



DINAS A SIR CAERDYDD
CITY AND COUNTY OF CARDIFF

GWYS Y CYNGOR

DYDD IAU, 27 CHWEFROR 2020

COUNCIL SUMMONS

THURSDAY, 27 FEBRUARY 2020,

Fe'ch gwysir I fynychu cyfarfod **CYNGOR SIR DINAS A SIR CAERDYDD**, a gynhelir yn Siambr y Cyngor - Neuadd y Ddinas, Parc Cathays, Heol Gerddi'r Orsedd, Caerdydd, CF10 3ND on Dydd Iau, 27 Chwefror 2020 at 4.30 pm I drafod y materion a nodir yn yr agenda atodedig.

Davina Fiore
Cyfarwyddwr Llywodraethu a Gwasanaethau
Cyfreithiol

Neuadd y Sir
Caerdydd
CF10 4UW

Dydd Gwener, 21 Chwefror
2020

Hyrwyddo cydraddoldeb a pharch at eraill Gwrthrychedd a priodoldeb Anhunaoldeb a stiwardiaeth
Uniondeb Dyletswydd i gynnal y gyfraith Atebolrwydd a bod yn agored

Trwy dderbyn y Pecyn Agenda hwn yn electronig, rydych wedi arbed yr Awdurdod tua. £ 13.97 mewn costau argraffu

GWE-DARLLEDU

Caiff y cyfarfod hwn ei ffilmio i'w ddarlledu'n fyw a/neu yn olynol trwy wefan y Cyngor. Caiff yr holl gyfarfod ei ffilmio, heblaw am eitemau eithriedig neu gyfrinachol, a bydd y ffilm ar gael ar y wefan am 12 mis. Cedwir copi o'r recordiad yn unol â pholisi cadw data'r Cyngor.

Ar ddechrau'r cyfarfod, bydd y Cadeirydd yn cadarnhau a gaiff y cyfarfod cyfan neu ran ohono ei ffilmio. Fel rheol, ni chaiff ardaloedd y cyhoedd eu ffilmio. Fodd bynnag, wrth fynd i'r ystafell gyfarfod a defnyddio'r ardal gyhoeddus, mae aelodau'r cyhoedd yn cydsynio i gael eu ffilmio ac y defnyddir y lluniau a recordiadau sain hynny o bosibl at ddibenion gwe-ddarlledu a/neu hyfforddi.

Os oes gennych gwestiynau ynghylch gwe-ddarlledu cyfarfodydd, cysylltwch â'r Gwasanaethau Pwyllgorau ac Aelodau ar 02920 872020 neu e-bost [Gwasanethau Democrataidd](#)

| <i>Eitem</i> | | <i>Tua Amser</i> | <i>Max Amser</i> |
|--------------------------------|---|------------------|------------------|
| 1 | Ymddiheuriadau am Absenoldeb <i>Derbyn ymddiheuriadau am absenoldeb.</i> | 4.30 pm | 10 mins |
| 2 | Datgan Buddiannau <i>Derbyn datganiadau buddiannau (i'w gwneud yn unol â Chod Ymddygiad yr Aelodau).</i> | | |
| 3 | Cofnodion (<i>Tudalennau 5 - 14</i>) Cymeradwyo cofnodion y cyfarfod a gynhaliwyd ar 20 Ionawr 2020 fel cofnod cywir a 30 Ionawr (i ddilyn). | | |
| 4 | Cwestiynau Cyhoeddus (<i>Tudalennau 15 - 18</i>) Clywed y cwestiynau a gyflwynodd Aelodau'r Cyhoedd o flaen llaw. | 4.40 pm | 10 mins |
| 5 | Cyhoeddiadau'r Arglwydd Faer <i>Clywed cyhoeddiadau'r Arglwydd Faer gan gynnwys Cydnabyddiaethau a Gwobrau.</i> | 4.50 pm | 5 mins |
| 6 | Deisebau <i>Derbyn deisebau gan Aelodau Etholedig i'r Cyngor.</i> | 4.55 pm | 5 mins |
| 7 | Adroddiad Blynyddol y Pwyllgor Safonau a Moeseg (<i>Tudalennau 19 - 38</i>) <i>Adroddiad y Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol</i> | 5.00 pm | 15 mins |
| 8 | Cynllun Corfforaethol Cyngor Caerdydd 2020-23 (<i>Tudalennau 39 - 172</i>) <i>Cynnig y Cabinet</i> | 5.15 pm | 35 mins |
| Egwyl (15.50 – 20 MINS) | | | |
| 9 | Cynigion ar gyfer Cyllideb 2019-20 (<i>Tudalennau 173 - 486</i>) | 6.10 pm | 180 mins |

Trwy dderbyn y Pecyn Agenda hwn yn electronig, rydych wedi arbed yr Awdurdod tua. £ 13.97 mewn costau argraffu

| | | | |
|---|--|---------|--------|
| | <p><i>Derbyn a chymeradwyo Cynigion Cyllideb y Cabinet ar gyfer 2020-2021.</i></p> <p>Ni fydd Atodiad 4(c) yr adroddiad hwn yn cael ei gyhoeddi gan ei fod yn cynnwys gwybodaeth sydd wedi'i heithrio dan y disgrifiad a geir ym Mharagraffau 14 a 21 Atodlen 12A Deddf Llywodraeth Leol 1972.</p> <p>Bydd Aelodau'r Cyhoedd yn cael eu cadw allan o'r cyfarfod yn ystod y drafodaeth ar yr eitem hon.</p> | | |
| 10 | Materion Brys | 9.10 pm | 5 mins |
| Materion y Cyngor nas Gwrthwynebir | | | |
| 11 | <p>Penodiadau Pwyllgor <i>(Tudalennau 487 - 488)</i></p> <p><i>Adroddiad y Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol.</i></p> | 9.10 pm | 5 mins |
| 12 | <p>Penodi Cynrychiolwyr i Gyrrff Allanol <i>(Tudalennau 489 - 490)</i></p> <p><i>Adroddiad y Cyfarwyddwr Llywodraethu a Gwasanaethau Cyfreithiol.</i></p> | 9.15 pm | 5 mins |

City Council of the City & County of Cardiff
20 January 2020

1

THE COUNTY COUNCIL OF THE CITY & COUNTY OF CARDIFF

The County Council of the City & County of Cardiff met at County Hall, Cardiff on 20 January 2020 to transact the business set out in the Council summons dated Tuesday, 14 January 2020.

Present: County Councillor De'Ath(Lord Mayor)

County Councillors Ahmed, Bowden, Bowen-Thomson, Boyle, Bradbury, Bridgeman, Burke-Davies, Carter, Cowan, Cunnah, De'Ath, Derbyshire, Driscoll, Ebrahim, Elsmore, Gibson, Goddard, Goodway, Gordon, Henshaw, Hinchey, Hopkins, Howells, Hudson, Jacobsen, Jenkins, Jones-Pritchard, Jones, Owen Jones, Joyce, Lancaster, Lay, Lent, Lister, Mackie, McEvoy, McGarry, McKerlich, Melbourne, Merry, Michael, Molik, Morgan, Naughton, Owen, Parkhill, Jackie Parry, Keith Parry, Patel, Phillips, Rees, Dianne Rees, Robson, Sandrey, Sattar, Simmons, Singh, Stubbs, Taylor, Graham Thomas, Huw Thomas, Lynda Thorne, Walker, Weaver, Wild, Williams, Wong and Wood

19 : APOLOGIES FOR ABSENCE

Councillors Asghar Ali, Dilwar Ali, Berman, Cunnah, Ford, Gavin Hill-John, Pippa Hill-John. Kelloway.

20 : DECLARATIONS OF INTEREST

The following declaration of interest was received in accordance with the Members' Code of Conduct.

| COUNCILLOR | ITEM | NATURE OF INTEREST |
|------------|------------------|--|
| Henshaw | Notice of Motion | Personal Interest, family member is a social work student. |

21 : NOTICE OF MOTION

The Lord Mayor advised that the Notice of Motion submitted in accordance with Council Meeting Procedure Rule 4 (b) on the 8 January 2020, Proposed by Councillor Bowden, Seconded by Councillor Williams and supported by Councillors: McEvoy, Ford, Keith Parry, Gibson and Robson was included on the Summons for the meeting. One amendment had been received.

The Lord Mayor invited Councillor Fenella Bowden to propose the motion, as follows:

Cardiff Council is a Member-led authority and therefore from time to time it is appropriate for Members of the Council to raise legitimate concerns in a public setting, namely a Full Council meeting.

This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg

Cardiff Councillors are Corporate Parents to Looked After Children in the care of the Council. In recent times a number of Councillors from different political parties have raised concerns regarding the Children's Services Department. These concerns include, but are not limited to; accountability, scrutiny, transparency and liability. We acknowledge and wish to put on record the significant work and commitment undertaken by the many staff and officers in Children's Services and all they do to safeguard and protect children in our City. The purpose of this motion is to confirm and ensure that the processes and procedures we have in place are appropriate, lawful, robust and reviewed regularly.

Therefore, it is proposed in the first instance an independent review of Children's Services takes place and considers the following.

1. Review the existing terms of reference and operation of the Council's corporate advisory committee and make recommendations on how the role of the committee can be strengthened..
2. Consider the existing arrangements for how and where Councillors report concerns regarding Looked After Children and whether these arrangements are sufficiently robust and suitable and if not how they can be improved.
3. Consider the existing arrangements on how councillors are updated on concerns and queries regarding Looked After Children and Children's Services they have raised and make recommendations on how these arrangements can be improved to ensure Councillors can discharge their Corporate Parent duties.
4. Review the existing training in place for Councillors and make recommendations on how the existing arrangements can be enhanced.
5. Review the current policies and procedures in place and make recommendations if it is considered these policies and/or procedures should be amended and reviewed.
6. Meet with Councillors to consider any concerns or recommendations they may have regarding existing policies and procedures in Children's Services and consider their concerns and/or recommendations.
7. Consider the existing scrutiny arrangements for Children's Services and make any recommendations if it is considered these should improve.

The individual(s) undertaking the Independent Review into Children's Services should report to the Chief Executive in his capacity as Head of Paid Service. All Councillors should be sent an un-redacted copy of the review and the Chief Executive will report to Full Council with an update on implementing the recommendations of the Independent Review.

The Motion was seconded by Councillor Joel Williams and stated he would be accepting the amendment.

The Lord Mayor invited the proposer of the amendment Councillor Huw Thomas to move the amendment.

(Amendments show in bold Italics)

Cardiff Councillors, ***along with council officers and partner agencies***, are Corporate Parents to Children who are looked after ***for whom the Council has parental responsibilities*** in the care of the Council. ~~In recent times a number of Councillors from different political parties have raised concerns regarding the Children's Services Department. These concerns include, but are not limited to; accountability, scrutiny, transparency and liability.~~

Members also represent their constituents who have personal involvement with safeguarding processes and who may specific concerns about those processes. It is crucial that Members are supported to fulfil those roles effectively through appropriate training, protocols professional advice and performance reporting regarding the quality of outcomes for Children who are looked after. These should support a clear understanding of the different roles and responsibilities of the multi-agency partners, the family court system and CAFCASS, involved in the safeguarding and protection of children.

We acknowledge and wish to put on record the significant work and commitment undertaken by the many staff and officers in Children's Services, ***other council departments and partner services to develop services for our Children who are looked after*** and all they do to safeguard and protect children in our City. The purpose of this motion is to confirm and ensure that the processes and procedures we have in place are appropriate, lawful, robust and reviewed regularly ***and support Members to play their role in this system.***

In common with all other Local Authorities in the UK, Cardiff is facing increasing pressures in respect of its Social Services functions. We note that, in line with national trends, the numbers of Children who are looked after have risen considerably over the last 5 years. This underlines the need for a Team Cardiff approach with strong support from all parts of the Council and effective collaboration with public service, independent, and third sector partners to meet the needs of Children who are looked after.

This Council notes the various steps that have been taken to implement new strategies and practices. We acknowledge and welcome the development of a clear 3 year strategic plan for Cardiff Children's Services. This plan sets clear priorities for the improvement of workforce planning and development, practice and commissioning. We also welcome the significant realignment of resources to enable the Council to positively meet the needs of our most vulnerable children and young people through investment in prevention and protection services.

The Council further notes the legal and regulatory framework within which social services operates. The annual reports of the Director of Social Services contain in-depth analysis of the quality and performance of social service arrangements in Cardiff. In July 2019, the annual report to Council was

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presented alongside the annual performance letter in respect of Cardiff Social Services issued by Care Inspectorate Wales, the independent inspection and regulatory body for social services in Wales.

We understand the personal responsibilities of Members and the importance of attendance at corporate parenting and safeguarding training, and acknowledge the contribution and critical roles of Members through the Corporate Parenting Advisory Committee and Children and Young People (CYP) Scrutiny Committee.

The Council therefore welcomes the recent appointment of an independent expert by the Director of Social Services, in consultation with the Cabinet Member for Children & Families and the Chief Executive, to undertake a review of the Member Safeguarding Protocol and proposes the extension of the independent advisor's remit to include the following:

~~Therefore, it is proposed in the first instance an independent review of Children's Services takes place and considers the following.~~

- ~~1. Review the~~ ***Development of a protocol on the corporate parenting role of Councillors, which aligns with the Member Safeguarding Protocol. This will include a review of the*** existing terms of reference and operation of the Council's corporate *parenting* advisory committee and make recommendations on how the role of the committee can be strengthened.
- ~~2. In reviewing the Member Safeguarding Protocol,~~ consider the existing arrangements for how and where Councillors report concerns regarding Children who are looked after and whether these arrangements are sufficiently robust and suitable and if not how they can be improved.
- ~~3. In reviewing the Member Safeguarding Protocol,~~ consider the existing arrangements on how councillors are updated on concerns and queries *they have raised* regarding Children who are looked after and Children's Services, ~~they have raised and to make recommendations on how these arrangements can be improved to ensure Councillors can discharge their Corporate Parent duties~~ ***the most effective set of arrangements which emphasise at all times the primacy of the safety and protection of children, to ensure Councillors can discharge their Corporate Parent duties***
- ~~4. Review the existing training in place for Councillors and make recommendations on how the existing arrangements can be enhanced,~~ ***including seeking cross-party agreement on those aspects which should be considered as mandatory training for Councillors, as well as professional boundaries and behaviour standards for Councillors and how any concerns should be raised through appropriate channels.***
- ~~5. Review the current policies and procedures in place and make recommendations if it is considered these policies and/or procedures should be amended and reviewed.~~ ***Make recommendations as necessary on any changes to protocols, policies and procedures in place.***

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6. Meet with Councillors to consider any concerns or recommendations they may have regarding existing *corporate parenting* policies and procedures in ~~Children's Services~~ and consider their concerns and/or recommendations.
7. Consider the existing scrutiny arrangements for ~~Children's Services~~ ***corporate parenting*** and make any recommendations if it is considered these should improve.

~~The individual(s) undertaking the Independent Review into Children's Services should report to the Chief Executive in his capacity as Head of Paid Service. All Councillors should be sent an un-redacted copy of the review and the Chief Executive will report to Full Council with an update on implementing the recommendations of the Independent Review.~~

Any recommendations proposed by the independent expert should be fed back to the statutory Director of Social Services. Any recommendations would also be considered by the CYP Scrutiny Committee and Corporate Parenting Advisory Committee, before consideration by first Cabinet and subsequently Full Council.

The Council also proposes to establish a Leaders Forum, chaired by the Leader of the Council, that would meet at least biannually, or as needed, with statutory officers to discuss confidentially matters relating specifically to Children who are looked after.

The Motion would read as follows:

Cardiff Council is a Member-led authority and therefore from time to time it is appropriate for Members of the Council to discuss issues of significance in a public setting, namely a Full Council meeting.

Cardiff Councillors, along with council officers and partner agencies, are Corporate Parents to Children who are looked after for whom the Council has parental responsibilities.

Members also represent their constituents who have personal involvement with safeguarding processes and who may have specific concerns about those processes. It is crucial that Members are supported to fulfil those roles effectively through appropriate training, protocols professional advice and performance reporting regarding the quality of outcomes for Children who are looked after. These should support a clear understanding of the different roles and responsibilities of the multi-agency partners, the family court system and CAF/CASS, involved in the safeguarding and protection of children.

We acknowledge and wish to put on record the significant work and commitment undertaken by the many staff and officers in Children's Services, other council departments and partner services to develop services for our Children who are looked after and all they do to safeguard and protect children in our City. The

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purpose of this motion is to confirm and ensure that the processes and procedures we have in place are appropriate, lawful, robust and reviewed regularly and support Members to play their role in this system.

In common with all other Local Authorities in the UK, Cardiff is facing increasing pressures in respect of its Social Services functions. We note that, in line with national trends, the numbers of Children who are looked after have risen considerably over the last 5 years. This underlines the need for a Team Cardiff approach with strong support from all parts of the Council and effective collaboration with public service, independent, and third sector partners to meet the needs of Children who are looked after.

This Council notes the various steps that have been taken to implement new strategies and practices. We acknowledge and welcome the development of a clear 3 year strategic plan for Cardiff Children's Services. This plan sets clear priorities for the improvement of workforce planning and development, practice and commissioning. We also welcome the significant realignment of resources to enable the Council to positively meet the needs of our most vulnerable children and young people through investment in prevention and protection services.

The Council further notes the legal and regulatory framework within which social services operates. The annual reports of the Director of Social Services contain in-depth analysis of the quality and performance of social service arrangements in Cardiff. In July 2019, the annual report to Council was presented alongside the annual performance letter in respect of Cardiff Social Services issued by Care Inspectorate Wales, the independent inspection and regulatory body for social services in Wales.

We understand the personal responsibilities of Members and the importance of attendance at corporate parenting and safeguarding training, and acknowledge the contribution and critical roles of Members through the Corporate Parenting Advisory Committee and Children and Young People (CYP) Scrutiny Committee.

The Council therefore welcomes the recent appointment of an independent expert by the Director of Social Services, in consultation with the Cabinet Member for Children & Families and the Chief Executive, to undertake a review of the Member Safeguarding Protocol and proposes the extension of the independent advisor's remit to include the following:

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2. In reviewing the Member Safeguarding Protocol, consider the existing arrangements for how and where Councillors report concerns regarding Children who are looked after and whether these arrangements are sufficiently robust and suitable and if not how they can be improved.

3. In reviewing the Member Safeguarding Protocol, consider the existing arrangements on how councillors are updated on concerns and queries they have raised regarding Children who are looked after and Children's Services, the most effective set of arrangements which emphasise at all times the primacy of the safety and protection of children, to ensure Councillors can discharge their Corporate Parent duties
4. Review the existing training in place for Councillors and make recommendations on how the existing arrangements can be enhanced, including seeking cross-party agreement on those aspects which should be considered as mandatory training for Councillors, as well as professional boundaries and behaviour standards for Councillors and how any concerns should be raised through appropriate channels.
5. Make recommendations as necessary on any changes to protocols, policies and procedures in place.
6. Meet with Councillors to consider any concerns or recommendations they may have regarding existing corporate parenting policies and procedures and consider their concerns and/or recommendations.
7. Consider the existing scrutiny arrangements for corporate parenting and make any recommendations if it is considered these should improve.

Any recommendations proposed by the independent expert should be fed back to the statutory Director of Social Services. Any recommendations would also be considered by the CYP Scrutiny Committee and Corporate Parenting Advisory Committee, before consideration by first Cabinet and subsequently Full Council.

The Council also proposes to establish a Leaders Forum, chaired by the Leader of the Council, that would meet at least biannually, or as needed, with statutory officers to discuss confidentially matters relating specifically to Children who are looked after.

The Lord Mayor invited debate, the Lord Mayor invited Councillor Bowden to respond to items raised during the debate. Councillor Bowden confirmed she accepted the amendment.

The Lord Mayor moved to vote on the Substantive Motion

The Substantive Motion was CARRIED as follows.

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9. In reviewing the Member Safeguarding Protocol, consider the existing arrangements for how and where Councillors report concerns regarding Children who are looked after and whether these arrangements are sufficiently robust and suitable and if not how they can be improved.
10. In reviewing the Member Safeguarding Protocol, consider the existing arrangements on how councillors are updated on concerns and queries they have raised regarding Children who are looked after and Children's Services, the most effective set of arrangements which emphasise at all times the primacy of the safety and protection of children, to ensure Councillors can discharge their Corporate Parent duties
11. Review the existing training in place for Councillors and make recommendations on how the existing arrangements can be enhanced, including seeking cross-party agreement on those aspects which should be considered as mandatory training for Councillors, as well as professional boundaries and behaviour standards for Councillors and how any concerns should be raised through appropriate channels.
12. Make recommendations as necessary on any changes to protocols, policies and procedures in place.
13. Meet with Councillors to consider any concerns or recommendations they may have regarding existing corporate parenting policies and procedures and consider their concerns and/or recommendations.
14. Consider the existing scrutiny arrangements for corporate parenting and make any recommendations if it is considered these should improve.

Any recommendations proposed by the independent expert should be fed back to the statutory Director of Social Services. Any recommendations would also be considered by the CYP Scrutiny Committee and Corporate Parenting Advisory Committee, before consideration by first Cabinet and subsequently Full Council.

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**CYNGOR CAERDYDD
CARDIFF COUNCIL**



COUNCIL:

27 FEBRUARY 2020

PUBLIC QUESTION 1

**QUESTION TO COUNTY COUNCILLOR LYNDA THORNE
(CABINET MEMBER FOR HOUSING AND COMMUNITIES)**

PUBLIC QUESTION FROM DAVE HANN

What consultation with local residents and business been carried out prior to the opening of the drop in centre at the old transport club on Tudor Street?

Mae'r dudalen hon yn wag yn fwriadol

COUNCIL:

27 FEBRUARY 2020

PUBLIC QUESTION 2

**QUESTION TO COUNTY COUNCILLOR PETER BRADBURY
(CABINET MEMBER FOR CULTURE AND LEISURE)**

PUBLIC QUESTION FROM RICHARD COLLINS

Cardiff has lost a majority of its grassroots music venues over the last few years due to crippling business rates and lack of profits. With such excellent live performance facilities in the Transport Club, would the council consider keeping the Transport Club as arts focussed community centre to provide a chance for young people to learn instruments and for all cultures and faiths to come together? This would bring a level of wellbeing and joy to such a poor and neglected area.

Mae'r dudalen hon yn wag yn fwriadol



Standards and Ethics Committee Annual Report 2018/19

Cardiff Council



The Ten General Principles of Public Life

| | |
|--|---|
| <p>Selflessness – members should serve only the public interest and should never improperly confer an advantage or disadvantage on any person.</p> | <p>Personal judgement – members may take account of the views of others, including their political groups, but should reach their own conclusions on the issues before them and act in accordance with those conclusions.</p> |
| <p>Honesty and integrity – members should not place themselves in situations where their honesty and integrity may be questioned, should not behave improperly, and should on all occasions avoid the appearance of such behaviour.</p> | <p>Respect for others – members should promote equality by not discriminating unlawfully against any person, and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation or disability. They should respect the impartiality and integrity of the authority's statutory officers and its other employees.</p> |
| <p>Objectivity – members should make decisions on merit, including when making appointments, awarding contracts, or recommending individuals for rewards or benefit.</p> | <p>Duty to uphold the law – members should uphold the law and, on all occasions, act in accordance with the trust that the public is entitled to place in them.</p> |
| <p>Accountability – members should be accountable to the public for their actions and the manner in which they carry out their responsibilities, and should co-operate fully and honestly with any scrutiny appropriate to their particular office.</p> | <p>Stewardship – members should do whatever they are able to do to ensure that their authorities use their resources prudently, and in accordance with the law.</p> |
| <p>Openness – members should be as open as possible about their actions and those of their authority, and should be prepared to give reasons for those actions.</p> | <p>Leadership – members should promote and support these principles by leadership, and by example, and should act in a way that secures or preserves public confidence.</p> |
| <p style="text-align: center;"><i>“Nolan Committee on Standards in Public Life”</i></p> | |

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Chair's Foreword

This report covers my last full year of office as Chair of the Standards and Ethics Committee. In reflecting on my whole time in the role, I wish first to pay tribute to those who have served on the Committee and the officers who have supported our work. Our Independent Members, County Councillors and Community Council representatives have worked effectively together, ably assisted by successive Monitoring Officers and their teams.

The Committee has sought to work pro-actively, in promoting good standards of conduct as well as reacting to instances of actual or alleged misconduct. We have made ourselves more visible, in attending Council and certain Committee meetings and through a series of visits to Community Councils. We have built on constructive relationships with Lord Mayors and with Group Leaders and Whips. We have worked with the Democratic Services Committee in designing, interpreting and responding to surveys of Members, in particular on matters of discriminatory or intimidatory behaviour.

Through reports of the Public Services Ombudsman for Wales, attendance at All-Wales Standards Conferences (one of which we were pleased to host in Cardiff), reports of relevant judicial hearings and through contact between Monitoring Officers, we have kept abreast of wider trends. Following a Court judgement¹, there was a raising of the bar for findings of misconduct in Member-on-Member complaints, with Members (and senior Officers) expected to have "thicker skins" than others. Both the Ombudsman and the Adjudication Panel for Wales have made clear, however, that they treat seriously both abuse that is discriminatory in nature and intimidatory behaviour towards more junior staff.

As far as Members' conduct is concerned, I have no hesitation in saying that it is generally of a high standard. There have been no significant cases of corruption. There has been a falling number of complaints about misconduct and a marked improvement in the conduct of Council meetings. Independent Members of the Committee have expressed admiration for the conscientious work that Councillors put in on behalf of their ward residents and to improve their city. Nonetheless, public reputation remains a fragile thing, and all must remain watchful in maintaining standards - for example in taking care to avoid unduly personal or misleading comments on social media - and in dealing with matters which may undermine it. The Committee urges Members to report to the Monitoring Officer matters of concern, including those which may not reach the threshold for formal complaints under the Code of Conduct, so that they may be appropriately dealt with and to help avoid in future more subtle or unintentional forms of discrimination or intimidation.

Richard Tebboth
Chair of Standards and Ethics Committee (2014-2019)
Cardiff Council

¹ R (Calver) v. Adjudication Panel for Wales [2012] EWHC 1172 (admin)

The Role of the Standards and Ethics Committee

The Committee operates within a statutory framework and the following terms of reference:

- (a) To monitor and scrutinise the ethical standards of the Authority, its Members, employees and any associated providers of the Authority's services, and to report to the Council on any matters of concern.
 - (b) To advise the Council on the content of its Ethical Code and to update the Code as appropriate.
 - (c) To advise the Council on the effective implementation of the Code including such matters as the training of Members and employees on the Code's application.
 - (d) To consider and determine the outcome of complaints that Councillors and Co-opted Members have acted in breach of the Code in accordance with procedures agreed by the Standards Committee, including the imposition of any penalties available to the Committee.
 - (e) To oversee and monitor the Council's whistleblowing procedures and to consider ethical issues arising from complaints under the procedure and other complaints.
 - (f) To grant or refuse requests for dispensations in respect of Members' interests under the Members Code of Conduct in accordance with the relevant statutory provisions.
 - (g) To undertake those functions in relation to community councils situated in the area of the Council and members of those community councils which are required by law.
 - (h) To recommend to Council and the Cabinet any additional guidance on issues of probity.
 - (i) To hear and determine any complaints of misconduct by Members or a report of the Monitoring Officer, whether on reference from the Ombudsman or otherwise.
 - (j) To recommend the provision to the Monitoring Officer of such resources as he/she may require for the performance of his/her duties.
- All Members of the Committee will be required to undertake relevant training to enable them to properly discharge their duties.

The Committee has identified its major role as being to:

- Promote and maintain high standards of conduct by County Councillors, Community Councillors and Co-opted Members.
- Provide support advice and training for County Councillors and Community Councillors on conduct and personal interests.
- Monitor the operation of the Code of Conduct and the governance of the Council.
- Hear and determine any complaints referred by the Public Services Ombudsman for Wales.
- Provide advice and guidance on the whistleblowing procedure, constitutional, protocols and ethical issues.

The Committee operates on the clear understanding that Elected Members that sit on the Committee are independent of political allegiance and that all discussions and decisions are taken with ethical principles at the forefront. The Committee is mindful that not all political groups are represented on the Committee, but welcomes attendance by all Members at its meetings and is happy to receive contributions from those groups not so represented. The Committee wishes to do all it can to support Elected Members in their role.

The Committee's Work in 2018/19

COMMITTEE MEMBERSHIP

There have been several changes in the Committee's membership over the year. Firstly, due to the sad news that the newly appointed independent member, Ms Thora Lewis, had passed away in May 2018. The Committee was pleased to welcome back Hollie Edwards-Davies, who resumed her position as independent member on the Committee in June 2018 after stepping down the previous year to take maternity absence. Then in June 2019, independent member, Lizz Roe, tendered her resignation due to personal circumstances; and approximately one month later, Hugh Thomas, indicated he also needed to resign, again due to personal circumstances. In September 2019, the second term of office of the Chair, Richard Tebboth, came to an end. A public appointments process was therefore carried out, in line with the statutory rules, and in November 2019, three new independent members were appointed to the Committee: Jason Bartlett, Chrissie Nicholls and Arthur Hallet

Community Councillor Stuart Thomas, Chair of Pentyrch Community Council has continued as the Community Council representative on the Committee; and the Cardiff Council elected Members for 2018/19 were Councillor Stephen Cunnah, Councillor Joel Williams and Councillor Emma Sandrey.

MEMBERS' SURVEY

The Committee considered the results of the Members Survey 2017 in relation to Member conduct issues and noted there were positive trends, but also some concerns about behavioural issues and bullying. The survey results were discussed at the Committee's annual meeting with Group Leaders and Whips and it was noted that many of the reported incidents appeared to relate to culture and atmosphere rather than overt discrimination; and some responses appeared to relate to historical issues, which may not accurately reflect the current situation. The Committee was assured that any reports of bullying or discrimination are dealt with robustly, and suggested that political groups should also consider what support arrangements they had in place, particularly as some reported incidents appeared to relate to conduct in group meetings. The Committee discussed ways to raise awareness and address issues constructively. It was agreed that the Committee should review matters when it receives the results of the next Members' Survey.

ROLE DESCRIPTIONS FOR COMMITTEE MEMBERS

The Committee reviewed the role descriptions previously adopted, which had been based on the generic role descriptions for a Member of the Standards Committee and the Chair of the Standards Committee, published within the Welsh Local Government Association's 'Framework Member Role Descriptions and Person Specifications'. It was noted that the role descriptions did not fully reflect the Committee's terms of reference as set out within the Constitution. The Committee's terms of reference included responsibility for matters such as overseeing whistleblowing arrangements and for monitoring and scrutinising the ethical standards of Council employees and

service providers as well as elected Members. The Committee agreed that the role descriptions should be amended to reflect this wider remit. Revised role descriptions were agreed and referred to the Democratic Services Committee for inclusion within the suite of Member role descriptions to be recommended to full Council for adoption.

MEMBER BRIEFING

The Committee issued its fourth Member Briefing in February 2019, outlining the work of the Committee and reiterating the importance of high standards of conduct. The Briefing was issued to all Cardiff Councillors, as well as Community Councillors. Topics covered in the Briefing included the Committee's Annual Report 2017/18; an update on Member conduct complaints; discussion with group leaders and whips about the results of the Members' Survey; the WLGA's social media guidance; registration of gifts and hospitality; use of Council resources; engagement with Community Councils to promote and maintain high standards of conduct; Code of Conduct training; caselaw update; the Ombudsman's Annual Letter and a reminder of the Cardiff Undertaking.

Members were invited to give feedback to the Committee or raise any issues with them, either by contacting the Chair directly or raising issues through their party group leaders or whips.

COMMUNITY COUNCILS

The Committee has continued to engage with Community Councils to promote and maintain high standards of conduct within those Councils and build good working relationships with them.

The Committee was pleased to note that a further Code of Conduct training and development session had been delivered in September 2019, specifically for Community Councillors. Feedback indicated that Community Councillors found the session helpful.

The Monitoring Officer has continued to hold quarterly meetings with the Community Council Clerks to discuss and provide support and advice to Clerks in relation to Member conduct issues. Clerks have been encouraged to recommend their Councils adopt their own local resolution protocols, using the model developed by One Voice Wales and the Ombudsman, to resolve disputes amongst their community councillors.

Members of the Committee have also attended a number of Community Council meetings to familiarise themselves with the work of Community Councils and raise the profile of the Standards and Ethics Committee. It was observed that proceedings were well structured and there were no issues of concern in relation to Member conduct.

MEMBERS' GIFTS AND HOSPITALITY

The Committee has carried out its annual review of the Members' Hospitality Registers covering the period from 1st October 2017 to 16th November 2018. Having carefully reviewed the registers for this period, the Committee found no issues of concern.

However, it was agreed that the registers should include the estimated value of the gift or hospitality, as declared on the registration form. It was acknowledged that it was sometimes difficult for Members to give an accurate estimate of value, but the Committee considered that Members should nevertheless give their best estimate of the value, as this was important for accountability and transparency purposes. It was also agreed that a reminder should be sent to all Members to remind them of the Council's rules which required them to register any gifts, hospitality or other benefits received above a threshold value of £25, within 28 days.

OFFICERS' GIFTS AND HOSPITALITY

The Committee reviewed the Council's rules and guidance in relation to gifts and hospitality received by officers. It was noted that officers are required to obtain management authorisation before accepting any gifts or hospitality, and are also required to register any gifts or hospitality received with an estimated value of £25 or more. The registers of officers' gifts and hospitality were available for public inspection, but not published. The Committee considered that the register of senior officers' gifts and hospitality should be published on the Council's website and that the registers should include the estimated value of the gift or hospitality, for accountability and transparency. The Committee agreed to make recommendations to this effect.

OFFICERS' PERSONAL INTERESTS

The Committee considered the Council's rules and guidance in relation to officers' personal interests and secondary employment. It was noted that all officers are required to disclose any secondary employment and potential or actual conflicts of interest to their managers; and that officers were also subject to statutory rules about disclosing any interest in a Council contract. The Council had placed additional disclosure requirements on Senior Officers (Chief Officers, Assistant Directors and above), requiring all outside business interests to be disclosed, whether or not they presented any conflict of interests. Senior Officers were also required to disclose the business interests of their close family members for consideration under the Council's 'Related Party' disclosure requirements for purposes of the Council's Statement of Accounts. A register of Senior Officers' outside business interests was held by the Monitoring Officer and was available for public inspection.

The Committee was keen to promote transparency of personal interests of Senior Officers, in light of their significant decision making powers. It was agreed to recommend that the Register of Senior Officers' Business Interests should be published on the Council's website, with an exception for any 'sensitive information', similarly to the statutory rules for the Members' Register of Interests.

The Committee acknowledged that the rules on Members' personal interests are set by law, and that there were no equivalent statutory rules for officers. However, it was agreed that further consideration should be given to the disclosure requirements for Senior Officers. The Committee received a further report in December 2019 and noted that the roles and accountabilities of Senior Officers are fundamentally different to those of elected Members. It was acknowledged that the Council has a duty of care towards its employees, and that there are mechanisms whereby any Member who is concerned about the misuse of delegated powers may raise a complaint to the

Monitoring Officer, who holds Senior Officers' Personal Interests Declarations and has access to other employee records in order to investigate any allegations. Having carefully considered all relevant information and the advice of the Deputy Monitoring Officer (who advised the Committee on this matter, due to the Monitoring Officer's conflict of interests, as a Senior Officer), the Committee agreed to make no changes to the current rules on Senior Officers' disclosure requirements, but asked that the Committee should be able to review Senior Officers' Registers of Interests, on a confidential basis.

SOCIAL MEDIA GUIDANCE

The Committee considered the updated guidance produced by the Welsh Local Government Association, 'Social Media: A Guide for Councillors'. It was noted that the increasing use of social media presents varied opportunities and challenges for Councillors. The Committee was pleased to note that the updated WLGA Guidance reflected changes in the social media landscape and emerging issues, including separate guidance on handling online abuse and bullying, which appeared to be a growing concern. It was agreed that the WLGA's guidance was clear and comprehensive and that it was important for Councillors across Wales to be given consistent guidance. Therefore, the Committee agreed that the WLGA's guidance on social media should be circulated to all Cardiff Councillors (and the previous guidance issued by the Committee in 2014 should be allowed to lapse).

OBSERVATION OF COUNCIL AND COMMITTEE MEETINGS

Independent members of the Committee and the Community Council representative have continued to observe meetings of Full Council and its Committees, as well as Community Council meetings; and have discussed their observations during each Standards and Ethics Committee meeting, to inform the Committee's work and understand the work of the Council. The Committee uses a standard template form to record Members' feedback.

The Committee has been pleased to observe a marked improvement in standards of Member conduct in Cardiff Council, with Council meetings being noticeably more business focussed and less fractious. The authority of the Chair of Council was considered to be strong and there were good relationships observable between Members of different political parties. Committee members are encouraged to continue attending different Council meetings for observation and feedback to the Committee.

APW SANCTIONS GUIDANCE

The Committee has considered the new Sanctions Guidance issued by the Adjudication Panel for Wales, which took effect in September 2018. It was noted that the guidance aims to assist Tribunals to reach fair, proportionate and consistent decisions on sanctions imposed after finding that a Member has breached the Members' Code of Conduct. Whilst acknowledging that the guidance is aimed at the Adjudication Panel for Wales and is not legally binding, the Committee agreed that it constituted helpful guidance in relation to any standards hearings conducted by the Committee's Hearings Panel.

OMBUDSMAN'S ANNUAL LETTER 2017/18

The Committee considered the Ombudsman's Annual Letter 2017/18 and was pleased to note that the number of Code of Conduct complaints about Cardiff Councillors, which were referred to the Ombudsman, remained low – a total of 4 for the year (3 County Councillors and 1 Community Councillor). This was agreed to be a good reflection on standards of conduct in Cardiff, particularly as the Ombudsman reported an increase in the number of Code of Conduct complaints across Wales. Three out of the four complaints for Cardiff were closed after initial consideration by the Ombudsman, on the basis that the Ombudsman did not consider the complaint warranted investigation; and in the remaining case, the Ombudsman's investigation had found no evidence of a breach of the Code. The Committee considered that the Ombudsman's Annual Letter indicated that standards of Member conduct in Cardiff were generally good.

CASELAW UPDATE

The Committee received an updated on the 2018 case of Harvey v. Ledbury Town Council, in which the High Court held that a Community Council's decision to impose sanctions on one of its councillors, after concluding a grievance process which found her guilty of bullying and harassment, was unlawful. The court held that the proper course for the investigation of behaviour of councillors is under the Code of Conduct and the statutory standards framework; and a grievance process could not be run in tandem with, or as an alternative to, the Code of Conduct process. The Committee agreed this case provided helpful confirmation that concerns about Councillors' conduct must be addressed under the Code of Conduct and the standards regime.

ANNUAL MEETING WITH POLITICAL GROUP LEADERS AND WHIPS

The Committee met informally with Group Leaders and Whips in June 2018 to discuss issues relating to Members' conduct and ethics, particularly, having regard to the results of the Members' Survey 2017. The detailed outcomes of that meeting were included in the Committee last annual report (2017/18).

The Committee has scheduled its next informal meeting with group leaders and whips for March 2020, to allow discussion of results from the Member Survey issued in January 2020 in relation to standards and conduct issues.

Taking Action on Complaints

The Standards and Ethics Committee receives quarterly reports from the Monitoring Officer in respect of complaints made about Members' conduct. The Committee monitors the number of complaints and any themes or patterns emerging (but only considers specific details of individual cases if a complaint is formally referred to the Committee by the Monitoring Officer or the Ombudsman.)

During the period from 1st April 2018 to 31st March 2019 the Monitoring Officer was notified of a total of 12 complaints made against Members alleging breach of the Code of Conduct. The table below shows an analysis of the complaints on a quarterly basis.

| | Q1 Apr, May, Jun 2018 | Q2 Jul, Aug, Sept 2018 | Q3 Oct, Nov, Dec 2018 | Q4 Jan, Feb, Mar 2019 | TOTAL |
|-----------------------|--|---|--|--|--------------|
| Member on Member | 0 | 2 | 3 | 2 | 7 |
| Public on Member | 1 | 0 | 0 | 1 | 2 |
| Officer on Member | 0 | 0 | 3 | 0 | 3 |
| Community Councillors | 0 | 0 | 1 | 0 | 1 |
| Total | 1 | 2 | 6 | 3 | 12 |

The Committee noted that the number of complaints received during 2018/19 (12 in total) represented an increase compared to the previous year (a total of 8 complaints received during 2017/18). However, it noted that 4 of the complaints (received during Quarter 3 and detailed below) related to the same activities of one Member; and also that the total number for the year remained low compared to previous years (18 during 2016/17; and 59 during 2015/16).

Quarter 1

The single complaint received in Quarter 1 was notified to the Monitoring Officer by the Ombudsman. The complaint was made by a member of the public alleging intimidating and bullying behaviour by a Member. The Ombudsman investigated the complaint and in June 2019, he referred his investigation report to the Standards and Ethics Committee for determination. The Committee convened a Hearings Panel and held a hearing to determine the complaint in January 2020. The outcome of this hearing is subject to appeal and will be reported to the Council in due course.

Quarter 2

The two complaints received during Quarter 2 were both Member on Member complaints, which have been resolved informally by the Monitoring Officer. One complaint alleged abusive behaviour and language by another Member. The other complaint related to social media comments which implied that a Member's decision was biased. In each case an apology was offered and accepted.

Quarter 3

Four out of the six complaints received during Quarter 3 related to one Member's activities in connection with a particular organisation. Two of these complaints were made by officers and submitted directly to the Ombudsman. The complaints alleged that the Member's activities breached a number of duties imposed under the Code of Conduct. The Ombudsman decided not to investigate the complaints because he considered that the Member's activities amounted to a legitimate expression of views; and therefore an investigation was not appropriate.

The other two complaints relating to the same Members' activities were resolved informally by the Monitoring Officer. One was submitted by an officer and resolved by way of an explanation offered by the Member. The other complaint was submitted by a Member and alleged misuse of Council resources. This complaint was resolved by the Member offering an immediate apology and repayment of printing costs.

Details of the other two complaints received in Quarter 3 are as follows:

- (i) A complaint received from a member of the public alleging that a Member had been using a mobile telephone whilst driving, thereby committing a criminal offence. The complainant considered this to be a breach of the Member's duty to uphold the law; and to not bring the office of Member into disrepute. The complainant decided to refer the complaint to the Ombudsman. The Ombudsman found there was insufficient evidence of a breach of the Code.
- (ii) A complaint received from a Member regarding another Member's social media comments. The Monitoring Officer found that the comments were factual and based on information in the public domain; and therefore did not constitute a breach of the Code.

Quarter 4

Details of the three complaints received in Quarter 4 are as follows:

- (i) A member of the public complained to the Ombudsman that the members of the Planning Committee had not discharged their duties on the Committee in a fair and proper manner. The Ombudsman decided not to investigate this complaint.
- (ii) A Member complained about social media comments made by another Member. This was resolved informally by the Member clarifying his comments.
- (iii) A Member complained about the conduct of another Member during a meeting of full Council, alleging that the Member's comments brought the Authority into disrepute. The Ombudsman found that the

Member's comments attracted enhanced protection under Article 10 of the European Convention on Human Rights, in respect of his freedom of expression. The comments were not highly offensive or outrageous and were part of a democratic debate, during which Members were expected to have a 'thicker skin'. The Ombudsman decided not to investigate the matter further.

OUTCOMES

Out of the 12 complaints received during 2018/19, 6 have been considered by the Ombudsman, who has found no evidence of a breach of the Code in 5 of the cases. The remaining case was the one referred to the Hearings Panel, the outcome of which is subject to appeal, as set out under Quarter 1 above.

6 out of the 12 complaints have been resolved informally by the Monitoring Officer, in accordance with the Local Resolution Protocol; by way of an apology in 3 cases; by the Member explaining / clarifying their actions in 2 cases; and a finding of no evidence of any breach of the Code in the remaining case.

LOCAL RESOLUTION PROTOCOL

The Committee notes that the Local Resolution Protocol adopted by Cardiff (and updated in November 2017) continues to provide a helpful process for resolving relatively 'low-level' behavioural complaints made by Cardiff Council Members about other Members, in a timely and proportionate way.

The Committee is pleased to note that no cases considered under the Local Resolution Protocol have been referred to the Hearings Panel during 2018/19.

The Committee has encouraged Community Councils to adopt their own local resolution protocols, using the model developed by One Voice Wales in consultation with the Ombudsman.

Future Priorities

The Committee regularly reviews its work programme and has identified the following priority areas for consideration in 2018/19:

- **Observation of Council and Committee Meetings** – the Committee will continue to observe proceedings at Council and Committee meetings to give feedback on observations and inform its work priorities.
- **Member Briefings** To continue to publish Member Briefings on the work of the Committee, underlining the importance of the Cardiff Undertaking and Member conduct and behaviour.
- **Code of Conduct Complaints** - To receive quarterly reports on complaints made against Members of the Council alleging breaches of the Code of Conduct.
- **Gifts and Hospitality** - To review the Council's procedures for the acceptance and provision of gifts and hospitality by Officers; and continue to monitor the registers of gifts and hospitality received by Members.
- **Whistleblowing Policy** - To review the Council's Whistleblowing Policy and its implementation; and to receive information on reports made under the Policy and consider any ethical issues arising.
- **Members Annual Survey** – to consider issues relating to Member conduct and standards and ethics arising from the results of the Members' survey.
- **Annual Meeting with Group Leaders and Whips** - To facilitate ongoing engagement with representatives from all political groups.

Committee Membership 2018/19

INDEPENDENT MEMBERS



Richard Tebboth
(Chair – until Sept 2019)

Richard Tebboth was born and brought up on the Essex edge of London – with a Welsh grandmother living nearby. He was educated at Sir George Monoux Grammar School, Walthamstow, and Christ's College, Cambridge. After professional social work training he entered the Probation Service, working as practitioner and manager in South Yorkshire, Buckinghamshire and the West Midlands. In 1997, he joined the Social Services Inspectorate for Wales, becoming Deputy Chief Inspector and Acting Chief Inspector. He transferred into the senior civil service, in the Welsh Government's Department for Public Service Improvement, until retirement in 2010. Richard lives in Llandaff, where he is Secretary of his local Residents' Association. He was appointed as an Independent Member of the Standards and Ethics Committee in September 2011; and reappointed for a second term by Full Council on 23 July 2015 for a further four years with effect from 23 September 2015. Richard was elected Chairperson in 21 October 2014 and ended his second term of office in September 2019.



Prof. James Downe
(Vice-Chair / Chair
from Sept 2019)

James is a Professor in Public Management and Director of Research at the Wales Centre for Public Policy at Cardiff University. He has more than fifteen years' experience of managing large-scale evaluations of public policy. His current research interests are in local government performance regimes, political accountability, public trust and the ethical behaviour of local politicians. He was a member of the UK Government's Expert Panel on local governance and teaches on the LGA's Leadership Academy for councillors. He became an Independent Member of the Standards and Ethics Committee in November 2013 and was appointed Vice-Chair on 21 October 2014; and Chair from September 2019.



Hollie Edwards-Davies

Hollie Edwards-Davies was brought up in Rhyl, North Wales and has lived in Riverside, Cardiff for 12 years. She studied for a LLB honours degree in Law with Legal Studies in Europe at the University of Reading, including a year in Germany at *Universität Trier*. She subsequently completed a degree in Applied Accounting by distance learning with Oxford Brookes University and continued her studies to become a member of the Association of Chartered Certified Accountants (ACCA) in 2010. Hollie served as Chair of the ACCA South Wales Members Network Panel between 2013 and 2015, and is still an active member of the network. Following a variety of roles in the private sector and some voluntary work, Hollie worked at the Welsh Government for ten years and departed in 2015 to pursue a career change. She joined the Standards and Ethics Committee in July 2014; stepped down in November 2017 and resumed her position in June 2018 following maternity absence. Hollie was elected as Vice-Chair in September 2019.



Hugh Thomas (Until July 2019)

Hugh Thomas, a retired Solicitor, pursued a Local Government career for forty years culminating in his being Chief Executive of Mid Glamorgan County Council (the largest local authority in Wales) for fifteen years. During this time he served as Clerk to the South Wales Police Authority and Honorary Secretary of the Assembly of Welsh Counties. He retired in 1995. He has since chaired a number of public bodies and national voluntary organisations including those in the health and higher education sectors. He was Vice Chairman and Chair of the Audit Committee of the Wales Centre for Health. He was also a non-Executive Director of Welsh Water. Currently, he is Chair of the Regulatory Board for Wales and one of fifteen trustees of The National Library of Wales. He is an independent member of the Standards and Ethics Committee and began his first term of office on 28 July 2014.



Lizz Roe (Until June 2019)

Lizz Roe has worked in the third sector/education sector for the last 20 years. She has lived and worked all over the UK and moved to Cardiff in 2012 to marry her partner and stop commuting to Birmingham. She was previously a commissioner for the Women's National Commission and a trustee for the YWCA of GB and NI. She is a Quaker and has been very active in issues to do with environmental sustainability and equality, as well as having held various roles within the Quaker community nationally and locally. She is an independent member of the Standards and Ethics Committee and began her first term of office on 28 July 2014. She brings a commitment to the Nolan principles of public life in her work on the committee as well as in her personal and professional life.

COMMUNITY COUNCILLOR MEMBER






Community Councillor Stuart Thomas

Community Councillor Stuart Thomas was appointed to the Standards & Ethics Committee at Full Council on 26 October 2018. Stuart has been a Member of the Pentyrch Community Council since May 1991 and has been Chair of the Community Council on numerous occasions. Stuart has a background in financial management and Banking

For a time he served as County Secretary for the Cardiff and the Vale Association of Local Councils, the local Association of NALC which has now been superseded as One Voice Wales the umbrella organisation that supports Community Council in Wales. He continues to represent his community Council on the One Voice Wales Cardiff and the Vale area meetings. He has provided particular support in the Induction and ongoing training of Community Councillors on Pentyrch Community Council.

COUNTY COUNCILLOR REPRESENTATIVES

| | |
|---|--|
|  <p>Councillor Stephen Cunnah</p> | <p>Serving the Canton Ward</p> <p>Term of Office: 04/05/2017 –</p> <p>Serving on the following committees:</p> <ul style="list-style-type: none"> • Audit Committee • Children and Young People Scrutiny Committee • Council • Glamorgan Archives Joint Committee • Standards & Ethics Committee <p>Outside Bodies:</p> <ul style="list-style-type: none"> • Chapter (Cardiff) Limited |
|  <p>Councillor Joel Williams</p> | <p>Serving the Pontprenau and Old St Mellons Ward</p> <p>Term of Office: 04/05/2017 –</p> <p>Serving on the following committees:</p> <ul style="list-style-type: none"> • Appointments Committee - Assistant Director, Adult Services • Appointments Committee - Assistant Director, Children's Services • Appointments Committee - Assistant Director, Education & Lifelong Learning • Appointments Committee - Director Education & Lifelong Learning • Appointments Committee - Principal Lawyer Litigation • Appointments Committee - Programme Director, Schools Organisational Planning • Audit Committee • Council • Council Appeals Committee • Standards & Ethics Committee <p>Outside Bodies:</p> <ul style="list-style-type: none"> • Cardiff University Court • South Wales Fire & Rescue Authority |
|  <p>Councillor Emma Sandrey</p> | <p>Serving the Pentwyn and Llanedeyrn Ward</p> <p>Term of Office: 04/05/2017 –</p> <p>Serving on the following committees:</p> <ul style="list-style-type: none"> • Council • Democratic Services Committee • Standards & Ethics Committee <p>Outside Bodies:</p> <ul style="list-style-type: none"> • Cardiff Bus |

Attendance Record

The Committee meets quarterly, with additional ad hoc meetings held as required. During 2018/19, the Standards and Ethics Committee met on the following dates:

- 13 Jun 2018 (informal meeting due to being inquorate)
- 5 Dec 2018
- 6 Mar 2019 (informal meeting due to being inquorate)

| COMMITTEE MEMBER | ATTENDANCE MAIN COMMITTEE | |
|------------------------------------|------------------------------|--------|
| | Possible | Actual |
| Richard Tebboth (Chair) | 3 | 3 |
| Dr James Downe (Vice Chair) | 3 | 3 |
| Hollie Edwards-Davies | 2 | 1 |
| Lizz Roe | 3 | 0 |
| Hugh Thomas | 3 | 3 |
| Community Councillor Stuart Thomas | 3 | 3 |
| Councillor Stephen Cunnah | 3 | 3 |
| Councillor Emma Sandrey | 3 | 3 |
| Councillor Joel Williams | 3 | 3 |

Helpful Contacts

Chair of Standards & Ethics Committee – Prof James Downe

Email: democraticservices@cardif.gov.uk

Director of Governance & Legal Services and Monitoring Officer – Davina Fiore

Tel: (029) 2087 3860

Email: Davina.Fiore@cardiff.gov.uk

Contact: Committee & Members Services

Tel: (029) 2087 2020

Email: democraticservices@cardiff.gov.uk

Public Services Ombudsman for Wales – Mr Nick Bennett

Tel: 0300 790 0203

Webpage: <http://www.ombudsman-wales.org.uk/en.aspx>

Mae'r dudalen hon yn wag yn fwriadol

CYNGOR CAERDYDD CARDIFF COUNCIL



COUNCIL:

27 FEBRUARY 2020

CABINET PROPOSAL

CORPORATE PLAN 2020-23

Reason for this Report

1. To enable the Cabinet to consider the draft Corporate Plan 2020-23 and recommend it to Council for approval.

Background

2. The Corporate Plan forms part of the strategic policy framework set out in the Council's Constitution and is considered annually by the Council. The document outlines the organisation's strategic policy priorities and forms part of the required statutory improvement framework as it discharges the Council's current obligations under the Local Government (Wales) Measure 2009 to publish a stage one plan, which sets out how the Council plans to achieve its priorities for improvement. The Plan also discharges the Council's responsibilities under the Well-being of Future Generations (Wales) Act 2015.
3. In July 2017, the Cabinet approved a new policy programme for the next five years, entitled 'Capital Ambition', which sets out the Administration's principles, priorities and ambitions for the city. This includes the following four priorities, each of which contains 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 the rising demand and reducing budgets.
4. On 23 January 2020, the Cabinet approved a refreshed Capital Ambition document, which provides an updated statement of the Administration's priorities and commitments for the remainder of the municipal term from January 2020 to May 2022. This has also provided an opportunity for the

Administration to restate and reaffirm its values and ensure that the Council can re-orientate itself to focus on the Administration's political priorities over the next two and a half years.

Issues

Corporate Priorities

5. To ensure that the Council's resources support the delivery of the Administration's priorities, as set out in the refreshed Capital Ambition document, a new Corporate Plan for 2020-23 has been developed in tandem with the process for setting the Council's budget for 2020/21. A copy of the draft Corporate Plan 2020-23 is attached as **Appendix A** to this report.
6. This has also been developed in the context of sustained and severe financial pressures within public services. In balancing the budget for 2020/21, savings of £9.764 million will be required. The Council faces an estimated budget gap of £73.4 million over the medium term from 2021/22 to 2024/25. This is in addition to almost £225 million in cumulative savings that have been made over the past 10 years.
7. The Corporate Plan 2020-23 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.
8. Following approval, a copy of the Corporate Plan 2020-23 will be published on the Council's website by 1 April 2020 and, as in previous years, an interactive and more accessible version of the Corporate Plan that communicates the Council's priorities and objectives will also be provided.

Well-being Objectives

9. The Well-being of Future Generations (Wales) Act 2015 places a duty on public bodies to carry out sustainable development which means that the Authority must set and publish well-being objectives, supported by a well-being statement, which make progress towards meeting the seven national well-being goals that are set out below:
 - 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
 - A globally responsible Wales
10. The Council must also act in accordance with the 'sustainable development principle' by embedding the following five ways of working:

- Long Term
 - Prevention
 - Integration
 - Collaboration
 - Involvement
11. The Corporate Plan 2020-23 has been developed in accordance with the statutory requirements of the Well-being of Future Generations (Wales) Act 2015. It takes account of the Well-being Plan for Cardiff that has been developed by the Cardiff Public Services Board (PSB) in accordance with the statutory requirements of the Well-being of Future Generations (Wales) Act 2015.
 12. The Corporate Plan and the Well-being Plan are key documents in delivering Capital Ambition and translating the Administration's priorities into deliverable organisational objectives. The Corporate Plan focuses on the issues and services that the Council has prioritised and the Well-being Plan focuses on areas of collaborative advantage in the delivery of public services in the city.
 13. The Council must agree and publish Well-being Objectives that are designed to maximise the Council's contribution to achieving each of the seven national well-being goals. In accordance with the development of the draft Well-being Plan, Cardiff Council has adopted the same seven Well-being Objectives as the Cardiff PSB:
 - Cardiff is a great place to grow up
 - Cardiff is a great place to grow older
 - Supporting people out of poverty
 - Safe, confident and empowered communities
 - A capital city that works for Wales
 - Cardiff grows in a resilient way
 - Modernising and integrating our public services
 14. These Well-being Objectives demonstrate what public services in Cardiff want to achieve, reflect their shared aspirations and the common understanding of the challenges facing the city. The Council must also publish a 'statement' about its well-being objectives at the same time as the objectives are published. Both requirements are discharged through the Corporate Plan.
 15. An integrated corporate approach has been developed in order to combine the Council's Well-being and Improvement Objectives. This has been based on a comprehensive audit and self-assessment by directorates, which was undertaken to explore the extent to which the directorates contribute to each of the Well-being Goals, what more could be done and what further action could be taken to make progress towards the goals. Following on from this exercise, a number of steps or actions have been developed, supported by appropriate performance indicators, in order to measure progress.

16. Both the Council and the Cardiff PSB will measure progress towards achieving the Well-being Objectives using the same indicators of city performance. This will enable partners in Cardiff to keep track of how the city is performing and help demonstrate Cardiff's contribution towards achieving the Welsh Government's aims to improve well-being nationally.

Corporate Plan Development

Self-Assessment

17. Each directorate undertook a self-assessment of the steps and Key Performance Indicators (KPIs) included in the Corporate Plan, drawing on the statutory Annual Well-being Assessment for 2018/19 that was approved by Council on 18 July 2019, Quarterly Performance Reports and any other relevant performance literature, such as reports of the Council's Scrutiny Committees or statutory regulators. This formed the basis for, where necessary, amending and updating the Corporate Plan.
18. The Corporate Plan 2020-23 includes a basket of performance measures with clear targets, which consist of Public Accountability Measures (PAMs), as well as "Local" indicators selected for their particular relevance to directorates. The Council will continue to recognise the importance of statutory indicators and respond to the demands of the external performance landscape; however, an emphasis will also be placed on selecting measures of success which are relevant for Cardiff.

Public Consultation

19. The development of the Corporate Plan 2020-23 has been informed by the findings of the annual Ask Cardiff survey and the budget consultation process for 2020/21.

Well-Being Objectives

20. Each individual Well-being Objective contained in the Corporate Plan has been the focus of a formal discussion between Cabinet Members and Directors with responsibility for delivery. This has allowed the political and managerial leadership of the Council to consider the progress made against the Well-being Objectives and to ensure the sustainable development principles of collaboration, integration and involvement – as identified by the Well-being of Future Generations (Wales) Act 2015 – characterised the approach. Each session was also attended by the Leader of the Council and Cabinet Member for Finance, Modernisation & Performance to ensure that a clear corporate overview was provided.

Engagement with the Council's Scrutiny Committees

21. The KPIs and the proposed targets contained in the draft Corporate Plan 2020-23 were considered by the Policy Review and Performance Scrutiny Committee's Performance Panel on 12 February 2020, which was also attended by the Chairs of the other Scrutiny Committees. This session provided an opportunity for the proposed targets to be challenged and cross-scrutiny committee observations to be fed into the target setting

process ahead of formal pre-decision scrutiny of the draft Corporate Plan 2020-23 on 17-19 February 2020.

22. A copy of the draft version of the Corporate Plan 2020-23 and/or extracts detailing various steps and performance indicators relevant to each committee were considered formally by the Council's five Scrutiny Committees at meetings held on 17-19 February 2020. This enabled consideration of the draft Corporate Plan 2020-23 alongside the Cabinet's budget proposals for 2020/21. Copies of any letter(s) received from the Scrutiny Committees following those meetings are compiled within **Appendix B** to this report.

Delivery Framework

23. The new Capital Ambition document, which was approved by Cabinet on 23 January 2020, restates the Administration's priorities and forms a crucial part of the Council's policy and performance framework. The Corporate Plan 2020-23, and Directorate Delivery Plans, will translate the commitments set out in Capital Ambition into deliverable organisational objectives and will include more detailed delivery milestones, key performance measures and targets. The Corporate Plan 2020-23 has been developed alongside the Cabinet's budget proposals for 2020/21 and considered by all Scrutiny Committees, Cabinet and Council in February 2020.
24. A new delivery framework, strengthening the policy and performance arrangements will be brought forward for consideration by Cabinet in due course. The delivery framework will ensure that the corporate planning, performance monitoring and delivery arrangements are reconstituted to ensure the effective delivery of Capital Ambition and respond in full to the emerging new performance duty and self-assessment requirements, as set out in the Local Government and Elections (Wales) Bill.
25. The strengthened delivery framework will also set out how the Council has embedded the Sustainable Development Principles, as set out in the Wellbeing of Future Generations (Wales) Act, within the organisation's planning, monitoring and decision making.

Directorate Delivery Plans

26. The "business as usual" and more service focused commitments will be included in Directorate Delivery Plans to be prepared by Quarter 1 2020/21. The Directorate Delivery Plans will continue to provide an important link between the Corporate Plan, the work of directorates and the objectives set for individual employees. Directorate Delivery Plans will also further integrate financial and service planning, more detailed action about progressing Corporate Plan well-being and improvement objectives, as well as details of other important activities not included in the Corporate Plan. A Balanced Scorecard approach is also intended to provide a sharper focus on the key issues.
27. In addition, Directorate Delivery Plans will provide clear lines of responsibility, increased accountability and be subject to effective

management challenge and scrutiny. This will ensure that team and individual employee objectives are aligned with Council's key strategic priorities. This will support the Council's continued drive to improve compliance with organisational performance management requirements, including Personal Reviews. In this way, the Council will maintain an overview and manage the key organisational functions of:

- identification and delivery of priorities;
- service and financial planning;
- timely performance management integrating financial and service performance; and
- objective setting for, and performance of, individual members of staff.

Reason for Recommendations

28. To enable the Corporate Plan 2020-23 to be considered by the Council on 27 February 2020 and published thereafter by 1 April 2020, subject to any consequential amendments that may be required.

Financial Implications

29. This report sets out the Council's Corporate Plan for the period up until 2023. Implementing these strategic priorities and improvement objectives are in accordance with the amounts set out in the 20 February 2020 Budget Report, which includes both revenue and capital budgets for 2020/21, the indicative Medium Term Financial Plan for the period up to 2024/25 and the indicative Capital Programme for the period up until 2024/25.
30. The plan clearly identifies the demand and financial pressures within which the Council is operating in terms of both revenue and capital budgets with associated impact on the level of borrowing. Some of the objectives contained in this report will be subject to further detailed reports which will be accompanied by a robust business case. The detailed reports and business cases will need to include sufficient financial detail in order to set out the full and robust financial implications, as well as be fully informed of associated risks with particular regard to likelihood and value of funding from external sources such as Welsh Government.

Legal Implications

31. As noted in the body of the report, the Corporate Plan outlines the Council's strategic policy priorities and its plans to achieve its priorities for improvement (in discharge of the statutory improvement duties set out under Part 1 of the Local Government (Wales) Measure 2009). The Plan also fulfils the Council's statutory duties under the Wellbeing of Future Generations (Wales) Act 2015 (WBFG Act) with regard to the publication of Well-Being Objectives and a Well-Being Statement, as detailed in the body of the report. Decision makers must be satisfied that the Well-Being Objectives, as set out in the Corporate Plan, will contribute towards achievement of the statutory Well-Being Goals (listed in paragraph 9 of the report); and note that once the Well-Being Objectives have been set,

decision makers must have regard to the same, and must be satisfied that all reasonable steps have been taken to meet those Objectives.

32. The duties imposed on the Council under the WBFG Act include a duty to 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; and
- Involve people from all sections of the community in the decisions which affect them.

33. Decision makers must be satisfied that the Council's formulation of the Corporate Plan is compliant with the sustainable development principle, having regard to the factors above. In considering the requirements of the WBFG, due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below:

<http://gov.wales/topics/people-andcommunities/people/futuregenerations-act/statutory-guidance/?lang>

34. Effective consultation is required for lawful decision making on policy matters, and the Local Government (Wales) Measure 2009 and the WBFG Act impose express consultation requirements. The report sets out the consultation undertaken in fulfilment of the Council's duties in this regard.

35. In considering this matter, the Council must also have regard to its public sector duties under the Equality Act 2010. The Council's decisions must have due regard to the need to: (a) eliminate unlawful discrimination; (b) advance equality of opportunity; and (c) foster good relations on the basis of the protected characteristics defined in the Act. 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.

36. The Corporate Plan is part of the Policy Framework, which is comprised of the key policies and strategies listed in Article 4.2 of the Constitution. The Cabinet is responsible for recommending any policy, plan or strategy which forms part of the Policy Framework, to full Council. The decision on whether to adopt the draft Corporate Plan is a matter for full Council.

CABINET PROPOSAL

Council is recommended to:

1. approve the Corporate Plan 2020-23
2. Delegate authority to the Chief Executive, in consultation with the Leader of the Council, to make any consequential amendments to the Corporate Plan 2020-23 (Appendix A) following consideration by Council on 27 February 2020 and prior to publication by 1 April 2020

THE CABINET 20 FEBRUARY 2020

The following appendices are attached:

Appendix A: Corporate Plan 2020-23

Appendix B: Letters received from Scrutiny Committees following consideration of the draft Corporate Plan 2020-23 & Cabinet Member responses

The following background papers have been taken into account:

Capital Ambition (January 2020)

Delivering Capital Ambition

Cardiff Council Corporate Plan 2020-23



Mae'r ddogfen hon ar gael yn Gymraeg hefyd /
This document is also available in Welsh

WORKING FOR CARDIFF,
WORKING FOR YOU
Tudalen 47



Leader's Introduction

2020-2023

As my Administration enters the second half of its municipal term, we have reaffirmed our Capital Ambition commitments to create a greener, fairer and stronger capital city.

This plan describes in detail how we will deliver our Capital Ambition programme.

With the UK having now left the European Union, the plan sets out a positive and progressive response, with the Council investing alongside the private sector in a programme of major regeneration projects, placing a relentless focus on job creation and attracting inward investment. This work will include completing Central Square and the city centre's transformation as a business district, launching the next phase of Cardiff Bay's regeneration and delivering a new Industrial Strategy for the east of the city, which will create new jobs in this too often overlooked part of the city.

But a strong economy is about much more than simply creating jobs and attracting investment. It is a scandal that many of the poorest communities in Wales – including the one I represent - are less than a stone's throw away from the nation's economic centre. And so, through initiatives like the Living Wage City, we will place an equal emphasis on ensuring that the jobs and opportunities created in Cardiff are taken by citizens of all our communities.

Education remains our top priority. This plan describes how we will continue to drive up school performance and reduce the attainment gap between children from our most affluent and deprived communities, led by our hundreds of millions pound investment in building new, and improving existing, schools, and our commitment to becoming a Unicef Child Friendly City.

We will only achieve our ambition of becoming a Unicef Child Friendly City when Cardiff is a great place to grow up for all our children. Indeed, there can scarcely be a more important issue for the Council or the city than how we look after our most vulnerable children, particularly those in our care. We have invested in a new preventative, early help service for families that will put the right intervention in place, at the right time, in the right way. Over the next year, I expect this approach to begin making a big impact in helping families well before they reach a point of crisis. And we will make sure that the children in our care have the support from us, as a Corporate Parent, that any child would expect from their parent.

As with our youngest citizens, so too our oldest. The partnership working between the Council and the University Health Board, be it Council staff working alongside the nurses and doctors on the wards in the Heath or in facilities like the Dementia Centre in Ely, is an inspiration. As the cuts continue to come, these teams are lighting the path that other public services will need to follow. They are a perfect example of what I mean when I talk about creating in our public services 'One Team, working for Cardiff'.

We will continue to invest in our communities, building new Council homes for the first time in a generation, delivering our programme of community regeneration schemes and making services more accessible through our locality approach, which joins up all public services at the community level, centred on our successful Community Hubs. Allied to this approach, we will break down barriers between Council departments, acting as one team to keep our streets and communities clean, targeting our efforts intensively on inner city wards and areas of greatest need.

This plan also sets out how we will respond to the Climate Emergency and ensure that Cardiff grows in a resilient and sustainable way. In no area of city life will this be more important than in shifting to sustainable transport. We have set out a £1 billion programme of rail, bus and bike projects to drastically reduce our carbon emissions, air pollution and congestion, in addition to a range of initiatives in sustainable energy, housing and food. For those young people worried about your future, you have my commitment that we will do everything in our power to deliver this Green New Deal, and that Cardiff will play its part in meeting the challenge of the Climate Emergency.

We do not underestimate the difficulty of delivering our agenda. It will require bold solutions and big ideas, allied to ambitious and determined leadership, prepared to assemble a coalition of the willing. But I approach the years ahead with confidence, because I know that these are qualities that we in Cardiff have in abundance.

I look forward to working with partners from every community of our great city to deliver our Capital Ambition of creating a greener, fairer, stronger future for Cardiff.



Cllr Huw Thomas
Leader of Cardiff Council

An aerial photograph of Cardiff, Wales, showing the city's urban landscape, the harbor, and the Cardiff Bay Barrage. The image is used as a background for the document's cover page.

Capital Ambition Priority: Working for Cardiff

- 1. Cardiff is a great place to grow up Page 09
- 2. Cardiff is a great place to grow older Page 23
- 3. Supporting people out of poverty Page 31
- 4. Safe, confident and empowered communities Page 39

Capital Ambition Priority: Working for Wales

- 5. A capital city that works for Wales Page 49

Capital Ambition Priority: Working for the Future

- 6. Cardiff grows in a resilient way Page 57

Capital Ambition Priority: Working for Public Services

- 7. Modernising and integrating our public services Page 67



Capital Ambition

To outline its ambitions for the city, the Council's Administration initially set out a policy programme for the five years from 2017 to 2022, entitled 'Capital Ambition'. These policy commitments were updated in January 2020.

Capital Ambition identifies four priorities:

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

Delivering Capital Ambition

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

In accordance with the requirements of the Well-being of Future Generations (Wales) Act 2015, *Delivering Capital Ambition* sets out Cardiff's Well-being Objectives, the steps we will take to achieve them and how we will measure progress.

Glossary of Terms

- **Well-being Objective:** sets out what the Council wants to achieve
- **Outcome Indicator:** a measure of city-wide performance
- **Step:** what the Council will do, and by when, to help achieve each Well-being Objective
- **Key Performance Indicator:** an indicator of operational performance that shows if the steps the Council are taking are effective
- **Target:** sets out a numerical value on Key Performance Indicators to be achieved
- **Budget Setting Process:** how the Council will ensure that resources are allocated annually for the purpose of taking steps to meet its Objectives
- **Self-Assessment:** a process that directorates undertake to help shape Well-being Objectives and identify the steps for inclusion in *Delivering Capital Ambition*

Setting Well-being Objectives

The Well-being Objectives were set following a self-assessment process undertaken by each directorate. This process was designed to ensure that each directorate had due regard to the Sustainable Development Principle by encouraging a consideration of the five ways of working:

- **Long term:** The Well-being Objectives and steps in this plan were informed by the Well-being Assessment 2017, the Population Needs Assessment and work on Future Trends undertaken by the Cardiff Public Services Board (PSB).
- **Prevention:** Drawing on the evidence, our Well-being Objectives and steps are designed to tackle both the immediate demand pressures on public services and the root causes of these pressures, most importantly through tackling poverty and inequality.
- **Collaboration:** The Well-being Objectives in this plan were developed in close collaboration with our public service partners, and the Cardiff PSB has adopted the same seven Well-being Objectives in its Well-being Plan, reflecting our shared aspirations and the common understanding of challenges facing the city.
- **Integration:** The Well-being Objectives cut across departmental silos, focussing on what all Council services can do to improve the well-being of the people of Cardiff, and contribute to the seven national Well-being Goals. The Council has also integrated its Strategic Equality Objectives into the Corporate Plan to ensure that the strategic actions for creating a more equal city are embedded in the Council's Planning and Delivery Framework.
- **Involvement:** In developing the Well-being Objectives we have drawn on the results of the annual Ask Cardiff citizen survey - which received over 3,800 responses - and on focus groups with 'seldom heard' groups. We have also drawn on the results of the Child Friendly City Survey - which received over 6,000 responses from children and young people - as well as feedback from specific consultation exercises, such as the Transport Green Paper.

The Council's Policy Framework

Capital Ambition sets out the Administration's policy agenda. The Corporate Plan and the Well-being Plan are key documents in delivering Capital Ambition, as they translate the Administration's priorities into deliverable organisational objectives.

- **Corporate Plan:** focuses on the issues and services which the Council has prioritised.

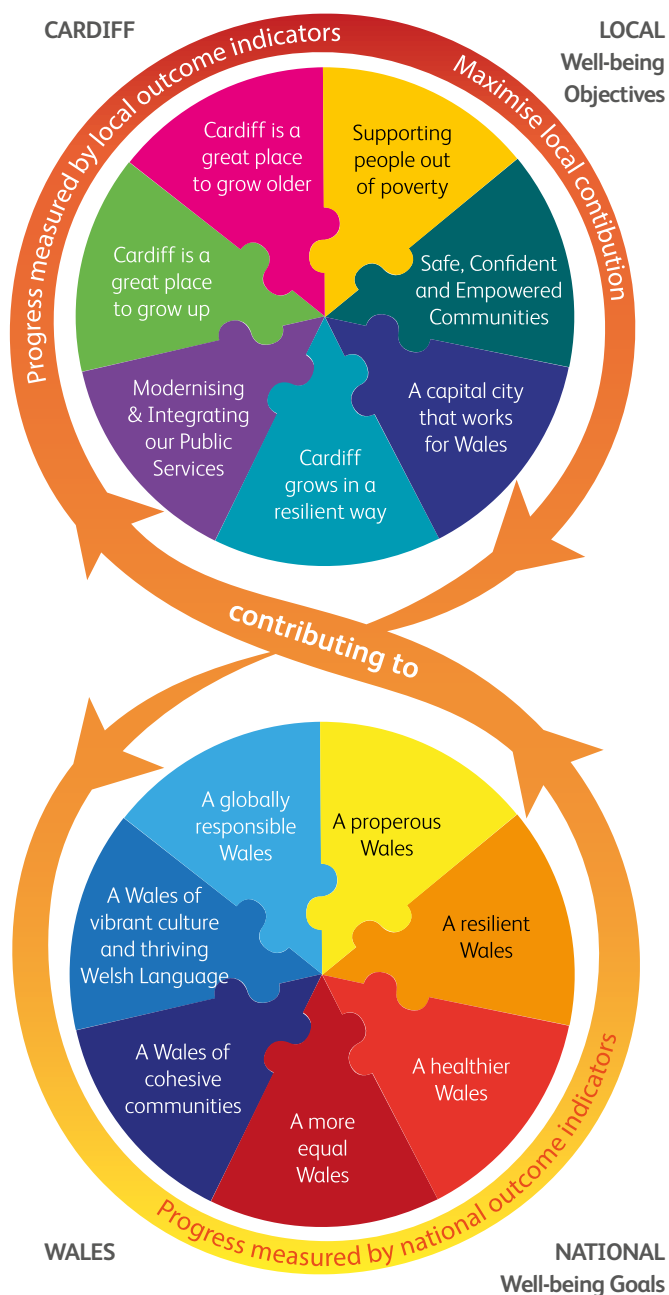
- **Well-being Plan:** focuses on areas of collaborative advantage in the delivery of public services. Both the Council and the Public Services Board will measure progress towards achieving the Well-being Objectives using the same indicators of city performance. Not only will this enable partners in Cardiff to keep track of how the city is performing, it will also help demonstrate Cardiff's contribution towards achieving the Welsh Government's aim of improving well-being nationally.

Contribution to National Well-being Goals

The Welsh Government has set out national Well-being Goals under which Cardiff Council and the Cardiff PSB have agreed complementary local Well-being Objectives. In order to measure Cardiff's progress towards achieving the seven Well-being Objectives, a series of high-level outcome indicators were selected which provide objective measures of the city's performance.

Outcome indicators are high-level indicators which measure long-term trends. They provide an overview of the city's performance, both over time and relative to other cities and Local Authorities. The trends they measure are difficult to influence directly and no single body or organisation can be held accountable for delivering them.

A full set of outcome indicators is published annually by the Cardiff Public Services Board, most recently in the [Cardiff in 2019](#) analysis, which provides an annual snapshot of how the city is performing.



Cardiff in 2020

A Fast Growing and Changing City

In the ten years from 2008 to 2018, Cardiff's population grew by 9.5%, or 31,500 people, and this growth is set to continue, with the Welsh capital projected to be one of the fastest-growing major British cities.

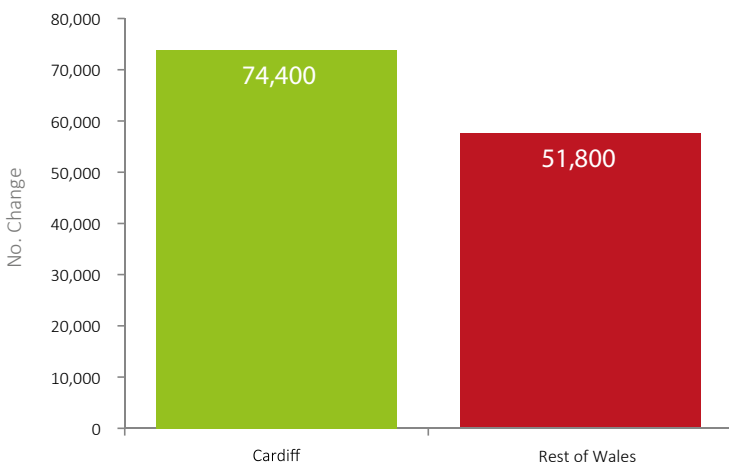
Cardiff is also by far the fastest-growing Local Authority in Wales. Over the next twenty years the capital city is set to see a larger growth in population than the other 21 Local Authorities in Wales put together. The number of people working in Cardiff has risen sharply over the past year, resulting in a net increase in the number of jobs in the city of some 25,000. In fact, five out of every six new jobs in Wales have been created in the capital over the past five years.

That so many people are choosing to live and work in Cardiff is good news, but it will strain our city's infrastructures and put new demands on our public services.

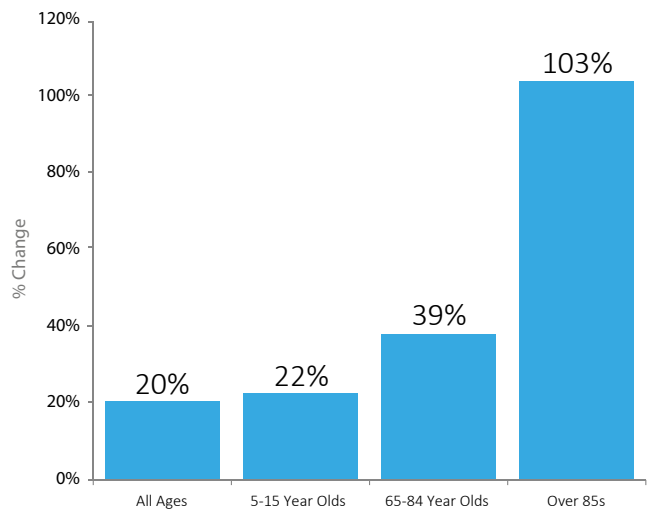
This is because the city's population growth will not be spread evenly across age groups. For example, the expected 22% increase in school children aged 5-15 years over the next twenty years will mean that more school places and more teachers will be needed.

Similarly older people – particularly those over 85 years old whose numbers are expected to more than double in the next twenty years – are more likely to need to go to hospital or the GP surgery, or need help from social care services.

Projected Population Growth 2019-2039



Cardiff Projected Population Growth by Age Group, 2019-2039



Climate Emergency

In March 2019 the Council declared a Climate Emergency, recognising the conclusions of the Intergovernmental Panel on Climate Change that limiting global warming to 1.5°C would require the city to lead on rapid and far-reaching transitions in land, energy, buildings and transport. The Council is already invested in a number of activities that will help decarbonise

the city and is committed to accelerating this agenda moving forward. This will include bringing forward a revised One Planet Cardiff strategy to set out the Council's aspiration and begin a city-wide conversation about what more the Council, the city and residents could be doing to tackle the Climate Emergency.

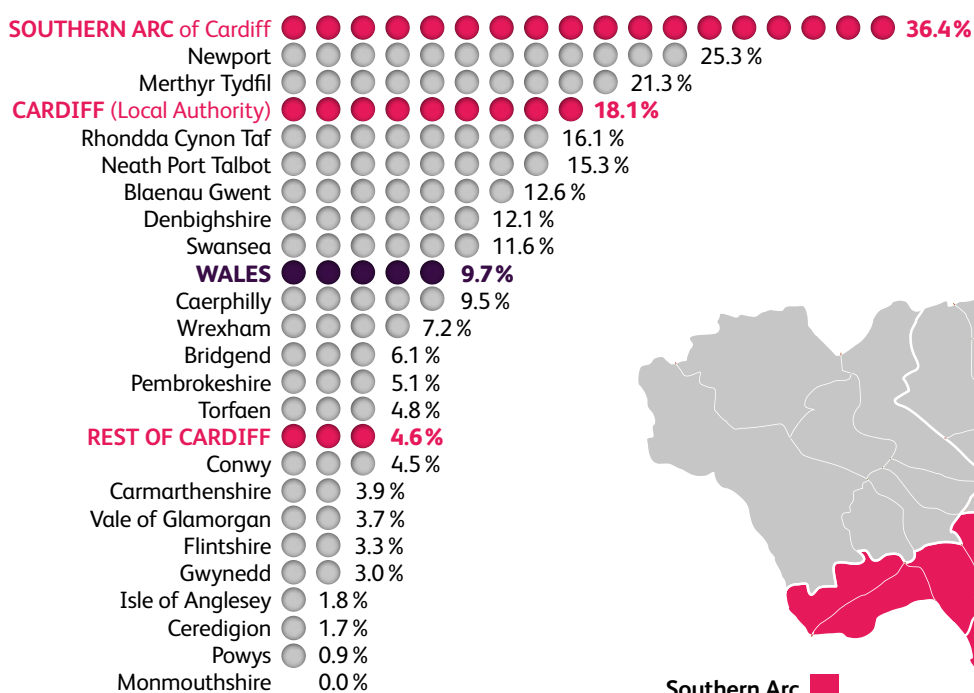
An unequal city

The gap between rich and poor in the city is too wide, and it is growing. For example, unemployment rates in Ely are around ten times higher than those in Lisvane.

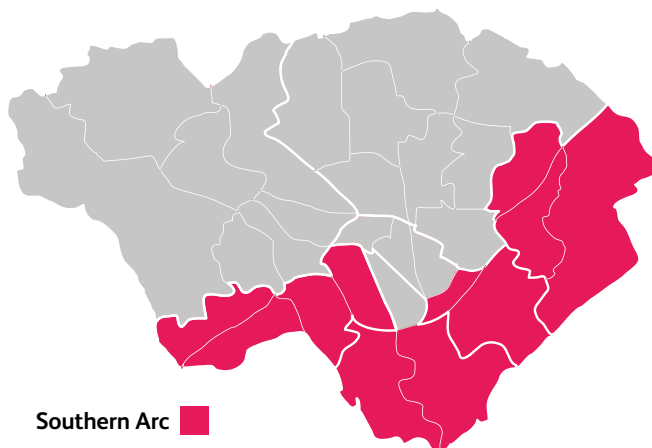
Differences in health outcomes are even more pronounced, with a healthy life expectancy gap of between 22 and 24 years between the most and least deprived communities, and premature death rates from key non communicable diseases in Splott being around six times higher than in Thornhill.

In fact, if the ‘Southern Arc’ of Cardiff, from Ely in the West to Trowbridge in the East, was considered a single Local Authority, it would be far and away the most deprived in Wales. This deprivation damages too many lives, it places pressure on public services and it breaks the bonds that help to create a strong society.

Percentage of Population Living in 10% Most Deprived Areas of Wales, WIMD 2019 Overall Index



Source: 2019 WIMD, Welsh Government/ Mid-2018 Small Area Population Estimates, ONS



No end to austerity

At the same time as a rapid growth in demand, the city’s public services have been enduring a long period of financial austerity. During the past ten years, the Council has made almost a quarter of a billion pounds in cumulative savings and reduced the number of its non-school staff by 22%.

Looking ahead, the Council must close a budget gap of £73m over the next four years. This is the gap between the amount of funding available to the Council and the amount

needed to maintain services for a fast-growing population. This means that there is no end in sight to austerity for public services in Cardiff. It will also mean that, in the medium term, the amount of funding available for non-statutory services like parks, libraries or waste collection will make their continued delivery very challenging. This will form the backdrop to public service delivery as the city responds to the realities of the post-Brexit world and the Council continues to deliver its agenda for the city.

Well-being Objective 1:

Cardiff is a great place to grow up

For many children and young people in our city, Cardiff is a great place to grow up. Educational provision and learner achievement are both improving, and the city offers a wealth of opportunities in sports, business, leisure and culture.

Although the performance of our schools has significantly improved over recent years, we need to continue the focus on addressing inequality in achievement, participation and progression, which for certain groups of young people remains too high in Cardiff. Through 'Cardiff 2030' – our vision for education and learning in Cardiff – we will continue to transform our education system and deliver our commitment that every child in Cardiff goes to a good or excellent school.

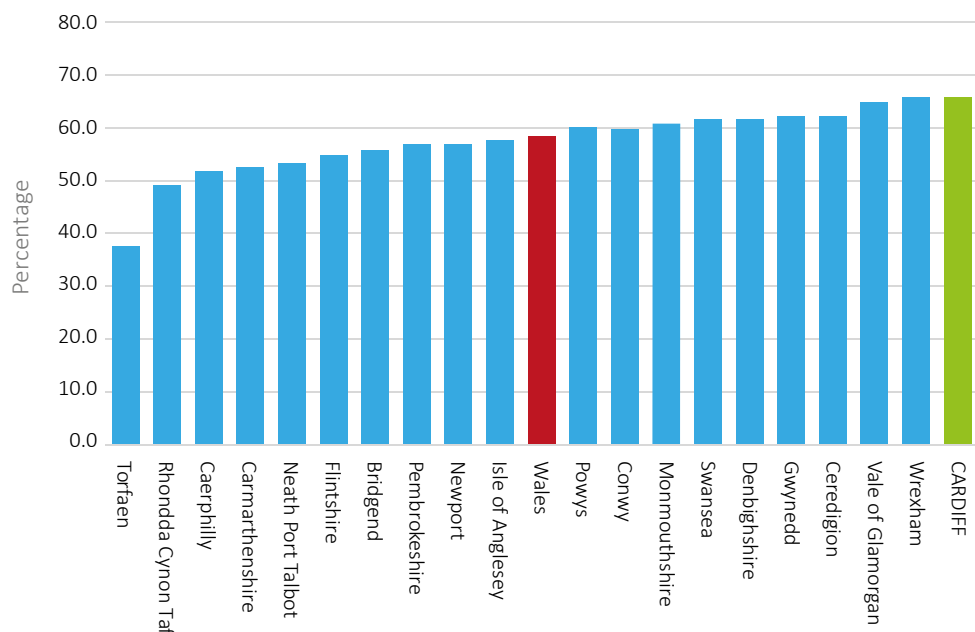
Cardiff, like all major cities, is facing acute pressures in Children's Services – driven by a combination of austerity and poverty and complex issues facing many families. Through supporting families way before crisis point, through providing excellent care and support for all children in care and through supporting those leaving or who have left care, we will do all we can to make sure that Cardiff is a great place to grow up for **all** our children.

Measuring Progress against the Well-being Objective: Outcome Indicators



Improving City Performance: Achievement at A level¹

Percentage of 17 year old pupils entering at least 2 A Levels achieving 3 A* - C, 2018/19



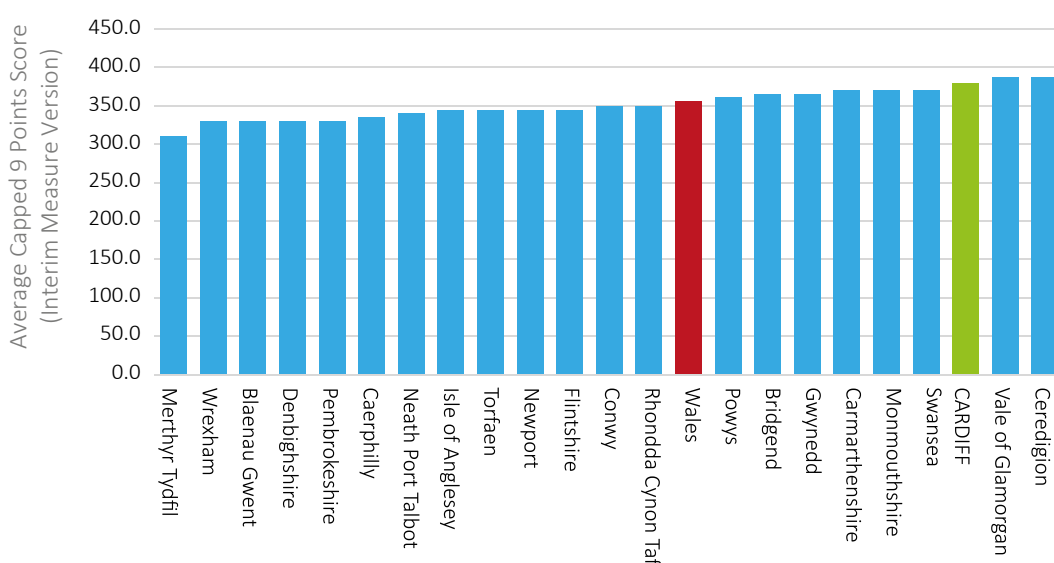
¹ Measures relating to Foundation Phase through to KS4 are not included in this Corporate Plan as they are no longer updated. This is to allow schools to implement changes to the curriculum in advance of the introduction of the new Curriculum for Wales in 2022.

Source: Welsh Government



Improving City Performance: Achievement in Secondary Schools²

Average Capped 9 Points Score (Interim Measure Version), 2018/19



² The Capped 9 points score which measures a learner's results for nine of the qualifications available in Wales changed in 2018/19. Only three of the qualifications now cover specific GCSE subjects, down from five in previous years. The specific subjects are English or Welsh first language or Literature, Mathematics or Numeracy and a Science. In addition, only the results of the first awarding of a complete qualification will count towards performance measures (i.e. retakes are not counted).

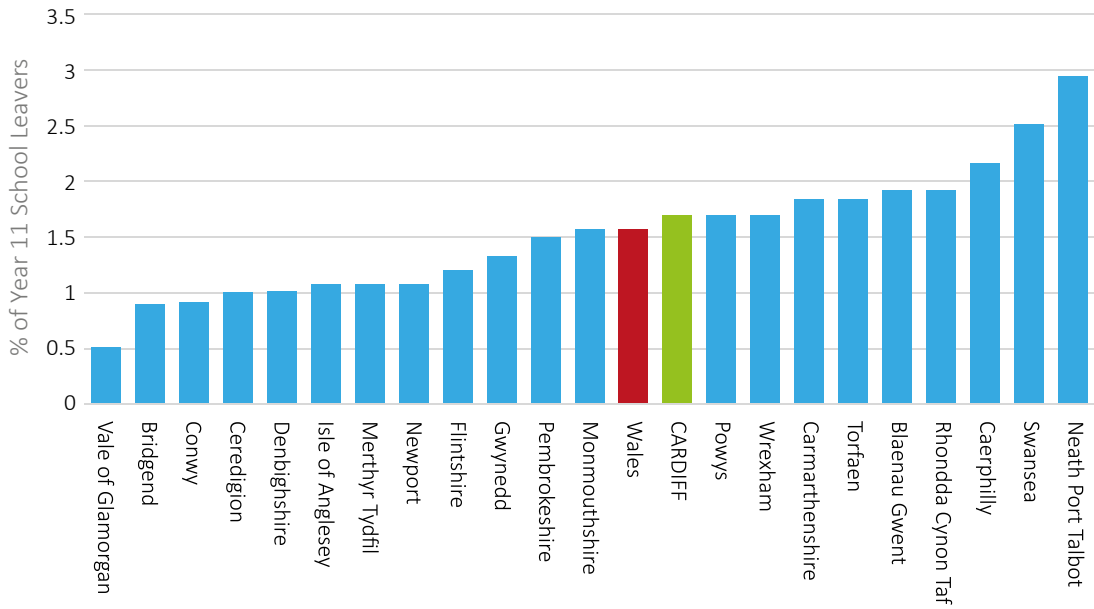
Source: Welsh Government



Closing the Inequality Gap:

Percentage of Year 11 School Leavers known not to be in education, employment or training (NEET)

Year 11: Percentage NEETs, 2018

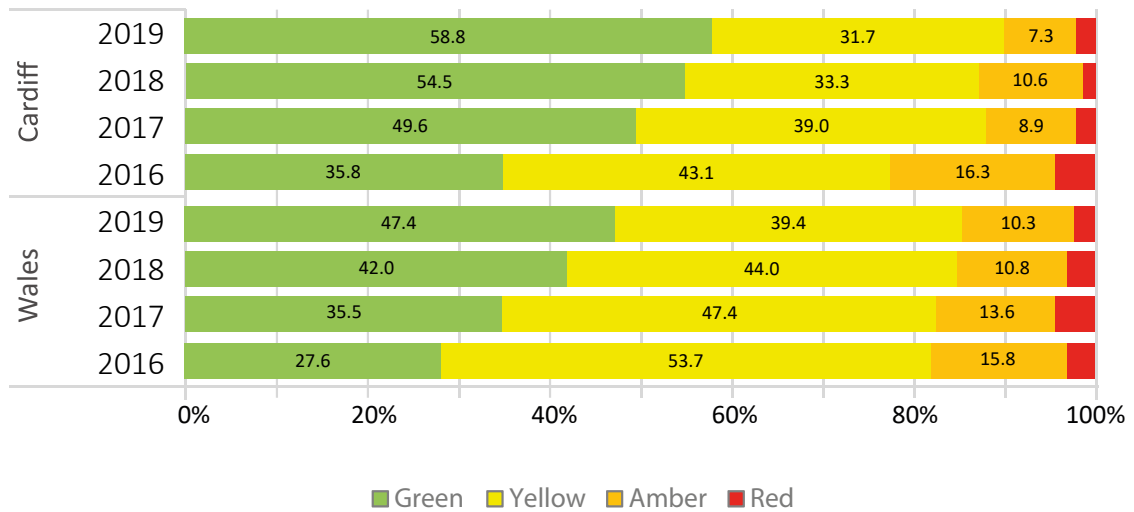


Source: Careers Wales

National School Categorisation:

The National School Categorisation System aims to provide a clear structure to review how well a school is performing.

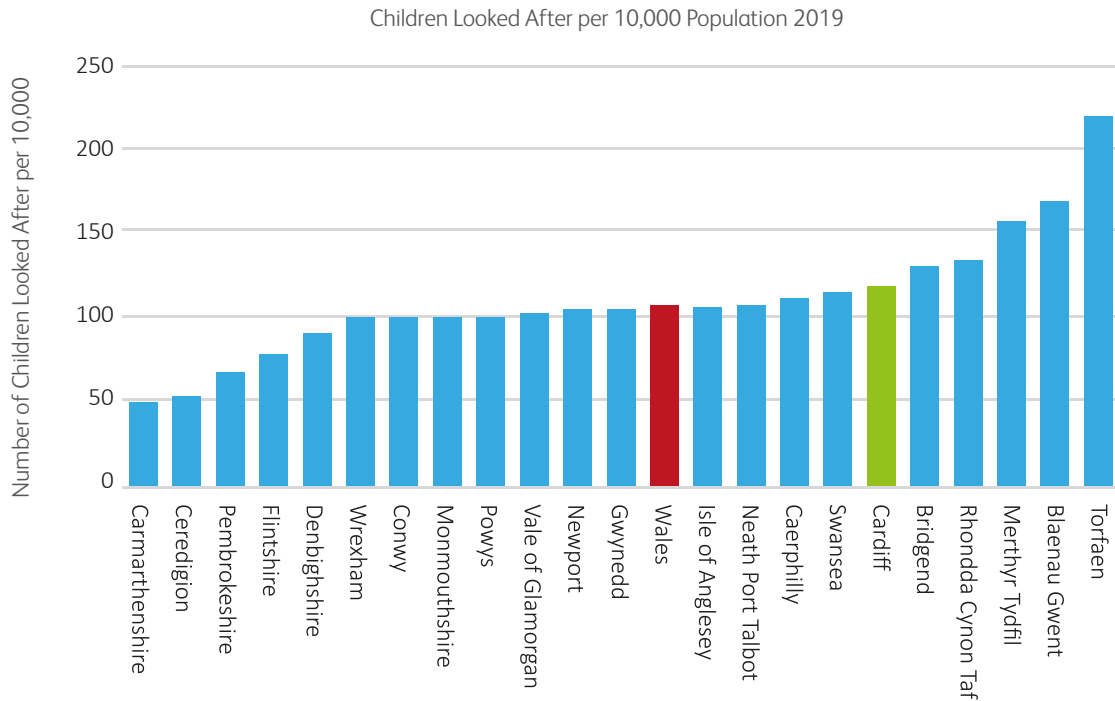
School Categorisation: Primary, Secondary & Special Schools, 2016-2019



Source: Welsh Government



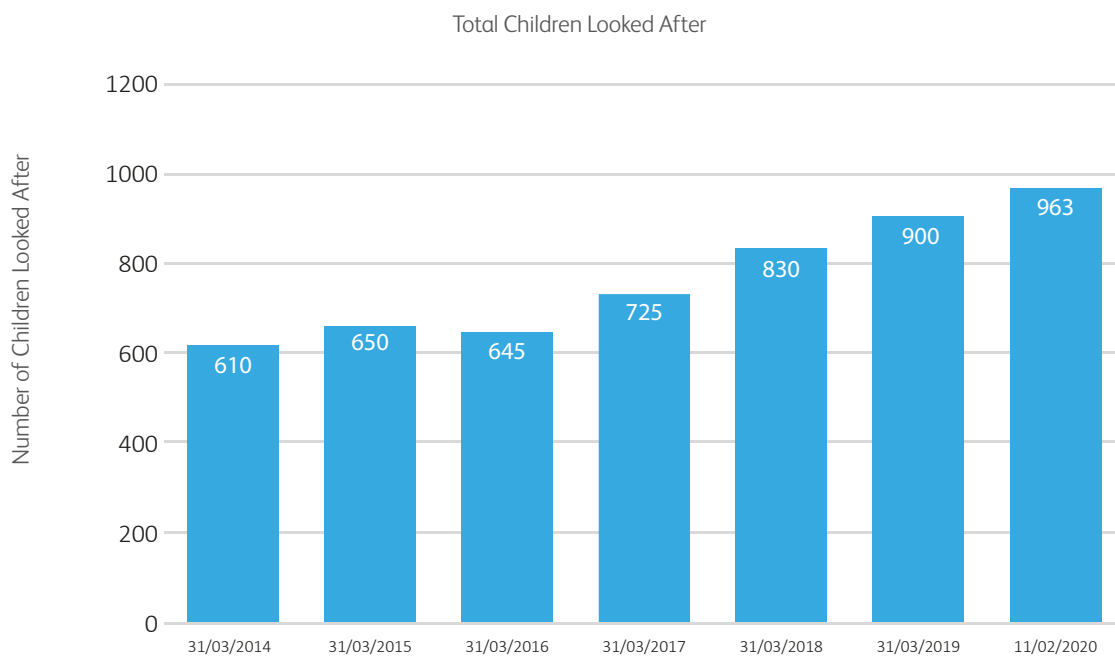
Improving City Performance: Number of Children Looked After



Source: Welsh Government



Improving City Performance: Number of Children Looked After



Source: Welsh Government

Progress Made

- **A new vision for education in the city ‘Cardiff 2030’ was launched in November 2019**, beginning an era of ambitious, innovative and learner-focused education that will help our young people thrive in the future.
- **GCSE results improved again last year and remain above the national average.** This is consistent with the strengthening pattern of provision as reflected in Estyn inspections and categorisation during the previous school year.
- **We have continued to narrow the attainment gap between those eligible for Free School Meals and those not.**
- **Through our commitment to becoming a Unicef Child Friendly City, Cardiff is leading the way in ensuring that every child and young person has their voice heard.** An increasing number of schools have joined the **Rights Respecting Schools Programme**. Since September 2018, 56 schools have received a bronze award, 15 schools have received silver and 3 have received gold.
- **The ‘Cardiff Commitment’ is helping to ensure that every child has access to training, employment or further education when leaving school.** 219 businesses have engaged to date and 150 have made specific pledges to support schools and young people. **The percentage of young people not in education, employment or training at the end of the year 2017/18 was 1.7%**, reflecting sustained improvement in progression.
- **The new Cardiff Family Advice and Support (CFAS) service was launched in November 2019**, bringing together information, advice and assistance services for children, young people and their families through a single point of entry – the Family Gateway – with a focus on preventative support.
- **Cardiff’s Children’s Services “Delivering Excellent Outcomes” Strategy was launched in July 2019**, designed to help meet the needs of our children and young people, work with them to fulfil their ambitions and achieve the best outcomes.
- **The Social Care Commissioning Strategy “The Right Home and the Right Support for our Children Looked After” was launched in November 2019.**

Priorities for 2020/21

All children and young people in Cardiff experience high-quality education

Through our vision for education and learning ‘Cardiff 2030’, we will continue to transform our education system to ensure every child in Cardiff goes to a good or excellent school.

As well as building on a period of consistent improvement in educational attainment since 2012, with Cardiff schools now ranking amongst the top performers in Wales, our focus will be on narrowing the attainment gap, ensuring that everyone benefits from a good education regardless of background.

Central to this will be transforming learning environments through the continued roll-out of our £450m programme of investment in school buildings and supporting the continuous professional development of teachers and support staff so that we build a world-class educational workforce.

We will also work to realise the new Curriculum for Wales, ensuring children and young people in Cardiff benefit from an inspiring, relevant, real world curriculum that meets their needs and equips them for their future lives.

More than ever before, schools are also working with partners to make sure that children and young people are ready and able to learn. This means easily accessed support is available to improve their emotional, mental and physical well-being. Through our

commitment to becoming a Unicef Child Friendly City, Cardiff will lead the way in ensuring that every child and young person has their voice heard and their needs taken into account, with a child’s rights approach embedded not just into our schools system, but across all aspects of public services and city life.

Supporting young people into employment

We will continue to deliver the Cardiff Commitment. With over 200 employers now working with us to offer young people employment and training opportunities, it has helped ensure the number of young people in Cardiff leaving school at 16 without a secure place in further education, training or employment is continuing to fall.

Supporting vulnerable children and families

Working with our partners, the Council will continue to focus on prevention, improving practice, supporting and developing the workforce, enhancing the range of services offered and achieving improved performance.

We will continue to work with families and place an emphasis on preventative approaches to ensure that fewer children enter the care system because outcomes for children are best when they are supported to grow and achieve within their own families. We continue to implement the Signs of Safety approach to build on the strengths of children and young

people and their families, undertaking robust assessment and analysis that hears the voice of the child and places the child at the centre of everything that we do.

For children and young people who are not able to remain at home, we will be implementing a Reunification Framework to support children to return safely to their own homes wherever possible; this will include initiatives to prevent the escalation of needs, such as Family Group Conferencing. We will also be working with fostering and residential providers to develop sufficiency of local accommodation to ensure that young people can remain as close to home as possible. This includes the development of a residential assessment unit that will provide step-up / step-down provision for young people and support robust permanency planning.

In relation to workforce, we will be implementing a market supplement in 2020/21 to ensure competitive rates of pay for front line teams. We are exploring longer term solutions to recruitment and retention that also contribute to this, along with ensuring that social workers are well supported in their roles and have access to good career development opportunities.

The Council will also place an emphasis on continuing to improve child protection and safeguarding arrangements. Every good parent knows that children require a safe and secure environment in which to grow and thrive. That is why every child who is cared for by the Council has the right to expect everything from a corporate parent that would be expected from a good parent and it is why we are updating the Corporate Parenting Strategy, working with the children and young people themselves.

What we will do to make Cardiff a great place to grow up

All children and young people in Cardiff experience high-quality education

| We will: | Lead Member | Lead Directorate |
|--|------------------|--|
| <p>Promote and fulfil children’s rights by becoming a Unicef Child Friendly City by 2021, with work including:</p> <ul style="list-style-type: none"> • Ensuring all Cardiff schools are designated as Rights Respecting Schools; • Developing a ‘Passport to the City of Cardiff’ which will guarantee that every child can access a broad range of extra-curricular experiences across the city. | Cllr Sarah Merry | Education & Lifelong Learning |
| <p>Deliver the new schemes in accordance with the Band B 21st Century School Programme of school investment between April 2019 and 2024 to:</p> <ul style="list-style-type: none"> • Increase the number of school places available; • Improve the condition of school buildings; • Improve the teaching and learning environment. | Cllr Sarah Merry | Education & Lifelong Learning |
| <p>Work with developers to deliver up to eight new primary schools and two new secondary schools as part of the Local Development Plan for Plasdŵr and St Edeyrn’s.</p> | Cllr Sarah Merry | Education & Lifelong Learning |
| <p>Deliver enhancements to the school estate through a two-year programme of asset renewal and target investment in schools that require priority action by March 2021</p> | Cllr Sarah Merry | Education & Lifelong Learning and Economic Development |
| <p>Re-shape and enhance specialist provision and services for pupils with additional learning needs to ensure sufficient, high-quality provision is available to meet the current and projected need from 2019 to 2022.</p> | Cllr Sarah Merry | Education & Lifelong Learning |
| <p>Support Cardiff schools to draw on Cardiff’s unique context as the new Curriculum for Wales is introduced for all year groups between 2022 and 2026, including piloting joint working between schools, higher education and employers by 2022.</p> | Cllr Sarah Merry | Education & Lifelong Learning |
| <p>Invest in digital infrastructure, equipment and new learning technologies for schools to support the implementation of the Curriculum for Wales in 2022.</p> | Cllr Sarah Merry | Education & Lifelong Learning |
| <p>Improve the physical and emotional well-being of learners through the Healthy Schools scheme, with initiatives including:</p> <ul style="list-style-type: none"> • Relationships and Sexuality Education – development and launch of a Healthy Relationships Education Directory and resources on menstruation and sustainable period products; • Promotion of Healthy Eating – programmes supporting the National ‘Veg Power’ campaign, and development of a pupil-led healthy lunchbox toolkit; • Supporting the Cardiff Metropolitan University Open Campus Programme and other initiatives. | Cllr Sarah Merry | Education & Lifelong Learning |

| We will: | Lead Member | Lead Directorate |
|--|---|--|
| Deliver a Community-Focused Schools Policy that recognises and builds on the role of the school at the heart of the community. | Cllr Sarah Merry | Education & Lifelong Learning |
| Launch a school workforce strategy to recruit, retain and develop staff at all levels in Cardiff by March 2021. | Cllr Sarah Merry | Education & Lifelong Learning |
| Strengthen school governance by enhancing governor training, encouraging shared capacity building between school governing bodies, developing Federation models where these would add value, and extensive promotion and marketing campaigns to attract new governors into Cardiff schools. | Cllr Sarah Merry | Education & Lifelong Learning |
| Support young people into education, employment or training by delivering the Cardiff Commitment , with a focus during the academic years 2019/20 and 2020/21 on: <ul style="list-style-type: none"> • Creating school/business partnerships to deliver experiences of work and target skills development in the key economic growth sectors of the Cardiff Capital Region; • Delivering targeted programmes of engagement and support for our most vulnerable young people; • Developing and promoting apprenticeship options for young people aged 16 – 19 with partners; • Developing a community benefits framework, via the procurement of Council goods and services, that delivers meaningful opportunities to young people. | Cllr Sarah Merry & Cllr Graham Hinchey | Education & Lifelong Learning, and Economic Development |

Supporting Vulnerable Children and Families – Improving Outcomes for All Our Children

| We will: | Lead Member | Lead Directorate |
|--|---|---|
| <p>Deliver an integrated model of Youth Support Services, built on high-quality youth work, to remove barriers to engagement and participation by April 2021.</p> | <p>Cllr Sarah Merry</p> | <p>Education & Lifelong Learning</p> |
| <p>Enable all young people with additional learning needs – who are known to social services – to play an active and central role in planning for their transition to adulthood during the year.</p> | <p>Cllr Graham Hinchey</p> | <p>Social Services</p> |
| <p>Improve mental health and emotional well-being for young people by working in partnership to deliver an integrated approach to children and young people’s emotional and mental health support across the child’s journey by March 2023 by:</p> <ul style="list-style-type: none"> • Reviewing the effectiveness of the integrated referrals for the Barnardo’s Family Wellbeing Service through the Family Gateway; • Developing an approach to joint assessment across Early Help teams and commissioned services to ensure family needs are met by June 2020; • Working with the Cardiff and Vale University Health Board (UHB) to recruit two Young People’s Emotional Health and Wellbeing specialists to work alongside the Family Help, Support4Families and Cardiff Parenting teams by June 2020; • Working with the Cardiff and Vale UHB to develop trusted referrer pathways from Early Help teams into the proposed NHS Single Point of Access Emotional and Mental Health Hub by January 2021; • Piloting the role of resilience workers with the Cardiff and Vale UHB to build capacity for schools to address the numbers of children affected by multiple adverse childhood experiences; • Delivering emotional and mental health support for young people through youth work intervention and the Curriculum for Life programme by April 2021. | <p>Cllr Sarah Merry & Cllr Graham Hinchey</p> | <p>Education & Lifelong Learning, People & Communities, and Social Services</p> |
| <p>Continue to reduce the impact of adverse childhood experiences on children’s well-being by:</p> <ul style="list-style-type: none"> • Developing new ways to review and monitor progress and impact of the Family Gateway, Family Help and Family Support teams by March 2021; • Further developing the Family Gateway, Family Help and 0-16 Parenting Services by incorporating the Disability Team around the Family and Disability Parenting into these services, with the aim of providing a more inclusive approach to supporting families by March 2021. | <p>Cllr Graham Hinchey & Cllr Sarah Merry</p> | <p>People & Communities, and Social Services</p> |

| We will: | Lead Member | Lead Directorate |
|---|---|---|
| <p>Enable more children to be placed nearer to home by December 2022 by:</p> <ul style="list-style-type: none"> • Implementing the action plans arising from the Social Care Commissioning Strategy by December 2022, including: <ul style="list-style-type: none"> - Supporting children to return safely to their own homes during the year using a Reunification Framework; - Re-shaping respite provision by March 2021 to offer flexible short-break opportunities including emergency provision for children with disabilities; - Re-designing our Local Authority Fostering Service by December 2020 to increase our numbers of Cardiff foster carers' homes for children; - Launching a new residential assessment centre by March 2021; - Developing accommodation sufficiency for vulnerable young people and those leaving care by December 2022; • Developing an effective recruitment plan with the Regional Adoption Service to increase the number of adoptive placements by March 2021. | Cllr Graham Hinchey | Social Services |
| <p>Continue to develop and support the Children's Services workforce by implementing a recruitment and retention strategy and refreshed workforce plan by March 2022, including:</p> <ul style="list-style-type: none"> • Introducing a market supplement by April 2020; • Increasing tailored recruitment campaigns linked to this new offer; • Implementing longer-term proposals to retain social workers in Cardiff through ensuring competitive rates of pay and that social workers are fully supported by April 2021. | Cllr Graham Hinchey | Social Services |
| <p>Roll out the locality working model for Children's Services and review the impact to better support families.</p> | Cllr Graham Hinchey | Social Services |
| <p>Implement the renewed Corporate Parenting Strategy action plan by March 2023 to improve outcomes and well-being for Children Looked After by:</p> <ul style="list-style-type: none"> • Developing partnership arrangements around access to education and educational attainment for Children Looked After; • Improving transition and progression into education, employment or training for care leavers by March 2021. | Cllr Graham Hinchey & Cllr Chris Weaver | Social Services, Education & Lifelong Learning and People & Communities |
| <p>Implement a new service to support young carers by March 2021.</p> | Cllr Graham Hinchey | Social Services |

Key Performance Indicators

Indicators which tell us if the Council is delivering effectively

All children and young people in Cardiff experience high-quality education

| Indicator | Target |
|--|--------|
| The percentage of Cardiff schools that are bronze, silver or gold Rights Respecting Schools. | 60% |
| The Average Capped Nine Points Score achieved by Key Stage 4 pupils. | 375 |
| The attainment gap in the Average Capped Nine Points Score at the end of Key Stage 4 for those eligible for Free School Meals and those not. | 65 |
| Key Stage 4 average points score (Literacy) | 42.0 |
| Key Stage 4 average points score (Numeracy) | 40.0 |
| Key Stage 4 average points score (Science) | 38.5 |
| Key Stage Welsh Bacallaureate Skills Challenge Certificate | 38.0 |
| The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training: | |
| <ul style="list-style-type: none"> All pupils | 98.5% |
| <ul style="list-style-type: none"> Pupils educated other than at school | 92.0% |
| The percentage of pupils achieving 3 'A' levels at grade A* to C. | 70.4% |
| The percentage attendance: | |
| <ul style="list-style-type: none"> Primary | 95.0% |
| <ul style="list-style-type: none"> Secondary | 94.2% |
| The percentage of children securing one of their top choices of school placement: | |
| <ul style="list-style-type: none"> Primary (of top three preferences) | 96.6% |
| <ul style="list-style-type: none"> Secondary (of top five preferences) | 91.0% |
| The proportion of asset renewal budget spend in the financial year 2020/21. | 60% |
| The proportion of Priority 1a Schools Asset Improvement works – for completion over a two year period – completed in the financial year in accordance with the responsibilities of schools and corporate landlord. | 80% |

Supporting Vulnerable Children and Families – Improving Outcomes for All Our Children

| Indicator | Target |
|--|--|
| The percentage attendance of Looked After pupils whilst in care in secondary schools. | 94.2% |
| The percentage of all care leavers in education, training or employment 12 months after leaving care. | 55% |
| The percentage of all care leavers in education, training or employment 24 months after leaving care. | 55% |
| The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training for Children Looked After by Cardiff Council. | 90% |
| Of the total number of Children Looked After: | |
| <ul style="list-style-type: none"> Number of Children Looked After placed with parents. | No target, but under constant review |
| <ul style="list-style-type: none"> Number of Children Looked After in kinship placements. | Increase where appropriate |
| <ul style="list-style-type: none"> Number of Children Looked After fostered by Local Authority foster carers. | Increase actual to 120 and as a percentage of overall population |
| <ul style="list-style-type: none"> Number of Children Looked After fostered by external foster carers. | Reduce as a percentage of overall population |
| <ul style="list-style-type: none"> Number of Children Looked After placed in residential placements. | Reduce whilst increasing provision in Cardiff |
| <ul style="list-style-type: none"> Number of Children Looked After supported to live independently. | No target |
| <ul style="list-style-type: none"> Number of Children Looked After placed for adoption. | No target |
| <ul style="list-style-type: none"> Number of Children Looked After in other placements, such as prison, secure accommodation, supported lodgings, Home Office unregulated placements. | No target |
| The percentage of children with a Placement Order not placed for adoption within 12 months of the order. | 25% |
| The percentage of Children Looked After in regulated placements who are placed in Cardiff. | 60% |

| Indicator | Target |
|--|--------|
| The percentage of Children Looked After in regulated placements who are placed within a 20-mile radius of Cardiff. | 75% |
| The percentage of families referred to Family Help, showing evidence of positive distance travelled. | 70% |
| The percentage of Children's Services social work posts filled by agency staff. | 24% |

Early Help:

| | |
|--|-------|
| Number of people supported through the Family Gateway. | 7,500 |
| Number of people supported by the Family Help Team. | 1,500 |
| Number of people supported by the Support4Families Team. | 1,800 |



Well-being Objective 2:

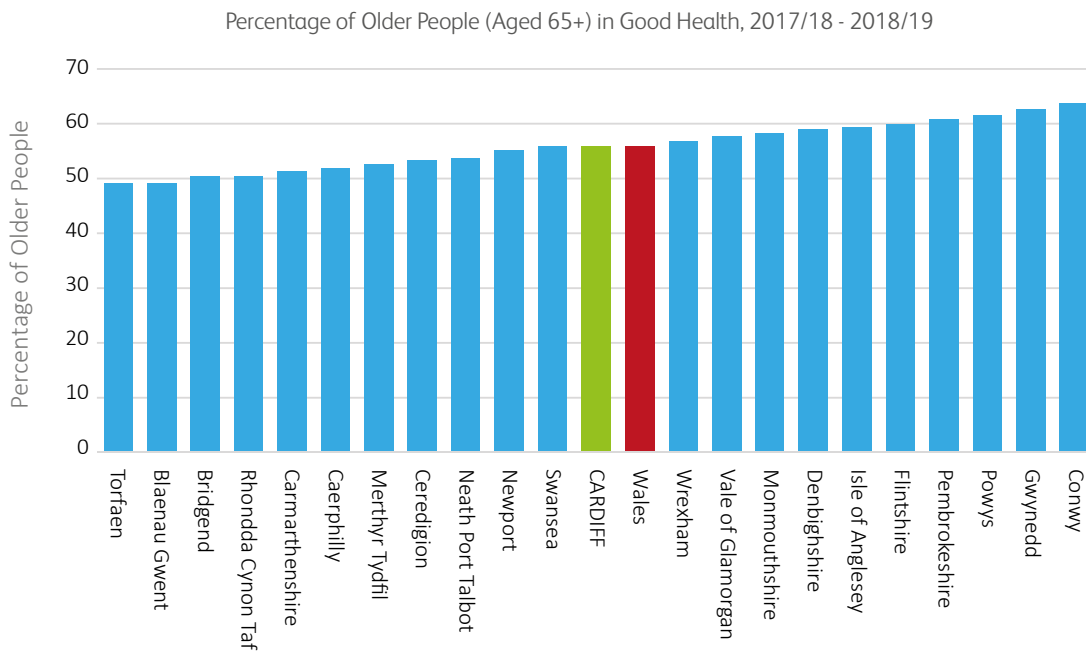
Cardiff is a great place to grow older

As the city grows, and life expectancy continues to increase, the number of older people living in Cardiff aged between 65 and 84 is expected to rise significantly; almost 40% in the next 20 years. The number of people aged 85 and older is also expected to more than double by 2039. Though the majority of older people are in good health, increased life expectancy has meant a greater number of people suffering from ill health in later life and relying ever more on public services. To meet this challenge, the Council is working with partners to manage demand by joining up social care, health and housing, with the goal of helping people living in their own homes and local communities, for as long as possible.

Measuring Progress against the Well-being Objective: Outcome Indicators



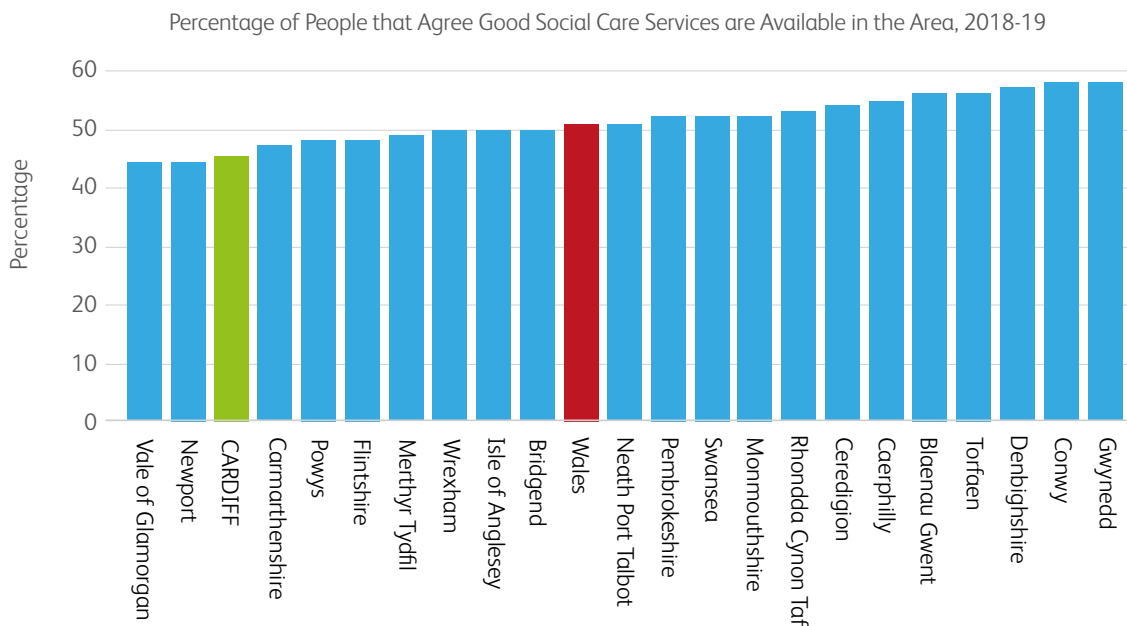
Improving City Performance: Health in older people



Source: Public Health Wales



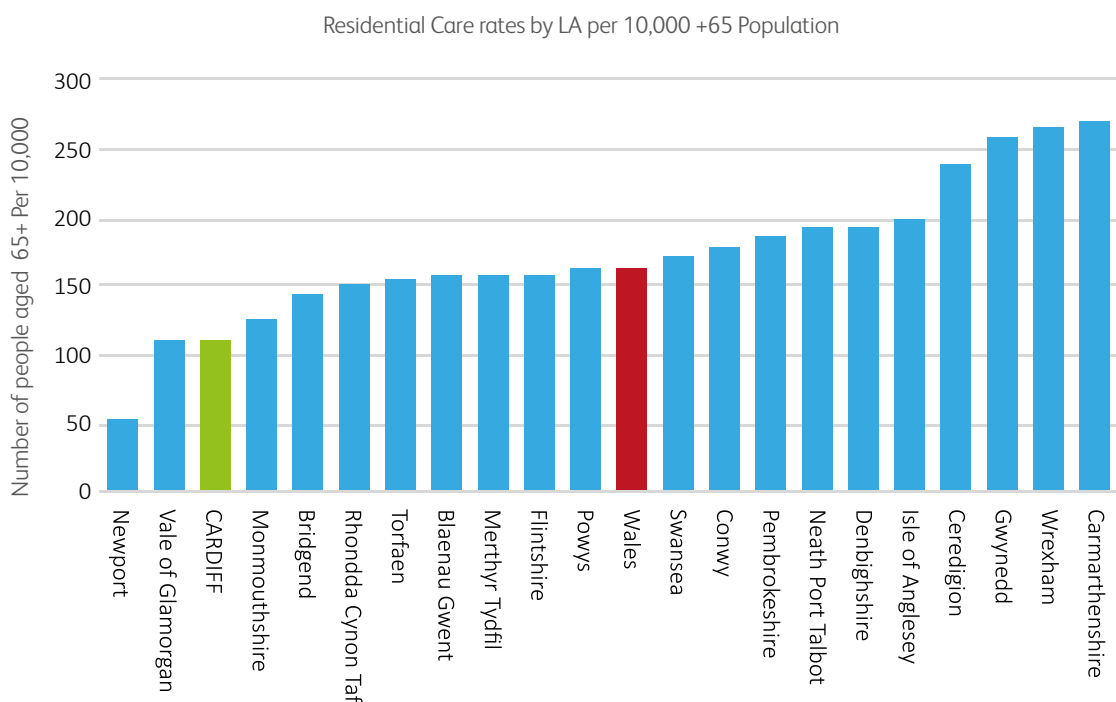
Improving City Performance: Quality of Local Social Care Services



Source: National Survey for Wales, Welsh Government



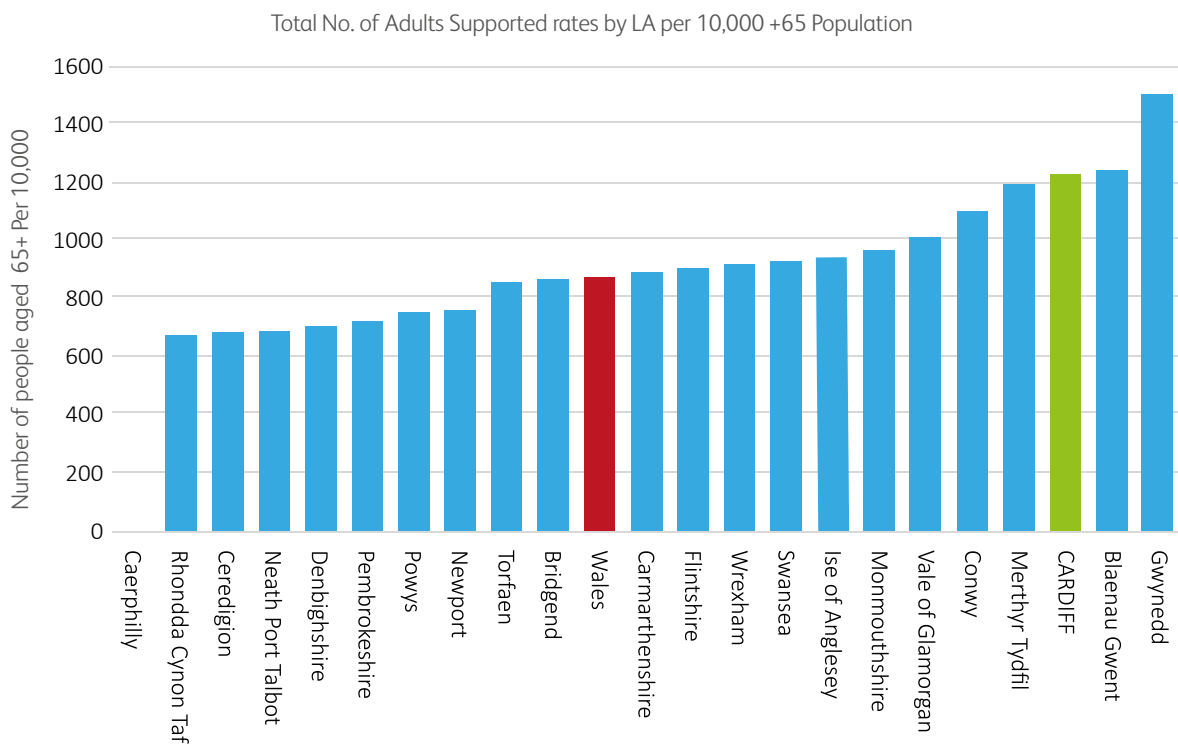
Improving City Performance: Levels of residential care



Source: Welsh Government



Improving City Performance: Levels of domiciliary care



Source: Welsh Government

Progress Made

- **97% of clients feel able to live independently in their own homes** following support from Independent Living Services.
- **The programme to refurbish our three day centres was completed in July 2019** when the centre in Fairwater re-opened to existing and new clients.
- **Sandown Court**, a sheltered housing scheme in Caerau, **has been awarded the highest level of the RNIB's Visibly Better accreditation, Platinum Level.**
- **The Dementia Day Service in Grand Avenue, which is integrated with health services, was opened in March 2019** to provide a supportive environment for people living with dementia.
- **20 businesses in the city have pledged their commitment to become dementia friendly.** Over 23% of Council staff are now accredited Dementia Friends and City Hall was illuminated on World Alzheimer's Day in September 2019 to increase public awareness.
- Independent Living Services **expanded the First Point of Contact service in hospitals** to nine wards across the University Hospital of Wales, further integrating services and **offering more effective hospital discharge arrangements.**
- **The Council hosted the Active Body Healthy Mind festival to promote the local services** which can improve the well-being of Cardiff residents.

Priorities for 2020/21

Work with people with care and support needs, helping them to live the lives they want to lead

Through Cardiff's Independent Living Services, joined-up preventative support measures are empowering older people to lead their own lives, in their own homes. We will continue to enhance this support and also work with partners in Cardiff & Vale University Health Board and those in the Regional Partnership Board to make sure all individuals admitted to hospital are enabled to return home safely as soon as they are fit and healthy.

Fundamentally, we recognise the importance of new communities being designed in a way that accommodates the needs of older people, with housing options developed that enable people to live in their own homes and communities for as long as possible. We will increase the provision of extra care housing, using this as an alternative to the use of general residential care beds, alongside the supply of 'care-ready' housing, which allows domiciliary care to be easily provided.

Become an Age Friendly City

Cardiff must be a city where older people are empowered, healthy and happy, supported by excellent public and community services and play an active part in all aspects of community life. We will therefore continue to move forward towards Cardiff being an Age Friendly City, improving the provision and coordination of services in our communities to tackle social isolation, enhancing inter-generational working with schools, Hubs, community groups, and private sector partners.

Become a Dementia Friendly City

By 2025 there are projected to be approximately 7,000 people living with dementia across Cardiff and the Vale of Glamorgan. In line with the Regional Partnership Board's priorities, Cardiff's Public Services Board has committed to making Cardiff a Dementia Friendly City.

As a member of the Public Services Board, the Council will support staff to become accredited Dementia Friends, with an ambitious 100% compliance target set for April 2021. We will also develop a website providing access to information, advice and links to community support to help those with dementia, their carers and families as well as encouraging businesses and community groups to become more dementia friendly. Community Hubs hold regular 'dementia cafés'. We will continue to build on the success of these, increasing the number of dementia events held across the city.

What we will do to make Cardiff a great place to grow older

Work with people with care and support needs, helping them to live the lives they want to lead

| We will: | Lead Member | Lead Directorate |
|--|--|--|
| <p>Fully implement enabling support and care using a new model of intermediate tier care and support by March 2021 to include a:</p> <ul style="list-style-type: none"> • New model of Community Resource Teams; • Single point of access; • New model of residential reablement. | Cllr Susan Elsmore | Social Services |
| <p>Commence the phased implementation of the new way of delivering domiciliary care by November 2020 that fully reflects local and community provision and the priorities of the Older Persons Housing Strategy.</p> | Cllr Lynda Thorne & Cllr Susan Elsmore | Social Services |
| <p>Deliver the Older Persons Housing Strategy to support independent living, fully understanding older people's housing needs and aligning work between Council and Health Services including:</p> <ul style="list-style-type: none"> • Working to build and refurbish 'care-ready' schemes for older people; • Continuing the development of person-centred information, advice and assistance for older people and those with disabilities, including the development of performance measures for the service; • Developing innovative models of care, support and nursing services. | Cllr Lynda Thorne & Cllr Susan Elsmore | People & Communities, and Social Services |
| <p>Continue the work on complex hospital discharge with partners through an integrated multi-agency approach to reduce the number of people experiencing failed or delayed discharge.</p> | Cllr Susan Elsmore | Social Services |
| <p>Address social isolation and enhance quality of life of older people by:</p> <ul style="list-style-type: none"> • Helping to build links between citizens, groups, organisations and private businesses; • Bringing young and older people together to provide a platform where skills, experience and understanding can be shared. | Cllr Susan Elsmore, Cllr Lynda Thorne & Cllr Sarah Merry | People & Communities, Education & Lifelong Learning, and Social Services |

Become a Dementia Friendly and an Age Friendly City

We will:

Lead Member

Lead Directorate

As a Dementia Friendly City, support those affected to contribute to, and participate in, the life of their communities by:

- Undertaking Dementia Friends training across the Authority with the aim of 100% compliance amongst Council staff by April 2021;
- Developing a school engagement programme to encourage more inter-generational activities and events;
- Encouraging businesses to become Dementia Friendly by delivering the Council's awareness and engagement programme;
- Developing a dementia-focused website by April 2020 to support those with dementia, carers, families as well as businesses who want to better support those with dementia;
- Delivering locality-focused dementia awareness events.

Cllr Susan Elsmore & Cllr Sarah Merry

Social Services, and Education & Lifelong Learning

Key Performance Indicators

Indicators which tell us if the Council is delivering effectively

Work with people with care and support needs, helping them to live the lives they want to lead

| Indicator | Target |
|--|--------|
| The percentage of clients who felt able to live independently in their homes following support from Independent Living Services. | 95% |
| The number of people who accessed the Community Resource Team. | 2,000 |
| The total hours of support provided by the Community Resource Team. | 60,000 |
| The number of people in residential care aged 65 or over per 10,000 population. | 115 |
| The percentage of new cases dealt with directly at First Point of Contact with no onward referral to Adult Services. | 70-80% |
| The average number of calendar days taken to deliver a Disabled Facilities Grant (from initial contact to certified date). | 185 |
| The percentage of people who feel reconnected into their community through intervention from the Day Opportunities team. | 85% |
| The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over. | 4.9 |

Become a Dementia Friendly and an Age Friendly City

| Indicator | Target |
|--|--------|
| The percentage of Council staff completing Dementia Friends training. | 100% |
| The number of businesses pledging their commitment to work towards becoming Dementia Friendly. | 80 |
| The number of Dementia Friendly City events held. | 600 |



Well-being Objective 3:

Supporting people out of poverty

Making sure that all our citizens are able to contribute to, and benefit from, the city's success is the golden thread running through Capital Ambition. For despite Cardiff's economic growth during the last 30 years, the patterns of poverty and inequality that emerged a generation ago remain. Over 150,000 people in the city live in some of the most deprived communities in Wales.

A strong economy is vital to tackling poverty, but a focus on job creation alone is not enough. It must go hand-in-hand with concerted efforts to ensure that the jobs created are good jobs, paying the real Living Wage, and to remove the barriers that many people face in getting, and keeping, a good job.

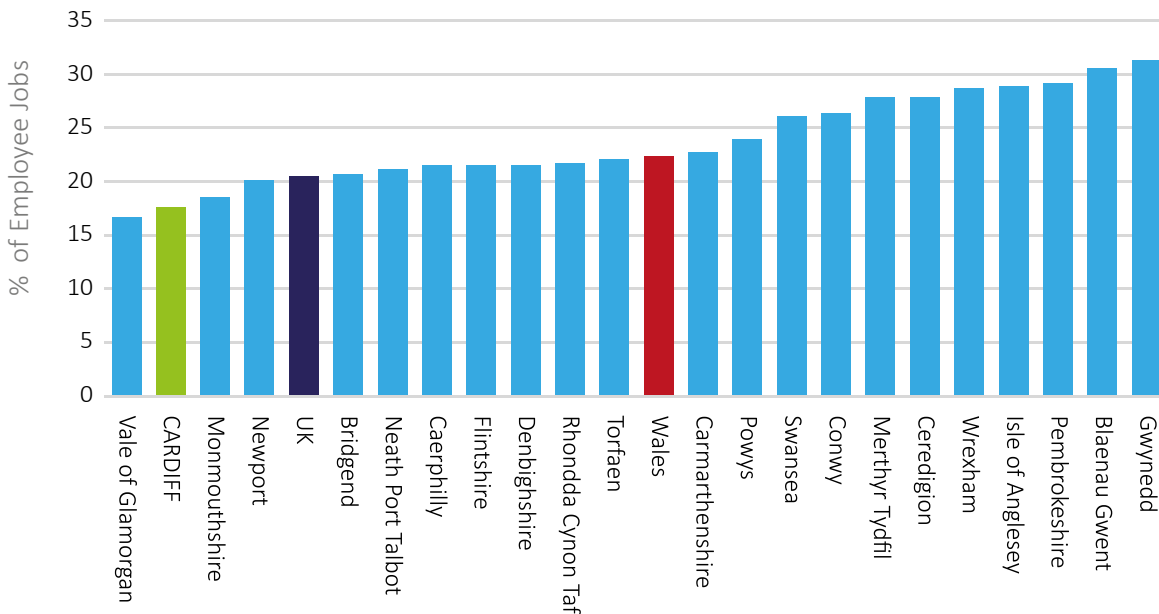
Along with the rise in the number of people living in poverty, the rise in those facing destitution and homelessness is one of the most pressing issues facing Cardiff. Sleeping rough is dangerous and, over the long term, causes severe damage to health: the average life expectancy of a rough sleeper is just 45 years of age, which is over 30 years younger than the general population.

Measuring Progress against the Well-being Objective: Outcome Indicators



Closing the Inequality Gap: Employees Earning Below Living Wage Foundation Rates

Percentage of Employee Jobs Earning Below Living Wage Foundation Rates (Wales), 2019

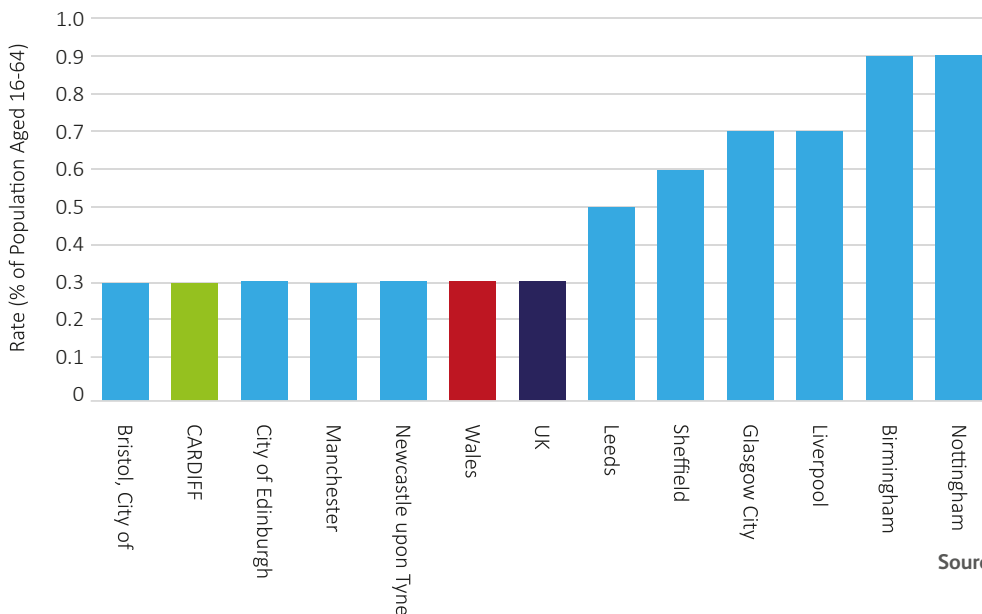


Source: Office of National Statistics



Closing the Inequality Gap: Levels of long-term unemployment

Long-term JSA Claimant Rate (Percentage of Population Aged 16-64 that have been Claiming for over 12 Months), Dec 2019

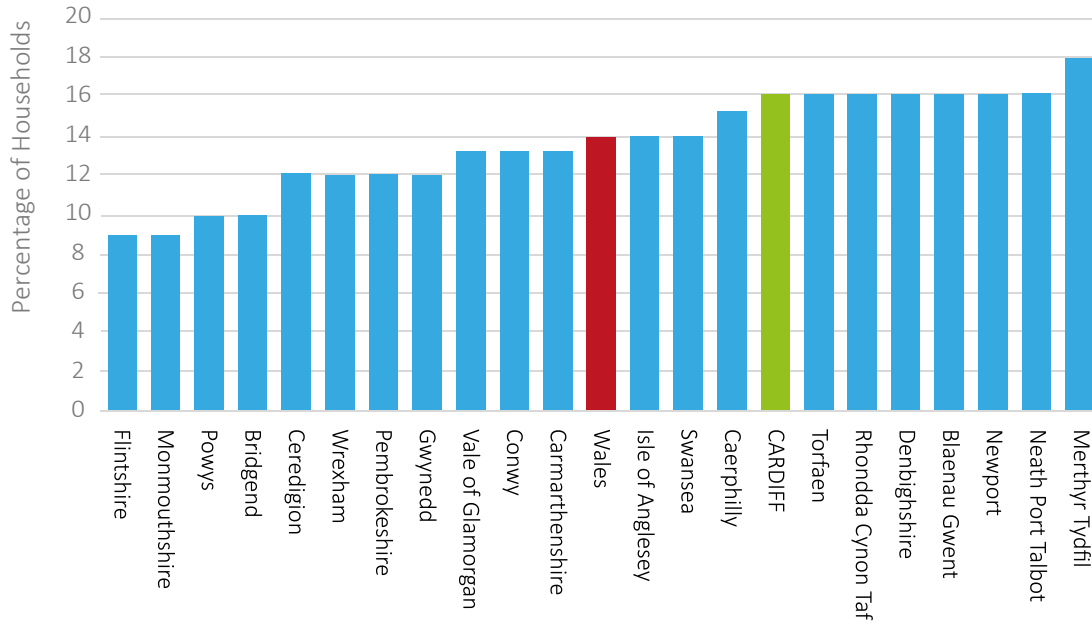


Source: Nomis, ONS



Closing the Inequality Gap: Levels of Poverty

Percentage of Households in Material Deprivation, 2018-19

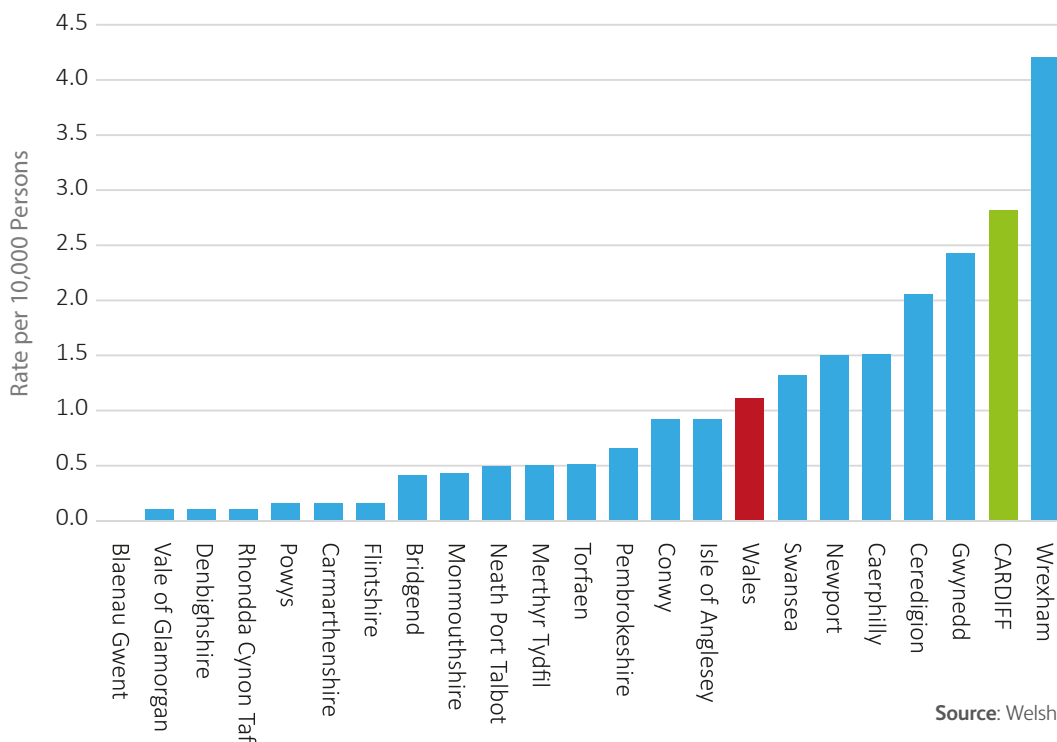


Source: National Survey for Wales, Welsh Government



Closing the Inequality Gap: Levels of Rough Sleeping

Estimated No. People Sleeping Rough over 2 week period (14th-27th Oct 2019) - Rate per 10,000 Persons



Source: Welsh Government

Progress Made

- **Cardiff has become the first major urban area in the UK to be a Living Wage City.** 107 employers in the city are now accredited Living Wage employers.
- **The Council has created 127 paid apprenticeship and trainee opportunities to date in 2019/20** with further work undertaken to ensure qualifications can be accessed through recognised training providers whilst on placement.
- **In 2019, the Council's employment support services helped over 1,000 people into employment and engaged with 193 local employers.**
- **The City Centre Advice Team identified £16m additional weekly benefits for people in 2019,** and supported over 4,000 customers with their claims for Universal Credit.
- **The number of rough sleepers has fallen to its lowest level in six years.** As at 23rd January 2020, 34 people were sleeping on the city's streets, less than half of the previous figures recorded in January 2018 and January 2019 (both 73).
- **Over 1,700 people were successfully prevented from becoming homeless in 2019.**
- **The capacity of the Housing First scheme, which moves rough sleepers straight from the streets into a home, continues to expand,** with 26 tenancies now in place with private rented sector properties and Registered Social Landlords, including two prison leavers housed through the scheme.
- The first families have moved into the refurbished shipping container accommodation at Greenfarm Hostel, **providing safe, warm and secure two-bed homes until more permanent accommodation becomes available.**

Priorities for 2020/21

Living Wage City

Paying the real Living Wage is vital to tackling poverty. Having become an accredited Living Wage City, we will roll out our ambitious Living Wage City programme across all sectors of the city economy.

Helping People Into Work

Through our Into Work Service, we have brought over 40 employment services together in one place to help support people to get and keep a good job, whilst also supporting every person and family affected by Welfare Reform and the roll-out of Universal Credit. Over the year ahead we will further enhance the Into Work Service, ensuring that support is available to people to access training and develop the skills they need to succeed in the city's growing economy.

Tackle homelessness and end rough sleeping

Like all major British cities, Cardiff has experienced a dramatic rise in the number of people homeless or rough sleeping. Working with partners we have put support in place so that nobody has to spend a night out on the streets. We have made significant progress in reducing the number of individuals sleeping rough, which is now at its lowest level for six years. The next step is to review our services for single homeless and vulnerable people to improve prevention, assessment of need and to ensure we have the right accommodation pathways in place.

What we will do to support people out of poverty

A Living Wage City

| We will: | Lead Member | Lead Directorate |
|---|--------------------|-------------------------|
| Encourage and support organisations to become accredited Living Wage employers . | Cllr Chris Weaver | Resources |

Help People into Work

| We will: | Lead Member | Lead Directorate |
|--|--------------------|-------------------------------------|
| <p>Support people into work by:</p> <ul style="list-style-type: none"> • Creating 125 paid apprenticeships and trainee opportunities within the Council by March 2021; • Placing over 3,000 people into Council posts through Cardiff Works; • Supporting 850 people into work with tailored support by the employment gateway. | Cllr Chris Weaver | Resources, and People & Communities |
| <p>Further improve the Into Work Service by continuing to integrate employment support services. This will include:</p> <ul style="list-style-type: none"> • Reviewing support for care-experienced young people to ensure it is meeting their needs; • Fully aligning the 'Learning for Work' programme offered through Adult Community Learning with the Into Work Service; • Providing effective employer engagement and assistance into self-employment; • Continuing to promote and extend volunteering opportunities. | Cllr Chris Weaver | People & Communities |
| <p>Continue to ensure support is available to mitigate potentially negative consequences associated with the roll-out of Universal Credit by:</p> <ul style="list-style-type: none"> • Ensuring all Hub staff are able to support with claims for Universal Credit; • Implementing measures to help private landlords with the changes associated with Universal Credit; • Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need. | Cllr Lynda Thorne | People & Communities |
| <p>Deliver a new skills hub in the city by May 2020 to provide on-site construction skills, apprenticeships and employment within the sector.</p> | Cllr Lynda Thorne | People & Communities |

Tackle homelessness and end rough sleeping

| We will: | Lead Member | Lead Directorate |
|---|---------------------------------|--|
| <p>Continue to deliver the Rough Sleeper Strategy and the Homelessness Strategy including:</p> <ul style="list-style-type: none"> • Taking forward the Strategic Review of services for single homeless; • Reviewing and improving emergency accommodation, continuing to ensure no one has to sleep out in Cardiff; • Extending the capacity of the Housing First schemes using both social and private rented sector homes and developing plans to make the scheme sustainable; • Continuing to develop the multi-agency team around rough sleepers, improving support available for those with substance misuse, and for those with co-occurring mental health and substance misuse issues. Also strengthening links with the criminal justice system through enhanced probation input into the team; • Building on Give Differently to further investigate opportunities to address daytime begging within the city centre. | <p>Cllr Lynda Thorne</p> | <p>People & Communities</p> |
| <p>Develop a training and activities centre for single homeless people to divert them from street culture by providing a range of meaningful activities and commence the service by September 2020.</p> | <p>Cllr Lynda Thorne</p> | <p>People & Communities</p> |

Key Performance Indicators

Indicators which tell us if the Council is delivering effectively

A Living Wage City

| Indicator | Target |
|---|--------|
| The number of Living Wage employers in Cardiff. <i>(Target to be achieved by May 2022)</i> | 150 |

Help People into Work

| Indicator | Target |
|---|-------------|
| The number of opportunities created for paid apprenticeships and trainees within the Council. | 125 |
| The number of interventions which supported people receiving into work advice through the Employment Gateway. | 46,000 |
| The number of clients who have received tailored support through the Employment Gateway and who secured work as a result of the support received. | 850 |
| The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination. | <20% |
| The number of employers which have been assisted by the Council's employment support service. | 220 |
| The number of customers supported and assisted with their claims for Universal Credit. | 1,500 |
| Additional weekly benefit identified for clients of the City Centre Advice Team. | £14,000,000 |
| The number of hours given volunteering within the Advice & Benefits Service. | 6,500 |

Tackle Homelessness and End Rough Sleeping

| Indicator | Target |
|---|--------|
| The percentage of households threatened with homelessness successfully prevented from becoming homeless. | 80% |
| The number of multi-agency interventions which supported rough sleepers into accommodation. | 168 |
| The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service. | 75% |
| The percentage of clients utilising Housing First for whom the cycle of homelessness was broken. | 70% |

Well-being Objective 4:

Safe, confident and empowered communities

Safe, confident and empowered communities are at the heart of any successful city. They play a vital role in connecting people with the social networks and day-to-day services we all depend on.

We will continue our investment programme into local communities, building new, affordable homes, regenerating district centres and continuing our successful programme of Community and Well-being Hubs. We will make sure our parks and green spaces, which make a significant contribution to the city's health and well-being, are maintained to the highest standards and we will work with our partners to support increased participation in sport and play, particularly in the city's most deprived communities.

Even though Cardiff is one of the safest cities in Britain, we know that crime and anti-social behaviour remain a problem in some of our most deprived communities and that a small number of people – particularly women and children – are subject to abuse, violence and exploitation. Working closely with South Wales Police, public service partners and with communities we will ensure that all our communities are safe and that our most vulnerable citizens are safeguarded.

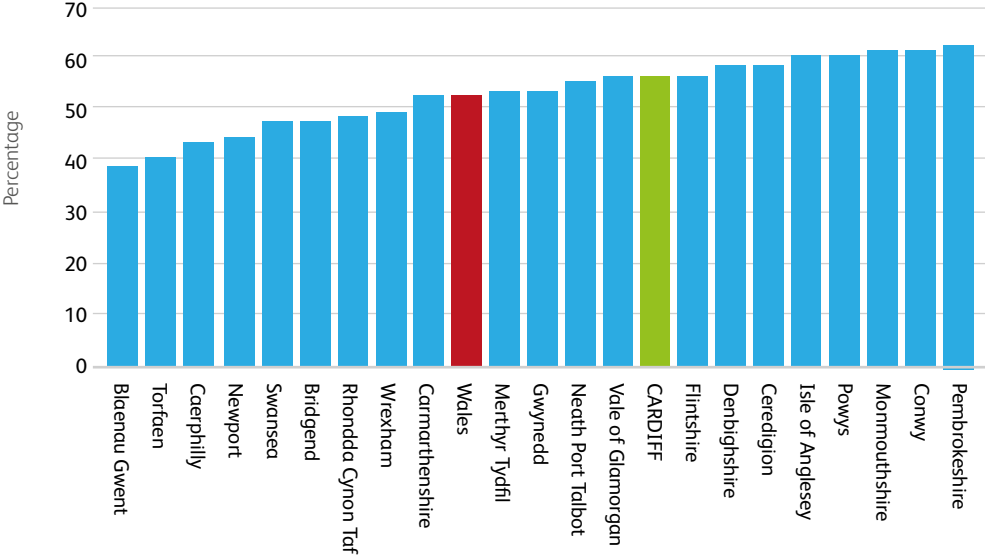
As a bilingual capital we will continue to champion the Welsh language, taking forward the new Bilingual Cardiff policy to support Welsh in the workplace and ensure that services are easily accessible in both English and Welsh. We will also continue to explore innovative ways to support the Welsh language across the city, building on the Street Naming policy and the success of Tafwyl.

Measuring Progress against the Well-being Objective: Outcome Indicators



Improving City Performance: Community Cohesion

Percentage of People Agreeing that they Belong to the Area; That People from Different Backgrounds Get on Well Together; and that People Treat Each Other with Respect, 2018-19

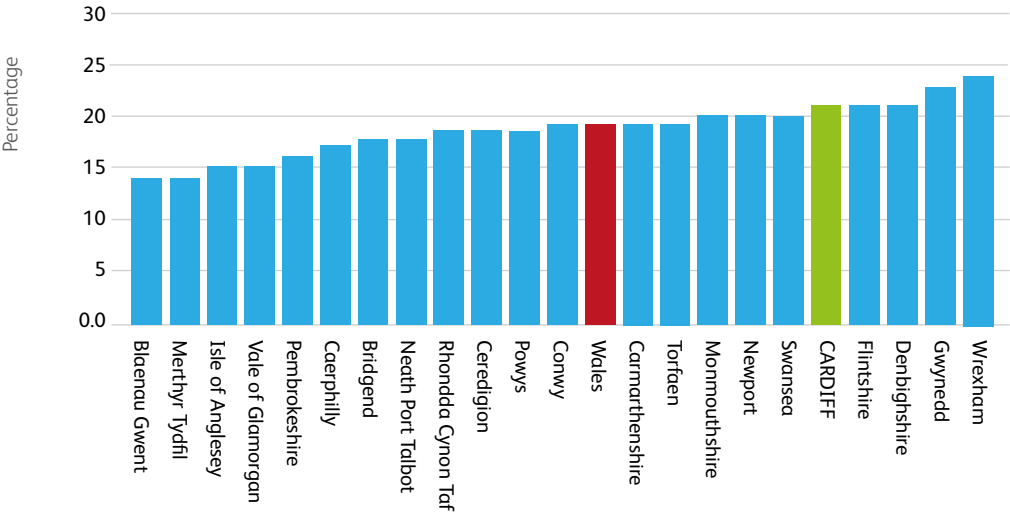


Source: National Survey for Wales, Welsh Government



Improving City Performance: Adults who Feel They Can Influence Local Decisions

Percentage of Adults (Aged 16+) that Agree they Can Influence Decisions Affecting their Local Area, 2018-19

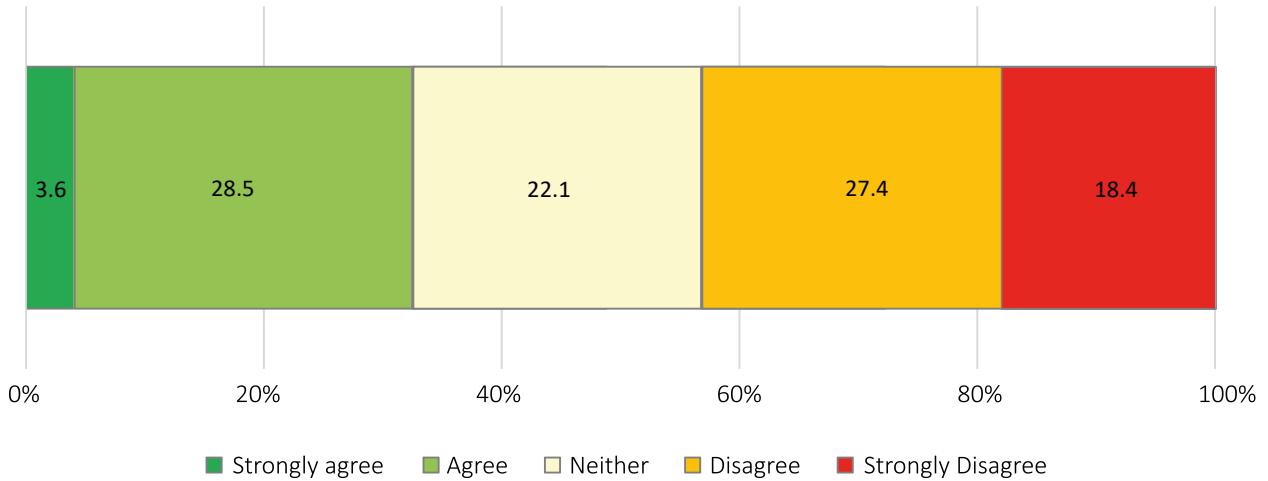


Source: National Survey for Wales, Welsh Government



Improving City Performance: Community Safety

To what extent would you agree or disagree that the police and other public services are successfully dealing with anti-social behaviour and crime in your area, 2019?



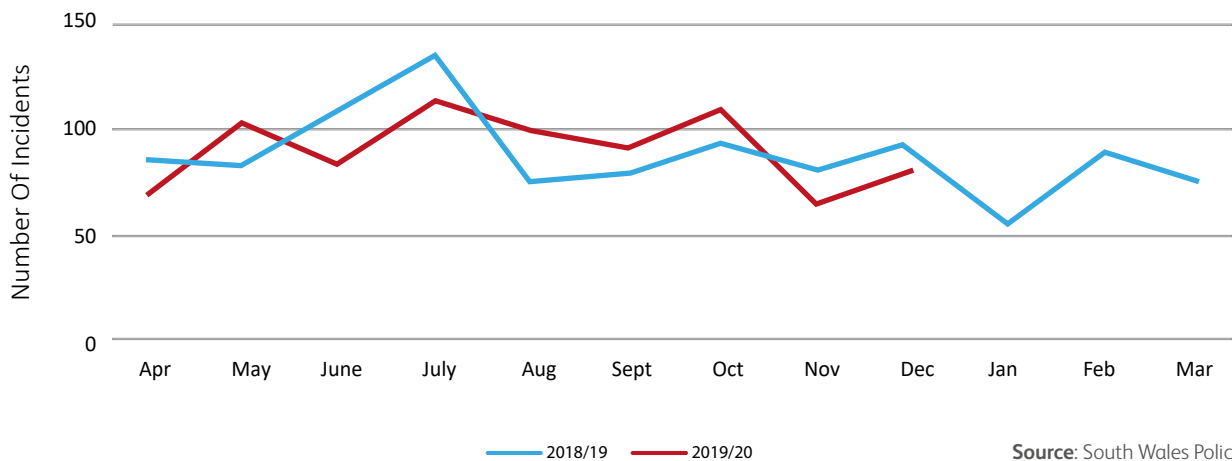
Source: Ask Cardiff 2019



Closing the Inequality Gap:

Increase the confidence of victims to report hate crime – to get a sense of the scale of hate-related discrimination in Cardiff

Hate Incidents Monthly Trends



Source: South Wales Police

Progress Made

- **During 2019, the number of new Council homes completed increased to 185**, and we are on track to deliver on our commitment of 1,000 new Council homes by 2022.
- Since the beginning of the Administration, **the Council has invested nearly £9 million in delivering Community Hubs, and over 98% of customers** were satisfied with the offer during the last financial year.
- **Good progress has been made in the Maelfa regeneration scheme**, with the demolition of the old shopping centre now complete and Phase 2 underway, which will deliver 16 new town houses by summer 2020.
- **Cardiff Council, the Vale of Glamorgan Council and Cardiff and Vale University Health Board launched their first Joint Commissioning Strategy for Adults with a Learning Disability in June 2019**, providing a clear direction for the planning and delivery of adult learning disability services across the region.
- **The Council has been awarded a capital grant of £6 million from Welsh Government** to facilitate further growth in Welsh-medium education and use of the Welsh language across the city.
- **Since April 2019, 15,351 volunteer hours have contributed to the development of parks and green spaces in the city.** This equates to £126,038 in monetary value using the National Living Wage.

Priorities for 2020/21

Work to end the city's housing crisis

To tackle the city's housing crisis, we are building new Council houses for the first time in a generation, and reducing the number of people on the waiting list through radically improving the offer in the private rented sector.

Our new housing strategy represents the largest Council house-building programme in Wales and a £280m investment into building affordable, high-quality, sustainable and energy-efficient homes across the city.

Invest in local communities

Access to services and a healthy local economy is essential for strong and safe communities, so we are working with our partners to design and deliver a wide range of regeneration schemes across the city. Major projects include leading on the regeneration of the Channel View Estate and South Riverside Business Corridor, the second phase of the Maelfa scheme, new youth hubs in Butetown and the city centre, and the introduction of a domestic abuse one-stop shop in the Cardiff Royal Infirmary. We will also deliver new Community Hubs in Whitchurch, Rhydypennau, and Maelfa as well as expanding the provision at Ely & Careau Hub, particularly aimed at meeting the specific needs of our city's growing elderly population.

Create safe communities

Cardiff is one of the safest cities in Britain. Taking into account population growth, overall crime has fallen by nearly a third over the last 10 years. Working with communities and public sector partners, we will continue to develop our locality approach,

bringing resources together to tackle crime and anti-social behaviour head-on in communities with the greatest need. We will also prioritise tackling the emerging threats of knife crime, County Lines and serious organised crime which many cities across the UK face.

Ensure children and adults are protected from risk of harm and abuse

Safeguarding is a key duty of the Council. A small number of people, particularly women and children, are subject to abuse, violence and exploitation, but these adverse experiences can have lifelong repercussions. We will therefore prioritise the development and implementation of a joint child and adult Exploitation Strategy that responds to new and emerging issues, including modern slavery.

Continue to lead an inclusive and open city to migrants, refugees and asylum seekers

Cardiff is, and has always been, an open and inclusive city. We will continue to work with partners and local communities to manage the impact of the UK leaving the European Union, with a focus on supporting the city's most vulnerable citizens. As a founding city of the Inclusive Cities Programme, we will provide leadership on the inclusion of newcomers in Cardiff, including EU citizens, refugees and asylum seekers, advocating for their rights and valuing their contribution to our city. We will also deliver our Community Cohesion action plan, working in partnership to actively monitor community tensions, building resilience to hateful extremism and providing support to witnesses and victims of hate crime.

What we will do to create safe, confident and empowered communities

| We will: | Lead Member | Lead Directorate |
|--|--|--|
| Deliver 2,000 new Council homes, of which at least 1,000 will be delivered by May 2022. | Cllr Lynda Thorne | People & Communities |
| Work to end the city's housing crisis by driving up the standards in the private rented sector and in the city's high-rise buildings by taking enforcement action against rogue agents and landlords letting and managing properties. | Cllr Lynda Thorne | Resources, and Planning, Transport & Environment |
| Deliver Shared Regulatory Services' business plan. | Cllr Lynda Thorne & Cllr Michael Michael | Planning, Transport & Environment |
| Invest in the regeneration of local communities by: <ul style="list-style-type: none"> • Completing Phase 2 of the Maelfa redevelopment scheme by September 2021; • Implementing improvement schemes for existing housing estates across the city based on the priorities identified in the current Estate Regeneration Programme and designing a new programme to co-ordinate with wider new housing initiatives in and around existing communities; • Securing Welsh Government Targeted Regeneration Investment Programme funding to deliver regeneration initiatives in the South Riverside Business Corridor; • Submitting an outline planning application for the Channel View Regeneration Scheme by October 2020; • Delivering projects identified in the three-year programme for Neighbourhood Renewal Schemes based on ideas submitted by Ward Members. | Cllr Lynda Thorne | People & Communities |
| Continue to deliver the Community Hubs programme, in collaboration with partners, including: <ul style="list-style-type: none"> • Progressing plans for Youth Hubs in the city centre and Butetown; • Working with the University Health Board on the Cardiff Royal Infirmary, Maelfa Hub and other Hubs within the North District; • Ensuring people are connected with local service providers and activities in their neighbourhood through Community Inclusion Officers. | Cllr Lynda Thorne | People & Communities |

| We will: | Lead Member | Lead Directorate |
|---|--|---|
| <p>Create safe and cohesive communities by:</p> <ul style="list-style-type: none"> • Implementing with partners a targeted approach to tackling crime and anti-social behaviour in Butetown and Splott as identified priority areas in 2020; • Working in partnership with the newly established Violence Prevention Unit at South Wales Police to develop an enhanced preventative approach to tackling violence and organised crime by March 2021; • Strengthening governance and delivery arrangements in the Youth Offending Service by May 2020, and implementing new approaches to reduce offending and re-offending rates by January 2021; • Delivering the actions identified in the Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023 including the launch of a regional service for male victims by September 2020; • Implementing the Welsh Government’s Community Cohesion Delivery Plan; • Implementing the Cardiff PREVENT Strategy by 2021. | <p>Cllr Lynda Thorne & Cllr Susan Elsmore</p> | <p>People & Communities, and Social Services</p> |
| <p>Continue the implementation of a strengths-based approach to social work practice to put individuals, families and communities at the centre of their own well-being by:</p> <ul style="list-style-type: none"> • Continuing to implement Signs of Safety in partnership with families to support children to remain at home; • Striving for excellence in practice by establishing and embedding strengths-based practice in Adult Services. | <p>Cllr Susan Elsmore & Cllr Graham Hinchey</p> | <p>Social Services</p> |
| <p>Complete the move to locality working for all adult social services by 2023, aligning with primary, community and third sector services, with phase 1 completed by November 2020.</p> | <p>Cllr Susan Elsmore</p> | <p>Social Services</p> |
| <p>Adopt a new Adult Services Strategy by June 2020.</p> | <p>Cllr Susan Elsmore</p> | <p>Social Services</p> |
| <p>Address specific health needs within targeted communities by working with partners to implement the ‘Healthier Wales’ proposals by 2021.</p> | <p>Cllr Susan Elsmore</p> | <p>Social Services</p> |
| <p>Assist people with disabilities and mental health issues to be more independent by:</p> <ul style="list-style-type: none"> • Embedding an all-age disability approach by March 2021; • Analysing the Learning Disability Provision and the current demand levels to inform future commissioning and build programmes by October 2020; • Working with the Police and Crime Commissioner to determine how pathways for people experiencing mental health issues can be improved by March 2021. | <p>Cllr Susan Elsmore</p> | <p>Social Services</p> |

| We will: | Lead Member | Lead Directorate |
|--|--|--|
| <p>Ensure children and adults are protected from risk of harm and abuse by:</p> <ul style="list-style-type: none"> • Implementing the Exploitation Strategy to encompass new and emerging themes of child and adult exploitation by March 2021; • Embedding the new All Wales Safeguarding Procedures by March 2021 – in consultation with staff and partners – to ensure that adults and children at risk are protected from harm; • Making significant progress across all Council directorates to address actions identified in corporate safeguarding self-evaluations by March 2021. | <p>Cllr Graham Hinchey & Cllr Susan Elsmore</p> | <p>Social Services</p> |
| <p>Continue to lead an inclusive and open city to migrants, refugees and asylum seekers by:</p> <ul style="list-style-type: none"> • Co-ordinating local support and information to enable EU citizens to access the EU Settlement Scheme by 31st December 2020; • Continuing to deliver the Inclusive Cities project. | <p>Cllr Susan Elsmore</p> | <p>People & Communities</p> |
| <p>Promote and support the growth of the Welsh Language to help meet the Welsh Government's 'Cymraeg 2050: A million Welsh speakers' strategy by delivering Cardiff Council's commitments in the city-wide Bilingual Cardiff Strategy 2017-2022;</p> | <p>Cllr Huw Thomas</p> | <p>People & Communities</p> |
| <p>Support grass-roots and community sports by:</p> <ul style="list-style-type: none"> • Working with partners to develop strategic plans for the development of sport and physical activity from March 2020 that secure increases in participation, attract investment, improve health and inequality, and ensure sustainability of provision; • Supporting the roll-out of the 21st Century Schools Capital programme to influence design, programming and operation, ensuring local community organisations have priority access in extra-curricular time. | <p>Cllr Peter Bradbury</p> | <p>Economic Development</p> |
| <p>Improve our parks and public spaces by:</p> <ul style="list-style-type: none"> • Growing the number of parks in Cardiff which receive the Green Flag Award – the international standard for the management of parks and green spaces; • Working with partners in order to bring forward proposals for increasing Cardiff's tree canopy as part of the One Planet Cardiff strategy by July 2020; • Promoting the benefits and support the development of the volunteer movement, through the Friends Forum and community based platforms; • Putting in place a renewal programme for improving playgrounds by May 2020; • Working in partnership with Welsh Water to bring the Llanishen Reservoir site back into use for sailing and other recreational purposes. | <p>Cllr Peter Bradbury</p> | <p>Economic Development</p> |

Key Performance Indicators

Indicators which tell us if the Council is delivering effectively

Tackle the Housing Crisis

| Indicator | Target |
|---|--------------------|
| Total number of new Council homes completed and provided. | 550 cumulative |
| The number of Category 1 hazards removed from private sector properties following intervention from Shared Regulatory Services. | Baseline being set |

Invest in local communities

| Indicator | Target |
|---|-----------|
| The percentage of residents satisfied with completed regeneration projects. | 90% |
| The number of visitors to libraries and Hubs across the city. | 3,300,000 |
| The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/ I got what I needed'. | >95% |
| The number of visits (page views) to the volunteer portal. | 70,000 |

Ensure children and adults are protected from risk of harm and abuse

| Indicator | Target |
|---|--------|
| The percentage of Council staff completing Safeguarding Awareness Training. | 100% |
| The percentage of Council staff completing the Level 1 online module of the National Training Framework on violence against women, domestic abuse and sexual violence as a percentage of all staff. | 100% |
| The percentage of high-risk domestic abuse victims referred by South Wales Police attempted contact by the specialist service within one calendar day of receiving the referral. | 90% |
| The percentage of adult protection enquiries completed within seven days. | 99% |

Support young people at risk of falling into crime

| Indicator | Target |
|--|--------|
| The number of first time entrants into the Youth Justice System. | 120 |
| The percentage of children re-offending within six months of their previous offence. | 50% |

Promote the Welsh Language

| Indicator | Target |
|---|-------------------------|
| The number of staff with Welsh language skills. | 20% increase by 2021/22 |
| The number of staff attending Welsh courses. | 10% increase by 2021/22 |

Support grass-roots and community sports

| Indicator | Target |
|--|------------------------|
| The number of visits to Local Authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity. | 2% increase on 2019/20 |

Improve our parks and green spaces

| Indicator | Target |
|--|--------|
| The number of Green Flag parks and open spaces. | 14 |
| The number of volunteer hours committed to parks and green spaces. | 19,800 |



Well-being Objective 5:

A capital city that works for Wales

Cardiff has been transformed from a city weighed down by de-industrialisation in the 1970s to one of the most competitive in the UK. It is a young and talented city with a growing business base, a start-up culture and a thriving visitor economy. However, if we are to continue delivering for the people of Cardiff and Wales, we cannot afford to stand still. We will therefore maintain a relentless focus on delivering more and better jobs for the people of Cardiff and the Capital Region.

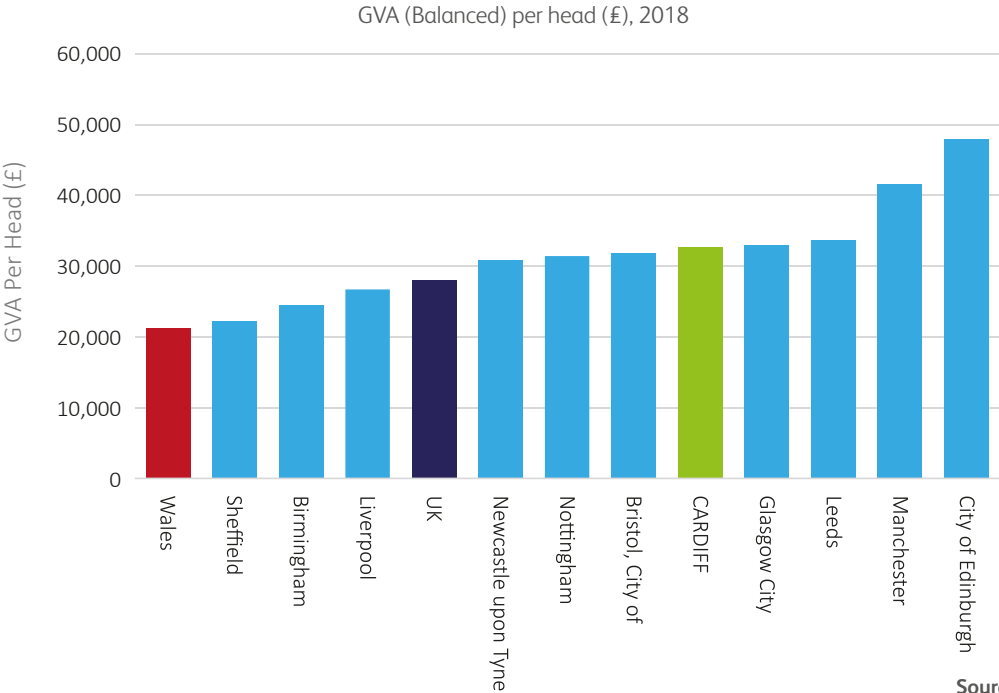
The capital city continues to attract new businesses and serve as a focus for investment, supporting the development of new industries across the financial services, creative, life sciences and advanced manufacturing sectors. Central Square also marks the city's first business district of scale built around the needs of the Cardiff's key sectors, and will support the development of competitive clusters across the Council's identified key priority sectors.

Our focus on economic growth is paired with a firm commitment to ensure that the benefits of development are shared by all parts of the city. In the coming years, historically deprived and overlooked areas of Cardiff will be transformed by major projects to improve access to public transport, good jobs and a higher quality of life.

Measuring Progress against the Well-being Objective: Outcome Indicators



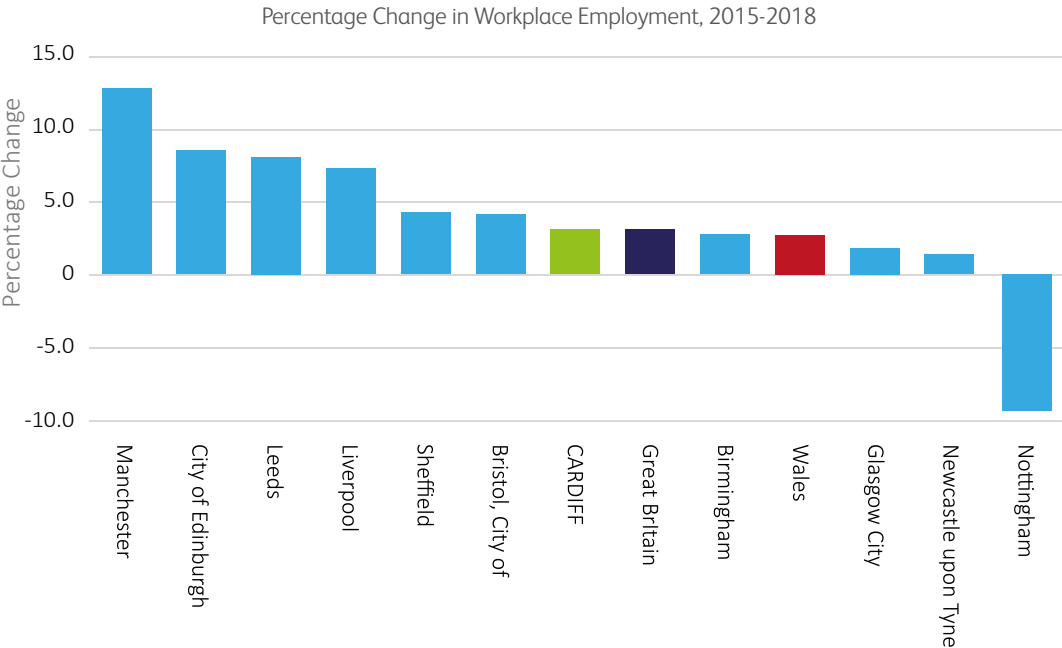
Improving City Performance: Gross Value Added per person



Source: Nomis, ONS



Improving City Performance: Employment Growth



Source: Business Register and Employment Survey, ONS



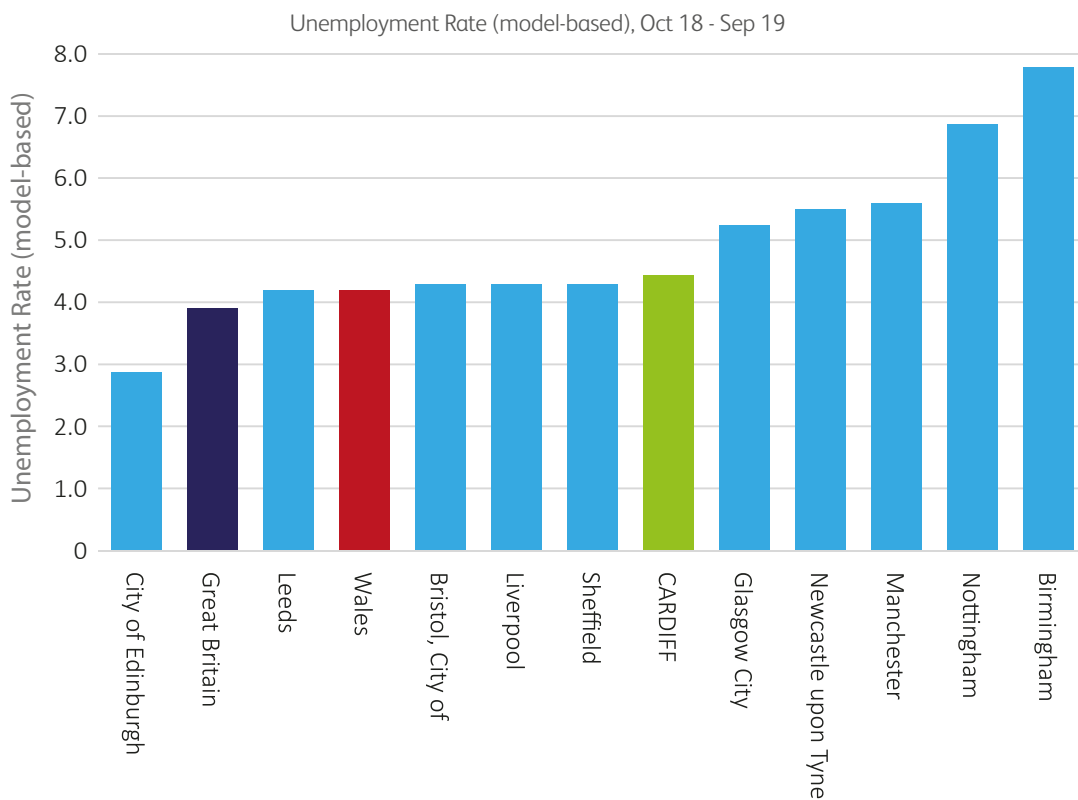
Improving City Performance: Visitor Numbers



Source: STEAM



Closing the Inequality Gap: Levels of Unemployment



Source: Annual Population Survey, ONS

Progress Made

- **Over the last two years around 25,000 net new jobs have been created in Cardiff**, and five out of every six new jobs in Wales have been created in the capital over the past five years.
- **Phase 2 of Central Square’s regeneration has been successfully delivered**, with Phase 3 just short of completion, **delivering over 300,000 square feet of ‘Grade A’ office space over the last two years** to support the development of the city’s first central business district based around the needs of its key growth sectors.
- **The Cardiff East Industrial Strategy has been approved**, with the aim of improving public transport connectivity and employment opportunities in the east of the city. This includes the development of a new railway station and business park in St. Mellons, as well as green infrastructure, in order to attract new businesses to Cardiff East.
- **The Central Station upgrade project has been awarded funding support of £58.3m** from the UK Government, completing the required funding package. Work to develop a masterplan vision for Central Station has already begun, focusing on integrating bus, bike and train travel.
- **A Cardiff Music Board has been established to lead Cardiff’s journey into becoming the UK’s first Music City.** The Music Board will promote and attract investment for the local music industry, delivering a Cardiff Music Strategy which includes the development of an annual signature music event for the city.
- **The next phase of the International Sports Village’s development has been approved.** Plans include a new ‘Leisure Box’ facility for hosting a range of adventure sport activities, new attractions at Cardiff International White Water centre, a new public space for year-round outdoor events and a destination food and beverage promenade on the waterfront.
- **With the Council’s support, Clwstwr Creadigol have announced the first of a series of investments in Research and Development innovation support** for a range of projects delivered by production companies in Cardiff and the region. New creative incubation spaces are being made available by the University of South Wales at their Atrium Building campus, located in the heart of Cardiff.
- **Cardiff hosted the Creative Cities Convention in April 2019**, bringing together the major players of Britain’s creative media and screen industry and cementing Cardiff’s status as a dynamic, leading force in this growing sector.
- **A series of major events have been successfully delivered**, including the 2019 Cricket World Cup, the 2019 Homeless World Cup and the Pride Cymru Big Weekend.
- **The Museum of Cardiff (formerly the Cardiff Story Museum) was awarded a Gold Award** by Visit Wales for “delivering an outstanding and memorable experience for visitors in all aspects of the attraction”.

Priorities for 2020/21

Lead a capital city that works for Wales

In recent years, Cardiff has become the undeniable economic powerhouse of Wales, creating the vast majority of the new jobs and industries that will drive our nation’s economy over the coming decades. In this context, it has become essential to strike a new deal between the capital city, the Capital Region and Welsh Government, placing Cardiff in a leading role to build a new post-Brexit, city-regional economy which capitalises on the opportunities presented by effective regional working in economic development, planning and transport. Working with the UK Government, Welsh Government and fellow member cities, we will also develop the Western Gateway initiative, in order to create a new regional economic powerhouse based around the economic, educational, energy and transport assets of the Western Gateway region.

Continue the development of the city centre as a business location

To build on our recent success in job creation, we will continue to attract major inward investment. Cardiff Central Square is in its final phase and so attention will now turn to the Central Quay development, extending the central business district south of Cardiff Central Station. We will also focus on the completion of the Capital Quarter, further regeneration of Callaghan Square and the launch of a new vision for the city’s Canal Quarter.

Write a new chapter in Cardiff Bay’s regeneration story

The regeneration of Cardiff Bay is establishing the area as a major UK destination for leisure, culture and tourism, and the next steps will be transformational. In addition to delivering a new 15,000 capacity Indoor Arena and the next phase of the International Sports Village, we will invest in cycling and walking routes to significantly improve links between the city centre and Cardiff Bay, bringing major benefits to the local economy.

Support innovation and business development

The new industrial strategy, focused on the east of Cardiff, is designed to re-invigorate areas of the city that have long suffered from under-investment. Centred on the planned Cardiff Parkway train station and business park, we will work with businesses, the creative industries and the city's universities to develop Cardiff East as a hub for employment and innovation.

Bring world events to Wales and take the best of Wales to the world

Cardiff's sports offer and cultural scene are two of its major draws for residents and visitors, and both play a vital role in the city's economic success. Building on the success of the Champions League Final in 2017, we now have our sights on working with Welsh and UK governments to compete for the 2030 FIFA World Cup. Recognising the contribution of the music sector to the economy, we also want to make Cardiff an international destination for music, and we will develop a cultural strategy and a Music City strategy, well in advance of the new indoor arena opening its doors.

What we will do to make Cardiff a capital city that works for Wales

| We will: | Lead Member | Lead Directorate |
|--|---------------------------------------|-------------------------|
| Play a leading role in the design and delivery of city-regional governance for economic development, planning and transport that reflects the unique role that the capital city plays in the Capital Region by 2021. | Cllr Huw Thomas | Economic Development |
| Work with the UK Government and Welsh Government to implement a programme of investments over the next five years to deliver investment and capacity improvements at Cardiff Central Station | Cllr Russell Goodway & Cllr Caro Wild | Economic Development |
| Grow the city centre as a location for businesses and investment, delivering an additional 300,000ft² of ‘Grade A’ office space by 2022, by working with partners to: <ul style="list-style-type: none"> • Complete the regeneration of Central Square; • Begin the Central Quay development extending the business district south of the station; • Support the completion of Capital Quarter and the next phase of regeneration of Callaghan Square; • Develop a new masterplan for the Canal Quarter area. | Cllr Russell Goodway | Economic Development |
| Write a new chapter in Cardiff Bay’s regeneration story by: <ul style="list-style-type: none"> • Delivering the new 15,000-capacity Multi-Purpose Indoor Arena by 2024; • Completing a procurement exercise for the next phase of development of the International Sports Village by October 2020; • Bringing forward proposals to protect and revitalise historic buildings in the Bay and provide support for the completion of the ongoing redevelopment of the Coal Exchange; • Commencing delivery of a new mixed-use development at Dumballs Road by 2021, including the delivery of 2,000 homes. | Cllr Russell Goodway | Economic Development |
| Work with private partners to attract investment in innovation and start-up space across the city. | Cllr Russell Goodway | Economic Development |
| Establish a new Tourism Strategy, including delivery arrangements by spring 2021. | Cllr Russell Goodway | Economic Development |

| We will: | Lead Member | Lead Directorate |
|--|------------------------------------|------------------------------------|
| <p>Support innovation and industry by:</p> <ul style="list-style-type: none"> Supporting the completion of Cardiff Parkway as part of our Industrial Strategy for the east of the city; Working with City Deal partners, the private sector and the University Health Board to explore the potential of developing proposals for the creation of a Science Park Campus at Coryton; Working with Clwstwr Creadigol to attract further investment in establishing a creative industries network for Cardiff to support the growth of creative enterprises in the city. | <p>Cllr Russell Goodway</p> | <p>Economic Development</p> |
| <p>Keep our cultural scene as the beating heart of city life by:</p> <ul style="list-style-type: none"> Co-ordinating the Cardiff Music Board and developing a Music Strategy through the Board and in partnership with the Welsh Government by March 2021; Considering development and investment opportunities for St David's Hall by 2021; Developing a Cultural City Compact approach with the cultural sector as a means for taking forward a new Cultural Strategy for Cardiff by March 2021. | <p>Cllr Peter Bradbury</p> | <p>Economic Development</p> |
| <p>Bring world events to Wales and take the best of Wales to the world through the development of an events portfolio including:</p> <ul style="list-style-type: none"> The development of a 'signature music event' by October 2020; Working with PRO14 Rugby to facilitate the hosting of the Guinness PRO14 Final at Cardiff City Stadium on 20th June 2020; Working in partnership with the Welsh and UK Governments to inform the feasibility of a 2030 FIFA Football World Cup bid. | <p>Cllr Peter Bradbury</p> | <p>Economic Development</p> |

Key Performance Indicators

Indicators which tell us if the Council is delivering effectively

Continue the development of the city centre as a business location

| Indicator | Target |
|--|-----------------|
| The amount of 'Grade A' office space committed to in Cardiff (sq. ft.). <i>(This is a rolling two-year target.)</i> | 300,000 sq. ft. |

Support innovation and business development

| Indicator | Target |
|--|--------|
| The number of new jobs created and jobs safeguarded. | 1,000 |

Bring world events to Wales and take the best of Wales to the world

| Indicator | Target |
|---------------------------------|-------------|
| The number of staying visitors. | 2% increase |
| Total visitor numbers. | 2% increase |
| Total visitor days. | 2% increase |
| Attendance at Council venues. | 595,000 |

Well-being Objective 6:

Cardiff Grows in a Resilient Way

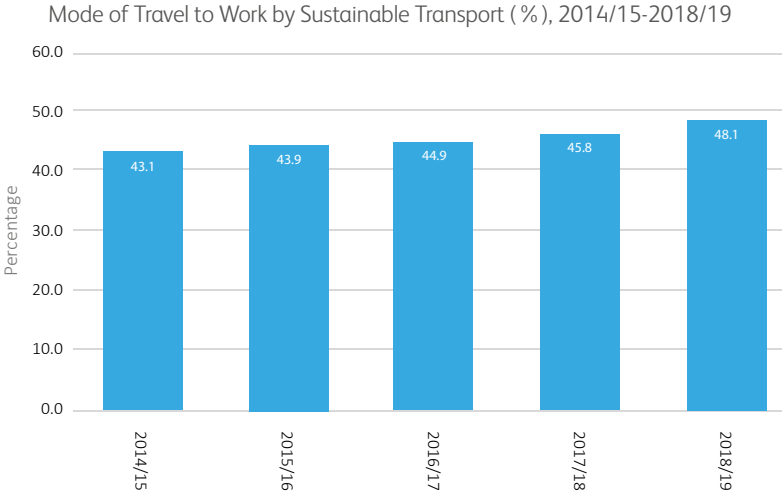
Climate change is one of the most serious threats facing not only Cardiff but the rest of the world, with impacts such as rising sea levels and increased frequency of extreme weather events putting the city at direct risk. As a result, we have declared a Climate Emergency, viewing this as an opportunity to reduce carbon emissions across the city. Additionally, as one of Britain's fastest growing cities, Cardiff is facing unprecedented change in its population. This growth, although a sign of success, means further pressure will be felt on the city's physical infrastructures, community cohesion, the natural environment and public services.

Managing the impacts of this population change and of climate change in a resilient and sustainable fashion is a major long-term challenge for Cardiff, requiring adaptability, flexibility and creativity.

Measuring Progress against the Well-being Objective: Outcome Indicators



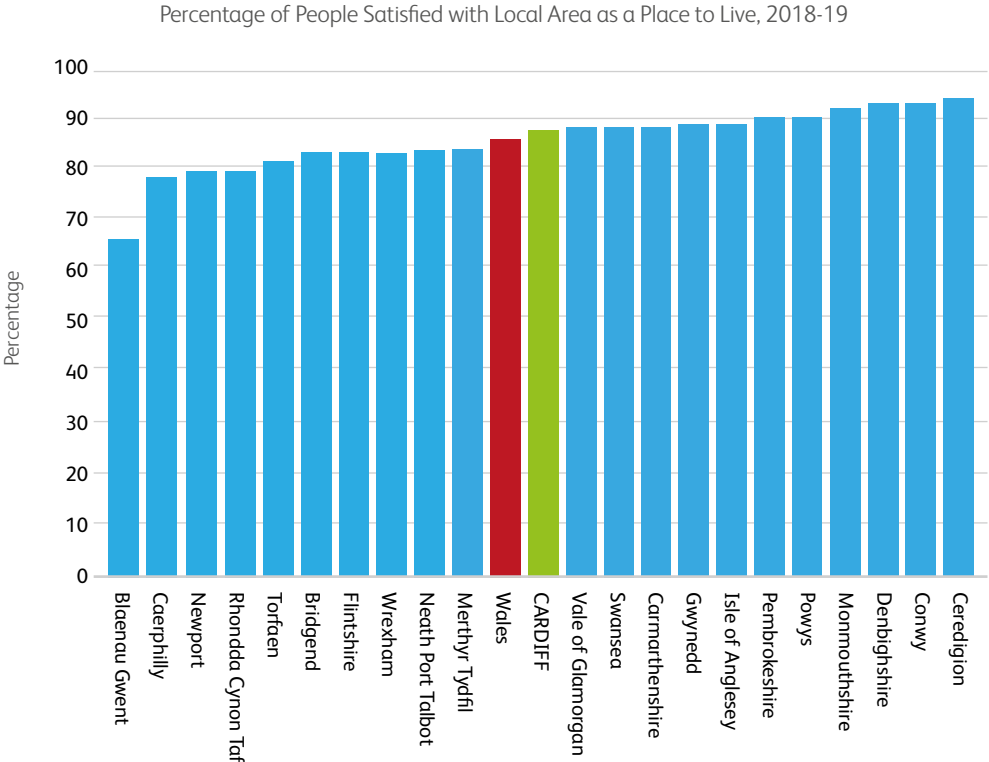
Improving City Performance: Commuting by Sustainable Transport



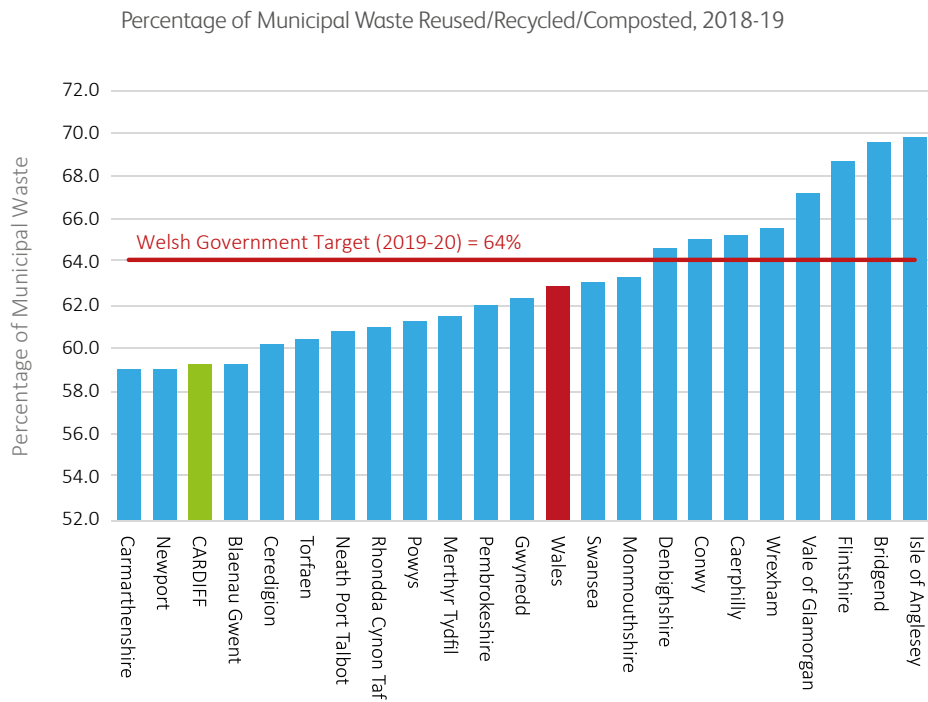
Source: Ask Cardiff



Improving City Performance: Satisfaction with Local Area



Source: National Survey for Wales, Welsh Government



Source: Welsh Government

Progress Made

- **A new Transport Vision has been launched for Cardiff**, an ambitious 10-year plan to tackle the climate emergency, reduce congestion and improve air quality in the city.
- **A Clean Air Plan and wider strategy were agreed in June 2019**, outlining the Council's actions for targeted improvements in the city centre and some of the worst polluted areas across Cardiff.
- **The first ten electric vehicle charge points have been installed in residential areas in Cardiff**, with work commenced to identify locations for additional on-street electric vehicle charge points in the city.
- **The Senghennydd Road Cycleway was completed in October 2019**, progressing improvements to the city's cycling and walking networks.
- **Area-wide 20mph limits have been introduced in Grangetown and Penylan**, and plans have been developed for 20mph limit areas in Splott, Butetown, Canton and other areas south of the A48.
- **56 of Cardiff's schools were supported to develop an Active Travel Plan last year**, with a bespoke programme to support all schools to develop plans formally launched in January 2020.
- **11 'Love Your Parks' litter picks took place over the summer of 2019**, which saw 138 volunteer hours being given and 172 bags of litter collected.

Priorities for 2020/21

Respond to the climate emergency, leading Cardiff's low-carbon transition

Climate change is the defining global challenge of our generation. The Council has recognised the challenge and declared a Climate Emergency. In response, a new One Planet Cardiff Strategy will be brought forward, bringing together plans to de-carbonise the city across energy, transport, the built environment, waste, food, and water management. Over the decade ahead we are committed to leading the transition to a cleaner, greener Wales.

Lead a transformation of Cardiff's public transport system, alongside promoting more active forms of travel

Improving our transport system and travel around the city remains a strategic priority. Getting this right can help us tackle congestion, increase active travel and improve air quality. As well as redeveloping the city's main transport hub, including a new central bus station and the modernisation of Cardiff Central train station, we will commence work on the Cardiff Crossrail and Cardiff Circle tramlines.

To enhance active travel in Cardiff, we will deliver a fully segregated, safe cycling network across the city. This will be supported by a new Active Travel Network Map, which will indicate future walking and cycling routes. We are also committed to ensuring that all schools have developed Active Travel Plans and will deliver infrastructure improvements, where necessary, to enable safe walking and cycling to and from school.

Put sustainability at the heart of our plans for Cardiff's future development

Sustainable communities must be well-planned and well-connected, with infrastructure and public services that are fit for the future. The upcoming review of Cardiff's Local Development Plan will draw on UK best practice to ensure that all new developments meet the highest design quality and are underpinned by sustainable development and well-being principles.

Work as one team to keep our streets clean

We will deliver a comprehensive programme of improvement to the Council's Street Scene services by adopting targeted, data-led approaches to street cleaning and waste management. We are committed to working with residents to ensure that each waste bag contains the correct content so that no bag is left behind.

We will also extend the successful 'Love Where You Live' campaign to encourage greater community and volunteer action in relation to social responsibility for alleyways, woodland, public open spaces, recycling, smoking litter and single-use plastics.

Make Cardiff a world-leading recycling city

Cardiff is Britain's leading major city for recycling, with rates having increased from 4% to 59% since 2001. However, we still have some work to do to meet Welsh Government's target of 70% by 2025.

Working with partners we will drive up city recycling rates and promote a circular economy for recycled materials. This includes exploring options for new Household Waste Recycling Centres in the north of the city and working with residents to maximise what we recycle.

What we will do to make sure that Cardiff grows in a resilient way

Work as one team, keeping our streets clean

| We will: | Lead Member | Lead Directorate |
|--|----------------------|-------------------------|
| Deliver a comprehensive programme of improvement to the Council's Street Scene services through integration, digitalisation and the use of data to support efficient and effective use of resources. | Cllr Michael Michael | People & Communities |
| Deliver a tailored neighbourhood management approach to improving street cleanliness in targeted communities by December 2020. | Cllr Michael Michael | People & Communities |
| Engage with citizens and businesses on concerns in their communities through 'Love Where You Live' to encourage volunteering and working in collaboration. | Cllr Michael Michael | People & Communities |

Make Cardiff a world-leading recycling city as a core part of our response to climate change

| We will: | Lead Member | Lead Directorate |
|--|----------------------|--|
| <p>Deliver the recycling services strategy to achieve 70% recycling performance by 2024/25 by:</p> <ul style="list-style-type: none"> Continuing project work with Welsh Government, Waste & Resources Action Programme (WRAP) and local partnerships; Completing a whole systems review and options modelling for waste management service by May 2020 to collect better quality recycling material, improve service delivery and increase operating efficiency; Preparing a Business Case and draft implementation plan by September 2020; Commencing implementation by January 2021. | Cllr Michael Michael | People & Communities |
| Launch an education campaign to promote changes in resident behaviour in March 2020 and monitor improvements throughout 2020/21. | Cllr Michael Michael | People & Communities |
| Develop a citizen-based strategic plan for new and existing recycling centres and improve re-use/recycling to 80% in centres by March 2021. | Cllr Michael Michael | People & Communities |
| Remove single-use plastics from Council venues and work with partners to develop a city-wide response to single-use plastics in all public services by March 2021. | Cllr Michael Michael | Planning, Transport & Environment and People & Communities |

Lead Cardiff's low-carbon transition

We will:

| | Lead Member | Lead Directorate |
|--|----------------------|------------------|
| Launch the One Planet Cardiff Strategy by May 2020 and bring forward a delivery plan by October 2020. | Cllr Huw Thomas | *PT & E |
| Implement the Low Emission Fuels Strategy to convert the Council's fleet to low emission fuels and ensure 90 Council vehicles are converted to electric power by 2021. | Cllr Michael Michael | PT & E |
| Work with the taxi trade to develop a phased transition for Cardiff licensing conditions by: <ul style="list-style-type: none"> Requiring vehicles to have a minimum Euro 6 emission standards by December 2021; Developing a medium-term strategy to ensure the Cardiff Taxi fleet are all Ultra Low Emission Vehicles. | Cllr Michael Michael | PT & E |
| Ensure good air quality by implementing and evaluating the: <ul style="list-style-type: none"> Clean Air Plan as approved by Welsh Government to ensure compliance with the EU Limit Value for Nitrogen Dioxide (NO₂) in the shortest possible time by the end of 2021; Wider Clean Air Strategy measures to ensure a continued reduction of NO₂ concentrations is achieved across the city. | Cllr Michael Michael | PT & E |
| Progress the business case for an innovative heat network scheme to serve areas of the Bay and city centre by commencing a formal procurement for a delivery contract by May 2020, subject to grant funding. | Cllr Michael Michael | PT & E |
| Deliver a 9 Megawatt Solar Farm at Lamby Way by May 2020. | Cllr Michael Michael | PT & E |
| Promote healthy, local and low-carbon food by delivering the Cardiff Food Strategy by 2023. | Cllr Michael Michael | PT & E |

Promote and instigate sustainable flood risk management

We will:

| | Lead Member | Lead Directorate |
|---|----------------------|------------------|
| Develop a sustainable water, flood and drainage strategy for Cardiff by 2021. | Cllr Michael Michael | PT & E |
| Complete coastal defence improvements in Cardiff East by December 2022. | Cllr Michael Michael | PT & E |
| Deliver phase 1 of the new Canal Quarter scheme by 2022. | Cllr Michael Michael | PT & E |

*PT & E - Planning, Transport and Environment

Put sustainability at the heart of our plans for Cardiff's future development

| We will: | Lead Member | Lead Directorate |
|--|--------------------|-------------------------|
| Conduct a full review of the Local Development Plan by 2023 and engage in dialogue on regional strategic planning arrangements. | Cllr Caro Wild | *PT & E |
| Support the delivery of high-quality, well designed, sustainable and well-connected communities as described by the Council's Master Planning Principle. | Cllr Caro Wild | PT & E |
| Deliver the Council's Green Infrastructure Plan. | Cllr Caro Wild | PT & E |

Lead a transformation of Cardiff's public transport system and promote cycling, walking and active travel

| We will: | Lead Member | Lead Directorate |
|--|------------------------------------|-------------------------|
| <p>Work with Welsh Government, Transport for Wales and other partners to:</p> <ul style="list-style-type: none"> • Deliver new stations at Loudoun Square, in the heart of Cardiff Bay, Crwys Road and Roath Park by 2024; • Establish a new mainline train station at Cardiff Parkway in St Mellons by 2023 and work with partners to complete the Eastern Bay Link Road; • Deliver a Bus Strategy for the city by 2020, including a new cross-city bus interchange at Waungron Road, providing connections to the University Hospital of Wales and linking to the east of the city by 2021; • Deliver new park and ride facilities at Llanilltern (Junction 33 of the M4) by 2023. | Cllr Caro Wild | PT & E |
| Continue to progress the City Centre Transport Masterplan projects from 2020 through to 2022. | Cllr Caro Wild | PT & E |
| Programme the delivery of the bridge crossing scheme at Llanrumney as part of a wider regeneration scheme. | Cllr Caro Wild & Cllr Lynda Thorne | PT & E |
| Invest £20m in a new fully segregated, safe cycling network across the city by 2022. | Cllr Caro Wild | PT & E |
| Develop a new Active Travel Network Map by 2021. | Cllr Caro Wild | PT & E |
| Roll out 20mph speed limits across the city by 2022. | Cllr Caro Wild | PT & E |
| Expand the on-street cycle hire scheme and complete roll out of e-bike fleet by June 2020. | Cllr Caro Wild | PT & E |
| Ensure all Cardiff schools have Active Travel Plans by 2022. | Cllr Caro Wild | PT & E |
| Complete the 'Healthy Streets' pilot and assess its impact by 2021. | Cllr Caro Wild | PT & E |

*PT & E - Planning, Transport and Environment



Key Performance Indicators

Indicators which tell us if the Council is delivering effectively

Housing

| Indicator | Target |
|---|-----------|
| The percentage of householder planning applications determined within agreed time periods. | >85% |
| The percentage of major planning applications determined within agreed time periods. | >70% |
| The percentage of affordable housing at completion stage provided in a development on greenfield sites. | 30% (LDP) |
| The percentage of affordable housing at completion stage provided in a development on brownfield sites. | 20% (LDP) |

Transport and Clean Air

| Indicator | Target |
|---|---------------------|
| Modal Split for All Journeys (2026 target 50:50): Proportion of people travelling to work by sustainable transport modes. | 46.8% |
| The number of schools supported to develop an Active Travel Plan. | 40 |
| The city-wide annual average Nitrogen Dioxide (NO ₂) concentrations at roadside locations. | 30µg/m ³ |
| The Nitrogen Dioxide (NO ₂) concentrations within Air Quality Management Areas (AQMA). | 35µg/m ³ |
| Legal compliance with EU Limit Value for Nitrogen Dioxide (NO ₂) in Castle Street (target for December 2021) | 40µg/m ³ |

Waste and Recycling

| Indicator | Target |
|---|--------|
| The percentage of planned recycling and waste collections achieved. | 99.9% |
| The percentage of municipal waste collected and prepared for re-use and/ or recycled. | 64% |
| The percentage of waste collected at recycling centres that has been prepared for re-use or recycled. | 80% |

Clean Streets

| Indicator | Target |
|---|--------|
| The percentage of highways land inspected by the Local Authority found to be of a high or acceptable standard of cleanliness. | 90% |
| The number of wards in Cardiff where 90 % of the highways land inspected is of a high or acceptable standard of cleanliness. | All |
| The percentage of reported fly-tipping incidents cleared within five working days. | 95% |
| The percentage of reported fly-tipping incidents investigated by Environmental Enforcement. | 95% |
| The number of education and enforcement actions per month relating to improving recycling behaviour by citizens. | 3,000 |

Well-being Objective 7:

Modernising and Integrating Our Public Services

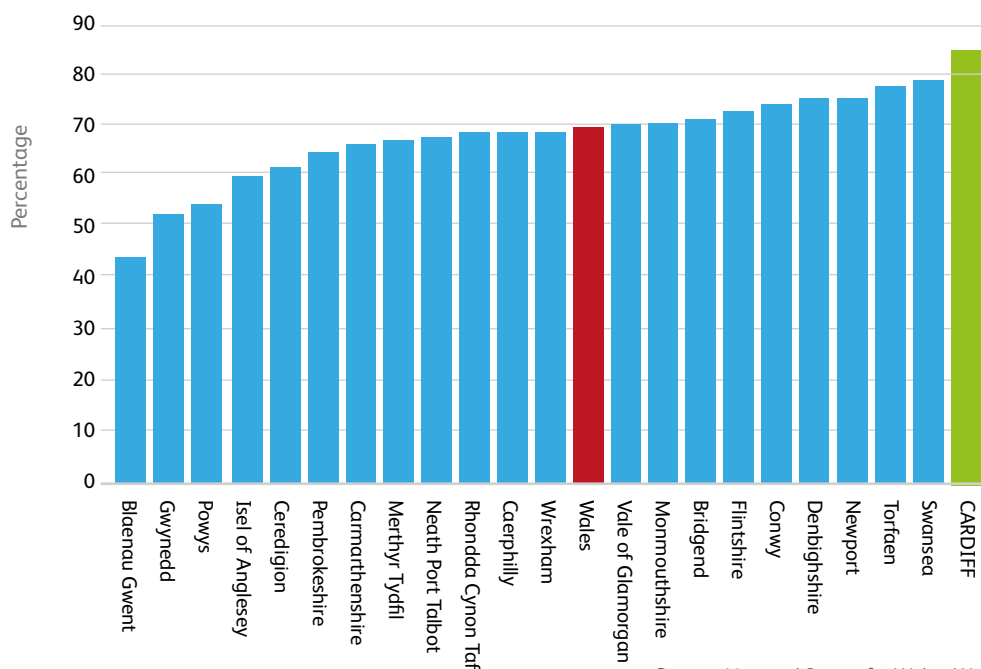
In the face of rising demand and reducing budgets, we are committed to modernising the Council's systems and processes to support service delivery. This will mean streamlining and simplifying the way the Council does business, making better use of the Council's asset base, finding new and better ways of working to take advantage of new technology and investing in our workforce so that they have the resources and skills to meet the complex challenges facing public services in the 21st Century.

Measuring Progress against the Well-being Objective: Outcome Indicators



Improving City Performance: Satisfaction with services in the local area

Percentage of People that are Very or Fairly Satisfied that Good Services and Facilities are Available in their Local Area, 2018-19

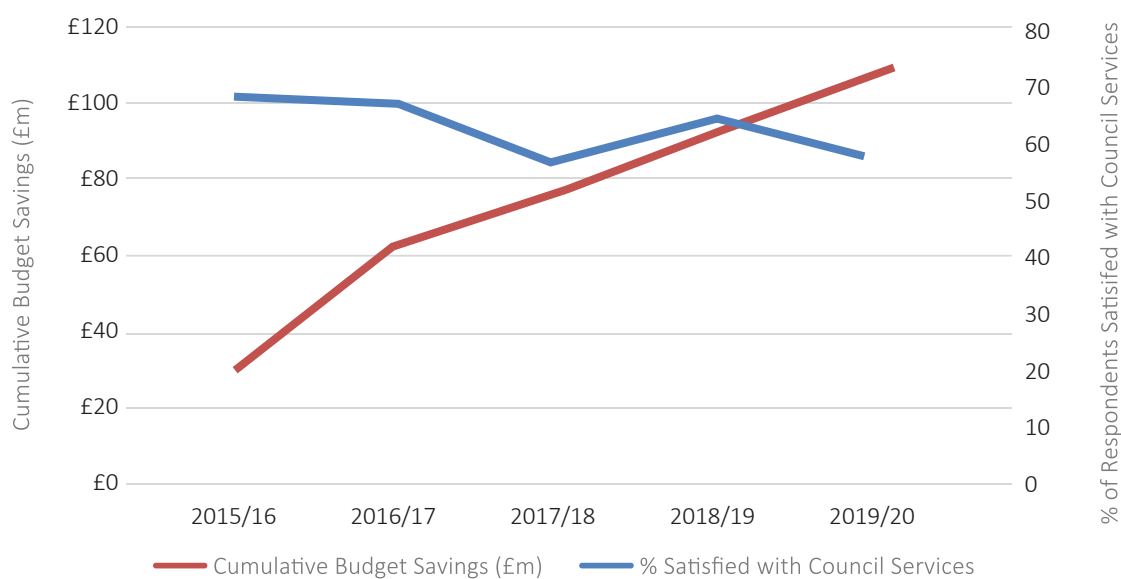


Source: National Survey for Wales, Welsh Government



Improving City Performance: Cumulative Budget Savings (£m) v % Satisfied with Council Services

Cumulative Budget Savings (£m) v % Satisfied with Council Services (Ask Cardiff Survey)



Source: Ask Cardiff / Cardiff Council Budget Report

Progress Made

- **The Cardiff Gov App has been downloaded more than 20,000 times** since its launch last year and has been expanded to include new services such as reporting problems on roads including potholes as well as reporting litter, broken glass or dog fouling.
- The number of customer contacts to the Council using digital channels, and those choosing to make payments online, has continued to increase – **over 945,000 digital contacts were made during 2018/19.**
- **Since 2015, the Council has generated capital receipts in excess of £40m to re-invest in valuable services**

and reduced the running cost of Council buildings by circa £6.3m.

- **In 2018, the Council achieved the Corporate Health Standard Award at Silver Level**, demonstrating the organisation's commitment to supporting the health and well-being of staff.
- The Council has established a refreshed programme of regular equality awareness training for Council staff, alongside an Equality Impact Assessment training programme for managers and policy makers.

Priorities for 2020/21

To meet our aspiration to become one of the best-run Councils in the UK, we must continue our pattern of year-on-year improvement, raising citizen satisfaction and improving the performance of Council services compared to other Welsh authorities and major British cities. Through public service reform we will protect and enhance frontline services to respond to rapidly increasing levels of demand, while implementing modernised, more efficient and more agile working practices across our workplaces. Our services will become more responsive and flexible for both citizen and staff alike.

Assets and Property

Major work has been undertaken on the long-term commitment to modernise the Council's estate. Following the successful delivery of the Assets and Property Strategy, capital receipts amounting to some £40m have already been generated and are being re-invested in delivering the Council's priorities. A new Corporate Landlord function has been established to ensure the management and maintenance of Council buildings meets all related responsibilities that fall to the Council as a property owner. In particular, significant progress has been made right across the estate, especially in the city's schools, to ensure the Council's buildings meet Health and Safety compliance standards and to ensure that this continues to be monitored and managed effectively.

Workforce

Few organisations deliver such a wide variety of services – through a range of business models – so successfully. Every day, Council officers deliver some of the city's most valuable services with commitment, creativity and compassion. That is why the Council is committed to investing in and supporting its workforce. In doing so, we will continue to focus on

supporting staff well-being and reducing the number of days lost as a result of sickness absence, placing a particular focus on reducing long-term sickness absence.

Digital Ambition

Delivering improvement while reducing resources has relied on a bold and ambitious approach to leading change. We will continue to introduce new technologies to support the residents of Cardiff in their personal lives, as well as the Council's workforce in their professional lives. Nowhere is this change more evident than in how citizens can access services and interact with the Council, with more and more services now available online, the new Cardiff Gov App topping 20,000 downloads and our Twitter followers at 90,000 - doubling since 2017. We now need to push harder at applying digital thinking way past the front door, using this to reconfigure and automate countless processes and services, delivering savings and improving the services for citizens in the process.

Make sure that we are a Council that better talks to and listens to the city we serve

A modern Council must be one that talks to and listens to the people of the city, and one which responds to the voice of citizens. At the heart of this will be an ambitious participation strategy aimed at increasing public engagement in local democracy and decision making, with specific focus being placed on increasing participation from the most deprived, most disconnected and seldom heard groups in society.

What we will do to modernise and integrate our public services

| We will: | Lead Member | Lead Directorate |
|--|----------------------|------------------------------------|
| <p>Deliver fewer and better Council buildings and protect the Council’s historic buildings by:</p> <ul style="list-style-type: none"> • Developing a new property strategy by December 2020 to rationalise and de-carbonise Council buildings, ensuring Council staff are located in buildings that have the highest environmental standards; • Developing a plan to secure investment into the Council’s historic assets including City Hall and the Mansion House by March 2021; • Reviewing the Council’s existing business estate to identify potential disposals to generate capital receipts to invest in the retained estate. | Cllr Russell Goodway | Economic Development |
| <p>Reduce sickness absence rates by:</p> <ul style="list-style-type: none"> • Continuing to supporting staff well-being, particularly through providing additional support for staff suffering with poor mental health; • Strengthening management practice across all directorates, with a focus on reducing long-term sickness absence rates. | Cllr Chris Weaver | Resources |
| <p>Work towards achieving the Gold Level Corporate Health Standard Award by March 2021, by progressing the initiatives that are set out in the standard.</p> | Cllr Chris Weaver | Resources |
| <p>Build on the Agency Workers Charter by:</p> <ul style="list-style-type: none"> • Continuing the process of transferring long-term agency staff into permanent contracts; • Reviewing agency workers placed with the Council via the Into Work Service. | Cllr Chris Weaver | Resources and People & Communities |
| <p>Ensure that the Council’s workforce is representative of the communities it serves by:</p> <ul style="list-style-type: none"> • Ensuring that our recruitment processes are not biased; • Supporting careers events in our least represented communities; • Reviewing current arrangements for Cardiff Works staff. | Cllr Chris Weaver | Resources and People & Communities |
| <p>Get the best social and community value out of the Council’s £430m annual spend on goods and services by adopting a ‘Social Value’ framework for assessing contracts, with implementation commencing by May 2020.</p> | Cllr Chris Weaver | Resources |

| We will: | Lead Member | Lead Directorate |
|---|--------------------|-------------------------|
| <p>Continue to support the Foundational Economy through our Socially Responsible Procurement Policy, ensuring that local people and communities benefit from the money that the Council spends on goods and services, and working with partners to explore how we can further promote opportunities for Social Enterprises in Cardiff.</p> | Cllr Chris Weaver | Resources |
| <p>Strengthen social partnership arrangements in Cardiff by updating our procurement strategy to promote fair work and support the circular economy by October 2020.</p> | Cllr Chris Weaver | Resources |
| <p>Progress and deliver our customer service agenda with a focus on:</p> <ul style="list-style-type: none"> • Delivering a programme of online and classroom-based customer service training; • Recruiting ‘customer and digital champions’ across the organisation; • Reviewing customer service satisfaction through biannual benchmarking surveys. | Cllr Chris Weaver | Resources |
| <p>Deliver our ambitious Digital Strategy by:</p> <ul style="list-style-type: none"> • Launching a new bilingual ‘chat bot’ by September 2020; • Producing an agile working strategy for the Council by December 2020. | Cllr Chris Weaver | Resources |
| <p>Establish Cardiff as a Smart City, where digital technologies and data are seamlessly used to enhance the lives of people, by adopting the new Smart City roadmap by September 2021.</p> | Cllr Chris Weaver | Resources |

Key Performance Indicators

Indicators which tell us if the Council is delivering effectively

Deliver fewer and better Council buildings

| Indicator | Target |
|---|--------|
| Reduce the gross internal area (GIA) of buildings in operational use. | TBC |
| Reduce the total running cost of occupied operational buildings. | TBC |
| Reduce the maintenance backlog. | TBC |
| Capital income generated. | TBC |

Rebuild and reform our public services so that they can meet the challenges of the 2020s

| Indicator | Target |
|---|--------|
| The percentage of staff that have completed a Personal Review (excluding school staff). | 100% |
| The number of working days/shifts per full-time equivalent (FTE) Local Authority employee lost due to sickness absence. | 9.5 |
| Citizen satisfaction with Council services. | 75% |

Deliver our ambitious Digital Strategy

| Indicator | Target |
|--|-------------------------|
| The number of customer contacts to the Council using digital channels. | 10% increase on 2019/20 |
| The total number of webcast hits (Full Council, Planning Committees, Scrutiny Committees, Audit Committee, Cabinet). | 5,500 |
| The number of Facebook followers. | 10% increase on 2019/20 |
| The number of Instagram followers. | 10% increase on 2019/20 |
| The number of people registered with the Cardiff App. | 10% increase on 2019/20 |
| The percentage of devices that enable agile and mobile working across the organisation. | >45% |

Make sure that we are a Council that better talks to and listens to the city that we serve

| Indicator | Target |
|---|--------|
| The percentage of voter registration. | 90% |
| The number of wards where the percentage of voter registration is over 90%. | All |

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

Date: 20 February 2020



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Councillors Huw Thomas
Leader, and Chris Weaver, Cabinet Member
Finance, Modernisation and Performance,
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Huw and Chris,

Policy Review & Performance Scrutiny Committee: 19 February 2020.

On behalf of the Policy Review and Performance Scrutiny Committee my thanks for attending Committee yesterday to facilitate consideration of the draft Corporate Plan 2020-23 and the draft Budget Proposals 2020-21. The Committee is grateful for your time, and for the co-operation of all Directors and officers in attendance to answer Members' questions. This letter captures the observations and concerns of the Committee in a structure that reflects the Committee proceedings. Firstly, comments on the Corporate Plan, secondly on the corporate revenue budget and proposals specific to our terms of reference, followed by our comments on the Capital Programme.

Corporate Plan 2020-23

Firstly, on behalf of the Committee, the Performance Panel, and all chairs of scrutiny, I wish to place on record that all parties recognise the benefit of informal engagement with the Cabinet during development of the Corporate Plan. We are pleased to note that a majority of the points we made during that meeting you have addressed within the final draft and are evident in the Plan brought to Committee for formal pre-decision scrutiny. We consider that the final published version of the Plan circulated with our papers, with the addition of significant graphics and benchmarking illustrations, is more accessible and helpful in facilitating our preparations for the formal meeting. We ask for these to be made available to us at an earlier stage in future years, certainly prior to the Performance Panel meeting with scrutiny chairs.

Members have asked me to pass on the following observations:

- We support the aspiration to increase numbers of **Looked After Children** fostered by Local Authority foster carers to 120, noting that a team is now in place to promote and encourage such foster parenting and focus on the assessment process.
- Given the **extreme weather** experienced at the weekend it is important to note that the cost of reacting to such events is covered within contingency budgets.
- We note the Corporate Plan commitment to *make Cardiff a **world-leading recycling city***, and that you are actively engaging with Welsh Government on the blueprint for Wales for recycling. Whilst we acknowledge that major cities experience different challenges in recycling compared with rural councils, there are some Welsh authorities which outperform Cardiff. There must surely be things we can learn from them. Within the Waste Management service we acknowledge that the food waste service is generally quite well supported by residents, however there are considerable variances in recycling levels across the city and that work is needed to move the lowest recycling areas towards the results achieved by the best performing parts of the city. We note the education campaign underway to focus on the impact of poor quality waste presentation and to attempt to raise standards.

We would also like the Corporate Plan to acknowledge the challenges faced by the Waste Management service around efficiency, productivity, poor supervision and high absence sickness rates and note that future planned efforts are covered under the somewhat esoteric title of *Complete Options Modelling by May 2020*. This potential remodelling is highly significant and would benefit from being highlighted with some detail of what the challenges are and what is being undertaken to address them. We look forward to hearing more about how the modelling shapes up as options are evaluated.

- We note that a forthcoming review of the **LDP** will capture Cardiff's low-carbon transition and that standards for constructing 'green homes' will be clearly set out and that planning officers will include such expected standards within planning conditions..
- Members welcomed the Chief Executive's acceptance of the need for a fresh focus on reducing **sickness absence** and that he intends to work with Directorates to better understand the causes. He also referenced specific

action plans to lower these rates which continue to rise in spite of past success in getting the Council's sickness absence figure below the ten day level. Such performance is now common within Welsh councils. We note that he considers there is no current rationale for a policy change but recognises the importance of addressing how we manage long term sickness over the next 12 months. If next year there is little or no improvement, the argument to leave current policies intact may well lose credibility. It was pointed out that nationally the trend within the UK workforce is towards falling levels of sickness absence to a level of around 4.4 days per employee. To come close to matching double that level the Council has a lot of work to do.

We have previously made the point that sickness absence is a complex issue and that differentiating between non-work related and work related stress is a challenge which needs addressing. We cannot emphasise strongly enough that prevention is the route to success in tackling sickness absence. Once again we remind you of the need for a corporate health and safety risk assessment. We note that SMT is committed to such an assessment, to be undertaken by the Health and Safety Manager, and look forward to seeing and hearing her conclusions.

- A member expressed some concern about the possible impact of austerity on **staff health and well-being**. It seems however, that Welsh Government may be starting to reconsider austerity policies and this year's settlement may be a positive start to that process.

Corporate overview of Budget Proposals 2020-21

Members offer the following comments and concerns:

- Referencing the Expenditure and Income realignments, the Committee is seeking reassurance that the Finance service considers that the Waste Management service area can deliver on its budget. This letter has referred to the many challenges faced and the many areas of underperformance. We heard that, whilst the challenges remain, this year there have been more conversations between finance officers and budget holders. We will therefore expect greater resilience in the projections and outcomes for 2020/21. We note there has been a management restructure with a new Chief Officer appointed in December, four finance officers now work closely with the Waste

Management service, and the Head of Finance has a role in this more proactive oversight.

- The Committee is of the view that the number of red risks shown within the budget statement has reduced from previous years. We are pleased to hear there is a move towards more regular monitoring of spending and cost reduction. The committee will be interested to hear further about how this monitoring operates and what it is able to achieve during the coming financial year.
- Members are concerned that the cost of addressing damage to Cardiff's infrastructure, such as parks and the harbour, caused by the extreme weather conditions will impact upon the Council's budget planning. We hope that Cardiff will benefit appropriately from the Welsh Government's emergency assistance scheme and look forward to that being reported at Council.
- In respect of risk analysis, we are interested in whether it is possible to reduce the £3m contingency fund and use it for other purposes. We heard that this could be possible for next year's budget. We therefore look forward to you reporting to the Committee on this later in the year.
- Members observed that some service areas are showing a falling headcount despite the better than expected settlement. We feel in future years it would be helpful for scrutiny to have such projected headcount changes as part of its papers.
- We note that at month 9 of the current budget year, Children's Services show the greatest overspend. However it was stated that you are confident in the cost base for this service in the 2020/21 budget. We note also that a contingency sum is still being built into this budget. There is a long history of large Social Services overspends which this committee has highlighted. Each year reassurances are given but we have yet to see annual spending come close to matching the budget for this service area.
- The overspend in Facilities Management at month 9 is considerable and officers advised that the reasons for this are the same historic challenges reported at month 4 when the committee last scrutinised this department's performance and spending. We understand the new approach to setting this service area's budget is to seek savings through service change and the section 151 officer is satisfied that budget estimates are now more robust and overspends can be avoided.

- In respect of employee implications we urge that you avoid any delay in recruiting to areas where there has been difficulty recruiting specialist skills, such as in youth services, by advertising externally.
- We were concerned to hear that agency spend across the Authority continues to grow back towards historic high levels and that one reason is its extensive use within Children's Services. We would encourage you to undertake an in-depth review of how agency staff are used and how the very high costs in using agency staff can be reduced dramatically from the present £16m level.
- Members were pleased to hear that there is on-going analysis of the CTS in-house vehicle maintenance service, and that work on productivity and performance improvement is ongoing. We urge that when this work is completed a full value analysis is undertaken. We will programme a future progress update on CTS. With such services, the question of whether the Council should seek to provide such services internally, how cost effective they are and whether they could be obtained externally at a similar or higher standard but at better value remains something the authority should keep under review.,
- We note that the revenue budget figure for converting to an electric fleet, as it stands, will simply provide business support for increasing access to grants from Welsh Government. However future capital expenditure should lead to progress towards achieving the target of acquiring 90 electric vehicles over the next 2 years.
- The Committee heard that there will be no compulsory redundancies. We note that areas such as Information Governance will reduce headcount through staff turnover and vacant posts, and within Accountancy, through requesting expressions of interest in voluntary redundancy.
- We note that the increase in Digital services staff will enable more services to be made available via the Council App.

Capital Strategy 2020/21

- Members sought an explanation of the straight line basis on which capital expenditure is repaid. We note this assumes that for each year of paying back a loan an equal amount will be paid, and follows a review in 2019/20 that determined that such a policy had been a prudent way forward. It is vital to

ensure that taxpayers of the future are not overburdened by spending commitments and borrowing made many years earlier. This is in line with the policies of other Welsh Authorities.

- We know that the Council's debt will increase, and that interest rates could rise in the next 5 years. We are particularly concerned as there has been an indication that the Public Works Loan Board is likely to increase the cost of borrowing to 3.5% and that there may be risks within the Medium Term Financial Plan. We were informed that the Capital Programme will be reviewed annually and that the operational limits in place are always under review.
- We were informed that the £1.5m loan to assist a private developer to complete the Coal Exchange building was secured through a Welsh Government re-generation grant and that the Authority expects to recover the cost in full.

Finally I wish to make a few observations to improve scrutiny access to information in future years. We have found the presentations given by Financial Services particularly useful for member understanding of the budget proposals and in future would like to receive a copy of the presentations with our papers. Secondly, the availability of hard copies of papers, particularly where there are such complex A3 tables as the appendices that support budget proposals, is an ongoing question that requires discussion and I am assured the Chief Executive will address it.

On behalf of the Committee and the Scrutiny service as a whole, I wish to acknowledge your commitment to engaging with the five Scrutiny Committees, both in respect of the Corporate Plan 2020-23 and of the Budget Proposals 2020-21. I look forward to an ongoing positive connection between Cabinet and Scrutiny for the benefit of Cardiff citizens.

Yours sincerely,



COUNCILLOR DAVID WALKER

CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the Policy Review & Performance Scrutiny Committee
Paul Orders, Chief Executive
Chris Lee, Corporate Director Resources
Sarah McGill, Corporate Director, People & Communities
Neil Hanratty, Director of Economic Development
Ian Allwood, Head of Finance
Anil Hirani, OM Capital, Corporate & Treasury
Gareth Newell, Partnership and Community Engagement Manager
Dylan Owen, Head of Cabinet Office
Rita Rohman, PA to Corporate Director Resources
Joanne Watkins, Cabinet Support Office
Debi Said, PA to Leader

Cyf/My Ref:: CM43120

Eich Cyf/Your Ref:: T: Scrutiny/PRAP/Comm Papers/Correspondence

Dyddiad/Date: 20 February 2020

Cllr David Walker
Chairperson, Policy Review and Performance Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear David

Policy Review & Performance Scrutiny Committee: 19 February 2020

Thank you for your letter dated 19 February 2020 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 20 February 2020.

Corporate Plan 2020-23

May I thank you firstly as the Committee Chair for your facilitation of the recent Performance Panel, where the Steps, KPIs and Targets included in the Corporate Plan 2020/23 were considered in some detail. I believe this process has helped strengthen the Corporate Plan as well as our wider planning arrangements. A response to the issues raised was shared with the Policy Review and Performance Scrutiny Committee as part of their consideration of the Corporate Plan

The Committee's observations relating to Children Looked After, the impact of extreme weather, the opportunities to consider low carbon transition through Local Development Plan and Sickness absence are all noted.

We also note the Committee's comments with regard to the waste service, and welcome the discussion about how recycling figures could be further improved. Specifically in relation to productivity in waste, the Council's Annual Wellbeing Report 2018/19- in effect the end of year performance report- and the Council's Half Year performance assessment, both clearly recognise the corporate challenges associated with waste management. That is why the Corporate Plan sets out a response to addressing these issues, and how the Council will continue to improve productivity in waste through strengthened managerial practice, performance management arrangements and partnership working. To provide the clarity required by the Committee we propose to amend the Step on options modelling, to "Complete a whole systems review and options modelling for waste management service, by May 2020, to collect better quality recycling material, improve service delivery and increase operating efficiency".

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Gyngor yn croesawu gohebiaeth yn Gymraeg. Soesneg neu'n ddwyieithog. Byddiwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn anwain at oedi.

WORKING FOR CARDIFF, WORKING FOR YOU

The Council welcomes correspondence in Welsh, English or Bilingual. We will ensure that we communicate with you in the language of your choice. Please let us know which you prefer. Corresponding in Welsh will not lead to delay.

Tudalen 128



Corporate Overview of Budget Proposals 2020-21

The 2020/21 Budget proposals provide a budgetary realignment for Waste Services to address historic inherent issues. As stated at Committee, it was noted that the savings required from Waste in 2020/21 are minimal compared to previous years. These factors, along with the management restructure referred to at the meeting (including a new Operational Manager commencing in December), puts Waste Management in a strong position to deliver on its budget for 2020/21. Finance will continue to work closely with the service area to support proactive monitoring of budget delivery and any issues arising.

The damage caused by extreme weather conditions has impacted on the resilience of our infrastructure and we will be looking at both our insurance cover and potential assistance from Welsh Government and I will look to update the Council as information becomes available.

I note your comments in relation to the £3m general contingency. I can confirm that the level of the contingency will be prudently reviewed over the medium term, based on ongoing monitoring of the delivery of savings and directorate expenditure. We will keep the Committee updated with regards the position on this budget requirement in 2020/21.

The number of red risks within the budget is a clear reduction on previous years. This is largely a result of more work being done in-year to ensure the robustness of savings plans prior to this reporting stage, and to begin to deliver savings on an ongoing basis. This approach has meant that £1.5 million of the savings required for 2020/21 are in place prior to the start of the financial year. Work will need to continue on identifying savings and opportunities for transformation beyond the traditional one-year budget cycle in recognition that budget consideration and delivery is not an annual event. I look forward to sharing monitoring updates with you as the financial year progresses.

I acknowledge the Committee's concerns in respect to agency spend and officers will continue to analyse the reasons for this as well as the consideration of setting targets both at a service and corporate level.

I note that you would find it helpful to receive projected headcount changes as part of Scrutiny Papers. Information is already provided on the employee implications of the Budget as part of Scrutiny Papers. If the committee would find it useful, we will explore the opportunity to supplement this information with wider contextual headcount numbers next year.

Capital Strategy 2020/21

I note your comments on the Capital Strategy and welcomed the opportunity to share this important document with the Committee. The Strategy acknowledges that debt will increase over the next five years but the investments are in assets of value not least the significant house building programme delivered by the Housing Revenue Account.

I hope that this letter capture all the points raised in your letter and thank you again for your support in the budget process.

Yours sincerely



Y Cyng | Cllr Huw Thomas
Arweinydd Cyngor Caerdydd | Leader, Cardiff Council



Y Cynghorydd/Councillor Christopher Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for
Finance, Modernisation & Performance

cc Members of the Policy Review & Performance Scrutiny Committee
Paul Orders, Chief Executive
Chris Lee, Corporate Director Resources
Sarah McGill, Corporate Director, People & Communities
Neil Hanratty, Director of Economic Development
Ian Allwood, Head of Finance
Anil Hirani, OM Capital, Corporate & Treasury
Gareth Newell, Partnership and Community Engagement Manager
Dylan Owen, Head of Cabinet Office
Rita Rohman, PA to Corporate Director Resources
Joanne Watkins, Cabinet Support Office
Debi Said, PA to Leader

My Ref: Scrutiny/Correspondence/Cllr Jenkins

19 February 2020

Councillor Chris Weaver
Cabinet Member for Finance, Modernisation and Performance
County Hall
Cardiff
CF10 4UW



Dear Cllr Weaver,

**COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE – 17 FEBRUARY 2020
DRAFT BUDGET PROPOSALS 2020/21**

As Chair of the Community & Adult Services Scrutiny Committee, I wish to thank you, your Cabinet colleagues and officers for attending Committee and providing Members with an opportunity to consider the Draft Budget Proposals 2020/21 and Corporate Plan 2020 – 2023. Members of the Committee have requested that I feed back the following comments and observations to you:

Corporate Overview

- Members firstly wish to note their frustration and disappointment in the late publication of the budget papers and wish to highlight that this late sight of the papers provides Committee Members with minimal time to explore and adequately analyse a wealth of information within a reasonable timeframe. Members note the comments made by yourself that the reasoning for the late publication is a knock on effect of the late announcement of the provisional and confirmed settlement by the Welsh Government. Members welcome your assurance that in future years the timetable which yourself and officers will be working towards will be much earlier, which will then allow for information to be shared within a more reasonable timescale. Members would also appreciate, if in future years the financial information provided to Committee comes with explanatory guidance regarding the appendices. For instance, in the 13 appendices we received, some cross-referenced each other, and this was only indicated with a column containing an acronym, if cross-referencing occurs between the tables provided they should be clearly marked so on the tables themselves. Such clarity would not only provide a welcomed ease of reference but also greater transparency in better informing both Committee Members and members of the public of the required detail under the proposals.

- During the meeting, Members queried the possibility of offsetting the proposed £1.630million savings within adult services against the net increase of £4.168million (3.7%) which had been allocated in funding in response to the recognised pressures and demographic growth. It was confirmed to Members that additional funding is offered in line with specific factors, and it is essential that clarity is provided on what resources are needed in order to understand if it can be delivered within a lower financial budget. This understanding of what is required within a service area provides the assurance that budgets are constructed and formed both efficiently and effectively.
- Members highlighted the importance in recognising the commitment of debt and its sustainability and sought clarity on the predicted interest debt repayment over the next five years. Although Members were advised that officers are confident that the repayment figures are affordable and will mitigate risks they still hold concerns with regard to their sustainability and would appreciate clarity on the figures referenced by the Corporate Director at Committee and how they have been formulated.
- Queries were also raised in terms of austerity and the projected perspective of its impact. Members were advised that the proposed settlement this year was/is better than expected, but that there is some uncertainty over the medium/long term. However Members were informed that in March 2020 Welsh Government will produce further information around their budget which will serve as a significant indicator toward the levels of funding for public services, providing a slightly clearer understanding of the Council's long term position and welcome your assurances that all Council Members will be made aware of this information when announced.
- In terms of income generation, Members sought clarity on whether we as a Council approach such measures in a proactive way by benchmarking and learning from other local authorities. It was confirmed to Members that each service area is fundamentally responsible for their fees, charges and income generation and do look to benchmark and learn from other authorities. Members would appreciate if examples could be provided in respect of Adult Services and Housing & Communities on the methods they undertake when determining possible income generation avenues.

Social Services - Adult Services

- Members highlighted their overall concern in the difficulties in assigning monetary value toward services provided for vulnerable individuals. Members were advised that due to the considerable amount of money spent within adult services, reviews have to be undertaken in order to ensure the most effective methods are being applied.
- In terms of the rise in non-residential care service charge from £90-£100 (11.1%) Members queried if the potential impact of raising such charges on individuals had been measured and were assured to hear that the rise is means tested.
- Questions were raised with regard to the service change proposal to reduce double handed domiciliary care visits to single-handed carer calls (*proposed efficiency saving £100,000 across Adult and Children Services*). Members were pleased to note the assurances from officers and the Cabinet Member that the safeguarding of an individual and that their outcomes are not jeopardised is at the centre of this proposal. Members were also pleased to hear of the potential benefits this opportunity could produce, such as better identifying equipment needs and avenues for grants for the individual.
- With regard to the service change proposals to return five individuals placed within out of county residential care to lower costs provisions, Members sought clarification on how such individuals will be identified and the process of review within such instances. Members were advised that the figure 'five' incorporates individuals within learning disabilities and mental health out of county provisions, and were further advised that within the review process there would always be a high level of multi-disciplinary working in order to ensure any transition is undertaken in a planned and measured way. However, Members would appreciate further clarity on how these individuals are identified and confirmation that the multi-disciplinary approach referenced at Committee are in place for both adults with learning disabilities and mental health.
- Concerns were raised that for the past ten years social services have failed to meet their savings targets, and although the savings targets this year are more modest than in previous years, most proposed savings have been identified in the RAG Analysis (*detailed in Appendix 5*) as Amber/Green. Given this, it is the Committee's view that it is unlikely that the proposed savings will be met. Members appreciate the financial challenges social services face given that it is both demand and service led. And whilst Members appreciate there may be difficulties in achieving the savings proposals,

Members do wish to reiterate there should be a conscious effort to ensure that an overspend within the service area does not occur.

- With regard to Cardiff becoming a 'Dementia Friendly and Age Friendly City' enquires were made as to whether or not there are any known cost implications for such proposals. Although Members appreciate the difficulty in identifying such costs, Members would appreciate if a tangible figure in taking this initiative forward could be provided.
- As detailed within the draft Corporate Plan, the current key performance indicator for new cases dealt with at first point of contact is set at 70-80%. Members hold concerns that as this target is wide ranging in scope which it makes it difficult to monitor and would advise consideration be given to revising the target to one more clearly defined.

Housing & Communities (*Cllr Elsmore's Portfolio*)

- During the meeting Members highlighted that the proposal to improve hospital discharge could have a knock on effect on care at home costs and wish to request further information on if such consequences are anticipated and how they are being mitigated, for instance if additional allowance within this field of care at home costs have increased.

Housing & Communities (*Cllr Thorne's Portfolio*)

- With regard to the Capital Programme Neighbourhood Renewal Scheme, Members would appreciate if further information on how the projected figures between the years 2020 -2023 have been decided. Members also wish to highlight their disappointment that within the papers it appears that investment will cease from 2023 with the perception that no money has been put aside for the following years.
- Within the papers, Members were pleased to note investment within community safety with permanent funding being allocated for a Community Safety Manager. Within the field of community safety questions were also raised regarding alleygating and how this required investment could be seen as an indicator towards levels of anti-social behaviour within a community. Although Members appreciate the reasoning for alleygating and that it can act as a deterrent for a range of issues, Members believe more should be done toward looking and addressing the issue of community safety more proactively, and wish to note this cost of alleygating more only be required due to the need to better look at

preventative measures that more directly addresses the issue. Members therefore wish to reaffirm the need for the Community Safety Partnership Boards to look to introduce proactive measures within this field.

- During the meetings, questions were raised with regard to the affordability within the new build and acquisition line within the Capital Investment Programme. Members would appreciate it if clarity on how the figures within this line are worked out across the years could be provided.
- During the meeting it was confirmed to Members that the Welsh Government have acknowledged that the prisoner pathway (an individual leaving prison and requiring support) is not effective and does need reviewing. Members were pleased to note the recognition that more needs to be done within this field and look forward to seeing developments in due course that will ensure those leaving prison are suitably supported and the risks to communities suitably mitigated.
- Clarity was also sought around the reference within the budget papers of putting £100,000 back into the housing reserve. Although Members were provided with some reasoning at the meeting, it was still unclear to Members why or how the Housing reserve requires £100,000 repayment and Members would appreciate if further clarity could be provided.
- Lastly, Members wish to note that due to the relatively low savings proposals within the Housing & Communities directorate it does appear likely that the very modest proposed savings targets will be met.

I will be copying this letter to all the relevant Cabinet Members and Directors as well as the Chair of Policy Review and Performance Scrutiny Committee in advance of its meeting on Wednesday 19 February and it is possible that these points will be raised with you in greater detail at that meeting.

I hope that these comments will have been of assistance to you and the Cabinet in considering the Budget proposals on Thursday 20 February and look forward to your response to the points raised in the letter, from you and the other Cabinet Members, within the next month.

Thank you again to you and officers for attending

Yours sincerely,



COUNTY COUNCILLOR SHAUN JENKINS

Chairman - Community & Adult Services Scrutiny Committee

Cc: Cllr Susan Elsmore, Cabinet Member for Social Care, Health & Well-being
Cllr Lynda Thorne, Cabinet Member for Housing & Communities
Chris Lee, Corporate Director
Ian Allwood, Head of Finance
Sarah McGill, Corporate Director
Claire Marchant, Social Services Director
Jane Thomas, Assistant Director
Louise Barry, Assistant Director
Councillor David Walker, Chairperson Policy Review & Performance Scrutiny
Committee
Nicola Newton, Principal Scrutiny Officer
Cabinet Support Office



Cyf/My Ref:CM43109
Eich Cyf/Your Ref:: Scrutiny/Correspondence/Cllr Jenkins

Dyddiad/Date: 20 February 2020

Councillor Shaun Jenkins
Chairperson Community & Adult Services Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Shaun

Community & Adult Services Scrutiny Committee – 17 February 2020 Draft Budget Proposals 2020/21

Thank you for your letter dated 19 February 2020 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 20 February 2020.

May I thank you firstly as a Committee Chair for your participation in the recent Performance Panel, where the Steps, KPIs and Targets included in the Corporate Plan 2020/23 were considered in some detail. I believe this process has helped strengthen the Corporate Plan as well as our wider planning arrangements. A response to the issues raised has been shared with the Policy Review and Performance Scrutiny Committee following their consideration of the Corporate Plan.

As I noted at the meeting, the Welsh Government Settlement timing this year has led to a delay in the budget preparation process but I remain committed to ensure that in future years, budget information will be shared earlier with a consultation commencing in November subject to a return to an early autumn grant notification timetable. In addition, I have asked the Corporate Director Resources to consider if there are steps that can be taken to make the various appendices easier to read in future years.

The costs of interest on existing and future borrowing requirements are estimated and factored into the Capital Financing Budget for the General Fund and HRA in 2020/21 and as part of Medium Term Financial Plans. It should be noted that the interest costs of borrowing are split between the Housing Revenue Account and General Fund via a formula to determine reasonable shares. Existing and future borrowing requirements arising from the Capital Programme are managed as part of the Council's Treasury Management Strategy.

You reference in your letter the potential for clarity on future budget projections in March 2020. Just for clarification, the reference at Committee was to the UK Government



budget not the Welsh Government and we are expecting this to be released on the 11 March 2020.

I have asked officers to provide a Briefing note on what methods they undertake in determining income generation opportunities in respect of Adult Services and Housing & Communities.

The implementation of the Closer to Home strategy is based on a person centred, best practice approach. The figure of five quoted in the budget report is indicative only of the predicted outcome of the strategy's implementation.

I note your concerns that Social Services has a history of not delivering against savings proposals. The directorate has worked very hard to provide a set of robust savings proposals which are primarily rated Amber / Green with one rated as Red / Amber as deliverable which highlights an element of uncertainty but not to a degree that there is a high level of concern. I can assure the Committee that the Social Services directorate is committed to doing all it can to deliver a balanced position in 2020/21.

In respect to Dementia Friendly/Age friendly, I have asked officers to consider how a response to this request could be best achieved although I would question the value of such an exercise. As you acknowledge, this is a challenging and potentially time consuming assessment to make as the initiatives are not one-off initiatives but actually provide a framework for a huge range of both Council and Partner activity. This is an area that I will seek to discuss with you in more detail to understand the requirements.

In reference to the issues raised concerning the Corporate Plan, we believe that, in some instances, having a threshold target is entirely appropriate. The range threshold for the Key Performance Indicator- "percentage of new cases dealt with directly at First Point of Contact with no onward referral to Adult Service"- reflects the fact that the activity centres on case based decision making. In effect, too few referrals or too many referrals would signal a need to review the onward referral decisions.

Whilst the budget has clearly picked up the increasing pressures on home care due to demographic growth, the impact of more effective hospital discharge is actually likely to reduce costs rather than increase them. As we discussed at the Committee, the negative impacts of unnecessary hospital stays can reduce independence and the purpose of our "Get me Home" and "Single Point" discharge arrangements is to avoid this happening wherever possible.

I note the disappointment of the Committee in respect to no further investment beyond 2023 in respect of Neighbourhood Renewal Schemes. This is an example where difficult choices need to be made between schemes having considered the Capital Strategy priorities and by implication, the level of Capital funding available and the subsequent impact on the Council's borrowing requirement.

As discussed and as requested the detail of the HRA business plan will be considered at CASSC in March. This will give members the opportunity to consider the ambitious Council build programme alongside all the information that is required to establish the 30 year business plan for all of our Housing Revenue Account activity.

The £100,000 queried in relation to the Housing Reserve is to base fund an element of expenditure on homelessness previously funded by a contribution from reserve. In

recognition that reserves are a finite resource this helps to ensure that current expenditure levels are sustainable over the medium term. This also provides an opportunity for the Council to consider the availability of other funding streams in respect of homelessness going forward.

I hope that this letter capture all the points raised in your letter and thank you again for your support in the budget process.

Yours sincerely

A handwritten signature in black ink on a yellow rectangular background. The signature appears to be 'C. Weaver' written in a cursive style.

Y Cynghorydd/Councillor Christopher Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for
Finance, Modernisation & Performance

cc Cllr Susan Elsmore, Cabinet Member for Social Care, Health & Well-being Cllr
Lynda Thorne, Cabinet Member for Housing & Communities
Chris Lee, Corporate Director
Ian Allwood, Head of Finance
Sarah McGill, Corporate Director
Claire Marchant, Social Services Director
Jane Thomas, Assistant Director
Louise Barry, Assistant Director
Councillor David Walker, Chairperson Policy Review & Performance Scrutiny
Committee
Nicola Newton, Principal Scrutiny Officer
Cabinet Support Office

Ref: RDB/LB/CW/18.02.2020

19 February 2020

Councillor Chris Weaver,
Cabinet Member for Finance, Modernisation & Performance,
Room 519,
County Hall,
Atlantic Wharf,
Cardiff CF10 4UW.



Dear Councillor Weaver,

Children & Young People Scrutiny Committee – 18 February 2020

On behalf of the Children & Young People Scrutiny Committee I would like to thank you, Councillor Hinchey, Councillor Merry and the officers for attending the Committee meeting on Tuesday 18 February 2020. As you are aware the meeting received items titled 'Draft Budget Proposals 2020/21 – Corporate Overview' and 'Draft Corporate Plan 2020 to 2023 & 2020/21 Draft Budget Proposals'.

The meeting initially considered the Corporate Overview and was followed by scrutiny of the draft budget proposals and sections of the draft corporate plan relevant to the terms of reference of the Children & Young People Scrutiny Committee. Presentations were made by officers from the Resources, Planning, Education & Lifelong Learning and Social Services Directorates. Following the presentations Members had the opportunity to question the relevant Cabinet portfolio holders and supporting officers. The comments and observations made by Members following this item are set out in this letter.

❖ Corporate Overview

Reliance on Grant Funding – A Member expressed concern at the amount of grant funding that the Council relies upon to deliver vital services. His concern was what might happen if some of the grants that we currently rely on stopped. The Corporate Director for Resources explained that prudent

assumptions around future grant allocations had been made when developing the Medium Term Financial Plan, however, the Committee still has some fears over the long term viability of some services that are underwritten by grant contributions. I would be grateful if you could confirm to the Committee if any contingency planning is in place to cover the running of services which are currently grant funded, and that fall within the terms of reference of this Committee.

Digitalisation – A Member commented that the current budget didn't seem to reflect the same level of digitalisation proposals that had featured so heavily in previous budgets. He went on to ask if the digitalisation proposals had gone to plan? The Corporate Director for Resources explained that delivering digitalisation savings had worked well in some areas, however, it had proved a challenge to establish the exact level of savings in others. He went on to explain that future digitalisation proposals would need to be detailed and specific. Members welcome this approach and look forward to future digitalisation opportunities being presented to the Committee.

❖ **Children & Families Portfolio - Draft Budget Proposals 2020/21**

New Build Council Housing / Acquisitions – It was noted during the Corporate Overview presentation that the Council has allocated £255.555 million into the capital programme for '*New Build Council Housing / Acquisitions*' over the next five years. One of the barriers that prevents more accommodation being created for looked after children in Cardiff is the price of property. Since the Council is making a substantial new investment into social housing, the Committee believe that it should look to allocate a small part of the '*New Build Council Housing / Acquisitions*' budget towards accommodation for looked after children. Given the large amount of money spent on housing children and young people in out of county placements, Members feel that this would be a sensible investment for the Council.

Mental Health & Emotional Well-Being – At the meeting the Corporate Plan objective to '*Improve mental health and emotional well-being for young people*' was identified as the number one priority for Children's Services. At

the same time £50,000 of budget savings were taken from the Children's Services budget in savings line E34 by transferring a part of the responsibility across to the Health Service. Members felt that the two messages were inconsistent. Officers explained that Welsh Government also identified the mental health and emotional well-being of young people as a priority, and so were developing a funding initiative to provide more support in this area during 2021/22. Members of the Committee believe that existing mental health services for children and young people are under pressure, therefore, the Council should not take a budget saving on the basis that Welsh Government will provide more financial support in 2021/22. The need is immediate, and the Committee urge that you reinvest this saving back into additional support for mental health and emotional well-being.

Budget Line S1 – Strength Based Practice & Commissioning Saving – At £900,000 budget line S1 represented 90% of the savings target for Children's Services. As you will be aware the Committee has scrutinised and provided suggestions on how savings might be achieved in this area. As a priority Members have decided to monitor this savings proposal during 2020/21, and look forward to receiving regular updates as the year progresses. As a starting point, I would be grateful if you could provide further details on how the parts of this very large saving will be achieved.

Foster Care Information – After the discussion about foster care numbers at the meeting, I would be grateful if you could provide / agree to the following:

- The current number of foster carers working for the Council, along with the number of additional foster carers that the Council is currently trying to recruit;
- The target number of foster carers that the Council is currently looking to employ;
- The number of children currently in foster care placements with the Council, and the number of children placed under foster care with other agencies;
- For 2019/20, the total number of foster carers applying to work with the Council, and the number that the Council actually recruited;

- The average length of time from initial application to actual recruitment for a Council foster carer in 2019/20;
- Agree to include the details listed above in the bespoke quarterly monitoring report that is provided to the members of the Children & Young People Scrutiny Committee.

Looked After Children Placement Target – The Council is currently working towards a Welsh Government target of placing 75% of looked after children within a 20 mile radius of the local authority boundary. In relation to this target I would be grateful if you could provide the following details:

- The total number of placements currently made by the Council;
- The number of placements made by the Council within the 20 mile radius of Cardiff's boundary;
- The number of placements made by the Council outside of Cardiff's boundary, but within the 20-mile radius;
- The categories of placements made by the Council outside of Cardiff's boundary and within the 20-mile radius - to include costs per placement category, provider type and the local authority area within which they are located;
- The number of placements made outside of Cardiff's boundaries, and which are necessary for the safety of the child / young person.

Performance Measures – The budget presentation delivered by Children's Services included four slides (slides 9 to 12) that referenced 'Corporate Plan Performance Measures'. Each of these slides included some narrative describing the actual performance measure, along with a target. The slides did not include any data to set out how the Council was actually performing against the measures. I would be grateful if you could provide the Committee with information on how the Council is currently performing against each of the targets set against the performance measures in the presentation by the next Committee meeting.

Budget Risk Ratings & Contingency Funding – The presentation highlighted that £2.17 million has been put aside in the budget as a

contingency for growth in placements. This is in addition to the £4.85 million budget realignment, and £400,000 for the short stay assessment centre that have both been added to the Children's Services revenue budget. At the same time the service has been asked to find £1 million in savings; £900,000 of which is risk rated 'red / amber' in terms of achievability. Given that Children's Services has struggled to achieve its savings in previous years, the Committee would like clarification as to why a contingency has been allocated; given the risks and challenges involved Members believe that it should probably be allocated directly into the base budget as a financial pressure for 2020/21.

Budget Panel – During the way forward Members discussed how best to monitor the ongoing budget pressures; in particular for Children's Services. Several Members felt that establishing a new budget monitoring panel for the Committee was the best way forward. We will look into the practicalities of a new budget panel in the coming weeks and provide you with an update once we have agreed the next steps.

Social Worker Market Supplement – It was noted that £1.106 million had been allocated within the Financial Resilience Mechanism to fund a number of temporary initiatives, including the '*Children's Social Worker market supplement*'. Members are aware that the Council has been looking at options to retain and increase the number of social workers in Children's Services, as the current shortages are contributing to workload and financial pressures within the service. The Committee understand that social workers in neighbouring local authority areas are paid more, and that a market supplement would be a good way to bridge the financial gap, improve morale and help retain and recruit staff. The shortage of social workers in this area is not a new problem, and Members believe that it requires a fix that is longer than one year. With this in mind, the Committee ask that you:

- Provide details of how you plan to introduce and allocate the one year supplement, for example, who would qualify; how many social workers would receive the payment; how much they would receive, the total value

of the one year supplement; and what would happen at the end of the one year period.

- Consider making the supplement a long term arrangement by building the increase into the revenue budget for Children's Services. Members are concerned that once the supplement is removed the service could return to the position from which it started, i.e. paying less than neighbouring local authorities and seeing social worker numbers fall.

❖ **Education, Employment & Skills Portfolio - Draft Budget Proposals 2020/21**

Bus Passes Charge Increase – Members were concerned about the 6.25% increase in the cost of a bus pass; this will apply to those who live within three miles of the school and wish to take the bus to school instead of using other modes of transport. They felt that the increase contradicted other Council priorities, for example, improving air quality, active travel and the Councils modal shift targets and, along with an increase in school meal costs, placed additional financial pressure on parents – particularly for those with more than one child in school. The Cabinet Member and officers explained that the costs of the bus pass was already subsidised, and that the price increase was due to inflationary costs passed on by the bus companies. I would be grateful if you could provide the Committee with a breakdown of costs for providing a bus pass, to include details of the subsidy that is applied.

New Youth Worker Posts – The Committee is pleased that seven new youth worker posts have been created in this budget. A Member asked where the new posts would be based and what they would be doing, and was told that they would be permanent, but due to the late confirmation of funding the exact roles had yet to be determined. I would be grateful if you could confirm the specific roles and responsibilities of these new posts as soon as they are agreed.

Domestic Abuse Performance Indicator – I explained that I had recently attended a meeting that was organised by the Performance Review & Performance Scrutiny Committee to look at the content of the draft Corporate

Plan – 2020 to 2023. At the meeting I discovered that teachers had the lowest compliance rate in terms of completing domestic abuse training, which I found concerning. I recommended that it might help if the wording to support this performance indicator and training was changed to identify a child who had witnessed domestic abuse as a victim and not a witness. I felt that my comments were well received, and that they will hopefully produce some change. Following on from this, I welcome the commitment made by officers from the Education & Lifelong Learning Directorate to work with schools to increase compliance rates against this indicator.

Period Dignity Grant – The Committee welcome the aims of the period dignity grant, however, they did not fully agree with promotion of sustainable period products, particularly to those of school age. They felt that the sustainable products were not always a practical or healthy option, particularly because not all schools were able to provide the appropriate toilet facilities that were required to use these sanitary products. They welcome that the Cabinet Member for Education, Employment & Skills had similar reservations on the matter, and that she didn't want to impose any products on people. The Committee would like to be kept up to date on the subject, and would appreciate feedback on any further developments.

Educated Other Than At School (EOTAS) Performance Indicator – During the meeting I expressed concern that the Council had a wide range of indicators to measure the performance of education in Cardiff, however, it did not have an indicator to measure the progress and achievements of children who were EOTAS. The Director for Education was able to see both the challenges and benefits of such an indicator, therefore, I would be grateful if you could ask the service area to draft options that could be used to measure this area and provide feedback in the early part of the next municipal year.

I would be grateful if you would consider the above comments and work with the relevant Cabinet portfolio holders to provide a response to the content of this letter.

Regards,

A handwritten signature in black ink, appearing to read 'L. Bridgeman', on a light-colored background.

Councillor Lee Bridgeman

Chairperson Children & Young People Scrutiny Committee

Cc:

- Councillor Huw Thomas, Leader, Cardiff Council;
- Councillor Graham Hinchey, Cabinet Member for Children & Families
- Councillor Sarah Merry, Cabinet Member for Education, Employment & Skills;
- Chris Lee, Corporate Director Resources;
- Ian Allwood, Head of Finance;
- Nick Batchelar, Director of Education & Lifelong Learning
- Neil Hardee, Head of Services to Schools
- Mike Tate, Assistant Director, Education & Lifelong Learning;
- Sarah McGill, Corporate Director People & Communities;
- Deborah Driffield, Assistant Director – Children's Services;
- Davina Fiore, Director of Governance & Legal Services;
- Gary Jones, Head of Democratic Services;
- Members of Cardiff's Children & Young People Scrutiny Committee.

Cyf/My Ref: CM43121
Eich Cyf/Your Ref:: RDB/LB/CW/18.02.2020

Dyddiad/Date: 20 February 2020

Councillor Lee Bridgeman
Chairperson Children & Young People Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Lee

Children & Young People Scrutiny Committee – 18 February 2020

Thank you for your letter dated 19 February 2020 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 20 February 2020.

May I thank you firstly as a Committee Chair for your participation in the recent Performance Panel, where the Steps, KPIs and Targets included in the Corporate Plan 2020/23 were considered in some detail. I believe this process has helped strengthen the Corporate Plan as well as our wider planning arrangements. A response to the issues raised has been shared with the Policy Review and Performance Scrutiny Committee following their consideration of the Corporate Plan.

Corporate Overview

Specific Grant figures published as part of the Provisional Local Government Finance Settlement for 2020/21 at an All Wales level do not indicate any significant grant funding issues for the forthcoming financial year. This position is kept under regular review as part of medium term financial planning. In the past where there have been significant implications for grant streams, the Council has used its financial resilience mechanism as a means of providing transitional support to allow time to consider a more sustainable solution. This could include identifying an alternative funding solution of reviewing the level of grant-funded activity.

New Build Council Housing / Acquisitions

As discussed at the meeting a panel has been established to consider the range of opportunities made possible for social care purposes of the Councils new build and acquisitions programme. Funding has already been identified for a number of specific schemes and officers will attend committee to expand on this activity as required



Mental Health & Emotional Well-Being

I would like to offer assurance that the £50,000 saving does not represent a reduction in the overall packages of care that are currently being provided to children. It reflects the potential to secure a contribution from the Health Service towards the cost of funding care packages. Contributions in a small number of cases would be sufficient to achieve the £50,000 proposal.

Budget Line S1 and Risk rating and contingency

The realignment of the base budget for Children's Services has fully accounted for the current year overspend projections. As explained at the meeting the saving proposal has been predicated on the basis of a planned implementation of the shift in the balance of care and we welcome the opportunity to share progress with Committee as we move forward. However in view of the level of volatility that there has been in predicted demand previously, the level of contingency provided for in the budget is significant and reflects a prudent approach.

It is important that all directorates commit to identifying value for money at every opportunity. Whilst, I understand the temptation to simply offset these figures this is a transparent way of identifying three separate components. First, the realignment is highlighting the spend currently being incurred by the directorate, secondly, the £900,000 saving is the amount that the Directorate can avoid by better management of placements through a variety of means not least the Assessment Centre. Thirdly, the £400,000 highlights the additional investment required for the Assessment Centre. This provides members the opportunity to monitor progress on all three streams of expenditure.

Foster care Information

I have asked the Directorate to include this information in the bespoke quarterly monitoring report that is provided to the members of the Children & Young People Scrutiny Committee.

Looked after Children placement targets and Performance Measures

I have asked the Directorate that this information be provided to your Committee as soon as it becomes available.

Market Supplement

I enclose with this letter the consultation document issued to staff in respect to the market supplement. The potential for market supplement arrangements for Children's Social Workers to be extended beyond 2020/21 is reflected in the Medium term financial Plan. This position will be kept under review and the impact in terms of both recruitment and retention of social workers will be closely monitored throughout the year

Education, Employment & Skills Portfolio – Draft Budget proposals 2020/21

The current cost for providing the bus service is approximately, £180 per day for a 70 seat coach and this equates to £2.57 per day per pupil x by 190 =£488 per year. The current bus pass charge of £400 and the proposed charge of £425 will still mean that we are subsidising pupils buying spare seats and the level of subsidy will need to be considered in future years.

I have asked my officers to provide the Committee with details of the Youth Mentor posts as soon as possible and the options that could be used to measure progress of learners in EOTAS early in the new municipal year.

For period poverty, the current procurement activity, which will include an evaluation of the products by young people, will be concluded at the end of February. We should therefore be in a position to update the committee before the end of the financial year.

With regards to EOTAS, the Education and Lifelong Learning Directorate will continue to monitor and review indicators which measure the progress and achievements of children who are EOTAS, recognising the challenges and benefits of including a narrow range of indicators in the corporate plan. It is important to note that indicators relating to EOTAS are currently monitored closely within Directorate Delivery Plans and within our partnership delivery arrangements. Given the broad range of issues associated with EOTAS, it may therefore be more appropriate to continue to develop the range of measures currently being monitored, rather than pursue a single measure of EOTAS for inclusion in the Corporate Plan. The Committee will be updated on progress.

As noted at the meeting as well, the Education & Lifelong Learning Directorate will work with schools to increase compliance rates for completing Domestic Abuse online training. It should be noted however, that this represents only one of a number of measures to increase awareness and prevention of domestic abuse.

I hope that this letter capture all the points raised in your letter and thank you again for your support in the budget process.

Yours sincerely,



Y Cynghorydd/Councillor Christopher Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for Finance, Modernisation & Performance

cc Councillor Huw Thomas, Leader, Cardiff Council;
Councillor Graham Hinchey, Cabinet Member for Children & Families
Councillor Sarah Merry, Cabinet Member for Education, Employment & Skills;
Chris Lee, Corporate Director Resources;
Ian Allwood, Head of Finance;

Nick Batchelar, Director of Education & Lifelong Learning
Neil Hardee, Head of Services to Schools
Mike Tate, Assistant Director, Education & Lifelong Learning;
Sarah McGill, Corporate Director People & Communities;
Deborah Driffield, Assistant Director – Children’s Services;
Davina Fiore, Director of Governance & Legal Services;
Gary Jones, Head of Democratic Services;
Members of Cardiff’s Children & Young People Scrutiny Committee.

Children's Services Market Supplement Staff Briefing Proposal

Front Line Children's Services teams in Cardiff have struggled historically to maintain a full time, permanent workforce. Employing agency workers has long been the response to ensure appropriate staffing levels and to deliver statutory services, including lead responsibility for safeguarding, to the most vulnerable children, young people and families in the City. Increasing demand across the service has exacerbated the position.

In response, the Assistant Director of Children's Services developed a comprehensive action plan to improve recruitment and retention, yet this has only had limited success.

In the past, a market supplement had been secured for front line teams in children's services in Cardiff where recruitment and retention had proved problematic. This resulted in a marked decrease in vacancies and the reliance on agency workers. Since the removal of the market supplement, there has again been a gradual but significant rise in vacancies and reliance on agency workers

Vacancy levels in 'frontline' Children's Services have now reached an unacceptable 34.50%. Whilst agency staff cover these posts, temporary staffing at this level represents an unstable workforce, with no long-term commitment and at exceptional cost.

This is not acceptable for the children, young people and families that we work with and offers no consistency of care. We understand this is a key priority for all of us across Children's Services.

Cardiff Council has a Market Supplement Scheme, which allows certain posts to attract additional remuneration. Clear evidence is required that the posts have been advertised on at least two occasions in the last 6 months and have failed to be appointed into and that social workers are also leaving those posts on a regular basis thus creating a high turn-over of staff. It is clear that front line social work posts within children's services meet the criteria laid out in the Cardiff Council Market Supplement Policy.

Therefore, the proposal is as follows;

Proposal

To pay a market supplement of £5,000 per year for Social Workers, Principal Social Workers and Team Managers in the frontline teams, stated below, where there has been ongoing recruitment and retention difficulties.

- MASH
- Intake & Assessment
- Locality Teams (old Looked After Teams & Children in Need Teams)

- Child Health Disability Teams

It is proposed that the market supplement is implemented from 1st March 2020 and will be applicable to 171 posts. If agreed, the arrangement will be reviewed on an annual basis, from the anniversary of implementation.

This will ensure that teams can attract and retain appropriate staff over the short term, whilst a wider workforce plan is implemented to address these issues over the medium to long term.

We are aware that the proposal does not extend to all teams within Children's Services but only those teams that meet the criteria outlined in the Market Supplement Scheme as detailed on the HR A to Z.

Those teams out of scope include ARC, Fostering, Youth Offending Service, IFST, Support 4 Families and the former 11+ Teams.

For those workers who are not eligible for the market supplement, there will be opportunities to apply for posts in the teams that are within the scope of the market supplement.

The market supplement has been awarded to the above-identified posts in recognition that we have repeatedly been unable to attract new candidates to vacant posts in the service area identified in spite of being advertised externally on a number of occasions. These teams also carry a high level of vacancies due to staff leaving the service on a regular basis.



Date: 19 February 2020

Councillor Weaver
Cabinet Member, Finance, Modernisation and Performance
Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Councillor Weaver,

Economy & Culture Scrutiny Committee: 20 February 2020

On behalf of the Economy & Culture Scrutiny Committee, please accept Members' thanks for attending, along with Cabinet colleagues and officers, for our scrutiny of the draft Corporate Plan 2020-2023 and Budgetary Proposals. Members have asked that I pass on the following comments and observations.

Corporate Plan 2020 – 2023

Members are pleased to note that several of the points raised by Scrutiny Chairs and the Policy Review & Performance Panel Members, at their recent meeting to consider the draft Corporate Plan, have been taken on board, including points relating to Tourism, Innovation & Workshops, Adult Community Learning and the Shared Regulatory Services.

Overall Budget

Members note the following points in particular:

- That the Financial Resilience Mechanism contains £478,000 for use in Parks and Sports this year
- That you believe the use of £750,000 reserves to be appropriate and prudent and that it comes from an earmarked reserve
- That savings proposals have been subject to strong due diligence checks, with £1M already achieved and the remainder expected to be achieved in year.
- That, over the course of this year, you will review the use of a Budget Contingency Fund and determine whether one is required for 2021-2022; this

process will be informed by a review of trends in the deliverability of savings and Welsh Government settlements.

Members welcome your confidence in the deliverability of savings and look forward to monitoring this over the coming year.

Into Work Services

Members note that this service now falls within your portfolio and are pleased to see the interface with Adult Community Learning referenced in the Corporate Plan.

Economic Directorate

Members wish to pass on their thanks to Councillor Thomas, Councillor Bradbury, Councillor Goodway, Neil Hanratty, Jon Day and Steve Morris for attending.

With regard to City Deal, Members note the delivery of projects outlined by Councillor Thomas and the need to ensure that there is effective scrutiny of these. Members are pleased that Councillor Thomas will feedback our concerns about the existing scrutiny arrangements for City Deal. We also note his support for this Committee undertaking appropriate scrutiny of the City Deal; this is something we are interested in and intend to explore in more detail during our work programming. We wish to avoid duplication of scrutiny and to ensure that any scrutiny we undertake is constructive and will look to engage with Councillor Thomas and officers when scoping proposed scrutiny.

With regard to the income raising proposals, Members note that the New Theatre income is due to rental income and that the Cardiff Castle income will come from new products stocked in the shop. There was discussion about whether the income target for St David's Hall was stretching enough; Members wish to monitor achievability of this over the year.

With regard to monies to increase the tree canopy of Cardiff, Members are pleased that a programme will start and would like to receive regular updates on progress with this, as offered at the meeting; these would be shared with the Environmental Scrutiny Committee, which naturally has an interest in this matter.

Members discussed Line EC7 – Relocation of the Tourist Information Centre from Old Library to St David’s Hall. Members expressed their concerns about this proposal, in terms of both the impact on service provision and the impact on existing staff at St David’s Hall. In terms of service provision, Members were informed that staff at St David’s Hall will signpost tourists to online information. Members do not believe that this will meet the needs of visitors to Cardiff, not all of whom may be comfortable with using online services. It is also important to have people who are able to promote Cardiff effectively and who have the knowledge and skills to offer a good tourist information service to visitors, which is more than providing good customer service. Members believe it is essential that the staff at St David’s Hall receive appropriate training to enable them to take on this role, which is in addition to their existing duties. Members are currently undertaking an Inquiry into Tourism in Cardiff and will explore this service change further as part of this work.

Members note that the savings coming from the Dr Who experience building (Line E3) relates to cessation of security costs and rates.

Members note that, overall, the Economic Development Directorate is losing 16.15 FTE posts, one of which is due to their role no longer being required as it relates to EU funding. Members note Neil Hanratty’s response that the posts are spread across the Directorate and that this should help to spread the impact but that losing this number of posts will still be felt. We note these concerns but also the assurance that the ambitious programme in this area can still be delivered.

Communities & Housing

Members wish to thank Councillor Merry, Councillor Thorne and Jane Thomas for attending committee.

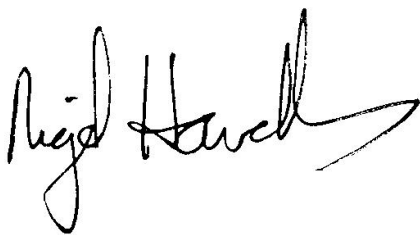
With regard to Adult Community Learning, Members thank Councillor Merry for highlighting that Learning for Life courses are self-sustaining and that Learning for Work courses, funded by Welsh Government, are expected to have a 50% cut, possibly higher, in funding following the recent Wales-wide review. Members note that it is not yet clear whether this review is part of a broader review of Further Education strategies and approaches, which could ameliorate the impact. However, on the evidence currently available, Members are concerned about the impact of a

50% cut on adults who wish to increase their literacy, numeracy and other core skills. We are also concerned about the ripple effect this would have on their children and/or extended families, who would benefit from their adults increasing their skills. Members have previously given their support to the Council's representation to Welsh Government regarding the need for appropriate levels of funding for Adult Community Learning in Cardiff; please let me know if this Committee can be of any support in future negotiations with Welsh Government. We note that a service review is underway and that a report will be brought for scrutiny consideration, prior to decision.

With regard to Libraries and Hubs, Members note that room hire charges generated approximately £100,000 per annum. Our next item considered the proposed Hub & Library Strategy and Library Collections Policy and I am writing separately to Councillor Thorne on these proposals.

Thank you once again for your attendance at Committee. I would be grateful if you would consider the above comments and work with the relevant Cabinet portfolio holders to provide a response to this letter.

Yours sincerely,



**COUNCILLOR NIGEL HOWELLS
CHAIR, ECONOMY & CULTURE SCRUTINY COMMITTEE**

cc Members of the Economy & Culture Scrutiny Committee
Cllr Thomas Cllr Bradbury Cllr Goodway Cllr Merry Cllr Thorne
Chris Lee Ian Allwood
Neil Hanratty Jon Day Steve Morris
Jane Thomas
Cabinet Support Office Rita Rohman Liz Patterson Clair James

Cyf/My Ref::CM43110

Eich Cyf/Your Ref:: T: Scrutiny/Correspondence/Cllr NH

Dyddiad/Date: 20 February 2020

Councillor Nigel Howells
Chairperson Economy & Culture Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Nigel

Economy & Culture Scrutiny Committee : 18 February 2020

Thank you for your letter dated 19 February 2020 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 20 February 2020.

May I thank you firstly as a Committee Chair for your participation in the recent Performance Panel, where the Steps, KPIs and Targets included in the Corporate Plan 2020/23 were considered in some detail. I believe this process has helped strengthen the Corporate Plan as well as our wider planning arrangements. A response to the issues raised has been shared with the Policy Review and Performance Scrutiny Committee following their consideration of the Corporate Plan.

Your Committee's interest in the City Deal arrangements is welcomed and I will liaise with Cllr Thomas and officers to ensure that the Committee's concerns are raised with City Deal representatives and consideration is given to how these issues can be addressed.

I welcome the Committee's interest in the income performance for St David's Hall and officers will provide you with a monitoring update of the performance throughout the financial year 2020/21.

I am pleased that we will share progress on the tree canopy of Cardiff with this Committee and Environmental Scrutiny Committee over the forthcoming months.

I believe that the proposed service changes in respect of the Tourist Information Centre will be effective and as noted at the meeting, I agree that training of staff covered by the new arrangements will be key. I also welcome the Committee's wider inquiry into Tourism in Cardiff.

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Gyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddiwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

WORKING FOR CARDIFF, WORKING FOR YOU

The Council welcomes correspondence in Welsh, English or Bilingual. We will ensure that we communicate with you in the language of your choice. Please let us know which you prefer. Corresponding in Welsh will not lead to delay.

Tudalen 158



The relocation of the Tourism Information Centre from the Old Library to St. David's Hall is based on the provision of additional information and signposting within St. David's Hall reception area. This will all be supported by an improved Visit Cardiff digital platform which had a soft launch earlier this year and provides more detailed information for visitors. The core Tourism Information Centre will continue to be provided at Cardiff Castle and staff at St. David's Hall will signpost visitors there for more specific visitor enquiries. It is not intended that St. David's Hall staff will take on the same roles as Tourist Information officers but initial training will be provided to ensure they are comfortable with undertaking a limited signposting role.

Your concerns regarding the cut to the Adult Community Learning grant are noted. A robust response was made to the Welsh Government during their consultation on this issue and the impact that it could have on the citizens of Cardiff was fully set out. Unfortunately these comments did not result in a change to the approach. I thank the Committee for the offer of assistance in future representations to the Welsh Government, should this be required. Once the service review is complete, these proposals will of course be made available to the Committee for consideration.

I hope that this letter capture all the points raised in your letter and thank you again for your support in the budget process.

Yours sincerely

A handwritten signature in black ink on a yellow background, reading "C. Weaver".

Y Cyngorydd/Councillor Christopher Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for
Finance, Modernisation & Performance

cc Members of the Economy & Culture Scrutiny Committee
Cllr Thomas
Cllr Bradbury
Cllr Goodway
Cllr Merry
Cllr Thorne
Chris Lee
Ian Allwood
Neil Hanratty
Jon Day
Steve Morris
Jane Thomas
Cabinet Support Office
Rita Rohman
Liz Williams
Clair James

Ref: RDB/RP/CW/17.02.2020

18 February 2020

Councillor Chris Weaver,
Cabinet Member for Finance, Modernisation & Performance,
Room 519,
County Hall,
Atlantic Wharf,
Cardiff CF10 4UW.



Dear Councillor Weaver,

Environmental Scrutiny Committee – 17 February 2020

On behalf of the Environmental Scrutiny Committee I would like to thank you, Councillor Wild, Councillor Michael and the officers for attending the Committee meeting on Monday 17 February 2020. As you are aware the meeting received items titled 'Draft Budget Proposals 2020/21 – Corporate Overview' and 'Draft Corporate Plan 2020 to 2023 & 2020/21 Draft Budget Proposals'.

The meeting initially considered the Corporate Overview and was followed by scrutiny of the draft budget proposals and sections of the draft corporate plan relevant to the terms of reference of the Environmental Scrutiny Committee. Presentations were made by officers from the Resources, Planning, Transport & Environment and People & Communities Directorates. Following the presentations Members had the opportunity to question the relevant Cabinet portfolio holders and supporting officers. The comments and observations made by Members following this item are set out in this letter.

Corporate Overview

- **Climate Change & Brexit** - During the meeting Members expressed concern on the potential financial risks presented by climate change and Brexit. Given recent developments they felt that the risks were very real and potentially very expensive to address, therefore, I would be grateful if you could confirm the scope and scale of the Council's planning and preparation for dealing with the potential impacts of both climate change

and Brexit, particularly where the Council believes that the greatest threats exist to provision of front line services.

- **Capital Borrowing Concerns** - During the meeting Members asked how sustainable the Council's proposed Capital Programme was over the next five years, and questioned the impact that this might have upon the wider revenue budget. The five year capital programme contains £938,875 million in proposals; much of which needs to be repaid by funds from the Council's revenue budget. An officer explained to the Committee that the current proposals had been assessed during the budget setting process, and that they were deemed both deliverable and affordable. Given the wider uncertainty and risk facing the United Kingdom economy, I would be grateful if you could provide the Committee with assurance that the current capital budget is affordable.

Strategic Planning & Transport Portfolio - Draft Budget Proposals 2020/21

- **Staffing for Transport Projects** – A Member expressed concern that the Planning, Transport & Environment Directorate was reducing staff numbers at a time when the number of schemes coming through was increasing (particularly transport related). He was told that most of the capital funds for the new transport schemes would include provision for the temporary recruitment of staff to help deliver the projects. He and the Committee were satisfied by this answer, however, they would like assurance that:
 - The Council will be able to recruit the required number of staff, with the appropriate skills, and within the necessary timescale to deliver the new transport schemes;
 - The Council will be able to employ suitably qualified staff on short term contracts to deliver the work, rather than have to rely on expensive consultants.

- **Capital Line 37** – Line 37 allocates £5.678m towards transportation and environmental improvements, bus corridors and electric charging points. It does not provide any details on how the five year capital allocation will be split, for example, by geographical area or scheme type. Please confirm how this money will be split, including how it is allocated between the headline areas, i.e. transportation and environmental improvements, bus corridors and electric charging points.

- **Cycle Parking Provision** – At the meeting a Member questioned why some of the cycle parking provision in the city centre was so poorly located, and asked what could be done to identify better sites in future. As an example he referred to separate cycle parking facilities adjacent to Marks & Spencer and close to Miller & Carter – both in the city centre. I would be grateful if you could:
 - Confirm the current process that is used to identify suitable cycle parking facilities in Cardiff;
 - Provide details of any consultation that might take place prior to deciding on where to locate cycle parking – Committee Members believe that the Council should identify a mechanism to consult with ‘everyday cyclists’ instead of relying on responses from established cycling groups.

- **Vehicle Clamping** – At the meeting I asked if the Council’s new vehicle clamping scheme had actually started. I was told that it had commenced, however, the service was in the early stages of development and was focusing on the removal of problem vehicles. I would be grateful if you could provide the Committee with a short update on the new vehicle clamping contract, to include the number of vehicles clamped / towed away; the income generated; the resources currently employed by the Council in this area; agreed contacts with third parties to deliver the service and details on how the service plans to develop in the next twelve months.

- **Western Transport Bus Interchange** – The capital programme allocates a £1.4 million investment in 2020/21 and 2021/22 for the development and completion of the Western Transport Interchange. I would be grateful if you could provide the Committee with a completion date for this new transport scheme.
- **Capital Allocation – Cardiff City Transport Services Limited (Cardiff Bus)** – Capital line 59 allocates £13.6million for Cardiff Bus across the financial years of 2020/21 and 2021/22. The budget line explains that the funding will be '*subject to a further report to and decision of Full Council, due diligence and other matters*', with the ultimate aim of providing '*a package of support for Cardiff City Transport Services Limited*'. The Committee is concerned by the amount of capital allocated to support Cardiff Bus over two years, and ask that you provide the Committee with regular updates as developments unfold.
- **Moving Traffic & Attended Parking Enforcement Cameras** – Line 93 of the capital programme allocates £475,000 towards the installation of 'moving traffic cameras' and 'attended parking enforcement cameras' on new routes in the city centre. The Committee welcome the introduction of these cameras in the city centre, particularly if they are used to target problem and illegal parking, for example, blocking of bus lanes. I would be grateful if you could let the Committee know which routes these new cameras will target, which offences they will prioritise and when they will be introduced.

Clean Streets, Recycling & Environment Portfolio - Draft Budget Proposals 2020/21

❖ Delivered by the Planning, Transport & Environment Directorate

- **Flooding** – At the meeting reference was made to the flooding that took place over the weekend and the impact that this had on local residents and the Council. Comments were also made about the growing threat of climate change, and the potential implications that this could have upon

coastal and river flooding. I would be grateful if you could explain to the Committee what the Council is currently doing to mitigate all types of flood risk, the resources being allocated and any long term forward thinking that is taking place.

❖ **Delivered by the People & Communities Directorate**


- **New Household Waste Recycling Centre in North Cardiff** – Line 39 of the capital programme allocates £3.325 million across the financial years 2020/21, 2021/22 and 2022/23 for the provision of a new Household Waste Recycling Centre in North Cardiff. At the meeting it was explained to Members that creating such a site in the north of the city was still a political commitment, however, the practicality of identifying a suitable site remained a challenge. The Committee was told that work would continue to identify a suitable site, and that capital funding had been committed to the scheme. I would be grateful if you could provide the Committee with a progress update on identifying a suitable scheme, to include details of sites that have been considered along with a realistic timescale for delivering the new facility.

- **Love Where You Live** – Members welcome the additional £60,000 that was included in the budget to help with the delivery of the revamped ‘Love Where You Live’ campaign. They feel that the scheme is an excellent educational / awareness raising tool that encourages volunteer participation and, therefore, provides excellent value for money. The wider budget allocates £4.446 million of new monies for dealing with the collection, removal and processing of waste; this is a huge amount of money when compared to the resources put towards the ‘Love Where You Live’ campaign. Improving how we manage waste and achieve cleaner streets is not just down to how we process, collect and remove waste, it also involves raising awareness and better public education. With this in mind the Committee ask that you:
 - Provide details of what the £60,000 for ‘Love Where You Live’ will provide, for example, staff, equipment, promotional budget, etc.;

- Increase the funding for 'Love Where You Live' as the scheme sends out a very positive message and engages with lots of volunteers providing excellent value for money.

I would be grateful if you would consider the above comments and work with the relevant Cabinet portfolio holders to provide a response to the content of this letter.

Regards,



Councillor Ramesh Patel

Chairperson Environmental Scrutiny Committee

Cc:

- Councillor Huw Thomas, Leader, Cardiff Council;
- Councillor Caro Wild, Cabinet Member Strategic Planning & Transport;
- Councillor Michael Michael, Cabinet Member Clean Streets, Recycling & Environment;
- Chris Lee, Corporate Director Resources;
- Ian Allwood, Head of Finance;
- Andrew Gregory, Director of Planning, Transport & Environment;
- Sarah McGill, Corporate Director People & Communities;
- Matt Wakelam, Assistant Director Street Scene;
- Davina Fiore, Director of Governance & Legal Services;
- Gary Jones, Head of Democratic Services;
- Members of Cardiff's Environmental Scrutiny Committee.

Cyf/My Ref:CM43107
Eich Cyf/Your Ref:: RDB/RP/CW/17.02.2020

Dyddiad/Date: 20 February 2020

Councillor Ramesh Patel
Chairperson Environmental Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Ramesh

Environmental Scrutiny Committee – 17 February 2020

Thank you for your letter dated 18 February 2020 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 20 February 2020.

May I firstly thank you as a Committee Chair for your participation in the recent Performance Panel, where the Steps, KPIs and Targets included in the Corporate Plan 2020/23 were considered in some detail. I believe this process has helped strengthen the Corporate Plan as well as our wider planning arrangements. A response to the issues raised has been shared with the Policy Review and Performance Scrutiny Committee following their consideration of the Corporate Plan.

I've set out below my response to the issues raised.

Climate Change

The Capital Programme includes examples of initiatives that are helping to tackle climate change. Examples include LED lighting, energy efficient housing, electric vehicles and their associated charging points.

A number of these schemes are funded by specific grant and others are supported from the Civil Parking Enforcement Reserve. Where funded by borrowing, capital-financing implications are reflected within the Council's Medium Term Financial Plan (MTFP).

As part of the 2020/21 Revenue budget, funding has been made available to develop an Integrated Water Management Strategy and for a Food Co-ordinator to take forward aspects of the Cardiff Food Strategy.



Future investment in climate change initiatives will be considered as part of updating the Capital Programme and MTFP, and we will continue to seek to maximise all available funding streams.

Brexit

Despite Britain leaving the EU on 31st January 2020, there is still uncertainty regarding the impact on the economy and public finances due to the lack of clarity regarding the future relationship with the EU and any future trade deals negotiated as part of the transition phase.

This uncertainty is logged as a risk on the Council's Corporate Risk Register and the Council will continue to monitor implications and take action where necessary.

Capital Borrowing Concerns

It is important to note that the Capital Programme includes both General Fund and Housing Revenue Account (HRA) capital expenditure and both are expanding given new schemes being planned and the delivery of existing commitments, for example, the Council's target to build a significant number of new affordable housing units. As noted at the Committee, there are risks in terms of additional borrowing and these are set out in the Capital Strategy and Risk appendix included in the Cabinet budget papers. In proposing the draft programme, affordability is a key consideration and has included reference to the modelling impact of existing and future capital financing costs on the MTFP, having regard to the impact on Council Tax and Housing rent payers and the impact is monitored through the suite of Prudential indicators set by the Council.

The Council's S151 officer is required by the Prudential Code to confirm the affordability of the Capital Strategy. This is confirmed in the financial implications of the budget report.

Strategic Planning & Transport Portfolio – Draft Budget Proposals 2020/21

Staffing for Transport Projects

In respect of resource availability to deliver major projects set out in the Transport White Paper, we are fully aware of requirements and will be ensuring this is managed effectively.

As part of this, we are engaging closely with colleagues in Human Resources in order to identify the most effective way to ensure these posts are filled and that any use of consultants is minimised.

Capital Line 37

I set out in 'Appendix A' a breakdown of the £5.678m allocated to transportation and environmental improvements.

Cycle Parking Provision

Acknowledging the current and fragmented nature of City Centre cycle parking, we have commissioned a short study to map both existing and future demand and align this with UK best practice.

This assessment will report shortly and will identify future major cycle parking locations. This document will also be the basis of future consultation with Ward Councillors in order to optimise the approach and establish an agreed way forward.

Vehicle Clamping

Currently the Vehicle Clamping Team are working on behalf of the DVLA clamping and removing Untaxed and SORN vehicles off the road.

Initially, existing staff from the Civil Parking Enforcement Team were being used which has resulted in less patrols on the street. As of the beginning of February we have employed two members of agency staff, on a temporary basis, and if the service proves to be viable after a 6 month period then we would look to fill at least 2 permanent full time posts. There is also an administration officer and a supervisor, though these posts are not solely for the purpose of clamping.

Our Third Party contracts used to carry out this service includes the DVLA (whom we act on behalf of), Celtic Recovery who remove, store and scrap the vehicles, and South Wales Police who we use to confirm vehicles are not stolen or of Police interest.

Our current figures from April 2019 up until the end of January 2020 are as follows:

Total vehicles clamped: 354

Total vehicles lifted where clamp fee not paid: 118

Cost recovery is through clamp release payments, vehicle scrappage (10% of value) and auctioning of vehicles (50% of value)

Between April 2019 and January 2020:

- £100 release fees: 152 totalling £15,200.00
- £260 release fees: 42 totalling £10,920.00; 29 of which had the £160 surety fee refunded and so leaving a total of £6,280.00
- 114 vehicles have gone on to be scrapped amounting to a total income of £1,368.00
- 7 vehicles have been auctioned amounting to a total income of £1,504.55
- Total income generated in 10 months is £24,352.55

In 2020/21, we are looking to expand clamping and lifting to include persistent evaders (vehicles with multiple unpaid parking and moving traffic offence fines). This service would reduce the amount of unpaid fines and deter people from parking in restricted zones / using pay & display bays without payment. This will free up parking areas for paying customers and keeping the roads safe in Cardiff. The

service is also looking at how it can assess and remove dangerously parked vehicles more effectively.

Western Transport Bus Interchange

The planning application for the transport and development aspects of the scheme is likely to be submitted in July 2020. Discussions are currently taking place with Network Rail regarding the site remediation works to the rail embankment. Development is likely to be completed within 18 months from when the scheme commences on site.

Capital Allocation – Cardiff City Transport Services Limited (Cardiff Bus)

I am happy to provide regular updates to the Committee as developments unfold.

Moving Traffic & Attended Parking Enforcement Cameras

The attended cameras are proposed to target hot spot areas in the city centre and schools where the main issues occur. We anticipate the attended cameras will help change people's behaviour irrespective of whether an officer is in attendance.

The proposed locations are:

1. Wood Street junction with St Marys Street - (the bus lane outside O'Neil's) – vehicles in the bus lanes
2. Duke Street / Kingsway – vehicles in the bus lanes and on the crossing zig-zags
3. Mill Lane – a major bus route in the city centre and loading area
4. New George Street – vehicles parking on pavements and on the no loading restrictions.

We will then be using the rest of the attended cameras to rotate around schools to enforce the school zig-zags.

The unattended cameras proposed will be implemented in the city centre to cover banned turns for safety at junctions due to traffic signal changes and support the bus gate at the bottom of Westgate Street and the new bus lane on Castle Street.

Clean Streets, Recycling & Environment Portfolio – Draft Budget Proposals 2020/21

Flooding

Cardiff Council has clear and significant responsibilities in relation to managing sources of flooding from surface water, watercourses (non-main river) and groundwater. However, we also manage risks associated from the other sources, for example, the Coastal Protection Programme where we are leading on improvements to protect Cardiff from coastal flooding as we are the land owner. The table below summarises responsibility for each element:

Responsibility for sources of flooding

| Source | Regulatory Body |
|--|----------------------------|
| Main River | Natural Resources Wales |
| The Sea | Natural Resources Wales |
| Reservoirs | Natural Resources Wales |
| Surface Water | Lead Local Flood Authority |
| Ordinary watercourse (i.e. non main river) | Lead Local Flood Authority |
| Groundwater | Lead Local Flood Authority |
| Public Sewers | Dwr Cymru Welsh Water |

The Management of Risk

The decision to implement flood alleviation schemes is predominantly based on historic flooding events and Cardiff Council have proposed a number of schemes to Welsh Government's Flood Alleviation funding Pipeline. As part of the pipeline arrangements, Welsh Government provide 75% match funding for the production of business cases and construction. This provision from Welsh Government's Flood Branch is most welcome. The Flood Branch have also implemented small scale funding, where 85% of the construction costs are offered for flood interventions that require a rapid response. These small scale schemes benefit from a less formal business case and are based on historic flood events for schemes up to £100k.

The Rhiwbina Flood Defence Scheme is an example of this partnership funding that helped protect in excess of 200 homes from flooding. Cardiff did not see the intensity of rainfall impact in recent days that the South Wales Valleys were subject to and whilst some localised flooding events occurred, these were managed and appropriate support to homeowners and businesses was provided.

It is the intention of the Flood Risk Management Team to continue to be as proactive as possible in terms of flood defence work although this is subject to an ongoing consideration of priorities and availability of financial resources.

New Household Waste Recycling Centre in North Cardiff

There is a Capital Ambition objective to deliver a new Recycling Centre in North Cardiff. A review of the two operational Recycling Centres in Cardiff show they have capacity to support further growth of the City and a business case will be developed to demonstrate when a new Recycling Centre is required, allowing 3 years for the

development of the new Recycling Centre. This approach will ensure the Council meets the long-term need of the City in a sustainable manner.

To date, 8 sites have been reviewed in terms of a desk top exercise and I am sure that Committee will understand that the detail of this exercise is commercially sensitive.

Love Where You Live

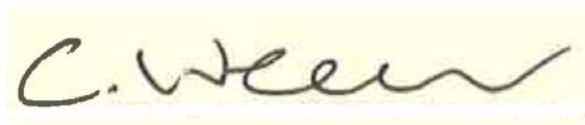
The proposed allocation of funding specifically for this initiative is summarised below:

| | |
|--|----------------|
| Community Development Coordinator | £35,000 |
| Resources: Litter Picking equipment, promotional literature, planters | £25,000 |
| TOTAL | £60,000 |

In addition to the above, the service area is looking at how it can support 'Love Where You Live' through the wider volunteer groups attached to People and Communities. This should provide improvements to the support of initiatives across the City without the need for significant additional funding in future years.

I hope that this letter capture all the points raised in your letter and thank you again for your support in the budget process.

Yours sincerely,



Y Cyngorydd/Councillor Christopher Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for Finance, Modernisation & Performance

- cc Councillor Huw Thomas, Leader, Cardiff Council;
- Councillor Caro Wild, Cabinet Member Strategic Planning & Transport;
- Councillor Michael Michael, Cabinet Member Clean Streets, Recycling & Environment;
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Members of Cardiff's Environmental Scrutiny Committee.

Appendix A

| Transport & Environmental Improvements Proposed Projects | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | |
|---|----------------|------------------|------------------|------------------|------------------|------------------|
| | £ | £ | £ | £ | £ | |
| Bus Corridors (matchfunding for strategic corridors e.g. A470/ A4119 re WG grant bids) | 335,000 | 307,500 | 85,000 | 0 | 0 | |
| Capital Projects (City Rd/ Canals/ Healthy Streets) | 250,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | |
| Electric Vehicle Match funding - residential charging points | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | |
| Electric Vehicle - Expansion | 200,000 | 200,000 | 25,000 | 25,000 | 0 | |
| Total | 835,000 | 1,557,500 | 1,160,000 | 1,075,000 | 1,050,000 | 5,677,500 |

**CARDIFF COUNCIL
CYNGOR CAERDYDD****COUNCIL : 27 FEBRUARY 2020**

CABINET PROPOSAL

BUDGET REPORT 2020/21

Appendix 4 (c) 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. Recommend 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 budget consultation.
2. Recommend to Council the strategy and plan for the control of the Authority's borrowing and investments for the year 2020/21 (the Annual Treasury Management Strategy.)
3. Recommend to Council the Capital Strategy for 2020/21 including the Council's Minimum Revenue Provision Policy for 2019/20 and 2020/21.
4. Recommend to Council the Prudential Code, capital expenditure and treasury indicators for 2020/21 – 2024/25.
5. Recognise the financial challenges facing the Council, as set out in the Medium Term Financial Plan and note the opportunities for savings.
6. Recognise the work undertaken to raise awareness of, and to ensure the financial resilience of the Council.
7. Set the rent levels for Housing Revenue Account properties, service charges and management fees for leaseholders for 2020/21.
8. Agree the rates of fees and charges for Council services for 2020/21.

Background

9. The Council's Budget Report must provide assurance that a balanced budget and affordable Capital Programme have been set and that due consideration has been given to financial standing.
10. Cabinet received a report on the Budget Strategy 2020/21 and the Medium Term Financial Plan (MTFP) in July 2019. The report identified the budget reduction requirement for the period 2020/21 - 2023/24 and set a framework for addressing the projected funding gap. Since July, the position has been updated to take account of more recent information, including the Provisional Local Government Settlement and the results of the public consultation. All updates are reflected in the Council's Revenue Budget for 2020/21, as set out later in this report.
11. The 2020/21 Budget Strategy Report also set the approach for the development of the Council's Capital Programme. The proposed Capital Programme 2020/21 – 2024/25 reflects existing commitments made in previous years as well as new schemes proposed for approval. Further detail is set out in this report.

Statutory Requirements

12. The Local Government Finance Act 1992 requires the Council to produce a balanced budget. In line with this duty, this report sets the Revenue Budget and associated Council Tax for 2020/21. The likely position over the medium term is set out in the Medium Term Financial Plan in Annex 1.
13. In setting the budget, the Local Government Act 2003 requires the Council to have regard to the Section 151 Officer's advice on the robustness of estimates and the adequacy of reserves. This report includes commentary on financial risk and resilience and the Section 151 Officer assessment is set out in the financial implications to this report.
14. The CIPFA Prudential and Treasury Management Codes of Practice, require the Council to approve the 2020/21 Capital Strategy and Treasury Management Strategy prior to the beginning of the financial year. These strategies are outlined in Annex 3 and Annex 4 respectively, Annex 3 also contains the Capital Programme for 2020/21 – 2024/25.
15. The Local Government and Housing Act 1989 places a statutory duty on local authorities to maintain a separate Housing Revenue Account (HRA) for the costs associated with the management and maintenance of Council dwellings. HRA rents must comply with the Welsh Government (WG) Policy for Social Housing Rents. The HRA revenue budget and associated rent levels for 2020/21 are contained in Annex 2, along with details of the HRA Capital Programme.

Strategic Context

16. The policy programme, Capital Ambition, sets out the Administration’s priorities and principles for change. The programme was originally approved by Cabinet in July 2017. Since then, a number of major policy commitments have either been achieved or significantly progressed. There have also been significant developments in the external environment including managing the impact of the UK leaving the European Union, responding to the declaration of a Climate Emergency and addressing the potential implications of the Local Government and Elections (Wales) Bill. In light of this, the January 2020 Cabinet Report, Capital Ambition, set out a refresh of the Administration’s key priorities for the remainder of the municipal term.
17. The Corporate Plan, “Delivering Capital Ambition”, sets out how the Administration’s priorities will be achieved. Key priorities and objectives are summarised in the table below.

| Capital Ambition | Corporate Plan |
|-----------------------------|--|
| Working for Cardiff | <ul style="list-style-type: none"> • Cardiff is a great place to grow up • Cardiff is a great place to grow older • Supporting people out of poverty • Safe, empowered communities |
| Working for Wales | <ul style="list-style-type: none"> • A Capital City that works for Wales |
| Working for the Future | <ul style="list-style-type: none"> • Cardiff grows in a resilient way |
| Working for Public Services | <ul style="list-style-type: none"> • Modernising and integrating our public services |

18. The Corporate Plan is consistent with wider local and national goals that support long-term sustainability. It is fully aligned with the Cardiff Well-being Plan, which contains the shared well-being objectives of Cardiff Public Services Board. These complement Wales’ National Well-being Goals, which focus on creating a more sustainable Wales.
19. The Council’s key strategic financial documents are framed by Capital Ambition and the Corporate Plan. This ensures that resources are allocated in a way that supports corporate priorities. Given the link between the Corporate Plan and wider Well-being Goals, it also helps to ensure that financial strategy supports long-term sustainability, in line with the Council’s duties under the Well-being of Future Generations (Wales) Act 2015.



20. Appendix 1 sets out how the Revenue Budget and Capital Programme are consistent with the Council’s priorities, invest in the future of the city and support the five ways of working at the heart of the Well-being of Future Generations (Wales) Act 2015.

Local Government Financial Settlement

21. The Local Government Financial Settlement is a key factor in drafting the budget. The usual timescales for announcement of the Financial Settlement by Welsh Government have been delayed for 2020/21, due to the Autumn Spending Round and the December 2019 General Election. On 16th December 2019, the Minister for Housing and Local Government announced the Provisional Settlement for 2020/21. However, the Final Local Government Settlement will not be published until 25th February 2020. This means that the Revenue Budget set out in this report is based on Provisional Settlement Funding (as reported to Cabinet on 19th December 2019).
22. It is not anticipated that there will be material changes between Provisional and Final Settlement. As such, in order to manage the timing of the Final Settlement, it is proposed that the recommendations to this report contain a contingent arrangement whereby the Council will either add to or draw down from reserves if Final Settlement funding allocations differ from the Provisional Settlement. To exemplify, if the Final Settlement is £20,000 less than the Provisional Settlement, the Council will increase its drawdown from reserves. Conversely, if the Final Settlement is £20,000 more than the Provisional Settlement, the Council would transfer a sum of £20,000 to reserves. The recommendations to this report authorise the Section 151 Officer to prepare an addendum to the 2020/21 Budget making the requisite changes.
23. The Provisional Settlement indicated that Cardiff will receive a 4.1% increase in Aggregate External Finance (AEF) in 2020/21 (£18.5 million in cash terms), plus grant transfers of £5.741 million. Cardiff’s settlement is slightly below the Welsh average of 4.3%, primarily due to a reset of the population statistics used within the funding formula (from projections to most recent mid-year estimates). Settlement information is for one year only, which continues to make medium term planning extremely challenging.

24. The Provisional Settlement indicated that key specific grant streams that support core service provision will either transfer into Revenue Support Grant (RSG) for 2020/21, or will continue at existing (or increased) levels. Exceptions are the 'Costs Associated with Teachers' Pay' Grant, which will fall out in 2020/21 and the Sustainable Waste Revenue Grant, which will reduce by £1.8 million at an All Wales level. The Council's revenue budget addresses these funding reductions in order to mitigate their impact on services. A full list of specific grants at an All Wales level is set out in Appendix 2.
25. The level of revenue funding announced in the Provisional Settlement was significantly better than the planning assumptions that were reflected in the Council's MTFP that was published last summer. That iteration of the MTFP pre-dated the Spending Round and assumed a potential 0.5% funding reduction for 2020/21.
26. Whilst the improved funding position for 2020/21 is welcome, it should be noted that the position for 2021/22 and beyond is much less certain. The Ministerial statement accompanying the settlement indicated that the positive 2020/21 position "does not mean that austerity is over" and referenced the need to take the opportunity to "plan for the future." The UK Budget due on 11th March 2020 will be an important indication of potential future funding scenarios.
27. In the context of the uncertain funding outlook, in setting the Revenue Budget for 2020/21, the positive 2020/21 settlement must be used to consolidate financial resilience following an extended period of challenge. This includes ensuring that base budgets adequately reflect rising demand and inescapable pressure, and that savings proposed for 2020/21 are at a realistic and manageable level. This approach underpins the Revenue Budget set out below.

Revenue Budget 2020/21

28. The following table summarises the build-up of the 2020/21 Revenue Budget. Directorate savings totalling £9.764 million have enabled resource requirements to be brought back into line with available resources. Further information on savings is set out later in the report.

| | | £000 | £000 |
|------------------------------------|---|---------|----------------|
| Base Budget Brought Forward | | | 623,589 |
| Resources Required | Employee Costs (i) | 273 | |
| | Price Inflation (ii) | 3,632 | |
| | Financial Pressures (iii) | 2,097 | |
| | Policy Growth (iv) | 1,775 | |
| | Commitments, Realignment & Capital Financing (v) | 15,969 | |
| | Demographic Pressures (vi) | 3,659 | |
| | Schools Growth (vii) | 13,524 | |
| | Council Tax Reduction Scheme (viii) | 1,432 | |
| | Savings | (9,764) | |
| | Total Resources Required | | 656,186 |
| Resources Available | Aggregate External Finance (i) | 469,047 | |
| | Council Tax (2020/21 Base @ 2019/20 Prices) (ii) | 178,363 | |
| | Council Tax (+4.5%, before CTRS impact above) (iii) | 8,026 | |
| | Use of Reserves (iv) | 750 | |
| | Total Resources Available | | 656,186 |

29. Further information on resource requirements is summarised below:

- i. **Employee Costs** - includes an estimated 2% pay award for staff in directorates other than schools, a Voluntary Living Wage (VLW) rate of £9.30 and a reduction in Employer's Superannuation Contributions to the Local Government Pension Scheme following a recent actuarial review of the scheme.
- ii. **Price Inflation** - the most significant element (£2.933 million) relates to commissioned services in Adult Social Care. Provision is also included in respect of energy, Non Domestic Rates (NDR) and Out of County education placements.
- iii. **Financial Pressures** - includes £0.445 million to support lost income streams in relation to retail parades and commuted sums, £0.462 million in respect of changes to specific grants including Sustainable Waste Grant and Funded Nursing Care. Also includes £0.400 million to reflect the part-year running costs of the proposed Children's Short Stay Accommodation Unit.
- iv. **Policy Growth** - £1.775 million investment in key policy areas. Further detail is set out in Appendix 3.

- v. **Commitments, Realignments & Capital Financing** – includes budget realignments totalling £13.180 million. These address structural deficits evident in the Month 9 monitoring position, which whilst balanced overall, includes some significant areas of directorate overspend. The most significant realignments for 2020/21 include £4.850 million for Children’s Social Services, £1.500 million for Adults Social Services, £2.922 million for Recycling and Neighbourhood Services and £0.750 million for children educated other than at Cardiff maintained schools. It also includes £1.324 million of additional commitments (including the Fire Service Levy at £0.500 million) and £1.465 million of Capital Financing Commitments.
 - vi. **Demographic Pressures** – includes £1.384 million for Adult Social Services, £2.175 million for Children’s Social Services and £0.100 million for Recycling and Neighbourhood Services.
 - vii. **Schools Growth** – reflects full employee costs for teaching and support staff, pupil number growth and growth in respect of pupil needs.
 - viii. **Council Tax Reduction Scheme** – reflects the impact on the CTRS of the proposed 4.5% increase in the rate of Council Tax.
30. Further information on resources available is summarised below:
- i **Aggregate External Finance** – reflects the Council’s AEF for 2020/21 as announced in the Provisional Local Government Settlement in December 2019.
 - ii **Council Tax** - this is the amount to be raised from Council Tax before any increase in the rate of the tax. It reflects the 2020/21 Council tax base approved by Cabinet in December 2019.
 - iii. **Council Tax Increase** - the Council has due regard for the level of the increase in Council Tax, but has to balance this against the need to fund key services. The proposed increase for 2020/21 is 4.5%. This will generate net additional income of £6.594 million, after allowing for the associated increase in the costs of the Council Tax Reduction Scheme (CTRS).
 - iv. **Use of Reserves** – this reflects a drawdown of £0.750 million from the Strategic Budget Reserve. Further information is set out in the Reserves section of the Report.

Revenue Budget Savings

31. As indicated in paragraph 28, the budget strategy is predicated on the delivery of £9.764 million of savings. The figure is lower than the £18.481 million indicative savings requirement included in the MTFP published last summer, due to the better than anticipated funding settlement for 2020/21. Savings have been reviewed to ensure they have minimal impact on service delivery, and that they are deliverable

and appropriate in the context of the Council's financial resilience, both next year and over the medium term. All proposals have been screened for their equalities impact. A breakdown of the £9.764 million is set out in the table below:

| | Non-Schools £000 | Schools £000 | Total £000 |
|------------------------|-----------------------------|-------------------------|-----------------------|
| Efficiency Savings (i) | 3,841 | 1,207 | 5,048 |
| Income Generation (ii) | 2,541 | 0 | 2,541 |
| Service Change (iii) | 2,175 | 0 | 2,175 |
| TOTAL | 8,557 | 1,207 | 9,764 |

- (i) Efficiency savings - are defined as achieving the same output (or more) for less resource, with no significant impact on the resident / customer. In line with the Council's July 2019 Budget Strategy Report, in order to improve the deliverability of savings and maximise the chances of securing full year savings in 2020/21, efficiency proposals that do not require a policy decision are being implemented in the current financial year where possible. This approach means that of the £5.048 million efficiency savings required next year, £1.255 million have already been implemented (all savings implemented relate to non-schools services). The efficiency actions include (non-schools):

| Nature of Saving | £000 |
|---------------------------------|--------------|
| Review of staffing arrangements | 2,210 |
| Reductions in premises costs | 574 |
| Reductions in external spend | 807 |
| Use of technology | 250 |
| TOTAL | 3,841 |

- (ii) Income Generation - there has been a continued focus on exploring income opportunities, which will deliver £2.541 million for 2020/21. This sum includes price increases, as well as proposals to increase market share, and maximise available grant streams. Consultation feedback indicated support for this approach. Proposals totalling £0.277 million are in place in the current financial year.
- (iii) Service change - these are proposals that whilst not an efficiency saving as per the earlier definition, do not have an adverse impact on service users and will deliver savings by changing service delivery. They represent the implementation of agreed new commissioning strategies and operating models across Adults' and Children's Social Services as summarised in the table below.

| Nature of Saving | £000 |
|--|--------------|
| Ensuring appropriate levels and costs of care* | 1,700 |
| Use of technology and equipment in the provision of care | 200 |
| Review of joint funding arrangements | 275 |
| TOTAL | 2,175 |

**Includes a range of initiatives to reduce reliance on high cost residential placements within Children's Services where appropriate, including additional use of foster care placements and the introduction of a short stay assessment unit. Also includes review of Adults' Residential Placements including Out of County, and increasing the number of people who benefit from re-ablement.*

32. The figures above include those savings which formed part of the Budget Consultation in respect of increased charges for Bereavement Services, Registration Services and Pest Control, and the continued expansion of the use of technology in the provision of care. A majority (over 53%) of respondents to the consultation supported the Council's proposal to increase Bereavement charges, whilst an even greater proportion (between 77% and 86%) supported the other proposals listed. Given this level of support, each of the four savings have been retained within the current position in order to contribute towards the savings requirement for 2020/21.

Employee Implications of the Budget

33. The posts deleted or created as part of the budget are set out in the table below. For deleted posts, the table identifies the anticipated method of release.

| Employee Implications of Budget | FTE |
|--|----------------|
| Voluntary Redundancy | (32.82) |
| Vacant Posts | (11.40) |
| Retirement | (1.35) |
| TBC / Redeployment | (8.75) |
| Total FTE posts deleted | (54.32) |
| | |
| Total FTE posts created | 35.09 |
| | |
| Net FTE Reduction | (19.23) |

34. The net decrease of 19.23 full time equivalent (FTE) posts in 2020/21, adds to significant FTE reductions in previous years. Since 2012/13, budget proposals have resulted in the reduction of over 1,600 FTE posts in services other than schools. This includes the deletion of vacant posts and posts that have transferred out of the Council's direct control, as well as post deleted through redeployment or redundancy.

Fees and Charges

35. The Budget does not include a blanket uplift to fees and charges. Appendix 4 sets out the detailed list of proposed fees and charges for 2020/21. In determining fees and charges, directors were advised that they should consider the particular circumstances in which they charge for services, including:
- Any applicable statutory frameworks
 - Whether existing income budgets are being met
 - Adequacy of charges relative to cost of provision
 - Any potential impact on demand for services.
36. It is important that the Council is able to react to changing events, both in terms of income opportunities and shortfalls. In order to enable this to happen, it is proposed that the Council continues to delegate to the appropriate officer, where necessary in consultation with the Cabinet Member, the ability to amend fees and charges during the financial year as and when required. These arrangements also apply where discounts are introduced for a particular time-period, or for a particular client group. Decisions will be taken in consultation with the Section 151 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.

Financial Resilience Mechanism

37. The Council has a £3.8 million budget called the Financial Resilience Mechanism (FRM) that was set up to help the Council deal with funding uncertainty. It is used to invest in priority areas, but investment is one-off and decided afresh each year. This means that the budget is used proactively, but could be deleted in future if required, without affecting day-to-day services.
38. In the context of the better than anticipated funding position, the FRM will not need to be released in 2020/21, and is available for one-off investment. The table below provides a summary of how it will be used and further information is included in Appendix 5.

| FRM – One-off use for 2020/21 | |
|--------------------------------------|--------------|
| Category | £000 |
| Visible Street Scene | 1,451 |
| Transport Initiatives | 215 |
| Parks and Sport | 478 |
| Education | 550 |
| Other | 1,106 |
| TOTAL | 3,800 |

Consultation and Engagement

39. As well as supporting organisational priorities, budget preparation has regard for the views of key stakeholders. In addition to public consultation, engagement on the 2020/21 Budget took place with the following stakeholder groups.

| Consultee Group | Nature of Consultation / Engagement |
|---------------------|---|
| Scrutiny Committees | Budget briefings took place during February 2020. Responses received from Scrutiny Committees will be tabled and considered as part of the Cabinet meeting. (Appendix 6c.) |
| Trade Unions | Consultation has taken place with Trade Union Partnership Board with comments considered in advance of the Cabinet meeting. |
| Employees | Consultation has taken place both generally through staff meetings, and particularly with employees affected by budget proposals. |
| School Budget Forum | Following a number of briefings over the budget formulation period, the Forum met on 15 th January 2020 to consider Cabinet's budget proposals as they affect their remit. Appendix 6b includes their responses. |
| Audit Committee | At its meeting on 21 st January 2020, the Audit Committee considered the Treasury Management Strategy as part of their oversight function. The relevant parts of the report reflect their views. |

40. Citywide public consultation on the Budget took place between 19th December 2019 and 31st January 2020. The consultation used a variety of online and face-to-face engagement methods and was accompanied by a communications package to maximise exposure. The consultation received 2,051 responses. Further detail on the approach to consultation and the responses received is set out in Appendix 6a .
41. As part of the consultation, citizens were given the opportunity to prioritise different areas of service delivery. The next table summarises their top five priorities and indicates how the 2020/21 Revenue Budget and Capital Programme 2020/21-2024/25 support these areas.

| Priority | Features of Budget & Capital Programme |
|---|---|
| Investing in sustainable transport to reduce congestion and improve air quality | <ul style="list-style-type: none"> • £78.4m capital investment - to develop strategic cycle routes, improve transportation infrastructure and encourage active travel • £0.2m one off revenue support to improve cycle parking and to supplement the existing social subsidy to bus routes |
| Building more affordable houses and tackling homelessness | <ul style="list-style-type: none"> • £332.9m - investment in social housing, including new Council Homes |
| Tackling climate change | <ul style="list-style-type: none"> • £14.6m - Energy sustainability and generation • Sustainable transport initiatives referred to above • £6.3m - To address flooding and coastal erosion • £0.2m one off revenue support to develop an integrated water management strategy including flood risk assessment and sustainable drainage |
| Support our children's education | <ul style="list-style-type: none"> • £10.4m – net additional revenue support for Schools (4.3%) • £43.4m – capital investment in the existing schools estate • £248.4m - 21st Century Schools Band B investment programme • £0.5m additional support for Cardiff Commitment |
| Intervening early to support vulnerable children | <ul style="list-style-type: none"> • £7.1m – net additional revenue support for Children's Services (11.5%) • £0.2m additional revenue funding to provide mentor support and tuition to Children Looked After • £0.2m annual revenue fund funding to extend Open Access Youth provision • £0.5m – capital investment in a short stay accommodation centre for Children Looked After |

Council Tax and Precepts

42. As indicated at paragraph 28 above, the proposed Council Tax increase to support delivery of the 2020/21 Revenue Budget Strategy is 4.5%. This is in line with the MTFP funding assumptions set out in July 2019 and is felt to balance the impact on services and the ability of the public to pay, recognising those eligible would receive support through the Council Tax Reduction Scheme (CTRS). The detail of the Council Tax resolution, including information on Community Council and Police and Crime Commissioner precepts is set out for approval within the recommendations at 2.0 to 2.7.

Council Tax Reduction Scheme

43. It is proposed that the approach to the CTRS should remain unchanged for 2020/21. 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 2020/21 Council Tax increase.

Directorate Implications of the Budget

44. The information detailed in previous sections outlines the Council-wide position in respect of the 2020/21 Revenue Budget. Appendix 7 sets out the resultant changes to individual directorate budgets between 2019/20 and 2020/21, whilst Appendix 8 shows the same information on a Cabinet Member portfolio basis. The two areas with the most significant budgetary increases in cash terms for 2020/21 are Schools and Social Services.
45. On a like for like basis (i.e. after adjusting for transfers), delegated schools' budgets will increase by £10.423 million (4.3%) in 2020/21. This increase includes provision for the pay and superannuation costs of both teaching and support staff. It also provides for growth in pupil numbers and additional learning needs. The £10.423 million is a net figure, which is **after** allowing for schools' contributing a 0.5% efficiency saving (£1.207 million) and £1.090 million towards the costs of the 21st Century Band B Programme and schools' asset renewal.
46. After contributing savings of £2.630 million, the budget for Social Services (including contingency allocations) will increase by a total of £10.575 million (6.1%) in 2020/21. This can be broken down into:
 - **A net increase of £4.168 million (3.7%) for Adult Services** – this includes a £1.500 million realignment in respect of the 2019/20 budgetary position, as well as provision for additional demand in 2020/21 and an inflationary allowance in respect of commissioned social care costs.
 - **A net increase of £4.232 million (6.9%) for Children's Services** – this includes a realignment in respect of the 2019/20 budgetary position, which reflects in-year increases in the number of looked after children, pressure on external placement budgets and workforce cost pressures. This is supplemented by an allocation of £2.175 million to contingency to cover increases in the number and complexity of Children Looked After Placements in 2020/21. There is also a one-off allocation of £0.644 million to enable the payment of a market supplement to Children's Social Workers to improve the recruitment and retention of staff and reduce the reliance on agency.

Financial Resilience

47. When setting the budget, Members must have regard to the Council's financial standing, risks and resilience. Financial Resilience Snapshots are regularly prepared to support discussions regarding the Council's financial health, and the current snapshot is set out in Appendix 9 (a).

The first column considers historic trends, the second column summarises the current financial year and the final column covers the future financial outlook. Key headlines are that:

- There has not been a significant fluctuation in the level of earmarked reserves over recent years, and any downward movement reflects the use of reserves in line with their intended purpose. In order to improve financial resilience, the Council will continue to review opportunities to increase its earmarked reserves where appropriate. A specific example of this is in relation to Treasury Management, where a change in the Council's Minimum Revenue Provision (MRP) policy has allowed the creation of a Treasury Management Reserve. This reserve has a number of benefits to resilience. It will assist with the management of risk in relation to major projects, helping to smooth costs and meet costs of a one off nature such as feasibility requirements. It will also offer some protection to the wider capital programme, helping to manage the timing of capital receipts and invest to save schemes, as well as helping to mitigate any future changes to interest rates and providing an element of flexibility with regard to the timing of borrowing.
- The Council has identified almost £225 million in savings since 2010/11. This is a challenging position from which to continue to identify savings.
- The level of specific grant income that the Council receives has increased over time. Whilst any increase in funding is welcome, there is a risk with this pattern. In recent years, funding for core activities has been channelled through specific grants. This has included, for example, support for teachers' pay and social services pressures. These costs are integral to the operation of core services, and their funding by specific grant leaves the Council particularly exposed to potential future grant fall out.
- The illustrated financial ratios are consistent over time, and present no cause for concern.
- The projected outturn for the current financial year is balanced overall, but there are significant projected overspends in some directorates. As outlined in paragraph 29, the Revenue Budget for 2020/21 includes budgetary realignments to address areas of significant over-spend.
- There are a number of unachieved savings in 2019/20. The risk these present to the 2020/21 position has largely been addressed as part of the budgetary realignments referred to above. With regard to new savings proposed for 2020/21, the Council has improved its approach to identifying and implementing savings. As such, £1.5 million of the savings required for 2020/21 are already in place and all are considered deliverable as planned. It should also be noted that the level of savings required in 2020/21 is significantly lower than in many previous years.
- There is significant slippage on the Capital Programme in the current year. The level of slippage has been reflected in the starting position for the Capital Programme for 2020/21. As part of the Capital Strategy, directorates are reminded of the need to ensure access to sufficient skills and capacity both within the Council and externally in

order to deliver the investment programme. Such capacity may be project management skills, technical and design skills, availability of contractors and their capacity as well as wider market factors.

- The MTFP section of the snapshot shows that the financial outlook remains challenging, with significant additional savings requirements over the medium term. The approach to managing these is set out in the MTFP at Annex 1.
- Based on the proposed capital programme, the projections of the capital-financing requirement show a significant increase over the medium term. This reflects commitments in previous budgets such as 21st Century Schools and the new house-build programme, as well as new commitments approved in 2020/21. This results in a borrowing requirement and the costs of servicing this will need to be managed as part of the Council's MTFP and over the longer-term.
- The local affordability indicator shows capital financing costs as a ratio of controllable budget. The gross indicator reflects total capital financing requirement, whilst the net indicator recognises that some of these costs will be met either from Invest to Save (ITS) income, or specific directorate budgets. The indicator is showing a decrease from previous years. This is primarily a result of revised capital financing budget assumptions, a positive 2020/21 Revenue Funding Settlement, and more optimistic assumptions regarding future Aggregate External Financing and rent policy. The latter are clearly assumptions, any adverse change in which may have a significant impact on the outlook for this indicator.

48. In order to ensure there is a resilience cover against areas that can be unpredictable or volatile, the 2020/21 budget proposals will include specific contingencies. These reflect:

- The difficulty in modelling potential increases in the number and complexity of Looked After Children Placements.
- Market volatility in respect of recycling materials.
- A CTRS contingency to reflect potential changes in the volume of claimants. This also includes an additional £1.432 million to reflect the proposed increase in the rate of Council Tax.
- A contingency to reflect the fact that during the year there will be an outcome to a review of the pricing model in respect of building services.

49. The Council will also maintain its General Contingency of £3 million in 2020/21. In the past, this was specifically held to protect the Council against late or under-delivered savings. The savings requirement for 2020/21 is lower than in previous years, and the revised approach to identifying and implementing savings should offer greater assurance with regard to their successful and timely delivery. However, it is not proposed to reduce the general contingency for 2020/21 for the following reasons:

- The position over the medium term is uncertain, and the lower savings requirement for 2020/21 cannot be assumed to become the norm.
- The exposure to additional cost in relation to demand-led services, where that demand is difficult to predict.

- The comparatively low level of the Council's reserves.
50. The level of the contingency will be reviewed over the medium term, based on ongoing monitoring of the delivery of savings and directorate expenditure, and once funding (and therefore savings requirements) over the medium term are more certain. As outlined above, the Council plans to take opportunities to increase its earmarked reserves where appropriate, and this would provide an additional level of assurance in potentially reducing this contingency in future. If the contingency is not required in full or part next year, it will itself assist in providing such an increase to reserves.
51. Appendix 9 (b) contains a summary of the financial resilience challenges facing the Council, along with mitigating actions. These challenges are regularly reviewed as part of financial resilience updates, the budget monitoring process and through the maintenance of the Corporate Risk Register, both of which are regularly reported to the Council's Senior Management Team (SMT), Cabinet and Audit Committee. The Section 151 Officer will continue to highlight the financial standing of the Council on a regular basis as part of Members' overall awareness of financial matters.
52. A key factor in relation to the Council's financial resilience is its General and Earmarked Reserves. These are considered in the next section of the report.

Reserves

53. The Council's strategy for holding and using reserves is set out in its Financial Procedure Rules. CIPFA recommended accounting practice requires the Section 151 Officer to create a protocol for reserves and balances that covers their purpose, the ongoing validity of that purpose and the approval process for transferring funds to and from reserves. The Council's Audit Committee considered and noted the Council's protocol in November 2017.
54. Members, following advice provided by the Section 151 Officer, will consider the level of reserves held and whether any should be used to support the budget setting process. There is no statutory minimum regarding the level of reserves that should be held. Instead, decisions should reflect the individual position of each council. Members are made aware that over-reliance on reserves to fund the budget should be avoided for a number of reasons. Firstly, reserves are a finite resource and so their use to fund ongoing commitments creates a gap in the finances of future years. Secondly, benchmarking shows that Cardiff's reserves are comparably low for an authority of its size. Thirdly, earmarked reserves are set aside for a specific purpose, which would be compromised if they were used in support of the budget.
55. After considering the above, Cabinet propose to release a sum of £0.750 million from reserves in support of the budget. This amount can be accommodated from the Strategic Budget Reserve, which was set up

specifically to support financial resilience and the budget requirements of the Council over the medium term. This sum is considered to strike an appropriate balance between supporting services next financial year, and the continued ability to set balanced budgets in the longer term. The use of this sum is reflected in Appendix 10, which outlines the level and anticipated movements on each of the Council's General Fund earmarked reserves, in accordance with their purpose.

56. Appendix 10 also sets out the anticipated position on the Council's General Reserve. The General Reserve is maintained to help cushion the impact of unexpected events or emergencies. The balance on the Council's General Reserve as at the end of 2018/19 was £14.255 million, and it is anticipated that this balance will remain unchanged in the current financial year. In the context of the need to maintain financial stability and flexibility moving forward, on the advice of the Section 151 Officer, it is Cabinet's intention not to make any use of the General Reserve to fund the 2020/21 Budget.
57. The Council holds other reserves, which are ring-fenced for specific use and cannot be used in connection with the Council's overall budget. These include HRA earmarked reserves, which are set aside to fund specific HRA projects and the General Housing Reserve, which is the HRA equivalent of the Council's General Reserve. Details on the projected levels of HRA reserves are set out in Appendix 10.
58. The Council's balance sheet also includes school balances. These represent the accumulated surpluses or deficits generated by individual schools. Schools' balances are not available to support the Council's Budget Strategy however they still form a part of overall financial resilience. Whilst deficit balances present a risk to financial resilience, and the Council should take steps to ensure that these are managed over time, schools should also not hold excessively large balances. The Council is able to intervene to address both issues should it feel there is cause to do so.
59. As at 31 March 2019, net school balances stood at a total surplus of £5.7 million, representing a reduction of £1.7 million on the previous year's figure. Within this net figure, 12 schools held deficit balances. All schools holding deficit balances have recovery plans in place, which demonstrate that the deficits can be eradicated within agreed timescales, and are specific to each school's situation.
60. The Section 151 Officer has considered the 2019/20 budget monitoring forecast and the 2020/21 Budget, including contingency budgets, and is satisfied that the projected level of reserves at 31 March 2020 is sufficient to allow the £0.750 million contribution to the 2020/21 Budget, and that the projected level of reserves remains adequate to 31 March 2021.

Medium Term Financial Plan and Strategy

61. The Council's MTFP for the period 2021/22 – 2024/25 is contained in Annex 1 to this Report. It should be noted that there are a number of inherent uncertainties. In particular, no indicative AEF figures are available beyond 2020/21 and these are a key variable in the MTFP.
62. In light of the better than anticipated 2020/21 Local Government Settlement, funding assumptions within the MTFP are more positive than in previous years. However, for prudence they do not assume funding increases at the level received in 2020/21 particularly as the Ministerial statement that accompanied the settlement indicated that the positive 2020/21 position "does not mean that austerity is over." Funding assumptions will need to be kept under close review as additional information becomes available, including the potential impact of the UK Budget on 11th March 2020.
63. Notwithstanding the more favourable funding assumptions, the MTFP still identifies a significant budget gap over the medium term. This is because inflationary pressure and demand for services are anticipated to be greater than funding increases. The table below summarises the anticipated budget gap over the medium term.

| Financial Year | £000 |
|-----------------------|---------------|
| 2021/22 | 19,208 |
| 2022/23 | 17,100 |
| 2023/24 | 21,432 |
| 2024/25 | 15,689 |
| TOTAL | 73,429 |

64. The MTFP notes that, in order to continue to protect the Council's ongoing financial resilience, the approach to identifying the savings requirements outlined above will need to:
- continue to review and challenge all directorate budgets, and to require baseline efficiencies from all services
 - embed a proactive and ongoing approach to identifying and implementing savings, which moves beyond an annual process and takes opportunities as they arise
 - continue to accelerate detailed planning and preparatory work to improve the deliverability of savings
 - identify opportunities to work across directorates and in partnership with other organisations
 - continue to maximise income streams and explore the potential for new income streams, particularly where services are not universal
 - target productivity savings to ensure that optimum value for money is achieved within scarce resources, including making best use of digital technology
 - consider the level at which it is affordable to continue to subsidise services of a more discretionary nature.

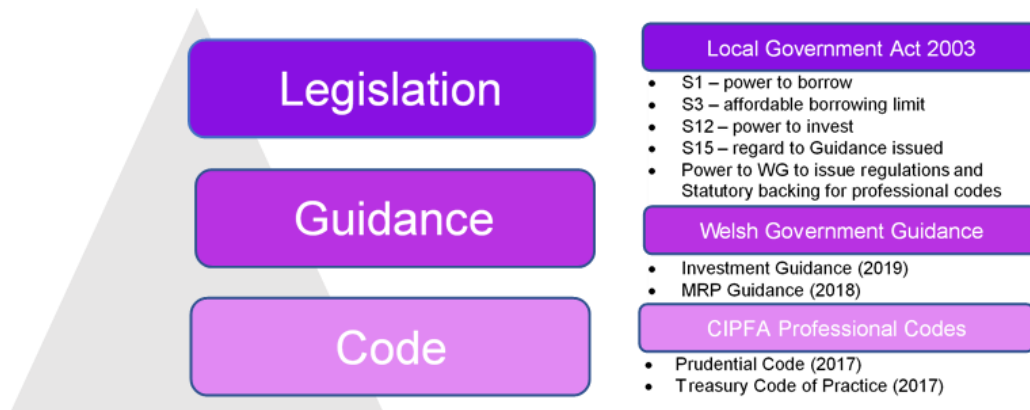
65. Further work on developing a fully defined set of proposals for 2021/22 in particular, will take place during the spring in order to inform the 2021/22 Budget Strategy Report which will be considered by Cabinet in July 2020.

Ring-fenced Accounts

66. The Local Government and Housing Act 1989 places a statutory duty on local authorities to maintain a separate Housing Revenue Account (HRA) for the costs associated with the management and maintenance of Council dwellings. The account is ring-fenced, which means that local authorities must not subsidise costs relating to Council Housing from the General Fund, and vice versa.
67. Annex 2 contains key budgetary information in respect of the HRA including:
- The proposed HRA budget for 2020/21
 - The Medium Term HRA Financial Plan
 - The HRA Capital Programme
 - The Council's Rent Policy for 2020/21, including details of tenant consultation
 - The Annual Assessment of Affordability of rents as required under the terms of WG's Rent Policy
 - Key Assumptions, Risks and Uncertainties
68. This report contains recommendations with regards HRA Rents for 2020/21. As noted above, the proposals are set out in Annex 2, which also includes details of the tenant consultation that was undertaken. An Equality Impact Assessment has been carried out and did not identify any issues.
69. Other ring-fenced areas of the Council's accounts include the Civil Parking Enforcement Account and the Activities Transferred from Cardiff Bay Development Corporation including Cardiff Harbour Authority. Budgetary information in respect of these areas is set out in Appendices 11 and 12 respectively.

Capital Strategy and Treasury Management Strategy 2020/21

70. The Capital and Treasury Management strategies are an integral part of the Council's Strategic and Financial Planning Framework. They are developed and in line with the CIPFA Prudential Management and Treasury Management Codes as well as statutory guidance issued both nationally and in Wales.



71. The CIPFA Prudential Codes have statutory backing and require the Council to determine a suite of indicators highlighting the longer term impact of capital investment decisions on the revenue budget, affordability, prudence and sustainability. Many of the indicators are 'required' indicators, but the Council also produces its own locally determined indicators to support decision making in line with best practice. The detailed indicators are highlighted in the respective strategies and Appendix 13 provides a guide to the indicators and their meaning.
72. The Section 151 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. This statement is incorporated within the financial implications to this Report.

Capital Strategy 2020/21

73. The Council's Capital Strategy along with the detailed capital investment programme for 2020/21 and indicative allocations for future years, is set out in Annex 3 to this Report. Successfully delivering the commitments set out in Capital Ambition will require capital investment and having a capital strategy in place will support Members making capital investment decisions to deliver their priorities in an informed way. The Capital Strategy will provide a framework, which will:
- provide a longer term view of capital expenditure plans whilst setting out all the financial risks to which the authority is exposed
 - ensure decisions can demonstrate sufficient regard to the long term financing, affordability implications and potential risks to the authority
 - provide an overview of the Council's asset management planning arrangements, which includes any maintenance requirements that have resource and business planning implications.
74. The Capital Strategy sets out the approach to various factors, as identified below, and covers the Council's approach to:

- **Working with partners** - recognising the enabling role played by the Council in delivering investment and the need for alignment with WG on a longer term and sustained approach to capital investment.
- **Asset Management Planning** - how the Council demonstrates stewardship of assets used in service delivery and the need to understand condition and alternative options as a basis for understanding investment requirements.
- **Risk Appetite** - the main areas where capital investment paid for by borrowing would be considered and how such decisions are informed by robust business cases.
- **Governance and decision-making** - identifying priorities for investment, securing value for money, and monitoring and reporting of the approved capital programme.
- **Capital Investment Programme** - the detailed five year capital investment programme proposed for 2020/21 to 2024/25.
- **Funding the strategy and investment programme** - the Capital Resources assumed to be used to fund the 2020/21 to 2024/25 investment programme.
- **Managing the borrowing requirement** - identifying the Capital Financing Requirement and setting out the strategy to manage Treasury activities including the borrowing requirement and treasury investments.
- **Prudent Minimum Revenue Provision (MRP) Policy Statement** - setting out the approach to provision for repayment of capital investment paid for by borrowing. As indicated in the Budget Report in February 2019, this has been reviewed, with a revised approach recommended for implementation for the financial year 2019/20 onwards. The reduction in revenue resources required in 2019/20 and 2020/21 will be made available to strengthen the Local Authority's financial resilience in respect of capital and treasury, through the development of a Treasury Management Reserve. The change in approach was considered by Audit Committee in January 2020 and is available as a background paper.
- **Affordability** - understanding the impact of capital investment decisions on the Council's revenue budget and MTFP via the calculation of various prudential indicators.
- **Future years' strategy development** - highlighting areas of improvement in future years.

Capital Investment Programme 2020/21

75. The detailed programme includes:

- Annual sums such as disabled adaptations and expenditure to improve existing assets such as infrastructure and property.
- Allocations for specific projects approved in previous years.
- New capital investment proposed in the 2020/21 Budget.
- Assumptions for known external grants and contributions, which in most cases are subject to a bid process.
- Projects proposed to proceed on the basis of revenue savings, revenue income or other sources of retained income to repay initial

investment over time, including new schemes approved in 2020/21, subject to business case.

- The HRA programme, with a focus on maintaining investment to support the Welsh Housing Quality Standards, regeneration and new Council homes to meet the demand for good quality, affordable social housing.

76. New Capital investment projects proposed as part of the budget include:

- Additional support for disabled adaptations to allow people to live independently in their own home.
- Additional investment in highway and carriageway footway resurfacing in the medium term.
- Smart transport corridors.
- Subject to generating capital receipts, implementing the development strategy for the International sports village and a new bridge and link road as part of the Cardiff East Industrial Strategy.
- Subject to a further report to and decision of full Council, due diligence and other matters; a package of support for Cardiff City Transport Services Limited.

77. Capital investment proposed on the basis that existing budgets or income is to be generated to meet the capital financing costs over a prudent period include:

- Expansion of moving traffic enforcement activity, through the provision of additional cameras.
- The balance of consideration for the Red Dragon Centre site, subject to registering a planning application for the arena as well as contribution to the development of an arena.
- Smarter working, digital infrastructure and minor building adaptations to allow the consolidation into alternative Council buildings, including County Hall. A further report to Cabinet on core office proposals is planned during 2020/21.
- Setting an overall limit to be able to undertake effective lease versus buy option appraisal for the acquisition of vehicles

Major Development Projects

78. The Capital Programme proposed for 2020/21 is based on known commitments, and is in line with the Council's Capital Ambition and priorities. There are however, significant major projects covering schools, transport, housing and economic development initiatives that may have short, medium and long-term financial implications as well as consideration of alternative funding approaches. As options, business cases, risks and financial implications are determined these will need to be considered as part of annual updates to the Capital Strategy, the detailed Capital Programme and the Medium Term Financial Plan in future years. Implementation of capital schemes approved as part of the budget framework will need to be subject to the governance, financial, procurement and contract procedure rules set out in the constitution as

well as required Cabinet or Officer decision approval of business cases as relevant.

Treasury Management Strategy 2020/21

79. The Treasury Management Strategy is included at Annex 4 and covers the following areas:
- Borrowing to finance the cash requirements arising from the Council's Capital Programme.
 - Treasury investments and determining how short term cash flows will be safely managed to meet the Council's financial commitments and objectives.
 - The approach to Non-Treasury Management Investments, were these to be undertaken.
80. The strategy is an integrated strategy for the Council, which covers the HRA. It includes:
- The current treasury position.
 - Economic background and prospects for interest rates.
 - Borrowing, including:
 - policy
 - 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 2020/21 to 2024/25 based on the proposed Capital Programme.
 - Investment policy and strategy, including security and investments approved for use.
 - Non-treasury investments and
 - Training.
81. The Council receives reports on the approach to treasury management at the start of the financial year, at mid-year and at outturn. Audit Committee Terms of Reference set out their responsibility to seek assurances that the Council has complied with the Treasury Management Strategy and Practices by demonstrating effective control of the associated risks and pursuing optimum performance consistent with those risks. The Audit Committee considered a draft of the strategy at its meeting in January 2020.

Budgetary Framework

82. 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.
83. In addition to the virements shown above, the Section 151 Officer will also undertake all necessary technical adjustments to budgets and accounts during the year and reflect any changes to the accounting

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

84. As set out in the Council's Constitution, the Section 151 Officer will also undertake all necessary financial and accounting adjustments required in order to prepare the Council's Statement of Accounts in accordance with the CIPFA Code of Practice on Local Authority Accounting.

Reason for Recommendations

85. To enable Cabinet to recommend to Council approval of:
- The Revenue and Capital Budget and to set the Council Tax for 2020/21
 - The Budget for the Housing Revenue Account
 - The Capital Strategy
 - The Treasury Management Strategy
 - The Prudential Code of Borrowing Indicators for 2020/21 – 2022/23
 - The Capital Programme for 2020/21 and the indicative programme to 2024/25, delegating to the Section 151 Officer authority to bring forward or delay schemes within the programme to match resources where necessary
 - The Minimum Revenue Provision Policy for 2019/20 and 2020/21

Financial Implications

86. Whilst the financial assumptions, basis and implications of the proposed Revenue and Capital Budget Strategy are set out within the detail of this report and appendices, this section provides an opportunity to summarise key aspects and to comment on the robustness of those details as the Council's Section 151 Officer.
87. The Revenue Budget Strategy for 2020/21 has been constructed in the context of a 4.1% increase in WG funding and a proposed 4.5% increase in Council Tax. The funding available through the WG grant is higher than anticipated and this has allowed for targeted investment and an opportunity to address base budget structural issues. It hasn't though avoided the need to make savings and the Council is still seeking to deliver savings across all areas, with the priority continuing to be the need to maximise the delivery of efficiency savings and support transformation of our services for residents and visitors to the City.
88. Fees and Charges proposals have been built into the Revenue Budget Strategy for 2020/21 that reflect all applicable statutory requirements, adequately cover the cost of service provision and can help manage the demand for services.
89. The Medium Term Financial Planning position for the Council remains uncertain, primarily given the absence of WG grant information beyond 2020/21. The report and the MTFP (Annex 1) has set out the challenge clearly and based on a prudent assessment of funding, work will need to

continue on identifying savings and opportunities for transformation beyond the traditional one-year budget cycle. Budget consideration and delivery is not an 'annual event' and for the 2020/21 Budget Strategy, more work has been done in-year to ensure the robustness of savings plans prior to this reporting stage and to begin to deliver savings on an ongoing basis.

90. The position reported last year in respect of purportedly under-declared landfill tax and work with HMRC remains ongoing. The position will be kept under review and a further update included in both the Council's Out-turn Report and the 2019/20 Statement of Accounts.
91. In terms of financial resilience, regular reporting to Members on budgetary and service performance is critical and the 'Financial Resilience Snapshot' provides a key summary analysis. Within this, the level of available reserves is a key strategy consideration and positive action has been taken in-year to increase some areas within earmarked reserves. Taking these opportunities to strengthen resilience are critical given the medium term financial challenges the Council is facing. In addition to earmarked reserves, the Council has maintained its General Contingency budget at the previous years' level and will prudently seek to review future year requirements based on ongoing monitoring of the delivery of savings and directorate expenditure, and once funding (and therefore savings requirements) over the medium term are more certain. The better than anticipated settlement has also meant that the Financial Resilience Mechanism is available to fund one off investment in-year but again this represents an important mitigation for any settlement volatility into the medium term.
92. The Capital Strategy contained within this report set out the current investment plans across council assets and also the funding arrangements that are in place. The Capital Programme at Cardiff continues to grow as new schemes are developed and delivered. Any additional schemes are though subject to robust business cases and are set in the context of overall affordability with regard to our Prudential Indicators. Regular reporting of performance against these indicators for Members confirms that the current and planned programme continues to operate within the limits set. Clearly this position will be kept under constant review, in particular where the later years of the programme are refined as further information becomes available.
93. 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.
94. The budget proposals have been set in response to the feedback from public consultation both in terms of the priorities set and savings that required specific consultation. The impact and link through to wider strategic priorities have also been highlighted and in particular how the

budget is contributing to requirements in respect of the Future Generations Act.

95. Given the continuing challenges facing the Council, 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.
96. In conclusion, as the Council's Section 151 Officer, the following comments are made in respect of the adequacy of the budget proposals in terms of their robustness and affordability:
- I am satisfied that the Budget estimates are based on accurate and robust data modelling.
 - I believe the Revenue Budget Strategy for 2020/21 and the Medium Term Financial Plan set out a prudent and appropriate allocation of resources that balances the delivery of services whilst ensuring the continued financial resilience of the Council.
 - I am satisfied that the Capital Strategy sets out an investment programme that is deliverable, affordable and mitigates risk appropriately.
 - I am satisfied that the Council maintains a minimum level of General Fund balances at £14.255 million and this is appropriate in the context of all other available reserves, the challenges facing the Council in the medium term and the focus on maintaining and strengthening financial resilience.
 - I am satisfied that the level of available earmarked reserves is appropriate after allowing for planned use in 2020/21. The contribution to the Revenue budget gap of £0.750 million is also significantly less than that provided in 2019/20 (£2.750 million).
97. I believe the proposals set out in this report will allow the Cabinet to recommend to Council a Revenue and Capital Strategy that is balanced and robust.

Legal Implications

98. The body of the Budget Report sets out certain legal 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

99. The Local Government Finance Act 1992, as amended, ('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. 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)).
100. 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. 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. 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. 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).
101. The Local Government Act 2003 establishes a system to regulate the capital expenditure and borrowing of authorities. 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 Finance 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). Regard must also be had to the CIPFA Prudential and Treasury Management Code of Practice, as well as WG guidance in respect of Investments and the Minimum Revenue Provision.
102. 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. 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 Bus

103. The body of the report (paragraph 76) notes new capital investment projects proposed as part of the budget. One of the projects proposed, subject to a further report and decision of full Council, is a package of support for Cardiff City Transport Services Limited. Detailed legal advice will be provided on this matter when reported to Full Council for decision.

Civil Enforcement

104. Appendix 11 to the report notes that the income generated from car-parking fees, residents' permits, penalty charge notices and moving traffic offences (MTOs) will be used to fund the associated operational costs including the cost of the enforcement service. Further, that any surplus or deficit will be transferred to a separate account and can only be used for specific purposes in accordance with Section 55 of the Road Traffic Regulations Act 1984 ('1984 Act'). The report anticipates a significant surplus. It is apparent from the statutory provision that there is no requirement of revenue neutrality. That said, it is important to note that in making orders under the Road Traffic Regulation Act 1984 (as regards parking and other matters), the 1984 Act is not a fiscal measure and does not authorise a local authority to use its powers to charge purely in order to raise surplus revenue for other transport purposes. The approach to car-parking fees, residents' permits, penalty charge notices and moving traffic offences must be based on legitimate considerations that can be taken into account in accordance with the provision of the relevant legislation.

Equality Duty

105. The Council has to satisfy its public sector duties under the Equality 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.

106. 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. 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. It is noted that Equality Impact Assessments (which include consideration of views and information obtained through consultation) are background papers to this report. The decision maker must consider and have due regard to the Equality Impact Assessments prior to making the decisions recommended in the report.

The Well-Being of Future Generations (Wales) Act 2015 ('The 2015 Act')

107. The 2015 Act places a 'well-being duty' on public bodies aimed at achieving 7 national well-being goals for Wales - a Wales that is prosperous, resilient, healthier, more equal, has cohesive communities, a vibrant culture and thriving Welsh language, and is globally responsible. In discharging its duties under the Act, the Council has set and published well being objectives designed to maximise its contribution to achieving the national well being goals. The well being objectives are set out in Cardiff's Corporate Plan. When exercising its functions, the Council is required to take all reasonable steps to meet its well being objectives. This means that the decision makers should consider how the proposed decision will contribute towards meeting the well being objectives and must be satisfied that all reasonable steps have been taken to meet those objectives.

108. The well being duty also requires the Council to act in accordance with a 'sustainable development principle'. This principle requires the Council to act in a way 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 account of the impact of their decisions on people living their lives in Wales in the future. In doing so, the Council must:

- Look to the long term

- Focus on prevention by understanding the root causes of problems
- Deliver an integrated approach to achieving the 7 national 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

109. The decision maker must be satisfied that the proposed decision accords with the principles above; and due regard must be given to the Statutory Guidance issued by the Welsh Ministers, which is accessible using the link below: <https://gov.wales/topics/people-and-communities/people/futuregenerations-act/statutory-guidance/?lang=en>

Employee and Trade Union Consultation

110. 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 2020/21. 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 2020/21 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. 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

111. 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. 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). 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

112. 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 the Appendices to the report.

General

113. 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

HR Implications

114. The Final Settlement, although a welcome improved funding position, 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. The budgetary position as outlined in this report represents a necessary response to the identified budget shortfall.
115. Paragraph 33 and 34 of the Report sets out information regarding net decrease of 19.23 FTE Council posts overall made up of the deletion of 54.32 FTEs including the deletion of 11.4 FTE vacant posts, 34.17 FTE where voluntary redundancy or retirement applications have been approved, and 8.75 FTE posts to be determined. This has been offset, somewhat, by the creation of 35.09 FTEs.
116. 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 allowing employees to either refresh their existing skills or develop new skills in order to enhance their opportunities to find another role in the Council or externally.

117. The Trade Unions and employees 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 and employees will continue to be consulted in all the proposals that impact on staff.

Property Implications

118. Property implications where known arising from the delivery of the proposed Capital and Revenue Budget Strategy actions have been set out within the detail of this report.
119. In particular, the proposed Capital Strategy for 2020/21 has set out a 5-year investment programme that aligns with the Council's asset management planning framework and balances the need to maintain the current asset base and deliver new investment opportunities. As well as project delivery, this strategy also notes the property implications with respect to funding availability, including the delivery of the capital receipts target.
120. The Strategic Estates department will continue to work with Service Areas to ensure that any adverse property impact through budgetary decisions is mitigated, but any unforeseen implications will be considered on a case by case basis and reported to Members if appropriate.

Cabinet Consideration.

121. The Cabinet considered this report at the Cabinet meeting held on 20 February 2020 and, having taken account of the comments of the Section 151 Officer in respect of the robustness of the budget and the adequacy of the reserves as required under Section 25 of the Local Government, Act and having considered the responses to the Budget Consultation resolved that:
1. the changes to fees and charges as set out in Appendix 4 (a) and 4 (c) to this report be approved
 2. authority be delegated to the appropriate Director in consultation with the appropriate Cabinet Member, the Section 151 Officer and the Cabinet Member for Finance, Modernisation & Performance, to amend or introduce new fees and charges during the year, subject, if necessary (having regard to the proposed change) to an

Equality Impact Assessment and public consultation being undertaken and the results thereof being duly considered before the delegated authority is exercised.

3. the rents of all Housing Revenue Account dwellings (including hostels and garages) be increased by 2.7% having taking into account WG guidance.
4. all service charges and the management fee for leaseholders as set out in Appendix 4 (b) be approved
5. all Housing Revenue Account rent increases take effect from 6 April 2020.
6. the financial challenges facing the Council as set out in the Medium Term Financial Plan be recognised, and the opportunities for savings over the medium term be noted.
7. in the event that final settlement differs from Provisional Settlement (as set out in paragraph 22 of the report), there will be a proportionate adjustment to or from earmarked reserves, and that the Section 151 Officer be authorised to prepare an addendum to the 2020/21 Budget to reflect the requisite changes.

CABINET PROPOSAL

(a) Recommendations to Council

The Cabinet, having taken account of the comments of the Section 151 Officer in respect of the robustness of the budget and the adequacy of the reserves as required under Section 25 of the Local Government Act 2003, and having considered the responses 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 4.5% as set out in this report and that the Council resolve the following terms.
- 2.0 Note that at its meeting on 19 December 2019 the Cabinet calculated the following amounts for the year 2020/21 in accordance with the regulations made under Section 33(5) of the Local Government Finance Act 1992:-
 - a) 147,277 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 | 2,499 |
| Pentyrch | 3,316 |
| Radyr | 3,841 |
| St. Fagans | 1,592 |
| Old St. Mellons | 2,047 |

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 2020/21 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 £445,570). £1,069,798,570
 - b) Aggregate of the amounts which the Council estimates for items set out in Section 32(3)(a) and (c). £414,317,000
 - 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. £655,481,570
 - 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. £469,047,025
 - e) The amount at 2.1(c) above less the amount at 2.1(d) (net of the amount for discretionary relief of £400,000), 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. £1,268.59
 - f) Aggregate amount of all special items referred to in Section 34(1). £445,570
 - 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. £1,265.57
 - 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 | 1,283.58 |
| Pentyrch | 1,318.34 |
| Radyr | 1,298.44 |
| St. Fagans | 1,284.89 |
| Old St. Mellons | 1,287.83 |
| Tongwynlais | 1,293.62 |

- 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 | 855.72 | 998.34 | 1,140.96 | 1,283.58 | 1,568.82 | 1,854.06 | 2,139.30 | 2,567.16 | 2,995.02 |
| Pentyrch | 878.89 | 1,025.37 | 1,171.86 | 1,318.34 | 1,611.31 | 1,904.27 | 2,197.23 | 2,636.68 | 3,076.13 |
| Radyr | 865.62 | 1,009.90 | 1,154.17 | 1,298.44 | 1,586.98 | 1,875.53 | 2,164.06 | 2,596.88 | 3,029.70 |
| St. Fagans | 856.59 | 999.36 | 1,142.12 | 1,284.89 | 1,570.42 | 1,855.96 | 2,141.48 | 2,569.78 | 2,998.08 |
| Old St. Mellons | 858.55 | 1,001.64 | 1,144.74 | 1,287.83 | 1,574.02 | 1,860.20 | 2,146.38 | 2,575.66 | 3,004.94 |
| Tongwynlais | 862.41 | 1,006.15 | 1,149.88 | 1,293.62 | 1,581.09 | 1,868.57 | 2,156.03 | 2,587.24 | 3,018.45 |
| All other parts of the Council's Area | 843.71 | 984.33 | 1,124.95 | 1,265.57 | 1,546.81 | 1,828.05 | 2,109.28 | 2,531.14 | 2,953.00 |

- 2.2 Note that for the year 2020/21, 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 £ |
|--------|--------|--------|--------|--------|--------|--------|--------|--------|
| 181.81 | 212.11 | 242.41 | 272.72 | 333.32 | 393.92 | 454.53 | 545.43 | 636.34 |

- 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 2020/21 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 | 1,037.53 | 1,210.45 | 1,383.37 | 1,556.30 | 1,902.14 | 2,247.98 | 2,593.83 | 3,112.59 | 3,631.36 |
| Pentyrch | 1,060.70 | 1,237.48 | 1,414.27 | 1,591.06 | 1,944.63 | 2,298.19 | 2,651.76 | 3,182.11 | 3,712.47 |
| Radyr | 1,047.43 | 1,222.01 | 1,396.58 | 1,571.16 | 1,920.30 | 2,269.45 | 2,618.59 | 3,142.31 | 3,666.04 |
| St. Fagans Old St. | 1,038.40 | 1,211.47 | 1,384.53 | 1,557.61 | 1,903.74 | 2,249.88 | 2,596.01 | 3,115.21 | 3,634.42 |
| Mellons | 1,040.36 | 1,213.75 | 1,387.15 | 1,560.55 | 1,907.34 | 2,254.12 | 2,600.91 | 3,121.09 | 3,641.28 |
| Tongwynlais | 1,044.22 | 1,218.26 | 1,392.29 | 1,566.34 | 1,914.41 | 2,262.49 | 2,610.56 | 3,132.67 | 3,654.79 |
| All other parts of the Council's Area | 1,025.52 | 1,196.44 | 1,367.36 | 1,538.29 | 1,880.13 | 2,221.97 | 2,563.81 | 3,076.57 | 3,589.34 |

2.4 Authorise the Corporate Director Resources to make payments under Section 38 of the Local Government (Wales) Act 1994 from the Council Fund by equal instalments on the last working day of each month from April 2020 to March 2021 in respect of the precept levied by the Police and Crime Commissioner for South Wales in the sum of £40,164,662.

2.5 Agree that the Common Seal be affixed to the said Council Tax.

2.6 Agree that the Common Seal be affixed to precepts for Port Health Expenses for the period 1 April 2020 to 31 March 2021 namely

| | |
|--|---------|
| | £ |
| County Council of the City and County of Cardiff | 113,783 |
| Vale of Glamorgan County Borough Council | 12,817 |

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

3.0 In accordance with the Local Government Act 2003, the Local Authority (Capital Finance and Accounting) (Wales) Regulations 2003 and subsequent amendments and the CIPFA Prudential Code and Treasury Management Codes of Practice:

(a) Approve the Capital Strategy 2020/21.

(b) Approve the Treasury Management Strategy 2020/21 and authorise the Section 151 Officer to raise such funds as may be required to finance capital expenditure by temporary or long-term borrowing.

(c) Approve the Prudential Indicators for 2020/21 – 2024/25 including the affordable borrowing limit.

(d) Delegate to the Section 151 Officer the ability to effect movement between the limits for borrowing and long-term liabilities, within the limit for any year, and to bring forward or delay schemes in the Capital Programme.

(e) Approve the Minimum Revenue Provision Policy for 2019/20 and 2020/21

4.0 To approve the Budgetary Framework outlined in this report.

5.0 To maintain the current Council Tax Reduction Scheme as set out in this report.

THE CABINET 20 February 2020

The following Annexes are attached:

| | |
|---------|--|
| Annex 1 | Medium Term Financial Plan |
| Annex 2 | Housing Revenue Account 2020/21 Budget and MTFP |
| Annex 3 | Capital Strategy 2020/21 (including Capital Programme) |
| Annex 4 | Treasury Management Strategy |

The following Appendices are attached:

| | |
|-------------|---|
| Appendix 1 | Support for Strategic Priorities and Future Generations |
| Appendix 2 | List of Specific Grants from Welsh Government (All Wales) |
| Appendix 3 | Policy Growth Areas |
| Appendix 4 | Summary of Fees and Charges (a) General Fund (b) Housing Revenue Account (c) Fees and Charges Appendix 4 (c) 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. |
| Appendix 5 | Use of Financial Resilience Mechanism |
| Appendix 6 | (a) Changes for Cardiff Consultation (b) School Budget Forum Letter on 2020/21 Budget Proposals and Response (c) Scrutiny Committee Letters on 2020/21 Budget Proposals and Responses |
| Appendix 7 | Directorate Revenue Budgets |
| Appendix 8 | Cabinet Portfolio Revenue Budgets |
| Appendix 9 | (a) Financial Resilience Snapshot (b) Financial Risk and Mitigations |
| Appendix 10 | Earmarked Reserves |
| Appendix 11 | Civil Parking and Enforcement Account |
| Appendix 12 | Cardiff Harbour Authority |
| Appendix 13 | Guide to Prudential Indicators |

The following background papers have been taken into account

- Budget Strategy Report & The Medium Term (July 2019)
- 2020/21 Budget Proposals - for Consultation (December 2019)
- The WG Provisional Local Government Settlement (December 2019)
- Equality Impact Assessment of Cardiff Council's 2020/21 Budget Proposals
- Details of Fees and Charges
- Revised Annual Minimum Revenue Provision (MRP) Policy For Repayment of Capital Expenditure (Appendix 2, Audit Committee Report, January 2020)

Cardiff Council

Medium Term Financial Plan

2021/22 – 2024/25



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Section 1. Introduction

1.1 Aims and Purpose of MTFP

The Medium Term Financial Plan (MTFP) forecasts the Council's future financial position. Preparation of an MTFP is good financial practice. In particular:

- It helps ensure that the Council understands, and can prepare for, the challenges in setting a balanced budget.
- It encourages discussion about the allocation of resources, helping to ensure they are directed towards delivering core responsibilities and policy objectives.
- It is an important part of understanding the Council's financial resilience, helping to protect the Council's long term financial health and viability.

1.2 Governance

The MTFP process is an integrated part of the Council's financial planning framework. It closely aligns with other key aspects of the financial planning process, including the Council's Capital Strategy.

Development of the MTFP is an iterative process. Regular review is required to ensure it reflects most recent information and captures emerging issues. Elected Members and Senior Management are engaged in the process through a series of regular briefings, to scope, inform and scrutinise the plan.

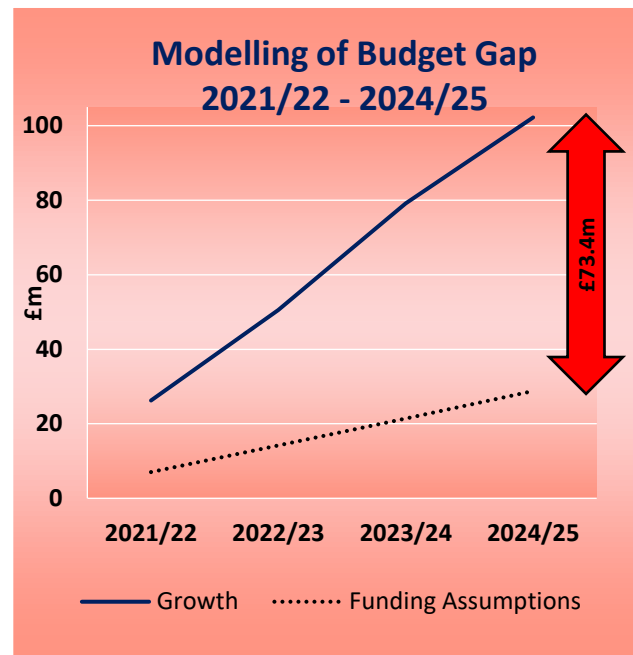
The transition from high-level planning principles, to detailed budgets that align with the Council's priorities, is shaped by Elected Members with support and advice from senior management. As proposals develop, engagement is extended to a wider range of partners including citizens, Scrutiny, staff, School Budget Forum and Trade

Unions. Consultation feedback is considered as part of the finalisation of annual budget proposals.

The MTFP is formally reported as part of the Council's Budget Report each February, and Budget Strategy Report each July.

1.3 MTFP Overview

In light of the positive 2020/21 Local Government Financial Settlement, the updated MTFP reflects more optimistic funding assumptions than previously used. However, this position is uncertain and will need to be kept under close review. Even with a more positive funding outlook, the MTFP still estimates a budget gap of £73 million over the period 2021/22 – 2024/25.



"Budget Gap" is the term used to describe the difference between the funding the Council expects to receive, and the estimated cost of continuing to deliver services at the current level. Put simply, the budget gap is a result of funding failing to keep pace with demand, inflation and other financial pressures.

Section 2. Key Considerations

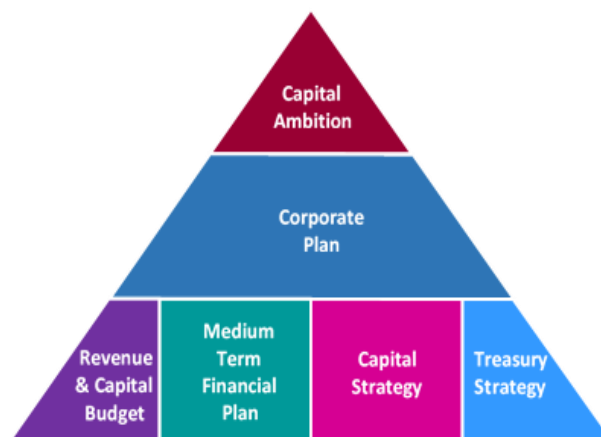
2.1 Council Priorities

The policy programme, Capital Ambition, sets out the Administration’s priorities and principles for change. The Corporate Plan, “Delivering Capital Ambition”, sets out how the Administration’s priorities will be achieved. Key priorities and objectives are summarised below.



The Corporate Plan is consistent with wider local and national goals that support long-term sustainability. It is aligned with the Cardiff Well-being Plan, which contains the shared well-being objectives of Cardiff Public Services Board. These complement Wales’ National Well-being Goals, which focus on creating a more sustainable Wales.

The Council’s financial strategy documents, including the Budget, MTFP, Capital and Treasury Strategies, are framed by the above priorities and objectives.



This ensures that resources are spent in line with priorities and that financial strategy supports long-term sustainability, in line with the Council’s duties under the Well-being of Future Generations (Wales) Act 2015.

Implications for Financial Planning

The MTFP needs to reflect the revenue funding requirements of Capital Ambition, including where applicable, the financing requirements of the capital investment needed to deliver the Administration’s priorities.

In addressing the medium term budget gap, savings will be required. There will be a need to continue to ensure that scarce resources are allocated in a way that maximises priorities.

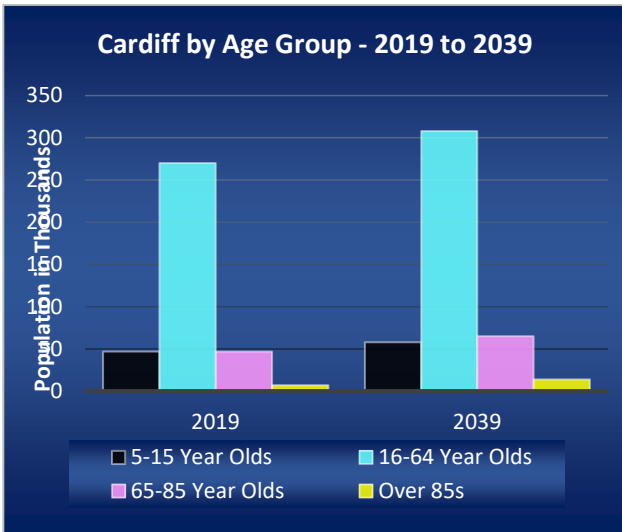
2.2 City Demographics

This section sets out the demographic profile of the city and its implications for financial planning.

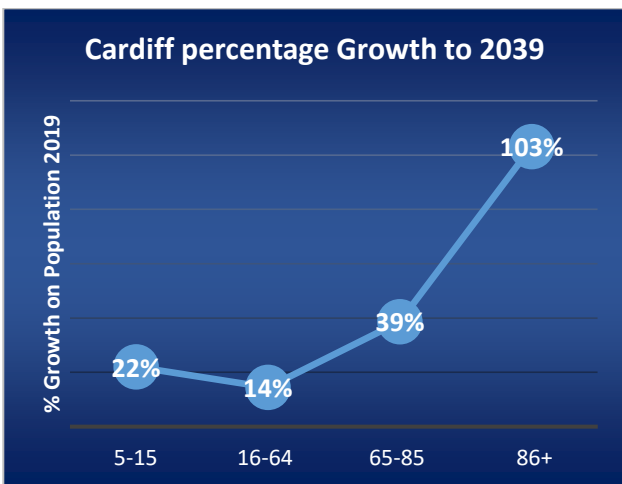
Population

As of 2018, Cardiff had a population of 364,000. Between 2008 and 2018, its population grew by 9.5%. This trend is set to continue with projected growth of 20% between 2019 and 2039. This will mean an extra 74,000 people living in the city by 2039.

Section 2. Key Considerations



Whilst growth is expected in all age groups, it is steeper within the under-18 and the over-65 age brackets. By 2039, the over-85 population is expected to double from its 2019 level.



Implications for Financial Planning

A growing city places greater demand on Council services, including housing, education, environment and social care.

Steeper growth in the under-18 and over-65 age brackets will mean continued demand on social services and education.

Education

In a city with a rapidly growing population, there will be increased demand for schools. With the existing system running at near full capacity,

investment will be required to build new schools and to refurbish and improve existing accommodation.

This investment is being taken forward as part of the 21st Century Schools Band B Programme, along with programmed asset renewal works. New schools will also be developed in connection with the Local Development Plan (LDP).

Implications for Financial Planning

The cost of financing works and future operating costs will need to be reflected within forecast financial pressures.

Housing

Cardiff's LDP is a 20 year Plan from 2006 - 2026. It set a target for 41,000 additional homes by 2026. The Council also has an ambitious Housing Strategy to build affordable, high quality, energy sustainable homes.

Implications for Financial Planning

The financing costs of the Council's house building programme are captured in the Housing Revenue Account (HRA) business plan (as the HRA is a ring-fenced account.) From a general fund perspective, planned growth in housing will mean that new communities will exist. These will need the support of Council services, such as waste collection and schools. Demand for these services will require careful modelling, including the extent to which costs may be offset by additional Council Tax from more dwellings. There is a need to gauge how demand for services in new communities, including school places, might affect demand in other parts of the city.

Employment

The city economy is growing and jobs and businesses are being created. However, there are large disparities in unemployment levels across the city and there is in-work poverty.

Section 2. Key Considerations

Just over a fifth of people in employment earned less than the Real Living Wage (RLW). The RLW is an independently calculated hourly rate of pay, set to cover the basic cost of living. It is paid voluntarily by more than 4,700 UK business and organisations. Cardiff Council is a RLW employer and an advocate of the RLW in the city.

Implications for Financial Planning

Financial forecasts will need to consider future Real Living Wage rates, both as an employer and procurer of services within the city.

Deprivation

The 2018/19 National Survey for Wales indicates that 16% of people aged 16 or over in Cardiff live in households in material deprivation, which is slightly above the Welsh average of 14%. However, there is significant disparity across the city in terms of deprivation. The Wellbeing Plan notes that if the Southern Arc of Cardiff were a local authority in its own right, it would be by far the most deprived in Wales

Implications for Financial Planning

Policies to tackle poverty will need consideration in financial planning. These include the capital financing implications of the provision of affordable housing (HRA), making Cardiff a Living Wage City, together with a continued focus on education. Pressures on the homelessness service will be kept under review in terms of potential cost pressures.

2.2 Economic and Financial Outlook

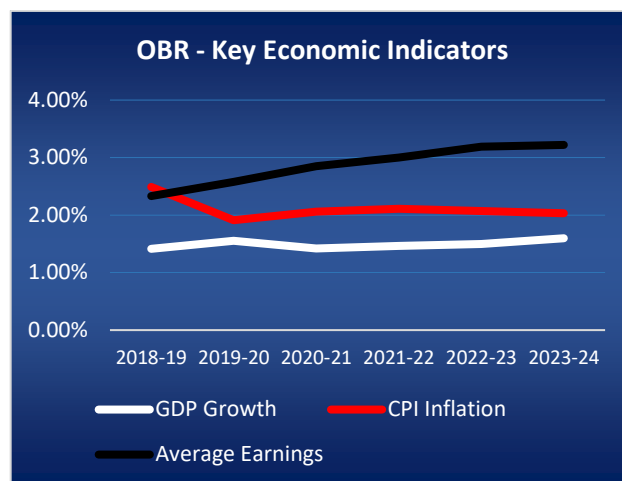
Local financial planning is linked to the wider economic and financial context.

UK Context

The Office for Budget Responsibility (OBR) produce medium term forecasts for key economic

indicators. Latest published forecasts (March 2019) predicted that:

- Gross Domestic Product (GDP) will grow steadily between 1.4% - 1.6% per annum
- Inflation (CPI) is forecast to remain fairly steady at about 2.0% per annum between 2020 and 2023
- A steady increase in Average Earnings.



At December 2019, inflation (CPI) stood at 1.5% compared to 2.3% as at November 2018. Wages are anticipated to rise faster than prices.

Implications for Financial Planning

In theory, relatively stable forecasts of inflation between 2020/21 and 2023/24 should provide a degree of planning certainty.

General wage growth and the easing of restraints on Public Sector pay awards will mean additional financial pressure for the Council, both terms of its own workforce, and external spend, as suppliers pass on costs.

The economic implications of Britain leaving the EU are still an unknown in these forecasts.

Britain leaving the European Union

Despite Britain leaving the EU on 31st January 2020, there is uncertainty regarding the impact on the economy and public finances due to the lack of clarity regarding the future relationship with the EU and any other future trade deals.

Section 2. Key Considerations

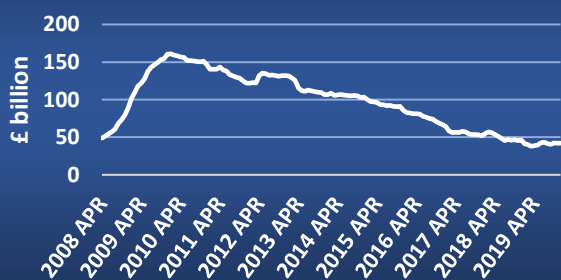
Implications for Financial Planning

The Council continues to consider potential implications and necessary actions, however at this stage it is not deemed appropriate to allocate additional resources to the issue.

Public Sector Net Borrowing

The level of Public Sector Net Borrowing (PSNB) influences UK public spending policy. Austerity has been a result of a targeted reduction in PSNB. Public Sector net borrowing (PSNB) as of December 2019 is 80.8% of Gross Domestic Product (GDP), 0.9% of GDP lower than a year earlier, although in absolute terms there was a slight increase in the first nine months of 2019/20.

Public Sector Net Borrowing: Rolling 12-month Total



Implications for Financial Planning

The position is uncertain, in terms of both the future economy, and its implications for spending on public services.

There will be a UK Budget on 11th March 2020. This will provide further clarity to the fiscal policy of the newly elected UK Government and its potential implications for the Welsh Block Grant.

Welsh Context

Due to uncertainty at the UK level, the WG Budget covers one year only which means the Council has no indicative funding figures beyond 2020.

Estimating funding is extremely difficult; national economic uncertainty may affect public spending generally, and funding distribution decisions must

be made by both Westminster and Welsh Government before funding reaches individual Welsh Authorities.

Wales Fiscal Analysis (WFA) is a research body within Cardiff University's Governance Centre. It undertakes independent research into the public finances, tax and expenditure of Wales. WFA have modelled potential future levels of the Welsh Block Grant based on Conservative manifesto pledges. This modelling suggests that if the WG continued to allocate 2.7% real term annual increases to the NHS, the rest of the Public Sector may see a small increase (or remain flat) in real terms. The Council's assumptions on what this could mean for AEF are set out in the next section.

This modelling is set in the context of significant uncertainty and will need to be reviewed following the UK Budget in March 2020.

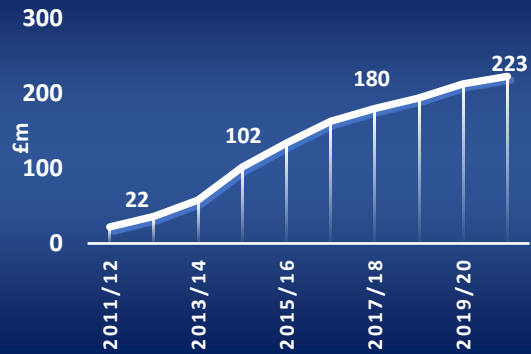
A number of taxes are devolved to WG control including landfill disposal tax, Non-Domestic Rates (NDR), land transaction tax and Welsh Income Tax. Whilst WG has the power to vary taxes, the current administration have pledged not to change income tax rates prior to the 2021 election.

2.2 Council Financial Context

Historic Context

Over the past 10 years, the Council has identified almost £225 million in savings and lost over 1,600 full time equivalent posts in services other than schools.

CUMULATIVE SAVINGS OVER 10 YEARS



Section 2. Key Considerations

The sharp increase in savings from 2014/15 onwards coincides with a marked deterioration in general grant allocations.

Whilst Cardiff has not seen a *cash* reduction in AEF since 2015/16, until 2020/21 there were annual real term reductions. AEF has not kept pace with the level of inflationary and demand pressure that the Council has experienced.

Implications for Financial Planning

This context makes it more challenging to continue to deliver material levels of savings over the medium term. The Council's financial resilience will continue to be kept under close review.

Impact on the Council's Budget

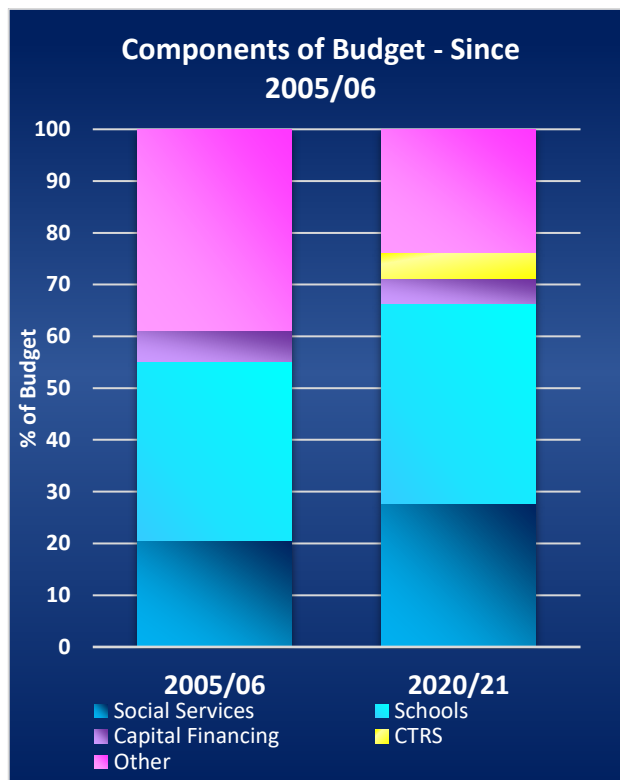
The extended period of financial challenge has had a significant impact on the *shape* of the Council's budget. Some directorate budgets have contracted significantly and others have grown.

Demand and price pressure has been acute in the areas of Social Services and Schools. Over the period 2016/17 – 2020/21, budgets in these areas have increased by £83 million.

| Year | Schools £m | Social Services £m | Total £m |
|--------------|---------------|--------------------------|-------------|
| 2016/17 | 11.2 | 4.1 | 15.3 |
| 2017/18 | 7.2 | 9.2 | 16.4 |
| 2018/19 | 7.4 | 8.4 | 15.8 |
| 2019/20 | 10.4 | 4.1 | 14.5 |
| 2020/21* | 10.4 | 10.6 | 21.0 |
| TOTAL | 46.6 | 36.4 | 83.0 |

*proposed

Until 2020/21, with no real term AEF increases to help meet this demand, it was primarily financed from savings in other directorates, causing those budgets to contract significantly over time.



The “Other Services” budget includes all Council services with the exception of Schools and Social Services. For example, it includes highway maintenance, waste collection, parks and homelessness. It contains areas of statutory duty.

Implications for Financial Planning

The City Demographics section showed that pressure on Schools and Social Services is unlikely to ease over the medium term.

In the past, meeting this pressure has been primarily from savings in other directorates. It will be increasingly untenable for this to be the case over the medium term.

As outlined in the next section, the 2020/21 Local Government Settlement is the most positive for a number of years.

The 2020/21 Budget has been recognised as an opportunity to consolidate financial resilience, following the extended period of challenge outlined above, and moving into the ongoing challenge forecast in the next section.

Section 3. Medium Term Financial Plan

3.1 Forecast Financial Position

The Council's forecast financial pressures, funding and resultant £73 million budget gap are set out below.

| | 2021/22 £000 | 2022/23 £000 | 2023/24 £000 | 2024/25 £000 |
|--|------------------|------------------|------------------|------------------|
| Base Budget Brought Forward | 656,186 | 663,222 | 670,363 | 677,611 |
| Schools | | | | |
| Pay Costs | 6,366 | 6,178 | 6,237 | 6,264 |
| Price Inflation | 75 | 75 | 75 | 75 |
| Pupil Numbers (Primary and Secondary) | 1,789 | 1,208 | 1,071 | 713 |
| Special School Places / Resource Bases | 928 | 756 | 929 | 919 |
| Complex Needs Enhancement | 750 | 750 | 750 | 750 |
| Local Development Plan – Starter Schools | 716 | 797 | 859 | 590 |
| Contribution to Band B & Asset Renewal | (1,090) | (1,090) | (1,090) | (1,090) |
| Total Schools Pressures | 9,534 | 8,674 | 8,831 | 8,221 |
| Social Services | | | | |
| Pay Costs | 950 | 969 | 990 | 1,009 |
| Price Inflation | 2,561 | 2,123 | 2,224 | 2,326 |
| Commitments | 464 | (132) | (53) | 0 |
| Demographic - Adult Social Services | 1,405 | 1,427 | 1,449 | 1,471 |
| Demographic - Children's Social Services | 2,175 | 2,175 | 2,175 | 2,175 |
| Total Social Services Pressures | 7,555 | 6,562 | 6,785 | 6,981 |
| Other Services | | | | |
| Pay Costs | 2,270 | 2,279 | 2,343 | 2,384 |
| Price Inflation | 730 | 480 | 480 | 730 |
| Commitments | 1,338 | 1,486 | 538 | 788 |
| Demographic Growth | 100 | 100 | 100 | 100 |
| Total Other Services Pressures | 4,438 | 4,345 | 3,461 | 4,002 |
| Capital Financing | 1,717 | 1,660 | 6,603 | 842 |
| Emerging Financial Pressures | 3,000 | 3,000 | 3,000 | 3,000 |
| Resources Required | 682,430 | 687,463 | 699,043 | 700,657 |
| Resources Available: | | | | |
| Aggregate External Finance | (476,083) | (483,224) | (490,472) | (497,829) |
| Council Tax before any future increases | (186,389) | (186,389) | (186,389) | (186,389) |
| Earmarked Reserves | (750) | (750) | (750) | (750) |
| Total Resources Available | (663,222) | (670,363) | (677,611) | (684,968) |
| BUDGET REDUCTION REQUIREMENT | 19,208 | 17,100 | 21,432 | 15,689 |

Section 3. Medium Term Financial Plan

3.2 Pressures Key Assumptions

Employee Costs

Pay Awards

There are no agreed pay awards for the period covered by the MTFP. The plan contains the following assumptions:

- Teachers' Pay Award - 2.5% per annum
- NJC Pay Award - 2% per annum

The plan allows for increases slightly higher than 2% per annum for NJC staff on spinal points affected by the voluntary living wage.

National Insurance

No significant changes to National Insurance rates or thresholds are anticipated. This position will be kept under review.

Employer's Superannuation Contributions

Actuarial review of the Local Government Pension Scheme took place during 2019/20. Resultant changes in Employers' contributions are reflected in the 2020/21 budget. The results of the next actuarial review could affect the final year of the MTFP, however at this stage, it is reasonable to assume no further change in contribution rate.

The Teachers' Pension Scheme (TPS) is an unfunded public service pension scheme. Employers' contributions to the scheme increased significantly in September 2019 due to an actuarial review and change in the discount rate used to set scheme contributions. At present, the MTFP reflects no further changes, but this position will need to be kept under close review. The Sept 2019 changes resulted in additional annual costs of over £7m for Cardiff Council.

Incremental Pay Progression

Forecast pay pressures include an allowance for teachers' pay progression. Estimates are reduced year on year, in recognition that over time, budgets should be sufficient to cover the top of each pay grade. No pressures are anticipated in

respect of pay progression for non-teaching staff for this reason.

Apprenticeship Levy

Forecast pay pressures allow for the Council's Apprenticeship Levy to increase in line with general pay uplifts. The Apprenticeship Levy is a Government levy payable by larger employers at 0.5% of annual pay bill.

Redundancy Costs

In times of financial challenge, savings requirements mean that redundancy costs are an important consideration in financial planning. The Council has a base budget and earmarked reserve set aside to meet these costs. Financial forecasts include potential redundancy costs over and above existing provision.

Price Inflation

The Council's budgetary policy is that directorates manage price inflation within existing resources, except in exceptional circumstances. These may relate to the scale of the increase, or the quantum of the budget to which the increase applies.

Areas deemed exceptional and included as forecast price pressures include out of county placement costs, NDR, Social Services commissioned care costs and energy.

Where appropriate, forecast increases are in line with the OBR's estimate for CPI as outlined in the table below. However, consideration is also given to other key cost drivers in the services being commissioned, including for example wages.

| 2020/21 | 2021/22 | 2022/23 | 2023/24 |
|---------|---------|---------|---------|
| 2.00% | 2.10% | 2.10% | 2.00% |

Commitments

Forecast financial commitments include capital-financing costs, increases to levies the Council is committed to paying and the future implications

Section 3. Medium Term Financial Plan

of previous Cabinet or Council decisions. Further detail on each area is set out below.

Capital Financing Costs

Forecast capital-financing costs reflect the 2020/21 – 2024/25 Capital Programme and the cost of commitments made in previous years. They reflect the following key assumptions:

- No new commitments funded by additional borrowing unless on an invest to save basis
- The timing and delivery of expenditure will be as profiled in the capital programme
- The assumed interest rate for new borrowing is 3.5%
- Capital receipt targets will be met
- The timing and method of managing borrowing repayments will be as set out in the Treasury Management Strategy
- There will be one pool of debt for the General Fund and HRA. This will be a subject of review during 2020/21.

Levies

Forecast financial commitments include estimated increases to levies and contributions. The most significant of these is the South Wales Fire Services (SWFS), with a current Council contribution level of over £17 million.

The budget for the SWFS is levied across constituent local authorities on a population basis. Estimates allow for the Council's future levy to increase both as a result of population increases and due to potential increases to the SWFS' overall budget.

Other Commitments

These include:

- Additional base budget funding for the Council's Corporate Apprentice Scheme in 2022/23, which is when remaining reserve funding will be almost fully depleted.
- Revenue funding associated with the procurement of a new refuse vehicle fleet.

- Funding for homelessness to reduce reliance on the earmarked reserve.
- The operating costs of a Household Waste Recycling consistent with the timescales in the capital programme.
- The potential for market supplement arrangements for Children's Social Workers to be extended beyond 2020/21.

Climate Emergency

In March 2019, the Council declared a climate emergency. The Council is investing in a number of initiatives to decarbonise the city with many of these reflected in the Capital Programme including LED lighting, energy efficiency housing, electric vehicles and charging points. The capital financing of schemes within the programme is reflected in the MTFP. Any further investment will need to be considered as part of the refresh of the MTFP.

Demographic Pressures

As outlined in the section on City Demographics, population growth is expected to continue, with faster growth in the under-18 and over 65 age brackets.

The key areas of forecast demographic growth, and the associated financial impact over the period 2021/22 – 2024/25 are summarised below:

| Demographic Increases | £m |
|----------------------------------|-------------|
| Adults Social Services | 5.8 |
| Children's Social Services | 8.7 |
| Pupil Numbers | 6.4 |
| Additional Needs of Pupils | 4.9 |
| Local Development Plan - Schools | 2.9 |
| Other | 0.4 |
| TOTAL | 29.1 |

Adults Social Services

Estimated growth in Adult Social Services takes into account, projected growth in relevant areas of

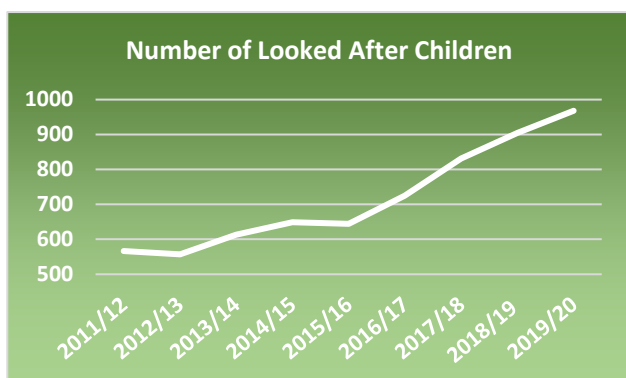
Section 3. Medium Term Financial Plan

the population. It estimates the impact on commissioning budgets if demand (as a percentage of the overall population) were to remain consistent.

In practice, directorates have preventative strategies and early intervention work in place that should help manage this demand over the medium term, and this will be reflected as part of the Council's strategy to address the budget gap.

Children's Social Services

Estimated growth in Children's Services is more difficult to predict. The number and complexity of care packages for looked after children can vary significantly year on year. The graph below sets out annual increases in looked after children since 2011/12.



Financial forecasts currently include £2.2 million per annum to reflect potential growth in Children's Services. This assumes some flattening of the recent trend line as preventative measures currently being implemented by the directorate take effect.

Pupil Numbers & Associated Learning Needs

Pupil number projections reflect the existing pupil population moving up a year group each year. They are adjusted to take account of historic retention rates. New pupils starting nursery each year are modelled using published birth rate data.

Up until September 2023, projections show a continued reduction in primary pupil numbers and

an increase in secondary pupils. Following this, the recent fall off in primary numbers begins to feed through into secondary schools.

Costs associated with the Associated Learning Needs (ALN) of pupils are more difficult to model. As well as estimating future predicted demand, there is also a need to consider complexity of need as different types of support have different costs. ALN forecasts are based on estimates by the Education directorate and take into account historic and projected pupil population information. They will be regularly reviewed to take account of most recent information.

Future operating cost of schools in LDP areas are difficult to predict and subject to change. At present, forecast figures assume that schools will begin to open in LDP areas from September 2021. Each new school may take a different form, with some being starter schools, which refer to schools that begin with reception and year one groups only and then grow year on year, and others offering places in all year groups from the outset. Assumptions are high level and will need refinement as development within the city progresses and demand for school places becomes clearer. There will also be a need to gauge whether the take up of school places in LDP areas affects demand in other areas of the city.

Emerging Financial Pressures

Forecast financial pressures include £3 million per annum to address emerging financial pressures, which equates to approximately 0.5% of the Council's net budget. This reflects the fact that it is impossible to foresee all issues and that in reality, additional burdens may arise over the next five years, through changes such as new legislation, unforeseen demand, policy change, and specific grant fall out.

The inclusion of a figure against emerging issues provides a margin of headroom within the

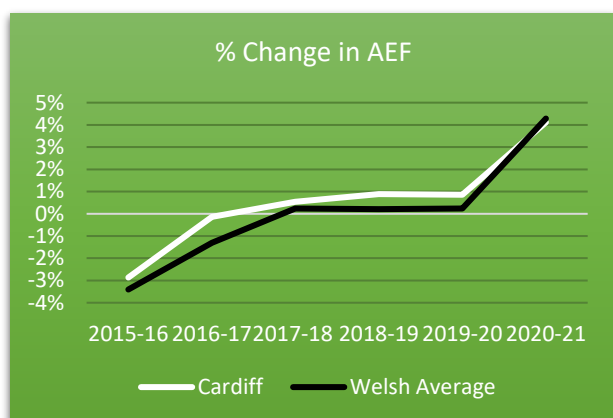
Section 3. Medium Term Financial Plan

medium term strategy, avoiding the need to identify additional savings proposals at short notice. Sums included for emerging pressures are kept under regular review and would be removed from plans in the event they are no longer considered necessary.

3.3 Funding Key Assumptions

Aggregate External Finance (AEF)

The 2020/21 Local Government Finance Settlement was for one year only. The settlement was significantly more positive than for many years with a real term increase in funding for Local Government. At +4.1% Cardiff's increase was slightly below the Welsh average of +4.3%. The chart below models recent settlements (in cash terms).



Whilst settlements in recent years have seen marginal increases in cash terms, often the benefit was eroded by the inclusion of new responsibilities within the overall funding envelope. This means at least part of the additional cash, came with additional responsibilities.

In this context of the 2020/21 settlement, it would seem overly prudent to plan for negative settlements in the MTFP, as has previously been the case. On the other hand, it would not be appropriate to assume that future settlement will be as positive as 2020/21. The Ministerial letter accompanying the settlement even warned that

the positive 2020/21 position “does not mean that austerity is over.”

The section on key considerations noted that WFA modelling of the impact of Conservative manifesto pledges on the Welsh Block Grant suggested that if the NHS continued to receive real term increases in line with previous years, the rest of the public sector may remain flat in real terms.

Weighing up the considerations above, and in the absence of any indicative funding figures, the MTFP assumes annual AEF increases of 1.5%.

This is more optimistic than previous iterations of the Medium Term Financial Plan but does not assume increases at the level of 2020/21. It is more prudent than a real term cash flat position, not least because, there is the potential for Cardiff's settlement to be below average. This is a result of a reset of population figures within the formula, and was the reason for Cardiff's below average settlement in 2020/21.

If indicative funding is worse than these planning assumptions, there may be a need to identify significant additional savings at short notice. This could pose a material risk to the Council's financial resilience, as the achievability risk associated with such savings is likely to be high.

In order to address this risk, the Council has a £3.8 million base budget called a Financial Resilience Mechanism (FRM.) It is used to invest in priority areas, but that investment must be one-off and decided afresh each year. This means that the budget is used proactively, but could be deleted without affecting day-to-day services if required.

Reserves

In the interests of financial resilience, reserves should not be heavily relied upon to fund the budget. This is because:

- Reserves are cash sums and their use to fund the budget creates a gap in the finances of the following year.

Section 3. Medium Term Financial Plan

- Earmarked reserves are set aside for a particular purpose.
- Reserves are an important part of financial resilience, providing a cash buffer.
- Cash in reserves is not idle; it generates investment income in line with the Treasury Management Strategy and avoids the need for short-term borrowing.
- The level of reserves held by Cardiff Council may be considered to be just at an adequate level for an Authority of this size. As a percentage of gross revenue expenditure, Cardiff has one of the lowest levels of reserves compared to other Welsh Authorities.

Funding forecasts assume that £0.75 million will be used from reserves to support the budget each year between 2021/22 and 2024/25. Together with the 2020/21 sum of £0.75 million, this means a total of £3.75 million will be used from reserves to support the budget over five years.

The Council has a Strategic Budget Reserve to support the medium term and any opportunities to increase that reserve at year-end will be taken. In addition, there is an annual review of reserves, and amounts will be released where they are no longer required for the purpose originally intended.

The proposed use of reserves is considered to strike an appropriate balance between the points set out at the start of this section, with the need to support services in times of financial pressure. These assumptions will be kept under review.

Grant Funding

Specific grants must be used for a particular purpose, which is defined by the grant provider. The funding may only be used for that purpose, and the Council is audited to ensure compliance. The Council receives a significant amount of specific grant funding, notably from WG.

Over an extended period, Welsh Local Government have pressed WG for “funding

flexibility.” This means that wherever possible, funding should be directed through AEF. As well as providing more flexibility for Local Authorities, this would also reduce administrative burdens.

There has been a tendency in recent years, for WG to direct additional funding for Local Government through specific grants. Examples of this have included Teachers’ Pay and support for Social Services pressures. These grants support day-to-day operational pressures, as opposed to WG policy initiatives.

From a financial planning perspective, there is a risk that specific grants may reduce in cash or real terms, or be discontinued altogether. This risk increases where grants are supporting core activity. Whilst still a challenge where grants support specific initiatives, there is at least an opportunity to review whether those initiatives should continue.

The Council has a budget of £250,000 to deal with in-year specific grant funding issues. In addition, the MTFP reflects anticipated reductions to specific grant streams, where failure to do so could ultimately result in a larger cost, such as a fine. Beyond this, the MTFP is based on the assumption that any future specific grant reductions would be dealt with by:-

- Reviewing the grant funded activity
- Providing transitional funding through the FRM, (if it is still available)
- Providing funding through the sum included within the MTFP to meet emerging financial pressures.

Section 4. Addressing the Gap

4.1 Budget Gap

The estimated budget gap for the period 2021/22 – 2024/25 is set out below:

| 2021/22 £m | 2022/23 £m | 2023/24 £m | 2024/25 £m | Total £m |
|---------------|---------------|---------------|---------------|-------------|
| 19.2 | 17.1 | 21.4 | 15.7 | 73.4 |

This will need to be addressed through a combination of savings, income generation and Council Tax increases.

4.2 Council Tax

Council Tax accounts for 28% of the Council's general funding. This means that in order to generate a 1% increase in overall funding, Council Tax would have to increase by almost 4%. This is called the gearing of the tax. The Council has little control over the majority of its funding, which is through Welsh Government Grant.

Technical variables that must be considered when setting the Council Tax include:

- The Council Tax Base of the Authority
- Council Tax Support Budgets
- The level of the Council Tax

Council Tax Base

The Council Tax Base is the number of Band D equivalent properties in the city. In simple terms, it reflects the number and type of dwellings in the city, and takes into account if they may be eligible for Council Tax discounts or exemptions. Local Authorities use the Council Tax Base to calculate how much Council Tax they expect to generate.

Whilst other factors affect the Council Tax Base, broadly speaking, property development in an area usually means that the Council Tax Base will increase, generating more Council Tax income. Whilst there is the potential for the Council Tax Base to increase over the medium term given anticipated development in the city, budget strategy is not to pre-empt these increases within

MTFP. This is because an increase in Council Tax Base often results in a reduction in AEF.

Council Tax Support Budgets

The Council pays Council Tax support to eligible recipients under the Council Tax Reduction Scheme (CTRS). The current annual budget is over £30 million.

The CTRS Budget must be considered when projecting future Council Tax income. If eligibility for Council Tax Support remains consistent; an increase in the rate of the Council Tax will place additional pressure on the CTRS Budget. This is because support must be paid at the new, higher rate. Figures quoted in the next section are net, in that they take into account the associated impact on the CTRS Budget.

The level of the Council Tax

In addressing the budget gap, it is assumed that Council Tax will increase by 4.0% per annum. An annual 4.0% increase would contribute the following amounts to addressing the budget gap:

| 2021/22 £m | 2022/23 £m | 2023/24 £m | 2024/25 £m | Total £m |
|---------------|---------------|---------------|---------------|-------------|
| 6.1 | 6.3 | 6.6 | 6.9 | 26.0 |

The assumption of annual 4.0% increases is not fixed, and will be kept under review over the medium term.

4.3 Savings Requirement

The residual budget gap to be met from savings after taking into account assumed Council Tax increases is:

| 2021/22 £m | 2022/23 £m | 2023/24 £m | 2024/25 £m | Total £m |
|---------------|---------------|---------------|---------------|-------------|
| 13.1 | 10.8 | 14.8 | 8.8 | 47.4 |

In addressing this gap there will be a need to:

Section 4. Addressing the Gap

- Capture the full financial benefit of the significant amount of early intervention and preventative work ongoing across the Authority, in order to manage the pattern of future demand for Council services.
- Consider the level at which it is affordable to continue to subsidise services of a more discretionary nature.
- Continue to maximise income streams and explore the potential for new income streams, particularly where services are not universal.
- Continue to target efficiencies, including baseline efficiencies for *all* services including schools.
- Continue to undertake service reviews and to identify cross-directorate savings in areas such as corporate landlord functions and transport.
- Identify opportunities to work across directorates and in partnership with other organisations.
- Target productivity savings to ensure that optimum value for money is achieved within scarce resources, including making best use of digital technology.
- Consider how targeted capital investment may deliver revenue savings.

Report which will be considered by Cabinet in July 2020.

In developing detailed savings proposals for the medium term, there will be a need to work across directorate boundaries to review all elements of expenditure that the Council is able to influence. This will include working with delegated schools to identify efficiency opportunities in relation to the £254 million Schools' budget.

Further work on developing a fully defined set of proposals for these years and for 2021/22 in particular will take place over the spring in order to inform the 2021/22 Budget Strategy

Section 5. Risk and Uncertainty

4.1 Sensitivity Analysis

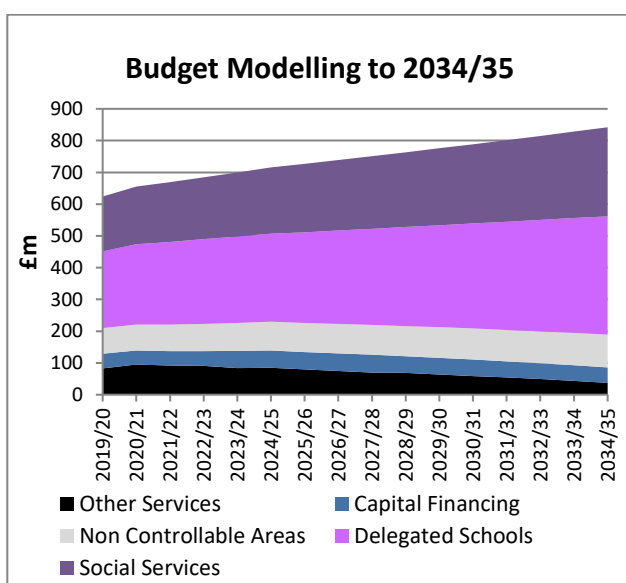
Current MTFP assumptions are based on best available information. However, there is always a risk of change. The table below sets out areas of sensitivity and their potential annual impact.

| Assumption | £m |
|------------------------------------|------------|
| AEF 1% worse than anticipated | 4.7 |
| Teachers Pay Award 1% higher | 1.4 |
| NJC Award 1% higher | 2.3 |
| CPI 1% higher (on permitted heads) | 1.4 |
| Total Annual Impact | 9.8 |

If **all** these variables changed unfavourably, they could have a £9.8m adverse impact in any individual year. The cumulative impact across the MTFP would be £39 million. It is unlikely that **all** variables would shift unfavourably, but the scale of the impact if they did highlights the importance of regularly reviewing assumptions.

4.3 Longer Term Outlook

This graph models a potential long-term outlook for the Council’s budget. It is difficult to model beyond the MTFP due to unknown factors, but the chart is an indication of how things may look in future if historic trends are extrapolated.



The graph shows the continued contraction of “Other Services” over the medium term albeit not as quickly as in previous iterations of the MTFP due to more favourable funding assumptions. As this contains areas of statutory duty, the strategy to address the gap will need to reshape this profile as far as possible.

4.4 Key Risks

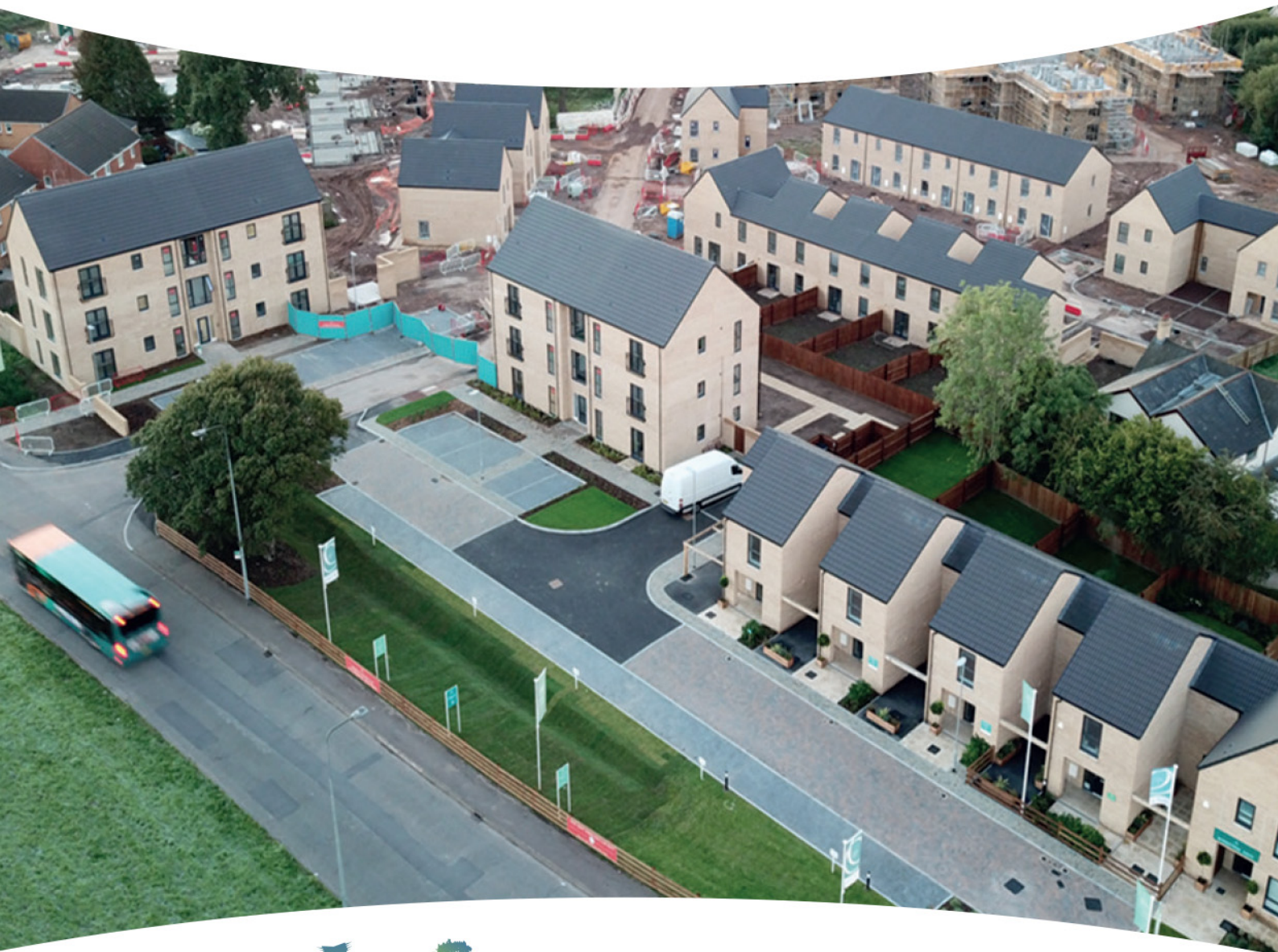
The key risks associated with the MTFP are recapped below:

| | |
|-----------------------------|--|
| Funding | <ul style="list-style-type: none"> Worse than predicted LG financial settlements. The potential fall out of specific grants – especially where these support core activity. Challenges in relation to capital funding and the associated implications for revenue budgets. These include the impact of additional borrowing beyond that reflected in the current programme. |
| Demand | <ul style="list-style-type: none"> A demographic profile that suggests ongoing demand in Social Services and Education. The difficulty of modelling complexity of demand, including in Children’s Services and Additional Learning Needs. Welfare Reform The difficulty in modelling increased demand for services resulting from the LDP. Homelessness |
| Uncertainty | <ul style="list-style-type: none"> Brexit and its unknown socio-economic impact. The March 2020 UK Budget and the subsequent outlook for public spending. The potential for key assumptions in the MTFP to fluctuate. |
| Financial Resilience | <ul style="list-style-type: none"> The medium term budget gap, particularly when viewed in the context of historic savings levels. The shape of the Council’s budget – with over 70% now accounted for by capital financing, Social Services and Schools. Planned use of reserves to support the budget, which will need to be kept under review The difficulties associated with predicting the cash impact of preventative strategies. |

Mae'r dudalen hon yn wag yn fwriadol

Housing Revenue Account 2020/21 Budget and Medium Term Financial Plan

Cardiff Council



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1. Context and Outlook

1.1 Introduction

The Housing Revenue Account (HRA) records income and expenditure in relation to Council Housing. This is required to be 'ring fenced' in accordance with the Local Government and Housing Act 1989. The ring fencing of the account means that local authorities must not subsidise costs relating to Council Housing from the General Fund (i.e. from Council Tax or from the RSG) or subsidise General Fund costs from the HRA.

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 (interest and provision for repayment). The major income streams include rents and income from service charges.

The Council aims to provide good quality, affordable homes in communities where all people feel safe and connected.

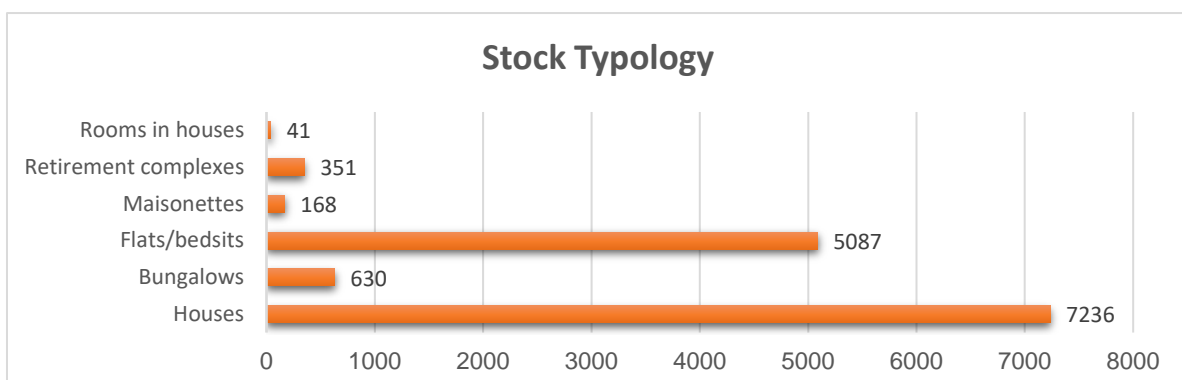
Good, energy efficient housing is vital to the health and wellbeing of tenants while regeneration and enhancement of the environment is important for all local residents.

Key services to tenants and leaseholders include management, repair and service costs of the housing stock, tenancy services including anti-social behaviour management, welfare advice and support including Into Work Services and the Community Hubs.

While recognising the importance of services to existing tenants the Council also understands the pressure of housing need in the city and has an ambitious new build programme to help address this and an allocations system that ensures that those with the greatest need are housed first.

1.2 Stock Typology

The Housing Revenue Account has a stock of 13,513 properties across the wards of Cardiff with a range of stock, as follows:



1. Context and Outlook

1.3 Demand for Social Housing

There is a high demand for social housing in Cardiff and a limited number of properties become available to let each year.

Cardiff Council in partnership with Cadwyn, Cardiff Community, Hafod, Linc Cymru, Newydd, Taff, United Welsh and Wales and West Housing Associations operate a Common Housing Waiting List for social housing, from which suitable applicants are identified to be offered available properties.

The number of applicants on the Common Waiting List was 7,882 at the beginning of January 2020, with 617 identified as homeless. The number of council properties let between April and December 2019 was 680.

Cardiff Council has set a target of building at least 1,000 new Council homes by May 2022 and at least 2,000 new Council homes in the longer term to meet the increasing demand for good quality, affordable social housing. This represents the largest council house build programme in Wales with £256 million to be invested into delivering new council homes and acquisitions between 2020/21 and 2024/25.

1.4 Key Objectives and Priorities

Key objectives and priorities for the HRA in the medium term include the following:

- Providing assistance to tenants with debt management and budgeting to minimise the impact of Universal Credit
- Maintenance of the Welsh Housing Quality Standard and capital improvement works to ensure high quality and sustainable housing
- A new build housing programme to deliver 1,000 new council housing units by 2022 with a further 1,000 to follow, including the continuation of the 10 year Cardiff Living innovative building partnership
- Remodelling and refurbishment of existing homes, such as improvements to sheltered blocks
- Ensuring our estates are good places to live through improved estate management, regeneration and area improvement works
- Investing in energy efficiency works and exploring the challenges and opportunities of a carbon neutral future
- Helping to address the issues of an aging population, and ensuring that our tenants can stay independent for as long as possible
- Helping to address the increasing pressures and complexity of homelessness and housing need
- Continued delivery of community benefits through our contracts linked to Into Work opportunities for our tenants and other residents
- Tenant participation and consultation.

2. Rent Policy

2.1 Rent Policy Framework

Whilst the responsibility for setting rents for dwellings rests with the Council, it is necessary to operate within a policy framework set by the Welsh Government (WG). This is usually based on a set percentage increase above the rate of the consumer price index (CPI).

An independent review of the WG rent policy was carried out by Heriot Watt University as part of its Affordable Housing Supply Review. This has informed a new rent policy approved by the WG recognising the requirement to balance the needs of landlords with the interests of tenants.

Consequently, the new rent policy includes a requirement that social landlords make an annual assessment of affordability and cost efficiencies which demonstrate that their homes and services represent value for money. This assessment is set out in section 4.

2.2 WG Policy for Social Housing Rents

The new five year policy provides for a maximum annual uplift of CPI +1% each year from 2020-21 to 2024-25 using the level of CPI from the previous September each year. The September 2019 CPI was 1.7%.

CPI + 1% will be the maximum increase allowable in any one year but landlord decisions on rent must also take into account the affordability of rents for tenants. Should CPI fall outside the range of 0% to 3%, the Minister with responsibility for housing will determine the appropriate changes to rent levels to be applied for that year only.

2.3 Council Policy for Social Housing Rents

In line with the above policy, it is proposed that rents increase by CPI & 1%. The average rent for a Council home in Cardiff will increase by £2.81 per week (£2.98 based on the 49 week collection) exclusive of service charges for 2020/21. This results in an average weekly rent of £106.24 for standard housing stock and is at the mid-point of the Target Rent Band set for Cardiff by WG (Low end of £101.83 per week and High end of £112.55 per week).

It is considered that the rent uplifts proposed above will allow for obligations to tenants and lenders to be met and help to support the financial viability of the Housing Revenue Account whilst ensuring that rents remain affordable for current and future tenants. This level of increase will also allow for the continuation of the Council's ambitious new build plans.

The table below sets out the proposed average rent per property type for Cardiff for 2020/21.

| No. of Bedrooms | Estimated Average Rent 2020/21 |
|------------------------|---------------------------------------|
| 1 | £94.62 |
| 2 | £109.23 |
| 3 | £125.82 |
| 4 | £139.42 |

2.4 Tenant Consultation

Consultation on the rent increase took place between 23rd December 2019 and 20th January 2020. Consultation forms were sent to all recognised Tenant and Residents Associations, the Tenant Reading Group and to 1,350 randomly selected individual tenants. The consultation was also advertised on the Cardiff Tenant website and on Facebook.

Unfortunately, due to the timing of the rent policy notification from the Welsh Government, there was limited time to consult tenants. The return rate was disappointing with only 8 responses received in total (6 postal responses and 2 via the website). 4 responses expressed concern about the rent increase with the main issues raised being around affordability. The Council's annual tenant survey received responses from 1,195 tenants in 2019 and is a better reflection of tenants' views. The survey showed that 81.2% of tenants thought their rent was good value for money with 46.8% being very satisfied. Only 9% of tenants expressed dissatisfaction. Council rents remain very good value for money compared to private sector rents.

Further information about the affordability of Council rents can be found in section 4.

3. 2020/21 Budget and Medium Term Financial Plan

3.1 Revenue Budget

The forecast financial position for the Housing Revenue Account for the financial years 2020/21 to 2024/25 is set out below:

| | | 2020/21 £000 | 2021/22 £000 | 2022/23 £000 | 2023/24 £000 | 2024/25 £000 |
|--------------------------|---|-----------------|-----------------|-----------------|-----------------|------------------|
| Expenditure | Employees | 19,499 | 20,247 | 21,141 | 22,453 | 23,849 |
| | Premises - Council House Repairs | 19,387 | 19,969 | 20,568 | 21,184 | 21,820 |
| | Premises - Other Repairs & Maintenance | 1,501 | 1,517 | 1,534 | 1,551 | 1,569 |
| | Premises - Other Premises Costs | 3,028 | 3,078 | 3,131 | 3,182 | 3,235 |
| | Transport | 235 | 238 | 241 | 244 | 247 |
| | Supplies & Services | 4,691 | 4,749 | 5,002 | 5,114 | 5,304 |
| | Support Services | 6,077 | 6,142 | 6,208 | 6,275 | 6,344 |
| | Capital Financing | 29,971 | 31,716 | 33,429 | 37,296 | 39,492 |
| | Contribution to reserves/General balances | 1,000 | 1,000 | 1,000 | 1,000 | 1,000 |
| Total Expenditure | 85,389 | 88,656 | 92,254 | 98,299 | 102,860 | |
| Resources | Rents and Service Charges | (81,460) | (84,685) | (88,242) | (94,245) | (98,760) |
| | Fees & Charges | (753) | (754) | (755) | (756) | (757) |
| | Other Income | (3,176) | (3,217) | (3,257) | (3,298) | (3,343) |
| | Total Resources | (85,389) | (88,656) | (92,254) | (98,299) | (102,860) |

3.2 Key Assumptions

Key assumptions and factors which make up the HRA budget proposal include the following items:

- Rent increases in line with WG guidelines taking account of forward indicators for inflation factors (CPI assumed at 2%)
- In the absence of an agreed pay award, 2% annual uplifts are included which is broadly in line with CPI forecast inflation. Provision is made for employers' National Insurance and Superannuation contributions, employee incremental pay progression as well as other full year impacts of the costed establishment including Apprenticeship levies and the Voluntary Living Wage
- General inflation increases of 2% for non-employee budgets
- A £19.3 million budget has been set for Council Housing Repairs for 2020/21 reflecting the estimated requirements for both planned and responsive maintenance
- Provision is also made for a contribution to earmarked reserves to offset any risk within the construction industry including inflationary increases in material and labour costs above the 3% currently assumed
- The direct revenue financing budget for capital expenditure assumes a contribution of £2.4 million in 2020/21

3. 2020/21 Budget and Medium Term Financial Plan

- Continued receipt of the Major Repairs Allowance of £9.5 million is assumed
- 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
- Capital financing requirements in line with the borrowing requirements proposed in the HRA Capital Programme including significant additional borrowing commitments following the removal of the Housing Borrowing Cap
- Significant investment proposals will deliver new Council social rented homes through a combination of open market buy-backs, the Cardiff Living Partnership, developer packages and new builds in order to meet demand for affordable housing in the city and to help meet national targets
- Receipt of approved Affordable Housing Grant
- The majority of service charges will increase in line with costs
- A small number of charges have been increased in line with inflation
- Some standstill charges where cost recovery is being achieved
- Some charges have decreased in line with reduced cost and service usage
- Some new charges are being introduced where additional services are now operational.

3.3 Capital Investment Programme

| | | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | Total | |
|--------------------|------------------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|------------|
| | | £000 | £000 | £000 | £000 | £000 | £000 | |
| Expenditure | Regeneration and Area Improvements | 2,900 | 2,900 | 2,750 | 2,750 | 2,750 | 14,050 | |
| | External and Internal Improvements | 11,150 | 17,100 | 16,250 | 9,500 | 9,350 | 63,350 | |
| | New Build and Acquisitions | 39,375 | 64,215 | 64,980 | 40,205 | 46,780 | 255,555 | |
| | Disabled Facilities Adaptations | 3,350 | 3,350 | 3,350 | 3,350 | 3,350 | 16,750 | |
| | Total Expenditure | 56,775 | 87,565 | 87,330 | 55,805 | 62,230 | 349,705 | |
| Resources | Major Repairs Allowance Grant | (9,500) | (9,500) | (9,500) | (9,500) | (9,500) | (47,500) | 13 |
| | Additional Borrowing | (35,570) | (69,565) | (72,080) | (37,905) | (43,730) | (258,850) | 74 |
| | Direct Revenue Financing | (2,400) | (2,400) | (2,400) | (2,400) | (2,400) | (12,000) | 4 |
| | Grant estimates and contributions | (7,705) | (5,300) | (2,000) | (3,700) | (3,900) | (22,605) | 6 |
| | Capital Receipts | (1,600) | (800) | (1,350) | (2,300) | (2,700) | (8,750) | 3 |
| | Total Resources | (56,775) | (87,565) | (87,330) | (55,805) | (62,230) | (349,705) | 100 |

Expenditure commitments proposed over the next 5 years include:

- Regeneration and area improvement projects aim to create better and safer places to live by undertaking Environmental works including defensible space, demolition, conversion and road/footpath realignment; energy efficiency schemes; improvements to flats, garages, gullies and open spaces.
- Planned maintenance projects aim to enhance the standard and safety of existing dwellings and maintain the achievement of the Welsh Housing Quality Standards. Works to the internal and external fabric of housing stock include central heating, fencing, roofing, high rise upgrades, door entry systems, window and door upgrades, kitchens and bathrooms, improvements to sheltered housing and energy efficiency measures.
- In order to meet the increasing demand for good quality, affordable social housing, new homes will be delivered via a number of routes such as construction by the Council, open market buy backs and working together with developers to acquire completed sites. Proposals include the acquisition of land as well as consultation on redevelopment proposals such as for the Channel View estate.
- Disabled adaptations to dwellings aims to help eligible tenants to live independently and improve their movement in and around the home.

The programme is reviewed annually in line with the 30 year HRA Business Plan.

4. Affordability and Value For Money

The Welsh Government Rent Policy recognises the need to balance the needs of landlords and the interest of tenants and therefore the policy includes a requirement that social landlords make an annual assessment of affordability, cost efficiencies and demonstrate that their homes and services represent value for money.

4.1 Affordability

The WG have made it clear that affordability should include all costs of living in a property including rent, service charges and energy costs. A review has therefore been carried out of the affordability of living in a council property in Cardiff.

4.2 Comparative Rent levels

As set out above, an uplift of CPI +1% would result in an average rent increase of £2.81 and an average rent of £106.24. The table below shows average gross rents including service charges. Council rents are below the Local Housing Allowance (LHA) rates for Cardiff, and well below market rents. It is estimated that private tenants claiming benefits are paying on average £25 per week above LHA levels.

| No. of Bedrooms | Market Rent | Local Housing Allowance Rate 2019 | Current Average Rent 2019 | Estimated Average Rent 2020 |
|-----------------|-------------|-----------------------------------|---------------------------|-----------------------------|
| 1 | £138.00 | £103.56 | £92.13 | £94.62 |
| 2 | £172.00 | £126.92 | £106.36 | 109.23 |
| 3 | £213.00 | £150.00 | £122.51 | 125.82 |
| 4 | £286.00 | £190.38 | £135.76 | 139.42 |

Council rents are broadly aligned with the rents of other social landlords in Cardiff, with rents for some property types, including one bed flats, being considerably lower than housing association rents.

It is clear that Council rents are considerably more affordable than private sector rents.

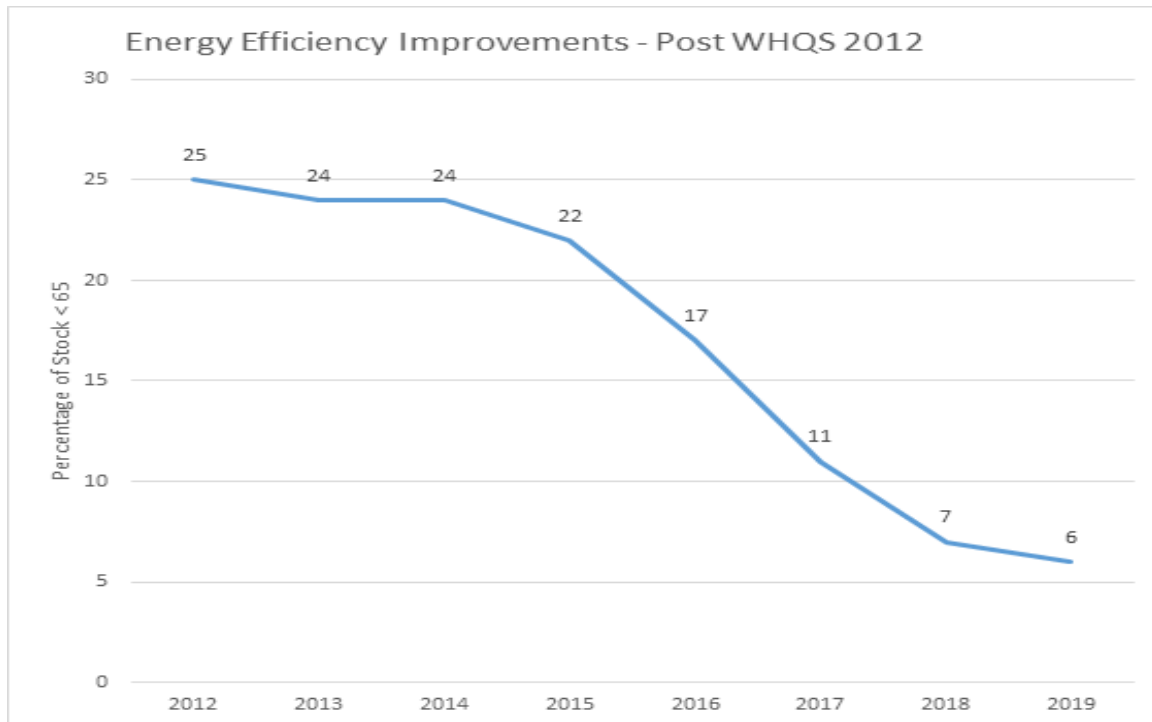
Further work is being undertaken to review Council rents against the Joseph Roundtree Foundation (JRF) Living Rents and this will be built into a review of rents and service charges due to take place in 2020/21.

4.3 Energy Costs

Existing Council homes significantly exceed the energy efficiency requirements as set out in the Welsh Housing Quality Standard (WHQS) guidance. The Standard states “the annual energy consumption for space and water heating must be estimated using the Governments Standard Assessment Procedure for Energy Rating of Dwelling (SAP 2005) method. A minimum of 65 out of 100 must be achieved”. The current average SAP rating for the Council’s 13,501 properties is 71.3.

The Council has worked to continually improve SAP levels in all its stock and the graph below shows how the number of poor performing properties has reduced since 2012 with only 6% now below the required standard.

4. Affordability and Value For Money



Every effort is being made to improve energy efficiency where possible, including increasing the amount of loft and wall insulation and by installing more efficient heating systems. “A” rated energy efficient boilers have been fitted to 98% of all Council properties. Moving forward the service intends to pilot the retrofitting of renewable energy sources such as solar panels, in partnership with other social landlords.

A ‘Cardiff standard’ has been set for all council new builds which requires a fabric first approach to delivering energy efficient homes. This means that the external fabric of the building is as effective as possible in reducing heat loss thereby reducing bills and helping to tackle fuel poverty.

Currently, on average, Council new build properties are achieving a high B SAP rating. Moving forward, Welsh Government are considering requiring all new build affordable homes (which are allocated grant) to achieve a SAP rating A. To achieve this it would be necessary to install renewable technology as well as continuing with the Fabric First approach or adopt a construction method such as PassivHaus.

The Council’s first PassivHaus scheme is underway at Highfields in Heath. This will deliver 10 new council homes and will provide the opportunity to evaluate how PassivHaus works for tenants. The award of a Welsh Government Innovative Housing Programme grant of £3.8 million will allow the service to deliver the Council’s first Zero Energy housing scheme. The Cardiff Living development at the former Rumney High school site will deliver 214 new homes to a high energy efficiency specification incorporating solar PV with batteries, ground source heat pumps and electric vehicle charging points.

4. Affordability and Value For Money

4.4 Value for Money

Value for Money is achieved by focusing on key priorities in the pursuit of social objectives that benefit a range of stakeholders / service users and delivering these priorities in an effective and efficient way. Cardiff aims to achieve this in the following ways:

- Maintaining homes to a high standard
- Building new homes
- Delivering a high standard of tenancy services
- Community investment such as work to increase employability, financial and social inclusion
- Meeting the housing needs of the most vulnerable
- Preventing evictions
- Supporting people to live independently
- Supporting national and local policy objectives

We recognise that tenants have a right to expect good value for rents and to obtain maximum impact from available resources. We consult service users when setting rents and charges to get the balance right between service costs, service levels, priorities for investment, the need for new homes and affordability.

In order continue to demonstrate value for money, during 2020/21 and in future years, the Council will undertake the following:

- Review key cost drivers
- Review support recharges and overheads
- Seek opportunities to undertake external benchmarking and self-assessment with peers
- Continue to follow the Councils best practice in relation to procurement of goods and services
- Secure maximum value from assets through an understanding of stock and making intelligent (social) business decisions based on that understanding. This will necessitate:
 - Understanding condition of stock
 - Maintenance costs and investment needs
 - Demand within our communities
 - Performance of the stock at an appropriate and proportionate level of detail
 - Variation in performance across the stock
 - Priorities for improvement

A range of high quality services are provided to council tenants including a dedicated Welfare Liaison Team to maximise income and prevent arrears and a Tenancy Sustainment service to support more vulnerable tenants. The clear aim of the housing service is to prevent unnecessary legal action and evictions. A wide range of additional services are also available locally through the Hubs, including Into Work help and support.

A Tenants Satisfaction Survey is carried out each year. In the 2019 survey, 1,195 tenants responded to the survey and satisfaction levels were high across a range of indicators including satisfaction with the council as a landlord, their home and neighbourhood. 81.2% of tenants thought their rent was good value for money, with 46.8% being very satisfied. Only 9% expressed dissatisfaction with their rent level.

4.5 Cost Efficiencies

In 2019/20 the service commenced a review of spend and costs, to ensure that good value for money is being achieved, this included a review of spend on external contractors. This work will be continued into 2020/21 with a full review of central costs and overheads.

4.6. Financial Resilience

As well as recurring financial risks, the Council has embarked on a significant expansion of a new build programme to meet the housing needs of current and future generations. This creates a number of risks to financial resilience which needs to be monitored and managed closely.

The Council will do this by:

- Ensuring that a HRA General reserve is maintained and maintained at a prudent level
- Create specific earmarked reserves to mitigate against increasing and unforeseen costs such as the price of materials, uncertain rent policy in the medium / long term
- Annually updating and submitting to the Welsh Government for approval a 30 year business plan
- Ensuring strong asset management practices and understanding of the condition of existing stock
- Continuing to develop indicators to support assessment of financial resilience such as the existing measure of Capital Financing costs as % of Net Revenue Stream
- Maintaining a prudent approach to repayment of capital expenditure
- Regular monitoring and review of expenditure against approved budgets.

5. Key Risks and Uncertainties

5.1 Key Risks and Uncertainties

Key risks and uncertainties which could impact on the budget proposals for 2020/21 and the medium term include, but are not limited to, the following:

| Risk Description | Impact | Pre Mitigation Risk Analysis | Mitigating Controls | Post Mitigation |
|--|--|------------------------------|---|-----------------|
| Restricted rent uplift for 2020/21 and future years due to the impact of lower CPI | Significant reduction in available revenue resources to support the HRA budget and key commitments impacting on level and quality of service provision to tenants and capital schemes that can be taken forward. Affordability, prudence and sustainability of additional borrowing. Impact on local and national affordable housing targets | Red | Ongoing multivariate sensitivity and stress testing to determine potential impact. Identify operational efficiencies and savings. Revise budget and avoid over commitment of new build programme. | Green |
| Delay to the timing of lettings of new build properties | Reduction in rental income receivable and resources available to support the HRA budget | Red | Ongoing review of new build programme development and resources required | Amber |
| Cost inflation increase above rent uplifts | Increase in costs of supervision, management and repairs and maintenance | Amber | Review and reprioritise revenue operating costs and consider a reduction in planned expenditure proposed to be funded by borrowing | Green |
| A reduction in the (£9.5m per annum) Welsh Government Major Repairs Allowance (MRA) grant following the conclusion of the Affordable Housing Supply review | Impact on the achievability of the Capital Programme | Red | Review and reprioritisation of the Capital Programme allowing for committed spend but realigning future spend plans | Amber |
| Impact of Welfare Reform and Universal Credit | Impact on tenants' ability to pay rent, resulting in increased rent arrears, requirement for bad debt provision and increased debt collection and recovery costs | Amber | Understanding of the Welfare Reform regime and risks. Information and advice to tenants, for example through Into Work Services. Maximisation of funding for promotion of available benefits and specific support e.g. the Hardship Fund and Discretionary Housing Payments grant. Regular review of bad debts provision. | Amber/Green |
| Failure to meet new build housing programme targets | Non achievement of Capital Ambition targets. Failure to reduce housing waiting list and impact on temporary accommodation and homelessness. Holding costs of vacant sites and revenue costs of development teams. | Red | Contractual commitments are closely monitored by the New Build Board. Individual project viability is reviewed at all key stages of the scheme development. | Amber |

5. Key Risks and Uncertainties

| | | | | |
|------------------------------|---|-----------|---|---------------|
| Treasury Management | Increased costs of interest and prudent repayment of any borrowing undertaken to pay for capital expenditure proposed in the HRA Capital programme | Amber | Integrated Council wide Treasury Management policies and strategy. Regular reporting in line with best practice and independent treasury advice. Review of programme in line with affordability and government policy changes such as rent. Commitment to Wellbeing and Future Generations (Wales) Act. | Amber / Green |
| Challenge of Decarbonisation | <p>Failure to plan and invest strategically in order to meet carbon reduction targets could result in failure to meet WG target and will impact on tenants energy costs.</p> <p>The requirement to meet the cost of decarbonisation without additional funding will impact on other spend – could reduce borrowing capacity and reduce funds available for new build.</p> | Red/Amber | <p>Work closely with WG to understand key requirements, targets, delivery methods and costs.</p> <p>Plans in place to pilot renewable technology in order to meet the challenge.</p> | Amber |

Review and monitoring of the above financial and wider risks identified for the Housing Revenue Accounts takes place as part of the Directorate's risk identification and monitoring process.

HRA risks are considered within the Directorate Operational Risk Register which is reviewed and updated quarterly. The development and progress of the New Build programme is reported to and monitored at the Housing Development and Capital Finance Board which meets bi-monthly whilst the revenue and capital financial position is considered as part of regular monthly monitoring and reporting processes.

5.2 Sensitivity Analysis

The assumptions as detailed within 3.2 above are based on best information and will be subject to a risk of change. The table below sets out key areas of sensitivity and their potential annual impact based on the financial year 2021/22.

| Assumption | £'000 |
|--|-------|
| CPI 0.5% lower than anticipated | 381 |
| CPI 1% higher than anticipated | 762 |
| Employers' Pay Award 1% higher than budgeted | 202 |
| Construction inflation 1% higher than budgeted | 194 |
| Void rent loss 1% higher than budgeted | 786 |
| | |

5. Key Risks and Uncertainties

This is on the assumption that all other factors remain constant and no mitigation/offsetting actions are in place. In reality, as set out within the Risk Matrix table above, mitigation would take the form of numerous and varied measures to bring the budget back into a viable financial position.

CPI and Rent increases

Rent increases of 3% (CPI+1%) are assumed within the budget from 2021/22 onwards in line with the WG forward indicators for inflation factors. A reduction in CPI to 1.5% would reduce rental income due by £381,000 which would have a significant impact on planned development and new build aspirations, unless mitigating actions were taken.

Conversely, an increase in CPI to 3% would generate an additional £762,000. Rent increases/decreases via the rent policy impacts on the affordability of new housing. In broad terms, for every £1m extra income in rent after all additional costs are met, circa 100 properties can be built through additional borrowing. The Council will continue to maximise its ambition to deliver new affordable housing but will also ensure any plans are financially viable.

Employers' pay award

In the absence of an Employers agreed pay award, a 2% uplift has been assumed. A pay award increase 1% higher than budgeted would result in an increased funding requirement of £202,000.

Construction Price Inflation for revenue repairs and maintenance

CPI as related to the costs of materials and labour for revenue repairs and maintenance is assumed at 3% within the model. An increase to 4% would require additional funding of £194,000.

Void property percentage

The level of void properties is budgeted at 2% with an estimated rental loss of £1.573 million for standard housing stock based on the 2021/22 budget. A 1% deterioration in this position would result in reduced rental income of £786,000 million.

Capital Strategy 2020/21

Cardiff Council



Delivering Capital Ambition

In January 2020, the Council's Administration published Capital Ambition, a policy programme which sets out a series of commitments for Cardiff.

These commitments prioritise maintaining momentum in city regeneration and economic development, tackling inequality and inclusive growth, responding to the climate emergency and public service reform.

Progressing this ambitious agenda will require capital investment if the administration is to deliver on its major commitments. This would include investment in new schools and in modernising school buildings, delivering a significant house building programme and enabling the continued regeneration of the city's business and transport infrastructure.

It is therefore crucial that, when long term investment decisions are undertaken, decision makers can rely on clear and informed information. This would include:

- A long term view of capital expenditure plans and any financial risks to which the Council is exposed.
- Ensuring due regard to the long term financing, affordability implications and potential risks.
- A clear overview of the Council's asset management planning arrangements and any maintenance requirements that have resource and business planning implications.

The Capital Strategy will therefore continue to help support informed decision making in the delivery of Capital Ambition.



Strategic Context

As the capital city of Wales, Cardiff is the commercial, cultural and retail driver of Wales. It is one of the fastest growing cities in the UK, with population growth projected to increase by 20% between 2019 and 2039. This is an additional 73,000 people, meaning that population growth in Cardiff will exceed the estimated population growth of every other local authority in Wales.

The city's economy is also growing, jobs and businesses are being created, unemployment is at its lowest level for over a decade and visitor numbers are increasing every year.

Whilst this growth brings opportunities, it also brings challenges. Rapid population growth will require more school placements and social care provision whilst placing pressure on housing and the city's transport infrastructure and environment. For example, as well as those living in the city, more than 98,000 people, over one third of the city's workforce, commute into Cardiff every day from across the region.

Capital Ambition identifies the opportunities facing the city and sets out the response to challenges. This is not just a consideration of how we manage decline but it is about investing in future economic growth and development, prioritising investment in schools, affordable housing, tackling homelessness, and protecting the city's most vulnerable people. It sets out the approach for tackling congestion and air pollution, improving recycling rates and keeping our streets clean, along with a series of commitments to create opportunities for local people and addressing inequality.

Where Capital Investment is needed to deliver the administration's priorities, in responding to these issues, the Capital Strategy is a framework that the Council can rely on to develop a clear, consistent and informed process in undertaking capital investment decisions.

Working for the future

- Support the implementation of the Council's new Low-Carbon Fuels Strategy and promote the roll-out of electric Council vehicles
- Renewable Energy Strategy
- Remove single-use plastics from Council venues and work with partners to drive up recycling rates across the city
- Grow the number of parks in Cardiff which receive the Green Flag Award – international standard for management of green spaces
- Lead a low-carbon transition in our city's buses by supporting the roll-out of new electric vehicles and upgrade older buses to meet Euro 6 engine emission standards
- Delivery of energy projects including a new Sustainable Heat Network
- Rationalise and de-carbonise Council buildings
- Hitting sustainable transport targets
- Deliver the 'One Planet Cardiff' Strategy and build on status of the 'UK's leading recycling city'.

Working for public services

- Continue our Digital First approach to customer services and look to apply new technologies to improve services
- Integrating public services
- Building strong partnerships at the local, regional and national level
- Adopt agile working across all areas of the Council, providing a more responsive and flexible service for staff and citizens
- Protect front-line services through continuing to modernise and drive efficiency from back-office services
- Strengthen how we recruit to make sure that the Council's workforce better reflects the communities we serve
- Explore collaboration with other local authorities to deliver efficient and effective back-office services
- Delivering a new skills hub in the city to support young people.

Capital Ambition

Working for Cardiff

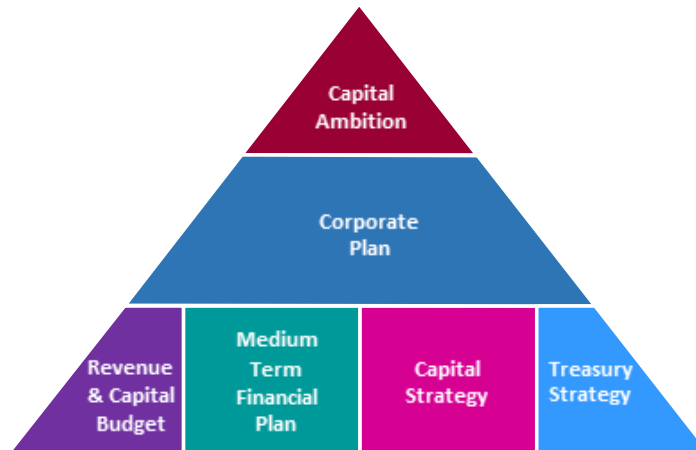
- Recognise and build on the role of the school at the heart of communities
- Deliver the 21st Century schools programme including new /rebuilt primary, secondary and special schools and working with developers to build new schools as part of the Local Development Plan
- Invest in digital infrastructure and learning technologies
- Investment in local community and estate regeneration including youth and integrated community and wellbeing hubs
- Support for independent living, safe, energy efficient and accessible homes
- Maintain Welsh Housing Quality Standards for existing stock and increase the supply of affordable housing
- Deliver an enhanced highway maintenance programme to improve upon the quality of city roads and a coastal protection scheme
- Drive the economy forward, creating more and better paid jobs
- Specialist dementia services and day opportunities for older people.
- Promoting cycling, walking and active travel
- Keeping our streets clean
- Promote work on Cardiff Crossrail and Cardiff Circle tram lines.

Working for Wales

- Complete the regeneration of Central Square and begin the regeneration of the area south of the station
- Launching a new vision for the Canal Quarter
- Implement the next phase of the International Sports Village
- A refreshed vision for Cardiff Bay as a leisure destination
- Work with partners to compete for the 2030 FIFA Football World Cup
- Support the completion of Cardiff Parkway and the Eastern Bay Link road as part of the Industrial Strategy for the east of the city
- Further develop the Western Gateway
- Deliver a new multi purpose indoor arena
- Support partners in the development of the Metro including delivery of Phase 1, new stations and integrated ticketing
- Support local businesses in the post-Brexit business environment.
- Support partners in the delivery of the Metro.

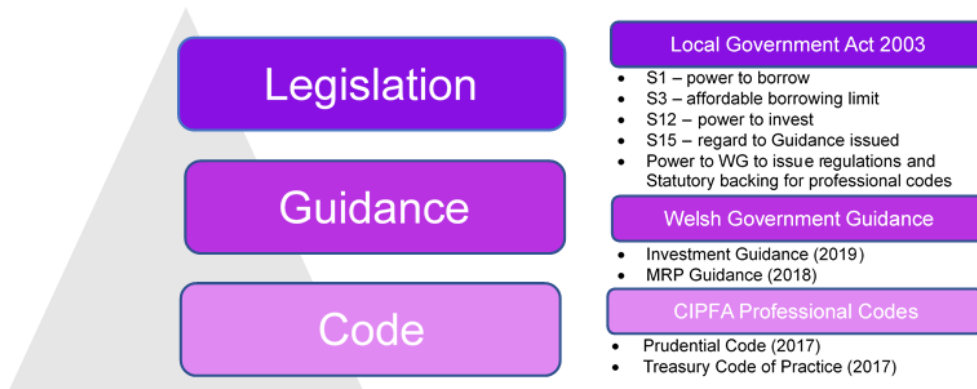
Capital Strategy Framework

The Capital Strategy is an integral part of the Council’s Strategic and Financial Planning Framework.



In 2004, local authorities were provided with the flexibility to make their own capital investment decisions. Legislation, guidance and professional codes of practice were introduced to support decision making and ensure

investment and borrowing is Prudent, Sustainable and Affordable. The Council has complied with these principles since their introduction and in various updates.



The Capital Strategy sets out the Council’s approach to:

- working with partners
- asset management planning
- risk appetite
- governance and decision making
- capital investment in 2020/21 and indicatively to 2024/25
- funding the strategy
- managing the borrowing requirement
- prudent Minimum Revenue Provision (MRP) Policy for repayment of capital expenditure
- affordability.

The remainder of this strategy considers these in more detail. The Strategy forms an integral part of the Budget report and it is recognised that there are various strategy developments that need to take place over the medium term as part of new regulatory requirements. The Corporate Director Resources is required to report, in the Budget Report, on the deliverability, affordability and risk associated with the Capital Strategy and where appropriate have access to specialised advice to enable them to reach their conclusions.

Working with Partners

Delivering investment across the city to meet the ambition to create a greener, fairer and stronger capital city and its role as the economic driver for the wider region and Welsh context needs a strategic approach with the private and public sector. This is particularly relevant given the financial challenges faced by the Council.

The significant re-invention of the city over the years has been driven by the private sector and without this much of the investment seen over the past few years would not have happened.

The Council works closely with regional, local authority partners in the Cardiff Capital Region, with partners in the Great Western Gateway and also as part of the UK Core Cities Group nationally. Within the city the Council has significant partnerships with other public sector bodies via informal or formal boards such as the Public Sector Service Board, Registered Social Housing Landlords, charities, universities and colleges to support the delivery of services for its residents, communities and businesses.

The Council will continue to work with Welsh Government to align key priorities and to make a case for a much longer term and sustained approach to capital investment that not only supports the city's vital infrastructure, but also projects that can make a stepped change in helping to drive the city, region and nation forward.

The Council will continue to use its enabling role to harness skills and private funding, in order to take forward capital investment to deliver improvements and inclusive growth which would not otherwise be deliverable or affordable. It will set out its vision and co-ordinate activity between business and government bodies to develop a more productive and innovative platform for investment in the city.



Asset Management Planning

The Council has responsibility for assets used in service delivery including property, highway infrastructure (roads, footpaths, structures, lighting) and Council dwellings. It is essential to understand the need, utilisation, condition and the investment and operating cost requirements of assets, whether owned or leased.

The Council's historic retained interests in land assets in various parts of the city has been an enabler in its ability to support development of key capital projects in the city. The Council also has a track record of acquiring significant assets on the basis of future regeneration projects or to secure strategic options. It is recognised that the acquisition of new assets such as land could gain or lose value in the intervening period. However the overarching aim of the Council is to release the value in the asset once the regeneration has been completed, and such benefits may be wider than financial considerations.

When prioritising investment it is essential to understand the long term cost of maintaining and operating existing assets and their fitness for purpose, having consideration of which are deemed essential in continued service delivery or which can be considered for alternative uses. The backlog of maintenance in some key assets is recognised and alternative approaches to longer term solutions will be considered to address the risks this poses rather than continued investment by the

Council in the same assets. This is neither an effective asset management approach nor affordable in the long term. These will be considerations in key assets such as schools and administrative buildings required for the long term.

Approved Asset Management Plans are in place for property assets including dwellings that demonstrate the Council's stewardship of assets. A disposal strategy is also in place to relinquish or find alternative beneficial uses for assets deemed surplus to requirements. This includes using property effectively across the Council by using suitable sites for the building of affordable Council housing.

The Council has set up a number of Boards that aim to provide assurance to Cabinet by embedding strategic asset management activity as a corporate activity. This covers activities such as property asset management, housing delivery, school organisation planning and for major transport projects.

In line with best practice, Cabinet will consider development of plans for Highways and other infrastructure assets during 2020/21 and updates on property asset management plans already developed. The Council's approach to asset management and stewardship of assets will be supported by targeted internal and external reviews to assess the effectiveness of asset management practices including governance, risk management and control.



Risk Appetite

In undertaking complex projects, decision making will continue to be supported by proportionate business cases in line with best practice covering strategic, economic, financial, commercial and management cases. For large complex projects, professional external advice and services would be sourced to undertake due diligence to understand risks and inform decision making.

Capital investment to be undertaken can be broadly split into three types:

1. Expenditure on **existing assets** to ensure they meet the requirements of service delivery, are fit for purpose, meet health and safety guidance, and reduce future costs.
2. Expenditure on **specific projects or non treasury investments to meet strategic aims**. Non treasury investment to meet service or Council obligations could include loans or equity towards capital expenditure incurred by external bodies, Council subsidiaries or joint ventures.
3. Expenditure on **non treasury investments purely to maximise financial return on assets and generate revenue income**. Examples of this are the purchase of commercial investment property, or to provide loans to others at commercial rates.

In respect of 1 and 2, the Council recognises that achieving these aims will require consideration of alternative delivery structures and of all forms of funding including additional borrowing. Financial austerity has had a significant impact on affordability, however taking the city forward is not just a consideration of how we manage decline. Capital investment funded by borrowing will be undertaken in priority areas to meet Capital Ambition, whilst at all times clearly understanding how the affordability of such expenditure can be managed over the longer term supported by robust due diligence, business cases, risk management and monitoring.

In respect of 3, the Council generated revenue income of circa £3.8 million in 2018/19 from commercial investment property landholdings, the income being used to support the delivery of services.

These holdings stem from historic interests of land, managed in accordance with an Investment Property Strategy approved by Cabinet. The aim is to review existing land holdings, maximise yield from the existing estate, remove liabilities, and secure future sustainable income streams by acquiring new sites that would support economic regeneration in the city. Acquisitions are funded by proceeds of existing investment property, the value of which was circa £118 million as at 31st March 2019.

The income receivable from commercial property to support the revenue budget is not deemed to be a financial resilience risk in terms of being 'un-proportionate' to the Council's overall income. This will be an ongoing consideration where expenditure on the types non treasury investments identified previously are proposed, including development of any limits to determine any risk to proportionality.

The Council in 2019/20 acquired the Red Dragon Centre for £54.6 million. This has been acquired on an invest to earn basis, with all surpluses generated being reinvested into the delivery of the overall project rather than being used to support the ongoing delivery of Council services.

Non treasury investment funded by additional borrowing would only be undertaken after:

- Cabinet approval of a robust business case supported by independent advice
- Consideration of the legal basis on which the expenditure is being incurred
- Affordability and risk assessment of such expenditure over the longer term

The Council's Investment Review Board chaired by the Corporate Director Resources aims to provide assurance to Cabinet by reviewing business cases in respect of change initiatives as well as capital projects proposed such as invest to save/earn schemes. During 2020/21, it will support the development of further Council guidance in respect of business cases and review the approach to support informed decision making, including effectiveness of governance for projects where there is deemed to be a significant financial or operational risk exposure.

Governance and Decision Making

The Council has robust processes in place to approve, manage and monitor capital projects arising from the Capital Strategy.

Prioritisation, Capacity and Skills

Following consideration of resources and affordability, capital expenditure requirements are prioritised on the following basis:

- Firstly, to meet expenditure on Annual Sum requirements, to meet expenditure on mandatory grants and for the renewal of existing assets such as property, parks and highways.
- Secondly, to meet expenditure on schemes previously approved by Cabinet which have been committed to, either contractually or in principal years and where following a review, these are still deemed essential to proceed.
- Thirdly, new expenditure proposed after consideration of:
 - link to strategic objectives
 - risk of not undertaking the expenditure
 - statutory / legislative requirements
 - financial implications and affordability
 - review of relevant business cases.

To support prioritisation and to avoid slippage and potentially unanticipated additional costs, the Council will need to ensure access to sufficient skills and capacity both within the Council and externally in order to deliver the investment programme. Such capacity could be project management and development skills; technical and design skills, knowledge, availability of contractors as well as wider market factors.

Defining Capital Expenditure

The Council has determined criteria and eligibility for capitalisation and it is important, despite pressures on revenue budgets, that only acceptable costs are charged as capital expenditure. Any internal recharges of costs

should be evidence based and regularly reviewed. Advice would need to be sought where relevant and eligibility is reviewed by Wales Audit Office as part of the external audit of the Council's accounts and external grants.

Constitution, Procurement and Value for Money

The Council's Procurement Strategy ensures that the principles and practices associated with procuring works, goods and services consistently achieve value-for-money and actively contribute to the Council's priority outcomes. The Strategy, and the Council's Socially Responsible Procurement Policy aims to ensure that procurement becomes sufficiently flexible and agile to support the Council to operate in an efficient, compliant and ethical manner to deliver capital projects on time, on budget and to specified quality standards with contractors supporting the delivery of wider community benefits.

Procurement considers third party spend across budgets and taking opportunities to consolidate and aggregate spend and achieve economies of scale are a key focus.

The Council recognises the benefits of utilising regional, joint and local framework arrangements where they can demonstrate value for money and compliance with the Council's Procurement Strategy objectives.

The Council's process and authority for the acquisition and disposal of land or property is set out in the Constitution. Transactions over £1 million are required to be approved by Cabinet as part of a business case with all transactions to be verified by a valuation.

Approval, Monitoring and Reporting the Capital Programme

The Capital Strategy informs the Council's capital investment programme and Treasury Management Strategy. This integration is one of the reasons why it is deemed that full Council should continue to consider and approve the affordability of the Capital Strategy and detailed programme as part of the Council's budget proposals recommended by Cabinet.

Governance and Decision Making

Council approves the capital investment programme having consideration of CIPFA's Prudential and Treasury Management Code indicators highlighting the impact of capital decisions on the revenue budget and affordability, prudence and sustainability.

Directorates are responsible for monitoring capital schemes, and the reporting of progress in delivering the Capital Programme periodically to Cabinet as part of the Council's Budget Monitoring and final outturn reports. The reports include:

- Forecast expenditure during the year on schemes
- The stage at which projects are in terms of timescale and any issues resulting in delay
- Changes in funding available for schemes
- Any cost increases and how they are being managed
- Virements or other changes required in accordance with the Council's Constitution.

Prior to presentation at Cabinet, monitoring reports on key schemes are provided to the relevant Cabinet members highlighting any key issues and risks in delivery of the programme.



Capital Investment Programme 2020/21 to 2024/25

The Capital Programme is a five year rolling programme, initially set for 2020/21 and on an indicative basis for four years thereafter. It has been profiled in accordance with technical advice relating to regulatory processes, timetables and work plans.

The proposed Capital Programme for future years is summarised in the following table.

In comparison, actual capital expenditure in 2018/19 was £143 million (£104 million General Fund, £39 million HRA). Projected capital expenditure in 2019/20 is £162 million (£118 million General Fund, £44 million HRA).

The detailed five year Capital Programme proposed is included at the end of this Annex.

| Indicator | | | | | | |
|---|------------------|-------------------------------|-------------------------------|-------------------------------|-------------------------------|----------------|
| Capital Programme Expenditure | | | | | | |
| | 2020/21* £000 | 2021/22 Indicative £000 | 2022/23 Indicative £000 | 2023/24 Indicative £000 | 2024/25 Indicative £000 | Total £000 |
| Annual Sums Expenditure | 24,906 | 21,587 | 15,787 | 14,815 | 14,815 | 91,910 |
| Ongoing Schemes | 18,036 | 30,980 | 41,934 | 9,159 | 9,134 | 109,243 |
| New Capital Schemes (Exc ITS) | 10,635 | 12,880 | 7,845 | 7,850 | 2,855 | 42,065 |
| Schemes Funded by External Grants and Contributions | 58,068 | 92,564 | 75,991 | 7,705 | 0 | 234,328 |
| Invest to Save (ITS) / Earn Schemes | 25,884 | 38,017 | 27,244 | 19,979 | 500 | 111,624 |
| Total General Fund | 137,529 | 196,028 | 168,801 | 59,508 | 27,304 | 589,170 |
| Total Public Housing (HRA) | 56,775 | 87,565 | 87,330 | 55,805 | 62,230 | 349,705 |
| | | | | | | |
| Total Capital Programme | 194,304 | 283,593 | 256,131 | 115,313 | 89,534 | 938,875 |

* Includes slippage estimated at Month 9. The final slippage figure, which will be known at outturn, will be reflected in the Month 4 2020/21 budget monitoring report.

The detailed programme includes

- Annual sums such as disabled adaptations and expenditure to improve existing assets such as infrastructure and property.
- Allocations for specific projects approved in previous years.
- New capital investment proposed in the 2020/21 budget.
- Assumptions for known external grants and contributions, which are in most cases subject to a bid process.
- Projects proposed on the basis of revenue savings, revenue income or other sources of retained income to repay initial investment over time, including new schemes approved in 2020/21, subject to business case.
- The Housing Revenue Account programme, with a focus on maintaining investment to support the Welsh housing quality standards, regeneration and new Council homes to meet the demand for good quality, affordable social housing.

The Council is also developing a number of strategic projects, which, subject to approval of business cases, due diligence and affordability may be considered for approval as part of future iterations of the detailed investment programme. This includes:

- Projects arising from the Transport White Paper.
- Economic development and regeneration schemes such as a new phase of regeneration in Cardiff Bay; a new Industrial Strategy for the east of the city, anchored by a new rail station and business park at Cardiff Parkway.
- Core Office Strategy.
- 21st Century Schools.
- Responding to the climate emergency.

Funding the Strategy

The Council has several funding streams available to support capital investment. The resources assumed to pay for the five year capital investment programme from 2020/21 is set out in a table at the end of this Annex.

Cash Resources to pay for Capital Investment

These include:

- Non ring-fenced grants i.e. for use on Council determined priorities. These include General Capital Grant and Major Repair Allowance received from Welsh Government.
 - Ring-fenced grants to achieve a particular outcome and therefore with restricted use as specified by the funder. The main source of external grant is from WG, which in most cases follows an application or bidding process for schemes or distribution of grants on a formula basis. The short term nature of grant awards makes long term planning and delivery of strategic schemes very difficult. Where external grant funding bids are made, it is essential that these are in line with Council priorities and include consideration of any revenue budget consequences. Where grants require match funding, the Council will prioritise such support to increase the likelihood of a successful bid.
 - External Contributions from planning agreements or other sources. Large housing development sites as part of the Council's Local Development Plan will also impact on the city's infrastructure. Developer agreements either in place or to be determined will aim to mitigate impacts such as affordable housing, school capacity, open space and public transport infrastructure, subject to the planning process. Where contributions are being requested, sufficiency to achieve the required outcomes should be considered along with the any revenue budget implications. The Finance section collates the profiling of sums received, over future years.
- Revenue budgets and earmarked reserves held and modelled specifically to support the affordability of capital investment.
 - Capital receipts arising from the disposal of Council assets. The Council's approach to receipts is as follows:
 - Prioritise receipts required to meet the balance of the £40 million target for General Fund Capital Receipts (net of fees), assumed in the 2018/19 – 2022/23 Capital Programme and any additional targets set in subsequent years.
 - Use of receipts in excess of this target to be considered to reduce the level of debt.
 - Where an asset has been funded specifically from prudential borrowing, any receipt arising from it would be utilised to reduce expenditure not yet paid for.
 - To limit the earmarking of capital receipts only for capital expenditure essential to secure a disposal, to meet the terms and conditions of a grant, where approved by Cabinet as ring-fenced for specific projects or strategies, or where required to be ring-fenced by legislation.

Where Cabinet approve land to be appropriated between the General Fund and Housing Revenue Account, this is to be at a valuation certified by a registered valuer with the decision delegated to the Corporate Director Resources.

The actual realisation and timing of capital receipts can be uncertain 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.

Funding the Strategy

In respect to the £40 million capital receipts target and the subsequent £1 million increase to this target in 2019/20, £5.5 million was received in 2018/19 and £3 million is assumed receivable in 2019/20. The approach to meet the balance of £32.5m is to be set out in the Corporate Land and Property Management Plan (CLPMP) to be considered by Cabinet in April 2020 including the key areas of disposal that will be considered.

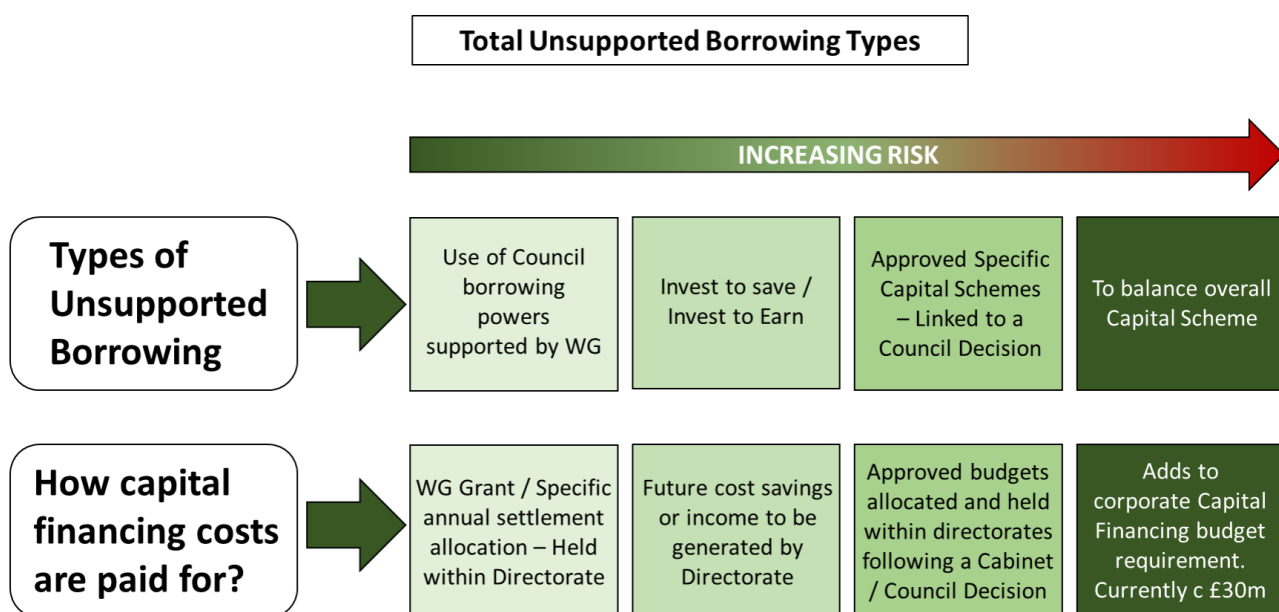
Progress in delivering receipts will be reported periodically to the Asset Management Board and as part of the Council’s budget monitoring reporting process.

Borrowing to pay for Capital Investment

There are currently no nationally imposed restrictions to the quantum of borrowing that can be undertaken to pay for capital investment.

The Council approves its own affordable borrowing limit as part of the Local Government Act 2003 and this is set at a level consistent with the programme of capital investment proposed. There are two main types of borrowing to pay for capital investment which form part of the Council’s borrowing requirement and is managed as part of the Treasury Management Strategy:

- ‘Supported Borrowing’ - costs of servicing are included within the annual Revenue Support Grant (RSG) the Council receives from Welsh Government.
- ‘Unsupported Borrowing’ - costs of servicing to be met from Council tax, rent, savings, additional income or sale of assets. The types of unsupported borrowing typically undertaken by the Council and how capital financing costs are paid for are shown below.



Welsh Government itself has been utilising and considering different options to meet the cost of investment, primarily by utilising the ability of local authorities to borrow.

This includes schemes such as:

- Local Government Borrowing Initiative for highways and schools and potentially for coastal erosion.

- Providing interest free loans 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 as all risk of expenditure remains with the Council and WG require all funding to be paid back in full in future years.

Funding the Strategy

The Council will consider the risks and benefits of new school investment proposed by Welsh Government as part of its Mutual Investment Model (MIM) for 21st Century Schools. This is where new schools could be built under a Public Private Partnership arrangement and Councils will be required to pay a revenue charge per annum for use of the asset over a defined period to which the Welsh Government would contribute a fixed percentage.

The Council will also explore with Welsh Government the development of a Tax Increment Finance pilot, a means of unlocking development value through investing in infrastructure, assumed to be paid for from anticipated future business rates.

In assessing alternative income sources proposed to pay for investment funded by borrowing, the long term risks, sustainability and responsibility for them would need to be clearly understood. This is together with lessons learnt where similar schemes have been introduced elsewhere. Robust business cases and due diligence is essential.

Leasing

Lease obligations are similar to borrowing as they have an ongoing revenue budget commitment. Leasing will be considered following due diligence over the life of the asset, comparing the financial and non-financial benefits and risks compared to the Council owning and delivering such assets itself. In consideration of new accounting requirements from 2020/21, the Council will undertake a data gathering exercise to understand materiality and the detailed financial implications.



Managing the Borrowing Requirement

The Council's Treasury Management Strategy considers how the cash requirements arising from the Council's Capital Strategy and detailed investment programme are managed by external borrowing and the timing of any such borrowing. This is delegated to the Corporate Director Resources. Audit Committee is responsible for seeking assurances that the Council has complied with the Treasury Management Strategy and Practices by demonstrating effective control of the associated risks and pursuing optimum performance consistent with those risks.

Where capital expenditure has been incurred without a resource to pay for it i.e. when proposed to be paid for by supported or unsupported borrowing, this will increase what is termed the Council's Capital Financing Requirement (CFR) which is the Council's underlying need to borrow. The Council is required to make a prudent provision for the repayment of historic capital expenditure from its revenue budget in line with its agreed policy. This reduces the CFR. Calculation of the CFR is summarised in the table below and results in the need to borrow money.

| Movement | Opening Capital Financing Requirement (CFR) |
|----------|---|
| + | Capital expenditure incurred in year |
| - | Grants, contributions, reserves and receipts used for capital expenditure |
| - | Prudent Minimum Revenue Provision and Voluntary Provision |
| = | Closing Capital Financing Requirement (CFR) |

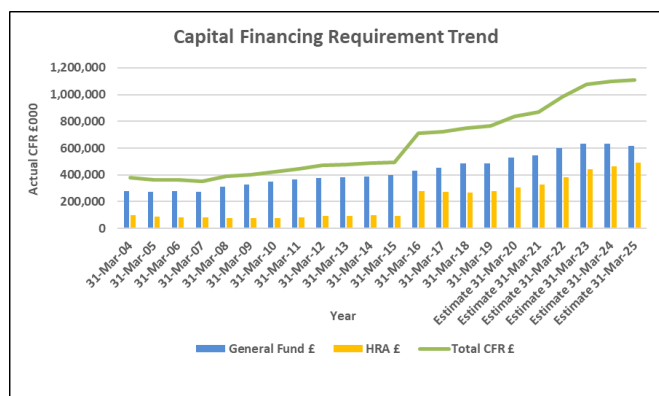
Future projections of the CFR based on the Capital investment programme and resources deemed available to fund it are shown in the table below. Forecasts are subject to the timing

of capital expenditure and receipt of funding sources.

| Indicator | | | | | | | |
|--|----------------|------------------|------------------|------------------|------------------|------------------|------------------|
| Capital Financing Requirement as at 31 March | | | | | | | |
| | 2019 Actual £m | 2020 Estimate £m | 2021 Estimate £m | 2022 Estimate £m | 2023 Estimate £m | 2024 Estimate £m | 2025 Estimate £m |
| General Fund | 488 | 531 | 544 | 601 | 634 | 634 | 615 |
| Housing Revenue Account | 279 | 303 | 326 | 381 | 441 | 464 | 493 |
| Total | 767 | 834 | 870 | 982 | 1,075 | 1,098 | 1,108 |

The chart below shows the historic trend in the CFR including the Housing Revenue Account.

The latter includes the £187 million payment made to HM Treasury to exit the subsidy system in 2015/16 and also future expenditure to create new Council owned affordable housing from various measures to be updated in the next iteration of the Housing 30 Year Business Plan.



Managing the Borrowing Requirement

The Medium Term Financial Plan projections for the General Fund and HRA, include the costs of servicing the respective borrowing requirements. The Treasury Management Strategy addresses how the Council will meet the borrowing requirement including any external borrowing

The Council can consider various debt instruments, with the main source of long term borrowing for local authorities historically being the Public Works Loan Board. Best treasury management practice is that loans are not taken

on a project by project basis. However alternative options could be considered for specific council projects where relevant such as leasing and bonds where these would allow financing requirements to be met in an efficient manner. Advantages and disadvantages of such products, supported by external advice in respect of different options, would need to be considered including risks, track record and cost of issuance.



Prudent Minimum Revenue Provision (MRP) Policy Statement

Where capital expenditure is paid for using borrowing, the Council has a statutory duty to charge an amount to future revenue budgets for the eventual repayment of that expenditure. This spreads the cost of capital expenditure incurred now, and historically, to future revenue budgets. Decisions in respect of the allocation of MRP have short, medium and very long term impacts across generations.

Making minimum and any voluntary provision must be considered to be prudent and results in a reduction in the Council's underlying need to borrow known as the Capital Financing Requirement (CFR). Legislation does not define what constitutes a 'prudent provision'. Instead Welsh Government has provided guidance and examples in order to interpret that term.

A statement on the Council's policy for its annual MRP is required to be submitted to Council for approval before the start of the financial year to which the provision will relate.

The previous approach to MRP on supported borrowing was based on a reducing balance basis. This has been tested and reviewed during 2019/20 and it is recommended a change in approach is adopted whereby current and future generations who make use of assets, will pay an equal and consistent amount of MRP and there is a defined point at which debt will be fully provided. The reduction in revenue resources required in 2019/20 and 2020/21 will be made available to strengthen the Local Authority's financial resilience in respect of capital and treasury, through the development of a Treasury Management Reserve.

It is proposed that the Council's MRP Policy to apply for 2019/20 and for future years is as follows, with any change in the level, timing and method of provision in year delegated to the Section 151 Officer:

- *Council expenditure undertaken based on 'supported borrowing' approved by WG is to be provided for on a straight line basis over 45 years.*
- *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.

- *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 annuity basis, 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.*
- *Voluntary 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.*

Capital investment undertaken historically, and the proposed Capital Programme, form an integral part of the Council's revenue budget and Medium Term Financial Plan. The revenue budget impact of capital schemes for Council Tax and Rent payers include:

- The costs of operating / maintaining new assets.
- The capital financing costs of servicing any borrowing required to pay for investment (interest and the Council's approach to making prudent provision for repayment of capital investment paid for by borrowing).
- The revenue costs of preparing and delivering projects.
- Abortive costs required to be charged to revenue budgets if schemes do not proceed.

Some or all costs of that investment may be offset by financial and non-financial benefits such as income, cost avoidance and importantly improved outcomes for residents of the city.

Where capital investment has been undertaken by borrowing, the Council is required to spread the cost of that investment over future year's revenue budgets. This is in accordance with its Policy on Prudent Provision for the Repayment of Capital expenditure which is approved as part of the budget proposals each year.

It is recognised that the Council cannot afford to do everything, however where revenue resources are deemed available to increase the level of Council borrowing, where it needs to do so, this will be considered. The Council's approach to affordability of its capital financing budgets in the medium term are as follows:

- General Fund – Additional investment funded by borrowing over the medium term to be minimised unless approved on an invest to save / invest to earn basis.
- Housing Revenue Account - Increasing over the medium term primarily as a result of implementing Capital Ambition target of new affordable housing. Future rent policy, pressures and a robust approach to ensuring viability of new development will be key to affordability.

- Strategic and major development projects – To create affordable revenue budget allocations to cover capital financing costs arising from approved business cases.

Prudential indicators and financial resilience indicators included in the Budget Report must be considered in taking a longer term view of affordability, prudence and sustainability.

The percentage of the Council's revenue budget that is committed to capital financing costs is increasing in the long term. Given the pressure on revenue budgets, this clearly limits the affordability for additional borrowing in future years and must be a factor considered by members when determining the Capital Programme.

The indicator below 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/Earn 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. An increasing ratio indicates that a greater proportion of the estimated future revenue budget is required for capital financing costs over the planned Capital Programme period.

| Indicator | | | | | | | |
|---|------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|
| Ratio of Financing Costs to Net Revenue Budget Stream | | | | | | | |
| | 2018/19 Actual % | 2019/20 Estimate % | 2020/21 Estimate % | 2021/22 Estimate % | 2022/23 Estimate % | 2023/24 Estimate % | 2024/25 Estimate % |
| General Fund – Net Capital Financing Budget | 5.70 | 4.77 | 4.61 | 4.64 | 4.56 | 5.16 | 5.01 |
| General Fund – Gross Capital Financing Budget | 7.65 | 7.02 | 6.94 | 7.06 | 7.29 | 8.09 | 7.88 |
| HRA | 31.21 | 33.24 | 34.66 | 35.44 | 35.98 | 37.86 | 38.38 |

Although there may be short term implications, Invest to Save/Earn 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 be delayed or will not materialise. This would have a detrimental long term consequence on the revenue budget and requires careful monitoring when considering future levels of additional borrowing.

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 2024/25. This shows the ratio of capital financing costs of the Council expressed as a percentage of its controllable budget, excluding treasury investment income.

| Indicator | | | | | | | | |
|--|------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------|--------------------------------|
| Capital Financing Costs expressed as percentage of Controllable Budget | | | | | | | | |
| | 2011/12 Actual % | 2019/20 Estimate % | 2020/21 Estimate % | 2021/22 Estimate % | 2022/23 Estimate % | 2023/24 Estimate % | 2024/25 Estimate % | Difference 11/12-24/25 % |
| Net | 13.47 | 11.84 | 11.21 | 11.35 | 11.21 | 12.88 | 12.49 | (7.28) |
| Gross | 15.17 | 17.04 | 16.02 | 16.41 | 17.05 | 19.35 | 18.82 | 24.06 |

In accordance with the principles of Invest to Save/Earn, 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.

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. An increasing ratio 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 impact on the controllable base budget of the level of savings having to be found in 2020/21 and over the medium term. The indicator is showing a decrease from previous years. This is primarily a result of revised capital financing budget assumptions, a positive 2020/21 revenue funding settlement, and more optimistic assumptions regarding future Aggregate External Financing and rent policy. The latter are clearly assumptions, any adverse change in which may have a significant impact on the outlook for this indicator.

Future Years Strategy Development

The development of a Capital Strategy is still a recent requirement in Wales and it is recognised some areas will need to develop over time. Potential development actions will be identified during 2020/21 as part of a process of continuous improvement to support members in their decision making.

Such actions include:

- Assessment of asset management planning to inform decision making and risk.
- Building on an initial data gathering exercise identifying capital pressures and risks over a 10 year horizon.
- Business case and viability best practice. Review approach ensuring they adequately inform decision making.
- Clear scope and post project evaluation of schemes.

- Reviewing the output from a self-assessment of skills and knowledge to inform capacity to deliver.
- Reviewing the linkages and role of Boards in the approval of effective business cases and asset management planning to ensure that all assets are captured.
- Reviewing whether any additional indicators or disclosures are required to support an assessment of 'proportionality of income' when considering investment in non treasury assets and where such assets are reported.

Progress on meeting these improvements will be reviewed by the Corporate Director Resources as part of a review to be commissioned using internal and external advice.



References

Key Documents

Capital Ambition (Cabinet January 2020)

Investment Property Strategy (Cabinet November 2016)

Corporate Land and Property Asset Management Plan (Cabinet February 2018)

Treasury Management Strategy (Council February 2020)

Image Sources (in order of appearance)

Cover – City aerial view

Fitzalan High School – 21st Century Schools artistic impression

Central Quay - Artistic impression

Domestic Abuse One Stop Shop at the Cardiff Royal Infirmary

Fairwater Day Centre

Arena – Artistic impression

Ty-To-Maen St Mellons - Cardiff Living Housing Project

Castle Street – Artistic impression

Attachments to the Capital Strategy 2020/21

Capital Investment Programme 2020/21 - 2024/25

Capital Funding 2020/21 - 2024/25



Capital Investment Programme 2020/21 - 2024/25

| | | | <u>2020/21</u> <u>Including</u> <u>Slippage</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>Indicative</u> <u>2023/24</u> <u>£000</u> | <u>Indicative</u> <u>2024/25</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. | 3,800 | 3,800 | 3,800 | 3,800 | 3,800 | 19,000 |
| 2 | Owner Occupier Costs - Housing Regeneration | Towards owner occupier costs of improvements to housing and boundary walls as part of public housing regeneration schemes. Includes enabling works to improve energy efficiency in areas eligible for Welsh Government grant funding. | 396 | 140 | 140 | 140 | 140 | 956 |
| 3 | Alleygating | To prevent anti-social behaviour with other benefits such as reduced street cleansing and highway maintenance costs. | 100 | 50 | 50 | 50 | 50 | 300 |
| 4 | Neighbourhood Renewal Schemes (NRS) | Local regeneration schemes based on ward member priorities. | 310 | 550 | 300 | 0 | 0 | 1,160 |
| 5 | 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. Health and Safety and Additional Learning Needs Strategy. | 3,583 | 2,302 | 2,302 | 2,815 | 2,815 | 13,817 |
| 6 | 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. | 1,040 | 1,040 | 1,040 | 1,040 | 1,040 | 5,200 |
| 7 | Highway Carriageway Reconstruction | Programme to address structural failure, beyond routine repairs. | 760 | 400 | 100 | 0 | 0 | 1,260 |
| 8 | Carriageway Investment | Road resurfacing - Priorities based on annual engineering inspections. | 3,475 | 4,450 | 1,450 | 1,350 | 1,350 | 12,075 |
| 9 | Footway Investment | Footway resurfacing including implementation of dropped kerbs - Priorities based on annual engineering inspections. | 1,785 | 1,135 | 670 | 470 | 470 | 4,530 |
| 10 | Footway Improvements around Highway Trees | To address the condition of tree roots and tree pits on footways. | 125 | 125 | 125 | 125 | 125 | 625 |
| 11 | Street Lighting Renewals | To replace and install new street lighting columns including renewal of electrical cabling. | 765 | 970 | 500 | 270 | 270 | 2,775 |
| 12 | Highway Structures including Bridges | The strengthening or replacement of sub standard bridges, culverts and other highways structures following principal inspection reports. | 1,564 | 1,100 | 900 | 750 | 750 | 5,064 |
| 13 | Bus Corridor Improvements | Bus corridor improvements with a focus on securing match funding. | 80 | 250 | 335 | 335 | 335 | 1,335 |
| 14 | 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 |
| 15 | Telematics / Butetown Tunnel | Transportation infrastructure improvements including CCTV systems. | 135 | 135 | 135 | 330 | 330 | 1,065 |
| 16 | Transport Grant Match Funding | Match funding for Council bids to Welsh Government for transport schemes. | 575 | 375 | 375 | 375 | 375 | 2,075 |
| 17 | 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. | 1,300 | 800 | 400 | 400 | 400 | 3,300 |
| 18 | Materials Recycling Facility | To establish a planned regime for upgrades to minimise downtime at the Materials Recycling Facility. | 45 | 45 | 45 | 45 | 45 | 225 |
| 19 | Waste Recycling and Depot Site Infrastructure | Safety improvements at waste management facilities, skip renewal and retaining wall replacement. | 445 | 300 | 100 | 0 | 0 | 845 |
| 20 | 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. | 3,030 | 2,355 | 1,855 | 1,355 | 1,355 | 9,950 |
| 21 | Parks Infrastructure | To improve existing parks infrastructure e.g. allotments, hard surfaces, sports fields, parks utilities and outdoor leisure facilities. | 200 | 140 | 140 | 140 | 140 | 760 |

Capital Investment Programme 2020/21 - 2024/25

| | | | <u>2020/21</u> <u>Including</u> <u>Slippage</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>Indicative</u> <u>2023/24</u> <u>£000</u> | <u>Indicative</u> <u>2024/25</u> <u>£000</u> | <u>Total</u> <u>£000</u> |
|--------------------------|----------------|---|--|--|--|--|--|-----------------------------|
| 22 | Play Equipment | Replacement of existing play equipment in parks. | 458 | 190 | 90 | 90 | 90 | 918 |
| 23 | ICT Refresh | To replace failing / non compliant hardware for corporate systems. | 400 | 400 | 400 | 400 | 400 | 2,000 |
| 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 | | | 24,906 | 21,587 | 15,787 | 14,815 | 14,815 | 91,910 |

| Ongoing Schemes / Amendments to Ongoing Schemes | | | | | | | | |
|--|--|---|-------|--------|--------|-------|-------|--------|
| 25 | Travellers Site Expansion | Following land acquisition, to support the expansion of pitches at Shirenewton - Subject to successful grant award. | 50 | 0 | 0 | 0 | 0 | 50 |
| 26 | City Centre Youth Hub | Council contributions to improve existing facilities in the City Centre to create a multi agency youth hub as part of a wider regeneration programme for the area. Subject to grant funding. | 50 | 750 | 0 | 0 | 0 | 800 |
| 27 | Targeted Regeneration Investment Programme | Match funding towards a three year programme for the region - Subject to successful grant awards for individual projects such as Tudor Street Commercial Property Improvement scheme. | 400 | 800 | 0 | 0 | 0 | 1,200 |
| 28 | Intermediate Care Fund | Resources held by the Council on behalf of Welsh Government arising from 2018/19 grant. Priorities to be determined in conjunction with Health, subject to approval of projects. | 660 | 0 | 0 | 0 | 0 | 660 |
| 29 | Children's Services Accommodation Strategy | Balance of proceeds from disposal of 150 Thornhill Road ring-fenced for schemes which provide direct benefit to children. | 226 | 0 | 0 | 0 | 0 | 226 |
| 30 | Schools Additional Asset Renewal / H&S and ALN | Schools Property - Health & Safety, Additional Learning Needs (ALN). | 0 | 5,000 | 5,000 | 5,000 | 5,000 | 20,000 |
| 31 | 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. | 1,022 | 0 | 0 | 0 | 0 | 1,022 |
| 32 | 21st Century Schools Band B (Assumed from Asset Sales) | Part of the Council's match funding towards expenditure funded by Welsh Government Grant. £25m of this is assumed to be from the proceeds of asset sales, with the balance being additional borrowing paid for by revenue budgets identified in the Band B financial model. | 5,000 | 10,000 | 10,000 | 0 | 0 | 25,000 |
| 33 | Millennium Walkway | To replace the timber surface of the Millennium Walkway which provides a link between Wood Street and Cowbridge Road East and provides access and egress for the Principality Stadium. | 325 | 1,500 | 400 | 0 | 0 | 2,225 |
| 34 | City Centre Transport Schemes | Council resources to support the design and implementation of City Centre Transport Improvements along with any approved Welsh Government funding as well as providing opportunities to matchfund further grant funding bids for related projects. | 0 | 300 | 1,259 | 0 | 0 | 1,559 |
| 35 | 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. | 250 | 1,150 | 0 | 0 | 0 | 1,400 |
| 36 | Cycling Infrastructure (Priority Cycle Routes) - Active Travel | 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 improved road safety and reducing congestion. | 1,500 | 1,500 | 2,500 | 0 | 0 | 5,500 |

Capital Investment Programme 2020/21 - 2024/25

| | | | <u>2020/21</u> <u>Including</u> <u>Slippage</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>Indicative</u> <u>2023/24</u> <u>£000</u> | <u>Indicative</u> <u>2024/25</u> <u>£000</u> | <u>Total</u> <u>£000</u> |
|------------------------------|---|---|--|--|--|--|--|-----------------------------|
| 37 | Transportation and environmental improvements, Bus Corridors and Electric Vehicle Charging Points | Various projects to be approved in line with an agreed governance process from Parking Enforcement income. | 835 | 1,558 | 1,160 | 1,075 | 1,050 | 5,678 |
| 38 | 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. This allocation is subject to design, business case approval and is the Council's required matchfunding. Welsh Government contribution is likely to be receivable in the form of Local Government Borrowing Initiative. | 165 | 1,000 | 920 | 0 | 0 | 2,085 |
| 39 | New Household Recycling and Service Centre | To explore options and any required land acquisition for a new Household Waste Recycling Centre in the North of the city and creation of reuse centre facilities in partnership with the third sector. | 200 | 1,475 | 1,650 | 0 | 0 | 3,325 |
| 40 | Waste Recycling and Collection Review | To support implementation of approved options arising from a review with Welsh Government, WRAP and Local Partnerships on the Recycling Service Strategy that meets current and future targets and aspirations. | 0 | 815 | 0 | 0 | 0 | 815 |
| 41 | Economic Development Initiatives | Enabling investment in respect of economic development initiatives. | 2,166 | 0 | 0 | 0 | 0 | 2,166 |
| 42 | Central Square Public Realm | Completion of Central Square public realm. | 342 | 0 | 0 | 0 | 0 | 342 |
| 43 | Indoor Arena | Subject to due diligence, business case, valuation and financial appraisal. Council contribution in the form of identified capital receipts towards costs of constructing indoor arena. | 0 | 0 | 15,000 | 0 | 0 | 15,000 |
| 44 | Chapter Arts Centre | Investment to support development of Chapter by creating an extension to rear of the existing Chapter Building. Capital Receipt from disposal of Medicentre in 2014 to be used to pay for expenditure. | 280 | 1,000 | 0 | 0 | 0 | 1,280 |
| 45 | 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 lottery fund grant award. | 20 | 20 | 658 | 0 | 0 | 698 |
| 46 | Roath Park Dam | Implementation of works deemed required as part of the Reservoir Act 1975 following an inspection report and requirements of Natural Resources Wales. Cost is subject to option appraisal, detailed design of recommended option and impact on other features of this Grade 1 listed Historic Park. | 150 | 1,300 | 1,500 | 0 | 0 | 2,950 |
| 47 | 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. | 123 | 0 | 0 | 0 | 0 | 123 |
| 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. | 600 | 925 | 0 | 0 | 0 | 1,525 |
| 49 | CCRCDD | Council commitment of £28.4m over a number of years towards the £120m Investment Fund - Profile based on March 2018 five year business plan and subject to progress on projects as well as options to maximise use of grant in short term. | 3,672 | 1,887 | 1,887 | 3,084 | 3,084 | 13,614 |
| TOTAL ONGOING SCHEMES | | | 18,036 | 30,980 | 41,934 | 9,159 | 9,134 | 109,243 |

New Capital Schemes/Annual Sums (Excluding Invest to Save)

Capital Investment Programme 2020/21 - 2024/25

| | | | <u>2020/21</u> <u>Including</u> <u>Slippage</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>Indicative</u> <u>2023/24</u> <u>£000</u> | <u>Indicative</u> <u>2024/25</u> <u>£000</u> | <u>Total</u> <u>£000</u> |
|---|---|--|--|--|--|--|--|-----------------------------|
| 50 | Disabled Adaptations Grants | Additional investment to meet additional demand, waiting times and timescales for determining an application. Any additional income from fee recharges to be reinvested into grants. | 750 | 750 | 750 | 750 | 750 | 3,750 |
| 51 | Children Looked After | Aquisition and development of short stay assessment accomodation for Children looked after as part of the 'Right Home, Right Support' commissioning strategy. | 500 | 0 | 0 | 0 | 0 | 500 |
| 52 | Highway and Footway Resurfacing | Additional investment for highways and footways resurfacing including preventative treatments on some of Cardiff's busiest strategic and distributor roads to protect existing but aging high grade construction and extend their service lives in the most cost effective manner. | 0 | 0 | 2,000 | 2,000 | 2,000 | 6,000 |
| 53 | Intelligent Transport Systems | Address two asset replacement schemes due to safety and obsolescence. The overhead gantry mounted signs for the tidal flow on North Road including the controlled illuminated road studs (£300k) and Butetown Tunnel entrance signs (£160k). | 460 | 0 | 0 | 0 | 0 | 460 |
| 54 | City Centre Transport Impact - Enabling Works | Works and smart corridors to mitigate impact of City Centre transportation improvements, being undertaken as part of the Clean Air Direction, in adjacent wards and key routes. | 0 | 1,500 | 1,500 | 1,000 | 0 | 4,000 |
| 55 | Flooding and Drainage | Matchfunding for implementation of priority schemes to alleviate flooding, where there is an approved business case and WG grant funding is in place following an application process. | 0 | 500 | 500 | 0 | 0 | 1,000 |
| 56 | Bereavement Property Asset Renewal | To create a segregated Capital property asset renewal allocation for bereavement services from the rest of the property portfolio to allow more of the bereavement reserve to be support the revenue costs of the service and directorate. | 275 | 230 | 95 | 100 | 105 | 805 |
| 57 | International Sports Village | Development strategy for the Sports Village and infrastructure works which would be repaid through capital receipts or revenue from sites. | 1,000 | 2,000 | 0 | 0 | 0 | 3,000 |
| 58 | Llanrumney Development | A new bridge and road link between the Llanrumney estate and the A48 as part of the East Cardiff Industrial Strategy. Subject to options appraisal, viability and land receipts. | 0 | 500 | 3,000 | 4,000 | 0 | 7,500 |
| 59 | Cardiff City Transport Services Ltd - Cardiff Bus Support | Subject to a further report to and decision of full Council, due diligence and other matters; a package of support for Cardiff City Transport Services Limited. | 7,000 | 6,600 | 0 | 0 | 0 | 13,600 |
| 60 | ICT Refresh | Additional investment for critical ICT infrastructure to support business continuity and upgrade of core systems to required operating standards. | 430 | 800 | 0 | 0 | 0 | 1,230 |
| 61 | Web casting and infrastructure | Fixed and portable microphone/webcasting system acquisition and replacement due to condition and additional regulatory requirements for Council meetings. | 220 | 0 | 0 | 0 | 0 | 220 |
| TOTAL NEW SCHEMES / ADDITIONAL ANNUAL SUMS | | | 10,635 | 12,880 | 7,845 | 7,850 | 2,855 | 42,065 |

Schemes funded by Grants and Contributions (Further grants subject to approval of bids)

| | | | | | | | | |
|----|---|---|-------|---|---|---|---|--------------|
| 62 | Targeted Regeneration Investment Programme (WG) | Initial grant approved for Commercial property improvement scheme - Tudor Road. Further projects are subject to approval. | 820 | 0 | 0 | 0 | 0 | 820 |
| 63 | Enable Grant (WG) | Support for Independent Living and to be used with the Council's allocation for Disabled Facilities adaptations. | 436 | 0 | 0 | 0 | 0 | 436 |
| 64 | Intermediate Care Fund (ICF) | Rhydypennau, Whitchurch and Rhiwbina - Well-being Hubs. | 1,030 | 0 | 0 | 0 | 0 | 1,030 |

Capital Investment Programme 2020/21 - 2024/25

| | | | <u>2020/21</u> <u>Including</u> <u>Slippage</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>Indicative</u> <u>2023/24</u> <u>£000</u> | <u>Indicative</u> <u>2024/25</u> <u>£000</u> | <u>Total</u> <u>£000</u> |
|--|---|--|--|--|--|--|--|-----------------------------|
| 65 | Intermediate Care Fund (ICF) | Charles Street Academy Hub as part of wider regeneration of the area and subject to other grant funding applications. | 400 | 0 | 0 | 0 | 0 | 400 |
| 66 | Intermediate Care Fund (ICF) | To improve and increase capacity of Trelai Youth Centre on the Ty Gwyn Special School campus, making it available to children and young adults with learning disabilities and complex needs in Cardiff for out of school activities. | 150 | 0 | 0 | 0 | 0 | 150 |
| 67 | 21st Century Schools Band B (WG) | Strategic investment programme for priority schools including land acquisition, funded by Welsh Government grant and subject to approval of individual business cases. | 18,863 | 74,141 | 73,713 | 5,094 | 0 | 171,811 |
| 68 | Schools Capital Maintenance (WG) | School building improvement and property asset renewal (WG). | 3,000 | 0 | 0 | 0 | 0 | 3,000 |
| 69 | Childcare Capital Grant (WG) | To meet demand for childcare. | 382 | 0 | 0 | 0 | 0 | 382 |
| 70 | Reducing Infant Class Sizes (WG) | To create the necessary additional space required to deliver the foundation phase in reduced infant size classes. | 2,150 | 0 | 0 | 0 | 0 | 2,150 |
| 71 | Welsh Medium Education Capital Grant (WG) | To support capital investments that will facilitate growth in Welsh medium education and use of the Welsh language - Ysgol Y Wern. | 570 | 80 | 0 | 0 | 0 | 650 |
| 72 | Public Highways Refurbishment Grant (WG) | To support highway refurbishment programmes. | 1,723 | 0 | 0 | 0 | 0 | 1,723 |
| 73 | Local Transport Fund (WG) / City Deal - Metro + | City Centre - East | 990 | 1,500 | 0 | 0 | 0 | 2,490 |
| 74 | Air Quality Direction 2019 - Grant (WG) | For measures including Bus retrofit (£2.25m); Taxi vehicle emissions incentive (£1.86m); City Centre transport and active travel (£15.2m); completion of 20mph (£1.28m); Implementation management and monitoring (£0.65m) | 10,000 | 11,240 | 0 | 0 | 0 | 21,240 |
| 75 | Flood Risk Management Programme (WG) | Initial grant towards completion of design of works to manage flood and coastal erosion. Any implementation works are subject to confirmation of cost estimates, risks and understanding of financial support from Welsh Government. | 233 | 0 | 0 | 0 | 0 | 233 |
| 76 | Safe Routes in Communities (WG) | Welsh Government grant funding bid for accessibility and safety improvements to encourage walking and cycling in communities. | 285 | 0 | 0 | 0 | 0 | 285 |
| 77 | Road Safety Grant (WG) | Welsh Government grant funding bid towards measures that secure road safety casualty reduction. | 700 | 0 | 0 | 0 | 0 | 700 |
| 78 | Local Transport Fund / Network Fund / Resilient Roads and ULEV (WG) | Welsh Government grant funding bid to develop integrated, effective, accessible, affordable and sustainable transport systems. | 9,000 | 0 | 0 | 0 | 0 | 9,000 |
| 79 | Active Travel Fund (WG) | Welsh Government grant funding bid to increase levels of active travel, improve health and well-being, air quality, connect communities and improve active travel access to employment, education and key services, destinations and public transport. | 3,000 | 0 | 0 | 0 | 0 | 3,000 |
| 80 | National Heritage Lottery Fund - Parc Cefn Onn | Complete a range of improvements including toilets and community use facilities to be able to take advantage of this Grade 2 listed historic park. | 100 | 0 | 0 | 0 | 0 | 100 |
| 81 | Harbour Authority (WG) | Approved asset renewal programme including crane replacement and railings at Penarth marina. | 262 | 0 | 0 | 0 | 0 | 262 |
| 82 | Planning Gain (S106) and other contributions | .Various schemes such as improvements to open space, transportation, public realm and community facilities | 3,974 | 5,603 | 2,278 | 2,611 | 0 | 14,466 |
| TOTAL SCHEMES FUNDED BY GRANTS AND CONTRIBUTIONS (FURTHER GRANTS SUBJECT TO APPROVAL OF BIDS) | | | 58,068 | 92,564 | 75,991 | 7,705 | 0 | 234,328 |

Capital Investment Programme 2020/21 - 2024/25

| <u>2020/21</u> <u>Including</u> <u>Slippage</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>Indicative</u> <u>2023/24</u> <u>£000</u> | <u>Indicative</u> <u>2024/25</u> <u>£000</u> | <u>Total</u> <u>£000</u> |
|--|--|--|--|--|-----------------------------|
|--|--|--|--|--|-----------------------------|

Additional borrowing undertaken by the Council to be repaid from revenue savings/income (Invest to Save - Subject to Business Case)

Existing Schemes

| | | | | | | | | |
|--------------------------------|---|---|-------|--------|--------|--------|-----|---------------|
| 83 | 21st Century Schools - Band B | Strategic investment programme for priority schools including land acquisition, funded by additional borrowing. | 3,289 | 22,894 | 23,174 | 2,179 | 0 | 51,536 |
| 84 | Residential Street lighting to LED | The roll out of LED street lighting in residential areas resulting in a reduction in costs, carbon emissions and improved lighting. | 3,000 | 3,533 | 0 | 0 | 0 | 6,533 |
| 85 | New Cemetery Cardiff North | Increase burial provision in the North of the City. | 2,555 | 0 | 0 | 0 | 0 | 2,555 |
| 86 | Energy - Salix | Installation of a range of energy efficiency measures (mainly LED lighting replacements) in a range of Council buildings. | 500 | 500 | 0 | 0 | 0 | 1,000 |
| 87 | 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. | 750 | 500 | 0 | 0 | 0 | 1,250 |
| 88 | Lamby Way Solar | Completion of solar farm including construction of Private Wire. | 1,891 | 0 | 0 | 0 | 0 | 1,891 |
| 89 | Cardiff Heat Network - Phase 1 | To create infrastructure to support a district heat network supplied by Viridor Energy Recovery facility. The outline business case was approved by Cabinet in April 2018 with investment subject to a final business case and external funding approvals. | 0 | 100 | 1,570 | 2,300 | 0 | 3,970 |
| 90 | Town Centre Loan Schemes | Loan to allow completion of Coal Exchange. Other projects that meet the WG repayable funding criteria will be included in programme subject to relevant due diligence and approvals. | 1,500 | 0 | 0 | 0 | 0 | 1,500 |
| 91 | Leisure Centres - Alternative Service Delivery (ADM) | Balance of commitment to make prudential borrowing available to be repaid as part of the procurement exercise for leisure facilities. | 500 | 0 | 0 | 0 | 0 | 500 |
| 92 | Invest to Save - Annual Bid Allocation | Capital schemes developed during the year that can pay back the original investment of the scheme either through income generation or savings within a short period of time. | 500 | 500 | 500 | 500 | 500 | 2,500 |
| New Invest to Save Bids | | | | | | | | |
| 93 | CPE - Moving Traffic Cameras & Attended parking enforcement cameras | MTO Traffic Cameras for new routes within the City Centre and changes as part of part of the City's Clean Air Strategy and changes are taking place to key routes within the Centre that will require enforcement for safety purposes. Attended parking enforcement cameras installed to tackle illegal parking for safety purposes covering locations around schools and other high problem areas. | 475 | 0 | 0 | 0 | 0 | 475 |
| 94 | Red Dragon Centre | Pre Commitment - Deferred consideration for acquisition of the site - Subject to registration of a planning application for an Arena. | 5,664 | 0 | 0 | 0 | 0 | 5,664 |
| 95 | Arena Contribution (Part) | Part of £30m potential contribution to support construction of the Arena. This £15m would be paid for from a recurring revenue budget held by major projects. The balance of £15m is included in the capital programme, expected to be paid for by earmarked receipts in hand and due from Central Square as well as the disposal of land at international sports village. | 0 | 0 | 0 | 15,000 | 0 | 15,000 |

Capital Investment Programme 2020/21 - 2024/25

| | | | <u>2020/21</u> <u>Including</u> <u>Slippage</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>Indicative</u> <u>2023/24</u> <u>£000</u> | <u>Indicative</u> <u>2024/25</u> <u>£000</u> | <u>Total</u> <u>£000</u> |
|---|---|---|--|--|--|--|--|-----------------------------|
| 96 | Core Office Strategy - Digital Infrastructure | Smarter working, digital infrastructure and minor building adaptations to allow consolidation into alternative council buildings including County Hall. A further report to Cabinet on Core Office proposals is planned during 2020/21. | 2,000 | 5,750 | 2,000 | 0 | 0 | 9,750 |
| 97 | Vehicle Replacement - Lease or buy | Setting an overall limit to be able to undertake effective lease versus buy option appraisal as long as revenue budgets are in place for vehicles. Initial phase of vehicle replacement programme, pending overall review of recycling strategy and collection approach. Phase one is waste collection vehicles | 3,260 | 4,240 | 0 | 0 | 0 | 7,500 |
| TOTAL INVEST TO SAVE | | | 25,884 | 38,017 | 27,244 | 19,979 | 500 | 111,624 |
| TOTAL GENERAL FUND | | | 137,529 | 196,028 | 168,801 | 59,508 | 27,304 | 589,170 |
| Public Housing Capital Programme (HRA) | | | | | | | | |
| 98 | Regeneration and Area Improvement | Environmental works including defensible space, demolition, conversion and road/footpath realignment; energy efficiency schemes; improvements to flats, garages, gullies and open spaces. | 2,900 | 2,900 | 2,750 | 2,750 | 2,750 | 14,050 |
| 99 | External and Internal Improvements | Improvements include central heating, fencing, roofing, high rise upgrades, door entry systems, window and door upgrades, kitchens and bathrooms, improvements to sheltered housing and energy efficiency measures. | 11,150 | 17,100 | 16,250 | 9,500 | 9,350 | 63,350 |
| 100 | New Build and Acquisitions | Subject to approval of viability assessments, to develop or acquire land and new housing via a range of measures in order to increase the level of affordable housing in the city. | 39,375 | 64,215 | 64,980 | 40,205 | 46,780 | 255,555 |
| 101 | Disabled Facilities Adaptations | To provide adaptations and internal modifications to allow the recipient to live independently within their own home. | 3,350 | 3,350 | 3,350 | 3,350 | 3,350 | 16,750 |
| TOTAL PUBLIC HOUSING | | | 56,775 | 87,565 | 87,330 | 55,805 | 62,230 | 349,705 |
| TOTAL CAPITAL PROGRAMME EXPENDITURE | | | 194,304 | 283,593 | 256,131 | 115,313 | 89,534 | 938,875 |

Capital Funding 2020/21 - 2024/25

| | <u>2020/21</u> | Indicative | Indicative | Indicative | Indicative | <u>Total</u> | % |
|--|------------------|------------------|------------------|------------------|-----------------|------------------|--------------|
| | <u>£000</u> | <u>2021/22</u> | <u>2022/23</u> | <u>2023/24</u> | <u>2024/25</u> | <u>£000</u> | |
| | | <u>£000</u> | <u>£000</u> | <u>£000</u> | <u>£000</u> | | |
| General Fund | | | | | | | |
| WG Unhypothecated Supported Borrowing | (8,704) | (8,704) | (8,704) | (8,704) | (8,704) | (43,520) | 7.4 |
| WG General Capital Grant | (8,727) | (8,412) | (5,712) | (5,212) | (5,212) | (33,275) | 5.6 |
| Additional Borrowing to balance existing capital programme | (16,324) | (27,563) | (21,727) | (773) | (1,273) | (67,660) | 11.5 |
| Additional Borrowing for new schemes approved in 2020/21 | (9,635) | (10,380) | (4,845) | (3,850) | (2,855) | (31,565) | 5.4 |
| Additional Borrowing - Invest to save/earn schemes to be repaid from revenue savings/income or directorate budgets | (25,884) | (38,017) | (27,244) | (19,979) | (500) | (111,624) | 18.9 |
| Earmarked Capital Receipts | (2,122) | (3,600) | (18,000) | (4,000) | 0 | (27,722) | 4.7 |
| Non Earmarked Capital Receipts | (7,000) | (5,000) | (5,000) | (8,000) | (7,500) | (32,500) | 5.5 |
| Direct Revenue Financing | (210) | (210) | (210) | (210) | (210) | (1,050) | 0.2 |
| Parking and Enforcement - Earmarked Reserve | (835) | (1,558) | (1,160) | (1,075) | (1,050) | (5,678) | 1.0 |
| Other Earmarked Reserves | (20) | (20) | (208) | 0 | 0 | (248) | 0.0 |
| External funding estimates and contributions | (58,068) | (92,564) | (75,991) | (7,705) | 0 | (234,328) | 39.8 |
| Total General Fund | (137,529) | (196,028) | (168,801) | (59,508) | (27,304) | (589,170) | 100.0 |
| Public Housing (HRA) | | | | | | | |
| Major Repairs Allowance WG Grant | (9,500) | (9,500) | (9,500) | (9,500) | (9,500) | (47,500) | 13.6 |
| Additional Borrowing | (35,570) | (69,565) | (72,080) | (37,905) | (43,730) | (258,850) | 74.0 |
| Direct Revenue Financing | (2,400) | (2,400) | (2,400) | (2,400) | (2,400) | (12,000) | 3.4 |
| External funding estimates and contributions | (7,705) | (5,300) | (2,000) | (3,700) | (3,900) | (22,605) | 6.5 |
| Capital Receipts | (1,600) | (800) | (1,350) | (2,300) | (2,700) | (8,750) | 2.5 |
| Total Public Housing | (56,775) | (87,565) | (87,330) | (55,805) | (62,230) | (349,705) | 100.0 |
| Total Capital Programme Resources Required | (194,304) | (283,593) | (256,131) | (115,313) | (89,534) | (938,875) | |

Treasury Management Strategy 2020/21

Cardiff Council



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Treasury Management

1. 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. The last section of this strategy includes a glossary of terms used in this document.

2. 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.

3. The definition of 'Investments' above includes:

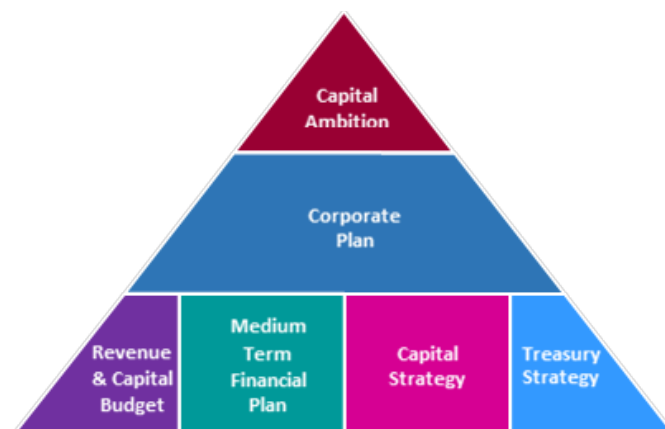
- treasury management investments (held for the prudent management of financial affairs), as well as
- non-treasury Investments, undertaken as part of a Capital Strategy either in the course of provision of services; or made for commercial reasons purely to make a financial gain. These are managed outside of normal treasury management activity.

Governance and Reporting

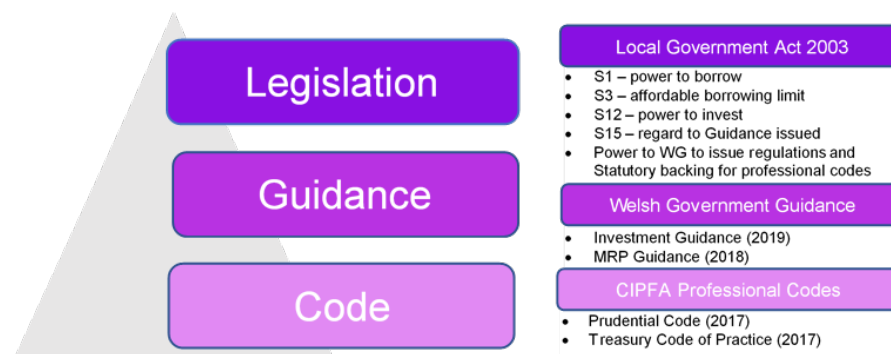
4. In compliance with Codes and Council policy, full Council receives a report on:

- the Treasury Management Strategy at the start of a forthcoming year
- a mid-year update and
- an outturn report.

5. The Treasury Management Strategy is an integral part of the Council's Strategic and Financial planning framework.



6. In 2004, local authorities were provided with flexibility in relation to the quantum and timing of borrowing decisions. Legislation, guidance and professional codes of practice were introduced to support decision making and ensure investment and borrowing is Prudent, Sustainable and Affordable.



7. The Council has delegated responsibility for treasury management to the Corporate Director of Resources and S151 Officer. The Council's Treasury Management Practices identifies specific responsibilities of officers as well as setting out schedules highlighting the way in which treasury activities are managed.
8. 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, Treasury Solutions includes advice on timing of decision making, training, credit updates, economic forecasts, research, articles and advice on capital finance.
9. Audit Committee undertakes scrutiny of the accounting, audit and commercial issues in relation to the Council's Treasury Management Strategy and practices and various reports are produced highlighting treasury management activities in accordance with council policy.

Treasury Management Strategy

10. The strategy covers the following areas:
- Borrowing to finance the cash requirements arising from the Council's Capital Strategy and detailed capital investment programme. Costs of servicing that financing is included in Medium Term Financial Plans for the General Fund and Housing Revenue Account.
 - Treasury investments determining how short term cash flows will be safely managed to meet the Council's financial commitments and objectives.
 - Highlighting the approach to non-treasury Management Investments. Whilst these impact on the treasury function, they arise from capital expenditure plans which are reported separately from day to day treasury management activities. Accordingly this strategy focuses on Treasury investments.
11. 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.

12. 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 2019 following a review by Internal Audit and Audit Committee.
13. The proposed strategy is an integrated strategy for the Council including the Housing Revenue Account (HRA). This integrated approach is proposed for review for future years, however the current strategy includes:
 - the current treasury position
 - economic background and prospects for interest rates
 - borrowing, including:
 - policy
 - 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 2020/21 to 2024/25
 - investment policy and strategy, including security and investments approved for use
 - non treasury investments and
 - training.

The Treasury Position

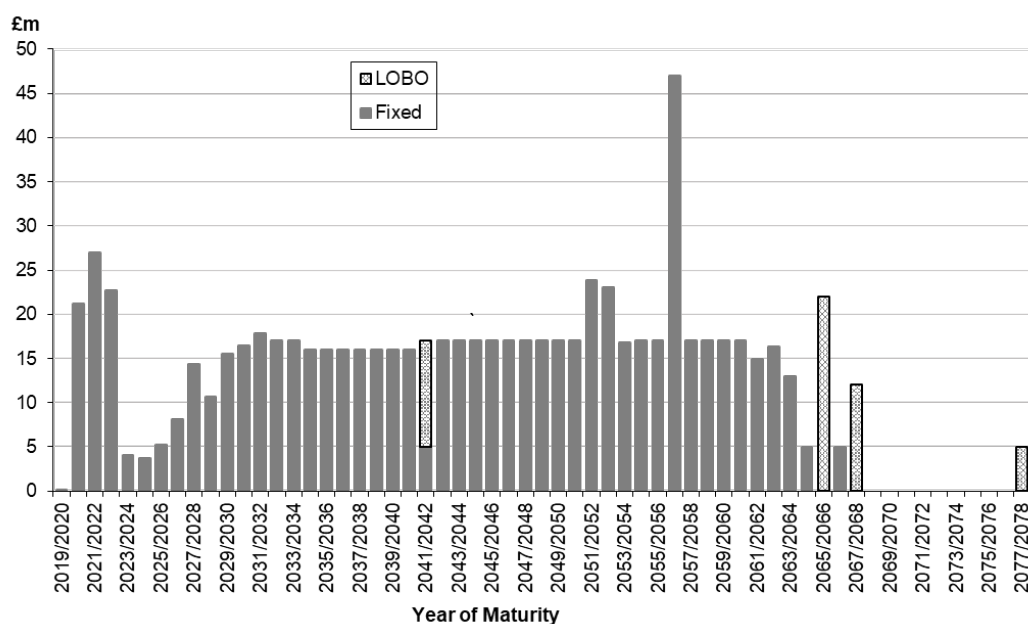
14. Borrowing and investments as at 10 January 2020 and at the same date in the prior year, are shown in the following table. Borrowing is predominantly made up of fixed interest rate loans payable on maturity. Investments fluctuate daily and are represented by fixed term deposits, notice deposit accounts 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.

| | 10 January 2019 | | 10 January 2020 | |
|---|-----------------|-------------|-----------------|-------------|
| | Principal | Average | Principal | Average |
| | £m | Rate % | £m | Rate % |
| External Borrowing | | | | |
| Public Works Loan Board (PWLB) | (643.9) | 4.7 | (668.9) | 4.6 |
| Market (Lender Option Borrower Option) | (51.0) | 4.0 | (51.0) | 4.0 |
| Welsh Government | (4.5) | 0 | (6.1) | 0 |
| Local Authority | 0 | 0 | (58.3) | 1.45 |
| Other | (5.3) | 0 | (4.2) | 0 |
| Total Debt | (704.7) | 4.58 | (788.5) | 4.27 |
| | | | | |
| Treasury Investments (Internally Managed)* | | | | |
| Banks | 34.0 | 0.96 | 89.0 | 0.91 |
| Building Societies | 10.0 | 0.84 | 10.0 | 0.75 |
| Money Market Funds | 43.9 | 0.75 | 40.3 | 0.71 |
| Total Treasury Investments (Net) | 87.9 | 0.84 | 139.3 | 0.84 |
| | | | | |
| Net Treasury Investments / (Borrowing) | (616.8) | | (649.2) | |

*Note all investments are currently managed internally and no external fund management arrangements are in place.

15. The Council's debt maturity profile at 10 January 2020 is shown in the following graph on the assumption that all loans run to their final maturity. This includes short term loans taken for the recent acquisition of the Red Dragon Centre site in Cardiff Bay.

The Treasury Position



16. 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 without penalty. The Council has six such loans totalling £51 million.
17. 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 |
| 01/03/2020 | 6 | 6 months | 23/05/2067 |
| 21/05/2020 | 6 | 6 months | 21/11/2041 |
| 21/05/2020 | 6 | 6 months | 21/11/2041 |
| 21/05/2020 | 6 | 6 months | 23/05/2067 |
| 21/11/2020 | 22 | 5 years | 23/11/2065 |
| 15/01/2023 | 5 | 5 years | 17/01/2078 |

18. 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.

Economic Background and Prospects for Interest Rates

19. The following table gives the Council's treasury management advisor's latest forecast of interest rates taking into account the twenty basis point certainty rate reduction available for PWLB loans. It is a central forecast, acknowledging for example that there are upside and downside risks. The rates above are predicated on an assumption of a trade agreement being reached between the UK and the EU.

| | Actual 31/12/2019 | March 2020 | March 2021 | March 2022 | March 2023 |
|----------------|------------------------------|-------------------|-------------------|-------------------|-------------------|
| Bank Rate | 0.75% | 0.75% | 1.00% | 1.00% | 1.25% |
| 5yr PWLB rate | 2.43% | 2.40% | 2.60% | 2.90% | 3.20% |
| 10yr PWLB rate | 2.67% | 2.70% | 2.90% | 3.20% | 3.50% |
| 25yr PWLB rate | 3.22% | 3.30% | 3.60% | 3.90% | 4.10% |
| 50yr PWLB rate | 3.05% | 3.20% | 3.50% | 3.80% | 4.00% |

Forecast at December 2019

20. 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 dampened particularly as a result of brexit uncertainty during 2019. This uncertainty is likely to continue, limiting growth to around 1% until there is more certainty after the trade deadline is passed in December 2020.
21. As for inflation, the latest Monetary Policy Report issued by the Bank of England revised its inflation forecasts down to 1.5% in 2020, and 2.0% in 2021; hence, the Monetary Policy Committee views inflation as causing little concern in the near future. However it was noted that events triggering a weakening pound could change this as a result of the potential for increased import costs.
22. International factors also impact significantly on the UK economy. In the United States, the Federal Reserve started a series of rate reductions from its previous policy of unwinding from historic lows. Rates were set at 1.5% to 1.75% in October 2019. Trade tensions and implementation of tariffs, particularly between the United States and China, has also created uncertainty in financial markets in relation to impact on growth and risk of escalation. World central banks are, therefore, likely to come under more pressure to support growth by looser monetary policy measures and this will mitigate against central banks increasing interest rates. In addition they are working in very different economic conditions than before the 2008 financial crash as there has been a major increase in consumer and corporate debt due to the exceptionally low levels of borrowing rates that have prevailed since 2008. This remains a significant risk.
23. The above issues including growth in the UK, growth globally, price and wage inflation are key factors used by the Bank of England in determining when to change interest rates. The bank last increased the base rate by 0.25% to 0.75% on 2 August 2018. The forecasts in the table above assume a modest recovery in the rate and timing of stronger growth and in the corresponding response by the Bank in raising rates.
24. PWLB rates are based on Government borrowing rates (Gilts) and can be the subject of exceptional levels of volatility due to geo-political, sovereign debt crisis and emerging market developments over the forecast period. In addition we have seen from HM Treasury intervention in 2010 and more recently in 2019, a significant margin of 100 basis points each time being added in determining PWLB borrowing rates.

25. This makes a 'cost of carry', i.e. where borrowing rates are greater than investment rates even more likely to continue in the medium term. Accordingly, an approach of deferring external borrowing by using temporary cash balances will continue to result in short term savings, whilst cash balances allow. However, caution should be adopted to avoid incurring higher borrowing costs in the future when new borrowing is unavoidable.
26. Downside risks to PWLB rates are:
- Bank of England raises bank rate faster than anticipated causing UK economic growth and increases in inflation, to be weaker than anticipated.
 - An approach to Brexit which is deemed to have a major downturn on UK economic growth.
 - Geopolitical risks in Asia, Europe and the Middle East, which could lead to increasing safe haven flows to the UK.
 - Resurgence of the Eurozone sovereign debt crisis due to high level of government debt, low rate of economic growth and vulnerable banking and political systems of certain countries.
 - The level of debt accumulated by corporations during the decade of low interest rates.
27. 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.
 - Brexit – if agreement was reached all round that removed all threats of economic and political disruption between the EU and the UK.
 - UK inflation returning to sustained significantly higher levels.
 - Increases in the pace and strength of reversal of quantitative easing.

Borrowing Policy

28. 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. Expenditure decisions are assumed in the Capital Strategy and detailed programme approved by Council with the recurring cost implications factored into Medium Term Financial Plans. All borrowing is undertaken in the name of the Council and secured on all revenues of the Council.
29. The Council can consider various sources and debt instruments to pay for capital expenditure as well as its short term working capital requirements including unexpected cash outflows. This includes the Public Works Loan Board, the financial markets, Municipal Bond Agency, Local Authorities and other public bodies, finance leases, public private partnership models and the issuing of bonds for significant levels of funding or smaller bond schemes linked to specific themes such as green growth. These are detailed in the Council's Treasury Management Practices and the advantages and disadvantages of such products would need to be considered including risks, track record and cost of issuance, supported by external advice in respect of different options.
30. Best treasury management practice is that loans are not taken on a project by project basis, however this may be a consideration for investment property purchases or similar, where there may be a need to meet specific cash flows or track performance in the short term.
31. The Council's currently maintains a single pool of all Council debt for all activities of the Council and the rationale for this approach was last reviewed in 2015/16. However given the changes in the last few years of the respective activities of the Housing Revenue Account and General Fund as well as some of the more complex expenditure commitments being undertaken and assumed to be paid for by borrowing, a further review will need to be undertaken. This is to ensure the current approach maintains a 'fair' interest cost for respective activities. The scope of this review will be scheduled in 2020/21, subject to the resourcing to ensure this can be undertaken effectively.
32. 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.
33. The Council's Borrowing Strategy considers all options to meet the long-term aims of:

Borrowing

- 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.
 - Achieving a balanced maturity profile.
 - Having regard to the effects on current and future Council Tax and rent payers.
34. 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.

Council's Borrowing Requirement

35. The following table shows the actual level of external borrowing currently held by the Council including planned external borrowing in 2019/20 and scheduled loan repayments in future years. It compares this to the projected CFR i.e the need to borrow based on estimates and timing of the Council's capital expenditure, proposed MRP policy and funding plans as set out in the budget report for 2020/21. The difference between the projected CFR in 2024/25 (£1,108 million) and the actual level of external borrowing after any planned repayments (£768 million) is £340 million, i.e. there is insufficient cash held by the Council to support this projected level of under borrowing and this means there is a requirement for the Council to undertake further external borrowing over the medium term.

| Indicator | | | | | | | |
|--|-------------|-------------|-------------|--------------|--------------|--------------|--------------|
| Gross External Borrowing and the Capital Financing Requirement | | | | | | | |
| | 2018/19 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
| | Actual | Estimate | Estimate | Estimate | Estimate | Estimate | Estimate |
| | £m | £m | £m | £m | £m | £m | £m |
| External borrowing at 1 April | 693 | 722 | 788 | 787 | 780 | 776 | 772 |
| Known / New borrowing | 33 | 70 | tbc | tbc | tbc | tbc | tbc |
| Scheduled repayments | (4) | (4) | (1) | (7) | (4) | (4) | (4) |
| External Borrowing at 31 March | 722 | 788 | 787 | 780 | 776 | 772 | 768 |
| Capital Financing Requirement | 767 | 834 | 870 | 982 | 1,075 | 1,098 | 1,108 |
| Shortfall / (Surplus) borrowing requirement | 45 | 46 | 83 | 202 | 299 | 326 | 340 |
| Requirement as % of CFR | 5.9% | 5.5% | 9.5% | 20.6% | 27.8% | 29.7% | 30.7% |

36. Within the new external borrowing figures above in 2019/20, short term borrowing of £58m relates to capital expenditure on the commercial investment in the Red Dragon Centre. This is just over 7% of the estimated level of actual external debt at 31 March 2020. This is made of a series of one, two and three year loans rather than long term borrowing as the acquisition is a first step in delivering arena. Accordingly the approach to future retention of the site as an investment in full or part is uncertain. Short term borrowing is cheaper but will also involve an element of refinancing risk when there is certainty of approach.
37. It should be noted that the borrowing requirement may increase further if the affordability envelope identified in the budget report for the indoor arena is triggered following consideration of affordability and approval of relevant business cases.
38. The CFR projections show a continuing increasing trend and are based on:
- Agreed expenditure pre commitments in the capital programme approved in 2019/20 and prior years.
 - An assumption that the council has the capacity and can implement the capital programme in accordance with the timescale in which funding is requested.
 - An assumption that the non earmarked capital receipt target of £40 million set in 2018/19 and other capital receipts assumed are achievable and receivable in a reasonable time frame.
39. Changes in the CFR projection compared to prior year include:
- Expansion in the HRA capital programme in respect of new build and other commitments such as cladding.
 - Acquisition of the Red Dragon Centre site.
 - A revision to the MRP policy for supporting borrowing from a reducing balance approach to a straight line approach.
 - Inclusion of new schemes approved in the 2020/21 budget.
40. The section below sets out the approach to meeting the known borrowing requirement including use of temporary cash balances, external borrowing, sources of borrowing and timing.

Borrowing Strategy

41. In the short term, continuing with an approach of internal borrowing, using temporary cash balances available will continue to be a cost effective way of meeting part of the borrowing requirement. A high level balance sheet review undertaken suggests that a maximum level of internal borrowing could be circa £80 million (c9% of the 2020/21 CFR).
42. Whilst having regard to the risks of comparison, data was compiled by the Council's treasury advisors, and included as part of a benchmarking report provided to Audit Committee in November 2019, from their Local Authority clients in 2018/19 showing internal borrowing as a percentage of their CFR. This showed that Welsh Councils averaged 11.9%; English Unitary 20.5% and 16.8% for all authority clients. The Council will continue to undertake various benchmarking activities to support the understanding of treasury performance, position and risk.

43. As mentioned previously, the Council will consider various sources and debt instruments to meet the borrowing requirement. Prior to the 100 basis points increase in rates in October 2019, most local authorities preferred source of long term borrowing was the PWLB, given the transparency and control that its facilities provide. The Council continues to qualify for borrowing at the 'Certainty Rate' (0.20% below the PWLB Standard Rate). It is unclear whether the recent move by HM Treasury is one that was a short term reaction which would be reviewed. However whilst this uncertainty remains, it is very likely that alternative providers of finance will step into the market for lending to local authorities. Options will be reviewed closely as the position develops, in conjunction with the Council's treasury management advisors early in the new year, particularly given the scale of the borrowing requirement.
44. 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 Council's Section 151 Officer due to changing circumstances with the following strategy proposed to manage the Council's Capital Financing Requirement:
- Whilst investment rates remain lower than long term borrowing rates internal borrowing will be used to minimise short-term costs.
 - External borrowing (short, medium and long term) will be taken for the balance of the Council's borrowing requirement, with timing delegated to the Council's Section 151 Officer. This will aim to keep internal borrowing to approximately £80 million, subject to balance sheet capacity and future interest rate forecasts.
 - External borrowing is likely to be at fixed rates to meet the long term borrowing policy aims and current forecasts for rates.
45. If there was a significant risk of a sharp rise in long and medium-term rates than that currently forecast, then fixed rate external borrowing may be undertaken sooner to reduce the level of internal borrowing. 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.
46. Current interest rates on the Council's existing debt portfolio compared to new borrowing rates and penalty rates charged for early debt repayment, results in limited options for restructuring of debt. Options have previously been considered for early repayment of LOBO loans, however the penalties outweighed the benefits. This position is expected to continue to be the case in the next few years.

47. The Council is required to set treasury management indicators as part of the CIPFA Treasury Management Code of Practice 2017 as well as Capital expenditure indicators in the overall budget report to consider affordability indicators.

Authorised Limit

48. 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.
49. The Government retains an option to control either the total of all council's plans, or those of a specific council, although this power has not yet been exercised.
50. Based on the capital programme proposed, 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 (figures for 2019/20 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.

| Indicator | | | | | | |
|--|---------------|---------------|---------------|---------------|---------------|---------------|
| External Debt - Authorised limit | | | | | | |
| | 2019/20 £m | 2020/21 £m | 2021/22 £m | 2022/23 £m | 2023/24 £m | 2024/25 £m |
| Limit for external borrowing and other long-term liabilities | 990 | 1,126 | 1,126 | 1,126 | 1,126 | 1,126 |

51. This limit is consistent with proposals contained within the budget for capital expenditure with the addition of financing and accounting requirements in relation to landfill obligations. The overall limit for the Council has been set at a constant level of £1,126 million for 2020/21 to 2024/25.
52. Any increase or change in treasury indicators would be reported to Council as part of the regular reports to Council on treasury management activities.

Operational Boundary

53. 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.

| Indicator | | | | | | |
|---|---------------|---------------|---------------|---------------|---------------|---------------|
| External Debt - Operational Boundary | | | | | | |
| | 2019/20 £m | 2020/21 £m | 2021/22 £m | 2022/23 £m | 2023/24 £m | 2024/25 £m |
| Boundary for external borrowing and other long-term liabilities | 788 | 870 | 982 | 1,075 | 1,098 | 1,108 |

Maturity Structure of Borrowing

54. 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.

| Indicator | | | | |
|--|-------------|-------------|--------------------|------------------------------|
| Maturity structure of borrowing in 2020/21 | | | | |
| | Upper limit | Lower limit | Actual to Maturity | Actual if LOBOs Repaid Early |
| | % | % | % | % |
| Under 12 months | 10 | 0 | 2.69 | 8.52 |
| 12 months and within 24 months | 10 | 0 | 3.42 | 3.42 |
| 24 months and within 5 years | 15 | 0 | 3.86 | 4.49 |
| 5 years and within 10 years | 20 | 0 | 6.82 | 6.82 |
| 10 years and within 20 years | 30 | 0 | 20.83 | 20.83 |
| 20 years and within 30 years | 35 | 0 | 21.43 | 19.91 |
| 30 years and within 40 years | 35 | 0 | 26.97 | 26.97 |
| 40 years and within 50 years | 35 | 0 | 13.35 | 9.04 |
| 50 years and within 60 years | 15 | 0 | 0.63 | 0.00 |
| 60 years and within 70 years | 5 | 0 | 0.00 | 0.00 |

Treasury Investment Policy

55. The Council has regard to the CIPFA Treasury Management Code and also complies with Welsh Government guidance on investments. 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.
56. 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's risk appetite for treasury investments is low and its current business model for financial assets for treasury management investments is to collect contractual cash flows as part of the prudent management of its financial affairs. It aims to achieve the optimum return on investments commensurate with proper levels of security and liquidity. 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.
57. 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.
58. Economic, Social and Governance issues are important to the Council and can play an important part in long term investments decision making. However the key aim for the treasury management of temporary cash balances is Security, Liquidity and then Yield for short term cash balances. Accordingly consideration of wider ethical issues such as climate change are not currently a key factor in the options for placing of short term cash balances.

Treasury Investment Strategy

59. The Council will retain access to a range of products and organisations available to manage short term investment balances and to achieve diversification. It uses WG guidance and judgements to define products available for use as specified or non specified and sets credit criteria to mitigate credit risk. These are defined in the sections below. Any funds held by the Council on behalf of joint committees will be managed in accordance with this strategy.

60. The ability to change credit criteria and the approach to investments is delegated to the S151 Officer. This allows a prompt response to uncertainties in financial markets, with the Council being kept informed of significant changes through the various reports it receives on treasury activities during the course of the year.
61. The Council aims to have sufficient liquid 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. Short term cash flow forecasts and a longer term balance sheet review is undertaken as part of the calculation of Prudential Code indicators to determine maximum periods for investments.

Specified Investments

62. A specified investment is defined as one:
- 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.
63. Specified investments may comprise up to 100% of the Council's total investments.

| Instruments approved for use | Minimum Credit Criteria |
|---|--|
| Term deposits – UK government and other Local Authorities | Assumed Government Guarantee |
| Term deposits – banks and building societies up to one year | Long-term A- /Short-term F1 or Government Equity Support |

Non-Specified Investments

64. 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 (**Required Prudential Indicator**).

Treasury Management Investments

| Instruments approved for use | Min Credit Criteria | Max % of total investments | Max. maturity period |
|---|--|----------------------------|-----------------------------------|
| Term deposits – banks and building societies (with maturities in excess of 1 year) | Long-term AA- /Short-term F1+ or part nationalised | 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 | Long-term AA- /Short-term F1+ | 10 | Maximum 2 year duration |
| UK Government Gilts and Gilt funds | Assumed Government Guarantee | 40 | Maximum 3 year duration |
| Treasury Bills | Assumed Government Guarantee | 40 | 6 months |
| Collective Investment Scheme structures – Constant as well as Low Volatility Money Market Funds | AAA – (Fitch, Moody's or S&P) | 100 | Liquid |
| Collective Investment Scheme Structures – Ultra Short Dated Bond Funds | AAA - (Fitch, Moody's or S&P) | 20 | Liquid |
| Collective Investment Scheme Structures - Government Bond Funds, Corporate Bond Funds, Gilt Funds and Floating Rate Notes | AA- | 10 | Weighted Average Maturity 3 years |

65. The Council can utilise 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 papers, together with a weighted average maturity of up to 60 days. It should be noted that any such funds are triple A rated and allow instant access.

Security / Creditworthiness Policy

66. 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” - the strongest capacity for timely payment of financial commitments.
67. 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:

Treasury Management Investments

- 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. No minimum sovereign rating is applied to the UK, however for non UK based institutions the minimum Fitch sovereign rating is AA-
- 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.

68. Local authorities usually do not have a credit rating, but are expected to assume the UK Sovereign rating. In accordance with the Local Government Act 2003, a person lending money to a local authority shall not be bound to enquire whether the authority has power to borrow the money and shall not be prejudiced by the absence of any such power. All loans are secured on future revenues of local authorities and this includes the ability to take legal action if any debts are not repaid. As demonstrated in benchmarking of treasury management investments, inter local authority lending is a significant option being used for short term investment balances, and is an option that continues to be available as part of the strategy proposed.

69. The Council's lending list for 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, whether ring fenced or otherwise, being £12 million:

| Fitch Ratings (minimum) | Long term | Short term | Limit £m |
|---|-----------|------------|----------|
| Overnight to three months | A- | F1 | 5 |
| 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 |

70. Where link recommend a shorter duration than would be allowed in accordance with Fitch criteria above, then the shorter period is adhered to.

The Council's current list of approved counterparties is shown below:

| | £m | Duration |
|---|----|----------|
| Australia AAA | | |
| Australia and New Zealand Banking Group | 12 | 2 years |
| Commonwealth Bank of Australia | 12 | 2 years |
| National Australia Bank | 12 | 2 years |
| Canada AAA | | |
| Canadian Imperial Bank of Commerce | 12 | 2 years |
| National Bank of Canada | 10 | 1 year |
| Toronto Dominion Bank | 12 | 2 years |

Treasury Management Investments

| | | |
|--|-----|----------|
| France AA | | |
| Credit Industriel et Commercial | 10 | 1 year |
| Societe Generale | 10 | 1 year |
| Germany AAA | | |
| DZ Bank (Deutsche Zentral-Genossenschaftsbank) | 12 | 2 years |
| Netherlands AAA | | |
| Cooperatieve Rabobank U.A. | 12 | 2 years |
| Singapore AAA | | |
| DBS Bank | 12 | 2 years |
| Oversea Chinese Banking Corporation | 12 | 2 years |
| United Overseas Bank | 12 | 2 years |
| Sweden AAA | | |
| Skandinaviska Enskilda Banken | 12 | 2 years |
| Switzerland AAA | | |
| UBS AG | 12 | 2 years |
| U.K AA | | |
| Barclays Bank (NRFB) | 10 | 1 year |
| Close Brothers | 10 | 1 year |
| Goldman Sachs International Bank | 10 | 1 year |
| Handelsbanken | 10 | 1 year |
| HSBC Bank plc (RFB) | 12 | 2 years |
| Santander UK plc | 10 | 1 year |
| Standard Chartered Bank | 10 | 1 year |
| Bank of Scotland | 10 | 1 year |
| Lloyds Bank (RFB) | 10 | 1 year |
| National Westminster Bank (RFB) | 12 | 1 year |
| Royal Bank of Scotland (RFB) | 12 | 2 years |
| Coventry BS | 10 | 1 year |
| Leeds BS | 5 | 3 months |
| Nationwide BS | 10 | 1 year |
| Skipton BS | 5 | 3 months |
| Yorkshire BS | 5 | 3 months |
| UK Local Authority (Per Authority) | 12 | 2 years |
| Debt Management Agency Deposit Facility | n/a | 6 months |
| Money Market Funds | | |
| Aberdeen Liquidity Fund | 12 | Liquid |
| BlackRock ICS Sterling Fund | 12 | Liquid |
| Deutsche Managed Sterling Fund | 12 | Liquid |
| Fidelity GBP ICF | 12 | Liquid |
| Goldman Sachs Sterling Reserves Fund | 12 | Liquid |
| HSBC GBP Liquidity | 12 | Liquid |
| Insight Sterling Liquidity Fund | 12 | Liquid |
| JPMorgan GBP Liquidity LVNAV | 12 | Liquid |
| LGIM Sterling Liquidity Fund | 12 | Liquid |

* In respect of the Council's day to day banking provider, there is a risk that the counterparty limit would be exceeded for a short period on receipt of unexpected funds.

71. The above list has been determined having regard to current participation in the financial markets and brokerages, sovereign countries whose banks we would be content to use and selecting some of their highest rated organisations.
72. 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. Investments already held with that counterparty will be reviewed and options to call back funds before maturity would be investigated. It should be noted that any early repayment is only at the discretion of the borrower and often at a penalty.

73. In addition to treasury management investment activity, local authorities can utilise their powers to borrow in order to invest in other financial assets. Such activity includes loans supporting service outcomes, investment in or loans to subsidiaries, and investment property portfolios primarily for a financial return. Whilst these impact on treasury management activity, they are managed outside of this Treasury Management Strategy and approved separately as part of the Council's Capital expenditure plans arising from its Capital Strategy. Regulator concerns in relation to the extent of this activity have resulted in recent updates to CIPFA professional Codes of Practice including the Treasury Management Code. Whilst no national monetary, financial or other controls or limits are in place currently, regulations have been updated to ensure the risks and implications of such activities are clearly governed and understood over a long term period.
74. 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, the Council's investment properties, which include various historic freeholds within the City held for income generation or capital appreciation. The Council has also recently secured the Red Dragon Centre site with a view to providing options for an arena and or securing future rental income.
75. Investment for non-treasury management purposes requires careful investment management. Any previous and future proposals for such investments form part of the approved Capital Strategy and Capital Programme, setting out where relevant, the risk appetite and specific policies and arrangements for non-treasury investments. This will include an appropriate investment management and risk management framework, 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.
 - proportionality of any income to resources available to the Council
 - The impact of potential losses on financial sustainability.
 - The methodology and criteria for assessing performance and changes to market and other conditions.
 - 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.
 - Creation of Treasury Management Practices which specifically deal with how non-treasury investments would be carried out and managed.
76. Where investment is undertaken in assets and property primarily for financial return, these investments should be proportional to the level of resources of the authority and consistent with CIPFA guidance. This guidance emphasises the importance of the Council's S151 (Responsible Finance) Officer role in reviewing and informing decisions being made in relation to non-treasury Investments.

77. 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.
78. Audit Committee Members who are responsible for reviewing and seeking assurance on treasury management activities have also been provided with the opportunity for specific internal and external training. The development of further training will be informed by individual and collective Audit Committee self- assessments.

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 accountants in public finance. As a specialised public services body, it provides information, guidance, and determines 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 (TMPs), 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 TMPs.

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, TMPs and CIPFA's Standard of Professional Practice on Treasury Management.

Glossary of Terms

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).

Glossary of Terms

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 (CNAV) are those where the sum invested is the same on maturity, Low Volatility Net Asset Value (LVNAV) are those where any sum invested is likely to be the same on maturity. Funds with a Variable Net Asset Value (VNAV) 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.

Ring Fencing

The largest UK banks, (those with more than £25bn of retail / Small and Medium-sized Enterprise (SME) deposits), are required, by UK law, to separate core retail banking services from their investment and international banking activities. Whilst smaller banks with less than £25bn in deposits are exempt, they can choose to opt up. Several banks are very close to the threshold already and so may come into scope in the future regardless.

Ring-fencing is a regulatory initiative created in response to the global financial crisis. It mandates the separation of retail and SME deposits from investment banking, in order to improve the resilience and resolvability of banks by changing their structure. In general, simpler, activities offered from within a ring-fenced bank, (RFB), will be focused on lower risk, day-to-day core transactions, whilst more complex and "riskier" activities are required to be housed in a separate entity, a non-ring-fenced bank, (NRFB). This is intended to ensure that an entity's core activities are not adversely affected by the acts or omissions of other members of its group.

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.

Glossary of Terms

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.

Appendix 1
CARDIFF COUNCIL BUDGET 2020/21
Support for Strategic Priorities and Future Generations

| CORPORATE PLAN | 2020/21 BUDGET <i>(includes 5 year capital expenditure, and additional revenue investment for 2020/21 including one-off sums)</i> |
|--|--|
| CARDIFF IS A GREAT PLACE TO GROW UP | <ul style="list-style-type: none"> • £7.1m - net additional revenue support for Children's Services (11.5%) • £10.4m - net additional revenue support for schools (4.3%) • £0.5m additional revenue support for the Cardiff Commitment & Child Friendly Cities • £0.2m additional revenue funding to provide mentor support and tuition to Looked After Children • £0.5m revenue funding for youth provision • £248.4m - 21st Century Schools Band B investment programme • £46.4m - investment in the existing schools estate • £0.5m - investment in a short stay accommodation centre for Looked After Children |
| CARDIFF IS A GREAT PLACE TO GROW OLDER | <ul style="list-style-type: none"> • £39.9m - Disabled adaptations to enable people to remain in their home (Adults and Children) • £4.2m - Net additional revenue support for Adult Services (+3.7%) |
| SUPPORTING PEOPLE OUT OF POVERTY | <ul style="list-style-type: none"> • £332.9m - investment in social housing, including new Council Homes • Revenue budget funding to continue to pay the Voluntary Living Wage to staff plus one off investment to promote the Living Wage in Cardiff • £0.1m additional revenue funding for homelessness |
| SAFE, CONFIDENT & EMPOWERED COMMUNITIES | <ul style="list-style-type: none"> • £0.5m to establish Estate Management Teams to plan and co-ordinate activities to bring citizens and services together to address issues • Revenue funding for a Community Safety Manager post • £2.2m - City Centre Youth and Wellbeing Hubs • £4.4m – Neighbourhood Regeneration • £6.8m investment in parks infrastructure and playground equipment |
| A CAPITAL CITY THAT WORKS FOR WALES | <ul style="list-style-type: none"> • £13.6m - Support for Cardiff Capital Region City Deal (CCRCDD) Projects • £52.2m - Economic Development Initiatives • £36.7m - Investment in Highway Infrastructure Assets • £1.8m revenue support for highways and cleansing |
| POPULATION GROWTH IS MANAGED IN A RESILIENT WAY | <ul style="list-style-type: none"> • £14.6m - Energy sustainability and generation • £78.4m - To develop strategic cycle routes, improve transportation infrastructure and encourage active travel, subject to grant funding • £5.2m - Additional capital support for recycling activity including a new recycling facility for the north of the city plus £3.2m revenue funding to support recycling & neighbourhood services • £6.3m - To address flooding and coastal erosion • £3.4m - Development of Bereavement Services including new cemetery to increase burial space provision • £0.2m revenue support to develop an integrated water management strategy including flood risk assessment and sustainable drainage • £0.4m revenue support to update the Local Plan • £0.2m revenue support to improve cycle parking and to supplement the existing social subsidy to bus routes |
| MODERNISING & INTEGRATING OUR PUBLIC SERVICES | <ul style="list-style-type: none"> • £14.7m - Investment in modernising ICT, improving business processes and core office strategy • £10.3m - Investment in non-schools buildings |

Appendix 1
CARDIFF COUNCIL BUDGET 2020/21
Support for Strategic Priorities and Future Generations

| The Five Ways of Working at the Heart of the Future Generations Act | |
|--|--|
| LONG TERM | <ul style="list-style-type: none"> • Long-term affordability of the capital programme - prudential & local indicators • 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 and ensuring mechanisms are in place to protect this position • Highlighting that budget opportunities forgone in one year will have a cumulative effect over time • Savings that involve removal of services seen as a last resort • Capital investment directed to areas that support the Council's priorities and emerging issues |
| PREVENTION | <ul style="list-style-type: none"> • Exploring opportunities for strength based practice and preventing escalation of need – 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, seeking options to relinquish them where feasible to avoid future costs • Revenue support to tackle homelessness and long term investment in new affordable housing |
| COLLABORATION | <ul style="list-style-type: none"> • Savings predicated upon working with others to continue to deliver services • Work with private and public partners to develop services and investment for the future to support the delivery of Capital Ambition objectives including the Capital Strategy |
| INTEGRATION | <ul style="list-style-type: none"> • Budget proposals are not considered in isolation, with consideration given to the potential impact of any decision on other council services, external partners and service users • Areas of integrated working include Health and Social Services, Community Safety, Regulatory Services and Third Sector • Integration between the different key elements of the Financial Strategy (Budget, Capital Programme, Treasury Management Strategy, Capital Strategy, MTFP) as well as the Council's key priorities |
| INVOLVEMENT | <ul style="list-style-type: none"> • City wide consultation • 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 |

WELSH LOCAL GOVERNMENT SETTLEMENT 2020-21 (Estimated Grants)

| | £'000s | |
|--|----------------|----------------|
| Portfolio and Grant Name | 2019-20 | 2020-21 |
| <u>Education</u> | | |
| Regional Consortia School Improvement Grant ¹ | 140,623 | 154,399 |
| Sixth Form funding | 94,664 | 93,943 |
| Pupil Development Grant | 92,767 | 101,367 |
| Professional Learning ² | 15,000 | 0 |
| Teachers Pay Grant 2019/20 | 12,018 | RSG |
| Youth Support ³ | 10,056 | 10,056 |
| Transition support for Minority Ethnic and Gypsy, Roma, Traveller learners ⁴ | 10,000 | 10,000 |
| Costs associated with Teachers Pay ^{5,6} | 7,500 | 0 |
| PDG Access ⁴ | 5,154 | 8,354 |
| Reducing Infant Class Sizes Grant - Revenue | 5,000 | 6,000 |
| Adult Community Learning | 4,418 | 4,418 |
| Additional Learning Needs Innovation Fund | 3,331 | 3,268 |
| Small and Rural Schools Grant | 2,500 | 2,500 |
| Whole School Approach | 1,526 | 2,000 |
| SEREN Foundation grant | 655 | 655 |
| School based supply cluster trial ⁵ | 350 | 0 |
| SEREN Academy grant | 329 | 329 |
| School Business Managers ⁵ | 200 | 0 |
| Foundation Phase Pilot (Flintshire only) ⁵ | 130 | 0 |
| Additional Learning Needs ⁴ | 0 | 7,192 |
| Elective Home Education ⁴ | 0 | 1,500 |
| TOTAL | 406,220 | 405,982 |
| <u>Housing and Local Government</u> | | |
| Children and Communities Grant(CCG) ⁷ | 136,442 | 135,442 |
| Housing Support Grant | 123,688 | 123,688 |
| Teachers Pension Grant | 39,112 | RSG |
| Affordable Housing Grant (AHG) ⁵ | 18,762 | 0 |
| Sustainable Waste Management Grant | 18,200 | 16,400 |
| Food and Residual Waste Treatment Gate Fee Support | 10,017 | 13,300 |
| Cardiff Capital Region City Deal | 10,000 | 10,000 |
| Cardiff Harbour Authority | 5,223 | 5,223 |
| Child Burials | 600 | 600 |
| Digital Transformation Fund | 552 | 1,150 |
| EU Support for Local Resilience Forums ⁵ | 500 | 0 |
| Support for Public Service Boards | 400 | 400 |
| South Wales Regional Aggregate Working Party (RAWP) | 50 | 50 |
| Waste Planning Monitoring Report - North Wales and South East Wales | 49 | 50 |
| Rural Housing Enabler | 47 | 47 |
| North Wales Regional Aggregate Working Party (RAWP) | 25 | 25 |
| Mid and South Wales Regional Viability Model and Assessment | 19 | 0 |
| Waste Planning Monitoring Report - South West Wales | 16 | 16 |
| Armed Forces Day | 15 | 20 |
| Circular Economy Projects | 0 | 1,000 |
| TOTAL | 363,716 | 307,411 |
| <u>Health and Social Services</u> | | |
| Childcare Offer- Childcare Costs | 46,150 | 56,177 |
| Social Care Workforce and Sustainability Pressures Grant | 30,000 | 40,000 |
| Substance Misuse Action Fund | 25,063 | 25,063 |
| A Healthier West Wales (supported programmes 1, 3, 7) | 4,484 | 7,483 |
| Community Services - North Wales | 3,732 | 2,041 |
| Integrated early intervention and intensive support for Children, Young People and Families-North Wales ⁵ | 2,407 | 0 |
| Childcare Offer- Administration Grant | 2,323 | 2,323 |
| Adoption Services | 2,300 | 2,300 |
| Together for Mental Health - North Wales | 2,072 | 238 |
| Social Care Tasks Performed by a Registered Nurse in Nursing | 1,900 | RSG |
| Seamless Services For People with Learning Disabilities - North Wales ⁵ | 1,651 | 0 |
| Childcare Offer- SEN Grant | 1,500 | 1,500 |
| National Approach to Statutory Advocacy for Children and Young People | 550 | 550 |
| Early Years Integration Transformation Programme | 463 | 463 |
| Deprivation of Liberty Safeguards (DoLS) | 263 | 263 |
| Complex Needs Funding - Substance Misuse and Mental Health | 229 | 1,018 |
| Maintaining the Delivery of the Wales Adoption Register | 178 | 178 |
| National Fostering Framework – Developing Foster Wales Brand and Marketing | 100 | 100 |
| Drug & Alcohol Initiatives Naloxone Programme | 80 | 80 |
| | | £'000s |

| Portfolio and Grant Name | 2019-20 | 2020-21 |
|--|------------------|----------------|
| Support Revision and Development of Wales Safeguarding Procedures for Adults and Children at Risk | 75 | 75 |
| Supporting Safeguarding Boards to deliver training for the implementation of Welsh Government policy and legislation | 60 | 60 |
| Residential care homes for Children - task and finish group | 50 | 50 |
| Review of the Local Authority Performance Management Framework Grant | 34 | 34 |
| Contact Centres | 18 | 21 |
| TOTAL | 125,682 | 140,017 |
| <u>Economy and Transport</u> | | |
| Free Concessionary Bus travel | 60,133 | 60,133 |
| Bus Services Support Grant | 25,000 | 25,000 |
| Bus Revenue Support - Traws Cymru | 2,530 | 3,187 |
| Road Safety Grant | 2,000 | 2,000 |
| Arfor innovation Fund | 1,000 | 1,000 |
| Anglesey Airport - Operation & Maintenance | 800 | 800 |
| Continued support for Regional Skills Partnerships | 495 | 495 |
| Swansea Tidal Lagoon Taskforce ⁵ | 220 | 0 |
| Business Improvement District ⁵ | 78 | 0 |
| Youth Discounted Travel Scheme (My Travel Pass) | 60 | 60 |
| TOTAL | 92,316 | 92,675 |
| <u>Environment, Energy and Rural Affairs</u> | | |
| Land Drainage and Coastal Protection | 2,400 | 1,469 |
| Environment Act 1995 (Feasibility Study for Nitrogen Dioxide Compliance) Air Quality Direction ⁵ | 1,637 | 0 |
| Local Authority Animal Health and Welfare Framework Funding | 200 | 200 |
| Coastal Risk Management Programme ⁸ | 151 | 1,600 |
| Smart Living Initiative | 135 | 185 |
| Enforcement support to take forward legislation relating to bovine TB ⁵ | 63 | 0 |
| Non-domestic (Business) Rates Support for Hydropower | 8 | 9 |
| TOTAL | 4,594 | 3,463 |
| <u>Deputy Minister and Chief Whip</u> | | |
| Period Dignity in Schools | 2,300 | 2,300 |
| Violence against Women, Domestic Abuse & Sexual Violence Grant | 1,938 | 1,938 |
| Community Cohesion Grant | 1,120 | 1,120 |
| Period Dignity in Communities ⁹ | 220 | 220 |
| TOTAL | 5,578 | 5,578 |
| <u>Culture, Sport and Tourism</u> | | |
| Regional Tourism Engagement Fund (RTEF) | 976 | 976 |
| MALD strategic grants, including Fusion | 331 | 331 |
| Specialist Service Grants | 25 | 25 |
| TOTAL | 1,331 | 1,331 |
| <u>International Relations and Welsh Language</u> | | |
| Promote and Facilitate the use of the Welsh Language (WLG) | 314 | 314 |
| Major Events Unit Grants Scheme | 150 | 600 |
| TOTAL | 464 | 914 |
| <u>Finance and Trefnydd</u> | | |
| High Street and Retail Rates Relief | 23,600 | 24,200 |
| Cyber Resilience Revenue Grant | 98 | 800 |
| TOTAL | 23,698 | 25,000 |
| All Grants | 1,023,599 | 982,370 |
| All Grants excluding NA and RSG transfers (for like-for like comparison) | 970,418 | 982,370 |

i The information shown above details the total amount of each grant. Some grants may be split between local authorities and other bodies.

ii It is important to note that amounts for future years are indicative at this stage and are liable to change.

iii Formal notification of grant allocations is a matter for the relevant policy area.

TBC= To be confirmed

RSG = funding transferring to Revenue Support Grant

¹ Includes programmes: EIG, Raising School Standards, Pioneer Schools, Assessment for Learning, Welsh Language Charter, Literacy and Numeracy, Modern Foreign Languages, Learning in a Digital Wales (LIDW), Digital competence framework, New & acting Heads and NPQH.

² In 2020-21 plan is for funding to be allocated to regions and it will form part of the RCSIG grant.

³ Includes Youth homelessness £3.7m funding transfer still to be agreed

⁴ Programmes are part of the Local Authority Education Grant

⁵ Grant ending 2019-20

⁶ £7.5m provided in 2018-19 and 2019-20 as a transitional time limited arrangement to support local authorities to meet cost pressures associated with implementation of 2018-19 teachers' pay award.

⁷ Includes programmes: Childcare & Play, Communities for Work Plus, Families First, Flying start, Legacy Fund, promoting Positive Engagement for Young People, St David's Fund.

⁸ £0.15m being transferred to RSG in 2020-21

⁹ Previously known as Period Poverty Grant

Capital Ambition - Policy Growth

| Directorate | Outline | £000 |
|-----------------------------------|---|------------|
| Economic Development | Delivery of Music Strategy Funding for the creation of an Operational Manager (OM2) post to support the delivery of the recommendations in the Cardiff Music Strategy. | 70 |
| | Road Closures Budgetary provision to fund costs associated with road closures related to protest marches and Stadium events. Where possible income from events is used to cover these costs but this is not guaranteed. | 30 |
| Economic Development Total | | 100 |
| Education | Children who are Looked After Additional funding to support and improve outcomes for children who are looked after in Key Stage 4, together with dedicated Educational Psychology and Emotional Health & Wellbeing support to help reduce exclusion and disengagement. The funding would cover: <ul style="list-style-type: none"> • A part time teacher resource to provide mentor support to pupils to ensure that each child has a specific and appropriate Personal Education Plan • A full time teacher resource to provide additional tuition to all year 10 and 11 pupils • Designated Educational Psychology time for children who are looked after to provide proactive work with our most vulnerable children and to help monitor provision out of county for the most complex cases • A specialist Emotional Health and Wellbeing Teaching Assistant to work with children who are looked after at risk of exclusion | 150 |
| | Open Access Youth Support This funding, in addition to funding from youth grants, would enable an expansion of existing open access provision and the establishment of provision for parts of the city not currently covered. Up to 12 additional nights (3 per week in 4 areas) of provision would be possible, along with additional mentors working directly with young people on the edge of the education system, linking up key work with Youth Offending Services on young people risk management programmes and specific projects such as Side Step (Action for Children). | 201 |
| | Cardiff Commitment Curriculum and Skills Programme To progress a Cardiff Curriculum programme, the primary aims of which are to: <ul style="list-style-type: none"> • Create opportunities for real world acquisition and application of the knowledge, skills and experiences that matter in the new curriculum • Actively engage learners in an exciting, authentic curriculum that brings to life opportunities in higher education and the world of work • Develop innovative Professional Learning opportunities for teachers/non-teaching staff • To align teaching and learning with the skills that employers require and the new curriculum | 170 |
| | Child Friendly Cities To ensure the sustainability of the Child Friendly City programme and to demonstrate a long term commitment to a Child Rights Approach in Cardiff, this would fund the creation of a Children's Rights Unit. Outcomes would include embedding the UNICEF children's rights into the culture of the County and City into the future, and delivering upon the goals as set out in the Child Friendly Strategy. | 65 |
| Education Total | | 586 |

| Directorate | Outline | £000 |
|---|---|--------------|
| Housing & Communities | <p>Estate Management Teams</p> <p>The proposal is to create a new Estate Management Service, focusing on the traditional council estates, bringing together existing services with additional investment to provide a complete estate management service for an area. In addition to existing services, a new team of four Estate Co-ordinators will identify issues, and plan and co-ordinate activities to bring citizens and services together to address issues. There will be one co-ordinator each for the combined areas of Ely & Caerau, Fairwater & Gabalfa, Butetown & Tremorfa, and Llanrumney & Trowbridge. Alongside the Estate Co-ordinators, Local Action Teams will be created to respond to issues and complaints, whilst a Local Action Garden Team will address issues with overgrown bushes and smaller trees. Consideration will be given in the future to extending the services to Llanedeyrn/Pentwyn and Llanishen.</p> | 454 |
| Housing & Communities Total | | 454 |
| Performance & Partnerships | <p>Community Safety Manager</p> <p>Over the past 12 months the Council has worked with partners to significantly improve the governance and delivery arrangements in relation to Community Safety, including putting in place a Community Safety Leadership Board, supported by an Operational Board. The Leadership Board reports into the Cardiff Public Services Board, which acts as the statutory Community Safety Board for Cardiff. The Leadership Board has identified 4 priorities for action – aligned to Capital Ambition - including homelessness and street sleeping, PREVENT and tackling radicalisation, preventing violent crime (including tackling County Lines, knife crime and Serious Organised Crime) and adopting a locality approach to creating safer communities, focussed on the city's most deprived communities. The work of the Cohesion Unit also reports in to the Community Safety Partnership. These arrangements are currently supported by an Interim Community Safety Manager. This funding would support the employment of a permanent full time Community Safety Manager.</p> | 65 |
| Performance and Partnerships Total | | 65 |
| Recycling & Neighbourhood Services | <p>Love Where You Live</p> <p>Continued funding to support the Love where you live campaign, which seeks to create meaningful engagement with the citizens of Cardiff , encouraging pride in their urban spaces and a sense of influence in the places we work, live and play.</p> | 60 |
| | <p>Central Area Cleaning</p> <p>To fund the continuation of the pilot of proactive cleansing in the afternoons in central wards and to extend it to include Cathays and Riverside.</p> | 430 |
| Recycling & Neighbourhood Services Total | | 490 |
| Resources | <p>Maintaining and Developing Digital Services</p> <p>To fund increased capacity in the Web Team in order to continue to develop online services in a sustainable manner. This will allow the team to address changes in customer behaviour and move forward with ambitions outlined in the digital strategy, to ensure that the existing platforms are adequately supported and maintained, whilst developing new platforms and functions within Cardiff's "online" service portfolio. The funding will cover 2.2 additional FTE including one new Content Assistant (Grade 5) and one new Online Designer (Grade 6)</p> | 80 |
| Resources Total | | 80 |
| TOTAL | | 1,775 |

Appendix 4 (a)

CARDIFF COUNCIL: FEES AND CHARGES 2020/21

| 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 | £100.00 - £250.00 | Nil | Nil | 1 April 2020 | No proposed increase | |
| Workshop Rents | | | | | | | |
| 2 | Workshop Rents | See Comment | | | 1 April 2020 | Subject to condition of lease. Rents reviewed on a commercial basis. | |
| Land and Building Rents | | | | | | | |
| 3 | Land and Building Rents | See Comment | | | 1 April 2020 | Subject to condition of lease. | |
| Business Development | | | | | | | |
| 4 | Loan Administration Fee - one off payment | £250.00 | Nil | Nil | 1 April 2020 | No proposed increase. Currently no lending being undertaken. If this were to change, the fees would be subject to review | |
| 5 | Equity Administration - one off payment | £1,000.00 | | | | | |
| Venues | | | | | | | |
| 6 | Commercial Catering | Various | See Comment | 2% | 1 April 2020 | The proposed increase is 2% on catering charges | |
| St Davids Hall | | | | | | | |
| 7 | Auditorium Hire | | Nil | Nil | 1 April 2020 | No proposed increase | |
| | • Standard Hire | | | | | | |
| | - Morning or Afternoon | £2,515.00 | | | | | |
| | - Evening | £5,593.00 | | | | | |
| | - Full Day | £8,108.00 | | | | | |
| | • Concessionary Hire | | | | | | |
| | - Morning or Afternoon | £2,012.00 | | | | | |
| | - Evening | £4,474.00 | | | | | |
| | - Full Day | £6,486.00 | | | | | |
| | 8 | Lefel 1 Studio - Per session - Standard & Concessionary | | | | | £264.00 |
| | 9 | Level 2 Foyer - Per session | | | | | £184.00 |
| | 10 | Level 3 - Per session - AM, PM or Evening | | | | | £416.00 |
| | 11 | Daystage (Level 3) - Evening | | | | | £1,141.00 |
| | 12 | Ivor Novello Room - AM, PM or Evening | | | | | £89.00 |
| | 13 | Viscount Tonypanyd Room - AM, PM or Evening | | | | | £89.00 |
| | 14 | Green Room - AM, PM or Evening | | | | | £205.00 |
| | 15 | St Asaph Room - AM, PM or Evening | | | | | £205.00 |
| | 16 | Ticket postage fee | | | | | £1.50 |
| | 17 | Cloakroom charge | | | | | £1.50 |
| | 18 | Resale of tickets | | | | | 20% of ticket value |
| | 19 | Issuing ticket duplicates for lost tickets | | | | | £2.50 |
| | 20 | Purchase of ticket from being on Waiting List | | | | | £2.50 |
| | 21 | Exchange ticket to another performance | | | | | £2.00 |
| | 22 | Ticket Protection | | | | | £1.85 |
| 23 | Friend of St David's Hall - With Digital brochure | £20.00 | | | | | |
| 24 | Friend of St David's Hall - With Digital & printed brochure | £25.00 | | | | | |
| 25 | Group discounts | Various - See Comment | | | | Negotiated with promoters | |
| 26 | Programme price | Various - See Comment | | | | Programme prices are set by promoters | |
| Norwegian Church | | | | | | | |
| 27 | Wedding Package based on 60 guests - 5pm till midnight | £4,500.00 | Nil | Nil | 1 April 2020 | No proposed increase | |
| 28 | Grieg Room hire – day hire | £400.00 | | | | | |
| 29 | Day Delegate Rate (minimum numbers 20) | £40.00 | | | | | |
| 30 | Grieg Room – Evening Hire - 7pm until midnight | £600.00 | Nil | Nil | 1 April 2020 | No proposed increase | |
| 31 | Concert hire – 7.30-9.30pm | £360.00 | | | | | |

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Appendix 4 (a)

| No. | Income Source | Current Charge | Proposed Price Change | % Change | Effective Date | Comment |
|---|--|----------------|-----------------------|----------|---|--|
| Cardiff Castle | | | | | | |
| 32 | Cardiff Castle Gift Shop | Various | Nil | Nil | 1 April 2020 | No proposed increase |
| 33 | Castle Key | £6.50 | £0.25 | 3.85% | | The proposed new charge is £6.75 |
| 34 | Cardiff Castle Tours | £3.50 | £0.25 | 7.14% | | The proposed new charge is £3.75 |
| 35 | Castle Banquet | £49.50 | £0.45 | 0.91% | | The proposed new charge is £49.95 |
| 36 | Castle Room Hire | £650.00 | Nil | Nil | | No proposed increase |
| City Hall / Mansion House | | | | | | |
| 37 | Assembly Room Hire | £1,850.00 | £50.00 | 2.70% | 1 April 2020 | The proposed new charges are: • Mon to Fri (6 hours) £1,900.00 • Weekends, Evenings & Bank Holidays (6 hours) - No proposed increase |
| | • Mon to Fri (6 hours) | £2,500.00 | Nil | Nil | | |
| 38 | Marble Hall Hire | £1,650.00 | £50.00 | 3.03% | | The proposed new charges are: • Mon to Fri (6 hours) £1,700.00 • Weekends, Evenings & Bank Holidays (6 hours) £1,700.00 |
| | • Mon to Fri (6 hours) | £1,650.00 | £50.00 | 3.03% | | |
| 39 | Lower Hall Hire | £1,100.00 | £50.00 | 4.55% | | The proposed new charges are: • Mon to Fri (6 hours) £1,150.00 • Weekends, Evenings & Bank Holidays (6 hours) £1,800.00 |
| | • Mon to Fri (6 hours) | £1,750.00 | £50.00 | 2.86% | | |
| 40 | Ferrier Hall Hire | £380.00 | £10.00 | 2.63% | | The proposed new charges are: • Mon to Fri (4 hours) £390.00 • Weekends, Evenings & Bank Holidays (4 hours) - No proposed increase |
| | • Mon to Fri (4 hours) | £600.00 | Nil | Nil | | |
| 41 | Council Chamber Hire | £325.00 | £5.00 | 1.54% | | The proposed new charges are: • Mon to Fri (4 hours) £330.00 • Weekends, Evenings & Bank Holidays (4 hours) - No proposed increase |
| | • Mon to Fri (4 hours) | £500.00 | Nil | Nil | | |
| 42 | Syndicate Rooms Hire | £420.00 | £10.00 | 2.38% | The proposed new charges are: • Mon to Fri (Full Day) £430.00 • Weekends, Evenings & Bank Holidays (4 hours) - No proposed increase | |
| | • Mon - Fri (Full Day) | £360.00 | Nil | Nil | | |
| 43 | All City Hall Room Hire - Discounted for Registered Charities | 30% | See Comment | | This is the discount available to registered charities | |
| 44 | Mansion House Hire | £550.00 | Nil | Nil | No proposed increase | |
| | • 4 hour session | £1,050.00 | | | | |
| 45 | Mansion House Hire Charges - discount for registered charities | 20% | See Comment | | This is the discount available to registered charities | |
| Cardiff Caravan & Camping Park Charges | | | | | | |
| 46 | Pitches (Other than during events) per night | | Nil | Nil | 1 April 2020 | No proposed increase |
| | • Maximum 2 Adults or Family (2 adults, 2 children) | | | | | |
| | - With electric | £32.00 | | | | |
| | - Without electric | £28.00 | | | | |
| | • Single Occupancy | | | | | |
| 47 | Pitches (During events) per night | | Nil | Nil | 1 April 2020 | No proposed increase |
| | • Maximum 2 Adults or Family (2 adults, 2 children) | | | | | |
| | - With electric | £40.00 | | | | |
| | - Without electric | £35.00 | | | | |
| | • Hiker | £20.00 | | | | |
| 48 | Additional Person charge per night | | | | | |
| | • Child | £4.00 | | | | |
| | • Adult | £10.00 | | | | |
| | • Adult (Events) | £15.00 | | | | |

Appendix 4 (a)

| No. | Income Source | Current Charge | Proposed Price Change | % Change | Effective Date | Comment |
|---|--|--|--------------------------|--------------------------|----------------|--|
| 49 | Extra Vehicles | £10.00 | Nil | Nil | 1 April 2020 | No proposed increase |
| 50 | Calor Gas | | | | | |
| | • Propane | | | | | |
| | - 3.9kg bottle | £17.30 | | | | |
| | - 6.0kg bottle | £20.40 | | | | |
| | - 13.0kg bottle | £26.00 | | | | |
| 51 | • Butane | | | | | |
| | - 4.5kg bottle | £17.90 | | | | |
| | - 7.0 kg bottle | £22.85 | | | | |
| | - 15.0kg bottle | £36.60 | | | | |
| | Tokens | | | | | |
| | • Washer | £3.00 | | | | |
| | • Dryer | £2.00 | | | | |
| Cardiff Story Museum | | | | | | |
| 52 | Hire of Cardiff Story Museum galleries for events outside normal operating hours (4 hours) | £900.00 plus staffing costs | Nil | Nil | 1 April 2020 | The proposed new charges are: |
| | • Corporate Rate | New Charge - See Comment | New Charge - See Comment | New Charge - See Comment | | • Corporate Rate - No proposed increase |
| | • Charity Rate | | | | | • Charity Rate - New charge for 2020/21. The proposed new charge is £630.00 plus staffing costs. |
| 53 | Talks by Museum Professional Staff - per hour | Various - from £70 | Nil | Nil | | No proposed increase |
| 54 | Museum formal education / school visits | Range from £1.00 per pupil to £4.50 per pupil and / or £25.00 to £80.00 per led session. | Nil | Nil | 1 April 2020 | No proposed increase. Formal education and school packages are tailored according to the teacher's requirements. |
| 55 | Children's birthday parties | Various - from £75.00 | | | | |
| 56 | Left Luggage facility | | | | | |
| | • Small lockers | £5.00 | | | | |
| | • Medium lockers | £8.00 | | | | |
| | • Large lockers | £10.00 | | | | |
| | • Overnight 24 hours | £20.00 | | | | |
| 57 | Hire of Learning Suite | New Charges - See Comment | | | | New charges for 2020/21. The proposed new charges are: |
| | • 10am - 4pm | | | | | • 10am - 4pm |
| | - Standard Rate | | | | | - Standard Rate £120.00 |
| | - Charity Rate | | | | | - Charity Rate £85.00 |
| | • Evening | | | | | • Evening |
| | - Standard Rate | | | | | - Standard Rate £285.00 plus staffing costs |
| | - Charity Rate | | | | | - Charity Rate £220.00 plus staffing costs |
| | • Additional Hours (per hour) | | | | | • Additional Hours (per hour) £40.00 |
| Events - Park & Ride/Parking | | | | | | |
| 58 | Major Event Park & Ride | | Nil | Nil | 1 April 2020 | No proposed increase |
| | • Pre Book | £8.00 | | | | |
| | • On Day | £10.00 | | | | |
| 59 | City Centre Parking | | Nil | Nil | 1 April 2020 | No proposed increase |
| | • Pre Book | £12.00 | | | | |
| | • On Day | £15.00 | | | | |
| 60 | Mini buses & Coaches | £25.00 | | | | |
| 61 | Parking (small local events) | Various from £3.00 | | | | |
| 62 | City Centre Parking (small local events) | £10.00 | | | | |
| County Hall Venue Hire | | | | | | |

Appendix 4 (a)

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| No. | Income Source | Current Charge | Proposed Price Change | % Change | Effective Date | Comment | |
|----------------------|---|--------------------|-----------------------|----------|-----------------------------------|--|--|
| 63 | 1 x committee room/council chamber | | | | 1 April 2020 | The proposed new charges are: • Weekday (4 hours) £220.00 • Weekday (6 hours) - no proposed increase | |
| | • Weekday (4 hours) | £206.00 | £14.00 | 6.70% | | | |
| • Weekday (6 hours) | £360.00 | Nil | Nil | | | | |
| 64 | 1 x committee room including kitchen | | | | | | |
| | • Weekday (6 hours) | £625.00 | £25.00 | 4.00% | | | |
| • Weekend (6 hours) | £845.00 | £35.00 | 4.14% | | | | |
| 65 | 2 x committee rooms including kitchen | | | | | | |
| | • Weekday (6 hours) | £985.00 | £40.00 | 4.06% | | | |
| • Weekend (6 hours) | £1,400.00 | £55.00 | 3.93% | | | | |
| 66 | 3 x committee rooms including kitchen | | | | | | |
| | • Weekday (6 hours) | £1,345.00 | £55.00 | 4.09% | | | |
| | • Weekend (6 hours) | £1,850.00 | £70.00 | 3.78% | | | |
| | • Weekend (6 hours) including Staff Canteen | £2,375.00 | £75.00 | 3.16% | | | |
| 67 | Staff Canteen | £350.00 | Nil | Nil | | | No proposed increase |
| 68 | Bank holiday rate | Additional £500.00 | £50.00 | 10.00% | | | The proposed new charge is £550.00 |
| 69 | Car Park Hire -Exclusive use x 586 spaces | £2,344.00 | Nil | Nil | | | No proposed increase |
| 70 | Car Park Hire - per Space | £4.00 | £1.00 | 25.00% | | | The proposed new charge is £5.00 |
| 71 | Room Hire - Discounted for Registered Charities | 10% | See Comment | | | | This is the discount available to registered charities |
| Parks Outdoor | | | | | | | |
| 72 | Roath Park | | | | 1 April 2020 | No proposed increase | |
| | • Duck or Fish food | £0.60 (£1.00 both) | | | | | |
| • Postcards | £0.50 (£2.50 Pack of 6) | | | | | | |
| 73 | Roath Park Conservatory | £2.00 - £26.00 | Nil | Nil | | | |
| 74 | Roath Park Conservatory - School/Group Booking Fees | £4.00 | | | | | |
| 75 | Bowls - buy back of maintenance of Greens - annual charge | £6,300.00 | | | | | |
| 76 | Pavilions | | | | | | |
| | • Half Day | £38.10 | | | | | |
| • Full Day | £57.00 | | | | | | |
| 77 | Football Pitch & Changing Facilities | £55.00 | £5.50 | 10.00% | | | The proposed new charge is £60.50 |
| 78 | Football Pitch only | £44.00 | £4.50 | 10.23% | The proposed new charge is £48.50 | | |
| 79 | Rugby Pitch & Changing Facilities | £75.00 | £7.50 | 10.00% | The proposed new charge is £82.50 | | |
| 80 | Rugby pitch only | £60.00 | £6.00 | 10.00% | The proposed new charge is £66.00 | | |
| 81 | Cricket Pitch & Changing Facilities | £66.00 | £6.50 | 9.85% | The proposed new charge is £72.50 | | |
| 82 | Cricket - Pitch only | £55.00 | £5.50 | 10.00% | The proposed new charge is £60.50 | | |
| 83 | Baseball Pitch & Changing Facilities | £66.00 | £6.60 | 10.00% | The proposed new charge is £72.60 | | |
| 84 | Baseball - Pitch only | £55.00 | £5.50 | 10.00% | The proposed new charge is £60.50 | | |
| 85 | Training area & changing facilities | £30.00 | | | No proposed increase | | |
| 86 | 3G Pitch - Gold/Silver Accredited - per hour | £66.00 | | | | | |
| 87 | 3G pitch - Bronze/Standard Accredited - per hour | £66.00 | Nil | Nil | | | |
| 88 | 3G pitch - Non Accredited - per hour | £66.00 | | | | | |
| 89 | 3G pitch - Off Peak - per hour | £40.00 | | | | | |
| Channel View | | | | | | | |
| 90 | All Weather pitch outside 3G Peak times | £66.00 | | | 1 April 2020 | No proposed increase | |
| 91 | All Weather pitch outside 3G Off Peak | £40.00 | | | | | |
| 92 | 3G Outside Off peak and weekends | £30.00 | Nil | Nil | | | |
| 93 | 3G Outside Peak | £35.00 | | | | | |
| 94 | 3G Inside Off peak and weekends | £41.00 | £1.00 | 2.44% | | | |
| 95 | 3G Inside Peak times | £46.00 | £1.00 | 2.17% | | | |
| 96 | Upper Activity area (per hour) | £32.00 | £1.00 | 3.13% | | | |
| | | | | | | | The proposed new charge is £42.00 |
| | | | | | The proposed new charge is £47.00 | | |
| | | | | | The proposed new charge is £33.00 | | |

Appendix 4 (a)

| No. | Income Source | Current Charge | Proposed Price Change | % Change | Effective Date | Comment |
|------------------------------|--|----------------|-----------------------|----------|----------------|-----------------------------------|
| 97 | Committee Room / Crèche (per hour) off peak | £16.00 | £1.00 | 6.25% | 1 April 2020 | The proposed new charge is £17.00 |
| 98 | Committee Room / Crèche (per hour) Peak | £25.00 | £0.50 | 2.00% | | The proposed new charge is £25.50 |
| 99 | Meeting Room 3 (Peak times per hour) | £13.00 | £0.50 | 3.85% | | The proposed new charge is £13.50 |
| 100 | Children's party | £125.00 | Nil | Nil | | No proposed increase |
| 101 | Adult Activities 1hr | £6.50 | £0.10 | 1.54% | | The proposed new charge is £6.60 |
| 102 | Spin / TRX / Kettlebells/Boxmaster | £6.50 | £0.10 | 1.54% | | The proposed new charge is £6.60 |
| 103 | School Holiday - Children's activities | £3.70 | £0.10 | 2.70% | | The proposed new charge is £3.80 |
| 104 | Junior Activities | £3.70 | £0.10 | 2.70% | | The proposed new charge is £3.80 |
| 105 | Soft Play | £3.70 | | | | |
| 106 | 50 + (access to gym, specific classes at off peak times) | £3.70 | Nil | Nil | | No proposed increase |
| Cardiff Riding School | | | | | | |
| 107 | Spectator | £0.50 | | | 1 April 2020 | No proposed increase |
| 108 | Competition Entry - Pony Club/Riding Club members discounted | £12.50 | | | | |
| 109 | Competition Entry - non members | £15.00 | | | | |
| 110 | Work Livery 6 hrs per week (Horse worked) | £110.00 | | | | |
| 111 | Work Livery 9 hrs per week (Horse worked) | £89.00 | | | | |
| 112 | Work Livery 12 hrs per week (Horse Worked) | £60.00 | | | | |
| 113 | 1 night livery | £27.50 | | | | |
| 114 | Certificate | £3.50 | | | | |
| 115 | Child Disability 1hr pony lesson | £18.00 | | | | |
| 116 | Stable Management 1 hr Private | £40.00 | Nil | Nil | | |
| 117 | Stable Management 1 hr group | £11.00 | | | | |
| 118 | Stable Management 1 hr long term (yr fee) | £42.00 | | | | |
| 119 | Uni 1 hr group lesson | £22.50 | | | | |
| 120 | Course 1 hr group lesson | £22.50 | | | | |
| 121 | 1/2 hr Private up to 2 persons | £30.00 | | | | |
| 122 | 1/2 hr Private up to 3 persons | £22.00 | | | | |
| 123 | 1 hour Private up to 2 persons | £42.00 | | | | |
| 124 | 1 hour Private up to 3 persons | £40.00 | | | | |
| 125 | Hire of Hats | £2.50 | | | | |
| 126 | 1/2 hr group weekday lesson | £14.00 | | | 1 April 2020 | No proposed increase |
| 127 | 1/2 hr group weekend lesson | £15.50 | | | | |
| 128 | 1 hr group weekday lesson | £22.50 | | | | |
| 129 | 1 hr group weekend lesson | £23.50 | | | | |
| 130 | Pony Club Day (extended lesson) | £44.00 | | | | |
| 131 | Pony Club Stable Management (1hr) | £11.00 | | | | |
| 132 | Pony Club 1/2 hr group | £14.00 | | | | |
| 133 | Pony Club 1 hr group | £22.50 | | | | |
| 134 | Stable Management 1.5 hours | £16.50 | | | | |
| 135 | Riding Club 1.5 hours | £16.50 | | | | |
| 136 | Riding Club 1hr Ride+ 1 SM | £35.00 | | | | |
| 137 | Riding Club Day | £44.00 | | | | |
| 138 | Assisted Livery | £80.00 | | | | |
| 139 | Full Livery Care Only | £155.00 | | | | |
| 140 | Loan of Pony (2 x 1/2hr sessions plus SM per week) | £22.50 | Nil | Nil | | |
| 141 | Manure (per bag) | £1.00 | | | | |
| 142 | Christmas Show Entry | £7.50 | | | | |
| 143 | Adult Gloves | £7.00 | | | | |
| 144 | Child Gloves | £4.00 | | | | |
| 145 | Plain Whip | £8.00 | | | | |
| 146 | Schooling Whip | £13.00 | | | | |

Appendix 4 (a)

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| No. | Income Source | Current Charge | Proposed Price Change | % Change | Effective Date | Comment |
|------------------------------|--|----------------|-----------------------|------------------------------|---|------------------------------------|
| 147 | Holiday Club | £6.00 | | | | |
| 148 | Pony Ride (Sat/Sun) | £7.00 | | | | |
| 149 | Party | £230.00 | | | | |
| 150 | DIY Livery (per week) | £66.00 | | | | |
| 151 | Snr Pony Club | £31.00 | | | | |
| 152 | Pony Club 1hr Ride+ 1 Stable Management | £35.50 | | | | |
| Canton Community Hall | | | | | | |
| 153 | Parents & Tots | £3.00 | £0.10 | 3.90% | 1 April 2020 | The proposed new charge is £3.10 |
| 154 | Parents & Tots (MaxActive) | £1.50 | £0.05 | 3.33% | | The proposed new charge is £1.55 |
| 155 | Parents & Tots (Extra Child) | £2.00 | £0.10 | 5.00% | | The proposed new charge is £2.10 |
| 156 | Little Tiddlers/Ti a Fi | £3.00 | £0.10 | 3.33% | | The proposed new charge is £3.10 |
| 157 | Photocopying | £0.20 | | | | No proposed increase |
| 158 | Circuits | £5.40 | | | | |
| 159 | Boxacise | £5.40 | | | | |
| 160 | Pilates | £5.40 | | | | |
| 161 | Adult Archery | £5.60 | | | | |
| 162 | Adult Max Active Fitness | £2.70 | Nil | | | |
| 163 | Junior Archery | £3.50 | | | | |
| 164 | Junior Football | £2.50 | | | | |
| 165 | Junior Streetgames | £1.50 | | | | |
| 166 | Junior Pool Club | £2.00 | | | | |
| 167 | Junior Holiday Activities | £2.70 | | | | |
| 168 | Friday Parties | £125.00 | £5.00 | 4.00% | The proposed new charge is £130.00 | |
| 169 | Weekend Parties | £150.00 | £5.00 | 3.33% | The proposed new charge is £155.00 | |
| 170 | Badminton Court Booking | £12.10 | | | No proposed increase | |
| 171 | Table Tennis | £4.70 | | | | |
| 172 | Whole main Hall | £39.00 | Nil | Nil | | |
| 173 | Function Room | £13.50 | | | | |
| 174 | Committee Room | £13.00 | | | | |
| 175 | Multi Use Games Area (Off Peak) | £25.00 | | | 1 April 2020 | No proposed increase |
| 176 | Multi Use Games Area (Peak) | £42.00 | Nil | Nil | | |
| 177 | Active Card Membership | £20.00 | | | | |
| Sailing Centre | | | | | | |
| 178 | Windsurfing - 2 day - Adult | £190.00 | £5.00 | 2.63% | 1 April 2020 | The proposed new charge is £195.00 |
| 179 | Windsurfing - 2 day -Youth | £135.00 | | | | No proposed increase |
| 180 | Multi Activity - 2 day -Youth | £135.00 | Nil | Nil | | |
| 181 | Supervised Sailing & Windsurfing (3 hour session) | £24.00 | | | | |
| 182 | Supervised Sailing & Windsurfing - 5 x 3hr Sessions | £115.00 | | | | The proposed new charge is £225.00 |
| 183 | Supervised Sailing & Windsurfing - 10 x 3hr Sessions | £215.00 | £10.00 | 4.65% | | |
| 184 | Youth Sailing Courses | | | | 1 April 2020 | The proposed new charges are: |
| | • 2 day | £135.00 | Nil | Nil | | • 2 day - No proposed increase |
| | • 3 day | £185.00 | £5.00 | 2.70% | | • 3 day £190.00 |
| | • 5 day | £300.00 | £10.00 | 3.33% | | • 5 day £310.00 |
| | • 6 week | £205.00 | £5.00 | 2.44% | | • 6 week £210.00 |
| | • 10 week | £330.00 | £10.00 | 3.03% | | • 10 week £340.00 |
| • After Schools club | £135.00 | £5.00 | 3.70% | • After Schools club £140.00 | | |
| 185 | Youth Sailing Taster 1/2 day | £33.00 | £1.00 | 3.13% | The proposed new charge is £34.00 | |
| 186 | Scout Sailing Taster 1/2 day | £18.50 | £3.50 | 2.78% | The proposed new charge is £22.00 | |
| 187 | Sailing Schools Group (per pupil) | £11.50 | £0.50 | 4.55% | The proposed new charge is £12.00 per pupil | |
| 188 | Adult Level 1: 2 day | £190.00 | £5.00 | 2.7% | The proposed new charge is £195.00 | |
| 189 | Adult Level 1: 6 week | £285.00 | £10.00 | 3.64% | The proposed new charge is £295.00 | |

Appendix 4 (a)

| No. | Income Source | Current Charge | Proposed Price Change | % Change | Effective Date | Comment |
|---|--|----------------------------|-----------------------|----------|----------------|------------------------------------|
| 190 | Adult Sailing Taster 1/2 day | £48.00 | £2.00 | 2.13% | | The proposed new charge is £50.00 |
| 191 | Corporate Sailing Taster • Half Day • Full Day | £75.00 £150.00 | Nil | Nil | | No proposed increase |
| 192 | Sailing/Windsurfing • Half Day • Full Day | £130.00 £260.00 | | | | |
| Sailing Centre (Powerboat & Shore based) | | | | | | |
| 193 | Powerboat Level 1 | £130.00 | Nil | Nil | 1 April 2020 | No proposed increase |
| 194 | Powerboat Level 2 | £245.00 | | | | |
| 195 | Powerboat Safety Boat | £245.00 | | | | |
| 196 | Powerboat Intermediate | £275.00 | | | | |
| 197 | Powerboat Advanced | £295.00 | | | | |
| 198 | Private Tuition - Powerboat | £255.00 | | | | |
| 199 | Royal Yachting Association (RYA) First Aid | £95.00 | | | | |
| 200 | Royal Yachting Association (RYA) VHF/DSC | £95.00 | | | | |
| Activity Adventure Program Cardiff Bay Water Activity Centre | | | | | | |
| 201 | Archery session (1.5 hours) | £25.00 | Nil | Nil | 1 April 2020 | No proposed increase |
| 202 | Archery course (4 x 1.5 hours) | £75.00 | | | | |
| Fishing | | | | | | |
| 203 | Fishing Licences - Day • Junior • Concession • Adult | £4.60 £5.00 £8.80 | Nil | Nil | 1 April 2020 | No proposed increase |
| 204 | Fishing Licences - Annual • Junior • Concession • Adult | £25.00 £33.00 £50.00 | | | | |
| Slipway Fees and Charges | | | | | | |
| 205 | Single occupancy launch | £5.00 | Nil | Nil | 1 April 2020 | No proposed increase |
| 206 | Multi occupancy launch | £14.00 | | | | |
| 207 | Sail boat launch | £14.00 | | | | |
| 208 | Motor boat launch | £14.00 | | | | |
| 209 | Boat Launch - Season Tickets per metre | £26.00 | | | | |
| Rowing | | | | | | |
| 210 | Level 1 Blades Junior (4 x 2.5 hours) | £75.00 | Nil | Nil | 1 April 2020 | No proposed increase |
| 211 | Level 1 Blades Adult (3 x 2.5 hours) | £85.00 | | | | |
| 212 | Level 2 Blades Junior (4 x 1.5 hours) | £70.00 | | | | |
| 213 | Level 2 Blades Adult (3 x 2 hours) | £80.00 | | | | |
| 214 | Private Tuition (1.5 hours) | £35.00 | | | | |
| 215 | Recreational Rowing - per hour | £5.00 | | | | |
| 216 | Ergo Room Junior - per hour | £4.00 | | | | |
| 217 | Ergo Room Adult - per hour | £4.00 | | | | |
| Cardiff International White Water | | | | | | |
| 218 | White Water Rafting Peak | £55.00 | Nil | Nil | | No proposed increase |
| 219 | White Water Rafting Off Peak | £50.00 | | | | |
| 220 | Friday Evening White Water Rafting | £45.00 | | | | |
| 221 | Sat & Sunday WWC Park & Play | £12.50 | | | | |
| 222 | Retained Water Pool Park & Play | £6.00 | | | | |
| 223 | Stadium Raft Guide Award Training | £70.00 | | | | |
| 224 | Adult/Kids 6 week Retained Water Pool course | £90.00 | £50.00 | 71.43% | | The proposed new charge is £120.00 |

Appendix 4 (a)

| No. | Income Source | Current Charge | Proposed Price Change | % Change | Effective Date | Comment |
|-----|---|----------------|-----------------------|----------|----------------|----------------------|
| 225 | Adult/Kids 6 week White Water Course course | £120.00 | Nil | Nil | 1 April 2020 | No proposed increase |
| 226 | 1 Day Paddle course | £85.00 | | | | |
| 227 | Adult 1 year membership | £350.00 | | | | |
| 228 | Adult 6 month P&P membership | £190.00 | | | | |
| 229 | Multi Activity half day non school | £25.00 | | | | |
| 230 | Hydro speed Peak | £55.00 | | | | |
| 231 | Hydro speed off peak | £50.00 | | | | |
| 232 | Hot Dog peak | £55.00 | | | | |
| 233 | Hot Dog Off Peak | £50.00 | | | | |
| 234 | Paddle Party (Now a 90 minute session) | £12.50 | | | | |
| 235 | Youth Annual Membership | £170.00 | | | | |
| 236 | School 2 Hour Session (6 Week Block) | £6.00 | | | | |
| 237 | SUP Ladies Only | £80.00 | | | | |
| 238 | SUP Taster | £30.00 | | | | |
| 239 | Paddle School | £150.00 | | | | |
| 240 | Surf School | £120.00 | | | | |
| 241 | 1-2-1 Coaching (White Water & Flat Water) | £35.00 | | | | |
| 242 | Multi Activity Week | £190.00 | | | | |
| 243 | Air Trail | £10.00 | | | | |

Appendix 4 (a)

| No. | Income Source | Current Charge | Proposed Price Change | % Change | Effective Date | Comment |
|---|---|---|-----------------------|---------------|----------------|--|
| Harbour - Car Parking | | | | | | |
| 244 | Car parking fees - Havannah Street | | | | 1 April 2020 | No proposed increase |
| | • 1 hour | £2.10 | | | | |
| | • 2 hours | £3.40 | | | | |
| | • 3 hours | £4.10 | | | | |
| | • 4 hours | £5.10 | | | | |
| | • 5 hours | £6.10 | | | | |
| | • 6 hours | £8.60 | | | | |
| | • 7 hours | £9.40 | | | | |
| | • 8 hours | £10.00 | | | | |
| | • 9 hours | £10.80 | | | | |
| | • 10 hours | £11.50 | | | | |
| • 11 hours | £14.40 | Nil | Nil | | | |
| • 24 hours | £24.00 | | | | | |
| 245 | Barrage Car Park | | | | | |
| | • 1 hour | £2.20 | | | | |
| | • 2 hours | £3.30 | | | | |
| | • 3 hours | £4.40 | | | | |
| | • 4 hours | £5.50 | | | | |
| | • 5 hours | £7.20 | | | | |
| | • 6 hours | £9.60 | | | | |
| | • 7 hours | £11.40 | | | | |
| • 8 hours | £13.20 | | | | | |
| Harbour - Navigation & Mooring | | | | | | |
| 246 | Navigation Fee - per metre | £25.18 | £0.73 | 2.9% | 1 April 2020 | The proposed new charge is £25.91. Yacht clubs and marinas are entitled to 60% discount under the Barrage Act. |
| 247 | Permission to Moor - per metre | £17.15 | £0.50 | 2.92% | | The proposed new charge is £17.65. Yacht clubs and marinas are entitled to 60% discount under the Barrage Act. |
| 248 | Provision of Mooring | £95.05 | £2.80 | 2.95% | | The proposed new charge is £97.85 |
| 249 | Commercial operator's licence | £181.00 plus £0.10 per passenger carried | £6.00 | 3.31% | | The proposed new charge is £187.00 plus £0.10 per passenger carried |
| 250 | Use of Harbour Authority landing stages. | £410.00 | £10.00 | 2.44% | | The proposed new charge is £420.00 |
| 251 | Short stay moorings - Inner Harbour- per hour | £1.00 | Nil | Nil | | No proposed increase |
| Education and Lifelong Learning | | | | | | |
| Schools' Catering | | | | | | |
| 254 | School Meals - per meal | | | | 1 April 2020 | The proposed new charges are: • Primary £2.60 • Secondary £3.05 • Adults - £3.10 (£3.72 inc VAT) |
| | • Primary | £2.50 | £0.10 | 4.00% | | |
| | • Secondary | £2.95 | | 3.39% | | |
| | • Adults | £3.00 (£3.60 inc VAT) | | 3.33% | | |
| Music Service | | | | | | |
| 255 | Music Service Charges per hour | | | | 1 April 2020 | The proposed new charges are: • Maintained Schools £40.00 to £42.50 • Non Maintained Schools £43.50 |
| | • Maintained Schools | £38.00 - £40.00 | £2.00 to £2.50 | 5.26% - 6.25% | | |
| | • Non Maintained Schools | £41.00 | £2.50 | 6.1% | | |
| 256 | Music Service Ensemble Fees | £51.00 - £62.00 | £2.50 to £3.00 | 4% to 4.9% | | The proposed new charges are £53.50 to £64.50 |
| 257 | Music Service Choir Fees | | | | | The proposed new charges are: |
| | • Primary | £39.00 | £2.50 | 6.41% | | • Primary £41.50 |
| | • Secondary | £45.00 | £2.50 | 5.56% | | • Secondary £47.50 |
| 258 | Music Service Advanced Percussion Fees | | | | 1 April 2020 | The proposed new charges are: • Primary £47.50 • Secondary £54.00 |
| | • Primary | £45.00 | £2.50 | 5.56% | | |
| | • Secondary | £51.50 | £2.50 | 4.85% | | |

Appendix 4 (a)

| No. | Income Source | Current Charge | Proposed Price Change | % Change | Effective Date | Comment | | | | |
|--|---|---|------------------------------------|---------------------------------|------------------|--|-----|-----|--------------|----------------------|
| Storey Arms | | | | | | | | | | |
| 259 | Storey Arms • Cardiff LA schools • Other schools | £84.00 to £338.00 £152.00 to £358.00 | £4.50 to £16.00 £8.00 to £18.00 | 4.73% to 5.36% 4.83% - 4.99% | 1 September 2020 | The proposed new charges range from: • Cardiff LA schools £88.50 to £354.00 • Other schools £160.00 to £376.00 The proposed new charge is £168.00 The proposed new charge is £178.00 The proposed new charge is £209.00 | | | | |
| 260 | UWIC Level 1 2 day Team Building (per head) | £160.00 | £8.00 | 5.00% | | | | | | |
| 261 | Mountain Leader Award Training (6 day) adult training | £460.00 | £25.00 | 5.43% | | | | | | |
| 262 | 2 day non-residential National Governing Body (NGB) award – adult training | £170.00 | £8.00 | 4.71% | | | | | | |
| 263 | 1 day National Governing Body (NGB) award assessment – adult training | £199.00 | £10.00 | 5.03% | | | | | | |
| Housing & Communities | | | | | | | | | | |
| Gypsy & Traveller Sites | | | | | | | | | | |
| 264 | Gypsy Sites - Rent - per pitch - per week • Rover Way • Shirenewton | £74.06 £82.20 | £0.96 £1.07 | 1.30% | 1 April 2020 | The proposed new charges are: • Rover Way £75.02 • Shirenewton £83.27 No proposed increase | | | | |
| 265 | Gypsy Sites - Estate Maintenance - per pitch - per week | £5.48 | Nil | Nil | | | | | | |
| Disabled Facilities Services | | | | | | | | | | |
| 266 | 6% admin costs on Home Improvement Loans | 6% | Nil | Nil | 1 April 2020 | No proposed increase | | | | |
| 267 | Disabled Facility Grant Income | £900.00 or 15% whichever the greater | | | | | | | | |
| Libraries/Hubs | | | | | | | | | | |
| 268 | Late return penalty charge • Non-children's book per day (capped at £10.00) • Spoken word per day (capped at £10.00) • Music recording per week • DVD, video or CD ROM per week • Children's DVD or video per week | £0.25 £0.45 £0.65 £2.60 £1.50 | Nil | Nil | 1 April 2020 | No proposed increase | | | | |
| 269 | Loan charge • Spoken word - 3 weeks • Music recording per week • DVD, video or CD ROM per week • Children's DVD or video per week | £1.70 £0.65 £2.60 £1.50 | | | | | | | | |
| 270 | PC printouts • A4 • A3 | £0.25 £0.45 | | | | | | | | |
| 271 | Photocopies • B/W (A4/A3) • Colour - A4 - A3 | £0.15 £1.10 £1.60 | | | | | | | | |
| 272 | Reservations for stock from outside Cardiff (interlibrary loans) | £10.20 | | | | | | | | |
| 273 | Replacement card • Adult • Child | £2.50 £0.60 | | | | | | | | |
| 274 | Gallery/Exhibitions - commission from exhibition sales | 20% of all sales and orders | | | | | | | | |
| 275 | Hubs room hire • Private • Charity / Community Group | £20.00 £10.00 | | | | | Nil | Nil | 1 April 2020 | No proposed increase |
| Libraries/Hubs - Local Studies Dept | | | | | | | | | | |

Appendix 4 (a)

| No. | Income Source | Current Charge | Proposed Price Change | % Change | Effective Date | Comment |
|---|--|----------------|--------------------------|----------|----------------|---|
| 276 | Research fee - per hour | £16.00 | Nil | Nil | 1 April 2020 | No proposed increase |
| 277 | Scanned or digital images fee - per item | £3.10 | | | | |
| 278 | Photocopies by staff | £0.25 | | | | |
| | • B/W (A4/A3) | | | | | |
| | • Colour | | | | | |
| | - A4 | £2.10 | | | | |
| | - A3 | £3.10 | | | | |
| 279 | Reproduction | | | | | |
| | • Individual/not for profit | £11.00 | | | | |
| | • Commercial organisation | £26.00 | | | | |
| 280 | Document filming | £20.30 | | | | |
| Libraries/Hubs - Central Library | | | | | | |
| 281 | Meeting Room 4 Hire | | Nil | Nil | 1 April 2020 | No proposed increase |
| | • Per Hour | £50.50 | | | | |
| | • Half Day | £202.00 | | | | |
| | • Full Day | £404.00 | | | | |
| | • Per Hour for Charities/Community groups | £20.60 | | | | |
| 282 | Creative Suite Hire | | Nil | Nil | 1 April 2020 | No proposed increase |
| | • Per Hour | £60.60 | | | | |
| | • Half Day | £252.50 | | | | |
| | • Full Day | £505.00 | | | | |
| | • Per Hour for Charities/Community groups | £20.60 | | | | |
| 283 | ICT Suite Hire | | Nil | Nil | 1 April 2020 | No proposed increase |
| | • Half Day | £202.00 | | | | |
| | • Full Day | £404.00 | | | | |
| | • Per Hour for Charities/Community groups | £20.60 | | | | |
| Adult Community Learning | | | | | | |
| 284 | Category A (Full Fee) - hourly course fee | £5.55 | £0.15 | 2.70% | 1 April 2020 | The proposed new charge is £5.70 |
| 285 | Category B (State Pension or FT Student) | £4.10 | £0.15 | 3.66% | | The proposed new charge is £4.25 |
| 286 | Disability Inclusion in Community Education (DICE) courses - (Learning for Life Programme) - hourly charge | £4.10 | £0.15 | 3.66% | | The proposed new charge is £4.25 |
| 287 | Severn Road Adult Centre (Room hire per hour) | £12.50 | Nil | Nil | | No proposed increase |
| Adult Community Learning - Llanover Hall | | | | | | |
| 288 | Theatre hire per hour | | Nil | Nil | 1 April 2020 | No proposed increase |
| | • Commercial rate | £21.00 | | | | |
| | • Weekend rate | £26.00 | | | | |
| | • Charity/Community group rate | £17.00 | | | | |
| | • Rehearsal / Research | £15.50 | | | | |
| 289 | Green Room hire per hour | £12.50 | £0.50 | 4.00% | | The proposed new charge is £13.00 |
| 290 | Pottery Room hire per hour | | Nil | Nil | 1 April 2020 | No proposed increase |
| | • Without materials/firing | £15.50 | | | | |
| | • With materials/firing | £20.50 | | | | |
| 291 | Meeting Room hire per hour | £13.00 | | | | |
| 292 | Multi Arts Room hire per hour | £13.00 | £2.00 | 15.38% | | The proposed new charge is £15.00 |
| 293 | Life Drawing Room hire per hour | £15.50 | Nil | Nil | | No proposed increase |
| 294 | Jewellery Room Hire per hour | | New Charge - See Comment | | | New charge for 2020/21. The proposed charge is £10.50 |
| 295 | Stained Glass Workshop | | New Charge - See Comment | | | New charge for 2020/21. The proposed charge is £20.00 |
| 296 | Computer Room hire per hour | £10.50 | Nil | Nil | 1 April 2020 | No proposed increase |
| 297 | Fashion Room hire per hour | £10.50 | | | | |
| 298 | Arts/Craft classes - per term | £53.00 | | | | |
| 299 | Pottery classes (includes materials & firing) - per term | £74.00 | | | | |

Appendix 4 (a)

| No. | Income Source | Current Charge | Proposed Price Change | % Change | Effective Date | Comment |
|--|---|----------------|-----------------------|----------|----------------|-----------------------------------|
| 300 | Youth Drama (3 hour class) | £74.00 | £2.00 | 2.70% | | The proposed new charge is £76.00 |
| Childcare Workforce Development | | | | | | |
| 301 | Paediatric First Aid | £48.00 | | | | |
| 302 | Food Hygiene | £32.00 | | | | |
| 303 | Fire Warden | £25.00 | | | | |
| 304 | Emergency First Aid At Work | £35.00 | | | | |
| 305 | Health And Safety | £32.00 | | | | |
| 306 | Basic Child Protection | £25.00 | | | | |
| 307 | Advanced Child Protection | £35.00 | | | | |
| 308 | Child Protection Level 3 | £55.00 | | | | |
| 309 | Welsh in Childcare Setting | £20.00 | | | | |
| 310 | Agored Food and Nutrition | £20.00 | | | | |
| 311 | Agored Refresher | £5.00 | | | | |
| 312 | Food and Nutrition Best Practice Guidance | £5.00 | | | | |
| 313 | Behaviour Management (Intro) | £20.00 | | | | |
| 314 | Behaviour Management (Advanced) | £20.00 | | | | |
| 315 | Makaton Level 1/2 | £30.00 | | | | |
| 316 | Makaton Level 3/4 | £30.00 | | | | |
| 317 | Working with Parents of Children with ALN | £20.00 | | | | |
| 318 | Introduction to Social Communication and Autism | £20.00 | | | | |
| 319 | Inclusive Approach to Early Years | £20.00 | | | | |
| 320 | Overview of the ALN Code | £20.00 | | | | |
| 321 | Supporting the Development of Play | £20.00 | Nil | Nil | 1 April 2020 | No proposed increase |
| 322 | Introduction to Child Development | £20.00 | | | | |
| 323 | Attachment Theory | £20.00 | | | | |
| 324 | Digital Literacy | £20.00 | | | | |
| 325 | Manual Handling Children with Additional Needs | £30.00 | | | | |
| 326 | Maths in Early Years Settings | £20.00 | | | | |
| 327 | Leadership and Management | £20.00 | | | | |
| 328 | Play & Creativity | £20.00 | | | | |
| 329 | Working with Babies | £30.00 | | | | |
| 330 | Induction & Supervision | £20.00 | | | | |
| 331 | Motivating Staff | £20.00 | | | | |
| 332 | Obs, Ass & Planning | £20.00 | | | | |
| 333 | Handling Conflict | £20.00 | | | | |
| 334 | Foundation Phase | £20.00 | | | | |
| 335 | Safe Recruitment | £20.00 | | | | |
| 336 | WRAP Training | £5.00 | | | | |
| 337 | Childminder Briefings | £5.00 | | | | |
| 338 | CYPOP 5 Childminding Course | £100.00 | | | | |
| 339 | CIW Compliance | £5.00 | | | | |
| 340 | UNCRC Training | £5.00 | | | | |

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Appendix 4 (a)

| No. | Income Source | Current Charge | Proposed Price Change | % Change | Effective Date | Comment |
|---|--|--------------------------|-----------------------|----------|-------------------------|--|
| Early Help Room Hire - The Conference Centre | | | | | | |
| 341 | Monmouth Suite | | | | 1 April 2020 | No proposed increase |
| | • Internal rate half day | £50.00 | | | | |
| | • Internal rate full day | £75.00 | | | | |
| | • External rate half day | £100.00 | | | | |
| 342 | Lecture Theatre | | Nil | Nil | | |
| | • Internal rate half day | £175.00 | | | | |
| | • Internal rate full day | £250.00 | | | | |
| | • External rate half day | £250.00 | | | | |
| 343 | Brecon Suite | | | | | |
| | • Internal rate half day | £50.00 | | | | |
| | • Internal rate full day | £75.00 | | | | |
| | • External rate half day | £100.00 | | | | |
| 344 | Ogmore | | | | | |
| | • Internal rate half day | £50.00 | | | | |
| | • Internal rate full day | £75.00 | | | | |
| | • External rate half day | £100.00 | | | | |
| Planning, Transport & Environment | | | | | | |
| Bereavement & Registration Services | | | | | | |
| 345 | Cremation | £640.00 | £60.00 | 14.29% | 1 April 2020 | The proposed new charge is £700.00 |
| 346 | Burial | £760.00 | £50.00 | 15.15% | | The proposed new charge is £810.00 |
| 347 | Grave purchase | £810.00 | £90.00 | 12.5% | | The proposed new charge is £900.00 |
| 348 | Cremated Remains Burial | £280.00 | £40.00 | 9.8% | | The proposed new charge is £320.00 |
| 349 | Cremated Remains Purchase | £330.00 | £40.00 | 8.2% | | The proposed new charge is £370.00 |
| 350 | Memorial Income | Various | Nil | Nil | | No proposed increase |
| 351 | Grave Reservation (Pre Purchase Graves) | New Charge - See Comment | | | | New charge for 2020/21. The proposed charge is £450.00 |
| 352 | Registration Ceremony - Small Marriage Room | £150.00 | £10.00 | 11.11% | | The proposed new charge is £160.00 |
| 353 | Registration Ceremony - St Dwynwen's Room - (Friday) | £175.00 | £10.00 | 29.63% | | The proposed new charge is £185.00 |
| 354 | Registration Ceremony - St David's Room | | £20.00 | 7.84% | | The proposed new charges are: |
| | • Monday - Thursday | £255.00 | | | | • Monday - Thursday £275.00 |
| | • Friday | £295.00 | | | | • Friday £315.00 |
| | • Weekends | £325.00 | | | | • Weekends £345.00 |
| 355 | Registration Ceremony - Approved Premises | | £25.00 | 6.10% | | The proposed new charges are: |
| | • Monday - Thursday | £410.00 | | | | • Monday - Thursday £435.00 |
| | • Friday | £450.00 | | | • Friday £475.00 | |
| | • Weekends | £510.00 | | | • Weekends £535.00 | |
| | • Bank Holidays | £550.00 | | | • Bank Holidays £575.00 | |
| 356 | Webcast and DVD of Ceremony | £100.00 | | | No proposed increase | |
| 357 | Audio recording of ceremony | £55.00 | | | | |
| 358 | Registry Office Ceremony | £46.00 | | | | |
| 359 | Notice Fee | £35.00 | | | | |
| 360 | Notice Fee (Immigration/Referrals) | £47.00 | | | | |
| 361 | Citizenship ceremonies | £80.00 | | | | |
| 362 | Private Citizenship ceremonies | £150.00 | | | | |
| 363 | Photos for Citizenship Ceremonies | £10.00 | | | | |
| 364 | Certificate | £10.00 | £1.00 | 10.00% | | The proposed new charge is £11.00 |
| 365 | Copy Certificates - Priority Service (same day) | £10.00 | £25.00 | 250.00% | | The proposed new charge is £35.00 |

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| No. | Income Source | Current Charge | Proposed Price Change | % Change | Effective Date | Comment |
|-------------------------------|--|--|-----------------------|----------|----------------|-----------------------------------|
| 366 | Registrars Certificate | £4.00 | £7.00 | 175.00% | 1 April 2020 | The proposed new charge is £11.00 |
| 367 | Registrars Fees to Attend Church | £90.00 | Nil | Nil | | No proposed increase |
| Dogs Home | | | | | | |
| 368 | Dogs Home - Puppies Rehoming | £170.00 | Nil | Nil | 1 April 2020 | No proposed increase |
| 369 | Dogs Home - Other Dogs Rehoming | £150.00 - £350.00 | | | | |
| Planning | | | | | | |
| 370 | Planning Fees (Statutory) | Various | Nil | Nil | 1 April 2020 | No proposed increase |
| 371 | Building Control Charges (Statutory) | Various | | | | |
| 372 | Building Control Charges | Various based on size of scheme | | | | |
| 373 | Tree Preservation Orders - search and copy of information • Extract • Full Copy | £15.00 £30.00 | | | | |
| Pre Application Advice | | | | | | |
| 374 | Pre Application Advice - Statutory Charges • Householder • Minor Development - (1-9 dwellings; floor space including change of use less than 999m ²) • Major Development - (1—24 dwellings, floor space including change of use 1,000 to 1,999m ²) • Large Major Development (More than 24 dwellings, floor space including change of use more than 1,999m ²) | £25.00 £250.00 £600.00 £1000.00 | Nil | Nil | 1 April 2020 | These are statutory charges |
| | 375 | Pre Application Advice Category 'A' Strategic Development • 25 or more residential units (including conversion) • 2,000m ² or more of commercial floor space • change of use of buildings or land over 2000m ² • mixed use development of a site of 1ha and over • development requiring an Environmental Impact Assessment | | | | |
| 376 | Pre Application Advice Category 'B' Major Development • 10-24 residential dwellings (including conversion) • 1000m ² – 1999m ² of commercial floor space • change of use of buildings or land between 1000m ² – 1999m ² • development of a site of 0.5ha – 0.99ha • mixed use developments with a combined floor space of 1000m ² – 1999m ² | £1,250 plus VAT with additional hourly rate of £100 plus VAT (Initial meeting - no charge) | | | | No proposed increase |
| 377 | Pre application Advice CATEGORY 'C' – Minor Development • 1-9 residential dwellings (including conversion) • 100m ² – 999m ² of commercial floor space • change of use of buildings or land between 100m ² -999m ² • 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 | | | | |
| 378 | Pre Application Advice CATEGORY 'D' – Domestic / Miscellaneous Development and Exemptions | £50 plus VAT without additional hourly rate | Nil | Nil | 1 April 2020 | These are statutory charges |
| Transportation | | | | | | |

Appendix 4 (a)

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| No. | Income Source | Current Charge | Proposed Price Change | % Change | Effective Date | Comment | |
|-----|--|--|-----------------------|----------|----------------|--|--|
| 379 | 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 | See Comment | | 1 April 2020 | The proposed new charge is 7% fee applied to a rate of £1,200.00 per linear metre for standard residential roads and 7% applied to £1,900.00 per linear metre for new Spine Roads and Avenues. | |
| 380 | Section 278 Agreement | 7% engineering fee based on total cost of highway works connected with the development | Nil | Nil | | These are statutory charges | |
| 381 | Road and Street Works Act (RASWA) | Various based on size of scheme | | | | | |
| 382 | SAB - Sustainable Drainage Approval Body - Ordinary Watercourse Consent | £50.00 | | | | | |
| 383 | SAB - Sustainable Drainage Approval Body - Application • Per application Plus an additional amount up to a maximum of £7,500 calculated by reference to the size of the construction area as follows: • each 0.1 hectare or fraction of 0.1 hectare, for the first 0.5 hectare • each 0.1 hectare or fraction of 0.1 of a hectare, from 0.5 hectare up to and including 1.0 hectare • each 0.1 hectare or fraction of 0.1 of a hectare, from 1.0 hectare up to and including 5.0 hectares • each additional 0.1 hectare or fraction of 0.1 hectare in excess of 5.0 hectares | £350.00 | | | | | |
| | | £70.00 | | | | | |
| | | £50.00 | | | | | |
| | | £20.00 | | | | | |
| 384 | SAB - Sustainable Drainage Approval Body - Pre application advice package (includes Review of submitted information & creation of Report) • Minor Development (1-9 dwellings up to 999m ²) • Major Development (10-24 dwellings between 1,000- 1,999m ²) • Large Major Development (more than 24 dwelling over 1,999m ²) | £150.00 | | | | | |
| | | £400.00 | | | | | |
| | | £650.00 | | | | | |
| 385 | SAB - Sustainable Drainage Approval Body - Pre application advice (includes Review of submitted information, 1hr meeting & creation of Report) • Minor Development (1-9 dwellings up to 999m ²) • Major Development (10-24 dwellings between 1,000- 1,999m ²) • Large Major Development (more than 24 dwelling over 1,999m ²) | £250.00 | | | | | |
| | | £500.00 | | | | | |
| | | £750.00 | | | | | |
| 386 | SAB - Sustainable Drainage Approval Body - Other services • Site Visit (if required over & above the pre application package) • Technical Advice | £168.00 per visit £50.00 per hour | No proposed increase | | | | |
| 387 | 3D Scanner (To provide 3D images of structures, highways, areas to monitor possible deterioration) | £800.00 | | | | | |
| 388 | Road Safety Audits (RSA) • Desktop check/Advice • Essential RSA • Minor RSA • County RSA • Full RSA | £175.00 | | £5.00 | 2.86% | | |
| | | £280.00 | | £5.00 | 1.79% | | |
| | | £525.00 | | £15.00 | 2.86% | | |
| | | £775.00 | | £20.00 | 2.58% | | |
| | | £1,150.00 | | £25.00 | 2.17% | | |
| | | | | | | The proposed new charges are: • Desktop check/Advice £180.00 • Essential RSA £285.00 • Minor Works £540.00 • County Works £795.00 • Full £1,175.00 | |

Appendix 4 (a)

| No. | Income Source | Current Charge | Proposed Price Change | % Change | Effective Date | Comment |
|---|---|---|--------------------------|----------|--|--|
| 389 | Road Safety Learn to Ride Courses • Level 1 Holiday Course • Level 2 Holiday Course | | New Charge - See Comment | | 1 April 2020 | New charges for 2020/21. The proposed new charges are: • Level 1 Holiday Course £20.00 • Level 2 Holiday Course £10.00 |
| 390 | Signage Application/Feasibility Study Design and Signals | £250.00 | | | | No proposed increase |
| 391 | Equality Impact assessments & access audits | £500.00 | | | | |
| 392 | Sign Design and Signals | Various based on size of scheme | | | | |
| 393 | Clamping & Removal of Untaxed Vehicles | | | | | |
| | • Release from clamp or compound if within 24hrs of offence | £100.00 | Nil | Nil | | |
| | • Release from pound 24hrs or more after offence | £200.00 | | | | |
| | • Surety Fee (deposit in lieu of tax) | | | | | |
| | - Motorcycles, light passenger vehicles and light goods vehicles | £160.00 | | | | |
| - Buses, recovery vehicles, haulage vehicles and goods vehicles | £330.00 | | | | | |
| | - Exceptional vehicles such as large lorries or coaches | £700.00 | | | | |
| | • Storage per complete day at pound (if instantly removed the first 24hrs is not charged) | £21.00 | | | | |
| 394 | Clamping & Removal of Illegally Parked Vehicles | | | | | |
| | • Clamp removal fee | £40.00 | | | | |
| | • Vehicle removal charge | £105.00 | | | | |
| | • Storage per day, or part of day during which the vehicle is impounded | £12.00 | | | | |
| | • Vehicle disposal charge | £50.00 | | | | |
| 395 | Abandoned Vehicle - Fixed Penalty Notice | £200.00 | | | This is a statutory charge | |
| 396 | Accident Information Partial = a plan of where the collisions occur Full = all background information on collisions in requested area | | | | The proposed new charges are: • Up to 40 collisions - Partial £275.00 - Full £405.00 • Between 40-80 collisions - Partial £545.00 - Full £810.00 • >80 collisions - ad hoc | |
| | • Up to 40 collisions | | | | | |
| | - Partial | £267.00 | £8.00 | 3.00% | | |
| | - Full | £397.00 | £8.00 | 2.02% | | |
| | • Between 40-80 collisions | | | | | |
| | - Partial | £533.00 | £12.00 | 2.25% | | |
| | - Full | £793.00 | £17.00 | 2.14% | | |
| | • >80 collisions | Ad hoc | | | | |
| 397 | Temporary Traffic Regulation Orders (for both Emergency & Full TROs) | £1,450.00 | Nil | Nil | No proposed increase | |
| 398 | Traffic Data - Per Junction | | | | The proposed new charges are: • Signal layout drawing inc MOC or SCOOT and/or fixed time plan timings £71.00 • Controller specification which would include the phase mins, intergreens, phase delay £122.00 | |
| | • Signal layout drawing inc MOC or SCOOT and/or fixed time plan timings | £69.00 | £2.00 | 2.90% | | |
| | • Controller specification which would include the phase mins, intergreens, phase delay | £119.00 | £3.00 | 2.52% | | |
| 399 | CCTV requests in connection with Data Protection Act (CD/DVD) | £10.00 | Nil | Nil | No proposed increase | |
| 400 | Traffic Signal - Switch Offs | £360.00 per switch off/on plus a £60.00 admin charge per invoice | £10.00 per switch off/on | 2.78% | The proposed new charge is £370.00 per switch off/on plus a £60.00 admin charge per invoice | |
| 401 | Land / Property Searches | £95.00 | | | No proposed increase | |
| 402 | Licence for Digital Advertising sites on the Highway per Advertising Panel | £1,200.00 | | | | |
| 403 | Fixed Penalty Notices for Highways/Environment Offences | £100.00 | Nil | Nil | | |

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Appendix 4 (a)

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| No. | Income Source | Current Charge | Proposed Price Change | % Change | Effective Date | Comment |
|-----|---|----------------|---|----------|--|--|
| 404 | Trade/Shop Front Displays on the Highway | £200.00 | | | 1 April 2020 | |
| 405 | H Bar Markings | £150.00 | £5.00 | 3.33% | | The proposed new charge is £155.00 |
| 406 | Skip Licence - Standard Charge • 7 days • 28 days | £35.00 | £2.00 | 5.71% | | The proposed new charges are: • 7 days £37.00 • 28 days £74.00 |
| | | £70.00 | £4.00 | | | |
| 407 | Section 171 Opening Up Notice | £250.00 | £5.00 | 2.00% | | The proposed new charge is £255.00 |
| 408 | Section 50 - Installation of Equipment, In ,On or Above the Public Highway | £535.00 | £15.00 | 2.80% | | The proposed new charge is £550.00 |
| 409 | Road Space Booking | £25.00 | | | | No proposed increase |
| 410 | Containers Sited on the Public Highway • Initial 28 days: - Residential - Commercial • Renewals | £100.00 | Nil | Nil | | |
| | | £250.00 | | | | |
| | | £100.00 | | | | |
| 411 | Cherry Picker/Mobile Elevating Work Platform (MEWP) | £180.00 | | | | |
| 412 | Mobile Cranes | £400.00 | £100.00 | 25.00% | | The proposed new charge is £500.00 |
| 413 | Tower Crane Oversail | £400.00 | £100.00 | 25.00% | | The proposed new charge is £500.00 |
| 414 | Permits for Hoardings on the Public Highway • Initial 28 days: - Residential permit per street - Commercial permit per street • Renewal (28 days): - Residential - Commercial | £100.00 | £5.00 | 5.00% | The proposed new charges are: • Initial 28 days: - Residential permit per street £105.00 - Commercial permit per street - no proposed increase • Renewal (28 days): - Residential - no proposed increase - Commercial - no proposed increase | |
| | | £325.00 | Nil | Nil | | |
| | | £100.00 | Nil | Nil | | |
| | | £275.00 | Nil | Nil | | |
| 415 | Scaffold Licences - Residential • Initial 28 days • Renewal | £100.00 | £5.00 | 5.00% | The proposed new charges are: • Initial 28 days £105.00 • Renewal £105.00 | |
| | | £100.00 | | | | |
| 416 | Scaffold Licences - Commercial • Initial 28 days: - Small - Medium - Large • Renewal per week: - Small - Medium - Large | £150.00 | Nil | Nil | The proposed new charges are: • Initial 28 days: - Small - no proposed increase - Medium - no proposed increase - Large - no proposed increase • Renewal per week: - Small £100.00 - Medium £100.00 - Large £100.00 | |
| | | £250.00 | Nil | Nil | | |
| | | £550.00 | Nil | Nil | | |
| | | £50.00 | £50.00 | 100.00% | | |
| | | £90.00 | £10.00 | 11.11% | | |
| 417 | Vehicle Crossovers | £175.00 | £5.00 | 2.86% | The proposed new charge is £180.00 | |
| 418 | Section 50 Road Opening for Vehicle crossovers | | New Charge - See Comment | | New charge for 2020/21. The proposed charge is £125.00 | |
| 419 | Advertising Frame Permits - New Applications | £185.00 | £5.00 | 2.70% | The proposed new charge is £190.00 | |
| 420 | Advertising Frame Permits - Renewals | £135.00 | £5.00 | 3.70% | The proposed new charge is £140.00 | |
| 421 | Tables & Chairs on the Public Highway • Outer Areas: - Non-refundable application - Per chair • Inner Area (City Centre): - Non-refundable application - Per chair | £100.00 | Reverts to Previous Pricing Structure - See Comment | | The proposed structure and new charges are: • 1-2 Tables up to 8 chairs £220.00 • 3-4 Tables up to 16 chairs £550.00 • 5-10 Tables up 40 chairs £990.00 • 11+ Tables £990 plus £35.00 for every chair over 40 | |
| | | £25.00 | | | | |
| | | £120.00 | | | | |
| | | £40.00 | | | | |
| 422 | Smoking Enclosures • Up to 12 square metres • Over 12 square metres | £225.00 | | | 1 April 2020 | |
| | | £375.00 | | | | |

Appendix 4 (a)

| No. | Income Source | Current Charge | Proposed Price Change | % Change | Effective Date | Comment |
|----------------|--|---|---|----------|----------------------|---|
| 423 | Charges for Temporary Signs | £70.00 | Nil | Nil | | No proposed increase |
| 424 | Additional Inspections | £60.00 | | | | |
| 425 | Road and Street Works Act (RASWA) Supervisory Charge | £47.50 | | | | |
| 426 | Road and Street Works Act (RASWA) - All Inspections | £47.50 | | | | |
| 427 | Fixed Penalty Notice for New Roads & Street Works Act | £80.00 | | | | |
| 428 | Section 74 Notice - Charges for Overstays | £100-£1000 | | | | |
| 429 | School Transport Bus Passes | £400.00 | £25.00 | 6.25% | 1 September 2020 | The proposed new charge is £425.00 |
| 430 | Replacement of School Bus Passes | £10.00 | Nil | Nil | 1 April 2020 | No proposed increase |
| 431 | Replacement Bus Passes Concessionary Travel (per pass) | £5.00 | £5.00 | 100.00% | | The proposed new charge is £10.00 |
| 432 | Disclosure Barring Service (DBS) check for School Transport) | £44.00 | New Admin Fee - See Comment | | | The proposed new charge is £44.00 plus £10.00 admin fee |
| 433 | Shopper Park & Ride (Excluding Cardiff East) • One person in car • Two or more people in car | £4.40 £5.50 | Nil | Nil | | No proposed increase |
| 434 | Hiring Out Vehicles to School Transport | Based on cost of vehicle plus 10% - administration fees | | | | |
| 435 | Bus Service Publicity & Infrastructure | Based on cost of work plus 10% - administration fees | | | | |
| Parking | | | | | | |
| 436 | Parking Penalty Charge Notices | £35.00 | Nil | Nil | 1 April 2020 | Fees set by Welsh Government. This charge becomes £70.00 after 14 days. |
| 437 | Moving Traffic Offences | £35.00 | | | | No proposed increase. Fees set by Welsh Government. |
| 438 | Replacement Blue Badges | £10.00 | | | | New charge for 2020/21. The proposed charge is £24.00 |
| 439 | Application for Disabled Bays | New Charges - See Comments | New charge for 2020/21. The proposed charges are: • Prohibited Parking areas £20 Application Fee plus £15 per day or part day • Permitted Parking Areas £20 Application Fee plus £10 per day or part day | | | |
| 440 | Parking Dispensations • Prohibited Parking Areas • Permitted Parking Areas | | New charge for 2020/21. The proposed charges are: • City Priority Zones £50 Application fee plus £15 per 6m of vehicle or £15 per pay & display or limited waiting bay • All Other Areas £50 Application fee plus £10 per 6m of vehicle or £10 per pay & display or limited waiting bay | | | |
| 441 | Parking Suspensions • City Priority Zones • All Other Areas | | | | | |
| 442 | On Street Parking | Various | Nil | Nil | No proposed increase | |
| 443 | Car Parks | Various | | | | |
| 444 | Resident Parking Permits • 1st permit & visitor only • 2nd permit & visitor | £7.50 £30.00 | | | | |

Appendix 4 (a)

| No. | Income Source | Current Charge | Proposed Price Change | % Change | Effective Date | Comment |
|---|---|---|--------------------------------|---------------|--|--|
| Charges for Street Numbering of Properties | | | | | | |
| 445 | All Street naming & Numbering | £120 per street plus £50 per unit (plot/flat) | £3 per street plus £2 per unit | 2.50% / 4.00% | 1 April 2020 | The proposed new charge is £123.00 per street plus £52.00 per unit (plot/flat) |
| 446 | Searches/Address Confirmation | £50.00 | Nil | Nil | | No proposed increase |
| Waste - Enforcement | | | | | | |
| 447 | Abandoned Trolley Recovery Fee | £75.00 | Nil | Nil | 1 April 2020 | No proposed increase |
| 448 | Waste Fixed Penalty Notices | | | | | |
| | • Section 46 Notice | £100.00 | | | | |
| | • Section 47 Notice | £100.00 | | | | |
| | • Waste transfer note request | £300.00 | | | | |
| | • WTNR & WCR | £300.00 | | | | |
| 449 | Pay as You Throw | Various | | | | |
| | • Domestic | | | | | |
| 450 | • Commercial | | | | | |
| | Fixed Penalty Notices | | | | | |
| 451 | • Dog Fouling | £100.00 | | | | |
| | • Litter from a Vehicle | £100.00 | | | | |
| | • Litter General | £100.00 | | | | |
| | • Litter Smoking from a Car | £100.00 | | | | |
| | • Litter smoking related | £100.00 | | | | |
| 452 | Highways Fixed Penalty Notices | | | | | |
| | • Skips breach of Licence | £100.00 | | | | |
| | • Skips no Licence | £100.00 | | | | |
| | • A boards | £100.00 | | | | |
| | • Street Cafés | £100.00 | | | | |
| | • Fly Posting | £100.00 | | | | |
| | • Free Distribution of Literature | £100.00 | | | | |
| | • Scaffolding | £100.00 | | | | |
| | • Abandoned Vehicles | £200.00 | | | | |
| | Highways Fixed Penalty Notices | | | | | |
| • Flytipping | £400.00 | | | | | |
| • Flytipping - Duty of Care | £300.00 | | | | | |
| • Flytipping - Litter | £100.00 | | | | | |
| • Waste Carrier Request | £300.00 | | | | | |
| Waste - Commercial Recycling Centre | | | | | | |
| 453 | General Waste (per tonne) | £135.00 | £10.00 | 7.41% | 1 April 2020 | The proposed new charge is £145.00 per tonne |
| 454 | Mixed Recycling (per tonne) | £85.00 | £25.00 | 29.41% | | The proposed new charge is £110.00 per tonne |
| 455 | Hardcore and Rubble (per tonne) | £30.00 | £10.00 | 33.33% | | The proposed new charge is £40.00 per tonne |
| 456 | Wood (per tonne) | £85.00 | Nil | Nil | | No proposed increase |
| 457 | Garden Waste (per tonne) | £60.00 | | | | |
| 458 | Plasterboard (per tonne) | £90.00 | £10.00 | 11.11% | | The proposed new charge is £100.00 per tonne |
| 459 | Cardboard (per tonne) | Nil | Nil | Nil | | No proposed increase |
| 460 | Tyres (per tonne) | £90.00 | £15.00 | 16.67% | | The proposed new charge is £105.00 per tonne |
| 461 | Oils (Mineral/Engine/Vegetable) (per tonne) | £400.00 | Nil | Nil | | No proposed increase |
| 462 | Commercial Fridge (per unit) | £80.00 | £20.00 | 25.00% | | The proposed new charge is £100.00 per unit |
| 463 | Residential Fridge (per unit) | £15.00 | £30.00 | 200.00% | The proposed new charge is £45.00 per unit | |
| 464 | Scrap Metal/Car Batteries | Nil | Nil | Nil | No proposed increase | |
| 465 | Public Weigh In | £20.00 | Nil | Nil | 1 April 2020 | No proposed increase |

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Appendix 4 (a)

| No. | Income Source | Current Charge | Proposed Price Change | % Change | Effective Date | Comment |
|--|---|---|-----------------------|----------|------------------------------------|---|
| Waste - Collections | | | | | | |
| 466 | Non-Recyclable Bulky Item Collections | £12.50 for every 2 items | Nil | Nil | 1 April 2020 | No proposed increase |
| 467 | Green bags, food liners & kerbside caddies | Nil | | | | |
| 468 | Replacement reusable garden sacks | £3.00 | | | | |
| 469 | Replacement kitchen food caddy | £2.00 | | | | |
| 470 | Replacement/new wheeled bin or equivalent striped bag provision | £25.00 | | | | |
| Governance & Legal Services | | | | | | |
| Searches | | | | | | |
| 471 | Search Fees | £116.40 | Nil | Nil | 1 April 2020 | No proposed increase |
| Property Fees | | | | | | |
| 472 | Sale of Land | 1% of sale price - Minimum fee £585.00 | £20.00 | 3.42% | 1 April 2020 | The proposed new minimum fee is £605.00 |
| 473 | Purchase/Exchange of land | £585.00 | See Comment | | | Charge will be based on time spent |
| 474 | Registration fee on notice of assignment / underletting / charge | £100.00 | £5.00 | 5.00% | | The proposed new charge is £105.00 |
| 475 | Consent for Assignment/Underletting/Change of Use/Alterations | £460.00 | £20.00 | 4.44% | | The proposed new charge is £480.00 |
| 476 | Grant of Shop Lease | £620.00 | See Comment | | | Charge will be based on time spent |
| 477 | Workshops Lease | £275.00 | £10.00 | 3.64% | | The proposed new charge is £285.00 |
| 478 | Grant of Industrial Lease | £1,025.00 | See Comment | | | Charge will be based on time spent |
| 479 | Market Tenancies | £345.00 | £10.00 | 2.90% | | The proposed new charge is £355.00 |
| 480 | Lease Renewals | £345.00 | £15.00 | 4.35% | | The proposed new charge is £360.00 |
| 481 | Variations/Surrenders | £385.00 | £15.00 | 3.90% | | The proposed new charge is £400.00 |
| 482 | Easements | £455.00 | £15.00 | 3.30% | | The proposed new charge is £470.00 |
| 483 | Wayleaves/licences | £305.00 | £15.00 | 4.92% | | The proposed new charge is £320.00 |
| 484 | Deed of Postponement | £105.00 | £5.00 | 4.76% | | The proposed new charge is £110.00 |
| 485 | Release of Covenant | £360.00 | £15.00 | 4.17% | | The proposed new charge is £375.00 |
| 486 | Transfers subject to mortgage | £260.00 | £10.00 | 3.85% | | The proposed new charge is £270.00 |
| 487 | Vacating receipts | £75.00 | £3.00 | 4.00% | | The proposed new charge is £78.00 |
| 488 | Sales of freehold /lease extensions | Minimum Fee £575.00 | £25.00 | 4.35% | | The proposed new minimum fee is £600.00 |
| 489 | Deeds of variations (RTB leases) | £190.00 | £10.00 | 5.3% | | The proposed new charge is £200.00 |
| 490 | Nursing home charge fees | £80.00 | £2.00 | 2.50% | | The proposed new charge is £82.00 |
| 491 | Shared equity scheme resales redemptions | £400.00 | £10.00 | 2.50% | The proposed new charge is £410.00 | |
| 492 | Miscellaneous bespoke agreements - minimum fee, charge actual time spent | £350.00 | See Comment | | Charge will be based on time spent | |
| 493 | Legal charges/debentures | £600.00 | £20.00 | 3.33% | The proposed new charge is £620.00 | |
| Planning Fees | | | | | | |
| 494 | Standard S106 - minimum fee, charged at actual time spent | Minimum Fee - £1,525.00 | £35.00 | 2.30% | 1 April 2020 | The proposed new minimum fee is £1,560.00 |
| 495 | Complex S106 agreements - e.g. phased development etc. minimum fee charge based on actual time spent | Minimum Fee - £2,275.00 | £45.00 | 1.98% | | The proposed new minimum fee is £2,320.00 |
| 496 | Unilateral obligations for S106 | £960.00 | £25.00 | 2.60% | | The proposed new charge is £985.00 |
| 497 | Unilateral obligations for S106 in relation to Appeals | £960.00 | £20.00 | 2.08% | | The proposed new charge is £980.00 |
| 498 | Deed of variation for S106 | £655.00 | £25.00 | 3.82% | | The proposed new charge is £680.00 |
| 499 | Consent to disposals under S106 restriction | £80.00 | £2.00 | 2.50% | | The proposed new charge is £82.00 |
| Highway Agreements | | | | | | |
| 500 | Highway Licences (S177 115 & 142)- minimum fee charge on actual time spent | Minimum charge - £550.00 | Nil | Nil | 1 April 2020 | No proposed increase |
| 501 | Section 38/278 Highway Agreements | 1.5% of Bond Sum | | | | |
| 502 | Miscellaneous Deeds of Variation, Deed of Dedication or Highway documentation - minimum fee charge on actual time spent | Minimum charge £550.00 | Nil | Nil | 1 April 2020 | No proposed increase |
| Resources | | | | | | |

Appendix 4 (a)

| No. | Income Source | Current Charge | Proposed Price Change | % Change | Effective Date | Comment |
|--|--|----------------|-----------------------|----------|--|---|
| Meals on Wheels | | | | | | |
| 503 | Meals on Wheels - Hot meal only | £3.90 | Nil | Nil | 1 April 2020 | No proposed increase |
| 504 | Meals on Wheels - Hot meal with dessert | £4.50 | | | | |
| Telecare (24/7 Services) | | | | | | |
| 505 | Community Alarm Service - Contact Only - per week | £2.44 | £0.05 | 2.05% | 1 April 2020 | The proposed new charge is £2.49 |
| 506 | Community Alarm Service - Contact and Mobile Response - per week | £5.06 | £0.10 | 1.98% | | The proposed new charge is £5.16 |
| 507 | Telecare Plus Packages - per week (Adult Services referrals) | £5.06 | £0.10 | 1.98% | | The proposed new charge is £5.16 |
| 508 | Telecare SIM Units - monthly charge | £6.50 | Nil | Nil | | No proposed increase |
| 509 | Supply and installation of telecare monitoring unit | £125.00 | | | | |
| 510 | Installation of telecare monitoring unit | £35.00 | | | | |
| 511 | Installation of telecare monitoring unit AND pendant | £50.00 | | | | |
| 512 | Replacement Telecare pendant | £40.00 | | | | |
| 513 | Supply / installation of keysafe for mobile response customer | £50.00 | | | | |
| 514 | Supply / installation of keysafe for contact only customer | £65.00 | | | | |
| 515 | Supply / installation of keysafe for non-Telecare customer | £99.00 | | | | |
| Telecare (for Housing Associations) | | | | | | |
| 516 | Community Alarm Service - Contact Only - per week | | | | 1 April 2020 | The proposed new charges are • Housing Associations £1.99 • Housing Associations Block Purchase £1.25 |
| | • Housing Associations | £1.55 | £0.44 | 28.39% | | |
| | • Housing Associations Block Purchase | £0.97 | £0.28 | 28.87% | | |
| 517 | Community Alarm Service - Contact and Mobile Response - per week | | | | | The proposed new charges are • Housing Associations £4.13 • Housing Associations Block Purchase £2.58 |
| | • Housing Associations | £3.65 | £0.48 | 13.15% | | |
| | • Housing Associations Block Purchase | £2.28 | £0.30 | 13.16% | | |
| 518 | Building/Welfare Checks - Weekly Travel Charge (per site, covers multiple tenants) | | | | | The proposed new charges are • Weekdays (5 days) £30.89 • Weekends (2 days) £17.19 |
| | • Weekdays (5 days) | £27.23 | £3.66 | 13.44% | | |
| | • Weekends (2 days) | £14.99 | £2.20 | 14.68% | | |
| 519 | Weekly Charge for Building Checks (per tenant/property) | | | | | The proposed new charges are • Weekdays (5 days) £0.80 • Weekends (2 days) £0.48 |
| | • Weekdays (5 days) | £0.68 | £0.12 | 17.65% | | |
| | • Weekends (2 days) | £0.41 | £0.07 | 17.07% | | |
| 520 | Weekly Charge for Welfare Checks (per tenant/property) | | | | The proposed new charges are • Weekdays (5 days) £0.60 • Weekends (2 days) £0.36 | |
| | • Weekdays (5 days) | £0.51 | £0.09 | 17.65% | | |
| | • Weekends (2 days) | £0.31 | £0.05 | 16.13% | | |
| 521 | Out of Hours Call Handling - Cost per Call | £3.50 | Nil | Nil | No proposed increase | |
| Security (24/7 Services) | | | | | | |
| 522 | Annual charge per site for holding keys | £250.00 | Nil | Nil | 1 April 2020 | No proposed increase |
| 523 | Alarm Monitoring (Fire, Intruder, Environmental) - Annual charge per service | £250.00 | | | | |
| 524 | Lift Monitoring - Annual charge per lift | £300.00 | | | | |
| | Call out charge for first hour on site | | | | | |
| 525 | • Weekday | £30.00 | Nil | Nil | 1 April 2020 | No proposed increase |
| | • Unsociable hours | £35.00 | | | | |
| | • Weekends | £40.00 | | | | |
| | • Public Holiday | £45.00 | | | | |
| 526 | Charge per hour after first hour | | Nil | Nil | 1 April 2020 | No proposed increase |
| | • Weekday | £15.00 | | | | |
| | • Unsociable hours | £18.90 | | | | |
| | • Weekends | £21.32 | | | | |
| | • Public Holiday | £35.00 | | | | |
| 527 | Lone Worker Monitoring Device | £113.00 | | | | |
| 528 | Cognitive Impairment Monitoring Device | £116.00 | | | | |

Appendix 4 (a)

| No. | Income Source | Current Charge | Proposed Price Change | % Change | Effective Date | Comment |
|--------------------------------------|--|-----------------------|-----------------------|----------|----------------|---|
| 529 | Lone Worker / Cognitive Impairment - monthly monitoring cost | £9.99 | | | | |
| Social Services | | | | | | |
| 531 | Maximum Charge for Non-Residential Care Services - per week | £90.00 | £10.00 | 11.1% | 1 April 2020 | Proposed amendment to maximum charge set by the WG to £100.00 per week. Actual charge subject to means testing. |
| Externally Set | | | | | | |
| 532 | Rent Smart Wales - licensing / registration charges | Various - See Comment | | | 1 April 2020 | These fees are set and approved by Welsh Government |
| 533 | Shared Regulatory Service | | | | | These fees are set either by the Shared Regulatory Service Joint Committee or by statute/other regulation. |
| Cardiff Port Health Authority | | | | | | |
| 534 | Port Health - Sanitation Inspection (Up to 1,000 tonnes) | £95.00 | £5.00 | 5.26% | 1 April 2020 | Fee set by Association of Port Health Authorities (APHA). The new charge is £100.00 |
| 535 | Port Health - Sanitation Inspection (1,001 - 3000 tonnes) | £130.00 | £5.00 | 3.85% | | Fee set by APHA. The new charge is £135.00 |
| 536 | Port Health - Sanitation Inspection (3,001 - 10,000 tonnes) | £200.00 | £5.00 | 2.50% | | Fee set by APHA. The new charge is £205.00 |
| 537 | Port Health - Sanitation Inspection (10,001 - 20,000 tonnes) | £255.00 | £10.00 | 3.92% | | Fee set by APHA. The new charge is £265.00 |
| 538 | Port Health - Sanitation Inspection (20,001 - 30,000 tonnes) | £330.00 | £10.00 | 3.03% | | Fee set by APHA. The new charge is £340.00 |
| 539 | Port Health - Sanitation Inspection (Over 30,000 tonnes) | £390.00 | £10.00 | 2.56% | | Fee set by APHA. The new charge is £400.00 |
| 540 | Port Health - Vessels with 50 - 1000 persons | £390.00 | £10.00 | 2.56% | | Fee set by APHA. The new charge is £400.00 |
| 541 | Port Health - Vessels with over 1000 persons | £665.00 | £15.00 | 2.26% | | Fee set by APHA. The new charge is £680.00 |
| 542 | Port Health - Extensions | £65.00 | £5.00 | 7.69% | | Fee set by APHA. The new charge is £70.00 |

Appendix 4 (b)

CARDIFF COUNCIL: HRA FEES AND CHARGES 2020/21

| No. | Income Source | Current Charge £ | Proposed Price Change | % Change | Effective Date | Comment |
|-----|--|----------------------|--------------------------|----------|--|------------------------------------|
| 1 | Pre-assignment enquiries | £100.80 | Nil | Nil | 6 April 2020 | No proposed increase |
| 2 | Landlord consents for leaseholders | £185.00 | | | | |
| 3 | Postponement of Right to Buy charge | £100.80 | | | | |
| 4 | Administration charge for major works | 12% (capped at £250) | | | | |
| 5 | Leaseholders Sub-Letting Charge | £30.00 | -£20.00 | -66.67% | | The proposed new charge is £10.00 |
| 6 | Leaseholder Management Fee | £163.08 | Nil | Nil | | No proposed increase |
| 7 | Council Dwellings Rent, including sheltered dwellings (per week) | Various | See Comment | 2.70% | | As per Welsh Government guidance |
| 8 | All Property Cleaning Charge (per week) | £0.39 | £0.10 | 25.64% | | The proposed new charge is £0.49 |
| 9 | Retirement Complex - Telecare (per week) | £2.71 | £0.05 | 1.85% | | The proposed new charge is £2.76 |
| 10 | Retirement Complex - Fire and safety building checks (per week) | £2.35 | £0.05 | 2.13% | | The proposed new charge is £2.40 |
| 11 | Retirement Complex - Cleaning (per week) | £8.56 | £0.86 | 10.05% | | The proposed new charge is £9.42 |
| 12 | Retirement Complex - Service Charges (per week) | Various | See Comment | | | In line with costs at each complex |
| 13 | Retirement Complex - Communal Maintenance (per week) | £5.88 | £0.59 | 10.03% | | The proposed new charge is £6.47 |
| 14 | Retirement Complex - Scheme Management (per week) | £6.88 | £0.69 | 10.03% | | The proposed new charge is £7.57 |
| 15 | Grounds & Pest Control (per week) | £0.99 | £0.12 | 12.12% | | The proposed new charge is £1.11 |
| 16 | Flats Service Charge - Communal Maintenance (per week) | £1.11 | £0.02 | 1.80% | | The proposed new charge is £1.13 |
| 17 | Flats Service Charge - Reduced Cleaning Charge (per week) | £2.35 | £0.24 | 10.21% | | The proposed new charge is £2.59 |
| 18 | Discretionary Repairs (per week) | £1.56 | £0.26 | 16.67% | | The proposed new charge is £1.82 |
| 19 | Sheltered Service Charges - Personal Heating (per week) | Various | See Comment | 20.00% | | In line with costs at each complex |
| 20 | Water Charges Sheltered Complex (per week) | Various | | 15.63% | | |
| 21 | Adult Services Furniture Renewal (per week) | £71.63 | £1.93 | 2.69% | | The proposed new charge is £73.56 |
| 22 | Carport (per week) | £4.33 | £0.12 | 2.77% | | The proposed new charge is £4.45 |
| 23 | Garages - Attached (per week) | Various | See Comment | | | As per Welsh Government guidance |
| 24 | Garage rents - Tenants (per week) | £6.33 | £0.17 | 2.69% | | The proposed new charge is £6.50 |
| 25 | Garage rents - Private Let (per week) | £10.55 | £0.28 | 2.65% | | The proposed new charge is £10.83 |
| 26 | Garage rents with water - Tenants (per week) | £6.59 | £0.18 | 2.73% | | The proposed new charge is £6.77 |
| 27 | Garage rents with water - Private Let (per week) | £10.81 | £0.29 | 2.68% | | The proposed new charge is £11.10 |
| 28 | Garage Rent at sheltered complex (Electricity) (per week) | £8.92 | £0.24 | 2.69% | | The proposed new charge is £9.16 |
| 29 | Hardstandings (per week) | £2.30 | £0.06 | 2.61% | | The proposed new charge is £2.36 |
| 30 | Lock up Hardstanding (per week) | £3.16 | £0.09 | 2.85% | | The proposed new charge is £3.25 |
| 31 | Concierge Service Butetown/Arc (per week) | £1.05 | £0.02 | 1.90% | | The proposed new charge is £1.07 |
| 32 | Concierge Service Litchfield Court (per week) | £16.02 | £0.27 | 1.69% | | The proposed new charge is £16.29 |
| 33 | Flats Service Charge - Cleaning Rota scheme (per week) | £4.23 | £0.42 | 9.93% | | The proposed new charge is £4.65 |
| 34 | Flats Service Charge - Cleaning Cleaner on site (per week) | £4.75 | £0.48 | 10.11% | | The proposed new charge is £5.23 |
| 35 | Flats Service Charge - Cleaning Reduced communal area (per wk) | £1.06 | £0.11 | 10.38% | | The proposed new charge is £1.17 |
| 36 | Flats Service Charge - Lighting (per week) | £0.95 | £0.05 | 5.26% | | The proposed new charge is £1.00 |
| 37 | Flats Service Charge - Door Entry (per week) | £0.48 | £0.17 | 35.42% | | The proposed new charge is £0.65 |
| 38 | Hostel Service Charges (per week) | Various | See Comment | 2.70% | | As per Welsh Government guidance |
| 39 | TV Licence - Hostels (per week) | £0.44 / £0.53 | See Comment | | | In line with costs |
| 40 | Drainage Service - Tai Penlan (per week) | £5.79 | | | | |
| 41 | Hostel Rent (per week) | Various | See Comment | 2.70% | | As per Welsh Government guidance |
| 42 | Tresillian Hostel Communal Heating & Lighting (per week) | £6.58 | £0.28 | 4.26% | | The proposed new charge is £6.86 |
| 43 | Litchfield Court Temporary accommodation (per week) | Various | See Comment | 2.70% | As per Welsh Government guidance | |
| 44 | Additional refuse collection (weekly) at Courtenay Road flats | | | | New charge for 2020/21. The proposed charge is £1.17 | |
| 45 | Contracted out Grounds Maintenance Services | | New charge - See Comment | | New charge for 2020/21. The proposed charges are various based on the costs of contracted out grounds maintenance and sustainable drainage systems at a small number of new build/acquired properties. | |

Mae'r dudalen hon yn wag yn fwriadol

Yn rhinwedd paragraff (au) 14, 21 Rhan (nau) 4 a 5 o Atodlen 12A
o Ddeddf Llywodraeth Leol 1972.

Mynediad Cyfyngedig i'r Ddogfen

Mae'r dudalen hon yn wag yn fwriadol

| Financial Resilience Mechanism - one-off use for 2020/21 | | £000 | Description |
|--|---|--------------|---|
| Visible Street Scene | Localised highway asset improvement works | 782 | Repairing defective carriage and footways to improve the condition of the network. |
| | Roadsigns and lines | 150 | Improvement works to address network safety issues and replacement / renewal of unsafe, defective or missing traffic signs and road markings. |
| | Flood & Drainage Works | 225 | To support the development and implementation of an Integrated Water Management Strategy for Cardiff, including flood risk assessment, sustainable drainage and increasing capacity with the system to remove surface water, where possible. |
| | Additional Deep Clean | 156 | To fund a cleansing team who will provide a reactive service in respect of leaf fall, deep clean of weeds and detritus, cleaning of road signs / small scale re-painting, cut back overgrowth, removal of small scale graffiti, etc. |
| | City Centre Cleaning | 138 | To provide further investment in the city centre cleansing team for two years in order to improve the city centre environment whilst piloting new ways of working. |
| | Total | 1,451 | |
| Transport Initiatives | Cycle Parking and City Centre Public Realm | 125 | To fund improvements in the city centre public realm and highways, providing improved and additional cycle parking around the city centre. |
| | Bus Routes - Subsidy | 90 | Additional resource provided to support the second year of a two-year approach to providing a social subsidy to bus routes where deemed necessary. |
| | Total | 215 | |
| Parks & Sport | Ash Die Back | 350 | To fund the development and implementation of an action plan to ensure an appropriate level of preparedness in respect of the spread of Ash Die Back disease. Of the funding provided, £250,000 would be in respect of the non-schools estate, with £100,000 provided in respect of schools. |
| | Community Sports Club and Volunteer Conference | 10 | To fund a Community Sports Club and Volunteer Conference in order to launch the Council's Playing Pitch Strategy. |
| | Statutory Compliance in Outdoor Sport Facilities | 18 | To fund a part-time Facility Officer to ensure statutory compliance in outdoor sport facilities. |
| | Parks and Playgrounds | 100 | To fund continued improvements to Cardiff's parks and playgrounds. |
| | Total | 478 | |
| Education | Cardiff Commitment & Experience of Work Programme | 300 | To provide a top-up to the Cardiff Commitment Reserve in order to sustain the Cardiff Commitment beyond 2020/21 and build upon the success of the programme to date in raising the aspirations of children and young people, enriching learning pathways and improving their access to ongoing education, training and employment post statutory education. This will include an experience of work programme for children and young people, aimed at raising awareness of the range of career opportunities in the city. |
| | Youth Activities | 250 | One off additional funding for youth services and young people. Following a mapping of youth activities in the city, this would allow for appropriate one-off funding for youth services and support for vulnerable young people in year. |
| | Total | 550 | |

Appendix 5

| Financial Resilience Mechanism - one-off use for 2020/21 | | £000 | Description |
|--|---|--------------|---|
| Other | Market Supplement for Children's Social Workers | 644 | To fund a market supplement of £5,000 per annum in respect of Children's Social Worker posts in order to improve the recruitment and retention of staff, and reduce the reliance on agency workers. |
| | Local Development Plan | 300 | To fund the review of the Local Development Plan which is due to take place over three years from 2020/21. |
| | Food strategy | 150 | To provide three year funding for a Food Strategy Coordinator who would work specifically on coordination and delivery of the Council Food Strategy. |
| | Promotion of Cardiff as a Living Wage city | 12 | To support the promotion of Cardiff as a Living Wage city. |
| | Total | 1,106 | |
| Grand Total | | 3,800 | |



Changes for Cardiff

Consultation on Cardiff Council's 2020/21 Budget Proposals

Research Findings
February 2020



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



#gweithiogydangilydd
#workingtogether

Tudalen 337





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#workingtogether



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1. Background

In its Capital Ambition vision, Cardiff Council set out how it wants to make Cardiff a greener, fairer city.

Delivering these ambitions will rely on great local public services. Everyone in Cardiff uses or benefits from a council service every day. Schools, roads, recycling, bin collections, social care, maintaining parks, libraries and street lighting are just some of the many services the Council provides to meet people's daily needs.

With a fast growing population and some of the highest levels of poverty in Wales, the pressure on these services is increasing each and every year. Over the past decade of austerity, which saw the council save over £220m as the pressure on services increases, the Council has done all it can to protect front line services while balancing the books.

2. Consultation methodology

Consultation on the Council's budget proposals for 2020/21 was undertaken by the Cardiff Research Centre. The consultation ran from 19 December 2019 to 31 January 2020, later than usual due to the date of the budget announcement from the Welsh Government (pushed back from November to mid-December), leading to a shorter window of engagement on the Council's proposals. Whilst the consultation went live online on the 19th December, the programme of engagement started on 6th January, to avoid a clash with the Christmas period.

The engagement programme used a variety of online and face to face engagement methods:

a) Email

The survey was promoted via email to:

- The Citizens' Panel (approximately 6,000 residents)
- Councillors, Senior Management Team and Cardiff Public Services Board members
- Community Councils
- Third sector organisations working with target groups including Minority Ethnic, younger people and those with a disability.

Teams across the Council were encouraged to promote the survey (where GDPR¹ rules allowed) by emailing customers through existing email lists, particularly where budget proposals may affect specific groups.

¹ GDPR: General Data Protection Regulations

Communications were sent to Council supported networks, including:

- Cardiff 50+ Forum
- Cardiff Access Forum
- Employee Black Minority Ethnic Network
- Cardiff Youth Council

A separate shorter survey was distributed to secondary school's Sixth Forms across Cardiff, offering entrance into a Prize Draw to win a £10 shopping voucher. This asked pupils to highlight the priorities for investment from a list of Council services.

Any enquiries from the public were directed to consultation@cardiff.gov.uk where they were picked up by Cardiff Research Centre staff, and directed to relevant officers across the Council.

b) Internet/Intranet

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

c) Social Media

The survey was promoted to almost 90,000 followers via Facebook and Twitter by the Corporate Communications Team throughout the consultation period. The Facebook campaign reached approximately 50,100 users, and on Twitter, 2,500,000 users.

Targeted promotion was facilitated via stakeholder's social media accounts and Facebook boosts aimed at those less frequently heard i.e. under 25's, Minority Ethnic groups and those living in the 'Southern Arc'² of the city. This reached around 24,000 users, with 639 clicks through to the survey itself.

b) Face to Face and Hard Copies

Posters and 2,500 hard copies of the consultation document (plus 500 Welsh) were distributed to libraries, Hubs and core council buildings. Drop boxes were provided in Hubs and libraries for the public to deposit their returns.

Council Officers were on hand at Hubs, Libraries including those in the 'Southern Arc' of the city to promote the survey to traditionally hard to reach communities.

A facilitated focus group session was held with Diverse Cymru at Chapter Arts Centre in Canton, Cardiff, on 30th January 2020.

A full list of venues, events and organisations involved in promoting the consultation is available in Appendix 5.

² See Appendix 4 for map of 'Southern Arc'

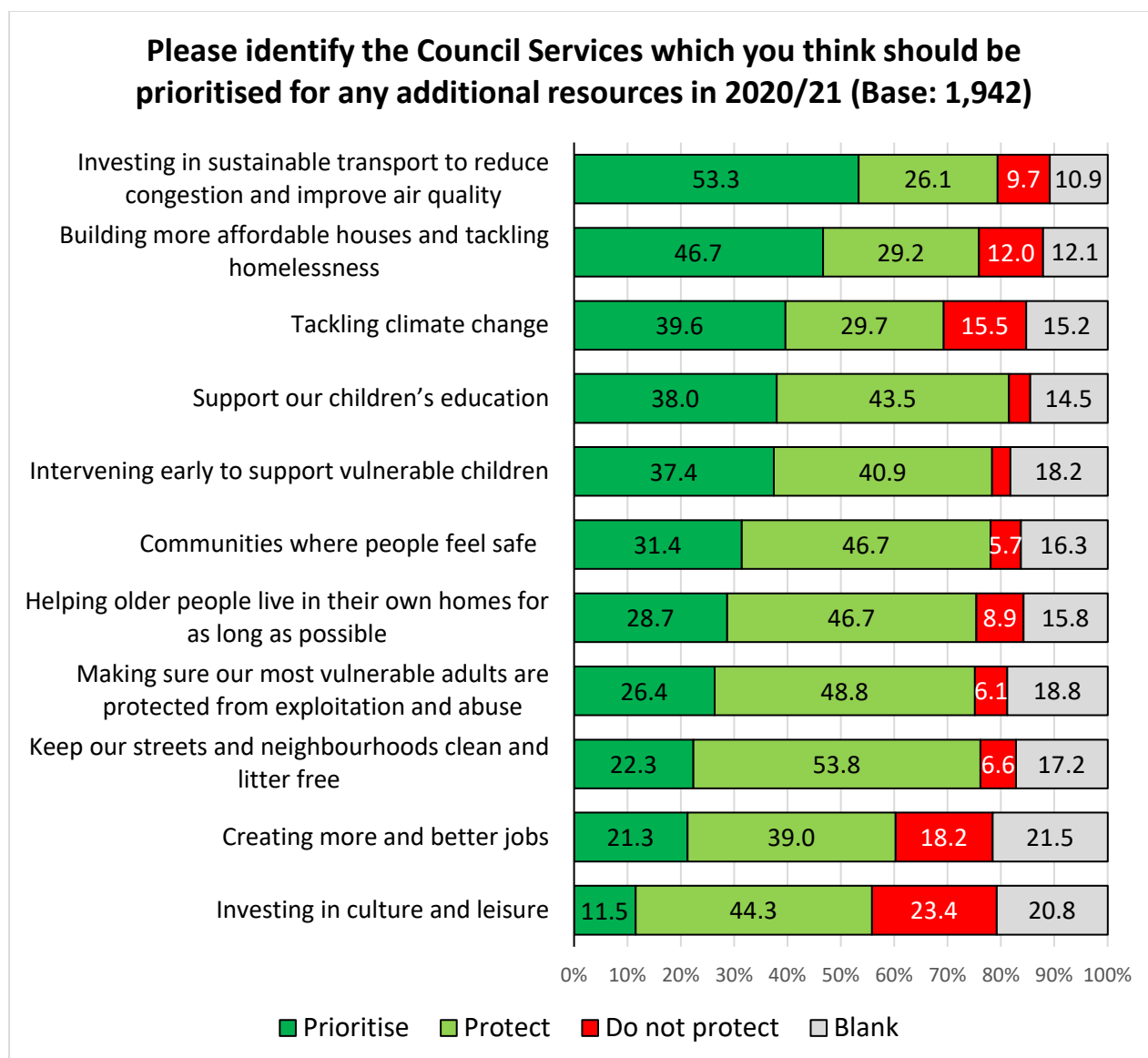
3. Results

Council Service Priorities

Q1. We have listed some of the services the Council provides. Please identify the Council Services which you think should be prioritised for any additional resources in 2020/21, or have their current funding protected.

1,942 respondents gave an answer to this question, giving a response rate of 94.7%

Respondents were given a list of 11 Council Services, and asked to identify which they would prioritise for additional investment, which should have their current level of funding protected, and which services should not be protected. A number of respondents chose to leave their preference for some services blank; this is shown in the chart below:



The top three areas identified for prioritising for investment were:

1. Investing in sustainable transport to reduce congestion and improve air quality (53.3%)
2. Building more and affordable houses and tackling homelessness (46.7%)
3. Tackling climate change (39.6%)

All demographic groups analysed ranked investing in sustainable transport as the top priority for investment. A full breakdown of priorities by demographic is provided in Appendix 2.

Areas to have their current levels of funding protected were:

1. Keep our street and neighbourhoods clean and litter free (53.8%)
2. Making sure our most vulnerable adults are protected from exploitation and abuse (48.8%)
- 3=. Helping older people live in their own homes for as long as possible (46.7%)
- 3=. Communities where people feel safe (46.7%)

Areas that had least support for prioritisation/protection for funding were:

1. Investing in culture and leisure (23.4% of respondents did not want to protect this area)
2. Creating more and better jobs (18.2%)
3. Tackling climate change (15.5%)

Services prioritising children – ‘Support our children’s education’, and ‘Intervening early to support vulnerable children’ – both received low scores in this category (4.0% and 3.5% respectively). While neither made the top three services for prioritising or protecting, overall, around 80% of respondents felt funding for these services should continue at its current level, if not higher.

Engagement Events

In addition to the main survey, a series of engagement events were run, where members of the public were invited to select their top three priorities for investment (these respondents were not asked to identify which services they would like to protect, or those they did not feel should be protected).



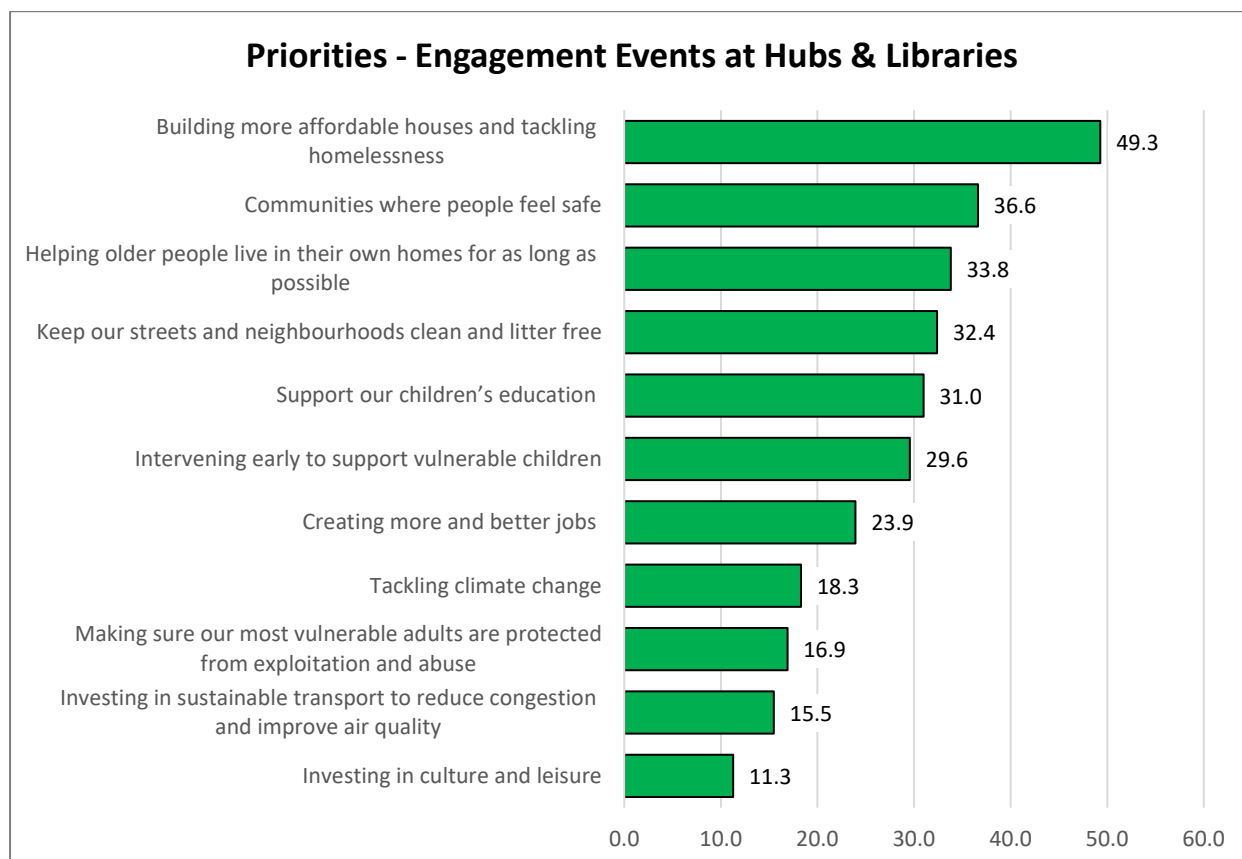
Demographic data was not captured for these individuals, due to reluctance to give this information, or time constraints, however, those attending events in Hubs and Libraries were a mix of ages, ethnicities and included respondents identifying as disabled; the Youth Group respondents were all aged under 25, with a range of ethnicities attending the Youth Cohesion event (no demographic other than age were recorded for the Sixth Form online survey).

Respondents were also asked to give reasons for their selections, shown below.

The 71 respondents taking part in the events at Hubs and Libraries (all of which were in the Southern Arc) prioritised

1. Building more affordable houses and tackling homelessness (49.3%)
 - *People can't get housed now. You know just a bunk up, it's not to mean they are going to stay there, just a bunk up until they get married or get a girlfriend or a boyfriend or something and then decide to go and buy. I think that needs to be tackled as there is a lot of sofa surfing and stuff like that for ordinary people.*
 - *A lot of the homeless, there is a lot of drink and drug problems around, so there I'm thinking a lot of them would not be capable of running their own flat. I think we should build like an office unit with somebody there to let them in because I don't think they should run free in their own flats because they will be living in squalor, that issue there is massive in my book, it's massive, but we do need more*
2. Communities where people feel safe (36.6%)
 - *Most important thing is protecting people, so everyone can live in a safe community.*
3. Helping older people live in their own homes for as long as possible (33.8%)
 - *There's not enough resources there so I'd like a bit more money spent on that.*

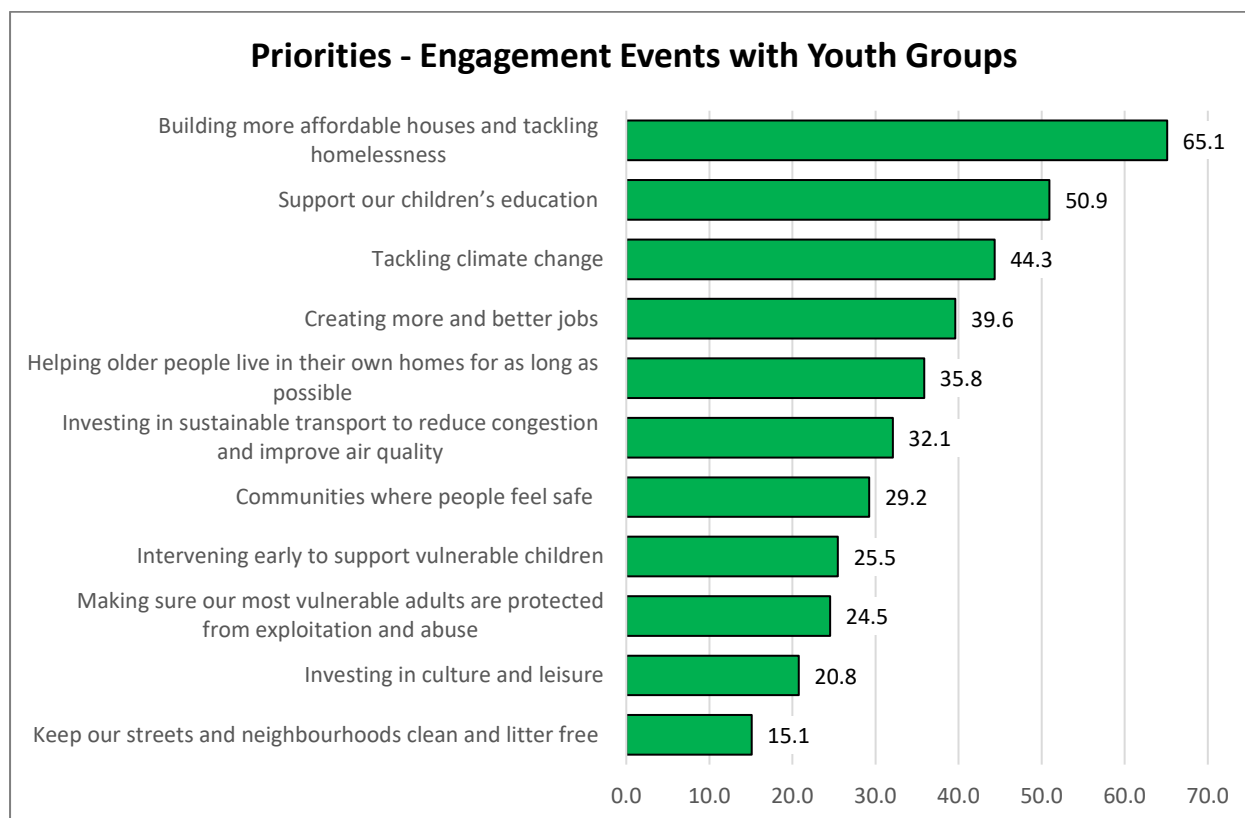
As with the main survey, 'Investing in culture and leisure' was seen as the lowest priority of the options presented, with 11.3% of the vote.



Amongst those attending the Youth Cohesion event, and Sixth Formers completing the tailored online survey (106 respondents in total), priorities for investment were:

1. Building more affordable houses and tackling homelessness (65.1%)
 - *“Affordable housing will encourage students and young adults to become independent and get on the property ladder”.*
 - *“Homelessness is a major issue in Cardiff at the moment. I think tackling homelessness should be prioritised.”*
2. Support our children’s education (50.9%)
 - *“I think focusing on educating the younger generation is essential as they are our future.”*
3. Tackling climate change (44.3%)
 - *“Climate change is the biggest issue right now and will have long lasting consequences that will overshadow other priorities. It’s important it’s addressed now.”*
 - *“Tackling climate change is important because it will enable us to actually have a future to improve.”*

For this group, the lowest priority, with 15.1% of the votes, was ‘Keep our streets and neighbourhoods clean and litter free’.



A separate survey, Child Friendly Cities, was run with primary and secondary schools across Cardiff between September and November 2019, with over 6,000 pupils taking part. While specifics of the Council's Budget consultation were not included in this, pupils were given the opportunity to highlight their priorities.

Respondents were asked to identify their most important issue for the UK as a whole, and for Wales in particular, to be promoted by the appropriate Youth Parliaments. These were:

1. Protecting the environment (42.1%)
2. Put an end to knife crime (39.2%)
3. Tackling hate crime (28.6%)

Concerns were raised around community safety, with fear of knife crime (40.5%), gangs (38.2%) and groups of people (37.7%) as issues which made them feel unsafe in their neighbourhood.

Overall, 90.9% of pupils were able to do their best to learn and progress in school. Amongst pupils aged over 15, 86.9% were studying the subjects of their choice, but just 54.9% thought that their course would help them with their future career.

The Council's Budget Strategy

The Council focuses on three key areas to maximise resources and deliver improved services.

Area 1: Efficiency Savings

Area 2: Income Generation

Area 3: Service change

Area 1 – Efficiency Savings

This means challenging our ongoing service delivery and driving out further efficiencies.

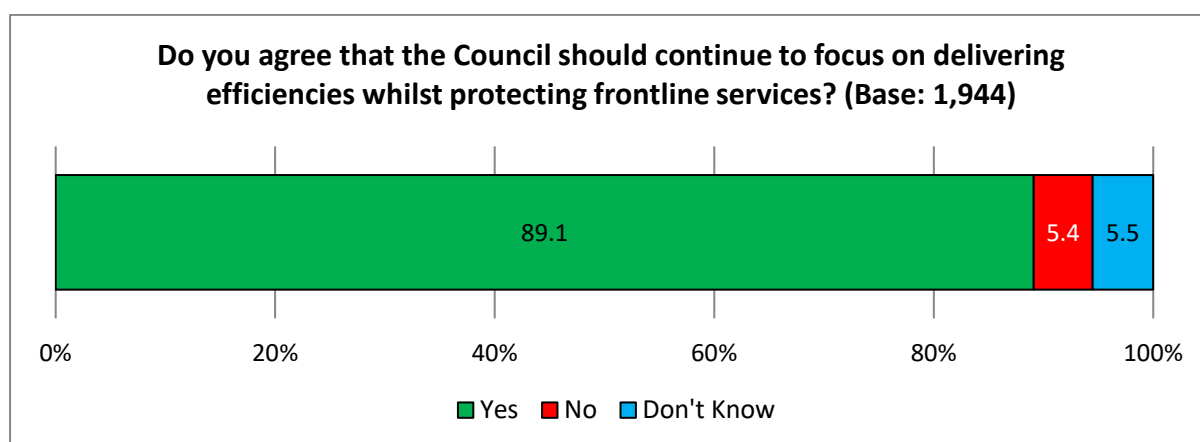
We're asking our managers to make our services more efficient, without impacting on the quality of our front line services. For example, Hubs in Cardiff provide a range of public services under one roof. This saves the council money by reducing running costs for multiple buildings, but does not reduce the level of service offered to the public. Similarly, through using digital technologies we can save money and improve our services without reducing the quality of the service.

This year the council intends to save £5.373 million through efficiencies.

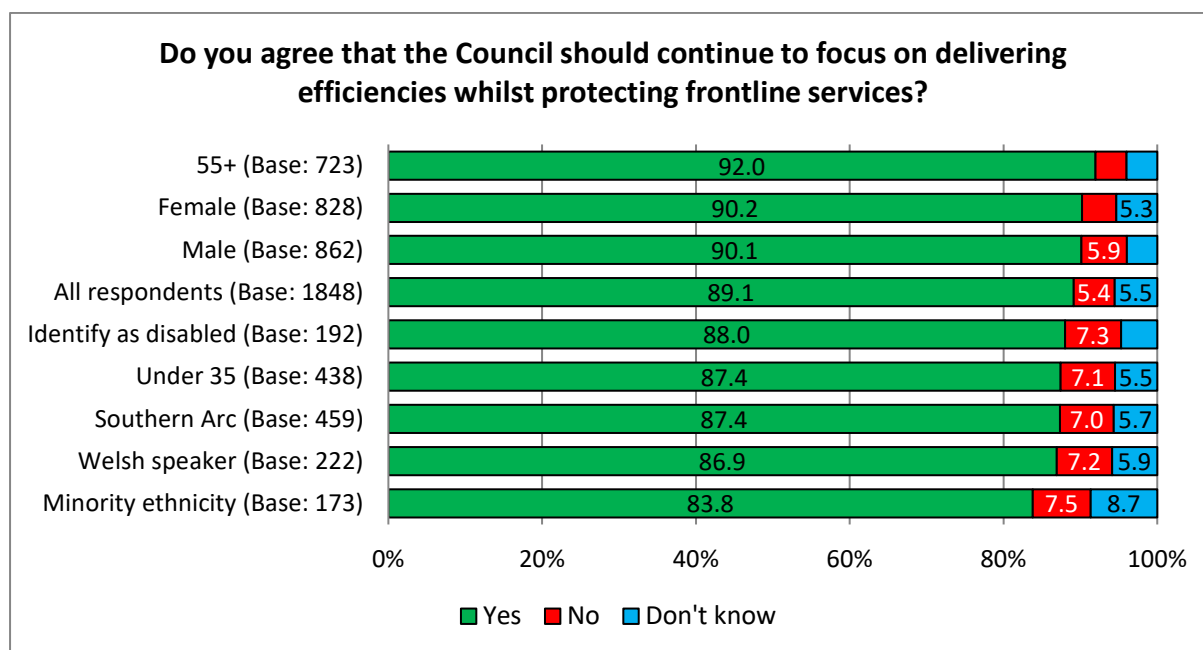
Q2. Do you agree that the council should continue to focus on delivering efficiencies whilst protecting frontline services?

1,944 respondents gave an answer to this question, giving a response rate of 94.8%

Almost nine out of ten respondents (89.1%) agreed that the Council should continue to focus on delivering efficiencies whilst protecting frontline services, compared to just 5.4% who disagreed, and a similar proportion (5.5%) who didn't know.



These findings were broadly consistent across all of the demographic groups analysed, with agreement ranging from 92.0% amongst respondents aged 55 or over to 83.8% amongst minority ethnicities.



If no, what are your concerns?

Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 89 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

| Theme | No. | % | Example Comments |
|--|-----|------|--|
| Adversely affect frontline services | 38 | 42.7 | <ul style="list-style-type: none"> – Some efficiencies have meant reductions in front line services in health and social care, exclusions of older or less able people from public services due to removal of human element and the centralisation of resources. – My concern is that efficiency savings will affect frontline services. Hubs risk taking services away from some areas of the community and forcing people to travel further to access services. – I'm concerned that the service levels offered by the council will be affected by this policy. |
| Too many cuts previously | 16 | 18.0 | <ul style="list-style-type: none"> – After a decade of cuts I don't think there are any efficiency savings left to make. – Too many services have been cut back resulting in dirty streets, poor bus services, long waits at Hubs. – Too many cuts are being made to vital services. |
| Support efficiencies | 8 | 9.0 | <ul style="list-style-type: none"> – I fully support efficient ways of working, and reliance on strong tech platforms but not at the expense of jobs. The focus should be fully on income generation to cover all costs. – All services should be examined for cost savings and efficiencies. |

Schools Budgets

Around £240million (just under 40% of the Council's total budget) is allocated to schools to manage.

Despite extremely challenging circumstances, over recent years, the Council has consistently provided annual increases for Schools' Budgets. This is in contrast with most other services, which have seen budget reductions.

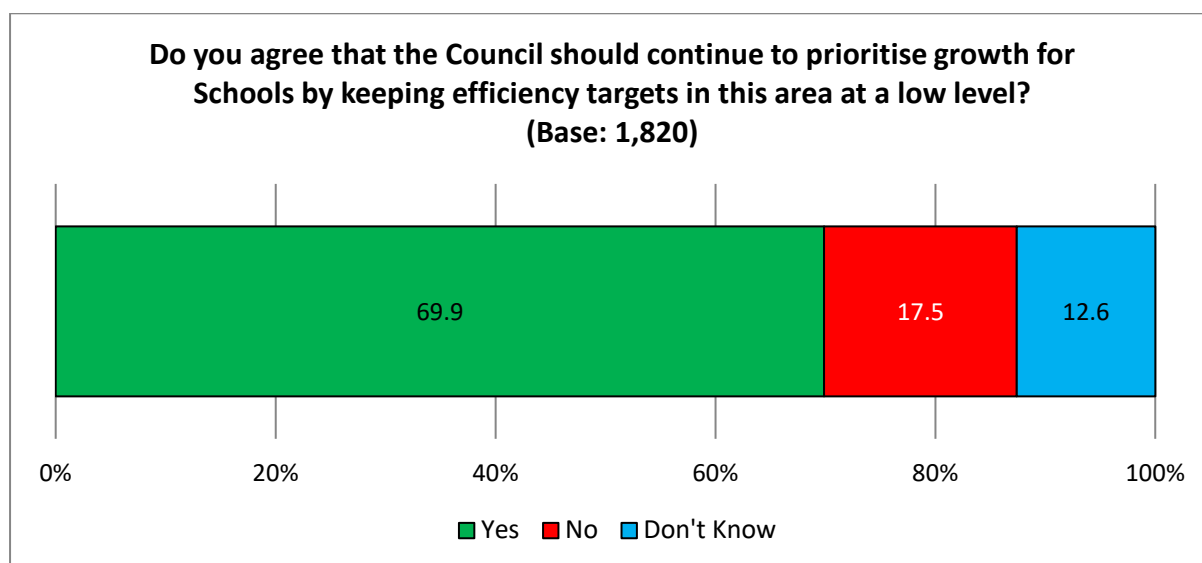
In 2020/21, we will be asking schools to contribute a 0.5% efficiency saving – this is lower than for other services.

Under draft budget plans, after contributing a 0.5% saving, Schools will still receive a budget increase of £10.4 million (+4.3%) next year.

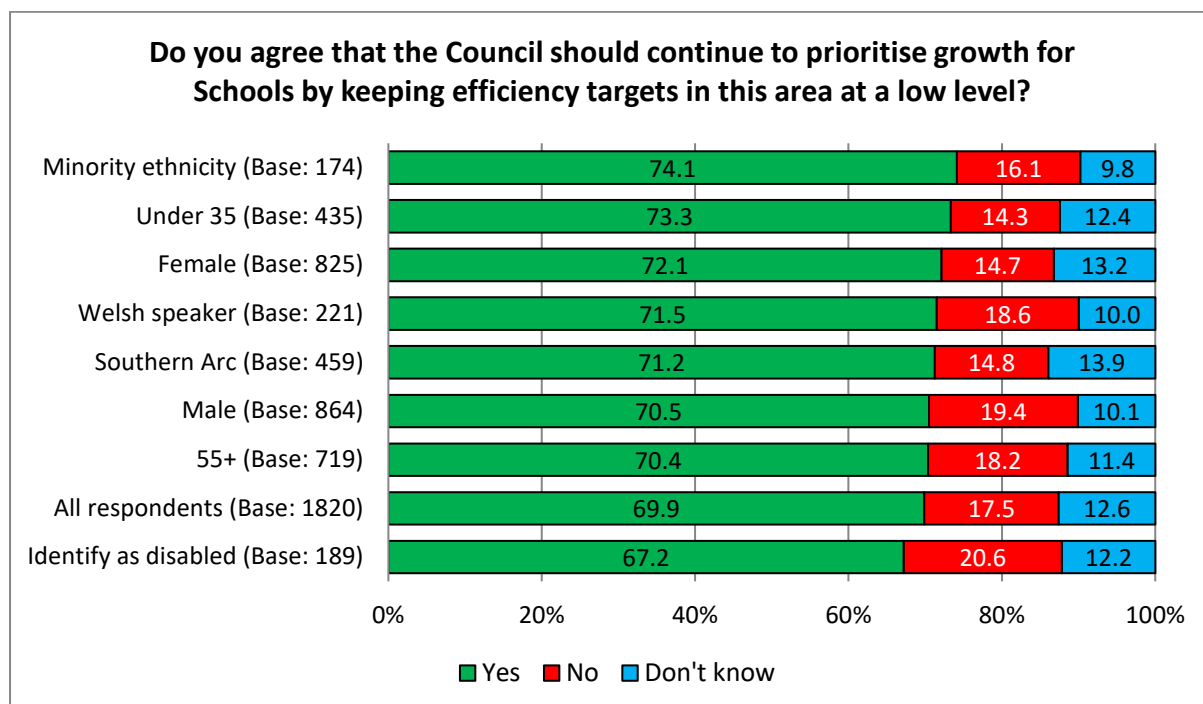
Q3. Do you agree that the Council should continue to prioritise growth for Schools by keeping efficiency targets in this area at a low level?

1,820 respondents gave an answer to this question, giving a response rate of 88.7%

Just over two-thirds of respondents (69.9%) agreed with the Council's proposal to prioritise growth for Schools by keeping efficiency targets at a low level, with more than one in six (17.5%) disagreeing with this, whilst one in eight (12.6%) didn't know.



Respondents from a minority ethnicity were most likely to agree with this proposal (74.1%), those identifying as disabled were least likely to agree (67.2%)



If no, what are your concerns?

Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 257 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

| Theme | No. | % | Example Comments |
|---------------------------------|-----|------|---|
| School should contribute | 122 | 47.5 | <ul style="list-style-type: none"> – I think efficiency targets could be higher. Other council services are being cut and stretched and schools have to also contribute to these savings too. – All council areas need to contribute. By over protecting schools other services will suffer disproportionately. – You've been ploughing money into inefficiently run schools for years to the detriment of all other services and not challenging schools to operate more effectively. – Why should educators have less ability to be efficient than others? – Schools should not be given preferential treatment above other services that benefits everyone and not just families with children. |

| | | | |
|--------------------------------------|----|------|---|
| Waste needs to be eliminated | 81 | 31.5 | <ul style="list-style-type: none"> – <i>Wastage in schools.</i> – <i>Inefficiencies and waste in schools. Exorbitant Head teacher salaries and highly paid, underperforming teaching staff. Productivity & raising standards needs to be measured more closely & allied to teaching pay before distributing additional council monies.</i> – <i>Whilst you ask schools to make efficiencies you increase reporting and school requirements, a good start would be to tighten your own school policy centrally to facilitate savings, for example teachers under disciplinary still being paid more than 12 months after they stopped working due to lax policy.</i> – <i>Schools waste money.</i> |
| Schools should be ring-fenced | 24 | 9.3 | <ul style="list-style-type: none"> – <i>Schools should not have to contribute towards the saving at all. Education is the most important public service.</i> – <i>You should not be cutting schools budget at all. They are chronically underfunded and have to rely on regular fundraising to survive.</i> – <i>Schools should not face any efficiency targets. Prioritising education needs full investment enabling schools to raise standards and prepare for curriculum changes.</i> |

NB. Percentages don't total 100% as comments could fall into multiple themes

Area 2 – Income Opportunities

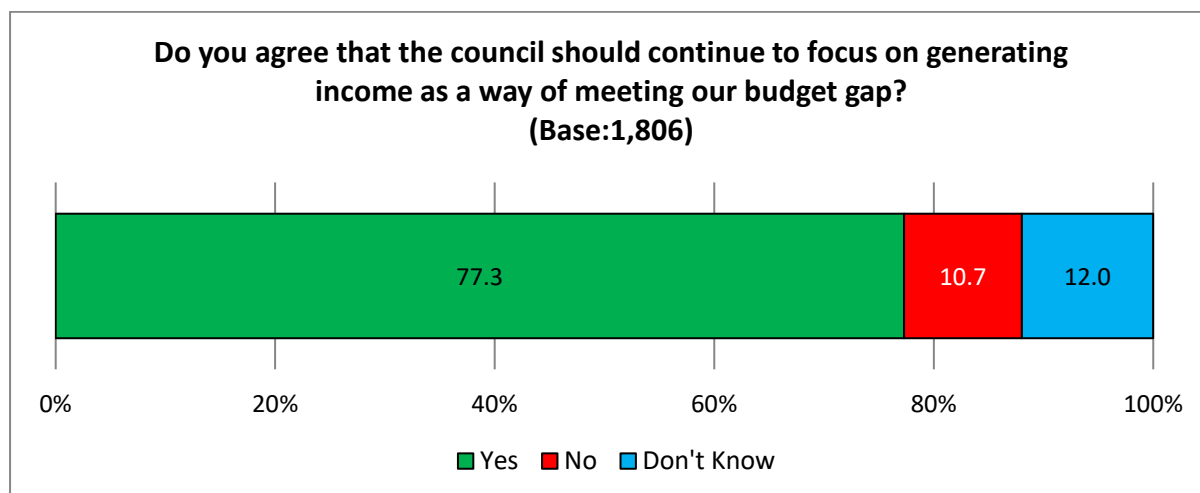
We can utilise our scale and expertise to deliver services for other organisations and customers and thereby generate income, whilst continuing to deliver our frontline services for residents. As part of our strategy, this also includes reviewing the level of charges for particular services, to ensure they reflect the actual cost of delivery.

In a recent survey, more than two thirds of respondents agreed with proposals for the council to undertake commercial activities and that we should carry out additional work for external clients to generate income.

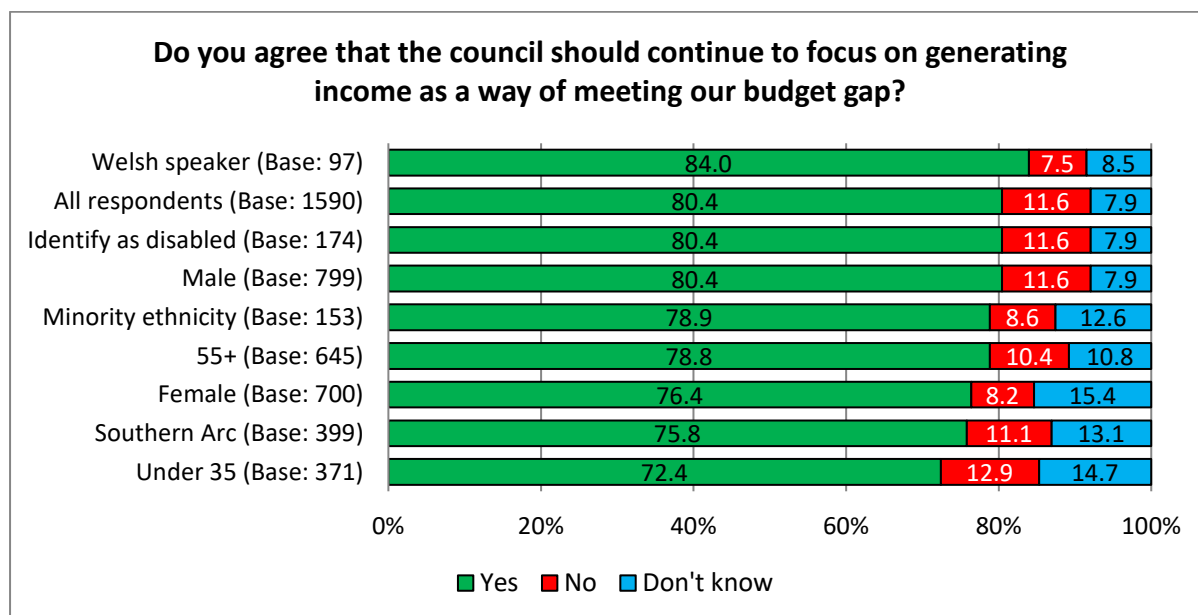
Q4. Do you agree that the Council should continue to focus on generating income as a way of meeting our budget gap?

1,806 respondents gave an answer to this question, giving a response rate of 88.1%

Just over three-quarters (77.3%) of respondents supported the focus on income generation to help meet the budget gap.



This finding was broadly consistent across the demographic groups analysed, with Welsh speakers most likely to support this (84.0%), and under 35s least likely (72.4%).



If no, what are your concerns?

Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 174 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

| Theme | No. | % | Example Comments |
|---|-----|------|--|
| Council not a commercial entity / conflict of interest | 62 | 35.6 | <ul style="list-style-type: none"> – <i>The Council does not have a good track record of meeting income targets from "commercial" activities and does not have the commercial experience and ability to deliver at management level.</i> – <i>The Council is not a business, and we are not customers. This sort of corporate rubbish is part of the problem with the whole ethos of the Council.</i> – <i>In my opinion income generation is not something the Council should be doing - adequate funding should be in place from either government funding or council tax (increased if necessary).</i> – <i>If this reduces council tax, then great, but that never happens so leave it to the private sector please.</i> |
| Focus on core services | 62 | 35.6 | <ul style="list-style-type: none"> – <i>Not at the detriment of quality front line services.</i> – <i>Frontline services have already received cut backs by carrying out work for external clients. Residents will be further deprived of essential services.</i> – <i>The purpose of a council is to provide public services, not to make a profit.</i> |

| | | | |
|----------------------------|----|------|--|
| | | | <ul style="list-style-type: none">– <i>I do not think the council should be forced to do this at all. The function of the council is to provide services not to sell them to other people. It could lead to a lack of focus on core priorities.</i> |
| Costs will increase | 26 | 14.9 | <ul style="list-style-type: none">– <i>Charging for services has unintended consequences that cost more such as fly tipping.</i>– <i>Increase in charging for the services provided by council.</i>– <i>Making sports participation beyond the means of ordinary folk.</i> |

Proposals: Increasing Our Income

Each year the council is faced with rising cost pressures and increased demand for services. Fees and Charges provide income which can help the Council to continue to provide these important services.

In light of this review, we are proposing an increase to the following fees and charges.

Increase in Registration Fees

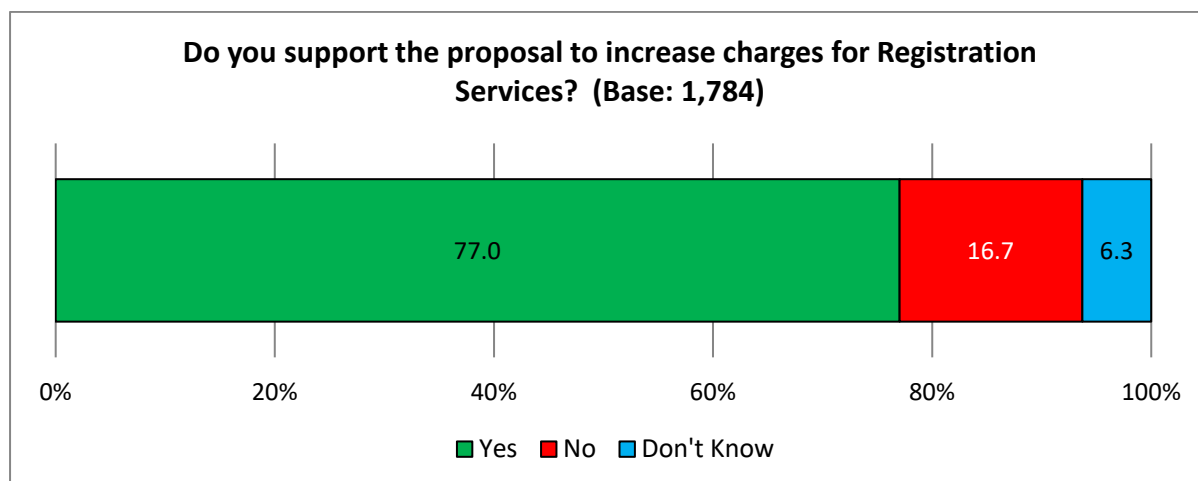
Cardiff's Register Office is responsible for registrations of births, marriages and deaths, as well as officiating weddings, naming and citizenship ceremonies.

We propose increasing the cost of a Registration Ceremony by up to £20 for ceremonies taking place in City Hall, and by £25 for ceremonies taking place in other approved premises. This would mean the cost of registration ceremonies ranging from £160 to £575, depending upon the day and venue chosen.

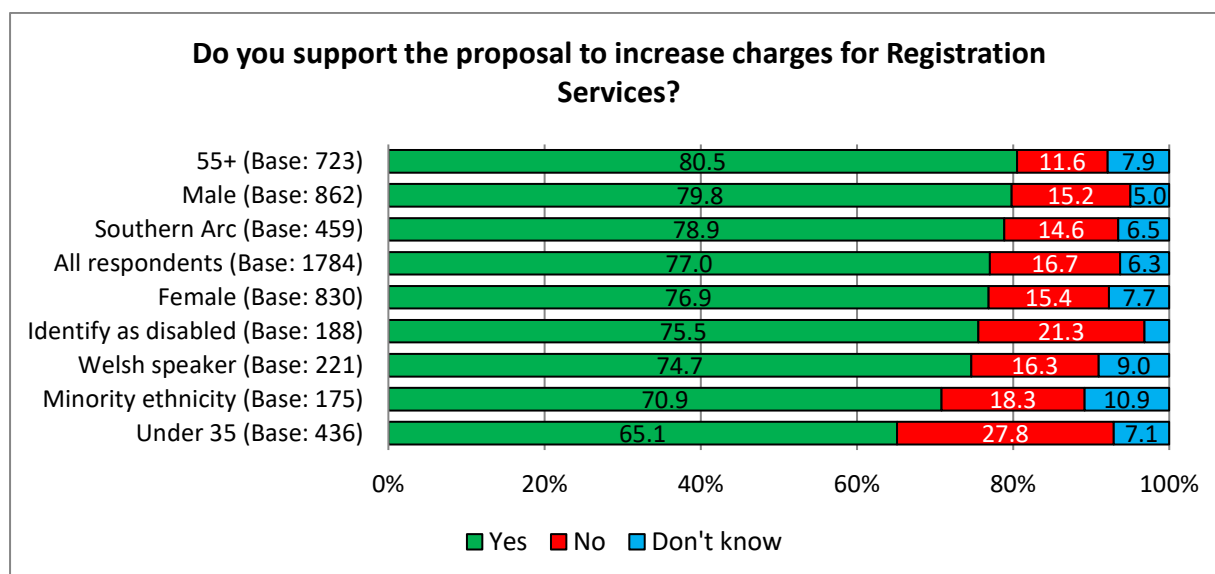
Q5. Do you support the proposal to increase charges for Registration Services?

1,784 respondents gave an answer to this question, giving a response rate of 87.0%

Reflecting the response to the previous question, 77.0% of all respondents supported the proposal to increase charges for Registration Services, contrasting with 16.7% who disagreed.



Respondents over the age of 55 were most likely to support this (80.5%), those under the age of 35 were least likely to support this (65.1%), with over a quarter of this group (27.8%) actively disagreeing with this proposal.



If no, what are your concerns?

Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 210 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

| Theme | No. | % | Example Comments |
|-----------------------------|-----|------|---|
| May become a barrier | 93 | 44.1 | <ul style="list-style-type: none"> – People on low incomes would struggle. – Pricing out lower-income members of society. – It could prevent some people from being able to register their marriage and put people off doing it. – This might put people off using these services. Some of them are already expensive enough as they are. I believe the price payed for this services should be symbolic, and not geared towards generating income. |
| Very Expensive | 52 | 24.6 | <ul style="list-style-type: none"> – Registration costs are high enough. – This is a stealth tax and making relationships, particular marriage unaffordable, a death is dear enough. |
| Save money elsewhere | 23 | 10.9 | <ul style="list-style-type: none"> – You need to cut costs elsewhere not charge more for services. – It seems unfair to charge more for things like this; do people really need to be charged more money to register the death of a loved one when they're dealing with grief? Instead you could generate more income by being stricter with things like littering/fly tipping/traffic fines. Many of these are reported but not enforced leaving hundreds if not thousands of missed opportunities to not only make money but to reinforce good practices. |

Bereavement

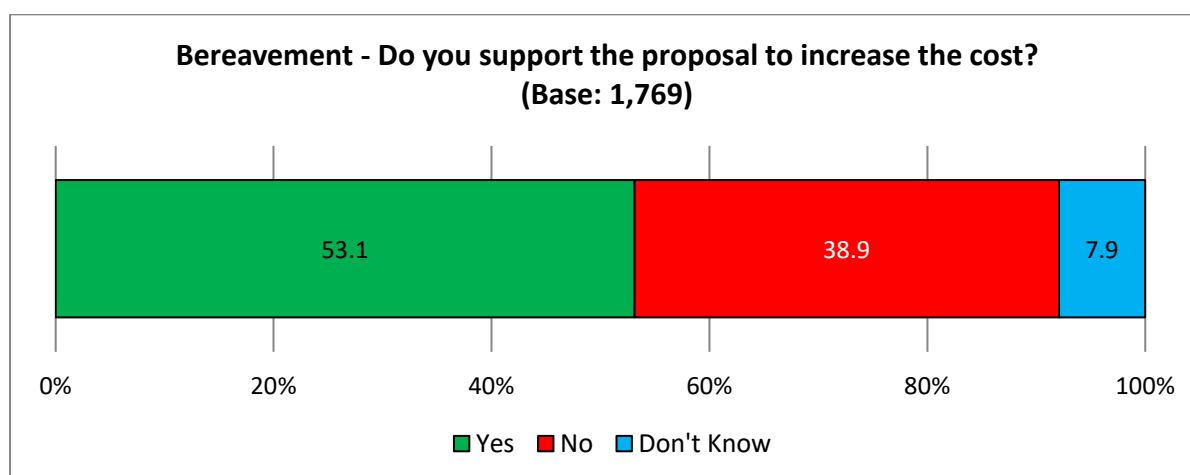
Cardiff Council is responsible for bereavement services including the administration of over 4,000 funerals a year, as well as the upkeep and maintenance of seven cemeteries. Fees for the burial or cremation of a child were removed in 2017.

Income from crematoria and burials has been consistently reinvested to maintain the quality of the service. It is proposed that the price of a cremation of an adult be increased from £640 to £700, and the price of a burial of an adult be increased from £760 to £810. In reviewing these charges we have ensured that we remain comparative to other local authority bereavement services.

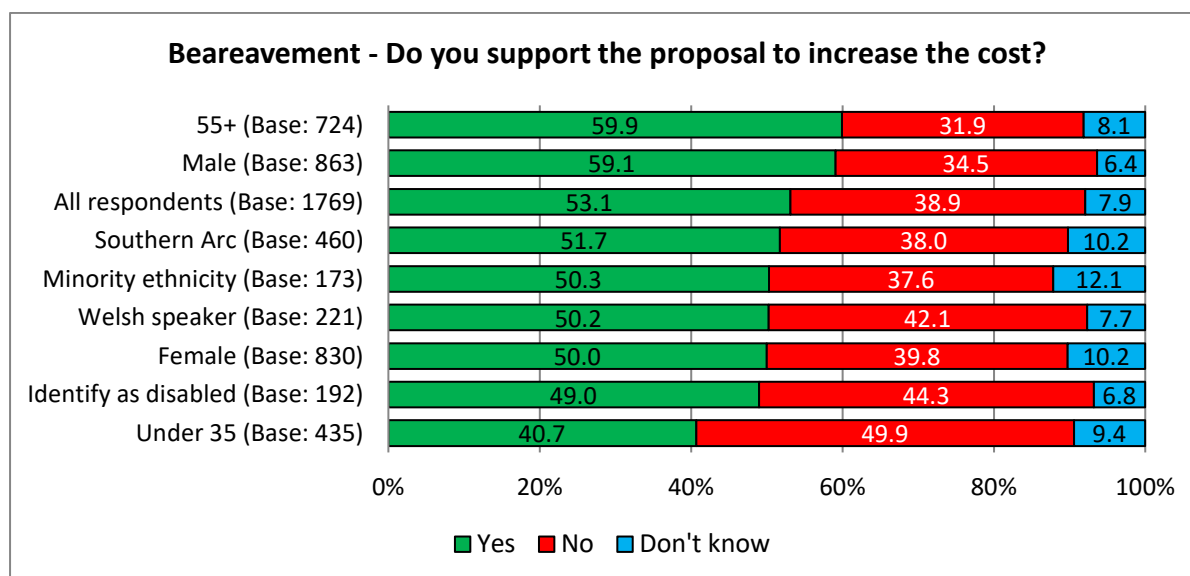
Q6. Do support the proposal to increase the cost?

1,769 respondents gave an answer to this question, giving a response rate of 86.3%

Just over half of all those responding to this question agreed with the proposal to increase the cost of bereavement services (53.1%); almost two-fifths (38.9%) disagreed.



Almost three in five respondents aged 55 or over (59.9%), and males (59.1%) agreed. Support was lowest amongst under 35's who were more likely to disagree than agree to this proposal (49.9% compared with 40.7% respectively).



If no, what are your concerns?

Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 533 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

| Theme | No. | % | Example Comments |
|---|-----|------|---|
| Too Expensive / Too big an increase | 243 | 45.6 | <ul style="list-style-type: none"> – Would agree to 59 pound increasethis feels too much. – The cost of an average funeral is now over £5000 so any increase in any charges will be unwelcome. – Too big an increase over something the bereaved have no control over. – These seem like very big jumps to costs, much higher than the increase of wedding costs. – A 9%+ increase in the cost of a cremation, which is obviously the more cost efficient service, is unacceptable for people going through the bereavement process. This is especially so compared to the 6.5% increase in the burial charges. I felt that these increases should be capped to 5%. |
| Wrong to penalise in these circumstances | 189 | 35.5 | <ul style="list-style-type: none"> – Funerals are difficult enough for bereaved families, without having to worry about how they pay for them. – Stop taking advantage of the grieving! – It's already a terrible burden at a very difficult time. – Tax the dead and the grieving, great idea... Not! – Families should not be exploited when they are grieving. |

| | | | |
|------------------------------------|-----|------|---|
| May become a barrier/burden | 183 | 34.3 | <ul style="list-style-type: none">– People are struggling to afford the current prices.– That people will be precluded from a dignified send off, with more financial burden placed on families. This will disproportionately affect the poorest. Having a baby or getting married is a choice, dying is not.– Many low income families would find the increase too difficult to pay.– It costs over £3000 to bury a relative not everyone can afford it most people are just above the welfare line so increasing it will still cause issues. |
|------------------------------------|-----|------|---|

This topic was raised in the focus group run by Diverse Cymru:

- *I don't think [fees should be increased] for bereavement because people are spending enough money and they are distressed so I don't think that area you should really look to add more on. Because people are distressed. They've lost somebody, it's a big package and a lot of money..., I think that is very stressful for people.*

The idea of an insurance scheme, allowing residents to put in a weekly payment to spread the cost of the funeral, was put forward:

- *I think they should give ... every person an opportunity to take out an insurance with them, you know burial or whatever. That insurance, even if it's a £1 a week or something like that, that will help towards their funeral. The council would save that way because it is done by the council.*

Difficulties with such a scheme were noted:

- *What do you do about people moving though? I mean people move from Cardiff to Newport or Cardiff to London.*

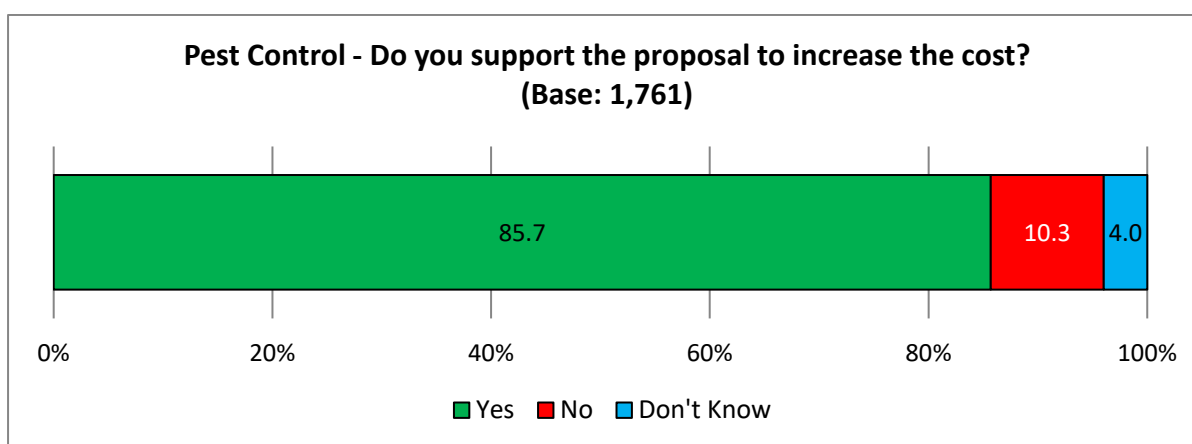
Pest Control

Cardiff Council provides a subsidised pest control service to domestic properties. We are proposing an increase of £5.00, bringing the total charge for this service to £55.00, including VAT. This includes resolving infestations, such as mice, rats and wasps, with up to four visits from a pest control officer, who will provide a professional and high-quality service to help resolve the issue.

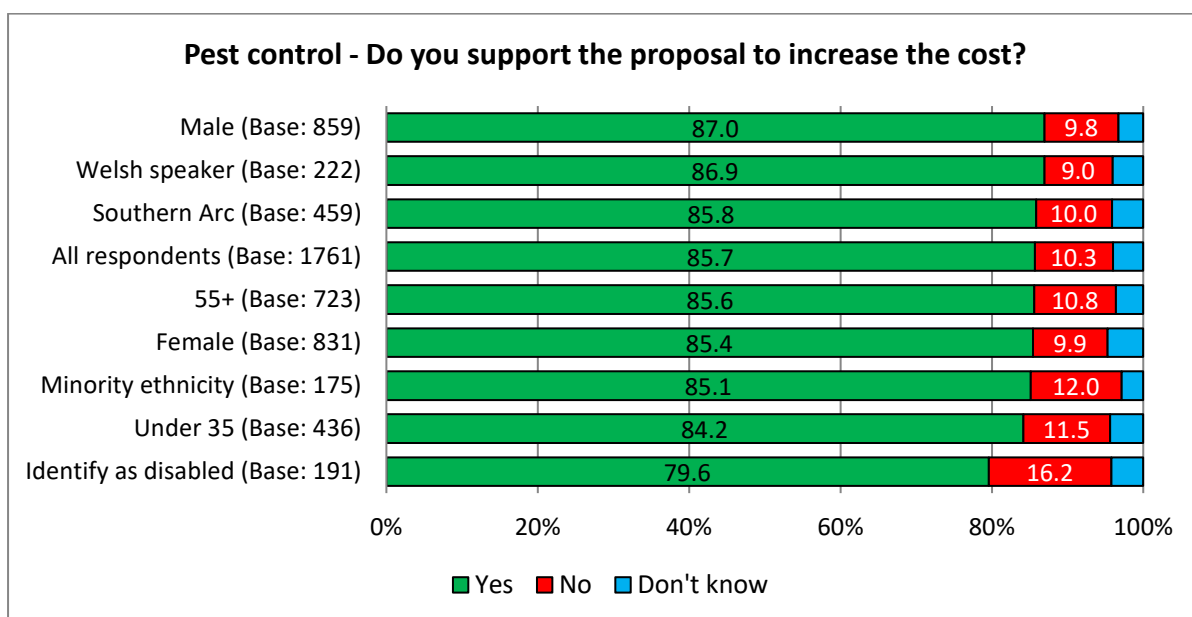
Q7. Do you support the proposal to increase the cost?

1,761 respondents gave an answer to this question, giving a response rate of 85.9%

Six out of seven respondents (85.7%) agreed with the proposal to increase the cost of Pest Control services



Findings were broadly consistent across the demographic groups analysed.



If no, what are your concerns?

Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 132 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

| Theme | No. | % | Example Comments |
|---|-----|------|---|
| Affordability / May become a barrier | 43 | 32.6 | <ul style="list-style-type: none"> – <i>Many could not afford to pay which could lead to an increase in infestation of pests.</i> – <i>If this is unaffordable to some people, then this will permit the infestation to 'spill over' into adjoining properties. If we can nip the cause in the bud, then it will be cheaper in the long run.</i> – <i>This could people off using pest control and as a result create larger issue.</i> – <i>Taking care of pests is a basic necessity if required in a household and a hike in price for this basic feature might make people opt out of it.</i> |
| Very Expensive / Too big an increase | 18 | 13.6 | <ul style="list-style-type: none"> – <i>The cost is already too high and many people will find it even more difficult to meet the additional costs and that could create public health issues for themselves and their neighbours.</i> – <i>That increase is ridiculous! How can people be expected to afford this! It will adversely affect the poor more than the rich as poorer people usually have poorer conditions of living, which are more liable to pests and other issues.</i> – <i>Another 10% increase when pay and pensions are only increasing by 3%.</i> |
| Issue more prevalent to those on low incomes | 14 | 10.6 | <ul style="list-style-type: none"> – <i>I feel this would be an issue that would affect those in potentially unsuitable housing or those who are mostly in poverty, my concern would be the impact on the increase to them. But this is not based on much information on the subject.</i> – <i>Those that are less well-off are likely to be more effected by these issues!</i> – <i>This is 'pest poverty'! The most disadvantaged people in our city should not have to worry about the cost of infestation. This should be means tested or free.</i> |

School Meal Provision

Cardiff Council's School Meals service provides meals to every primary school and the majority of secondary schools in Cardiff.

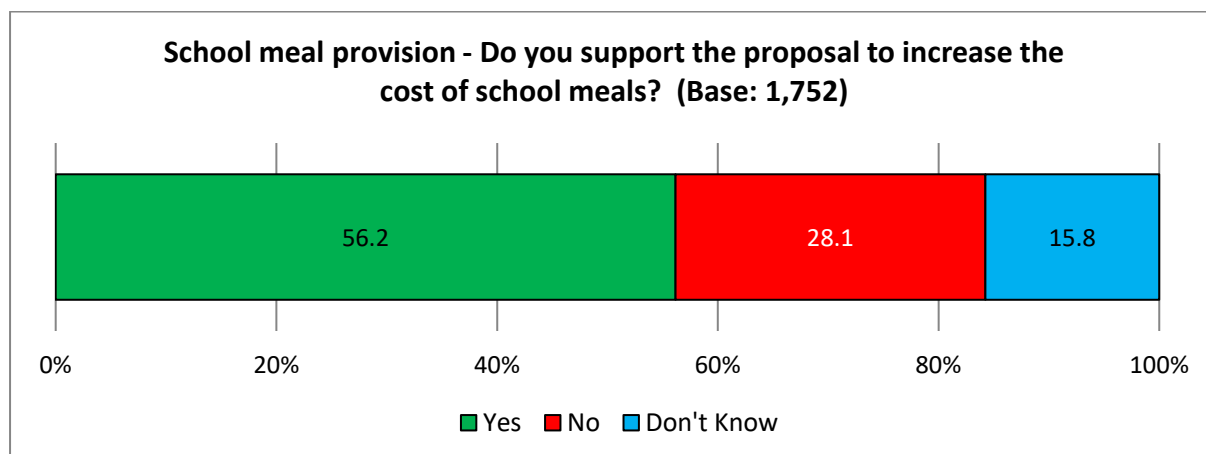
Cardiff Council froze the price of school dinners in the last financial year. Due to rising costs incurred by the service, we are proposing to increase the cost of school meals by 10p. The increase reflects the rising costs met by the council, we do not make a profit from this service. This increase is necessary in order for the provision of school meals to be cost neutral to the council, and therefore sustainable in the long term.

From 1st April 2020, we propose that the price of a primary school meal will be £2.60 and a set meal in a secondary school will be £3.05.

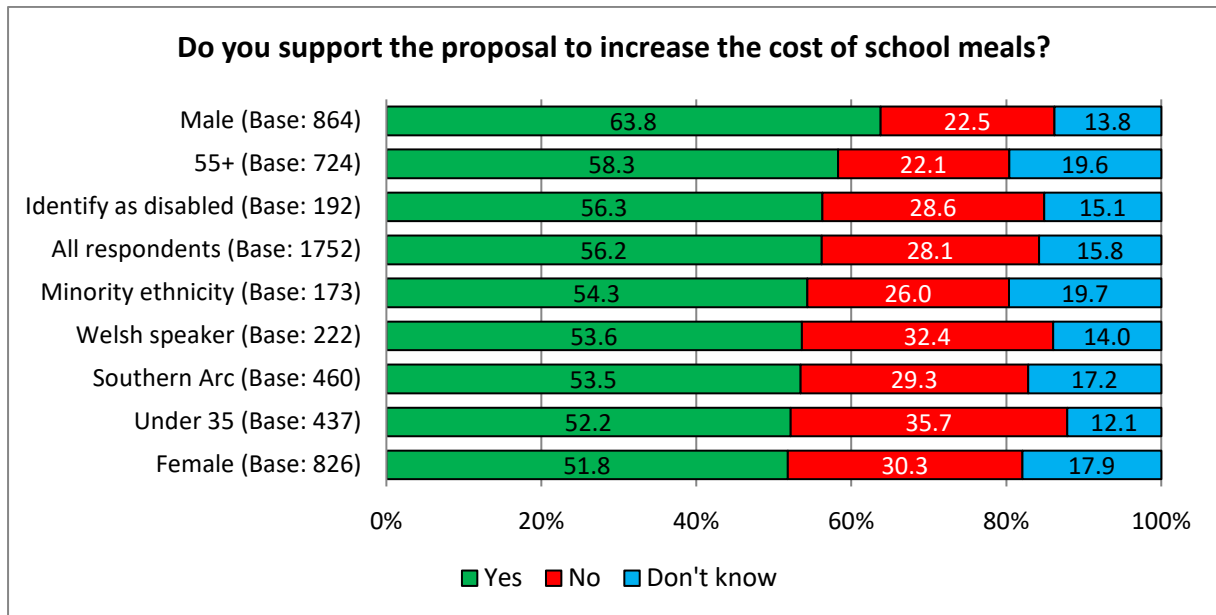
Q8. Do you support the proposal to increase the cost of school meals?

1,752 respondents gave an answer to this question, giving a response rate of 85.4%

Overall, just over half of those responding to this question (56.2%) supported this proposal, with 28.1% against.

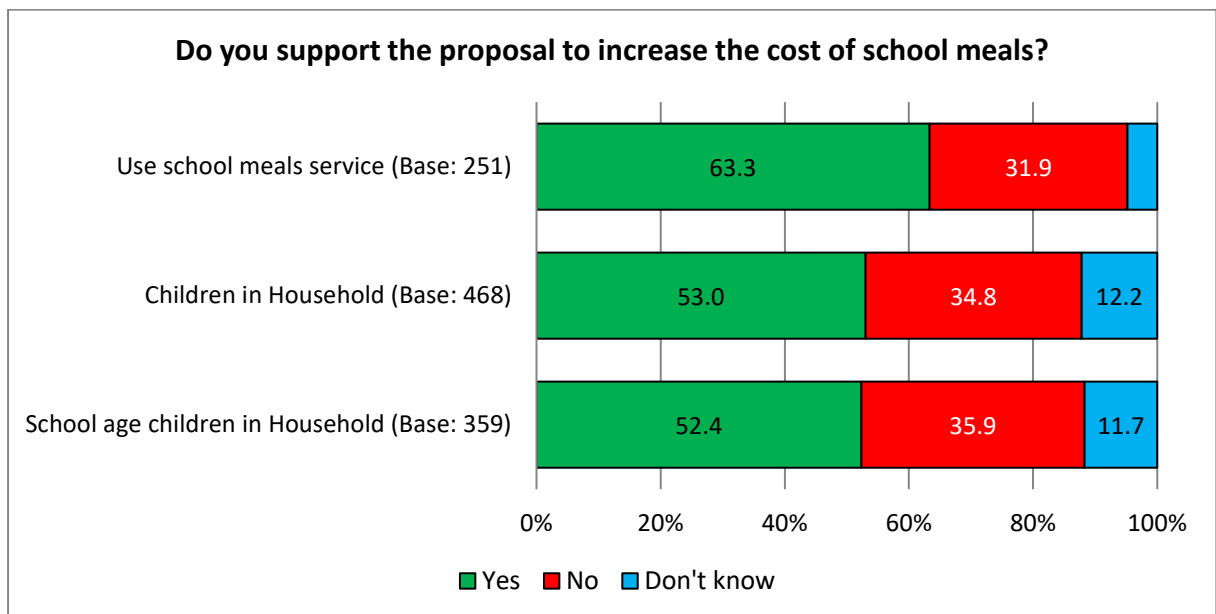


There were some differences of opinion across the demographic groups analysed, with men (63.8%) and older respondents (6.3%) most likely to support the proposal, contrasting with women (51.8%) and younger respondents (52.2%).



Additional analysis was undertaken, looking at respondents with children in their household, children of school age in their household, and users of the school meals service.

Respondents with children in their household were less likely than average to support this proposal, at around 53%. However, amongst current users of the service, support rose to 63.3%



If no, what are your concerns?

Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 394 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

| Theme | No. | % | Example Comments |
|--|-----|------|--|
| Affordability | 199 | 50.5 | <ul style="list-style-type: none"> – Unaffordable for lower class families – I worry this will increase the number of hungry children as families can't afford an increase – Daylight robbery. Either every child should pay, or should be free to all children. Just because some families do not qualify for free meals does not mean that they can afford them either. – Children could go hungry due to unaffordability – Some families especially with multiple children will struggle to afford this. |
| Issue more prevalent to those on low incomes | 90 | 22.8 | <ul style="list-style-type: none"> – That the most poorest children will not get enough money to eat. – Again, it will only affect those on a lower income – That low income families will experience financial hardship – Will disproportionately disadvantage children already living in poverty in Cardiff – Because parents on lower incomes who do not qualify for free meals are the ones who are hit. Perhaps try reducing the number of non-payers. ParentPay isn't working for this. |
| Children could potentially go without a warm meal all day | 52 | 13.2 | <ul style="list-style-type: none"> – It may be the only good meal a child has that day and I wouldn't want a family priced out – That some children will go without a decent quality meal that they do not get at home. – It is important to make sure children have proper balanced meals which some household cannot support. |

Area 3 – Service Change

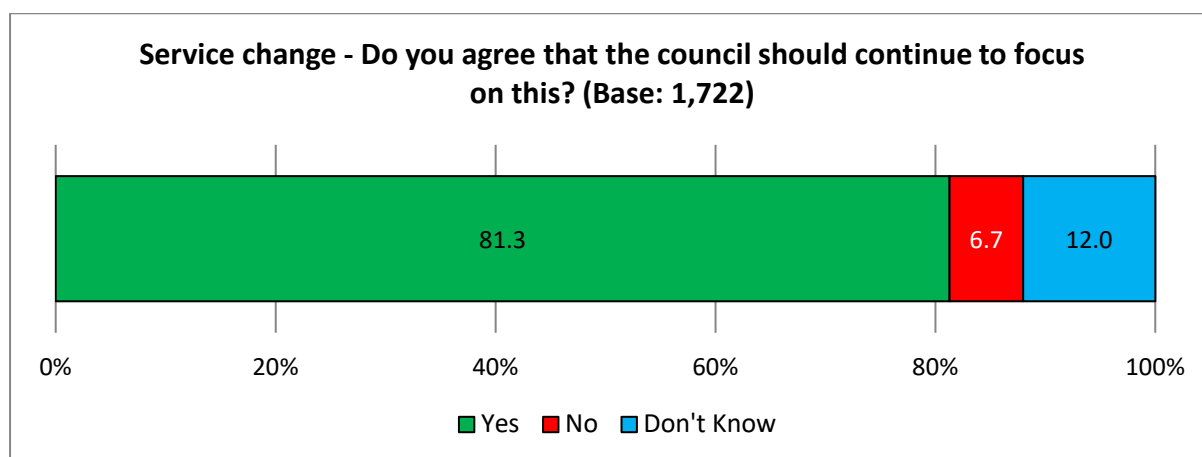
This includes measures such as investing in preventative services to catch problems early and stop them getting worse and costing more in the long term. For example, we are reshaping our services for vulnerable residents to ensure that we promote independence and deliver first class care services.

This also means using technology to deliver better services for residents, visitors and businesses. We are changing how we operate as an organisation to make the best use of technology and provide better value for money.

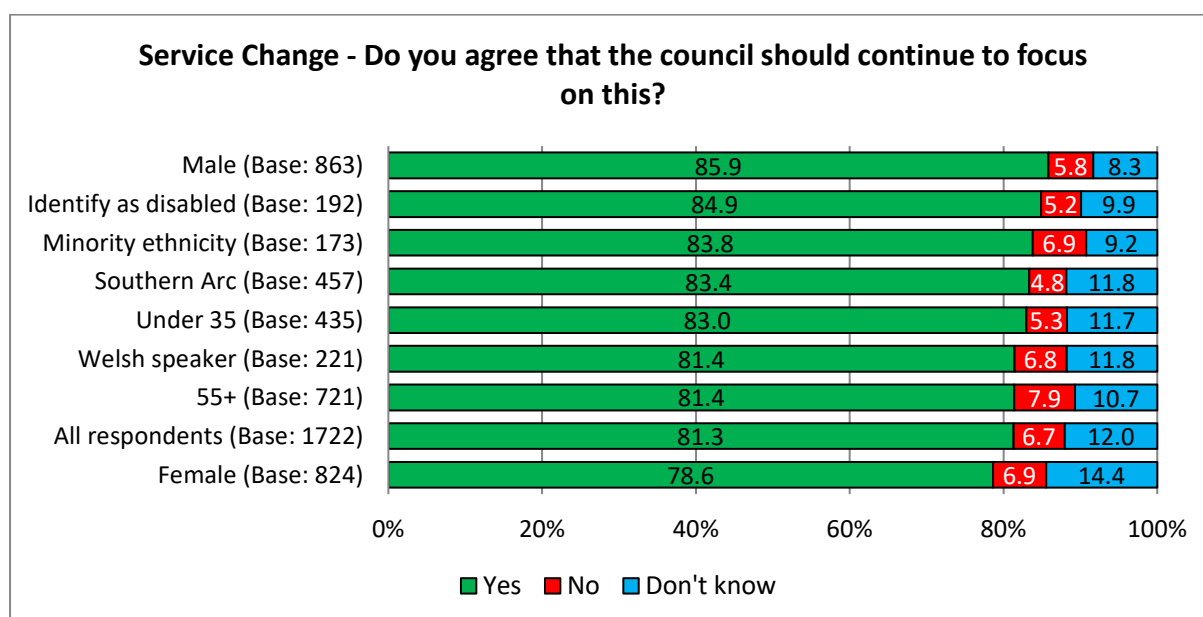
Q9. Do you agree the Council should continue to focus on this?

1,722 respondents gave an answer to this question, giving a response rate of 84.0%

Four fifths of respondents (81.3%) agreed the Council should focus on service change, including preventative services and making the best use of technology.



These findings were broadly consistent across the demographic groups analysed.



If no, what are your concerns?

Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 106 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

| Theme | No. | % | Example Comments |
|--|-----|------|--|
| Not enough information provided | 26 | 24.5 | <ul style="list-style-type: none"> – Don't understand what you are proposing and would need more info on it, very vague. – IT is seen too often as some sort of panacea and implementing IT always ends up costing more. It is not clear what the council proposes and how technology will help - vague statements about better services do not indicate that the benefits have been identified. |
| Some people don't have access to technology | 19 | 17.9 | <ul style="list-style-type: none"> – The people who most need this do not have access to the required technology. – Technology is not always available to everyone. |
| Not everyone understands technology | 18 | 17.0 | <ul style="list-style-type: none"> – Elderly and vulnerable people of all ages don't necessary use or understand technology. – Old and vulnerable certainly do not respond well to technology. |

Use of Technology in The Provision of Care And Support Packages

The council already uses technology in the provision of care through schemes such as Telecare.

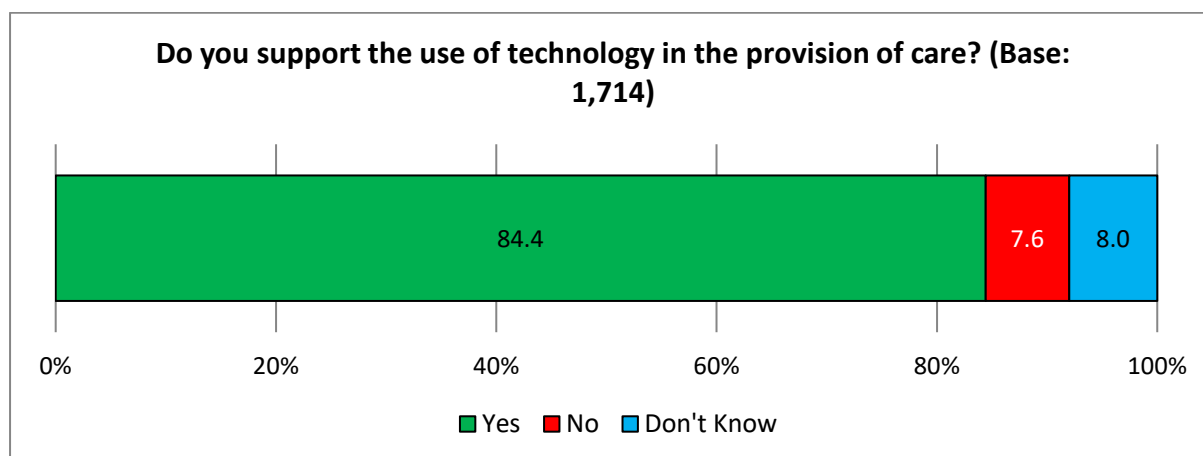
Telecare helps people to stay safe in their home. It is designed for people with any form of dementia, a mobility or sensory impairment, or mental health or learning disability. A Telecare system is made up of sensors around the home which send an alert to the emergency response service when a sensor is triggered, for example, if someone falls over or leaves the gas on.

More than two thirds of you have told us that you support investment in IT to increase opportunities for self-service. The council is now exploring further opportunities with a focus on preventative services that could reduce the reliance on commissioned care. The aim of this being to mainstream the use of technology in care provision to enable people to stay in their own homes, whilst saving the council £100,000 in the next financial year.

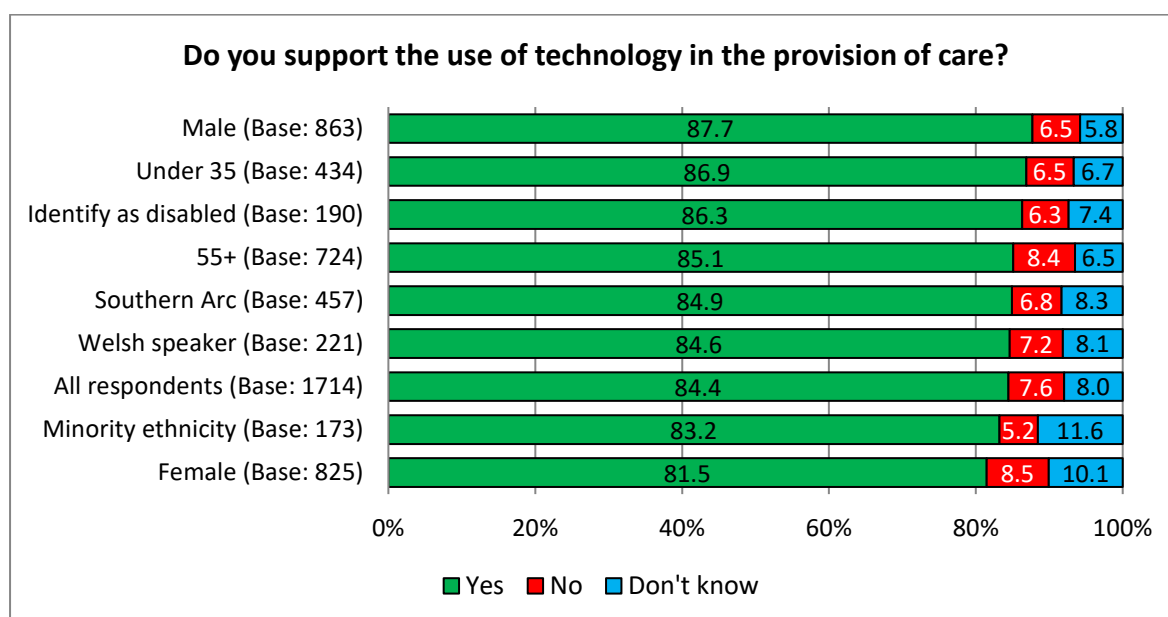
Q10. Do you support the use of technology in the provision of care?

1,714 respondents gave an answer to this question, giving a response rate of 83.6%

Around six out of seven respondents (84.4%) supported the use of technology in the provision of care.



This was consistent for all of the demographic groups analysed.



If no, what are your concerns?

Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 79 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

| Theme | No. | % | Example Comments |
|-------------------------------------|-----|-------|--|
| Social Isolation | 49 | 62.0% | <ul style="list-style-type: none"> - A vulnerable lonely adult needs care contact and reducing this by tech will lead to a diminishing human contact - As much as that's a good idea I still think that having human contact would be better - Technology is not 100% reliable and lack of personal service may increase loneliness and isolation. - This may make some people socially isolated. A visit from a carer may be their only human contact |
| Digital Exclusion | 17 | 21.5% | <ul style="list-style-type: none"> - Some elderly people are not comfortable with IT. - A lot of these vulnerable people can't use technology - Elderly people, especially those with dementia will not understand this technology - I experienced this with my mother and father who became isolated from support services when this barrier to human support was introduced. |
| Use only to aid care workers | 12 | 15.2% | <ul style="list-style-type: none"> - Technology should be used as an aid to improve services, not as a substitute for human contact or people's jobs. - I agree with utilising technology. But not if this affects support workers visiting those with support needs. By all means add technology that makes life easier for those who are vulnerable in the care system but do not cut funding or care services |

Mowing Regimes

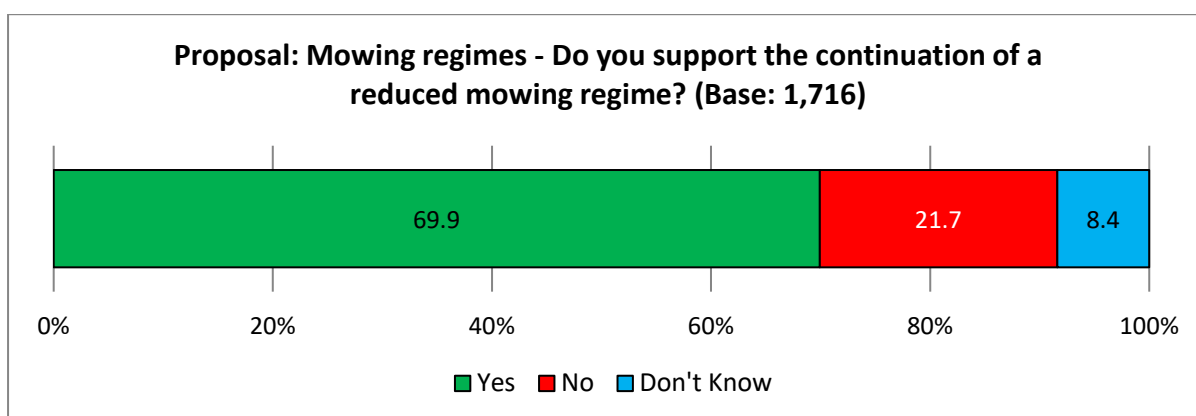
Cardiff has some outstanding parks and green spaces and it is crucial that their character and quality is maintained.

In previous years, decisions have been made to amend the maintenance regimes in some parts of the city to reduce the frequency of mowing in some areas of parks, excluding sport pitches. Different mowing regimes have been adopted while maintaining the required quality and safety levels for parks, playing fields, recreation grounds, open spaces and highway verges.

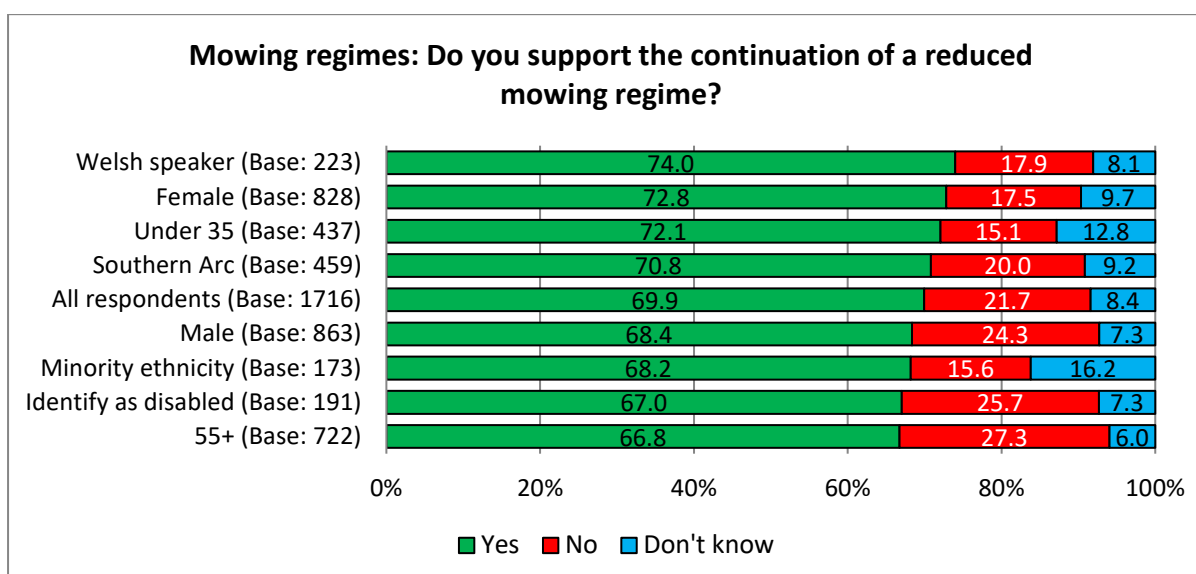
Q11. Do you support the continuation of a reduced mowing regime?

1,716 respondents gave an answer to this question, giving a response rate of 83.7%

More than two-thirds of respondents (69.9%) supported the continuation of a reduced mowing regime.



Support for this was highest amongst Welsh speakers (74.0%) and women (72.8%), and lowest amongst those aged 55 or over (66.8%) of respondents identifying as disabled (67.0%).



If no, what are your concerns?

Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 310 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

| Theme | No. | % | Example Comments |
|---|-----|------|--|
| Areas will look untidy / uncared for | 77 | 24.8 | <ul style="list-style-type: none"> – <i>Some places are beginning to look uncared for, very scruffy.</i> – <i>Cardiff is starting to look tatty and worn out.</i> – <i>Some areas look unsightly.</i> – <i>It depends on how neglected the unmowed areas begin to look. If public spaces are maintained to a high standard, the knock on effect is that people respect them more.</i> – <i>Likely deterioration in the appearance of grassed areas.</i> |
| Current service is not adequate | 75 | 24.2 | <ul style="list-style-type: none"> – <i>Parks look untidy and the sports pitches are not looked after as it is.</i> – <i>Our city is already a filthy, unkempt embarrassment.</i> – <i>The parks already look a mess and this can only make it worse.</i> – <i>Some areas appear to be missed on the present plan.</i> – <i>The grass is not cut often in St Mellons and Trowbridge, posh areas are cut often.</i> |
| Health & Safety issues | 66 | 21.3 | <ul style="list-style-type: none"> – <i>Facilities need to be safe and well maintained in order to encourage a healthier lifestyle.</i> – <i>Parks and green spaces are a vital element in a good lifestyle.</i> – <i>Some areas where children play are overgrown, making it harder to identify where there may be hazards (i.e. dog waste/ broken bottles) & not all dog owners take care to look for waste in long grass.</i> – <i>The green spaces of Cardiff are an important part of Cardiff's identity and the health of the people</i> – <i>There are considerable safety issues regarding visibility (sight of oncoming traffic) on some major road grass verges typically A470 Whitchurch area. Decisions should be made on an educated case-by-case basis. 'Wild' areas in parks have been converted to dog toilets.</i> |

Council Reserves

Unlike some other public services, councils have a legal duty to produce a balanced budget each year. In balancing the budget for 2020/21, draft budget plans include the use of £750,000 from reserves.

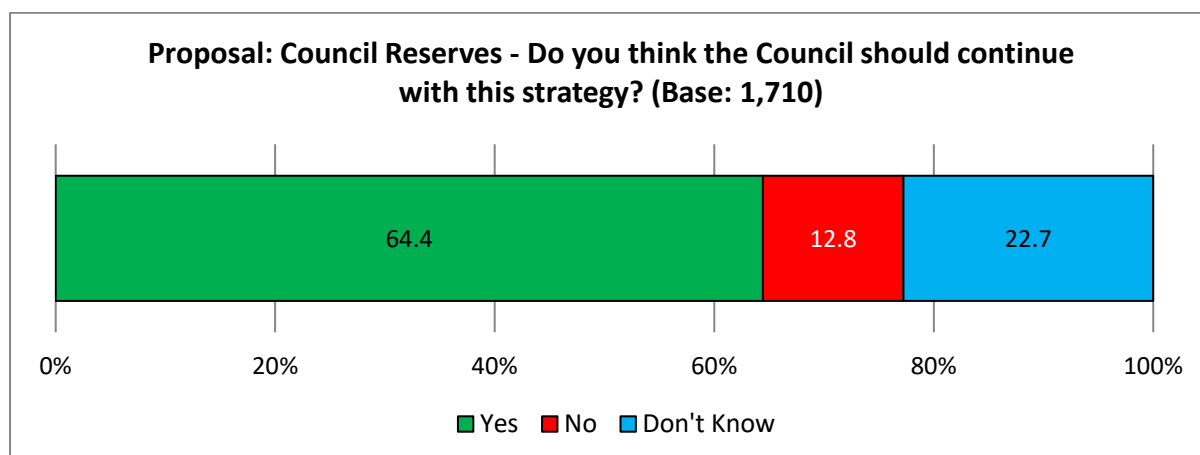
Over-reliance on reserves as a source of budget funding should be avoided as they are a finite resource.

The £750,000 use of reserves included in draft budget plans is considered to strike an appropriate balance between supporting services in 2020/21, and the Council's continued ability to set balanced budgets in the longer term.

Q12. Do you think the Council should continue with this strategy?

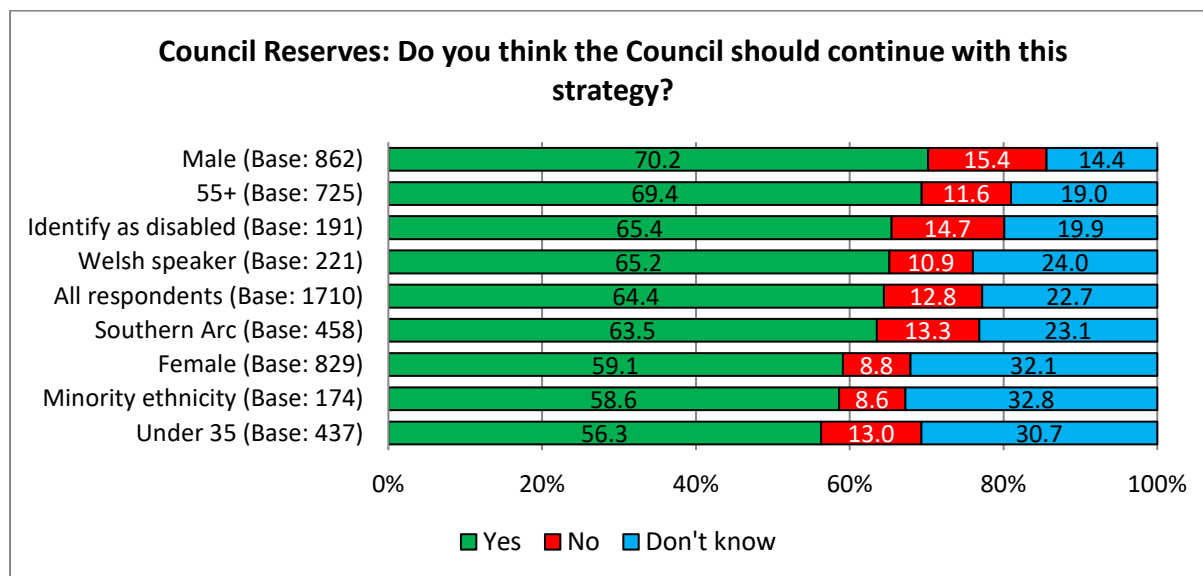
1,710 respondents gave an answer to this question, giving a response rate of 83.4%

Just under two-thirds of respondents (64.4%) agreed the Council should strike a balance between using reserves to support services in the 2020/21 financial year, and setting balanced budgets in the longer term. More than a fifth (22.7%) felt they did not know the answer to this question.



Men (70.2%) and older respondents (69.4%) were most likely to support this proposal, contrasting with respondents under the age of 35 (56.3%) and those of a minority ethnicity (58.6%).

The proportion of those answering 'Don't Know' ranged from 14.4% to 32.8%, suggesting a lack of awareness or understanding of the Council's reserves, and how they are used.



If no, what are your concerns?

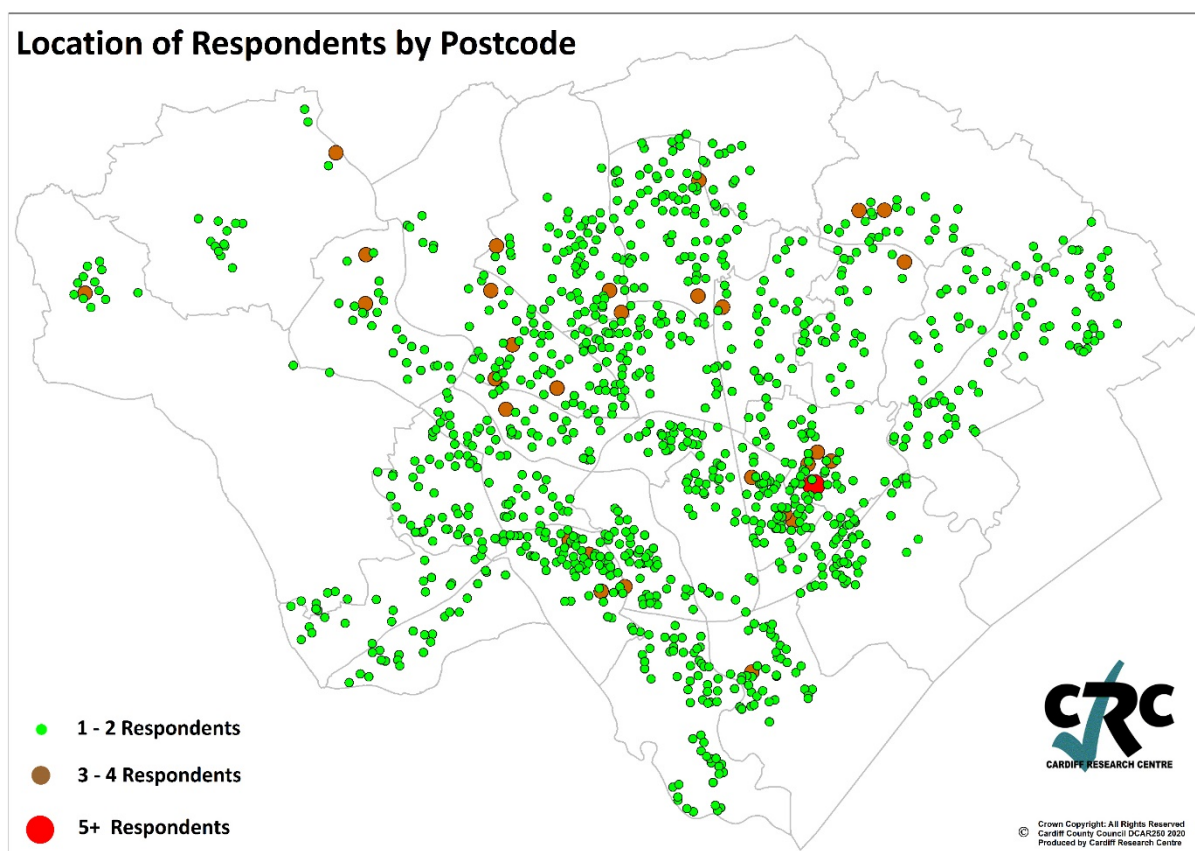
Respondents answering 'No' to the question above were asked to explain their concerns. For this question, 186 comments were received, which have been grouped into themes. The top three themes are shown below, with a full list available in Appendix 3

| Theme | No. | % | Example Comments |
|--|-----|------|--|
| Reserves are finite and should be preserved for contingencies | 83 | 44.6 | <ul style="list-style-type: none"> - <i>If this is a year where the budget settlement from the Welsh government is likely to be more generous, then reserves should be preserved for other years when additional resources are more limited.</i> - <i>Reserves are a finite resource and unlikely to be replaced. Consolidating the Council's premises - for example, selling off County Hall - would generate income.</i> - <i>Given the precarious state, our economic climate is going to be in after Brexit I would hold on to the reserves as much as you can.</i> - <i>Should not use reserves unless necessary.</i> - <i>This is the thin end of what could be a very broad wedge - annually reducing the reserve can lead to decades of 'catch up' - and potential huge increases in domestic and commercial rates.</i> |
| Balance your books / Bad planning | 53 | 28.5 | <ul style="list-style-type: none"> - <i>Operate within your means.</i> - <i>The council should balance its books. How often does tap it is reserves how much has gone from previous years.</i> |

| | | | |
|--|----|------|---|
| | | | <ul style="list-style-type: none"> – <i>Balance the books and invest the reserves in infrastructure to benefit the city longer term.</i> – <i>You are dodging issues and ultimately you need to balance the books. While excessive reserves are clearly not desirable, one should not simply raid reserves on a regular basis.</i> – <i>Don't feel reserves should be used for budget balancing.</i> |
| Need more information/ Transparency | 35 | 18.8 | <ul style="list-style-type: none"> – <i>Impossible to answer without knowing what reserves the council has but nobody should run at a deficit particularly the council.</i> – <i>You do not say how much you have in the reserve fund, so how can we judge whether £750k is the right sum. Reserves should be retained to cover emergencies during the year, not to spend on routine services.</i> – <i>I have no information on how much money is in the reserves so can't judge if this is a good strategy or not, how often has the reserves been used in previous years? Is there plans to produce a surplus in future to increase the reserves?</i> |

4. Appendix 1 - About You

Please provide your postcode:



What was your age last birthday?

There was an under-representation of respondents under the age of 35 (28.9% compared with 41.1% for the population as a whole), whilst the 55 and over group was over-represented (41.8% compared with 29.8% for the overall population).

This table includes the 63 16-18 year olds who took part in the Sixth Former's survey (no other demographic data was collected for this group).

| | No. | % |
|--------------------------|-------------|--------------|
| Under 16 | 1 | 0.1 |
| 16-24 | 145 | 7.9 |
| 25-34 | 357 | 19.4 |
| 35-44 | 292 | 15.8 |
| 45-54 | 280 | 15.2 |
| 55-64 | 338 | 18.3 |
| 65-74 | 302 | 16.4 |
| 75+ | 87 | 4.7 |
| Prefer not to say | 42 | 2.3 |
| | 1844 | 100.0 |

| | No. | % | MYE 2018 |
|--------------|-------------|--------------|-------------|
| 16-34 | 502 | 28.9 | 41.1 |
| 35-54 | 572 | 32.9 | 29.2 |
| 55+ | 727 | 41.8 | 29.8 |
| | 1801 | 100.0 | |

Are you...?

| | No. | % |
|-------------------|-------------|--------------|
| Female | 833 | 46.9 |
| Male | 867 | 48.8 |
| Prefer not to say | 73 | 4.1 |
| Other | 4 | 0.2 |
| | 1777 | 100.0 |

Do you identify as Trans?

| | No. | % |
|-------------------------|-------------|--------------|
| Yes | 9 | 0.5 |
| No | 1590 | 93.5 |
| Prefer to self-describe | 10 | 0.6 |
| Prefer not to say | 91 | 5.4 |
| | 1700 | 100.0 |

How many children live in your household?

| | No. | % |
|--------------------------|-------------|--------------|
| Children in Household | 469 | 27.5 |
| No children in Household | 1238 | 72.5 |
| | 1700 | 100.0 |

| | No. | % |
|--------------|-------------|--------------|
| Aged under 4 | 174 | 10.2 |
| Aged 4-18 | 360 | 21.1 |
| | 1700 | 100.0 |

Note: Households could have children in both categories, so the total exceeds the overall percentage of Households including children

| | Under 4 | | 4-18 | |
|-----------|---------|-------|------|-------|
| | No. | % | No. | % |
| 0 | 1533 | 89.8 | 1347 | 78.9 |
| 1 | 138 | 8.1 | 193 | 11.3 |
| 2 | 35 | 2.1 | 130 | 7.6 |
| 3 | 1 | 0.1 | 31 | 1.8 |
| 4 | 0 | 0.0 | 3 | 0.2 |
| 5+ | 0 | 0.0 | 3 | 0.2 |
| | 1707 | 100.0 | 1707 | 100.0 |

Which of the following best describes what you are doing at present?

| | No. | % |
|---|-------------|--------------|
| Working full time (30+ hours per week) | 921 | 52.1 |
| Working part time (less than 30 hours per week) | 200 | 11.3 |
| On a zero hour contract | 19 | 1.1 |
| Unemployed - Registered Job Seeker | 9 | 0.5 |
| Unemployed - Unregistered but seeking work | 18 | 1.0 |
| On a government training scheme | 0 | 0.0 |
| In full time education | 37 | 2.1 |
| Permanently sick or disabled person | 53 | 3.0 |
| Wholly retired from work | 412 | 23.3 |
| Looking after home | 17 | 1.0 |
| Caring for a child or adult | 35 | 2.0 |
| Other | 48 | 2.7 |
| | 1769 | 100.0 |

Which best describes your housing tenure?

| | No. | % |
|-----------------------------------|-------------|--------------|
| Owned outright | 692 | 39.3 |
| Owned with a mortgage | 676 | 38.4 |
| Rented from the Local Authority | 36 | 2.0 |
| Rented from a Housing Association | 52 | 3.0 |
| Private rented | 260 | 14.8 |
| Other | 46 | 2.6 |
| | 1762 | 100.0 |

Do you identify as a disabled person?

| | No. | % |
|-------------------|-------------|--------------|
| Yes | 193 | 11.0 |
| No | 1479 | 84.5 |
| Prefer not to say | 78 | 4.5 |
| | 1750 | 100.0 |

| | No. | % |
|--|------------|------|
| Deaf/ Deafened/ Hard of hearing | 122 | 20.6 |
| Mental health difficulties | 136 | 23.0 |
| Learning impairment/ difficulties | 17 | 2.9 |
| Visual impairment | 40 | 6.8 |
| Wheelchair user | 13 | 2.2 |
| Mobility impairment | 118 | 20.0 |
| Long-standing illness or health condition (e.g. cancer, HIV, diabetes, or asthma) | 241 | 40.8 |
| Prefer not to say | 98 | 16.6 |
| Other | 29 | 4.9 |
| | 591 | |

Do you care, unpaid, for a friend or family member due to illness, disability, a mental health problem or an addiction, cannot cope without your support?

| | No. | % |
|-----|-------------|--------------|
| Yes | 246 | 14.1 |
| No | 1504 | 85.9 |
| | 1750 | 100.0 |

Do you regard yourself as belonging to a particular religion?

| | No. | % |
|-----------------|-------------|--------------|
| Yes | 658 | 37.5 |
| No, no religion | 1095 | 62.5 |
| | 1753 | 100.0 |

| | No. | % |
|---|------------|--------------|
| Buddhist | 8 | 1.2 |
| Christian (Including Church in Wales, Catholic, Protestant and all other Christian denominations) | 565 | 87.1 |
| Hindu | 7 | 1.1 |
| Jewish | 4 | 0.6 |
| Muslim | 17 | 2.6 |
| Sikh | 1 | 0.2 |
| Prefer not to answer | 31 | 4.8 |
| Other | 16 | 2.5 |
| | 649 | 100.0 |

How would you describe your sexual orientation?

| | No. | % |
|------------------------|-------------|--------------|
| Bisexual | 68 | 3.9 |
| Gay Man | 76 | 4.4 |
| Gay Woman/ Lesbian | 21 | 1.2 |
| Heterosexual/ Straight | 1350 | 77.9 |
| Other | 23 | 1.3 |
| Prefer not to answer | 195 | 11.3 |
| | 1733 | 100.0 |

Are you...?

| | No. | % |
|---|-------------|--------------|
| Single | 368 | 21.2 |
| In a same-sex Civil Partnership | 16 | 0.9 |
| Married | 873 | 50.3 |
| Living together/Co-habiting | 287 | 16.5 |
| Separated/divorced or legally separated if formerly in a same-sex Civil Partnership | 74 | 4.3 |
| Widowed | 66 | 3.8 |
| Other | 53 | 3.1 |
| | 1737 | 100.0 |

How would you describe your Welsh language skills?

Where analysed as a demographic group in this report, Welsh speakers are those with either fluent or moderate Welsh language skills (12.8% of those responding to this question).

| | No. | % |
|-----------------|-------------|--------------|
| Fluent | 107 | 6.1 |
| Moderate | 116 | 6.6 |
| Basic | 339 | 19.4 |
| Learner | 277 | 15.8 |
| None | 909 | 52.0 |
| | 1748 | 100.0 |

What effect do you think these consultation proposals would have on the Welsh language?

Almost nine out of ten respondents (87.5%) felt that the proposals included in this consultation would have no effect on the Welsh language; 8.4% felt its effects would be positive, double the proportion who felt they would have a negative effect (4.1%).

| | No. | % |
|------------------------------------|-------------|--------------|
| Very positive effect | 53 | 3.1 |
| Fairly positive effect | 91 | 5.3 |
| No Effect or Not Applicable | 1502 | 87.5 |
| Fairly negative effect | 37 | 2.2 |
| Very negative effect | 33 | 1.9 |
| | 1716 | 100.0 |

Do you consider yourself to be Welsh?

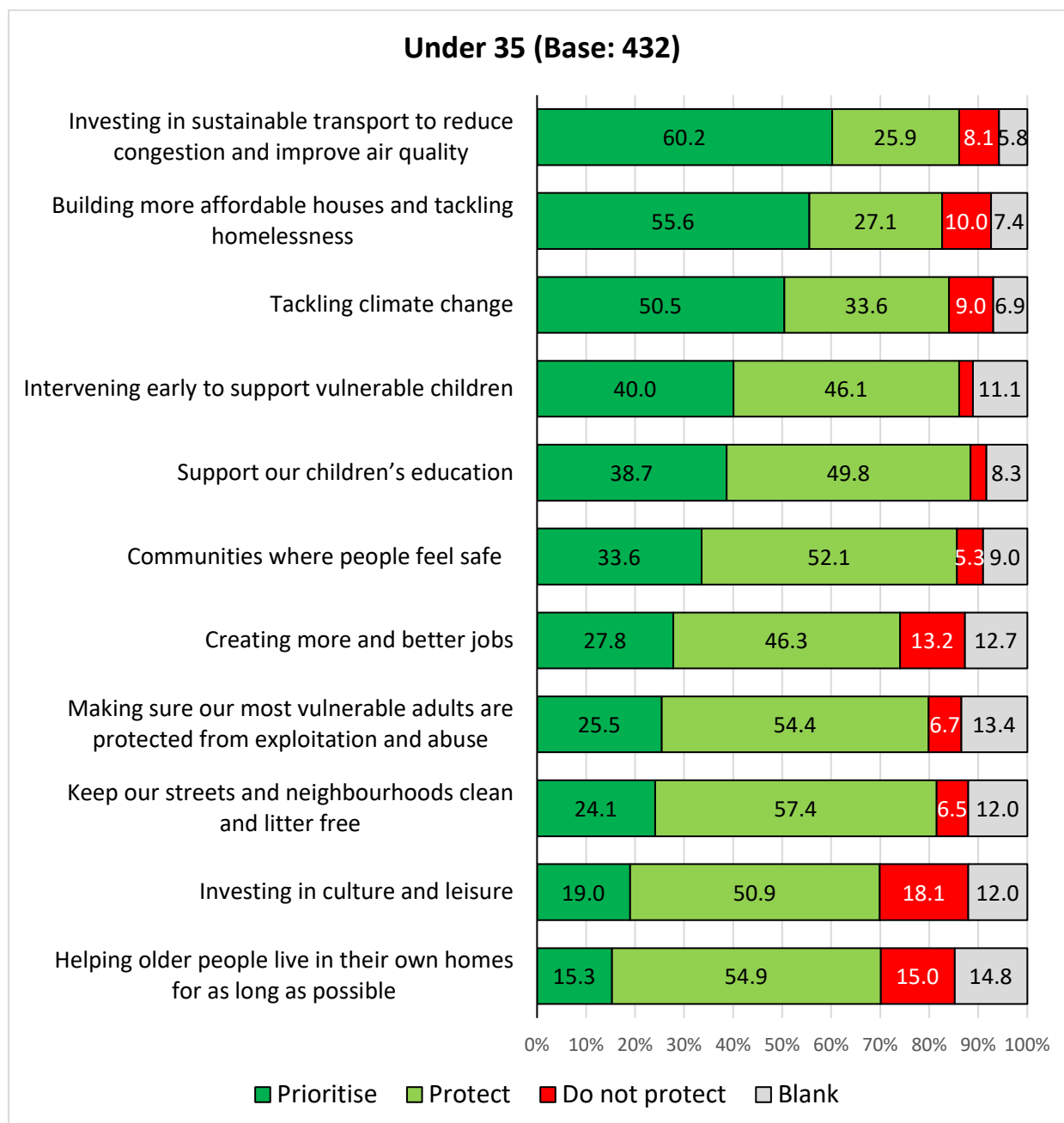
| | No. | % |
|------------|-------------|--------------|
| Yes | 1127 | 65.7 |
| No | 588 | 34.3 |
| | 1715 | 100.0 |

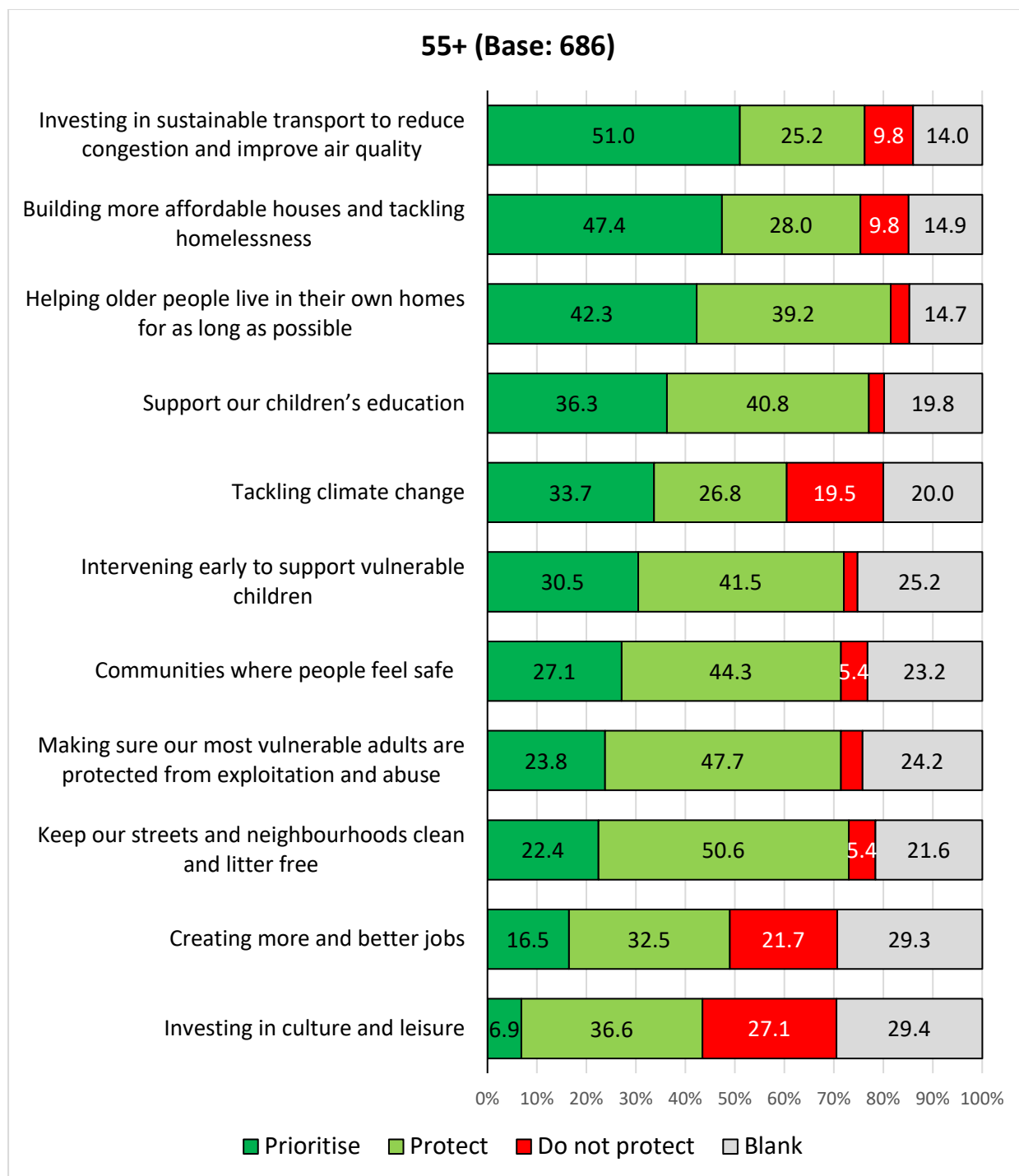
What is your ethnic group?

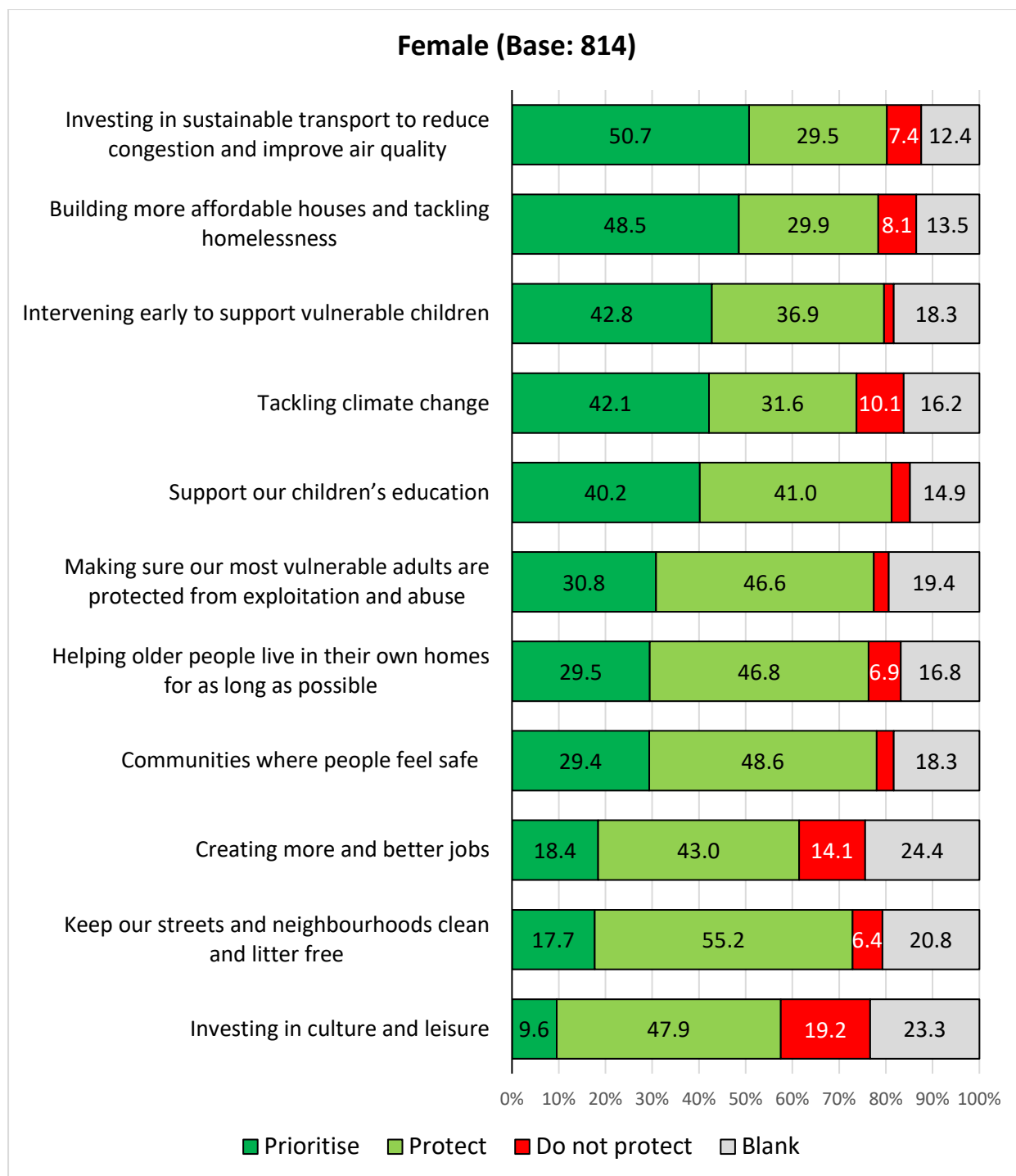
Overall, 91.0% of those giving their ethnicity were of a white background, higher than that of the population of Cardiff as a whole (84.7%), according to the 2011 Census.

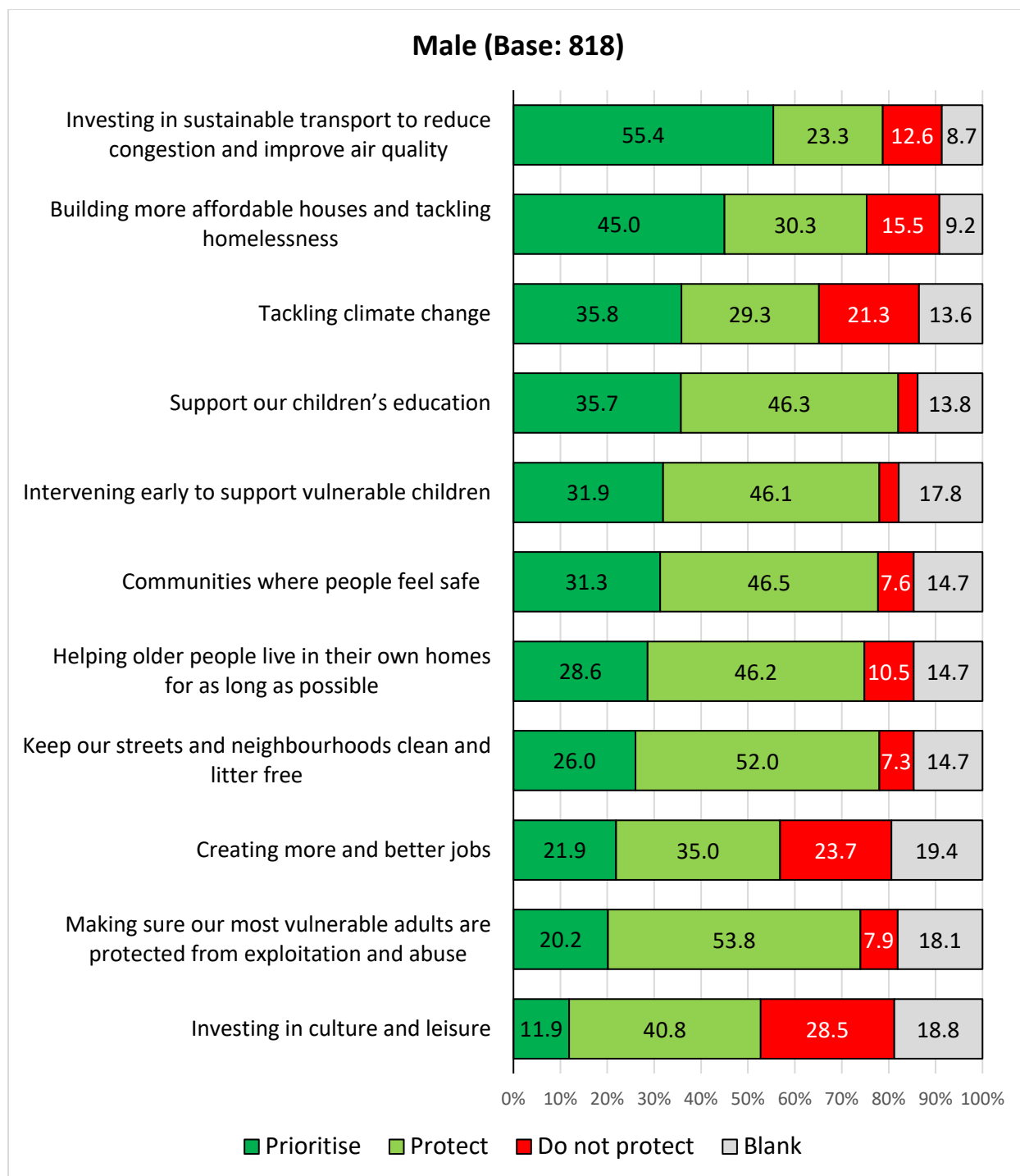
| | No. | % |
|---|-------------|--------------|
| White - Welsh/English/Scottish/Northern Irish/British | 1479 | 85.4 |
| White – Irish | 29 | 1.7 |
| White - Any other white background | 68 | 3.9 |
| Mixed/Multiple Ethnic Groups - White and Black African | 5 | 0.3 |
| Mixed/Multiple Ethnic Groups - White and Black Caribbean | 8 | 0.5 |
| Mixed/Multiple Ethnic Groups - White & Asian | 11 | 0.6 |
| Mixed/Multiple Ethnic Groups - Any other | 7 | 0.4 |
| Asian/Asian British - Bangladeshi | 3 | 0.2 |
| Asian/Asian British – Chinese | 3 | 0.2 |
| Asian/Asian British – Indian | 15 | 0.9 |
| Asian/Asian British – Pakistani | 3 | 0.2 |
| Asian/Asian British - Any other | 2 | 0.1 |
| Black/African/Caribbean/Black British - African | 2 | 0.1 |
| Black/African/Caribbean/Black British – Caribbean | 5 | 0.3 |
| Arab | 4 | 0.2 |
| Any other ethnic group | 10 | 0.6 |
| Prefer not to say | 78 | 4.5 |
| | 1732 | 100.0 |

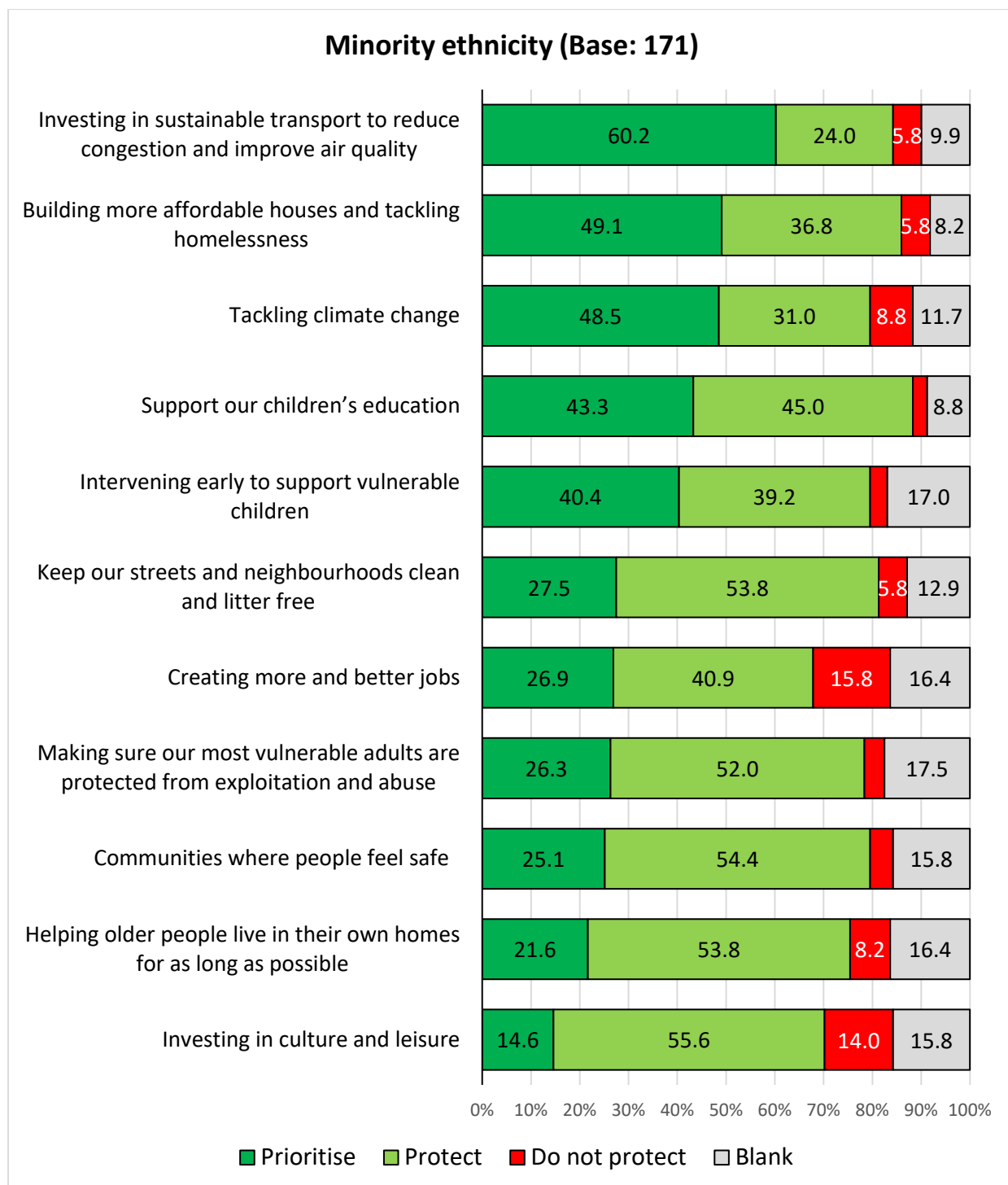
5. Appendix 2 – Priorities by Demographic

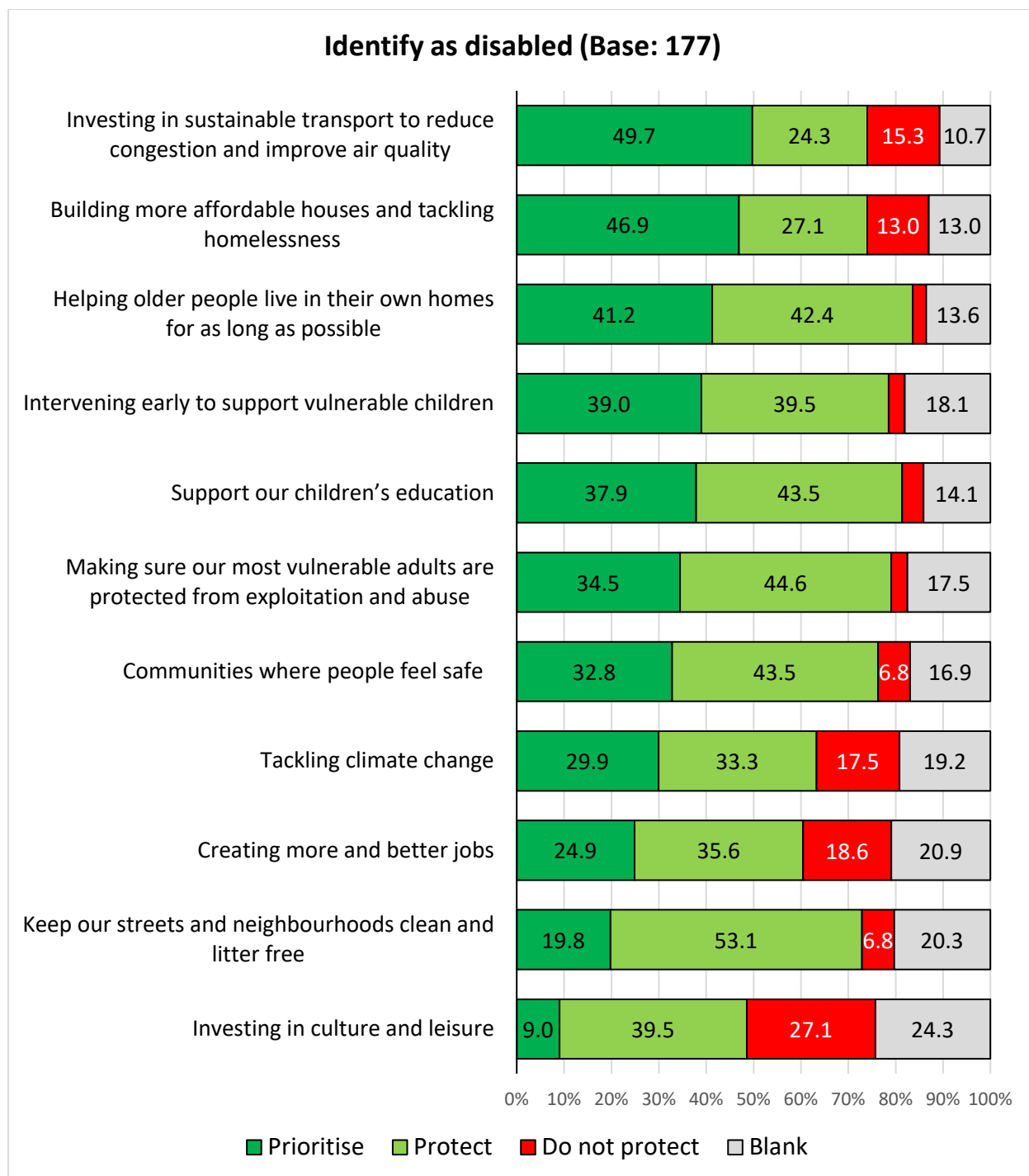


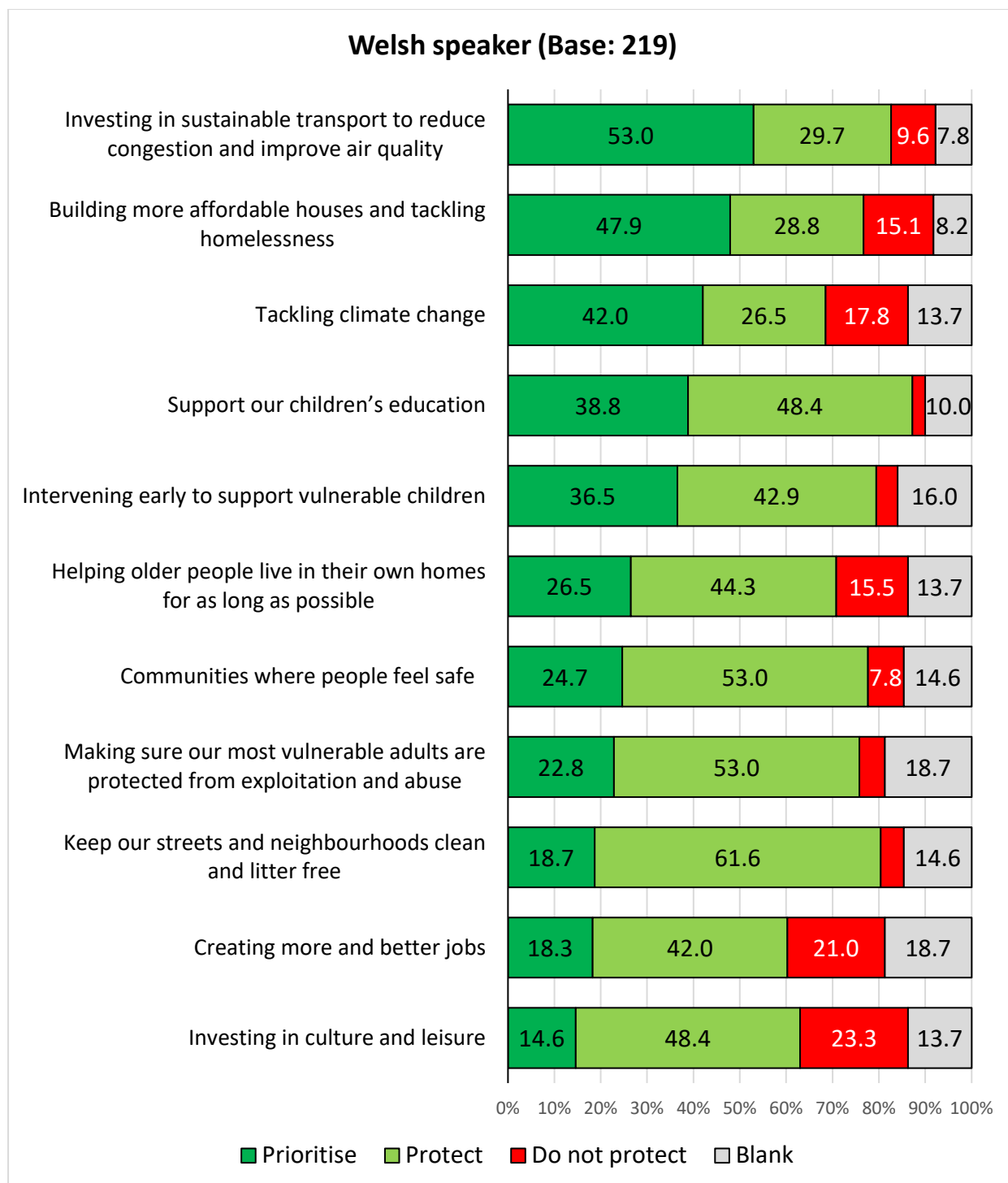


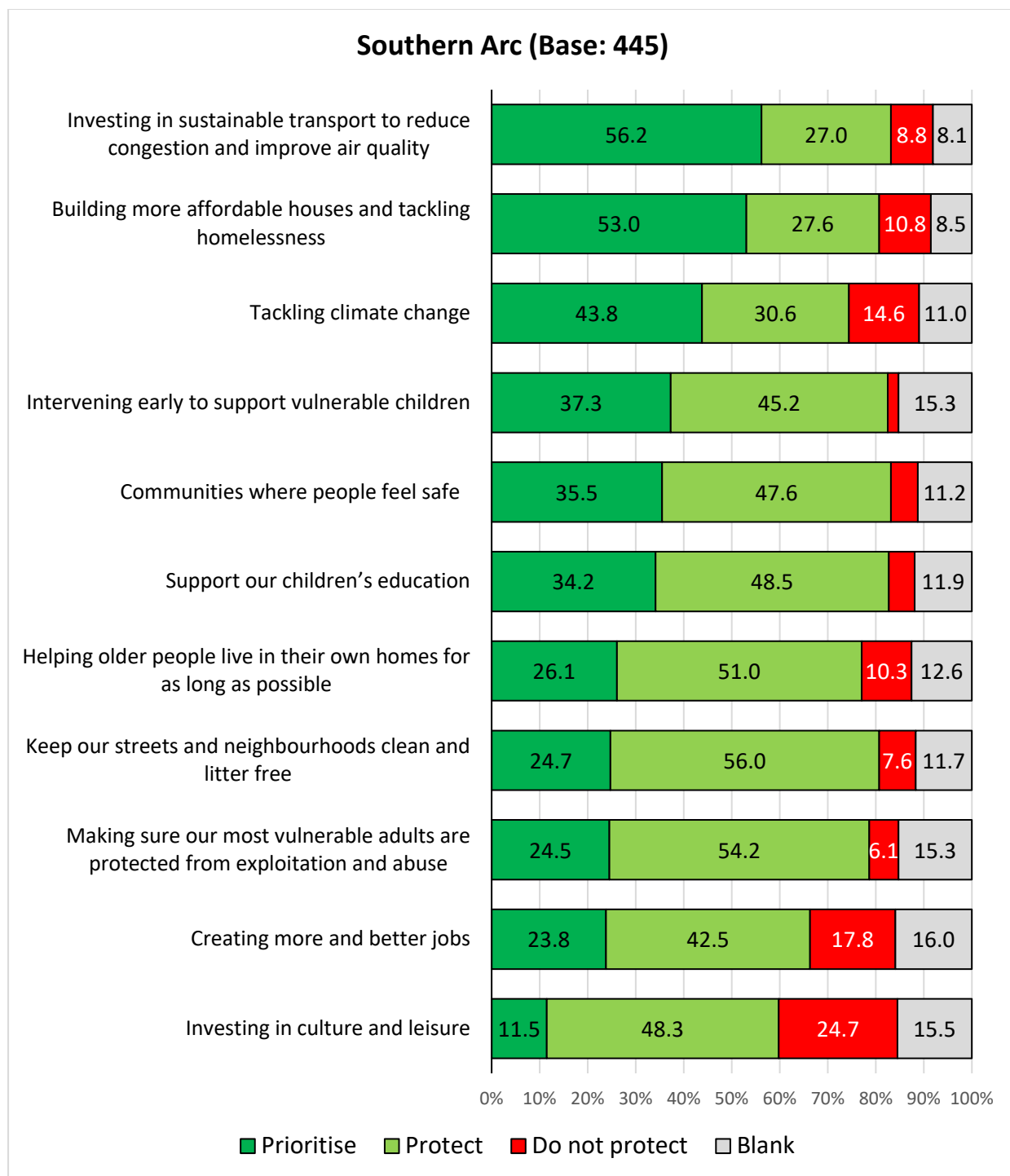












6. Appendix 3 - Full list of Concerns Raised for Each Proposal

Q2. Do you agree that the council should continue to focus on delivering efficiencies whilst protecting frontline services? (89 responses)

| Theme | No. | % | Example Comments |
|--|-----|------|---|
| Adversely affect frontline services | 38 | 42.7 | <ul style="list-style-type: none"> – Up to a point efficiencies can be realised, at some point though austerity will result in the withdrawal of front line services. – Some efficiencies have meant: reductions in front line services in health and social care, exclusions of older or less able people from public services due to removal of human element and the centralisation of resources. – My concern is that efficiency savings will affect frontline services. Hubs risk taking services away from some areas of the community and forcing people to travel further to access services. – I'm concerned that the service levels offered by the council will be affected by this policy. |
| Too many cuts previously | 16 | 18.0 | <ul style="list-style-type: none"> – After a decade of cuts I don't think there are any efficiency savings left to make. – Too many services have been cut back resulting in dirty streets, poor bus services, long waits at Hubs. – Too many cuts are being made to vital services. |
| Support efficiencies | 8 | 9.0 | <ul style="list-style-type: none"> – I fully support efficient ways of working, and reliance on strong tech platforms but not at the expense of jobs. The focus should be fully on income generation to cover all costs. – All services should be examined for cost savings and efficiencies. |
| Added pressure on staff | 7 | 7.9 | <ul style="list-style-type: none"> – The pressures on the "behind the scenes" staff. – Staff becoming overworked - this just leads to more sickness absence and high staff turnover. |
| Protect Jobs | 6 | 6.7 | <ul style="list-style-type: none"> – Efficiencies sounds like a posh word for job cuts and worse working conditions for those that are left. We need to protect both jobs and working conditions. – More money is needed in the hubs, to get rid of the majority of staff is absurd because they're Cardiff works. |
| Income Generation | 4 | 4.5 | <ul style="list-style-type: none"> – Charge higher business rates for rented accommodation in the city. This will get more income to cover the drop in central government support. |
| Challenge Central Government | 2 | 2.2 | <ul style="list-style-type: none"> – More should be done to challenge central government on continual reduction budgets. |
| Miscellaneous | 32 | 36.0 | <ul style="list-style-type: none"> – Efficiency savings means cuts - that means whilst saying money is going to services such as education you are then cutting their income. – The council, especially a Labour led Council, should be more creative and ambitious rather than accept austerity. |

- Not everyone is computer savvy so people do need help across the table.
- Are the hubs really needed? To me they are not needed and have needless running costs I have never needed to visit a hub just pointless and a drain of council budgets.

Q3. Do you agree that the Council should continue to prioritise growth for Schools by keeping efficiency targets in this area at a low level? (257 responses)

| Theme | No. | % | Example Comments |
|--------------------------------------|-----|------|---|
| School should contribute | 122 | 47.5 | <ul style="list-style-type: none"> – I think efficiency targets could be higher. Other council services are being cut and stretched and schools have to also contribute to these savings too. – All council areas need to contribute. By over protecting schools other services will suffer disproportionately. – You've been ploughing money into inefficiently run schools for years to the detriment of all other services and not challenging schools to operate more effectively. – Why should educators have less ability to be efficient than others? – Schools should not be given preferential treatment above other services that benefits everyone and not just families with children. |
| Waste needs to be eliminated | 81 | 31.5 | <ul style="list-style-type: none"> – Wastage in schools. – Inefficiencies and waste in schools. Exorbitant Head teacher salaries and highly paid, underperforming teaching staff. Productivity & raising standards needs to be measured more closely & allied to teaching pay before distributing additional council monies. – Whilst you ask schools to make efficiencies you increase reporting and school requirements, a good start would be to tighten your own school policy centrally to facilitate savings, for example teachers under disciplinary still being paid more than 12 months after they stopped working due to lax policy. – Schools waste money. |
| Schools should be ring-fenced | 24 | 9.3 | <ul style="list-style-type: none"> – Schools should not have to contribute towards the saving at all. Education is the most important public service. – You should not be cutting schools budget at all. They are chronically underfunded and have to rely on regular fundraising to survive. – Schools should not face any efficiency targets. Prioritising education needs full investment enabling schools to raise standards and prepare for curriculum changes. |
| Schools needed auditing | 23 | 8.9 | <ul style="list-style-type: none"> – The schools need to be properly audited and waste eliminated. – Empty school places - we need to reorganise more schools and close non-viable ones. – Reorganise schools to get rid of empty places and don't give in to emotional blackmail. |

| | | | |
|----------------------------------|----|------|--|
| Schools need more funding | 23 | 8.9 | <ul style="list-style-type: none"> – As a teacher I have seen the detrimental impact of reduced school funding- schools should be given more funding- not be challenged to reduce further. – They shouldn't be made to be more efficient. They need more investment. – I am a teacher and the school budgets are very very tight especially considering the pressures of the new curriculum. Cardiff Council needs to do more to increase school budgets substantially. As a school we have suffered greatly this year. |
| Income generation | 5 | 1.9 | <ul style="list-style-type: none"> – Schools should look to maximise the use of their facilities, renting space, fields to public groups - currently a wasted resource. – Schools must become just as efficient as other areas of the council. They need to look at income generation, possibly by renting out premises for non-school activities in the evenings and during holidays. |
| need more detail | 2 | 0.8 | <ul style="list-style-type: none"> – Need to balance supply & demand. What are projected numbers for future ... no detail. |
| Miscellaneous | 58 | 22.6 | <ul style="list-style-type: none"> – I'm bored of paying more for other people to irresponsibly have endless numbers of children. It's not my problem. – Parents also have a joint responsibility to help their child's school. – Most of the money is wasted on the Head teacher and staff and IT equipment and not on the students' education. – Reduce the number of schools if they do not have pupil numbers. |

Q4. Do you agree that the council should continue to focus on generating income as a way of meeting our budget gap? (174 responses)

| Theme | No. | % | Example Comments |
|---|------------|----------|--|
| Council not a commercial entity / conflict of interest | 62 | 35.6 | <ul style="list-style-type: none"> – The Council does not have a good track record of meeting income targets from "commercial" activities and does not have the commercial experience and ability to deliver at management level. – The Council is not a business, and we are not customers. This sort of corporate rubbish is part of the problem with the whole ethos of the Council. – In my opinion income generation is not something the Council should be doing - adequate funding should be in place from either government funding or council tax (increased if necessary). – If this reduces council tax, then great, but that never happens so leave it to the private sector please. |
| Focus on core services | 62 | 35.6 | <ul style="list-style-type: none"> – Not at the detriment of quality front line services. – Frontline services have already received cut backs by carrying out work for external clients. Residents will be further deprived of essential services. |

| | | | |
|---|----|------|--|
| | | | <ul style="list-style-type: none"> – The purpose of a council is to provide public services, not to make a profit. – I do not think the council should be forced to do this at all. The function of the council is to provide services not to sell them to other people. It could lead to a lack of focus on core priorities. |
| Costs will increase | 26 | 14.9 | <ul style="list-style-type: none"> – Charging for services has unintended consequences that cost more such as fly tipping. – Increase in charging for the services provided by council. – Making sports participation beyond the means of ordinary folk. |
| Would not work | 17 | 9.8 | <ul style="list-style-type: none"> – It rarely works. Targets are missed. – I don't see that the Council can do things as efficiently as private sector. – Money may be spent that doesn't get recouped. |
| Too much waste - cut pay / Staff | 10 | 5.7 | <ul style="list-style-type: none"> – The Council wastes so much money on unnecessary salaries and project that are not worthy. – Residents already pay far too much in council tax. All services should be free at point of delivery. Any cost savings must be found through reduction in council workforce, which always seems to be massively over staffed in many areas. |
| Agree in principle | 10 | 5.7 | <ul style="list-style-type: none"> – I agree with generating income but I don't know if I agree with raising level of charges as customers may not be able to afford them. – Actually I do believe that the Council should focus on maximising income opportunities but not to the exclusion of other ways of saving money. Generating income should be a separate objective and not seen as an alternative to saving money through efficiency improvements. |
| Miscellaneous | 40 | 23.0 | <ul style="list-style-type: none"> – People pay enough in taxes. – If commercial activities means adding more speed & traffic cameras and other means of taxing road users without fixing the roads then – no – Sounds like an odd step for a public body. Who would be being asked to pay? And for what services? Question lacks clarity. – Generating income basically means fining people more for less important infractions of stupid laws, or selling our data to advertisers. |

Q5. Do you support the proposal to increase charges for Registration Services? (210 responses)

| Theme | No. | % | Example Comments |
|-----------------------------|------------|----------|---|
| May become a barrier | 93 | 44.1 | <ul style="list-style-type: none"> – It may act as a barrier to lower income groups. – People on low incomes would struggle. – Pricing out lower-income members of society. – It could prevent some people from being able to register their marriage and put people off doing it. – This might put people off using these services. Some of them are already expensive enough as they are. I believe the price paid |

| | | | | |
|-------------------------------|----|------|---|---|
| | | | | <i>for this services should be symbolic, and not geared towards generating income.</i> |
| Very Expensive | 52 | 24.6 | – | <ul style="list-style-type: none"> <i>Registration costs are high enough.</i> <i>This is a stealth tax and making relationships, particular marriage unaffordable, a death is dear enough.</i> <i>Too expensive for low income families.</i> |
| Save money elsewhere | 23 | 10.9 | – | <ul style="list-style-type: none"> <i>You need to cut costs elsewhere not charge more for services.</i> <i>It seems unfair to charge more for things like this; do people really need to be charged more money to register the death of a loved one when they're dealing with grief? Instead you could generate more income by being stricter with things like littering/fly tipping/traffic fines. Many of these are reported but not enforced leaving hundreds if not thousands of missed opportunities to not only make money but to reinforce good practices.</i> |
| Too big an increase | 22 | 10.4 | – | <ul style="list-style-type: none"> <i>That is a large increase. It's too much.</i> <i>It's too high a % rise in tough times which will hit people disproportionately highly! Raise the charges but perhaps say 5-8%.</i> |
| Increase weddings only | 12 | 5.7 | – | <ul style="list-style-type: none"> <i>The question is misleading. Weddings should be increased as necessary, births and deaths should not be increased or charged for.</i> <i>You don't have a real choice on birth or death and the requirement to notify, marriage ceremonies are a lifestyle choice and the costs should increase.</i> |
| Not high enough | 4 | 1.9 | – | <ul style="list-style-type: none"> <i>You should increase the charges by more than you are proposing.</i> |
| Miscellaneous | 46 | 21.8 | – | <ul style="list-style-type: none"> <i>Has any analysis been undertaken to determine the actual unit cost (i.e. how much it actually costs the organisation to deliver this service, all overheads considered)? Or, as I suspect, is the value of this increase completely arbitrary? Charges should be based on the "true" delivery costs.</i> <i>Just have the council IT department make the provision available online. Once set up the cost of providing the "service" would be trivial so any "fee" charged would be nearly all profit to the taxpayers. Reducing the number of staff involved would produce further savings.</i> <i>Increase in cost doesn't reflect an increase in work. What extra is being provided for the additional cost?</i> <i>You can make it cheaper if you wish, there is choice in value.</i> |

Q6. Bereavement Services - Do you support the proposal to increase the cost? (533 responses)

| Theme | No. | % | Example Comments |
|---|------------|----------|--|
| Too Expensive / Too big an increase | 243 | 45.6 | <ul style="list-style-type: none"> - <i>Would agree to 59 pound increasethis feels too much.</i> - <i>The cost of an average funeral is now over £5000 so any increase in any charges will be unwelcome.</i> - <i>Too big an increase over something the bereaved have no control over.</i> - <i>These seem like very big jumps to costs, much higher than the increase of wedding costs.</i> - <i>A 9%+ increase in the cost of a cremation, which is obviously the more cost efficient service, is unacceptable for people going through the bereavement process. This is especially so compared to the 6.5% increase in the burial charges. I fell that these increases should be capped to 5%.</i> |
| Wrong to penalise in these circumstances | 189 | 35.5 | <ul style="list-style-type: none"> - <i>Funerals are difficult enough for bereaved families, without having to worry about how they pay for them.</i> - <i>Stop taking advantage of the grieving!</i> - <i>It's already a terrible burden at a very difficult time.</i> - <i>Tax the dead and the grieving, great idea... Not!</i> - <i>Families should not be exploited when they are grieving.</i> |
| May become a barrier/burden | 183 | 34.3 | <ul style="list-style-type: none"> - <i>People are struggling to afford the current prices.</i> - <i>That people will be precluded from a dignified send off, with more financial burden placed on families. This will disproportionately affect the poorest. Having a baby or getting married is a choice, dying is not.</i> - <i>Many low income families would find the increase too difficult to pay.</i> - <i>It costs over £3000 to bury a relative not everyone can afford it most people are just above the welfare line so increasing it will still cause issues.</i> |
| Save / Generate money elsewhere | 25 | 4.7 | <ul style="list-style-type: none"> - <i>Find monies from somewhere else. Bereavement and funerals shouldn't be a subject in the scope for such cost changes - unless it is to decrease them.</i> - <i>As most struggle to bury their loved ones... possible savings could be found elsewhere. By looking at the crematoriums themselves and how grounds are maintained. This should be done first.</i> - <i>This is not planning properly. Simply raising costs to astronomical heights is criminal. Today's costs of burial is already thousands of pounds. Introduce efficiency methods and proper cost cutting instead.</i> |
| There should be no increase | 21 | 3.9 | <ul style="list-style-type: none"> - <i>Necessary services should not increase.</i> - <i>Simply shouldn't be increasing cost of bereavements.</i> - <i>At a difficult time, it is adding further financial burdens and associate stress. Show some compassion at peoples most desperate times and reduce it. You would be unanimously applauded across the city for doing so.</i> |

| | | | |
|---|----|-----|---|
| Increase Burial but reduce cremation costs | 19 | 3.6 | <ul style="list-style-type: none"> – I would have expected a greater difference in cost between cremation and burial. Prices should be a lot higher for burial, this could deter burials in favour of cremation. Though this may have a detrimental impact on some BME groups. – I believe that cremation and scattering of ashes should be minimal, but with burial costs increased due to land use. |
| Should be means tested | 18 | 3.4 | <ul style="list-style-type: none"> – Has any analysis been undertaken to determine the actual unit cost (i.e. how much it actually costs the organisation to deliver this service, all overheads considered)? Or, as I suspect, is the value of this increase completely arbitrary? Charges should be based on the "true" delivery costs. – Means tested. Low income families should pay less. |
| Year on year increases | 9 | 1.7 | <ul style="list-style-type: none"> – You have raised the prices consistently for a number of years haven't you? – With the cost of funerals increasing each year, it's wrong to charge more at a time that is already difficult. |
| Not enough Information Provided | 6 | 1.1 | <ul style="list-style-type: none"> – Why the rise? What has become so much more expensive for you to deliver per event? – A further breakdown of costs would be good to evaluate the cost and profit to check if there is room for efficient to prevent rising costs. |
| Miscellaneous | 28 | 5.3 | <ul style="list-style-type: none"> – Again it's the same service as before so what are we paying for. – There should be resident's discounts for burial/cremations. – We'll all be homeless under your proposal. |

Q7. Pest Control Services - Do you support the proposal to increase the cost? (132 responses)

| Theme | No. | % | Example Comments |
|---|------------|----------|---|
| Affordability / May become a barrier | 43 | 32.6 | <ul style="list-style-type: none"> – Many could not afford to pay which could lead to an increase in infestation of pests. – If this is unaffordable to some people, then this will permit the infestation to 'spill over' into adjoining properties. If we can nip the cause in the bud, then it will be cheaper in the long run. – This could people off using pest control and as a result create larger issue. – Taking care of pests is a basic necessity if required in a household and a hike in price for this basic feature might make people opt out of it. |
| Very Expensive / Too big an increase | 18 | 13.6 | <ul style="list-style-type: none"> – The cost is already too high and many people will find it even more difficult to meet the additional costs and that could create public health issues for themselves and their neighbours. – That increase is ridiculous! How can people be expected to afford this! It will adversely affect the poor more than the rich as poorer people usually have poorer conditions of living, which are more liable to pests and other issues. |

| | | | |
|--|----|------|---|
| | | | <ul style="list-style-type: none"> – Another 10% increase when pay and pensions are only increasing by 3%. |
| Issue more prevalent to those on low incomes | 14 | 10.6 | <ul style="list-style-type: none"> – I feel this would be an issue that would affect those in potentially unsuitable housing or those who are mostly in poverty, my concern would be the impact on the increase to them. But this is not based on much information on the subject. – Those that are less well-off are likely to be more effected by these issues! – This is ‘pest poverty’! The most disadvantaged people in our city should not have to worry about the cost of infestation. This should be means tested or free. |
| Council / Private landlords should pay the bill | 13 | 9.8 | <ul style="list-style-type: none"> – Pest control should be the services of the COUNCIL. – Yes increase but only for private housing, council and private landlords should cover their property themselves. |
| Subsidy needed | 12 | 9.1 | <ul style="list-style-type: none"> – Again, this needs to be subsidised where necessary. Allowing infestations to grow and spread is a false economy for the Council in the long run. – This is extremely expensive for people on very low incomes - often in poor housing. They should not have to put up with rats etc., which may sometimes be caused by the behaviour of neighbours (such as leaving food out). There should be a scale of charges. |
| Not high enough | 11 | 8.3 | <ul style="list-style-type: none"> – Proposed increases are too low; commercial organisations charge at least £60 for a call-out. Four visits could command over £100. – I do support the increase but not as little as £5 you could get at least £10-£15 increase on this service £55 is very reasonable personally for that service I would expect to pay around £65-£70. |
| Problem due to cuts in services | 7 | 5.3 | <ul style="list-style-type: none"> – Pest control of vermin such as rats and mice is increasing due to the lack of funding and reduction in of council refuse collection, and resources to deal with fly tipping. If more money was invested in these services, it may decrease the need for services to domestic properties, therefore reducing the amount the council need to subsidise. |
| Should be means tested | 7 | 5.3 | <ul style="list-style-type: none"> – Needs to be means tested. Some people are so poor cannot afford £55 spare income. |
| Current Service is poor | 6 | 4.5 | <ul style="list-style-type: none"> – The service offered is not good and does not warrant the price increase. We had to call another company to sort the problem as council didn't. |
| Save / generate money elsewhere | 5 | 3.8 | <ul style="list-style-type: none"> – This is a service which the poorest may need to use and could lead to hygiene and health problems. Cost should not be a blocker to this. To offset, I'd propose charging the landlords of rented |

| | | | | |
|----------------------|----|------|---|--|
| | | | | <i>properties a higher, unsubsidised, price where they fail to deal with pests.</i> |
| Miscellaneous | 24 | 18.2 | – | <ul style="list-style-type: none"> <i>I don't believe in killing things.</i> <i>I think this should not be subsidised unless there are children or elderly in the home/ vulnerable people.</i> <i>What if the problem with pests is not my fault, I have experience of this, if my neighbour doesn't control pests and the problem spills over to my residence.</i> |

Q8. School Meal Provision - Do you support the proposal to increase the cost? (394 responses)

| Theme | No. | % | Example Comments |
|--|------------|----------|---|
| Affordability | 199 | 50.5 | <ul style="list-style-type: none"> <i>Unaffordable for lower class families</i> <i>I worry this will increase the number of hungry children as families can't afford an increase</i> <i>Daylight robbery. Either every child should pay, or should be free to all children. Just because some families do not qualify for free meals does not mean that they can afford them either.</i> <i>Children could go hungry due to unaffordability</i> <i>Some families especially with multiple children will struggle to afford this.</i> |
| Issue more prevalent to those on low incomes | 90 | 22.8 | <ul style="list-style-type: none"> <i>That the most poorest children will not get enough money to eat.</i> <i>Again, it will only affect those on a lower income</i> <i>That low income families will experience financial hardship</i> <i>Will disproportionately disadvantage children already living in poverty in Cardiff</i> <i>Because parents on lower incomes who do not qualify for free meals are the ones who are hit. Perhaps try reducing the number of non-payers. ParentPay isn't working for this.</i> |
| Children could potentially go without a warm meal all day | 52 | 13.2 | <ul style="list-style-type: none"> <i>It may be the only good meal a child has that day and I wouldn't want a family priced out</i> <i>That some children will go without a decent quality meal that they do not get at home.</i> <i>It is important to make sure children have proper balanced meals which some household cannot support.</i> |
| Very Expensive | 43 | 10.9 | <ul style="list-style-type: none"> <i>Too much as it is.</i> <i>Over 3 pound for a school meal is disgusting.</i> <i>Daylight robbery.</i> |
| Current service isn't value for money | 36 | 9.1 | <ul style="list-style-type: none"> <i>You can get cheaper meal of the days from your local supermarket or Greggs, families already struggling will be impacted by this increase. I think it should be frozen.</i> <i>My wife works in schools and the meals are very poor for amount charged. Try out sourcing.</i> <i>The meals do not represent value for money as it is.</i> |

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| Current offer not nutritional / could affect children's nutrition | 33 | 8.4 | <ul style="list-style-type: none"> – That children will seek cheaper alternatives elsewhere such as unhealthy fast food. – Quality of food is low, that's why we stopped using it. Not healthy, not balanced, not much meals, no taste, too much carbs. Providers make profit for low quality food. – Prisons can do a decent menu for £2.50 a day that is healthy and appetising, why can't councils. |
| Save money elsewhere / find further funding for school meals | 29 | 7.4 | <ul style="list-style-type: none"> – Further funding required. Cost increased need to be subsidised. Children will suffer for low income, funds should be found elsewhere i.e. charge increases for other services. – School meals should be subsidised, if not free to all pupils. Ensuring children get at least one balanced, healthy, meal a day is essential. |
| Too big an increase | 23 | 5.8 | <ul style="list-style-type: none"> – Increase is too great. – £3.05 for secondary meals is a higher price than a supermarket meal deal that contains more food. £3+ is ridiculous for a small school dinner. - coming from a secondary school teacher. |
| Health implications | 15 | 3.8 | <ul style="list-style-type: none"> – This will compromise not only the nutritional wellbeing of the child but also hinder their ability to concentrate if affordable and appropriate food is not readily available. |
| Should be means tested | 10 | 2.5 | <ul style="list-style-type: none"> – It should be properly means tested. |
| Miscellaneous | 35 | 8.9 | <ul style="list-style-type: none"> – The increase is far too small! Should be 3 pounds and 350. – The education budget is slashed to provide school buses and school meals. These are parental responsibilities and should not be paid for! |

Q9. Service Change - Do you agree that the council should continue to focus on this?
(106 responses)

| Theme | No. | % | Example Comments |
|--|------------|----------|--|
| Not enough information provided | 26 | 24.5 | <ul style="list-style-type: none"> – Don't understand what you are proposing and would need more info on it, very vague. – IT is seen too often as some sort of panacea and implementing IT always ends up costing more. It is not clear what the council proposes and how technology will help - vague statements about better services do not indicate that the benefits have been identified. |
| Some people don't have access to technology | 19 | 17.9 | <ul style="list-style-type: none"> – The people who most need this do not have access to the required technology. – Technology is not always available to everyone. |
| Not everyone understands technology | 18 | 17.0 | <ul style="list-style-type: none"> – Elderly and vulnerable people of all ages don't necessary use or understand technology. – Old and vulnerable certainly do not respond well to technology. |

| | | | |
|--|----|------|---|
| Some residents prefer the human touch | 17 | 16.0 | <ul style="list-style-type: none"> – Technology does not have the human touch, removes compassion and understanding and technology increases red tape and invariably are poorly planned and implemented by public bodies. – People are needed, not technology. Human contact is crucial. |
| Money should be spent elsewhere | 6 | 5.7 | <ul style="list-style-type: none"> – Huge amounts of money spent on IT systems, which could be better spent on front line services. |
| Technology can fail | 5 | 4.7 | <ul style="list-style-type: none"> – Technology cannot replace human contact for older, frail lonely residents. Technology can also fail. |
| Lack of faith in council delivery | 3 | 2.8 | <ul style="list-style-type: none"> – You couldn't deliver effective technological change in a million years. Your digital director doesn't even have a technical background. You'd be better off overpaying consultants to deliver it for you. You probably couldn't even define VFM properly never mind deliver it. |
| Service should be privatised | 2 | 1.9 | <ul style="list-style-type: none"> – This should be privatised. We do not need technology we need someone to talk to and listen and make a decision. |
| Miscellaneous | 25 | 23.6 | <ul style="list-style-type: none"> – I oppose any council tax rise. The survey does not ask me about this. – No one wants things like facial recognition tech implemented anywhere in this country. |

Q10. Do you support the use of technology in the provision of care? (79 responses)

| Theme | No. | % | Example Comments |
|-------------------------------------|-----|-------|--|
| Social Isolation | 49 | 62.0% | <ul style="list-style-type: none"> – A vulnerable lonely adult needs care contact and reducing this by tech will lead to a diminishing human contact – As much as that's a good idea I still think that having human contact would be better – Technology is not 100% reliable and lack of personal service may increase loneliness and isolation. – This may make some people socially isolated. A visit from a carer may be their only human contact |
| Digital Exclusion | 17 | 21.5% | <ul style="list-style-type: none"> – Some elderly people are not comfortable with IT. – A lot of these vulnerable people can't use technology – Elderly people, especially those with dementia will not understand this technology - I experienced this with my mother and father who became isolated from support services when this barrier to human support was introduced. |
| Use only to aid care workers | 12 | 15.2% | <ul style="list-style-type: none"> – Technology should be used as an aid to improve services, not as a substitute for human contact or people's jobs. – I agree with utilising technology. But not if this affects support workers visiting those with support needs. By all means add technology that makes life easier for those who are vulnerable in the care system but do not cut funding or care services |
| Financial cost | 8 | 10.1% | <ul style="list-style-type: none"> – How much are you going to charge the elderly for this service? |

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|---|---|------|--|
| Technology should not replace jobs | 7 | 8.9% | – A sensor to detect a fall or gas is not a care package - does it detect if someone has remembered to eat? Is ill? Requires medical attention? |
| Miscellaneous | 7 | 8.9% | – Reliance on technology is dangerous practice and just provides for a tick box provision of service rather than a meaningful and wholly appropriate service |

Q11. Do you support the continuation of a reduced mowing regime? (310 responses)

| Theme | No. | % | Example Comments |
|---|------------|----------|---|
| Areas will look untidy / uncared for | 77 | 24.8 | <ul style="list-style-type: none"> – Some places are beginning to look uncared for, very scruffy. – Cardiff is starting to look tatty and worn out. – Some areas look unsightly. – It depends on how neglected the unmowed areas begin to look. If public spaces are maintained to a high standard, the knock on effect is that people respect them more. – Likely deterioration in the appearance of grassed areas. |
| Current service is not adequate | 75 | 24.2 | <ul style="list-style-type: none"> – Parks look untidy and the sports pitches are not looked after as it is. – Our city is already a filthy, unkempt embarrassment. – The parks already look a mess and this can only make it worse. – Some areas appear to be missed on the present plan. – The grass is not cut often in St Mellons and Trowbridge, posh areas are cut often. |
| Health & Safety issues | 66 | 21.3 | <ul style="list-style-type: none"> – Facilities need to be safe and well maintained in order to encourage a healthier lifestyle. – Parks and green spaces are a vital element in a good lifestyle. – Some areas where children play are overgrown, making it harder to identify where there may be hazards (i.e. dog waste/ broken bottles) & not all dog owners take care to look for waste in long grass. – The green spaces of Cardiff are an important part of Cardiff's identity and the health of the people – There are considerable safety issues regarding visibility (sight of oncoming traffic) on some major road grass verges typically A470 Whitchurch area. Decisions should be made on an educated case-by-case basis. 'Wild' areas in parks have been converted to dog toilets. |
| Will give a bad impression of the City | 53 | 17.1 | <ul style="list-style-type: none"> – Cardiff's parks are important in creating a good impression of the city for visitors etc. Untidy parks suggest a poorly run city in my mind. – Poor quality environment, creates a bad image for a Capital City – Absolutely not. Cardiff is a beautiful city. Does a visitor to our city want to see grass uncut or plant pots empty? – Cardiff is the Capital City, an important tourist attraction, keep the city looking fantastic! |

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| | | | <ul style="list-style-type: none"> – Cardiff is a tourist location - do we really want to damage the impression people have of the city. |
| Will encourage fly tipping / ASB | 33 | 10.6 | <ul style="list-style-type: none"> – Areas which look scruffy attract litter and vandalism as they don't look "cared for" – If environment is not maintained then less socially aware may just increase litter nuisance and more deterioration would occur. – It is well known when areas become unkempt they become targets for vandalism and ASB. Broken window syndrome. |
| Find alternative resources via third sector / DWP / Probation | 9 | 2.9 | <ul style="list-style-type: none"> – There are opportunities here where the work could be undertaken by volunteers or prison inmates on a work scheme. |
| Deprived areas will be most effected | 7 | 2.3 | <ul style="list-style-type: none"> – I suspect that parks and green spaces in more affluent areas will be unaffected leaving poorer areas bearing the brunt of austerity. |
| Money should be spent elsewhere | 2 | 0.6 | <ul style="list-style-type: none"> – It appears to be a waste of money, which could be better spent on front line services. |
| More funding required | 1 | 0.3 | <ul style="list-style-type: none"> – The parks department needs more funding not less. They do a remarkable job but they need more funds. Mowing is pretty basic. |
| Miscellaneous | 43 | 13.9 | <ul style="list-style-type: none"> – I oppose any council tax rise. The survey does not ask me about this. – It causes more problems - why don't you use sheep or another grazing animal. I'm sure you could utilise animals providing there is proper supervision. – Pest control. |

NB. Percentages don't total 100% as comments could fall into multiple themes

Q12. Council Reserves - Do you think the Council should continue with this strategy?
(186 responses)

| Theme | No. | % | Example Comments |
|--|-----|------|--|
| Reserves are finite and should be preserved for contingencies | 83 | 44.6 | <ul style="list-style-type: none"> – If this is a year where the budget settlement from the Welsh government is likely to be more generous, then reserves should be preserved for other years when additional resources are more limited. – Reserves are a finite resource and unlikely to be replaced. Consolidating the Council's premises - for example, selling off County Hall - would generate income. – Given the precarious state, our economic climate is going to be in after brexit I would hold on to the reserves as much as you can. – Should not use reserves unless necessary. |

| | | | |
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| | | | <ul style="list-style-type: none"> - This is the thin end of what could be a very broad wedge - annually reducing the reserve can lead to decades of 'catch up' - and potential huge increases in domestic and commercial rates. |
| Balance your books / Bad planning | 53 | 28.5 | <ul style="list-style-type: none"> - Operate within your means. - The council should balance its books. How often does tap it is reserves how much has gone from previous years. - Balance the books and invest the reserves in infrastructure to benefit the city longer term. - You are dodging issues and ultimately you need to balance the books. While excessive reserves are clearly not desirable, one should not simply raid reserves on a regular basis. - Don't feel reserves should be used for budget balancing. |
| Need more information/ Transparency | 35 | 18.8 | <ul style="list-style-type: none"> - Impossible to answer without knowing what reserves the council has but nobody should run at a deficit particularly the council. - You do not say how much you have in the reserve fund, so how can we judge whether £750k is the right sum. Reserves should be retained to cover emergencies during the year, not to spend on routine services. - I have no information on how much money is in the reserves so can't judge if this is a good strategy or not, how often has the reserves been used in previous years? Is there plans to produce a surplus in future to increase the reserves? |
| Use more reserves / Don't sit on high reserves | 31 | 16.7 | <ul style="list-style-type: none"> - I don't understand why you need to sit on this amount of money when it could be used for improving services. Plus, if it is shown that you can provide a decent level of service without using this money, it will be taken off you & in reality, you do need to use this money. - Increase use of reserves!!!! - I can't believe you have reserves use them. |
| Save/ generate money elsewhere | 23 | 12.4 | <ul style="list-style-type: none"> - I think back room jobs - with unidentified job outcomes should be looked into and cut - before using reserves - need to keep for emergency. - These will run out too quickly if we keep using them. Cuts can be easily made in other areas to fund this type of money, or one camera on a yellow box junction will give you this money in less than a year and will help keep Cardiff moving, so therefore not needed. |
| Reserves can run out | 1 | 0.5 | <ul style="list-style-type: none"> - Reserves are finite, there needs to be a more appropriate measure to achieve fiscal goals. |
| Miscellaneous | 19 | 10.2 | <ul style="list-style-type: none"> - I oppose any council tax rise. The survey does not ask me about this. - Your state it is part of the council's duty to not go into reserves so you have already provided the answer to this. |

7. Appendix 4 – Southern Arc Map

Southern Arc of Cardiff



8. Appendix 5 – Promotion of the Consultation

Hubs & Libraries

Butetown Hub
Central Library Hub
Ely and Caerau Library and Community Hub
Fairwater Library and Hub
Grangetown Library and Hub
STAR Library and Hub
Llandaff North and Gabalfa Hub
Llanishen Library Hub
Llanrumney Library and Hub
Rumney Library and Partnership Hub
Llanedeyrn Library and Hub
St. Mellons Library and Hub
Canton Library
Cathays Branch and Heritage Library
Penylan Library
Radyr Library
Rhiwbina Library
Mobile Library

Council Core Buildings

City Hall
Coleridge Road
County Hall
Lamby Way
Willcox House

Community Centres

Butetown Community Centre
Canton Community Centre
Cathays Community Centre
Dusty Forge
Pentrebane Community Centre
Pontprennau Community Church Centre
Thornhill Church Community Centre
Tremorfa Community Centre
Whitchurch Community Centre

Community Councils

Lisvane
Old St. Mellons
Pentyrch
Radyr & Morganstown
St Fagans
Tongwynlais

C3SC Cardiff Third Sector Councils

Cardiff City & South
Cardiff East
Cardiff North
Cardiff South East
Cardiff South West
Cardiff West

Events

Attended all Hubs / Libraries for drop in sessions to discuss the survey with the public
'Priority' engagement activity undertaken in Grangetown, Ely, Llandaff North and St Mellons
Hubs, and Central Library
Tenants Coffee Morning engagement activity and audio recordings
Focus group run by Diverse Cymru ("Your Money, Your Council")

Additional Promotion - Digital

Youth survey sent to all 6th form schools
Council Screen savers
Advert displayed on big screen – central library
Emailed to members of the 50+ forum
Emailed to the Citizens Panel
Members of the Cardiff Public Services Board
All Allotments and Plot holders received an email of the poster and link to the survey

Additional Promotion – Social Media

Cardiff Council corporate accounts
Cardiff Research Centre / Cardiff Debate accounts

Additional Promotion – Non-Digital

Flyers / Posters were displayed in the indoor market
Flyer / Posters displayed in GP surgeries across the City
Youth Council
Flying Start

Cllr C Weaver
County Hall
Cardiff
CF10 4UW

cc. Cllr S Merry

30th Jan 2020

Dear Cllr Weaver,

Cardiff Council Budget 2020-21 Consultation

I write on behalf of the Cardiff Schools Budget Forum in response to the 2020-21 budget consultation.

As in last years budget consultation the council has committed is proposing to “invest in preventative services to catch problems early and stop them getting worse and costing more in the long term”. The Forum would like to remind you that excellent services for children and young people are key to realising this aim. The financial and social costs of children and young people becoming disaffected and not fulfilling their potential are well known. We would urge the council to commit to “intervening early to support vulnerable young people”, to ensuring that a “realignment of Targeted Support, Early Help and Engagement Teams” results in more and better services for children and to continue to prioritise investing in our schools.

We cautiously welcome the better than expected Welsh Government Settlement that has enabled you to reduce the efficiency contribution from schools from 1% to 0.5%. We also welcome the increased transparency of this approach. However, we would remind you that this budget comes after many years of a 30% cap on schools’ non-demographic growth which has placed enormous pressure on schools. In our meeting on 13th March last year colleagues shared the impact of the last years delegated budget on schools. One particularly poignant comment came from a secondary headteacher who reflected that the only place left for him to make savings would be a reduction in support staff which would change the very DNA of his school. Comments also included concerns around standards, curriculum breadth, staff welfare and increased sickness rates due to increased workload, headteachers being forced to teach to cover staff absences in smaller schools, and the impact of losing experienced staff with considerable expertise.

We would encourage offices to be as transparent as possible in signposting how schools will benefit from the improvement in the Welsh Government Settlement and urge that as far as possible additional resources should be channelled into the AWPU.

We support the 5% reduction in Cardiff’s annual contribution to CSC, but would welcome a review of CSC, looking at effectiveness and standards.

We question whether education central services will still be able to deliver high quality services following further staff reductions as part of the directorate’s efficiency savings. Concern were also expressed over the viability of SLA’s if sign up rates from schools decrease. This may be prompted by increasing charges and concerns over the quality of some services.

The savings proposals include a price increase for Storey arms. We must be careful to protect one of the LA’s prize assets.

We remain concerned about MEAG and urge offices to continue to work closely with the Welsh Government over the future of this essential funding. It would be very detrimental if the Welsh

Government changes the way this funding is distributed without also increasing the quantum available to reflect the increase in the numbers of pupils from ethnic minorities in the country. Colleagues have raised similar concerns when considering the high degree of uncertainty over the permanency of other grants on which many schools depend to support their most vulnerable pupils.

The forum is also concerned over the lack of recognition for the training needs of support staff in the Professional Learning Grant and would like officers to ensure the Welsh Government understands the vital role they play in our schools and the importance of ensuring that schools receive funding to support their training. It is concerning that the new RCSIG (which will include EIG and the professional learning grant) appears to indicate a reduction of £1.224M at an all Wales level according to figures released by the Welsh Government.

Headteachers would be keen to have further briefings regarding main budget headlines from officers in the run-up to the budget release date, for example, visits to headteachers conferences to talk about specifics and provide clarity before the final distribution is made to schools.

A FAQs paper would be useful for headteachers, especially those new to post, around school budgets, for example, what could be done in preparation for the budget and what needs to be done in the first few days after the budget is released to schools? This could avoid confusion and uncertainty and allay fears that headteachers are managing the budget appropriately. LFMS officers could assist with creating such a paper.

The forum would like to thank officers for all the work they do in supporting schools and the work of the Budget Forum.

Yours sincerely



Sarah Griffiths

Chair, Cardiff Schools Budget Forum

**SWYDDFA CYMORTH Y CABINET
CABINET SUPPORT OFFICE**

Fy Nghyf / My Ref : CM43135
Eich Cyf / Your Ref:
Dyddiad / Date: 21st February 2020

Ms Sarah Griffiths
Chair, Cardiff Schools Budget Forum

Annwyl / Dear Ms Griffiths,

2020/21 Budget Consultation

On behalf of myself, Councillor Merry and the rest of the Cabinet, I would like to thank you for your response to the 2020/21 Budget Consultation. As a group, we value the participation of the School Budget Forum in our financial planning process and take seriously the points raised in both this letter and meetings of the forum.

Overall, it is pleasing to note the positive response to the Cabinet's decision, following the better than expected Welsh Government settlement, to reduce the efficiency saving required from the school budget to 0.5%. I can confirm that it was one of the Cabinet's highest priorities in terms of revising the budget proposal, when it became clear that the settlement was going to provide an opportunity to amend the overall budget strategy. I appreciate that the it would have been preferential for the full efficiency saving to be removed from the proposals, however we felt that it was appropriate that schools made a contribution towards the bridging of the budget gap, particularly when considering the level of efficiency savings required from other parts of the Council's budget.

I recognise that schools have been under a significant amount of financial strain for a number of years and that the removal of the full efficiency saving would have eased the pressure on individual school budgets. However, it is important to note that the change from a 30% cap on schools' growth to a flat rate efficiency saving of 0.5% is a comparatively positive position in relation to previous financial years. I do understand that this means that some schools will still face tough decisions in order to balance their budgets for 2020/21, however I

ATEBWCH I / PLEASE REPLY TO :

Swyddfa Cymorth Y Cabinet / Cabinet Support Office, Ystafell / Room 518, Neuadd y Sir / County Hall, Glanfa'r Iwerydd / Atlantic Wharf, Caerdydd / Cardiff, CF10 4UW,
Ffon / Tel: (029) 2087 2631

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

WORKING FOR CARDIFF, WORKING FOR YOU

The Council welcomes correspondence in Welsh, English or bilingually. We will ensure that we communicate with you in the language of your choice, as long as you let us know which you prefer. Corresponding in Welsh will not lead to delay.



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would hope that this better financial picture will reduce the impact upon educational provision and alleviate some of the challenges being experienced by schools.

I note that you have suggested that officers need to ensure there is sufficient transparency regarding the impact of the settlement on individual school budgets and that the AWPU is boosted by the additional resources as much as possible. I am aware, from discussions with officers and as part of the forum, that every effort will be made to increase AWPU rates as much as possible, whilst paying adequate regard to any other costs that need to be funded as part of the pooled arrangements within the school budget. There is also a suggestion that a document for new headteachers and additional briefings for headteachers should be arranged. This suggestion has been fed back to officers and will most likely be considered for the 2021/22 budget round. However, a letter that outlines the main changes within this year's school budget will accompany the individual school budget distribution for 2020/21, currently scheduled for Monday 2nd March 2020.

Quite rightly, your letter raises a number of concerns in terms of grants, most notably the Minority Ethnic Achievement Grant and Professional Learning Grant. I recognise the impact that the ongoing uncertainty regarding the future of particular grant streams has on both the local authority as a whole and individual schools. I can assure you that Cabinet members will continue to lobby for more certainty and a longer term outlook for these key funding streams, as well as demanding that these grants provide an appropriate level of funding, and flexibility, to meet the needs arising.

In terms of the central Education budget, your letter raises a number of concerns regarding certain savings proposals and the impact they will have. In addition, you have emphasised the importance of investing in preventative services and ensuring that potential problems are identified and addressed before they have the opportunity to worsen. I would hope that you can see from our budget proposals that this is an area we place extremely high importance on. We have allocated additional funding to a number of important areas and priorities, including Cardiff Commitment, educational support for looked after children, the Youth Service, including open access youth provision, and the Child Friendly City initiative. A number of these allocations are permanent and we hope that, in conjunction with the realignment of the Targeted Support, Early Help and Engagement teams, the overall provision of preventative services will be enhanced.

In response to your concerns regarding the ongoing quality of services provided to schools on a traded basis, I have sought the view of relevant officers and been assured that the quality of service will not be diminished. In addition, every effort will be made to improve services wherever possible. In terms of the price increase proposed for Storey Arms, I can assure you that the Council is determined to protect its valuable assets and this price increase is part of the strategy for ensuring that assets such as this can continue to operate and offer the range of services they currently do. In terms of the proposed reduction in annual contribution to the Central South Consortium, I can confirm that agreement has been reached regarding a 3% reduction for 2020/21. I can also

confirm that the Council will continue to hold the Consortium to account and will review its effectiveness on an ongoing basis.

I hope that this response has addressed the points raised in your letter and goes some way towards addressing the concerns shared by the School Budget Forum. To reiterate, the contribution of the forum is highly valued and both myself, and Councillor Merry, look forward to further interaction with yourself and representatives from our schools as we move forward to plan the Council's Budget Strategy over the medium term. I can assure you that our schools and educational provision remain one of the main priorities for the Cabinet and we will do everything we can to ensure that additional resources are directed to the education budget in future years.

Yn gywir / Yours sincerely,

A handwritten signature in black ink, appearing to read 'C. Weaver', with a stylized, cursive flourish at the end.

Cynghorydd / Councillor Chris Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad
Cabinet Member for Finance, Modernisation & Performance

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

Date: 20 February 2020



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

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

Councillors Huw Thomas
Leader, and Chris Weaver, Cabinet Member
Finance, Modernisation and Performance,
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Huw and Chris,

Policy Review & Performance Scrutiny Committee: 19 February 2020.

On behalf of the Policy Review and Performance Scrutiny Committee my thanks for attending Committee yesterday to facilitate consideration of the draft Corporate Plan 2020-23 and the draft Budget Proposals 2020-21. The Committee is grateful for your time, and for the co-operation of all Directors and officers in attendance to answer Members' questions. This letter captures the observations and concerns of the Committee in a structure that reflects the Committee proceedings. Firstly, comments on the Corporate Plan, secondly on the corporate revenue budget and proposals specific to our terms of reference, followed by our comments on the Capital Programme.

Corporate Plan 2020-23

Firstly, on behalf of the Committee, the Performance Panel, and all chairs of scrutiny, I wish to place on record that all parties recognise the benefit of informal engagement with the Cabinet during development of the Corporate Plan. We are pleased to note that a majority of the points we made during that meeting you have addressed within the final draft and are evident in the Plan brought to Committee for formal pre-decision scrutiny. We consider that the final published version of the Plan circulated with our papers, with the addition of significant graphics and benchmarking illustrations, is more accessible and helpful in facilitating our preparations for the formal meeting. We ask for these to be made available to us at an earlier stage in future years, certainly prior to the Performance Panel meeting with scrutiny chairs.

Members have asked me to pass on the following observations:

- We support the aspiration to increase numbers of **Looked After Children** fostered by Local Authority foster carers to 120, noting that a team is now in place to promote and encourage such foster parenting and focus on the assessment process.
- Given the **extreme weather** experienced at the weekend it is important to note that the cost of reacting to such events is covered within contingency budgets.
- We note the Corporate Plan commitment to *make Cardiff a **world-leading recycling city***, and that you are actively engaging with Welsh Government on the blueprint for Wales for recycling. Whilst we acknowledge that major cities experience different challenges in recycling compared with rural councils, there are some Welsh authorities which outperform Cardiff. There must surely be things we can learn from them. Within the Waste Management service we acknowledge that the food waste service is generally quite well supported by residents, however there are considerable variances in recycling levels across the city and that work is needed to move the lowest recycling areas towards the results achieved by the best performing parts of the city. We note the education campaign underway to focus on the impact of poor quality waste presentation and to attempt to raise standards.

We would also like the Corporate Plan to acknowledge the challenges faced by the Waste Management service around efficiency, productivity, poor supervision and high absence sickness rates and note that future planned efforts are covered under the somewhat esoteric title of *Complete Options Modelling by May 2020*. This potential remodelling is highly significant and would benefit from being highlighted with some detail of what the challenges are and what is being undertaken to address them. We look forward to hearing more about how the modelling shapes up as options are evaluated.

- We note that a forthcoming review of the **LDP** will capture Cardiff's low-carbon transition and that standards for constructing 'green homes' will be clearly set out and that planning officers will include such expected standards within planning conditions..
- Members welcomed the Chief Executive's acceptance of the need for a fresh focus on reducing **sickness absence** and that he intends to work with Directorates to better understand the causes. He also referenced specific

action plans to lower these rates which continue to rise in spite of past success in getting the Council's sickness absence figure below the ten day level. Such performance is now common within Welsh councils. We note that he considers there is no current rationale for a policy change but recognises the importance of addressing how we manage long term sickness over the next 12 months. If next year there is little or no improvement, the argument to leave current policies intact may well lose credibility. It was pointed out that nationally the trend within the UK workforce is towards falling levels of sickness absence to a level of around 4.4 days per employee. To come close to matching double that level the Council has a lot of work to do.

We have previously made the point that sickness absence is a complex issue and that differentiating between non-work related and work related stress is a challenge which needs addressing. We cannot emphasise strongly enough that prevention is the route to success in tackling sickness absence. Once again we remind you of the need for a corporate health and safety risk assessment. We note that SMT is committed to such an assessment, to be undertaken by the Health and Safety Manager, and look forward to seeing and hearing her conclusions.

- A member expressed some concern about the possible impact of austerity on **staff health and well-being**. It seems however, that Welsh Government may be starting to reconsider austerity policies and this year's settlement may be a positive start to that process.

Corporate overview of Budget Proposals 2020-21

Members offer the following comments and concerns:

- Referencing the Expenditure and Income realignments, the Committee is seeking reassurance that the Finance service considers that the Waste Management service area can deliver on its budget. This letter has referred to the many challenges faced and the many areas of underperformance. We heard that, whilst the challenges remain, this year there have been more conversations between finance officers and budget holders. We will therefore expect greater resilience in the projections and outcomes for 2020/21. We note there has been a management restructure with a new Chief Officer appointed in December, four finance officers now work closely with the Waste

Management service, and the Head of Finance has a role in this more proactive oversight.

- The Committee is of the view that the number of red risks shown within the budget statement has reduced from previous years. We are pleased to hear there is a move towards more regular monitoring of spending and cost reduction. The committee will be interested to hear further about how this monitoring operates and what it is able to achieve during the coming financial year.
- Members are concerned that the cost of addressing damage to Cardiff's infrastructure, such as parks and the harbour, caused by the extreme weather conditions will impact upon the Council's budget planning. We hope that Cardiff will benefit appropriately from the Welsh Government's emergency assistance scheme and look forward to that being reported at Council.
- In respect of risk analysis, we are interested in whether it is possible to reduce the £3m contingency fund and use it for other purposes. We heard that this could be possible for next year's budget. We therefore look forward to you reporting to the Committee on this later in the year.
- Members observed that some service areas are showing a falling headcount despite the better than expected settlement. We feel in future years it would be helpful for scrutiny to have such projected headcount changes as part of its papers.
- We note that at month 9 of the current budget year, Children's Services show the greatest overspend. However it was stated that you are confident in the cost base for this service in the 2020/21 budget. We note also that a contingency sum is still being built into this budget. There is a long history of large Social Services overspends which this committee has highlighted. Each year reassurances are given but we have yet to see annual spending come close to matching the budget for this service area.
- The overspend in Facilities Management at month 9 is considerable and officers advised that the reasons for this are the same historic challenges reported at month 4 when the committee last scrutinised this department's performance and spending. We understand the new approach to setting this service area's budget is to seek savings through service change and the section 151 officer is satisfied that budget estimates are now more robust and overspends can be avoided.

- In respect of employee implications we urge that you avoid any delay in recruiting to areas where there has been difficulty recruiting specialist skills, such as in youth services, by advertising externally.
- We were concerned to hear that agency spend across the Authority continues to grow back towards historic high levels and that one reason is its extensive use within Children's Services. We would encourage you to undertake an in-depth review of how agency staff are used and how the very high costs in using agency staff can be reduced dramatically from the present £16m level.
- Members were pleased to hear that there is on-going analysis of the CTS in-house vehicle maintenance service, and that work on productivity and performance improvement is ongoing. We urge that when this work is completed a full value analysis is undertaken. We will programme a future progress update on CTS. With such services, the question of whether the Council should seek to provide such services internally, how cost effective they are and whether they could be obtained externally at a similar or higher standard but at better value remains something the authority should keep under review.,
- We note that the revenue budget figure for converting to an electric fleet, as it stands, will simply provide business support for increasing access to grants from Welsh Government. However future capital expenditure should lead to progress towards achieving the target of acquiring 90 electric vehicles over the next 2 years.
- The Committee heard that there will be no compulsory redundancies. We note that areas such as Information Governance will reduce headcount through staff turnover and vacant posts, and within Accountancy, through requesting expressions of interest in voluntary redundancy.
- We note that the increase in Digital services staff will enable more services to be made available via the Council App.

Capital Strategy 2020/21

- Members sought an explanation of the straight line basis on which capital expenditure is repaid. We note this assumes that for each year of paying back a loan an equal amount will be paid, and follows a review in 2019/20 that determined that such a policy had been a prudent way forward. It is vital to

ensure that taxpayers of the future are not overburdened by spending commitments and borrowing made many years earlier. This is in line with the policies of other Welsh Authorities.

- We know that the Council's debt will increase, and that interest rates could rise in the next 5 years. We are particularly concerned as there has been an indication that the Public Works Loan Board is likely to increase the cost of borrowing to 3.5% and that there may be risks within the Medium Term Financial Plan. We were informed that the Capital Programme will be reviewed annually and that the operational limits in place are always under review.
- We were informed that the £1.5m loan to assist a private developer to complete the Coal Exchange building was secured through a Welsh Government re-generation grant and that the Authority expects to recover the cost in full.

Finally I wish to make a few observations to improve scrutiny access to information in future years. We have found the presentations given by Financial Services particularly useful for member understanding of the budget proposals and in future would like to receive a copy of the presentations with our papers. Secondly, the availability of hard copies of papers, particularly where there are such complex A3 tables as the appendices that support budget proposals, is an ongoing question that requires discussion and I am assured the Chief Executive will address it.

On behalf of the Committee and the Scrutiny service as a whole, I wish to acknowledge your commitment to engaging with the five Scrutiny Committees, both in respect of the Corporate Plan 2020-23 and of the Budget Proposals 2020-21. I look forward to an ongoing positive connection between Cabinet and Scrutiny for the benefit of Cardiff citizens.

Yours sincerely,



COUNCILLOR DAVID WALKER

CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the Policy Review & Performance Scrutiny Committee
Paul Orders, Chief Executive
Chris Lee, Corporate Director Resources
Sarah McGill, Corporate Director, People & Communities
Neil Hanratty, Director of Economic Development
Ian Allwood, Head of Finance
Anil Hirani, OM Capital, Corporate & Treasury
Gareth Newell, Partnership and Community Engagement Manager
Dylan Owen, Head of Cabinet Office
Rita Rohman, PA to Corporate Director Resources
Joanne Watkins, Cabinet Support Office
Debi Said, PA to Leader

Cyf/My Ref:: CM43120

Eich Cyf/Your Ref:: T: Scrutiny/PRAP/Comm Papers/Correspondence

Dyddiad/Date: 20 February 2020

Cllr David Walker
Chairperson, Policy Review and Performance Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear David

Policy Review & Performance Scrutiny Committee: 19 February 2020

Thank you for your letter dated 19 February 2020 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 20 February 2020.

Corporate Plan 2020-23

May I thank you firstly as the Committee Chair for your facilitation of the recent Performance Panel, where the Steps, KPIs and Targets included in the Corporate Plan 2020/23 were considered in some detail. I believe this process has helped strengthen the Corporate Plan as well as our wider planning arrangements. A response to the issues raised was shared with the Policy Review and Performance Scrutiny Committee as part of their consideration of the Corporate Plan

The Committee's observations relating to Children Looked After, the impact of extreme weather, the opportunities to consider low carbon transition through Local Development Plan and Sickness absence are all noted.

We also note the Committee's comments with regard to the waste service, and welcome the discussion about how recycling figures could be further improved. Specifically in relation to productivity in waste, the Council's Annual Wellbeing Report 2018/19- in effect the end of year performance report- and the Council's Half Year performance assessment, both clearly recognise the corporate challenges associated with waste management. That is why the Corporate Plan sets out a response to addressing these issues, and how the Council will continue to improve productivity in waste through strengthened managerial practice, performance management arrangements and partnership working. To provide the clarity required by the Committee we propose to amend the Step on options modelling, to "Complete a whole systems review and options modelling for waste management service, by May 2020, to collect better quality recycling material, improve service delivery and increase operating efficiency".

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Gyngor yn croesawu gohebiaeth yn Gymraeg. Soesneg neu'n ddwyieithog. Byddiwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn anwain at oedi.

WORKING FOR CARDIFF, WORKING FOR YOU

The Council welcomes correspondence in Welsh, English or Bilingual. We will ensure that we communicate with you in the language of your choice. Please let us know which you prefer. Corresponding in Welsh will not lead to delay.

Tudalen 420



Corporate Overview of Budget Proposals 2020-21

The 2020/21 Budget proposals provide a budgetary realignment for Waste Services to address historic inherent issues. As stated at Committee, it was noted that the savings required from Waste in 2020/21 are minimal compared to previous years. These factors, along with the management restructure referred to at the meeting (including a new Operational Manager commencing in December), puts Waste Management in a strong position to deliver on its budget for 2020/21. Finance will continue to work closely with the service area to support proactive monitoring of budget delivery and any issues arising.

The damage caused by extreme weather conditions has impacted on the resilience of our infrastructure and we will be looking at both our insurance cover and potential assistance from Welsh Government and I will look to update the Council as information becomes available.

I note your comments in relation to the £3m general contingency. I can confirm that the level of the contingency will be prudently reviewed over the medium term, based on ongoing monitoring of the delivery of savings and directorate expenditure. We will keep the Committee updated with regards the position on this budget requirement in 2020/21.

The number of red risks within the budget is a clear reduction on previous years. This is largely a result of more work being done in-year to ensure the robustness of savings plans prior to this reporting stage, and to begin to deliver savings on an ongoing basis. This approach has meant that £1.5 million of the savings required for 2020/21 are in place prior to the start of the financial year. Work will need to continue on identifying savings and opportunities for transformation beyond the traditional one-year budget cycle in recognition that budget consideration and delivery is not an annual event. I look forward to sharing monitoring updates with you as the financial year progresses.

I acknowledge the Committee's concerns in respect to agency spend and officers will continue to analyse the reasons for this as well as the consideration of setting targets both at a service and corporate level.

I note that you would find it helpful to receive projected headcount changes as part of Scrutiny Papers. Information is already provided on the employee implications of the Budget as part of Scrutiny Papers. If the committee would find it useful, we will explore the opportunity to supplement this information with wider contextual headcount numbers next year.

Capital Strategy 2020/21

I note your comments on the Capital Strategy and welcomed the opportunity to share this important document with the Committee. The Strategy acknowledges that debt will increase over the next five years but the investments are in assets of value not least the significant house building programme delivered by the Housing Revenue Account.

I hope that this letter capture all the points raised in your letter and thank you again for your support in the budget process.

Yours sincerely



Y Cyng | Cllr Huw Thomas
Arweinydd Cyngor Caerdydd | Leader, Cardiff Council



Y Cynghorydd/Councillor Christopher Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for
Finance, Modernisation & Performance

cc Members of the Policy Review & Performance Scrutiny Committee
Paul Orders, Chief Executive
Chris Lee, Corporate Director Resources
Sarah McGill, Corporate Director, People & Communities
Neil Hanratty, Director of Economic Development
Ian Allwood, Head of Finance
Anil Hirani, OM Capital, Corporate & Treasury
Gareth Newell, Partnership and Community Engagement Manager
Dylan Owen, Head of Cabinet Office
Rita Rohman, PA to Corporate Director Resources
Joanne Watkins, Cabinet Support Office
Debi Said, PA to Leader

My Ref: Scrutiny/Correspondence/Cllr Jenkins

19 February 2020

Councillor Chris Weaver
Cabinet Member for Finance, Modernisation and Performance
County Hall
Cardiff
CF10 4UW



Dear Cllr Weaver,

**COMMUNITY & ADULT SERVICES SCRUTINY COMMITTEE – 17 FEBRUARY 2020
DRAFT BUDGET PROPOSALS 2020/21**

As Chair of the Community & Adult Services Scrutiny Committee, I wish to thank you, your Cabinet colleagues and officers for attending Committee and providing Members with an opportunity to consider the Draft Budget Proposals 2020/21 and Corporate Plan 2020 – 2023. Members of the Committee have requested that I feed back the following comments and observations to you:

Corporate Overview

- Members firstly wish to note their frustration and disappointment in the late publication of the budget papers and wish to highlight that this late sight of the papers provides Committee Members with minimal time to explore and adequately analyse a wealth of information within a reasonable timeframe. Members note the comments made by yourself that the reasoning for the late publication is a knock on effect of the late announcement of the provisional and confirmed settlement by the Welsh Government. Members welcome your assurance that in future years the timetable which yourself and officers will be working towards will be much earlier, which will then allow for information to be shared within a more reasonable timescale. Members would also appreciate, if in future years the financial information provided to Committee comes with explanatory guidance regarding the appendices. For instance, in the 13 appendices we received, some cross-referenced each other, and this was only indicated with a column containing an acronym, if cross-referencing occurs between the tables provided they should be clearly marked so on the tables themselves. Such clarity would not only provide a welcomed ease of reference but also greater transparency in better informing both Committee Members and members of the public of the required detail under the proposals.

- During the meeting, Members queried the possibility of offsetting the proposed £1.630million savings within adult services against the net increase of £4.168million (3.7%) which had been allocated in funding in response to the recognised pressures and demographic growth. It was confirmed to Members that additional funding is offered in line with specific factors, and it is essential that clarity is provided on what resources are needed in order to understand if it can be delivered within a lower financial budget. This understanding of what is required within a service area provides the assurance that budgets are constructed and formed both efficiently and effectively.
- Members highlighted the importance in recognising the commitment of debt and its sustainability and sought clarity on the predicted interest debt repayment over the next five years. Although Members were advised that officers are confident that the repayment figures are affordable and will mitigate risks they still hold concerns with regard to their sustainability and would appreciate clarity on the figures referenced by the Corporate Director at Committee and how they have been formulated.
- Queries were also raised in terms of austerity and the projected perspective of its impact. Members were advised that the proposed settlement this year was/is better than expected, but that there is some uncertainty over the medium/long term. However Members were informed that in March 2020 Welsh Government will produce further information around their budget which will serve as a significant indicator toward the levels of funding for public services, providing a slightly clearer understanding of the Council's long term position and welcome your assurances that all Council Members will be made aware of this information when announced.
- In terms of income generation, Members sought clarity on whether we as a Council approach such measures in a proactive way by benchmarking and learning from other local authorities. It was confirmed to Members that each service area is fundamentally responsible for their fees, charges and income generation and do look to benchmark and learn from other authorities. Members would appreciate if examples could be provided in respect of Adult Services and Housing & Communities on the methods they undertake when determining possible income generation avenues.

Social Services - Adult Services

- Members highlighted their overall concern in the difficulties in assigning monetary value toward services provided for vulnerable individuals. Members were advised that due to the considerable amount of money spent within adult services, reviews have to be undertaken in order to ensure the most effective methods are being applied.
- In terms of the rise in non-residential care service charge from £90-£100 (11.1%) Members queried if the potential impact of raising such charges on individuals had been measured and were assured to hear that the rise is means tested.
- Questions were raised with regard to the service change proposal to reduce double handed domiciliary care visits to single-handed carer calls (*proposed efficiency saving £100,000 across Adult and Children Services*). Members were pleased to note the assurances from officers and the Cabinet Member that the safeguarding of an individual and that their outcomes are not jeopardised is at the centre of this proposal. Members were also pleased to hear of the potential benefits this opportunity could produce, such as better identifying equipment needs and avenues for grants for the individual.
- With regard to the service change proposals to return five individuals placed within out of county residential care to lower costs provisions, Members sought clarification on how such individuals will be identified and the process of review within such instances. Members were advised that the figure 'five' incorporates individuals within learning disabilities and mental health out of county provisions, and were further advised that within the review process there would always be a high level of multi-disciplinary working in order to ensure any transition is undertaken in a planned and measured way. However, Members would appreciate further clarity on how these individuals are identified and confirmation that the multi-disciplinary approach referenced at Committee are in place for both adults with learning disabilities and mental health.
- Concerns were raised that for the past ten years social services have failed to meet their savings targets, and although the savings targets this year are more modest than in previous years, most proposed savings have been identified in the RAG Analysis (*detailed in Appendix 5*) as Amber/Green. Given this, it is the Committee's view that it is unlikely that the proposed savings will be met. Members appreciate the financial challenges social services face given that it is both demand and service led. And whilst Members appreciate there may be difficulties in achieving the savings proposals,

Members do wish to reiterate there should be a conscious effort to ensure that an overspend within the service area does not occur.

- With regard to Cardiff becoming a 'Dementia Friendly and Age Friendly City' enquires were made as to whether or not there are any known cost implications for such proposals. Although Members appreciate the difficulty in identifying such costs, Members would appreciate if a tangible figure in taking this initiative forward could be provided.
- As detailed within the draft Corporate Plan, the current key performance indicator for new cases dealt with at first point of contact is set at 70-80%. Members hold concerns that as this target is wide ranging in scope which it makes it difficult to monitor and would advise consideration be given to revising the target to one more clearly defined.

Housing & Communities (*Cllr Elsmore's Portfolio*)

- During the meeting Members highlighted that the proposal to improve hospital discharge could have a knock on effect on care at home costs and wish to request further information on if such consequences are anticipated and how they are being mitigated, for instance if additional allowance within this field of care at home costs have increased.

Housing & Communities (*Cllr Thorne's Portfolio*)

- With regard to the Capital Programme Neighbourhood Renewal Scheme, Members would appreciate if further information on how the projected figures between the years 2020 -2023 have been decided. Members also wish to highlight their disappointment that within the papers it appears that investment will cease from 2023 with the perception that no money has been put aside for the following years.
- Within the papers, Members were pleased to note investment within community safety with permanent funding being allocated for a Community Safety Manager. Within the field of community safety questions were also raised regarding alleygating and how this required investment could be seen as an indicator towards levels of anti-social behaviour within a community. Although Members appreciate the reasoning for alleygating and that it can act as a deterrent for a range of issues, Members believe more should be done toward looking and addressing the issue of community safety more proactively, and wish to note this cost of alleygating more only be required due to the need to better look at

preventative measures that more directly addresses the issue. Members therefore wish to reaffirm the need for the Community Safety Partnership Boards to look to introduce proactive measures within this field.

- During the meetings, questions were raised with regard to the affordability within the new build and acquisition line within the Capital Investment Programme. Members would appreciate it if clarity on how the figures within this line are worked out across the years could be provided.
- During the meeting it was confirmed to Members that the Welsh Government have acknowledged that the prisoner pathway (an individual leaving prison and requiring support) is not effective and does need reviewing. Members were pleased to note the recognition that more needs to be done within this field and look forward to seeing developments in due course that will ensure those leaving prison are suitably supported and the risks to communities suitably mitigated.
- Clarity was also sought around the reference within the budget papers of putting £100,000 back into the housing reserve. Although Members were provided with some reasoning at the meeting, it was still unclear to Members why or how the Housing reserve requires £100,000 repayment and Members would appreciate if further clarity could be provided.
- Lastly, Members wish to note that due to the relatively low savings proposals within the Housing & Communities directorate it does appear likely that the very modest proposed savings targets will be met.

I will be copying this letter to all the relevant Cabinet Members and Directors as well as the Chair of Policy Review and Performance Scrutiny Committee in advance of its meeting on Wednesday 19 February and it is possible that these points will be raised with you in greater detail at that meeting.

I hope that these comments will have been of assistance to you and the Cabinet in considering the Budget proposals on Thursday 20 February and look forward to your response to the points raised in the letter, from you and the other Cabinet Members, within the next month.

Thank you again to you and officers for attending

Yours sincerely,



COUNTY COUNCILLOR SHAUN JENKINS

Chairman - Community & Adult Services Scrutiny Committee

Cc: Cllr Susan Elsmore, Cabinet Member for Social Care, Health & Well-being
Cllr Lynda Thorne, Cabinet Member for Housing & Communities
Chris Lee, Corporate Director
Ian Allwood, Head of Finance
Sarah McGill, Corporate Director
Claire Marchant, Social Services Director
Jane Thomas, Assistant Director
Louise Barry, Assistant Director
Councillor David Walker, Chairperson Policy Review & Performance Scrutiny
Committee
Nicola Newton, Principal Scrutiny Officer
Cabinet Support Office



Cyf/My Ref:CM43109
Eich Cyf/Your Ref:: Scrutiny/Correspondence/Cllr Jenkins

Dyddiad/Date: 20 February 2020

Councillor Shaun Jenkins
Chairperson Community & Adult Services Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Shaun

Community & Adult Services Scrutiny Committee – 17 February 2020 Draft Budget Proposals 2020/21

Thank you for your letter dated 19 February 2020 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 20 February 2020.

May I thank you firstly as a Committee Chair for your participation in the recent Performance Panel, where the Steps, KPIs and Targets included in the Corporate Plan 2020/23 were considered in some detail. I believe this process has helped strengthen the Corporate Plan as well as our wider planning arrangements. A response to the issues raised has been shared with the Policy Review and Performance Scrutiny Committee following their consideration of the Corporate Plan.

As I noted at the meeting, the Welsh Government Settlement timing this year has led to a delay in the budget preparation process but I remain committed to ensure that in future years, budget information will be shared earlier with a consultation commencing in November subject to a return to an early autumn grant notification timetable. In addition, I have asked the Corporate Director Resources to consider if there are steps that can be taken to make the various appendices easier to read in future years.

The costs of interest on existing and future borrowing requirements are estimated and factored into the Capital Financing Budget for the General Fund and HRA in 2020/21 and as part of Medium Term Financial Plans. It should be noted that the interest costs of borrowing are split between the Housing Revenue Account and General Fund via a formula to determine reasonable shares. Existing and future borrowing requirements arising from the Capital Programme are managed as part of the Council's Treasury Management Strategy.

You reference in your letter the potential for clarity on future budget projections in March 2020. Just for clarification, the reference at Committee was to the UK Government

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Cyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddiwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

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Tudalen 429



budget not the Welsh Government and we are expecting this to be released on the 11 March 2020.

I have asked officers to provide a Briefing note on what methods they undertake in determining income generation opportunities in respect of Adult Services and Housing & Communities.

The implementation of the Closer to Home strategy is based on a person centred, best practice approach. The figure of five quoted in the budget report is indicative only of the predicted outcome of the strategy's implementation.

I note your concerns that Social Services has a history of not delivering against savings proposals. The directorate has worked very hard to provide a set of robust savings proposals which are primarily rated Amber / Green with one rated as Red / Amber as deliverable which highlights an element of uncertainty but not to a degree that there is a high level of concern. I can assure the Committee that the Social Services directorate is committed to doing all it can to deliver a balanced position in 2020/21.

In respect to Dementia Friendly/Age friendly, I have asked officers to consider how a response to this request could be best achieved although I would question the value of such an exercise. As you acknowledge, this is a challenging and potentially time consuming assessment to make as the initiatives are not one-off initiatives but actually provide a framework for a huge range of both Council and Partner activity. This is an area that I will seek to discuss with you in more detail to understand the requirements.

In reference to the issues raised concerning the Corporate Plan, we believe that, in some instances, having a threshold target is entirely appropriate. The range threshold for the Key Performance Indicator- "percentage of new cases dealt with directly at First Point of Contact with no onward referral to Adult Service"- reflects the fact that the activity centres on case based decision making. In effect, too few referrals or too many referrals would signal a need to review the onward referral decisions.

Whilst the budget has clearly picked up the increasing pressures on home care due to demographic growth, the impact of more effective hospital discharge is actually likely to reduce costs rather than increase them. As we discussed at the Committee, the negative impacts of unnecessary hospital stays can reduce independence and the purpose of our "Get me Home" and "Single Point" discharge arrangements is to avoid this happening wherever possible.

I note the disappointment of the Committee in respect to no further investment beyond 2023 in respect of Neighbourhood Renewal Schemes. This is an example where difficult choices need to be made between schemes having considered the Capital Strategy priorities and by implication, the level of Capital funding available and the subsequent impact on the Council's borrowing requirement.

As discussed and as requested the detail of the HRA business plan will be considered at CASSC in March. This will give members the opportunity to consider the ambitious Council build programme alongside all the information that is required to establish the 30 year business plan for all of our Housing Revenue Account activity.

The £100,000 queried in relation to the Housing Reserve is to base fund an element of expenditure on homelessness previously funded by a contribution from reserve. In

recognition that reserves are a finite resource this helps to ensure that current expenditure levels are sustainable over the medium term. This also provides an opportunity for the Council to consider the availability of other funding streams in respect of homelessness going forward.

I hope that this letter capture all the points raised in your letter and thank you again for your support in the budget process.

Yours sincerely

A handwritten signature in black ink on a yellow rectangular background. The signature appears to be 'C. Weaver' written in a cursive style.

Y Cynghorydd/Councillor Christopher Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for
Finance, Modernisation & Performance

cc Cllr Susan Elsmore, Cabinet Member for Social Care, Health & Well-being Cllr
Lynda Thorne, Cabinet Member for Housing & Communities
Chris Lee, Corporate Director
Ian Allwood, Head of Finance
Sarah McGill, Corporate Director
Claire Marchant, Social Services Director
Jane Thomas, Assistant Director
Louise Barry, Assistant Director
Councillor David Walker, Chairperson Policy Review & Performance Scrutiny
Committee
Nicola Newton, Principal Scrutiny Officer
Cabinet Support Office

Ref: RDB/LB/CW/18.02.2020

19 February 2020

Councillor Chris Weaver,
Cabinet Member for Finance, Modernisation & Performance,
Room 519,
County Hall,
Atlantic Wharf,
Cardiff CF10 4UW.



Dear Councillor Weaver,

Children & Young People Scrutiny Committee – 18 February 2020

On behalf of the Children & Young People Scrutiny Committee I would like to thank you, Councillor Hinchey, Councillor Merry and the officers for attending the Committee meeting on Tuesday 18 February 2020. As you are aware the meeting received items titled 'Draft Budget Proposals 2020/21 – Corporate Overview' and 'Draft Corporate Plan 2020 to 2023 & 2020/21 Draft Budget Proposals'.

The meeting initially considered the Corporate Overview and was followed by scrutiny of the draft budget proposals and sections of the draft corporate plan relevant to the terms of reference of the Children & Young People Scrutiny Committee. Presentations were made by officers from the Resources, Planning, Education & Lifelong Learning and Social Services Directorates. Following the presentations Members had the opportunity to question the relevant Cabinet portfolio holders and supporting officers. The comments and observations made by Members following this item are set out in this letter.

❖ **Corporate Overview**

Reliance on Grant Funding – A Member expressed concern at the amount of grant funding that the Council relies upon to deliver vital services. His concern was what might happen if some of the grants that we currently rely on stopped. The Corporate Director for Resources explained that prudent

assumptions around future grant allocations had been made when developing the Medium Term Financial Plan, however, the Committee still has some fears over the long term viability of some services that are underwritten by grant contributions. I would be grateful if you could confirm to the Committee if any contingency planning is in place to cover the running of services which are currently grant funded, and that fall within the terms of reference of this Committee.

Digitalisation – A Member commented that the current budget didn't seem to reflect the same level of digitalisation proposals that had featured so heavily in previous budgets. He went on to ask if the digitalisation proposals had gone to plan? The Corporate Director for Resources explained that delivering digitalisation savings had worked well in some areas, however, it had proved a challenge to establish the exact level of savings in others. He went on to explain that future digitalisation proposals would need to be detailed and specific. Members welcome this approach and look forward to future digitalisation opportunities being presented to the Committee.

❖ **Children & Families Portfolio - Draft Budget Proposals 2020/21**

New Build Council Housing / Acquisitions – It was noted during the Corporate Overview presentation that the Council has allocated £255.555 million into the capital programme for '*New Build Council Housing / Acquisitions*' over the next five years. One of the barriers that prevents more accommodation being created for looked after children in Cardiff is the price of property. Since the Council is making a substantial new investment into social housing, the Committee believe that it should look to allocate a small part of the '*New Build Council Housing / Acquisitions*' budget towards accommodation for looked after children. Given the large amount of money spent on housing children and young people in out of county placements, Members feel that this would be a sensible investment for the Council.

Mental Health & Emotional Well-Being – At the meeting the Corporate Plan objective to '*Improve mental health and emotional well-being for young people*' was identified as the number one priority for Children's Services. At

the same time £50,000 of budget savings were taken from the Children's Services budget in savings line E34 by transferring a part of the responsibility across to the Health Service. Members felt that the two messages were inconsistent. Officers explained that Welsh Government also identified the mental health and emotional well-being of young people as a priority, and so were developing a funding initiative to provide more support in this area during 2021/22. Members of the Committee believe that existing mental health services for children and young people are under pressure, therefore, the Council should not take a budget saving on the basis that Welsh Government will provide more financial support in 2021/22. The need is immediate, and the Committee urge that you reinvest this saving back into additional support for mental health and emotional well-being.

Budget Line S1 – Strength Based Practice & Commissioning Saving – At £900,000 budget line S1 represented 90% of the savings target for Children's Services. As you will be aware the Committee has scrutinised and provided suggestions on how savings might be achieved in this area. As a priority Members have decided to monitor this savings proposal during 2020/21, and look forward to receiving regular updates as the year progresses. As a starting point, I would be grateful if you could provide further details on how the parts of this very large saving will be achieved.

Foster Care Information – After the discussion about foster care numbers at the meeting, I would be grateful if you could provide / agree to the following:

- The current number of foster carers working for the Council, along with the number of additional foster carers that the Council is currently trying to recruit;
- The target number of foster carers that the Council is currently looking to employ;
- The number of children currently in foster care placements with the Council, and the number of children placed under foster care with other agencies;
- For 2019/20, the total number of foster carers applying to work with the Council, and the number that the Council actually recruited;

- The average length of time from initial application to actual recruitment for a Council foster carer in 2019/20;
- Agree to include the details listed above in the bespoke quarterly monitoring report that is provided to the members of the Children & Young People Scrutiny Committee.

Looked After Children Placement Target – The Council is currently working towards a Welsh Government target of placing 75% of looked after children within a 20 mile radius of the local authority boundary. In relation to this target I would be grateful if you could provide the following details:

- The total number of placements currently made by the Council;
- The number of placements made by the Council within the 20 mile radius of Cardiff's boundary;
- The number of placements made by the Council outside of Cardiff's boundary, but within the 20-mile radius;
- The categories of placements made by the Council outside of Cardiff's boundary and within the 20-mile radius - to include costs per placement category, provider type and the local authority area within which they are located;
- The number of placements made outside of Cardiff's boundaries, and which are necessary for the safety of the child / young person.

Performance Measures – The budget presentation delivered by Children's Services included four slides (slides 9 to 12) that referenced 'Corporate Plan Performance Measures'. Each of these slides included some narrative describing the actual performance measure, along with a target. The slides did not include any data to set out how the Council was actually performing against the measures. I would be grateful if you could provide the Committee with information on how the Council is currently performing against each of the targets set against the performance measures in the presentation by the next Committee meeting.

Budget Risk Ratings & Contingency Funding – The presentation highlighted that £2.17 million has been put aside in the budget as a

contingency for growth in placements. This is in addition to the £4.85 million budget realignment, and £400,000 for the short stay assessment centre that have both been added to the Children's Services revenue budget. At the same time the service has been asked to find £1 million in savings; £900,000 of which is risk rated 'red / amber' in terms of achievability. Given that Children's Services has struggled to achieve its savings in previous years, the Committee would like clarification as to why a contingency has been allocated; given the risks and challenges involved Members believe that it should probably be allocated directly into the base budget as a financial pressure for 2020/21.

Budget Panel – During the way forward Members discussed how best to monitor the ongoing budget pressures; in particular for Children's Services. Several Members felt that establishing a new budget monitoring panel for the Committee was the best way forward. We will look into the practicalities of a new budget panel in the coming weeks and provide you with an update once we have agreed the next steps.

Social Worker Market Supplement – It was noted that £1.106 million had been allocated within the Financial Resilience Mechanism to fund a number of temporary initiatives, including the '*Children's Social Worker market supplement*'. Members are aware that the Council has been looking at options to retain and increase the number of social workers in Children's Services, as the current shortages are contributing to workload and financial pressures within the service. The Committee understand that social workers in neighbouring local authority areas are paid more, and that a market supplement would be a good way to bridge the financial gap, improve morale and help retain and recruit staff. The shortage of social workers in this area is not a new problem, and Members believe that it requires a fix that is longer than one year. With this in mind, the Committee ask that you:

- Provide details of how you plan to introduce and allocate the one year supplement, for example, who would qualify; how many social workers would receive the payment; how much they would receive, the total value

of the one year supplement; and what would happen at the end of the one year period.

- Consider making the supplement a long term arrangement by building the increase into the revenue budget for Children's Services. Members are concerned that once the supplement is removed the service could return to the position from which it started, i.e. paying less than neighbouring local authorities and seeing social worker numbers fall.

❖ **Education, Employment & Skills Portfolio - Draft Budget Proposals 2020/21**

Bus Passes Charge Increase – Members were concerned about the 6.25% increase in the cost of a bus pass; this will apply to those who live within three miles of the school and wish to take the bus to school instead of using other modes of transport. They felt that the increase contradicted other Council priorities, for example, improving air quality, active travel and the Councils modal shift targets and, along with an increase in school meal costs, placed additional financial pressure on parents – particularly for those with more than one child in school. The Cabinet Member and officers explained that the costs of the bus pass was already subsidised, and that the price increase was due to inflationary costs passed on by the bus companies. I would be grateful if you could provide the Committee with a breakdown of costs for providing a bus pass, to include details of the subsidy that is applied.

New Youth Worker Posts – The Committee is pleased that seven new youth worker posts have been created in this budget. A Member asked where the new posts would be based and what they would be doing, and was told that they would be permanent, but due to the late confirmation of funding the exact roles had yet to be determined. I would be grateful if you could confirm the specific roles and responsibilities of these new posts as soon as they are agreed.

Domestic Abuse Performance Indicator – I explained that I had recently attended a meeting that was organised by the Performance Review & Performance Scrutiny Committee to look at the content of the draft Corporate


Plan – 2020 to 2023. At the meeting I discovered that teachers had the lowest compliance rate in terms of completing domestic abuse training, which I found concerning. I recommended that it might help if the wording to support this performance indicator and training was changed to identify a child who had witnessed domestic abuse as a victim and not a witness. I felt that my comments were well received, and that they will hopefully produce some change. Following on from this, I welcome the commitment made by officers from the Education & Lifelong Learning Directorate to work with schools to increase compliance rates against this indicator.

Period Dignity Grant – The Committee welcome the aims of the period dignity grant, however, they did not fully agree with promotion of sustainable period products, particularly to those of school age. They felt that the sustainable products were not always a practical or healthy option, particularly because not all schools were able to provide the appropriate toilet facilities that were required to use these sanitary products. They welcome that the Cabinet Member for Education, Employment & Skills had similar reservations on the matter, and that she didn't want to impose any products on people. The Committee would like to be kept up to date on the subject, and would appreciate feedback on any further developments.

Educated Other Than At School (EOTAS) Performance Indicator – During the meeting I expressed concern that the Council had a wide range of indicators to measure the performance of education in Cardiff, however, it did not have an indicator to measure the progress and achievements of children who were EOTAS. The Director for Education was able to see both the challenges and benefits of such an indicator, therefore, I would be grateful if you could ask the service area to draft options that could be used to measure this area and provide feedback in the early part of the next municipal year.

I would be grateful if you would consider the above comments and work with the relevant Cabinet portfolio holders to provide a response to the content of this letter.

Regards,

A handwritten signature in black ink, appearing to read 'L. Bridgeman', on a light-colored background.

Councillor Lee Bridgeman

Chairperson Children & Young People Scrutiny Committee

Cc:

- Councillor Huw Thomas, Leader, Cardiff Council;
- Councillor Graham Hinchey, Cabinet Member for Children & Families
- Councillor Sarah Merry, Cabinet Member for Education, Employment & Skills;
- Chris Lee, Corporate Director Resources;
- Ian Allwood, Head of Finance;
- Nick Batchelar, Director of Education & Lifelong Learning
- Neil Hardee, Head of Services to Schools
- Mike Tate, Assistant Director, Education & Lifelong Learning;
- Sarah McGill, Corporate Director People & Communities;
- Deborah Driffield, Assistant Director – Children's Services;
- Davina Fiore, Director of Governance & Legal Services;
- Gary Jones, Head of Democratic Services;
- Members of Cardiff's Children & Young People Scrutiny Committee.

Cyf/My Ref: CM43121
Eich Cyf/Your Ref:: RDB/LB/CW/18.02.2020

Dyddiad/Date: 20 February 2020

Councillor Lee Bridgeman
Chairperson Children & Young People Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Lee

Children & Young People Scrutiny Committee – 18 February 2020

Thank you for your letter dated 19 February 2020 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 20 February 2020.

May I thank you firstly as a Committee Chair for your participation in the recent Performance Panel, where the Steps, KPIs and Targets included in the Corporate Plan 2020/23 were considered in some detail. I believe this process has helped strengthen the Corporate Plan as well as our wider planning arrangements. A response to the issues raised has been shared with the Policy Review and Performance Scrutiny Committee following their consideration of the Corporate Plan.

Corporate Overview

Specific Grant figures published as part of the Provisional Local Government Finance Settlement for 2020/21 at an All Wales level do not indicate any significant grant funding issues for the forthcoming financial year. This position is kept under regular review as part of medium term financial planning. In the past where there have been significant implications for grant streams, the Council has used its financial resilience mechanism as a means of providing transitional support to allow time to consider a more sustainable solution. This could include identifying an alternative funding solution of reviewing the level of grant-funded activity.

New Build Council Housing / Acquisitions

As discussed at the meeting a panel has been established to consider the range of opportunities made possible for social care purposes of the Councils new build and acquisitions programme. Funding has already been identified for a number of specific schemes and officers will attend committee to expand on this activity as required



Mental Health & Emotional Well-Being

I would like to offer assurance that the £50,000 saving does not represent a reduction in the overall packages of care that are currently being provided to children. It reflects the potential to secure a contribution from the Health Service towards the cost of funding care packages. Contributions in a small number of cases would be sufficient to achieve the £50,000 proposal.

Budget Line S1 and Risk rating and contingency

The realignment of the base budget for Children's Services has fully accounted for the current year overspend projections. As explained at the meeting the saving proposal has been predicated on the basis of a planned implementation of the shift in the balance of care and we welcome the opportunity to share progress with Committee as we move forward. However in view of the level of volatility that there has been in predicted demand previously, the level of contingency provided for in the budget is significant and reflects a prudent approach.

It is important that all directorates commit to identifying value for money at every opportunity. Whilst, I understand the temptation to simply offset these figures this is a transparent way of identifying three separate components. First, the realignment is highlighting the spend currently being incurred by the directorate, secondly, the £900,000 saving is the amount that the Directorate can avoid by better management of placements through a variety of means not least the Assessment Centre. Thirdly, the £400,000 highlights the additional investment required for the Assessment Centre. This provides members the opportunity to monitor progress on all three streams of expenditure.

Foster care Information

I have asked the Directorate to include this information in the bespoke quarterly monitoring report that is provided to the members of the Children & Young People Scrutiny Committee.

Looked after Children placement targets and Performance Measures

I have asked the Directorate that this information be provided to your Committee as soon as it becomes available.

Market Supplement

I enclose with this letter the consultation document issued to staff in respect to the market supplement. The potential for market supplement arrangements for Children's Social Workers to be extended beyond 2020/21 is reflected in the Medium term financial Plan. This position will be kept under review and the impact in terms of both recruitment and retention of social workers will be closely monitored throughout the year

Education, Employment & Skills Portfolio – Draft Budget proposals 2020/21

The current cost for providing the bus service is approximately, £180 per day for a 70 seat coach and this equates to £2.57 per day per pupil x by 190 =£488 per year. The current bus pass charge of £400 and the proposed charge of £425 will still mean that we are subsidising pupils buying spare seats and the level of subsidy will need to be considered in future years.

I have asked my officers to provide the Committee with details of the Youth Mentor posts as soon as possible and the options that could be used to measure progress of learners in EOTAS early in the new municipal year.

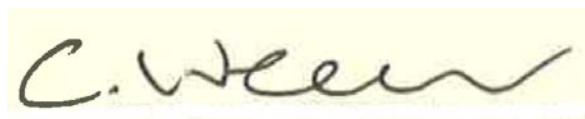
For period poverty, the current procurement activity, which will include an evaluation of the products by young people, will be concluded at the end of February. We should therefore be in a position to update the committee before the end of the financial year.

With regards to EOTAS, the Education and Lifelong Learning Directorate will continue to monitor and review indicators which measure the progress and achievements of children who are EOTAS, recognising the challenges and benefits of including a narrow range of indicators in the corporate plan. It is important to note that indicators relating to EOTAS are currently monitored closely within Directorate Delivery Plans and within our partnership delivery arrangements. Given the broad range of issues associated with EOTAS, it may therefore be more appropriate to continue to develop the range of measures currently being monitored, rather than pursue a single measure of EOTAS for inclusion in the Corporate Plan. The Committee will be updated on progress.

As noted at the meeting as well, the Education & Lifelong Learning Directorate will work with schools to increase compliance rates for completing Domestic Abuse online training. It should be noted however, that this represents only one of a number of measures to increase awareness and prevention of domestic abuse.

I hope that this letter capture all the points raised in your letter and thank you again for your support in the budget process.

Yours sincerely,



Y Cynghorydd/Councillor Christopher Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for Finance, Modernisation & Performance

cc Councillor Huw Thomas, Leader, Cardiff Council;
Councillor Graham Hinchey, Cabinet Member for Children & Families
Councillor Sarah Merry, Cabinet Member for Education, Employment & Skills;
Chris Lee, Corporate Director Resources;
Ian Allwood, Head of Finance;

Nick Batchelar, Director of Education & Lifelong Learning
Neil Hardee, Head of Services to Schools
Mike Tate, Assistant Director, Education & Lifelong Learning;
Sarah McGill, Corporate Director People & Communities;
Deborah Driffield, Assistant Director – Children’s Services;
Davina Fiore, Director of Governance & Legal Services;
Gary Jones, Head of Democratic Services;
Members of Cardiff’s Children & Young People Scrutiny Committee.

Children's Services Market Supplement Staff Briefing Proposal

Front Line Children's Services teams in Cardiff have struggled historically to maintain a full time, permanent workforce. Employing agency workers has long been the response to ensure appropriate staffing levels and to deliver statutory services, including lead responsibility for safeguarding, to the most vulnerable children, young people and families in the City. Increasing demand across the service has exacerbated the position.

In response, the Assistant Director of Children's Services developed a comprehensive action plan to improve recruitment and retention, yet this has only had limited success.

In the past, a market supplement had been secured for front line teams in children's services in Cardiff where recruitment and retention had proved problematic. This resulted in a marked decrease in vacancies and the reliance on agency workers. Since the removal of the market supplement, there has again been a gradual but significant rise in vacancies and reliance on agency workers

Vacancy levels in 'frontline' Children's Services have now reached an unacceptable 34.50%. Whilst agency staff cover these posts, temporary staffing at this level represents an unstable workforce, with no long-term commitment and at exceptional cost.

This is not acceptable for the children, young people and families that we work with and offers no consistency of care. We understand this is a key priority for all of us across Children's Services.

Cardiff Council has a Market Supplement Scheme, which allows certain posts to attract additional remuneration. Clear evidence is required that the posts have been advertised on at least two occasions in the last 6 months and have failed to be appointed into and that social workers are also leaving those posts on a regular basis thus creating a high turn-over of staff. It is clear that front line social work posts within children's services meet the criteria laid out in the Cardiff Council Market Supplement Policy.

Therefore, the proposal is as follows;

Proposal

To pay a market supplement of £5,000 per year for Social Workers, Principal Social Workers and Team Managers in the frontline teams, stated below, where there has been ongoing recruitment and retention difficulties.

- MASH
- Intake & Assessment
- Locality Teams (old Looked After Teams & Children in Need Teams)

- Child Health Disability Teams

It is proposed that the market supplement is implemented from 1st March 2020 and will be applicable to 171 posts. If agreed, the arrangement will be reviewed on an annual basis, from the anniversary of implementation.

This will ensure that teams can attract and retain appropriate staff over the short term, whilst a wider workforce plan is implemented to address these issues over the medium to long term.

We are aware that the proposal does not extend to all teams within Children's Services but only those teams that meet the criteria outlined in the Market Supplement Scheme as detailed on the HR A to Z.

Those teams out of scope include ARC, Fostering, Youth Offending Service, IFST, Support 4 Families and the former 11+ Teams.

For those workers who are not eligible for the market supplement, there will be opportunities to apply for posts in the teams that are within the scope of the market supplement.

The market supplement has been awarded to the above-identified posts in recognition that we have repeatedly been unable to attract new candidates to vacant posts in the service area identified in spite of being advertised externally on a number of occasions. These teams also carry a high level of vacancies due to staff leaving the service on a regular basis.



Date: 19 February 2020

Councillor Weaver
Cabinet Member, Finance, Modernisation and Performance
Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Councillor Weaver,

Economy & Culture Scrutiny Committee: 20 February 2020

On behalf of the Economy & Culture Scrutiny Committee, please accept Members' thanks for attending, along with Cabinet colleagues and officers, for our scrutiny of the draft Corporate Plan 2020-2023 and Budgetary Proposals. Members have asked that I pass on the following comments and observations.

Corporate Plan 2020 – 2023

Members are pleased to note that several of the points raised by Scrutiny Chairs and the Policy Review & Performance Panel Members, at their recent meeting to consider the draft Corporate Plan, have been taken on board, including points relating to Tourism, Innovation & Workshops, Adult Community Learning and the Shared Regulatory Services.

Overall Budget

Members note the following points in particular:

- That the Financial Resilience Mechanism contains £478,000 for use in Parks and Sports this year
- That you believe the use of £750,000 reserves to be appropriate and prudent and that it comes from an earmarked reserve
- That savings proposals have been subject to strong due diligence checks, with £1M already achieved and the remainder expected to be achieved in year.
- That, over the course of this year, you will review the use of a Budget Contingency Fund and determine whether one is required for 2021-2022; this

process will be informed by a review of trends in the deliverability of savings and Welsh Government settlements.

Members welcome your confidence in the deliverability of savings and look forward to monitoring this over the coming year.

Into Work Services

Members note that this service now falls within your portfolio and are pleased to see the interface with Adult Community Learning referenced in the Corporate Plan.

Economic Directorate

Members wish to pass on their thanks to Councillor Thomas, Councillor Bradbury, Councillor Goodway, Neil Hanratty, Jon Day and Steve Morris for attending.

With regard to City Deal, Members note the delivery of projects outlined by Councillor Thomas and the need to ensure that there is effective scrutiny of these. Members are pleased that Councillor Thomas will feedback our concerns about the existing scrutiny arrangements for City Deal. We also note his support for this Committee undertaking appropriate scrutiny of the City Deal; this is something we are interested in and intend to explore in more detail during our work programming. We wish to avoid duplication of scrutiny and to ensure that any scrutiny we undertake is constructive and will look to engage with Councillor Thomas and officers when scoping proposed scrutiny.

With regard to the income raising proposals, Members note that the New Theatre income is due to rental income and that the Cardiff Castle income will come from new products stocked in the shop. There was discussion about whether the income target for St David's Hall was stretching enough; Members wish to monitor achievability of this over the year.

With regard to monies to increase the tree canopy of Cardiff, Members are pleased that a programme will start and would like to receive regular updates on progress with this, as offered at the meeting; these would be shared with the Environmental Scrutiny Committee, which naturally has an interest in this matter.

Members discussed Line EC7 – Relocation of the Tourist Information Centre from Old Library to St David’s Hall. Members expressed their concerns about this proposal, in terms of both the impact on service provision and the impact on existing staff at St David’s Hall. In terms of service provision, Members were informed that staff at St David’s Hall will signpost tourists to online information. Members do not believe that this will meet the needs of visitors to Cardiff, not all of whom may be comfortable with using online services. It is also important to have people who are able to promote Cardiff effectively and who have the knowledge and skills to offer a good tourist information service to visitors, which is more than providing good customer service. Members believe it is essential that the staff at St David’s Hall receive appropriate training to enable them to take on this role, which is in addition to their existing duties. Members are currently undertaking an Inquiry into Tourism in Cardiff and will explore this service change further as part of this work.

Members note that the savings coming from the Dr Who experience building (Line E3) relates to cessation of security costs and rates.

Members note that, overall, the Economic Development Directorate is losing 16.15 FTE posts, one of which is due to their role no longer being required as it relates to EU funding. Members note Neil Hanratty’s response that the posts are spread across the Directorate and that this should help to spread the impact but that losing this number of posts will still be felt. We note these concerns but also the assurance that the ambitious programme in this area can still be delivered.

Communities & Housing

Members wish to thank Councillor Merry, Councillor Thorne and Jane Thomas for attending committee.

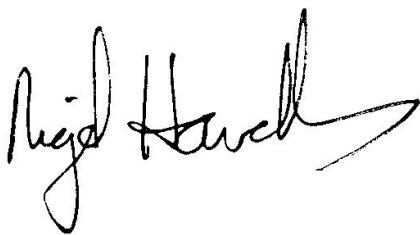
With regard to Adult Community Learning, Members thank Councillor Merry for highlighting that Learning for Life courses are self-sustaining and that Learning for Work courses, funded by Welsh Government, are expected to have a 50% cut, possibly higher, in funding following the recent Wales-wide review. Members note that it is not yet clear whether this review is part of a broader review of Further Education strategies and approaches, which could ameliorate the impact. However, on the evidence currently available, Members are concerned about the impact of a

50% cut on adults who wish to increase their literacy, numeracy and other core skills. We are also concerned about the ripple effect this would have on their children and/or extended families, who would benefit from their adults increasing their skills. Members have previously given their support to the Council's representation to Welsh Government regarding the need for appropriate levels of funding for Adult Community Learning in Cardiff; please let me know if this Committee can be of any support in future negotiations with Welsh Government. We note that a service review is underway and that a report will be brought for scrutiny consideration, prior to decision.

With regard to Libraries and Hubs, Members note that room hire charges generated approximately £100,000 per annum. Our next item considered the proposed Hub & Library Strategy and Library Collections Policy and I am writing separately to Councillor Thorne on these proposals.

Thank you once again for your attendance at Committee. I would be grateful if you would consider the above comments and work with the relevant Cabinet portfolio holders to provide a response to this letter.

Yours sincerely,



**COUNCILLOR NIGEL HOWELLS
CHAIR, ECONOMY & CULTURE SCRUTINY COMMITTEE**

cc Members of the Economy & Culture Scrutiny Committee
Cllr Thomas Cllr Bradbury Cllr Goodway Cllr Merry Cllr Thorne
Chris Lee Ian Allwood
Neil Hanratty Jon Day Steve Morris
Jane Thomas
Cabinet Support Office Rita Rohman Liz Patterson Clair James

Cyf/My Ref::CM43110

Eich Cyf/Your Ref:: T: Scrutiny/Correspondence/Cllr NH

Dyddiad/Date: 20 February 2020

Councillor Nigel Howells
Chairperson Economy & Culture Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Nigel

Economy & Culture Scrutiny Committee : 18 February 2020

Thank you for your letter dated 19 February 2020 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 20 February 2020.

May I thank you firstly as a Committee Chair for your participation in the recent Performance Panel, where the Steps, KPIs and Targets included in the Corporate Plan 2020/23 were considered in some detail. I believe this process has helped strengthen the Corporate Plan as well as our wider planning arrangements. A response to the issues raised has been shared with the Policy Review and Performance Scrutiny Committee following their consideration of the Corporate Plan.

Your Committee's interest in the City Deal arrangements is welcomed and I will liaise with Cllr Thomas and officers to ensure that the Committee's concerns are raised with City Deal representatives and consideration is given to how these issues can be addressed.

I welcome the Committee's interest in the income performance for St David's Hall and officers will provide you with a monitoring update of the performance throughout the financial year 2020/21.

I am pleased that we will share progress on the tree canopy of Cardiff with this Committee and Environmental Scrutiny Committee over the forthcoming months.

I believe that the proposed service changes in respect of the Tourist Information Centre will be effective and as noted at the meeting, I agree that training of staff covered by the new arrangements will be key. I also welcome the Committee's wider inquiry into Tourism in Cardiff.

GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI

Mae'r Gyngor yn croesawu gohebiaeth yn Gymraeg, Saesneg neu'n ddwyieithog. Byddiwn yn cyfathrebu â chi yn ôl eich dewis, dim ond i chi roi gwybod i ni pa un sydd well gennych. Ni fydd gohebu yn Gymraeg yn arwain at oedi.

WORKING FOR CARDIFF, WORKING FOR YOU

The Council welcomes correspondence in Welsh, English or Bilingual. We will ensure that we communicate with you in the language of your choice. Please let us know which you prefer. Corresponding in Welsh will not lead to delay.

Tudalen 450



The relocation of the Tourism Information Centre from the Old Library to St. David's Hall is based on the provision of additional information and signposting within St. David's Hall reception area. This will all be supported by an improved Visit Cardiff digital platform which had a soft launch earlier this year and provides more detailed information for visitors. The core Tourism Information Centre will continue to be provided at Cardiff Castle and staff at St. David's Hall will signpost visitors there for more specific visitor enquiries. It is not intended that St. David's Hall staff will take on the same roles as Tourist Information officers but initial training will be provided to ensure they are comfortable with undertaking a limited signposting role.

Your concerns regarding the cut to the Adult Community Learning grant are noted. A robust response was made to the Welsh Government during their consultation on this issue and the impact that it could have on the citizens of Cardiff was fully set out. Unfortunately these comments did not result in a change to the approach. I thank the Committee for the offer of assistance in future representations to the Welsh Government, should this be required. Once the service review is complete, these proposals will of course be made available to the Committee for consideration.

I hope that this letter capture all the points raised in your letter and thank you again for your support in the budget process.

Yours sincerely

A handwritten signature in black ink on a yellow background, reading 'C. Weaver'.

Y Cyngorydd/Councillor Christopher Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for
Finance, Modernisation & Performance

cc Members of the Economy & Culture Scrutiny Committee
Cllr Thomas
Cllr Bradbury
Cllr Goodway
Cllr Merry
Cllr Thorne
Chris Lee
Ian Allwood
Neil Hanratty
Jon Day
Steve Morris
Jane Thomas
Cabinet Support Office
Rita Rohman
Liz Williams
Clair James

Ref: RDB/RP/CW/17.02.2020

18 February 2020

Councillor Chris Weaver,
Cabinet Member for Finance, Modernisation & Performance,
Room 519,
County Hall,
Atlantic Wharf,
Cardiff CF10 4UW.



Dear Councillor Weaver,

Environmental Scrutiny Committee – 17 February 2020

On behalf of the Environmental Scrutiny Committee I would like to thank you, Councillor Wild, Councillor Michael and the officers for attending the Committee meeting on Monday 17 February 2020. As you are aware the meeting received items titled 'Draft Budget Proposals 2020/21 – Corporate Overview' and 'Draft Corporate Plan 2020 to 2023 & 2020/21 Draft Budget Proposals'.

The meeting initially considered the Corporate Overview and was followed by scrutiny of the draft budget proposals and sections of the draft corporate plan relevant to the terms of reference of the Environmental Scrutiny Committee. Presentations were made by officers from the Resources, Planning, Transport & Environment and People & Communities Directorates. Following the presentations Members had the opportunity to question the relevant Cabinet portfolio holders and supporting officers. The comments and observations made by Members following this item are set out in this letter.

Corporate Overview

- **Climate Change & Brexit** - During the meeting Members expressed concern on the potential financial risks presented by climate change and Brexit. Given recent developments they felt that the risks were very real and potentially very expensive to address, therefore, I would be grateful if you could confirm the scope and scale of the Council's planning and preparation for dealing with the potential impacts of both climate change

and Brexit, particularly where the Council believes that the greatest threats exist to provision of front line services.

- **Capital Borrowing Concerns** - During the meeting Members asked how sustainable the Council's proposed Capital Programme was over the next five years, and questioned the impact that this might have upon the wider revenue budget. The five year capital programme contains £938,875 million in proposals; much of which needs to be repaid by funds from the Council's revenue budget. An officer explained to the Committee that the current proposals had been assessed during the budget setting process, and that they were deemed both deliverable and affordable. Given the wider uncertainty and risk facing the United Kingdom economy, I would be grateful if you could provide the Committee with assurance that the current capital budget is affordable.

Strategic Planning & Transport Portfolio - Draft Budget Proposals 2020/21

- **Staffing for Transport Projects** – A Member expressed concern that the Planning, Transport & Environment Directorate was reducing staff numbers at a time when the number of schemes coming through was increasing (particularly transport related). He was told that most of the capital funds for the new transport schemes would include provision for the temporary recruitment of staff to help deliver the projects. He and the Committee were satisfied by this answer, however, they would like assurance that:
 - The Council will be able to recruit the required number of staff, with the appropriate skills, and within the necessary timescale to deliver the new transport schemes;
 - The Council will be able to employ suitably qualified staff on short term contracts to deliver the work, rather than have to rely on expensive consultants.

- **Capital Line 37** – Line 37 allocates £5.678m towards transportation and environmental improvements, bus corridors and electric charging points. It does not provide any details on how the five year capital allocation will be split, for example, by geographical area or scheme type. Please confirm how this money will be split, including how it is allocated between the headline areas, i.e. transportation and environmental improvements, bus corridors and electric charging points.

- **Cycle Parking Provision** – At the meeting a Member questioned why some of the cycle parking provision in the city centre was so poorly located, and asked what could be done to identify better sites in future. As an example he referred to separate cycle parking facilities adjacent to Marks & Spencer and close to Miller & Carter – both in the city centre. I would be grateful if you could:
 - Confirm the current process that is used to identify suitable cycle parking facilities in Cardiff;
 - Provide details of any consultation that might take place prior to deciding on where to locate cycle parking – Committee Members believe that the Council should identify a mechanism to consult with ‘everyday cyclists’ instead of relying on responses from established cycling groups.

- **Vehicle Clamping** – At the meeting I asked if the Council’s new vehicle clamping scheme had actually started. I was told that it had commenced, however, the service was in the early stages of development and was focusing on the removal of problem vehicles. I would be grateful if you could provide the Committee with a short update on the new vehicle clamping contract, to include the number of vehicles clamped / towed away; the income generated; the resources currently employed by the Council in this area; agreed contacts with third parties to deliver the service and details on how the service plans to develop in the next twelve months.

- **Western Transport Bus Interchange** – The capital programme allocates a £1.4 million investment in 2020/21 and 2021/22 for the development and completion of the Western Transport Interchange. I would be grateful if you could provide the Committee with a completion date for this new transport scheme.
- **Capital Allocation – Cardiff City Transport Services Limited (Cardiff Bus)** – Capital line 59 allocates £13.6million for Cardiff Bus across the financial years of 2020/21 and 2021/22. The budget line explains that the funding will be *‘subject to a further report to and decision of Full Council, due diligence and other matters’*, with the ultimate aim of providing *‘a package of support for Cardiff City Transport Services Limited’*. The Committee is concerned by the amount of capital allocated to support Cardiff Bus over two years, and ask that you provide the Committee with regular updates as developments unfold.
- **Moving Traffic & Attended Parking Enforcement Cameras** – Line 93 of the capital programme allocates £475,000 towards the installation of ‘moving traffic cameras’ and ‘attended parking enforcement cameras’ on new routes in the city centre. The Committee welcome the introduction of these cameras in the city centre, particularly if they are used to target problem and illegal parking, for example, blocking of bus lanes. I would be grateful if you could let the Committee know which routes these new cameras will target, which offences they will prioritise and when they will be introduced.

Clean Streets, Recycling & Environment Portfolio - Draft Budget Proposals 2020/21

❖ Delivered by the Planning, Transport & Environment Directorate

- **Flooding** – At the meeting reference was made to the flooding that took place over the weekend and the impact that this had on local residents and the Council. Comments were also made about the growing threat of climate change, and the potential implications that this could have upon

coastal and river flooding. I would be grateful if you could explain to the Committee what the Council is currently doing to mitigate all types of flood risk, the resources being allocated and any long term forward thinking that is taking place.

❖ **Delivered by the People & Communities Directorate**


- **New Household Waste Recycling Centre in North Cardiff** – Line 39 of the capital programme allocates £3.325 million across the financial years 2020/21, 2021/22 and 2022/23 for the provision of a new Household Waste Recycling Centre in North Cardiff. At the meeting it was explained to Members that creating such a site in the north of the city was still a political commitment, however, the practicality of identifying a suitable site remained a challenge. The Committee was told that work would continue to identify a suitable site, and that capital funding had been committed to the scheme. I would be grateful if you could provide the Committee with a progress update on identifying a suitable scheme, to include details of sites that have been considered along with a realistic timescale for delivering the new facility.

- **Love Where You Live** – Members welcome the additional £60,000 that was included in the budget to help with the delivery of the revamped ‘Love Where You Live’ campaign. They feel that the scheme is an excellent educational / awareness raising tool that encourages volunteer participation and, therefore, provides excellent value for money. The wider budget allocates £4.446 million of new monies for dealing with the collection, removal and processing of waste; this is a huge amount of money when compared to the resources put towards the ‘Love Where You Live’ campaign. Improving how we manage waste and achieve cleaner streets is not just down to how we process, collect and remove waste, it also involves raising awareness and better public education. With this in mind the Committee ask that you:
 - Provide details of what the £60,000 for ‘Love Where You Live’ will provide, for example, staff, equipment, promotional budget, etc.;

- Increase the funding for 'Love Where You Live' as the scheme sends out a very positive message and engages with lots of volunteers providing excellent value for money.

I would be grateful if you would consider the above comments and work with the relevant Cabinet portfolio holders to provide a response to the content of this letter.

Regards,



Councillor Ramesh Patel

Chairperson Environmental Scrutiny Committee

Cc:

- Councillor Huw Thomas, Leader, Cardiff Council;
- Councillor Caro Wild, Cabinet Member Strategic Planning & Transport;
- Councillor Michael Michael, Cabinet Member Clean Streets, Recycling & Environment;
- Chris Lee, Corporate Director Resources;
- Ian Allwood, Head of Finance;
- Andrew Gregory, Director of Planning, Transport & Environment;
- Sarah McGill, Corporate Director People & Communities;
- Matt Wakelam, Assistant Director Street Scene;
- Davina Fiore, Director of Governance & Legal Services;
- Gary Jones, Head of Democratic Services;
- Members of Cardiff's Environmental Scrutiny Committee.

Cyf/My Ref:CM43107
Eich Cyf/Your Ref:: RDB/RP/CW/17.02.2020

Dyddiad/Date: 20 February 2020

Councillor Ramesh Patel
Chairperson Environmental Scrutiny Committee
City of Cardiff Council
County Hall
Cardiff
CF10 4UW

Dear Ramesh

Environmental Scrutiny Committee – 17 February 2020

Thank you for your letter dated 18 February 2020 and the useful comments raised. I can assure you that Cabinet was able to reflect on the points raised prior to our meeting on 20 February 2020.

May I firstly thank you as a Committee Chair for your participation in the recent Performance Panel, where the Steps, KPIs and Targets included in the Corporate Plan 2020/23 were considered in some detail. I believe this process has helped strengthen the Corporate Plan as well as our wider planning arrangements. A response to the issues raised has been shared with the Policy Review and Performance Scrutiny Committee following their consideration of the Corporate Plan.

I've set out below my response to the issues raised.

Climate Change

The Capital Programme includes examples of initiatives that are helping to tackle climate change. Examples include LED lighting, energy efficient housing, electric vehicles and their associated charging points.

A number of these schemes are funded by specific grant and others are supported from the Civil Parking Enforcement Reserve. Where funded by borrowing, capital-financing implications are reflected within the Council's Medium Term Financial Plan (MTFP).

As part of the 2020/21 Revenue budget, funding has been made available to develop an Integrated Water Management Strategy and for a Food Co-ordinator to take forward aspects of the Cardiff Food Strategy.



Future investment in climate change initiatives will be considered as part of updating the Capital Programme and MTFP, and we will continue to seek to maximise all available funding streams.

Brexit

Despite Britain leaving the EU on 31st January 2020, there is still uncertainty regarding the impact on the economy and public finances due to the lack of clarity regarding the future relationship with the EU and any future trade deals negotiated as part of the transition phase.

This uncertainty is logged as a risk on the Council's Corporate Risk Register and the Council will continue to monitor implications and take action where necessary.

Capital Borrowing Concerns

It is important to note that the Capital Programme includes both General Fund and Housing Revenue Account (HRA) capital expenditure and both are expanding given new schemes being planned and the delivery of existing commitments, for example, the Council's target to build a significant number of new affordable housing units. As noted at the Committee, there are risks in terms of additional borrowing and these are set out in the Capital Strategy and Risk appendix included in the Cabinet budget papers. In proposing the draft programme, affordability is a key consideration and has included reference to the modelling impact of existing and future capital financing costs on the MTFP, having regard to the impact on Council Tax and Housing rent payers and the impact is monitored through the suite of Prudential indicators set by the Council.

The Council's S151 officer is required by the Prudential Code to confirm the affordability of the Capital Strategy. This is confirmed in the financial implications of the budget report.

Strategic Planning & Transport Portfolio – Draft Budget Proposals 2020/21

Staffing for Transport Projects

In respect of resource availability to deliver major projects set out in the Transport White Paper, we are fully aware of requirements and will be ensuring this is managed effectively.

As part of this, we are engaging closely with colleagues in Human Resources in order to identify the most effective way to ensure these posts are filled and that any use of consultants is minimised.

Capital Line 37

I set out in 'Appendix A' a breakdown of the £5.678m allocated to transportation and environmental improvements.

Cycle Parking Provision

Acknowledging the current and fragmented nature of City Centre cycle parking, we have commissioned a short study to map both existing and future demand and align this with UK best practice.

This assessment will report shortly and will identify future major cycle parking locations. This document will also be the basis of future consultation with Ward Councillors in order to optimise the approach and establish an agreed way forward.

Vehicle Clamping

Currently the Vehicle Clamping Team are working on behalf of the DVLA clamping and removing Untaxed and SORN vehicles off the road.

Initially, existing staff from the Civil Parking Enforcement Team were being used which has resulted in less patrols on the street. As of the beginning of February we have employed two members of agency staff, on a temporary basis, and if the service proves to be viable after a 6 month period then we would look to fill at least 2 permanent full time posts. There is also an administration officer and a supervisor, though these posts are not solely for the purpose of clamping.

Our Third Party contracts used to carry out this service includes the DVLA (whom we act on behalf of), Celtic Recovery who remove, store and scrap the vehicles, and South Wales Police who we use to confirm vehicles are not stolen or of Police interest.

Our current figures from April 2019 up until the end of January 2020 are as follows:

Total vehicles clamped: 354

Total vehicles lifted where clamp fee not paid: 118

Cost recovery is through clamp release payments, vehicle scrappage (10% of value) and auctioning of vehicles (50% of value)

Between April 2019 and January 2020:

- £100 release fees: 152 totalling £15,200.00
- £260 release fees: 42 totalling £10,920.00; 29 of which had the £160 surety fee refunded and so leaving a total of £6,280.00
- 114 vehicles have gone on to be scrapped amounting to a total income of £1,368.00
- 7 vehicles have been auctioned amounting to a total income of £1,504.55
- Total income generated in 10 months is £24,352.55

In 2020/21, we are looking to expand clamping and lifting to include persistent evaders (vehicles with multiple unpaid parking and moving traffic offence fines). This service would reduce the amount of unpaid fines and deter people from parking in restricted zones / using pay & display bays without payment. This will free up parking areas for paying customers and keeping the roads safe in Cardiff. The

service is also looking at how it can assess and remove dangerously parked vehicles more effectively.

Western Transport Bus Interchange

The planning application for the transport and development aspects of the scheme is likely to be submitted in July 2020. Discussions are currently taking place with Network Rail regarding the site remediation works to the rail embankment. Development is likely to be completed within 18 months from when the scheme commences on site.

Capital Allocation – Cardiff City Transport Services Limited (Cardiff Bus)

I am happy to provide regular updates to the Committee as developments unfold.

Moving Traffic & Attended Parking Enforcement Cameras

The attended cameras are proposed to target hot spot areas in the city centre and schools where the main issues occur. We anticipate the attended cameras will help change people's behaviour irrespective of whether an officer is in attendance.

The proposed locations are:

1. Wood Street junction with St Marys Street - (the bus lane outside O'Neil's) – vehicles in the bus lanes
2. Duke Street / Kingsway – vehicles in the bus lanes and on the crossing zig-zags
3. Mill Lane – a major bus route in the city centre and loading area
4. New George Street – vehicles parking on pavements and on the no loading restrictions.

We will then be using the rest of the attended cameras to rotate around schools to enforce the school zig-zags.

The unattended cameras proposed will be implemented in the city centre to cover banned turns for safety at junctions due to traffic signal changes and support the bus gate at the bottom of Westgate Street and the new bus lane on Castle Street.

Clean Streets, Recycling & Environment Portfolio – Draft Budget Proposals 2020/21

Flooding

Cardiff Council has clear and significant responsibilities in relation to managing sources of flooding from surface water, watercourses (non-main river) and groundwater. However, we also manage risks associated from the other sources, for example, the Coastal Protection Programme where we are leading on improvements to protect Cardiff from coastal flooding as we are the land owner. The table below summarises responsibility for each element:

Responsibility for sources of flooding

| Source | Regulatory Body |
|--|----------------------------|
| Main River | Natural Resources Wales |
| The Sea | Natural Resources Wales |
| Reservoirs | Natural Resources Wales |
| Surface Water | Lead Local Flood Authority |
| Ordinary watercourse (i.e. non main river) | Lead Local Flood Authority |
| Groundwater | Lead Local Flood Authority |
| Public Sewers | Dwr Cymru Welsh Water |

The Management of Risk

The decision to implement flood alleviation schemes is predominantly based on historic flooding events and Cardiff Council have proposed a number of schemes to Welsh Government's Flood Alleviation funding Pipeline. As part of the pipeline arrangements, Welsh Government provide 75% match funding for the production of business cases and construction. This provision from Welsh Government's Flood Branch is most welcome. The Flood Branch have also implemented small scale funding, where 85% of the construction costs are offered for flood interventions that require a rapid response. These small scale schemes benefit from a less formal business case and are based on historic flood events for schemes up to £100k.

The Rhiwbina Flood Defence Scheme is an example of this partnership funding that helped protect in excess of 200 homes from flooding. Cardiff did not see the intensity of rainfall impact in recent days that the South Wales Valleys were subject to and whilst some localised flooding events occurred, these were managed and appropriate support to homeowners and businesses was provided.

It is the intention of the Flood Risk Management Team to continue to be as proactive as possible in terms of flood defence work although this is subject to an ongoing consideration of priorities and availability of financial resources.

New Household Waste Recycling Centre in North Cardiff

There is a Capital Ambition objective to deliver a new Recycling Centre in North Cardiff. A review of the two operational Recycling Centres in Cardiff show they have capacity to support further growth of the City and a business case will be developed to demonstrate when a new Recycling Centre is required, allowing 3 years for the

development of the new Recycling Centre. This approach will ensure the Council meets the long-term need of the City in a sustainable manner.

To date, 8 sites have been reviewed in terms of a desk top exercise and I am sure that Committee will understand that the detail of this exercise is commercially sensitive.

Love Where You Live

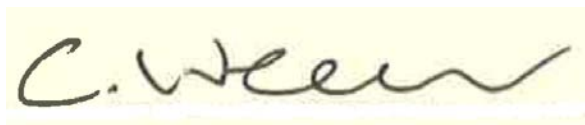
The proposed allocation of funding specifically for this initiative is summarised below:

| | |
|--|----------------|
| Community Development Coordinator | £35,000 |
| Resources: Litter Picking equipment, promotional literature, planters | £25,000 |
| TOTAL | £60,000 |

In addition to the above, the service area is looking at how it can support 'Love Where You Live' through the wider volunteer groups attached to People and Communities. This should provide improvements to the support of initiatives across the City without the need for significant additional funding in future years.

I hope that this letter capture all the points raised in your letter and thank you again for your support in the budget process.

Yours sincerely,



Y Cyngorydd/Councillor Christopher Weaver
Aelod Cabinet dros Gyllid, Moderneiddio a Pherfformiad/Cabinet member for Finance, Modernisation & Performance

- cc Councillor Huw Thomas, Leader, Cardiff Council;
Councillor Caro Wild, Cabinet Member Strategic Planning & Transport;
Councillor Michael Michael, Cabinet Member Clean Streets, Recycling & Environment;
Chris Lee, Corporate Director Resources;
Ian Allwood, Head of Finance;
Andrew Gregory, Director of Planning, Transport & Environment;
Sarah McGill, Corporate Director People & Communities;
Matt Wakelam, Assistant Director Street Scene;
Davina Fiore, Director of Governance & Legal Services;
Gary Jones, Head of Democratic Services;

Members of Cardiff's Environmental Scrutiny Committee.

Appendix A

| Transport & Environmental Improvements Proposed Projects | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 | |
|---|----------------|------------------|------------------|------------------|------------------|------------------|
| | £ | £ | £ | £ | £ | |
| Bus Corridors (matchfunding for strategic corridors e.g. A470/ A4119 re WG grant bids) | 335,000 | 307,500 | 85,000 | 0 | 0 | |
| Capital Projects (City Rd/ Canals/ Healthy Streets) | 250,000 | 1,000,000 | 1,000,000 | 1,000,000 | 1,000,000 | |
| Electric Vehicle Match funding - residential charging points | 50,000 | 50,000 | 50,000 | 50,000 | 50,000 | |
| Electric Vehicle - Expansion | 200,000 | 200,000 | 25,000 | 25,000 | 0 | |
| Total | 835,000 | 1,557,500 | 1,160,000 | 1,075,000 | 1,050,000 | 5,677,500 |

| Directorate Revenue Budgets | | | | | | | | | |
|--|--------------------------------------|------------------------|------------------------|--|--|--------------------------------|--------------------------|----------------|--------------------------|
| | 2019/20 Adjusted Base | FRM 2019/20 | FRM 2020/21 | Adjusted Base after FRM Adjustments | Inflation, Commitments & Realignments | Financial Pressures | Policy Growth | Savings | Total 2020/21 |
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Corporate Management | 25,934 | 0 | 0 | 25,934 | 571 | 0 | 0 | (90) | 26,415 |
| Economic Development | 4,005 | (54) | 378 | 4,329 | 705 | 445 | 100 | (1,478) | 4,101 |
| Education ¹ | 272,179 | (250) | 650 | 272,579 | 14,940 | 0 | 586 | (2,158) | 285,947 |
| People and Communities: | | | | | | | | | |
| - Housing & Communities | 45,267 | (300) | 0 | 44,967 | 118 | 0 | 454 | (609) | 44,930 |
| - Performance & Partnerships | 3,032 | 0 | 8 | 3,040 | (2) | 0 | 65 | (99) | 3,004 |
| - Recycling & Neighbourhood Services | 26,626 | (900) | 294 | 26,020 | 3,011 | 290 | 490 | (78) | 29,733 |
| - Social Services | 172,413 | (106) | 644 | 172,951 | 10,630 | 662 | 0 | (2,630) | 181,613 |
| Planning, Transport & Environment | 11,139 | (1,350) | 1,732 | 11,521 | 541 | 100 | 0 | (1,490) | 10,672 |
| Resources: | | | | | | | | | |
| - Central Transport Services | (464) | (60) | 0 | (524) | 599 | 0 | 0 | 0 | 75 |
| - Governance & Legal Services | 5,504 | 0 | 0 | 5,504 | 201 | 0 | 0 | 0 | 5,705 |
| - Resources | 16,216 | (30) | 4 | 16,190 | 605 | 100 | 80 | (1,132) | 15,843 |
| Capital Financing | 30,936 | 0 | 0 | 30,936 | 1,465 | 0 | 0 | 0 | 32,401 |
| Summary Revenue Account ² | 10,802 | (750) | 90 | 10,142 | 5,105 | 500 | 0 | 0 | 15,747 |
| Total Budget | 623,589 | (3,800) | 3,800 | 623,589 | 38,489 | 2,097 | 1,775 | (9,764) | 656,186 |

¹ Education including Delegated Schools

² Service specific contingencies included in SRA figure

Mae'r dudalen hon yn wag yn fwriadol

Cabinet Member Portfolio Revenue Budgets

| | 2019/20 Adjusted Base | FRM 2019/20 | FRM 2020/21 | Adjusted Base after FRM Adjustments | Inflation, Commitments & Realignments | Financial Pressures | Policy Growth | Savings | Total 2020/21 |
|---|-----------------------------|----------------|----------------|--|--|------------------------|------------------|----------------|------------------|
| | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 | £000 |
| Children & Families | 61,087 | (20) | 644 | 61,711 | 4,831 | 400 | 0 | (1,020) | 65,922 |
| Clean Streets, Recycling & Environment | 29,711 | (960) | 444 | 29,195 | 4,267 | 290 | 490 | (467) | 33,775 |
| Culture & Leisure | 7,678 | (54) | 378 | 8,002 | 53 | 335 | 100 | (783) | 7,707 |
| Education, Employment & Skills | 272,372 | (250) | 650 | 272,772 | 14,939 | 0 | 586 | (2,143) | 286,154 |
| Finance, Modernisation & Performance | 17,435 | (30) | 4 | 17,409 | 605 | 100 | 145 | (1,329) | 16,930 |
| Housing & Communities | 42,040 | (300) | 0 | 41,740 | (332) | 0 | 454 | (316) | 41,546 |
| Investment & Development | (3,661) | 0 | 0 | (3,661) | 652 | 110 | 0 | (710) | (3,609) |
| Leader's Portfolio | 33,543 | 0 | 8 | 33,551 | 771 | 0 | 0 | (142) | 34,180 |
| Social Care, Health & Wellbeing | 114,056 | (86) | 0 | 113,970 | 5,795 | 262 | 0 | (1,753) | 118,274 |
| Strategic Planning & Transport | 7,590 | (1,350) | 1,582 | 7,822 | 338 | 100 | 0 | (1,101) | 7,159 |
| | | | | | | | | | |
| Capital Financing | 30,936 | 0 | 0 | 30,936 | 1,465 | 0 | 0 | 0 | 32,401 |
| Summary Revenue Account ¹ | 10,802 | (750) | 90 | 10,142 | 5,105 | 500 | 0 | 0 | 15,747 |
| | | | | | | | | | |
| Total Budget | 623,589 | (3,800) | 3,800 | 623,589 | 38,489 | 2,097 | 1,775 | (9,764) | 656,186 |

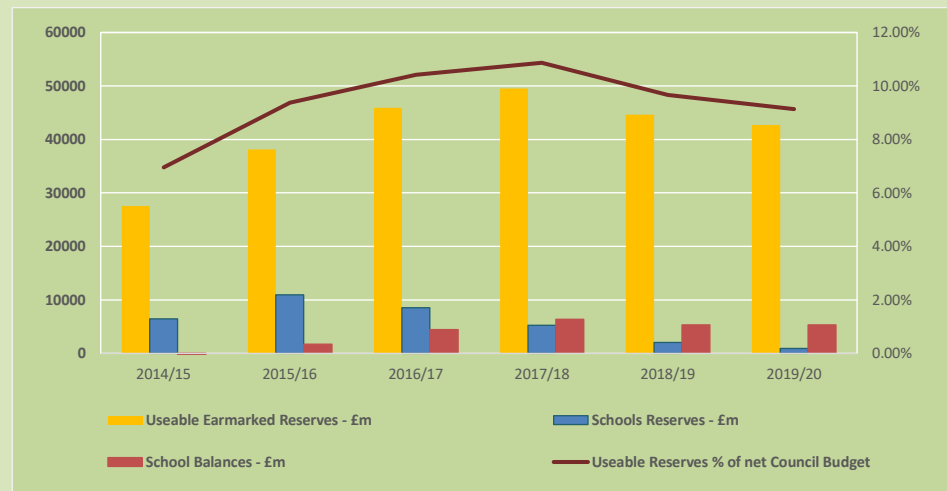
¹ Service specific contingencies included in SRA figure

Mae'r dudalen hon yn wag yn fwriadol

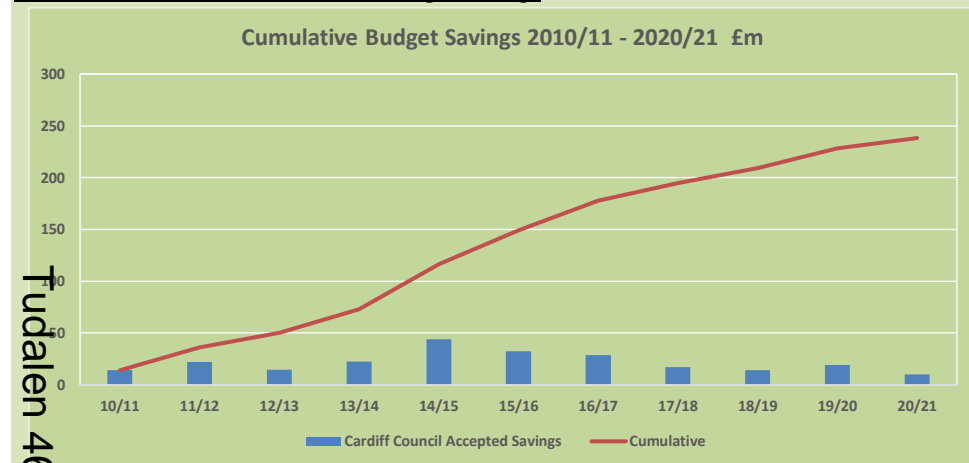
FINANCIAL SNAPSHOT REPORT - BUDGET REPORT VERSION

The following tables, charts and figures give an indication of the financial resilience of the Council as per the Statement of Accounts and information in the Budget Report.

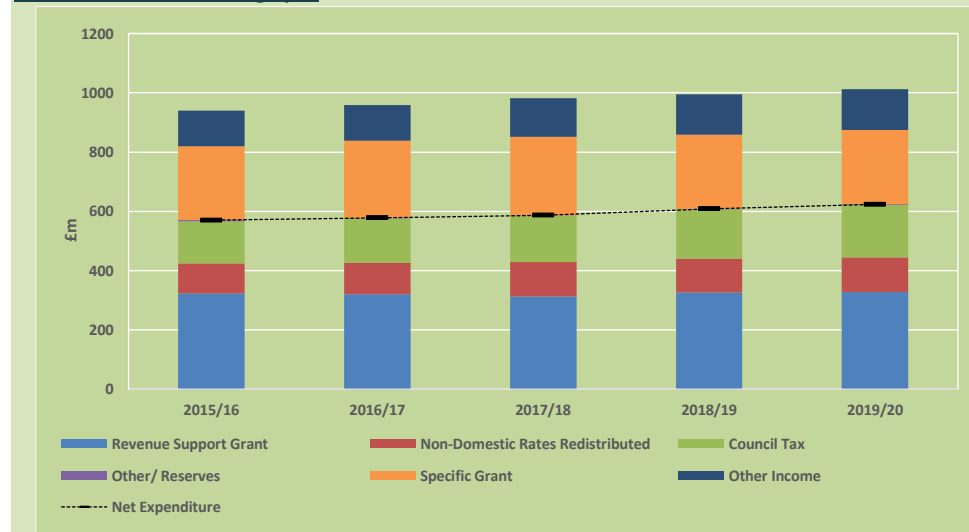
Level of Useable Earmarked Reserves and Useable Reserves as a % of net Council Budget



Cardiff Council Historic Cumulative Budget Savings



Actual Revenue Funding Split



Other Financial Indicators - Cardiff Council Single Entity Accounts

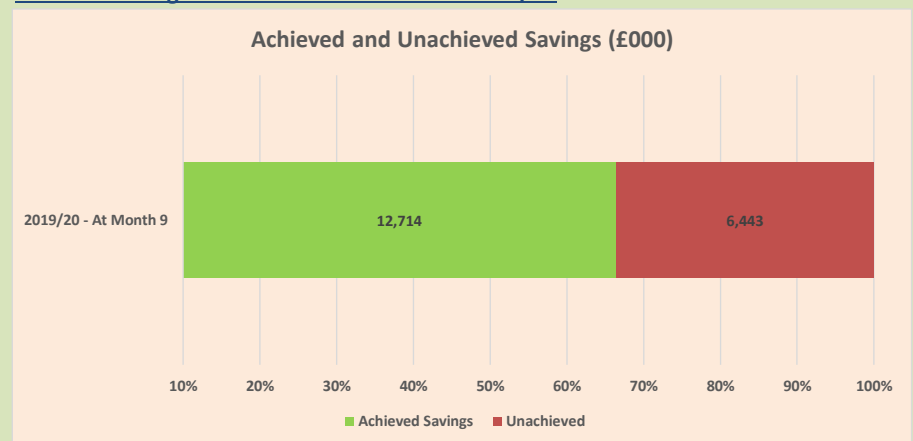
| Indicator | 2015/16 | 2016/17 | 2017/18 | 2018/19 |
|--|---------|---------|---------|---------|
| Working Capital as a percentage of Gross Revenue Expenditure (%) | 6.02% | 6.99% | 8.69% | 7.15% |
| General Reserves to Gross Revenue Expenditure (days) | 7 | 6 | 6 | 6 |
| Long-term Borrowing to Long-term Assets (ratio) | 35.38% | 35.13% | 36.36% | 36.91% |
| Long-term Borrowing to Taxation & Aggregate External Finance | 105.33% | 103.10% | 103.10% | 104.00% |

The tables below show the Projected Outturn position for the 2019/20 financial year for both revenue and capital.

Revenue Month 9 Projected Position

| Directorate | Net Expenditure Budget £000 | Projected Outturn £000 | Variance £000 | Variance % |
|-----------------------------------|-----------------------------|------------------------|---------------|--------------|
| Corporate Management | 25,984 | 25,914 | (70) | (0.3%) |
| Economic Development | 3,940 | 4,453 | 513 | 13.0% |
| Education & Lifelong Learning | 269,259 | 269,752 | 493 | 0.2% |
| People & Communities | | | | |
| - Communities & Housing | 45,145 | 44,676 | (469) | -1.0% |
| - Performance & Partnerships | 2,765 | 2,765 | 0 | 0.0% |
| - Social Services | 172,410 | 177,394 | 4,984 | 2.9% |
| Planning, Transport & Environment | 37,409 | 39,844 | 2,435 | 6.5% |
| Resources | | | | |
| - Governance & Legal Services | 5,504 | 5,777 | 273 | 5.0% |
| - Resources | 16,477 | 16,458 | (19) | -0.1% |
| Total Directorates | 578,893 | 587,033 | 8,140 | 1.41% |
| Capital Financing | 35,236 | 34,767 | (469) | (1.3%) |
| Discretionary Rate Relief | 400 | 400 | 0 | 0.0% |
| General Contingency | 3,000 | 0 | (3,000) | (100.0%) |
| Summary Revenue Account etc. | 6,060 | 1,510 | (4,550) | (75.1%) |
| Council Tax | | (121) | (121) | 0.0% |
| Total | 623,589 | 623,589 | 0 | 0% |

Revenue Savings Achieved and Unachieved 2019/20



| Directorate | 2019/20 Savings Projections | | |
|-----------------------------------|-----------------------------|-----------------|---------------|
| | Achieved £000 | Unachieved £000 | Total £000 |
| Corporate Management | 166 | 0 | 166 |
| Economic Development | 3,135 | 18 | 3,153 |
| Education & Lifelong Learning | 1,523 | 369 | 1,892 |
| People & Communities | 3,024 | 4,350 | 7,374 |
| Planning, Transport & Environment | 2,170 | 1,649 | 3,819 |
| Resources | 2,696 | 57 | 2,753 |
| Total | 12,714 | 6,443 | 19,157 |

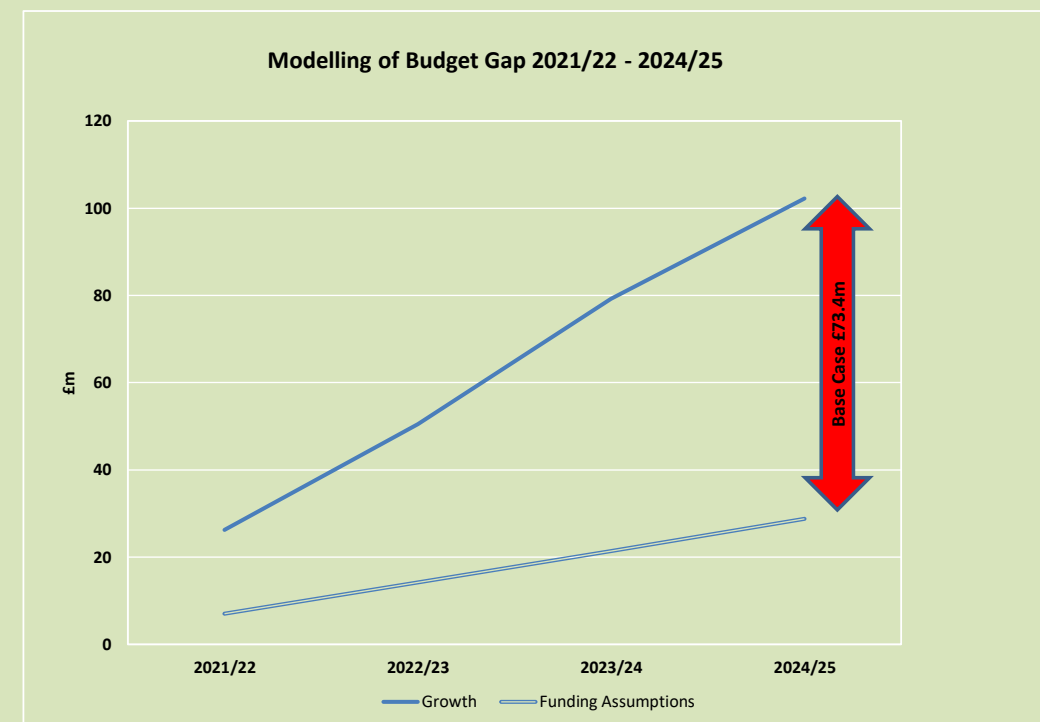
Capital Month 9 Projected Position

| Directorate | Budget £000 | Projected Outturn £000 | Variance £000 | Variance % | (Under)/Overspend £000 | Slippage £000 |
|-----------------------------------|----------------|------------------------|-----------------|-----------------|------------------------|-----------------|
| Economic Development | 70,626 | 67,253 | (3,373) | (4.8%) | 0 | (3,373) |
| Education & Lifelong Learning | 38,995 | 13,123 | (25,872) | (66.3%) | 3,172 | (29,044) |
| People & Communities | 12,539 | 9,970 | (2,569) | (20.5%) | 0 | (2,569) |
| Planning, Transport & Environment | 39,849 | 25,970 | (13,879) | (34.8%) | (50) | (13,829) |
| Resources | 4,005 | 1,531 | (2,474) | (61.8%) | 0 | (2,474) |
| Total | 166,014 | 117,847 | (48,167) | (29.01%) | 3,122 | (51,289) |

The tables below show the Medium Term Financial Plan (MTFP), the risks and affordability indicators facing the Council.

MTFP Scenario

| | 2021/22 £000 | 2022/23 £000 | 2023/24 £000 | 2024/25 £000 | TOTAL £000 |
|-------------------------------------|---------------|---------------|---------------|---------------|-----------------|
| Total Pressures | 26,244 | 24,241 | 28,680 | 23,046 | 102,211 |
| Funding Assumptions | (7,036) | (7,141) | (7,248) | (7,357) | (28,782) |
| Budget Requirement Reduction | 19,208 | 17,100 | 21,432 | 15,689 | 73,429 |
| Council Tax Assumptions - at 4% | 6,090 | 6,334 | 6,587 | 6,880 | 25,891 |
| Total Savings | 13,118 | 10,766 | 14,845 | 8,809 | 47,538 |
| Budget Requirement Strategy | 19,208 | 17,100 | 21,432 | 15,689 | 73,429 |



Capital Expenditure & Capital Financing Requirement (CFR)

| | 31 Mar 20 £000 | 31 Mar 21 £000 | 31 Mar 22 £000 | 31 Mar 23 £000 | 31 Mar 24 £000 | 31 Mar 25 £000 |
|--|----------------|----------------|----------------|------------------|------------------|------------------|
| Capital Expenditure | Estimate | Estimate | Estimate | Estimate | Estimate | Estimate |
| Council Fund (General Fund) | 117,847 | 137,529 | 196,028 | 168,801 | 59,508 | 27,304 |
| Housing Revenue Account | 44,307 | 56,775 | 87,565 | 87,330 | 55,805 | 62,230 |
| Total Capital Expenditure | 162,154 | 194,304 | 283,593 | 256,131 | 115,313 | 89,534 |
| Capital Financing Requirement excl. Landfill | | | | | | |
| Council Fund CFR | 530,630 | 544,328 | 600,666 | 633,580 | 634,247 | 614,697 |
| Housing Revenue Account CFR | 303,624 | 325,689 | 381,433 | 441,044 | 464,434 | 493,030 |
| Total CFR | 834,253 | 870,017 | 982,098 | 1,074,624 | 1,098,682 | 1,107,727 |

Affordability Indicator - Capital Financing Costs as a % of Controllable Budget

| | 2011/12 | 2019/20 | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2023/24 | Difference 11/12-24/25 |
|-------|---------|---------|---------|---------|---------|---------|---------|------------------------|
| Net | 13.47 | 11.84 | 11.21 | 11.35 | 11.21 | 12.88 | 12.49 | (7.28) |
| Gross | 15.17 | 17.04 | 16.02 | 16.41 | 17.05 | 19.35 | 18.82 | 24.06 |

Mae'r dudalen hon yn wag yn fwiadol

Financial Challenges and Mitigations

The effective monitoring, management and mitigation of challenges is a key part of the managing the Council's financial resilience. Financial challenges are set out below with key mitigations

| | Description | Capital Strategy | Council MTFP | HRA MTFP | Mitigations |
|---|--|------------------|--------------|----------|--|
| | | | | | |
| Tudalen 471 Funding / Financial Resilience | The uncertain financial position in respect of Welsh Government (WG) resources in the medium term in the context of ongoing demand led pressures. | | | | <ul style="list-style-type: none"> Strategic discussions with WG in respect of longer term funding certainty, flexibility and adequacy. Robust financial planning over the medium term. The existence of the FRM to manage variations in anticipated funding without impact on day to day service delivery. |
| | The level and certainty of capital funding from Welsh Government towards meeting strategic ambitions | | | | <ul style="list-style-type: none"> Strategic discussions with WG and other funding partners in respect of longer term funding certainty and funding flexibility. |
| | The ongoing review of the Major Repair Allowance (MRA) grant for Public Housing as part of the outcomes of the Affordable Housing Supply review by Welsh Government. | | | | <ul style="list-style-type: none"> Review of and reprioritisation of the Capital programme allowing for committed spend but realigning future spend plans. Ongoing discussions with Welsh Local Government Association (WLGA) and Welsh Government. |
| | The level of additional borrowing and its impact on capital financing in future years. | | | | <ul style="list-style-type: none"> Continue to monitor local affordability indicators. Regular review of the Capital Strategy, Housing Revenue Account Business Plan and the Council's MTFP. |
| | Securing proposed capital receipts to fund expenditure commitments. | | | | <ul style="list-style-type: none"> Annual monitoring as part of corporate land and property Asset Management Plan. Cease or defer schemes in the capital programme. |
| | National controls over borrowing and expenditure for which borrowing could be used. | | | | <ul style="list-style-type: none"> Consider review of Capital Strategy and non-committed expenditure . |
| | Managing the condition of assets at acceptable levels in light of reducing revenue resources and scarce capital resources. | | | | <ul style="list-style-type: none"> Asset Management Plans informed by condition surveys. Disposal Strategy to divest of surplus assets. Agreed approaches to managing risk of declining condition of assets. |
| | Capital schemes undertaken by additional borrowing on the basis of future income or savings. | | | | <ul style="list-style-type: none"> Consideration of robust business cases and seeking external advice to challenge and review where appropriate. Continued post-project appraisal. Setting and compliance with a viability threshold for new build |
| | New WG Social Housing Rent Policy allowing for CPI +1% maximum uplift for next 5 financial years. However, uncertainty re CPI and policy beyond that period remains a risk to long term investment currently being undertaken. | | | | <ul style="list-style-type: none"> Monitoring and review of planned capital and revenue expenditure in line with available resources. Implement operational savings and efficiencies and revise and/or reduce new build programme if required to correspond with affordability. |
| | The potential impact on funding if there are any negative redistributive impacts of specific grants transferred into the Revenue Support Grant (RSG). | | | | <ul style="list-style-type: none"> Early involvement in discussions with Distribution Sub-Group, including WLGA. |

| | | Description | Capital Strategy | Council MTFP | HRA MTFP | Mitigations |
|----------------------|--|---|------------------|--------------|----------|--|
| | | Financial impact of unforeseen liabilities such as purportedly under declared landfill tax. | | | | <ul style="list-style-type: none"> Proactive engagement with HMRC and PWC environmental tax experts. Payment on account made in 2018/19 (recoverable in the event of no liability.) Provide updates in future finance reports. Maintain a prudent level of general and earmarked reserves |
| | | The impact of increasing volatility and uncertainty in respect of hypothecated grants and their use in relation to integral functions of the authority. | | | | <ul style="list-style-type: none"> Continued representations to WG with WLGA for funding flexibility, i.e. transferring grants to RSG where possible. |
| Capital Project Risk | | Supplier availability and capacity resulting in slippage / cost increases to the capital programme | | | | <ul style="list-style-type: none"> Pool of suppliers to undertake works. Encouraging training and development. |
| | | Supplier financial stability | | | | <ul style="list-style-type: none"> Use of approved procurement frameworks and financial standing assurance |
| | | Abortive costs of capital projects which would be required to be charged to a revenue budget | | | | <ul style="list-style-type: none"> Due diligence at the outset of projects. Clear identification of scope and undertake feasibility studies where required. Ensure capitalisation principles followed. Financial and external audit review. Treasury Management Reserve is an additional tool to help manage risk in this area |
| | | Costs, capacity and skills to deliver capital projects | | | | <ul style="list-style-type: none"> Workforce planning, securing external advice and services where required |
| | | Approach to ensuring effective business cases to ensure members can make informed decisions | | | | <ul style="list-style-type: none"> Use of HMT five case or other proportionate assessment tool. Review the linkages and role of Boards in the approval of effective business cases. |
| | | Risk that initial estimated project costs are inaccurate and the actual costs of projects are higher than anticipated | | | | <ul style="list-style-type: none"> Robust business case and due diligence via officer boards. Clear project scope from the outset. |
| | | The proximity in recent years of the Council's partial exemption calculation (VAT) to the 5% threshold. | | | | <ul style="list-style-type: none"> Early consideration of VAT issues, particularly in respect to land acquisition and when working with other public and charitable organisations. |
| Economic | | Treasury Management risks such as interest rate risk, credit risk, fraud risk. | | | | <ul style="list-style-type: none"> Treasury Management Practices, Treasury Strategy and use of Treasury Management Advisors. Borrowing at fixed rates. Review options to strengthen Treasury Management function. Review of approach to pooling of debt |
| | | Economic / Commercial risks – e.g. property values, willingness of private sector to invest. | | | | <ul style="list-style-type: none"> Demonstrating the long term benefits of investment in the city. |
| | | Inflation and construction price risk impact on cost of projects. | | | | <ul style="list-style-type: none"> Minimise time frame of projects. Contingencies as part of contracts. Fixed price contracts. |

| | Description | Capital Strategy | Council MTFP | HRA MTFP | Mitigations |
|---------------------------|--|------------------|--------------|----------|---|
| External / Economic | Inflation increases over the MTFP period with potential impact on pricing. Salary increases in respect of both the Council's workforce and externally commissioned services. | | | | <ul style="list-style-type: none"> Close monitoring of OBR forecasts and relevant indices. |
| | Changes in law and policies impacting on service delivery and construction costs e.g. decarbonisation | | | | <ul style="list-style-type: none"> Awareness of pipeline of legislative change. Contingencies. Piloting renewable technology in new housing |
| | Investments and liabilities fail to perform as expected | | | | <ul style="list-style-type: none"> Post project appraisal. Periodic monitoring including annual review as part of Statement of Accounts. New accounting requirements for reporting valuations of investments |
| | The impact of the UK leaving the European Union | | | | <ul style="list-style-type: none"> Impact, particularly in respect of construction costs and property values will continue to be monitored on an ongoing basis. Monitoring of risks in line with the Council's corporate risk register. |
| Demand / Service delivery | The impact of Universal Credit on the ability of individuals to contribute to the cost of services and to meet rent liabilities, resulting in increased bad debt and cost of recovery. | | | | <ul style="list-style-type: none"> Early intervention and information and advice to support residents. Review of debt recovery policies and bad debt provision. Maximisation of funding for promotion of specific support e.g. the Hardship Fund and Discretionary Housing Payments. |
| | Continuing demographic demand for social care services – reflecting both volume and complexity of need | | | | <ul style="list-style-type: none"> Early intervention, prevention and reablement measures. A budgeted contingency for Looked After Children |
| | Pressures on supported additional learning needs due to both continuing pupil number growth and complexity of need | | | | <ul style="list-style-type: none"> Pupil number modelling on an ongoing basis, with particular reference being paid to the impact of the LDP. Also, implementation of proposals contained in the ALN Strategy and consideration of the upcoming change in ALN legislation. |
| | Additional pressures on the homelessness service. | | | | <ul style="list-style-type: none"> Continued review of available resources, including maximisation of available grant schemes. Opportunities taken to replenish reserve |
| | The risk of WG levying fines if the Council fails to meet recycling or landfill diversion rates | | | | <ul style="list-style-type: none"> Education of residents and continued investment in recycling initiatives. |
| | Demand for affordable housing and the different types of housing suitable to meet the needs of older people and young families | | | | <ul style="list-style-type: none"> Older persons housing strategy, new council house build and acquisition programme and partnerships with Registered Social Landlords. |
| | Reducing demand for services where the Council has historically charged for the activity, creating an income shortfall | | | | <ul style="list-style-type: none"> Encouraging directorates to take a strategic view of income generation and to consider the impact of fee-setting on demand for services. |

| | Description | Capital Strategy | Council MTFP | HRA MTFP | Mitigations |
|-----------------------|---|------------------|--------------|----------|---|
| Savings | The ongoing need to deliver significant levels of savings following a prolonged period of financial austerity, particularly given the impact delays to delivery of the proposal have on the budget monitoring position. | | | | <ul style="list-style-type: none"> • Existence of a general contingency which can be reviewed over time in line with an established record for savings delivery. • Embed a proactive and ongoing approach to identifying and implementing savings, which moves beyond an annual process and takes opportunities as they arise • Continue to accelerate detailed planning and preparatory work to improve the deliverability of savings. • Seek opportunities for external benchmarking and self-assessment within the HRA |
| Organisational Change | The on-going service impact of the past reduction in headcount that has taken place over an extended period and the potential for a negative impact on the financial control environment. | | | | <ul style="list-style-type: none"> • Workforce planning. Training and development. Internal Audit of processes. |
| | The impact for functions delivered as part of a collaborative arrangement if the planned benefits are not realised. | | | | <ul style="list-style-type: none"> • Robust governance and contract management arrangements. |
| | The capacity to deliver organisational change in conjunction with increasing demands on business as usual activities. | | | | <ul style="list-style-type: none"> • Workforce planning. Training and development. Working with partners. |

Appendix 10

EARMARKED RESERVES GENERAL FUND

| | Reserve | Estimated balance at 31.03.20 £000 | Estimated Movements | | Estimated balance at 31.03.21 £000 | Purpose |
|----|--|---------------------------------------|---------------------------|---------------------------|---------------------------------------|--|
| | | | To finance budget £000 | Other Commitments £000 | | |
| 1 | Apprenticeships & Training | 560 | 0 | 0 | 560 | To support the Council's commitment to young people through funding for apprenticeships and to provide funding towards activity aimed at reducing the number of young people not in education, employment or training. |
| 2 | Bereavement Services | 212 | 0 | (178) | 34 | To fund a planned programme of refurbishment and improvement. |
| 3 | Building Control Fee Earning | 152 | 0 | (113) | 39 | 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 | 62 | 0 | (25) | 37 | To provide match funding for grant funded initiatives in relation to Bute Park, as per a Heritage Lottery Fund agreement. |
| 5 | Capital Ambition Delivery | 237 | 0 | (148) | 89 | To fund additional advice/support for the delivery of Capital Ambition projects. |
| 6 | Cardiff Academy Training | 78 | 0 | (78) | 0 | To support initiatives undertaken in connection with the Academy. |
| 7 | Cardiff Capital Region City Deal | 216 | 0 | (2) | 214 | To provide funding towards the Council's contribution to the Joint Cabinet for the Cardiff Capital Region. |
| 8 | Cardiff Dogs Home Legacy | 298 | 0 | (37) | 261 | Donations left to Cardiff Dogs Home to be used in connection with service improvements. |
| 9 | Cardiff Enterprise Zone | 3,153 | 0 | (1,710) | 1,443 | To fund expenditure on the Cardiff Enterprise Zone in future years. |
| 10 | Central Market Works | 264 | 0 | (17) | 247 | To fund works at Cardiff Central Market and as potential match funding for external grant bids. |
| 11 | City Wide Management & Initiatives | 501 | 0 | 95 | 596 | To fund city-wide management and initiatives including support for marketing and infrastructure. |
| 12 | Community Based Services Transition | 175 | 0 | (52) | 123 | To fund activity to enable the better integration of community facilities across the public sector |
| 13 | Community Initiatives | 267 | 0 | (75) | 192 | To fund initiatives arising from the legacy of the Communities First Programme. |
| 14 | Corporate Events & Cultural Services | 742 | 0 | (250) | 492 | To support feasibility studies and costs of major events, including the potential Signature Music Event, and to offset future pressures arising from fluctuations in income within Venues and Cultural Services. |
| 15 | Corporate Landlord Function | 44 | 0 | (44) | 0 | To support the corporate landlord functions across the Council in order to provide a cohesive and commercial operating model. |
| 16 | Emergency Management, Safeguarding and Prevent | 139 | 0 | 0 | 139 | To fund preventative measures in relation to safeguarding, the Prevent agenda and emergency management. |

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Appendix 10

| | Reserve | Estimated balance at 31.03.20 £000 | Estimated Movements | | Estimated balance at 31.03.21 £000 | Purpose |
|----|--|---------------------------------------|---------------------------|---------------------------|---------------------------------------|---|
| | | | To finance budget £000 | Other Commitments £000 | | |
| 17 | Employee Changes | 6,046 | 0 | (623) | 5,423 | In accordance with the projected model, this is required to meet the costs associated with voluntary redundancy and other employee costs in future years. |
| 18 | Energy Market Volatility | 586 | 0 | 0 | 586 | To provide funding for unexpected fluctuations in the cost of energy. |
| 19 | Flatholm | 27 | 0 | (27) | 0 | To provide funding towards the Flatholm Island Heritage Lottery Fund Scheme - A Walk Through Time. |
| 20 | Fraud Detection | 48 | 0 | (48) | 0 | To supplement staffing and other costs associated with fraud detection. |
| 21 | Governance & Legal Services | 183 | 0 | 0 | 183 | To fund future Governance & Legal Services initiatives, including projects in connection with ICT upgrades. |
| 22 | Harbour Authority Project and Contingency Fund | 42 | 0 | 0 | 42 | To fund expenditure for the improvement and enhancement of infrastructure, assets, activities or services in or around Cardiff Bay. |
| 23 | Highways Section 278 | 409 | 0 | (99) | 310 | To support highway investment |
| 24 | Homelessness | 1,468 | 0 | (968) | 500 | To be used to meet increases in homelessness pressures. |
| 25 | Housing Support | 759 | 0 | (226) | 533 | To improve sustainability by maintaining the independence of people in their own homes. |
| 26 | ICT Holding Account | 745 | 0 | (94) | 651 | To fund future business process improvement initiatives and other future ICT initiatives. |
| 27 | Inspectorate Support | 208 | 0 | 0 | 208 | To procure necessary consultancy for inspections and the regulatory environment. |
| 28 | Insurance | 6,175 | 0 | 0 | 6,175 | To protect the Council from future potential insurance claims. |
| 29 | Invest to Save | 261 | 0 | (261) | 0 | To be used in connection with revenue invest to save schemes. |
| 30 | Joint Equipment Store - Pooled Budget | 221 | 0 | 0 | 221 | To be utilised to offset deficits or one off expenditure items in the pooled budget, in future years. |
| 31 | Local Plan | 48 | 0 | 0 | 48 | To support the cost of the Local Development Plan and any potential appeals or judicial reviews. |
| 32 | Major Projects | 425 | 0 | (75) | 350 | To contribute towards the cost of Major Projects. |
| 33 | Members Development | 61 | 0 | 0 | 61 | To support any additional Members' ICT software. |
| 34 | Municipal Election | 522 | 0 | 76 | 598 | To support the cost of local elections. |
| 35 | Municipal Mutual Insurance | 774 | 0 | 0 | 774 | To reflect the fact that the Council are liable to pay a percentage of claims previously settled by Municipal Mutual Insurance (MMI) and contribute to the cost of future settled claims. |
| 36 | Non-Domestic Rates Due Diligence | 160 | 0 | 0 | 160 | To fund the costs of NDR due diligence. |
| 37 | Out of School Childcare | 102 | 0 | 0 | 102 | Surplus balances from each school operating an out of school childcare scheme. These can be drawn upon by each school to balance their in-year financial position. |

Appendix 10

| | Reserve | Estimated balance at 31.03.20 £000 | Estimated Movements | | Estimated balance at 31.03.21 £000 | Purpose |
|----|--|---------------------------------------|---------------------------|---------------------------|---------------------------------------|--|
| | | | To finance budget £000 | Other Commitments £000 | | |
| 38 | Parking & Enforcement | 2,132 | 0 | (426) | 1,706 | This represents surpluses on parking & enforcement schemes which, under the Road Traffic Act 1984, have to be reinvested in Road Traffic Schemes. |
| 39 | Property Asset Management | 33 | 0 | (33) | 0 | To be used by Strategic Estates as a tool for managing timing and fluctuations of income from fees relating to the disposal of properties. |
| 40 | Rentsmart Wales | 520 | 0 | 0 | 520 | To reinvest in training and service delivery in respect of Rentsmart Wales. |
| 41 | Resources | 258 | 0 | (156) | 102 | To provide funding to a number of areas within the Resources directorate, particularly where transition to new methods of operation are required. |
| 42 | Schools Formula Funding | 577 | 0 | (228) | 349 | A contingency fund set aside to meet unplanned and unforeseen expenditure incurred by or on behalf of the delegated schools budgets. |
| 43 | Schools Organisation Plan | 280 | 0 | 623 | 903 | To be used to manage the cash flow implications of the School Organisational Plan financial model. |
| 44 | Scrutiny Development & Training | 118 | 0 | 0 | 118 | To fund Scrutiny member development and training. |
| 45 | Social Care Technology | 609 | 0 | (300) | 309 | To provide funding towards social care ICT developments. |
| 46 | South East Wales Construction Framework | 540 | 0 | 0 | 540 | Ringfenced revenue to fund future costs of the project. Remaining funding to be distributed amongst the participating authorities. |
| 47 | Strategic Budget | 5,626 | (750) | 0 | 4,876 | To support financial resilience and the future budget requirements of the Council over the period within the Medium Term Financial Plan. |
| 48 | Treasury Management | 4,725 | 0 | 4,300 | 9,025 | To assist with the management of risk in relation to major projects and to offer some protection and flexibility to the wider capital programme. |
| 49 | Wales Interpretation and Translation Service | 278 | 0 | 0 | 278 | To manage in-year fluctuations in funding and financial performance of the service. |
| 50 | Welfare Reform | 1,413 | 0 | (1,004) | 409 | To mitigate pressures and reduced funding within the Housing Benefit Service following the transfer of services to DWP, as part of the rollout of the Universal Credit Scheme. |
| 51 | Youth Service | 177 | 0 | 0 | 177 | To fund costs connected with the refurbishment of youth centres. |
| | TOTAL | 43,656 | (750) | (2,203) | 40,703 | |

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| | Reserve | Estimated balance at 31.03.20 | Estimated Movements | | Estimated balance at 31.03.21 | Purpose |
|--|---------|-------------------------------|---------------------|-------------------|-------------------------------|---------|
| | | | To finance budget | Other Commitments | | |

Appendix 10

| | Reserve | Estimated balance at 31.03.20 £000 | Estimated Movements | | Estimated balance at 31.03.21 £000 | Purpose |
|---|-------------------------|---------------------------------------|---------------------------|---------------------------|---------------------------------------|---|
| | | | To finance budget £000 | Other Commitments £000 | | |
| | | £000 | £000 | £000 | £000 | |
| 1 | Council General Reserve | 14,255 | 0 | 0 | 14,255 | To help cushion the impact of unexpected events or emergencies. |

EARMARKED RESERVES HOUSING REVENUE ACCOUNT

| | Reserve | Estimated balance at 31.03.20 £000 | Estimated Movements | | Estimated balance at 31.03.21 £000 | Purpose |
|---|--|---------------------------------------|---------------------------|---------------------------|---------------------------------------|--|
| | | | To finance budget £000 | Other Commitments £000 | | |
| 1 | Housing Repairs and Building Maintenance | 0 | 0 | 1,000 | 1,000 | To fund costs of housing repairs and to mitigate against risk within the Construction Industry |

| | Reserve | Estimated balance at 31.03.20 £000 | Estimated Movements | | Estimated balance at 31.03.21 £000 | Purpose |
|---|---------------------|---------------------------------------|---------------------------|---------------------------|---------------------------------------|--|
| | | | To finance budget £000 | Other Commitments £000 | | |
| 1 | HRA General Reserve | 8,473 | 0 | 0 | 8,473 | To help cushion the impact of unexpected events or emergencies within the HRA. |

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Civil Parking Enforcement and Parking Reserve

1. The Traffic Management Act was introduced in 2004 to tackle congestion and disruption on the road network. The Act places a duty on local traffic authorities to ensure the expeditious movement of traffic on their road network and the networks of surrounding authorities. It gives authorities additional tools to better manage parking policies, moving traffic enforcement and the coordination of street works. Welsh Ministers granted Civil Parking Enforcement (CPE) powers to Cardiff Council in July 2010. This extended to the enforcement of Bus Lanes and Moving Traffic Offences (MTOs) in November 2014.
2. The payments generated from car parking fees, resident's permits, penalty charge notices and Moving Traffic Offences are allocated to a CPE enforcement account and operational costs, including the cost of the enforcement service are deducted. Any surplus from parking and enforcement is ring-fenced for traffic, highways and environmental improvements.
3. The table below illustrates the financial forecast for Civil Parking Enforcement:

| Civil Parking Enforcement | 2020/21 £000 | 2021/22 £000 | 2022/23 £000 | 2023/24 £000 | 2024/25 £000 |
|-----------------------------|-----------------|-----------------|-----------------|-----------------|-----------------|
| Income | | | | | |
| On street car parking fees | 5,634 | 6,522 | 6,746 | 6,927 | 6,927 |
| Off street car parking fees | 1,420 | 1,565 | 1,565 | 1,686 | 1,686 |
| Residents parking permits | 405 | 455 | 455 | 455 | 455 |
| Penalty Charge Notices | 2,507 | 2,528 | 2,528 | 2,528 | 2,528 |
| Moving Traffic Offences | 4,746 | 4,503 | 4,462 | 4,250 | 4,059 |
| Miscellaneous income | 0 | 14 | 14 | 14 | 14 |
| Total income | 14,712 | 15,587 | 15,770 | 15,860 | 15,669 |
| | | | | | |
| Expenditure | | | | | |
| Operational costs parking | 774 | 771 | 772 | 769 | 771 |
| Enforcement service | 5,916 | 6,102 | 6,368 | 6,432 | 6,522 |
| Total expenditure | 6,690 | 6,873 | 7,140 | 7,201 | 7,293 |
| | | | | | |
| Surplus / (Deficit) | 8,022 | 8,714 | 8,630 | 8,659 | 8,376 |

4. For 2020/21, income from car parking fees, residents' permits, penalty charge notices and MTO's is forecast to be £14.712 million. Expenditure includes the operating costs of the off-street car parks and maintenance of the on-street parking bays plus the cost of the enforcement service. Overall, expenditure is estimated to be £6.690 million, leaving a net surplus of £8.022 million.
5. The level of the annual surplus on the account is forecast to remain consistent in future years. This provides significant scope for future planning and investment. This is illustrated in the table below, which sets out the planned movement in the CPE reserve.

| Parking Reserve | 2020/21 | 2021/22 | 2022/23 | 2023/24 | 2024/25 |
|--------------------------------|----------------|----------------|----------------|----------------|----------------|
| | £000 | £000 | £000 | £000 | £000 |
| Estimated Opening Balance | 2,132 | 1,706 | 1,148 | 897 | 754 |
| CPE net surplus (deficit) | 8,022 | 8,714 | 8,630 | 8,659 | 8,376 |
| Funding Availability | 10,154 | 10,420 | 9,778 | 9,556 | 9,130 |
| | | | | | |
| Budgeted contribution | 5,935 | 6,135 | 6,135 | 6,135 | 6,135 |
| Active Travel | 911 | 811 | 817 | 822 | 634 |
| Highway Improvements | 110 | 110 | 110 | 110 | 110 |
| Environmental Improvements | 457 | 458 | 459 | 460 | 461 |
| Capital Projects | 835 | 1,558 | 1,160 | 1,075 | 1,050 |
| Project/Scheme Contingency | 200 | 200 | 200 | 200 | 200 |
| Use of Reserve | 8,448 | 9,272 | 8,881 | 8,802 | 8,590 |
| | | | | | |
| Balance Carried Forward | 1,706 | 1,148 | 897 | 754 | 540 |

6. The use of reserve includes a budgeted contribution, which supports a range of highway, transport and environmental improvements. It includes regular funding for the promotion of Active Travel initiatives including 20 mph zone expansion, assessing the transportation impact on the Local Development Plan and supporting increased cycling in the city. It will also fund Highway Improvements such as residential parking and delivering sustainable access to schools. Further funding will support a range of Environmental Improvements to include drainage and fly-tipping as well as funding staff resources to address public spaces protection orders and developing the conversion to electric vehicles. A provision to assist in delivering key capital transport and environmental improvements to support the city centre enabling schemes, healthy streets and the proposed Canal quarter is also built-in. It also includes a provision for bus corridor improvements and the installation and expansion of electric vehicle charging points.
7. The reserve balance is expected to decrease gradually, but is still forecast to have an appropriate balance by the 31st March 2025, which will provide a degree of resilience against the CPE forecast. The CPE financial position and use of the reserve for investment in projects and initiatives is reported as part of the Council's regular monitoring arrangements including consultation with the relevant Cabinet Member.

Activities inherited from Cardiff Bay Development Corporation including Harbour Authority

The functions and responsibilities of the Harbour Authority are detailed in the Agreement made between the Council and CBDC (now the Welsh Government) under Section 165 of the Local Government Planning and Land Act 1980. The funding required to discharge these obligations and any additional duties relating to the Cardiff Bay Barrage Act 1993 is provided by a specific grant received from the Welsh Government. This funding and any income generated are ring fenced.

The existing agreement expired on 31st March 2017. The Council has been working with the WG to review current arrangements with a view to jointly agreeing a new funding agreement. For the financial years 2017/18 to 2019/20, single year budgets have been agreed with WG whilst the review has been ongoing. In 2019/20, the Council have worked with the WG and independent public sector advisors Local Partnerships in developing an appropriate settlement within the context of a wide-ranging review of CHA activities and statutory functions.

For 2020/21, the Council has worked with WG to identify achievable efficiencies, service reductions and savings against the approved Fixed Costs budget and to agree on an appropriate budget arrangement for Asset Renewal. The WG have agreed total Fixed Costs funding of £4.961 million, representing a reduction of £117,000 or 2.3% on the 2019/20 budget. This allocation provides for a 2% staff pay award and employee incremental pay progression as well as other full year impacts of the costed establishment.

Within this Fixed Costs budget, service reductions include reduced groundwater monitoring demands and the fish licence which is no longer required following the expiry of the agreement with Natural Resources Wales under the Cardiff Bay Barrage Fisheries Mitigation Programme. Other changes include support cost efficiencies and inflationary uplifts for service level agreements and other costs as appropriate.

In relation to the Asset Renewal budget, funding is likely to be a significant issue in the future. Renewals and replacements have been relatively small in value in previous years and ongoing funding requirements are being considered as part of the overall review. It is anticipated that a way forward can be agreed with WG on the basis of a medium to long term asset management plan.

In the meantime, for 2020/21, an Asset Renewal budget of £262,000 has been agreed relating to the identified costs of purchasing a crawler crane and phase one of the proposed railing refurbishment scheme at Penarth Marina has been agreed.

| CHA Funding | 2019-20 | 2020-21 |
|---------------------|----------------|----------------|
| | £000 | £000 |
| Fixed Cost Budget | 5,078 | 4,961 |
| Asset Renewal | 145 | 262 |
| Total Budget | 5,223 | 5,223 |

This gives an overall unchanged total budget allocation of £5.223 million.

Any unforeseen costs arising will still be recoverable from the WG through the additional claims process, but only where those costs are legitimately agreed as part of an updated Deed of Variation to the S165 Agreement.

The CHA will continue to maintain a Contingency and Project Fund (the Fund) which will be 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 current balance of £42,000 is the minimum sum required to be maintained within the Fund at any point in time and is significantly lower than balances maintained in previous years.

The Council is required to draw down from the Fund up to this level before making any additional claims to the Welsh Ministers in relation to unforeseen costs.

Prudential Indicators

The CIPFA Prudential and Treasury Management Codes of Practice

The two integrated Codes of practice have been developed as frameworks to support the decisions local authorities make for capital investment and borrowing decisions. Originally introduced in 2004, its latest update was in 2017. Compliance with the Code is a statutory requirement when carrying out their duties under Part I of the Local Government Act 2003 and the Local Authorities (Capital Finance and Accounting) (Wales) Regulations.

Objectives of the Code

The key objectives of the Codes 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.

CIPFA required Prudential Indicators to be produced

The indicators required are shown below, with further explanation as to their meaning:

1(a). External Debt - Operational Boundary (See Treasury Strategy)

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 (See Treasury Strategy)

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. This limit is a statutory limit required to be set by the Council under Section 3(1) of the Local Government Act 2003.

1(c). External Debt - Actual External Debt (See Treasury Strategy)

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) (See Capital Strategy)

The Capital Financing Requirement (CFR) replaced the 'Credit Ceiling' measure of the Local Government and Housing Act 1989. It measures an authority's underlying need to borrow or use other long-term liabilities, to pay for capital expenditure.

3. Capital Expenditure (See Capital Strategy)

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 (See Treasury Strategy)

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 (See Treasury Strategy)

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 (See Treasury Strategy)

This indicator measures the exposure of a local authority to investing for periods of greater than one year.

7. Ratio of Financing Costs to Net Revenue Budget Stream (See Capital Strategy)

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/Earn 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. 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.

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 of the programme
- 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.

Locally determined Prudential Indicator

8. Capital financing costs expressed as a ratio of Controllable Budget (See Capital Strategy)

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 cannot be directly influenced such as schools delegated budgets, Fire Levy and CTRS payments
- it is impacted by transfers in and out of the Settlement
- it includes investment income which is highly unpredictable, particularly in future years.

Although there may be short term implications, Invest to Save/Earn 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 be delayed or 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. Accordingly an additional local indicator is calculated for the General Fund to support decision making showing the ratio of capital financing costs of the Council expressed as a percentage of its controllable budget, excluding treasury investment income.

Mae'r dudalen hon yn wag yn fwriadol

COUNCIL:

27 FEBRUARY 2020

REPORT OF THE DIRECTOR OF GOVERNANCE & LEGAL SERVICES

COMMITTEE APPOINTMENTS

Reason for Report

1. To receive nominations and make appointments to current committee vacancies as set out in the report and in accordance with the approved allocation of seats and political group wishes.

Background

2. The Annual Council 23 May 2019 established the Committees and Panels of the Council and their composition. The seats allocated to political groups on each committee were calculated in accordance with political balance, and nominations were received for each committee from the political groups.
3. In accordance with the Welsh Audit Office Statement of Action P3b (report March 2016), Membership of Committees is a standing item on monthly Group Whips meetings and Full Council, as appropriate.

Issues

4. The Annual Council 23 May 2019 received nominations to committee seats. Not all seats were filled and the vacancies that remain are as follows:

| Committee | Vacancy | Group |
|--|----------------|---|
| Audit Committee | 1 vacancies | 1 x Labour |
| Corporate Parenting Advisory Committee | 1 vacancies | 1 x Cardiff West Independents |
| Licensing Committee | 1 vacancy | 1 x Conservative |
| Public Protection | 2 vacancies | 1 x Conservative 1 x Cardiff West Independents |
| Policy Review & Performance Scrutiny | 1 vacancies | 1 x Cardiff West Independents |

| Committee | Vacancy | Group |
|--|----------------|--------------|
| Community and Adult Services Scrutiny Committee. | 1 vacancy | 1 x Labour |

5. Further nominations to fill existing vacancies received from political groups prior to Full Council on 27 February 2020 will be reported on the amendment sheet.

Legal Implications

6. The Council is under a duty to make appointments to Committees, in accordance with the approved allocation of seats to political groups, so as to give effect to the wishes of the political groups (pursuant to Section 16 of the 1989 Act).

Financial Implications

7. There are no financial implications directly arising from this report.

RECOMMENDATION

The Council is recommended to appoint to the vacancies on Committees in accordance with the approved allocation of seats and Party Group wishes, as set out on the Amendment Sheet.

DAVINA FIORE

Director Governance and Legal Services

21 February 2020

Background Papers

Annual Council Reports and Minutes 23 May 2019

Report and Minutes of Council 20 June 2019

Report and Minutes of Council 18 July 2019

**CYNGOR CAERDYDD
CARDIFF COUNCIL**



COUNCIL:

27 FEBRUARY 2020

REPORT OF THE DIRECTOR OF GOVERNANCE & LEGAL SERVICES

APPOINTMENT OF MEMBERS TO SERVE ON OUTSIDE BODIES

Reasons for the Report

1. To receive nominations and make appointments of Council representatives to statutory and non-statutory outside bodies.

Background

2. The Constitution provides that the Council will, from time to time, receive nominations and make Member appointments as necessary to serve as representatives of the Council on outside bodies.
3. The Council at its Annual meeting on 23 May 2019 received nominations and agreed appointments of Members to serve on bodies which are required on an annual basis and other vacancies.
4. The Council from time to time receives nominations to vacancies that occur during the Municipal Year.

Issues

5. The Council is asked to receive a nominations to following bodies: -

| <u>Body</u> | <u>Vacancy Information</u> |
|---|----------------------------|
| Cardiff & Vale of Glamorgan Community Health Council | 1 vacancy |

- 6.
7. The Party Group Whips were advised of the vacancy on 21 February 2020 and nominations received will be detailed on the Amendment Sheet to be circulated at the Council meeting.

Legal Implications

8. The appointment of individuals to serve on outside bodies is a Local Choice function under the Local Authorities (Executive Arrangements) (Functions and

Responsibilities) (Wales) Regulations 2007. In the approved Scheme of Delegations the Council has determined that responsibility for the proposed appointments shall rest with Full Council.

Financial Implications

9. There are no financial implications arising as a direct consequence of this report.

RECOMMENDATION

The Council is requested to receive nominations and approve appointments as set out on the amendment sheet to the following bodies:

- (a) Cardiff & Vale of Glamorgan Community Health Council

DAVINA FIORE

Director of Governance & Legal Services and Monitoring Officer

21 February 2020

Background Papers

Register of Appointments to Outside Bodies

Annual Council 23 May 2019 - Appointment of Representatives to Outside Bodies