of the children and adults with Additional Learning Needs in terms of service provision.
31. Furthermore, the risks associated with challenge on the extension of contracts is mitigated by ensuring that the duration of the transition is short-term and limited solely to the duration of the required works. Also, the advertising timetable for the new DPS agreement clearly identifying the programme for the new contracts prior to the extension of the existing contracts. Potential contractors will be able to see clearly when contracts will be available and advertised.
32. Proposed timetable for procurement process.

Key Milestones	Target Date
Document Completion	31 st January 2018
Place OJEU Contract Notice	1 st March 2018
Request to Participate Returned (phase one)	15 th April 2018
Suppliers Promoted on to the DPS	20 th May 2018
Reverse e – Auctions conducted for Lot 1 mainstream bus contracts, and Individual Route Bids invited for Lot 3 contracts for ALN and mainstream pupils taxis	June 2018
Request to Participate Returned (phase	23 rd June 2018

two)	
Reverse E-Auctions conducted Lot 2, 4, 5 & 6	1 st July 2018
Suppliers Promoted on to the DPS	15 th July 2018
Lot 1,2,3,4,5, & 6 contracts start	1 st September 2018
Director approval to Award contracts proceed	July 2018
Reverse E-Auctions conducted Lot 2 & 4 ALN Minibus and Wheelchair Accessible Minibuses	1 st October 2018
Director approval to Award contracts	15 th October 2018

33. The Council has a statutory requirement to provide Home to School Transport as per the Learner Travel (Wales) Measure 2008 and failure to put in place appropriate arrangements will mean the Council is unable to meet its statutory obligation.

Reasons for Recommendations

34. To secure approval to establish a Dynamic Purchasing System (DPS) for Passenger Transport provision of up to £49 million for 7 years of service to enable the Council to be fully compliant and ensure contracts are allocated efficiently and as cost effectively as possible.

35. The DPS arrangement will allow new entrants onto the DPS ensuring that contract rates are competitive and ensure the meeting of any changing service requirements.

36. The extension of contracts relating to the provision of transport services for children and adults with Additional Learning Needs prioritises the best interest of these children and adults, and enables the Council to mitigate and reduce the impact of any change of contract arrangements will have on vulnerable pupils and adults with ALN.

Financial Implications

37. The Directorate intend to continue with the DPS-Framework approach for the procurement of Passenger Transport services as they consider this approach enhances competition between suppliers and consequently provides the Council with value for money. The financial implications facing the council will be clearer once the procurement exercise has been completed. Given the existing pressures on medium term council budgets it is essential that such arrangements continue to provide value for money and deliver cost efficiencies over the term of the proposed contract(s).

Legal Implications

38. Procurement law - In this case it is proposed to set up a new Dynamic Purchasing System arrangement ('DPS') to secure the services required. A DPS is a procurement procedure that may be used for contracts for works, services and goods commonly available on the market. The DPS must be a

fully electronic system, meaning only electronic means can be used to establish the system and to award contracts under it. The DPS is a two-stage process.

First – In the initial setup stage, all suppliers who meet the selection criteria and are not excluded must be admitted to the DPS. The Council cannot impose any limit on the number of suppliers that may apply to join the DPS. It is noted that unlike framework agreements, suppliers can also apply to join the DPS at any point during its lifetime.

Second – Individual contracts are awarded during the second stage. In this second stage, the authority invites all suppliers on the DPS (or the relevant category within the DPS) to bid for the specific contract.

39. In setting up and administering the new DPS, the procedure and requirements prescribed in the Public Contracts Regulations 2015 ('Regulations') must be followed. It is understood that such will be the case. As such, the recommendations relating to the establishment of a new DPS should be achievable within procurement law requirements. Legal Advice should be obtained throughout the process of setting up the DPS and on the proposed contract terms and conditions.
40. The exempt part of this advice addresses that part of the proposal, which relates to extending certain contracts awarded under the Council's existing DPS that expires on 31.8.18.
41. Employment - Consideration is required as to whether the proposed procurement (setting up the replacement DPS) raises any employment law issues. In particular as regards the Transfer of Undertakings Protection of Employment Regulations (TUPE).
42. In considering this matter generally and in setting the requirements of the services to be delivered, the decision maker should have regard to the Council's wider obligations under the Social Services and Well-Being (Wales) Act 2014 (in particular, the duty to promote the well being of people who need care and support and careers who need care and support) and The Well-Being of Future Generations (Wales) Act 2015.
43. Equality duty - In considering this matter the decision maker must also have regard to the Council's duties under the Equality Act 2010. Pursuant to these legal duties Councils must, in making decisions, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics. Protected characteristics are: (a) Age, (b) Gender reassignment, (c) Sex, (d) Race – including ethnic or national origin, colour or nationality, (e) Disability, (f) Pregnancy and maternity, (g) Marriage and

civil partnership, (h) Sexual orientation and (i) Religion or belief – including lack of belief.

44. Appendix 2 contains exempt legal implications.

Procurement Implications

45. The DPS to date has been a success and Commissioning and Procurement (C&P) recommend continuing with the approach for procuring any future passenger transport requirements

46. The estimated value of the DPS for Passenger Transport Provision over its lifetime of 7 years is £49 million. Therefore, the procurement and award of the DPS is subject to both European Procurements regulations and the Council's Contract Standing Rules and Procedures and financial regulations. The DPS tender process will be completely electronic and the documentation will be made available via the Council's e – Procurement system PROACTIS. A Restricted procedure will be used and adverts will be placed on the Official Journal of the European Union and on Sell 2 Wales in line with OJEU (Official Journal of the European Union) guidelines. C&P will work with the service area and Business Wales to ensure supplier engagement and ensure effective communication with the broad supplier community in understanding the Councils approach and look to create familiarity with the Councils e-Procurement system PROACTIS.

47. C&P will be working with the Service Area to develop refine requirements and specifications, we will provide advice to ensure any process is undertaken compliantly throughout the tender process itself to establish the Dynamic Purchasing System. As this is the first renewal of the DPS and we are slightly behind schedule in terms of timescales, the service area will need to ensure that processes are robust and monitored closely to safeguard against routes not being placed and further slippage in target dates.

48. If the new procurement process is not authorised the Council will be outside its scope of the current DPS arrangement, both in terms of exceeding the value of spend and the time period for which the existing contracts can be allocated. This would leave the Council unable to provide its statutory duty leaving the Council open to legal challenges and increased costs.

Recommendations

Cabinet is recommend to

1. Authorise the proposed overarching strategy to procure Passenger Transport Contracts for 7 years valued at £49M via a Dynamic Purchasing System.
2. Delegate authority to the Director Planning, Transport and Environment in consultation with the Cabinet Member for Strategic Planning and Transport, the Section 151 Officer and the Director of Law and Governance to carry out all aspects of the procurement, without limitation to include:

- i. approving the establishment of a new Dynamic Purchasing System (DPS)
- ii. approve the tender evaluation criteria to establish the new DPS
- iii. appointing new providers to the newly established DPS subsequent to them meeting the selection criteria as stated by the Council
- iv. further delegate authority to award contracts that are required during the life of the newly established DPS, such further delegations to be in accordance with the Council's Scheme of Delegations
- v. to deal with all associated matters which pertain to the making of any short term extensions of individual contracts that may be required until new contracts are procured under the newly established DPS

The recommended delegation sought is wide and includes, but is not limited to, the following aspects of the procurement process:

- (a) Approving commencement of a new DPS using the rules of a Modified Restricted Tendering Procedure.
- (b) Agree the use of a combination of mileage based and reverse e-auctions to allocate specific routes to the most competitive price offered through the DPS.
- (c) Appoint new service providers onto the DPS, subsequent to them meeting the selection criteria as stated by the Council in the tender documentation, as and when required.
- (d) Thereafter, for the Director to further delegate the authority to award contracts that are required during the life of the DPS, such further delegations to be in accordance in the Council's Scheme of Delegation.
- (e) If, for any technical reason, it is not possible to use a fully electronic system (DPS), to carry out the procurement by any other means (non E-procurement approach) and manage the contractual arrangements put in place.

Andrew Gregory
Director of City Operations
9 February 2018

The following appendices are attached:

Appendix 1 – Equality Impact Assessment
Confidential Appendix 2 – Exempt legal implications

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Policy/Strategy/Project/Procedure/Service/Function Title:
New - Passenger Transport Procurement

Who is responsible for developing and implementing the Policy/Strategy/Project/Procedure/Service/Function?	
Name: Stephen Gerrard	Job Title: Network Operations Team Leader
Service Team: Network Operations	Service Area: City Operations
Assessment Date: 01/02/2018	

1. What are the objectives of the / Procedure/ Service/Function?

<p>Tendering of new contracts in relation to School and Passenger Transport Services, provided by the Council. For the present purposes, the relevant protected characteristics are likely to be age, disability, race, religion or belief and sex.</p> <p>Estimated new contract value of £49M over 7 years via a Dynamic Purchasing System (DPS).</p>

2. Please provide background information on the Policy/Strategy/Project/Procedure/Service/Function and any research done [e.g. service users data against demographic statistics, similar EIAs done etc.]

<p><u>Background</u></p> <ol style="list-style-type: none"> 1. Passenger Transport in City Operations provides a transport service for a number of service areas in the Council including Education, Adult Services and Children Services. The range of service includes buses transporting large numbers of school children through to individual taxis with escorts that transport children and adults with Additional Learning Needs and require additional transport requirements. 2. The Council has a statutory duty to provide services that include but are not limited to Home to School Transport, Dedicated School Bus Services and Additional Learning Needs Transport. Additionally, the Passenger Transport team provide transport for Children & Adult Services and other Services, of the Council as required such as ad hoc taxis, coach/minibus hire for schools. <p><u>Proposed New DPS Arrangements</u></p> <ol style="list-style-type: none"> 3. The allocation of Passenger Transport contracts is currently via a DPS (Dynamic Purchasing System) Framework arrangement with approximately 30 external providers operating approximately 600 routes daily. The existing DPS Framework arrangement and agreements in place with providers will expire on 31st August
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2018 and has run for the maximum period of 4 years from the start date 1st September 2014.

4. Legislation surrounding Framework agreements has subsequently changed and there are now no limits on the length of time a Framework can be set up for. As a result the new Framework length will be 7 years in-order to align with commercial financing arrangements which will assist contractors to invest in newer vehicles. Minibus and larger bus/coach contracts will be 5 years with the option to extend for a further 2 years, Taxi contracts will be for 3 initially and then re advertised within this framework for a further 3 years. New Cabinet authorisation will be sought in the 6th year for future transport requirements, which can then be phased in as the requested framework expires.
5. Consideration of different tender systems have taken place and found that from an operational and service delivery perspective using a DPS is the most competitive, effective and flexible approach to allocating individual contracts.
6. DPS is a completely electronic tendering process for the selection of suppliers that comply with Council set minimum service requirements. A DPS must be set up as an electronic system. DPS documentation will be made available to contractors by electronic means via the Councils e-Procurement System PROACTIS.
7. Passenger Transport pay a premium to have a regular dedicated trained driver compared to the price of a standard taxi with variable driver. This premium helps children and adults with Additional Learning Needs who require additional transport requirements to have a consistent experience of service, additional waiting time and personal care support.
Example of additional issues Drivers may have to wait for children and families to be ready in the morning, they have to wait at the school for the school to open to receive the children as the journey time varies each day, and in the afternoon they have to wait for the school to release the pupils at the end of the school day, and then sometimes for parents to arrive home before they can release the children from their care. The drivers also need to occupy the children whilst they are waiting in their vehicles, and therefore regular drivers are essential for the care of the pupils they are transporting.
8. A DPS Framework arrangement provides the flexibility to alter arrangements relating to requirements, changes in pupil numbers, pupil schools and policy; as well as facilitating any changes to the specification of vehicle utilised from different size vehicles to low or ultra-low emission vehicles. The notice period for ending agreements with supplier is one month but the Passenger Transport team ensure indication of changes to suppliers at the earliest opportunity to limit disruption to suppliers and their drivers.

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9. The Council will set out the circumstances upon which a contractor will be removed from the DPS; this would include continued poor performance on contracts.
10. Advertising of the new DPS for all services will commence in March 2018 so all interested suppliers will be able to see the programme of delivery for all of the different services supplied as shown below:
- i. Lot 1: Buses 17 seats or larger
 - ii. Lot 2: Minibuses (8 to 16 seats)
 - iii. Lot 3: Taxi with regular driver (and escort where required)
 - iv. Lot 4: Wheelchair accessible vehicles
 - v. Lot 5: Ad Hoc Taxis
 - vi. Lot 6: Children/Adult Services
 - vii. Lot 7: Miscellaneous requests

Proposed DPS Transition Period

11. As stated, although the existing DPS Framework arrangement and agreements in place with providers will expire on 31st August 2018 Passenger Transport are proposing to phase in the provision of these contracts for some of the more extremely sensitive ALN services from this date to January 2019.
12. The extension of the existing contracts is sought as a short-term arrangement pending the award of the long-term contracts. The value of the extension will be a low percentage of the budgeted spend and, with the Public Contract Regulations 2015 (CPR 15) permitting a longer term DPS, represent a low risk.
13. The value of the extension of these contracts would be £600,000 over the 18-week period.
14. This Equality Impact Assessment has been undertaken with respect to the procurement and provision of transport services that the Council has a statutory duty to provide. This assessment clearly demonstrating that the Council has a duty of care to mitigate impacts of the new contract allocation on pupils and adults with complex additional educational needs and the transition period effectively achieves this requirement as far is reasonably practical. The below sections albeit not exhaustive due to the often unique needs of the pupils and adults will indicate some of the consideration that the Council makes in this regard.
15. Firstly, the preparatory work to ensure any impact on ALN children and adults is minimised is extremely resource intensive and is further compromised within the timeframes available due to the school summer holidays. The work required includes: the process of route planning and optimisation, school engagement,

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checking detailed company Health & Safety requirements, contract administration, vehicle checks, driver and escort/passenger assistant checks, driver and escort/passenger assistant training, parent engagement, and child or adult familiarisation; this is extremely time consuming work but is vital to limit any ongoing concerns with the service provided. This process from start to finish for the numbers of individuals concerned can take several months. A tabularised illustration of the process and its potentials is included at the back of this EIA

16. However, the information on the transport requirements for individual ALN pupils is only available from April of each year and additional individual transport requests continue to be received until the middle of September. Therefore, completing the process including the award of contracts and managing the change of transport provider with each family is technically difficult to ensure before schools return in September.
17. More specifically in this regard, the award of contracts needs to be undertaken when school staff are available at their individual educational setting so that all the appropriate people can be involved in managing and mitigating the change of arrangements. This means it is not feasible for the agreement of all of these contracts to take place during the school summer break. The Council has a duty of care to ensure that the transport arrangements are suitable and do not cause unnecessary stress or duress to the children that we are required to provide transport for, and therefore appropriate change management is essential.
18. To award the contracts without undertaking the appropriate due diligence checks and consultation, transport arrangements could be completed by 31st August 2018. However the risks to the individual pupils wellbeing would be significant and will increase costs in the long term as more individual transport arrangements will be required, along with significant Officer and Member time involvement. The Councils reputation would be severely tarnished by putting vulnerable children and adults at risk.
19. In view of the above reasons, the options available to Passenger Transport are to extend the existing DPS agreement and re-tender the transport service or to end the DPS agreement and formally extend the agreements directly with the existing suppliers.
20. The extension of the existing DPS agreement does not mitigate any potential problems for an adult or child with Additional Learning Needs as with the provision of new transport arrangements individuals can have severe reactions to any changes to their routine and these can cause disruptions at school and to families.
21. The extension of the existing agreements directly with the existing suppliers will mitigate any potential problems relating to change whilst allowing more time to

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deal with the process of providing transport provision for individuals with complex needs.

Specific Issues.

- 22. Tendering of new contracts in relation to School Passenger Transport Services mainly regards the relevant protected characteristics of age, disability, race, religion or belief and sex. Although should any other differential impacts be identified, these will be addressed.
- 23. A major review of Schools Passenger Transport is currently underway assessing in detail all aspects of the service. However, it is important to highlight that this DPS contract will not impact on this major review or any of the policy issues and arrangements that it is likely to consider.
- 24. It is important to recognise that due to the nature of some of the pupils being transported; additional considerations must be made. As such these additional considerations extend the provider allocation process and timescales above that of non-SEN pupils / adults.

3 Assess Impact on the Protected Characteristics

3.1 Age

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative/]** on younger/older people?

	Yes	No	N/A
Up to 18 years	X		
18 - 65 years		X	
Over 65 years		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Procurement for Schools Passenger Transport in relation to the protected characteristic of Age (up to 18 years) is provided in accordance the criteria and parameters as identified within the Learner Traveller (wales) Measures.

Please note that the Learner Traveller (Wales) Measures, is only guidance/discretionary for Councils to apply for any pupil/student under the statutory school age of 5 and above the age of 16.

It is proposed that this procurement process conforms to the UN Rights of the Child

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and relevant articles.

The following preparatory work (Process and Timescale) is conducted for students using mainstream transport.

Transport Type	Process
Mainstream Bus/Coach Transport	<ol style="list-style-type: none"> 1. Admissions update ONE database with information of next academic year intakes for all schools 2. ICT upload data to make compatible with MapInfo software 3. Use MapInfo to load up all pupils onto map of Cardiff 4. Create views for each individual school we transport to – this includes Faith and Welsh language schools (total of 15 schools) 5. Create 2 and 3 mile isolinks to determine which pupils qualify for transport based on distance criteria 6. Check pupils are within correct catchment area. This is made more difficult as many schools have more than one catchment depending on NCY groups 7. Plan bus routes by number of pupils in different areas within the catchment area 8. Liaise with bus companies to ensure they have capacity and can complete route within timetable proposed 9. Assign pupils to correct route on ONE database 10. Meet with School Staff to discuss transport arrangements and mix of pupils 11. Send letters requesting photographs of pupils for bus passes 12. Send letters offering pupils the option to purchase any spare seats 13. Process all photos sent or emailed, saving them as JPEG under Student ID as reference number 14. Process all purchaser applications including raising invoices 15. Design bus passes. These are altered every year to stop fraudulent use 16. Enter pupil details onto Access Database and link to photo files 17. Print all 3500 student passes and batch to be delivered to schools 18. Send letters to parents with route details including a copy of the route map 19. Send lists and maps to contractors and schools 20. Monitor service delivery throughout the year including surveying of routes and operating spot checks on pupils using

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	<p>passes and on vehicle safety compliance.</p> <p>21. Act as a conciliation and arbitration intermediate to resolve complaints and service delivery for parents, schools and contractors.</p> <p>22. Take orders for replacement bus passes throughout the year</p> <p>23. Amend and process contractor and parents invoices throughout the year</p>
Mainstream Taxi Transport	<ol style="list-style-type: none"> 1. Receive request from parent or Admissions Dept to provide transport for a pupil 2. Assess eligibility based on walking distance from catchment school or next nearest available school – 2 miles for Primary, 3 miles for Secondary 3. Check all existing routes to that school to identify suitable route to add pupil onto 4. Calculate additional mileage to ascertain if contract price needs amending 5. Email contractor with pupil’s details 6. If there are no existing routes, tender for new route 7. Add the pupil to route on ONE database, print letter confirming details 8. Liaise with contractor and parent on route start date, time of pick up and drop off time.

What action(s) can you take to address the differential impact?

It must be noted that the Policy in relation to schools transport is currently being reviewed; and whilst this will not affect the procurement process the review is intended to better ensure legislative compliance and inclusion for SEN/ALN pupils.

As such there is an opportunity for the local authority to accommodate individual considerations / needs, and The Authority therefore assess and take into consideration the individual additional learning need and the age of each pupil when their transport is being planned and contracts awarded. Discussions with Education Departments, School staff, parents and contractors are held to establish the most appropriate transport arrangements for a child.

3.2 Disability

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on disabled people?

	Yes	No	N/A
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Hearing Impairment	X		
Physical Impairment	X		
Visual Impairment	X		
Learning Disability	X		
Long-Standing Illness or Health Condition	X		
Mental Health	X		
Substance Misuse	X		
Other	X		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

The term 'special educational needs' SEN or 'Additional Learning Needs' ALN are legal definitions, referring to children who have learning problems or disabilities that make it harder for them to learn without the implementation of reasonable adjustments or considerations above those needed by children of the same age.

It is important to recognise that there is an increase in preparatory work and rigour conducted to minimise the potential of differential impact on the SEN/ALN pupils, above that of other students using mainstream transport. By way of example but not exhaustively; should such increased rigour not be conducted, the pupil may experience unacceptable levels of risk, including health, wellbeing, timescale increased and or in addition to their specific SEN/ALN or conditional needs. As such the organisational / allocation process is extremely resource intensive, timescale sensitive and information dependent as well as variable and depending on changing parameters can often repetitive.

This additional rigour and associated increased timescales above that of pupils attending mainstream transportation is illustrated in the below table and duplicated in the supplementary pages at the end of this Equality Impact Assessment.

It must be noted that the Policy in relation to schools transport is currently being reviewed; and whilst this will not affect the procurement process the review is intended to better ensure legislative compliance and inclusion for SEN/ALN pupils.

What action(s) can you take to address the differential impact?

By way of example although the SEN/ALN needs of the pupil may be defined/ assessed and accommodated on a given date. However, as disability is a fluid condition and often changes, evolves or intensifies considerations and the procured transport may need to change to match the newly identified parameters of the pupil.

This additional rigour and associated increased timescales above that of pupils attending ALN schools or resource bases transportation is illustrated in the below table and duplicated in the supplementary pages at the end of this Equality Impact Assessment.

Transport	Process
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Type	
<p>ALN Transport – ASD/ADHD or similar challenging behaviours</p>	<ol style="list-style-type: none"> 1. Receive request from SEN Casework 2. Often parent or school will request transport in which case we will direct them to SEN Casework for a formal request as above 3. Education Department will sometimes fund transport in which case we require email with pupil details and details of the placement – location, start and finish times 4. Passenger Transport staff meet with schools to discuss individual pupils needs and plan for transport routes 5. MapInfo RouteFinder software is used in the planning of individual transport routes – pupils are plotted on a map and colour coded by route which adds a visual aid when planning a number of different routes 6. Combinations of pupils are discussed to avoid combining pupils who will not function together on the same transport 7. Pupils with ASD may have particular needs which cannot be met on certain transport, e.g noise sensitive pupil may not be able to share with pupil who shouts or screams 8. Pupils with behavioural difficulties need to be carefully assessed with school input as certain combinations of pupils will be too challenging to transport together 9. Any individual needs are addressed – some pupils will benefit from having a harness or BestVest to help keep them in their seat, some may have props to keep anxiety levels down, some like music, others are noise sensitive, some pupils may need one to one escort, some are ‘runners’ so contractors need to be made aware of the risks involved 10. If appropriate route exists email details to contractor 11. If no route exists, tender for a new route 12. Add the pupil to route on ONE database, print letter confirming details 13. Advise parents of transport and arrange personal visit by driver and escort to introduce them to pupil and family 14. Parents will occasionally contact us to say they are not happy with new driver/escort. We would try to resolve issues between both parties (schools maybe also involved in these discussions), but if a resolution cannot be met we would have to restart the process,
<p>ALN Transport – pupils with</p>	<ul style="list-style-type: none"> • Planning process as above • The needs of these individual pupils need to be identified

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<p>epilepsy, tracheotomy, breathing apparatus etc</p>	<p>and planned for as part of the Risk Assessment</p> <ul style="list-style-type: none"> • Contractors need to be aware of individual pupils needs so they know how to cope. Some pupils have constant epileptic fits and these need to be closely monitored and on occasions medication may need to be administered • Drivers and escorts receive training from NHS professionals to deal with epilepsy and tracheotomies which the Passenger Transport Team facilitate. • Discussion take place with school staff to see if the pupils can cope with change and what the implications could be and options to possibly direct award contracts are held to try to mitigate unnecessary complications for the individual pupil. 	
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3.3 Gender Reassignment

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on transgender people?

	Yes	No	N/A
<p>Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)</p>			-

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

As transgender pupils are not individually identified. At present it is unknown if there are any differential impacts. As such, this will be monitored and addressed accordingly if differential impacts are identified.

Schools Passenger Transport is procured in accordance criteria and parameters as identified within the Learner Traveller (wales) Measures.

What action(s) can you take to address the differential impact?

Should any Implications or changes to the legislation be identified, these could be accommodated within the procurement process.

3.4. Marriage and Civil Partnership

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on marriage and civil partnership?

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	Yes	No	N/A
Marriage			-
Civil Partnership			-

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Schools Passenger Transport is procured in accordance criteria and parameters as identified within the Learner Traveller (Wales) Measures.

As such this protected characteristic is not applicable.

What action(s) can you take to address the differential impact?

This protected characteristic is not applicable.

3.5 Pregnancy and Maternity

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on pregnancy and maternity?

	Yes	No	N/A
Pregnancy			-
Maternity			-

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

At present it is unknown if there are any differential impacts associated to this protected characteristic. As such this will be monitored and addressed accordingly if differential impacts are identified.

Schools Passenger Transport is procured in accordance criteria and parameters as identified within the Learner Traveller (Wales) Measures.

What action(s) can you take to address the differential impact?

Implications that may affect this protected characteristic will be monitored and addressed accordingly if differential impacts are identified.

It must be noted that the Policy in relation to schools transport is currently being reviewed; and whilst this will not affect the procurement process the review is intended to better ensure legislative compliance and inclusion within the criteria.

As such there is an opportunity for the local authority to accommodate individual considerations / needs.

3.6 Race

Will this Policy/Strategy/Project//Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

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	Yes	No	N/A
White	X		
Mixed / Multiple Ethnic Groups	X		
Asian / Asian British	X		
Black / African / Caribbean / Black British	X		
Other Ethnic Groups	X		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Schools Passenger Transport is procured in accordance criteria and parameters as identified within the Learner Traveller (Wales) Measures.

The Council has a statutory obligation to provide transport for pupils matching the above groups providing that they satisfy the relevant criteria within the Learner Travel Wales Measure.

It must be noted that the Policy in relation to schools transport is currently being reviewed; and whilst this will not affect the procurement process the review is intended to better ensure legislative compliance and inclusion within the criteria.

What action(s) can you take to address the differential impact?

The Council has a statutory obligation to provide transport for pupils matching the above groups providing that they satisfy the relevant criteria within the Learner Travel Wales Measure as such funding for such services is guaranteed.

Consideration will be made to those who achieve the criteria of the WG Minority Ethnic Achievement Grant. As such where applicable every effort will be made to continue commitment to children's right to education and to prioritising support for vulnerable learners including minority ethnic, Gypsy, Roma and Traveller children.

3.7 Religion, Belief or Non-Belief

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on people with different religions, beliefs or non-beliefs?

	Yes	No	N/A
Buddhist	X		
Christian	X		
Hindu	X		
Humanist	X		

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Jewish	X		
Muslim	X		
Sikh	X		
Other	X		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Schools Passenger Transport is procured in accordance with criteria and parameters as identified within the Learner Traveller (Wales) Measures.

The Council has a statutory obligation to provide transport for pupils matching the above groups providing that they satisfy the relevant criteria within the Learner Travel Wales Measure.

It must be noted that the Policy in relation to schools transport is currently being reviewed; and whilst this will not affect the procurement process the review is intended to better ensure legislative compliance and inclusion within the criteria.

What action(s) can you take to address the differential impact?

The Council has a statutory obligation to provide transport for pupils matching the above groups providing that they satisfy the relevant criteria within the Learner Travel Wales Measure as such funding for such services is guaranteed.

Consideration will be made to those who achieve the criteria of the WG Minority Ethnic Achievement Grant.

As such where applicable every effort will be made to continue commitment to children's right to education and to prioritising support for vulnerable learners including minority ethnic, Gypsy, Roma and Traveller children.

3.8 Sex

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on men and/or women?

	Yes	No	N/A
Men			-
Women			-

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

At present it is unknown if there are any differential impacts associated to this protected characteristic. As such this will be monitored and addressed accordingly if differential impacts are identified.

Schools Passenger Transport is procured in accordance criteria and parameters as

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identified within the Learner Traveller (Wales) Measures.
What action(s) can you take to address the differential impact?
Implications that may affect this protected characteristic will be monitored and addressed accordingly if differential impacts are identified.
It must be noted that the Policy in relation to schools transport is currently being reviewed; and whilst this will not affect the procurement process the review is intended to better ensure legislative compliance and inclusion within the criteria.
As such there is an opportunity for the local authority to accommodate individual considerations / needs.

3.9 Sexual Orientation

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
Bisexual			-
Gay Men			-
Gay Women/Lesbians			-
Heterosexual/Straight			-

Please give details/consequences of the differential impact, and provide supporting evidence, if any.
At present it is unknown if there are any differential impacts associated to this protected characteristic. As such this will be monitored and addressed accordingly if differential impacts are identified.
Schools Passenger Transport is procured in accordance criteria and parameters as identified within the Learner Traveller (wales) Measures.
What action(s) can you take to address the differential impact?
Implications that may affect this protected characteristic will be monitored and addressed accordingly if differential impacts are identified.
It must be noted that the Policy in relation to schools transport is currently being reviewed; and whilst this will not affect the procurement process the review is intended to better ensure legislative compliance and inclusion within the criteria.
As such there is an opportunity for the local authority to accommodate individual considerations / needs.

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3.10 Welsh Language

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on Welsh Language?

	Yes	No	N/A
Welsh Language	X		

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Schools Passenger Transport is procured in accordance with criteria and parameters as identified within the Learner Traveller (Wales) Measures.

All City Operation's schemes and policies comply with the regulations and order of the Welsh Language Commissioner, under new Welsh Language standards set out in the Welsh Language [Wales] Measure 2011.

It must be noted that the Policy in relation to schools transport is currently being reviewed; and whilst this will not affect the procurement process the review is intended to better ensure legislative compliance and inclusion within the criteria.

As such, there is an opportunity for the local authority to accommodate individual considerations / needs.

What action(s) can you take to address the differential impact?

The Council has a statutory obligation to provide transport for pupils matching the above group providing that they satisfy the relevant criteria within the Learner Travel Wales Measure as such funding for such services is guaranteed.

All City Operation's schemes and policies comply with the regulations and order of the Welsh Language Commissioner, under new Welsh Language standards set out in the Welsh Language (Wales) Measure 2011.

4. Consultation and Engagement

What arrangements have been made to consult/engage with the various Equalities Groups?

The Council has a statutory obligation to provide transport for pupils matching the relevant criteria as such funding for such services is guaranteed.

Initial consultation has started with the members of the Cardiff Council Access Focus

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Group (CCAFG) as a representative and critical friends group; holding representation from a range of individuals with protected characteristics.

Ongoing engagement regarding the review of schools transport services is planned with this group. Engagement will also be held with School groups including Headteachers and School Student Councils and other key stakeholders such as other service areas and transport contractors.

5. Summary of Actions [Listed in the Sections above]

Groups	Actions
Age	Please see above
Disability	Please see above
Gender Reassignment	Please see above
Marriage & Civil Partnership	Please see above
Pregnancy & Maternity	Please see above
Race	Please see above
Religion/Belief	Please see above
Sex	Please see above
Sexual Orientation	Please see above
Welsh Language	Please see above
Generic Over-Arching [applicable to all the above groups]	Please see above

6. Further Action

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

7. Authorisation

The Template should be completed by the Lead Officer of the identified Policy/Strategy/Project/Function and approved by the appropriate Manager in each Service Area.

Completed By :	Date: 01/02/2018
Designation:	Network Operations Team Leader
Approved By:	Stephen Gerrard
Designation:	Network Operations Team Leader
Service Area:	City Operations

7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council.

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For further information or assistance, please contact the Citizen Focus Team on 029 2087 3059 or email citizenfocus@cardiff.gov.uk

Preparatory Work (Process And Timescale).

Transport Type	Process
Mainstream Bus/Coach Transport	24. Admissions update ONE database with information of next academic year intakes for all schools 25. ICT upload data to make compatible with MapInfo software 26. Use MapInfo to load up all pupils onto map of Cardiff 27. Create views for each individual school we transport to – this includes Faith and Welsh language schools (total of 15 schools) 28. Create 2 and 3 mile isolinks to determine which pupils qualify for transport based on distance criteria 29. Check pupils are within correct catchment area. This is made more difficult as many schools have more than one catchment depending on NCY groups 30. Plan bus routes by number of pupils in different areas within the catchment area 31. Liaise with bus companies to ensure they have capacity and can complete route within timetable proposed 32. Assign pupils to correct route on ONE database 33. Meet with School Staff to discuss transport arrangements and mix of pupils 34. Send letters requesting photographs of pupils for bus passes 35. Send letters offering pupils the option to purchase any spare seats 36. Process all photos sent or emailed, saving them as JPEG under Student ID as reference number 37. Process all purchaser applications including raising invoices 38. Design bus passes. These are altered every year to stop fraudulent use 39. Enter pupil details onto Access Database and link to photo files 40. Print all 3500 student passes and batch to be delivered to schools 41. Send letters to parents with route details including a copy of the route map 42. Send lists and maps to contractors and schools

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	<p>43. Monitor service delivery throughout the year including surveying of routes and operating spot checks on pupils using passes and on vehicle safety compliance.</p> <p>44. Act as a conciliation and arbitration intermediate to resolve complaints and service delivery for parents, schools and contractors.</p> <p>45. Take orders for replacement bus passes throughout the year</p> <p>46. Amend and process contractor and parents invoices throughout the year</p>
Mainstream Taxi Transport	<ol style="list-style-type: none"> 1. Receive request from parent or Admissions Dept to provide transport for a pupil 2. Assess eligibility based on walking distance from catchment school or next nearest available school – 2 miles for Primary, 3 miles for Secondary 3. Check all existing routes to that school to identify suitable route to add pupil onto 4. Calculate additional mileage to ascertain if contract price needs amending 5. Email contractor with pupil’s details 6. If there are no existing routes, tender for new route 7. Add the pupil to route on ONE database, print letter confirming details 8. Liaise with contractor and parent on route start date, time of pick up and drop off time.
ALN Transport –pupils in wheelchair	<ol style="list-style-type: none"> 1. Receive request from SEN Casework 2. Often parent or school will request transport in which case we will direct them to SEN Casework for a formal request as above 3. Education Department will sometimes fund transport in which case we require email with pupil details and details of the placement – location, start and finish times 4. Liaise with school, Caseworker and/or Social Worker to ascertain pupils needs 5. MapInfo software is used in the planning of individual transport routes. Pupils are plotted on a map and colour coded by route which adds a visual aid when planning a number of different routes 6. Identify appropriate route to add pupil to based on individual needs: <ol style="list-style-type: none"> a. Pupils in wheelchairs require specialist vehicle, usually with a tail lift or, at least, a ramp, and clamping

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	<p>equipment to secure the chair during transit</p> <ul style="list-style-type: none">b. Wheelchairs have a 'footprint' which is the area a chair takes up on the vehicle so you know how many chairs you can fit on a vehiclec. Pupils in wheelchairs can suffer with postural problems and may not have strength or awareness to protect themselves. They may also be tube fed or have specialist equipment to help them breath so it may not be appropriate for them to share with pupils who may lash out ord. Pupils with additional medical conditions (e.g. epilepsy, tracheotomy, tube fed) may require trained staff to assist with transport <p>7. If appropriate route exists email details to contractor</p> <p>8. If no route exists, tender for a new route</p> <p>9. Add the pupil to route on ONE database, print letter confirming details</p> <p>10. Advise parents of transport and arrange personal visit by driver and escort to introduce them to pupil and family</p> <p>11. Parents will occasionally contact us to say they are not happy with new driver/escort. We would try to resolve issues between both parties but if a resolution cannot be met we would have to restart the process</p> <p>12. Driver and escort receive training on how to clamp wheelchairs correctly.</p> <ul style="list-style-type: none">a. Outside consultant provides specialist training in clamping and securing wheelchair safely in the vehicleb. Training includes best practice for getting chair onto vehiclec. How to clamp a chair safely using designated fixing pointsd. Importance of using correct straps is highlighted and technique is taught to make it more comfortable for pupil as well as for driver and escort. <p>13. Every pupil travelling in a wheelchair is assessed and assigned a 'wheelchair passport'</p> <p>14. Wheelchair passport includes the following:</p> <ul style="list-style-type: none">a. make and model of the wheelchair,b. the weight of the wheelchair,c. the 'footprint' of the chair when clamped on transport so contractor knows how much space it takes up on vehicle
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	<p>d. clamping points showing contractor where on the wheelchair the clamps should be fixed</p> <p>e. clamping strengths required</p> <p>15. The passport is attached to the chair so if there is ever a new contractor assigned or a change of staff, the information is with the pupil.</p> <p>16. Discussion take place with school staff to see if the pupils can cope with change and what the implications could be and options to possibly direct award contracts are held to try to mitigate unnecessary complications for the individual pupil</p>
<p>ALN Transport – ASD/ADHD or similar challenging behaviours</p>	<ol style="list-style-type: none"> 1. Receive request from SEN Casework 2. Often parent or school will request transport in which case we will direct them to SEN Casework for a formal request as above 3. Education Department will sometimes fund transport in which case we require email with pupil details and details of the placement – location, start and finish times 4. Passenger Transport staff meet with schools to discuss individual pupils and plan for transport routes 5. MapInfo RouteFinder software is used in the planning of individual transport routes – pupils are plotted on a map and colour coded by route which adds a visual aid when planning a number of different routes 6. Combinations of pupils are discussed to avoid combining pupils who will not function together on the same transport 7. Pupils with ASD may have particular needs which cannot be met on certain transport, e.g noise sensitive pupil may not be able to share with pupil who shouts or screams 8. Pupils with behavioural difficulties need to be carefully assessed with school input as certain combinations of pupils will be too challenging to transport together 9. Any individual needs are addressed – some pupils will benefit from having a harness or BestVest to help keep them in their seat, some may have props to keep anxiety levels down, some like music, others are noise sensitive, some pupils may need one to one escort, some are ‘runners’ so contractors need to be made aware of the risks involved 10. If appropriate route exists email details to contractor 11. If no route exists, tender for a new route 12. Add the pupil to route on ONE database, print letter

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	<p>confirming details</p> <p>13. Advise parents of transport and arrange personal visit by driver and escort to introduce them to pupil and family</p> <p>14. Parents will occasionally contact us to say they are not happy with new driver/escort. We would try to resolve issues between both parties but if a resolution cannot be met we would have to restart the process.</p> <p>15. Discussion take place with school staff to see if the pupils can cope with change and what the implications could be and options to possibly direct award contracts are held to try to mitigate unnecessary complications for the individual pupil</p>
<p>ALN Transport – pupils with epilepsy, tracheotomy, breathing apparatus etc</p>	<ol style="list-style-type: none"> 1. Planning process as above 2. The needs of these individual pupils need to be identified and planned for as part of the Risk Assessment 3. Contractors need to be aware of individual pupils needs so they know how to cope. Some pupils have constant epileptic fits and these need to be closely monitored and on occasions medication may need to be administered 4. Drivers and escorts receive training from NHS professionals to deal with epilepsy and tracheotomies which the Passenger Transport Team facilitate. 5. Discussion take place with school staff to see if the pupils can cope with change and what the implications could be and options to possibly direct award contracts are held to try to mitigate unnecessary complications for the individual pupil.

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By virtue of paragraph(s) 14, 21 of Part(s) 4 and 5 of Schedule 12A of the Local Government Act 1972.

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