

CABINET: DYDD IAU, 21 CHWEFROR 2019 am 2.00 PM

Cynhelir cyfarfod Cabinet yn Ystafell Bwyllgor 3 yn Neuadd y Sir, Dydd Ian 22 Chwefror 2019 am 2pm

A G E N D A

- 1 Cofnodion Cyfarfodydd y Cabinet a Gynhaliwyd ar 9 a 24 Ionawr

Arweinydd

- 2 Cynllun Corfforaethol

Strydoedd Glân, Ailgyrchu a'r Amgylchedd

- 3 Systemau Draenio Cynaliadwy (SDCau) *(Tudalennau 3 - 10)*

Cyllid, Perfformiad a Moderneiddio

- 4 Premiymau Treth Gyngor *(Tudalennau 11 - 32)*
- 5 Monitro Cyllideb - Adroddiad 9 Mis *(Tudalennau 33 - 98)*
- 6 Adroddiad Perfformiad Chwarter 3, 2018-19 *(Tudalennau 99 - 184)*
- 7 Cynigion ar gyfer Cyllideb 2019/20 *(Tudalennau 185 - 510)*

PAUL ORDERS

Chief Executive

Mae'r ddogfen hon ar gael yn Saesneg / This document is available in English.

Mae'r dudalen hon yn wag yn fwriadol

**CARDIFF COUNCIL
CYNGOR CAERDYDD**



MINUTES

CABINET MEETING: 9 JANUARY 2019

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

Observers: Councillor Joe Boyle
Councillor Keith Parry
Councillor Adrian Robson

Also:

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

Apologies:

74 PURCHASE OF STREET SCENE VEHICLES

Appendix 1 to this report is exempt from disclosure as it contains information pursuant to paragraph 14 and 21 of the Local Government Act 1972 and the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

The Chair ruled that by reason of special circumstances, that this item should be considered at the meeting as a matter of urgency. Whilst this item was published on the Agenda the Report was only finalised on Friday and was urgent for decision at the meeting given the timescale for completing the purchase of the vehicles

The Cabinet considered a report seeking authorisation to purchase streetscene vehicles due to the current supplier (Gulliver's Truck hire) entering into administration. It was reported that purchase of the vehicles would provide service continuity and potentially a long-term saving. It was noted that the maintenance of the vehicles would be brought 'in-house' and provided by central transport services.

RESOLVED: that

1. the Director of Planning, Transport & Environment, in consultation with Cabinet Member for Clean Streets, Recycling & Environment and Corporate Director Resources, be authorised to proceed with the purchase of the relevant Streetscene vehicles as outlined in this report
2. in accordance with the Council's constitution a report on this decision will be presented to the Council meeting due to take place on 31 January 2019

MINUTES

CABINET MEETING: 24 JANUARY 2019

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

Observers: Councillor Joe Boyle
Councillor Keith Parry
Councillor Adrian Robson

Also: Councillor Saeed Ebrahim (Item 85)

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

Apologies:

75 MINUTES OF THE CABINET MEETING HELD ON 13 DECEMBER 2018

RESOLVED: that the minutes of the meeting held on 13 December 2018 be approved

76 REFORM OF FIRE AND RESCUE AUTHORITIES IN WALES

The Cabinet considered a report outlining the Welsh Government's White Paper and consultation on the reform of Fire and Rescue Authorities in Wales including the implications for Cardiff on proposals relating to the Governance, Membership and Funding of the Fire Authority.

RESOLVED: that

1. the Welsh Government's White Paper and consultation on the reform of Fire and Rescue Authorities in Wales be noted; and
2. authority be delegated to the Chief Executive, in consultation with the Leader of the Council, to approve a response to the Welsh Government setting out the Council's views on the proposals contained in the White Paper.

77 21ST CENTURY SCHOOLS, BAND B: REPLACEMENT FITZALAN HIGH SCHOOL

Appendix 10 is exempt from publication as it contains information pursuant to paragraph 16 of the Local Government Act 1972

A report outlining the responses received to a public engagement exercise on a proposal for a new build Fitzalan High School. The proposed replacement Fitzalan High School would provide high quality educational facilities in a brand new school from September 2022 and pupils would have access to the best quality learning environment to support and enhance teaching and learning. It was reported that the majority view expressed was one of support and an appraisal of concerns raised was included in the report.

RESOLVED: that

1. the responses received during the public engagement exercise on the proposal to provide a new build school for Fitzalan High School be noted
2. authority be delegated to the Director of Education & Lifelong Learning (in consultation with the Cabinet Members for Education, Employment & Skills and Finance, Modernisation & Performance, the Director of Governance and Legal Services, and the Corporate Director for Resources) to determine all aspects of the procurement process (including for the avoidance of doubt development of all procurement documentation and selection and award criteria, commencement of procurement through to award of contracts) for the new build school.

78 THE PERFORMANCE OF CARDIFF SCHOOLS 2017-18

Cabinet received an update on the performance of Cardiff Schools in 2017/18. The Annual Performance Report provided an analysis of the educational outcomes of learners for the academic year 2017/2018. It identified the key strengths and areas for further development in relation to learner outcomes and progression, and the quality of provision in schools across the Foundation Phase, Key Stages 2 to 5. The report referenced these outcomes to the ambitions set out in Cardiff 2020. Results for 2017/18 showed that Cardiff schools are performing well across a wide range of performance indicators at all Key Stages. The performance profile in the city had notably improved over the past five years.

RESOLVED: that the performance of Cardiff schools in the academic year 2017/2018 be noted

79 CORPORATE SAFEGUARDING BOARD PROGRESS REPORT

The Corporate Safeguarding Board Progress report was received by Cabinet, which provided an overview of safeguarding within Cardiff for the last 18 months.

RESOLVED: that the Corporate Safeguarding Board, Corporate Safeguarding Progress Report (Appendix A) be approved

80 CORPORATE SAFEGUARDING BOARD POLICY

Cabinet considered an updated Corporate Safeguarding Policy, including the Council's Modern Slavery statement. The policy had been strengthened and its scope widened to ensure that all of the Council's safeguarding functions were met.

RESOLVED: that the Cardiff Council Corporate Safeguarding Policy (2018-2021), including the Council's Modern Slavery Statement be approved

81 NATIONAL NON-DOMESTIC RATES - WRITE OFFS

Appendices A and B to this report are exempt from publication by virtue of paragraph 14 of Part 4 and paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972

The Cabinet considered authorising the write-off of Non-Domestic rates. It was noted that business rates are collected on behalf of the Welsh Government with all collections pooled and redistributed back to local government on a per capita basis. The cost of all write offs are borne by the pool and not directly by the Council.

RESOLVED: that authorisation be given to write off debts amounting to £527,447.35

82 DRAFT ECONOMIC STRATEGY 'WHITE PAPER'

Cabinet considered authorising the publication of the draft Economic strategy to enable a debate to take place at the January Council meeting. It was proposed that the debate would provide an opportunity for members to contribute prior to the consideration of the final report by Cabinet.

RESOLVED: that the publication of the draft Economic Strategy "White Paper" be authorised in advance of formal approval by Cabinet to enable submission of this report to, and for the draft "White Paper" to be debated at, the January 2019 meeting of Full Council.

83 THE SUPPORTED LIVING SERVICE FOR ADULTS WITH A LEARNING DISABILITY

Cabinet considered a proposal for contracts for supported living services (including personal domiciliary care service and housing related support) to be delivered as a whole package. This would be achieved by issuing the opportunity to the market for organisations who are willing to tender for both elements of the service. Further it was proposed that the contract be issued on a longer 8 year term to secure better outcomes for users and allow the market to be sustainable.

RESOLVED: that

1. the proposed overarching approach to the recommissioning of supported living services for adults with a learning disability be agreed; and
2. authority be delegated to the Director of Social Services in consultation with the Cabinet Member (Social Care, Health and Well-Being), the Council's Section 151 Officer and the Council's Monitoring Officer, to determine all aspects of the procurement process and the supported living model (including approving the evaluation criteria to be used, and authorising the award of the contracts) and all ancillary matters pertaining to the procurement.

84 SUPPLEMENTARY PLANNING GUIDANCE FLATS & STUDENT ACCOMMODATION

The Cabinet considered Supplementary Planning Guidance relating to Flat Conversions and Student Accommodation. It was reported that the Flat Conversions SPG outlined the Council's planning policies in terms of the development of flats that are converted from other uses whilst the Student Accommodation SPG outlined the authority's planning guidance in terms of purpose built student accommodation and would not apply to HMOs. Both SPGs had been subject to public consultation.

RESOLVED: that Council be recommended to approve the following Supplementary Planning Guidance as amended and appended to this report:

- Flat Conversions
- Student Accommodation

85 TO RECEIVE THE REPORT OF CHILDREN AND YOUNG PEOPLE SCRUTINY COMMITTEE & COMMUNITY AND ADULT SERVICES SCRUTINY COMMITTEE ENTITLED 'PREVENTING YOUNG PEOPLE'S INVOLVEMENT IN DRUG DEALING'

Councillor Ebrahim presented the joint report of the Children and Young People Scrutiny Committee & Community and Adult Services Scrutiny Committee entitled 'Preventing Young People's Involvement in Drug Dealing'. The report contained 46 Key Findings and 19 recommendations. The Cabinet thanked the Task and Finish group for their work.

RESOLVED: that the report of Children and Young People Scrutiny Committee & Community and Adult Services Scrutiny Committee entitled 'Preventing Young People's Involvement in Drug Dealing' be received and a response be provided by April 2019

86 REPORT OF ECONOMY & CULTURE SCRUTINY COMMITTEE ENTITLED 'COUNCIL WORKSHOPS & INNOVATION PREMISES'

The Cabinet received the Report of Economy & Culture Scrutiny Committee entitled 'Council Workshops & Innovation Premises'. The report contained 18 key findings

and 9 recommendations. The Cabinet thanked the Task and Finish Group for their report.

RESOLVED: that the Report of Economy & Culture Scrutiny Committee entitled 'Council Workshops & Innovation Premises' be received and a response be provided by April 2019

Mae'r dudalen hon yn wag yn fwriadol

**CYNGOR CAERDYDD
CARDIFF COUNCIL**



CABINET MEETING: 21 FEBRUARY 2019

CORPORATE PLAN 2019-22

LEADER (COUNCILLOR HUW THOMAS)

AGENDA ITEM: 2

Reason for this Report

1. To enable the Cabinet to consider the draft Corporate Plan for 2019-22 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 14 December 2017, the Cabinet approved the establishment of a 4-year Capital Ambition Delivery Programme, with corresponding corporate governance and performance management arrangements, to support the implementation of the Administration's agenda and to refocus services to meet the challenges faced by the Council and the city's wider public

services. This sets out how the Administration's priorities for Cardiff will be achieved, providing clarity on *what* will be delivered, and *by when*. The Corporate Plan usually covers a 3-year period and is subject to an annual refresh.

Issues

Corporate Priorities

5. To ensure that the Council's resources support the delivery of the Administration's new priorities, a new Corporate Plan for 2019-22 has been developed in tandem with the process for developing and setting the Council's budget for 2019/20. A copy of the draft Corporate Plan 2019-22 is attached as **Appendix A** to this report.
6. This has taken place in the context of sustained and severe financial pressures within public services. The Council is facing an estimated budget reduction requirement of £35.2m in 2019/20 and a projected budget gap of £92.9m over the next three years from 2019/20 to 2021/22. This is in addition to £145m in budget savings which have been achieved over the past five years.
7. The Corporate Plan 2019-22 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.

Well-being Objectives

8. 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
9. 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

10. The Corporate Plan 2019-22 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.
11. 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.
12. 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
13. 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.
14. 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.
15. 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

16. 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 that was approved by Council in October 2018, 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.
17. The Corporate Plan 2019-22 includes a basket of performance measures with clear targets, which consist of a mixture of (statutory) National Strategic Indicators (NSIs) and 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.
18. A Performance Target Setting Summary for 2019/20 (**Appendix B**) has also been developed, which provides details of past performance targets and results to enable trend analysis; benchmarking information on the Council's relative position (where available), and the proposed targets for 2019/20. It is proposed that authority be delegated to the Chief Executive, in consultation with the Leader of the Council, to make any consequential amendments to the data following publication of the 2018/19 Quarter 4 performance results.

Public Consultation

19. The development of the Corporate Plan 2019-22 has been informed by the findings of the annual Ask Cardiff survey and the budget consultation process for 2019/20.

Policy Development Workshop

20. A cross-public service workshop was held on 20 December 2018 involving representatives from other public service providers in Cardiff. The workshop provided an opportunity to review the Council's corporate policy priorities in the context of long term city wide trends and consider if there were any strategic gaps not addressed by the Plan. The session was also an opportunity to consider the requirements of a number of statutory impact assessments, which included, but was not limited to, a focus on Equality Impact Assessment, Health Impact Assessment, Welsh Language Assessment and Environmental Impact Assessment.
21. The workshop facilitated a detailed consideration of the Plan by lead policy officers from within the Council and across the public sector. This approach allowed for a broad range of practitioners to help shape the Corporate Plan at an early state of policy development. In this way, the approach sought to exemplify the aims of the Well-being of Future

Generations (Wales) Act 2015 and impact assessment tools by enabling a detailed consideration of all identified policy issues with the right partners.

Well-Being Objectives

22. 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

23. The Council's Policy Review and Performance Scrutiny Committee has been involved throughout the development of the Corporate Plan 2019-22. The Committee considered an early draft of the Corporate Plan on 16 January 2019, which included the proposed objectives and performance measures.
24. The KPIs and the proposed targets contained in the draft Corporate Plan 2019-22 were also considered by the Policy Review and Performance Scrutiny Committee's Performance Panel on 11 February 2019, 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 2019-22 in February 2019. It was also considered by the Committee's Chair to be '*a significant step forward in facilitating scrutiny impact on the Council's strategic planning processes*' with an "*unprecedented*" level of engagement.
25. A copy of the draft version of the Corporate Plan 2019-22 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 18-20 February 2019. This enabled consideration of the draft Corporate Plan 2019-22 alongside the Cabinet's draft budget proposals for 2019/20. Copies of the letters received from each of the Scrutiny Committee Chairs following those meetings are compiled within **Appendix C** to this report.
26. A copy of the Corporate Plan 2019-22 will be published on the Council's website by 1 April 2019 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.

Directorate Delivery Plans

27. The “business as usual” and more service focused commitments will be included in Directorate Delivery Plans to be prepared by Q1 2019. 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.
28. 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

29. To enable the Corporate Plan 2019-22 to be considered by the Council on 28 February 2019 and published thereafter by 1 April 2019, subject to any consequential amendments that may be required.

Financial Implications

30. This report sets out the Council’s Corporate Plan for the period up until 2022. Implementing these strategic priorities and improvement objectives are in accordance with the amounts set out in the 15 February 2019 Budget Report which includes both revenue and capital budgets for 2019/20, the indicative Medium Term Financial Plan for the period up to 2023/24 and the indicative Capital Programme for the period up until 2023/24.
31. 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 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. 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 is

particularly the case for proposals, which have yet to be developed to be included in the current budget proposals. These proposals will need to be fully appraised for the financial impact, affordability and considered as part of the Council's Medium Term Financial Plan for future years.

Legal Implications

32. 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 Well-being 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 8 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.
33. 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.
34. 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-and-communities/people/future-generations-act/statutory-guidance/?lang=en>
35. 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.

36. 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

37. 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.

RECOMMENDATIONS

Cabinet is recommended to:

1. approve the Corporate Plan 2019-22 for consideration by Council on 28 February 2019;
2. recommend to Council that authority be delegated to the Chief Executive, in consultation with the Leader of the Council, to make any consequential amendments to the Corporate Plan 2019-22 (Appendix A) following consideration by Council on 28 February 2019 and prior to publication by 1 April 2019; and
3. recommend to Council that authority be delegated to the Chief Executive, in consultation with the Leader of the Council, to make any consequential amendments to the Performance Target Setting Summary 2019/20 (Appendix B) following publication of the 2018/19 Quarter 4 performance results.

SENIOR RESPONSIBLE OFFICER	PAUL ORDERS CHIEF EXECUTIVE
	15 February 2019

The following Appendices are attached:

Appendix A: Corporate Plan 2019-22

Appendix B: Performance Target Setting Summary 2019/20

Appendix C: Letter(s) received from Chair of Policy Review and Planning Committee following consideration of the draft Corporate Plan 2019-22

Delivering Capital Ambition

Cardiff Council Corporate Plan 2019-22



Leader's Introduction

My administration was elected by the people of Cardiff with a commitment that every citizen- regardless of their creed, race, gender, or inherited wealth- should have the chance to fulfil their potential, and play a full part in the life of our city.

A commitment to continuing Cardiff's remarkable regeneration journey and fulfilling our capital city responsibilities as the economic, cultural and political powerhouse of Wales. This is more important than ever because, as the UK prepares to leave the European Union, Cardiff must reassert its longstanding position as an open and outward looking capital city connecting Wales and the world.

A commitment to closing the gap between the richest and poorest communities, be it by narrowing the attainment gap in our schools, narrowing the gap in youth and long term unemployment, or tackling the health inequalities that mean that people in our poorest communities are dying nearly 10 years earlier than those in more affluent areas.

In short, a commitment to making sure that each and every citizen has the chance to both contribute to and benefit from our city's success.

In Capital Ambition we set out our policy agenda for making this happen. This plan provides a detailed programme of delivery.

It sets out our plans for continuing the improvement of education in Cardiff, a top priority for young people in Cardiff and for my administration. From being at the bottom of the class at the turn of the decade, GCSE results are now above the national average and, crucially, the gap in attainment between the results of children from our richest and poorest communities is closing year on year.

Amongst the most important commitments in this plan are those for supporting our city's most vulnerable children and families. For those young people in care, you have my commitment that we will do everything in our power to give you the support you need to fulfil your potential. I believe that over the decade ahead our schools can be the best in Wales, and our capital can be the best city in Britain in which to grow up. Our young people deserve no less.

This plan details how we are supporting older people, particularly those who are suffering ill health, by continuing our work to join up our care services. This will mean working with hospitals and GPs to ensure we all act as one system of support, focused on keeping people happy and healthy, living in their own homes and local communities, for as long as possible.

It describes how we will enhance our successful community hubs programme which brings together a wide range of highly valued services within the locality, recognising the need to ensure local public services

are delivered as one integrated offer. This is crucial in helping to keep our streets safe and clean and our communities cohesive, confident and welcoming places to live.

The plan makes clear how we are protecting the most vulnerable people in our city, finding both immediate and lasting solutions for those people who are homeless, and the small number of people – particularly children and women – who through no fault of their own are subject to abuse, violence and exploitation.

More broadly, we set out a detailed approach to delivering the houses and communities needed to support Cardiff's rapidly increasing population. I am particularly pleased that, with the keys to the first Council houses built in Cardiff in years now being handed over to tenants, our radical programme for housing delivery is providing high quality and affordable homes for more and more people. Crucially, the city's growth will be supported by ambitious plans to overhaul our city's transport system so that it is fit for a city of a half a million residents that Cardiff will be in a generation's time.

Of course, all of this require a strong economy. In partnership with the private sector we will build on the momentum that has seen 25,000 new jobs created in the city over the last 5 years, , placing a sharp focus on making sure that these are accessible to all our citizens, and wherever possible pay the Real Living Wage.

All this will be underpinned by a comprehensive programme of modernisation using digital technologies to improve public services, investing in our buildings and, most importantly of all, supporting our workforce that delivers public services in our city, each and every day.

We do not underestimate the challenge of delivering this agenda at a time of continuing public sector austerity. And we are honest about the fact that the Council does not control all the levers that will influence Cardiff's success, most especially amidst the continuing uncertainty of Brexit. But we are determined that our services must make a positive difference to the lives of our citizens, across all aspects of city life, from the earliest years of a child's life to the care and support we rely upon in our later years. Our ambition is to continue to improve these services, and this plan sets out how we will do just that.



Cllr Huw Thomas

Leader of Cardiff Council

An aerial photograph of Cardiff, Wales, showing the city's urban landscape, the River Taff, and the harbor area with numerous boats. The image is used as a background for the document's cover page.

Capital Ambition Priority 1: Working for Cardiff

- 1.1 Cardiff is a great place to grow up Page 07
- 1.2 Cardiff is a great place to grow older Page 16
- 1.3 Supporting people out of poverty Page 22
- 1.4 Safe, confident and empowered communities Page 28

Capital Ambition Priority 2: Working for Wales

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Capital Ambition Priority 3: Working for the Future

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- 4.1 Modernising and integrating our public services Page 51

Capital Ambition

To outline its ambitions for the city, the Council's Administration set out a policy programme for the five years from 2017 to 2022, entitled 'Capital Ambition'. 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, *Delivering Capital Ambition* sets out Cardiff's Well-being Objectives, the steps it will take to achieve them and how we measure progress.

Glossary of Terms

- **Well-being Objective:** sets out what the Council wants to achieve
- **Outcome Indicator:** a measure of city-wide performance
- **Steps:** what the Council will do, and by when, to help achieve each Well-being Objective
- **Key Performance Measures:** measures of operational performance that indicate if the steps the Council are taking are effective
- **Target:** sets out a numerical value on Key Performance Measures 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 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.
- **Prevention:** Drawing on the evidence, our 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 Public Services Board 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.
- **Involvement:** In developing the Well-being Objectives we have drawn on the results of the Ask Cardiff citizen survey – which received over 4,500 responses – and on focus groups with 'seldom heard' groups.

The Council's Policy Framework

Capital Ambition sets out the Administration's policy agenda, focused on four priorities. 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.

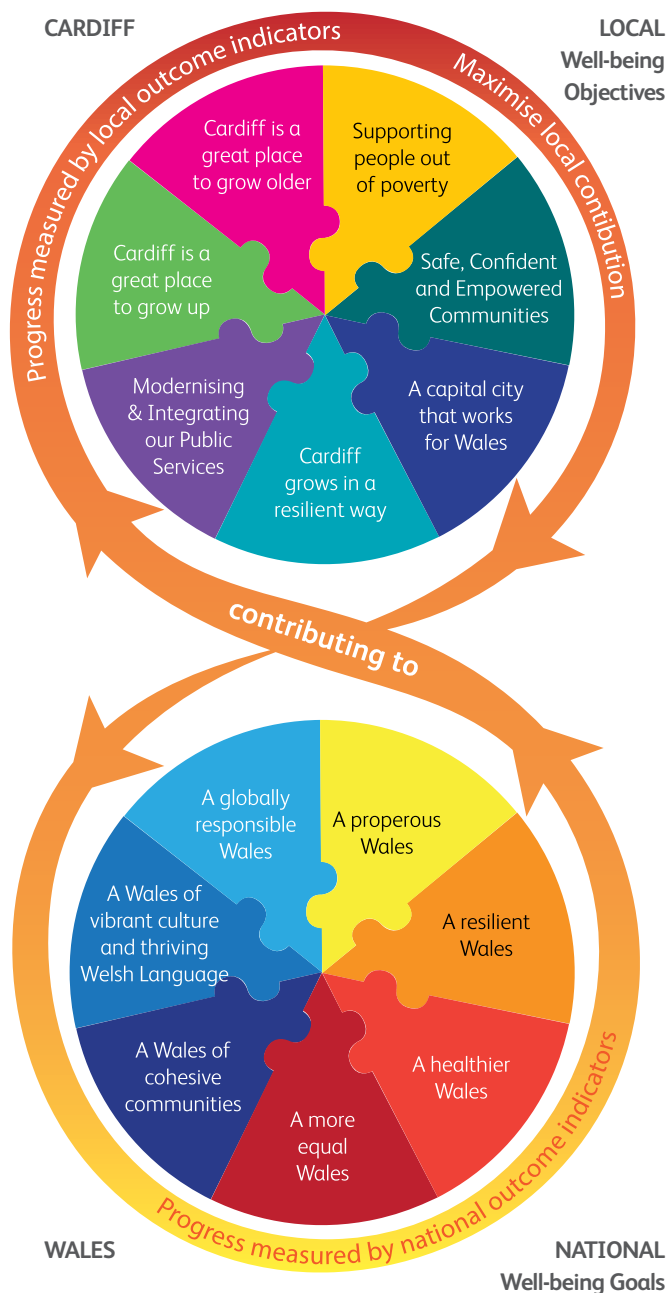
Contribution to National Well-being Goals

The Welsh Government has set out national Well-being Goals. Cardiff Council and the Cardiff Public Services Board have agreed local Well-being Objectives, which are complementary with the national Well-Being Goals. 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. Because both Cardiff Council and the Cardiff Public Services Board are working towards the same seven Well-being Objectives, it was agreed that the Council and the Public Services Board should adopt a complementary set of indicators when measuring progress against the Well-being Objectives.

Delivering Capital Ambition focuses on those outcome indicators most relevant to the Council, with most of the data sets allowing Cardiff's contribution to national performance to be tracked and measured.

A full set of outcome indicators is published annually by the Cardiff Public Services Board, most recently in the [Cardiff in 2018](#) report, which provides an annual snapshot of how the city is performing.



Cardiff in 2019: Fast Growing and Changing Demography

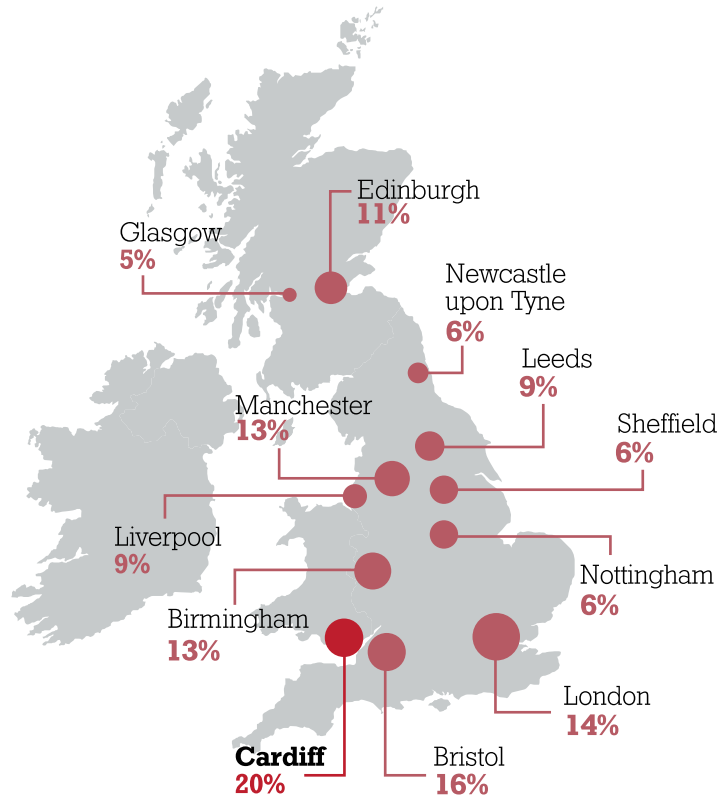
Over the last decade Cardiff grew by around 11%, or 34,600 people, and this growth is set to continue, with the Welsh capital projected to be the fastest-growing major British city.

Cardiff is also by far the fastest-growing Local Authority in Wales. Over the next 20 years the capital city is set to see a larger growth in population than the other 21 Local Authorities in Wales put together.

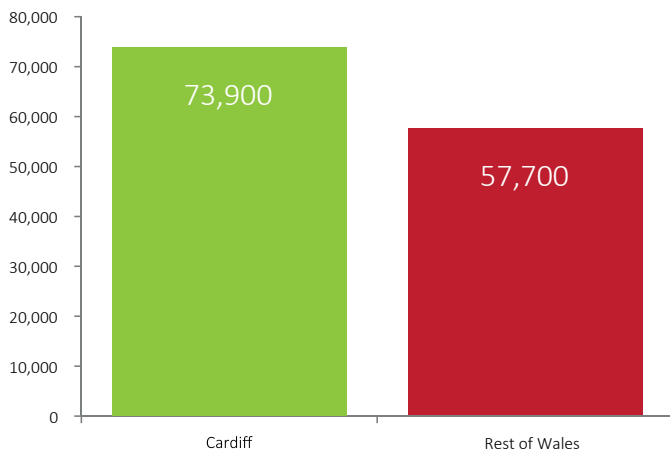
That so many people are choosing to live and work in Cardiff is good news, but it will strain our city's infrastructures and put new demands on our public services.

This is because the city's population growth will not be spread evenly across age groups. For example, the expected 24% increase in school age children over the next 20 years will mean that more school places and more teachers will be needed.

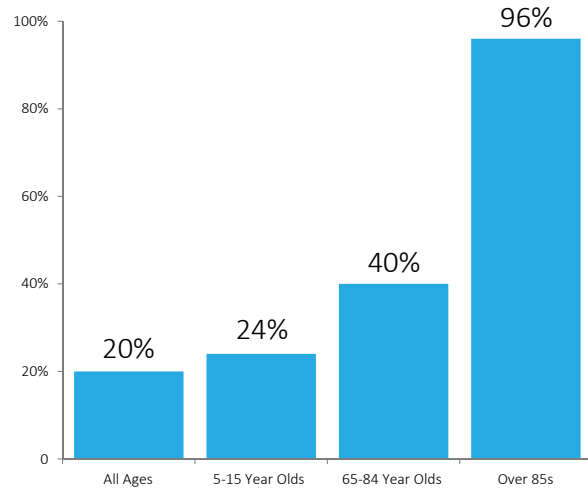
Similarly older people – particularly those over 85 years old whose numbers are expected to nearly double in the next 20 years – are more likely to need to go to hospital or the GP surgery, or need help from social care services.



Projected Population Growth 2018-2038



Projected Population Growth 2018-2038 by age group



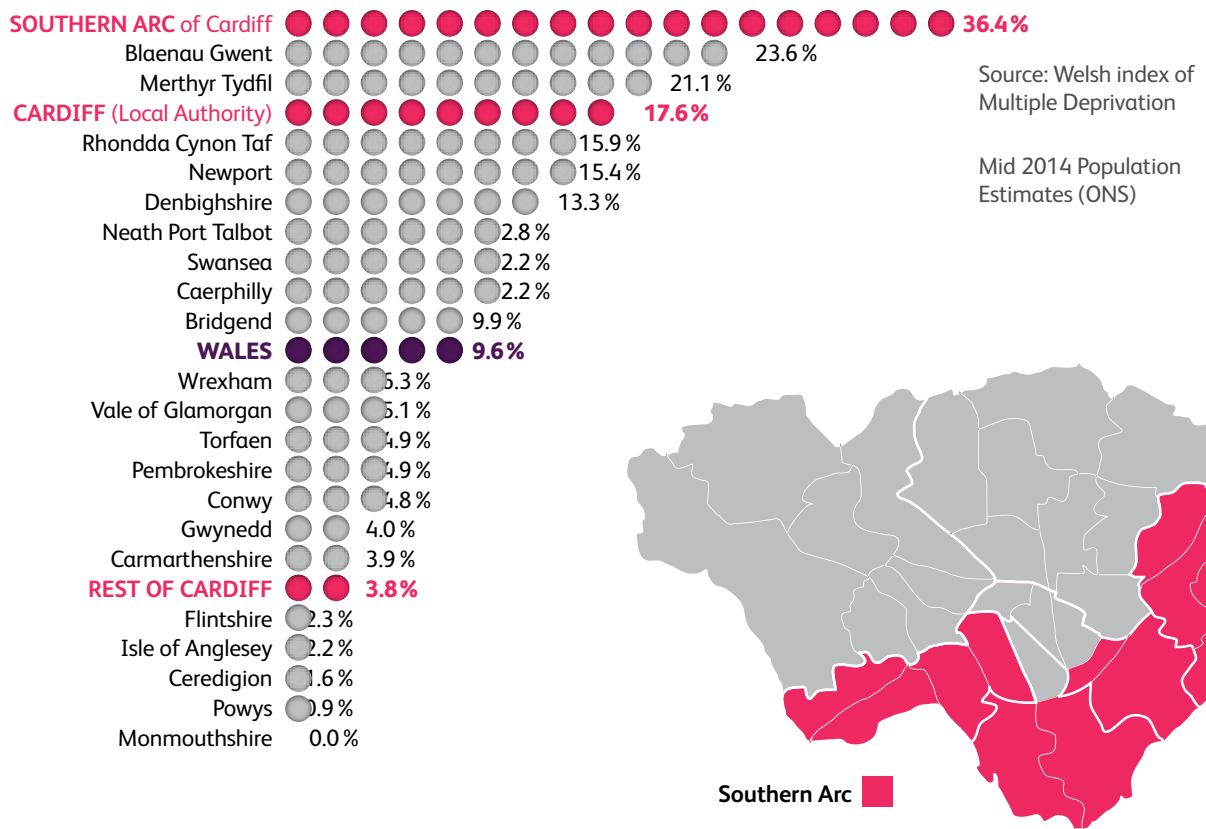
An unequal city

The gap between rich and poor in the city is too wide, and it is growing. For example, unemployment rates in Ely are around fifteen 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 mortality from, for example, heart disease seven times higher in Riverside than it is 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, 2014



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 £92.9m over the next three 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 to austerity in sight 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.

Well-being Objective 1.1:

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. Education provision and the achievements of learners are both improving, and the city offers a wealth of opportunities in sports, business, leisure and culture. In view of rapid changes in economy and society, the city will continue to face many opportunities which will call on the collective commitment and resolve of all partners in delivering our future ambitions.

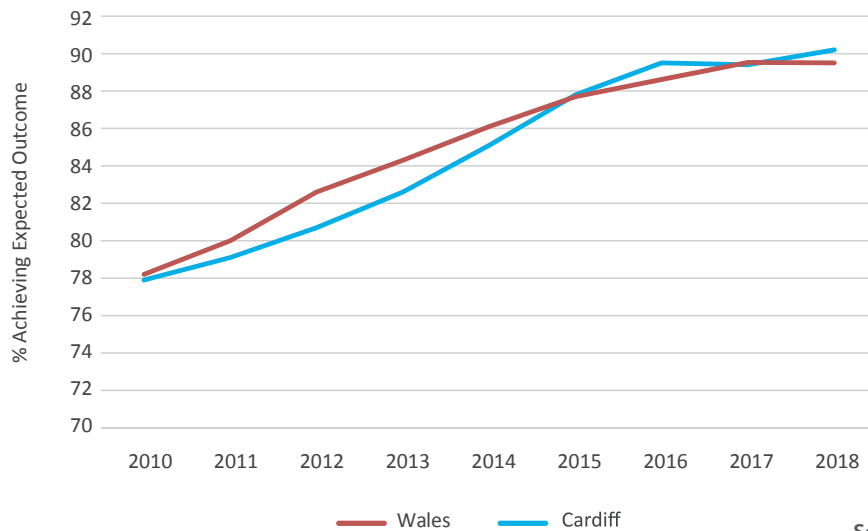
The performance profile in the city has notably improved over the past five years, reflecting the focus on education as a key component of the Council's Capital Ambition. In 2017/18, Cardiff schools are performing well across a wide range of performance indicators at all Key Stages. This positive picture nevertheless contains aspects requiring further improvement. We will need to continue the focus on addressing inequality in achievement, participation and progression.

Measuring Progress against the Well-being Objective: Outcome Indicators



Improving City Performance: Achievement in Primary Schools

Percentage of Key Stage 2 Pupils Achieving the Expected Level (L4+) in the Core Subject Indicator, 2010-2018

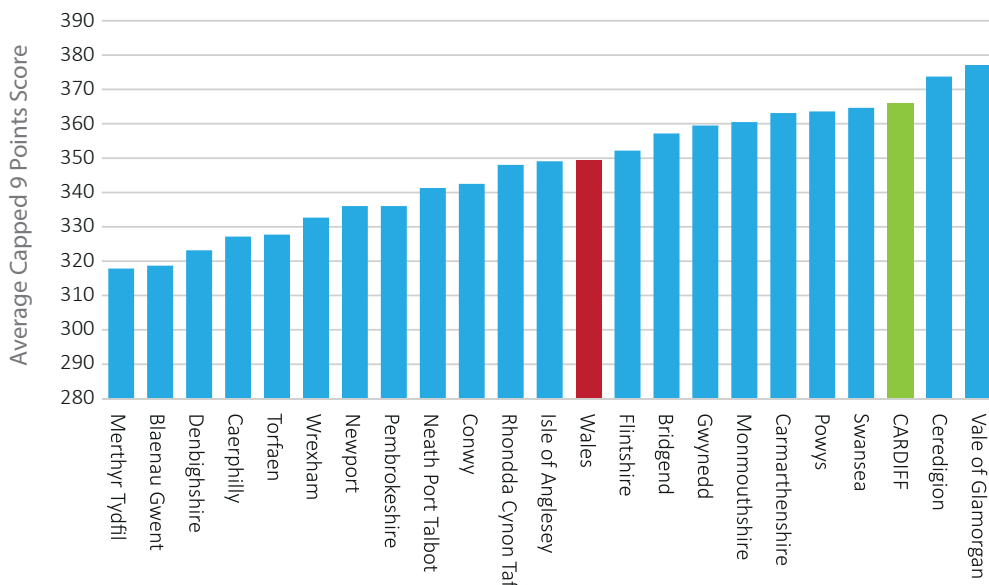


Source: Welsh Government



Improving City Performance: Achievement in Secondary Schools

Average Capped 9 Points Score, 2018



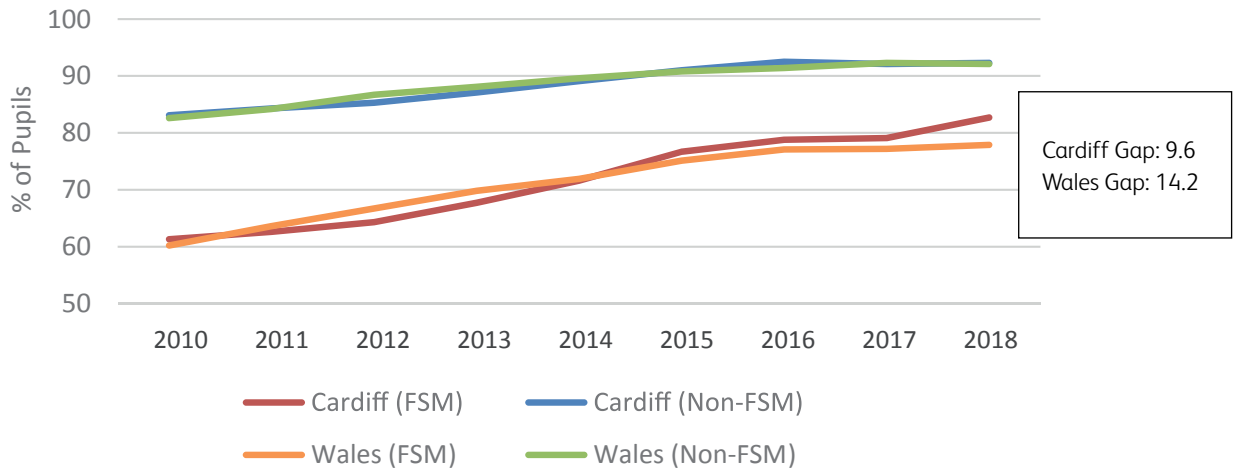
The Capped 9 points score measures a learner's results for nine of the qualifications available in Wales. The nine qualifications measured will include the learners' results for five specified subject areas; English/Welsh, Maths/Numeracy, two sciences and the Welsh Baccalaureate. The remaining four results will be based on the best grades from the other qualifications. It is considered a more inclusive measure of performance.

Source: Welsh Government



Closing the Inequality Gap: The attainment gap at the end of Primary School for those eligible for Free School Meals (FSM) and those not

Percentage of Pupils who achieve the Core Subject Indicator at Key Stage 2: FSM v Non-FSM, 2010-2018

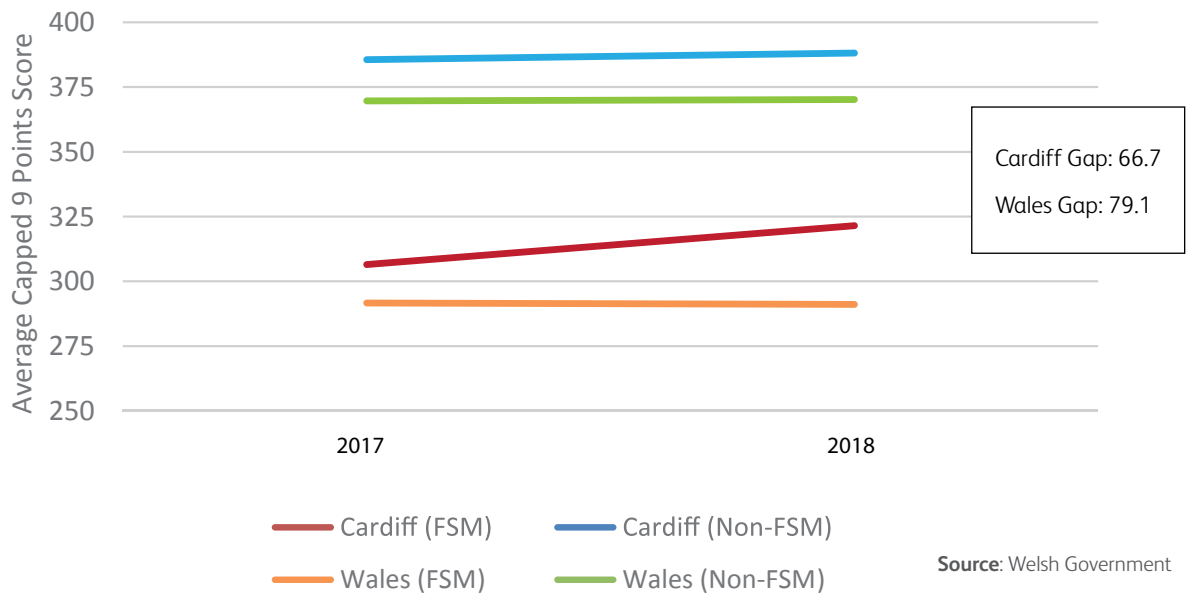


Source: Welsh Government



Closing the Inequality Gap: The attainment gap at the end of Key Stage 4 for those eligible for Free Schools Meals (FSM) and those not

Average Capped 9 Score: FSM v Non-FSM, 2017-2018

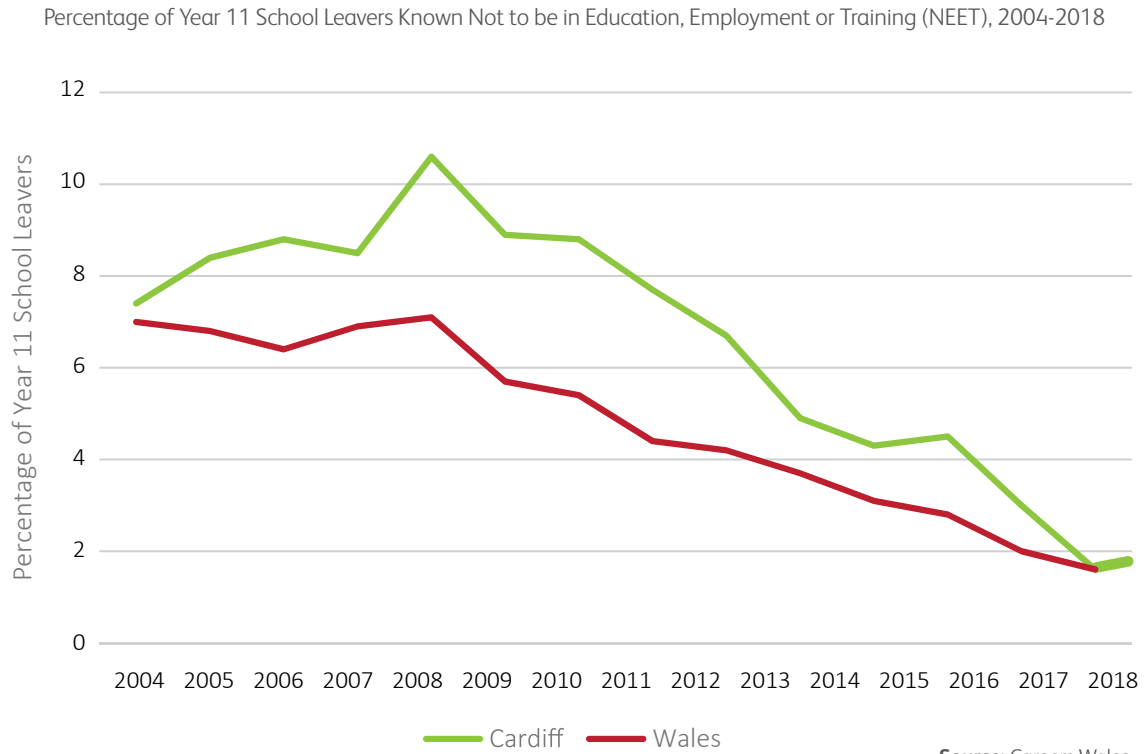


Source: Welsh Government



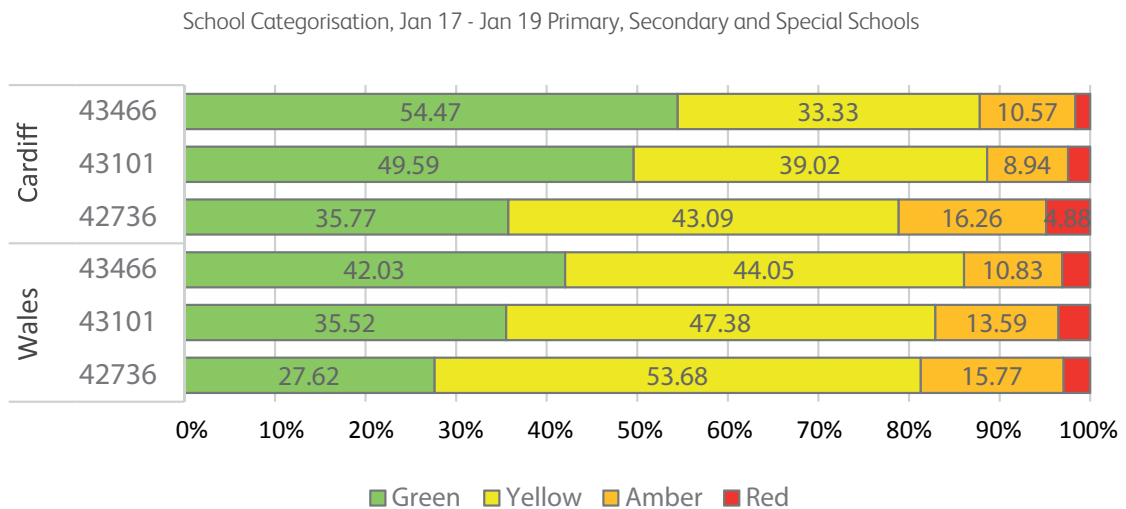
Closing the Inequality Gap:

16 year olds not in education, employment or training
(2018 data for Cardiff is provisional; data for Wales is not yet available.)



National School Categorisation:

The National School Categorisation System aims to provide a clear structure to review how well a school is performing. The system helps identify the schools that need the most help, support and guidance to improve.



Progress Made

- **New schools have been opened across the city** – Gabalfa Primary School, Howardian Primary School, Ysgol Gymraeg Glan Ceubal and Ysgol Gymraeg Glan Morfa all opened in September 2018. Eastern Community Campus, the new partnership between Eastern High School and Cardiff & Vale College, was officially opened in April 2018.
- **GCSE results improved again last year and are 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.
- **The attainment gap between pupils in receipt of free school meals and those not continues to close** with the

gaps at the end of Key Stages 2 and 4 now both less than the Welsh average.

- **The ‘Cardiff Commitment’ is helping to ensure that every child has access to training, employment, or further education when leaving school.** Over 200 businesses have engaged to date and 120 have made specific pledges to support schools and young people.
- **A new preventative support service for children and families** is being developed and implemented at pace.
- **The Child Friendly Cardiff Strategy has been launched,** charting the path towards becoming a UNICEF accredited Child Friendly City by 2022.

Priorities for 2019/20

Every School in Cardiff is a Great School

Education remains the top priority for young people in Cardiff, the most vital investment into the city’s economy and the surest route out of poverty for our city’s children and young people.

The performance of schools in Cardiff has improved consistently over the past five years. Results for 2017/18 show that Cardiff schools are performing well across a wide range of performance indicators at all Key Stages. In addition to improving overall attainment at Key Stage 2 and Key Stage 4, the gap in attainment, between those eligible for free school meals and those not, has also narrowed, most significantly at the end of primary school.

These improvements are testament to the good work taking place in schools across Cardiff, and will have changed the lives of many young people for the better. We want to see similar gains over the years ahead, and looking to the long term, we will work with schools to embed the new curriculum and to develop, in partnership, a new vision for learning in the city ‘Cardiff 2030.’

To support this we will continue to deliver our £450m investment programme into building new schools, while continuing to upgrade the quality of school buildings across the city, enhancing capacity and improving the city’s teaching and learning environment, particularly in our most deprived communities.

Despite the undoubted progress, there is still much to do to fulfil the ambition for all children and young people to attend a great school and be provided with every opportunity to succeed. Foremost among these is the need to improve educational attainment for key groups of vulnerable young people, including those educated other than at school and

those children currently in care, and to continue to close the socio-economic gap in educational attainment. This plan contains focussed programmes of work to ensure that this happens and that all children and young people in Cardiff can realise their potential.

Becoming a Child Friendly City

Through delivering the Child Friendly Cardiff Strategy we will put the voices, priorities and rights of children and young people at the heart of our policies and strategies, and find new ways to involve young people in the big decisions about their lives, their public services and the city’s future.

Supporting Vulnerable Children and Families

Outcomes for vulnerable children, and particularly for those who enter the care system, are too low, with the impact felt through the life of the child and across the city’s public services. Across the UK, a steep rise in the number of children needing protection is placing huge pressure on local Councils. Cardiff is no exception, with the number of Children Looked After having risen by 62% over the last seven years.

This plan commits to the delivery of transformational change across the child’s journey through a comprehensive programme of interventions to better support vulnerable children and families. This will include the delivery of a new integrated early help and prevention service for children and families designed to reduce the impact of adverse childhood experiences. This plan also contains commitments to increase the range of available placements so that those children who are put into care, where appropriate, are able to retain their support network including family, friends and school.

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

Steps	Lead Member	Lead Directorate
Promote and fulfil children's rights by building a Child Friendly City in partnership with UNICEF UK between 2018 and 2021.	Cllr Sarah Merry	Education & Lifelong Learning
Deliver the new schemes within the £284m 'Band B' programme of school investment between April 2019 and 2024 to: <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
Deliver a strengthened programme of academic and vocational provision for learners educated outside of mainstream settings to improve learner outcomes during the academic year 2018/19 and beyond.	Cllr Sarah Merry	Education & Lifelong Learning
Reshape 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 2018 to 2022.	Cllr Sarah Merry	Education & Lifelong Learning
Support Cardiff schools to move towards a new curriculum, and to respond to new qualification and assessment frameworks , with effect from Autumn 2019 until 2022.	Cllr Sarah Merry	Education & Lifelong Learning
Address the maintenance backlog in schools, as part of a wider programme of Asset and Estate management , targeting increased investment in schools that require priority action by March 2020.	Cllr Sarah Merry & Cllr Russell Goodway	Education & Lifelong Learning, and Economic Development
Support young people into education, employment or training by delivering the Cardiff Commitment , with a focus during the academic years 2018/19 and 2019/20 upon: <ul style="list-style-type: none"> • Creating school/business partnerships that target skills development in the key economic growth sectors of the Cardiff Capital Region; • Introducing targeted programmes of support and mentoring for young people; • Rolling out the 'Open Your Eyes' careers week to seven secondary school clusters. 	Cllr Sarah Merry	Education & Lifelong Learning, and Economic Development
Launch the 'Cardiff 2030 strategy for Education' by December 2019.	Cllr Sarah Merry	Education & Lifelong Learning

Steps	Lead Member	Lead Directorate
<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 Emotional and Mental Health Support.</p>	<p>Cllr Sarah Merry & Cllr Graham Hinchev</p>	<p>Education & Lifelong Learning, People & Communities, and Social Services</p>
<p>Develop a new delivery model for an integrated early help and prevention service for families, children and young people by March 2020, with the aim of reducing the impact of adverse childhood experiences on their well-being:</p> <ul style="list-style-type: none"> • Launching the new delivery model by June 2019 that will bring together a variety of multi-agency provision across three distinct services – Family Gateway, Family Help and Family Support; • Reviewing the current arrangements within the Multi-Agency Safeguarding Hub (MASH) to take account of the new Early Help Service. 	<p>Cllr Graham Hinchev</p>	<p>People & Communities, and Social Services</p>
<p>Enable more children to be placed nearer to home by March 2020:</p> <ul style="list-style-type: none"> • Developing a comprehensive placement commissioning strategy to map need against resources and influence the local market to provide a range of provision to meet the needs of Children Looked After; • Increasing the number of Local Authority foster carers (including kinship carers); • Increasing the range of local residential provision by commissioning 20 new placements; • Working with the regional adoption service to increase the number of adoptive placements. 	<p>Cllr Graham Hinchev</p>	<p>Social Services</p>
<p>Develop a place-based approach to enhancing well-being and protection for vulnerable children and families, trialling new ways of working in an area of the city by March 2020.</p>	<p>Cllr Graham Hinchev</p>	<p>Social Services</p>
<p>Ensure the best outcomes for children and young people for whom the Council has a responsibility by:</p> <ul style="list-style-type: none"> • Increasing the accommodation and support for care leavers by March 2020; • Improving the care planning arrangements for Children Looked After by reducing the time taken to progress cases through the court process; • Improving transition and progression into education, employment or training for care leavers by March 2020; • Improving educational outcomes for Children Looked After. 	<p>Cllr Graham Hinchev</p>	<p>Social Services</p>
<p>Support young carers and care leavers with a range of interventions, including into work support, trialling assistance with transport needs and wider well-being provision.</p>	<p>Cllr Graham Hinchev</p>	<p>Social Services</p>

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Becoming a Child Friendly City

Measure	Target
The number of schools that have received an award (Bronze, Silver or Gold) within the Rights Respecting Schools Programme.	39

Every School in Cardiff is a Great School

Measure	Target
The percentage of schools inspected by Estyn, during the seven-year inspection cycle ending as at the last academic year, where standards or current performance were judged to be Good or Excellent.	80%
The percentage of pupils achieving the Core Subject Indicator at the end of Key Stage 2.	90.5%
The attainment gap in the Core Subject Indicator at the end of Key Stage 2 for those eligible for Free School Meals and those not.	9 percentage points
The average Capped Nine Points Score achieved by Key Stage 4 pupils.	379.4 points
The attainment gap in the Capped Nine Points Score at the end of Key Stage 4 for those eligible for Free School Meals and those not.	55 percentage points
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 Pupils educated other than at school 	98.5% 90%
The proportion of pupils achieving 3 'A' levels at grade A* to C.	70%
The percentage attendance: <ul style="list-style-type: none"> Primary Secondary 	95% 94.2%
The percentage of children securing one of their first three choices of school placement: <ul style="list-style-type: none"> Primary Secondary 	96% 82%

Asset and Estate Management

Measure	Target
The proportion of Priority 1a Schools Asset Improvement works 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

Measure	Target
The percentage attendance of looked after pupils whilst in care in secondary schools.	95%
The percentage of all care leavers in education, training or employment 12 months after leaving care.	62%
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%
The percentage of Children Looked After by Cardiff Council who achieve the minimum expected level of attainment at the end of Key Stage 2 (KS2 CSI Wales or equivalent).	87%
Of the total number of Children Looked After:	
Number of Children Looked After placed with parents.	No target, but under constant review
Number of Children Looked After in kinship placements.	Increase where appropriate
Number of Children Looked After fostered by Local Authority foster carers.	Increase actual to 110
Number of Children Looked After fostered by external foster carers.	Reduce as a percentage of overall population
Number of Children Looked After placed in residential placements.	Reduce and increase provision in Cardiff
Number of Children Looked After supported to live independently.	No target
Number of Children Looked After placed for adoption.	No target
Number of Children Looked After in other circumstances.	No target
The percentage of Children Looked After in regulated placements who are placed in Cardiff.	60%
Early Help:	
Number of people supported through the Family Gateway.	No target
Number of people supported by the Family Help Team.	No target
Number of people supported by the Family Support Team.	No target

Well-being Objective 1.2:

Cardiff is a great place to grow older

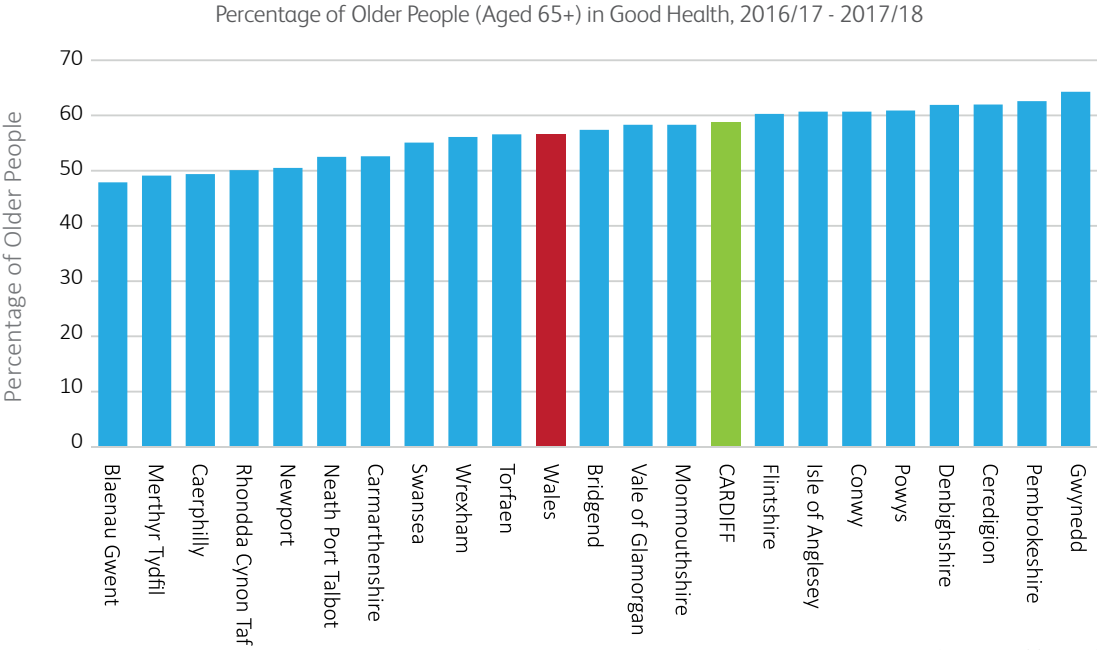
Our ambition is for Cardiff to be a great place to grow older, where older people are empowered, healthy and happy, making valuable contributions to community life and the city economy, supported by excellent public and community services.

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; 40% in the next 20 years. The number of people aged 85 and older is also expected to nearly double by 2038. 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 keeping people happy and healthy, living in their own homes and local communities, for as long as possible.

Measuring Progress against the Well-being Objective: Outcome Indicators



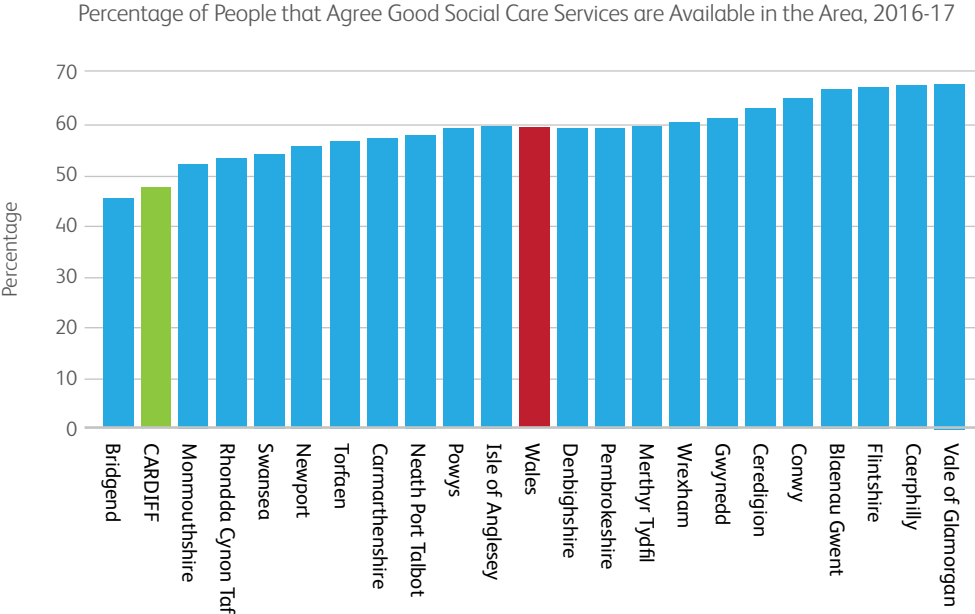
Improving City Performance: Health in older people



Source: Public Health Wales



Improving City Performance: Quality of Local Social Care Services



Source: National Survey for Wales, Welsh Government

Progress Made

- **The number of people receiving domiciliary care is at its lowest since December 2015** demonstrating the positive impact of joined-up, preventative work.
- **100% of clients felt able to live independently in their homes** following support from Independent Living Services and the average number of calendar days taken to deliver a Disabled Facilities Grant is better than targeted.
- **An integrated model of dementia care**, delivered with partners including the Cardiff & Vale University Health Board, is being implemented at the refurbished **Grand Avenue Day Centre, which opened in October 2018.**
- **A first falls clinic to support people to remain independent at home** opened in October, delivered through the Health and the First Point of Contact teams.

Priorities for 2019/20

Joining up Social Care, Health and Housing Services

To meet the demand pressures of an aging society, we are re-focussing investment on helping prevent hospital admissions, accelerating safe hospital discharge and promoting independent living. We know that this is what older people and their families prefer, that it saves money across the city's public services, and most importantly, that it delivers better health outcomes.

This plan commits to accelerating our proven approach to integrated working across public services, including greater join-up across our public services and through aligning our resources and services at a community level, allied to the delivery of the new Older Persons Housing Strategy and the programme of work to refurbish Day Centres across the city.

Creating Age-Friendly Communities

Enabling older people to continue to contribute to their communities, developing inter-generational approaches and improving access to community activities can dramatically improve physical and mental health, reducing the risk of falls and of hospital admissions.

Allied to the reform to join up services, this plan commits to an acceleration of community-based preventative action to support older people to live active and independent lives.

Dementia Friendly City

By 2035 it is predicted that over 6,000 people in Cardiff will be living with dementia, up from 3,400 people today. As a Dementia Friendly City the Council is committed to being a city where people with dementia are understood, respected and supported. In practice this will mean creating communities where people with dementia feel active, engaged and valued and public services which understand and respond to the needs of people living with dementia.

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

Steps	Lead Member	Lead Directorate
<p>Empower people to remain independent at home and reduce reliance on intensive interventions by preventing hospital admissions, accelerating safe hospital discharge and supporting assisted living. Key activities will include:</p> <ul style="list-style-type: none"> • Commencing a phased implementation of the new model of Community Resource Teams, including the Get Me Home Plus Service, to improve and expand the provision to enable people to remain independent at home; • Developing a new way of delivering domiciliary care by March 2021 that fully reflects local and community provision and the priorities of the Older Persons Housing Strategy; • Implementing the ‘Discharge to Assess’ model by March 2021, building on the success of the First Point of Contact (FPoC), enabling more people to be discharged safely through the development of night care services. 	Cllr Susan Elsmore	Social Services
<p>Deliver the Older Persons Housing Strategy to support independent living, fully understanding their 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; • Developing an Older Persons and Accessible Homes Unit to provide person-centred information, advice and assistance; • Developing innovative models of care, support and nursing services. 	Cllr Lynda Thorne & Cllr Susan Elsmore	People & Communities
<p>As a Dementia Friendly City, support those affected to contribute to, and participate in, mainstream society by:</p> <ul style="list-style-type: none"> • Undertaking Dementia Friends training across the Authority with the aim of 100% compliance amongst Council staff by April 2021; • Developing e-module training in collaboration with the Alzheimer’s Society that will be delivered through the Cardiff Academy by March 2020; • Encouraging businesses to pledge their commitment to becoming Dementia Friendly by delivering the Council’s awareness and engagement programme; • Developing a dementia-focused website by March 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	Social Services
<p>Address social isolation and enhance quality of life of older people by developing inter-generational working with schools, Hubs, community groups, and private sector partners.</p>	Cllr Susan Elsmore, Cllr Lynda Thorne & Cllr Sarah Merry	People & Communities, and Education & Lifelong Learning

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Managing Demand: Joining up Social Care, Health and Housing

Measure	Target
Adults who are satisfied with the care and support they receive.	80%
Adults reporting that they felt involved in any decisions made about their care and support.	80%
The percentage of clients who felt able to live independently in their homes following support from Independent Living Services.	95%
The percentage of adults who completed a period of reablement and have a reduced package of care and support six months later.	N/A
The number of people who accessed the Community Resource Team.	1,400
The total hours of support provided by the Community Resources Team.	30,000
The percentage of new cases dealt with directly at First Point of Contact (FPoC) 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).	180
The percentage of Telecare calls resulting in an ambulance being called out.	6% - 10%
The percentage of people who feel reconnected into their community through interventions by the Day Opportunities team.	80%
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over.	2.33

Supporting People: Age Friendly and Dementia Friendly City

Measure	Target
The percentage of Council staff completing Dementia Friends training.	40%
The number of businesses pledging their commitment to work towards becoming Dementia Friendly.	40
The number of Dementia Friendly City events held.	200

Well-being Objective 1.3:

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. Indeed, if the 'Southern Arc' of Cardiff, from Ely in the West to Trowbridge in the East – an area with a population of over 150,000 people – was considered as a Local Authority area, it would be by far the most deprived in Wales.

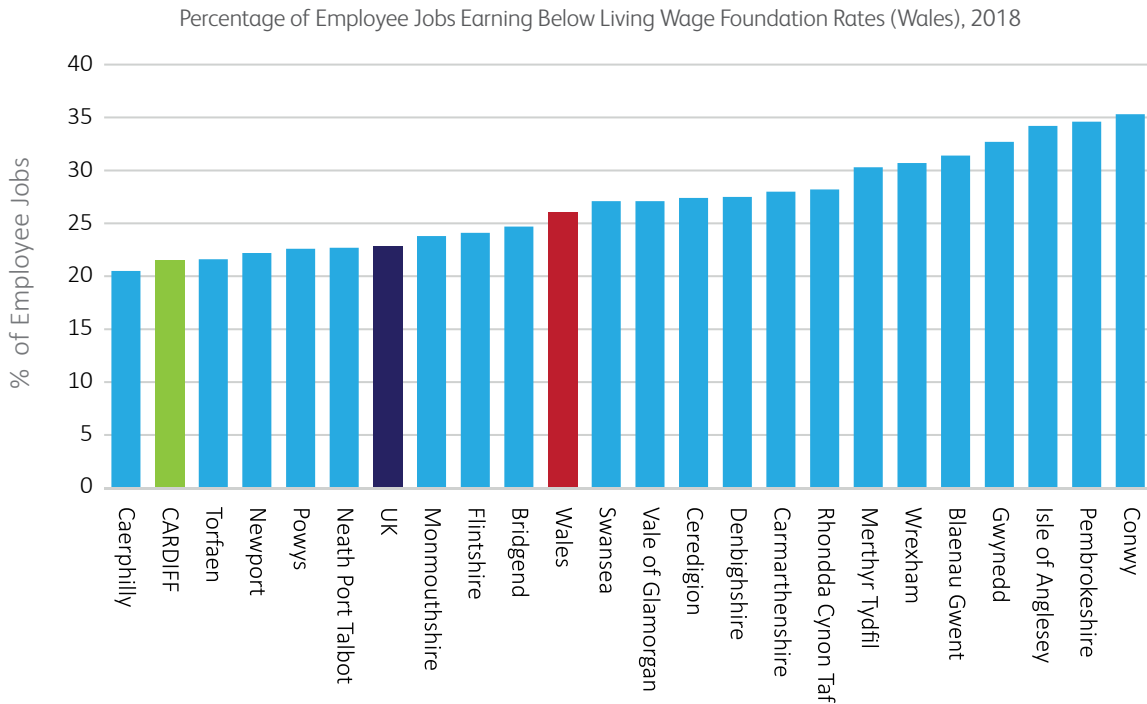
A strong economy is vital to tackling poverty, but a focus on job creation alone is not enough. It must go hand-in-hand with concerted efforts to remove the barriers that many people face in getting and keeping a good job, and to improve the quality of employment on offer in the city economy.

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, with the number of those recorded sleeping rough having risen sharply over recent years. Sleeping rough is dangerous and, over the long term, causes severe damage to health: the average life expectancy of a rough sleeper is just 47 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

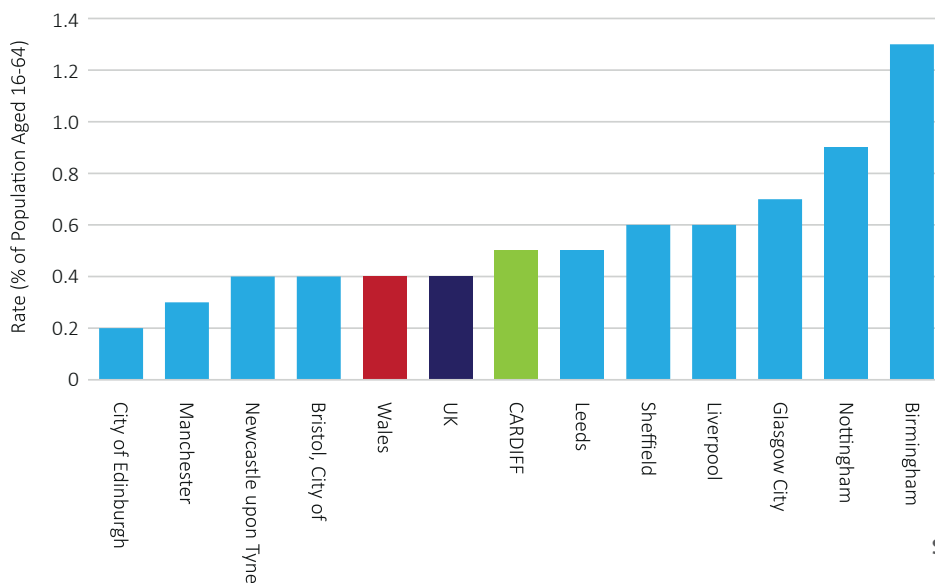


Source: Office of National Statistics



Closing the Inequality Gap: Levels of long-term unemployment

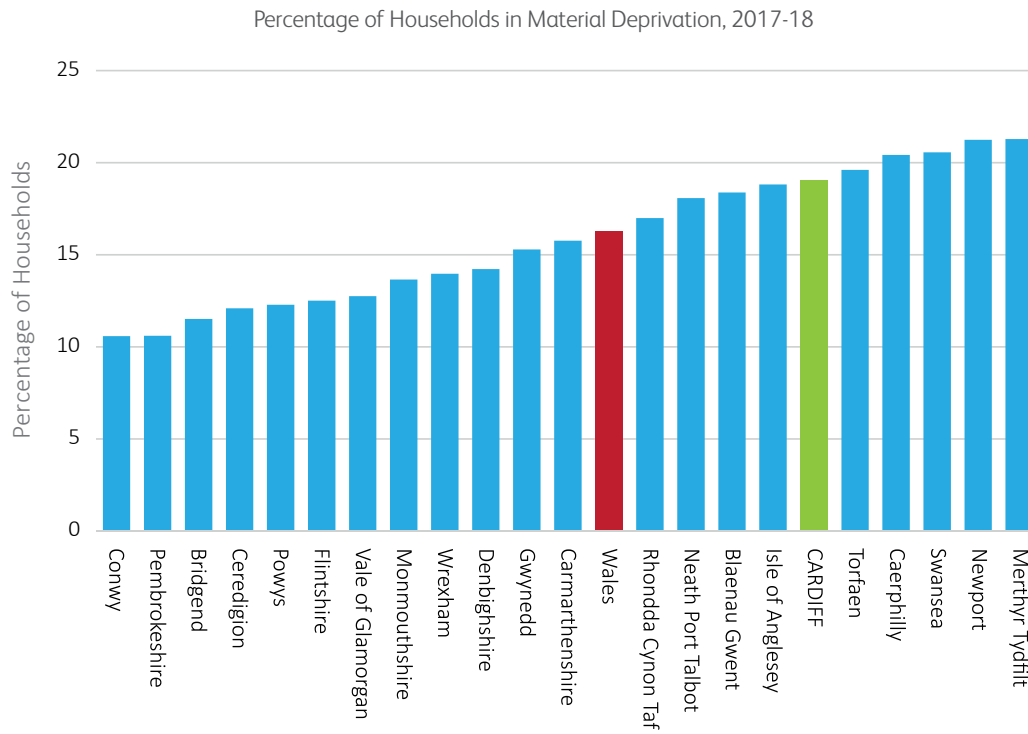
Long-term JSA Claimant Rate (Percentage of Population Aged 16-64 that have been Claiming for over 12 Months), Dec 2018



Source: Nomis, ONS



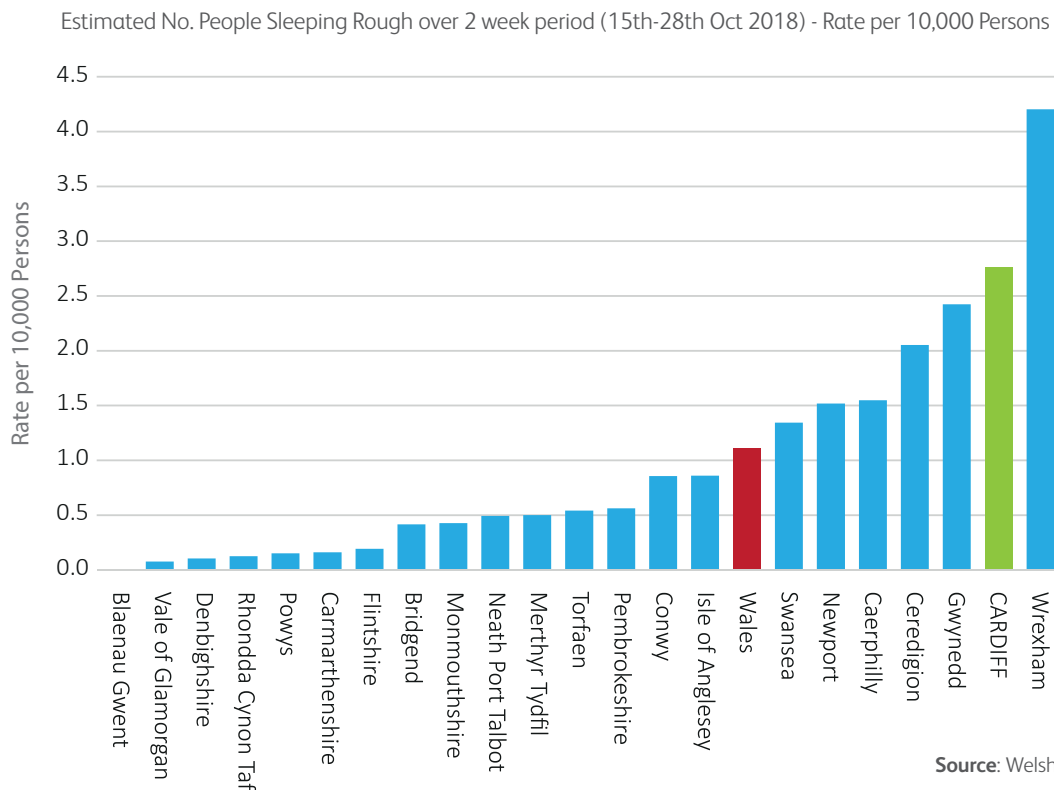
Closing the Inequality Gap: Levels of Poverty



Source: National Survey for Wales, Welsh Government



Closing the Inequality Gap: Levels of Rough Sleeping



Source: Welsh Government

Progress Made

- **The Council has successfully advocated the Real Living Wage** by increasing the number of accredited employers in Cardiff to 84, an increase of 22 in 2018. Almost half of all accredited Living Wage Employers in Wales are based in Cardiff.
- **A new Employment Service has been launched**, bringing together over 40 different services together in a single integrated support service.
- **The Council has supported those affected by Welfare Reform, with over 3,800 people assisted with their claims** since Universal Credit was rolled out in Cardiff in February 2018. In the first nine months of 2018/19, the

Council's Money Advice Team also identified **£10.8million in additional weekly benefit for their clients.**

- **A new Socially Responsible Procurement Policy was launched** in May 2018 designed to help ensure that the Council maximises the benefits for communities through its annual £410 million procurement spend.
- **Last year 204 individuals were supported off the streets and into accommodation** with the Outreach Team working seven days a week. An advocacy service has also been developed to help people with intermittent periods of homelessness.

Priorities for 2019/20

A Living Wage City and Supporting the Foundational Economy

An economy which creates both more and, crucially, better jobs, paying at or above the Living Wage, is vital to tackling poverty. Cardiff Council proudly pays staff the Real Living Wage, providing an honest day's pay for an honest day's work. More broadly, public services in Cardiff employ nearly 46,000 people and contribute over £1bn of spend to the local economy. This plan commits to seek to leverage this spend as effectively as possible for the good of local people and local businesses.

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.

Tackling Homelessness and Rough Sleeping

There is no more striking instance of poverty and inequality than the sight of people sleeping rough on the streets of the nation's capital. What is more, the solution is not as straightforward as offering a roof and a warm bed. With nearly half of those sleeping rough reporting experience of institutional care, substance misuse and other complex needs, delivering lasting solutions will require sustained and intensive support. An integrated response across social care, health, police and housing will continue to be progressed, working with the city's regional partners to help some of the city's most vulnerable citizens to access the support services available and to get the help they need.

What we will do to support people out of poverty

Steps	Lead Member	Lead Directorate
Act as an advocate for the Real Living Wage initiative and promote its adoption by the city's employers.	Cllr Huw Thomas	Resources
<p>Better support people into work by further integrating employment support services. This will include:</p> <ul style="list-style-type: none"> • Ensuring that the Gateway into employment is accessible across the city; • Ensuring that Into Work Advice Services and Adult Community Learning fully align with the new Gateway by September 2019; • Providing effective employer engagement and assistance into self-employment; • Promoting and extending volunteering opportunities by October 2019. 	Cllr Lynda Thorne	People & Communities
<p>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"> • Providing digital access and assistance across the city; • Working with private landlords to identify how the Council can help them with the change by March 2020; • Working with Jobcentre Plus, Registered Social Landlords and other partners to ensure that vulnerable individuals get the budgeting support they need; • Further developing the telephone advice line for customers. 	Cllr Lynda Thorne	People & Communities
<p>Create more paid apprenticeships and trainee opportunities within the Council by March 2020.</p>	Cllr Huw Thomas & Cllr Chris Weaver	Resources
<p>Support the Foundational Economy by implementing the Socially Responsible Procurement Policy, helping ensure that local people and local communities benefit from the money the Council spends on goods and services.</p>	Cllr Chris Weaver	Resources
<ul style="list-style-type: none"> • Deliver the Rough Sleeper Strategy, and the Homelessness Strategy, to address rough sleeping in the city by: • Extending the 'No First Night Out' policy; • Extending the capacity of the Housing First scheme to make better use of the private rented sector; • Building on the multi-agency team around rough sleepers to include substance misuse, probation and mental health services; • Implementing the diversionary pathway for anti-social behaviour and begging in partnership with South Wales Police. 	Cllr Lynda Thorne	People & Communities

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Socially Responsible Employers

Measure	Target
The number of opportunities created for paid apprenticeships and trainees within the Council.	125

Tackling Poverty


Measure	Target
The number of interventions which supported people receiving into work advice through the Gateway.	43,000
The number of clients who have been supported into employment having received tailored support through the Gateway.	623
The number of employers which have been assisted by the Council's employment support service.	200
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.	£13,000,000

Tackling Homelessness and Rough Sleeping

Measure	Target
The number of multi-agency interventions that supported rough sleepers into accommodation.	168
The percentage of households threatened with homelessness successfully prevented from becoming homeless.	70%
The percentage of people who experienced successful outcomes through the Homelessness Reconnection Service.	70%
The percentage of clients utilising Housing First for whom the cycle of homelessness was broken.	60%
The number of people positively moved on from second-stage accommodation.	150

Well-being Objective 1.4:

Safe, confident and empowered communities



Strong communities are at the heart of any successful city. They play a vital role in connecting people with the social networks and the day-to-day services we all depend on. The Council will therefore prioritise activities to make sure that communities in Cardiff are safe, that people in Cardiff feel safe and that they have easy access to the services that they need.

While Cardiff is safe for the overwhelming majority, a small number of people – particularly children and women – are subject to abuse, violence and exploitation. One of the Council's most important duties is to safeguard people in Cardiff.

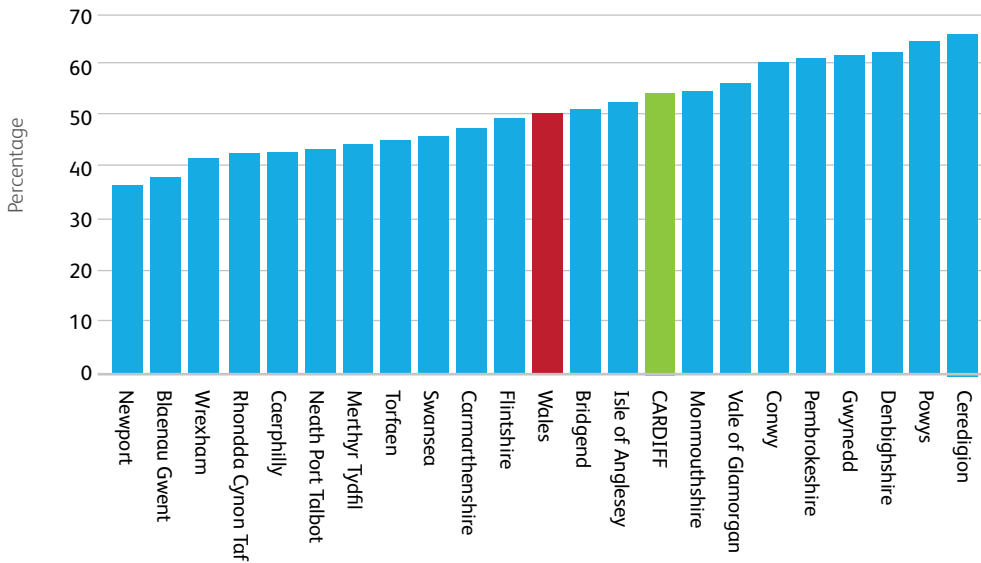
We will also continue to deliver services, at the local level, in a well-planned, connected and integrated way. This means that, as well as working to regenerate local communities, we will seek to deliver citizen-centred services with our partners across the city whilst making the best use of our parks and green spaces as well as our sports, leisure and culture offer.

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, 2016-17

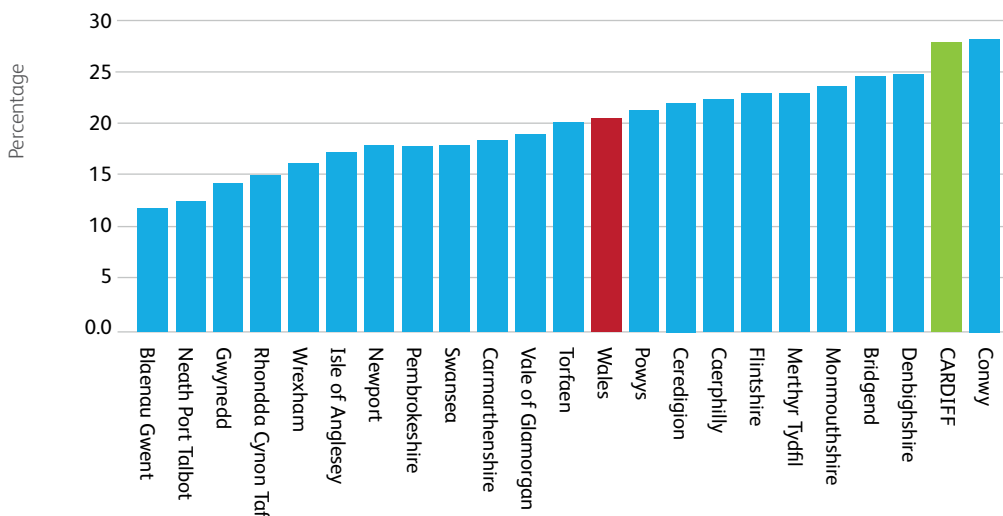


Source: National Survey for Wales, Welsh Government



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, 2016-17

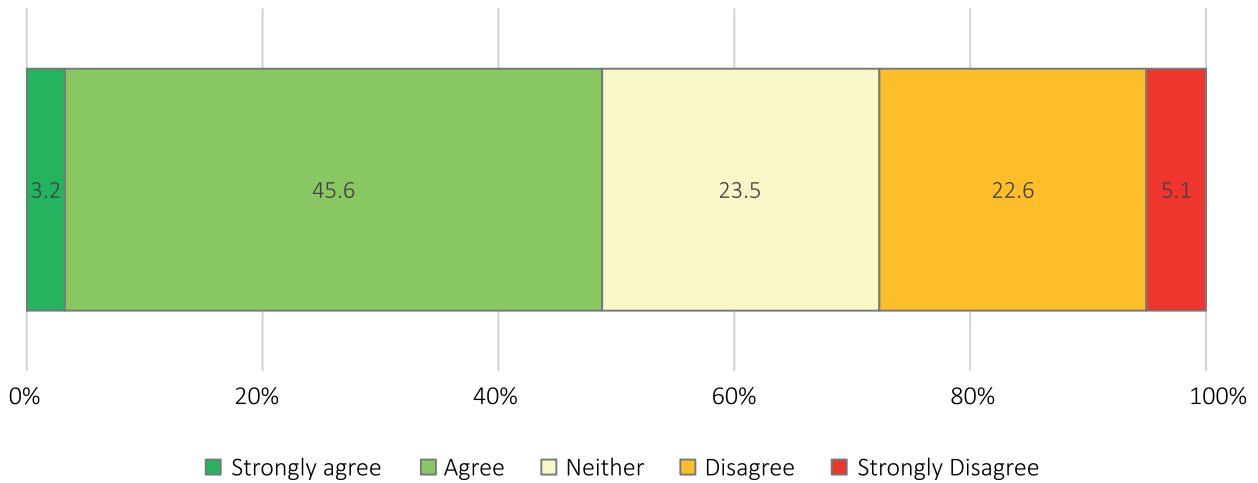


Source: National Survey for Wales, Welsh Government



Improving City Performance: Community Safety

To what extent do you agree or disagree that people in Cardiff are safe and feel safe?

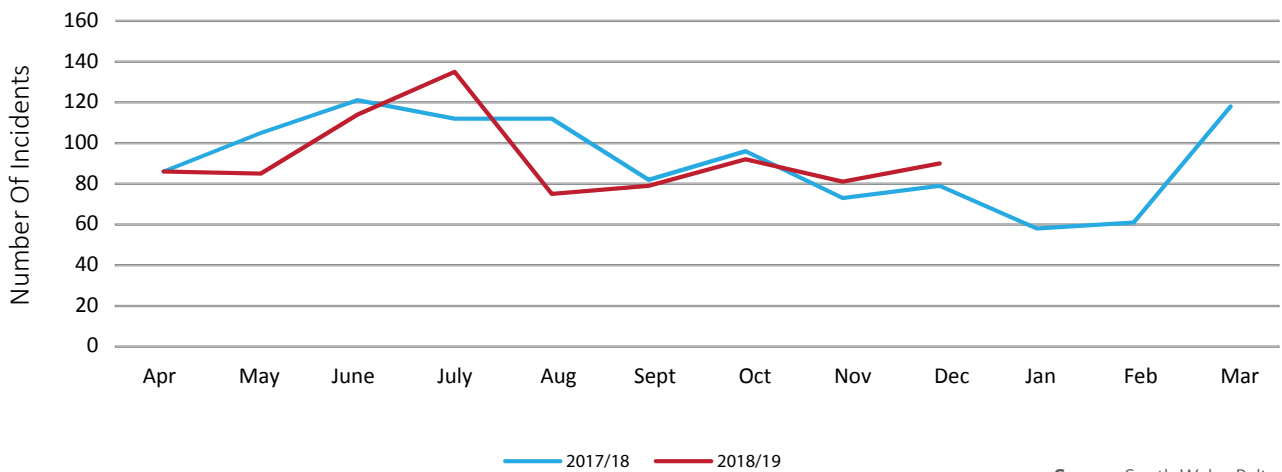


Source: Ask Cardiff 2017



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 2017 - 19



Source: South Wales Police

Progress Made

- **The St Mellons Hub** was successfully extended in August 2018 as part of our Community Hubs programme.
- A new **Violence Against Women, Domestic Abuse and Sexual Violence service** has been established, bringing together a number of services and funding streams into a single integrated front door.
- A brand new **Community Alcohol Partnership (CAP)**, bringing together the Council, Health Board and Police and other partners, has been established to tackle the consequences of 18 to 25-year-olds drinking high levels of alcohol.
- **Cardiff was awarded Purple Flag status** for the quality, safety and diversity of the city's Night Time Economy.
- **Twelve of the city's parks and green spaces were awarded the Green Flag award**, the Keep Wales Tidy coveted international mark of quality, in July 2018 including Heath Park which received the recognition for the first time.

Priorities for 2019/20

Investing in Local Communities

Building on the success of our existing Hubs, we will work with the University Health Board and other public service partners to deliver a programme of expanded Community Well-being Hubs bringing all community services under one roof, with new investments in the Cardiff Royal Infirmary, Butetown and Ely, as well as continuing the major regeneration of Maelfa shopping and community centre.

Work will also promote relationships within communities with a strong focus on civic engagement. Just over a quarter of people in Cardiff are participating in some form of volunteering which helps to make communities more resilient, and helps people gain confidence, learn new skills and give back to those around them, benefitting community cohesion.

Safe and Inclusive Communities

Cardiff is a safe city. Cardiff citizens are a third less likely to be the victim of crime than a decade ago. Fear of crime, however, is on the rise and some communities in the city are facing specific challenges associated with drug use and organised crime. Through the newly established Community Safety Leadership Group, the Council will work with partners in the Police, Health and across communities to develop solutions that tackle the immediate issues and support people – particularly young people – who are vulnerable and at risk.

Cardiff has a long tradition of being an open and inclusive city. We will work with partners and local communities to manage the impact of the UK leaving the European Union,

particularly in the case of a 'no deal' or disruptive Brexit, with a focus on supporting the city's most vulnerable citizens. The Council will seek to support the estimated 20,000-25,000 EU nationals who will need to apply for the Citizen Settlement Scheme, with additional support for those who are most vulnerable.

Supporting Sports, Leisure, Culture and Green Spaces

The Council's parks and green spaces make a significant contribution to the social, environmental and economic well-being of the city and are crucial to the health agenda. These attributes are recognised in our vision for our parks service in providing an accessible and diverse network of spaces that are fit for purpose, provide opportunities for sport and physical activity, engage local communities, support biodiversity and resilience to climate change and make the best use of land.

To achieve this vision, the Council will work in partnership with a wide range of stakeholders to maximise the benefits of its natural assets. Healthy communities also require access to a range of leisure facilities and the Council will continue to work with others to support increases in participation in sport and play, particularly in the city's most deprived communities.

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

Steps	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 Child and Adult Exploitation Strategy to encompass new and emerging themes of child and adult exploitation; • Initiating regional discussions with the Vale of Glamorgan Council by March 2020 to develop a joint regional Child and Adult Exploitation Strategy; • Implementing the new 'All Wales' Adult Safeguarding Procedures by March 2020 – in consultation with staff and partners – to ensure that adults at risk are protected from harm. 	<p>Cllr Susan Elsmore & Cllr Graham Hinchey</p>	<p>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"> • Refreshing the Signs of Safety Implementation Plan to embed strengths-based practice in partnership with families to support children to remain at home, supported by a safety plan by March 2020; • Establishing and embedding strengths-based practice in Adult Services by March 2022. 	<p>Cllr Susan Elsmore & Cllr Graham Hinchey</p>	<p>Social Services</p>
<p>Implement the Cardiff and Vale Regional Partnership Board transformational proposals for a 'Healthier Wales' by 2021 to further develop prevention and resilient communities to keep people independent and connected for as long as possible.</p>	<p>Cllr Susan Elsmore & Cllr Graham Hinchey</p>	<p>Social Services</p>
<p>Implement the Council's Corporate Safeguarding Policy by March 2020 to ensure an effective approach to implementation is embedded across the Council.</p>	<p>Cllr Chris Weaver</p>	<p>Social Services</p>
<p>Continue to develop and support the workforce by:</p> <ul style="list-style-type: none"> • Implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act (RISCA) 2016 and ensuring that all internal and external domiciliary care workers are appropriately qualified and registered by March 2020; • Delivering a reduction in agency workforce and vacancies in the children's social workers by implementing a recruitment and retention strategy and refreshed workforce plan. 	<p>Cllr Susan Elsmore & Cllr Graham Hinchey</p>	<p>Social Services</p>
<p>Deliver a three-year plan that combines service and financial planning for adults and children's social services.</p>	<p>Cllr Graham Hinchey & Cllr Susan Elsmore</p>	<p>Social Services</p>

Steps	Lead Member	Lead Directorate
<p>Support people with learning disabilities and mental health issues to be more independent by:</p> <ul style="list-style-type: none"> • Implementing a Regional Learning Disabilities Commissioning Strategy by March 2020; • In collaboration with the University Health Board, implementing the recommendations of the Community Services Review on the future model of the service by March 2020. 	Cllr Susan Elsmore	Social Services
<p>Complete a service review of the Youth Offending Service by 2020 and review the effectiveness of interventions by the service, in order to reduce offending/re-offending rates.</p>	Cllr Graham Hinchey	Social Services
<p>Deliver the actions identified in the Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023 including the commissioning of a regional service for male victims.</p>	Cllr Susan Elsmore	People & Communities
<p>Deliver a co-ordinated local response to the UK leaving the European Union, including:</p> <ul style="list-style-type: none"> • Putting in place local support to enable EU Citizens in Cardiff to access the EU Citizen Settlement Scheme by April 2019; • Responding to any civil contingencies emerging from a disruptive or 'no deal' Brexit; • Ensuring a cross-public service approach to services and communications through the Cardiff Public Services Board. 	Cllr Huw Thomas & Cllr Lynda Thorne	People & Communities, and Resources
<p>Implement the Welsh Government Cohesion Action Plan and review local delivery from 2019/20.</p>	Cllr Lynda Thorne	People & Communities
<p>Implement the Home Office Counter Extremism Strategy and review local delivery from 2019/20.</p>	Cllr Lynda Thorne	People & Communities
<p>Develop an action plan to deliver the outcomes of the Young People and Drugs Joint Scrutiny Committee Report within six months of the Scrutiny report being approved.</p>	Cllr Lynda Thorne	People & Communities
<p>Invest in the regeneration of local communities by:</p> <ul style="list-style-type: none"> • Delivering a new three-year programme of Neighbourhood Renewal Schemes; • Completing Phase 2 of the Maelfa redevelopment scheme by summer 2020; • Implementing priority schemes identified in the Estate Regeneration Programme; • Progressing opportunities for funding through the Targeted Regeneration Investment Programme. 	Cllr Lynda Thorne	People & Communities
<p>Drive up standards in the private rented housing sector by taking enforcement action against rogue agents and landlords letting and managing properties.</p>	Cllr Lynda Thorne	Resources

Steps	Lead Member	Lead Directorate
<p>Continue to deliver the Community Well-being Hubs programme, in collaboration with partners, including:</p> <ul style="list-style-type: none"> • Progressing plans for Youth Hubs in the City Centre, Butetown and Ely; • Working with the Health Board on the Cardiff Royal Infirmary and other Well-being Hubs; • Exploring opportunities for investment in Community Well-being Hubs; • Ensuring people are connected with local service providers and activities in their neighbourhood through Community Inclusion Officers. 	<p>Cllr Lynda Thorne & 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:</p> <ul style="list-style-type: none"> • Delivering Cardiff Council’s commitments in the city-wide Bilingual Cardiff Strategy 2017-2022; • Expanding the provision of Welsh-medium education and promoting Welsh in English-medium education. 	<p>Cllr Huw Thomas & Cllr Sarah Merry</p>	<p>Resources, and Education & Lifelong Learning</p>
<p>Work with partners to develop strategic plans for the development of sport and physical activity by March 2020 that secure increases in participation, attract investment and ensure sustainability of provision.</p>	<p>Cllr Peter Bradbury</p>	<p>Economic Development</p>
<p>Work with our network of ‘Friends of’ and volunteer groups to engender a sense of ownership within local communities in the management and development of our parks and green spaces, and to secure improvements in local environmental quality.</p>	<p>Cllr Peter Bradbury</p>	<p>Economic Development</p>
<p>Work in partnership with Welsh Water to re-open the Lisvane and Llanishen Reservoir sites for recreational purposes and re-introduce sailing to the Llanishen reservoir.</p>	<p>Cllr Peter Bradbury</p>	<p>Economic Development</p>

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Safeguarding and Supporting Vulnerable People

Measure	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.	100%
The percentage of adult protection enquiries completed within seven days.	99%
Number of domiciliary care workers registered with Social Care Wales.	250
The percentage of Children's Services social work vacancies.	18%
The percentage of children re-offending within six months of their previous offence.	Baseline to be established

Regenerating Local Communities and Citizen-Centred Services

Measure	Target
The percentage of customers satisfied with completed regeneration projects.	75%
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.	55,000

Supporting Sports, Leisure, Culture and Green Spaces

Measure	Target
The number of Green Flag parks and open spaces.	13
The number of volunteer hours committed to parks and green spaces.	18,000
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
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

Well-being Objective 2.1:

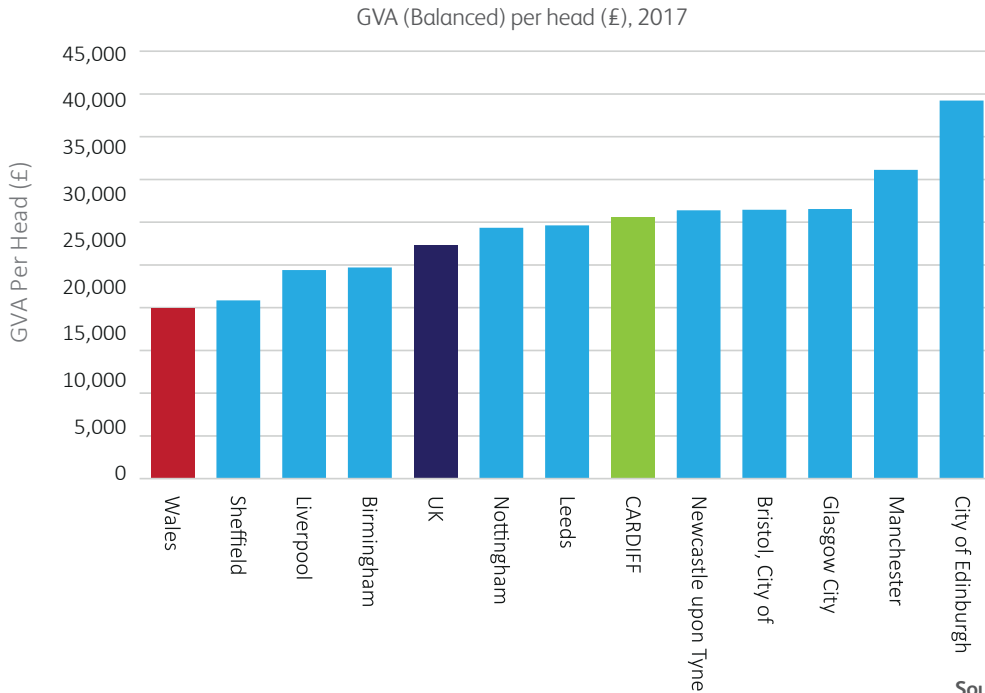
A capital city that works for Wales

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. If we are to continue to deliver for the people of Cardiff and Wales however, we cannot stand still. We will therefore have a relentless focus on delivering more, and better, jobs for the people of Cardiff. The momentum seen in both the Central Square development and in Cardiff University's Innovation System demonstrates that we are well-placed to respond to the challenge.

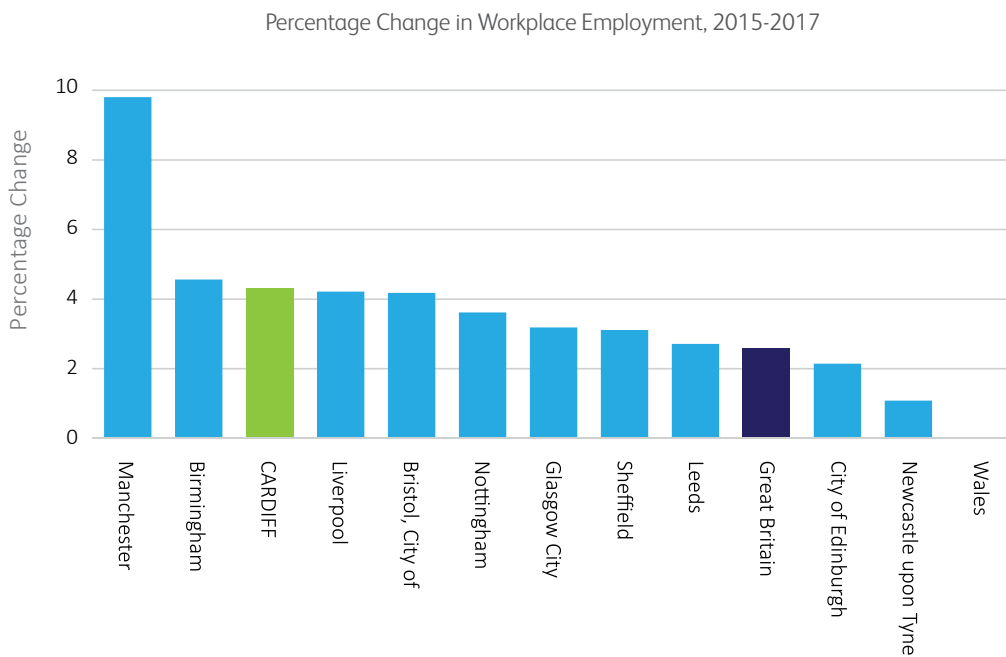
Measuring Progress against the Well-being Objective: Outcome Indicators



Improving City Performance: Gross Value Added per person



Improving City Performance: Employment Growth





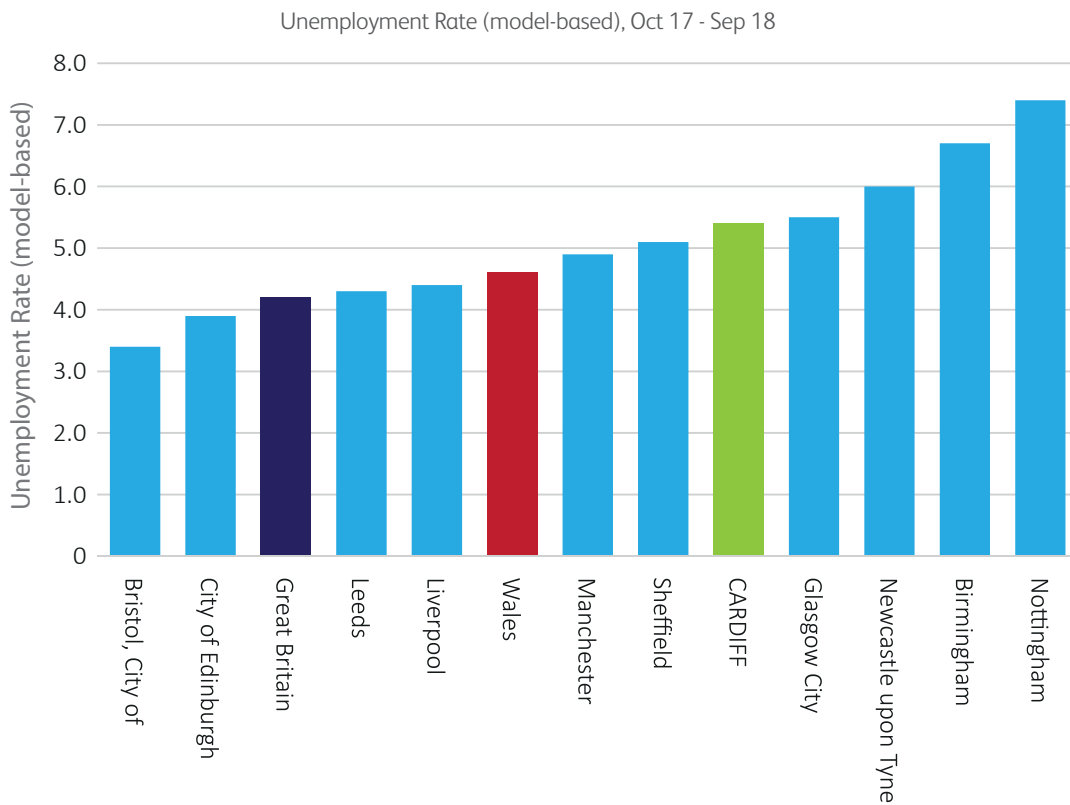
Improving City Performance: Visitor Numbers



Source: STEAM



Improving City Performance: Employment Growth



Source: Annual Population Survey, ONS

Progress Made

- The ongoing **regeneration of the city centre** has continued following the **completion of No 2 Central Square**, locating the **new Cardiff University's School of Journalism** next to the **new BBC Headquarters**.
- The funding and delivery arrangements for a **new transport interchange** have been agreed. This is at the same time as KeolisAmey being awarded the contract for delivering improvements to the South Wales Metro contract, signalling over a billion pound investment in transport infrastructure.
- Cardiff successfully **won the bid to host the Creative Cities Convention** in 2019 beating Bristol and Glasgow to land one of the UK's leading media conferences.
- Cardiff has been successful in securing a **£10 million Arts and Humanities Research Council's (AHRC) Creative Industries Cluster bid** led by Cardiff University.
- **A series of major events have been successfully delivered**, including the Volvo Ocean Race, which stopped in Cardiff for the first time in its history and in the UK for the first time in twelve years; the homecoming celebration for Geraint Thomas following his Tour de France victory; the 2018 Adrian Flux British FIM Speedway Grand Prix; the Pride Cymru Big Weekend; the Cardiff Bay Beach; the Cardiff Harbour Festival; the 2018 Extreme Sailing Series; and the National Eisteddfod.

Priorities for 2019/20

Whilst Cardiff's economy continues to perform well, growing faster than our competitor cities, we know that there is still significant room for improvement. Productivity lags our competitor cities across a range of sectors, and pockets of deprivation persist across the city. We also know that whilst the city has created tens of thousands of jobs in recent years, not everyone has benefited from that growth. Austerity and Brexit also continues to place pressure on UK cities, and in particular on our ability to fund regeneration activities.

Responding to these challenges requires us to identify opportunities to exploit for the people of Cardiff, delivering a range and choice of jobs and opportunities for all. Working with the private sector, we will continue to take forward major projects, an approach that has delivered so much for our city. At the same time, we will work with the Welsh Government

and UK Government to invest in our city's infrastructure to support business development.

Our approach includes expanding our commercial office offer in the city centre – based around Wales' most accessible location. We are also committed to expanding our visitor economy infrastructure, focussing in Cardiff Bay, to kick-start its next phase of development. To provide a range of choice of opportunities, we will also bring forward an Industrial Strategy for the east of the city, an area that has been overlooked for too long. Underpinning this will be investment in infrastructure, be it improvements to Metro Central, or our city's digital infrastructure.

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

Steps	Lead Member	Lead Directorate
Progress delivery of a new Indoor Arena to attract premier national and international events.	Cllr Russell Goodway	Economic Development
Grow the city centre as a location for businesses and investment delivering an additional 300,000ft ² of 'Grade A' office space by 2021.	Cllr Russell Goodway	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 which sits at the heart of the South Wales Metro and the Integrated Transport Hub.	Cllr Russell Goodway & Cllr Huw Thomas	Economic Development
Bring forward a new mixed-use development at Dumballs Road through the delivery of 2,000 homes by 2022.	Cllr Russell Goodway	Economic Development
Deliver an Industrial Strategy for Cardiff East, which will support the progression of the Cardiff Parkway development.	Cllr Russell Goodway	Economic Development
Develop a new vision and masterplan for Cardiff Bay by 2020 including taking forward delivery of the next phase of development for the International Sports Village by 2019.	Cllr Russell Goodway & Cllr Peter Bradbury	Economic Development
Launch a new masterplan for the Cardiff Canal Quarter by April 2020.	Cllr Russell Goodway	Economic Development
Work with Cardiff Capital Region partners to ensure that City Deal investment supports the economic development opportunities of the city-region.	Cllr Russell Goodway & Cllr Huw Thomas	Economic Development, and Planning, Transport & Environment
Develop a sustainable events portfolio which builds on Cardiff's event hosting credentials. This will include the development of a 'signature event' and establishing Cardiff as a Music City over the next 5 years.	Cllr Peter Bradbury	Economic Development
Support the development of the creative sector and help unlock investment opportunities by working with partners across the sector to support the growth of creative enterprises through the establishment of a Creative Accelerator programme.	Cllr Peter Bradbury	Economic Development

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Measure	Target
The number of new jobs created.	500
The number of jobs safeguarded.	500
The amount of 'Grade A' office space committed to in Cardiff (sq. ft.). (This is a rolling two-year target.)	300,000 square feet
The number of staying visitors.	2% increase
Total visitor numbers.	2% increase
Attendance at Commercial Venues.	903,000

Well-being Objective 3.1:

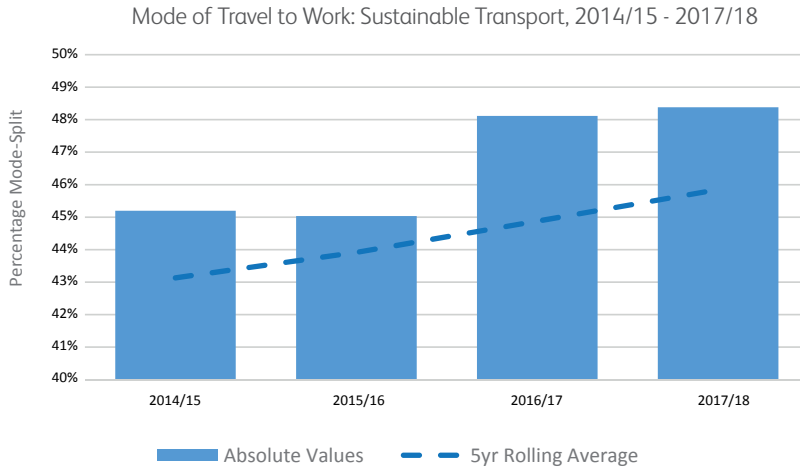
Cardiff Grows in a Resilient Way

Cardiff is one of Britain's fastest growing cities, and is by far the fastest growing Local Authority area in Wales. Successful cities are those in which people want to live, and so this growth is welcomed and a sure sign of strength for the city. However, this growth will bring challenges too, putting pressure on both the city's physical infrastructures, community cohesion, its natural environment and public services. Managing the impacts of this population growth and of climate change in a resilient and sustainable fashion is a major long-term challenge for Cardiff.

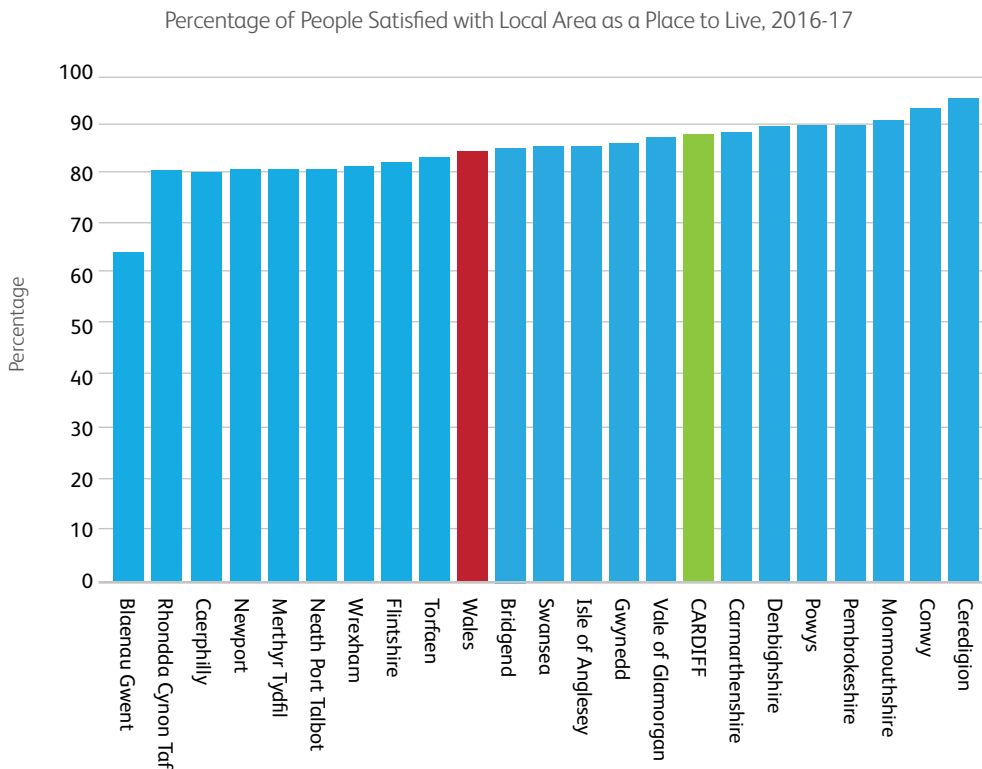
Measuring Progress against the Well-being Objective: Outcome Indicators



Improving City Performance: Commuting by Sustainable Transport



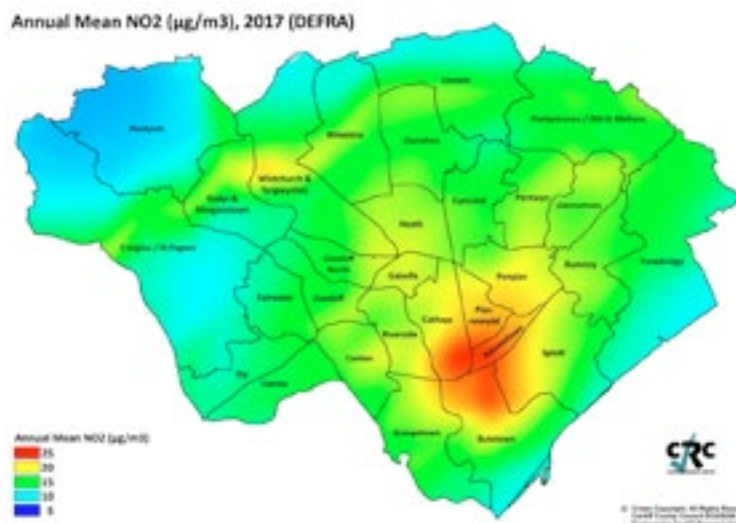
Improving City Performance: Commuting by Sustainable Transport



Source: National Survey for Wales. Welsh Government



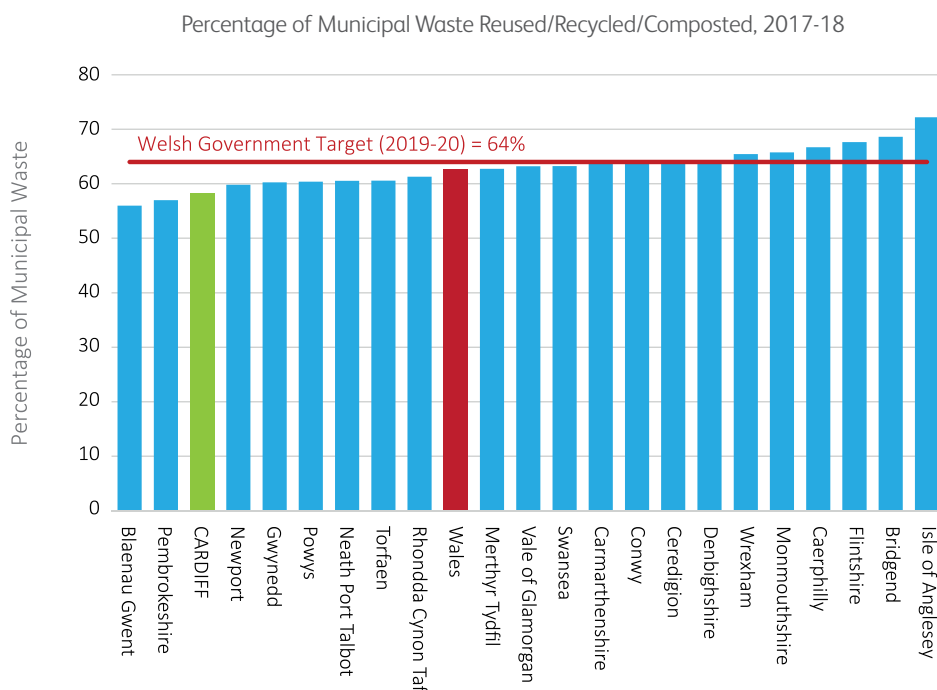
Improving City Performance: Air Quality



City Wide Nitrogen Dioxide (NO₂)



Improving City Performance: Recycling Figures



Progress Made

- **The first new Council homes have been built** and tenants moved in at Broughton Crescent in Llanrumney and Willowbrook West in St. Mellons.
- **The on-street cycle scheme has been launched** with highest usage figures outside London.
- £1m funding for Cycling Superhighways has been secured from the Active Travel Fund.
- **A £5.7 million grant to help bring 36 electric buses** to Cardiff has been approved following a joint funding bid by the Council and Cardiff Bus.
- The next phase of funding for **District Heating** has been secured through the Heat Networks Delivery Unit (HNDU) and Council match funding, with detailed plans now being scoped for the next phases of work.
- The out-turn results for responding to **fly-tipping** are significantly above target, with 99.87% (target 90%) cleared within five working days and 90.17% leading to enforcement action (target 70%).

Priorities for 2019/20

Housing

Cardiff's Local Development Plan sets out that 41,415 new homes will need to be built by 2026. Whole new communities will soon be created that do not currently exist and making sure that these communities are well-planned and well-connected, with easy access to public services, community facilities and green and blue spaces, will continue to be a strategic priority. Capital Ambition also sets an ambitious target for building new Council homes, setting in place a requirement that 2,000 new Council homes are built in the longer term, of which at least 1,000 must be delivered by May 2022.

The Council's partnership with Wates Residential - Cardiff Living - will see around 1,500 new homes built across the city on Council land with at 600 of these being new Council homes. On top of Cardiff Living, we have implemented an additional build programme focused on delivering sustainable, accessible and quality Council homes. Furthermore, we are delivering innovative housing schemes looking at modular construction solutions, recycling shipping containers for temporary accommodation and new forms of construction that can reduce the construction time on site.

Transport and Clean Air

Given the projected increase in population, a shift to more sustainable forms of transport will be needed. With 20% more people expected to commute to work and a 32% net increase in traffic, all this will put a strain on already congested roads and local air quality. The Council has therefore set a target for a 50:50 modal split by 2026 with 50% of journeys to be made by sustainable transport.

Getting this right will provide a boost to the city economy, to quality of life overall, and can be expected to bring major health benefits through increased levels of cycling and walking, and improved air quality. Proposals for how to meet these ambitious targets were set out in the Transport & Clean Air Green Paper, and an ambitious package of rail, bus, car and cycling projects will be brought forward in the new Transport & Clean Air Vision in 2019.

Waste, Recycling and Clean Streets

Recycling rates in Cardiff have risen drastically. Cardiff has a good track record for recycling and composting, with recycling increasing from 4% in 2001 to 58% in 2016/2017. These improvements will need to be continued if Cardiff is to meet the Welsh Government targets of recycling 64% of waste by 2020, rising to 70% by 2025. Focus is being placed on minimising the waste produced in the first place, encouraging increased household and business recycling, and optimising our re-use and household waste recycling performance.

Clean streets are a priority for the city's residents. An area-based approach to frontline services will focus on tackling all forms of littering, allied to a zero-tolerance approach to those who litter or fly-tip, and through expanding community action on this important issue by extending the successful 'Love Where You Live' campaign.

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

Steps	Lead Member	Lead Directorate
Work with Welsh Government and Local Authorities to jointly explore a new programme of regional recycling infrastructure over the next three years, focused on delivering facilities to improve and extend the capability and capacity for the sustainable treatment of “difficult to recycle” materials.	Cllr Michael Michael	Planning, Transport & Environment
Meet our recycling targets by working with Welsh Government and WRAP (Waste & Resources Action Programme) to: <ul style="list-style-type: none"> • Develop and deliver short-term recycling objectives by June 2019; • Develop a long-term sustainable approach to the collection of residual wastes, recyclables and food waste by March 2020. 	Cllr Michael Michael	Planning, Transport & Environment
Develop a citizen-based strategic plan for new and existing recycling centres, and promote improved recycling to 80 % in centres by March 2020.	Cllr Michael Michael	Planning, Transport & Environment
Develop and deliver targeted interventions to promote recycling in communities to support achieving the 64 % recycling target for 2019/20.	Cllr Michael Michael	Planning, Transport & Environment
Enhance and expand existing partnership(s) to support re-use in Cardiff by March 2020.	Cllr Michael Michael	Planning, Transport & Environment
Establish for roll-out an area-based model for cleansing and enforcement to support efficient and effective service delivery by June 2019.	Cllr Michael Michael	Planning, Transport & Environment
Develop and deliver an extended campaign for ‘Love Where You Live’ to encourage local volunteering, and engage with citizens and businesses on concerns in their communities by September 2019.	Cllr Michael Michael	Planning, Transport & Environment
Develop and implement a comprehensive programme in the Council’s street scene services to drive productivity and performance improvements from April 2019, with better co-ordination of highways maintenance, waste management and cleansing to improve the public realm.	Cllr Michael Michael	Planning, Transport & Environment
Develop a Cardiff Food Strategy for approval by May 2019 and implement the approved action plan.	Cllr Michael Michael	Planning, Transport & Environment

Steps	Lead Member	Lead Directorate
<p>Deliver a 7.5 Megawatt Solar Farm at Lamby Way by September 2019 – generating renewable energy and supporting carbon-neutral aspirations – subject to the approval of a final business case in April 2019.</p>	<p>CIlr Michael Michael</p>	<p>Planning, Transport & Environment</p>
<p>Ensure the Council can achieve compliance with the EU Limit Value for Nitrogen Dioxide (NO2) in the shortest possible time by:</p> <ul style="list-style-type: none"> • Completing the feasibility study to identify the preferred measure(s); • Submitting the Final Plan – including the full business case for the preferred option – to Welsh Government by 30th June 2019 	<p>CIlr Michael Michael</p>	<p>Planning, Transport & Environment</p>
<p>Launch a new Transport & Clean Air Vision for the city and develop a Clean Air Strategy, including Active Travel solutions, by September 2019.</p>	<p>CIlr Caro Wild</p>	<p>Planning, Transport & Environment</p>
<p>Deliver a prioritised programme of highways enhancements through minor road repairs and full-scale resurfacing to address concerns such as potholes, and deteriorating roads and pavements.</p>	<p>CIlr Caro Wild</p>	<p>Planning, Transport & Environment</p>
<p>Support Transport for Wales with the implementation of the Cardiff Metro, increasing the quality of public transport infrastructure, the frequency of train journeys and the deployment of new train/tram extensions and stations across Cardiff.</p>	<p>CIlr Caro Wild</p>	<p>Planning, Transport & Environment</p>
<p>Develop an Electric Vehicles Strategy by December 2019, including the delivery of new electric buses.</p>	<p>CIlr Caro Wild & CIlr Michael Michael</p>	<p>Planning, Transport & Environment</p>
<p>Progress the City Centre Transport Masterplan through achievable and deliverable transport projects from 2019 through to 2021. Projects will focus on delivering the sustainable transport infrastructure improvements and transport deliverables outlined in the Masterplan, Transport Strategy, the new Transport & Clean Air Vision, and Local Development Plan.</p>	<p>CIlr Caro Wild</p>	<p>Planning, Transport & Environment</p>
<p>Support the delivery of the Council’s Active Travel agenda by:</p> <ul style="list-style-type: none"> • Implementing 20mph speed limits across the city, completing Grangetown and developing plans for Splott, Butetown, Canton and Penylan (subject to funding) during 2019/20. • Improving the cycling and walking networks by delivering prioritised routes within the Active Travel Integrated Network Map, including phase 1 of the Cycle Superhighway by 2021. • Expanding the on-street cycle hire scheme to 1,000 bikes by July 2019. • Working with the Active Travel Advisory Groups. 	<p>CIlr Caro Wild</p>	<p>Planning, Transport & Environment</p>

Steps	Lead Member	Lead Directorate
<p>Ensure every school in Cardiff has developed an Active Travel plan – including training and/or infrastructure improvements – by 2022.</p>	<p>Cllr Caro Wild & Cllr Sarah Merry</p>	<p>Planning, Transport & Environment, and Education & Lifelong Learning</p>
<p>Support the delivery of high-quality and well-connected communities – as described by the Council’s Master Planning Principles – ensuring that:</p> <ul style="list-style-type: none"> Supporting infrastructure, such as sustainable transport, schools, community facilities and green spaces, are delivered at all new strategic housing developments; New housing developments are informed by good design and infrastructure planning; Community infrastructure improvements on strategic sites are communicated to the public. 	<p>Cllr Caro Wild</p>	<p>Planning, Transport & Environment</p>
<p>Increase the delivery of new houses to meet housing need through the development of Local Development Plan strategic sites including 6,500 new affordable homes by 2026.</p>	<p>Cllr Caro Wild</p>	<p>Planning, Transport & Environment</p>
<p>Deliver 2,000 new Council homes, of which at least 1,000 will be delivered by May 2022.</p>	<p>Cllr Caro Wild</p>	<p>Planning, Transport & Environment</p>
<p>Secure a contract for the delivery of a heat network to serve areas of the Bay and City Centre, subject to successful national government capital grant award and cabinet approval of a final business case by October 2019.</p>	<p>Cllr Michael Michael</p>	<p>Planning, Transport & Environment</p>
<p>Convene regular Design Review Meetings to consider and make recommendations to development proposals submitted to the Local Planning Authority, publish an annual Design Review Monitoring Report, and complete the Supplementary Planning Guidance programme.</p>	<p>Cllr Caro Wild</p>	<p>Planning, Transport & Environment</p>
<p>Continue to engage with the Pensions Committee to deliver an environmentally-friendly pension policy.</p>	<p>Cllr Chris Weaver</p>	<p>Resources</p>

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Housing

Measure	Target
Total number of new Council homes completed and provided.	400 cumulative
The percentage of householder planning applications determined within agreed time periods.	>85%
The percentage of major planning applications determined within agreed time periods.	>60%
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

Measure	Target
Modal split for all journeys (2026 target 50:50): Proportion of people travelling to work by sustainable transport modes.	46.6%
The number of schools supported to develop an Active Travel Plan.	40
The percentage reduction in carbon dioxide emissions from Council buildings.	2%
The level of nitrogen dioxide (NO2) across the city.	35µg/m3

Waste and Recycling

Measure	Target
The percentage of total recycling and waste collections reported as missed by customer.	<0.01%
The percentage of municipal waste collected and prepared for re-use and/ or recycled.	64%
The maximum permissible tonnage of biodegradable municipal waste sent to landfill.	<33,557 tonnes
The number of Street Scene investigation actions per month.	500
The number of Street Scene legal enforcement actions per month (with enforcement actions including Fixed Penalty Notices, Cases which proceed to prosecution, Section 46 or other legal notices).	300

Clean Streets

Measure	Target
The percentage of principal (A) roads that are in overall poor condition.	5%
The percentage of non-principal/classified (B) roads that are in overall poor condition.	7%
The percentage of non-principal/classified (C) roads that are in overall poor condition.	7%
The percentage of highways land inspected by the Local Authority found to be of a high or acceptable standard of cleanliness.	90%
The percentage of reported fly-tipping incidents cleared within five working days.	90%
The percentage of reported fly-tipping incidents which lead to enforcement activity.	70%

Well-being Objective 4.1:

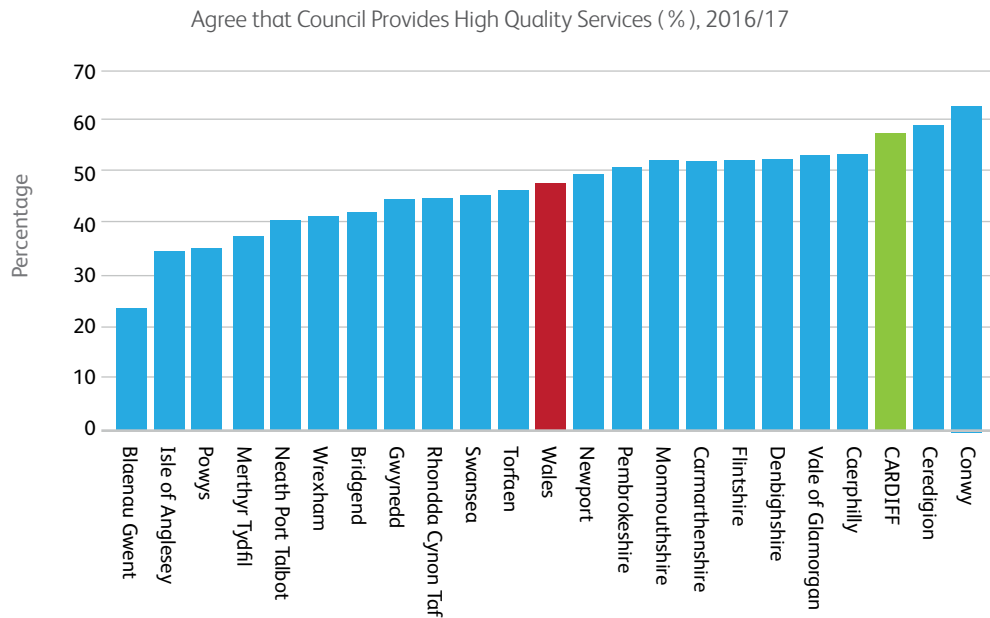
Modernising and Integrating Our Public Services

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, and finding new and better ways of working to take advantage of new technology. We will also continue to invest in our workforce so that they have the skills to meet the complex challenges facing public services in the 21st century.

Measuring Progress against the Well-being Objective: Outcome Indicators



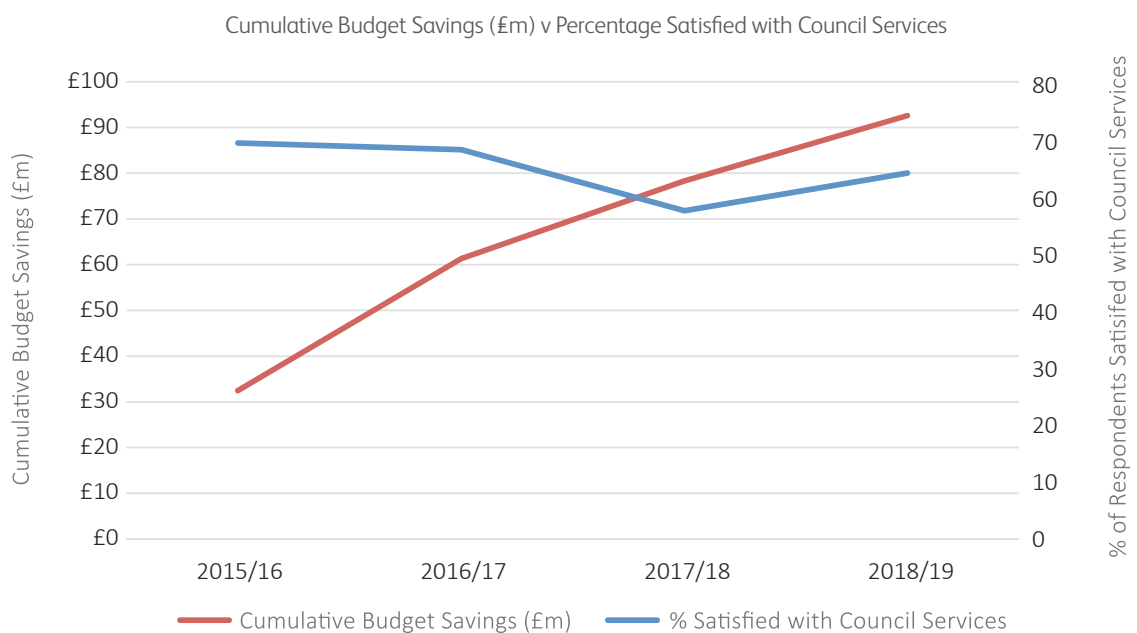
Improving City Performance: People who agree that 'the Council Provides High Quality Services'



Source: Welsh Government Survey



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



Source: Ask Cardiff / Cardiff Council Budget Report

Progress Made

- **Citizen satisfaction with Council services has increased from 57% to 64% in the 2018 Ask Cardiff Survey.**
- **The Council's Digital Strategy has been launched and the Cardiff Gov App is now available**, digitising Council services and making them more accessible.
- The number of customer contacts to the Council using digital channels, and those choosing to make payments online, has risen.
- The Council has achieved the Silver Level Corporate Health Standard Award.
- The Council has generated capital receipts in excess of £23m to reinvest in valuable services and reduced the running cost of Council buildings by almost £5m.
- **The Council has increased its income streams** in a number of areas, including:
 - Highway licensing which has seen **an increase in income of 40% – or £150,000**
 - Civil Parking Enforcement where **income has increased from £5.8m to £11.1m** in five years, with a further £200k per annum through advertising contracts.

Priorities for 2019/20

Assets and Property

The Council manages an estate of around 1,000 properties with an estimated use value of over £1.2 billion. The aim is to have fewer but better buildings in order to reduce the maintenance backlog and running costs, whilst also unlocking investment to modernise the Council estate. Since 2015 the Council has generated capital receipts totalling £23m, reduced the maintenance backlog by over £16m and reduced running costs by almost £5m. Plans are also being brought forward to deliver the £40m of capital receipts required to deliver major investment in the city, including significant investment in Cardiff schools. Good progress is also being made across the Corporate Landlord Programme, in particular in managing high priority Health & Safety issues. Even so, the Corporate Landlord functions and responsibilities remain a significant challenge in terms of the level, risk and liability which the Council needs to effectively manage.

Digital Ambition

Modernising Council services will mean using technology to help the Council better manage increasing demand for services, whilst increasingly providing digital access to services indistinguishable from that available to citizens in every other aspect of their lives. The launch of the Digital Strategy has made clear the Council's priorities of increasing the number of services available digitally, providing an accessible, informative, award-winning website and deploying virtual agent to support 24/7 citizen requirements.

The launch of the Cardiff Gov App in 2018 has provided citizens with digital access to a number of Council services, including waste collection information, council tax e-billing

and reporting fly-tipping. The further development of the Cardiff Gov App will enable citizens to report other important issues, such as any instance of waste non-collections, pavement defects as well as ordering bins or bags for waste collection.

Workforce Development

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 has committed to investing in its workforce. The award-winning programme of staff engagement is supported by a package of measures designed to promote their welfare, which includes a range of health and well-being services such as the 24/7 Employee Assistance Programme and the Employee Counselling Service. The commitment to staff also includes a range of training opportunities through the Cardiff Academy, though more needs to be done to reduce the number of sickness absences which remain too high across the Council. The Council is also taking decisive action to ensure it is representative of the communities it serves, not least by creating more opportunities for young people and increasing the Welsh language skills within the workplace.

Overall Organisational Performance

Despite having to achieve budget savings of over £145m during the last five years and losing 22% of non-school Council staff, Cardiff Council has continued its journey of improvement.

Over the course of recent years, the Council has been able to evidence a broad pattern of year-on-year improvement, which has been consistently reflected by external regulators and comparative data. A corporate focus on improvement and performance management has underpinned the Council's progress, with a sustained increase in the Council's performance relative to other Local Authorities.

The National Accountability Measures provide a set of performance indicators against which all Local Authorities in Wales can be measured. The annual performance data for all 22 Local Authorities in Wales, published in August 2018 by Data Wales, showed that in 2017/18 Cardiff Council was ranked 5th out of the 22 Welsh Local Authorities, compared to 13th in 2016/17. This means that the Council has improved its Local Authority ranking for the third year in a row.

Citizen satisfaction with Council services also increased by 7% over the last year, and Cardiff was also ranked third for the level of citizen satisfaction with Council services and emerged as one of the most trusted public service providers in Wales according to one of the Welsh Government's most wide-reaching opinion surveys. The Council's Annual Complaints Report also shows a decrease in complaints for the fifth year running, whilst noting an increase in compliments received. Whilst the Annual Statutory Well-being Report published by the Council in October 2018 highlights performance challenges, the Corporate Plan identifies the Council's strategic response.

What we will do to modernise and integrate our public services

Steps	Lead Member	Lead Directorate
<p>Progress the seven strands of the Council's Digital First Agenda, with a focus on:</p> <ul style="list-style-type: none"> Identifying priorities for the 'connected citizen strategy' by June 2019; Working with stakeholders to identify the priorities of the remaining 'connected' strands by December 2019 	Cllr Chris Weaver	Resources
<p>Modernise the Council's estate and reduce the footprint through rationalisation and investment in maintenance.</p>	Cllr Russell Goodway	Economic Development
<p>Develop a new five-year Property Strategy by March 2020.</p>	Cllr Russell Goodway	Economic Development
<p>Take forward delivery of the Core Office Strategy.</p>	Cllr Russell Goodway	Economic Development
<p>Improve the health and well-being of our employees by continuing to monitor sickness absence, and proactively provide support for employees and managers.</p>	Cllr Chris Weaver	Resources
<p>Work towards Gold Level Corporate Health Standard Award by March 2020.</p>	Cllr Chris Weaver	Resources
<p>Continue to deliver the Agency Workers Charter and embed corporate processes to review Agency Worker placements at 12 and 18 months.</p>	Cllr Chris Weaver	Resources
<p>Support people and communities to be more engaged with the work of the Council.</p>	Cllr Huw Thomas & Cllr Chris Weaver	Resources
<p>Ensure that the Council's workforce is representative of the communities it serves.</p>	Cllr Chris Weaver	Resources
<p>Ensure the Council delivers a high-quality customer service across the organisation by delivering the seven priorities recommended in the Customer & Leadership report by March 2020.</p>	Cllr Chris Weaver	Resources
<p>Deliver the Council's priorities within the Strategic Equality Plan 2016-2020 and launch a new Strategic Equality Plan by April 2020.</p>	Cllr Chris Weaver	Resources

Key Performance Measures

Measures which tell us if the Council is delivering effectively

Modernisation, Resilience and Organisational Development

Measure	Target
Reduce the gross internal area (GIA) of buildings in operational use.	3%
Reduce the total running cost of occupied operational buildings.	1.7%
Reduce the maintenance backlog.	£4,000,000
Capital income generated.	£15,000,000
The number of customer contacts to the Council using digital channels.	5% increase on the 2018/19 outturn figure
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
Maintaining customer/citizen satisfaction with Council services.	75%
The percentage of draft committee minutes published on the Council website within ten working days of the meeting being held.	80%
The total number of webcast hits (Full Council, Planning Committees, Scrutiny Committees, Audit Committee, Cabinet).	5,500
The number of Facebook Followers	24,000
The percentage of voter registration.	90%

Mae'r dudalen hon yn wag yn fwriadol

Wellbeing Objective	Directorate	Performance Indicator	2015/16 (AY 14/15)		2016/17 (AY 15/16)		2017/18 (AY 16/17)		2018/19 (AY 17/18)		Frequency of Reporting	Benchmarking Summary	Proposed Target for 19/20	History
			Target	Outturn	Target	Outturn	Target	Outturn	Target	Outturn @ Q3 18/19				
Every School in Cardiff is a Great School														
Great place to grow up	Education & Lifelong Learning	The average Capped Nine Points Score achieved by KS4 Pupils	new indicator	new indicator	new indicator	new indicator	new indicator	360.7	370	366	Annual	The welsh average (349.5) and Cardiff is ranked 3rd in Wales against other Local Authorities	379.4	Introduced as a new local indicator to the 2017-19 Corporate Plan from national Education data and included in the PAM data set with effect from 2018-19. Good comparator data including Wales average & position nationally.
Great place to grow up	Education & Lifelong Learning	The % of pupils achieving the core subject indicator at the end of KS2	86.5%	87.8%	89.4%	89.5%	90.2%	89.4%	90.2%	90.2%	Annual	The 2017/18 result is above the Welsh Average of 89.5	90.5%	National Education data set (no longer collected as a PAM). Collected since Academic Year 2012-13 and included in the Corporate Plan since 2015-17. Comparator data including Wales average.
Great place to grow up	Education & Lifelong Learning	The attainment gap in the Core Subject Indicator at the end of Key Stage 2 for those eligible for Free School Meals (FSM) and those not.	-	14.3	-	13.6	12.4	13.0	12.0	9.6	Annual	The Welsh Average is 14.2	9 ppts	Introduced as a new local indicator to the Corporate Plan in 2018-21. Comparator data - Wales average.
Great place to grow up	Education & Lifelong Learning	The attainment gap in the Capped 9 Points Score at the end of Key Stage 4 for those eligible for Free School Meals (FSM) and those not	new indicator	new indicator	new indicator	new indicator	New indicator 16/17 targets not valid	79.1	new indicator	66.7	Annual	The Wales Average is 79.1	55	Introduced as a new local indicator to the Corporate Plan 2019-22 from the national Education data set. Comparator data - Wales average.
Great place to grow up	Education & Lifelong Learning	The % of children securing one of their first three choices of school placement - Primary	new indicator	new indicator	new indicator	93%	90%	93.86%	95%	September 2018 result 95%	Annual	Comparator data not available	96.0%	Introduced as a new local indicator to the Corporate Plan in 2017-19 and included since.
Great place to grow up	Education & Lifelong Learning	The % of children securing one of their first three choices of school placement - Secondary	new indicator	new indicator	new indicator	85%	90%	81.82%	82%	September 2018 result 82%	Annual	Comparator data not available	82.0%	Introduced as a new local indicator to the Corporate Plan in 2017-19 and included since.
Great place to grow up	Education & Lifelong Learning	The % of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training. All Pupils	97.5%	95.5%	96.5%	97.0%	97.5%	98.3%	98.5%	Provisional result for all pupils is 98.1% (1.9% NEET)	Annual	Welsh Average 16/17 - 98%. Cardiff ranked 20/22 - 16/17. English Average 16/17 - 97.1%.	98.5%	Introduced as a new local indicator to the Corporate Plan in 2018-21 from the national Education data set. Good comparator data available including Wales average & national position.
Great place to grow up	Education & Lifelong Learning	The % of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training. Pupils registered as EOTAS	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	Provisional result is 77.1% (22.9% NEET)	Annual	Comparator data not available	90%	Introduced as a new local indicator to the Corporate Plan in 2019-22.
Great place to grow up	Education & Lifelong Learning	The % of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training. Children Looked After by Cardiff Council	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	Provisional result is 85.7% (14.3% NEET)	Annual	Comparator data not available	90%	Introduced as a new local indicator to the Corporate Plan in 2019-22.
Great place to grow up	Education & Lifelong Learning	The % attendance - Primary	94%	95.20%	95.40%	95%	95.00%	95%	95.20%	94.80%	Quarterly	All Wales PAM's. 2017-18 outturn (AY 2016-17) - 95.0%. Wales average 94.9%. Cardiff ranked 8/22.	95%	A long-standing national indicator (Public Accountability Measure PAM). Collected since Academic Year 2012-13. Good comparator data including Wales average and national position. Has appeared in the Corporate Plan intermittently since 2009-12.
Great place to grow up	Education & Lifelong Learning	The % attendance - Secondary	95%	93.90%	95%	94.50%	95%	94.20%	94.50%	94.00%	Quarterly	All Wales PAM's. 2017-18 outturn (AY 2016-17) - 94.2%. Wales average 94.1%. Cardiff ranked 11/22.	94.2%	A long-standing national indicator (Public Accountability Measure PAM). Collected since Academic Year 2012-13. Good comparator data including Wales average and national position. Has appeared in the Corporate Plan intermittently since 2009-12.

Wellbeing Objective	Directorate	Performance Indicator	2015/16 (AY 14/15)		2016/17 (AY 15/16)		2017/18 (AY 16/17)		2018/19 (AY 17/18)		Frequency of Reporting	Benchmarking Summary	Proposed Target for 19/20	History	
			Target	Outturn	Target	Outturn	Target	Outturn	Target	Outturn @ Q3 18/19					
Great place to grow up	Education & Lifelong Learning	The proportion of Priority 1a Schools Asset Improvement works completed in the financial year, in accordance with the responsibilities of schools and corporate landlord	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	75%	Quarterly	Comparator data not available	80% (98 of 123 jobs) Financial year 2019/20		
Great place to grow up	Education & Lifelong Learning	The percentage of schools inspected by Estyn during the seven year inspection cycle ending as at the last academic year, where standards or current performance were judged to be Good or Excellent	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator			80.0%		
Becoming a Child Friendly City															
Great place to grow up	Education & Lifelong Learning	The number of Schools that have received an award (Bronze, Silver or Gold) within the Rights Respecting Schools Programme by the end of the 2018-19 Academic Year	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	Quarterly	Comparator data not available	39 Schools (30%)		
Great place to grow up	Education & Lifelong Learning	The proportion of pupils achieving 3 'A' Levels at Grade A*-C	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator			70%		
Supporting Vulnerable Children and Families - Improving Outcomes for All Our Children															
Tudalen 80	Great place to grow up	The percentage attendance of looked after pupils whilst in care in secondary schools.	96%	91.8%	96%	94.5%	93%	95.4%	95%	Not yet available	Annual	Comparator data not available	95%	Formerly part of the Service Improvement Data set (SID) this indicator, now local, has been collected since 2012-13. Reintroduced to the Corporate Plan in 2017-19 and included since.	
	Great place to grow up	The percentage of children in regulated placements who are placed in Cardiff	62.5%	65%	63.5%	65.0%	63%	60.9%	63%	55.7%	Quarterly	Comparator data not available	60%	New local indicator to the Corporate Plan in 2018-21. Has been collected by Social Services since 2008-09.	
	Great place to grow up	Number of Children looked after placed with parents	new indicator	12%		12.9%		14.1%		14.7%		Comparator data not available	No Target, under constant review		
	Great place to grow up	Number of children looked after in kinship placements	new indicator	5%		5.7%		9.2%		10.9%		Comparator data not available	Increase where appropriate		
	Great place to grow up	Number of children looked after fostered by Local Authority foster carers	new indicator	15%		12.5%		12.3%		11.2%		Comparator data not available	Increase actual to 110		
	Great place to grow up	Number of children looked after fostered by external foster carers	new indicator	49%		50.0%		47.1%		45.9%		Comparator data not available	Reduce as a % of the overall population		
	Great place to grow up	Number of children looked after placed in residential placements	new indicator	9%		7.6%		6.5%		7.0%		Comparator data not available	Reduce and increase provision in Cardiff		
	Great place to grow up	Number of children looked after supported to live independently	new indicator	7%		8.0%		5.5%		5.2%		Comparator data not available	No Target		
	Great place to grow up	Number of children looked after placed for adoption	new indicator	3%		2.8%		3.9%		3.2%		Comparator data not available	No Target		
	Great place to grow up	Number of children looked after in other placements	new indicator	1%		0.6%		1.4%		2.0%		Comparator data not available	No Target		
	Great place to grow up	Social Services	The percentage of all Care Leavers in Education, Training or Employment 12 months after leaving care	new indicator	new indicator	Benchmarking	58.5%	Benchmarking	49.4%	62%	Not yet available	Annual	All Wales average 2017-18 = 51.4%	62%	Introduced though the the Social Services and Well-being Act 2016-17 performance framework and included in the 2016-18 Corporate Plan and included since. Only Wales average currently available for this "experimental data".
	Great place to grow up	Education & Lifelong Learning	The percentage of children Looked After by Cardiff Council that achieve the minimum expected level of attainment at the end of KS2 (KS2 CSI Wales or equivalent)											87%	
	Early Help														
Great place to grow up	Social Services	Number of people supported through the Family Gateway	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator		Comparator data not available	No Target		
Great place to grow up	Social Services	Number of people supported by the Family Help Team	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator		Comparator data not available	No Target		

Wellbeing Objective	Directorate	Performance Indicator	2015/16 (AY 14/15)		2016/17 (AY 15/16)		2017/18 (AY 16/17)		2018/19 (AY 17/18)		Frequency of Reporting	Benchmarking Summary	Proposed Target for 19/20	History	
			Target	Outturn	Target	Outturn	Target	Outturn	Target	Outturn @ Q3 18/19					
Great place to grow up	Social Services	Number of people supported by the Family Support Team	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator		Comparator data not available	No Target		
Managing Demand: Joining up Social Care, Health and Housing															
Great place to grow older	People & Communities	The % of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adults Services	new indicator	new indicator	new indicator	new indicator	65%	73.8%	72%	75.51%	Quarterly	Comparator data not available	70-80%	Introduced as a new local indicator to the 2016-18 Corporate Plan and included since.	
Great place to grow older	People & Communities	The average number of Calendar days taken to deliver a Disabled Facilities Grant (From initial contact to Certified date)	200	244	220	200	200	179	190	183	Quarterly	PAM/015 for which the 2017-18 outturn 179 days Wales average - 213 days Cardiff ranked 6/22.	180	Long standing national indicator, formerly a National Strategic Indicator and now part of the Public Accountability Measure data set. Collected since 2013-14 and included in the Corporate Plan 2015-17 onwards. Good comparator data available including Wales average and national position.	
Great place to grow older	Resources	The % of Telecare calls resulting in an ambulance being called out	new indicator	new indicator	10%	6%	10%	5%	10%	8.00%	Quarterly	Comparator data not available	6-10%	Introduced as a new local indicator to the 2016-18 Corporate Plan and included since.	
Great place to grow older	People & Communities	The % of people who feel reconnected into their community through intervention from Day Opportunities team	new indicator	new indicator	new indicator	new indicator	60%	76%	70%	86%	Quarterly	Comparator data not available	80%	Local indicator first introduced in 2017-19 Corporate Plan and include since.	
Great place to grow older	People & Communities	The % of clients who felt able to live independently in their homes following support from the Independent Living Services	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	95%	99%	Quarterly	Comparator data not available	95%	Local indicator first introduced in 2018-21 Corporate Plan.	
Tudalen 81	Great place to grow older	Social Services	Adults reporting that they felt involved in any decisions made about their care and support	new indicator	new indicator	Benchmarking	77.2% PI amended	Benchmarking	71.9% PI amended	Benchmarking	Not yet available	Annual	All Wales average 2016-17 = 79.7% PI amended	80%	Introduced through the SSWB Act framework in 2016-17 and introduced as an indicator in the Corporate Plan 2018-21. Minimal comparator data available currently.
	Great place to grow older	Social Services	Rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over	new indicator	new indicator	Benchmarking	2.38	2.8	2.33	2.33	1.99	Quarterly	All Wales average 2017-18 = 3.5	2.33	Introduced through the SSWB Act framework in 2016-17. Included in the PAM data set from 2017-18. Minimal comparator data available currently. Reintroduced to the Corporate Plan 2017-19 and 2019-22.
	Great place to grow older	Social Services	The percentage of adults who completed a period of reablement and have a reduced package of care and support 6 months later	new indicator	new indicator	Benchmarking	PI amended	Benchmarking	85.3% PI amended	Benchmarking	Not yet available	Annual	All Wales average 2017-18 = 41.2% PI amended	N/A	Introduced through the SSWB Act framework in 2016-17. Introduced to the Corporate Plan 2018-21. Minimal comparator data available currently.
	Great place to grow older	Social Services	The number of people who accessed the Community Resource Team	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator		Comparator data not available	1400	
	Great place to grow older	Social Services	The total hours of support provided by the Community Resource Team	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator		Comparator data not available	30,000	
	Great place to grow older	Social Services	Adults who are satisfied with the care and support they receive	new indicator	new indicator	new indicator	81.00%	new indicator	83.60%	new indicator	annual indicator		Comparator data not yet available	80%	Introduced through the SSWB Act framework in 2016-17. Included in the PAM data set from 2017-18. Introduced to the 2018-21 Corporate Plan.
	Great place to grow older	Social Services	Percentage of Council staff completing Dementia Friends training	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	TBC	Comparator data not available	40%	
Great place to grow older	Social Services	The number of Dementia Friendly city events held	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator		Comparator data not available	200		
Great place to grow older	Social Services	The number of businesses pledging their commitment to work towards becoming Dementia Friendly	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	22 as at December 2018		Comparator data not available	40		
Tackling Homelessness and Rough Sleeping															
Supporting people out of poverty	People & Communities	The % of people who experienced successful outcomes through the homelessness reconnection service.	new indicator	new indicator	new indicator	new indicator	50%	68.84%	70.00%	77%	Quarterly	Comparator data not available	70%	Local indicator first introduced in the 2017-19 Corporate Plan and included since.	

Wellbeing Objective	Directorate	Performance Indicator	2015/16 (AY 14/15)		2016/17 (AY 15/16)		2017/18 (AY 16/17)		2018/19 (AY 17/18)		Frequency of Reporting	Benchmarking Summary	Proposed Target for 19/20	History
			Target	Outturn	Target	Outturn	Target	Outturn	Target	Outturn @ Q3 18/19				
Supporting people out of poverty	People & Communities	The number of multi-agency interventions which supported rough sleepers into accommodation	new indicator	new indicator	new indicator	new indicator	144	204	168	115	Quarterly	Comparator data not available	168	Local indicator first introduced in the 2017-19 Corporate Plan and included since.
Supporting people out of poverty	People & Communities	The percentage of households threatened with homelessness successfully prevented from becoming homeless	new indicator	new indicator	new indicator	new indicator	50%	73%	60%	72%	Quarterly	All Wales PAM PAM/012 2017-18 outturn - 72.9% Wales average - 66.4% Cardiff ranked 3/22	70%	Local indicator first introduced in the 2017-19 Corporate Plan and included since. This indicator links to PAM/012, that was introduced to the PAM data set in 2017-18. Comparator data available including Wales average, national position.
Supporting people out of poverty	People & Communities	The percentage of clients utilising Housing First for whom the cycle of homelessness was broken.	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	50%	100%		Comparator data not available	60%	Local indicator first introduced in 2018-21 Corporate Plan. 8 people have been placed through the pilot and all are maintaining the tenancy to date
Supporting people out of poverty	People & Communities	The number of people positively moved on from second-stage accommodation	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	January 2018 - December 2018 result 133		Comparator data not available	150	
Tackling Poverty														
Supporting people out of poverty	People & Communities	The number of interventions which supported people receiving into work advice through the Gateway	new indicator	new indicator	new indicator	new indicator	42,000	42,000	43,000	32,907	Quarterly	Comparator data not available	43,000	Local indicator first introduced in 2018-21 Corporate Plan.
Supporting people out of poverty	People & Communities	The number of employers that have been assisted by the Council's employment support service	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	125	193	Quarterly	Comparator data not available	200	Local indicator first introduced in 2018-21 Corporate Plan.
Supporting people out of poverty	People & Communities	Number of customers supported and assisted with their claims for universal credit	new indicator	new indicator	400	681	600	679	1,500	3644	Quarterly	Comparator data not available	1,500	Local indicator first introduced in the 2017-19 Corporate Plan.
Supporting people out of poverty	People & Communities	Additional weekly benefit identified for clients of the city centre advice team.	new indicator	new indicator	£10,000,000	£11,995,475	£12,000,000	£15,158,678	£13,000,000	10,827,781	Quarterly	Comparator data not available	£13,000,000	Local indicator first included in the 2016-18 Corporate Plan and re-introduced in 2018-21.
Supporting people out of poverty	People & Communities	The number of clients that have been supported into employment having received tailored support through the Gateway	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	623	597	Quarterly	Comparator data not available	623	Local indicator first introduced in 2018-21 Corporate Plan.
Socially Responsible Employers														
Supporting people out of poverty	Resources	The number of opportunities created for paid apprenticeships and trainees within the Council	new indicator	new indicator	new indicator	new indicator	100	123	100	137	Quarterly	Number of apprentices on formal recognised apprenticeship schemes per 1,000 employees is a proposed indicator for All Wales PAM data set for 2019-20.	125	Local indicator first introduced in 2018-21 Corporate Plan. No directly comparable data available.
Safeguarding and Supporting Vulnerable People														
Safe, Confident and Empowered communities	People & Communities	The % 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 % of all staff	new indicator	new indicator	new indicator	new indicator	50%	6%	100%	33%	Quarterly	All Wales benchmarking data will be available from WG once collated.	100%	Local indicator first introduced in the 2017-19 Corporate Plan and included since.
Safe, Confident and Empowered communities	Social Services	The % of Council staff completing Safeguarding Awareness Training	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	50%	31.38%	Quarterly	Comparator data not available	100%	Local indicator first introduced in 2018-21 Corporate Plan and included.
Safe, Confident and Empowered communities	Social Services	Number of domiciliary care workers registered with Social Care Wales	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	Quarterly	Comparator data not available	250	
Safe, Confident and Empowered communities	Social Services	The percentage of adult protection enquiries completed within 7 days	new indicator	new indicator	Benchmarking	98.0%	99%	97.9%	99%	80.7%	Quarterly	All Wales average 2017-18 = 85.2%	99%	Introduced through the SSWB act framework in 2016-17. Included in the 2017-19 Corporate Plan and reintroduced in 2019-22 Plan. Currently minimal comparator data available.
Safe, Confident and Empowered communities	Social Services	The percentage of children re-offending within 6 months of their previous offence	Not Reported	Not Reported	Not set	52.1%	Not set	Pending	Not set	Pending		All Wales average Oct-Dec 2016 = 48.7%	Baseline to be established	

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Wellbeing Objective	Directorate	Performance Indicator	2015/16 (AY 14/15)		2016/17 (AY 15/16)		2017/18 (AY 16/17)		2018/19 (AY 17/18)		Frequency of Reporting	Benchmarking Summary	Proposed Target for 19/20	History
			Target	Outturn	Target	Outturn	Target	Outturn	Target	Outturn @ Q3 18/19				
Safe, Confident and Empowered communities	Social Services	The percentage of Children's Services Social Work Vacancies	15%	22.2%	18%	23.5%	18%	23.2%	18.0%	30.9%	Quarterly	Comparator data not available	18%	This local indicator has been in the Corporate Plan since the 2014-17 - it has been collected since 2006-07.
Regenerating Local Communities and Citizen Centred Services														
Safe, Confident and Empowered communities	People & Communities	The % of customers satisfied with completed regeneration projects	75%	85%	75%	88%	75%	91%	70%	100%	Quarterly	Comparator data not available	75%	Local indicator was included in the 2009-12 Corporate Plan and reintroduced into the 2018-21 Corporate Plan.
Safe, Confident and Empowered communities	People & Communities	The number of visitors to libraries and hubs across the city.	new indicator	new indicator	3,100,000	3,241,038	3,200,000	3,344,686	3,300,000	1,955,011	Quarterly	All Wales PAM PAM/016 (visits per 1,000 population) 2017-18 Outturn 9,225 visits Wales average 5,270 Cardiff ranked 1/22	3,300,000	Local indicator first introduced in the 2016-18 Corporate Plan and included since. No comparator data available - PAM/016 deleted as a national indicator in 2018-19.
Safe, Confident and Empowered communities	People & Communities	The % of customers who agreed with the statement "Overall the hub met my requirements / I got what I needed"	new indicator	new indicator	90%	99%	95%	98%	95%	98%	Quarterly	Comparator data not available	95%	Local indicator first introduced in the 2016-18 Corporate Plan and included since.
Safe, Confident and Empowered communities	People & Communities	The number of visits (page views) to the volunteer portal	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	50,000	49,459	Quarterly	Comparator data not available	55,000	Local indicator first introduced in 2018-21 Corporate Plan.
Supporting Sports, Leisure, Culture and Green Spaces														
Safe, Confident and Empowered communities	Economic Development	The number of Green Flag Parks and Open Spaces	9	9	10	10	11	11	12	12	Annual	Comparator data not available	13	First introduced as a local indicator in the 2015-17 Corporate Plan and reintroduced in the 2017-19 Plan and included since. Publicly available comparator data available.
Safe, Confident and Empowered communities	Economic Development	The number of volunteer hours committed to parks and green spaces.	new indicator	new indicator	18,000	17,800	18,000	17,149	18,000	14,310	Quarterly	Comparator data not available	18,000	Local indicator first included in 2018-21 Corporate Plan but has been collected since 2016-17.
Safe, Confident and Empowered communities	Economic Development	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	9,647	8,028	8,855	7,263	8,266	7,517	8,266	Not yet available	Annual	Comparator data not available	2% increase	A long-standing national indicator, formerly an NSI now part of the PAM dataset. Has been collected since 2013-14. Good comparator data available including Wales average, position nationally.
Safe, Confident and Empowered communities	Resources	The number of staff with Welsh Language skills	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator		Comparator data not available	20% increase from 2018-19 to 2021-22	
Safe, Confident and Empowered communities	Resources	The number of staff attending Welsh courses	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator		Comparator data not available	10% increase from 2018-19 to 2021-22	
Supporting the City's Economy														
Capital City that works for Wales	Economic Development	The number of new jobs created	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	1,156	Quarterly	Comparator data not available	500	Previously collected through the data for "New and Safeguarded jobs". Collected since 2015-16.
Capital City that works for Wales	Economic Development	The number of jobs safeguarded	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	378	Quarterly	Comparator data not available	500	Previously collected through the data for "New and Safeguarded jobs". Collected since 2015-16.
Capital City that works for Wales	Economic Development	The amount of 'Grade A' office space committed to in Cardiff (Sq.ft.) This is a rolling 2 year target	100,000	316,211	150,000	317,732	150,000	366,000	150,000	0	Quarterly	Comparator data not available	300,000 (Rolling 2 year target)	Included and collected as a local indicator since the 2015-17 Corporate Plan.
Capital City that works for Wales	Economic Development	Number of staying visitors	1,981,699	2,003,000	2,021,393	2,025,000	2,065,500	2,062,000	2% increase (approx 40,000)	Not yet available	Annual	Benchmarking is available with all Welsh authorities.	2% increase	Collected by the calendar year since 2014. Included in the 2014-17 Corporate Plan and reintroduced in 2016-18
Capital City that works for Wales	Economic Development	Total Visitor Numbers	19,844,589	20,510,000	20,241,480	20,380,000	20,991,400	21,980,000	3% increase (approx 630,000)	Not yet available	Annual	Benchmarking is available with all Welsh authorities and some cities in England. Comparison work is currently being undertaken.	2% increase	Collected by the calendar year since 2014. Included since Corporate Plan 2016-18.
Capital City that works for Wales	Economic Development	Attendance at Commercial Venues.	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	879,800	691,146	Quarterly	Comparator data not available	903,000	Local indicator first included in the 2018-21 Corporate Plan.
Clean Streets														

Wellbeing Objective	Directorate	Performance Indicator	2015/16 (AY 14/15)		2016/17 (AY 15/16)		2017/18 (AY 16/17)		2018/19 (AY 17/18)		Frequency of Reporting	Benchmarking Summary	Proposed Target for 19/20	History
			Target	Outturn	Target	Outturn	Target	Outturn	Target	Outturn @ Q3 18/19				
Cardiff grows in a resilient way	Planning, Transport & Environment	The percentage of highways land inspected by the Local Authority found to be of a high or acceptable standard of cleanliness	90%	90.64%	90%	90.46%	90%	94.24%	90.00%	88.25%	Quarterly	SC/001a is a local indicator and is different to the all Wales PAM/010 (which inc. KWT survey) All Wales PAMs 2017-18 outturn 94.3%. Wales average - 95.8%. Cardiff ranked 13/22.	90%	Local indicator first included in the 2018-21 Corporate Plan. No comparator data. (Links to national indicator PAM/010 however this includes Keep Wales Tidy surveys where as SC/001a does not. PAM/010 has been collected as a national indicator since 2011-12.)
Cardiff grows in a resilient way	Planning, Transport & Environment	% of reported fly tipping incidents cleared within 5 working days	90%	97.91%	90%	98.35%	90%	99.04%	90.00%	98.94%	Quarterly	This was deleted as a PAM national indicator in 2018-19. All Wales PAMs 2017-18 outturn - 99.04% Wales average 95.08% Cardiff ranked 5/22.	90%	Formerly a long-standing indicator collected under the NSI data set and then as a PAM. Deleted from the PAM set in 2018-19 - comparator data no longer available. Has appeared in the Corporate Plan since 2009-12. Collected since 2008-09.
Cardiff grows in a resilient way	Planning, Transport & Environment	The percentage of reported fly tipping incidents which lead to enforcement activity	25%	90.12%	70%	92.84%	70%	80.43%	70.00%	93.94%	Quarterly	Comparator data not available	70%	Former long-standing SID collection of which ceased in 2014-15. Now a local indicator included in the Corporate Plan from 2018-19
Cardiff grows in a resilient way	Planning, Transport & Environment	% of principal (A) roads that are in overall poor condition	5.0%	3.7%	5.0%	4.1%	5.0%	3.30%	5%	Not yet available	Annual	All Wales PAM's. 2017-18 outturn - 3.3%. Welsh average 3.7%. Cardiff ranked 11/22.	5%	Long-standing national indicator that has been collected on its own and also grouped with B and C Roads under one umbrella indicator (THS/012). Re-introduced as a PAM in 2017-18 as an indicator in its own right. Included since the Corporate Plan 2015-17. Good comparator data including Wales average, position nationally.
Cardiff grows in a resilient way	Planning, Transport & Environment	% of non-principal / classified (B) roads that are in overall poor condition	8.0%	6.5%	7.0%	7.1%	8.0%	5.60%	7%	Not yet available	Annual	All Wales PAM's. 2017-18 outturn - 5.6%. Welsh average 4.3%. Cardiff ranked 19/22.	7%	Long-standing national indicator that has been collected on its own and also grouped with A and C roads under one umbrella indicator (THS/012). Re-introduced as a PAM in 2017-18 as an indicator in its own right. Included since the Corporate Plan 2015-17. Good comparator data including Wales average, position nationally.
Cardiff grows in a resilient way	Planning, Transport & Environment	Percentage of non-principal / Classified C roads that are in overall poor condition	8.0%	6.6%	8.0%	6.9%	8.0%	6.00%	7%	Not yet available	Annual	All Wales PAM's. 2017-18 outturn - 6.0%. Welsh average 14.1%. Cardiff ranked 5/22.	7%	Long-standing national indicator that has been collected on its own and also grouped with A and B roads under one umbrella indicator (THS/012). Re-introduced as a PAM in 2017-18 as an indicator in its own right. Included since the Corporate Plan 2015-17. Good comparator data including Wales average, position nationally.
Transport and Clean Air														
Cardiff grows in a resilient way	Planning, Transport & Environment	Modal split for all journeys (2026 target 50:50) Proportion of people travelling to work by sustainable transport modes	44.1%	43.9%	44.6%	44.9%	45.1%	45.80%	46.30%	Not yet available	Annual	Comparator data not available	46.6%	Local indicator introduced in 2014-17 Corporate Plan and included since. No comparator data available.
Cardiff grows in a resilient way	Planning, Transport & Environment	Percentage reduction in carbon dioxide emissions from Council buildings	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	2%	Not yet available	Annual	Comparator data not available	2%	Formerly an NSI national indicator last collected nationally in 2013-14, this was introduced as a local indicator in the 2018-21 Corporate Plan, collected since 2013-14. No comparator data available.
Cardiff grows in a resilient way	Planning, Transport & Environment	The level of NO2 across the city	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	35ug/m3	Not yet available	Annual	Comparator data not available	35ug/m3	Local indicator introduced in the 2018-21 Corporate Plan.
Cardiff grows in a resilient way	Planning, Transport & Environment	The number of schools supported to develop an Active Travel Plan	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator		40	
Housing														
Cardiff grows in a resilient way	Planning, Transport & Environment	% of householder planning applications determined within agreed time periods	new indicator	new indicator	new indicator	new indicator	80%	95.62%	80.00%	91.60%	Quarterly	Comparator data not available	>85%	Local indicator introduced in the 2017-19 Corporate Plan and included since.

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Wellbeing Objective	Directorate	Performance Indicator	2015/16 (AY 14/15)		2016/17 (AY 15/16)		2017/18 (AY 16/17)		2018/19 (AY 17/18)		Frequency of Reporting	Benchmarking Summary	Proposed Target for 19/20	History
			Target	Outturn	Target	Outturn	Target	Outturn	Target	Outturn @ Q3 18/19				
Cardiff grows in a resilient way	Planning, Transport & Environment	The percentage of major planning applications determined within agreed time periods	new indicator	new indicator	new indicator	new indicator	25%	77.14%	25.00%	66.67%	Quarterly	Comparator data not available	>60%	Local indicator introduced in the 2017-19 Corporate Plan and included since.
Cardiff grows in a resilient way	Planning, Transport & Environment	The percentage of affordable housing at completion stage provided in a development on greenfield sites	new indicator	new indicator	new indicator	new indicator	new indicator	Not Reported	30% (LDP)	Not yet available	Annual	Comparator data not available	30% (LDP)	Local indicator included in the 2018-21 Corporate Plan.
Cardiff grows in a resilient way	Planning, Transport & Environment	The percentage of affordable housing at completion stage provided in a development on brownfield sites.	new indicator	new indicator	new indicator	new indicator	new indicator	Not Reported	20% (LDP)	Not yet available	Annual	Comparator data not available	20% (LDP)	Local indicator included in the 2018-21 Corporate Plan.
Cardiff grows in a resilient way	People & Communities	Total number of new Council homes completed and provided	new indicator	new indicator	new indicator	new indicator	Target Not Set	13	200	53	Quarterly	There are only a handful of Local Authorities in Wales building new Council Homes. The Authority's development officers are in regular contact with counterparts in other authorities, including swansea & flintshire.	400 cumulative	Local indicator introduced in the 2018-21 Corporate Plan.

Waste and Recycling

Cardiff grows in a resilient way	Planning, Transport & Environment	The percentage of municipal waste collected and prepared for re-use and / or recycled	58%	58.17%	60%	58.12%	61%	58.26%	62.00%	Q2 57.45%	Quarterly	All Wales PAM 2017-18 outturn - 58.26% Wales average 62.67 ranked 20/22.	64%	Long-standing national indicator, formerly an NSI, now a PAM. Has been collected since 2012-13. Included in the Corporate Plan since at least 2014-17. Good comparator data including Wales average, position nationally.
Cardiff grows in a resilient way	Planning, Transport & Environment	Number of Street Scene investigation actions per month	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator		Quarterly	Comparator data not available	500 per month	Introduced as a local indicator in the 2018-21 Corporate Plan.
Cardiff grows in a resilient way	Planning, Transport & Environment	Number of Street Scene legal enforcement actions per month (with enforcement actions including Fixed Penalty Notices, Cases which proceed to prosecution, section 46 or other legal notices)	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator		Quarterly	Comparator data not available	300 per month	Introduced as a local indicator included in the 2018-21 Corporate Plan.
Cardiff grows in a resilient way	Planning, Transport & Environment	The maximum permissible tonnage of biodegradable municipal waste sent to landfill		6,807	37,627	1,356	37,627	758	<33,557 tonnes	Q2 935	Quarterly	This is a national PI published annually by NRW and results are available across wales for comparison.	<33,557 (NRW)	Local indicator collected since 2016-17. Included in the Corporate Plan since 2017-19. Comparative data available.
Cardiff grows in a resilient way	Planning, Transport & Environment	Percentage of total recycling and waste collections reported as missed by customer	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator			Less than 0.01%	

Modernisation, Resilience and Organisational Development

Modernising and integrating our public services	Resources	The number of customer contacts to the Council using Digital Channels	new indicator	new indicator	new indicator	new indicator	699,802	784,567	863,023	662,944	Quarterly	Comparator data not available	5% increase on the 2018-19 outturn figure	Introduced as a local indicator to the 2017-19 Corporate Plan and included since.
Modernising and integrating our public services	Economic Development	Reduce the gross internal area (GIA) of buildings in operational use	3.50%	3.50%	4.20%	7.90%	1%	0.80%	4.00%	0.41%	Annual	APSE benchmarking data is being used to benchmark performance in this area. This is ongoing and analysis will follow.	3%	Introduced as a local indicator to the 2015-17 Corporate Plan and included since.

Wellbeing Objective	Directorate	Performance Indicator	2015/16 (AY 14/15)		2016/17 (AY 15/16)		2017/18 (AY 16/17)		2018/19 (AY 17/18)		Frequency of Reporting	Benchmarking Summary	Proposed Target for 19/20	History
			Target	Outturn	Target	Outturn	Target	Outturn	Target	Outturn @ Q3 18/19				
Modernising and integrating our public services	Economic Development	Reduce the total running cost of occupied operational buildings	4.50%	4.50%	4.40%	9.20%	2.80%	0.90%	3.10%	0.83%	Annual	APSE benchmarking data is being used to benchmark performance in this area. This is ongoing and analysis will follow.	1.7%	Introduced as a local indicator in the 2016-18 Corporate Plan and included since.
Modernising and integrating our public services	Economic Development	Reduce the maintenance backlog	4,300,000	4,500,000	8,784,502	8,892,951	1,300,000	£1,215,817	5.40% / £5.6 million	£1,257,500	Annual	APSE benchmarking data is being used to benchmark performance in this area. This is ongoing and analysis will follow.	£4,000,000	Introduced as a local indicator to the 2015-17 Corporate Plan and included since.
Modernising and integrating our public services	Economic Development	Capital income generated		6,700,000	7,300,000	6,019,500	7,300,000	£3,864,321	£15,190,000	£5,802,000	Annual	APSE benchmarking data is being used to benchmark performance in this area. This is ongoing and analysis will follow.	15,000,000	Introduced as a local indicator to the 2017-19 Corporate Plan and included since.
Modernising and integrating our public services	Governance & Legal Services	The % of draft committee minutes published on the Council website within 10 working days of the meeting being held	new indicator	new indicator	new indicator	new indicator	80%	20%	80%	78%	Quarterly	Comparator data not available	80%	Introduced as a local indicator to the 2017-19 Corporate Plan and included since.
Modernising and integrating our public services	Governance & Legal Services	Percentage of voter registration	Target Not Set	79.4%	Target Not Set	88.1%	Target Not Set	90.6%	90%	89.3%	Annual	Benchmarking underway	90%	Measured annually since 2016 as a local indicator. Introduced into the Corporate Plan 2017-19 and included
Modernising and integrating our public services	Governance & Legal Services	The total number of webcast hits: Full Council, Planning Committee, Scrutiny Committees, Audit Committee and Cabinet	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	new indicator	Annual	Comparator data not available	5,500	
Modernising and integrating our public services	Resources	Percentage of staff that have completed a Personal Review (Excluding School Staff)	90%	90.0%	95.0%	93.9%	95%	94.85%	100.00%	95.00%	Annual	Comparator data not available	100%	First introduced as a local indicator in the 2014-17 Corporate Plan this indicator has been included since.
Modernising and integrating our public services	Resources	The number of working days / shifts per full time equivalent (FTE) local authority employee lost due to sickness absence	9	9.67	8.5	10.77	9	11.27	9.5	11.28	Quarterly	All Wales PAM's 2017-18 outturn - 11.3 FTE. Wales average 10.4. Cardiff ranked 19/22.	9.5	Collected since 2005-06 (SID) and introduced as a PAM indicator in 2014-15. Included in the Corporate Plan continuously since 2014-17. Good comparator data including Wales average and position nationally.
Modernising and integrating our public services	Resources	Maintaining customer / citizen satisfaction with Council Services	80.80%	69.30%	80.80%	68.12%	70%	57.43%	75%	64.10%	Annual	Uk wide poll puts average customer satisfaction with services at 65% in Dec 2017.	75%	Collected as a local indicator since 2014-15 and included in the Corporate Plan since 2016-18



Date: 18 January 2019

Councillor Huw Thomas,
Leader
Cardiff Council,
County Hall,
Cardiff
CF10 4UW

Dear Councillor Thomas,

Policy Review & Performance Scrutiny Committee: 17 January 2019

On behalf of all Members of the Policy Review and Performance Scrutiny Committee, thank you for facilitating policy development scrutiny of the draft Corporate Plan once again. We appreciate the opportunity to feed in our suggestions for improvement at this stage and look forward to seeing the final draft alongside budget papers.

Captured below are some key issues raised during our discussion at the Way Forward, that we ask you to consider when finalising the draft for Cabinet and Full Council consideration.

The Committee welcomes the inclusion of Steps within this Plan that are a result of your previous engagement with the Committee. We note that you consider there are many examples of Scrutiny influencing and shaping the Corporate Plan. We have some concerns and proposals we would ask you to address as you continue to develop the Plan.

Selecting Key Performance Indicators (KPI's)

Members acknowledge that not all measures for which data is available can be illustrated in the Plan, to prevent it becoming unwieldy, and that it is important to choose those that are representative of overall performance. However, for some Steps Members would like you to re-consider whether the KPI's used are the best ones to illustrate performance. A good example is Youth Justice. The Step within Objective 1.4 to **Modernise the Youth Offending Service**, currently measured by *the number of children entering the criminal justice system*, whilst useful we feel should be supplemented by an additional measure of *the number of children re-offending*. Our view is that an increase in the number of children entering the system

may not be a negative outcome, it is the avoidance of re-offending that is the positive outcome, and as such should be measured. Additionally, we urge you to use consistent terminology in both the Step and the KPI.

Agency Costs

The Committee notes that over the years efforts have been made to reduce agency costs, and we consider that scrutiny concerns have helped to give that process greater visibility and attention. We consider however there is further work to be undertaken, to identify those areas where the Council can make a case for short term use of agency staff; and the actions necessary to reduce or eliminate agency work in other cases. This could well lead to a tightening up of the processes leading to the authorisation of agency use. Justification for agency use could potentially be defined as a last resort requiring authorisation, rather than a first easy option. The £10m annual cost remains at an unacceptably high level. We recommend further corporate oversight of escalation to full employment rights, opportunities and job security for agency workers. We also note that you recognise the potential for improving organisational culture by reducing the use of agency workers, particularly within Waste Management.

We ask that further work be carried out to produce a strategy for reducing agency use and we plan to invite you to return to Committee on this issue. This is an area of work for consideration in the Committee's future work programme.

Directorates with too few KPI's

We welcome your commitment to re-consider the number of performance measures (KPI's) within the Plan for the Economic Development Directorate. We wish to re-iterate our concern, raised this time last year, that performance measures for Objective 4.1 are noticeably light compared with KPI's identified to measure other Objectives and those of other directorates. For example, we would welcome reference to work underway with large developers to generate employment.

Additional issues the Committee would like referenced in the Plan

- **Schools** – you took on board our concerns in respect of Objective 1.1. We would like to strengthen the measures in place to evaluate progress in educational attainment. We would like a clear target for the number of schools in Cardiff that

should achieve good or better ESTYN assessments in any specific year, rather than simply stating 'all schools'. We would also ask that you include a KPI that sets a target for improvement in levels of attainment at KS4 and A level.

- Whilst we are reassured that Cardiff's PSB consider the Well-being Plan strong on the issue of **Health inequalities**, some Members would like to see a commitment to this issue in the Corporate Plan.
- In respect of **Waste Management**, two issues appear to be absent from the Plan. We would expect to see reference to the replacement for Wedal Road HWRC, and also an indication of a plan to raise collection productivity to meet benchmark attainment with accompanying targets. We note that there is a forthcoming Cabinet report on the proposed new HWRC, and a new Street scene strategy under development, and we look forward to scrutinising these in the future. We note also that discussions are ongoing with Trades Unions that you anticipate will enable measurement and improvement of productivity in core data sets in future Corporate Plans.
- Whilst the Plan references improving the health and wellbeing of our employees, measured by the number of working days lost due to **Sickness Absence**, we would like to see an indication of the work underway to understand the causes of stress on employees and proposals to address these causes.

I would be grateful if you would pass my thanks to all who attended PRAP in support of this item. We look forward to considering the final draft alongside the budget on 20 February 2019. I will not require a response to this letter. I assume the matters raised will be taken into account in preparing the final version of the Plan and can be referenced in our informal discussions on 11th February 2019.

Yours sincerely,



COUNCILLOR DAVID WALKER
CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the PRAP Scrutiny Committee
Paul Orders, Chief Executive
Christine Salter, Corporate Director, Resources
Gareth Newell, Policy Manager
Dylan Owen, Head of Cabinet Office
Debi Said, Cabinet Support Officer
Joanne Watkins, Cabinet Office Manager
Kate Rees, Senior Committee Administrator



Date: 12 February 2019

Councillor Huw Thomas,
Leader
Cardiff Council,
County Hall,
Cardiff
CF10 4UW

Dear Huw,

PRAP Performance Panel, target setting session: 11 February 2019

Further to this morning's informal session to consider in detail the Corporate Plan target setting process, on behalf of all Scrutiny Chairs and Members of the Policy Review and Performance Scrutiny Committee's Performance Panel, a sincere thank you for enabling such a useful discussion. All Scrutiny Chairs found this early sight of targets proposed for the Corporate Plan useful, and look forward to seeing the final draft alongside budget papers.

Captured below are the key issues raised during our discussion. Members have requested that you consider their comments in respect of the following Key Performance Indicators, as listed in the data table that sits behind the Corporate Plan, and the proposed Targets the final draft of the Plan will contain when published:

Cardiff is a great place to grow up

KPI's 1 & 4: *The average Capped Nine Points Score achieved by KS4 Pupils, and the attainment gap in the Capped Nine Points score at the end of KS4 for those eligible for free school meals and those not. We consider greater clarity of what exactly this indicator is measuring is required, and an explanation of the terminology used. The previous target at KS4 was clear and well recognised. You agreed to ask officers to review ways of making this target equally clear.*

KPI's 8 & 9: *The % of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training. Pupils registered as EOTAS, **and** the % of Year 11 leavers making a successful transition from*

compulsory schooling to education, employment or training. Children Looked After by Cardiff Council. Whilst we take on board that the above KPI's may be considered indicative of the well-being of young people, several Members would welcome greater visibility of Child Mental Health in the Corporate Plan, in the form of a specific KPI. We acknowledge that with the development of the *Early Help Service* it will be easier to measure interventions from this point onwards, however we would like to see an indication of the direction of travel for the service in this year's Plan. You kindly agreed to consider how this could be achieved, perhaps reflecting pastoral care measures.

In addition Members highlighted that, with the removal of the Welsh Government RAG categorisation of schools, there appears to be no overview of the performance of Cardiff schools in the Plan. We note you would wish to reflect this in some way, and welcome the suggestion that the Plan captures the ESTYN categorisation of Cardiff's schools. It is recommended that specific improvement targets are set rather than a catch-all statement that all schools must be rated good or better.

KPI 15 & 20: *The percentage of children in regulated placements who are placed in Cardiff, and the number of children looked after placed in residential placements.*

We note in future years you consider it will become easier to set a range of targets to address the 'closer to home' placement strategy and would wish to see this included as soon as is feasible.

Supporting people out of poverty

KPI 45: *The percentage of clients utilising Housing First for whom the cycle of homelessness was broken.* We consider it important to ensure people are not excluded from using Housing First, and welcome your suggestion that the proposed target includes a time period.

Safe, confident and empowered communities

KPI's 53 & 54: *Council staff completing the Level 1 online module of the National Training Framework on Violence against women, domestic abuse and sexual violence as a % of all staff and the % of Council staff completing Safeguarding Awareness Training.* We note that despite a 100% target for the current year, at Q3 these indicators are running at 33% and 31.38% respectively, and we suggest there

may need to be a medium and longer term aspiration if the 2019/20 target is to remain at 100%.

Additionally, in respect of this Objective, we wish to re-iterate a point made following PRAP's policy development scrutiny of the Corporate Plan in January 2019. We consider there is work to be undertaken in producing a strategy for reducing the use of agency staff. We note the Step to deliver a reduction in agency workforce and vacancies in children's social workers by implementing a recruitment and retention strategy and a refreshed workforce plan by March 2020. We welcome your agreement to reflect on the suggestion that there should be targets for the reduction of agency staff in social services, but also in other service areas. The last cost figure recalled is that the Council spends around £10m on agency work, down from a high of £20m in previous years, which PRAP had a major role in highlighting and questioning. We consider there is scope to set targets to reduce this £10m cost further.

Members considered there would be merit in adding a mechanism for capturing an overview of anti-social behaviour to add to the predominance of place based indicators for this Objective. We understand setting targets around landlord activities is relatively easy, however capturing a picture of anti-social behaviour is more difficult where there are collaborative responsibilities across PSB partners. We agree such aspirations are best expressed through the narrative of the Plan and in Steps, however we suggest there may be an opportunity for setting a KPI for the Council's anti-social behaviour team. We are therefore pleased you agreed to reflect on the matter.

A capital city that works for Wales

KPI 72 & 73: *Number of staying visitors and Total Visitor Numbers.* We consider it difficult to set a percentage target for these indicators until outturn figures are available.

Cardiff's Population Growth is managed in a resilient way

KPI 79 & 81: *%of non-principal/classified (B) roads that are in overall poor condition, and modal split for all journeys (2026 target 50:50) proportion of people travelling to*

work by sustainable transport modes. We note that data is not yet available for these KPI's, however we believe the data exists and has previously been reported to the Environment Scrutiny Committee. We recommend a further look at this KPI referencing that data.

KPI 89: *The percentage of municipal waste collected and prepared for re-use and / or recycled.* Members consider that a significant issue for the Council is productivity in waste management services. We take on board that this is addressed within the Steps for Objective 3.1, rather than by KPI's, however we consider that there are a number of 'big ticket' cost and efficiency areas which should have KPI's and become priorities. Thank you for inviting suggestions, which could include:

- Productivity measures to increase the size of waste collection rounds, benchmarked against others, specified and targeted.
- Specific targets to reduce absence and sickness levels in Waste Management which need to be separated from the Council's overall figure. They remain at consistently high levels in Waste Management and require targeting separately.
- Quantified cost reduction targets in specific Waste Management areas.

Modernising and integrating our public services

KPI 93: *The number of customer contacts to the Council using Digital Channels.* We note the proposed target for this indicator is expressed in terms of a percentage increase on the previous years' outturn. This would appear to be a useful approach that could be considered for other KPI's.

KPI 97: *Capital income generated.* In light of the 2017/18 outturn of £3,864,321 Members consider the 2018/19 target for Capital receipts of £15,190,000 was ambitious. Similarly with the 2018/19 Q3 outturn standing at £5,802,000, we consider a 2019/20 proposed target of £15,000,000 to be unrealistic.

KPI 96: *Reduce the maintenance backlog.* Members questioned whether a proposed target of £4million for 2019/20 is realistic given the £1,257,500 outturn at Q3 against a target of £5.6million for 2018/19.

Finally, thank you for acknowledging the benefit of progressive interaction of policy development and scrutiny, illustrated by informal engagement sessions such as this. We consider such support for effective scrutiny of the Corporate Planning process was a productive and worthwhile opportunity which we would wish to continue. We look forward to hearing how this session impacted on the detail of the Performance Indicators and Targets and request that officers write to me with the detail of any changes resulting from this meeting and PRAP scrutiny, which I will pass on to my colleagues. Any such changes will have a strong validating impact.

Once again, on behalf of the Committee, please pass my sincere thanks to all who attended the PRAP Performance Panel, I look forward to continuing productive interaction between Policy and Scrutiny functions.

Yours sincerely,



COUNCILLOR DAVID WALKER

CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

cc Members of the PRAP Performance Panel
Councillor Chris Weaver, Cabinet Member, Finance, Modernisation and Performance
Councillor Lee Bridgeman, Chair, Children & Young People Scrutiny Committee
Councillor Mary McGarry, Chair, Community & Adult Services Scrutiny Committee
Councillor Ramesh Patel, Chair, Environmental Scrutiny Committee
Councillor Nigel Howells, Chair, Economy & Culture Scrutiny Committee
Paul Orders, Chief Executive
Sarah McGill, Corporate Director, People & Communities
Gareth Newell, Policy, Partnerships and Citizen Focus Manager
Dylan Owen, Head of Cabinet Office
Gary Jones, Head of Democratic Services
Principal Scrutiny Officers
Debi Said, Cabinet Support Officer
Heather Warren, Cabinet Support Officer
Joanne Watkins, Cabinet Office Manager

Mae'r dudalen hon yn wag yn fwriadol

**CARDIFF COUNCIL
CYNGOR CAERDYDD****CABINET MEETING: 21 FEBRUARY 2019**

SUSTAINABLE DRAINAGE SYSTEMS (SuDS)**CLEAN STREETS, RECYCLING & ENVIRONMENT
(COUNCILLOR MICHAEL MICHAEL)****AGENDA ITEM: 3**

Reasons for this Report

1. To advise members on the implementation of Schedule 3 of the Flood and Water Management Act 2010 (FWMA) for the use of SuDS in new developments.
2. To approve the creation of the SuDS Approval Body as described in this report and advise on the statutory responsibilities that Cardiff Council, acting in its capacity as a SAB, are required to undertake.

Background

3. The Welsh Government laid the commencement order on the 1st May 2018 for the new legislation to come into force on the 7th January 2019. From this date onwards:
 - All new developments of more than 1 house or where the construction area is 100m² or more, will require sustainable drainage systems (SuDS) for managing surface water;
 - Drainage systems for all new developments must be designed and built in accordance with statutory SuDS standards;
 - Local authorities will become SuDS Approval Bodies (SAB);
 - SuDS schemes must be approved by the local authority acting in its SAB role before construction works begin. The SAB will have a duty to adopt compliant SuDS so long as it is built and functions in accordance with the approved proposals, including any SAB conditions of approval.

4. Though flooding is unavoidable in extreme weather conditions, the early consideration of flooding on new development through sustainable solutions can reduce the frequency and impact of flooding, whilst increasing green infrastructure and improving well-being.
5. The Welsh Government’s National Strategy for Flood and Coastal Risk Erosion Risk Management in Wales identifies SuDS in two national objectives. These are identified in the table below.

National Objective	Sub Objective	Measure
Reducing the impacts on individuals, communities, businesses and the environment from flooding and coastal erosion	Develop policies for effective land use management and enhanced development control procedures where appropriate	Approval and adoption of SuDS drainage system by the SuDS Approval Body
Raising awareness of and engaging people in the response to flood and coastal erosion risk	Enhance property and community level reliance	Ensure property level flood resilience measures and the requirements for SuDS are incorporated into Building Regulations

6. Capital Ambition commits to improve air and water quality along with green and blue spaces. This and a strong leaning towards sustainable communities, with new communities being built and maintained to the highest quality promotes the use of sustainable drainage in Cardiff.
7. The establishment of the SAB and requirement for Sustainable Drainage on all new development promotes and helps achieve the goals of the Welsh Government well-being objectives.
8. The commencement of Schedule 3 will provide for the establishment of the SuDS Approval Body for the adoption and maintenance of sustainable drainage systems. The purpose of Schedule 3 is to create a Sustainable Drainage Approval Body that provides technical approval of the drainage system on new developments in accordance with statutory standards prior to the commencement of construction. The technical approval will be undertaken by a delegated officer decision and is independent of the planning process.
9. Schedule 3 of The Act made the provision of the SuDS Approval Body, defined as “*The unitary authority for the area in which it is, or in which it is to be constructed*”. Cardiff Council is the SuDS Approval Body for their administrative area.
10. Schedule 3 provides a legislative definition of sustainable drainage:

Sustainable drainage means managing rainwater (including snow and other precipitation) with the aim of-

- a) Reducing damage from flooding,*
- b) Improving water quality,*
- c) Protecting and improving the environment*
- d) Protecting health and safety, and*
- e) Ensuring the stability and durability of drainage systems.*

Application Review Process

11. There is a mandatory requirement for the SAB to adopt drainage systems that:
 - are constructed and function in accordance with approved proposals, including any conditions of approval; and
 - that the drainage system is a “sustainable drainage system”, meaning those parts of a drainage system that are not vested in a sewerage undertaker under a section 104 agreement of the Water Industry Act 2991.
12. The SAB are not required to adopt drainage systems when:
 - They serve a single property
 - Any part of a SuDS for which the highway authority would already be responsible for maintaining
13. Where a road is not adopted highway the SAB will be responsible for the sustainable drainage systems only.
14. Where an approving body adopts a drainage system, it must ensure the drainage system is maintained in line with the National Standards.
15. The statutory consultees for the SAB application process are:
 - Natural Resources Wales;
 - The sewerage undertaker whose public sewer may be impacted;
 - The Canal and Rivers Trust;
 - The relevant Highway Authority.

Validity of SuDS application

16. It is for the SAB to determine what constitutes a valid SuDS application for approval. Cardiff Council intends to offer a suite of pre-application proposals to promote early consideration of opportunities and constraints. Cardiff Council therefore will require full technical submission to validate a SuDS application for approval.
17. The SAB will have 7 weeks to determine a valid application other than those that are subject to an Environmental Impact Assessment, which will have 12 weeks.

18. The SAB must inform the applicant of the decision as soon as reasonably practicable. If the application is refused, the applicant may appeal the decision. The appeals process will be managed in the same manner as the planning appeals process, as set out in The Sustainable Drainage (Appeals) (Wales) Regulations 2018.
19. The SAB may grant approval subject to conditions. Welsh Government consider conditions should only imposed where they are:
 - necessary,
 - relevant to the SAB approval and adoption process,
 - relevant to the development to be approved,
 - enforceable,
 - precise, and
 - reasonable in all other aspects.
20. Any breach of a condition of approval can be enforced under the drainage enforcement regulations.

Issues

21. There is no prescriptive mechanism to secure the adoption of funding and the Flood and Coastal Risk Management Team are currently working on documentation to allow for the legal mechanism, fees and bonds to be secured. Developers will be required to work closely with the SAB and communities to develop maintenance options and a maintenance plan. Potential mechanisms for funding include considered by the FCRM team are:
 - Commuted Maintenance Sums
 - Charges on individual properties and the use of Private Management Companies
 - Charges on individual properties and management by Cardiff Council Operational Team
22. The SAB has the power to voluntarily adopt systems to which the duty does not apply. It is proposed that Cardiff Council actively undertake the voluntarily adoption of suitably qualified sustainable drainage systems where a sustainable funding mechanism is identified.
23. Adoption will require the developer to pay for the long term maintenance costs which is reflective of the maintenance plan for the lifetime of the SuDS. It is proposed that this will be set through a condition of approval.
24. The SAB must also update the Flood Asset register within four weeks after giving notice of its decision to adopt. This record must also include the maintenance plans associated with the drainage system.

Delivering the requirements of being a SAB

25. This is a new technical aspect and therefore it is expected that there is little or no specialised SuDS technical assessment skillsets within the existing jobs market. However, a number of complementary skills including hydraulic and civil engineering will have potential for covering SAB requirements.
26. Processes for the SAB in Cardiff Council are still within development for pre-applications, inspections, enforcement, adoption, management and appeals.

Resources

27. SAB application fees have been set by Welsh Government. The scale of fees is set at £350 for each application with an additional amount up to a maximum of £7,500 calculated by reference to the size of the construction area. The regulations identify construction area as the planning red line boundary, or if planning is not required, the area of land on which construction work is proposed to commence. The full breakdown is provided in Table 1 below.

Table 1

£350 for each application, plus (up to a maximum of £7,500):

- for every additional 0.1 hectare (ha) up to 0.5 ha - £70
- for every additional 0.1 ha between 0.5 ha and 1 ha - £50
- for every additional 0.1 ha between 1 ha and 5 ha - £20
- for every additional 0.1 ha above 5 ha - £10

28. To ensure that SuDS are constructed in accordance with approved plans Welsh Government have set inspection Fees at £168 per inspection. It is considered that the number of inspections required per development will be agreed as part of the conditioned legal agreement.
29. Welsh Government encourages pre-application discussion in advance of formal applications being made. The Flood and Coastal Risk Management Team are currently developing a suite of pre-application engagement. It is anticipated that the breakdown of values will be in accordance with current planning scales but the costs will be calculated independently.
30. A review of Planning applications from 2014-2017 indicates an average demand of approximately 266 SAB applications annually. An assessment of hours required for each application indicates that 2.4 additional technical assessment staff are required. This estimate is based solely on the technical review process and does not take into account other related SAB roles.

31. The existing Flood Risk & Coastal Management Team does not have adequate resource to cope with the anticipated demand. The Team currently have only one technical assessment role within the existing structure. It is proposed in the initial phase to create a new technical assessment role to assist with SAB application duties, in addition to a new technical administration role to support the process. This will be continually assessed and additional resource considered if justified by the anticipated workload.
32. The initial financial requirement for the posts below will be covered by income generated from anticipated application fees:
 - Grade 5 SAB Administration
 - Grade 7 Lead Officer SuDS Approval Body
33. It is considered that there will be a need for additional resource as adoption, inspection and enforcement duties increase. It is therefore proposed to undertake a continual review with regular reporting. The Flood and Coastal Risk Management Team are currently looking into resilience to allow for the phased approach. The Team are committed to the delivery of existing works programmes and will seek as far as possible to progress delivery within existing resources.

Financial Implications

34. Initially two additional posts, as outlined above, will be required to manage the additional work arising from the creation of the SuDS Approval Body which will be funded from application fees. SuDS activity will be the subject of regular reviews and the Directorate consider that additional resources may be required as the duties increase with these resources again funded by fee income.

Legal Implications

35. Section 32 and Schedule 3 of the Flood and Water Management Act 2010 come into force on 9 January 2019. The legal consequences for the Council in that regard are set out in the body of the report in terms of technical approval of proposed sustainable drainage systems and subsequent adoption of approved systems, together with enforcement powers in the event of default. The methods of recovering maintenance costs are also mentioned. An adoption agreement will be necessary and the Council will look to recover its legal costs from developers in much the same way as it does for highway adoption agreements.
36. The Well-Being of Future Generations (Wales) Act 2015 ('the 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.

37. 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 2018-21. 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. 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
- 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: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

HR Implications

38. The roles identified in paragraph 32 of the report have been evaluated through the corporately agreed processes, and the Trade Unions have been consulted on the creation of the posts. The roles will be recruited using the corporately agreed recruitment and selection processes.

RECOMMENDATIONS

Cabinet is recommended to:

1. Approve the establishment of the SuDS Approval Body within the Flood and Coastal Risk Management Team
2. Delegate the responsibility of the SuDs Approval Body to the Director of Planning, Transport and Environment to enable the further delegation of decisions

3. Delegate authority for the setting of levels of discretionary fees, relating to the approval body, to the Director of Planning, Transport and Environment in consultation with the Cabinet Member for Finance, Modernisation & Performance, Cabinet for Clean Streets, Recycling & Environment and the Section 151 Officer.

SENIOR RESPONSIBLE OFFICER	ANDREW GREGORY
	Director Planning, Transport & Environment
	15 February 2019

The following background papers have been taken into account:

Flood and Water Management Act 2010

<https://www.legislation.gov.uk/ukpga/2010/29/contents>

The Water and Water Management Act 2010 (Commencement No.2) (Wales) Order 2018 <http://www.legislation.gov.uk/wsi/2018/557/made>

Statutory National Standards for Sustainable Drainage Systems (SuDS)

<https://gov.wales/docs/desh/publications/181015-suds-statutory-standards-en.pdf>

The Sustainable Drainage (Application for Approval Fees) (Wales) Regulations

2018 <http://www.assembly.wales/laid%20documents/sub-ld11778/sub-ld11778-e.pdf>

COUNCIL TAX PREMIUMS**FINANCE, MODERNISATION AND PERFORMANCE (COUNCILLOR
CHRIS WEAVER)****AGENDA ITEM: 4**

Reason for this report

1. On 29th November 2018 Cabinet resolved to undertake a consultation exercise on the application of a council tax premium on long term empty dwellings. This consultation exercise was completed on 14th January 2019. The purpose of this report is to consider the results of the consultation exercise and inform the final decision that will be made by the Council.

Background**Long term empty dwellings in Cardiff**

2. Many issues of community concern arise from some of the empty properties within the city; these include fly tipping, nuisance, vandalism, criminal activity and visual deterioration, all of which have the potential to adversely affect neighbouring properties and residents. Some empty properties can be a blight on a local community and boarded up dwellings have a significant impact on the way potential investors perceive an area. In addition to the above, empty properties also represent a wasted resource in light of the housing demand within the city. There are currently approximately 1400 properties empty for more than six months at any one time and the Housing enforcement team within the Shared Regulatory Services (SRS) actively monitor 200 of those empty properties on a prioritised basis as part of the Cardiff Housing Strategy.
3. In addition to reactive visits to complaints about empty properties, the SRS also work proactively to capture the wider scope of long term empty properties. The Council seeks to incentivise owners to act positively in bringing properties into beneficial use in a number of ways. These include signposting owners to the Houses into Homes loan scheme, providing a list of private property developers, referring to a Housing Association for lease and repair where feasible or providing proof of empty status letters for VAT reduction on renovation costs. Although some owners may be receptive to this approach, there are of course situations where owners are absent and cannot be traced or are resistant to resolving the issues. In these circumstances, the SRS is able to exercise a number of enforcement

powers. These can deal with immediate issues such as fly tipping and making premises secure to more long-term solutions such as enforced sale or compulsory purchase. The imposition of premiums for long term empty dwellings could act as an added incentive to bring properties back into beneficial occupation.

Council tax premiums

4. The Housing (Wales) Act 2014 has amended the Local Government Finance Act 1992 by inserting section 12A which gives the Council the discretion to apply a premium of up to 100% to long term empty dwellings on top of the standard rate of council tax. A long-term empty dwelling is defined as a dwelling which is both unoccupied and substantially unfurnished for a continuous period of at least a year
5. Where a billing authority makes a determination to charge a premium on long-term empty dwellings, it may specify different percentages (up to a maximum of 100 per cent) based on the length of time for which they have been empty. This gives the discretion to take a stepped approach with incremental increases applying over time
6. The Council can make, vary or revoke a determination made under section 12A of the 1992 Act, but only before the beginning of the financial year to which the determination applies. Where a determination is made to apply a council tax premium, a local authority must publish a notice of the determination in at least one newspaper circulating in its area within 21 days of the date of the determination.
7. Council Tax legislation provides for a number of specific exemptions from the charge including a number of exemptions where a dwelling is unoccupied such as a dwelling that is undergoing structural repairs (for up to 12 months) and a dwelling that is unoccupied and substantially unfurnished (for up to 6 months).
8. A dwelling that is exempt from council tax is not liable for a premium. However, where a dwelling is no longer eligible for an exemption, but remains unoccupied, it may become liable for the premium. In the case of a dwelling that is unoccupied and substantially unfurnished, it could be liable for a premium after it has been empty for a continuous period of one year.
9. When someone dies and the property is left unoccupied there is an exemption from the date of death until probate or letters of administration are granted. Provided that the property continues to be unoccupied there is a further exemption for a period of up to 6 months from this date. A Council Tax premium can only apply when the property is no longer entitled to an exemption and has been unoccupied and substantially unfurnished for at least 12 months.

Exceptions to the Council Tax Premiums on Long Term Empty Properties.

10. A premium also cannot be charged on a dwelling that falls within an exception class. The Council Tax (Exceptions to Higher Amounts Wales)

Regulations 2015 sets out the following exceptions –

Classes of Dwellings	Definition	Application
Class 1	Dwellings being marketed for sale – time-limited for one year	Long-Term Empty Homes and Second Homes
Class 2	Dwellings being marketed for let – time-limited for one year	
Class 3	Annexes forming part of, or being treated as part of, the main dwelling	
Class 4	Dwellings which would be someone's sole or main residence if they were not residing in armed forces accommodation	

Numbers and percentages of long term empty dwellings in Cardiff

11. As at 31st December 2018 there were 156,460 dwellings on the Council Tax Valuation list and currently 3135 (2%) are recorded as being unoccupied and substantially unfurnished. Of this figure 1815 are exempt and out of the remaining dwellings 869 (28% of the vacant dwellings and 0.55% of the total number of dwellings) had been unoccupied and substantially unfurnished for more than 12 months.
12. The figures above give an indication of the numbers of properties that may be affected if a decision is made to charge a premium on long term empty dwellings although it should be noted that this is subject to the exceptions detailed in paragraph 10. The number of empty dwellings is also constantly changing so the figures are variable.
13. It is very difficult to estimate how many exceptions there will be. A review of the council tax file was undertaken on 50 of the long term empty dwellings and thirteen of these dwellings were found to be for sale which constitutes 26% and if the premium is applied this figure is likely to significantly increase. Therefore, at this stage and based on the little information we have, a reasonable estimate may be to reduce the potential additional income by 50% for long term empty dwellings

Options for level of premiums

14. The maximum level of premium that can be applied to long term empty dwellings is 100% although the legislation also permits that different percentage premiums can be applied, for example the options of the level of the premiums that could be considered could range from 0%, 25%, 50%, 75% or 100% on top of the standard level of council tax. The Council also has the discretion to extend the time period before applying a premium therefore although the legislation allows the Council to apply a premium after twelve months it can extend this time to allow owners further time to

bring a property back into use. For example, the Council could decide to charge a premium after 24 months. If the Council decides to adopt this the earliest that the premium could apply for long term empty property would be 1st April 2019.

Consultation

15. A determination by a local authority to charge a premium under section 12a of the Local Government Finance Act 1992 must be made by full Council. Prior to doing so a local authority must give due consideration to its statutory duties to carry out equality impact assessments under the Equality Act 2010 and the Welsh Public Sector Equality Duties 2011 (see appendix 1) and to all other relevant considerations. The Welsh Government has also stated that a local authority should give consideration to engagement and consultation with key stake holders, including the local electorate, before taking a decision as to whether or not to charge a premium.
16. Therefore following the Cabinet decision on 29 November an on line consultation exercise has been undertaken from 14th December 2018 to 14th January 2019.

Outcome of consultation exercise

17. Responses were received from over 500 different stake holders including residents, businesses and landlords with the overwhelming majority (85.7%) believing that empty properties are an eyesore.
18. 71% of the responders felt that a council tax premium of 50% or more should be charged on long term empty dwellings with a full 100% council tax premium being the most popular choice of all of the options given (43%).
19. In addition, 63.8% of the responders indicated that a premium should be charged after a property has been left unoccupied and largely unfurnished for a period of a year. See appendix 2 for a summary of the survey results.

Other Councils

20. To date, council tax premiums have been charged by several Welsh Councils including Flintshire, Pembrokeshire, Wrexham, Gwynedd and Ceredigion but this issue is also currently being actively considered by a number of other Welsh Councils. Despite the fact that the legislation permits a premium charge of up to 100% to date all of the Councils have opted for a 50% premium on long term empty dwellings.

Potential additional income

21. The Welsh Government have confirmed that councils are able to retain any additional funds generated by implementing premiums and amendments to the calculation of the tax base will be made to facilitate this. However, authorities are encouraged to use any additional revenue generated to help meet local housing needs in line with the policy intentions of the premiums.

22. An analysis of the potential income from the application of a premium has been undertaken. For the purposes of the estimate we have used the 869 dwellings (see 14 above) that had been unoccupied and substantially unfurnished for twelve months or more and calculated a full charge for these using the 2018/19 council tax charges assuming a Band D charge. The figures have been calculated on the basis that the properties concerned will continue to remain unoccupied for the whole of the financial year.
23. Therefore, for example, if the Council decides to apply a 50% premium for long term empty dwellings it is anticipated that this would raise approximately £600,000 less 50% for excepted dwellings (see 13 above) = £300,000.. This would mean that properties that have been unoccupied and substantially unfurnished for between six and twelve months would see an increase in the charge from 50% to 100% and properties that have been empty for longer than a year would see an increase in charge from 50% to 150%. This should be seen in the context of a policy decision to encourage an increase in dwellings being brought back into use .As stated previously a local authority has the discretion to decide on the level of premium that is charged and apply different percentage premiums for different time periods.

Reason for Recommendations

24. It is necessary for the Council to consider the discretionary powers that are available in relation to applying Council Tax premiums.

Financial Implications

25. Local authorities will be able to retain any additional funds generated by implementing Council Tax premiums on long term empty dwellings although it should be noted that the Welsh Government is encouraging authorities to use any additional revenue generated to help meet local housing needs. The additional cost of administration and recovery will need to be kept under review in order that there is no adverse impact on council tax collection rates because of any diversion of resources to this aspect of recovery.

Legal Implications

26. An equality impact assessment has been carried out and is attached in appendix 2.
27. The Council must consider the consultation responses and take them into account in its decision making.
28. The Council has to satisfy its public sector duties under the Equality Act 2010. Pursuant to these legal duties the Council must, in making decisions, have due regard to the need to (1) eliminate unlawful discrimination, (2) advance equality of opportunity and (3) foster good relations on the basis of protected characteristics.

Protected characteristics are:

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

29. An Equality Impact Assessment has been undertaken to ensure that the Council has properly understood and assessed the potential impacts of the proposal in terms of equality so that it can ensure that it is making proportionate and rational decisions having due regard to its public sector equality duty. The Council must consider and have due regard to the Equality Impact Assessment prior to making the decision recommended in this Report.
30. The Well-Being of Future Generations (Wales) Act 2015 ('the Act') places a 'well-being duty' on public bodies aimed at achieving seven 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.
31. 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 2018-21: <http://cmsprd.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Corporate-Plan/Documents/Corporate%20Plan%202018-21.pdf> When exercising its functions, the Council is required to take all reasonable steps to meet its well being objectives. This means that the Council 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.
32. 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
33. The Council 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: <http://gov.wales/topics/people-and-communities/people/future-generations-act/statutory-guidance/?lang=en>

HR Implications

34. There are no Human Resource Implications for this proposal.

RECOMMENDATIONS

Cabinet is recommended to recommend that Council agree with effect from 1st April 2019 a 50% council tax premium is applied to long term empty dwellings that have been unoccupied and substantially unfurnished for a period of 12 months or more.

SENIOR RESPONSIBLE OFFICER	CHRISTINE SALTER Corporate Director Resources
	15 February 2019

The following appendices are attached:

- Appendix 1 - Summary of Consultation Exercise
- Appendix 2 - Equality Impact Assessment

Mae'r dudalen hon yn wag yn fwriadol

Appendix 1

Council Tax Premiums on Long-Term Empty Dwellings

The Housing (Wales) Act 2014 gives the Council discretionary powers to charge a premium of up to 100% on top of the standard rate of council tax on long-term empty dwellings. These are properties that have been unoccupied and largely unfurnished for a continuous period of at least one year.

Many issues of community concern arise from some empty properties; these include fly tipping, nuisance, vandalism, criminal activity and visual deterioration, all of which have the potential to adversely affect neighbouring properties and residents. Some empty properties can be a blight on a local community and boarded up dwellings have a significant impact on the way potential investors perceive an area. In addition to the above, empty properties also represent a wasted resource in light of the housing demand within the city.

There are currently over 1,600 properties empty for more than six months and the Housing enforcement team within the Shared Regulatory Services (SRS) actively monitor 200 of those empty properties on a prioritised basis as part of the Cardiff Housing Strategy.

In Cardiff unoccupied and largely unfurnished dwellings currently receive 50% discount from the council tax charge. The Council has decided to discontinue this reduction from 1st April 2019, bringing the council tax charges to 100%.

Premiums or extra charges would then be added – these can be added over a period of time and can be of any percentage, up to the maximum of 100% – bringing the total charges payable to a maximum of 200%. Cabinet are currently considering implementing a 50% premium.

Some dwellings are currently exempt from council tax such as; property requiring or undergoing structural repair (for up to 12 months) and property that is unoccupied and largely unfurnished (for up to 6 months). These properties will not be subject to premiums. However, where a dwelling is no longer eligible for an exemption, but remains unoccupied, it may become liable for the premium.

Certain dwellings are exempt from premiums. These include:

- Those being marketed for sale or rent at reasonable prices (for a further year)
- Annexes forming part of a main dwelling
- Dwellings which would be a person's main residence if they were not residing in armed forces accommodation.

There would also be a right of appeal if charging the premiums would cause exceptional hardship to the owner.

If a decision is made by the Council to charge premiums any additional income will

be used to help target and bring empty property back into beneficial use, so increasing the city's housing supply. The Council already seeks to incentivise owners to act positively in bringing properties into beneficial use in a number of ways. These include;

- Signposting owners to the Houses into Homes loan scheme
- Providing a list of private property developers
- Referring to a Housing Association for lease and repair where feasible
- Providing proof of empty status letters for VAT reduction on renovation costs.

This consultation asks whether you think that the Council should charge a premium on long term empty dwellings.

1. Do you think that empty properties are an eyesore?

Yes	478 (85.7%)	No	33 (5.9%)	Don't Know	47 (8.4%)
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2. Are you responding to this survey as: (please tick all boxes that apply)

A resident of Cardiff	485 (86.9%)	A local charity	0 (0.0%)
A local business	3 (0.5%)	A local voluntary or community organisation	0 (0.0%)
A landlord	14 (2.5%)	Other	71 (12.7%)

3. What is the first part of your home post code (eg CF5, CF10)

552 replied.

4. Please indicate at what level you think it would be most appropriate to set a Council Tax premium for long-term empty properties in Cardiff? Please note that this will be in addition to the standard council tax charge.

Nil	56 (10.1%)	25%	76 (13.7%)	50%	130 (23.5%)
75%	25 (4.5%)	100%	238 (43.0%)	Other	29 (5.2%)

5. How long do you think the dwelling must be empty (that is, unoccupied and largely unfurnished) before we should charge the premium?

1 Year	355 (63.9%)	2 Years	81 (14.6%)
3 Years	23 (4.1%)	Other	97 (17.4%)

6. Are you the owner of a long-term empty dwelling?

Yes	7 (1.3%)	No	552 (98.7%)
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a. If yes, is your property currently on the market for sale or to let?

Yes	1 (14.3%)	No	6 (85.7%)
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b. If yes, how long has it been on the market?

1 replied for sale for 6 weeks.

7. Please share any further comments you have about this proposal.

225 comments have been received.

Thank you for providing your views on this consultation. Please click '✓' to submit your answers.

Mae'r dudalen hon yn wag yn fwriadol

**Equality Impact Assessment
Corporate Assessment Template**



Function Title: Consideration as to whether the Council should charge a council tax premium on long term empty dwellings

New

Who is responsible for developing and implementing the Function?

Name: Mike Taylor

Job Title: Council Tax Manager

Service Team: Revenues

Service Area: Resources

Assessment Date: 18th January 2019

1. What are the objectives of the Function?

Consideration needs to be given as to whether or not the Council should charge a council tax premium on long term empty dwellings.

2. Please provide background information on the Function and any research done

The Housing (Wales) Act 2014 has amended the Local Government Finance Act 1992 by inserting section 12A which gives the Council the discretion to discontinue any discounts granted to long term empty homes and apply a premium of up to 100% on top of the standard rate of council tax. A long-term empty dwelling is defined as a dwelling which is both unoccupied and substantially unfurnished for a continuous period of at least a year.

Many issues of community concern arise from some of the empty properties within the city; these include fly tipping, nuisance, vandalism, criminal activity and visual deterioration, all of which have the potential to adversely affect neighbouring properties and residents. Some empty properties can be a blight on a local community and boarded up dwellings have a significant impact on the way potential investors perceive an area. In addition to the above, empty properties also represent a wasted resource in light of the housing demand within the city. There are currently approximately 1400 properties empty for more than six months at any one time and the Housing enforcement team within the Shared Regulatory Services (SRS) actively monitor 200 of those empty properties on a prioritised basis as part of the Cardiff Housing Strategy

In addition to reactive visits to complaints about empty properties, the SRS also work proactively to capture the wider scope of long term empty properties. The Council seeks to incentivise owners to act positively in bringing properties into beneficial use in a number of ways. These include signposting owners to the Houses into Homes loan scheme, providing a list of private property developers, referring to a Housing Association for lease and repair where feasible or providing proof of empty status letters for VAT reduction on renovation costs. Although some owners may be receptive to this approach, there are of course

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situations where owners are absent and cannot be traced or are resistant to resolving the issues. In these circumstances, the SRS is able to exercise a number of enforcement powers. These can deal with immediate issues such as fly tipping and making premises secure to more long-term solutions such as enforced sale or compulsory purchase. The imposition of premiums for long term empty dwellings could act as an added incentive to bring properties back into beneficial occupation

As at 31st December 2018 there were 156,460 dwellings on the Council Tax Valuation list and currently 3135 (2%) are recorded as being unoccupied and substantially unfurnished. Of this figure 1815 are exempt and out of the remaining dwellings 869 (28% of the vacant dwellings and 0.55% of the total number of dwellings) had been unoccupied and substantially unfurnished for more than 12 months

The table below gives details of how the 869 long term empty properties are split over the parishes within the city and their bands.

Admin Unit Name	Properties	A	B	C	D	E	F	G	H	I
Adamsdown	34	1	6	13	8	2	0	2	1	1
Butetown	31	3	1	2	9	12	2	2	0	0
Caerau	11	1	2	4	3	0	1	0	0	0
Canton	58	1	14	10	16	14	2	1	0	0
Castle	18	0	1	4	4	5	2	0	0	2
Cathays	45	1	18	4	5	14	2	0	0	1
Cyncoed	22	0	2	0	2	5	5	6	1	1
Ely	18	0	12	5	0	0	1	0	0	0
Fairwater	21	0	2	5	11	3	0	0	0	0
Gabalfa	23	0	1	7	2	11	2	0	0	0
Grangetown	72	1	11	16	16	22	5	0	0	1
Heath	27	0	0	2	6	8	9	2	0	0
Lisvane	9	0	0	1	0	2	3	1	1	1
Llandaff	22	0	0	2	7	7	2	1	1	2
Llandaff North	10	0	0	2	6	2	0	0	0	0
Llanedeyrn	8	0	1	5	2	0	0	0	0	0
Llanishen	22	0	0	7	6	0	3	4	1	1
Llanrumney	19	3	6	7	1	2	0	0	0	0
Old St Mellons	9	1	1	2	1	0	0	2	1	1
Pentwyn	11	0	2	6	1	1	1	0	0	0
Pentyrch	8	0	1	1	3	0	1	1	0	1
Penylan	38	1	3	2	7	8	10	4	0	3
Pontcanna	34	1	4	3	7	10	6	3	0	0
Pontprennau	6	0	0	0	3	3	0	0	0	0
Radyr	11	0	0	0	4	4	2	0	0	1
Rhiwbina	25	0	0	3	4	6	9	3	0	0
Riverside	37	0	9	16	8	3	1	0	0	0

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Roath	109	6	32	22	22	15	8	3	0	1
Rumney	19	0	4	4	5	4	2	0	0	0
Splott	32	2	6	8	16	0	0	0	0	0
St Fagans	8	0	0	0	0	3	0	1	3	1
Thornhill	5	0	0	0	4	1	0	0	0	0
Tongwynlais	2	0	0	0	1	1	0	0	0	0
Tremorfa	7	0	1	6	0	0	0	0	0	0
Trowbridge	11	2	0	1	3	3	1	0	0	1
Whitchurch	27	0	0	6	5	10	3	2	1	0
	869	24	140	176	198	181	83	38	10	19

The spread of long term empty property across the parishes seems to be a fairly even one given the size of each parish. Grangetown and Roath are larger parishes hence the higher volume of long term empty dwellings.

A determination by a local authority to charge a premium under section 12a of the Local Government Finance Act 1992 must be made by full Council. The Welsh Government has also stated that a local authority should give consideration to engagement and consultation with key stake holders, including the local electorate, before taking a decision as to whether or not to charge a premium.

Therefore the Council has undertaken an on line consultation exercise from 14th December 2018 to 14th January 2019

Responses were received from over 500 different stake holders including residents, businesses and landlords, the overwhelming majority (85.7%) of which believe that empty properties are an eyesore.

71% of the responders felt that a council tax premium of 50% or more should be charged on long term empty dwellings with a full 100% council tax premium being the most popular choice of all of the options given (43%).

63.8% of the responders indicated that a premium should be charged after a property has been left unoccupied and largely unfurnished for a period of a year

3 Assess Impact on the Protected Characteristics

3.1 Age

Will this Function have a **differential impact [positive/negative/]** on younger/older people?

	Yes	No	N/A
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Up to 18 years		X	
18 - 65 years		X	
Over 65 years		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Liability to council tax is assessed in accordance with existing statute and this will not change.

What action(s) can you take to address the differential impact?

3.2 Disability

Will this Function have a **differential impact [positive/negative]** on disabled people?

	Yes	No	N/A
Hearing Impairment		X	
Physical Impairment		X	
Visual Impairment		X	
Learning Disability		X	
Long-Standing Illness or Health Condition		X	
Mental Health		X	
Substance Misuse		X	
Other		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Liability to council tax is assessed in accordance with existing statute and this will not change.

What action(s) can you take to address the differential impact?

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3.3 Gender Reassignment

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on transgender people?

	Yes	No	N/A
Transgender People (People who are proposing to undergo, are undergoing, or have undergone a process [or part of a process] to reassign their sex by changing physiological or other attributes of sex)		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Liability to council tax is assessed in accordance with existing statute and this will not change

What action(s) can you take to address the differential impact?

3.4. Marriage and Civil Partnership

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on marriage and civil partnership?

	Yes	No	N/A
Marriage		X	
Civil Partnership		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Liability to council tax is assessed in accordance with existing statute and this will not change

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What action(s) can you take to address the differential impact?

3.5 Pregnancy and Maternity

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on pregnancy and maternity?

	Yes	No	N/A
Pregnancy		X	
Maternity		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Liability to council tax is assessed in accordance with existing statute and this will not change

What action(s) can you take to address the differential impact?

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3.6 Race

Will this Policy/Strategy/Project//Procedure/Service/Function have a **differential impact [positive/negative]** on the following groups?

	Yes	No	N/A
White		X	
Mixed / Multiple Ethnic Groups		X	
Asian / Asian British		X	
Black / African / Caribbean / Black British		X	
Other Ethnic Groups		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

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Liability to council tax is assessed in accordance with existing statute and this will not change

What action(s) can you take to address the differential impact?

3.7 Religion, Belief or Non-Belief

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on people with different religions, beliefs or non-beliefs?

	Yes	No	N/A
Buddhist		X	
Christian		X	
Hindu		X	
Humanist		X	
Jewish		X	
Muslim		X	
Sikh		X	
Other		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Liability to council tax is assessed in accordance with existing statute and this will not change

What action(s) can you take to address the differential impact?

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3.8 Sex

Will this Policy/Strategy/Project/Procedure/Service/Function have a differential impact [positive/negative] on men and/or women?

	Yes	No	N/A
Men		X	
Women		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Liability to council tax is assessed in accordance with existing statute and this will not change

What action(s) can you take to address the differential impact?

3.9 Sexual Orientation

Will this Policy/Strategy/Project/Procedure/Service/Function have a differential impact [positive/negative] on the following groups?

	Yes	No	N/A
Bisexual		X	
Gay Men		X	
Gay Women/Lesbians		X	
Heterosexual/Straight		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Liability to council tax is assessed in accordance with existing statute and this will not change

What action(s) can you take to address the differential impact?

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3.10 Welsh Language

Will this Policy/Strategy/Project/Procedure/Service/Function have a **differential impact [positive/negative]** on Welsh Language?

	Yes	No	N/A
Welsh Language		X	

Please give details/consequences of the differential impact, and provide supporting evidence, if any.

Liability to council tax is assessed in accordance with existing statute and this will not change

What action(s) can you take to address the differential impact?

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4. Consultation and Engagement

What arrangements have been made to consult/engage with the various Equalities Groups?

See above for details of Consultation Exercise that was undertaken

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5. Summary of Actions [Listed in the Sections above]

Groups	Actions
Age	None
Disability	None
Gender Reassignment	None
Marriage & Civil Partnership	None
Pregnancy & Maternity	None
Race	None
Religion/Belief	None
Sex	None
Sexual Orientation	None
Welsh Language	None
Generic Over-Arching [applicable to all the above groups]	None

6. Further Action

Any recommendations for action that you plan to take as a result of this Equality Impact Assessment (listed in Summary of Actions) should be included as part of your Service Area's Business Plan to be monitored on a regular basis.

7. Authorisation

The Template should be completed by the Lead Officer of the identified Function and approved by the appropriate Manager in each Service Area.

Completed By : Mike Taylor	Date:
Designation: Council Tax Manager	18 th January 2019
Approved By: Gary Watkins	
Designation: Revenues Services Manager	
Service Area: Resources	

7.1 On completion of this Assessment, please ensure that the Form is posted on your Directorate's Page on CIS - *Council Wide/Management Systems/Equality Impact Assessments* - so that there is a record of all assessments undertaken in the Council.

For further information or assistance, please contact the Citizen Focus Team on 029 2087 2536 / 3262 or email equalityteam@cardiff.gov.uk

CABINET MEETING: 21 FEBRUARY 2019

BUDGET MONITORING – MONTH 9 REPORT

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

AGENDA ITEM: 5

Reason for this Report

1. To provide the Cabinet with an update of the financial monitoring position for the authority based on the first nine months of the financial year and as updated for significant movements to date.

Background

2. This monitoring report provides details of the projected outturn for 2018/19 compared with the budget approved by Council on the 22 February 2018.
3. The presentation of surpluses and deficits in this report follows the convention, which shows an excess of expenditure over budget as a positive and additional income over budget as a negative. Conversely, expenditure less than budget would be shown as a negative while income lower than expected would be denoted as a positive. Negative items are shown in brackets.

Issues

Revenue

4. Overall, the month nine revenue monitoring for the Council continues to show a balanced position with financial pressures and shortfalls against budget savings targets in directorate budgets offset by projected savings on capital financing, an anticipated surplus on Council Tax collection and NDR refunds on Council properties. In line with the position reported at month six the overall position also takes into account the release of the £1.1 million set aside for transitional grant relief via the Financial Resilience Mechanism as this budget is no longer required for its original purpose in the current financial year. The projected balanced position also includes a contribution of £917,000 to the Council's Strategic Budget Reserve in order to provide funding in support of the budget for 2019/20 and future years. Directorate budgets are currently projected to be overspent by £4.9 million, a slight improvement on the position reported at month six. This takes into account the impact of any management actions already taken with additional measures to be implemented during the remainder of the year where there is

scope to reduce the projected spend by the year end. The current position includes projected overspends in a number of directorates the most significant being in respect of Social Services, Planning, Transport & Environment and Education & Lifelong Learning. These are partly offset by projected underspends in other directorates and by the £3.0 million general contingency budget which was provided as part of the 2018/19 budget in order to reflect the quantum, risk and planning status of the proposed savings for 2018/19. A summary of the overall position is attached as Appendix 1 to this report.

5. The projected overspends in directorate budgets include £3.230 million in Social Services, £1.049 million in Planning, Transport & Environment, £768,000 in Education & Lifelong Learning, £489,000 in Corporate Management and £172,000 in Governance & Legal Services. The directorate positions reflect a range of factors including increased demographic pressures in Social Services, particularly in relation to looked after children, shortfalls in income and the anticipated failure to fully achieve the savings targets set as part of the 2018/19 Budget together with on-going shortfalls carried forward from the previous financial year.
6. The 2018/19 savings targets for each directorate are set out in Appendix 2(a) to this report together with the projected savings currently anticipated to be achieved. An overall shortfall of £3.677 million is currently anticipated against the £14.296 million directorate savings target with £6.995 million having been achieved to date and a further £3.624 million anticipated to be achieved by the year end. The budget approved by Council on the 22 February 2018 identified red or red / amber achievability risks totalling £6.910 million with £1.434 million of the savings proposals still at a general planning stage. These risks are evident in the projected shortfall currently reported as part of the month nine monitoring. A projected shortfall of £767,000 has also been identified in relation to savings targets carried forward from 2017/18 and these are set out in Appendix 2 (b) to this report. Overall, this represents an increase of £647,000 compared to the shortfalls identified in relation to 2018/19 and carried forward savings as reported at month six. The projected shortfalls are reflected in the directorate monitoring positions although where possible shortfalls have been offset by savings in other budget areas. The £3.0 million General contingency budget which was allocated to reflect the risk and planning status of the proposed savings for 2018/19 is also available to offset the shortfall in the current financial year. However, despite this the projected shortfalls represent a continuing cause for concern particularly with the challenging financial outlook in the medium term and the difficult choices facing the Council in the current budget round.
7. Actions are continuing to be taken by those directorates currently reporting a projected overspend to try to resolve the issues that led to the current position or alternatively to identify offsetting savings in other areas of the service. These are considered as part of the challenge process to review the performance of directorates including the budget monitoring position and the Chief Executive has held a series of meetings with directors to identify measures to reduce the level of spend with the intention of improving the overall position as the year progresses. These reviews will continue throughout the remainder of the year and the actions taken also discussed in

the Chief Executive's regular meetings with individual directors. As set out in the previous monitoring report at month six, in response to the level of financial pressures identified in the current year all directorates have also identified a range of in-year savings which are reflected in their reported positions within this report.

8. The 2018/19 Budget included specific contingencies of £950,000 to reflect the potential for increased costs in relation to placements for looked after children in Social Services and £350,000 to offset potential income shortfalls in relation to the Material Recycling Facility (MRF) as a result of volatility in the market for recycle materials. Previous monitoring reports at month four and month six identified that full allocations would be required in both these areas and this is reflected in the directorate positions within this report. There is also a Waste Management contingency budget of £192,000 in the current year to reflect the potential impact of increased tonnages on costs in the Waste Service. Based on an analysis of data at month nine this will now be fully allocated and is included within the Directorate position for Planning, Transport and Environment. A contingency budget of £2.138 million is also maintained to reflect the potential for future growth in the number and value of claims as part of the Council Tax Reduction Scheme (CTRS). This includes an annual uplift to reflect the potential impact of Council Tax increases on this budget and includes budget carried forward from the previous financial year where this was not required. Current projections indicate a requirement of £1.038 million to meet costs in the current financial year. The budget pressures in all these areas will continue to be monitored as the year progresses. A budget of £786,000 has also been set aside to meet costs arising from the Council's Voluntary Redundancy Scheme and this is currently anticipated to be fully committed.
9. The Budget approved by Council on 22 February 2018 included an allocation of £4.0 million from the Financial Resilience Mechanism for one-off use in 2018/19. This included £1.1 million for Transitional Grant Relief in order to provide transitional funding to mitigate any specific grant issues during the year. As previously reported, the outstanding matters in relation to grant funding have been resolved and no further issues identified, therefore this sum has been released and in line with the position at month six is reflected in the overall Council monitoring supporting a balanced position. As previously reported, the Council has also received a refund of VAT from HMRC in the current financial year amounting to £2.494 million net of fees. This relates to VAT paid by the Council in relation to leisure services in previous years and reflects a change to regulations following the decision of the Court of Justice for the European Union in relation to the case of the London Borough of Ealing. A further refund, albeit on a smaller scale is also anticipated in relation to Cardiff Castle although this has yet to be received and will be confirmed later in the year. As the repayments relate to previous financial years they will be credited to the Summary Revenue Account with the £2.494 million being committed in order to provide a payment on account to HMRC in relation to potential liabilities in respect of Landfill Tax. Although as yet no liabilities have been confirmed, the allocation of a payment on account would enable the Council to minimise the impact of any interest payments should a liability arise.

10. A financial statement showing the spending position for each directorate is attached as Appendix 1 to this report. Comments on the main variances and any significant issues are as follows:

Capital Financing (£280,000)

11. The Capital Financing Budget is currently forecasting an underspend of £280,000 an increase of £55,000 compared to the position reported at month six. The overall position includes a combination of factors the most significant of which is a projected saving of £269,000 on the amount required to be set aside for the repayment of capital expenditure. This reflects the determination of final capital expenditure incurred in 2017/18 paid for by unsupported borrowing and the slippage in the programme for that year. A saving is also projected in relation to interest payable on new external borrowing with the assumption that any further external borrowing in the last quarter is unlikely to have a significant impact on costs during this financial year. This is consistent with the Council's Treasury Management Strategy approved by Council which recognises the short term savings achievable by utilising existing cash balances rather than taking external borrowing. This is because interest rates on investments are less than interest rates payable on borrowing. The timing of any borrowing decisions will continue to be subject to interest rates and advice from Treasury Management advisors. A saving is also currently anticipated in relation to interest receivable on investments. The savings are partly offset by additional costs in other areas, principally in relation to a reduced share of external interest payable that is chargeable to the Housing Revenue Account.

Corporate Management +£489,000

12. An overspend of £489,000 is currently projected in relation to Corporate Management, an increase of £212,000 compared to the position reported at month six. The change is mainly due to an increase in the projected shortfall against the Council-wide budget saving of £606,000 in relation to business process efficiencies and the use of digital technology. Whilst savings are projected through a combination of service reviews and other initiatives further opportunities have still to be identified in order to achieve the full saving with the shortfall in the current financial year now projected to be £456,000. The Council has also been notified of additional costs of £60,000 relating to the Coroner's Service in the current year and these are also reflected in the month nine position. Other overspends include a projected shortfall in the budget for the release of savings through voluntary schemes including the purchase of leave, an anticipated overspend on bank charges and recruitment costs in relation to senior management budgets. These are partly offset by a range of savings including £61,000 due to a reduction in contributions to the Mid Glamorgan Superannuation Fund relating to past employees and £25,000 in relation to income from insurance arrangements.

Council Tax Collection (£635,000) and NDR refunds on Council properties (£831,000)

13. A review of the Council Tax position indicates a potential surplus of £635,000, an increase of £424,000 compared to the position reported at

month six. The surplus is due to a higher than anticipated collection rate which has the impact of reducing the required contribution to the Council Tax Bad Debt Provision together with an improved position in relation to exemptions which are now lower than anticipated when the Council Tax base report was approved in December 2017. These are partly offset by a lower than anticipated number of properties across the City and a higher level of discounts. The surplus represents a variance of 0.3% of the estimated gross debit and will be subject to further fluctuations as the year progresses. A saving of £831,000 is also currently identified in relation to refunds of NDR on Council properties achieved through the appeals process. This represents an increase of £302,000 compared to the position reported at month six and will continue to be monitored as further appeals are taken forward during the year.

Economic Development +£46,000

14. The Directorate is currently forecasting an overspend of £46,000, which represents a slight increase of £2,000 on the position reported at Month six. Despite the position being broadly in line with that reported previously, there have been a number of offsetting changes within the position. These include an increased overspend within Facilities Management and a reduced underspend within Property. These have been offset by an increased underspend within Culture, Venues & Events, a reduced overspend within Major Projects and the introduction of an underspend in relation to City Centre Management. The change within Facilities Management is the result of additional expenditure on FM buildings and the Cleaning Services position changing from a surplus to deficit, partly offset by additional Office Accommodation income and a projected surplus within Building Services. Other changes include reduced internal income and additional operational costs within Property, additional income within City Centre Management and an improved trading position in relation to St David's Hall and New Theatre.
15. The overall position is primarily the result of overspends within Major Projects and Facilities Management, partly offset by a net underspend within Property. Underspends are projected against Leisure, Play & Sport; Culture, Venues & Events; City Centre Management; Business, Investment & Workshops; and Property & Office Rationalisation. Included within the position are anticipated savings shortfalls totalling £126,000 against the £2.486 million target for 2018/19, and full achievement of the £134,000 unachieved savings targets carried forward from 2017/18. The savings position is due to shortfalls in rental income, income below target for Cleaning Services, a restructure within Parks and delays to building transfers within Play Services.
16. The overspend within Facilities Management totals £149,000 and is predominantly due to significant net overspends against the budgets for FM Buildings, as a result of additional expenditure on utilities, cleaning, repairs and security costs. These costs are partly offset by underspends in relation to rent and rates. The remainder of the Facilities Management position comprises additional employee and supplies and services costs within

Building Support and a net deficit within Cleaning Services, which are more than offset by additional School Caretaking income, a surplus within Building Services and additional income from external occupants of core buildings. A balanced position is currently reported in relation to repairs and maintenance on FM buildings, however there is the potential for additional costs in this area and this will need to be closely monitored. The overspend in respect of Major Projects totals £148,000 and is largely due to net additional costs of rates and security connected with the Dr Who Experience and recently acquired sites. These additional costs are partly offset by underspends against supplies and services budgets and rental income above target for the Cardiff International Pool, and one-off rental income relating to the Eisteddfod.

17. The Property & Office Rationalisation underspend totals £36,000 and is despite significant rental income shortfalls. However, a large underspend against Office Rationalisation budgets, additional internal recharges and staff vacancies more than offset these shortfalls and are the reason for an overall underspend. In addition, the Business, Investment & Workshops division is forecast to underspend by £46,000, due to additional workshops and bus shelter advertising income, partly offset by an anticipated overspend in relation to the Youth Foods function, due to additional salary costs. City Centre Management is now projecting an underspend of £73,000, due to in-year staffing savings and additional banner income, and Culture, Venues & Events is projecting a net surplus of £75,000. This is largely due to a favourable trading position relating to St David's Hall and New Theatre, despite challenging savings targets, and staffing savings within Tourism, partly offset by income shortfalls within Retail Catering. Leisure, Play & Sport is projecting an underspend of £25,000 due to additional income in relation to the White Water Centre and Outdoor Sport, partly offset by overspends within play centres. All other divisions are reporting balanced positions or minor variances.

Education & Lifelong Learning +£768,000

18. The overall position indicates an overspend of £768,000, which reflects an improvement of £53,000 on the position reported at Month six. The reduction is primarily due to in-year savings against capital financing and ICT budgets and the transfer of the Childcare Service to the Housing & Communities Directorate. In addition there has been an increase in in-year staffing savings relating to Partnership Inclusion Officers and additional grant funding has been allocated to the Music Service. These improvements are partly offset by an increase in Out of Area Placement expenditure and an increase in the projected level of savings shortfall. The overall position continues to reflect a significant projected overspend against the budget for Out of Area Placements & EOTAS. Other variances include overspends against Performance & Resources, offset by projected underspends against Achievement, Senior Management, Inclusion, SOP & Admissions and Non-Delegated School Expenditure. In terms of savings proposals, it is anticipated that a £253,000 shortfall will result against the 2018/19 target of £1.278 million, with a shortfall of £70,000 also anticipated in relation to savings targets carried forward from 2017/18.

19. The overspend against the Out of Area Placements & EOTAS budget totals £946,000, representing expenditure levels broadly in line with the outturn for 2017/18. The overspend is due to a combination of historic unachieved savings proposals, significant growth in the number of EOTAS pupils accessing alternative provision and the deficit connected to the Tuition Service. The level of alternative provision has grown rapidly in recent years, whilst the number of pupils accessing traditional out of area placements, in independent schools or schools in other local authorities, has remained relatively stable. At this stage of the financial year, the position does not allow for future placements and therefore, there is a risk that the position could increase slightly from its current level.

20. The other overspends within the Directorate include a net overspend of £130,000 within Performance & Resources. This is primarily due to a projected deficit in relation to the Music Service, a shortfall in savings proposals, due to a delay in the implementation of a staffing restructure, and additional premises costs connected with the Friary Building. These overspends are partly offset by a staffing underspend within Business Support and in-year savings against ICT budgets. The Catering Service is projecting a balanced position and the Storey Arms Outdoor Pursuits Centre is projecting a minor deficit. The position in relation to the Music Service continues to require ongoing review, however the position has improved due to the recent allocation of grant funding by the Welsh Government. A number of targeted management actions continue to be implemented across the Directorate, with a number of these specifically in relation to the Music Service, with the aim of improving the trading position. Any benefits resulting from these actions will be reflected in future monitoring positions. The only other overspend totals £3,000 and relates to a slight shortfall in the match-funding budget held for the Education Improvement Grant.

21. There are a number of underspends across the Directorate, including £89,000 in relation to Achievement, which is due to in-year staffing savings against the Partnership Inclusion Officer budget and a Youth Service underspend, partly offset by a shortfall in the savings target associated with the annual contribution to the Central South Consortium Joint Education Service. Other underspends include £24,000 within the Inclusion Service, comprising in-year staffing savings, partly offset by ongoing costs of records digitalisation, and an underspend of £156,000 against Non-Delegated School Expenditure. This underspend is due to underspends against budgets for capital financing, past service pension contributions, staff undertaking trade union duties and temporary accommodation. An underspend of £22,000 is also projected against the Senior Management budget, due to staffing recharges and additional grant funding, and the SOP & Admissions budget is projected to underspend by £20,000, largely due to an in-year saving against the revenue budget for repairs to the school estate.

People & Communities

Communities & Housing (£509,000)

22. The Directorate is currently anticipating an underspend of £509,000, representing a decrease of £21,000 on the position reported at month six. The change is due to the transfer of the Childcare function, and associated overspend, from the Education Directorate, additional records management charges and an assumed transfer of an underspend to earmarked reserves, partly offset by additional grant funding within Preventative Services. The overall underspend continues to largely be the result of a projected underspend against the Preventative Services division. Other variances include underspends within Assessment & Support, Housing Strategy, Grants & Advice, Community Hubs, Libraries, Employability Services and Neighbourhood Regeneration. The only projected overspends are against the Service Management & Support and Early Help divisions. In terms of savings, the position reflects a £71,000 shortfall against the £835,000 2018/19 target, with a shortfall of £46,000 projected against unachieved savings carried forward from 2017/18. The shortfalls are connected to digitalisation and commercialisation initiatives, respectively.
23. The projected underspend in relation to Preventative Services totals £256,000 and is due to in-year vacancy savings, additional grant funding from Welsh Government and additional capital allocations, which result in revenue budget savings within the Joint Equipment Service. In addition, Assessment & Support is expected to underspend by £116,000, with additional premises expenditure at the Housing Options Centre being more than offset by employee savings across the division, partly as a result of increased grant funding. An underspend of £32,000 is also projected within Housing Strategy, Grants & Advice due to in-year employee savings. Included within the Directorate position is a drawdown of £1.038 million from the specific contingency budget set aside to meet increased costs in relation to the Council Tax Reduction Scheme. This is £384,000 lower than the amount previously identified as being required at month six. Further adjustments to this figure may be required towards the end of the year, depending upon fluctuations in the number of applications and level of support required.
24. The other underspends within the Directorate include Community Hubs where a £110,000 underspend is projected, due to in-year vacancies and recharges to the Housing Revenue Account. The underspend within Employability Services is forecasted to total £22,000 and is due to employee savings and additional staff recharge income, partly offset by the assumed transfer of part of the underspend to an earmarked reserve. Neighbourhood Regeneration and Libraries are projecting underspends of £22,000 and £40,000 respectively, both due to in-year staffing savings. The only overspends within the Directorate relates to Service Management & Support and Early Help and total £70,000 and £18,000 respectively. These overspends are due to a combination of savings shortfalls and additional costs of records management. Supporting People and Adult & Community Learning are both projecting balanced positions, with the latter potentially at

risk of overspending, should additional income, currently assumed within the position, not be generated. Elsewhere within the Directorate position are assumptions around the use of earmarked reserves to fund expenditure connected to various initiatives, particularly in connection with homelessness.

Social Services +£3,230,000

25. The overall position for the Directorate includes a projected underspend of £976,000 for Adult Services however this is more than offset by a projected overspend of £4.206 million relating to Children's Services. The net projected overspend of £3.230 million is in line with the position reported at month six with the recently announced Welsh Government grant funding for winter pressures offsetting additional costs in both these services in recent months.
26. The projected overspend in Children's Services reflects the impact of demographic pressures with a significant increase in the number of placements and cost for looked after children particularly in relation to residential care and fostering. Although demographic and cost pressures are also evident in relation to Adult Services these are currently contained within the budgets allocated by Council. The overall position also reflects a shortfall against budget savings targets both in respect of the 2018/19 budget and in relation to on-going shortfalls against 2017/18 savings targets which have yet to be achieved. Total savings of £3.165 million are currently projected to be achieved against the Directorate's 2018/19 savings target of £5.160 million leaving a projected shortfall of £1.995 million. In addition a shortfall of £430,000 is also forecast against the savings targets carried forward from 2017/18. These shortfalls are reflected in the Directorate outturn projection with details of the individual variances set out in Appendices 2(a) and 2(b) to this report.
27. The current projections make no assumptions in relation to further growth arising from demographic pressures during the remainder of this financial year. Demand for services are needs led and can be volatile and costs, particularly in relation to external fostering, domiciliary, residential and nursing placements can be high. If the levels of demand continue to increase then the overall cost to the Directorate will also increase. This together with the significant level of assumed savings which have still to be achieved during the remainder of the year provides an element of risk that must continue to be closely monitored. Further detail on the individual positions for Children's and Adult Services are provided in the paragraphs that follow.

Adult Services – (£976,000)

28. The Adult Services position is currently projecting a saving of £976,000 against budget despite on-going demographic and cost pressures particularly in relation to residential and nursing care for older people and significant shortfalls against savings targets. This is in line with the position reported at month six with increased costs in recent months, mainly in relation to commissioning budgets for older people having been offset by

funding from the recently announced Welsh Government grant for winter pressures. The projected saving reflects the significant additional funding provided as part of the Council's 2018/19 Budget including funding for demographic and cost pressures of £2.7 million, additional funding set aside to meet fee increases including the impact of the National Living Wage and a number of other specific financial pressures. The projected underspend also includes significant savings on staffing budgets within the service reflecting both the high number of vacancies and the use of short term grant funding to offset costs in these areas. The overall position includes a projected shortfall of £2.170 million against the savings targets for 2018/19 and carried forward from 2017/18 and this is reflected in the analysis of the variances below.

29. Overall, commissioning budgets are currently reporting a projected overspend of £376,000 with a projected overspend of £1.271 million in Services for Older People partly offset by savings in other areas. The projected overspend in Services for Older People includes shortfalls against savings targets of £1.3 million particularly in relation to domiciliary care where although the number of care hours has remained relatively stable, this has proved insufficient to enable the full savings targets to be achieved. There have also been demographic and cost pressures in relation to residential and nursing care with the number of placements in both these areas increasing and costs in nursing care continuing to rise. In the case of residential placements, analysis suggests that the increase in the number of placements may be partly due to the increase in the capital limit for resident's contributions. Placement costs for nursing care are currently on average 6% above the levels in the previous financial year resulting in an increased cost of £1.0 million. This has been largely offset by specific allocations made in the budget process including a £400,000 allocation from the Financial Resilience Mechanism. The projected overspend in relation to Services for Older People is partly offset by projected underspends on other commissioning budgets including £609,000 in Mental Health Services, £185,000 for People with a Physical Disability including alcohol and drug services and £101,000 for People with Learning Disabilities. The projected underspend in Mental Health Services includes a continuing reduction in residential placements together with levels of expenditure on Deprivation of Liberty Safeguards (DOLS) continuing to be lower than anticipated. In relation to Physical Disability, Alcohol and Drug Services the projected underspend reflects a range of savings with costs generally lower than budgeted. The projected underspend in Services for People with Learning Disabilities reflects a significant reduction in domiciliary care hours and a rationalisation of the number of schemes within the supported living contract.
30. Internal Services are currently projecting an underspend of £1.352 million. This is mainly due to anticipated savings of £688,000 in Assessment and Care Management and £460,000 in Day Care and Reablement Services both of which reflect staff vacancies within the service and the use of grant funding in these areas, particularly the Integrated Care Fund. An underspend of £270,000 is also forecast in Internal Support & Management reflecting a range of savings on staffing and supplies and services budgets. These variances are partly offset by an overspend of £67,000 in relation to

Learning Disabilities Supported Living and Day Care mainly as a result of shortfalls against savings targets set in previous years.

Children's Services +£4.206 million

31. The Children's Services budget is currently projecting an overspend of £4.206 million. This is in line with the position reported at month six with increased costs in recent months, including placement costs for looked after children, fostering and adoption and staff agency costs having been offset by funding from the recently announced Welsh Government grant for winter pressures. The projected overspend is after taking into account the drawdown of the £950,000 specific contingency budget set aside to meet increased costs in relation to placements for looked after children, with this drawdown having been incorporated into the Directorate budget position in this report. Although Children's Services received an additional budget realignment of £3.990 million and funding for other specific pressures as part of the 2018/19 budget process, on-going pressures in relation to the increasing numbers of looked after children and subsequently on the budgets for external placements, internal fostering and leaving care support costs have nevertheless led to a projected overspend in the current year. The increase in looked after children are mainly younger children. The edge of care service for teenagers provided through the ARC is demonstrating real success and there is a business case in development to replicate this approach for younger children. The number of looked after children rose from 803 to 886 in the period December 2017 to December 2018. These pressures have been alleviated to an extent by mitigating actions taken in respect of guardianship allowances. The overall position includes a projected shortfall of £255,000 against the savings targets for 2018/19 and carried forward from 2017/18 and this is reflected in the analysis of the variances below.
32. An overspend of £4.005 million is currently projected in respect of external placements for looked after children with on-going pressures on external residential placements and a significant rise in the number of external fostering placements thereby increasing costs in this area. This is after allowing for the drawdown of the £950,000 contingency budget which was set aside specifically to meet increased costs associated with external placements and an allocation of £545,000 of funding from the Welsh Government grant for winter pressures. The overall volume of activity in Children's Services has seen an increase in internal fostering, external fostering and residential placements. The sufficiency of supply of quality, cost effective placements as well as edge of care services are the issues to be addressed by the service. During the period December 2017 to December 2018 external fostering numbers have increased by 26 (6.8%) whilst external residential placements have increased by 9 (17.6%) increasing on-going service costs significantly. An overspend of £512,000 is also projected in relation to internal fostering and adoption budgets with the current number of internal fostering placements 20% above the 2017/18 average including a significant increase in kinship carers. Adoption numbers have also increased significantly compared to the previous year. This overspend should be seen in the context of reducing future costs for children who no longer remain looked after by way of adoption and an

increase in children returning from Independent Fostering Agencies to in-house fostering provision. Other projected overspends include £101,000 on leaving care support costs for children aged 16+ reflecting the on-going high cost of supported accommodation and other support for those leaving care and £115,000 on commissioning budgets with overspends on contact services partly offset by savings on sessional and respite care. An overspend of £169,000 is also projected in relation to social work teams and safeguarding budgets reflecting the current high level of agency staff in these areas, however this is likely to be improved through the proposed restructure of some social work teams.

33. A saving of £254,000 is currently projected in relation to guardianship orders with no increase in the level of residential order allowances anticipated to be paid out in this financial year. Savings of £112,000 in Support Services and £163,000 in Early Intervention are also projected, mainly reflecting savings against staffing budgets. Other projected underspends include £70,000 in relation to the budgeted costs for the Crosslands Home and £97,000 against the budgets for the Youth Offending Service.

Planning, Transport & Environment +£1,049,000

34. The Directorate is currently projecting an overspend totalling £1.049 million, reflecting a significant improvement of £416,000 on the position reported at month six. The overall change is the product of improved positions in relation to Fleet Services, Planning & Building Control and Civil Parking Enforcement, offset by an increased overspend within Recycling & Waste Management and a reduced underspend within Highways. The change in position largely reflects opportunities that have arisen following the allocation of additional Local Transport Fund funding from the Welsh Government and the intended use of earmarked reserves to fund eligible costs. It also includes an improved position on savings and use of earmarked reserves within Fleet Services. These are partly offset by additional investigation costs within Recycling & Waste Management.
35. The overall position continues to be predominantly due to a significant overspend within the Recycling & Waste Management Service. In addition, overspends are projected against Fleet Services, Planning & Building Control and Energy Management, whilst underspends are anticipated within Highways, Civil Parking Enforcement and Schools Transport. Savings shortfalls totalling £767,000 are included within the overall position, £651,000 of which are against the £1.838 million target for 2018/19 and £116,000 against the unachieved savings carried forward from 2017/18. A large proportion of the anticipated shortfalls are connected to the Recycling & Waste Management Service and relate to staff attendance, collection rounds performance and commercial income. Other shortfalls relate to energy savings, planning fee income and vehicle utilisation within Fleet Services.
36. The overspend within the Recycling & Waste Management Service totals £1.789 million and reflects a number of significant overspends and the aforementioned savings shortfalls, which total £436,000, partly offset by a

contribution from contingency and earmarked reserves to fund the processing of additional waste tonnages. The main overspends include unforeseen costs associated with the ongoing HWRC and Waste Transfer Station investigations and additional operational costs and income shortfalls at the Materials Recycling Facility (MRF) including the global market impact on recyclable commodity prices. In addition, overspends are anticipated on vehicle fuel and there has been the loss of a significant commercial refuse income stream. The position includes the £350,000 specific contingency allocation in respect of potential income shortfalls in relation to the MRF, reflecting the volatility in the market for recyclate materials. It also includes an allocation of £192,000 from the Waste contingency budget to reflect the impact of increased tonnages in the current financial year.

37. Other overspends across the Directorate include Fleet Services, which is projected to overspend by £135,000, largely reflecting the unachieved vehicle utilisation savings. A significant level of uncertainty remains within this position and there is a risk that the position could change later in the financial year. A further overspend of £93,000 is anticipated within the Planning & Building Control division, where there is a shortfall in planning fee income. The Energy Management division is reporting an overspend of £204,000, where shortfalls in savings and renewable energy income are partly offset by a reduced carbon reduction commitment payment.
38. The most significant underspend within the Directorate relates to Civil Parking Enforcement and the intention to draw down £710,000 additional funding from the Parking & Enforcement Reserve to support transport and highway improvements. As well as this, Highways are projected to underspend by £237,000, reflecting reduced maintenance activity and a saving on LED street lighting energy costs, partly offset by vehicle leasing charges, additional salt purchases and an income shortfall. The other underspends, which total £163,000, £40,000 and £29,000 relate to School Transport, the Shared Regulatory Service and Neighbourhood Services, respectively. The School Transport underspend is the result of a retendering exercise for the provision of transport for children with additional learning needs. All other divisions are reporting minor variances or balanced positions, including Bereavement, Registration Services & Dogs Home, Management and Support, and the Transport, Planning, Policy & Strategy division.

Resources

Governance & Legal Services +£172,000

39. The Directorate is currently forecasting an overspend of £172,000, which represents an increase of £84,000 on the figure reported at month six. The increase is primarily the result of a significant increase in the projected overspend relating to Legal Services, due to additional expenditure on external legal services. Partly offsetting this is an increase in the Electoral Services underspend, resulting from additional grant funding to offset the costs associated with the annual canvass. The overall position continues to be the result of an overspend within Legal Services. Other variances include underspends against the Monitoring Officer budget and Scrutiny

Services. All 2018/19 savings proposals are expected to be achieved in full, aside from the £83,000 proposal relating to external legal expenditure. In terms of unachieved savings carried forward from 2017/18, a £55,000 shortfall is projected, again in connection with external legal expenditure.

40. The Legal Services overspend is projected to be £284,000 and is largely due to external legal expenditure in excess of the available budget. This additional expenditure is largely due to the volume of complex cases particularly in relation to safeguarding and also reflects the level of staff vacancies during the year. Whilst the staff vacancies result in in-year underspends against employee budgets, these are outweighed by the additional external costs that result. Additional income is also partly offsetting the external spend, as well as contributions from earmarked reserves. It is anticipated that vacancies will be filled before the end of the financial year and that external expenditure will reduce as a consequence, however due to the timing of appointments there is still a risk that the projected overspend will increase further.
41. The most significant underspend within the Directorate, which amounts to £80,000, relates to Electoral Services and is largely due to in-year staffing savings and the availability of external grant funding to offset the costs associated with the annual canvass. Scrutiny Services is projected to underspend by £22,000, largely due to in-year vacancies, and a vacancy is the cause of a projected £12,000 underspend against the Monitoring Officer budget. The Democratic Services and Member Services budgets are projecting a minor overspend and balanced position respectively, after allowing for efficiency savings required as part of the 2018/19 budget proposals.

Resources (£366,000)

42. The Directorate is currently projecting an underspend of £366,000, an increase of £11,000 compared to the position reported at month six. The change reflects improved positions in a number of areas partly offset by an increased overspend within the Digital Services Division. A shortfall of £42,000 is currently projected against the Directorate's £1.616 million 2018/19 savings target with a shortfall of £50,000 also anticipated in relation to savings targets carried forward from 2017/18.
43. An underspend of £462,000 is currently projected in Human Resources with savings on employee budgets due to vacancies, additional income within HR Services and Cardiff Works and savings on capital financing costs and other budgets in relation to HR Systems. An underspend of £157,000 in relation to Performance and Partnerships includes projected savings on supplies and services and employee budgets in Policy and Partnerships and Media and Communications and savings on employee budgets within Performance Management. Other projected underspends include £88,000 in Commissioning and Procurement mainly due to savings on employee budgets and £92,000 in Health and Safety reflecting efficiencies in the new service together with vacancy savings as part of the recruitment process to the new team.

44. These are partly offset by a projected overspend of £389,000 in the Digital Services Division. This includes a projected overspend of £412,000 in the Community Alarm Service including significant shortfalls against income targets for both the Alarm Receiving Centre and Telecare. This reflects savings targets set in previous years which have still to be achieved and although significant further opportunities have been identified by the service area it is not anticipated that these will be achieved in the current financial year. There is also a projected overspend of £193,000 in relation to Enterprise Architecture reflecting shortfalls in recharge income and against savings targets for digitalisation. These overspends are partly offset by savings in other areas of the Digital Services Division including the Contact Centre, Capital Ambition Delivery, Meals on Wheels and savings on employee costs due to vacancies. An overspend of £44,000 is also currently projected in relation to the Finance Service. This includes shortfalls against previous savings targets together with additional costs within the Revenues Service. These are partly offset by vacancy savings and additional income in other areas of Finance.

Civil Parking Enforcement

45. Civil Parking Enforcement (CPE) manages parking, parking enforcement and moving traffic offences throughout the city. The income from these activities is used to support the operational costs with the surplus being transferred to the Parking & Enforcement Reserve. The table below provides a summary of the budget and projected outturn position.

	Budget £000	Projected Outturn £000	Variance £000
Income			
On street car parking fees	(4,784)	(4,963)	(179)
Off street car parking fees	(1,237)	(1,061)	176
Residents parking permits	(325)	(355)	(30)
Penalty charge notices	(2,000)	(2,200)	(200)
Moving Traffic Offences (MTO's)	(3,840)	(4,970)	(1,130)
Other Income	0	(5)	(5)
Total Income	(12,186)	(13,554)	(1,368)
Expenditure			
Operational costs, parking & permits	820	886	66
Enforcement service including TRO	5,470	5,682	212
Total Expenditure	6,290	6,568	278
Annual Surplus	(5,896)	(6,986)	(1,090)

46. The current projection indicates a trading surplus of £6.986 million, an increase of £1.090 million against the original budget. Most of the figures are broadly in line with the position reported at month six although MTO income continues to increase.
47. Increased income of £1.368 million is anticipated, mainly from MTOs following the earlier completion of phase four and over achievement of existing phases against original expectations. There are also increases in on-street car parking fees and penalty charge notices. The off street car parking fees are forecast to be lower than the target due to the closure of North Road whilst new infrastructure relating to the cycle path is installed. Expenditure is projected to be £278,000 above budget with the favourable position having provided an opportunity to make higher capital loan repayments for previous infrastructure improvements and scheme expansion. There are also operational savings from reduced employee costs because of in year vacancies.
48. The anticipated surplus of £6.986 million will be transferred to the Parking & Enforcement Reserve. This is available to support highway, transport and environmental maintenance and improvements. The table below illustrates the planned movements and forecasted year end position in the reserve.

Civil Parking Enforcement Reserve	£000
Balance as at 1 st April 2018	701
Forecast contribution from CPE 2018-19	6,986
Total Available	7,687
Budgeted contribution to support Highways, Transport & Environmental Improvements	5,085
Schemes/Initiatives Agreed in Budget Proposals	
Bus corridor improvements	100
DFS maintenance/ signs	7
20 mph zones	20
Transport LDP monitoring	110
Active Travel post	82
Car Fee Day	71
British Cycling Core Cities Cycling Partnership	50
Bike Hire Scheme	50
Residential Parking expansion	80
Total (original approval £1,067)	570
Additional Schemes/Initiatives	
Electrical Vehicle Charging match funding	45
Electric Vehicle Expansion	10
Additional drawdown to support Highways, Transport &	650

Environmental Improvements	
Sustainable Access to Schools	50
Environmental Improvements	50
Additional Highways works	228
Cycle Existing Infrastructure Improvements	20
Tram Study	40
Total	1,093
Total Planned Use	6,748
Balance	939

49. The brought forward balance in the reserve is £701,000, which together with the forecasted surplus from CPE activities in 2018/19 results in a total sum available of £7.687 million. The anticipated drawdown from the reserve is £6.748 million, which would leave a year-end balance of £939,000.
50. Council as part of the 2018 /19 Budget approved a number of contributions to schemes and initiatives. These are set out above with the figures reflecting revised anticipated expenditure. Whilst there are variances against some schemes, the total spend is lower than the original budget approval mainly due to an alternative funding source for 20 mph zones and Bus Corridor Improvements. The Director of Planning, Transport & Environment in consultation with the Cabinet Member for Strategic Planning & Transport has approved the additional proposed schemes and initiatives and on the basis of the financial projections, the proposed allocation from the reserve has been approved by the Corporate Director of Resources. These total £1.093 million and are set-out in the table.

Housing Revenue Account

51. The Housing Revenue Account (HRA) is currently projecting a balanced position, a reduction of £120,000 compared to the position reported at month six. The change reflects a number of factors including an increased spend in the Housing Repairs Account and an increase in the provision for bad debts. These are partly offset by an improved position in relation to rental income and additional savings on employee, support service and capital financing budgets.
52. The Housing Repairs Account is currently projecting a balanced position, albeit this includes an anticipated draw-down of £400,000 from the Housing Repairs and Building Maintenance Reserve in order to offset projected costs during the year. This is a significant change from the projected underspend reported at month six, however this will need to be kept under review as there are a range of factors that could impact on the final position at the year-end. The increased spend includes additional costs relating to external painting mainly as a result of increased use of scaffolding to meet health and safety requirements. It also includes an increase in void property works with the issues regarding contractor capacity identified in previous reports having improved through the use of alternative contractor capacity and an increase in the work undertaken by the internal workforce. A balanced position is also reported in relation to employee budgets with the

estimated additional cost of £400,000 in relation to temporary fire wardens now fully offset by underspends against the costed establishment. The requirement for the fire wardens was reported as part of the month six monitoring report and followed the events at Grenfell with all Council-owned high rise blocks with cladding being tested and six found to require the removal of cladding. The cladding has now been removed from five blocks with the remaining block due to be completed in 2019.

53. The overall position includes projected overspends of £81,000 on premises costs including security, cleaning and repairs and maintenance costs and £59,000 on supplies and services budgets reflecting additional spend in a number of areas including printing and stationery. A £200,000 overspend is also forecast in relation to the provision for bad debts. This reflects an increase in rent arrears associated with Universal Credit. Although collection rates have decreased, the projected shortfall on rental income has reduced mainly due to additional void property repairs and the projected overspend now stands at £147,000 at month nine. The projected overspends are offset by savings of £102,000 on support service costs and £12,000 on transport costs together with a projected underspend of £373,000 on capital financing budgets mainly due to lower than budgeted interest charges payable.

Cardiff Harbour Authority

54. Welsh Government support for the Cardiff Harbour Authority is subject to three-year funding agreements. The Welsh Government advised that they would like an opportunity to review the current arrangements and wished to extend the previous business period by twelve months, up until 31 March 2018. The review, originally planned for the Autumn of 2017 was delayed until the current financial year. Subsequently agreement was reached between the two parties for the 2018/19 budget to be set at £5.4 million, representing a reduction of £491,000 or 8.33% on 2017/18.
55. The forecast at the end of quarter three continues to indicate a full spend against the funding requirement of £5.4 million.

Heading	Budget £000	Projected Out-turn £000	Variance £000
Expenditure	6,124	6,128	4
Income	(920)	(924)	(4)
Fixed Costs	5,204	5,204	0
Asset Renewal	196	196	0
TOTAL	5,400	5,400	0

56. The position includes reduced costs on groundwater control and maintenance dredging, offset by additional essential barrage maintenance expenditure. The projected income of £924,000 includes £548,000 from car parking fees, £248,000 from harbour dues and £94,000 from water activities.

57. The Asset Renewal budget is currently indicating a full spend in line with the approved schedule of work including testing welds and painting of the bascule bridges on the Barrage and replacement and works on lock electric panels.
58. The balance in the Project and Contingency Fund carried forward at 1st April 2018 was £382,000. Against this, commitments of £342,000 are identified in the current financial year in relation to the final instalment of the Volvo Ocean Race hosting fee, leaving a balance of £40,000.

Capital

59. The Council in February 2018 approved a Capital Programme of £141.764 million for 2018/19 and an indicative programme to 2022/23. The budget for the General Fund and Public Housing has since been adjusted to £170.517 million to include actual slippage reported at outturn, incorporation of new grant approvals and confirmation of actual grant awards.
60. The sections below indicate a forecast position for 2018/19 for the General Fund and Public Housing.

General Fund

61. The projected outturn for the year is currently £110.854 million against a total programme of £121.643 million, a variance of £10.789 million, which is predominantly slippage. Expenditure at the end of month nine was £66.051 million, which represents 60% of the projected outturn.

Capital Schemes Update

62. Delivery of capital projects is complex, may span a number of years and is influenced by a number of external and internal factors such as weather, statutory and non-statutory approval processes. Directorates continue to be reminded of the need to set achievable profiles of expenditure and to identify slippage at an early stage. Slippage identified will not automatically be carried forward.
63. The following provides an update on the significant capital schemes included in the programme in addition to the detailed list in Appendix 3.
64. On 10 January 2019, Welsh Government notified the Council of its share of an additional £50 million General Capital Funding. Additional grant of £4.768 million will be received in 2018/19 and a share of £30 million in 2020/21 and £20 million in 2021/22. The grant allocation in 2018/19 will be applied to capital expenditure incurred during the year with displaced council funding to be carried forward and utilised towards new capital expenditure approved as part of the 2019/20 budget proposals.

Economic Development

65. The 2018/19 programme for the Directorate is £23.084 million, with an initial variance identified of £2.053 million predominantly in relation to Parc Cefn

Onn, venues and parks Section 106 schemes. Full details are provided below.

Business & Investment

66. Having already supported the Tramshed development, Welsh Government repayable loan funding totalling £2 million is available to bring buildings back into use as part of its Vibrant and Viable Places Programme. Loans have been made for restoration of the Cory buildings in Butetown as residential units, towards the regeneration of the unused listed train station in Bute Street and the development of industrial buildings at Lamby Way.
67. Funding of £10,000 available for the Social Innovation Fund will provide grant of up to £5,000 towards start-up costs for new or expanding social enterprises and the scheme ceasing in 2018/19.

City Development & Major Projects

68. Budgets previously allocated for Economic development initiatives, included the balance of £2.901 million invest to save funding and a further £1.6 million for additional land purchase at Dumballs Road. Further expenditure on this scheme is on hold whilst future options for the site are considered.
69. The Council acquired the strategic site of Britannia Park, Cardiff Bay following Cabinet approval in November 2018. This is to protect the Bay edge for leisure use and to provide opportunities for appropriate investment which would enhance the area. The cost of this acquisition was £2.8 million, funded by capital receipts following the disposal of land interest held in Central Square.
70. As part of the revitalisation of the strategy for the International Sports Village, Cabinet approved the acquisition of the leasehold interest in the Toys 'R' Us site in March 2018 which completed in July at a total cost of £6.282 million, and is funded in the short term from capital receipts received from Central Square.
71. The primary phase of Central Square Public Realm works were completed in November 2018, with slippage of £435,000 to be carried forward for additional works arising following completion of future phases of the development.
72. Initial budget of £1.226 million for a temporary car park planned to meet parking obligations to the International Pool has been removed from the programme pending confirmation of the International Sports Village strategy.

Parks & Green Spaces

73. Property Asset Renewal of £210,000 is budgeted to purchase porta cabins to provide welfare facilities on the Wedal Road Parks Depot site, renewal of the boiler plant at Bute Park and a potential contribution towards the

refurbishment of the toilet block at Parc Cefn Onn. The latter aims to create an access for all facility, including office and community space.

74. Delay in the implementation of asset renewal infrastructure schemes such as footpath reconstruction, fencing replacement and works to retaining structures will result in slippage of £60,000 from the budget of £140,000.
75. The annual play equipment capital allocation of £90,000 along with slippage from the previous year of £56,000 is to be used towards resurfacing of playgrounds and replacement of playground equipment and infrastructure. Sites include Matthew Walk, Chapelwood, Windsor Esplanade, Parc Rhydypennau, Lydstep Park, Drovers Way, Crawford Drive, Celtic Park, Heath Park, Splott Park BMX track and various skate parks.
76. A phased programme of flood prevention works to address issues at various locations still remains in progress. Sites prioritised from within the remaining budget include Thompson's Park and Pontcanna Allotments. Slippage of £17,000 has been identified to mitigate flooding on site at Hillsnook Park once the tender process is complete.
77. Work at Parc Cefn Onn continues to experience significant delays together with increased cost estimates compared to initial assumptions for the building and infrastructure related elements. Planned improvements include restoration of historic park features, upgraded toilet and operational facilities, as well as footpath and seating improvements. Slippage of grant has increased to £334,000 as a result of delays in delivering the scheme whilst options to mitigate additional costs are considered.
78. Until options are fully explored for the future use of Roath Park House, an allocation of £200,000 from an earmarked capital receipt from the sale of the youth hostel at Wedal Road has been reduced to £30,000 to be used to secure the site. The balance will be removed from the programme. The ring-fenced receipts continue to be held and will be carried forward to 2019/20 to be considered for use on the house along with other emerging priorities for investment as part of a strategy to improve financial sustainability of the park and outbuildings.
79. The Directorate submitted a £150,000 invest to save proposal as part of the 2018/19 programme for events infrastructure at Pontcanna Fields. Proposals received were not viable so this has been removed from the programme.
80. Funding of £265,000 as part of the financial resilience mechanism has been carried forward from 2017/18 to complete the refurbishment of various sports facilities in the city. Schemes completed during the year include refurbishment of Rumney and Trelai changing facilities, resurfacing the tennis courts at Hailey Park and the demolition of Llandaff Fields changing rooms.

Venues and Cultural Facilities

81. Capital budgets were initially allocated in 2015/16 for priority works identified at St David's Hall (£350,000) and New Theatre (£295,000) subject to the consideration of alternative options for service delivery from those sites. Works have been undertaken on the roof at New Theatre; where the remaining budget continues to be retained to meet essential works. The cost of works to replace dormer windows at the New Theatre has been identified as £34,000, with the balance of £324,000 being carried into future years.

Property & Asset Management

82. Asset Renewal works of £130,000 are for lift upgrades at the old Library in the Hayes.
83. The remaining budget allocated for Office Accommodation Rationalisation is £30,000, which is to be removed from the programme as schemes outlined in the original business case for this project have all been completed.
84. The investment estate is managed on a commercial basis, and capital receipts generated from the sale of investment estate assets are reinvested to improve existing properties within the estate or to purchase better quality assets. Proposed expenditure of £2.225 million during the year includes acquisition of the Biffa Waste Recycling Centre at Bessemer Close, Cardiff Bus site at Sloper Road and for the refurbishment of Senlan Industrial Estate which was acquired in 2017/18.
85. The Community Asset Transfer budget provides up to £25,000 for improvement works to buildings being taken on by third party organisations. There are no known commitments expected to be paid in 2018/19, so full slippage of £73,000 is shown.
86. In order to seek match funding towards wider more comprehensive improvements to Central Market, the Council will now be submitting a National Heritage Lottery Fund bid in March 2019. The Council has allocated £450,000 capital funding over the next four years as match funding and retains an earmarked revenue reserve of £298,000, the balance of the Financial Resilience Mechanism allocated for works to the roof in 2017/18. Detailed design and implementation of an overall scheme is more likely to proceed from 2020/21 onwards. Accordingly, slippage of £298,000 is currently assumed.
87. In order to allow disposal of land at Howard Gardens, the flying start provision located at Adamsdown Play Centre is being relocated to the Adamsdown Family Centre. This is a Council owned property leased to "The Family Contact Centre". The costs of adaptation and improvements that help meet required registration standards are forecast to be £443,000, of which design costs of £43,000 were incurred in 2017/18 and these costs will be paid for from the disposal proceeds from the site.

88. The Council has acquired a residential property at 51 Rhydpennau Road to enable all options to be explored for education provision in the area. This has been funded by the Council's invest to save allocation with this investment proposed to be recoverable following a review of options as part of Schools 21st Century Band B proposals within the next twelve months.
89. Property Asset Renewal works for administration buildings includes works at County Hall to upgrade lifts, replace access doors to the underground car park and other measures to improve fire safety and security. City Hall works include replacement of stone balustrades on the roof.
90. Enhanced kitchen facilities at County Hall were completed in October to meet safety requirements and to support a new initiative for apprenticeships at a cost of £368,000. This was funded by the Office Accommodation rationalisation budget (£100,000), an Invest to Save allocation (£140,000), and the property asset renewal budget (£128,000).

Harbour Authority

91. The Harbour Asset Renewal budget approved by Welsh Government for 2018/19 is £196,000, and is to be spent on various works to the barrage bridges and locks.
92. The Heritage Lottery Fund has awarded £152,000 of development phase funding towards Flat Holm Island. This is for the Walk Through Time project, in partnership with RSPB Cymru and the Flat Holm Society, and seeks to preserve its heritage, protect its rich wildlife and attract more visitors to the site. Running parallel to the project will be the replacement of the boat jetty at Flat Holm Island following a £385,000 grant award from the Landfill Communities Fund. Detailed expenditure profiles are yet to be determined and will be updated in future monitoring reports.

Education and Lifelong Learning

93. The 2018/19 programme for the Directorate is £44.691 million, with a variance of £4.025 million primarily due to advanced expenditure on the development of priority Band B schemes including the purchase of land at the Dutch Garden Centre.

Schools - General

Asset Renewal - Buildings

94. The Asset Renewal allocation of £6.288 million includes £4 million allocated in 2018/19 as part of an additional £25 million over 5 years to fund schemes to address condition, health and safety and additional learning needs. In respect of the latter a number of schemes will be undertaken to adapt schools to accommodate Specialist Resource Base provision, notably at Trelai Youth Centre (additional class and ancillary space for Ty Gwyn pupils), Bryn y Deryn Pupil Referral unit (increase capacity and improve quality of accommodation) and Greenhill caretaker's house (conversion for use as post 16 provision for the school), together

with adaptations at primary and secondary schools across Cardiff. Slippage of £573,000 is forecast against this budget, due to the number and complexity of schemes being undertaken.

Asset Renewal – Suitability and Sufficiency

95. The Suitability and Sufficiency budget of £971,000 includes slippage of £69,000 from 2017/18 and additional costs of £61,000 are projected during the year which will be managed by bringing forward the 2019/20 suitability budget. Main works include increased capacity at Meadowbank Primary and Bryn y Deryn pupil referral unit, and funding priority Disability Discrimination Act (DDA) adaptations across the Schools estate.

Whitchurch High DDA

96. A separate allocation for DDA and suitability works at Whitchurch High includes a new allocation of £1 million, together with slippage of £322,000. The in year budget is to be carried forward in full and supplemented in 2019/20 by an additional £900,000 from future approved budgets towards the purchase of replacement demountable units at the Upper School site, as the existing demountables approach the end of their useful life. Design and value engineering works are ongoing with the contractor, and at this stage, work is expected to take place in 2019/20.

Reducing Infant Class Sizes Grant

97. As part of an ongoing programme to reduce infant class sizes, Welsh Government has agreed a £3 million grant funding package until 2021. Works have begun in Oakfield Primary with expenditure of £475,000 is anticipated this year. A further two schools have been identified for future works: St Fagan's Primary and St Francis Primary.

Schools Organisation Plan – 21st Century Schools

98. In March 2015, the Authority submitted a re-aligned 21st Century Schools Programme for investment totalling £164.1 million to Welsh Government. Expenditure of £35.836 million is anticipated during the year on 21st Century Schools Band A schemes, as the programme draws to a close. Schemes already completed or planned for completion in 2018/19 include Cardiff West Community High School; Ninian Park Primary; Ysgol Glan Ceubal/Gabalfa Primary; Howardian Primary; Ysgol Hamadryad and Ysgol Glan Morfa. The variance of £3.756 million which will be managed within the Band A financial model includes additional costs of circa £700,000 for the demolition of Rumney High, £150,000 for a traffic-calming scheme at Eastern High, and budget brought forward from 2019/20 for Cardiff West Community High School.
99. The largest item of projected expenditure in the year is £20.3 million and relates to the Cardiff West Community High School which is scheduled to be complete in February 2019.

100. Projected expenditure during the year of £5.171 million relates to the initial development of priority Band B schemes. Expenditure of £1 million is anticipated for condition works at Fitzalan High and £1 million on preparatory works for St Mary the Virgin Primary school. In order to secure the acquisition of a parcel of land at a strategic site, expenditure of £3.171 million has been incurred for the purchase of land at the Dutch Garden Centre. Whilst the future use of the site is not yet determined, subject to an option appraisal exercise and approval of business case, it could form a strategic location for a new school. Overall, budget of £2.202 million has been brought forward from future years to meet these commitments.

People & Communities

101. The total programme for 2018/19 is £13.520 million, with an initial variance identified of £3.263 million, the majority of which relates to slippage on refurbishment works for the Domestic Abuse Multi Agency Hub and Youth Hub projects.

Communities and Housing

Neighbourhood Regeneration

102. Neighbourhood Renewal schemes projected expenditure is £163,000 to complete the final schemes in the current programme, including the Multi Use Games Area (MUGA) at Eastern Leisure Centre and Hendre Park access improvements. The £37,000 overspend will be met from underspends on the estate environment improvements budget.
103. The local shopping centre improvements budget of £557,000 includes owners' contributions estimated at £5,000 and slippage from 2017/18 of £197,000 for commercial property improvement. A budget of £440,000 is deemed sufficient to complete works on remaining phases of the Clare Road / Penarth Road scheme by spring 2019 with slippage of £100,000 currently assumed. The remaining £117,000 is to be re-assigned for completion of the shopping centre regeneration scheme in Maelfa.
104. The Maelfa regeneration scheme budget will allow completion of the retail parade of nine new shop units this financial year. The cost of the units, which will revert to the Council to manage on a commercial basis, is £2 million, with £1 million to be paid for on an invest to save basis. Planned expenditure also includes fit out, demolition work and compensation payments. Subject to the outcome of tenders on other schemes, any additional costs currently forecast will be managed within existing budgets.
105. The alleygating budget of £100,000 will allow further gates to be installed in prioritised lanes in Penylan, Plasnewydd, Riverside, Grangetown and Ely. Slippage of £45,000 is currently assumed pending resolution issues arising from resident consultation and completion of legal procedures.
106. The Targeted Regeneration Investment Programme (TRIP) budget is part of the Council's own match funding allocated towards securing Welsh Government regeneration funding. In March 2018, Cabinet considered

priorities for submission under the programme. Some preliminary expenditure is being incurred to identify and develop priority schemes in the South Riverside business corridor to ensure any grant, when approved, can be spent in line with the likely timescales to be set by Welsh Government. Slippage of £30,000 is anticipated.

107. The Phase 2 extension of St Mellons Hub was operational from August 2018 at a total cost of circa £4 million. The scheme is currently showing additional costs of £87,000, which will be managed within existing Neighbourhood regeneration schemes.
108. The Directorate submitted requests for Council capital funding to develop two integrated youth hubs, one at Grassroots, Charles Street in the city centre and the other at Butetown Youth Pavilion. The City Centre hub is at design stage and with forecast costs of £1.7 million - £900,000 in excess of the current budget available, further grant bids are to be made in relation to the scheme. Expenditure forecast in this year is £50,000.
109. Design work is in progress for the Butetown Youth Pavilion site, with a view to scheme implementation in 2019/20. An in principle Targeted Regeneration Investment grant bid has been awarded to support future project costs. Expenditure is forecast to be £50,000 in 2018/19 on design and development costs.

Housing (General Fund)

110. The Disabled Facilities Service budget includes mandatory and discretionary grants to housing owner-occupiers to enable a person to continue living in their own home as well as administration costs for the grants. The total budget of £4.365 million includes £565,000 slippage from 2017/18. Grant totalling £436,400 receivable from Welsh Government to deliver additional adaptations in support of independent living is also expected to be fully utilised in the year.
111. To facilitate comprehensive regeneration schemes, the housing regeneration allocation supports the costs of works to owner-occupier properties on housing and estate improvement schemes. At present slippage of £340,000 is anticipated with several schemes progressing including Belmont Walk and Anderson Place regeneration.
112. Plans to expand the number of pitches on traveller's sites are subject to acquisition of land and securing grant from Welsh Government for the construction of additional pitches in parallel. Council funding of £450,000 has been allocated towards the scheme and subject to planning and a successful grant application, construction is assumed to be in 2019/20.
113. Grant funding of £114,000 (including slippage of £73,000 from 2017/18) will be used to complete improvement works and provide additional spaces in several emergency accommodation sites including the Wallich Night shelter, Huggard and Ty Tresilian. This expenditure is funded from the Welsh Government homelessness grant.

114. Design work on the Domestic Abuse One Stop Shop at the Cardiff Royal Infirmary site is being progressed in partnership with the Health Board, with work forecast to start in March 2019, and complete in November 2019. Of the total £1.2 million allocated for this scheme, £100,000 is forecast to be spent in the current financial year.

Flying Start

115. The budget for Flying Start capital schemes for the year totals £59,000 for schemes at Herbert Thompson Primary and Western Leisure Centre.

Social Services

Adult Services

116. A sum of £345,000, which includes £245,000 of slippage from 2017/18, is to be used for the refurbishment of Tremorfa Day Services centre with works including accessibility, security and functionality improvements for respite services.
117. The Day Centre Opportunities Strategy aims to reconfigure day services for older people at three existing sites; Minehead Road, Grand Avenue and Fairwater day centres. Refurbishment work at Grand Avenue was completed in August 2018, with costs of £300,000 incurred during 2018/19. The Fairwater scheme started on site in January following a successful £386,000 application for Integrated Care Fund grant. The grant award may allow the release of funding towards additional costs on other schemes in the programme.

Children's Services

118. Subject to the timing of design, tender and implementation, further proposals from the remaining John Kane Fund include an extension to Crossland's home with slippage of £120,000 currently anticipated.
119. The Trelai Youth Centre building is being developed as a shared resource for the Western Learning Federation, as part of measures to improve sufficiency of additional learning needs within the 21st Century Schools Band B programme. This initiative will provide opportunities for joint working between schools and social services, and improve the transition process for young people leaving school. Full spend is anticipated this year.

Planning, Transport & Environment

120. The 2018/19 programme for the Directorate is £32.532 million, with an variance identified of £6.277 million. This is primarily in relation to slippage of energy, highways resurfacing and transport projects, which are detailed further below.

Energy Projects & Sustainability

121. The Council secured £2.126 million of repayable loan funding from the Welsh Government Green Growth Wales Fund in 2016/17 for implementation of a mixture of energy saving technologies under the REFIT framework. Phase 1 expenditure was circa £1.106 million with a further £1.020 million available for a new phase of proposed works. In addition, there is £500,000 Invest to save funding available giving a total programme spend of £1.520 million. There is a projected outturn of £300,000 for this project with a slippage of £1.220 million as sites are yet to be confirmed.
122. Salix Energy Efficiency Loan Schemes (SEELS) are repayable loans that aim to achieve energy efficiency and carbon reduction savings in schools. Schemes approved to date in 2018/19 include St Marys RC Primary, Holy Family RC Primary, Albany Primary and Rumney Primary. Also Included within this scheme are repayable loans for Solar PV projects within schools. Schemes approved to date include Coed Glas Primary School and Thornhill Primary School with other schemes in the pipeline.
123. In June 2018, Cabinet approved the business case and invest to save allocation for a new solar farm situated at Lamby Way and agreed to commence a delivery plan. This is to include submitting a planning application, finalising negotiations on private wire, procuring a contractor and costs. Initial expenditure of £195,000 is assumed this year in relation to planning, consultation and ecology survey costs. An update on final costings and timescales is to be set out in a future Cabinet report prior to signing contracts.
124. It should be noted that the costs of all projects identified above together with ongoing maintenance will need to be paid back from savings or future income generation, representing risks to the directorate revenue budget.

Leisure

125. The property asset renewal budget for 2018/19 includes sums primarily to meet obligations to properties where the Council has retained liability for maintenance. This includes £595,000 towards roof replacement at Pentwyn Leisure Centre and £150,000 to resolve drainage issues at Insole Court car park and allow completion of the restoration scheme. Priority one works, which included lighting, pool, and fire alarm works at Pentwyn Leisure Centre and pool lighting at Llanishen Leisure Centre have been completed.
126. The contract for the transfer of leisure sites to Greenwich Leisure Limited (GLL) included the Council making available a sum of £3.5 million invest to save funding for investment in the transferred leisure sites. This is to enable GLL to improve facilities, generate income and reach a zero subsidy position. £1.288 million was spent in 2017/18 and £1.212 million is projected to be spent this year with the balance being carried into 2019/20. Schemes include the refurbishment of health and fitness suites at Pentwyn, Llanishen, and Fairwater Leisure Centres. Expenditure proposals are agreed between the Council and GLL as part of a joint project board.

127. Due to the deteriorating condition of the track at Cardiff International Stadium, the Council's obligation to pay £500,000 to the operators for the first replacement has been brought forward into 2018/19 and works are in progress.

Bereavement & Registration services

128. In March 2018, Cabinet approved the development of existing Council owned land near the existing Thornhill site for new cemetery space. Expenditure during 2018/19 is likely to be design and development costs only. The estimated total cost of the scheme is £3 million with any expenditure incurred to be repaid over a 20-year period through the generation of additional income through increased fees and charges.
129. The programme also includes a planned use of £175,000 of the bereavement revenue reserve towards various improvements including vehicle replacement, improvements to roads and paths across all sites, burial section extensions, cremator refractory works and the development of an area for the scattering of ashes.

Recycling Waste Management Services

130. The five-year capital programme includes £3.325 million to explore options for a new household waste recycling / reuse centre to meet predicted growth in the north of the city. £200,000 was profiled for expenditure in 2018/19, however until a suitable site is identified, expenditure is unlikely. Full slippage is anticipated at this time.
131. A new scheme to provide separate glass collection for residents is being trialled at a cost of £300,000, with the aim to reduce processing and treatment costs and mitigate the risk of Cardiff failing to meet its statutory recycling targets.
132. Enhancements to the Waste Materials Recycling Facility (MRF) equipment to allow auto sorting of materials commenced in 2017/18 and after a period of testing was completed in July 2018. The overall cost of the scheme is estimated to be circa £650,000 funded on an invest to save basis, with repayments being made by the Directorate from reduction in disposal costs, manual handling and from increases in quality of materials sorted.
133. The programme also includes a £500,000 allocation towards fire safety measures in relation to the MRF building. Initial development of a specification indicate costs in excess of budget available, resulting in a need to review the longevity of any investment undertaken. Full slippage is assumed.
134. Expenditure of £265,000 is also planned on other enhancements to Waste management infrastructure including replacement of key components of the MRF, CCTV, weighbridge improvements and skip replacement.

Highway Maintenance

135. Expenditure on the reconstruction of structurally deteriorated roads is forecast to be £900,000 with works completed on three sites; Mervyn Road, Despenser Street and Amroth Road.
136. The balance of Council funded allocations for carriageway and footway resurfacing is £6.041 million and includes slippage primarily arising from Welsh Government grant received in 2017/18. Phase 1 of carriageway preventative surfacing has been completed, with the next phase commencing in early February. New footways contracts are currently being prepared for tender and works are expected to start at the end of February. The budget allocation is assumed to be increased by circa £1.715 million for the Council's share of Public Highways Improvement Grant for 2018/19 from Welsh Government. Grant will be applied to expenditure during the year and will allow the Council's own resources to be carried forward as slippage to increase the level of investment in highways in 2019/20.
137. The Bridges and Structures budget of £1.467 million includes a number of schemes. The A470 expansion joint works have been completed, with contracts circa £300,000 awarded for retaining walls and parapet works in Radyr, and parapets on the A4232. Works commenced on site in October with anticipated completion in March 2019. The North Road flyover scheme has been re profiled to 2019/20 pending further investigation of the initial principal inspection, however, an alternative programme of priority works is being implemented comprising of several drainage schemes including Fair oak Road and virements of £100,000 towards priority telematics works and £205,000 towards hostile vehicle mitigations. Subject to receipt of a final valuation, additional costs payable to Network Rail towards the cost of the Windsor Road Bridge scheme are expected to be £446,000. Structural strengthening works at Llandaff Weir are complete at a cost of £403,000.
138. Funding of £292,000 from the street lighting renewal budget of £542,000 is to be used for replacement lighting in subways and low-level solar powered bollards. Phase one of the works, which commenced in 2017/18 is now complete and a tender exercise is being undertaken for a new contract for Phase 2 commencing in 2018/19. The balance of £250,000 will be used towards a phased programme of electrical works at Eastern Avenue. Slippage of £235,000 is identified as a result of a delay in securing specialist electrical designs.
139. An invest to save pilot scheme in Radyr to trial LED lighting in residential areas has been completed at a cost of £337,000 with the conversion of 1,250 columns. The pilot will be used to consider the technical and financial viability of a business case for the potential conversion of all other residential columns. Expenditure of £500,000 on an invest to save basis has been incurred to complete the £6.330 million LED lighting replacement on principal roads.
140. The Greener Grangetown scheme has been completed with funding partners Dwr Cymru and Landfill Community fund. The scheme has retrofitted sustainable drainage systems and improved the public realm

such as road and footpath resurfacing. As reported previously, the total cost of the scheme was initially estimated to be £2.5 million but is now expected to cost a minimum of £3.5 million, subject to further discussions taking place with the contractor. Given the cycling improvements the scheme has also implemented, the transport cycling budget has been initially used towards additional costs in both 2017/18 and 2018/19 pending grant application bids. Any variation to the contract will need to be approved in line with the council's contract and procedure rules.

141. The Council has been working with Welsh Government as part of its coastal defence scheme to implement improvements from Rover Way to Lamby Way. Initial estimates of the project cost are £10.9 million, with 75% of this potentially funded by Welsh Government. Grant of £638,000 has been awarded to progress to the next stage of design, habitat assessment and completion of a full business case, to be completed by February 2020. Subject to completion of procurement, £40,000 of expenditure is forecast during this year, with Council match funding of £115,000 being carried forward into 2019/20.

Traffic & Transportation

142. Following a bid process the Council was notified of additional Welsh Government Local Transport Fund (LTF) grant of £4.237 million in November 2018. This increased the Council's grant allocation to £4.707 million with additional funding supporting new schemes as well as schemes already planned from the Council's own capital budgets :-
- the extension of the existing street cycle hire scheme (£796,000)
 - further introduction of 20mph limits within the city (£721,000) including Plasnewydd, Admasdown, Splott and Grangetown
 - further active travel improvements totalling £742,000 have taken place in Whitchurch and around the new high school in the East
 - upgrading walking and cycling routes including North Road and the Taff Trail (£774,000)
 - improvements to bus infrastructure including Newport Road and site clearance works at Cardiff West Interchange (£554,000) and
 - improvement of transport infrastructure within the city centre (£600,000) including Wood Street and Westgate Street.
143. Given the requirement to spend the additional funding before the 31st March 2019, this has allowed the displacement of resources originally planned to support council schemes. This has been transferred towards proposed priority transport and air quality schemes in the City Centre for which further Welsh Government grant funding bids are being made in 2019/20 to deliver the schemes in that year.
144. Previous experience shows grant awards are often notified late in the year, requiring re-profiling of existing schemes to meet the terms and conditions of grant.
145. The additional grant has allowed previously allocated funding from the financial resilience mechanism and parking reserve to be re-prioritised. The

£144,000 balance of the Council's Road Safety Schemes budget has been utilised for safety measures outside schools.

146. The asset renewal telematics budget of £394,000 is to be used to complete analogue to digital fibre upgrades, complete the first phase of converting traffic signals to LED, the replacement of the uninterrupted power supply, critical to the safe operation of the Butetown tunnel and for priority replacement CCTV cameras and Variable Message Signs to ensure network safety. This is part funded through a virement of £100,000 from the Structures budget.
147. The original budget for cycling development in 2018/19 was £1.605 million including £305,000 of slippage from 2017/18. A sum of £641,000 was utilised towards costs of the Greener Grangetown scheme. Additional grant has enabled £850,000 to be transferred towards use on priority City Centre schemes.
148. A budget of £713,000 is available to secure Welsh Government grants, where match funding is required. Slippage of £113,000 has been identified and will be used in 2019/20 to complete schemes as required under the terms and conditions of the grants.
149. A sum of £350,000 was allocated to undertake initial concept design works for a range of city centre link schemes including the east side of the city centre, Westgate Street, Wood Street and Central Square, to link in with the new Central Interchange. An additional grant of £25,000 has been secured from Welsh Government via Rhondda Cynon Taff Council towards these works as part of a grant bid in future years forming part of a regional application. In addition, Council funding of £1.150 million has been reprioritised to support implementation of schemes in 2019/20 following confirmation of Welsh Government grant bids. A procurement for these works is being developed, but will be subject to funding from a range of sources being in place.
150. The revised Welsh Government Road Safety grant of £513,000 has been utilised for safety improvements at the junction of Western Avenue / Excelsior Road, expected to be complete in March, and the replacement of speed safety cameras at various locations on behalf of GoSafe.
151. The Safe Routes in Communities Grant of £294,000 aims to improve accessibility and safety to encouraging walking and cycling in communities. There is particular emphasis on improving routes to and from schools with works at Ysgol Gyfun Gymraeg Plasmawr in Fairwater having commenced on site in January.
152. The Council has been successful in a securing an additional grant of £319,000 from Welsh Government Active Travel Fund for the construction of the Cycle Superhighways and local active travel improvements. Further grant of £739,000 is expected to be available in 2019/20. This will be used towards construction of phase one of the Cycle Super Highway between St Andrew's Crescent and Senghennydd Road in March with completion in 2019/20. It is also being used for preliminary works and an access study for

the Roath Park Corridor, including segregated secondary cycle routes, and detailed design for Lakeside, Ty Gwyn Road and Cyncoed Road walking and cycling improvements.

153. The Council will also receive a grant of £134,000 from the Department for Transport towards the costs of implementing on street residential charge points for electric vehicles. Matchfunding of £45,000 will be utilised from the Parking Reserve. A provider has been appointed to operate the scheme, which will be implemented by 31 March 2019 at selected sites across the city.
154. In relation to moving traffic offences expenditure of £266,000 is to be incurred on the phase four expansion and £190,000 for the replacement of aged pay and display machines. This expenditure is on an invest to save basis and will be repaid from future parking and enforcement income.
155. The implementation of bus priority measures on the A4119, Penhill Road, are on hold pending review on its impact on residential parking. As a result, £170,000 has been carried forward into 2019/20.
156. The completion of the control room system upgrade will be managed within the £650,000 budget available including a contribution of £58,000 from South Wales Police. Works include replacement of obsolete equipment and software used by the variable message signs matrix and lane closure systems.
157. The costs of constructing and installing hostile vehicle measures in the City Centre has been impacted by a number of unforeseen issues including the need to upgrade telematics equipment, utilities and ensuring measures can be controlled remotely from command sites. The scheme was completed in August, with costs of £205,000 in excess of the initial £1 million budget managed from within existing budgets.

Central Transport Services

158. The Cabinet took an emergency decision in January 2019 to purchase previously leased Refuse Collection Vehicles and Gritters from the administrators of Gulliver Transport Hire (GTH) at a cost of approximately £1.25 million. This was to secure the Council's essential vehicle requirements in the short term whilst a review of the approach to utilisation, maintenance and procurement of such vehicles is undertaken.

Resources

159. The 2018/19 programme for the Directorate is £7.816 million, with expenditure of £4.595 million forecast with the majority of slippage due to corporate projects. Details of schemes within the Directorate are shown below.

Reasons for Recommendations

160. To consider the report and the actions therein that forms part of the financial monitoring process for 2018/19.

Technology

161. The main priority for the Modernising IT to Improve Business Processes budget in 2018/19 is to support key ongoing projects in the Cardiff Capital Ambition programme and the digitisation of business services utilising modern technology. The budget including slippage from 2017/18 totals £815,000 with expenditure on rolling out Electronic Document Management Systems and the Cardiff App. Slippage of £250,000 is anticipated into next year.
162. The total ICT Refresh budget of £507,000 will be utilised to support a range of projects to support resilience, capacity and capability. This includes the purchase of additional storage and replacement of unsupported hardware and software. £20,000 slippage is anticipated.

Corporate

163. In respect of the contingency budget of £200,000, at month nine this is shown projected to be fully required, although as the year end approaches, any under spend will be used to reduce the level of borrowing assumed in the Capital Programme.
164. The £500,000 invest to save budget has been adjusted for the acquisition of 51 Rhydyppennau Road, leaving £98,000 available for new projects subject to an approved business case.
165. Expenditure of £4.196 million has been budgeted for this year as part of the Council's £28.4 million approved contribution to the £120 million Cardiff Capital Region City Deal wider investment fund and commitment to fund capital expenditure in advance of receipt of HM Treasury Grant where relevant. Expenditure in 2018/19 will primarily be towards the semiconductor project.
166. Full slippage is expected in relation to the loan to Cardiff City Transport Services of £2 million for the replacement of vehicles. This is to be the subject of a review and due diligence in 2019/20.

Capital Receipts

167. The 2018/19 Capital Programme assumed £40 million of non-earmarked capital receipts, net of fees, to pay for the Capital Programme between 2018/19 and 2022/23. Of this target, £4 million was assumed receivable in 2018/19. To date, non earmarked receipts net of fees are circa £5.6 million, with the main disposals including the former Household Waste Recycling Centre at Wedal Road (£400,000), overage from land at Church Road (£300,000), and Howard Gardens pavilion and bowling green (£5.5 million). The Council also sold the former Corporation public house site (£810,000)

as part of the Investment Property Strategy. Cabinet will consider a property asset and medium term disposal plan in March 2019.

168. A number of land appropriations to the Housing Revenue Account are also to be completed by 31 March 2019 including former Rumney High, Llanrumney High and Howardian Primary schools and St Mellons Youth and Enterprise centres.

Public Housing (Housing Revenue Account)

169. A Capital Programme of £42.025 million was set in the February 2018 Budget, with a further £6.514 million available due to slippage on projects from 2017/18 . A total variance of £8.748 million is estimated at month nine including slippage of £8.580 million. Any slippage will be reprioritised as part of the 2019/20 capital programme.
170. The Housing Development budget will be used on several schemes including the final works to the independent living accommodation for older persons on Thornhill Road (£85,000) and initial planning costs for Column Road refurbishment (£35,000).
171. Estate regeneration schemes have projected costs of £3.845 million for 2018/19 on a range of schemes including citywide gully and environmental improvements (£111,000), regeneration of Belmont Walk (£800,000), Anderson Place (£900,000) and Taff Embankment (£200,000). Garage and courtyard improvement schemes are anticipating spend of £1.778 million, including a transfer of £1.16 million from other HRA projects, as additional schemes are brought forward to utilise contractor capacity.
172. The dwellings stock improvements budget of £16.236 million will be utilised to provide boiler and lift replacement, heating, roofing, rewiring, underpinning of properties where subsidence issues have been found, front door upgrades to flats and kitchen and bathroom upgrades when properties become vacant prior to re-letting. Some of the larger schemes include; £4.311 million for high-rise upgrades, £2.180 million for removal of cladding on high-rise residential buildings following fire risk assessments and £1.5 million on a programme of roof replacements across the city. Slippage of £3.947 million is projected on the following schemes; lift upgrades (slippage of £998,000 budget due to tendering delays), doors and windows (£800,000), door entry systems (£375,000) and BISF schemes (£1 million) due to the timings of work starting and contractor capacity.
173. The allocation of £2.3 million to provide adaptations and associated improvements to the homes of disabled people in HRA properties is forecast to be fully spent. Although demand and costs continue to rise the capacity of contractors has limited spend to within budget.
174. The first thirteen council homes to be delivered by the Cardiff Living project have been handed over to new tenants with 63 council homes to be finished by 31 March 2019. Five schemes are currently on site including; Willowbrook West, Llanrumney Depot, Ty To Maen, Braunton and Clevedon Crescent, Walker House and Snowdon and Wilson Road. The remaining

phase one sites; Briardene, Llandudno Road, Ty Newydd and Highfields are scheduled to commence in the final quarter of 2018/19.

175. A package deal partnership between Cadwyn Housing Association and Cardiff Council is now in place to build 30 new flats at Courtney Road. This project is currently on site with an anticipated January 2020 completion date. Additional schemes include 49 care ready units in Walters Building, Butetown, which is currently at planning stage. Innovative housing grant totalling £1.275 million has been received from Welsh Government and must be utilised by 31 March 2019 for two “sea container” housing schemes at Greenfarm Hostel and Bute Street.
176. A number of private sector properties are also being purchased to help address affordable housing need. Subject to completion of acquisitions, expenditure of £3.851 million is projected, of which £1.719 million is funded from an earmarked reserve set up for this purpose in 2016/17. A total of 25 properties have been acquired to date.
177. Slippage across the new build programme is anticipated to be £4.635 million of which £1.175 million relates to the completion on the purchase of the Walter’s Building new build site, which is anticipated at the start of the 2019/20 financial year.

Section 106 schemes and Other Contributions

178. The table below shows the Section 106 and other contributions forecast to be spent at the time of setting the budget. This has been reviewed by directorates and is reflected in revised forecasts at Month 9:

	Budget	Projection at Month 9	Variance
	£000	£000	£000
Parks & Green Spaces	1,356	919	(437)
Traffic & Transportation	862	726	(136)
Strategic Planning & Regulatory	33	40	7
Neighbourhood Regeneration	581	250	(331)
Economic Development	236	185	(51)
Education & Lifelong Learning	325	448	123
Public Housing (HRA)	1,484	1,484	0
Total	4,877	4,052	(825)

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

- Parks and Green Spaces – Schemes are proposed in a number of areas including; Wilkinson Close, Despenser Gardens, Craiglee Drive, Trelai and Jubilee Park play areas, public realm and footpath improvements in Penylan, Hendre Lake and Gabalfa. The Playground refurbishment programme, although well advanced, will extend into

2019/20 while other schemes are progressing less quickly than anticipated.

- Traffic & Transportation – public transport improvements, junction improvements, bus stops and bus borders; installation of CCTV and real time information, telematics and transportation schemes including the provision of bus routes in the City and strategic transport initiatives.
- Strategic Planning – Public realm improvements at Bridge Street and Charles Street.
- Neighbourhood Regeneration - Improvement of community facilities at Lisvane Memorial Hall, Riverside Warehouse, the Bangladesh Centre, building improvement works at St Andrew and St Teilo's Church and installation of lights to improve access to community buildings within Trelai Park.
- Economic Development – The Council's contribution towards the development of Llanrumney Hall as a community facility.
- Education & Lifelong Learning – Towards the new Howardian Primary School, Eastern High and Cardiff West Community High School as well as condition works at Creigiau, Springwood and Llanedeyrn Primary School.
- Public Housing – development of new Council housing.

Legal Implications

180. It is a Council responsibility to set the budget and policy framework and to approve any changes there to or departures there from. It is an Executive responsibility to receive financial forecasts including the medium term financial strategy and for the monitoring of financial information.

Financial Implications

181. Overall, the month nine revenue monitoring for the Council continues to show a balanced position with financial pressures and shortfalls against budget savings targets in directorate budgets offset by projected savings on capital financing, an anticipated surplus on Council Tax collection and NDR refunds on Council properties. In line with the position reported at month six the overall position also takes into account the release of the £1.1 million set aside for transitional grant relief via the Financial Resilience Mechanism as this budget is no longer required for its original purpose in the current financial year. The balanced position also includes a proposed contribution of £917,000 to the Council's Strategic Budget Reserve in order to provide funding in support of the budget for 2019/20 and future years. Directorate budgets are currently projected to be overspent by £4.9 million, a slight improvement on the position reported at month six. This takes into account the impact of any management actions already taken with additional measures to be implemented during the remainder of the year where there is scope to reduce the projected spend by the year end. The directorate overspends are partly offset by projected underspends in other directorates and by the £3.0 million general contingency budget which was provided as part of the 2018/19 budget in order to reflect the quantum, risk and planning status of the proposed savings for 2018/19.

182. The projected overspends in directorate budgets include £3.230 million in Social Services, £1.049 million in Planning, Transport & Environment, £768,000 in Education & Lifelong Learning, £489,000 in Corporate Management and £172,000 in Governance & Legal Services. The directorate positions reflect a range of factors including increased demographic pressures in Social Services, particularly in relation to looked after children, shortfalls in income and the anticipated failure to fully achieve the savings targets set as part of the 2018/19 Budget together with on-going shortfalls carried forward from the previous financial year.
183. An overall shortfall of £3.677 million is currently anticipated against the £14.296 million directorate savings target with £6.995 million having been achieved to date and a further £3.624 million anticipated to be achieved by the year end. A projected shortfall of £767,000 has also been identified in relation to savings targets carried forward from 2017/18. The projected shortfalls are reflected in the directorate monitoring positions although where possible shortfalls have been offset by savings in other budget areas. The shortfalls are partly offset by the £3.0 million general contingency budget which was provided as part of the 2018/19 budget in order to reflect the quantum, risk and planning status of the proposed savings for 2018/19.
184. The projected overspend in directorate budgets and in particular the shortfalls against savings targets represent a continuing cause for concern, particularly with the challenging financial outlook in the medium term and the difficult choices facing the Council in the current budget round. Actions are continuing to be taken by those directorates currently reporting a projected overspend to try to resolve the issues that led to the current position or alternatively to identify offsetting savings in other areas of the service. As set out in the previous monitoring report at month six, in response to the level of financial pressures identified in the current year all directorates have also identified a range of in-year savings which are reflected in their reported positions within this report.
185. The 2018/19 Capital Programme is £170.517 million of which £121.643 million is in respect of General Fund schemes and £48.874 million is in relation to the Council's Public Housing schemes. Against this, the projected outturn for 2018/19 is £150.980 million resulting in a total variance of £19.537 million. The variance reflects slippage across a range of schemes and includes the impact of additional specific grant funding received during the year. The overall position includes slippage of £8.580 million in relation to public housing.
186. Where there is a risk of slippage, directorates, need to address any obstacles promptly to ensure budgets allocated are spent in a timely manner. Where this is not possible, early reporting of issues should take place and robust profiles of expenditure should be developed for future years.
187. The Capital Programme update includes a number of schemes planned to be funded by external grants that have strict deadlines for expenditure having to be incurred. It is essential that directorates ensure that opportunities for utilisation of such funding are not lost to the Council by

ensuring appropriate resources are directed to these schemes and that consideration has been given to all steps required to ensure contracts are in place and to meet the terms and conditions of such funding.

RECOMMENDATIONS

Cabinet is recommended to:

1. Note the potential outturn position based on the first nine months of the financial year.
2. Reinforce the requirement for all directorates currently reporting overspends as identified in this report to take actions to reduce their projected overspends.
3. Approve in principle that the projected surplus of £917,000 be transferred to the Strategic Budget Reserve at the year end subject to the final out-turn position for 2018/19.

SENIOR RESPONSIBLE OFFICER	CHRISTINE SALTER Corporate Director Resources
	15 February 2019

The following appendices are attached:

- Appendix 1 – Revenue position
- Appendix 2 (a) – Budget Savings position – 2018/19 Savings
- Appendix 2 (b) – Budget Savings position – 2017/18 Savings
- Appendix 3 – Capital Programme

Mae'r dudalen hon yn wag yn fwriadol

REVENUE 2018/2019

	CASH LIMIT BUDGETS			PROJECTED OUTTURN			VARIANCES		
	Gross Controllable Budget £000's	Income £000's	Net Expenditure £000's	Gross Controllable Spend £000's	Income £000's	Net Expenditure £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's
Service Area									
Corporate Mgt	25,176	(101)	25,075	25,690	(126)	25,564	514	(25)	489
Economic Development	46,985	(40,761)	6,224	49,635	(43,365)	6,270	2,650	(2,604)	46
Education & Lifelong Learning	311,525	(56,359)	255,166	313,230	(57,296)	255,934	1,705	(937)	768
People & Communities									
- Communities & Housing	237,022	(192,878)	44,144	236,571	(192,936)	43,635	(451)	(58)	(509)
- Social Services	193,104	(26,132)	166,972	197,971	(27,769)	170,202	4,867	(1,637)	3,230
Planning, Transport & Environment	101,808	(57,642)	44,166	106,552	(61,337)	45,215	4,744	(3,695)	1,049
Resources									
- Governance & Legal Services	6,475	(1,101)	5,374	7,262	(1,716)	5,546	787	(615)	172
- Resources	39,818	(19,460)	20,358	40,702	(20,710)	19,992	884	(1,250)	(366)
Capital Financing	39,956	(4,720)	35,236	39,818	(4,862)	34,956	(138)	(142)	(280)
General Contingency	3,000	0	3,000	0	0	0	(3,000)	0	(3,000)
Transitional Grant Relief	1,100	0	1,100	0	0	0	(1,100)	0	(1,100)
Summary Revenue Account	2,676	(928)	1,748	6,087	(3,422)	2,665	3,411	(2,494)	917
Discretionary Rate Relief	350	0	350	400	0	400	50	0	50
Total	1,008,995	(400,082)	608,913	1,023,918	(413,539)	610,379	14,923	(13,457)	1,466
Council Tax Collection	0	0	0	0	(635)	(635)	0	(635)	(635)
NDR refunds on Council properties	0	0	0	0	(831)	(831)	0	(831)	(831)
Total	1,008,995	(400,082)	608,913	1,023,918	(415,005)	608,913	14,923	(14,923)	0

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UNACHIEVED DIRECTORATE SAVINGS 2018/19

APPENDIX 2(a)

REF	Directorate 2018/19	Directorate Savings 2018/19	Total Saving (£'000)	Savings already achieved £'000	Projected saving 2018/19 £'000	Projected shortfall 2018/19 £'000	Comments
1	Corporate Management	Reduction in the amount available to support events and market the city Reducing the amount available to support events, market the city and take advantage of opportunities presenting themselves during 2018/19.	210	210	210	0	This saving has been achieved in full, based on existing commitments.
2	Corporate Management	External Audit and ex-employee pension contributions Reduction in spend on the audit of the Council as well as a reduction in contributions to pension funds in relation to ex-employees	31	31	31	0	This saving has been achieved in full.
3	Corporate Management	Efficiency Savings in Corporate Management Review of spend on supplies and services	10	4	10	0	This saving is anticipated to be achievable in full.
4	Corporate Management	Council Wide Efficiencies In line with the Council's digital strategy, this saving will be achieved through delivering business efficiencies through third party spend, changing processes, technology and staff resources. This will put the use of digital forms of communication and service delivery at the heart of how the Council operates and interacts with the people it serves.	606	0	150	456	Savings of £150,000 are currently projected to be achieved through a combination of service reviews and other initiatives, with efforts continuing to identify further savings opportunities as the year progresses.
5	Corporate Management	Efficiencies Procure to Pay Process review which will deliver resource efficiencies across the Council	20	0	20	0	It is anticipated that this savings target will be achieved in full.
Corporate Management Total			877	245	421	456	
6	Economic Development	Increase in Income - Strategic Estates Increase income from the investment portfolio and operational estate.	253	70	204	49	This target is anticipated to be partly achieved following a detailed review of rental income. Additional income is anticipated to be received through rent reviews, new lettings, lease regears, acquisitions and one-off licence income generated by the directorate. Rental income projections are closely monitored with the directorate and any changes to this position will be reported throughout the remainder of the year.
7	Economic Development	Pest Control - Expanding market share Exploring opportunities for expanding the Council's market share through exploring opportunities for working with the private sector and other public bodies.	40	20	33	7	A £7,000 shortfall is anticipated against this additional income budget.
8	Economic Development	Improved charging and income generation for Security Services The saving will be delivered through a combination of income growth and the implementation of efficiency measures across Council buildings.	50	30	50	0	This saving will be achieved through the removal of the Mobile Security team, transferring the work to the ARC, and through a revision of the charging mechanism.
9	Economic Development	Income generation from Building Cleaning services To be delivered through a new marketing and service delivery plan.	105	50	89	16	A £16,000 shortfall is now anticipated against the additional income target for Building Cleaning.
10	Economic Development	Leisure Services - Cardiff International White Water Generate additional income through an increase in prices.	9	9	9	0	This saving has been achieved in full.

REF	Directorate 2018/19	Directorate Savings 2018/19	Total Saving (£'000)	Savings already achieved £'000	Projected saving 2018/19 £'000	Projected shortfall 2018/19 £'000	Comments
11	Economic Development	St. David's Hall Review of Costs, Income and Service Delivery	150	0	150	0	The experience in previous years, whereby the Arts Venues have been able to achieve significant performance profits and other managed underspends, suggests this savings target is feasible. The position will be closely monitored and updated with the budget holders as the year progresses and there is more certainty about year end outcomes.
12	Economic Development	New Theatre Review of Costs, Income and Service Delivery	150	0	150	0	The experience in previous years, whereby the Arts Venues have been able to achieve significant performance profits and other managed underspends, suggests this savings target is feasible. The position will be closely monitored and updated with the budget holders as the year progresses and there is more certainty about year end outcomes.
13	Economic Development	Cardiff Castle Review of Costs, Income and Service Delivery	238	0	238	0	Indications from service area managers are that, although the proposed restructure is still in its infancy, savings in employee, overtime and agency costs, along with additional income generated through site hire fees and other initiatives, and improved performance at the cafe and banquets, will enable the Castle to achieve the savings target for 2018/19. The additional income generated via admissions and hires is anticipated to offset any shortfalls that may occur in the cafe and banquet functions. The position will be monitored closely and updated with the budget holders.
14	Economic Development	Reduced service in Tourism Deletion of two vacant posts in Tourism	47	47	47	0	The restructure has been agreed and the deletion of two posts means this savings target has been achieved in full.
15	Economic Development	Building Services - Efficiency Improvements To be delivered through new operational plan to improve scheduling and efficiencies in the supply chain	175	0	175	0	It is currently projected that this saving will be achieved through increasing income. However, as a result of the need to reduce revenue spend on building maintenance there is a risk of a shortfall against this budget.
16	Economic Development	Play Services Implementation of the agreed model for Children's Play.	115	47	90	25	The employee element of this savings target has been achieved through voluntary severance and flexible early retirement within the service. The external spend target relates to savings against Facilities Management budgets in line with the proposed transfer of buildings. However, some transfers have been delayed and others are yet to transfer over, meaning that this saving is not achievable in full.
17	Economic Development	Parks A package of proposals that will see reduced management costs across the Parks & Sport service, generation of additional income and a reduction in the costs of external contracts by bringing this work back in-house.	141	25	112	29	Savings in relation to a part year staffing restructure are considered to be partly achieved this financial year due to delays to the tier 4 restructure within Parks. Additional income and other efficiencies are achievable but will need to be closely monitored during the year.
18	Economic Development	Efficiencies In line with the Council's digital strategy, this saving will be achieved through delivering business efficiencies through third party spend, changing processes, technology and staff resources.	40	40	40	0	This saving has been achieved in full.
19	Economic Development	Removal of International Pool subsidy Expectation that the international pool will operate without Council subsidy under new arrangements from 2018/19	973	973	973	0	Following the negotiation of a revised contract with Parkwood, no further subsidies are payable from the Council and the saving has been achieved in full.
Economic Development Total			2,486	1,311	2,360	126	

REF	Directorate 2018/19	Directorate Savings 2018/19	Total Saving (£'000)	Savings already achieved £'000	Projected saving 2018/19 £'000	Projected shortfall 2018/19 £'000	Comments
20	Education & Lifelong Learning	Increased income within Education Traded Services This saving will be achieved through an increase of 10p in the price of a school meal from April 2018, in addition to a review of pricing across other traded services.	110	83	110	0	This target has been allocated across traded services and it is currently anticipated that it will be achieved in full, largely via additional catering income.
21	Education & Lifelong Learning	Delegation of Pupil Referral Unit (PRU) provision Full year effect of decision made in 2017/18 to delegate the responsibility for the PRU provision to a secondary school.	365	365	365	0	The delegation of the PRU took effect from 1st September 2017. This saving represents the full year effect and, therefore, this has been achieved in full.
22	Education & Lifelong Learning	Education Directorate - Central staffing and management costs This is to be achieved through a reduction of staffing following a reorganisation/rationalisation of the staffing structures within the Education Directorate - taking into account all opportunities to offset costs through additional income or use of grants.	200	0	0	200	A staffing restructure is in the process of being implemented. However, this will not take effect until early 2019/20 and, therefore, the saving will not be achieved during this financial year.
23	Education & Lifelong Learning	Delegation of responsibility for licences associated with school provision This saving would be achieved by delegating the responsibility for paying for licences, including performance and copyright licences, to schools.	250	250	250	0	The delegation of licence costs took effect from 1st September 2017. This saving represents the full year effect and, therefore, this has been achieved in full.
24	Education & Lifelong Learning	Efficiencies This saving will be achieved through a reduction in the annual costs of software packages used for schools finance and to facilitate online training of schools based staff.	80	80	80	0	A review of software package costs has not resulted in the savings anticipated, however it has been possible to offset this against savings in relation to other ICT budgets.
25	Education & Lifelong Learning	Reduction in central commitment for Commissioned Early Years Places Reduction in spend on nursery places in external private nurseries made possible by increased numbers of available places in maintained nursery classes in primary schools.	200	150	200	0	The final 2017/18 position reflected a significant underspend and, therefore, it is anticipated that this target will be achieved in full, although close monitoring will be required throughout the remainder of the year, in case demand increases.
26	Education & Lifelong Learning	Reduction in annual contribution to Central South Education Consortium (CSC) & Education Improvement Grant (EIG) matchfunding A reduction to the annual contribution made towards the core budget of the CSC and a reduction in the Council's requirement to match fund the EIG in line with reductions to the overall level of grant funding provided by Welsh Government.	73	20	20	53	The 2018/19 contribution to the Central South Consortium has been confirmed and reflects a lower reduction than anticipated, meaning that this saving has only been partly achieved.
Education & Lifelong Learning Total			1,278	948	1,025	253	
27	People & Communities - Communities & Housing	Disabled Facilities Grant (DFG) fee income and additional selling of services Fee income based on the assumption that capital will remain unchanged for 2018/19. It is proposed to charge for low level equipment provided through the Joint Equipment Service, and for Council services for clients who do not qualify for a DFG. This service has not been provided previously.	105	0	105	0	Current income levels indicate that this saving is on target to be achieved in full and progress will be updated throughout the year.
28	People & Communities - Communities & Housing	Phased removal of Council subsidy to deliver Adult Community Learning Third and final year of the phased reduction of Council funding to support the Adult Community Learning Leisure Programme - the service will then become fully self-funding.	17	0	17	0	The budget has been reduced accordingly and the saving is expected to be achieved in full this year.

REF	Directorate 2018/19	Directorate Savings 2018/19	Total Saving (£'000)	Savings already achieved £'000	Projected saving 2018/19 £'000	Projected shortfall 2018/19 £'000	Comments
29	People & Communities - Communities & Housing	New approach to Employability Services A Cabinet report in November 2017 agreed a new approach to Employability Services, including better alignment of existing grant funding and increased income from sale of training which would offset existing management costs, thereby releasing savings.	50	50	50	0	This saving has been achieved in full through the receipt of additional grant funding.
30	People & Communities - Communities & Housing	Supporting People Grant Realignment Better alignment of Supporting People Grant funding to offset the work undertaken by the Housing Officer at Adams Court.	14	14	14	0	This saving has been achieved in full.
31	People & Communities - Communities & Housing	Assessment and Support Realignment Realignment of budget within Assessment and Support to reflect the additional Housing Revenue Account (HRA) work now carried out by the Systems and Support Team.	26	26	26	0	Associated budgets have been realigned and this saving has been achieved in full.
32	People & Communities - Communities & Housing	Appeals and Complaints Team service integration The Appeals & Complaints section now covers the whole of Communities & Housing. As such it is proposed to recharge services provided to the HRA.	103	103	103	0	Associated budgets have been realigned and this saving has been achieved in full.
33	People & Communities - Communities & Housing	Deletion of two vacant Benefit Officer posts Reflects the increased productivity with the Housing Benefit Team.	60	60	60	0	Related posts have been deleted and this saving has been achieved in full.
34	People & Communities - Communities & Housing	Prevention Services - Deletion of Community Care Aid Worker Following a change in objectives in this team, it has been possible to delete a vacant post.	23	23	23	0	Related posts have been deleted and this saving has been achieved in full.
35	People & Communities - Communities & Housing	Neighbourhood Regeneration - Service Integration Realignment of budgets to reflect an increase in work undertaken within the HRA.	11	11	11	0	Associated budgets have been realigned and this budget has been achieved in full.
36	People & Communities - Communities & Housing	New approach to building resilient communities Better align legacy grant funding to Neighbourhood Partnerships Locality Planning and Community Engagement budgets in order to release savings.	80	80	80	0	This saving was realised as part of a restructure that was finalised in late Autumn.
37	People & Communities - Communities & Housing	Efficiencies Directorate wide efficiency savings from digital initiatives	71	0	0	71	Whilst this saving will not be achieved, it will be mitigated in full by underspends across the directorate.
38	People & Communities - Communities & Housing	Benefits - Efficiency savings from the introduction of the new housing online form	9	9	9	0	This saving has been fully achieved.

REF	Directorate 2018/19	Directorate Savings 2018/19	Total Saving (£'000)	Savings already achieved £'000	Projected saving 2018/19 £'000	Projected shortfall 2018/19 £'000	Comments
39	People & Communities - Communities & Housing	Reduction in Libraries Book Fund Reduction in book fund budget in line with the current and previous years' spend. Spend will continue to be focused on key demographic groups such as Children, Welsh, Community Languages and Basic Skills.	50	50	50	0	Associated budgets have been reduced and this budget has been achieved in full.
40	People & Communities - Communities & Housing	Citizen Advice Bureau (CAB) Contract - Agreed reduction This saving reflects the second year of a three year phased reduction in the cost of the Advice Services Contract.	30	30	30	0	Associated budgets have been reduced and this budget has been achieved in full.
41	People & Communities - Communities & Housing	Removal of the Neighbourhood Partnership Fund Saving will be achieved through the removal of the Neighbourhood Partnership City Wide fund.	40	40	40	0	Associated budgets have been reduced and this budget has been achieved in full.
People & Communities - Housing & Communities Total			689	496	618	71	
42	People & Communities - Social Services	Increase service user charges in line with Welsh Government (WG) policy In January 2017 WG expressed an intention to gradually increase the maximum weekly charge a Council could levy for non-residential care, from £60 per week in 2017 to £100 per week in 2021. As this policy is designed to ensure consistency across Welsh Local Authorities, it is proposed that the Council increases its maximum weekly charge to £80 per week in 2018/19 to mirror this policy. This will increase the level of income the Council receives in service user contributions.	350	140	280	70	An increase in income has been achieved as a result of the increase in the maximum weekly charge that the Council can levy for domiciliary care. The estimated saving (£280k) reflects the current projection for increased income in 2018/19. The charge applied is subject to means testing and this potentially limits the level of additional income that can be generated.
43	People & Communities - Social Services	Expand the use of technology when commissioning care Under this proposal, the department will explore how technology (specialist and mainstream) can be used to complement current methods of commissioning care. This consists of a number of different approaches that include: - Movement sensors to replace the need for care workers visiting service users to check they are well - Mainstream smart devices to give reminders and prompts to people, which are currently provided by care staff at a cost to the Council. This proposal is in its early stages, though the department has already begun to work with a Supported Living provider to pilot this technology and this approach.	120	0	0	120	Pilot schemes, using assisted technology, are in operation, notably in learning disability supported living. Although the schemes are enhancing the service provided, it is considered unlikely that they will lead to a direct saving in 2018/19.
44	People & Communities - Social Services	Better use of funding for new care home placements The Council is changing the way it funds new care home placements to ensure the right type and level of care home services are available for people that need them, now and in the future. These changes seek to ensure that the Council funds care home places in a way that; reflects the type and quality of service, is equitable across all homes and service users and supports the quality and sustainability of these services.	450	0	450	0	Initial projections suggest that the average cost of a nursing bed is still rising, albeit at a slower rate than in previous years. It is anticipated, however, that as part of the annual fee uplift process, the level of increase applied to high cost placements will be limited in 2018/19, thereby reducing overall costs. The position is still subject to review, however it is assumed at this stage that a saving equivalent to the target will be achieved as part of the fee setting process.

REF	Directorate 2018/19	Directorate Savings 2018/19	Total Saving (£'000)	Savings already achieved £'000	Projected saving 2018/19 £'000	Projected shortfall 2018/19 £'000	Comments
45	People & Communities - Social Services	Reduce the number of new care home placements The Council will increase the type and level of services available to help people fulfil their wish to remain living in their own home, as opposed to moving into a care home. The aim is to reduce the number of people living in a care home.	300	0	0	300	Activity data indicates an increase in care home placements in 2018/19. Although the increase in the capital limit that can be taken into account in care assessments will have had an impact on numbers, the increase in residential placements, in particular, is in excess of this. No saving is therefore shown at this stage, however the position will continue to be reviewed in the remainder of the year.
46	People & Communities - Social Services	Review Continuing Health Care (CHC) funding towards the cost of care packages Review, with health partners, relative contributions towards the cost of care packages to continue to ensure compliance with CHC guidance on how an individual's (children and adult) needs are most appropriately met and funded.	410	100	310	100	As in previous years, there is an ongoing review to identify care packages that could attract funding contributions from the UHB or other authorities. One high cost placement has transferred to a neighbouring authority and a number of other cases are being prepared for presentation. Savings to date have, however, been lower than previous years and thus a reduced saving is projected.
47	People & Communities - Social Services		410	100	205	205	A significant saving was achieved in Children Services in 2017/18, due to increased CHC (Health) funding being agreed for a particular package. Funding for this has been further challenged in 2018/19 leading to a significant saving. The process of review is continuing, however, it is considered that there will be a shortfall in the saving in 2018/19.
48	People & Communities - Social Services	Reduce the number of children placed in care settings outside of Cardiff Continue the efforts to ensure appropriate support is available to minimise the number of children that move, or continue to live, in fostering or residential placements outside of Cardiff. This is combined with other preventative initiatives aimed at reducing the number of looked after children in external placements.	680	462	680	0	A number of young people have either moved out of residential placements to alternative accommodation or have moved to lower cost packages of residential care. A significant element of the saving so far achieved has been offset against an unachieved saving carried forward from 2017/18. As the process of review is ongoing, it is anticipated that the full saving will be achieved in 2018/19. It should be noted, however, that due to the ongoing increase in new placements, budgets in this area will remain overspent.
49	People & Communities - Social Services	Mainstream awareness raising budgets There are two separate Children's services budgets aimed at making individuals aware of their rights and the services they can access. One of these budgets covers all groups and the Council has worked with different organisations to combine resources to raise awareness in the most effective and efficient way. This means that the second budget has not been used in recent years and is no longer required.	40	40	40	0	Associated budgets have been reduced and this saving has been achieved in full.
50	People & Communities - Social Services	Maximise the impact of the Community Resource Team (CRT) to support more people to become more independent Undertake a review of the joint service (Health and Council Social Care) and deliver improvements that: 1. Makes best use of Council and health resources to provide the right level of support to the right people 2. Helps these people become more independent and less reliant on health and social care services The cost savings will result from the Council purchasing less domiciliary care provision in the future than at present, as a result of these improvements to CRT.	1,200	400	600	600	An analysis of the data so far in 2018/19 shows there has been a reduction in the number of care hours commissioned compared to 2017/18 (c6%, after allowing for anticipated demographic growth). This reduction is not, however, sufficient to generate the savings necessary to achieve the budgeted target, although trends will be monitored in the remainder of the year and savings figures amended accordingly.

REF	Directorate 2018/19	Directorate Savings 2018/19	Total Saving (£'000)	Savings already achieved £'000	Projected saving 2018/19 £'000	Projected shortfall 2018/19 £'000	Comments
51	People & Communities - Social Services	<p>Maximise the impact of social care provision to support more people to become more independent</p> <p>Two types of improvement will be delivered:</p> <p>1. Introduce a 'reablement approach' to the way some domiciliary care services are delivered. This will involve this care being provided to people in a way that best supports them to maintain or improve their level of independence.</p> <p>2. Review how and when social care reviews take place. This will seek to ensure people receive the type and level of care most appropriate to their needs, at that time.</p>	1,200	400	600	600	An analysis of the data so far in 2018/19 shows there has been a reduction in the number of care hours commissioned compared to 2017/18 (c6%, after allowing for anticipated demographic growth). This reduction is not, however, sufficient to generate the savings necessary to achieve the budgeted target, although trends will be monitored in the remainder of the year and savings figures amended accordingly.
People & Communities - Social Services Total			5,160	1,642	3,165	1,995	
52	Planning, Transport & Environment	<p>Improved Charging and Income Generation Projects</p> <p>Generate additional income through the introduction of new fees and charges within Highways licencing along with increases in other fees and charges. Further savings will be found by maximising opportunities for recharging for services and through digital projects such as hybrid printing.</p>	212	158	212	0	Fees & charges were increased, as approved in the budget, supplemented by in-year increases for street numbering and road closures. Hybrid printing is generating savings and digital processing initiatives are being progressed, which should deliver the saving in full.
53	Planning, Transport & Environment	<p>Transportation Policy - Improved Recharging</p> <p>Maximising opportunities for recharging for services.</p>	30	13	30	0	It is anticipated that the saving will be achieved in full.
54	Planning, Transport & Environment	<p>Bereavement Services</p> <p>Generate additional income through a combination of volume and price increases.</p>	50	30	50	0	All new fees and charges are in place. Current projections suggest the target will be achieved, however there is always a risk, as the larger proportion of income is generated in the latter part of the year.
55	Planning, Transport & Environment	<p>Planning Fee Income</p> <p>Maximising additional planning fee income from an anticipated increase in the volume of planning applications.</p>	55	0	0	55	The 'Planning Pipeline' forecast indicates an anticipated shortfall in planning fees against the overall target. Therefore, this saving is unlikely to be achieved.
56	Planning, Transport & Environment	<p>Cardiff Dogs Home</p> <p>Generate additional income through a combination of volume and price increases.</p>	15	15	15	0	Current income levels indicate this increased income target will be achieved.
57	Planning, Transport & Environment	<p>Street Lighting Recharging</p> <p>Maximising opportunities for recharging both design and inspection to Capital and Section 278 budgets, and increasing charges for these services to external companies.</p>	30	12	30	0	The saving is currently on track to be achieved in full.
58	Planning, Transport & Environment	<p>Renewable Energy Generation</p> <p>Income will be derived from a number of renewable energy schemes through incentives related to energy generation (Feed In Tariffs, etc.), the sale of energy to the grid and/or other rental income.</p>	20	0	0	20	It is currently anticipated this saving will not be achieved, particularly as there is an unachieved sum brought forward from 2017/18 and the prolonged summer has had an adverse impact on the income generated at Radyr Weir.
59	Planning, Transport & Environment	<p>School Transport - Phased Increase in cost of Bus Passes</p> <p>Continuation of the phased increase in cost of bus passes to ensure actual costs match the provision.</p>	5	5	5	0	This saving will not be achieved in line with the original proposal as the number of seats available has significantly reduced, following the successful optimisation of routes. The saving will, however, be mitigated by the recovery of Disclosure and Barring Service (DBS) costs.

REF	Directorate 2018/19	Directorate Savings 2018/19	Total Saving (£'000)	Savings already achieved £'000	Projected saving 2018/19 £'000	Projected shortfall 2018/19 £'000	Comments
60	Planning, Transport & Environment	Trade Waste - Expanding Markets Continuing to grow the Council's market share in Cardiff and exploring opportunities of working in partnership. This will generate additional income of £200k with an associated cost of £40k in addition to existing resources.	160	0	0	160	The income target is challenging and at this stage there is a high risk of a shortfall, mainly due to the loss of a major customer. It is possible that increased income could be generated through the skip service and a new commercial focus is also being placed on the commercial site at Bessemer Close. However, both of these initiatives will take time to establish.
61	Planning, Transport & Environment	Twin stream waste/recycling collections and obtaining higher quality end products Additional income and reduced processing costs brought about by a change in the Council's approach to recycling collections.	38	38	38	0	Following a comprehensive review of the budgets this saving has been achieved.
62	Planning, Transport & Environment	Central Transport Services income generation Utilising capacity in the fleet maintenance facility to bring external contracts back in-house and increase external income, supported by the new fleet management system.	60	24	60	0	Additional income has been generated from various sources and is on target to be fully achieved.
63	Planning, Transport & Environment	Regulatory Collaboration Reflects a further year's saving for Cardiff from the creation of a single shared service for Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure.	93	93	93	0	The saving has been agreed with the Shared Regulatory Service and the payment to the organisation reduced.
64	Planning, Transport & Environment	Collaborative working in Passenger Transport Potential for merging passenger transport team with neighbouring authority. Associated efficiencies may allow reductions in spend against contracts.	37	29	37	0	There is no opportunity to leverage this saving from the original proposal and it is, therefore, necessary to mitigate through savings elsewhere. Recharges have been increased to cover the work undertaken by external consultants, although there remains a shortfall. It is hoped that this position could be further mitigated by the on-going re-tendering of routes for ALN children.
65	Planning, Transport & Environment	Waste Services - Local Authority Collaborative Working Seeking new opportunities for income through partnership and cross boundary working - focussing on back office support provision and direct services.	50	50	50	0	This saving cannot be achieved as per the original proposal. However, following a comprehensive review of budgets, it has been possible to write-out the saving within the overall directorate budget.
66	Planning, Transport & Environment	Digitalisation to improve decision making process - continuation City Touch - street lighting Control of lighting levels and faults across the city.	50	38	50	0	The current position suggests the saving will be achieved in full.
67	Planning, Transport & Environment	Digitalisation in Waste Saving to be found through digital projects and business process efficiencies to include hybrid printing and digitalised income recovery.	50	40	50	0	The saving will be delivered by hybrid printing and reduced software licences.
68	Planning, Transport & Environment	Domestic - Round Performance management Use of new technologies to improve collection efficiency and reduce vehicle costs and agency usage.	271	95	95	176	Following a comprehensive review of budgets, it has been possible to show a degree of saving against this proposal. Achievement of the full saving will require changes to routes and this should be delivered through the 'in-cab' system, which is now installed. The financial benefits from operational changes may take longer to deliver and, therefore, a potential shortfall is shown.
69	Planning, Transport & Environment	Treatment & Disposal - Increase in productivity Improving maintenance regimes and work schedules to remove down time and loss of productive time.	20	20	20	0	Following a comprehensive review of budgets, it has been possible to show a full saving against this proposal

REF	Directorate 2018/19	Directorate Savings 2018/19	Total Saving (£'000)	Savings already achieved £'000	Projected saving 2018/19 £'000	Projected shortfall 2018/19 £'000	Comments
70	Planning, Transport & Environment	Domestic Waste Collection - Improve attendance at work Reduce dependency on agency across the recycling and waste service team.	50	0	0	50	Work continues to improve attendance, but progress is challenging. In addition, there is a similar unachieved saving brought forward from 2017/18. Until a clearer position emerges, it is assumed this will not be achieved.
71	Planning, Transport & Environment	Reducing vehicle costs in the Corporate Fleet Reducing damage and insurance claims through better reporting, monitoring and training, supported by new fleet management system and supported driver training.	60	0	0	60	Work continues to improve driver training and existing contract arrangements. There is high degree of risk that this saving will not be achieved. The position will be kept under review and updated as the year progresses.
72	Planning, Transport & Environment	Contract rationalisation & improved business process efficiencies (Electrical and Structure & Tunnels) Reflects a further year's saving following implementation of new contracts and efficiencies.	50	38	50	0	Revised contracts are in place and it is anticipated the saving will be achieved in full.
73	Planning, Transport & Environment	Review the delivery of maintenance work currently undertaken by external companies in areas including Housing & Parks Continuation of work to improve performance in order to enable additional work to be undertaken internally, bringing external contracts back in-house for Infrastructure & Maintenance.	40	27	40	0	The current position indicates the saving will be achieved in full.
74	Planning, Transport & Environment	Street Lighting Conversion to LED Full year effect of the savings generated through replacement of main route lighting with LED to reduce long term energy expenditure.	30	30	30	0	The saving has been achieved.
75	Planning, Transport & Environment	Energy - Change in Energy Billing and Tariff Structures This saving will be generated through changes to the current procurement arrangement, including the introduction of flexible tariffs and improved consumption reporting, that will allow greater control of both costs and usage.	130	30	30	100	A proportion of the saving has been agreed, however further work is needed to evidence the rest of the saving and distribute accordingly across the relevant directorates.
76	Planning, Transport & Environment	Energy Efficiencies Within Council buildings Continue to identify projects through use of the RE:Fit framework for complete building energy retrofit, as well as alternative external funding for individual projects.	30	0	0	30	Further work is needed to evidence the saving and distribute accordingly across the relevant directorates.
77	Planning, Transport & Environment	Energy - Reduction in bills across the estate through improved management and behaviour change (Carbon Reduction Strategy) The approved Carbon Reduction Strategy sets out a series of actions that will manage and reduce the Council's energy consumption. Part of this strategy relates to better management of energy consumption and behaviour change amongst building managers and other staff.	50	50	50	0	This saving has already been achieved through the reduction in the Carbon Reduction Commitment (CRC) payment.
78	Planning, Transport & Environment	School Transport - Additional Learning Needs (ALN) - Review of transport for pupils within 2/3 Miles (Primary/Secondary) Review and challenge transport for statemented pupils who live within 2 miles from primary school and 3 miles from secondary. This will be done on an individual case basis, to take into account of the individual child's needs based on ALN transport policy.	27	20	27	0	It is anticipated this saving will be achieved following the current re-tendering process.

REF	Directorate 2018/19	Directorate Savings 2018/19	Total Saving (£'000)	Savings already achieved £'000	Projected saving 2018/19 £'000	Projected shortfall 2018/19 £'000	Comments
79	Planning, Transport & Environment	School Transport - Additional Learning Needs (ALN) - Route Optimisation and Retendering of Routes/Mergers Reviewing on a case by case basis, working closely with Education and individual schools. Review and challenge current transport provision to ensure it fits the needs of pupils.	50	38	50	0	A detailed review of all routes has been undertaken. Early indications suggest the saving will be achieved.
80	Planning, Transport & Environment	School Transport - Travel Support Allowance Replace taxi/bus provision with an advance payment to parents on a termly basis. Parents would then be responsible for pupils' transport to school.	42	31	42	0	Whilst this initiative has proved successful, payments are now made to parents previously not on the scheme thereby resulting in additional costs. This has had an adverse affect on the saving achievement. However, this position can be mitigated from anticipated savings derived from the re-tendering process and changes to the transportation of ALN children.
81	Planning, Transport & Environment	School Transport - Llanishen High School buses A continuation of the planned, phased reduction in provision of buses to Llanishen High School pupils who were previously in catchment for Llanedeyrn High School (closed). Eligible pupil numbers will continue to decrease with an associated reduction in transport costs, with the phased reduction concluding in 2020/21.	33	26	33	0	The saving is on target to be fully achieved.
Planning, Transport & Environment Total			1,838	950	1,187	651	
82	Resources - Governance & Legal Services	Legal Services Income - Schools SLA Legal Services are provided to schools under a service level agreement, under which income is received for work carried out. This income target reflects the level of work carried out.	40	30	40	0	Additional income from the Schools SLA has historically over achieved against budget. At present this looks to be on target but will not be fully achieved until the end of the year.
83	Resources - Governance & Legal Services	Legal Services Income - Cardiff Capital Region City Deal (CCRCD) Cardiff Council is the accountable body for the CCRCD Regional Cabinet under which ten local authorities are working together on economic regeneration in the region. Legal services are provided to the regional cabinet on an hourly rate basis and this income target reflects the agreed income.	55	36	55	0	In line with 2017/18 income received, it is anticipated that this savings target will be achieved and potentially exceeded.
84	Resources - Governance & Legal Services	Legal Services Income - Capital Receipts Reflects eligible costs in accordance with regulations that can be recovered from the disposal proceeds of assets.	35	35	35	0	This saving has been achieved in full, based on income received to date.
85	Resources - Governance & Legal Services	Increase in Fees and Charges for Legal Services This represents small increases in legal fees where it is possible to charge.	6	5	6	0	Small increases in fees will allow this savings target to be achieved in year if levels of work remain as they were in 2017/18. To date, income levels suggests this will be achievable.
86	Resources - Governance & Legal Services	Reduction of Scrutiny Function This proposal would delete a vacant post and a post filled on a temporary basis. It will reduce the scrutiny support function and result in fewer task and finish groups.	53	53	53	0	This saving has been achieved following the deletion of a vacant post and the removal of the temporary post from August.
87	Resources - Governance & Legal Services	Reduction in Democratic support budget A reduction in the staffing budget for committee services which reflects the current monitoring position in relation to clerking for internal meetings.	20	15	20	0	Based on employee expenditure to date, this target remains achievable.
88	Resources - Governance & Legal Services	Efficiencies in Democratic and Member Services This saving reflects a reduction in a number of smaller budgets within the directorate in line with the current monitoring position.	20	15	20	0	Expenditure to date indicates this saving should be achieved in year.

REF	Directorate 2018/19	Directorate Savings 2018/19	Total Saving (£'000)	Savings already achieved £'000	Projected saving 2018/19 £'000	Projected shortfall 2018/19 £'000	Comments
89	Resources - Governance & Legal Services	Efficiencies Saving includes increased income from work undertaken for CCRC and neighbouring authorities, in addition to reductions in budgets for internet and translation charges	40	30	40	0	Indications are that this saving will be achieved in full.
90	Resources - Governance & Legal Services	Reduction in External Legal Fees Planned reduction in external legal fees due to increased capacity requiring less outsourcing of work.	83	0	0	83	Due to increased complex cases and in-house vacancies, it is not anticipated that this saving, or the unachieved saving from 2017/18, will be achieved.
Resources - Governance & Legal Services Total			352	219	269	83	
91	Resources	Income from Hosting of South East Wales Schools Capital and Public Buildings (SEWSCAP) and South East Wales Highways Frameworks Cardiff has taken on the hosting and management of these arrangements on the understanding that staff time would be offset against the income generated by the levy applied to the framework. A Cabinet report requesting permission to take over the hosting and management was approved in July 2017.	40	40	40	0	This saving has been fully achieved.
92	Resources	Atebion Solutions Additional Income Atebion Solutions is a trading company wholly owned by the Council which trades commercial and procurement services to other public sector organisations. The model that has been developed is based on reducing the fixed costs of the Strategic Procurement Team through the charging of full costed staff time to the company. Due to the success of the company to date, the annual income target for the Council will be stretched by £20k.	20	0	20	0	This saving is anticipated to be fully achieved.
93	Resources	Cardiff Academy - Income Generation Ongoing plan to develop and provide cost effective training both within the council and to external public sector bodies including Health & Safety training.	53	10	53	0	This saving is anticipated to be fully achieved, although income will have to be monitored throughout the remainder of the year, as the achievability will depend on the success of online marketing.
94	Resources	Recovery of staff costs & income generation Maximising opportunities for recharging for Capital Ambition Delivery Team staff costs from supported projects and exploring new income opportunities with external partners/organisations.	109	6	109	0	This saving is anticipated to be fully achieved.
95	Resources	Expansion of Meals on Wheels A plan is already being progressed to increase service users up to full capacity, making best use of existing resources (staff and vehicles). This would allow the service to fully fund itself and remove the existing £100k subsidy.	100	50	100	0	The service area are confident that this saving will be achieved in full. The supporting business case suggested that the service would be 'self funding' and current performance is in line with this aim.
96	Resources	Exchequer and Development Service efficiencies / remodelling Building on efficiencies already delivered, further work processes will be reviewed thus allowing the cost of the team to be reduced through improved processes and optimising the use of existing resources to ensure there is no spare capacity.	140	103	140	0	A significant part of this saving target is already achieved through the deletion of four vacant posts. It is anticipated that a reduction in spend and income from central support recharges will achieve the remainder of the savings target
97	Resources	Accountancy – Review of staff resource Savings will be achieved through a review of the staffing structure and an increase in the vacancy provision to reflect on-going levels of staff turnover and management of vacancies.	100	50	100	0	A proportion of this savings target is already achieved through the deletion of one Grade 5 post. The vacancy provision element is anticipated to be achieved based on current vacancies. The increase in income targets is also expected to be fully achieved.

REF	Directorate 2018/19	Directorate Savings 2018/19	Total Saving (£'000)	Savings already achieved £'000	Projected saving 2018/19 £'000	Projected shortfall 2018/19 £'000	Comments
98	Resources	Revenues Section - Savings derived from improved processes Work will be undertaken to further improve processes without impacting the collection rate of Council Tax	70	45	70	0	It is anticipated, at this stage, that this savings target is fully achievable through voluntary severance, flexible retirement and sabbatical leave within the Revenues section, coupled with an increase in income from parking fines.
99	Resources	Internal Audit - Review of Staff Resource Further refocusing of priorities within the Internal Audit team allowing a reduction of one post.	36	36	36	0	This saving has been fully achieved.
100	Resources	Information Governance Business Efficiencies Based on current workload, it is possible to reduce the team by 0.6 FTE without adverse impact on service delivery.	19	19	19	0	This saving has been fully achieved following the deletion of one 0.6 fte post.
101	Resources	Human Resources Business Efficiencies Savings relate to the permanent deletion of two posts that undertake transactional duties. The posts are currently vacant and residual resources have been realigned to avoid adverse impact on service delivery.	52	52	52	0	This saving has been fully achieved.
102	Resources	HR IT System Move the Council's HR IT system on to the Council's private cloud platform	11	11	11	0	This saving has been fully achieved.
103	Resources	Savings from reduction in Support Cost for HR IT systems Savings arising from planned reduction in support cost for HR IT systems. The costs associated with this were previously funded by post reductions in Human Resources as required in the original business case model.	178	178	178	0	This saving has been fully achieved.
104	Resources	ICT Staffing Budget Reduction of posts in ICT. Residual resources will be realigned to avoid adverse impact on service delivery.	152	152	152	0	This saving has been fully achieved following the deletion of four posts within ICT.
105	Resources	Cessation of "In Cardiff" Newspaper The Council's communications strategy clearly puts the use of digital forms of communication - especially social media - at the heart of how the Council interacts with the people it serves. Within this context, the saving will be delivered by discontinuing the design and publication of In Cardiff.	37	37	37	0	This saving has been achieved in full following the cessation, during the last financial year, of the In Cardiff production.
106	Resources	Consolidation of Corporate Policy Capacity The combination of two related functions within the Council's corporate centre will enable the deletion of a post that is currently vacant.	35	35	35	0	This saving has been achieved in full following the deletion of the related vacant post.
107	Resources	Policy & Partnerships - Reduction in Operational Costs Reduction in operational costs in line with historic reduction of service size.	25	19	25	0	It is anticipated that this savings target will be achieved in full.
108	Resources	Corporate Performance Team Staffing The deletion of a vacant senior post within the Council's Corporate Performance Team (£55k) plus other staffing efficiencies.	63	55	63	0	The target has largely been achieved following the deletion of a vacant post and it is considered that the full target is achievable.
109	Resources	Efficiencies To include a Procure to Pay process review and reductions in budgets for printing & stationery and transport, in addition to a further review of staffing resources.	80	80	80	0	This saving has been fully achieved across a number of divisions within the directorate.
110	Resources	External ICT Spend Reduction in ICT spend through a further review of ICT funded licences and support contracts.	206	206	206	0	This has been achieved in full following a review of licences and contracts.

REF	Directorate 2018/19	Directorate Savings 2018/19	Total Saving (£'000)	Savings already achieved £'000	Projected saving 2018/19 £'000	Projected shortfall 2018/19 £'000	Comments
111	Resources	Bilingual Cardiff Additional Income This saving will be achieved through realising the benefits of collaborative working.	90	0	48	42	The current position assumes a shortfall in income, with use of earmarked reserves offsetting this. Additional income streams continue to be investigated.
	Resources Total		1,616	1,184	1,574	42	
COUNCIL TOTAL			14,296	6,995	10,619	3,677	

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REF	Directorate 2018/19	Directorate Savings 2017/18	Total Saving (£'000)	Saving achieved in 2017/18 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2018/19 (£'000)	Projected savings in 2018/19 (£'000)	Projected shortfall 2018/19 (£'000)	Comments
1	Economic Development	Commercialisation - improved charging and income generation for Security Services. This will be delivered through improved security services and income via internal and external bodies.	44	0	44	44	44	0	This saving has been achieved through the removal of the Mobile Security Team, transferring the work to the ARC, and through a revision of the charging mechanism.
2	Economic Development	Increase in Rental Income - Strategic Estates	90	0	90	90	90	0	This saving has been achieved in full through a combination of rent reviews, lease regears and new lettings.
Economic Development Total			134	0	134	134	134	0	
3	Education and Lifelong Learning	Central Staffing Costs Saving to be achieved through a reduction of staffing following a reorganisation/rationalisation of the staffing structures within the Directorate - taking into account all opportunities to offset costs through additional income or use of grants. Staffing reductions will be effective from September 2017, with full year effect from April 2018.	175	105	70	0	0	70	A staffing restructure is in the process of being implemented. However, this will not take effect until early 2019/20 and, therefore, the saving will not be achieved during this financial year.
Education and Lifelong Learning Total			175	105	70	0	0	70	
Tudalen 183	People & Communities - Housing & Communities	Commercialisation Initial income target in relation to additional income opportunities within the Directorate, including - commercial sponsorships and partnerships - utilising the assets within the Directorate more commercially - sale of current services to realise additional income	46	0	46	0	0	46	There are currently no detailed plans for achievement of this savings target, but it is assumed that it will be mitigated, as in the previous financial year, by other managed underspends within the directorate.
	People & Communities - Housing & Communities	New Approach to Locality and Neighbourhood Service Delivery At present the Council provides funding for a team of Neighbourhood Partnership Officers, and a separate fund for small scale projects led by community groups. This has enabled the Council and its partners to work more effectively together. The next step is to integrate services from the point of view of the citizen, so that main budgets are used in a fully joined up way. To achieve this, existing neighbourhood partnership arrangements will be changed to better consult local communities by identifying their priorities and utilise existing local networks which include Neighbourhood Police Teams, Community Hubs, community organisations and Tenant/Residents Groups. This proposal will create Locality Planning and Delivery Officers to better use council and partners time delivering targeted projects.	150	105	45	45	45	0	This saving has been achieved as part of the recent Community & Wellbeing restructure.
6	People & Communities - Housing & Communities	Llanover Hall - Sub lease To ensure the long term sustainability of Llanover Hall as a community arts venue and to better utilise the building, the Council wishes to enter into a partnership sub-lease with a partner. The intention is to find a partner that would co-locate and allow the Learning for Life offering to continue in the building; it is hoped that this would also have a positive effect on uptake of Learning for Life courses in Llanover Hall.	55	0	55	0	55	0	The original plan for a sub-lease of Llanover Hall is no longer viable. This target is now expected to be achieved through an alternative review of the service and income generation. Current income levels indicate that this should be achievable.
People & Communities - Housing & Communities Total			251	105	146	45	100	46	

REF	Directorate 2018/19	Directorate Savings 2017/18	Total Saving (£'000)	Saving achieved in 2017/18 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2018/19 (£'000)	Projected savings in 2018/19 (£'000)	Projected shortfall 2018/19 (£'000)	Comments
7	People & Communities - Social Services	Locality based service delivery Mapping on a pilot basis in the current financial year, would appear to indicate opportunities for improved service delivery and reduced costs through service redesign on a locality focused basis. This would include consideration of accommodation models, commissioned services and community opportunities. It is likely however that significant work will be required to implement a revised commissioning model for care services, with a roll out likely to take place over a number of financial years.	250	0	250	0	0	250	A pilot scheme was initially implemented, however outcomes were not as originally anticipated. No specific savings are currently identifiable, however the transformation proposals approved by Welsh Government provide an opportunity to progress locality working in an integrated way with health and wellbeing services.
8	People & Communities - Social Services	Adolescent Resource Centre (ARC) Second year impact of saving proposed for 2016/17. Saving predicated on step downs to lower cost forms of care, shorter stays, quicker return to families, reduced numbers entering care following referral and change in age profile of those in care.	400	256	144	96	144	0	The shortfall carried forward reflected the delayed implementation of the ARC service. This became fully operational during 2017/18 and it is anticipated a full saving will be achieved in 2018/19. This is, however, a preventative service and the saving achieved will therefore be cost avoiding rather than cashable.
Tudalen 184	People & Communities - Social Services	Safer Families Initiative Second year impact of 2016/17 savings proposal - utilise and encourage volunteering in the community to provide a mentoring service aimed at reducing Looked After Children admissions. Based on pilots in other authorities, it is anticipated that the scheme will reduce the numbers of children coming into the care system.	240	25	215	143	215	0	Existing early help initiatives such as rapid response have contributed to a saving in the current year. In addition, Cabinet has now approved a new approach to early help and support which will be operational from April 2019.
	People & Communities - Social Services	Reduction in the Number of Children Placed in Out Of Area Placements Second year impact of 2016/17 savings proposal. Aim to move children who are currently in residential care into alternative care settings, including enhanced fostering. Combine with other preventative initiatives aimed at reducing the number of looked after children in external placements.	1,331	917	414	414	414	0	A number of young people have either moved out of residential placements to alternative accommodation or have moved to lower cost packages of care. The carried forward saving has therefore been achieved. The overall number of looked after children has continued to increase, and the number of children in residential placements has increased in 2018/19. This area as a consequence shows a significant overspend.
11	People & Communities - Social Services	Review Emergency Accommodation Service for Learning Disability Service Users Review the service and consider remodelling the social care crisis service to merge with the reprovision of the respite service.	290	190	100	100	100	0	A significant element of the original saving was written out as part of the 2018/19 budget, as demand for this form of provision has continued. A rationalisation of supported living schemes has provided alternative savings in 2018/19.
12	People & Communities - Social Services	Retender Mental Health (MH) Supported Living Service Review the specification and retender existing service in order to improve efficiencies and value for money.	150	86	64	64	64	0	Although proposals to re-tender this service are still being developed, ongoing reviews of care packages across mental health have provided significant savings on commissioning budgets, sufficient to offset the target.
13	People & Communities - Social Services	Recommission of Children's Respite/Short breaks service Recommission the current contract for respite care/short breaks at Ty Storrie. New provision to reflect reduced demand for occupancy.	50	0	50	0	0	50	Proposals for the re-commissioning of this service were discontinued due to wider issues associated with the existing provision. The current proposal involves bringing the current external service in-house. It is not considered at this stage that any significant saving will be achieved.
14	People & Communities - Social Services	Joint commissioning of residential and nursing home beds with Health to create efficiencies Joint commissioning with Health to create efficiencies through a new procurement model.	130	0	130	0	0	130	Although joint procurement is being considered as part of the general process of integration involving the UHB and Vale Council, no firm proposals in relation to joint commissioning are currently in place.
People & Communities - Social Services Total			2,841	1,474	1,367	817	937	430	

REF	Directorate 2018/19	Directorate Savings 2017/18	Total Saving (£'000)	Saving achieved in 2017/18 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2018/19 (£'000)	Projected savings in 2018/19 (£'000)	Projected shortfall 2018/19 (£'000)	Comments
15	Planning, Transport & Environment	Commercialisation - improved charging and income generation projects Increased fees and charges across city operations and improved collaboration with the directorate's advertising partner.	162	92	70	60	70	0	The saving has been achieved through the introduction of hybrid printing across the directorate. It is anticipated that the remaining £10,000 will be realised during the remainder of the year.
16	Planning, Transport & Environment	School Transport - Replace Taxis/Buses with Bus Passes (Cardiff IFF cards) for Pupil Referral Units - Phased Approach Pilot scheme to run at Greenhill School initially and if successful transfer to other PRU areas.	48	0	48	29	48	0	The pressure to maintain this service at previous levels means that this saving is not achievable, as originally intended. However, it is anticipated that this shortfall can be mitigated by an increased level of saving across Schools Transport following the detailed review being undertaken and the planned retendering of routes.
17	Planning, Transport & Environment	Introduce Travel Support Allowance - Pilot Scheme Replace taxi/bus provision with an advanced payment to parents. Parents would then be responsible for pupils' transport to school. This will be provided on a termly basis.	100	43	57	0	57	0	Whilst this initiative has proved successful, payments are now made to parents previously not on the scheme, thereby resulting in additional costs. This has had an adverse affect on the saving achievement. It is anticipating that this shortfall can be mitigated by an increased level of saving across Schools Transport following the detailed review being undertaken and the planned retendering of routes.
18	Planning, Transport & Environment	Domestic - Round Performance Management Includes the introduction of new 'in cab' technologies to remove errors, wasted journey time and improve efficiencies. Further round balancing to improve efficiencies in resources and vehicle configurations.	170	0	170	170	170	0	The saving has now been achieved in full following a comprehensive review of the staff resources budgets.
19	Planning, Transport & Environment	Domestic Waste Collection - Improve Attendance at Work Reduce dependency on agency across the recycling and waste service team.	50	0	50	0	0	50	Work continues to improve attendance, but progress is challenging. The position will be reviewed and updated during the remainder of the year.
20	Planning, Transport & Environment	Reducing Vehicle Costs in Commercial Services Fleet Reducing damage and insurance claims through better reporting, monitoring and training, supported by new fleet management system and supported driver training.	66	0	66	0	0	66	There was a delay to the introduction of the 'in cab' technology and therefore this saving was not achieved in 2017/18. Work continues to improve driver training and existing contract arrangements. There is a high degree of risk that this saving will not be achieved. The position will be kept under review and updated as the year progresses.
21	Planning, Transport & Environment	Central Transport Services income generation Utilising capacity in the fleet maintenance facility to insource work and increase external income, supported by new fleet management system.	75	0	75	56	75	0	Additional income has been generated from various streams and is on target to be fully achieved.
Planning, Transport & Environment Total			671	135	536	315	420	116	
22	Resources - Governance & Legal Services	Centralisation of External Legal Spend Achieve efficiency savings by centralising external legal spend from across the Council	55	0	55	0	0	55	External legal costs on childrens' cases remain high, with an increase in the number and complexity of cases being supported. Together with the time taken to recruit to vacant posts, it means this saving is unlikely to be achieved.
Resources - Governance & Legal Services Total			55	0	55	0	0	55	
23	Resources	Automation of forms, E billing and transactional website To generate channel shift from telephone in respect of Council tax and Non Domestic Rates (NDR) recovery.	154	118	36	0	36	0	This saving is anticipated to be fully achieved.
24	Resources	Reduction in external telephony spend Reduction in spend on telephony licences, network maintenance, and telephony support and maintenance. Replacement of Integrated Services Digital Network (ISDN) telephony with Internet Protocol (IP) telephony. This will include negotiations with suppliers and retendering to drive down costs.	50	0	50	0	0	50	The retendering process for telephony in 2017/18 resulted in increased prices and this saving is not achievable. However, ICT have advised that the saving will be achieved via alternative means.

REF	Directorate 2018/19	Directorate Savings 2017/18	Total Saving (£'000)	Saving achieved in 2017/18 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2018/19 (£'000)	Projected savings in 2018/19 (£'000)	Projected shortfall 2018/19 (£'000)	Comments
25	Resources	Income Generation - Enterprise Architecture Utilising the Enterprise Architecture function to generate income from either delivered internal projects or external services provided to other public sector bodies.	120	41	79	0	79	0	Potential income of £45,000 has been identified in respect of the Corporate Landlord project. The service area are currently considering plans to achieve the balance of £34,000 and it is currently anticipated that this saving will be achieved in full.
26	Resources	Commissioning & Procurement Local Authority Trading Company A reduction in the fixed costs of the Strategic Procurement Team through the charging of full costed staff time to the recently approved local authority trading company.	70	13	57	20	57	0	In 2017/18, a conscious decision was made to manage this £57,000 shortfall through establishment vacancies, to allow time to be invested in developing long-term relationships with organisations which will provide the company with future revenue generation opportunities. It is anticipated that this income target will be fully achieved in 2018/19.
	Resources Total		394	172	222	20	172	50	
COUNCIL TOTAL			4,521	1,991	2,530	1,331	1,763	767	

<u>DIRECTORATE & SCHEME</u>	2018-19 Programme	2017-18 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2018-19	Projected Outturn	Slippage	(Underspend) / Overspend	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<u>ECONOMIC DEVELOPMENT</u>										
<u>Business & Investment</u>										
1 Town Centre Loan Scheme	0	1,358	0	0	642	2,000	2,000	0	0	0
2 Llanrumney Hall	185	0	0	0	0	185	185	0	0	0
3 Cardiff Social Innovation fund	0	10	0	0	0	10	10	0	0	0
4 S106 Schemes	51	0	0	0	24	75	0	(75)	0	(75)
Total Business & Investment	236	1,368	0	0	666	2,270	2,195	(75)	0	(75)
<u>City Development and Major Projects</u>										
5 Economic Development Initiatives	0	3,196	0	0	(3,146)	50	50	0	0	0
6 Britannia Park Acquisition	0	0	0	0	2,800	2,800	2,800	0	0	0
7 Toys R Us Site Acquisition	0	0	0	0	6,282	6,282	6,282	0	0	0
8 Central Square Public Realm	2,953	0	0	0	614	3,567	3,132	(435)	0	(435)
9 ISV Retail 3 Temporary Car Park	0	1,226	0	0	(1,226)	0	0	0	0	0
Total City Development & Major Projects	2,953	4,422	0	0	5,324	12,699	12,264	(435)	0	(435)
<u>Parks & Green Spaces</u>										
10 Asset Renewal Buildings	210	0	0	0	0	210	210	0	0	0
11 Asset Renewal Parks Infrastructure	140	0	0	0	0	140	80	(60)	0	(60)
12 Play Equipment	90	56	0	0	0	146	146	0	0	0
13 Flood Risk prevention	0	58	0	0	0	58	41	(17)	0	(17)
14 Parc Cefn Onn	113	494	(42)	0	0	565	231	(334)	0	(334)
15 Roath Park House	0	200	0	0	(170)	30	30	0	0	0
16 3G Pitch - Grangetown	0	2	0	0	0	2	2	0	0	0
17 Parks Events Infrastructure (Pontcanna Fields)	150	0	0	0	(150)	0	0	0	0	0
18 Refurbishment of Sports Facilities	0	265	0	0	0	265	265	0	0	0
19 S106 Funded Schemes	1,356	374	(374)	0	0	1,356	919	(437)	0	(437)
Total Parks & Green Spaces	2,059	1,449	(416)	0	(320)	2,772	1,924	(848)	0	(848)
<u>Venues & Cultural Facilities</u>										
20 Asset Renewal - Mansion House	40	0	0	0	0	40	40	0	0	0
21 St David's Hall & New Theatre	0	358	0	0	0	358	34	(324)	0	(324)
Total Venues & Cultural Facilities	40	358	0	0	0	398	74	(324)	0	(324)
<u>Property & Asset Management</u>										
22 Asset Renewal - Old Library	130	0	0	0	0	130	130	0	0	0
23 Office Accommodation rationalisation (General Fund)	0	30	0	0	(30)	0	0	0	0	0
24 Investment Property Strategy	0	0	0	0	2,225	2,225	2,225	0	0	0
25 Community Asset Transfer	0	73	0	0	0	73	0	(73)	0	(73)
26 Cardiff Market Roof (FRM)	50	298	0	0	0	348	50	(298)	0	(298)
27 Adamsdown Play Centre	0	0	0	0	400	400	400	0	0	0
28 51 Rhydyppennau Road Acquisition	0	0	0	402	0	402	402	0	0	0
29 Asset Renewal - Buildings	549	269	0	0	0	818	818	0	0	0
30 County Hall Canteen	28	325	0	0	0	353	353	0	0	0
Total Property and Asset Management	757	995	0	402	2,595	4,749	4,378	(371)	0	(371)

<u>DIRECTORATE & SCHEME</u>		2018-19 Programme	2017-18 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2018-19	Projected Outturn	Slippage	(Underspend) / Overspend	Total Variance
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Harbour Authority											
31	Harbour Asset Renewal	196	0	0	0	0	196	196	0	0	0
Total Harbour Authority		196	0	0	0	0	196	196	0	0	0
TOTAL ECONOMIC DEVELOPMENT		6,241	8,592	(416)	402	8,265	23,084	21,031	(2,053)	0	(2,053)
EDUCATION & LIFELONG LEARNING											
Schools - General											
Planning & Development											
32	Asset Renewal	6,302	(14)	0	0	0	6,288	5,715	(573)	0	(573)
33	Suitability / Sufficiency	1,040	(69)	0	0	0	971	1,032	61	0	61
34	Whitchurch High DDA	1,000	322	0	0	0	1,322	0	(1,322)	0	(1,322)
35	Reducing Infant Class Sizes	1,000	322	0	0	475	475	475	0	0	0
Total Planning & Development		9,342	561	0	0	475	9,056	7,222	(1,834)	0	(1,834)
Other schemes											
36	Schools ICT	0	(400)	400	0	0	0	0	0	0	0
37	Fire Precautions	0	58	0	0	0	58	58	0	0	0
38	Safeguarding Lobbies	100	100	0	0	0	200	101	0	(99)	(99)
39	Period Poverty	0	70	0	0	0	70	70	0	0	0
40	Kitchen Improvements	200	58	0	0	0	258	258	0	0	0
Total Other schemes		300	(114)	400	0	0	586	487	0	(99)	(99)
Total Schools		9,642	447	400	0	475	9,642	7,709	(1,834)	(99)	(1,933)
Schools Organisation Planning											
41	21st Century Schools - Band A	31,937	20	0	0	123	32,080	35,836	(655)	4,411	3,756
42	21st Century Schools - Band B	2,969	0	0	0	0	2,969	5,171	2,202	0	2,202
Total Schools Organisation Planning		34,906	20	0	0	123	35,049	41,007	1,547	4,411	5,958
TOTAL EDUCATION & LIFELONG LEARNING		44,548	467	400	0	598	44,691	48,716	(287)	4,312	4,025
PEOPLE & COMMUNITIES											
COMMUNITIES AND HOUSING											
Neighbourhood Regeneration											
43	Neighbourhood Renewal schemes	0	78	0	37	48	163	163	0	0	0
44	Clare Road/Penarth Road - Shop Fronts	360	197	0	(117)	0	440	240	(200)	0	(200)
45	Maelfa Centre Regeneration	600	226	0	117	150	1,093	1,093	0	0	0
46	Alleygating	50	50	0	0	0	100	55	(45)	0	(45)
47	Targeted Regeneration Investment Programme	100	0	0	0	0	100	70	(30)	0	(30)
48	St Mellons Hub - Phase 2	504	327	0	0	32	863	950	0	87	87
49	Community Wellbeing Hubs (ICF)	0	0	0	0	50	50	50	0	0	0
50	City Centre Youth Hub	596	0	0	0	0	220	50	(170)	0	(170)
51	Butetown Pavillion	220	0	0	0	0	596	50	(546)	0	(546)
52	S.106 Funded Projects	581	2	(2)	0	0	581	250	(331)	0	(331)
Total Neighbourhood Regeneration		3,011	880	(2)	37	280	4,206	2,971	(1,322)	87	(1,235)

<u>DIRECTORATE & SCHEME</u>		2018-19 Programme	2017-18 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2018-19	Projected Outturn	Slippage	(Underspend) / Overspend	Total Variance
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Housing (General Fund)											
53	Disabled Facilities Service	3,800	565	0	0	0	4,365	4,365	0	0	0
54	Enable Grant	0	0	0	0	436	436	436	0	0	0
55	Estate Environmental Improvements	250	427	0	(37)	0	640	300	(340)	0	(340)
56	Travellers Site Expansion	450	0	0	0	0	450	0	(450)	0	(450)
57	WG Homelessness Provision	0	73	0	0	41	114	114	0	0	0
58	Domestic Abuse Multi Agency Hub	800	400	0	0	0	1,200	100	(1,100)	0	(1,100)
Total Housing		5,300	1,465	0	(37)	477	7,205	5,315	(1,890)	0	(1,890)
Flying Start											
59	Flying Start	0	0	0	0	59	59	59	0	0	0
Total Flying Start		0	0	0	0	59	59	59	0	0	0
Total Communities and Housing		8,311	2,345	(2)	0	816	11,470	8,345	(3,212)	87	(3,125)
<u>SOCIAL SERVICES</u>											
Adult Services											
60	Tremorfa Day Services (ICF)	100	245	0	0	0	345	345	0	0	0
61	ICF Grants (RRA, JES, ALT)	0	0	0	0	326	326	308	0	(18)	(18)
62	Day Centre Opportunities	320	301	0	0	386	1,007	1,007	0	0	0
Total Adult Services		420	546	0	0	712	1,678	1,660	0	(18)	(18)
Children's Services											
63	Accommodation Strategy	169	(32)	0	0	0	137	17	(120)	0	(120)
64	Trelai YC/Special Schools Campus	0	235	0	0	0	235	235	0	0	0
Children's Services		169	203	0	0	0	372	252	(120)	0	(120)
Total Social Care		589	749	0	0	712	2,050	1,912	(120)	(18)	(138)
TOTAL PEOPLE AND COMMUNITIES		8,900	3,094	(2)	0	1,528	13,520	10,257	(3,332)	69	(3,263)
<u>PLANNING, TRANSPORT & ENVIRONMENT</u>											
Energy Projects and Sustainability											
65	Energy Retrofit of Buildings (REFIT - Invest to Save)	500	1,100	(80)	0	0	1,520	300	(1,220)	0	(1,220)
66	Salix SEELS	500	0	0	0	0	500	500	0	0	0
67	Lamby Way Solar Farm	195	0	0	0	0	195	195	0	0	0
Total Energy Projects and Sustainability		1,195	1,100	(80)	0	0	2,215	995	(1,220)	0	(1,220)
Leisure											
68	Asset Renewal Buildings	881	0	0	0	47	928	928	0	0	0
69	Leisure Centres - Priority One	0	67	0	0	0	67	67	0	0	0
70	Leisure Centres ADM (GLL)	2,000	212	0	0	(35)	2,177	1,212	(965)	0	(965)
71	Leisure Centres ADM (Channel View)	0	40	0	0	0	40	40	0	0	0
72	Replacement of Athletics Track -CIS	250	0	0	0	0	250	500	250	0	250
73	Cardiff Riding School	67	0	0	0	0	67	67	0	0	0
Total Leisure		3,198	319	0	0	12	3,529	2,814	(715)	0	(715)

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CARDIFF COUNCIL CAPITAL PROGRAMME 2018-2019

DIRECTORATE & SCHEME	2018-19 Programme	2017-18 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2018-19	Projected Outturn	Slippage	(Underspend) / Overspend	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<u>Bereavement & Registration Services</u>										
74 New Cemetery Site	65	0	0	0	35	100	100	0	0	0
75 Improvements of Facilities	325	0	0	0	(150)	175	175	0	0	0
Total Bereavement & Registration Services	390	0	0	0	(115)	275	275	0	0	0
<u>Recycling Waste Management Services</u>										
76 New HWRC North Cardiff	200	0	0	0	0	200	0	(200)	0	(200)
77 Recycling Collection Containers	300	0	0	0	0	300	300	0	0	0
78 Plastics Auto Sorter (Invest to Save)	0	520	0	0	0	520	555	0	35	35
79 MRF Fire Suppressant	500	0	0	0	0	500	0	(500)	0	(500)
80 Other Waste Management & Infrastructure	245	20	0	0	0	265	265	0	0	0
Total Recycling Waste Management Services	1,245	540	0	0	0	1,785	1,120	(700)	35	(665)
<u>Highway Infrastructure</u>										
81 Highway Carriageway - Reconstruction	400	270	0	0	0	670	900	0	0	0
82 Highway Resurfacing	2,250	2,694	0	0	1,715	6,659	4,714	(1,715)	0	(1,715)
83 Footpaths	785	181	0	0	0	966	966	0	0	0
84 Footway Improvements around Highway Trees	125	6	0	0	0	131	131	0	0	0
85 Bridges & Structural Work	800	972	0	(305)	0	1,467	1,467	0	0	0
86 Street Lighting Column Replacement	420	122	0	0	0	542	307	(235)	0	(235)
87 LED Lighting Residential Pilot Radyr (Invest to Save)	237	100	0	0	0	337	337	0	0	0
88 LED Lighting on Principal Roads (Invest to Save)	0	452	0	0	48	500	500	0	0	0
89 Greener Grangetown	0	0	0	641	0	641	641	0	0	0
90 Bute Crane Refurbishment	0	25	0	0	0	25	0	(25)	0	(25)
91 Coastal Erosion / Flood Risk	125	0	0	0	30	155	40	(115)	0	(115)
Total Highway Maintenance	5,142	4,822	0	336	1,793	12,093	10,003	(2,090)	0	(2,090)
<u>Traffic & Transportation</u>										
92 Road Safety Scheme	335	0	0	(250)	59	144	144	0	0	0
93 Asset Renewal Telematics / Butetown Tunnel	140	4	0	100	150	394	394	0	0	0
94 Cycling Development	1,300	305	0	(1,491)	0	114	114	0	0	0
95 WG Grant Matchfunding	375	338	0	0	0	713	600	(113)	0	(113)
96 City Centre & Key links Transport Improvement Design	350	0	0	1,150	25	1,525	375	(1,150)	0	(1,150)
97 Local Transport Fund - Initial Assumption	1,600	0	0	0	3,107	4,707	4,707	0	0	0
98 WG (Road Safety Casualty Reduction)	450	0	0	0	63	513	513	0	0	0
99 WG (Safe Routes in Communities)	450	0	0	0	(156)	294	294	0	0	0
100 WG Active Travel Fund	0	0	0	0	319	319	319	0	0	0
101 DfT On Street Residential Charge points	0	0	0	0	179	179	179	0	0	0
102 Moving Offences Enforcement / P&D Equipment	395	61	0	0	0	456	456	0	0	0
103 Bus Corridor Improvements	505	0	0	0	(335)	170	0	(170)	0	(170)
104 Cardiff West Interchange	(1,400)	1,450	0	(50)	0	0	0	0	0	0
105 CCTV System Upgrade	0	592	0	0	58	650	650	0	0	0
106 Hostile Vehicle Mitigation	0	82	0	205	0	287	287	0	0	0
107 S106 Funded Schemes	862	199	(199)	0	0	862	726	(136)	0	(136)
Total Traffic & Transportation	5,362	3,031	(199)	(336)	3,469	11,327	9,758	(1,569)	0	(1,569)

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CARDIFF COUNCIL CAPITAL PROGRAMME 2018-2019

<u>DIRECTORATE & SCHEME</u>	2018-19 Programme	2017-18 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2018-19	Projected Outturn	Slippage	(Underspend) / Overspend	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Central Transport Services										
108 Acquisition of Gritter/Refuse Vehicles	0	0	0	0	1,250	1,250	1,250	0	0	0
Total Central Transport Services	0	0	0	0	1,250	1,250	1,250	0	0	0
Strategic Planning & Regulatory										
109 S106 Projects	33	49	(49)	0	25	58	40	(18)	0	(18)
Total Strategic Planning & Regulatory	33	49	(49)	0	25	58	40	(18)	0	(18)
TOTAL PLANNING, TRANSPORT & ENVIRONMENT	16,565	9,861	(328)	0	6,434	32,532	26,255	(6,312)	35	(6,277)
RESOURCES										
Technology										
110 Modernising IT to improve Business Processes	270	545	0	0	0	815	565	(250)	0	(250)
111 ICT Refresh	400	107	0	0	0	507	487	(20)	0	(20)
Total Technology	670	652	0	0	0	1,322	1,052	(270)	0	(270)
Corporate										
112 Contingency	200	0	0	0	0	200	200	0	0	0
113 Invest to Save - Bid Allocation	500	0	0	(402)	0	98	98	0	0	0
114 City Deal - Cardiff Share	4,196	0	0	0	0	4,196	3,245	(951)	0	(951)
115 Loan to Cardiff City Transport Services Ltd	2,000	0	0	0	0	2,000	0	(2,000)	0	(2,000)
Total Corporate	6,896	0	0	(402)	0	6,494	3,543	(2,951)	0	(2,951)
TOTAL RESOURCES	7,566	652	0	(402)	0	7,816	4,595	(3,221)	0	(3,221)
TOTAL GENERAL FUND	83,820	22,666	(346)	0	16,825	121,643	110,854	(15,205)	4,416	(10,789)
PUBLIC HOUSING (HRA)										
116 Housing Development	0	88	0	0	35	123	125	0	2	2
117 Estate Regeneration and Stock Remodelling	2,400	395	0	1,160	0	3,955	3,845	0	(110)	(110)
118 External and Internal improvements to buildings	15,000	2,396	0	(1,160)	0	16,236	12,143	(3,947)	(146)	(4,093)
119 Disabled Facilities Service	2,300	0	0	0	0	2,300	2,300	0	0	0
120 Housing New Builds & Acquisitions	21,975	3,935	0	0	0	25,910	21,363	(4,633)	86	(4,547)
121 Hubs	350	(300)	0	0	300	350	350	0	0	0
TOTAL PUBLIC HOUSING	42,025	6,514	0	0	335	48,874	40,126	(8,580)	(168)	(8,748)
TOTAL	125,845	29,180	(346)	0	17,160	170,517	150,980	(23,785)	4,248	(19,537)

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Mae'r dudalen hon yn wag yn fwiadol

CABINET MEETING: 21 February 2019

2018-19 QUARTER 3 PERFORMANCE REPORT

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

AGENDA ITEM 6

Reason for this Report

1. To present Cardiff Council's Performance Report for Quarter 3 of the 2018-19 financial year, providing Cabinet with an opportunity to review performance and progress against the Corporate Plan 2018-21.

Background

2. In May 2018 Council approved the Corporate Plan 2018-21. The Corporate Plan sets out the Council's Wellbeing objectives for 2018-19 in accordance with the Wellbeing of Future Generations Act (2015). The Corporate Plan also set out the Council's key priorities and the key Steps it will take to deliver Capital Ambition, and the key performance indicators which it would use to assess performance against the corporate plan.
3. The Council's Performance Management Framework includes the production of quarterly performance reports designed to provide an overview of performance. Effective scrutiny of performance is an important component of the Framework as it provides the opportunity to challenge performance levels, and helps focus on the delivery of Council priorities and targets.

Report Structure

4. This report consists of:
 - Cover Report – This document, which provides the context of the attached Quarter 3 Performance Report.
 - Delivering Capital Ambition Quarter 3 Performance 2018/19 (Appendix A) – This is a detailed report of progress and performance against the steps and performance measures set out in the Corporate Plan 2018-19. In addition, the report also provides an at a glance picture of the health and effectiveness of the organisation from four key perspectives:
 - Financial
 - Customer
 - Internal Processes

- Learning & Development

- Quick reference summary performance report (Appendix B) – A high-level summary of performance against the steps, measures and deadlines set out in the Corporate Plan 2018-21.

Summary of Quarter 3 Performance 2018/19

- The appended Performance Reports give an in-depth analysis of Performance for the quarter and the year to date against the Corporate Plan. However in terms of a summary position against RAG Ratings for Quarter 3 2018-19, this is provided in the tables below:
- Measures in the Corporate Plan 2018-21.
 - There are 93 performance measures in the Corporate Plan. At Quarter 3 2018-19 they are rated as:

	Green (Better than target)	Amber (Close to target)	Red (Worse than target)	Comparison not available	Total
No. of measures	30	9	9	45	93
% of all measures	32.3%	9.7%	9.7%	48.3%	100%
% of results available	62.5%	18.75%	18.75%		

- Steps in the Corporate Plan 2018-21.
 - There are 93 separate steps set out in the Corporate Plan. At Quarter 3 2018-19 they are rated as:

	Green	Amber	Red	Total
No. of steps	63	29	1	93
% of all steps	67.7%	31.2%	1.1%	100%

Corporate Performance- Challenges and Improvement Priorities

- The Annual Wellbeing Report 2017-18 highlighted a small number of strategic performance challenges that the Council would need to address as a matter of priority in 2018/19. A summary of progress against these challenge areas is provided below:
- Supporting vulnerable children and families:** Preventative approaches are now being implemented at pace, following the agreement by Cabinet in October 2018 of a new multi-agency delivery model for Family Help and Support in Cardiff. A new gateway model for supporting vulnerable children and families has been developed that supports the delivery of the Early Help Strategy, and work is now moving to implement the new model in a phased

approach commencing on the first of April. Significant challenges however remain in relation to safeguarding the most vulnerable children, with increasing demand allied to the recruitment and retention of social workers being an ongoing performance challenge for the Council. A strategic plan for Childrens' Services is under development, and will be presented to Cabinet in Q4 of 2018/19.

10. **Waste Management and Street Scene Services:** The fundamental performance and productivity challenges identified in the Wellbeing Report are being addressed, with the position across the service now stabilised and a modernisation agenda emerging. Good performance outcomes are continuing to be delivered in many areas of the service, with progress in some areas of long-standing performance challenge.
11. **Corporate Landlord:** Good progress has been made to address a series of critical issues identified in the Wellbeing Report. Progress includes the appointment of new Framework partner with new arrangements on target to be operational for the start of the new financial year and new 'One Front Door' single point of access for Facilities Management being rolled out. Good progress has also been made on improving the Council's position in regard to high priority Health & Safety compliance and is now starting to focus on the next tier of compliance issues. A report will also be presented to Cabinet in Q4 2019 setting out the Council's proposal disposal strategy.
12. **Sickness Absence:** The rate of sickness absences remains a corporate challenge, with Q3 Council wide result of 8.06 FTE days lost per employee being above target and similar to the result for Q3 in 2017-18. The outturn forecast at Quarter 3 for 2018-19 is 11.28 days lost against a target of 9.5, which is similar to the Q3 2017-18 result of 11.27.
13. **Financial pressures:** The month nine revenue monitoring for the Council continues to show a balanced position. However the financial and demand pressures facing the authority mean that the need to address the medium term budget deficit continues to represent a significant challenge for the authority, particularly in the context of maintaining and improving service area performance over the medium term.
14. In addition to the above issues the rising number of people rough sleeping has emerged in Q3 as a significant issue, with a particular focus on the increasing use of tents in the city-centre. A multiagency partnership response has been established to work to resolve the immediate issue of tent use, to ensure that those who are rough sleeping are accessing the support services that are available and to ensure an integrated approach to getting individuals the help they need.

Reason for Recommendations

15. To ensure that improvements are made, to allow the culture of managing performance to embed within services and to ensure clear accountabilities are established for the performance of service areas.

Financial Implications

16. There are no direct financial implications arising from this report.

Legal Implications

17. There are no legal implications arising from this report.

HR Implications

18. There are no direct HR implications arising from this report.

Recommendations

19. The Cabinet is recommended to note the current position regarding performance, the delivery of key commitments and priorities as at Quarter 3, and the action being taken to ensure the effective delivery of Capital Ambition.

SENIOR RESPONSIBLE OFFICER	CHRISTINE SALTER Corporate Director Resources
	15 February 2019

The following appendices are attached

Appendix A – Delivering Capital Ambition Quarter 3 Performance Report

Appendix B – High level summary Wellbeing Objectives

Delivering Capital Ambition

Quarter 3 Performance Report
2018-19



Purpose of this report

This Quarter 3 performance report for 2018-19 contains two main sections and an appendix.

1. The first section, beginning on page 3, provides summary level detail of four key perspectives of Organisational Performance: Financial, Customer, Internal Processes and Learning and Development.
2. The second section of the performance report, beginning on page 7, reports Quarter 3 performance against the 2018-21 Corporate Plan Well-being Objectives, satisfying the Council's statutory obligation to report its progress against these, in line with the Well-Being of Future Generations Act 2015.

The report is organised by Well-being Objective and, under each of these, the performance narrative is tailored to identifying how the Council has progressed in the third quarter of the financial year. Graphical representation is used alongside narrative to show progress against the Corporate Plan steps and Key Performance Indicators.

Appendix

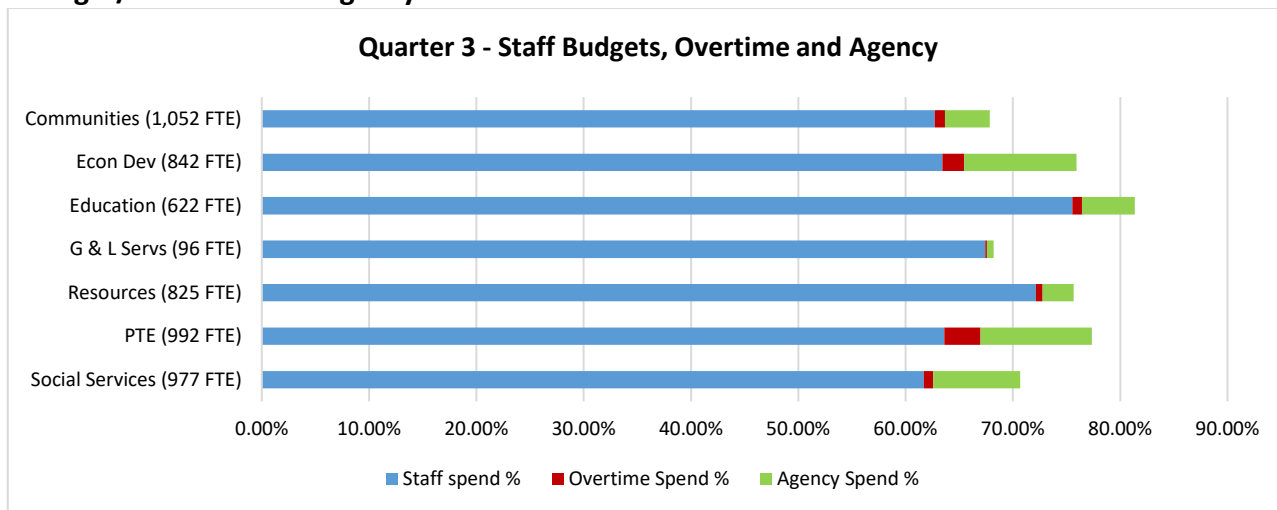
Attached to this report is an appendix which provides a quick glance version of performance against the Corporate Plan at Quarter 3, organised by Well-being Objective. This version does not contain detailed narratives but can be cross-referenced against the main report where further detail is required.

Section 1 – Organisational Health Overview

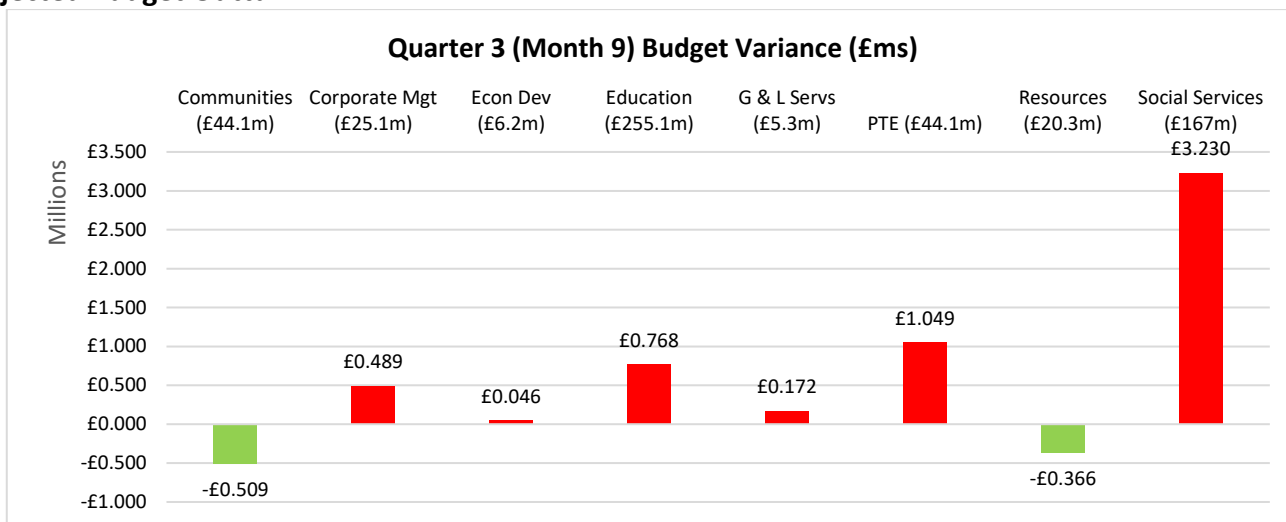


Financial

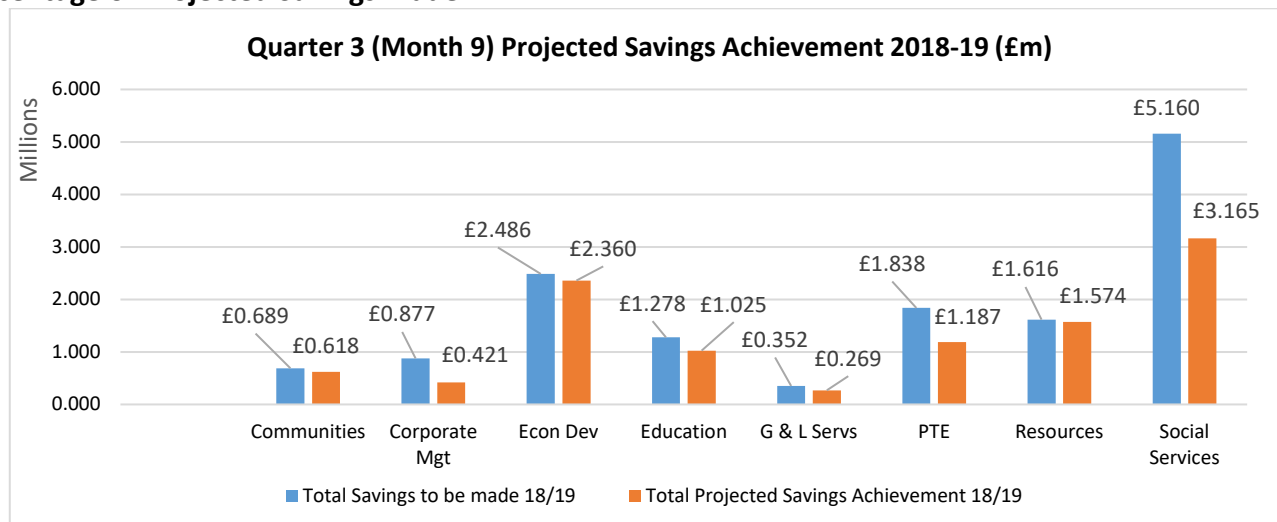
Staff Budget/Overtime and Agency



Projected Budget Outturn



Percentage of Projected Savings made



Section 1 – Organisational Health Overview



Customer



8,593 total downloads, 5,804 in Q3
3,772 on Android Devices
5,221 on Apple Devices
4% of downloads were in Welsh



Website
www.cardiff.gov.uk

Followers 19,600
4,068 increase on Q4
2017-18

Followers 90,400
3,009 increase on Q4
2017-18

Visitors 698,632
Total pages
2,179,346 English
16,494 Welsh

Council Tax Portal Access

5,396 – October
2,471 - November
3,183 – December

Online Payments

17,777 totalling £1.84 million - October
19,921 totalling £1.87 million – November
18,620 totalling £1.74 million – December
56,318 Total £5.45 million

Waste Collection Look Ups

Recycling and waste collections enquiries by
month
45,082 – October
27,375 – November
76,368 – December

Recycling and waste collections enquiries via:
Web – 108,636
App – 39,553
C2C - 636

Fly-tipping Reports

Other areas that continue to show an increase in digital interaction is Fly-tipping Reports with approx 930 fly tipping incidents reported via online methods!

75% of parking
permit applications
made online

25% of parking
permit applications
made via post



Calls Offered 146,649 compared
to 161,767 calls in Quarter 2
Calls Handled 137,030 compared
to 144,834 calls in Quarter 2



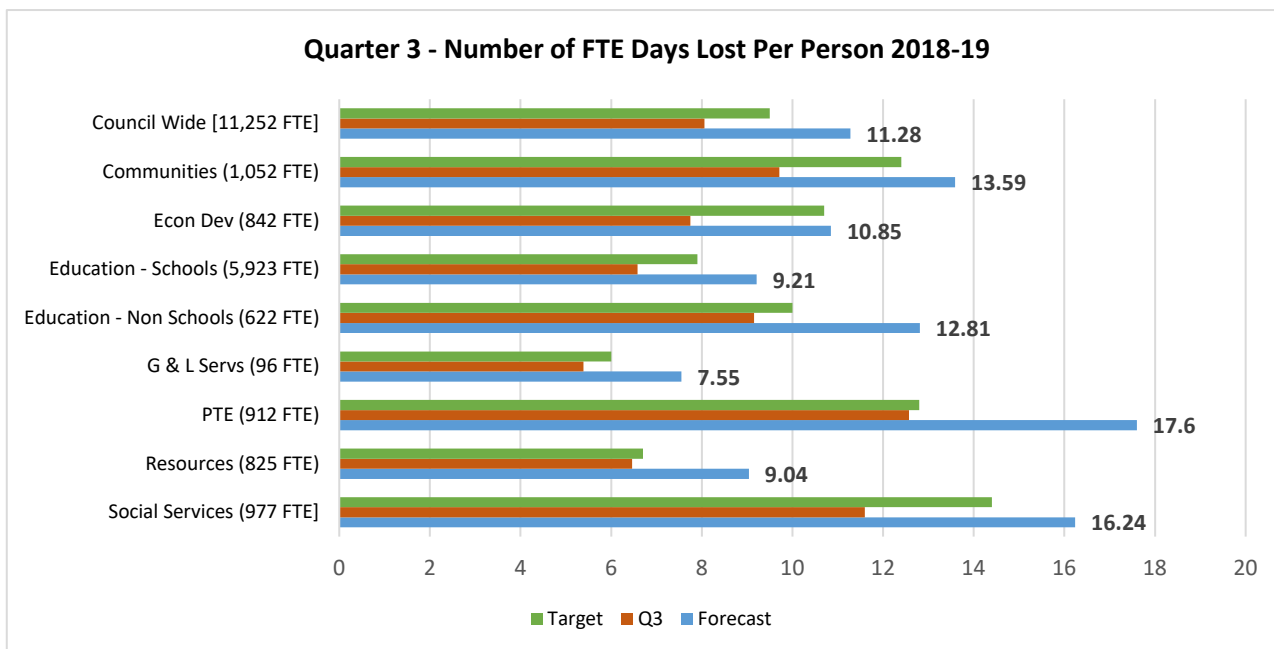
Emails handled 18,283 compared
to 17,891 in Quarter 2
Webchats Handled 2,536
compared to 2,539 in Quarter 2

Section 1 – Organisational Health Overview



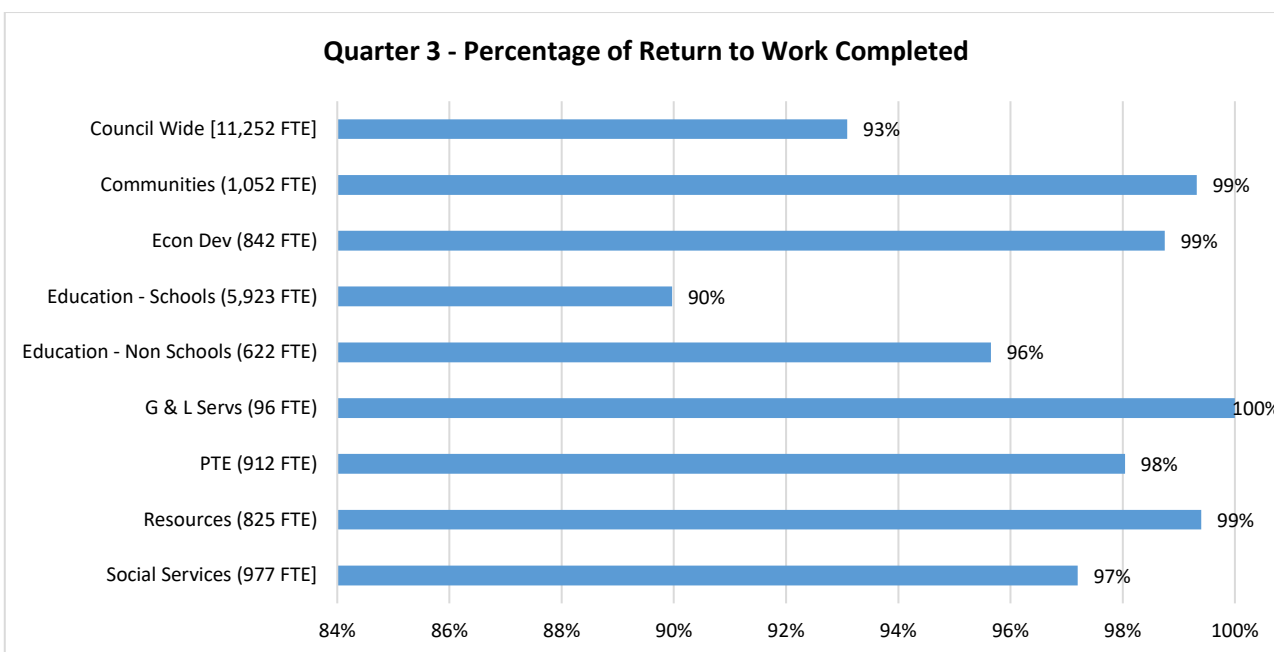
Internal Processes

Sickness Absence



The Quarter 3 Council wide result is 8.06 FTE days lost per employee; this is in line with the same period 2017-18 for FTE days lost per employee. The outturn forecast at Quarter 3 for 2018-19 is 11.28 days lost against a target of 9.5, this is a similar forecast to 2017-18 result of 11.27 FTE days lost per employee.

Return to Work

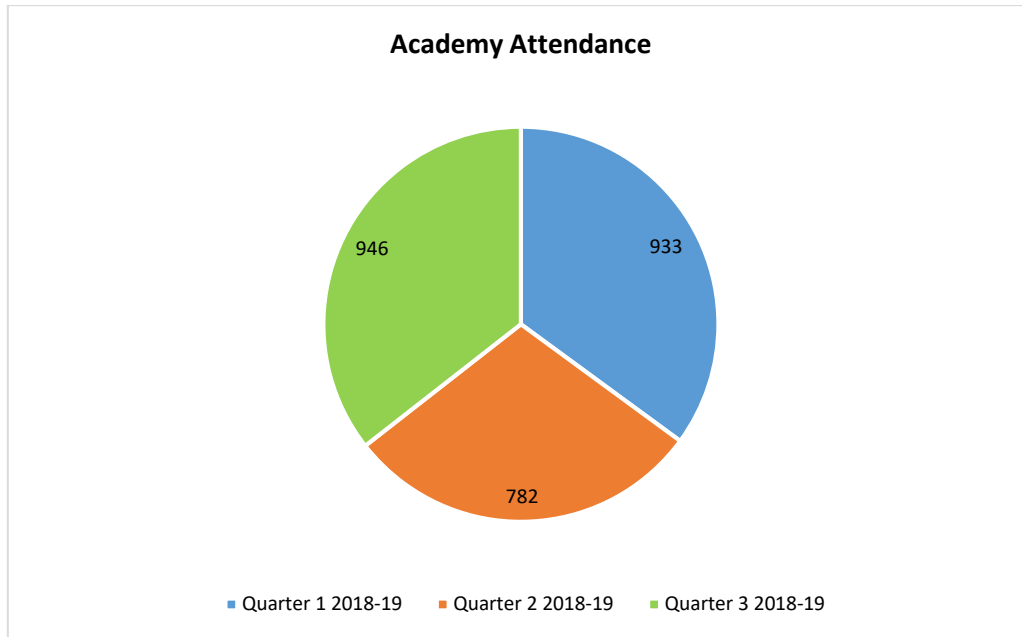


Section 1 – Organisational Health Overview

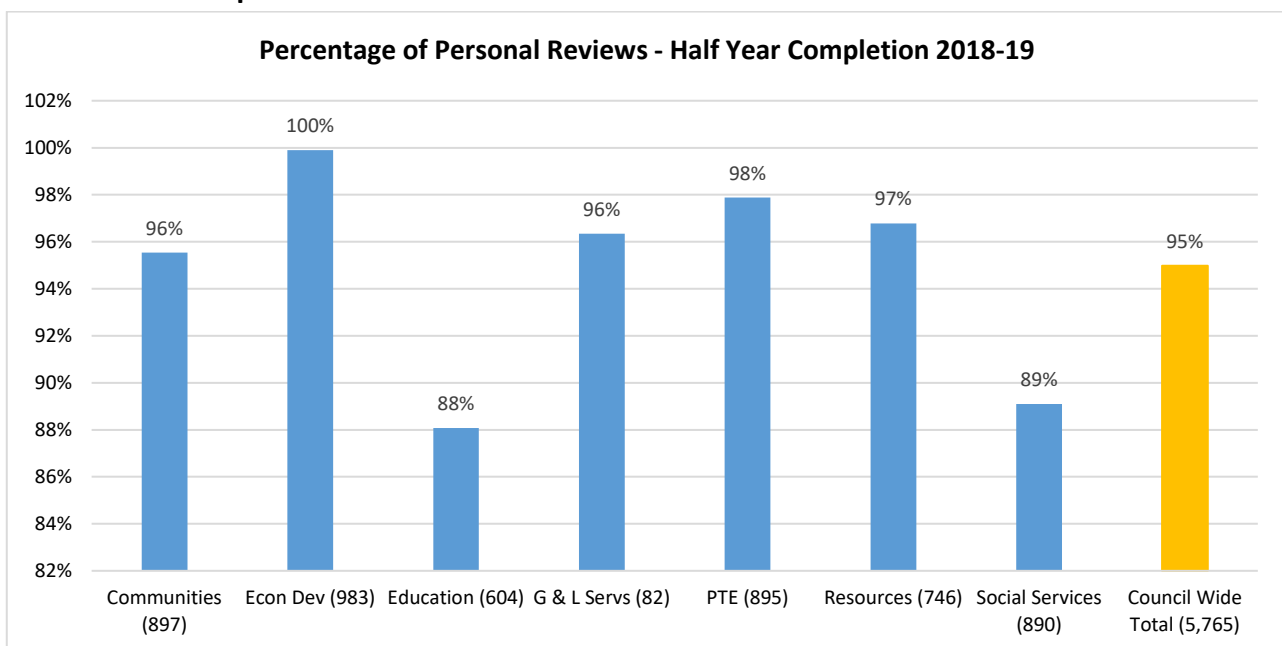


Learning & Growth

Academy Attendance



Personal Review Compliance



Section 2 – Delivering Capital Ambition Quarter 3 Report



Key information

Corporate Plan Steps Assessment Criteria

Directorates are asked to self-assess the RAG rating for each of the Corporate Plan steps for which they are the lead directorate using the following criteria:

Red

A Step should be ragged as **Red** when serious issues have occurred and it is unlikely that any further progression can be made without some form of assistance from outside of the Directorate, e.g. SMT, enabling services etc. At the time of writing it is unlikely that the step will be delivered within the agreed time frame or at all.

Amber

A Step should be ragged as **Amber** when issues have occurred but they are not serious enough to require assistance. Progress can be recovered by the Directorate and there is a plan in place for this. It is likely that the step will still be delivered within the agreed time frame.




Green

A Step should be ragged as **Green** when there are no issues with progress / performance, and at the time of writing the step will be delivered within the agreed time frame.

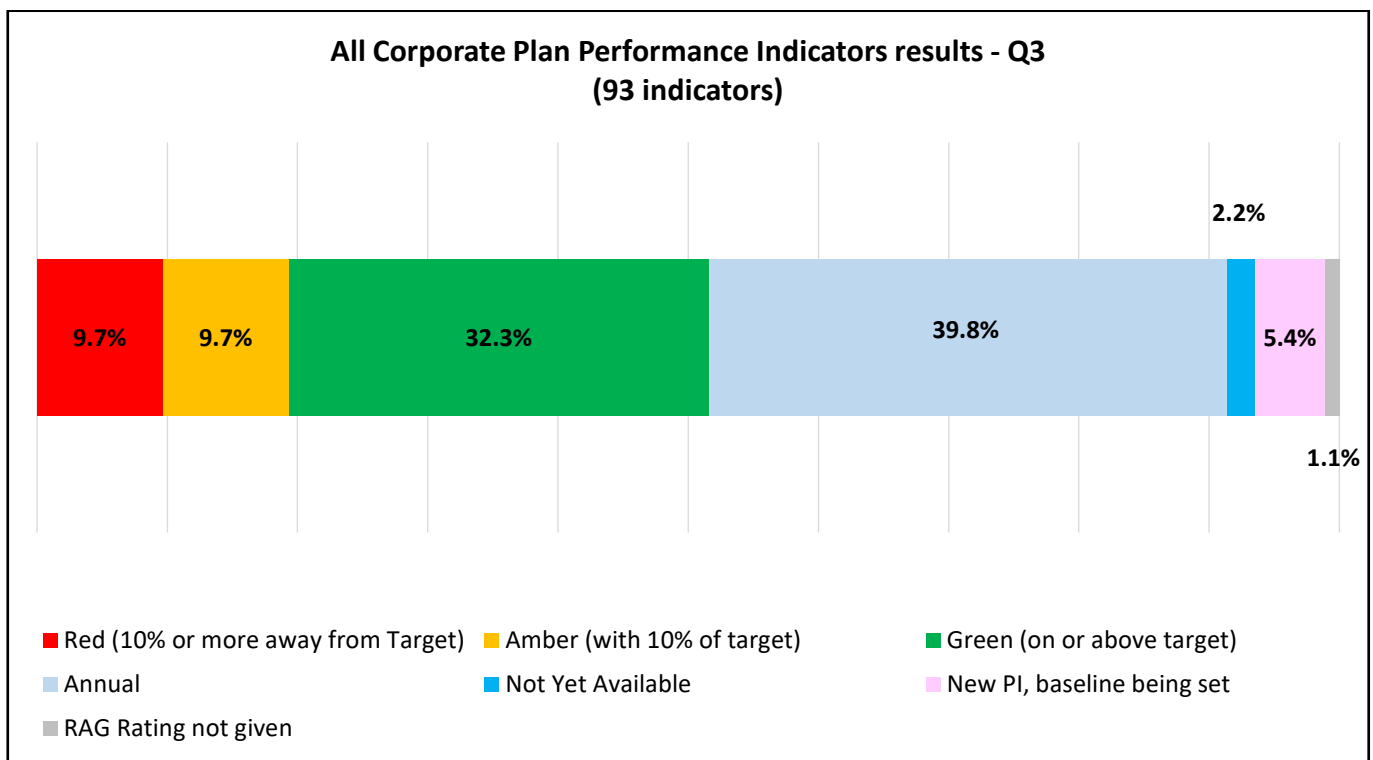
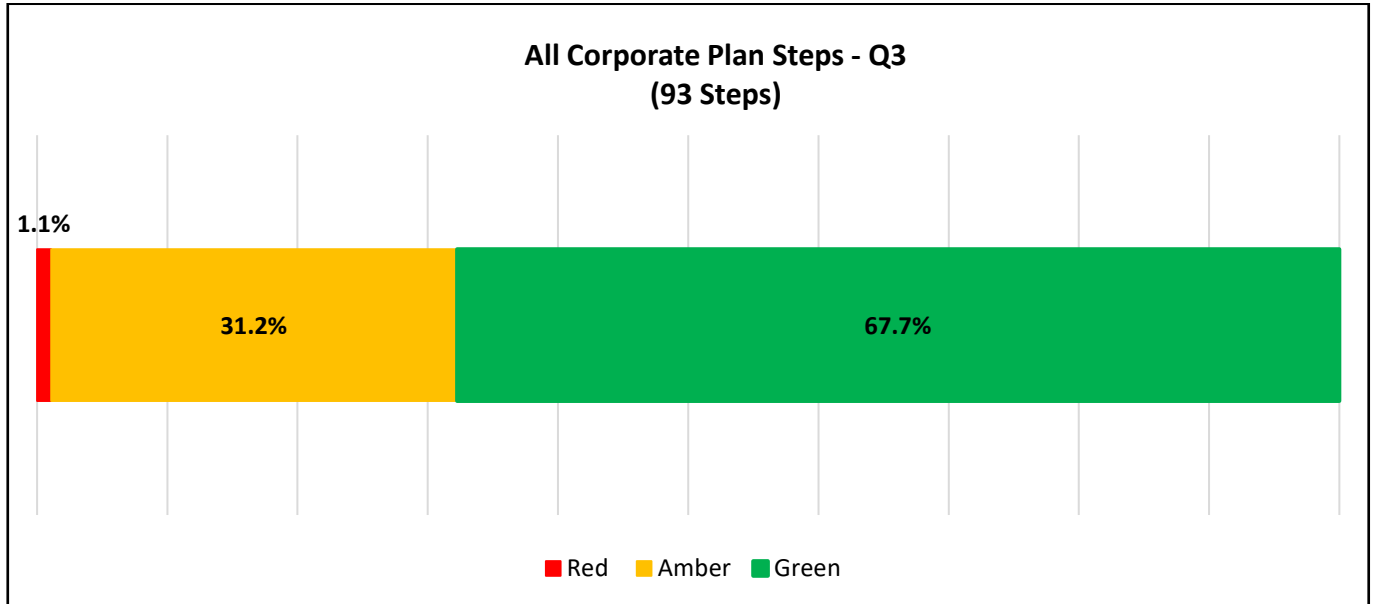
Corporate Plan Performance Indicators Assessment Criteria

Directorates provide Performance Indicator results against target. The Performance Indicator RAG rating is then calculated using a set formula as follows:

Key:

-  Red - indicator result is 10% or more away from target
-  Amber - indicator result is within 10% of target
-  Green - indicator result is on or above target

Summary of Performance – Quarter 3

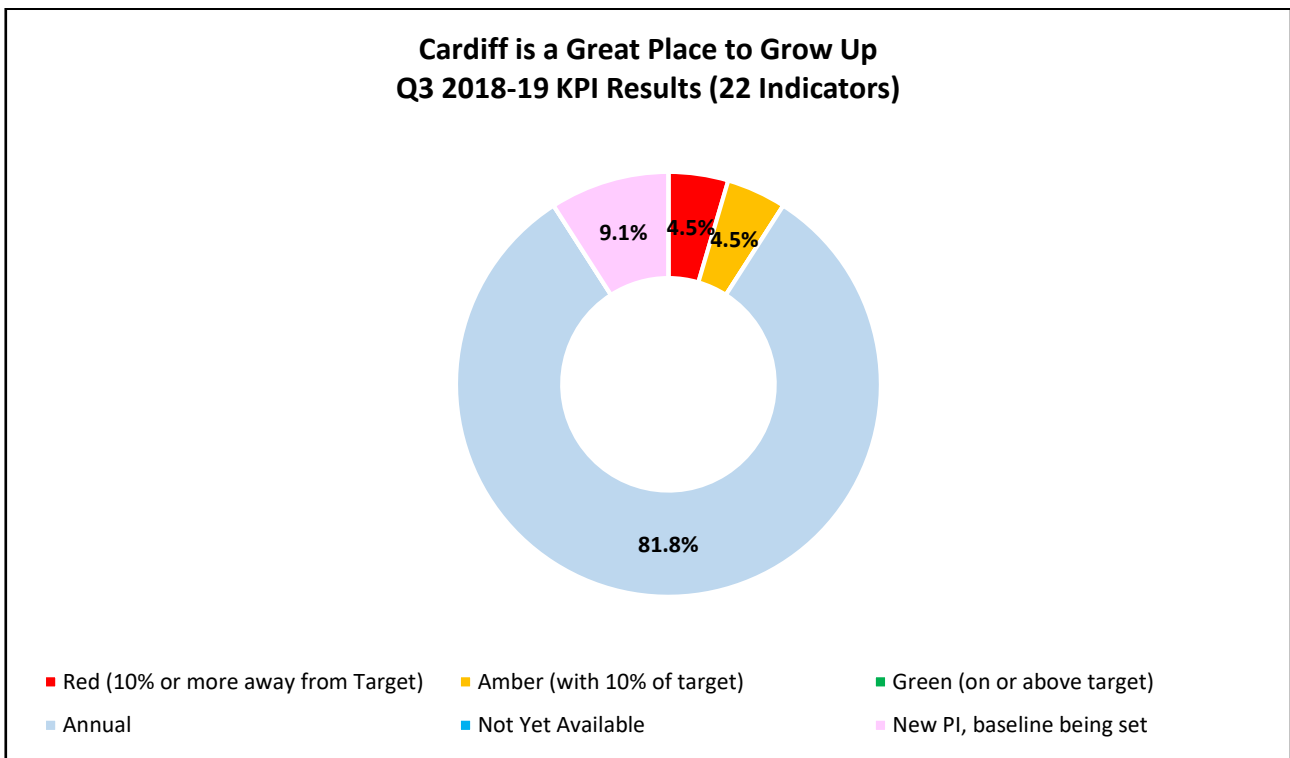
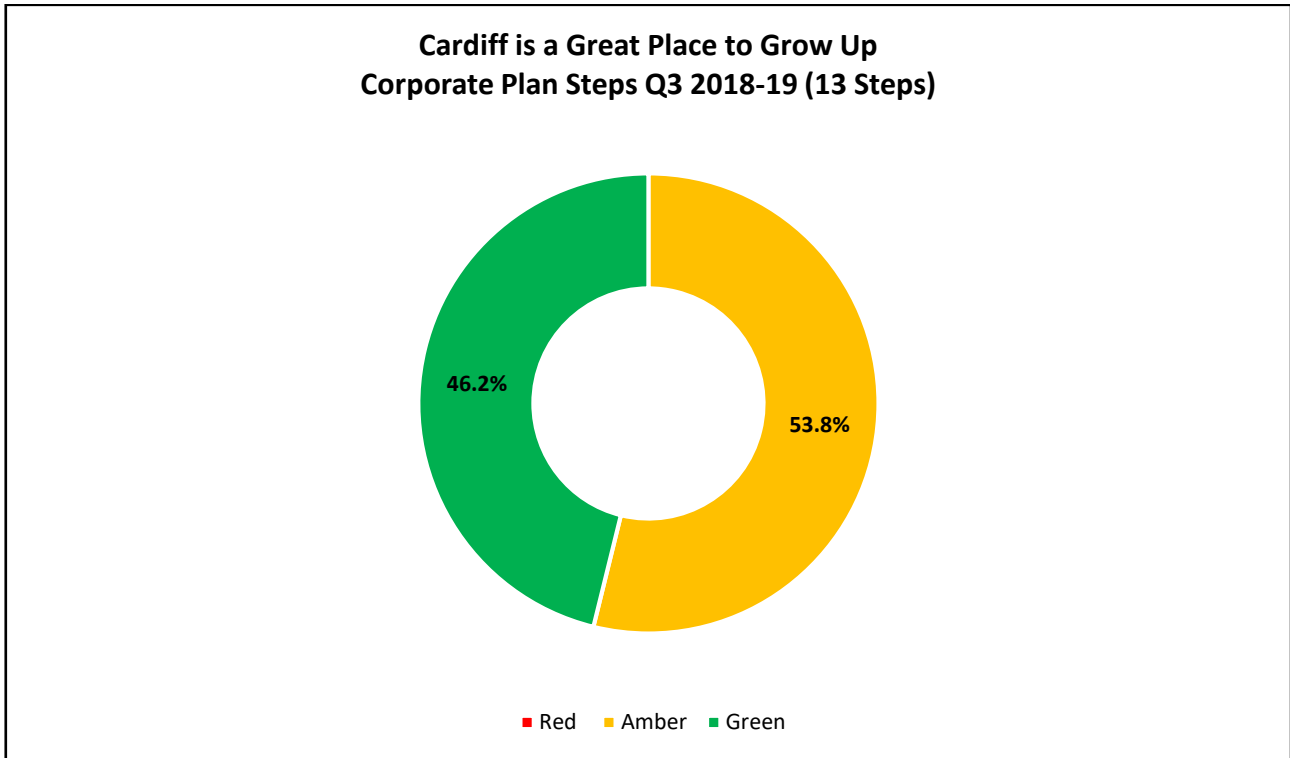


Well-being Objective: 1.1

Cardiff is a great place to grow up - Summary



- **Becoming a Child Friendly City**
- **Every School in Cardiff is a great School**
- **Supporting Vulnerable Children and Families**



Please note that the results for 13 annual performance indicators were reported in Quarter 2

Well-being Objective: 1.1

Cardiff is a great place to grow up



- **Becoming a Child Friendly City**
- **Every School in Cardiff is a great School**
- **Supporting Vulnerable Children and Families**

Key Financial Issues

1. There are a number of projected budget overspends identified in the Month 9 budget monitoring position which relate to services within the scope of this wellbeing objective, at a summary level they are:

Education - Out of County Placements & EOTAS (Educated other than at School)

2. The Out of County Placements and EOTAS budget within the Education Directorate is projected to overspend by £946,000 in 2018-19. This is broadly in line with the 2017-18 outturn position and reflects a combination of previously unachieved budget savings proposals in this area as well as continued growth in demand for pupils accessing alternative provision.

Childrens Services – External Placements

3. The overall Children’s Services budget is currently projecting an overspend of £4.206 million for 2018-19 at Month 9. Within this position are a number of competing overspends and underspends against budgets; however, the most significant factor is a £4.005 million projected overspend in respect of external placements for Looked After Children, and this is after taking into account an assumed drawdown of £950,000 contingency budget set aside for this purpose.

Corporate Plan steps and KPIs Updates

4. **Building a Child Friendly City (Green)**
In November 2018, with partners, Cardiff launched the Child Friendly City Strategy. Cardiff is the first of five U.K cities involved in the programme to produce their strategy. The event brought together young people, school leaders, elected members and public service partners. A delivery plan will be put in place by the end of Quarter 4.
5. The participation of children and young people in their own education, through the involvement of young people in the programme, continues to improve. Cardiff schools are also increasingly involved in the Rights Respecting Schools programme. As at December 2018, 39 schools have been designated as a Rights Respecting School (Bronze, Silver or Gold) by UNICEF.
6. **Raising standards & School Performance and Development of ‘Successful Futures’ curriculum (Amber)**
Results for 2017-2018 show that Cardiff is performing well in a wide range of key performance indicators across the Key Stages. This includes strong performance at Key Stage 4 in most indicators, when compared with the Central South Consortium and Welsh averages. Cardiff is ranked 2nd in Wales for A*-A, 3rd for the Level 2+ and new Capped 9 Points Score and 4th for Level 2.

Well-being Objective: 1.1

Cardiff is a great place to grow up



7. The aspects of performance which need further attention are:
 - Improving outcomes for children looked after
 - Improving outcomes for all learners at Level 1
 - Reducing the numbers and improving the outcomes of learners who are not on a school roll and are educated other than at school (EOTAS)
 - Continuing to reduce the gap in outcomes for young people eligible for free schools meals (eFSM) and those who are not (nFSM)
 - Ensuring high quality provision is in place to improve the wellbeing of all learners and staff in education
8. School improvement capacity across the system has strengthened, including within and between schools, as evidenced by the outcome of Estyn inspections. Of the Cardiff schools inspected in 2017-18, 84.2% were judged to be good or excellent for standards (total 19 schools). This is similar to the figure for Wales, which is 84%. National categorisation outcomes will be published on 31st January 2019.
9. Since September 2018 (2018-19 academic year), nine primary schools have been inspected. Reports have been published for three of the schools, Ysgol Pen Y Pil, St Peters' RC and Meadowlane Primary Schools. Ysgol Pen Y Pil and Meadowlane were judged to be "good" in four of the inspection areas. St Peters' has been placed in the category Special Measures.
10. One secondary school, Cardiff West Community High School, has been inspected since September 2018. The outcome report is due to be published on 24th January 2019.
11. There continues to be active engagement of teachers and leaders in the shaping of a new curriculum for Wales in a number of Cardiff schools. In Quarter 3, Cardiff's Education Development Board held an Education is Everybody's Business Convention, seizing the opportunity to shape a new curriculum for Wales. Almost 300 people were at the event, which brought educators together with children and young people, and representatives from the private, public and voluntary sectors, providing a greater understanding of what is important when it comes to delivering a new curriculum.
12. The new curriculum will be available in April 2019 for feedback. A final version will be available in January 2020, and will be used throughout Wales by 2022.
13. Preparations have started for the development of a ten year vision for Education in Cardiff 'Cardiff 2030'.
14. **Improving the educational attainment of pupils eligible for FSM (Amber)**
At Key Stage 2, the gap in performance between eFSM pupils and nFSM pupils has reduced to 9.6ppts, compared to 13ppts in 2016-17. This compares to 14.2ppts across Wales. The performance of eFSM pupils is 82.7%, which is a 3.6ppt increase compared to 2016-17. The performance of eFSM pupils across Wales is 77.9%.
15. Whilst there has been some reduction in the previously very wide spread of performance between schools in the secondary sector, this factor remains more marked than in primary phase. The gap in performance

Well-being Objective: 1.1

Cardiff is a great place to grow up



between eFSM and nFSM pupils is smaller in Cardiff than it is across Wales in 2017-18 in the Level 2+ threshold (30.5ppt/32.3ppt). The gap was slightly larger in 2016-17.

16. The performance of eFSM pupils is 37.2%. This is a 3.3ppt increase compared to 2016-17. Performance of eFSM pupils in Cardiff is 7.8ppts higher than the performance across Wales, which is 29.4%.
17. The performance of Cardiff's eFSM pupils is higher than across Wales in the Level 2+, Level 2, Level 1 thresholds and Capped 9 Points Score. Performance of eFSM pupils in the Level 1 threshold is higher than across Wales for the first time in 2017-18.
18. **Strengthen provision for learners educated outside of mainstream settings (Amber)**
2017-18 results show that the performance of this group of learners is too low. Of the total year 11 EOTAS cohort (109), no pupils achieved the Level 2+ threshold. An EOTAS Plan is being driven forward to address identified challenges.
19. **Reshape and enhance specialist provision and services for pupils with ALN (Amber)**
The Local Authority is working closely with schools and partners to secure additional provision for learners with Additional Learning Needs from September 2019. This includes both primary and secondary.
20. Good progress continues to be made in preparing for the implementation of the Additional Learning Needs reform, which is due to be rolled out in September 2020 – July 2023. A Regional Implementation Plan and steering group has been established.
21. **Complete the remaining schemes within 21st Century Schools Band A investment (Green)**
The five new primaries within the Band A programme have been completed:
 - Howardian Primary School
 - Ysgol Glan Morfa
 - Ninian Park Primary School
 - Gabalfa Primary School / Ysgol Glan Ceubal
 - Ysgol Hamadryad
22. The final scheme, for Cardiff West Community High School, is on track for completion in Spring 2019.
23. **Deliver 21st Century Schools Band B programme of School Investment (Amber)**
The proposed schemes under the £284m Band B investment programme were presented to Cabinet in December 2017, followed in July 2018 by a report on operational arrangements for programme delivery.
 - A public engagement exercise on the proposed new school for Fitzalan has been undertaken, and a report this is due to be considered by Cabinet in January. The scheme is due to proceed to tender in Spring.
 - Consultation on the Doyle Avenue proposals are due to commence at the end of January.

Well-being Objective: 1.1

Cardiff is a great place to grow up



24. Plans for the development of St Mary The Virgin Primary School are being progressed. The scheme is due to proceed to tender in Spring. Further work is being undertaken on proposals for other Band B schemes, including Willows High School.
25. As part of the LDP major housing developments in the north east and west of the city, new schools are being provided. Schemes which will be coming forward for statutory consultation include two new primary schools, for the North East development at St Edern's and West development at Plas Dwr.

Performance Indicator	Result Annual	Annual Target
The percentage of children securing one of their first three choices of School Placement – Primary	95%	95%
The percentage of children securing one of their first three choices of school placement – Secondary	82%	82%

26. **Addressing the maintenance backlog in Schools (Green)**

Phase 2 of the Condition Survey programme continues to progress with surveys on site scheduled to be complete by early February. Work is underway to draft a programme of priority work repairs for 2019-20. The comprehensive review of the Council's Land and Non-Operational portfolios has been undertaken. Together with the ongoing review of the Operational estate and the progression of SOP Band B sites, this will comprise the Medium Term Disposals programme 2018-2023 to be reported to Cabinet in January 2019. There has been a significant amount of work undertaken to strengthen the governance around the School Asset Renewal Programme, and the SOP Asset Commissioning Group oversees the prioritisation of all asset and capital works funded from the Directorate's capital budget. The commissioning of works is against an agreed programme, and all schemes to be funded are considered and agreed by this group. The budget totals approx. £40m over the next five years.

27. The remaining property condition surveys for schools will be complete by April 2019 and will give an overall picture of the condition and suitability of the schools' estate. These will then be used to programme the Asset Renewal and Suitability programmes over the coming years. Ensuring that all council departments have the capacity to deliver the programme remains a challenge.

28. The introduction of Health and Safety officers in schools from September 2018 will further enhance the information available on school property, and ensure the ongoing compliance and safety of sites.

29. **Support young people into Education, Employment or Training by delivering the Cardiff Commitment (Amber)**

Provisional 2017-18 data collated by the LA indicates that the year 11 EET figure is 98.1% (61 out of 3,163 school leavers were NEET). In 2017, Cardiff achieved its highest ever percentage of Year 11 leavers progressing into EET, 98.4%, compared to 97% in 2016.

30. An additional 109 pupils were registered as EOTAS in 2017-18 (education other than at school). Of the cohort, 25 were NEET. This represents 22.9%.

Well-being Objective: 1.1

Cardiff is a great place to grow up



31. Improved data management and sustained youth mentor engagement this year has provided a much clearer picture of the challenges faced by young people in transitioning Post-16, and will help to inform improved levels of support and opportunity for school leavers in all settings.
32. As at the end of Quarter 3, 82 employers have pledged to support The Cardiff Commitment. 161 employers have been engaged.
33. To date the Council has secured support from 155 businesses across the City Region. 'Open Your Eyes Week' has been planned for the below schools:
 - February 2019 - St Illtyd's High School and feeder primary schools
 - April 2019 – Eastern High School and feeder primary schools
 - May 2019 – Willows High School and feeder primary schools
 - June 2019 – Cardiff West Community High School and feeder primary schools
 - June 2019 – Fitzalan High School and feeder primary schools
34. **Ensuring the best outcomes for children and young people for whom the Council becomes responsible**
(Amber)
Corporate Parenting Strategy – there is no update for Quarter 3 due in part to the frequency and timing of the Corporate Parenting Advisory Committee meetings. It is understood that the frequency is currently being reviewed with a proposal to increase this; an update regarding the Strategy should be available in Quarter 4.
35. Work to bring the short breaks respite provision at Ty Storrie back in-house continues and is expected to be finalised by Quarter 1 2019-20.
36. Cabinet response to the Out of County Placement Scrutiny Inquiry was considered by the Children & Young People Scrutiny meeting in December 2018. Recommendations will be taken forward via an agreed action plan. A commissioning placement strategy will be presented to Cabinet in June 2019.

Performance Indicator	Result			Annual Target
	Q1	Q2	Q3	
The percentage of children in regulated placements who are placed in the Cardiff area	59.6%	57.6%	55.7%	63%
<p><i>Please note that the PI counts only children placed within the Local Authority boundaries and excludes children placed in neighbouring authorities close to their home area and attending Cardiff schools.</i></p> <p>371 children out of 666 placed in regulated placements (in the Cardiff area). 34 of the children not placed in Cardiff are placed with a relative carer, 124 are placed in neighbouring authorities, 137 are placed further afield for reasons of safeguarding, needing a specialist placement or availability of placements. Planning always takes account of placement location for children. Some children need a specialist placement that is not available in the city or need to live away from families, communities or individuals that could present risks for them"</p>				

37. The Fostering Service Review Project aims to improve the Fostering Service in Cardiff. The fostering review has been expanded to consider all substitute family care, including Fostering, Connected Persons and Special

Well-being Objective: 1.1

Cardiff is a great place to grow up



Guardianship Orders. The new fostering offer will launch from April 2019 in line with the 2019/20 budget round, the new model of working for the whole substitute family care to be in place by the summer 2019. This will coincide with a relaunched marketing campaign. The project will work towards three main phases:

- Development of the Fostering Services Business Model for Cardiff
- Development of a Fostering Services Offer for the marketing, recruitment, support and development of foster carers
- Review of the current Fostering Services structure in Cardiff to support the implementation and delivery of the new business model

38. A full review of Looked After Children will also be undertaken to fully understand the effectiveness of practice and commissioning arrangements to ensure that children live in the right family settings to achieve their potential. This will inform the new model for Cardiff which will consider providing the following to meet the identified need:

- The right quantum of residential provision
- Creation of a crisis unit to deescalate / prevent breakdown and need for secure accommodation

39. The 4Cs (Children's Commissioning Consortium Cymru) are currently working with Cardiff Council on a Placement Commissioning Strategy; an initial draft has been produced, which will be finalised in Q4. The strategy will inform

- The shaping of our internal placement services
- Our partnership working approach to placement commissioning with stakeholders
- Our market position statement

40. The Bright Starts Traineeship Scheme will move to In-to-Work Services within the People and Communities Directorate in Quarter 4 which will enable looked after children to benefit from a wider range of training and employment opportunities.

41. **Embedding the Disability Futures Programme (Green)**

Cabinet approval to end the current arrangements for the delivery of service at Ty Storrie and to integrate the short break service within Cardiff Council direct provision has been agreed by Cabinet and will commence on the 1st April 2019. Transfer of Undertakings Protection of Employment (TUPE) have been agreed for all those staff affected. Operational management of the service will transfer from the current provider to the Assistant Director, Children's Services and the Operational Manager Specialist Services, who will become the responsible lead. Work is underway to ensure that the transfer is as seamless as possible including identifying and planning for training requirements, compliance with registration and minimising the disruption to both families and staff. Families have been kept updated on developments and further consultation sessions will be held before the end of January 2019.

42. The first draft of the Children and Young People Continuing Care Policy has been consulted on with stakeholders (i.e. Vale of Glamorgan, University Health Board and Education). Both the Vale of Glamorgan and Health are seeking further legal advice. The Integrating Disability Services pilot reflects and is consistent with the draft policy.

Well-being Objective: 1.1

Cardiff is a great place to grow up



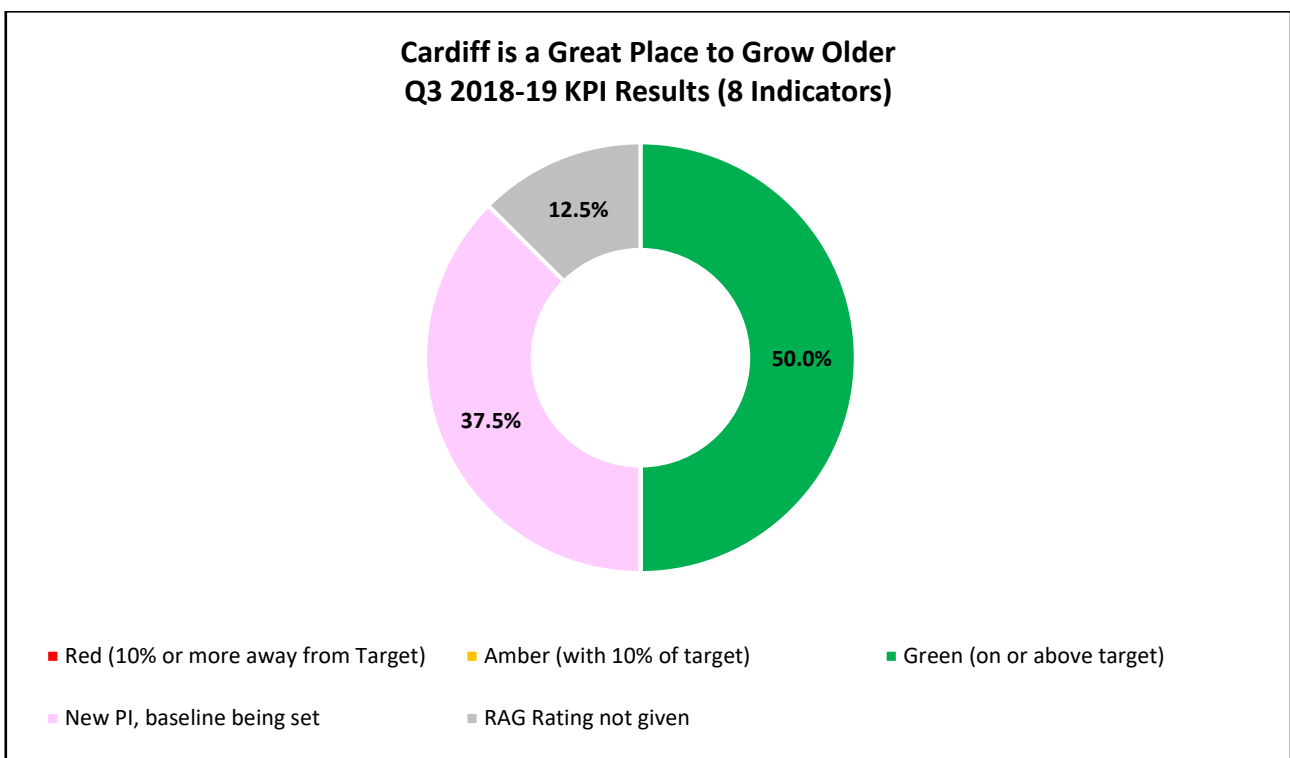
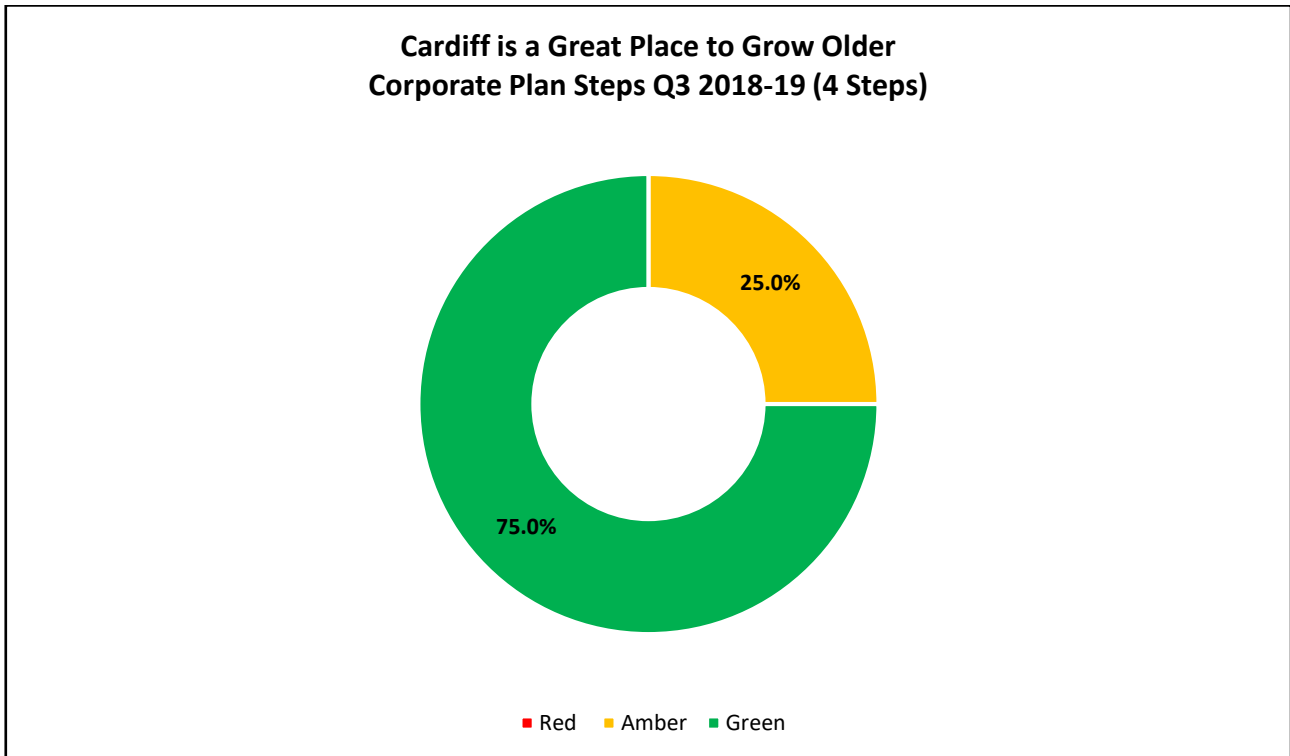
43. No services are currently in scope for any further regional joint commissioning during 2018-19. However two successful current ICF schemes have been extended for a further year, until the end of the 2019-20 financial year:
- 'Ymbarel' - a regional service hosted by the Vale on behalf of Cardiff and the Vale, delivered by Action for Children and providing intensive interventions to parents who have additional learning needs and where there is risk of significant harm to their children.
 - Cardiff and Vale Parenting (ADHD) - a regional service hosted by Cardiff on behalf of Cardiff and the Vale, delivered by Barnardos and providing family support by supporting parents, carers and families who have children diagnosed with ADHD.
44. The first draft of the Cardiff and Vale of Glamorgan Multi-Agency Transition Protocol processes are not suitable for partners across Cardiff, Vale of Glamorgan Councils and the Cardiff and Vale UHB and require re-drafting resulting in delays to the launch. The finalisation date for the re-drafted processes is planned for March 2019, across all partners, with the implementation to be completed by March 2020.
45. Regional Learning Disability Services - An additional £50k of Capital Integrated Care Funds (ICF) for the current 2018-19 financial year, has been secured for the refurbishment of the Ty Gorwelion building on the Tremorfa Day centre site, to further improve and enhance day care services to Adults with Learning Disabilities and complex needs. This provision is for the use of people who are aged 19+.
46. **Enhance Early Help (Green)**
The Report on 'A New Delivery Model for Family Help and Support in Cardiff' was agreed by Cabinet in October 2018. It sets out a new delivery model for integrated early help and prevention services for families, children and young people in line with the Council's Capital Ambition commitment to have an enhanced Early Help provision. We are on target for phased implementation from April 2019.
47. **Review of Multi – Agency Safeguarding Hub (MASH) effectiveness (Green)**
The Quarter 3 milestone 'Commissioning a separate independent review considered by MASH partners' has been superseded by the proposal for a new delivery model for family help and support in Cardiff that has been agreed by Cabinet.
48. A review of the MASH has been undertaken and identified a number of action points to be addressed; a Project Plan to move forward is in place. A new Team Manager with previous MASH experience is implementing policies, processes and procedures in conjunction with the MASH team and a Business Analyst is quantifying the data and reporting to the Review Group on a weekly basis. There are opportunities to enhance and develop multi-agency safeguarding with the development of early help for children and families from April 2019.

Well-being Objective: 1.2

Cardiff is a great place to grow older - Summary



- **Joining up Social Care, Health and Housing**
- **Age Friendly and Dementia Friendly City**



Well-being Objective: 1.2

Cardiff is a great place to grow older



- **Joining up Social Care, Health and Housing**
- **Age Friendly and Dementia Friendly City**

Key Financial Issues

49. Both the Adults Services and Communities and Housing directorates are reporting overall projected underspend positions at Month 9, £976,000 and £509,000 respectively. However, within these overall positions are a number of budget variances in relation to services within the scope of this Wellbeing Objective, this includes:

Adult Services – Commissioning Budgets

50. Overall commissioning budgets within the service are currently projecting an overspend of £376,000 at month 9. Within that position is a projected overspend of £1.271 million in services for Older People. This position includes significant shortfalls against savings targets particularly in relation to Domiciliary Care and is partially offset in other areas.

Adult Services – Internal Services

51. The Internal Services division of Adult Services is currently projecting an underspend of £1.352 million. This largely relates to savings in Assessment and Care Management (£688,000) and Day Care and Re-ablement Services. These savings largely reflect staff vacancies and the use of grant funding including the Integrated Care Fund.

Communities & Housing – Preventative Services

52. There is a projected saving against the Preventative Services division within Communities & Housing of £256,000 at Month 9. This is largely due to in-year vacancy savings and additional Capital allocations resulting in savings against the Joint Equipment service revenue budget.

Corporate Plan steps and KPIs Updates

53. **Empower people to remain independent at home and reduce reliance on intensive interventions (Green)**
The First Point of Contact (FPoC) Hospitals 'Get Me Home' scheme piloted from 26th November on two wards for Older People at the University Hospital Wales (UHW) and is due to run until the end of March 2019. 'Get Me Home' Contact Officers are now attending daily board rounds to help facilitate a more timely discharge back into the community. Comprehensive processes have been implemented in the Get Me Home Pilot, the role of Social Worker in the hospital is complete, as is that of the contact officer located in the hospital. Work is progressing with Social Care to enhance the current process. Night care services will also increase from January 2019, enabling more people to be discharged safely. Since its launch in October 2018, the Falls Clinic has seen 66 patients.

Well-being Objective: 1.2

Cardiff is a great place to grow older



54. Awareness of Direct Payments has been further raised by:
- Working in partnership with DEWIS CIL to establish of a number of Peer Support Groups across different locations in Cardiff, e.g. Hubs. These groups will meet on a regular basis and be consulted on a range of Direct Payment issues important to them.
 - Creating a direct link to information on Direct Payments and DEWIS CIL on the Council's website. The Communications team is currently working on a Direct Payments leaflet and the current Direct Payment website pages will be updated with this when completed. The leaflet has been delayed due to the photographs not being suitable. It has been requested that the leaflets be completed by the end of January 2019. The website is available on the Council page and has a link to Dewis CIL.
 - Plans are in place to liaise and work in partnership with the Regional Training Department and DEWIS CIL to develop a Personal Assistant guidance advice pack and to include on both the Council's and training websites.
55. The Direct Payments information campaign is anticipated to the launch in late March 2019.
56. There were 898 Children and Adults on the Direct Payment scheme year to date. During Quarter 3, 25 adults started Direct Payments and 18 ceased (of which, the main reasons were deceased and care home admission); 10 Children and 49 Adults were working towards the scheme in Quarter 3.
57. The external review of the Community Resource Team (CRT) has now been completed and awaiting the final report and recommendations are being prepared. The aim of the review is to ascertain how the Directorate can work better with partners to implement an improved and wider ranging model of community reablement provision that addresses the needs of those with a significantly higher level, including widening access to the service to people with dementia. The outcome of the review is to identify a number of quick wins which are being progressed to improve the efficiency and effectiveness of the service, and, crucially, to widen access to people with long term care needs. In the medium term the review has indicated more significant changes and there will be a report to Cabinet in due course with a recommended way forward.
58. The Transformation funding for an integrated referral system has been approved, and work is ongoing with partner organisations on referral mechanism and how Independent Living Services will be the conduit to preventative pathways

Performance Indicator	Result			Annual Target
	Q1	Q2 (Cumulative)	Q3 (Cumulative)	
The percentage of new cases dealt with directly at First Point of Contact (FPoC) with no onward referral to Adult Services	74.96%	75.00%	75.51%	72%
Quarter 3 result is 76.61% (of the 744 cases dealt with, 570 were dealt with directly at FPOC)				
The percentage of clients who felt able to live independently in their homes following support from the Independent Living Services.	100%	100%	99%	95%
Quarter 3 result is 98% 179 out of 182 respondents.				
The average number of calendar days taken to deliver a	187	183	183	190

Well-being Objective: 1.2

Cardiff is a great place to grow older



Performance Indicator	Result			Annual Target
	Q1	Q2 (Cumulative)	Q3 (Cumulative)	
disabled facilities grant (see chart below)				
Quarter 3 result is 184				

Performance Indicator	Result			Annual Target
	Q1	Q2	Q3	
The percentage of Telecare calls resulting in an ambulance being called out	5.25%	5.74%	8.00%	10%
<p><i>Please note that the KPI for percentage of Telecare calls resulting in an ambulance being called, which is shown above, is not given a RAG rating as this KPI is largely beyond the control of officers to influence and should not impact in any way on the judgement of officers with regard to whether an ambulance is required. Therefore this KPI is recorded and used as a monitoring tool but should not be used directly as a means for assessing performance.</i></p>				

59. **Deliver the Older Person’s strategy to support Independent Living (Amber)**

A first draft of the Older Persons Strategy has now been completed, incorporating the findings of the Housing Lin research and key partner input. A paper is currently being prepared for discussion at Full Council at the end of January 2019, which is pushing back the date the strategy will be brought to Cabinet.

60. **Consolidate Dementia Friendly City Status (Green)**

Grand Avenue Day Centre opened on 29th October 2018 and the impact of the new environment was immediate. Individuals who have previously shown less interaction have responded to the calm settings and become engaged in activities. The working relationships between social care workers and health staff are developing positively. Although no formal review has taken place as Grand Avenue only opened on 29th October, the reviewing and monitoring of the service and the clients is conducted on a daily basis at present to ensure client outcomes are being met. Daily handovers at the beginning and end of the day are conducted between Council Social Care staff and Health to ensure that information is shared to continually improve the service to the client; as part of this process client outcomes are discussed to ensure that they are being met. Regular Integrated Service monthly meetings have been established between Social Care and Health, with the first one scheduled to take place on 24th January 2019; one of the items that will be on the agenda for this meeting is to formalise the handover process with Health to ensure that it is recorded that outcomes are being met.

61. A formal review meeting was held with the Welsh Ambulance Service Trust (WAST) to ensure that the transport arrangements that have been put in place are working effectively. There have been teething problems with the logistics of this exercise. However, Social Care is working in partnership with Health and WAST to overcome these initial problems, with regular monthly meetings taking place to ensure that the transport arrangements work effectively for clients. The next meeting taking place on the 25th January.

62. Fairwater Day Centre has closed for refurbishment, with 15 clients being placed at Oldwell Court day support service and the rest at Minehead Road, until completion. Refurbishment of Fairwater Day Centre commenced

Well-being Objective: 1.2

Cardiff is a great place to grow older



on 8th January 2019 and it is estimated to take approximately 20 weeks, providing the build is on target this should be completed by the end of May 2019.

63. A workshop was held on 26th October to highlight the positive progress being made towards the Dementia Friendly Cardiff project. Over 22,000 people have already received Dementia Friends training, and the appointment of Inclusion Officers in the Hubs who will coordinate engagement and develop networks to make environments dementia friendly.
64. In addition, the Books on Prescription scheme for people affected by dementia has been launched in collaboration with Welsh Libraries / the Reading Agency and Welsh Government. The aim of the scheme is to support those affected by dementia and the family and friends who support them, by raising awareness through books. The scheme provides clinically selected reading materials, which can be prescribed by health professionals. The scheme is supported by the Alzheimer's Society.
65. 337 of the clinically selected books have been issued since July and networking is ongoing to raise awareness within the GP clusters. Also WELL pharmacy have copies of the prescriptions and have been directing patients to the Hubs. The Directorate are promoting the scheme and national talks are taking place with Boots to extend the network of pharmacists.
66. **Address social isolation and enhance quality of life for older people (Green)**
Work is underway to create further events to take place in March 2019, this will focus on elder fit, walking football, and netball, and will be in partnership with a local school.

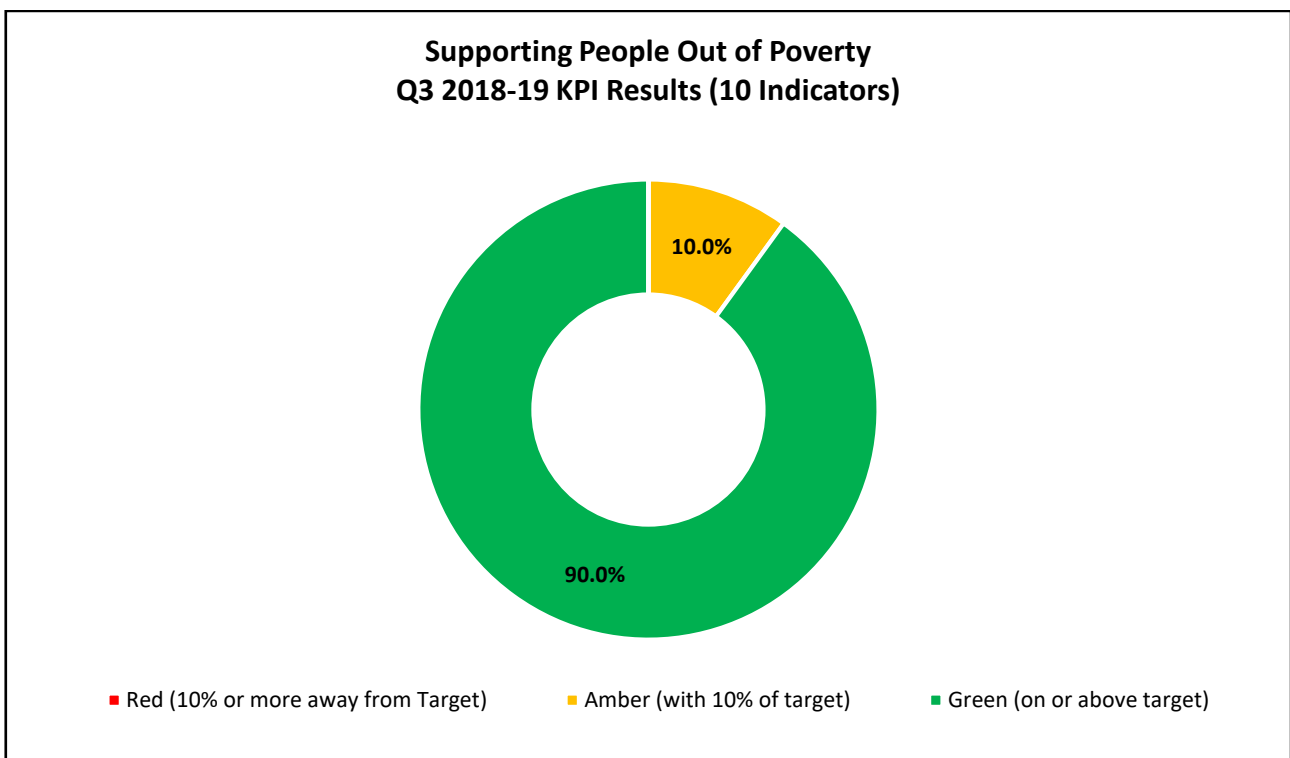
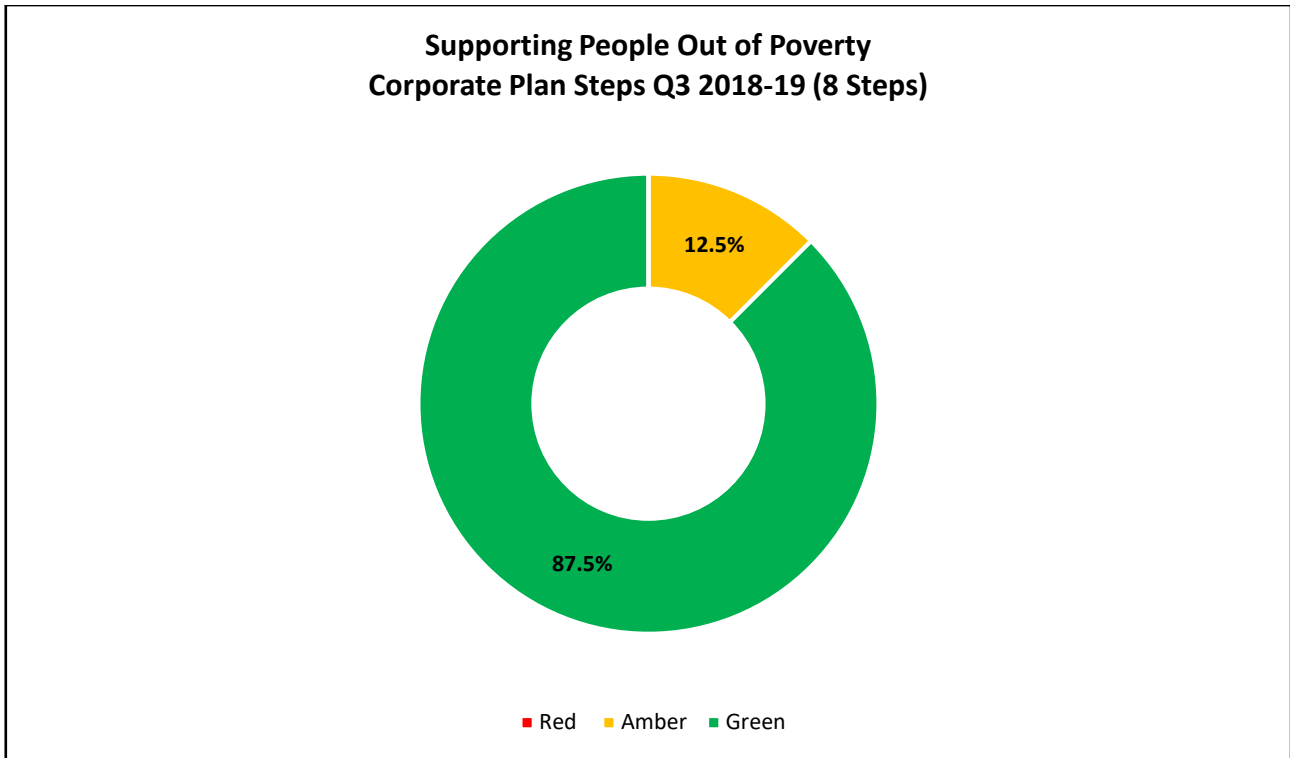
Performance Indicator	Result			Annual Target
	Q1	Q2	Q3	
The percentage of people who feel reconnected into their community through intervention from day opportunities	88%	91%	86%	70%

Well-being Objective: 1.3

Supporting people out of poverty - Summary



- **Socially Responsible Employers**
- **Tackling Poverty**
- **Tackling Homelessness and Rough Sleeping**



Well-being Objective: 1.3

Supporting people out of poverty



- **Socially Responsible Employers**
- **Tackling Poverty**
- **Tackling Homelessness and Rough Sleeping**

Key Financial Issues

Communities & Housing – Employability Services

67. The only notable budget variance identified in relation to services within the scope of this Wellbeing Objective at Month 9 is a projected £22,000 underspend against Employability Services as a result of savings against employee budgets and additional income.

Corporate Plan steps and KPIs Updates

68. **Act as a Living Wage Advocate (Green)**

A successful Living Wage week was held in November 2018 and an inaugural meeting of the multi organisational Living Wage City Group was held, chaired by the Leader. The aim is for Cardiff to gain Living Wage City status by April 2022. Work continues to promote and publicise the Council’s Living Wage Accreditation Scheme, with 84 accredited Living Wage employers in Cardiff, this is approximately 45% of the Welsh total.

69. **Better Support People into Work by integrating employment support services (Green)**

The 2018 Cardiff Jobs Fair, hosted by Into Work Advice Service in partnership with Job Centre Plus, was held at St. David’s Hall during autumn 2018. The event attracted over 1,100 jobseekers. 40 employers held stands at the event offering employment opportunities across a wide range of sectors. Employers included Tesco, Marks & Spencer, Hilton and Deloitte. Some feedback from employers at the event includes:

“We have seen over 30 customers today and 10 of those will be put forward for an interview” – Subway
“We found candidates really engaging and look forward to welcoming some of them to the team” – Lidl
“We will be taking 10-12 people forward to the next stage. A very well organised event.” – Boots

Performance Indicator	Result			Annual Target
	Q1	Q2 (Cumulative)	Q3 (Cumulative)	
The number of people receiving into work advice through the gateway	10,331	21,726	32,907	43,000
Quarter 3 result is 11,181				
The number of clients that have been supported into employment having received tailored support through the gateway	199	367	597	623
Quarter 3 result is 230				

Well-being Objective: 1.3

Supporting people out of poverty



Performance Indicator	Result			Annual Target
	Q1	Q2 (Cumulative)	Q3 (Cumulative)	
The number of employers that have been assisted by the Council's employment support service	87	174	193	80
Quarter 3 result is 19				

Performance Indicator	Result			Annual Target
	Q1	Q2 (Cumulative)	Q3 (Cumulative)	
The number of visits to the volunteer portal	13,363	31,330	49,459	50,000
Quarter 3 result is 18,129 (page views)				

70. **Ensure support is available to mitigate potentially negative consequences associated with the Universal Credit rollout (Green)**

The number of people supported for Personal Budgeting Support and Assisted Digital Support has far exceeded the targets set by the Department of Work and Pensions. The team provide support directly from the job centres in Cardiff and job centre staff shadowed Hub staff so they are aware of what the teams can offer. The landlord team have also had a briefing session on what the teams can do to support people claiming Universal Credit. Venues have been amended to ensure maximum coverage across the city and to meet demand.

Performance Indicator	Result			Annual Target
	Q1	Q2 (Cumulative)	Q3 (Cumulative)	
Number of customers supported and assisted with their claims for Universal Credit	767	2,170	3,644	1,500
Quarter 3 result is 1,474				

Performance Indicator	Result			Annual Target
	Q1	Q2 (Cumulative)	Q3 (Cumulative)	
Additional weekly benefit identified to clients for clients of the City Centre Advice Team	£3.7m	£7.4m	£10.8m	£13m
Quarter 3 Result - £3,459,398				

71. **Create more paid apprenticeships and trainee opportunities within the Council (Green)**

The number of opportunities for paid apprentices and trainees has increased in Quarter 3 to 137 against a target of 100. All corporate apprentices and trainees were advertised and went through a selection process during Quarter 3 with a number starting at the commencement of Quarter 4. Work continues to increase the number of work based training opportunities through work experience. Work has taken place through the workforce planning process to identify ways in which specific diverse communities can be included and also

Well-being Objective: 1.3

Supporting people out of poverty



through the change in policy regarding advertising which has resulted in an increase in applications from external candidates.

Performance Indicator	Result			Annual Target
	Q1	Q2 (Cumulative)	Q3 (Cumulative)	
The number of opportunities created for paid apprenticeships and traineeships within the Council	97	123	137	100

72. **Launch a Social Responsibility policy (Green)**

The Community Benefits Method Statement and Delivery Plan Template have been piloted on major tenders. A review is underway and standard documentation is to be finalised for inclusion in tenders over £1m in 2019. Discussion is ongoing to develop an online community benefits monitoring and management tool with the aim of a pilot being available in May 2019. Data is now available on spend with SMEs and Third Sector partners on a quarterly basis.

73. A Modern Slavery Statement has been developed and will form part of the Council's updated Corporate Safeguarding Policy and a programme of associated training will be rolled out from January 2019.

74. **Reviewing and Re-aligning Services through Funding Flexibilities (Green)**

Work continued this Quarter on two particular priorities integrating family support services and Rough Sleeping/ Homelessness.

75. Welsh Government have announced that, from 1 April 2019, there will be two integrated grants: a Children and Communities Grant and a Housing Support Grant.

76. **Deliver the Rough Sleeper Strategy to address rough sleeping in the city (Amber)**

The next phase of Give DIFFerently and the launch of the Homeless Charter is now scheduled for February 2019.

77. All additional pod spaces are open in Ty Tresillian. There has been a delay with Night Shelter refurbishment but it is now due to open on the 14th January 2019 and full use of the Huggard pods is also imminent. In total there are 216 frontline hostel spaces in the city, 45 emergency beds and 390 supported accommodation units. More cold weather provision is in place this year, a total of 86 extra spaces, and there has been availability every night.

78. Welsh Government funding has been secured to expand the existing Salvation Army Housing First pilot and begin an internal Private Rented Sector Housing First pilot. Housing First pilot aims to place the individual in accommodation, with wrap around support to help them maintain the tenancy, breaking the cycle of homelessness.

79. Welsh Government Funding has been secured to develop a multi-disciplinary team to include drug & alcohol (including fast track prescriptions), mental health and additional primary healthcare professionals in addition

Well-being Objective: 1.3

Supporting people out of poverty



to a peer mentor scheme coordinator, advocate and counselling / therapeutic intervention workers (together with existing housing and social work staff). A recruitment process is underway for expected start in January 2019. The team will target identified service users with a history of multiple evictions and /or abandonments from Gateway accommodation and those with prolonged or frequent periods of rough sleeping.

Performance Indicator	Result			Annual Target
	Q1	Q2 (Cumulative)	Q3 (Cumulative)	
The number of rough sleepers assisted into accommodation	55	83	115	168
Quarter 3 result is 32				
The percentage of households threatened with homelessness successfully prevented from becoming homeless	70%	72%	72%	60%
Of the 534 households, 386 were prevented from becoming homeless in Quarter 3.				

Performance Indicator	Result			Annual Target
	Q1	Q2 (Cumulative)	Q3 (Cumulative)	
The percentage of people who experienced successful outcomes through the homelessness reconnection service	84.50%	76.5%	77.17%	70%
Quarter 3 result is 78.5%, 71 people have been successfully reconnected so far this year.				

Performance Indicator	Result			Annual Target
	Q1	Q2	Q3	
The percentage of clients utilising Housing First for whom the cycle of homelessness was broken	100%	100%	100%	50%
All 8 clients are successfully maintaining their tenancies				

80. Consider emerging guidance on undertaking statutory health impact assessments to inform the development of the Corporate Plan 2019/22 (Green)

As part of the development of the Corporate Plan a workshop was convened that was attended by officers from across the Council and other public service delivery organisations. Part of the workshop involved a session on statutory assessments, led by the relevant policy lead. This included a facilitated discussion on issues such as Equality Impact Assessment, Health Impact Assessments, Welsh Language Impact Assessment, Environmental Impact Assessments, Child Rights Impact assessments as well as a number of others. This was an opportunity for policy officers across the Council and wider public services to understand specific issues in greater detail to help ensure informed policy development. Crucially, this approach to undertaking Impact Assessments ensured that the right issues were considered by the right people at the beginning of the policy process.

Well-being Objective: 1.3

Supporting people out of poverty



81. The workshop also offered the opportunity for policy leads to consider the Council's policy agenda and the challenges facing the city and test to see if the Corporate Plan was responding sufficiently to these issues. Colleagues from Health presented specifically on Health Impact Assessments to ensure the requirements were understood and the Corporate Plan responded to the relevant issues relating to Health.

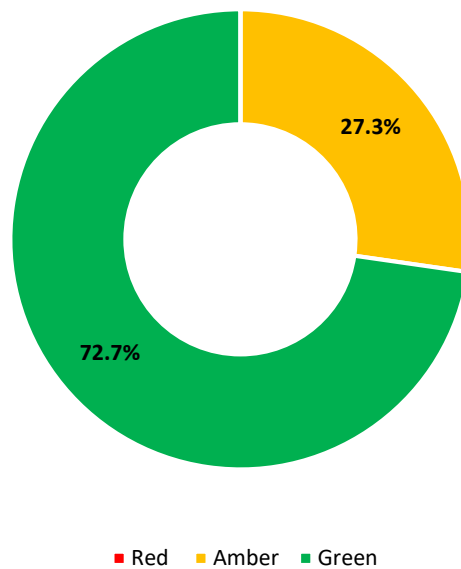
Well-being Objective: 1.4

Safe, confident and empowered communities

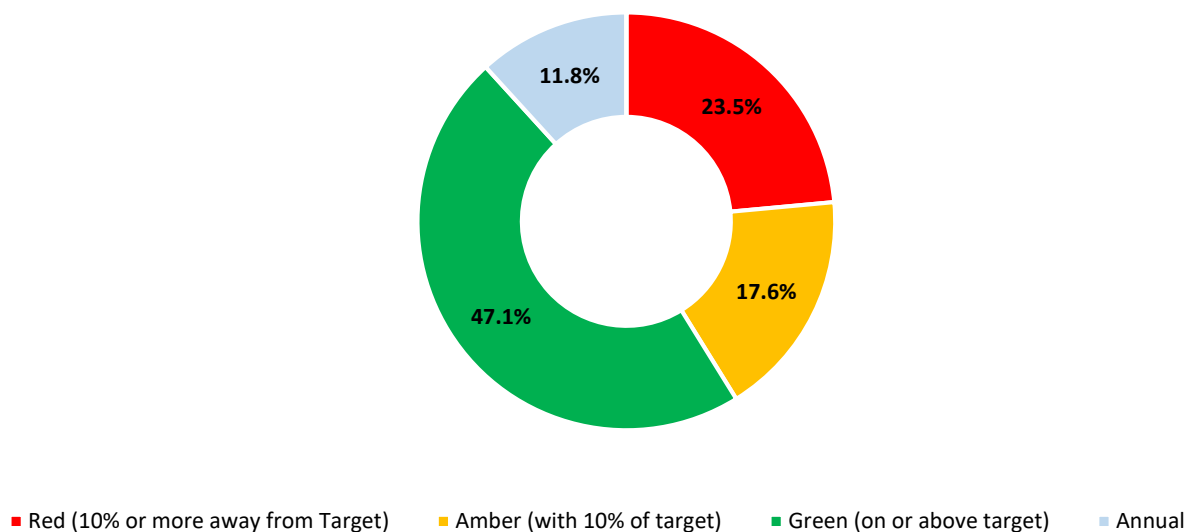


- Safeguarding and Supporting Vulnerable People
- Safe and Inclusive Communities
- Regenerating Local Communities and Citizen Centred Services
- Supporting Sports, Leisure, Culture and Green Spaces

Safe, Confident & Empowered Communities
Corporate Plan Steps Q3 2018-19 (22 Steps)



Safe, Confident & Empowered Communities
Q3 2018-19 KPI Results (17 Indicators)



Well-being Objective: 1.4

Safe, confident and empowered communities



Safeguarding and Supporting Vulnerable People

- **Safe and Inclusive Communities**
- **Regenerating Local Communities and Citizen Centred Services**
- **Supporting Sports, Leisure, Culture and Green Spaces**

Key Financial Issues

82. As highlighted in earlier sections of this report there are significant areas of overspends and underspends against budgets across Social Services and Communities & Housing. Some not previously discussed which relate to services within the scope of this Wellbeing objective include:

Children's Services

83. Within the wider Children's Services overspend position of £4.206 million there are projected overspends of £101,000 on leaving care support costs, £115,000 on commissioning budgets and £169,000 in relation to Social work teams reflecting the high levels of agency staff in these areas.
84. Offsetting these are projected underspends of £254,000 in relation to Guardianship Orders, £112,000 in support services and £163,000 in Early Intervention.

Adults Services

85. The Adults Services underspend position includes and underspend of £609,000 in Mental Health Services and £185,000 for People with a Physical Disability including Alcohol and Drug Services.

Corporate Plan steps and KPIs Updates

86. **Ensure Children and Adults are protected from risk of harm and abuse (Amber)**
Presentation of the draft Exploitation Strategy to the Regional Safeguarding Board has been deferred to Quarter 4; the revised strategy will be a Child and Adult Exploitation Strategy.
87. National Safeguarding Week took place between the 12th and 16th November 2018. The main theme for this year was Exploitation. Conferences held on the 14th and 15th November involved interactive workshops for children and a conference for professionals respectively. An awards ceremony was arranged for the evening of Friday 16th November, which recognised both professionals and members of the public who have made a great contribution to safeguarding in Cardiff and the Vale of Glamorgan.
88. Two training sessions on Harmful Sexual Behaviour (HSB) have been held to date with more planned for Quarter 4, and a Female Genital Mutilation (FGM) and Forced Marriage Awareness training course was held in November. The latter provided staff with an overview of the practice of FGM and an understanding of current research and all-Wales protocol.

Well-being Objective: 1.4

Safe, confident and empowered communities



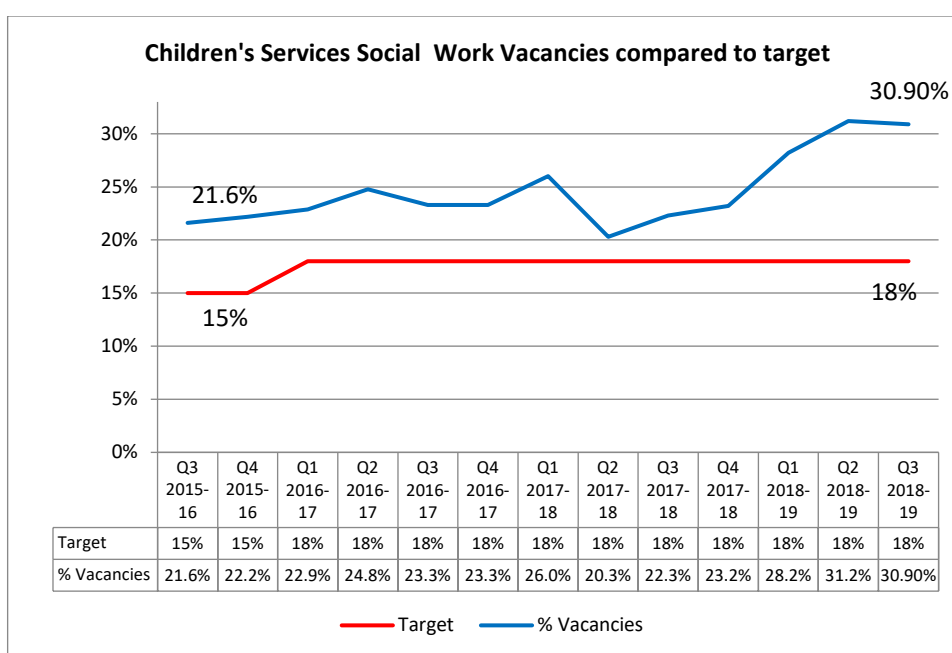
89. The summer edition of the 'Cardiff and Vale' included information on "Stop it Now! Wales", a child sexual abuse prevention project, run by the child protection charity, the Lucy Faithfull Foundation. Working in partnership with Welsh Government, "Stop it Now!" are delivering child sexual abuse awareness and prevention sessions in Cardiff and the Vale to professionals and frontline workers. In addition, they will work with their existing partners as host organisations, such as children's centres etc. to deliver directly to parents and carers.

90. Ongoing awareness sessions for multi-agency staff to work within a Strength Based Model have been developed, with external staff having access to Signs of Safety (SoS) training.

91. Children's Services Social Work Vacancies:

The percentage of vacancies stands at 30.9% despite a long-standing target of 18%. It is important to note that vacancies are being covered by agency workers. A Workforce Project Group is in place, working to an action plan divided into three priorities: Recruitment, Retention and Career Development and includes a number of approaches:

- Increasing exposure in the market place with a targeted recruitment programme
- Development of a website to promote Social Work in Cardiff and improve the application process
- Development of a strategy of Recruitment, Retention and Reward - a draft is currently at the consultation stage, with a launch due in the new financial year
- A wider range of student placements and commitment to the First Three Years in Practice.
- Improved and transparent developmental opportunities for existing staff
- Appropriately 'stepped down' cases to sustain manageable caseloads
- A consistent approach to tasks with clear expectations and measurements
- Clear and consistent induction and supervision processes and policies
- Gain a clearer understanding of turnover to input into workforce planning



Well-being Objective: 1.4

Safe, confident and empowered communities



92. **Respond to the Parliamentary review of Health and Social Care in Wales (Amber)**

Welsh Government (WG) approved the Cardiff and Vale Regional Partnership Board transformation proposals 'Me, My Home, My Community', securing £6 million investment. A second transformational proposal has been developed which includes additional proposals around children, young people and workforce. The regional partnership is on track to deliver the transformational change.

93. **Ensure that the Council's Corporate Safeguarding Strategy is Implemented (Green)**

A Review of the Corporate Safeguarding policy is being undertaken to ensure it reflects best practice. This will be considered by Cabinet at its January 2019 meeting.

94. Safeguarding leads across all Directorates have been identified to take forward the Corporate Safeguarding Policy within their individual service areas. The Safeguarding team met with these leads at the end of November 2018 and gave a presentation to raise awareness and introduce the leads to the new Corporate Safeguarding Policy. Discussions took place and advice was given on how best to engage with service area teams.

95. A meeting with the Director of Education and Lifelong Learning was held during Quarter 3 to review school and education safeguarding policies to ensure that they comply with and adhere to the Corporate Safeguarding Policy.

Performance Indicator	Result			Annual Target
	Q1	Q2	Q3	
The percentage of Council Staff completing Safeguarding Awareness Training.	13.59%	19.62%	31.38%	50%
The number of staff completing the online safeguarding awareness module, whilst below target, is continuing to increase, 1,970 staff have completed the module, 743 more staff than at Q2. Directors are continuing to encourage staff to participate in the module.				

96. **Continue to develop and support the workforce (Amber)**

Work is ongoing with regard to registration of eligible social care staff.

97. Support is offered from the training unit as well as Social Care Wales regarding the actual Registration process. However, there have been a number of technical issues with the Registration element of the Social Care Wales Website. The promotion of qualifications relevant to registration is ongoing. New learners are taken on via the Qualifications and Credit Framework (QCF) centre as well as funding places in Cardiff and Vale College.

98. The body developing the new suite of qualifications, necessary for all levels of social care staff, have been delayed in publishing these. It is hoped that the new qualifications should be available by the end of April 2019.

99. There is a considerable risk of attrition from the social care sector in the lead up to registration and this action is an amber risk recognising the scale of work to do.

Well-being Objective: 1.4

Safe, confident and empowered communities



100. **Continue to implement a sustainable finance and service delivery strategy (Amber)**

This action remains amber due to the challenges in meeting the needs for children and young people. There continues to be pressures in Children’s Services particularly in the sufficiency of placements and reliance on agency workforce. A strategic plan – ‘Delivering excellent outcomes for all our Children’ – will be presented to Cabinet in March 2019.

101. **Empower people with a learning disability to be more independent (Green)**

Cardiff and Vale UHB and Cardiff and Vale Social Services have established a project group to manage the development of a Joint Regional Learning Disability Commissioning Strategy.

102. Extensive engagement has taken place with all stakeholders to inform the content of the Strategy. A number of systems have been developed including face-to-face engagement, People First organisations holding sessions, and provider organisations consulting on the key priorities for the regions.

103. A draft strategy has been collated and further consultation took place on 26th November 2018. Moving forward, the plan is for all partners to ratify the strategy by April 2019. A regional plan is being developed to launch the strategy. Work will be undertaken with stakeholders in 2019-20 to develop implementation plans for the strategy’s key outcomes.

104. **Help prevent violence against women, domestic abuse and sexual violence (Amber)**

The opportunity to work with up to 11 other authorities, on the regional male service, is currently being explored. Needs assessment data and service user views are currently being collected. The service is to be commissioned during 2019, a slight delay to the original timeline.

105. The Female victims service is working well and being extended to support more children and young people affected by Violence Against Women, and Domestic And Sexual Violence.

Performance Indicator	Result			Annual Target
	Q1	Q2 (Cumulative)	Q3 (Cumulative)	
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.	16%	27%	33%	100%
697 Council Staff have completed the online module in Quarter 3, with a cumulative total of 4,263 against a headcount of 13,093.				

106. **Prevent children entering the criminal justice system (Green)**

The Enhanced Case Management Model (ECM) pilot is to be evaluated by the Youth Justice Board (YJB). A presentation on the ECM process and uses has been given to the Judiciary and included a case study. This case study was of a young person who was a prolific offender and whose behaviour positively changed following ECM. The ECM model has been successful in the Youth Offending Services (YOS) and has helped Judges understand a new way of working with young people.

Well-being Objective: 1.4

Safe, confident and empowered communities



107. Emerging themes have not been monitored specifically but it is clear that one current emerging theme across the city is knife crime. The Knife Programme has been successfully rolled out to young people coming through the YOS. YOS are undertaking interactive training with the Police, Social Workers, Drug Workers and the Red Cross in order to deliver parts of the knife crime sessions. The sessions are held in one of the Hubs in response to a specific issue. Early indications are that the training has been really well received. An annual plan of delivery in schools and community locations is to be collated and will include awareness raising sessions for parents.
108. YOS are close to launching a partnership with Street Games (a national organisation) to divert young people into local, easily accessible and affordable range of sports. A referral pathway is being created and this new opportunity will be piloted in two localities in Quarter 4.

Performance Indicator	Result			Annual Target
	Q1	Q2	Q3	
The number of children entering the criminal justice system	35	25	26	18
The total number of First Time Entrants (FTE) during Quarter 3 is 26, compared to 25 last Quarter, indicating the number of first time entrants may be stabilising as the changes to the procedures have been embedded. 20 cases could not be diverted from becoming an FTE because they had previously been referred to the Divert Service or the offences committed were either too serious or for an offence that is automatically sent to court such as motoring offences. 5 young people were eligible for a referral to Divert but 3 cases were convicted in courts outside of our local area and 2 cases were sent to the Crown Court having been charged with adult co-defendants committing serious offences.				

109. **Implement the National Community Cohesion Action Plan (Green)**
 Guidance for schools has been developed for "Responding effectively to prejudice based behaviours and bullying". This is currently with the Directorate of Education for approval. In Quarter 4 UNICEF will be facilitating a workshop, which will be attended by Rights Respecting Schools and those involved in developing the guidance. This will be a practical session using case studies to support and advice how to approach real life/practical scenarios. This will be developed in training, resources and contacts for schools to use.
110. **Review and reform the Community Safety Partnership (Green)**
 A briefing paper has been drafted and discussions are taking place for the new operational level governance arrangements; this will be signed off during Quarter 4 at the Community Safety Board.
111. **Tackle substance misuse in the city (Green)**
 The review of young people and substance misuse in the city has been completed and the report signed off by both CASSC and CYP Scrutiny Committees. The report will go to Cabinet early in Quarter 4, following this, approval work will commence throughout Quarter 4 and Quarter 1 (2019-20) on the 6 month action plan to implement the recommendations made.
112. **Deliver the Night Time Economy Strategy (Green)**
 The Purple Flag assessment was carried out in December 2018, with positive feedback received. Confirmation of whether the City has been successful in its accreditation to Purple Flag will be received in Quarter 4.

Well-being Objective: 1.4

Safe, confident and empowered communities



113. Invest in the regeneration of local communities (Green)

- Welsh Government TRIP (Targeted Regeneration Investment Programme) regeneration grant approved for Butetown Youth Hub.
- 3-year Neighbourhood Renewal Schemes programme approved.
- New Maelfa shops: fit-out works being undertaken in preparation for spring opening.

Performance Indicator	Result			Annual Target
	Q1	Q2	Q3	
The percentage of customers satisfied with completed regeneration projects	83%	91%	100%	70%

114. Drive up standards in the private rented housing sector (Green)

The Welsh heads of Public Protection have endorsed the training policy for re-licensing and the agent audit processes. The Formal Officer Decision report for this training policy has been signed off.

115. A project related to proactive searches (this involves carrying out searches on people who have registered with Rent Smart Wales but not applied for a license) has been launched to implement/use the data from Conway (the first Local Authority data to be used in this way); the target date for completion is the end of March 2019.

116. The second CPD (continuing professional development) course was launched in October on GDPR (General Data Protection Regulations). This, as well as many other topics, has been promoted in the Autumn Newsletter.

117. Initial discussions have commenced with stakeholders to start the process of re-licensing.

118. In relation to compliance figures show:

- 95,019 Registered Landlords
- approx. 198,820 registered properties, and,
- 203,300 properties estimated by Welsh Government to be in the private rented sector

119. The overall compliance for commercial agents licensed with Rent Smart Wales is 98.56%.

120. Continue to develop the Community Hub and Well-being programme (Green)

- The construction programme for the CRI Domestic Abuse facility is due to start early 2019, subject to tender approvals
- Initial development appraisals for alterations to Whitchurch and Rhydepennau libraries have been undertaken
- Community Wellbeing restructure is complete and limited recruitment in progress for vacant positions
- Both Capital transformation grants for Whitchurch and Rhydpennau successfully progressed to stage 2 of Welsh government grant processes

Well-being Objective: 1.4

Safe, confident and empowered communities



- Work has commenced to prepare a Health and Wellbeing events programme to be delivered within the Hubs. Continued promotion of Reading Well – dementia has taken place with attendance at Health forums and communication with Health Board officers
- Lead Library manager selected for national advisory group with Welsh Government (Health) to progress Reading Well – Books on prescription related to Mental Health - which will be launched within Cardiff's Hubs in 2019-20
- Consultation with local communities to further develop health related services will be initiated within Quarter 4
- Welsh Government grant funding approved for Butetown Youth Hub. Grant application for City Centre Youth Hub under discussion

Performance Indicator	Result			Annual Target
	Q1	Q2 (Cumulative)	Q3 (Cumulative)	
The number of visitors to libraries and hubs across the city	634k	1.3m	1.95m	3.3m
Quarter 3 result is 632,168. <i>Please note that "Virtual" visits to the libraries will not be added until Quarter 4</i>				
The percentage of customers who agreed with the statement 'Overall the hub met my requirements / I got what I needed'	97%	98%	98%	95%
Quarter 3 result is 98%. During Quarter 3, of the 1,816 people who answered the question in the survey 1,784 people agreed with the statement.				

121. Deliver Phase 2 of the neighbourhood partnership scheme (Amber)

Recruitment has commenced with 1.5 FTE in post. Development of a Community Involvement Plan will be postponed until Quarter 1/2 2019

122. Promote and support the growth of the Welsh Language (Green)

The Local Authority continues to expand the provision of Welsh medium education in the city. The number of young people enrolled in Welsh medium education has increased by 767 between January 2016 and January 2018. A provisional figure as at January 2019 should be available in Quarter 4. The Local Authority has recently applied for a capital grant of £6 million to further expand Welsh medium places.

123. The action plan to implement the outcomes of the Welsh in Education Strategic Plan, which includes actions to improve Welsh education in English medium schools, has been approved by the Welsh Government.

124. The Welsh Language Commissioner has published 'Developing a Welsh Language Promotion Strategy - collaboration with key partners in the development of the 5-year strategy to promote Welsh language'. Cardiff Council is noted for having areas of good practice to share and attended a 'Sharing Good Practice' Seminar attended by senior officers from public sector organisations in Wales to present key learning points.

Well-being Objective: 1.4

Safe, confident and empowered communities



125. **Develop a strategic approach for allocating Capital contributions to deliver improvements to parks and green spaces (Green)**

- A Memorandum of Understanding in support of a Welsh Water Project to bring Llanishen and Lisvane Reservoir back into use for recreational purposes has been signed by the Council
- Playground improvements have been completed at Trelai Park and Mill Road, and Celtic Park, the remainder of the Capital funded projects are programmed for completion by 31st March and S106 funded projects by the end of April 2019
- Work has commenced on Despenser Gardens toddler play area with work on the Multi Use Games Area (MUGA) due to commence at the end of January 2019
- Tender documents for the identified programme of capital asset renewal works are being finalised for issue in December and January
- Public consultations on proposals for Adamsdown open-space (S106) and Maltings Park (21st Century Schools) have been undertaken and feedback is being analysed to inform the preparation of detailed proposals and finalising the programme for delivery
- Tender documents have been prepared for Pontcanna Riding School outdoor arena, additional capital funding and increased grant funding application value agreed with Sport Wales
- Hendre Lake Footpath Link project completed which is a joint project between Neighbourhood Renewal and Parks Services. Development of a walking gym project along the footpath in partnership with the Together Trust is under development
- Discussions held with the Neighbourhood Renewal schemes team to align project proposals. A review of projects to receive funding is ongoing and notification of successful projects is anticipated in the New Year
- An application has been submitted to the Welsh Government Enabling Natural Resources & Wellbeing (ENRaW) funding stream for Forest Farm volunteer Hub and support for Green Infrastructure projects and friends groups in partnership with the Public Rights of Way Team

126. **Work with partners to develop a strategic plan for development of sport and secure an increase in participation (Green)**

A draft Memorandum of Understanding / Terms of Reference has been circulated for discussion and feedback from the Sport Stakeholder Group (Sport Wales, Cardiff University, Cardiff Metropolitan University, Cardiff and Vale College, Cardiff City Foundation, GLL and the Urdd) has not been positive in terms of a £3,000 contribution from each party towards commissioning an external provider to develop the strategy. Other options include procuring another body to support the work of the strategy, developing the strategy at group level or Cardiff Met to lead. These will be considered at the stakeholder meeting and a proposal that Sport Cardiff, Head of Sport takes the lead on the future work with support from Cardiff Met in partnership with Cardiff Council.

Well-being Objective: 1.4

Safe, confident and empowered communities



Performance Indicator	Result			Annual Target
	Q1	Q2 Cumulative	Q3 Cumulative	
Total number of children aged 7-16 engaged in Sport Cardiff-led activities	6,802	11,248	17,730	30,000
Quarter 3 result 6,482				
The number of attendances at our leisure facilities	366,915	725,265	1,053,518	1,499,369
Quarter 3 result 328,253				
The number of individuals participating in parks / outdoor sport	66,257	136,304	182,260	170,000
Quarter 3 result 45,956				

127. Engender a sense of ownership for Parks and green spaces within local communities (Green)

During Quarter 3 there has been approximately 3,500 volunteer work hours generated within parks and nine school visits took place.

Performance Indicator	Result			Annual Target
	Q1	Q2 Cumulative	Q3 Cumulative	
The number of volunteer hours committed to Parks and Green Spaces	5,214	9,622	14,310	18,000
Quarter 3 result 4,688				

128. Develop a new major events strategy (Green)

Stakeholders and partners have been consulted in a (Economy & Culture) Scrutiny Task and Finish Inquiry into 'Events in Cardiff'. The inquiry report is expected to be produced early in the New Year and the findings and recommendations will inform a new Cardiff Events & Festival Strategy.

129. Support the development of the Creative Sector and unlock investment opportunities Creative Industries Cluster bid (Green)

Creative Industries Cluster bid

The Creative Industries Cluster Programme new headquarters will be based in City Hall.

130. Creative Cities Convention in 2019

A delegation from Cardiff attended the official London launch, co-hosted by the Leader. This provided a networking opportunity for Cardiff to invite senior media executives to participate in the Cardiff event which is expected to create investment opportunities.

Well-being Objective: 1.4

Safe, confident and empowered communities



Performance Indicator	Result			Annual Target
	Q1	Q2 Cumulative	Q3 Cumulative	
Attendance at Commercial Venues	210,722	443,435	691,146	879,800
<p>Cardiff Castle Quarter 3 result 58,351. Results for October were up 7.5% compared to the previous year. Santa's grotto at the Castle was a complete sell out with tickets going within 2 days but figures for November and December were lower than target due to the onset of poor winter weather and shorter operating hours for the winter season.</p> <p>Cardiff Story Quarter 3 result 17,477. The Cardiff Story Museum visitor figures are seasonally impacted, therefore the figures this quarter seem lower than last because last quarter included our busiest period (summer). We also had two exhibitions off-site during the summer that increased footfall).</p> <p>Mansion House Quarter 3 result 1,230. St. David's Hall and New Theatre Quarter 3 result 170,653.</p>				

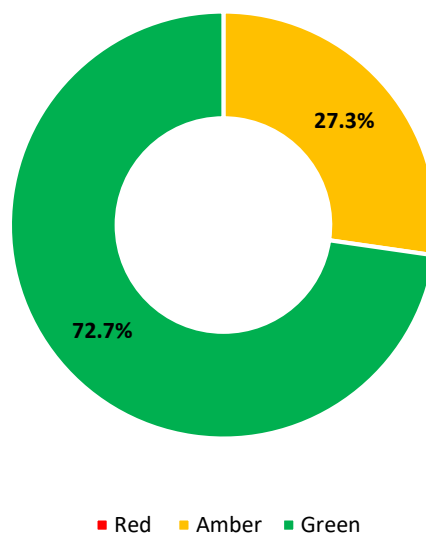
Well-being Objective: 2.1

A Capital City that Works for Wales – Summary

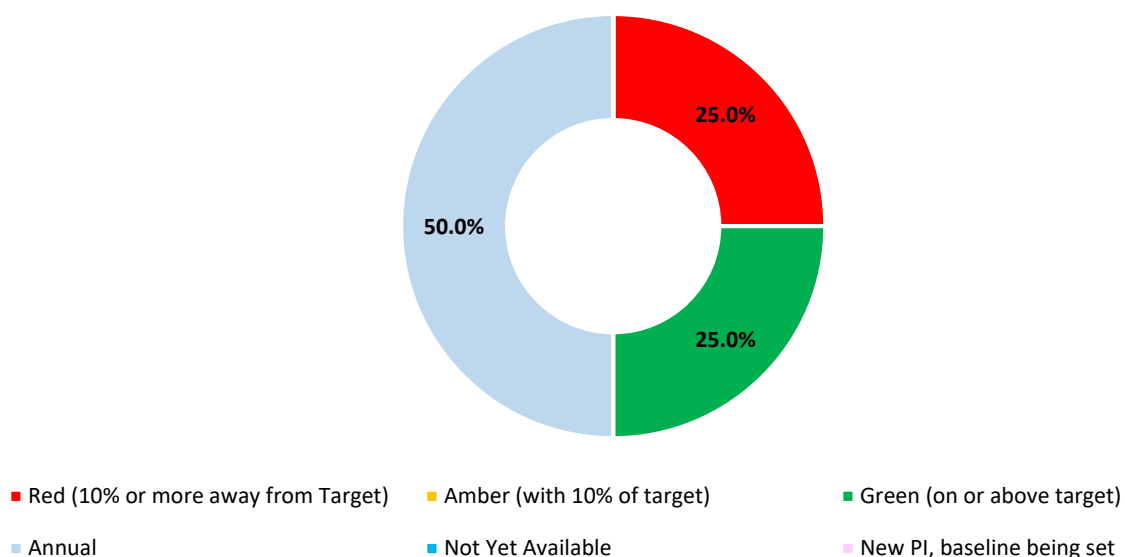


- Connected Capital
- Business Capital
- Inclusive Capital
- Smarter Capital
- Sporting and Cultural Capital City

A Capital City that Works for Wales
Corporate Plan Steps Q3 2018-19 (11 Steps)



A Capital City that Works for Wales
Q3 2018-19 KPI Results (4 Indicators)



Well-being Objective: 2.1

A Capital City that Works for Wales



- **Connected Capital**
- **Business Capital**
- **Inclusive Capital**
- **Smarter Capital**
- **Sporting and Cultural Capital City**

Key Financial Issues

131. At this stage of the financial year there are no significant revenue budget variances relating directly to services within the scope of this Wellbeing Objective being reported.

Corporate Plan steps and KPIs Updates

132. **Bring forward a new Economic vision for the future development of Cardiff (Green)**
Scrutiny were given a briefing on the draft strategy in December. Cabinet will consider the proposals in Quarter 4, with the White Paper being considered by Council in January 2019.
133. **Begin work on a new Bus station as part of an Integrated Transport Hub (Green)**
A new planning application has been submitted and approved by Planning Committee allowing a new start on site to be made.
134. **Prioritise the delivery of a new Multi-purpose Indoor Arena (Green)**
Cabinet approved expenditure to enable a detailed feasibility study to be carried out to confirm the viability of the scheme on the preferred site. A report will be presented to Cabinet in March 2019 to seek approval for the business case and delivery strategy.
135. **Grow the city centre as a location for Business and investment (Green)**
- The new Government Property Unit building is on programme and discussions ongoing regarding Government Property Unit phase 2
 - Admiral Insurance has taken 70,000 square feet (sq ft) of new grade A space at Capital Quarter to meet existing and future business needs
 - Monzo Bank, a new inward investment opportunity, has also taken 10,000 sq ft of grade A space at No 2 Kingsway
 - Demand for incubation and start up space continues
 - Take up of office space in Quarter 3 has been just under 300,000 square foot. Due to an uptake in demand for grade A office space there will be circa 75,000 sq ft available at the beginning of Quarter 4
 - New grade A office schemes due to commence include:
 - Interchange – 86,000 sq ft by 2021
 - No 1 John Street – 100,000 sq ft by 2020, and
 - The Ledger building, Central Quay – 270,000 sq ft by 2021

Well-being Objective: 2.1

A Capital City that Works for Wales



Performance Indicator	Result			Annual Target
	Q1	Q2 Cumulative	Q3 Cumulative	
New and safeguarded jobs in businesses supported by the Council, financially or otherwise	783	1,142	1,534	500
Quarter 3 - 372 safeguarded and 20 new jobs created				

136. Agree the business plan for the regeneration of Central Station (Amber)

London and Continental Railways have now completed a report advising the Secretary of State for Transport on the requirement for a UK Government investment into the Cardiff Central project. A response from UK Government is awaited.

137. Develop a plan for a new mixed use development at Dumballs Road (Green)

A housing plan has been agreed with Communities, Housing & Customer Services to deliver a new mixed-use development scheme.

138. Launch a new industrial strategy for East Cardiff (Green)

A strategic masterplan for East Cardiff is in the process of being prepared.

139. Develop a new vision and masterplan for Cardiff Bay including International Sports Village next phase (Amber)

A report will be presented to Cabinet in February.

140. Work with Cardiff Capital Region partners to ensure City Deal Investment supports the economic development opportunities of the city region (Green)

Consultation has taken place with the City Deal office in the development of the Cardiff Economic White Paper, Building More and Better Jobs.

141. Develop a business plan to protect the city's historic Assets (Green)

A report has been presented to Cabinet outlining options for securing investment into Council owned heritage buildings to address the maintenance backlog and ensure their future sustainability. Cabinet agreed further work to be undertaken to explore the various approaches to inform a final decision on each opportunity.

142. Develop a Music Strategy to promote the City as a music destination by October 2018 (Amber)

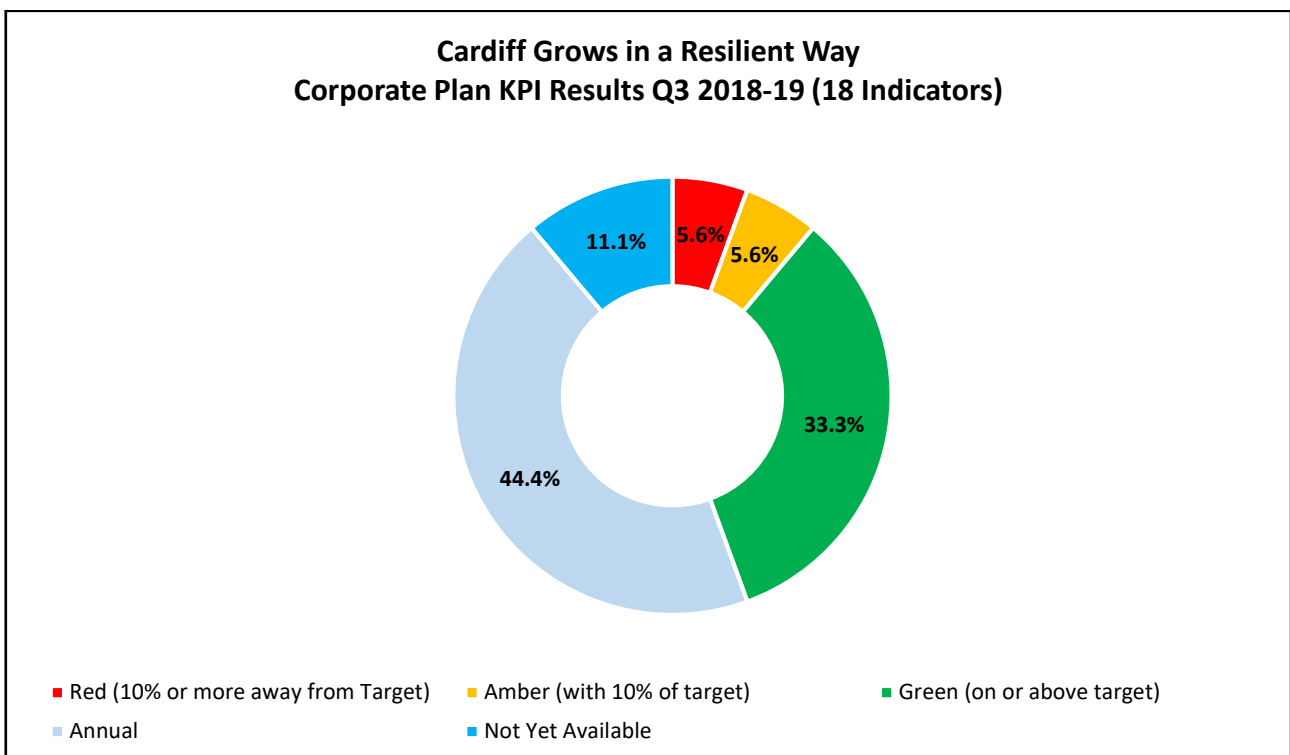
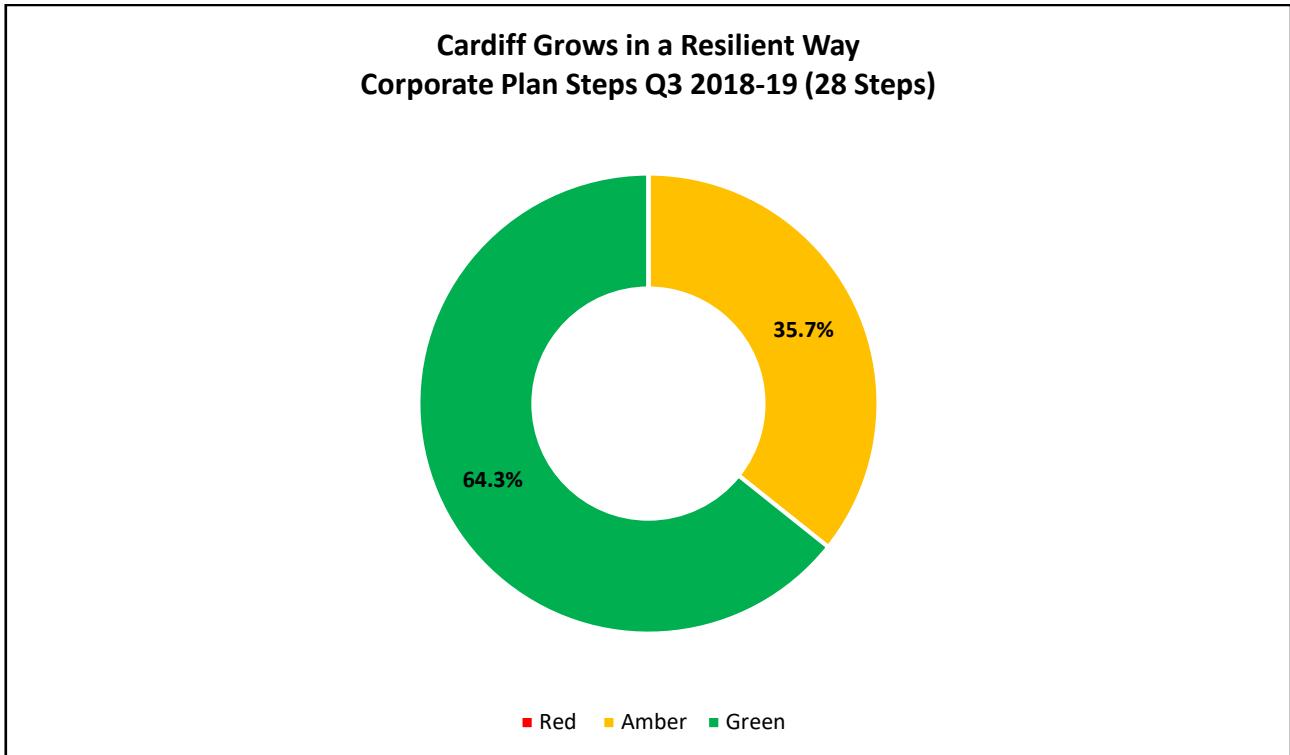
The Council is working with Sound Diplomacy to finalise the Music Strategy. Completion has slipped to allow time to incorporate new developments. The draft strategy will be presented to Cabinet in Quarter 4. Work is underway to develop a new Cardiff Music Board to develop the music sector in the city.

Well-being Objective: 3.1

Cardiff grows in a Resilient Way - Summary



- Housing
- Transport
- Waste and Recycling
- Clean Streets



Well-being Objective: 3.1

Cardiff grows in a Resilient Way



- Housing
- Transport
- Waste and Recycling
- Clean Streets

Key Financial Issues

143. The Planning, Transport and Environment directorate is projecting an overspend of £1.049 million at Month 9. Some of the financial issues contributing to that position within the scope of this Wellbeing Objective include:

Planning, Transport & Environment – Recycling and Waste Services

144. The Directorate is currently projecting an overspend of £1.049 million for 2018-19, reflecting a significant improvement of £416,000 on the position reported at month 6. The overspend is largely driven by costs relating to the ongoing HWRC and Waste Transfer Station investigations including agency expenditure and income shortfalls at the Materials Recycling Facility (MRF). This position also includes the drawdown of £350,000 contingency budget specifically set up in relation to Income Shortfalls at the MRF.

Planning, Transport & Environment – Planning, Building Control & Energy Management

145. The Planning and Building control division is projecting an overspend of £93,000, largely due to income shortfalls in planning fees and the Energy Management Division is reporting an overspend of £204,000 where shortfalls in savings and renewable energy income are partially offset by a reduced Carbon Reduction Commitment (CRC) payment.

Corporate Plan steps and KPIs Updates

146. **Develop options for long-term regional partnership recycling infrastructure arrangements (Amber)**
Welsh Government have convened a regional infrastructure working group to which Cardiff are contributing. Specific work is taking place with regards infrastructure for hygiene waste looking at demand and future facilities. The All Wales group may work at a slower pace than a regional group and as such the Directorate will continue to apply pressure for quick progress from the Welsh Government team.
147. **Consult on amendments to Recycling Waste Strategy and collections (Green)**
The results of the consultation exercise are being reviewed and will feed into the next waste strategy. 2000 households have now received wheeled bins with a further 1500 to follow in Quarter 4. Further wheeled bin expansion is programmed for Quarter 4. 17,000 households are on the glass pilot scheme, all have had a 'before' and 'during' questionnaire to complete. Progress on performance is to target. A review will now take place on the pilot to recommend on how to proceed.
148. **Explore opportunities for New Household Waste Recycling Centre (Amber)**
Various sites have been explored and considered however the Directorate's programme is behind currently. Strategic Estates continue to seek suitable locations. A report will go to Cabinet in Quarter 4 on the review of

Well-being Objective: 3.1

Cardiff grows in a Resilient Way



sites and the current position. We are currently working with the planning team to review the demographic growth profile and the impact on demand for a site. Additionally we are working on improvements to the next LDP to encompass more recycling infrastructure. The directorate will now review the business case for the recycling centre in line with demographic growth to ensure we meet the needs of the future city growth.

149. Undertake targeted Education campaigns in communities where recycling rates are low (Green)

There has been targeted education work in the glass pilot areas to encourage recycling and reduce contamination. Collection crews have had refresher training on contamination and what is acceptable in recycling bags. Cardiff are part of a regional campaign that will be Welsh Government funded in Quarter 4. The directorate is continuing to work with WG to maximise impact and maximise the use of external funding.

150. Continue to support Re-use in the city by expanding the usage of Re-use Centres (Green)

New partners have been added to the “reuse list”. Nulife based on Dumballs Road are now working with the Council and supplying reuse items back through their shop. A procurement has been completed for a new partner to run two reuse shops from Lamby Way and Bessemer Close. The bids are being evaluated and will be announced in Quarter 4. We now intend to seek funding from Welsh Government to expand the reuse programme.

151. Develop a Total Street Delivery Plan (Green)

Links between housing and waste services are being developed to provide skips and waste disposal both for housing maintenance and the Housing Partnership Project. Waste and Cleansing alignment is to take place via new area based working model to be developed in 2019. A resource has been identified to develop the use of PowerBI and work is taking place with ICT to get Power BI publisher to support the work. The Total Street Delivery plan is ongoing and the Directorate is looking at restructuring the teams into a new area based model – a trial will be undertaken in Quarter 4.

152. Tackle fly-tipping, littering and highway licensing (Amber)

The Toolkit of Street Scene partnership initiatives for Cardiff (outward looking document) has not been not delivered. Resource issues in this area has meant there has been limited progress on this objective in Quarter 3 and a restructure is required to provide additional support. Work is progressing with regards “Green Dog Walker” to align with the Public Spaces Protection Orders for dog controls. Additionally we have launched “Refill Cardiff” to change behaviours towards single use plastics.

Performance Indicator	Result			Annual Target
	Q1	Q2	Q3	
The percentage of reported fly tipping incidents cleared within 5 working days	99.87%	99.66%	98.94%	90%
The percentage of reported fly tipping incidents which lead to enforcement activity	90.17%	94.64%	93.94%	70%

Well-being Objective: 3.1

Cardiff grows in a Resilient Way



Performance Indicator	Result			Annual Target
	Q1	Q2 (Cumulative)	Q3 (Cumulative)	
Number of investigations and enforcement actions per month	4,157	8,736	16,307	3,000
Quarter 3 result is 7,571. This is a result of the Enforcement Action Plan for the Cathays and Plasnewydd areas being implemented in October through to December to coincide with the student population increasing in these areas. This has included a large amount of Education actions (see below) and Enforcement investigation actions following this. It is anticipated that Q4 will drop significantly.				
Number of education and engagement actions per month	3,358	3,641	6,866	3,000
Quarter 3 result is 3,225. Please see above.				

Performance Indicator	Result			Annual Target
	Q1	Q2	Q3	
The percentage of highways inspected of a high or acceptable standard of cleanliness	94.34%	92.86%	88.25%	90%
The dip in performance was as a result of a combination of factors, a resource issues with vehicle breakdowns, partially related to the age of the mechanical sweepers. These vehicles were replaced at the end of 2018, which should impact positively on performance from January onwards. Furthermore, we are currently re-designing cleansing rounds to ensure that they are more efficient, and resources are targeted at the areas which need them most – the new rounds should be in place by April 2019.				

153. Improve the productivity and Performance of Street Scene Services (Amber)

Productivity relating to services is being recorded through digital systems but there is a need to develop effective productivity performance reports for Street Scene to support informed decision making. Work is progressing with C2C on outward looking reporting of productivity performance. Core data sets will be developed in Quarter 4 for Street Scene Services and this will relate to performance only. Productivity work will proceed working in partnership with the Trade Unions.

154. Explore and develop a Commercial and Collaboration Strategy for Key Services (Green)

Partnership with the DVLA on managing untaxed vehicles has been formally approved and is progressing. The use of the Single Justice Procedure (SJP) working with Her Majesty's Courts & Tribunal Service is progressing with the Street Scene Enforcement team meeting with other authorities with legal to undertake collaborative working on certain enforcement activity and the SJP process.

155. Develop a City Food Strategy (Amber)

A stakeholder workshop was held in November with internal and external participants and speakers. Consultants are drafting a strategy report to include outcomes from the workshop and officer interviews along with best practice research, and is due to be reported to Cabinet in March. Wider food work across the city includes participating in Food Cardiff partnership and recruitment for Food Cardiff Coordinator post.

Well-being Objective: 3.1

Cardiff grows in a Resilient Way



156. Progress a 5 Megawatt Solar Farm at Lamby Way (Amber)

The planning application target date is now Jan 2019. This change was necessary as the application needs to be fully supported by ecology surveys and mitigation strategies which are seasonally specific and only just complete. A procurement strategy has also been developed for the scheme and a PIN notice will be issued in January as a first step in this¹.

157. The delay in planning application submission can be absorbed into the existing project timeline with commencement on site in summer 2019 still feasible. Detailed electrical design has shown that the site can accommodate a solar farm with greater capacity than originally anticipated (possibly up to 9MW). Costs for solar panels continue to decrease so the procurement exercise will test how much of this increased capacity can be accommodated within the parameters of the original “invest to save” business case and the final scheme will be tailored accordingly.

158. Develop a new Transport and Clean Air vision for the city (Green)

From an air quality perspective the initial plan was submitted to Welsh Government on the 30th September 2018 to adhere to the requirements of the legal direction. The preferred options are being developed in view of producing an outline business case in Quarter 4. Furthermore, to adhere to WG requirements and align to Joint Air Quality Unit (JAQU) guidance, a clean air zone is being modelled as a benchmark against preferred options to achieve compliance in the shortest time possible. The white paper transport objectives must align with the requirements of air quality improvements and this is currently being progressed with the support of consultants - scheduled for completion by spring 2019.

159. Undertake a scoping assessment for a Clean Air Zone in Cardiff (Green)

The initial plan was delivered to Welsh Government by the 30th September 2018 to align to the requirements of the legal direction. The plan was also taken through Cabinet and the recommendations supported. Feedback from the second panel meeting is expected by the end of January 2019.

160. Modelling has indicated that the air quality, in relation to Nitrogen Dioxide, in Cardiff is an improving picture. The roads previously forecast by DEFRA to be non-compliant, the A48 and A4232, have, when utilising detailed local air quality and transport modelling, been deemed to be compliant with only one area of non-compliance by 2021 - Castle Street. The modelling of a clean air zone, following a stakeholder workshop to establish parameters, is on-going as required by WG and in line with JAQU guidance, to benchmark against mitigation measures to achieve compliance in the shortest time possible. Further detailed analysis of the preferred measures is being developed to enable the production of an outline business case of the preferred option(s). Following the development, consultation and agreement of the outline business case and preferred option(s) progression to the submission of the final plan and business case by the end of June 2019 will continue.

161. Improve the condition of Highways (Green)

¹ A PIN is a “Prior Information Notice” which is sometimes issued in advance of a major procurement exercise. Its purpose is to forewarn potential bidders of the Council’s plans to release a tender and to get some initial feedback that may help to shape the details and timing of the final procurement exercise.

Well-being Objective: 3.1

Cardiff grows in a Resilient Way



Delivery of preventative and patching work for roads and footways has progressed with substantial works completed and improvements achieved throughout the network. Improvements to the road markings has also been achieved and will continue through until end of year. The reconstruction programme is 80% delivered with the remainder to be completed in January. A number of roads with structural failure and significant issues have been reconstructed to the highest standard including a direct route to a primary school and a key bus route.

- Contracts have been awarded for the remaining resurfacing and preventative programmes, works are scheduled to be completed by the end of Quarter 4
- The benefits are clear to see throughout the network with the road surface improvements and improved conditions for all users
- The residential street lighting LED business case has been completed and is scheduled to be presented at Investment Review Board and then Cabinet in Quarter 4

162. **Develop an Electric Vehicles (EV) Strategy (Green)**

Procurement of the infrastructure and installation for the residential OLEV (Office for Low Emission Vehicles) scheme via the ESPO framework (Framework 636 – Vehicle Charging Infrastructure, 1st July 2017 to 30th June 2019) has been undertaken and a preferred bidder has been identified. (ESPO – Procurement services for the public sector).

163. A procurement strategy for other strands of work associated with Electric Vehicle charging infrastructure is being developed working with Procurement Services support.

164. A fleet strategy is being developed in conjunction with Central Transport Services.

165. New regulations issued as guidance from Western Power Distributors may impact on the number of chargers that can be installed on street.

166. Alternative sites are being identified and contact with OLEV has been made to scope options for maintaining momentum on the project.

167. **Develop a spatial masterplan to create new, high quality, shared space for pedestrians, cyclists and vehicles (Amber)**

City Centre West:

- Key stakeholder engagement sessions for City Centre West
- First phase impact assessment on Wider Network
- Completion of first phase modelling work

City Centre North:

- Concept Design for Castle Street
- Expansion of traffic model to include Castle Street

City Centre East:

- First phase modelling complete

A number of Issues have been identified including:

- Not being able to go to public consultation could delay the programme

Well-being Objective: 3.1

Cardiff grows in a Resilient Way



- Further work is needed on identifying and mitigating wider impacts of the scheme

To resolve this the directorate will:

- Renew traffic survey data through detailed ANPR survey
- Conduct wider modelling exercise
- Detailed Impact assessment
- New Cabinet Report in Quarter 4 2019 / Quarter 1 2019-20

168. **Support the delivery of the Active Travel Agenda (Green)**

Another positive meeting with the Cycling Advisory Group took place in November 2018. This highlighted a number of issues requiring more substantive discussion including the Council's approach to managing cyclist access and safety as part of traffic management of street-works. A workshop involving Welsh Cycling Go Ride team and Cardiff Council National Standards Cycle Trainers took place in December 2018. A very positive meeting which generated a number of follow up actions which will improve joint working.

169. **Making roads safer by implementing 20mph speed limits (Amber)**

Preparation of the delivery of an East Cardiff 20mph limit in Plasnewydd, Adamsdown and parts of Splott is continuing. Public Traffic Regulation Order consultation is in progress. Funding has also been awarded for the Grangetown scheme and this scheme is also at Traffic Regulation Order (TRO) consultation stage. The Reduction in speeds in key areas is enabling a better environment to promote active travel modes. Public consultation will now take place for both schemes with delivery anticipated during Quarter 4. There may be possible delays due to contracting and delivery programming. Preparation for contractor appointment is underway during the public consultation phases.

170. **Improve the walking and cycling network in Cardiff (Green)**

A tender has been advertised and tender evaluation is now in progress for the construction of the Senghennydd Road scheme. The TRO consultation has been advertised for the Senghennydd Road scheme and the objection report is in preparation.

171. The South West Link feasibility study has been commissioned. Concept design work is in progress for sections of Cycle Superhighway between Cardiff Bay and city centre, Dumfries Place and Broadway, and Cathays Terrace to Heath High Level rail station.

172. Moving forward we will:

- Complete the TRO process for Senghennydd Road,
- Award contract for construction of Senghennydd Road and start construction.
- Undertake consultation on Lloyd George Avenue Cycle Superhighway.
- Complete concept designs and prepare for consultation on Cycle Superhighway from Cathays Terrace to Heath High Level and Herbert Street to Smart Way.
- Continue concept design, modelling and investigation work for Dumfries Place and Broadway.

Well-being Objective: 3.1

Cardiff grows in a Resilient Way



173. **Deliver the annual parking report, progress the Parking strategy, and an assessment of pavement parking (Green)**
- Partnership with DVLA on managing untaxed vehicles approved.
 - Moving Traffic Offence, processing has been bought in-house with improvements on performance and quality being realised. This relates to improvements in the number of notices being incorrectly processed and ensuring that the penalty notices process is robust.
 - Parking fine activity is improving through active monitoring.
 - The appeals team have completed sending all letters relating to Traffic Enforcement Centre (TEC) with penalty notices being paid in line with forecast.
174. **Launch the On-Street Bike Hire Scheme (Green)**
- Work continues on the final phase of install that will provide an additional (circa 16) hire points in the city focussing in the east (Rumney and St. Mellons areas) and using network gap analysis to fill in any additional links. Work continues to promote the scheme by the partner, and rental levels continue to be consistent. Additional in-year funding has been awarded for delivery of 500 extra bikes at 65 additional locations across the city. The process for delivering these on street has followed the same procedure as the first 500 and planning is on target.
175. **Ensure Active Travel Plans for all Schools – 2020 (Amber)**
- The initial evidence-gathering phase of the work and has begun with engagement with Healthy Schools co-ordinators across Cardiff schools regarding the extent to which active travel is included in the Healthy Schools assessment criteria. The scope for increasing the focus of active travel within the Healthy Schools activities, the barriers to be overcome and resourcing issues is also being reviewed. There will be no roll out of Active Travel Plans this financial year, however we will continue with the evidence gathering phase and more direct engagement with specific schools with a view to offering support and identifying good practice.
176. **Support the delivery of High quality and Well-connected communities (Green)**
- A series of Strategic LDP Site Monitoring Documents to inform members, residents and wider stakeholders of progress on the Strategic Local Development Plan, sites including updates on planning permissions and triggers for planning obligations / infrastructure delivery are being prepared. A series of Member workshops are arranged for January 2019 to initiate Ward based Action Plans, following Cabinet approval in Quarter 2.
177. **Increase the delivery of new houses to meet housing need through the development of LDP strategic sites (Green)**
- Completions are being delivered on multiple outlets within Strategic Sites C (Plasdwr, North West Cardiff), The Mill (Site B), and G (St Ederyn's, East of Pontprennau) with other sites at different stages of planning activity including Sites D & E (J33/ South Creigiau) and F (North East Cardiff). On-site delivery continues to ensure new homes are completed to meet housing needs.

Well-being Objective: 3.1

Cardiff grows in a Resilient Way



Performance Indicator	Result			Annual Target
	Q1	Q2	Q3	
Percentage of householder planning applications determined within agreed time periods	95.18%	93.58%	91.60%	80%
Percentage of major planning applications determined within agreed time periods	93.75%	85.71%	66.67%	25%
The number of Major applications submitted are relatively few, compared to all planning applications received by the Local Planning Authority. In such cases, larger fluctuations in percentage rates are to be expected, whilst performance remains significantly beyond the 25% target. Quarter 1, 15 out of 16 applications determined Quarter 2, 6 out of 7 applications determined Quarter 3, 6 out of 9 applications determined				

178. Deliver 2,000 New Council Homes (Green)

The high-level review of phases 2 & 3 of the Cardiff Living scheme has been undertaken and discussions are now taking place regarding the overall project viability. The updated costs have been used to re-profile the 30-year Housing Revenue Account business plan. Phase 1 is progressing well with handovers of new properties having now taken place. The Cabinet Report providing an update on the Cardiff Living Programme will now go to Cabinet in March 2019.

179. 13 handovers have taken place by the end of December with some anticipated handovers having slipped into January/February. We are targeting 63 Cardiff Living handovers by year end. Work on the Highfields site is due to commence January 2019, this scheme having been awarded WG Innovative Housing Grant. All 10 phase 1 sites have planning consent, 1 site has completed and a further 5 are currently on site. 3 phase 2& 3 sites have been submitted for planning.

Performance Indicator	Result			Annual Target
	Q1	Q2 (Cumulative)	Q3 (Cumulative)	
Total number of new Council homes completed and provided	23	36	53	200
Actual Quarter 3 result is 17. The handover of a nine flat block has been delayed due to fire door regulations which is an industry wide issue and is now due to take place in early Quarter 4.				

180. Develop an outline business case for the District Heat Network proposal (Amber)

In Quarter 2 the launch of the Government's main Capital Grant scheme was delayed and will now be available from 2019. Engagement with the Government's delivery partners is underway and we are now anticipating a grant application at the end of spring 2019. Some of the legal advice tender returns came in at prices higher than anticipated. An additional Grant application was submitted to Government to cover the higher costs - consultancy activities that were more central to the larger capital Grant Application were prioritised from existing funds.

Well-being Objective: 3.1

Cardiff grows in a Resilient Way



181. **Convene regular design review meetings to consider and make recommendations to development proposals and publish an annual design review monitoring document (Green)**
Weekly internal design review meetings continue and a draft Annual Design Review Monitoring document has been produced for manager comment and to determine appropriate publication details (given that many schemes reviewed are not in the public domain).

182. **Develop a Climate Change Investment policy for consideration by the Pensions Committee (Green)**
The Pensions Panel met in Quarter 3 to consider the draft Climate Change Investment Policy, the policy has now been referred to be considered at the Pensions Committee in Quarter 4.

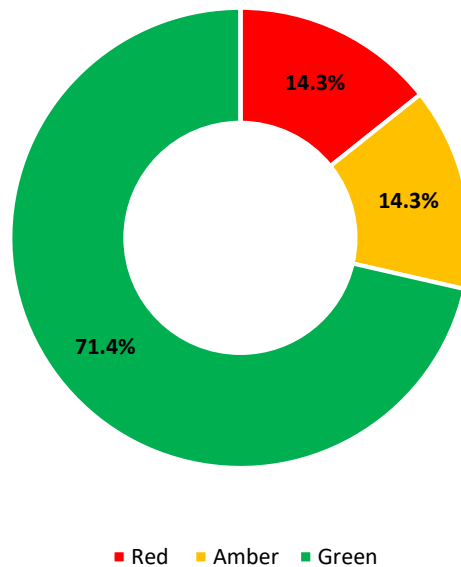
Well-being Objective: 4.1

Modernising & Integrating Our Public Service –Summary

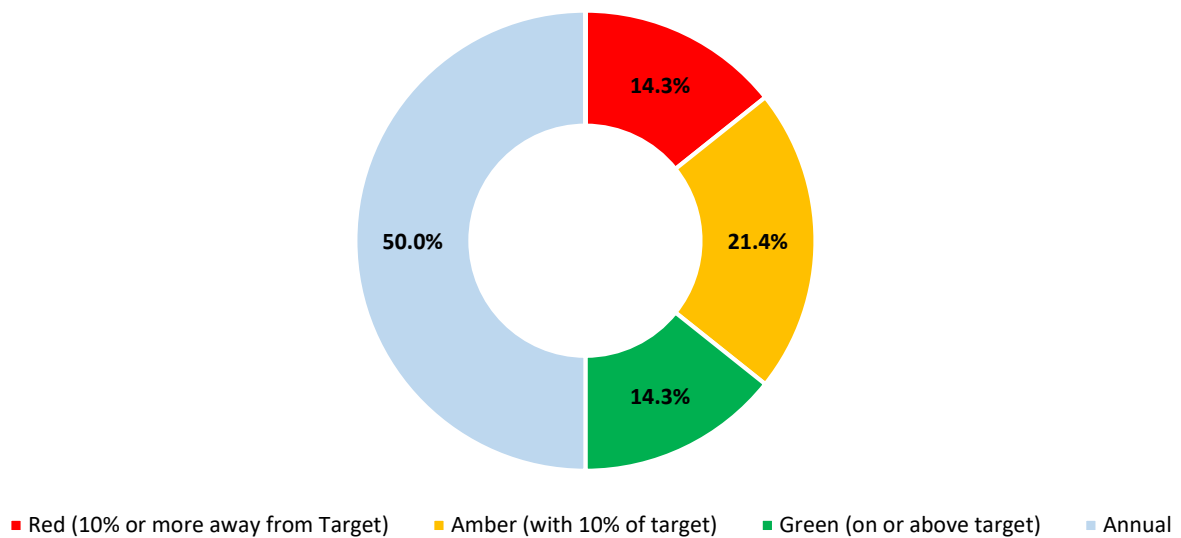


- Delivering Strategic Change
- Sustainable Services and Organisational Performance

Modernising & Integrating our Public Services
Corporate Plan Steps Q3 2018-19 (7 Steps)



Modernising & Integrating our Public Services
Q3 2018-19 KPI Results (14 Indicators)



Well-being Objective: 4.1

Modernising & Integrating Our Public Service



- Delivering Strategic Change
- Sustainable Services and Organisational Performance

Key Financial Issues

Resources

183. Overall the Resources directorate is projecting an underspend of £366,000 at Month 9. Major contributors to that position include a projected underspend of £462,000 in Human Resources, £157,000 projected underspend in Performance & Partnerships, £88,000 underspend in Commissioning and Procurement and £92,000 in Health & Safety.

Resources - Digital Services

184. The Digital Services division is projecting an overspend of £389,000 for 2018-19 at Month 9. This largely relates to a projected overspend of £412,000 in the Community Alarm Service including significant shortfalls against income targets for the Alarm Receiving Centre and Telecare. This overspend is partially offset by savings in other parts of the division including the Contact Centre, Meals on Wheels and savings against employee budgets.

Corporate Plan steps and KPIs Updates

185. Progress the Council's Digital First Agenda (Green)

There is now indicative support from all 22 local authorities for the creation of a dedicated team to support more digital collaboration across LAs and to also to manage a shared / collaboration platform and environment. As such a business case for the creation of a small, dedicated Digital collaboration team and supporting environment for Welsh local authorities has been drafted. This team will provide support and encouragement to enable local authorities to share skills, expertise and resources and to accelerate the deployment of digital opportunities across all Welsh local authorities.

186. Welsh Government have been very supportive of the project. The scope of the project is now being reviewed in light of a November 2018 report on Digital in the wider Welsh public sector by Lee Waters, the AM for Llanelli.

Performance Indicator	Result			Annual Target
	Q1	Q2	Q3	
The number of customer contacts to the Council using digital channels	211,854	385,157	662,944	10% Increase
2017-18 Outturn - 784,567.				

Well-being Objective: 4.1

Modernising & Integrating Our Public Service



187. **Assets and Property: Modernise the management and operation of the Councils estate (Green)**

Corporate Landlord

The implementation of the Corporate Landlord model is progressing with:

- The procurement of the new Framework for non-domestic building maintenance completed
- A mobilisation plan in place for Quarter 4 to facilitate the effective commencement of new arrangements on 1st April 2019
- New processes completed in readiness for the commencement of the new Framework
- The contract for the implementation of the new property IT management system has commenced
- Good progress forecast for Quarter 4 following the completion of the Data Processing Agreement with the contractor
- The updated Schools Buildings Handbook issued to Schools in Quarter 3. A similar handbook for corporate buildings will be progressed in Quarter 4/Quarter 1 2019-20
- The new One Front Door approach rolled out to circa 40 schools at the end of Quarter 3. Initial feedback from schools has been positive. It is intended that this new approach be rolled out to all schools by the end of Quarter 4. The approach will be rolled out to the wider non domestic building estate during 2019-20

188. As part of the Corporate Landlord Operating Model implementation, work has commenced to determine the true operational cost of the non-domestic building estate. This involves the identification and analyses of non-domestic building related costs Council wide. It is intended that this work will be concluded in Quarter 4.

189. In parallel with this, good progress has been achieved in the analysis of Building Services fee charges and uplifts, with a particular focus on schools. Proposals for improvement, with associated timescales, will be finalised in Quarter 4.

190. Phase 2 the Condition Survey programme continues to progress with surveys on site scheduled to complete by early February. Work is underway to draft a programme of priority work repairs for 2019-20.

191. Utilisation Surveys are on course to be completed by the end of Quarter 4.

192. The comprehensive review of the Council's Land and Non-Operational portfolios has been undertaken. Together with the ongoing review of the Operational estate and the progression of Schools Organisational Planning (SOP) Band B sites, this will comprise the Medium Term Disposals programme 2018-2023 to be reported to Cabinet in January 2019. Howard Gardens was sold in Quarter 3.

193. **Improve the Health and Wellbeing of our employees (Red)**

During Quarter 3, the pilot for flu vaccinations took place, a review of this will take place in Quarter 4. Work has commenced on best practice comparison with Merthyr Tydfil and Glasgow. Work with is ongoing with schools to monitor schools sickness absence.

194. The physiotherapy pilot has been rolled out at Lamby Way and the sports massage scheme continues to be rolled out across various locations to make the scheme as accessible as possible.

Well-being Objective: 4.1

Modernising & Integrating Our Public Service



195. The Quarter 3 sickness absence figure is 8.06 FTE (Full time equivalent) days lost per employee (forecasting at 11.28 FTE days lost per employee) across the council with 93% compliance for return to work. At the same point in 2017/18 the forecast was 11.24 FTE days lost per employee with an outturn of 11.27 FTE days lost per employee.

Performance Indicator	Result			Annual Target
	Q1 Forecast	Q2 Forecast	Q3 Forecast	
The number of working days / shifts per full time equivalent (FTE) employee lost due to Sickness Absence	10.15	10.41	11.28	9.5

196. **Support staff development (Amber)**

Half year reviews compliance is 95% against a target of 100%, with 4,853 staff completing the half year review process out of 5,111 staff.

197. **Get people and Communities more involved in decisions (Green)**

The viewing figures from Facebook live for Council, Planning and Scrutiny meetings held in Quarters 2 and 3 are as follows:

Quarter 3		
Meeting	Date	No. of views over 10 seconds
Council	25 Oct 18	137 views
	29 Nov 18	68 views
Planning Committee	17 Oct 18	229 views
	07 Nov 18	50 views
	21 Nov 18	76 views
	19 Dec 18	91 views
Scrutiny Committees		
Environment Committee	2 Oct 18	170 views
Joint Environment and Economy & Culture Scrutiny Committee	19 Nov 18	225 views

Quarter 2 figures were:

Quarter 2		
Meeting	Date	No. of views over 10 seconds
Council	27 Sep 18	443 views
Planning Committee	11 Jul 18	143 views
	19 Sep 18	409 views
Scrutiny Committees		
Environment Committee	03 Jul 18	107 views
	04 Sep 18	113 views
Communities and Adult Social Services Committee	05 Sep 18	250 views

Well-being Objective: 4.1

Modernising & Integrating Our Public Service



198. Further preparatory work is being undertaken to advertise Facebook live activities to promote the webcasts, with the intention to consider additional data to develop suitable targets for the future.
199. The Senior Management Team and Policy Review and Performance Scrutiny Committee agreed the Scrutiny Action Plan that was developed following publication of the Wales Audit Office (WAO) report 'Scrutiny - Fit for the Future'. The initial progress which was being made was acknowledged although a significant volume of work still remains.
200. Elements of the action plan have been reviewed with progress being made on all of the five WAO Improvement Proposals including:
- Scrutiny representatives from Cardiff attended the National Scrutiny Network
 - Agreement to establish South Wales Regional Scrutiny Network(s) based on a City Deal footprint
 - Training opportunities for Scrutiny included on the Member Development Programme
 - Quarter 4 Forward Work Programme being prepared for publication
 - Publication of draft minutes being improved
 - Scoping being finalised for Policy Review and Performance Task and Finish Group – Impact of Scrutiny.
201. The Annual Canvass concluded and the new Register of Electors was published on 1 December 2018. This included full engagement with Cardiff University, Cardiff Metropolitan University and the University of South Wales to ensure student registration was maximised via partnership working with the relevant Higher Education administrations.
202. During the canvass period the following volumes of forms were despatched:-
- Initial Household Enquiry Form (HEF) – 152,581
 - First Reminder (HEF) – 77,210
 - Second Reminder (HEF) – 51, 859
203. The total number of non-responding properties requiring at least two personal visits by a canvassing team was 35,818.
204. A summary breakdown of the type of Household Enquiry Form (HEF) responses received is as follows:-
- Online Response from Elector – 37.75%
 - Via Post or Collected via Canvasser – 55.33%
 - Telephone or SMS Text Elector Response – 6.91%
205. Following the conclusion of the canvass process the total percentage of Household Enquiry Form (HEF) Elector Responses received was 89.28%, just missing the 90% target however, no significant electoral events occurred during the registration period between 1 December 2017 and 1 December 2018.

Well-being Objective: 4.1

Modernising & Integrating Our Public Service



Performance Indicator	Result			Annual Target
	Q1	Q2	Q3	
The percentage of draft committee minutes published on the Council website within 10 working days of the meeting being held.	44%	59%	78%	80%
An 80% target is deemed good practice amongst peers. The results for the performance indicator relating to the publication of draft committee minutes below have been recalculated following improvement work in relation to the definition. Process improvements introduced by the new Head of Democratic Services in Quarter 1 have impacted positively on the Quarter 2 and Quarter 3 results.				
The number of external contributors to Scrutiny meetings	2,300	3,719	3778	140
Actual result Quarter 3 is 59				

206. Ensure that the Council's consultation and engagement work is as representative as possible through reviewing and refreshing the Council's citizen engagement tools, including the Citizen Panel, by June 2018 (Green) (Action Complete)

A satisfaction survey of citizen panel members has been completed. Overall, feedback is positive but a small number of areas for improvement have been identified, for example improving feedback to panel members, and improvement actions identified.

207. Champion Equality and Diversity, making sure that citizens' rights are protected in any changes to our public services (Green)

- The Budget EIA Process is progressing well, advice and guidance has been given to all Directorates, with draft Budget EIA's being produced and made available on the council website.
- Equality Awareness sessions continue to be delivered by the Equalities Team and are advertised to all staff, through internal communication channels. Staff are able to book onto sessions via Digigov.
- A draft report is being prepared for SMT (in the New Year) for approval to introduce a standardised equality monitoring process across council Directorates. This will give the council a better understanding of our customer needs and demonstrate our commitment to providing accessible services to all.
- The Strategic Equality Plan Annual Review has been drafted and will be approved in Quarter 4. The Annual Review outlines progress against the third year of the Strategy. The final Annual Review will be published before the end of March 2019.
- A draft Action Plan is being developed and will be presented to Cardiff Deaf Centre in Feb/March 2019. The Action Plan is part of the Council's commitment to the BSL Charter and is aligned to our Equality Objectives.
- An event is being planned to promote all Employee Networks in the New Year, the event will be a vehicle for informing and encouraging staff who may wish to become members or allies of each of the Networks

Performance Indicator	Result			2018-19 Target
	2016-17	2017-18	2018-19	
Maintain customer/citizen satisfaction with Council Services	68.12 %	57.43 %	64.10%	75%
Whilst the result for this PI is below target, this is an improvement from the 2017-18 result and at a time where Council Services are stretched. 2016-17 Target – 80.80%, 2017-18 Target – 70.00%				

Mae'r dudalen hon yn wag yn fwriadol



2018/19

Q3 Performance Report Appendix

High level summary by Wellbeing Objectives

Corporate Plan Steps Assessment Criteria

Directorates are asked to self-assess the RAG rating for each of the corporate plan steps for which they are the lead directorate using the following criteria:

Red

A Step should be ragged as **Red** when serious issues have occurred and it is unlikely that any further progression can be made without some form of assistance from outside of the Directorate e.g. SMT, enabling services etc. At the time of writing it is unlikely that the Step will be delivered within the agreed time frame / or at all.

Amber

A Step should be ragged as **Amber** when issues have occurred but they are not serious enough to require assistance. Progress can be recovered by the Directorate and there is a plan in place for this. It is likely that the Step will still be delivered within the agreed time frame.




Green

A Step should be ragged as **Green** when there are no issues with progress / performance, and at the time of writing the Step will be delivered within the agreed time frame.

Corporate Plan KPIs Assessment Criteria

Directorates provide KPI results against target. The KPI RAG rating is then calculated using a set formula as follows:

Key:

-  Red - indicator result is 10% or more away from target
-  Amber - indicator result is within 10% of target
-  Green - indicator result is on or above target

Direction of Travel (Prior Year) - The “direction of travel” will be indicated for each KPI (where available). This is identified by comparing the current quarter against the same reporting period in the previous financial year. For example the Quarter 3 result for 2018-19 will be compared to the Quarter 3 result for 2017-18. An annual result for 2018-19 will be compared to the annual result for 2017-18 – most of which will not be available until year-end.

Improved



Maintained



Declined



Well-Being Objective: Cardiff is a great place to grow up

53.8%

46.2%

Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Deliver a strengthened programme of academic and vocational provision for learners educated outside of mainstream settings, to improve learner outcomes. (ELLL)	During the academic year 2017/18 and beyond.				
Reshape and enhance specialist provision and services for pupils with additional learning needs to ensure sufficient, high quality places are available to meet the current and projected need. (ELLL)	2017 - 2022				
Complete the remaining schemes within the £164m 'Band A' programme of investment in schools, which will result in the opening of 5 new primary schools , including two Welsh medium schools and 1 new secondary school. (ELLL)	Autumn 2018				
	Spring 2019				
Ensure the best outcomes for children and young people for whom the Council becomes responsible by: <ul style="list-style-type: none"> • Improving the reach and effectiveness of support to care leavers by strengthening the Bright Starts Traineeship Scheme. (SS) • Embedding the Corporate Parenting Strategy across the Council and partners to promote the achievement of the same positive outcomes for children in care that every good parent would want for their own children. • Improving the Council's capacity to commission and provide high-quality, cost-effective placements within the Cardiff area, reducing the need for Looked After Children to be placed out of area. 	During 2018/19				
	March 2019				
	March 2023				
Address the maintenance backlog in schools, as part of a wider programme of Asset and Estate management, targeting increased investment in schools that require priority action. (ELLL and ED)	March 2019				
Deliver the new schemes within the £284m 'Band B' programme of school investment to: <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. (E&LL) 	April 2019 to 2024				
Commission an independent review of the effectiveness of the Multi Agency Safeguarding Hub in consultation with the Regional Safeguarding Board and consider recommendations for change / improvement with a view to implementing changes. (SS)	March 2020				
Promote and fulfil Children's rights by building a Child Friendly City in partnership with UNICEF UK, over the three years to 2021. (E&LL)	2021				
Continue to raise standards achieved by learners in Cardiff schools and support schools in developing the 'Successful Futures' curriculum to be in operation. (E&LL)	2022				









Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Enhance Early Help by to support children and families before their needs escalate to the point that they require statutory interventions by • Agreeing a refreshed Early Help / Preventative Strategy • Piloting a ‘Children First’ approach during 2018/19 to join up multi-agency preventative services and funding in order to improve early help to children and families in Ely and Caerau. • Identifying opportunities to deploy grant streams more effectively under new “Funding Flexibilities” arrangements. (P&C and SS)	March 2022 (Children First Approach during 2018-19)	Yellow	Yellow	Green	White
Embed the Disability Futures Programme to develop and implement remodelled services for disabled children, young people and young adults aged 0-25 across Cardiff and the Vale of Glamorgan to improve effectiveness and efficiency of services and outcomes for disabled young people and their families. (SS)	March 2023	Green	Green	Green	White
Improve the educational attainment of pupils eligible for free school meals by • Highlighting and transferring best practice in schools which are effective in ensuring that economic disadvantage does not limit educational achievement. • Increasing the level of challenge and support to schools where pupils eligible for free school meals are underperforming (E&LL)		Yellow	Yellow	Yellow	White
Support young people into education, employment or training by delivering the Cardiff Commitment, which will include: • Engaging city businesses to open up careers and enterprise opportunities to schools; • Implementing a digital platform to empower schools, young people and business to connect; • Introducing programmes of support to enable vulnerable young people to progress into employment; • Transforming information management processes to identify, track and support young people pre and post 16. (E&LL)		Yellow	Green	Yellow	White

Well-Being Objective: Cardiff is a great place to grow up

4.55%	4.55%	9.1%	81.8%			
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Red (10% or more away from Target)	Amber (within 10% of target)	Green (on or above target)	Annual	Not Yet Available	New PI, baseline being set	RAG rating not given
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Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
The percentage of schools categorised as 'Green' – Primary (E&LL)	Q1	Q2	Q3	Q4	58%	Available Q4 (Jan 2019)	Annual
	N/A	N/A	N/A				
The percentage of schools categorised as 'Green' – Secondary (E&LL)	Q1	Q2	Q3	Q4	44%	Available Q4 (Jan 2019)	Annual
	N/A	N/A	N/A				
The percentage of schools categorised as 'Green' – Special (E&LL)	Q1	Q2	Q3	Q4	71%	Available Q4 (Jan 2019)	Annual
	N/A	N/A	N/A				
The Average Capped Nine Points Score achieved by Key Stage 4 pupils (<i>This calculation is based on a pupil's results from nine of the qualifications available in Wales.</i>) (E&LL)	Q1	Q2	Q3	Q4	370	Annual Q2 Final result	↑
	N/A	366	N/A				
The percentage of pupils achieving the Level 2+ threshold at the end of Key Stage 4 (pupils achieving 5 GCSEs A*-C including English or Welsh and Mathematics) (E&LL)	Q1	Q2	Q3	Q4	65%	Annual Q2 Final result 5.3ppts above the Wales average	↑
	N/A	60.4%	N/A				
The percentage of pupils achieving the Level 1 threshold at the end of Key Stage 4 (5 GCSEs A*-G) (E&LL)	Q1	Q2	Q3	Q4	95.4%	Annual Q2 Final result	↑
	N/A	94.2%	N/A				
The percentage of pupils achieving the Core Subject Indicator (CSI) at the end of Key Stage 2 (E&LL)	Q1	Q2	Q3	Q4	90.2%	Annual Q2 Final result	↑
	N/A	90.2%	N/A				
The attainment gap in the Core Subject Indicator at the end of Key Stage 2 for those eligible for Free School Meals (FSM) and those not. (E&LL)	Q1	Q2	Q3	Q4	12	Annual Q2 Final result	↑
	N/A	9.6	N/A				
The attainment gap in the Level 2+ threshold at the end of Key Stage 4 for those eligible for Free School Meals (FSM) and those not. (E&LL)	Q1	Q2	Q3	Q4	30	Annual Q2 Final result Wales average 32.3ppts	↑
	N/A	30.5	N/A				

Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
	Q1	Q2	Q3	Q4			
The percentage of children securing one of their first three choices of school placement – Primary (E&LL)	Q1	Q2	Q3	Q4	95%	Annual Q2 Final result	
	N/A	95%	N/A				
The percentage of children securing one of their first three choices of school placement – Secondary (E&LL)	Q1	Q2	Q3	Q4	82%	Annual Q2 Final result	
	N/A	82%	N/A				
The percentage of Year 11 leavers making a successful transition from compulsory schooling to education, employment or training (E&LL)	Q1	Q2	Q3	Q4	98.5%	Q3 Provisional result	Annual
	N/A	N/A	98.1%				
The percentage attendance – Primary (E&LL)	Q1	Q2	Q3	Q4	95.2%	Annual Q2 Final result	
	N/A	94.8%	N/A				
The percentage attendance – Secondary (E&LL)	Q1	Q2	Q3	Q4	94.5%	Annual Q2 Final result	
	N/A	94.0%	N/A				
The percentage of Children Looked After by Cardiff Council that achieve the Level 2+ threshold at the end of Key Stage 4 (E&LL)	Q1	Q2	Q3	Q4	25%	Annual Q2 Final result	
	N/A	14.3%	N/A				
The percentage of Children Looked After by Cardiff Council that achieve the Core Subject Indicator at the end of Key Stage 2 (E&LL)	Q1	Q2	Q3	Q4	77%	Annual Q2 Final result	
	N/A	84.20%	N/A				
The percentage of children in regulated placements who are placed in Cardiff (SS)	Q1	Q2	Q3	Q4	63%		
	59.60%	57.6%	55.7%				
The number of schools designated as Rights Respecting Schools in Cardiff (E&LL)	Q1	Q2	Q3	Q4	22	Annual Q2 Final result	
	N/A	35	N/A				
The % of children receiving support from the Adolescent Resource Centre (edge of care) who are receiving less than 25 hours of education provision a week	Q1	Q2	Q3	Q4	New Indicator Baseline being set	No longer collected as pilot during Q1 / Q2 showed that it was not providing us with useful information.	New
	53.85%	66.67%	No longer collected				
The percentage attendance of looked after pupils whilst in care in secondary schools (SS)	Q1	Q2	Q3	Q4	95%		Annual
	N/A	N/A	N/A				

Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
	Q1	Q2	Q3	Q4			
The percentage of all care leavers in education, training or employment 12 months after leaving care (SS)	N/A	N/A	N/A		62%		Annual
The percentage of referrals to the Multi Agency Safeguarding Hub (MASH) that meet the intervention threshold. (SS)	21.86%	19.89%	No longer collected		New Indicator Baseline being set	No longer collected as pilot during Q1 / Q2 showed that it was not providing us with useful information.	New

Well-Being Objective: Cardiff is a great place to grow older

25.0%




75.0%

Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Consolidate Cardiff's status as a recognised Dementia Friendly City to support those affected by dementia, enabling them to contribute to, and participate in, mainstream society. This will include • Phase 1: Refurbishing existing day centres to provide dementia support; • Phase 2: Establishing a specialist dementia day service in partnership with the University Health Board. (SS)	2018-19				
Empower people to remain independent at home and reduce reliance on intensive interventions by preventing hospital admissions, accelerating safe hospital discharge and supporting assisted living. Key activities will include • Promoting the First Point of Contact Service to prevent unnecessary hospital admissions; • Developing a First Point of Contact (hospitals) to integrate more effectively hospital discharge; • Extending the scope of services to the Independent Living Services; • Extending Direct Payments to more people; • Establishing re-ablement as the unifying model for the provision of community based domiciliary care. (P&C and SS)					
Deliver the older person's strategy to support independent living, including fully understanding their housing needs and aligning work between People & Communities, Health and Social Services. (P&C)					
Address social isolation and enhance quality of life of older people by developing inter-generational working within schools, community groups, leisure centres and private sector partners. (P&C)					

Well-Being Objective: Cardiff is a great place to grow older

50.0%	37.5%	12.5%
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Red (10% or more away from Target)	Amber (within 10% of target)	Green (on or above target)	Annual	Not Yet Available	New PI, baseline being set	RAG rating not given
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Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
	Q1	Q2	Q3	Q4			
Adults who are satisfied with the care and support they received. (SS)	N/A	N/A	N/A		New indicator Baseline being set		Annual
Adults reporting that they felt involved in any decisions made about their care and support. (SS)	N/A	N/A	N/A		New indicator Baseline being set		Annual
The percentage of clients who felt able to live independently in their homes following support from the Independent Living Services. (P&C)	100%	100%	99%		95%	Q3 result 98% 179 / 182 respondents	New
The percentage of adults who completed a period of re-ablement and have a reduced package of care and support 6 months later. (SS)	N/A	N/A	N/A		New indicator Baseline being set		Annual
The percentage of new cases dealt with directly at First Point of Contact (FPOC) with no onward referral to Adult Services. (P&C)	74.96%	75.00%	75.51%		72%	Q3 result 76.61% 570 / 744 cases dealt with directly at FPOC.	
The average number of calendar days taken to deliver a Disabled Facilities Grant (from first contact to payment date). P&C)	187	183	183		190	Q3 result 184	
The percentage of Telecare calls resulting in an ambulance being called out. (R)	5.25%	5.74%	8.00%		10%	85 / 1052 calls RAG rating not appropriate	N/A
The percentage of people who feel reconnected into their community through intervention from day opportunities. (P&C)	88%	91%	86%		70%	Q3 result 84% 67 / 80 people surveyed felt reconnected	

Well-Being Objective: Supporting People out of Poverty

12.5%

87.5%

Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Create more paid apprenticeships and trainee opportunities within the Council (R)	March 2019				
Launch a Social Responsibility policy to ensure that local people and local communities benefit from the money the council spends on goods and services. (R)	March 2019				
Consider emerging guidance on undertaking statutory Health Impact Assessments to inform the development of the Corporate Plan 2019/22.					
Ensure support is available to mitigate potentially negative consequences associated with the roll-out of Universal Credit. (P&C)					
Act as an advocate for the Real Living Wage initiative and promote its adoption by the city's employers. (R)					
Better support people into work by integrating employment support services. (P&C)					
Use the new opportunities provided by Funding Flexibilities to work across directorates and funding streams, reviewing and realigning services. (P&C and E&LL)					
Deliver the Rough Sleeper Strategy to address rough sleeping in the city. (P&C)					

Well-Being Objective: Supporting People out of Poverty

10.0%	90.0%
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Red (10% or more away from Target)	Amber (within 10% of target)	Green (on or above target)	Annual	Not Yet Available	New PI, baseline being set	RAG rating not given
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Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
	Q1	Q2	Q3	Q4			
The number of people receiving into work advice through the gateway (P&C)	10,331	21,726	32,907		43,000	Q3 result 11,181	New
The number of clients that have been supported into employment having received tailored support through the gateway (P&C)	199	367	597		623	Q3 result 230	New
The number of employers that have been assisted by the Council's employment support service (P&C)	87	174	193		80	Q3 result 19	New
The number of opportunities created for paid apprenticeships and traineeships within the Council (R)	97	123	137		100		↑
The number of customers supported and assisted with their claims for universal credit (P&C)	767	2,170	3,644		1,500	Q3 result 1,474	↑
Additional weekly benefit identified for clients of the City Centre Advice Team (P&C)	£3.7m	£7.4m	£10.8m		£13m	Q3 result £3,459,398	↓
The number of rough sleepers assisted into accommodation (P&C)	55	83	115		168	Q3 result 32	↓
The % of households threatened with homelessness successfully prevented from becoming homeless. (P&C)	70%	72%	72%		60%	Q3 result 72% 386 / 534 households prevented	↑
The % of people who experienced successful outcomes through the Homelessness Reconnection Service. (P&C)	84.50%	76.50%	77.17%		70%	Q3 result 78.5% 71 people successfully reconnected so far this year	↓
The % of clients utilising Housing First for whom the cycle of homelessness was broken. (P&C)	100%	100%	100%		50%	All 8 clients successfully maintaining their tenancies	New

Well-Being Objective: Safe, Confident and Empowered Communities

27.3%

72.7%

Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Implement the National Community Cohesion Action Plan 2017/2020, and undertake a review of the Local Delivery Plan in April 2018. Activities will include: • Working collaboratively with the Welsh Government to support engagement with communities experiencing exclusion or prejudice; • Supporting the National Hate Crime Report and Support Centre by encouraging victims of hate crime to report incidents to the police or third-party reporting centres. (R)	April 2018	Green	Yellow	Green	White
Help prevent violence against women, domestic abuse and sexual violence by developing a regional strategy, implementing the newly-commissioned services for female victims and exploring a regional service for male victims by. (P&C)	Summer 2018	Green	Yellow	Yellow	White
Continue to develop the Community Hub and Well-being programme in collaboration with the University Health Board and other partners. Activities include: • Completing the extended St Mellons Community Hub by Summer 2018; • Working with partners to investigate other Hub projects such as: - Developing additional library-based Hub facilities; - Developing a network of youth service Hubs. (P&C)	Summer 2018	Green	Green	Green	White
Review and reform the Community Safety Partnership governance and delivery arrangements to focus on shared priorities. (R)	October 2018	Green	Yellow	Green	White
Invest in the regeneration of local communities by: • Schemes programme • Completing the further development of the Butetown Pavilion Scheme; • Completing a new retail parade of 9 shop units as part of the Maelfa redevelopment • Launching a further round of the Neighbourhood Renewal • Exploring opportunities for further long-term investment through the Targeted Regeneration Investment Programme (P&C)	Autumn 2018 Spring 2019;	Green	Green	Green	White
Continue to implement a sustainable finance and service delivery strategy across Children's and Adult Services, where the commissioning and delivery of services is evidence-based, outcome-focussed and commercially sound. (SS)	Throughout 2018-19	Yellow	Yellow	Yellow	White
Develop a new major events strategy to deliver events in the city for the next 5 years. (ED)	2019	Green	Green	Green	White

Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Empower people with a learning disability to be more independent by developing a Regional Learning Disabilities Strategy. (SS)	March 2019				
Ensure children and adults are protected from risk of harm and abuse by: <ul style="list-style-type: none"> Revising the Child Sexual Exploitation Strategy to encompass new and emerging themes of child and adult exploitation; Raising awareness among public and professionals safeguarding issues for the duration of the plan; Continuing implementation with key partners of the 'Signs of Safety' model, a strength-based, whole-service methodology for working with children and families in need of care and support for completion Designing and implement a parallel model in Adult Services. (SS) 	March 2019 2022 2022				
Continue to develop and support the workforce by implementing the requirements of the Regulation and Inspection of Social Care (Wales) Act 2016 and ensuring that all relevant professionals are appropriately qualified. (SS)	2020				
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; • Expanding the provision of Welsh medium education and promoting Welsh in English medium education. (R and E&LL)	2017-2022				
Respond to the Parliamentary Review of Health and Social Care in Wales, which makes the case for reforming Wales' health and care system, particularly the way care and support is provided. (SS & P&C)					
Ensure that the Council's Corporate Safeguarding Strategy is implemented. (All Directorates)					
Prevent children entering the criminal justice system and work with those already in the criminal justice system to reduce their reoffending through the interventions delivered by the Cardiff Youth Offending Service. (SS)					
Tackle substance misuse in the city by undertaking a review of the risk factors with a focus on supporting young people. (R)					
Deliver the Night Time Economy Strategy – working with Public Services Board partners. (R)					
Drive up standards in the private rented housing sector by taking enforcement action against rogue agents and landlords letting and managing properties. (R)					






Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Deliver Phase 2 of the neighbourhood partnership scheme to: • Give people a voice in shaping Council services; • Better connect people with local service providers and activities in their Neighbourhoods. (P&C and R)					
Establish a more strategic approach and develop a programme for allocating capital contributions designed to deliver improvements to our parks and green spaces. (ED)					
Work with partners to develop strategic plans for the development of sport and culture in the city that secure increases in participation and attract investment in our facilities. (ED)					
Work with our network of 'Friends of' and volunteer groups to engender a sense of ownership within local communities in the management and development of our parks and green spaces, and to secure improvements in local environmental quality. (ED)					
Support the development of the creative sector and help unlock investment opportunities by working with partners from the Universities and the Creative Economy on bids to the Arts, Humanities and Research Council. (ED)					

Well-Being Objective: Safe, Confident and Empowered Communities

23.5%	17.6%	47.1%	11.8%
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Red (10% or more away from Target)	Amber (within 10% of target)	Green (on or above target)	Annual	Not Yet Available	New PI, baseline being set	RAG rating not given
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Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
	Q1	Q2	Q3	Q4			
The percentage of Council Staff completing Safeguarding Awareness Training. (R)	13.59%	19.62%	31.38%		50%		New
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. (P&C)	16%	27%	33%		100%	Q3 result 697 making a total of 4,263 / 13,093 headcount	N/A
The total number of children and adults in need of care and support using the Direct Payments Scheme (local). (SS)	802	845	898		910		↑
The percentage of Children's Services Social Work Vacancies. (SS)	27.7%	31.20%	30.9%		18%	Q3 result 167 vacancies / 540.6 posts over the quarter.	↓
The number of children entering the criminal justice system. (SS)	35	25	26		18	Numbers in Q3 may be stabilising as the changes to procedures embed.	↓
The percentage of customers satisfied with completed regeneration projects. (P&C)	83%	91%	100%		70%	Q3 result 35 / 35 Responses "Satisfied"	New
The number of visitors to libraries and Hubs across the city. (P&C)	634k	1.3m	1.95m		3.3m	Q3 Result - 632, 168	↑
The percentage of customers who agreed with the statement 'Overall the Hub met my requirements/I got what I needed'. (P&C)	97%	98%	98%		95%	Q3 Result 98% 1,784 / 1816 people agreed with the statement	→

Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
	Q1	Q2	Q3	Q4			
The number of visits (hits) to the volunteer portal. (P&C)	13,363	31,330	49,459		50,000	Q3 Result 18,129	New
The number of Council employees who have undertaken Welsh Language Awareness training. (R)	N/A	N/A	N/A		Increase current levels		Annual
The number of Council employees who have undertaken Welsh Language training. (R)	N/A	N/A	N/A		Increase current levels		Annual
The number of Green Flag Parks and Open Spaces. (ED)	N/A	N/A	12		12		
The number of volunteer hours committed to parks and green spaces. (ED)	5,214	9,622	14,310		18,000	Q3 result 4,688	
The number of individuals participating in parks/ outdoor sport. (ED)	66,257	136,304	182,260		170,000	Q3 result 45,956	
Total number of children aged 7-16 engaged in Sport Cardiff-led activities. (ED)	6,802	11,248	17,730		30,000	Q3 result 6,482	
The number of attendances at our leisure facilities. (ED)	366,915	725,265	1,053,518		1.499m	Q3 result 328,253	
Attendance at Commercial Venues. (ED)	210,722	443,435	691,146		879,800	Q3 result 247,711	New

Well-Being Objective: A Capital City that Works for Wales

27.3%



72.7%

Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Bring forward a new Economic Vision for the future development of Cardiff by launching a White Paper. (ED)	2018				
Begin work on a new Bus Station as part of an Integrated Transport Hub. (ED)	2018				
Agree the business plan for the regeneration of Central Station and begin construction by 2019. (ED)	2018 2019				
Develop a Music Strategy to promote the city as a music destination. (ED)	October 2018				
Develop a new vision and masterplan for Cardiff Bay including the next phase of development of the International Sports Village. (ED)	End of 2018				
Develop a business plan to protect the city's historic assets. (ED)	End of 2018				
Develop a plan for a new mixed-use development at Dumballs Road. (ED)	2019				
Launch a new Industrial Strategy for East Cardiff, aligned to the completion of the Eastern Bay Link. (ED)	2019				
Grow the city centre as a location for businesses and investment by completing a new business district delivering an additional 300,000ft ² of 'Grade A' office space at Metro Central. (ED)	2020				
Prioritise the delivery of a new Multi-Purpose Indoor Arena in the best possible location to ensure it can attract premier national and international events. (ED)					
Work with Cardiff Capital Region partners to ensure that City Deal investment supports the economic development opportunities of the city-region. (ED and PTE)					

Well-Being Objective: A Capital City that Works for Wales

25%	25%	50%
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Red (10% or more away from Target)	Amber (within 10% of target)	Green (on or above target)	Annual	Not Yet Available	New PI, baseline being set	RAG rating not given
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Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
	Q1	Q2	Q3	Q4			
New and safeguarded jobs in businesses supported by the Council, financially or otherwise. (ED)	783	1,142	1,534		500	Q3 372 jobs safeguarded and 20 created	
The amount of 'Grade A' office space committed to in Cardiff (sq. ft.) (ED)	0	0	0		150,000	Developments are anticipated during this year which will achieve the target.	
Number of staying visitors. (ED)	N/A	N/A	N/A		2% Increase (Approx. 40,000)		Annual
Total visitor numbers. (ED)	N/A	N/A	N/A		3% Increase (Approx. 630,000)		Annual

Well-Being Objective: Cardiff grows in a resilient Way



Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Develop an outline business case for the District Heat Network proposal, subject to National Government Capital Grant award and Capital Budget approval. (PTE)	Spring 2018				
Launch the on street bike hire scheme (PTE)	May 2018				
Deliver the Annual Parking Report (August 2018) that includes enforcement activity and progress on the parking strategy as well as an assessment of pavement parking (December 2018). (PTE)	August 2018				
Develop a City Food Strategy supporting local food growth, sustainable use and street food. (PTE)	September 2018				
Develop a 'Total Street' delivery plan to keep streets and public spaces clean and well maintained. (PTE)	September 2018				
Progress a 5 Megawatt solar farm at Lamby Way by submitting a bid for planning consent in order to generate clean renewable energy and help Cardiff Council become Carbon Neutral. (PTE)	November 2018				
Develop and launch a new Transport & Clean Air Vision for the city. (PTE)	September 2018				
Explore and develop a commercial and collaboration strategy for key services by looking at how Cardiff can work in partnership to deliver services providing positive outcomes. (PTE)	December 2018				
Develop a spatial masterplan to create new high quality, shared space for pedestrians, cyclists and vehicles throughout the city centre and key neighbourhoods. (PTE)	2018/19				
Make Cardiff roads safer by implementing 20mph speed limits through a phased programme of delivery, focusing on Gabalfa, Butetown and Grangetown. (PTE)	2018/19				
Convene regular Design Review Meetings to consider and make recommendations to development proposals submitted to the Local Planning Authority, and publish an annual Design Review Monitoring document. (PTE)	January 2019				
Develop options for long-term regional partnership recycling infrastructure arrangements (PTE)	March 2019				
Develop an electric vehicles strategy. (PTE)	December 2019				
Undertake a scoping assessment for a Clean Air Zone in Cardiff (PTE)	December 2019				






Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Ensure every school in Cardiff has developed an Active Travel plan - including training and/or infrastructure improvements. (PTE)	2020	Green	Yellow	Yellow	White
Improve the cycling and walking network in Cardiff by delivering prioritised routes within the Active Travel Integrated Network Map, including phase 1 of the Cycle Super Highway (PTE)	2021	Green	Green	Green	White
Deliver at least 2,000 new Council homes, of which at least 1,000 will be delivered by May 2022. (P&C)	May 2022	Green	Green	Green	White
Increase the delivery of new houses to meet housing need through the development of Local Development Plan strategic sites including 6,500 new affordable homes. (PTE)	2026	Green	Green	Green	White
Support the delivery of the Council's Active Travel agenda by working with the Active Travel Advisory groups. (PTE)		Green	Green	Green	White
Improve the condition of the highways and address issues such as potholes by delivering active programmes of work from minor road repairs through to full-scale resurfacing works. (PTE)		Green	Green	Green	White
Continue to build on the partnership with British Heart Foundation to support re-use in the city by expanding the usage of re-use centres (PTE)		Green	Green	Green	White
Undertake targeted education campaigns in communities where recycling rates are low. (PTE)		Green	Green	Green	White
Consult on amendments to Recycling Waste Strategy and collections – including introducing wheelie bins into new areas of the city and asking households to separate glass from their recycling and implementing the new approach in order to meet the new Welsh Government blueprint for increasing recycling (PTE)		Green	Green	Green	White
Support the delivery of high-quality and well-connected communities - as described by the Council's Master Planning Principles – by using the Planning, Transport & Place-making services to secure Section 106 Agreements on Local Development Plan strategic sites. (PTE)		Green	Green	Green	White
Tackle fly-tipping, littering and highway licensing (PTE)		Green	Green	Yellow	White
Develop a Climate Change Investment Policy for consideration by the Pensions Committee by December 2018, in consultation with the Pension Fund's independent advisers and the other LGPS funds in Wales. (R)		Green	Green	Green	White
Improve the productivity and performance of Street Scene Services by reviewing a range of customer focussed APSE benchmark indicators to establish relative performance and identify opportunities for further improvement. (PTE)		Green	Yellow	Yellow	White
Explore opportunities for a new Household Waste Recycling Centre by reviewing all site options within Local Development Plan allocated areas as well as established communities. (PTE)		Green	Yellow	Yellow	White

Well-Being Objective: Cardiff grows in a resilient Way

5.6%	5.6%	33.3%	44.4%	11.1%
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Red (10% or more away from Target)	Amber (within 10% of target)	Green (on or above target)	Annual	Not Yet Available	New PI, baseline being set	RAG rating not given
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Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
	Q1	Q2	Q3	Q4			
The percentage of municipal waste collected and prepared for re-use and / or recycled (PTE)	68.84%	57.45%	NYA		62%	NRW Validation	Not yet available
The maximum permissible tonnage of biodegradable municipal waste sent to landfill (PTE)	506	935	NYA		<33,557 tonnes	NRW Validation	Not yet available
Number of investigations and enforcement actions per month (PTE)	4,157	8,736	16,307		250 per month	Q3 result 7,571	New
Number of education and engagement actions per month (PTE)	3,358	3,641	6,866		250 per month	Q3 result 3,225	New
Modal Split for All Journeys by 2026: Proportion of People Travelling to Work by Sustainable Transport Modes (PTE)	N/A	N/A	N/A		46.3%		Annual
Percentage reduction in carbon dioxide emissions from Council buildings (PTE)	N/A	N/A	N/A		2%		Annual
The level of NO2 across the city (PTE)	N/A	N/A	N/A		35µg/m3		Annual
Percentage of principal (A) roads that are in overall poor condition (PTE)	N/A	N/A	N/A		5%		Annual
Percentage of non-principal/classified (B) roads that are in overall poor condition. (PTE)	N/A	N/A	N/A		7%		Annual
Percentage of non-principal/classified (C) roads that are in overall poor condition (PTE)	N/A	N/A	N/A		7%		Annual

Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
	Q1	Q2	Q3	Q4			
Total number of new Council homes completed and provided (P&C)	23	36	53		200	The handover of a 9 flat block delayed due to fire door regulations (an industry-wide issue). Now due early Q4.	New
Percentage of householder planning applications determined within agreed time periods (PTE)	95.18%	93.58%	91.60%		80%		
The percentage of major planning applications determined within agreed time periods (PTE)	93.75%	85.71%	66.67%		25%		
The percentage of affordable housing at completion stage provided in a development on greenfield sites (PTE)	N/A	N/A	N/A		30%		Annual
The percentage of affordable housing at completion stage provided in a development on brownfield sites (PTE)	N/A	N/A	N/A		20%		Annual
The percentage of highways inspected of a high or acceptable standard of cleanliness (PTE)	94.34%	92.86%	88.25%		90%		
The percentage of reported fly tipping incidents cleared within 5 working days (PTE)	99.87%	99.66%	98.94%		90%		
The percentage of reported fly tipping incidents which lead to enforcement activity (PTE)	90.17%	94.64%	93.94%		70%		

Well-Being Objective: Modernising and Integrating our Public Services

14.3%	14.3%	71.4%
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Steps	Target completion date	RAG Status			
		Q1	Q2	Q3	Q4
Ensure that the Council's consultation and engagement work is as representative as possible through reviewing and refreshing the Council's citizen engagement tools, including the Citizen Panel. (R)	June 2018	Q1	Q2	Q3	Q4
Progress the Council's Digital First Agenda by undertaking a service review of ICT. This will include <ul style="list-style-type: none"> Assessing the Council's ICT infrastructure to identify opportunities for Cloud-Based solutions. Mapping business processes to identify opportunities for simplification, integration and automation. (R) 	December 2018	Q1	Q2	Q3	Q4
Assets and Property: Modernise the management and operation of the Council's estate to achieve fewer but better buildings by <ul style="list-style-type: none"> Completing the comprehensive review of the Council's estate; Fully establishing the new Corporate Landlord delivery model and ensure all of the Council's estate is compliant. (ED) 	End of 2018	Q1	Q2	Q3	Q4
Improve the health and well-being of our employees by reducing sickness absence through continued monitoring, compliance and support for employees and managers. (R)	March 2019	Q1	Q2	Q3	Q4
Support staff development by further improving the Personal Review scheme so that every employee has the opportunity to have a conversation about their development and performance. (R)	March 2019	Q1	Q2	Q3	Q4
Champion equality and diversity, making sure that citizens' rights are protected in any changes to our public services, by implementing year three of the Council's Strategic Equality Plan 2016-2020. (R)		Q1	Q2	Q3	Q4
Get people and communities more involved in decisions. (G&L)		Q1	Q2	Q3	Q4

Well-Being Objective: Modernising and Integrating our Public Services

14.3%	21.4%	14.3%	50.0%	
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Red (10% or more away from Target)	Amber (within 10% of target)	Green (on or above target)	Annual	Not Yet Available	New PI, baseline being set	RAG rating not given
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Performance Indicator	Result				Target	Narrative update	Direction of Travel (Prior Year)
	Q1	Q2	Q3	Q4			
Reduce the gross internal area (GIA) of buildings in operational use (ED)	Q1	Q2	Q3	Q4	4%		Annual
	N/A	N/A	N/A				
Reduce the total running cost of occupied operational buildings (ED)	Q1	Q2	Q3	Q4	3.1%		Annual
	N/A	N/A	N/A				
Reduce the maintenance backlog (ED)	Q1	Q2	Q3	Q4	5.4% reduction		Annual
	N/A	N/A	N/A				
Capital income generated (ED)	Q1	Q2	Q3	Q4	£15.19m		Annual
	N/A	N/A	N/A				
The number of customer contacts to the Council using digital channels (R)	Q1	Q2	Q3	Q4	10% increase	Q3 result 277,787	↑
	211,854	385,157	662,944				
Percentage of staff that have completed a Personal Review (excluding school staff) (R)	Q1	Q2	Q3	Q4	100%		↓
	97.26%	N/A	95%				
The number of working days/shifts per full-time equivalent (FTE) local authority employee lost due to sickness absence. (R)	Q1	Q2	Q3	Q4	9.5	Quarter 3 actual figure is 8.06 days lost per FTE	↓
	10.15	10.41	11.28				
Maintaining customer/citizen satisfaction with Council Services (R)	Q1	Q2	Q3	Q4	75%	Whilst below target this has improved against 17-18 at a time where Council Services are stretched	↑
	N/A	N/A	64.10%				
The percentage of draft committee minutes published on the Council website within 10 working days of the meeting being held. (G&L)	Q1	Q2	Q3	Q4	80%		↑
	44%	59%	78%				
The number of external contributors to Scrutiny Meetings (G&L)	Q1	Q2	Q3	Q4	140	Q3 result 59	↑
	2,300	3,719	3,778				
The total number of webcast hits: Full Council (G&L)	Q1	Q2	Q3	Q4	2,500		New
	N/A	N/A	N/A				
The total number of webcast hits: Planning Committee (G&L)	Q1	Q2	Q3	Q4	2,000		New
	N/A	N/A	N/A				
The total number of webcast hits: Scrutiny (G&L)	Q1	Q2	Q3	Q4	500		New
	N/A	N/A	N/A				
The percentage of voter registration (G&L)	Q1	Q2	Q3	Q4	90%		Annual
	N/A	N/A	89.27%				

**CARDIFF COUNCIL
CYNGOR CAERDYDD**



CABINET MEETING: 21 FEBRUARY 2019

BUDGET PROPOSALS 2019/20

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

AGENDA ITEM: 7

Appendix 10(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. Submit to Council their proposal for the estimates of expenditure and income in order to set the Council Tax in accordance with the Local Government Finance Act 1992, having considered and reflected on the responses to all aspects of the budget consultation.
2. Recommend to Council the strategy and plan, for the control of the Authority's borrowing and investments for the year 2019/20 (the Annual Treasury Management Strategy), including the Council's Minimum Revenue Provision Policy for 2019/20.
3. Recommend to Council the Prudential Code, capital expenditure and treasury indicators for 2019/20 – 2023/24.
4. Recommend to Council the Capital Strategy for 2019/20.
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 2019/20.
8. Agree the rates of fees and charges for Council services for 2019/20.

Structure of the Report

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

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

10. This year for the first time, the Budget Report is supported by a number of Annexes that can stand alone as documents but are also integral parts of the Report. When taken together they form the essential elements for Members when they are considering the adequacy of resources to support a balanced budget for the Council. While summary positions are included within the Report the Annexes contain a combination of high level strategic direction and detailed information in respect of the particular topics.

Annex 1 - Revenue Budget Directorate Commentaries

Annex 2 - Medium Term Financial Plan

Annex 3 - Capital Strategy 2019/20

Annex 4 - Treasury Management Strategy

11. The following table summarises the location of key sections of the report. The implications to the report, particularly the statement made by the Section 151 Officer contained within those implications, should be noted.

Section	From Para No
Background	12
Strategic Context	15
Consultation & Engagement - with public, scrutiny committees and others	22
Revenue Budget - analysis of resources required and resources available	25
Service Implications of Budget	38
Financial Standing - risks, financial resilience and reserves	56
Medium Term Financial Plan and Strategy	88
Cardiff Capital Region City Deal	94
Housing Revenue Account - budget, rent setting and service charges	97
School Organisation Plan - investment programme and reserve	113
Civil Parking Enforcement - income, expenditure and reserve	123
Harbour Authority - income, expenditure and grant arrangements	132
Supporting People Programme Grant Spending Plan	141
Capital Strategy	149
Treasury Management – strategy, borrowing and investment policies	200
Implications – HR, legal and financial implications	227

Background

12. Cabinet received the 2019/20 Budget Strategy Report in July 2018. The report identified a significant budget reduction requirement for the period 2019/20 to 2021/22 and set a framework for addressing the identified gap. Since July, the position has been updated to take account of more recent information, and further review of savings proposals has taken place, including public consultation. All updates are reflected in the Council's Revenue Budget for 2019/20, which is set out in detail later in this Report.
13. The 2019/20 Budget Strategy Report also sets the approach for the development of the Council's Capital Programme. Given significant affordability constraints, the approach recommended that capital investment should be limited to existing assets, except where external financing is available, or where there is a robust invest to save business case. Work has been ongoing to set a level of investment in existing assets that is realistic and affordable and this is reflected in the Capital Programme 2019/20 - 2023/24.

Issues

14. Under Section 33 of the Local Government Finance Act 1992, it is a statutory requirement for the Council to produce a balanced budget. This Budget Report sets out the financial issues facing Cardiff Council. Within that context, it outlines the 2019/20 Revenue Budget and the likely position over the medium term. It sets out the Capital Programme for 2019/20 - 2023/24, the Capital Strategy and the Treasury Management Strategy. It also considers the Council's financial standing in respect of risks, reserves and resilience.

Strategic Context

15. The Administration's key priorities and principles for change are set out in their policy programme, Capital Ambition. The Wellbeing Plan and the Corporate Plan translate this vision into key objectives. The Council's key strategic financial documents are framed by these priorities and objectives. This ensures that scarce resources support corporate priorities, and that financial strategy considers future generations.



16. Capital Ambition priorities are set out below:
- **Working for Cardiff:** making sure that all our citizens can contribute to and benefit from the city's success.
 - **Working for Wales:** a successful Wales needs a successful capital city.
 - **Working for the Future:** managing the city's growth in a sustainable way.
 - **Working for Public Services:** making sure our public services are delivered efficiently, effectively and sustainably in the face of rising demand and reducing budgets.
17. In translating Capital Ambition into deliverable objectives, the Wellbeing Plan focusses on areas of collaborative advantage in the city. The seven objectives contained in the Wellbeing Plan have been adopted by all Members of the Cardiff Public Services Board (PSB). They were developed in the context of the Wellbeing of Future Generations (Wales) Act, and complement national wellbeing goals. The Corporate Plan focusses on areas that the Council has prioritised. It is supported by Directorate Delivery Plans that provide further detail on how objectives will be delivered, and is supported by the Performance Management Framework.
18. The following table contains examples of how the Council's key priorities are reflected within the 2019/20 Revenue Budget and the 2019/20 – 2023/24 Capital Programme:

	Wellbeing Objectives	2019/20 Revenue Budget 2019/20-2023/24 Capital Programme
Working for Cardiff	<p>Cardiff is a great place to grow up</p> <p>Cardiff is a great place to grow older</p> <p>Supporting people out of poverty</p> <p>Safe, empowered communities</p>	<ul style="list-style-type: none"> • Net additional funding for Social Services • Net additional funding for Schools and investment in the School Estate • Focus on prevention / early intervention • Funding to deliver the Older Persons Accommodation Strategy • Long term investment in new social housing and housing estates • Capital investment in disabled adaptations to help people remain in their own homes
Working for Wales	<p>A Capital City that works for Wales</p>	<ul style="list-style-type: none"> • Capital investment in transport and infrastructure • Support for the Capital City Region City Deal • A capital strategy that promotes engagement with partners to take forward key Economic Development Schemes

Working for the Future	Cardiff grows in a resilient way	<ul style="list-style-type: none"> • Capital investment in energy sustainability and regeneration • Capital investment in strategic cycle routes and active travel • Capital investment to secure match-funding for management of coastal erosion
Working for Public Services	Modernising and integrating our public services	<ul style="list-style-type: none"> • Capital investment in modernising ICT to improve business processes • Savings that focus on how the Council can work differently by generating income, reviewing processes, continuing collaboration and focussing on prevention and early intervention.

19. In times of budgetary pressure, it can be more challenging to maintain a focus on the long term. However, it is important to continue to be mindful that decisions taken now have a lasting impact. The Wellbeing of Future Generations (Wales) Act aims to improve the social, economic, environmental and cultural wellbeing of Wales by encouraging public bodies to think about the long term, how they can work together and with communities to prevent problems and take a joined up approach (known as the five ways of working). The previous table outlined how the 2019/20 Budget targets resources in line with the Council's priorities. Further detail on how the Budget invests in the future of the city and supports the five ways of working is contained in Appendix 1.

20. The Medium Term Financial Plan (MTFP) paints a challenging financial outlook. Capital Ambition sets a series of principles for the Council's development, which will inform future financial strategy. They are:

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

21. Future financial planning will also be linked to the four-year Capital Ambition Delivery Programme, which focusses on areas in which fundamental change is required. The programme is summarised below:

Capital Ambition Delivery Programme	
Modernisation <i>Transformation of corporate systems and processes that support service delivery</i>	Resilient Services <i>Transformation of front line services</i>
Programmes: <ul style="list-style-type: none"> • Digital First • Corporate Landlord • Service Reviews 	Programmes: <ul style="list-style-type: none"> • Improving Outcomes for Children • Improving Outcomes for Adults • Street Scene • Inclusive Growth
Aims: An interlocking programme of work to modernise the Council's corporate systems and processes that support service delivery; streamlining and simplifying internal processes and systems; making better use of the Council's (and partners') asset base; and finding new and better ways of working to take advantage of new technology.	Aims: Addressing the need for the Council to work across the public service in order to deliver lasting solutions to complex problems. Projects in this portfolio will typically require change across services, often working in partnership with other organisations, with local communities and with those who receive the service.

Consultation and Engagement

22. Consultation and engagement on the 2019/20 Budget took a number of forms as set out in the following table while responses received are attached as Appendix 2.

Consultee Group	Nature of Consultation / Engagement
Public Consultation	Public consultation began as part of the Ask Cardiff Survey over the summer. This consulted on budget themes and received 4,587 responses. A more detailed consultation took place between 16 November 2018 and 2 January 2019. There were three strands to this stage of consultation: <ul style="list-style-type: none"> • City-wide public consultation on issues of general interest. Some headlines from the city-wide consultation are summarised below and further detail is included in the "Changes for Cardiff" consultation document at Appendix 2 (a). • Service specific consultation with identified service users / groups of organisations • General council consultation on internal changes within the Council including process changes, staff changes and broader changes around income generation and other service implications.
Scrutiny Committees	Budget briefings and consideration of detailed budget proposals took place during February 2019. Responses received in respect of Scrutiny Committees' deliberations will be tabled and considered as part of the Cabinet meeting.
Trade Unions	Consultation has taken place with the Trade Unions and any comments will be considered in advance of the Cabinet meeting.

Employees	Consultation has taken place both generally through staff meetings and particularly with employees impacted by individual savings proposals.
School Budget Forum	Following a number of briefings over the budget formulation period, the Forum met on 5 December 2018 to consider Cabinet's budget proposals as they affect their remit. Appendix 2 (b) includes their responses.
Audit Committee	As its meeting on 22 January 2019, the Audit Committee considered the Treasury Management Strategy as part of their oversight function. The relevant parts of the report reflect their views.

City-wide Consultation

23. The city-wide survey was primarily online, and was accompanied by a comprehensive communications package to maximise exposure. Alternative mechanisms of engagement focussed on less well represented groups, and were informed by ongoing monitoring of demographic and geographic responses throughout the consultation period. Mechanisms to promote engagement included:
- The consultation was featured on a rolling banner on the front page of the Council's website. Links to the survey and dedicated budget pages were available for further information.
 - A link to the consultation was emailed to members of the Citizens' Panel, totaling approximately 6,000 residents, in November 2018 with a reminder in December 2018.
 - Direct links were forwarded to PSB Members and approximately 100 third sector organisations working with target groups including Black and Minority Ethnic (BAME), younger people and those with a disability.
 - A separate, shorter survey, was distributed to secondary schools across Cardiff.
 - There was online promotion of the consultation via Facebook and Twitter both on Cardiff.gov and CardiffDebate.com, representing a combined following of almost 90,000.
 - A total of 2,500 hard copies (plus 500 Welsh) of the consultation document were distributed to libraries, hubs, core Council buildings and key community locations.
 - Hard copies, with freepost return envelopes, were also delivered to selected streets in St Mellons, Llanrumney, Ely and Caerau (typically areas with a poor response rate).
24. The city-wide consultation received 2,048 responses for the main survey plus 30 responses for the youth survey. The consultation reflected support for budget proposals including:
- More than two-thirds of respondents (68.0%) supported the proposal to increase school budgets.
 - Opinion was mixed on whether delegated school budgets should contribute to the financial challenge facing the Council, with 45.1% agreeing, 24.4% disagreeing.

- There was significant support to increase charges for littering, with almost nine in ten respondents (89.6%) in favour.
- Almost two-thirds of respondents (64.7%) supported the principle of reducing the subsidy for entertainment and art events.
- Almost three in five respondents (59.2%) support the proposal to secure a private tenant for the New Theatre to develop and sustain the current theatre offer in the city.
- Just under half of respondents (46.8%) supported the proposal to further transfer park assets to local sporting leagues and governing bodies.
- Overall, there was support to increase 'walking routes' to schools in a bid to improve air quality and encourage walking as a means to get young people to school, with 84.3% in favour of this proposal.
- Over nine in ten (91.8%) supported the pursuit of producing renewable energy at Lamby Way, with just 2.8% against this proposal.
- Just under two-thirds of those surveyed (64.5%) supported the proposal to increase the number of automated citizen enquiries.
- More than half of those responding to this question (55.1%) supported the proposal to increase the cost of cremations and burials, whilst just under a third were against (32.8%).
- More than three quarters of respondents (77.5%) supported the proposal to increase the cost of rehoming a dog or puppy from the Cardiff Dog's Home.

Revenue Budget

25. Preparation of the Revenue Budget involves comparing the resources available to the Council, with the estimated cost of continuing to deliver services. If estimated costs exceed estimated funding, they must be brought back into balance. This can be achieved through:
- **Increasing funding** – this is limited to areas of funding within the Council's control, namely increasing the rate of Council Tax or using reserves.
 - **Decreasing net expenditure** – making savings, increasing service specific income or limiting new financial pressures.
26. The resources available to the Council in 2019/20, the estimated cost of services and the strategy to align them are set out below.

Resources Available

27. The resources available to the Council in funding the budget include non-hypothecated revenue funding from Welsh Government (WG) and Council Tax. The level of these resources for 2019/20, before any Council Tax increase, are set out in the following table:

Resources Available	£000
Aggregate External Finance	444,629
Council Tax at nil increase	167,979
Total Resources Available	612,608

28. Aggregate External Finance (AEF) is the collective term for the Revenue Support Grant (RSG) and re-distributed non-domestic rates (NDR) the Council receives from WG. The Council's AEF for 2019/20 was confirmed by the Final Local Government Revenue and Capital Settlement for 2019/20, on 19 December 2018. The main points to note from the settlement, at an All Wales level are:
- a range of change in AEF of between minus 0.3% and plus 0.9% with a Welsh average of plus 0.4%
 - the provision of top-up funding to ensure that no authority received a settlement decrease of more than 0.3%
 - the transfer into AEF of two specific grants, the 2018/19 Teachers' Pay Grant and the Free School Meals Grant
 - the information published in respect of specific grants is incomplete but currently as known, is set out in Appendix 3. At an All Wales level, grants to the value of £134 million at 2018/19 levels, are yet to be confirmed in 2019/20. In addition there is currently no information regarding distribution across individual authorities.
29. The published AEF increase for Cardiff in 2019/20 is 0.9%. On a like for like basis, this would usually generate almost £3.9 million additional cash for Cardiff compared to the previous year. However, due to a technical adjustment within the funding formula in respect of the Council Tax Base, Cardiff will only receive £2.2 million additional grant funding in 2019/20 which also included £637,000 as an additional responsibility.
30. The Council Tax Base approved by Cabinet on 13 December 2018 anticipated an increase in the number of Band D equivalent properties by the end of March 2020. In setting the tax base, it was considered prudent to retain the current ultimate collection rate of 98.5%. The change in Council Tax Base results in an increased level of resources of £2.363 million for 2019/20, before any increase to the rate of tax.

Resources Required

31. The following table summarises the resources required to fund services in 2019/20. Appendix 4 contains a more detailed version of this table whilst Appendix 5 contains a detailed list of new directorate pressures.

Resources Required	£000
2018/19 Adjusted Base (after transfers)	610,400
New Responsibilities (per settlement)	637
New Specific Grant funding for Social Services (per settlement)	(3,000)
Employee Costs	4,412
Demographic Pressures	3,500
Commitments	2,997
Directorate Expenditure Realignments	5,599
Exceptional Inflation	3,186
Schools Pressures	12,520
New Directorate Pressures	4,795
Total Resources Required	645,046

Funding Gap

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

Funding Gap	£000
Resources required	645,046
Resources available	612,608
Funding shortfall before savings	32,438

33. The table below identifies how the funding shortfall will be addressed:

Funding Gap	£000
Directorate Savings	(19,157)
Partial deletion of Financial Resilience Mechanism	(200)
Schools' contribution to meeting pressures	(3,586)
Net Council Tax increase at 4.9%	(6,745)
Use of Reserves	(2,750)
TOTAL	(32,438)

34. The savings of £19.157 million build on the £136 million that were required over the past five years. A full list of savings proposals is set out at Appendix 6. Continued delivery of significant levels of savings over a sustained timeframe becomes increasingly difficult. In recognition of this, work has been ongoing throughout the current financial year to

progressively challenge the 2019/20 budget proposals put forward by directorates in order to ensure that all savings:

- included within directorate proposals are owned by the relevant director
 - have been properly evaluated for residual and achievability risk
 - have been subject to a robust equality impact assessment where relevant
 - include wherever possible, the full time equivalent employee implications of the saving proposal
 - identify both cross directorate opportunities and risks that have been discussed by relevant senior officers and Cabinet Members
 - demonstrate transparency to ensure clarity at scrutiny committees and with other stakeholders.
35. As part of budget proposals, schools will contribute to meeting some of their own pressures. Expressed as a percentage of current schools budgets, the £3.586 million contribution is equivalent to 1.5%. After having made this contribution and taking into account specific grant transfers of £1.487 million, schools will still receive £10.4 million growth in 2019/20, a net increase of 4.5%.
36. The £6.745 million that will be raised from the proposed Council Tax increase of 4.9% is a net figure. In budgeting for the additional income that will be raised from increasing the rate of tax, it must also account for the impact that this will have on the budget for paying Council Tax support to eligible recipients.
37. The drawdown from reserves reflects the planned use of £2.5 million from the Strategic Budget Reserve in 2019/20, as well as £250,000 from the Energy Reserve. The drawdown from the Energy Reserve is to fund potential price increases in this area. Further information on the level of reserves and balances is contained in a later section of the report.

Service Implications of the Budget

38. The following paragraphs describe the general assumptions that are reflected within the 2019/20 Revenue Budget in respect of significant council-wide issues. The specific impact of these issues on individual directorates, along with further detail on those directorates' savings and financial pressures are detailed later in Annex 1 to the Report. In addition, Appendix 7 shows the overall changes to individual directorate budgets between 2018/19 and 2019/20 whilst Appendix 8 shows the same information on a Cabinet Member portfolio basis.
39. The Budget proposal includes £19.157 million in savings. As outlined elsewhere in the Report, wherever possible directorates have sought to minimise the impact on front line services. The savings that are set out in more details in Appendix 6 can be summarised into the following themes:

2019/20 Savings Proposals by Theme	£000
Income Generation	2,114
Collaboration	2,537
Business Processes	7,700
Review of External Expenditure	3,306
Strength Based Practice and Preventing Escalation of Need	3,500
Total	19,157

40. The budget includes significant resources in relation to employee related costs and these are set out in the following table:

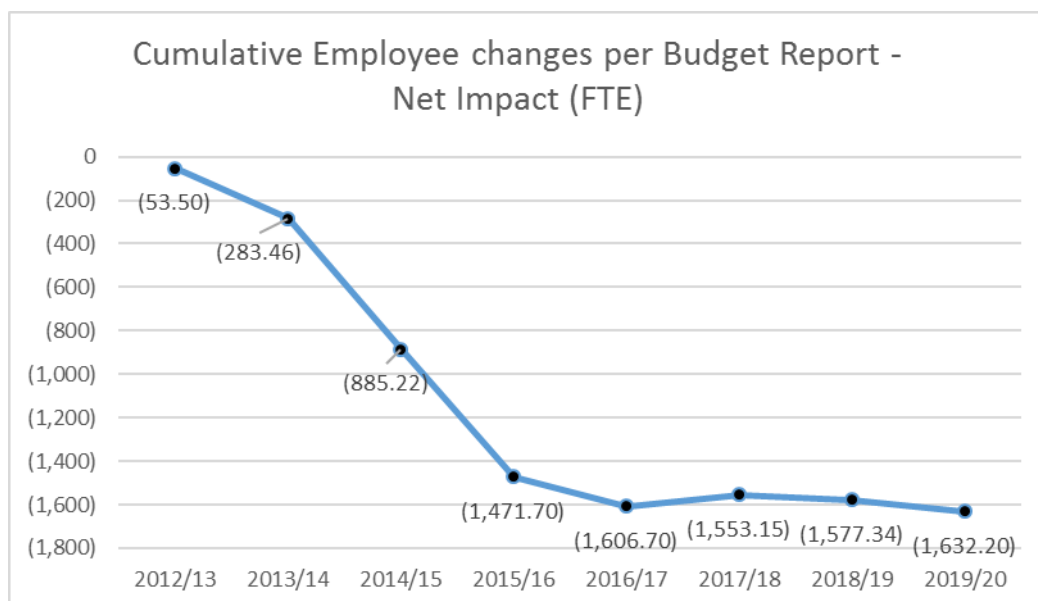
	Non-Schools £000	Schools £000	Total £000
National Joint Committee (NJC) Pay Award	4,245	2,447	6,692
Teachers' Pay Award	0	2,390	2,390
Teachers' Pensions Costs	0	4,312	4,312
Teachers' Increments (pay progression)	0	1,351	1,351
Contribution to Redundancy Financial Model	167	0	167
Total	4,412	10,500	14,912

41. For non teaching staff, local government pay is a matter for collective bargaining between the national employers and trade unions through the National Joint Committee (NJC). The pay award for 2019/20 which is not the same for all grades reflects the second year of a two-year agreement. In addition to a pay award, the agreement includes the transition to a revised pay structure. The previous pay structure was no longer deemed fit for purpose due to the erosion of differentials between lower spinal points, following the introduction of the National Living Wage in 2016.
42. The 2019/20 Budget includes the full year effect of the September 2018 teachers' pay award. In the absence of an agreed award for September 2019, an award of 2% has been assumed. Teachers' pensions' costs reflect an anticipated increase in the level of employers' contributions to the Teachers' Pension Scheme (TPS) from 16.48% to 23.6% with effect from September 2019. The rate of increase has been determined by the Government Actuary's Department following the most recent valuation of the fund. It is mainly attributable to a change in the discount rate set by HM Treasury for the valuation of unfunded pension schemes. In England, the Department for Education is providing additional funding to help meet this pressure. Whilst representations have been made for a similar approach to be taken in Wales, no funding has been confirmed to date.
43. The posts deleted or created as part of the budget are set out in Appendix 9. This shows that there will be a net decrease of 54.86 full time equivalent posts, comprising 123.40 FTE deletions offset by the

creation of 68.54 new FTE posts. It is anticipated that post deletions will take effect through the following mechanisms.

Employee Implications of Budget	FTE
Voluntary Redundancy	(38.95)
Vacant Posts	(48.32)
Retirement	(0.48)
Redeployment	(0.85)
TBC	(34.80)
Total FTE posts deleted	(123.40)
Total FTE posts created	68.54
Net Impact	(54.86)

44. Employee changes since 2012/13 are shown in the following graph. The figures shown are the net impact as detailed in previous Budget Reports. They show a net reduction of over 1,600 FTE. They include vacant posts and posts that have transferred out of the Council's direct control, as well as posts deleted through redeployment or redundancy. Over the period shown, 2017/18 is the only financial year in which there was a net increase in posts. This was largely attributable to the creation of additional Social Services posts to address demand pressures and the requirements of the Social Services and Wellbeing Act 2014.



Price and Income Inflation

45. Established budgetary policy is that directorates will manage the impact of price inflation within existing resources except in exceptional circumstances. These may relate either to the scale of the increase or the quantum of the budget to which the increase applies. The budget includes inflationary provision for Social Services to meet the cost of anticipated fee increases on commissioned services. Provision is also

made for the 2019/20 NDR multiplier uplift, and to allow for anticipated increases in energy prices that will affect the Council's buildings and street lighting across the city.

46. The Budget does not include a general uplift to fees and charges for Council services. In preparing their fees and charges for 2019/20, directors were advised that they should consider the particular circumstances for which they charge for services and reflect any proposed changes within their savings proposals. In proposing uplifts to fees and charges, directorates are expected to consider statutory frameworks as well as any adverse impact on demand for the service. Appendix 10 sets out the list of proposed revisions to fees and charges in 2019/20.
47. Appendix 6 identifies that a number of savings are based on the generation of income. Some savings have assumed securing a wider market share such as Pest Control (£30,000), whilst others generate additional income through price and volume increases. Bereavement & Registration will increase their income by £301,000 and the Council's Branding team by £100,000, whilst Fleet Services are expected to generate an additional £200,000. The Council's Additional Learning Needs service is expected to generate a further £140,000 and Commercial Waste and Recycling Centres an extra £100,000.
48. In 2019/20, income will also be generated through a number of new initiatives and schemes having taken in account any associated costs. This includes new legislative requirements such as Sustainable Drainage (SuDs) (£220,000), clamping and removal of nuisance vehicles in partnership with the DVLA, (£120,000) and the sale of equipment to those not eligible for support through the Joint Equipment Service (£30,000). Other areas have looked at achieving additional income through improved income recovery and maximising opportunities for recharging existing costs such as Transport Policy (£160,000).
49. It is important that the Council is able to react quickly and appropriately to changing events, both in terms of opportunities and shortfalls. To enable this to happen, it is proposed that the Council continues to delegate to the appropriate officer where necessary in consultation with the Cabinet Member, the ability to introduce and amend fees and charges as and when needed. Such changes also apply where discounts are introduced for a particular time period or clients groups with the same authorisation arrangements followed. 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.

Capital Financing

50. The Capital Financing Budget includes the Council's external interest on borrowing, interest on temporary cash balances and provision for the

prudent repayment of debt. There is an increased budget requirement of £1.208 million in 2019/20. This is based on the following assumptions:

- There will be no new commitments funded by additional borrowing unless they are funded on an invest to save basis or in line with the Affordability Envelope set out later in the report
- The timing and delivery of expenditure will be as profiled in the Capital Programme
- The assumed interest rate for new borrowing is 3.25%
- 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

Council Tax Reduction Scheme

51. It is proposed that the approach to the Council Tax Reduction Scheme (CTRS) should remain unchanged for 2019/20. 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 2019/20 Council Tax increase.

Amendments since publication of Consultation Proposals

52. Budget proposals were released for consultation in November 2018. Since then the Council's funding position for 2019/20 has been confirmed and a number of other technical updates and new commitments have emerged. These updates, which are set out in full in Appendix 11, include:
- the receipt of the Final Local Government Finance Settlement on 19 December 2018 confirming the level of AEF for 2019/20 along with a new responsibility
 - the approval of the 2019/20 Council Tax base by Cabinet on 13 December 2018
 - confirmation of the 2019/20 levies and contributions the Council must pay to relevant bodies including the South Wales Fire Service and the Coronor service
 - updates in relation to pricing information and projected demand
 - partial reinstatement of the Council's Financial Resilience Mechanism (FRM)
 - The reduction of two savings proposals and minor quantum amendments to several others
 - The increase in financial pressures from £4.496 million to £4.795 million
53. In drafting the final Budget Proposal, Cabinet have had regard to consultation feedback. As the consultation identified significant support

for key budget assumptions and themes, no consultation related changes have been made to the budget savings proposals.

54. Since 2016/17, the Council has had a £4 million budget called the FRM that was set up to help the Council deal with the uncertainty of funding. 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. As the pressures facing the Council far outweigh funding increases in 2019/20, the FRM will be reduced by £200,000 to help balance the budget. This is an improvement on the position outlined at consultation, when it was anticipated that the FRM would have to be completely removed.
55. The table below summarises the proposed use of the mechanism for 2019/20 and further detail is set out in Appendix 12.

Financial Resilience Mechanism – One-off use for 2019/20	
Category	£000
Visible street scene	2,100
Transport initiatives	1,180
Other	520
Grand Total	3,800

Financial Standing, Risks and Financial Resilience

56. When setting the budget, Members must have regard to the Council's financial standing, risks and resilience, both now and in the future. The extended period of financial challenge which the Council has faced, renders these considerations even more important. In order to help provide a rounded view of the Council's financial position, snapshots of financial health are regularly prepared and reported to Cabinet, Council and senior management on a regular basis.
57. Financial snapshots contain information on:
- **Past performance** – including levels of reserves and financial performance ratios
 - **The current year's monitoring position** – for capital and revenue outlining the quantum of savings proposals that are expected to be unachieved
 - **Future outlook** – including a summary of the MTFP and capital financing requirements for future years
58. The Financial Resilience Snapshot at the time of setting this Budget is included at Appendix 13. The information it contains is considered over the next few pages, along with a summary of the more general financial challenges and issues facing the Council.

59. The first column of the snapshot considers historic information. This is important in setting the scene for financial planning, as it helps to highlight any trends or concerns that may need to be addressed. A key point to note from this column is that the Council has identified savings of over £159 million since 2013/14. This is an extremely challenging backdrop, against which a further £19.157 million savings must be delivered in 2019/20, followed by an anticipated £77 million savings requirement over the medium term. In recognition of the challenges associated with continued delivery of material levels of savings over an extended timeframe, the following practices are aimed at understanding and mitigating risk:

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

60. In recognition that it is impossible to eliminate all risk relating to the achievability of savings proposals, the budget retains a general savings contingency of £3.0 million. This is an important part of the Council's financial resilience, especially as the Council's General Reserve, which is intended to help cushion the impact of unexpected events or emergencies, is comparably low for an authority of the size of Cardiff.
61. The first column of the snapshot also shows the components of the Council's funding over a four-year period. The proportion of general funding that is raised through Council Tax has increased over recent years, from 25% in 2014/15 to over 28% in 2017/18. This is largely because AEF, the other main component of funding has been subject to annual real terms reductions over this period. There is a benefit to this subtle shift, as it means the Council is in control of a greater proportion of its funding. However, there are also risks; the most significant being the risk associated with collection rates. If these fall below expected levels, the Council could be left with a significant in-year funding shortfall. In

order to mitigate this risk, the collection rate is robustly challenged on an annual basis and review of Council Tax collection statistics is an integral part of budget monitoring. Collection rate risk is potentially higher for 2019/20, due to a combination of factors, including an increasing number of properties in the city, changes to eligibility for Council Tax discounts and the unknown impact of welfare reform. In light of the additional risk, the 2019/20 Budget provides resources for two additional revenue collection officers.

62. Despite the fact that Council Tax as a proportion of general funding is increasing, the snapshot illustrates that AEF still accounts for the most significant proportion of funding. From a financial planning perspective, this is extremely challenging. Indicative funding allocations, via the Local Government Settlement, are usually limited to the forthcoming financial year, are often not available until October and even then, are on a provisional basis. This means that there is a window of less than five months between the Council being notified of the largest element of its funding and the requirement to set a balanced budget. If indicative funding is worse than the Council's 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, the Council has a £3.8 million base budget called a FRM to help the Council deal with uncertainty of funding. 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.
63. The financial snapshot also contains information on financial ratios. Whilst, care should be taken in interpreting and extrapolating ratios, generally those identified reflect a positive position. Over a four-year period, the "Working Capital Ratio" has increased from 5.02% to 8.69%. The inference from this is that the Council has a good cash flow position and is in a strong position to cover day-to-day expenditure. Both the "Long Term Borrowing to Long Term Assets Ratio" and the "Long Term Borrowing to Taxation and AEF Ratio", increased in 2015/16. This is a result of additional borrowing that was undertaken to facilitate the Housing Subsidy buy-out. Since then, there has been a general plateau in both these measures. Prudential indicators considered later in this report, provide additional consideration of the affordability of borrowing.
64. The other information in the first column of the snapshot focusses on the level of reserves. Reserves are a very important part of resilience as they provide a cash buffer in times of uncertainty, improve the Council's cash position and avoid the need to incur short-term borrowing and its associated costs. The level of both the General Reserve and earmarked reserves as a percentage of expenditure has remained relatively stable over the past three years. Prior to that, there was an increase in the level of earmarked reserves in 2015/16. This was primarily the result of a favourable outturn position, which allowed the opportunity to strengthen financial resilience by increasing reserves. The position on reserves is considered in detail in the next section of this report.

65. The middle column of the snapshot considers the 2018/19 monitoring position as at Month 9. It shows a balanced position against the overall Council Budget. This includes an anticipated contribution of £917,000 to the Council's Strategic Budget Reserve, which will provide funding in support of the budget for 2020/21 and future years.
66. Within the balanced position there is a projected overspend of £4.9 million in relation to directorate budgets. This is partly offset by the £3.0 million general savings contingency and by savings in corporate areas including capital financing, NDR refunds on Council properties and a surplus on Council Tax collection. The overall position also takes into account the release of £1.1 million set aside for grant relief via the FRM, as this budget is no longer required for that purpose in 2018/19.
67. The projected overspend in directorate budgets includes £3.230 million in Social Services. This reflects a projected overspend of £4.206 million in Children's Services, partly offset by savings in Adult Services. As part of due diligence considerations, the 2019/20 budget includes £5.546 million in order to reflect the effect of these budget pressures in Children's Services. The 2019/20 budget also includes £53,000 to reflect the write out of a 2018/19 budget saving in Education, which is no longer considered achievable. This relates to the proposed saving in relation to the Central South Education Consortium, as the confirmed 2018/19 reduction in the Council's funding contribution was lower than anticipated. All other budget saving shortfalls that are reflected within the 2018/19 projected outturn are expected to be achieved in 2019/20.
68. In order to help deal with monitoring risk associated with areas which can be unpredictable or volatile, the 2019/20 Budget will continue to include issue specific contingency allocations. These include:
- A £350,000 contingency to offset potential income shortfalls in relation to the Material Recycling Facility that may result from market volatility for recycling materials.
 - A contingency budget to reflect the potential for further in-year increases in the number of looked after children together with a recognition of the high cost of external placements where these are required. This recognises the difficulty in modelling the likely demand and complexity of services in this area. The external placements budget has seen significant growth in recent years with in-year pressures also contributing to budget overspends during the year as identified in the financial monitoring and final outturn positions of the Social Services Directorate. To assist in mitigating these on-going pressures, the contingency budget has been increased from £950,000 to £2.0 million in 2019/20.
 - A contingency in relation to the CTRS, which is to reflect potential changes in the volume of claimants. The contingency budget includes an additional £1.486 million to reflect the proposed increase in the rate of Council Tax. After reflecting this amendment, the revised balance in contingency for 2019/20 is £2.586 million. This is

considered sufficient to meet price and demand pressures in the forthcoming year.

- A contingency budget of £750,000 in order to create a fund to support the Council's approach to providing a social subsidy to bus routes where deemed necessary. This will be funded via the FRM and will be used over a two year period following an assessment of route priorities.

69. The final, and forward-looking column of the snapshot identifies the challenges facing the Council over the period to 2023/24. Clearly, the need to address a further budget gap of £105 million will be an enormous task given the historic context already considered. The particular risks associated with the revenue budget over the medium term are detailed in the MTFP and are not repeated in full here. However, it should be emphasised that regular consideration of financial resilience will continue to be crucial to ensuring the Council's long-term financial standing. The importance of adhering to budgetary principles that are designed to protect the Council's resilience should not be understated. Given the scale of savings requirements, robust monitoring of the achievability of savings proposals will be key in this regard.

70. The risk analysis of the 2019/20 budget savings proposals is set out in detail at Appendix 14 (a) and summarised in the table below. The Appendix also indicates the planning status of each saving proposal. This identifies that savings of £571,000 have been realised, £15.062 million are at detailed planning stage and £3.524 million have a higher degree of risk as only general planning has been undertaken to date.

Risk Assessment	Residual Risk £000	Achievability Risk £000	Equality Impact Assessment £000
Red	1,800	850	0
Red-Amber	5,694	7,344	585
Amber-Green	6,330	6,144	6,068
Green	5,333	4,819	12,504
TOTAL	19,157	19,157	19,157

71. The final column of the financial resilience snapshot identifies the Council's capital financing requirement over the medium term, as well as the Council's local affordability indicator. Ongoing monitoring of these indicators is key to understanding the Council's exposure to borrowing and its affordability in light of reducing revenue budgets. A key means of undertaking such monitoring is via Prudential Indicators. These are supported by CIPFA's Prudential Code and CIPFA's Treasury Management Code. These are professional codes of practice aimed at supporting the decisions local authorities have to make when planning capital investment and in undertaking treasury management activities. Authorities are required to have regard to the Codes when carrying out their duties under Part I of the Local Government Act 2003 i.e.

compliance with the Code is a statutory requirement. The key objectives of the Codes are to ensure that:

- capital expenditure plans are affordable, prudent and sustainable
 - treasury management decisions arising from capital expenditure plans are taken in accordance with good professional practice
 - local strategic planning, asset management planning and proper option appraisal are part of routine practice
 - governance of activities is clearly defined
 - there is accountability as part of a clear and transparent framework
72. The Code requires various indicators to be prepared. Some are required indicators, whilst the creation and publication of local indicators to support decision-making is encouraged. Although separate indicators are no longer required for the HRA, the Council opts to continue to prepare these, given the significance to the Council of the HRA, its statutory ring-fence and specific income stream from rent. Additional indicators may also be prepared if this is considered to aid the assessment of risk and proportionality.
73. One locally prepared indicator at Cardiff Council is the Affordability Indicator, which is set out in the final column of the snapshot. This identifies the trend in capital financing costs as a proportion of the revenue budget over which the Council has direct influence. This gives a better understanding of affordability over the medium term, taking account of MTFP assumptions regarding future Government funding and revenue pressures. Further Prudential Indicators are included in this Report as part of the section on Treasury and Capital Strategy. Over the past year, CIPFA has been developing and consulting on a further set of financial resilience indicators to be used in England. Welsh Treasurers are currently considering a similar approach but on a voluntary basis and the Council will keep this work under review.
74. Appendix 14 (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 updates to the Corporate Risk Register, which contains a specific risk in relation to financial resilience. 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 and as an indicator of financial resilience. As already noted, a key factor in relation to the Council's financial resilience is its General and Earmarked Reserves, which are considered in further detail in the next section.

Council Reserves

75. The Council's strategy for holding and utilising reserves is set out in its Financial Procedure Rules. Members, following advice provided by the Section 151 Officer, will consider both the level of reserves held and whether any amounts should be used to support the budget setting process. As part of this consideration, Members are made aware that

the use of reserves is finite in nature and therefore care is required to ensure that their use does not create a significant budget gap which would need to be filled in the following year.

76. CIPFA recommended accounting practice requires the Section 151 officer to create a protocol for reserves and balances which sets out the purpose, usage and the approval processes for transfers in and out of reserves and whether the intended use of the reserve is still valid. The Council's Audit Committee considered and noted the protocol in November 2017.
77. The next table shows the actual balance at 31 March 2018 and projected balances for 31 March 2019 and 31 March 2020 for the General Fund and Housing Revenue Account (HRA) earmarked reserves. The projection at 31 March 2019 includes assumptions contained within the Month 9 Monitoring Report and, as such, there is potential for certain estimates to change before the end of the financial year. The projected balances as at 31 March 2020 include the impact of the movements stated in the following paragraphs as well as the contributions to and from other earmarked reserves in line with the purposes set against each reserve.
78. Previous benchmarking reports published by WG have identified that the Council has one of the lowest levels of general and earmarked reserves in Wales. The financial resilience snapshot in Appendix 13 shows that earmarked reserves represented 7.85% of the gross revenue expenditure in 2017/18 (7.79% in 2016/17). There is no set statutory minimum level of reserves and decisions made should reflect the individual position of each council.
79. The Council's General Fund earmarked reserves which exclude the HRA are outlined in Appendix 15(a) and are held to meet known or predicted commitments. Appendix 15(b) shows the earmarked reserves in relation to the HRA. The General Housing Reserve comprising accumulated housing surpluses from previous financial years is ring-fenced for use in connection with the HRA and cannot be used to fund the Council's overall budget.

	Actual at 31 March 2018 £000	Projection at 31 March 2019 £000	Projection at 31 March 2020 £000
General Fund Reserve	14,255	14,255	14,255
General Fund Earmarked Reserves	54,809	40,736	29,356
HRA General Reserves	8,983	8,983	8,983
HRA Earmarked Reserves	3,223	1,054	254

80. The Council also maintains a General Reserve to help cushion the impact of unexpected events or emergencies. The Council's General Reserve as at the end of the 2017/18 financial year was £14.255 million. This reserve is anticipated to remain the same in the current year with the Month 9 Monitoring report showing a balanced position with no transfers to or from the General Reserve. Following consideration of the Council's current position, in relation to risks and the advice of the Section 151 Officer, it is the intention of Cabinet not to make any use of the General Reserve to fund the 2019/20 budget.
81. The Council takes a proactive role in relation to the use of its reserves and identified, as part of its 2019/20 budget strategy at consultation stage, that a figure of £2.5 million would be released to support the budget. This will be a contribution of £2.5 million from the Strategic Budget Reserve which was set up specifically to support financial resilience and the future budget requirements of the Council over the medium term.
82. School balances represent the accumulated surplus or deficits generated by individual schools. Although they form part of the Council's overall balance sheet, school balances are different to earmarked reserves in that the annual movements in balances are not directly controlled by the Council. As a result, school balances are not available for use in funding the Council's budget, but may still represent a risk to the Council's overall financial resilience, should a net deficit position occur. On this basis, it is of critical importance that due diligence is undertaken in respect of school spending plans, ensuring that they are in alignment with approved budgets. To ensure that this is the case, work will continue to be carried out with all schools, especially those causing significant financial concern. Where the Council's Section 151 Officer determines that the provisions contained within the relevant schemes or procedure rules have been substantially or persistently breached, or a budget share has not been satisfactorily managed, then intervention powers will be taken to suspend delegations for that school.
83. The total school balances as at 31 March 2018 were a net surplus of £6.0 million. Included within this overall balance was a cumulative deficit balance relating to the Schools' Mutual Supply Fund, amounting to £1.3 million. This means that the total of individual school balances amounted to £7.3 million. The total balance included both surplus and deficit balances in respect of individual schools, with total deficits amounting to £1.6 million. A total of nine schools held deficit balances, with the majority of the deficit balances relating to secondary schools. This included a significant deficit in respect of Cantonian High School. This deficit amounted to £869,000 at 31 March 2018. A planned deficit repayment plan has been agreed with the school, with the aim being to clear this balance over a ten-year period. The position at 31 March 2018 represented an improvement on the position at 31 March 2017 and signalled a continuation in the reduction of the balance.
84. As well as deficit balances, a number of schools held significant surplus balances at the end of the previous financial year. This was partly the

effect of late notification and receipt of a WG grant for school maintenance, which amounted to circa £1.4 million and resulted in an increase to overall school balances. However, after allowing for this, a number of schools held balances in excess of 4% of their budget allocation and have done so for at least a three-year period. This represents a trend where net balances have increased for the last four financial years, particularly in respect of primary schools and there are a number of schools that have persistently held a balance in excess of the 4% threshold. To address the build-up of excess balances, the Council is implementing steps to address this issue, including directions to schools to utilise their balances and clawback of excess balances.

85. The judgement of the Council's Section 151 Officer, taking into account the budget monitoring forecast as at 31 December 2018, the corporate budget position, the General Reserve, as well as the General Contingency budget of £3.0 million is that the projected level of both general and earmarked reserves up until 31 March 2019, is sufficient to allow the £2.75 million drawdown to contribute to funding the 2019/20 budget and that the level of reserves remains adequate to 31 March 2020.
86. Overall, the position in respect of reserves, particularly in light of the achievability of savings and unexpected financial issues that may occur will require careful monitoring throughout the financial year to understand any impact on financial resilience. Beyond this, given the information and uncertainty contained in the MTFP, the position with regard to reserves will continue to be carefully monitored alongside the Council's general standing in respect of financial resilience.

Landfill Tax

87. The Council's Statement of Accounts for 2017/18 included a contingent liability in respect of a purportedly under-declared landfill tax assessment received from HMRC. Given that this is a specialist and technical area, the Council has engaged PWC environmental tax experts to support this work. Analyses continue to understand the quantity and nature of the materials disposed of to demonstrate that the "qualifying fines" regime does not apply. The Council, PWC and HMRC continue to work constructively on the matter but as yet the final outcome is still unclear. The Month 9 monitoring report, also to be considered by Cabinet on 21 February, comments on the position and determines that windfall income of £2.494 million received in respect of a previous year's VAT refund be set aside in order to provide a payment on account in respect of these purported liabilities. The allocation of a payment on account would enable the Council to reduce the impact of any interest payments, should an actual liability arise. At this stage in the discussions with HMRC the actual scale of liability, if any, remains to be determined and so this action is deemed appropriate with no other impact on the 2019/20 budget. The position will be kept under review and a further update included in both the Council's Outturn Report and the 2018/19 Statement of Accounts.

Medium Term Financial Plan and Strategy

88. The Council's MTFP for the period 2019/20 – 2023/24 is contained in Annex 2 to this Report. There is little sign that the extended period of financial challenge will improve over the medium term. The MTFP estimates that the budget gap of £32 million that has been addressed in this Report, will be followed by a further gap of £105 million between 2020/21 and 2023/24. The budget gap is a result of assumed funding failing to keep pace with expected demand, inflation and other financial pressures as set out in the table below:

Components of Budget Gap	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	TOTAL £000
Financial Pressures	25,909	25,216	22,108	20,851	94,084
Funding Reductions - AEF	2,223	2,212	2,201	2,190	8,826
Funding Reductions - Reserves	2,000	0	0	0	2,000
Budget Requirement Reduction	30,132	27,428	24,309	23,041	104,910

89. The wider context and the assumptions underpinning the above figures are set out in detail in the MTFP. There are a number of uncertainties inherent in the above position. In particular, no indicative AEF figures are available and these are difficult to predict, especially in light of the unknown impact of Brexit and the impending 2019 Spending Review by the UK Government. The MTFP also explains the extremely challenging context of continuing to deliver significant levels of savings, building on the material sums already identified in recent years.
90. The table below identifies the high-level strategy for addressing the budget gap:

Budget Assumptions	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	TOTAL £000
Council Tax Increase	6,464	6,755	7,059	7,376	27,654
Savings	23,668	20,673	17,250	15,665	77,256
Total Strategy	30,132	27,428	24,309	23,041	104,910

91. Council Tax figures are based on the assumption of annual increases of 4.5% although this is not fixed and will be kept under review over the medium term. An increase of this level on the Council Tax generates an overall funding increase of approximately 1%.
92. The MTFP models the longer-term budgetary outlook. This shows that the approach to identifying savings needs to change in order to protect the Council's ongoing financial resilience. There is a need to move beyond the traditional approach of targeted directorate savings and limiting schools growth. There will be a need to:

- 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.

93. 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 £231 million Schools' budget. Further work on developing a fully defined set of proposals for these years and for 2020/21 in particular, will take place over the spring in order to inform the 2020/21 Budget Strategy Report which will be considered by Cabinet in July 2019.

Cardiff Capital Region City Deal

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

95. The basis of how the CCRCD is governed (Joint Working Agreement), how the WIF is managed and approved (Assurance Framework) and the proposals for implementing the CCRCD (Implementation Plan) were approved by Cabinet and Council in January 2017. Cardiff Council has

been approved as the Accountable Body to administer the CCRCD, hold the funds from UK Government, local government and other sources and to ensure financial and legal compliance, for which resources are met from a Regional Cabinet budget. The Cardiff Capital Region Joint Cabinet (Regional Cabinet) was established in 2017 to oversee the delivery of the CCRCD and has overall collective responsibility for decisions relating to the WIF. The Regional Cabinet is being requested to approve its annual budget on 18 February 2019. The budget proposed to be funded by the 10 Local Authority Partners is £1.09 million with Cardiff's contribution being £258,449.

96. Cardiff's capital planning for its WIF contribution is predicated on the Joint Working Assessment Business Plan as approved by all ten Councils in March 2018, following approval by Regional Cabinet. This approval discharged the 'reserved matter' from which time local authorities will be required to contribute their share of funding towards the approved capital project costs incurred. The contribution requirements are in accordance with a Regional Cabinet decision on 15 January 2018 to 'resource switch' and fund the initial investments in 2017/18 from capital funds, in order to preserve the £50 million of UK Government revenue funding for future use.

Housing Revenue Account and Rent Setting 2019/20 and Medium Term Financial Plan

Introduction

97. The Local Government and Housing Act 1989 places a statutory duty on local authorities to maintain a separate HRA for the costs associated with the management and maintenance of Council dwellings. The ring fenced nature 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.
98. The main expenditure items within the account include maintenance and repair costs together with management costs (including rent collection, housing allocations and property and estate management). Capital financing charges include the costs of servicing and repayment of all borrowing including the repayment to the WG/HM Treasury for the borrowing undertaken in 2015/16 to exit the Housing Subsidy System. The proposed HRA budget for the financial years 2019/20 to 2023/24 is shown in Appendix 16.

2019/20 Key Assumptions

99. Key assumptions and factors which make up the HRA budget proposal include the following main items:
- Rents are uplifted by CPI only in line with the ministerial decision

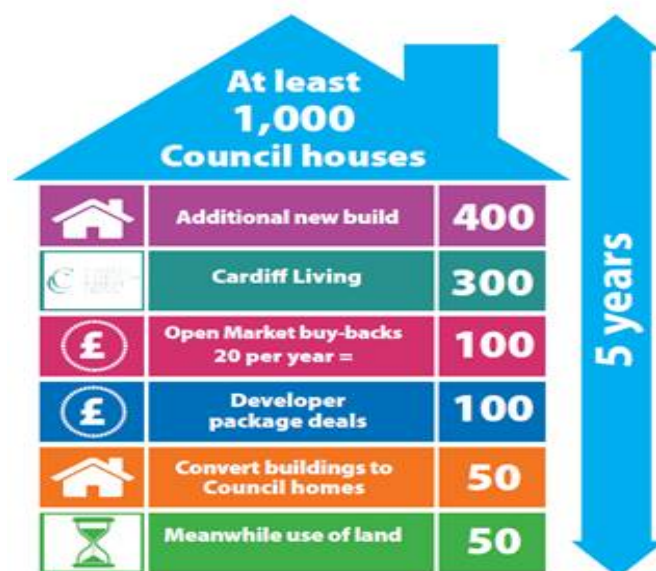
- An £18.3 million budget has been set for Council Housing Repairs reflecting the estimated requirements for both planned and responsive maintenance
- The direct revenue financing budget for capital expenditure assumes a contribution of £6.4 million in 2019/20
- Continued receipt of the Major Repairs Allowance (MRA) of £9.5 million
- Provision is made for the ongoing estimated impact of Welfare Reform under the Universal Credit scheme on rent income levels and additional costs of collection and recovery
- The HRA's fair contribution to planned corporate and other initiatives where HRA activities are involved

Medium Term HRA Financial Plan

100. For 2020/21 and future years to 2023/24, the budget proposals make provision for pay awards and general inflation increases.

101. Key objectives and priorities in the medium term include the following:

- Maintenance of the Welsh Housing Quality Standard (WHQS) for 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 by 2026/27
- Remodelling and refurbishment of existing homes with estate regeneration and area improvement works
- Continued delivery of community benefits
- Tenant participation and consultation
- Assistance to tenants with debt management and budgeting advice



Key Risks and Uncertainties

102. The proposed HRA Capital Programme includes significant additional borrowing commitments following the proposed removal of the Housing Borrowing Cap. This borrowing is partly to fund the delivery of new

Council social rented homes through a combination of open market buy-backs, developer packages and new builds in order to meet demand for affordable housing in the city and to help meet national targets.

103. The restricted rent uplift for 2019/20 results in lower revenue resources which has necessitated operational savings and efficiencies and reduced flexibility in terms of planned spend and initiatives. Looking forward, the uncertainty in relation to future rent policy makes planning very difficult, particularly in respect of the new build plans. A future rent policy which imposes lower uplifts than previously assumed within the HRA Business Plan will necessitate a remodelling and review of priorities within the Plan.
104. There are no agreed pay awards beyond 2019/20 and in the absence of this, 2% annual uplifts are assumed which is broadly in line with forecast CPI inflation. Forward general inflation indicators are in line with WG guidelines and any significant changes to these assumptions will further impact on budget proposals.
105. The plan makes assumptions in relation to the potential impact of Welfare Reform and the transfer to Universal Credit on rent arrears, particularly as a result of the continuing reductions in Housing Benefit due to property rent/size restrictions. Any increased impact is likely to affect the available revenue resources and may necessitate further offsetting operational savings.
106. As part of the Affordable Housing Supply review being conducted for WG, the MRA in terms of output and value for money is being examined. Any changes to the level of MRA would have a very significant impact on the achievability or otherwise of the HRA Capital Programme.

Rent Policy

107. While the responsibility for setting rents for individual dwellings rests with individual landlords, they are required to operate within average weekly rent levels that fall within the Target Rent Band set by the WG. The WG rent policy and the five-year rent uplift formula agreement ended in March 2019. An independent rent policy review is underway which will consider issues such as affordability and comparisons with rents in England. The results of this review will feed into the Affordable Housing Supply Review conducted for the WG.
108. The Minister for Housing and Regeneration has made the decision to uplift social rents by CPI only for the transitional year 2019/20. As a result of this decision, the CPI increase will be 2.4% which will mean that the average rent for a council home will increase by of £2.42 per week (£2.57 based on the 49 week collection) exclusive of service charges.
109. For future years, the WG policy in relation to potential rent uplifts is currently unknown. Local Authorities have been advised to carry out sensitivity analysis on their 30 year HRA Business Plans on a range of rent uplifts (from CPI +1% to CPI -1%). On this basis, a prudent

approach has been applied from 2020/21 onwards with uplifts of CPI plus 0.5% only. The HRA Business Plan will be reported to Cabinet in March 2019.

Tenant Consultation

110. Consultation on the rent increase took place between 18 December 2018 and 16 January 2019. A letter and flyer were sent to 1,350 randomly selected tenants with freepost return address; this represented 10% of tenants. However the numbers responding to the survey were too small to draw any conclusions from the responses.
111. Council rents remain lower than rents charged by private landlords. Approximately 75% of Council tenants are in receipt of financial assistance with their housing costs and in most cases, this will cover the increase. Those tenants most affected will be tenants in work with low earnings and those impacted by Welfare Reform such as the Benefit Cap.
112. A number of ways to mitigate this impact have been identified, including improved Into Work and Employability services to help people upskill and to seek better paid employment together with a more supportive approach to rent arrears and a Hardship Fund for tenants struggling to pay arrears.

School Organisation Plan and 21st Century Schools Programme

113. The School Organisation Plan (SOP) relates to the significant programme of capital investment that aims to ensure sufficiency of school places in Cardiff and address the most acute school building condition issues. The SOP Financial Model includes Cardiff's 21st Century Schools Band A programme, which totals £164.1 million, and the 21st Century Schools Band B programme, which is anticipated to cost in the region of £284 million. The 21st Century Schools programme is due to conclude at the end of the 2018/19 financial year, representing the culmination of a seven year programme. The 21st Century Schools Band A programme is funded on a 50:50 basis with WG, with WG's contribution taking the form of grant and Local Government Borrowing Initiative (LGBI) revenue funding to facilitate additional borrowing. The 21st Century Schools Band B programme will commence in 2019/20 and is anticipated to end in 2023/24. The WG contribution rates for the 21st Century Schools Band B programme are different to those in the 21st Century Schools Band A programme, with mainstream schools funded on a 65:35 basis and special schools funded on a 75:25 basis. Projects involving voluntary aided schools will be funded on an 85:15 basis. WG are set to contribute the higher proportion of funding in all cases, with their contribution taking the form of capital grant.
114. Whilst the capital funding intervention rates for the 21st Century Schools Band B programme have recently been confirmed, there remains a degree of uncertainty as to the final makeup of the Council's 21st Century Schools Band B programme. This is driven by the fact that WG have

suggested that the pace of delivery may need to be slowed and that it may not be possible for the Council's programme to be financially supported in line with the original profile, due to WG funding constraints in certain financial years. As a consequence of this, the Council is required to revise the programme profile and reconsider its position in respect of the Mutual Investment Model (MIM). The WG have confirmed that a revised MIM funding intervention rate will be implemented, with the WG set to fund 81% of the annual payments for schools constructed under this model, and have asked Council to reconsider whether it wants to be a participant in this public-private partnership model of funding. Council officers are currently undertaking work to assess the financial impact of potentially undertaking a MIM scheme and the impact that this will have on the overall programme, should schemes be changed to a MIM funding model, rather than capital funded, as well as elongating the residual capital programme profile to work within WG's funding availability. As part of this work, it is essential that the final programme profile, and mix of funding models, can be accommodated within the current financial envelope.

115. The SOP Financial Model comprises a projection for both capital expenditure and capital funding over the life of the plan. Funding sources that the Council has utilised in meeting its share of the plan include:
- Capital Receipts
 - Capital Grants
 - Section 106 Contributions
 - Capital Programme Allocations
 - WG LGBI
 - External Borrowing
116. To date, the largest proportion of funding has been met from external grants, with external borrowing and capital receipts making up the majority of the balance. In the case of the 21st Century Schools Band B programme, it is intended that the Council's share will be met from £25 million of capital receipts, with the balance being funded by external borrowing. The £25 million capital receipts will be identified from within the Council's entire asset base.
117. Projects completed to date include four new build primary schools, the new Eastern Community Campus in partnership with Cardiff & Vale College, three replacement primary school buildings and a number of extensions to primary school buildings. The final 21st Century Schools Band A programme project is for a replacement secondary school in the west of Cardiff and is planned for completion by the end of the current financial year. The proposed 21st Century Schools Band B programme projects will see five secondary school buildings replaced or substantially refurbished, three primary school buildings replaced or extended and four special school buildings replaced. A number of these projects will also contribute towards an increase in the overall number of school places in Cardiff. Preparatory work for the first 21st Century Schools Band B programme projects is currently underway in relation to Fitzalan High

School, St Mary the Virgin Primary School and a redevelopment of the Doyle Avenue site, which currently hosts Cantonian High School.

118. The capital charges arising from the borrowing undertaken are funded from the SOP Revenue Budget, via the SOP Revenue Reserve. At the point at which SOP commenced, the revenue budget required was created by revenue release savings, which included savings from facilities management budgets from closed schools as well as efficiency savings and historical adjustments to delegated schools budgets. In order to ensure that sufficient revenue budget exists for the 21st Century Schools Band B programme, a 10-year plan is in place whereby the revenue budget will be built up by applying a reduction to the growth applied to the delegated school budget in each financial year during that period. Excluding LGBT expenditure, which has a dedicated funding stream, capital financing obligations from completed and ongoing SOP schemes are expected to peak at £5.976 million in 2019/20. The capital financing charges arising as a result of the 21st Century Schools Band B programme are expected to peak at £4.795 million in 2024/25, however this figure will change as the profile of expenditure is revised in line with the final programme plan.
119. The SOP also includes significant revenue expenditure in connection with organisational restructuring costs attached to the schemes. These include project management costs, wider Council support for the programme, external advice and additional costs incurred by schools that are transitioning to new buildings. The SOP revenue budget is regularly reviewed and submitted to the SOP Programme Board for approval.

SOP Revenue Expenditure 2019/20	£000
Project Team Costs	1,239
Other Council Support	500
External Advice	150
Ongoing Commitments	380
Contingency	300
Total	2,569

120. The overall SOP Financial Model represents a significant financial exposure for the Council and the following capital and revenue risks have been identified and are continually reviewed:
- changing scope of works as schemes progress
 - cost over-runs and fluctuating construction cost inflation
 - underachievement of capital receipts, failure to obtain planning consent or changes in Council policy in respect of land sales
 - the potential for the revenue costs of transitioning schools to new buildings to increase beyond initial assumptions
 - the risk of abortive costs, should schemes be significantly amended or not taken forward
 - VAT implications of schemes, particularly those involving land transfers or voluntary-aided schools

121. At the time of developing the overall programme, cost estimates were undertaken as part of a desktop exercise. Therefore, a significant amount of work is being undertaken in respect of the 21st Century Schools Band B programme and there is the potential for changes to the profile of expenditure, and overall scale and scope of projects, as detailed cost information is gathered. As well as this, there remains some uncertainty around the overall length of the 21st Century Schools Band B programme and further detail is required as to how the change in WG funding contribution rates will impact on affordability of the overall programme. Furthermore, a business case has to be prepared and submitted to WG for each individual project. Only at the point whereby the Full Business Case has been approved by WG, and procurement of a contractor is completed, is an accurate cost known. Until that point, there is a significant risk that unforeseen costs, scope changes and construction inflationary pressures could impact on the overall scale and affordability of the programme.
122. A further challenge for the SOP Financial Model is the cash flow impact of the timing of both capital and revenue expenditure and income. An earmarked reserve has been established for the SOP, and the projected movements on this reserve are shown in Appendix 17. This reserve is used to manage these cash flow implications and the risks as previously identified. In a Cabinet report, considered at a Cabinet meeting on 19 March 2015, the financial implications section referenced the advice of the Council's Investment Review Board, which had suggested that a reserve balance of no less than £1.5 million was considered prudent. Appendix 17 highlights the fact that the reserve balance is projected to decrease to a level below that recommended previously. However, it is felt that, whilst the desired level is for a balance of at least £1.5 million, a minimum level of £500,000 would be recommended, for financial resilience purposes. Appendix 17 shows that the balance is not projected to decrease below that level and that in a number of years the balance will exceed the desired level. These projected fluctuations highlight the need for continued close monitoring activity and robust governance and decision making relating to use of the reserve. This governance will take the form of the SOP Programme Board who will meet regularly and ensure that decisions taken pay due consideration to the minimum reserve level required.

Civil Parking Enforcement

123. Income and expenditure in respect of Civil Parking Enforcement is ring-fenced within the Council's accounts. The income generated from car parking fees, residents' permits, penalty charge notices and moving traffic offences (MTOs) is used to fund the associated operational costs including the cost of the enforcement service. Any surplus or deficit will be transferred to the Parking and Enforcement Reserve and can only be used for specific purposes such as supporting transportation services, parking and highway and environmental services in accordance with Section 55 of the Road Traffic Regulations Act 1984.

124. The anticipated operating surplus for 2018/19 is likely to be £6.986 million. When this, the budgeted and additional eligible expenditure for the current year are applied to the brought forward figure, the balance in the Parking and Enforcement Reserve at 31 March 2019 is estimated at £939,000.
125. For 2019/20, income from car parking fees, residents' permits, penalty charge notices and MTOs is forecast to be £14.190 million. Operating costs include staffing and other costs of enforcement services, traffic regulation orders, maintenance of parking for both on and off street parking and disabled bays. It also includes capital financing costs in respect of repayments in relation to the investment in expanding bus lane and yellow box junction enforcement. It also reflects anticipated savings identified following the Service Review undertaken by the Council in 2018/19. Overall, expenditure is estimated to be £6.963 million, leaving a net in year surplus of £7.227 million. This will be used to meet eligible expenditure commitments supporting overall highway, transportation and environmental improvements total £5.385 million in 2019/20.
126. As part of this budget further eligible expenditure is proposed in respect of other schemes and are set out in the table below:

Additional expenditure in 2019/20	£000
Active travel including cycle way and bus corridor infrastructure improvements and the expansion of 20 mph zones	1,433
Clean air initiatives through the conversion to and provision of electric vehicles and charging points	360
Environment and highway improvements	207
Match funding towards public transport provision as required by WG Bus Grant conditions	150
Contingency for schemes and projects that may emerge during the year	100
Total	2,250

127. As reflected in Appendix 18, the balance on the reserve is expected to increase as set out below. These amounts will be impacted by any new spending commitments that emerge and are approved over the period.

Parking and Enforcement Reserve As at 31 March	Projected Balance £000
2020	531
2021	258
2022	454
2023	693
2024	943

128. The anticipated surpluses provide significant scope for future investment in line with the Local Development Plan and Parking Strategy to assist in

delivering improvements and key transport schemes in the City. Use of the reserve for investment in initiatives will be reported as part of the Council's regular monitoring arrangements including consultation with the relevant Cabinet Member.

129. A summary of the overall position on the Civil Parking Enforcement Account including the anticipated balances on the reserve is set out in Appendix 18 to this report.

Joint Committees and Relevant Bodies

130. Cardiff is currently the lead authority for Glamorgan Archives, Prosiect Gwyrdd and Cardiff City Region City Deal (CCRCD); it is also a member of the other Joint Committees shown below. In addition, the Council has to meet a number of levies and contributions.

Joint Committees and relevant Body	2018/19 Approved Revenue Contribution £000	2019/20 Estimated Revenue Contribution £000
Joint Committees		
Glamorgan Archives	209	209
Prosiect Gwyrdd	37	37
CSC Joint Education Service	1,413	1,343
Shared Regulatory Service	3,601	3,381
CCRCD	237	249
Vale, Valleys & Cardiff Regional Adoption Consortium	573	636
Joint Bodies		
South Wales Fire & Rescue	17,181	18,142
Natural Resources Wales	139	139
Cardiff Port Health Authority	114	114
Newport Port Health Authority	5	5
Coroner's Service	667	688

131. The figures shown for 2019/20 are subject to confirmation by the respective Joint Committees. The fees and charges for the Shared Regulatory Service are set by the Joint Committee or externally by statute or other regulation.

Activities inherited from Cardiff Bay Development Corporation including Harbour Authority

132. The Council agreed to take on the role of the Cardiff Harbour Authority (CHA) in April 2000 following the winding up of Cardiff Bay Development Corporation (CBDC). The functions and responsibilities of the Harbour Authority are detailed in the Agreement made between the Council and CBDC (now WG) under Section 165 of the Local Government Planning and Land Act 1980. The funding required to discharge these obligations

is provided by a specific grant received from the WG. This funding and any income generated are ring-fenced.

133. The arrangement has been subject to a number of negotiated changes over the past 19 years; the latest variation was signed on 3 April 2014 and included a three year fixed cost budget for April 2014 to March 2017. The revisions ensured that a sufficient funding level was made available to the Harbour Authority to meet the liabilities under the agreement and any additional duties relating to the Cardiff Bay Barrage Act 1993.
134. The existing agreement expired on 31 March 2017. The WG initially advised they would like an opportunity to review current arrangements and to extend the previous business period by twelve months, up until 31 March 2018. This review has been delayed by WG until recent months, although the WG has continued to have discussions with CHA over the way forward with a view to jointly agreeing a new funding agreement for 2020/21 onwards. The WG have already emphasised the pressures on this budget and indicated that supporting CHA at current funding levels is unsustainable and consequently there is a desire to explore savings with the CHA.
135. The Council has responded positively and constructively to this request and are working jointly with the WG and independent public sector advisors in developing an appropriate settlement within the context of a wide-ranging review of CHA activities. WG are conscious of CHA statutory functions, therefore exploring savings and efficiencies must be undertaken carefully and managed appropriately.
136. For 2018/19, the Council and WG agreed a single year budget of £5.4 million whilst the review was outstanding.
137. For 2019/20, 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 for Asset Renewal. The WG have agreed total funding of £5.265 million, representing a cash reduction of £135,000 or 2.5% on the 2018/19 budget.

CHA Funding	2018/19	2019/20
	£000	£000
Fixed Cost Budget	5,204	5,120
Asset Renewal	196	145
Total Budget	5,400	5,265

138. The funding for asset renewal is likely to become a significant issue in the future. Past renewals and replacements have been relatively small in value. This issue will be 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.
139. The overall reduction in the budget reduces the ability to fund large unforeseen operational costs and consequentially increases the financial risk to the Council. Any unforeseen costs arising will be recoverable from

the WG through the additional claims process, but only where those costs are legitimately agreed as part of the Deed of Variation.

140. The CHA maintains a Contingency and Project Fund, which is used to support projects and provides a contingency if the approved budget is exceeded. The Fund receives contributions from a combination of receipts from the sale and disposal of land and a share of past year underspends on the Fixed Cost budget. The balance at 31 March 2019 is estimated at £40,000 and this is in line with the amendments to the Deed of Variation as agreed in April 2018.

Supporting People Programme Grant Spending Plan

141. The Supporting People Programme provides approximately 6,000 units of housing-related support to vulnerable individuals in Cardiff to assist them to live independently and to prevent homelessness. Support can be provided in the client's own home, hostels, sheltered housing or other specialist supported accommodation. A range of third sector organisations deliver this support, the majority of which are charitable organisations and housing associations. However, the Council does provide some services directly including two homeless hostels, supported accommodation, and a homeless outreach team.
142. The WG provides Supporting People funding in the form of a grant and local authorities administer the funds. A multi-agency Regional Collaborative Committee for Cardiff and the Vale of Glamorgan operates to provide opportunities for a collaborative approach and to share best practice. The WG requires each local authority to develop a Local Spending Plan in a prescribed format that indicates the areas where the Council intends to spend the grant. This is prepared following an indicative grant allocation figure from the WG.
143. The indicative grant allocation for Cardiff in 2019/20 is £16.267 million which is unchanged since 2016/17. While no reduction has been made in the overall Supporting People Grant this year, it is anticipated that funding levels may reduce in future years. The level of intended spend within each spend category can be seen at Appendix 19. This is broadly similar to that of the current year in the majority of spend categories, with the exception of the "People over 55 years of age with Support needs Category" which has reduced slightly for 2019/20.
144. This decrease of £64,470 in the Older Person's category is largely a result of efficiency savings which will be refocussed into addressing the current priorities in rough sleeping and homelessness services across the city. The highest anticipated spend is in the spend category that predominately relates to homelessness schemes that do not clearly fit the spend categories prescribed by the WG. This expenditure totalling £3.542 million is referred to as 'Expenditure which does not directly link to the other spend plan categories'. Within this category are homelessness related services including larger frontline hostels, rough sleeper outreach provision, supported housing and young person gateway services.

145. Whilst spend in the Older Person's category will decrease slightly next year as explained above, services available for older people have increased. There is sufficient capacity within the current commissioned Generic Floating Support Service to meet the demand for older people. Also, the addition of Floating Support within the Independent Living Team has improved service provision. By being part of an integrated team, access to a wider range of support options such as advice on benefits, disabled adaptations, grants, home energy efficiency and support to avoid social isolation are now available to older people in a more effective and streamlined way than before.
146. Alongside the increased number of rough sleepers in Cardiff over recent years, addressing the 'Revolving Door' of Homelessness to better meet those with complex needs will continue to be the priority during 2019/20. The most prominent need recorded in the Supporting People data in 2017/18 is Mental Health at 22.8%, followed by Domestic Abuse at 12.6% and the third is Substance Misuse 12.4%. There has also been a significant increase in demand for housing related services for people affected by combined Mental Health and Substance Misuse issues.
147. A phased approach has been taken to reviewing services. Phase 1 of the Accommodation and Support Review Programme is now complete with the exception of the Gender Specific service for male victims which will be completed in 2019/20.
148. Work has commenced on Phase 2 and 3 of the Support Review Programme with new contracts for services for young people due to be in place by May 2019. A full review of Accommodation and Specialist Support Services for single people with substance misuse and mental health issues is underway, including all second stage supported accommodation within the Single Persons Accommodation and Support Gateway. It is anticipated that this work will be completed by 2020/21.

Capital Strategy 2019/20

149. The Council's Capital Strategy 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.

150. The requirement for the Council to approve a Capital Strategy arises from an update to the CIPFA Prudential Code in 2017. This update was primarily in response to concerns that local authorities were undertaking activities of a more commercial nature such as investment in property and companies primarily for financial benefit.
151. The Capital Strategy is an integral part of the Council's Strategic and Financial Planning Framework. The CIPFA Prudential Code and CIPFA Treasury Management Code require that the Council determine a suite of indicators highlighting the longer term impact of capital investment decisions on the revenue budget, affordability, prudence and sustainability. Indicators for capital expenditure and affordability are set out in the sections below and the Treasury indicators are included in the Treasury Management Strategy (Annex 4).
152. 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.
153. The following sections in this Report set out the
- Capital Investment Programme** - the detailed five year capital investment programme proposed for 2019/20 to 2023/24 arising from the Capital Strategy
- Funding for the investment programme** - the Capital Resources assumed to be used to fund the 2019/20 to 2023/24 investment programme including identification of the borrowing requirement
- 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
- Affordability** – understanding the impact of capital investment decisions on the Council's revenue budget and MTFP via the calculation of various prudential indicators. This section also includes approval of the Council's approach to making prudent provision for the repayment of capital investment paid for by borrowing.
154. 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 Investment Programme 2019/20 to 2023/24

155. The Capital Programme is set for 2019/20 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. Whilst acknowledging that some delay cannot be avoided, directorates are reminded of the importance of:

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

156. The proposed Capital Programme is summarised in the following table:-

Capital Programme	2019/20*	2020/21	2021/22	2022/23	2023/24	Total
	£000	Indicative £000	Indicative £000	Indicative £000	Indicative £000	£000
Annual Sums Expenditure	28,284	25,277	25,187	18,873	14,815	112,436
Ongoing schemes	14,589	18,335	17,277	9,075	3,224	62,500
New Capital Schemes	3,269	6,220	4,310	16,590	1,060	31,449
Schemes Funded by External Grants and Contributions	36,772	42,610	88,039	50,998	3,550	221,969
Invest to Save Schemes	16,257	19,695	36,988	24,190	3,011	100,141
Total General Fund	99,171	112,137	171,801	119,726	25,660	528,495
Total Public Housing (HRA)	47,385	64,510	79,750	68,750	54,350	314,745
Total Capital Programme	146,556	176,647	251,551	188,476	80,010	843,240

* Includes slippage estimated at Month 9. The final slippage figure, which will be known at outturn, will be reflected in the Month 4 2019/20 budget monitoring report.

157. In comparison, actual capital expenditure in 2017/18 was £138 million (£113 million General Fund, £25 million HRA). Projected capital expenditure in 2018/19 is £151 million (£111 million General Fund, £40 million HRA).

158. The five year programme is detailed in Appendix 20(a) with some of the main items of expenditure highlighted below:

Theme	Types of expenditure
Annual Sums	<ul style="list-style-type: none"> • Disabled adaptations to allow people to remain independent in their homes • Highway infrastructure • Property asset renewal • Neighbourhood regeneration • Parks asset renewal • Road safety; cycle and public transport network improvements
Previously Agreed / Ongoing Schemes	<ul style="list-style-type: none"> • Facility to support victims and those at risk of domestic abuse • Whitchurch High School accessibility for disabled pupils • Bereavement Strategy • Western Transport Interchange • 21st Century Schools Band B programme • Completion of Central Square public realm • Modernising ICT to improve business process • City Centre youth hub and Butetown pavilion • Strategic cycle routes • Council contribution to support WG grant bids for coastal erosion, transport links and a targeted regeneration investment programme • Development of a new household waste recycling centre • Council agreed contribution to CCRCDC expenditure in accordance with profile approved by Regional Cabinet in January 2018
New Capital allocations including invest to save proposed in 2019/20 Budget	<ul style="list-style-type: none"> • Additional support for disabled adaptations grant • Roll out of glass recycling collection service • Works to structures at Millennium Walkway and Roath Park dam • Enabling works, if required to implement economic development schemes • Economic Development schemes at the Chapter Arts Centre and the former Virgin Active site • Contribution towards the cost of the Indoor Arena subject to the level of capital receipts and approved affordability envelope • Road safety and other improvements proposed from parking enforcement income • Lamby Way solar farm and contribution to District Heat Network • LED street lighting in residential areas
External Grant and Contribution assumptions	<ul style="list-style-type: none"> • Targeted regeneration investment programme • 21st Century schools Band B programme • Public highways refurbishment • Local Transport Fund, active travel, road safety and safe routes in communities • Coastal and flood risk management programme design • Planning gain and other contributions received towards a range of schemes
Invest to Save	<ul style="list-style-type: none"> • 21st Century schools Band B programme • Council leisure centre investment as part of alternative service delivery • Loan to Cardiff City Transport Services Limited • New cemetery to increase burial space in the city • Building energy efficiency schemes
Public Housing (HRA)	<ul style="list-style-type: none"> • Improvements to garages, gullies and open spaces • Investment in existing stock to sustain Welsh Housing Quality Standards (WHQS) • Significant increase in new affordable housing proposals including land acquisition following removal of debt cap • Disabled adaptations

New schemes approved in 2019/20

159. While there is significant pressure for investment, a medium term view has been taken with new investment proposed on the following principles:
- directorates to manage emerging priorities within existing budgets where feasible
 - any new investment to be managed within the level of additional General Capital Funding grant allocated by WG between 2018/19 and 2020/21.
 - taking advantage of opportunities for grant match funding or earmarked capital receipts funding to increase the level of investment
 - invest to save / earn.
160. New investment proposals in 2019/20 include investment in structures to meet regulatory requirements and deteriorating condition, roll out of glass recycling service as well as enabling support for economic development initiatives. An additional allocation is provided for disabled adaptations grants in 2019/20, with future years subject to a review to be considered by Cabinet in relation to impact of expenditure in other areas as a result of investment in adaptations. The impact on demand and affordability of expenditure as a result of changes in WG and Council policy in this area will also be considered.
161. Investments approved on the basis that additional investment will pay for itself over a period of time include the roll out of LED lighting in all residential areas, contributions towards infrastructure for a District Heat Network and also expanding the proposed capacity of the solar farm at Lamby Way. It is essential that due diligence is undertaken on business cases for such projects, with sourcing of external expertise where relevant to support decision making and to understand key risks and any financial liabilities that could arise from such investment.

Major Development Projects

162. There are a number of key strategic projects the Council is considering as outlined within Capital Ambition, with due diligence being carried out and business cases being developed for Cabinet to consider during 2019/20. The key projects being considered are the development of an Indoor Arena in Cardiff Bay, Core Office Accommodation and the International Sports Village.
163. Costs are being incurred in terms of surveys, valuations, due diligence and professional advice to ensure Cabinet are informed in relation to the risks and financial implications of these proposals. This includes consideration at the Council's Investment Review Board and through other relevant governance procedures. The projects for Core Office Accommodation, ISV and heritage buildings will seek to be self financing.
164. The Indoor Arena proposal may result in a number of different delivery and funding options with varying risks associated with each of them. As

such the financial implications to the Council are not confirmed, however they may require decisions to be made by the Cabinet during 2019/20 to meet timescales of external partners and to ensure the Council can play a key part in enabling the delivery of significant regeneration and economic development project. This would assist in moving the City forward in line with Capital Ambition for the benefit of the residents, the region and Wales.

Affordability Envelope

165. Subject to the funding approach identified, the project may have no net financial impact to the Council but may require some enabling costs to be financed in the medium term or it may be beneficial for the Council itself to take a leading role in the development. This could also require increases in the Capital Programme and to the Council's borrowing requirement.
166. To manage the risks and to allow such a project to proceed, subject to approval of relevant business cases, it is proposed that an affordability envelope is set for the medium term. The revenue budget implications of the project must be maintained within parameters set out in the Council's MTFP, covering any costs of servicing enabling borrowing, the costs of delivery of the project as well as any operating costs. Where costs fall outside of this envelope they will not proceed without further recourse to Council.
167. It is proposed that Council approve an affordability envelope, so that Cabinet are able to take decisions within this envelope which will commit future year's revenue budgets and also impact on the borrowing requirement.
168. The principles of the Affordability Envelope are:
 - all enabling works will ultimately be self-financing in the long-term, including provision for the repayment of any loan principal
 - In the medium term, defined as seven years, an allocation would be required in the Council's revenue budget via the MTFP to fund interest costs of the enabling works
169. The Affordability Envelope will provide for a maximum revenue exposure in terms of interest costs of up to £3.562 million per annum in the medium term. To enable this the existing revenue budget identified for the Central Enterprise Zone of £1.500 million will be gradually increased from 2020/21 onwards to fund any required borrowing and associated project delivery costs for enabling developments.
170. Whilst this initiative is intended to be self financing, in the first instance the arrangement could equate to financing the interest cost of a capital outlay of a maximum of £115 million. This is the maximum the Council could be exposed to at a defined point in time, and if at any point during the enabling developments this Affordability Envelope is breached (e.g.

net outlay of more than £115 million or financing costs rise above £3.562 million in any single year) this would need to be referred to Council as being outside the Affordability Envelope.

171. In approving the arrangements for the Affordability Envelope, Council will be introducing an additional flexibility to the Budgetary Framework for 2019/20 which will be governed through the arrangements set out in this Report. The key areas of change to the Budgetary Framework, subject to remaining within the Affordability Envelope will include:
- a. Increases to the Capital Programme expenditure to reflect any proposals agreed by Cabinet during 2019/20.
 - b. An increase in the borrowing requirement and affordable borrowing limit and associated treasury management indicators to cover expenditure commitments identified in approved business cases
 - c. Increases in the revenue budget requirement to be included in the MTFP in future years.
172. Subject to the need to trigger the Affordability Envelope, any impact of proposals on the Capital Programme and Treasury indicators set out in this report would be included as part of the periodic reports received by Council in respect of Treasury Management.

Funding the Programme – Capital Resources 2019/20 to 2023/24

173. There are currently no nationally imposed restrictions to the quantum of borrowing that can be undertaken to pay for capital investment. The borrowing cap introduced for the HRA in Wales is proposed to be removed, as has been done in England, and the proposed Capital Programme assumes its removal. However it should be noted that consideration is being given by Central Government as to how perceived risks to fiscal sustainability of commercial investments undertaken by some councils can be managed. The outcome of this could result in controls and will need to be monitored closely.
174. The Council approves its own affordable borrowing limit as part of the requirement of the Local Government Act 2003 and this is set at a level consistent with the programme of capital investment proposed in this report. Resources to be used to pay for capital expenditure are summarised in the table below and detailed in Appendix 20(b).

Capital Resources	2019/20*	2020/21	2021/22	2022/23	2023/24	Total	%
	£000	Indicative £000	Indicative £000	Indicative £000	Indicative £000	£000	
WG General Capital Funding - Supported Borrowing	8,566	8,566	8,566	8,566	8,566	42,830	5.1
WG General Capital Funding - Grant	7,781	8,512	8,412	5,712	5,212	35,629	4.2
Major Repair Allowance Grant (HRA)	9,500	9,500	9,500	9,500	9,500	47,500	5.6
Additional borrowing	67,111	83,662	111,844	82,812	40,872	386,301	45.8
Earmarked Capital Receipts	4,116	5,480	1,800	16,850	2,800	31,046	3.7
Non-earmarked Capital Receipts	3,000	11,500	13,000	7,000	1,000	35,500	4.2
Revenue & Reserves	8,090	5,687	5,090	5,038	4,810	28,715	3.4
Other External Grants and Contributions	38,392	43,740	93,339	52,998	7,250	235,719	28.0
Total Resources	146,556	176,647	251,551	188,476	80,010	843,240	100.0

General Capital Funding

175. The Council receives a base allocation of General Capital Funding from WG to spend on Council priorities. This is assumed to be £13.778 million in 2019/20 and future years through cash grant (£5.212 million) and supported borrowing approval which forms part of the Council's borrowing requirement (£8.566 million). The allocation for 2019/20 is £147,000 higher than 2018/19 but remains circa 33% lower compared with 2010/11 and does not even meet annual sum expenditure.
176. The WG budget includes proposals for an extra £100 million of General Capital Funding to be made available for local authorities over three years. The first instalment of £50 million will be paid in the 2018/19 financial year with the remaining £30 million paid in 2019/20 and £20 million in 2020/21. This equates to an estimated £4.768 million for Cardiff in 2018/19, which will be carried forward for use in 2019/20, £2.894 million in 2019/20, and £1.907 million in 2020/21. New capital investment excluding invest to save / earn schemes is managed within this additional grant of £9.569 million, thus minimising the impact on the capital financing budget.

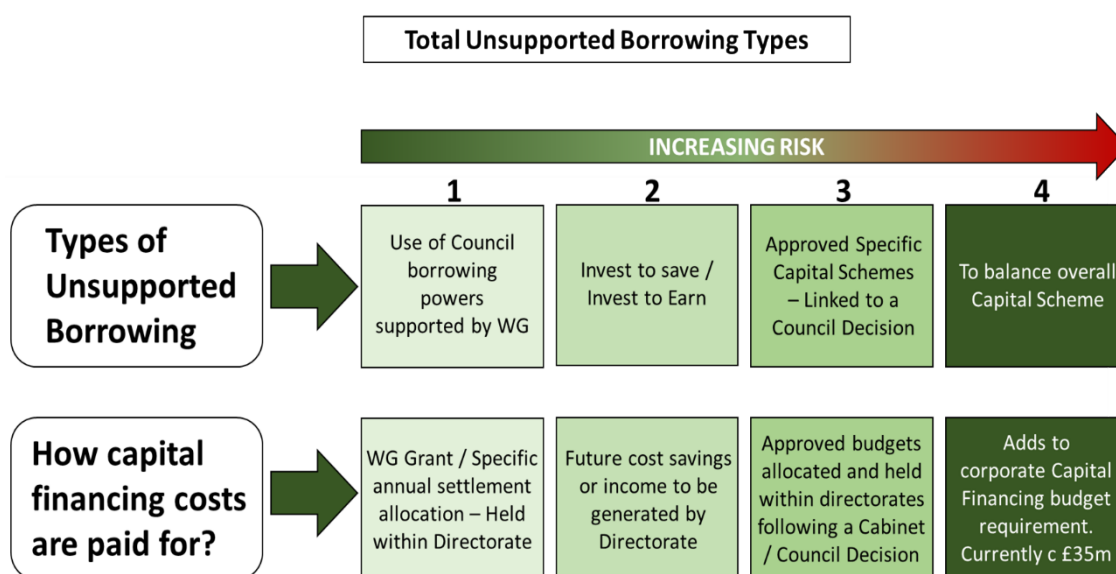
Major Repair Allowance

177. The Major Repairs Allowance grant receivable for Public Housing is estimated at £9.500 million per annum and is assumed to remain at that level consistent with WG business planning guidance issued to local authorities in December 2018. However it should be noted that a review of this grant forms part of a work stream being undertaken by WG as part of its affordable housing supply review and as such creates uncertainty for long term planning and affordability of the Council's new build programme.

Additional Borrowing

178. There are two main types of borrowing to pay for capital expenditure which form part of the Council's borrowing requirement which is managed as part of the Council's Treasury Management Strategy: -

- 'Supported Borrowing' - costs of servicing debt are included within the Revenue Support Grant (RSG) the Council receives from WG.
- 'Unsupported Borrowing' – costs of servicing debt to be met by 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 in the next diagram.



179. Expenditure funded by unsupported additional borrowing of £386.301 million is proposed over the five year period of the programme. This covers three main areas:-

- In order to balance the General Fund Capital Programme including expenditure commitments made in previous years amounting to £65.015 million.
- In order to pay for invest to save/earn schemes of £100.141 million modelled to pay for themselves over a set period of time, either from revenue resources expected in future years, revenue savings or income generation. Directorates responsible for such invest to save/earn schemes will need to repay amounts to service the costs of additional borrowing from existing revenue budgets irrespective of whether the level of savings or income materialise.
- In order to meet £221.145 million of public housing capital expenditure to maintain the Welsh Housing Quality Standards for existing stock and to create new Council owned affordable housing.

180. A significant element of the increase in investment to be paid for by borrowing relates to the HRA. This is only possible following the removal of the debt cap imposed by HM Treasury previously set at £316 million.

The cap was a limiting factor in allowing the Council to take steps to meet affordable housing need in the city as well as to contribute to national targets. The increase in new Council housing units is from a number of measures including, acquisitions from the open market, completion of the Cardiff Living Programme as well as major regeneration schemes proposed at Dumballs Road and Channel View.

181. As identified in the Capital Strategy robust business cases and viability assessments for new schemes are essential to ensure a long-term view of the strategic requirement for investment, affordability and risks before commitments for additional borrowing and consequential revenue budget commitments are taken into account.

Capital Receipts

182. The Capital Programme set in 2018/19 included a target of £40 million of non-earmarked capital receipts net of fees. This was a significant increase from previous years and is to be determined from a review of property assets across the Council's estate. A sum of £5.5 million is assumed receivable in 2018/19, leaving a remaining requirement of £34.5 million between 2019/20 and 2022/23. An assumption of £1 million additional receipt has been assumed in the fifth year of the programme.
183. 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.
184. The Council's approach to delivery of capital receipts is to be set out in the Corporate Land and Property Management Plan (CLPMP) to be considered by Cabinet in April 2019. The table below sets out the key areas where such receipts are proposed to be realised to meet the capital receipts target.

Source	Anticipated Receipt
Corporate Land and Property Management Plan – 2019/20-22/23	£10.5m
Schools/SOP Band B sites	£15m
Asset Review - Non-Operational Estate	£3m
Asset Review – Land	£6m
Total	£34.5m

185. Progress in delivering receipts will be reported periodically to the Asset Management Board and as part of the Council's budget monitoring reporting process.

186. Releasing capital receipts may also require investment in improving other assets or providing alternative facilities, which means an additional drain on realisable receipts in addition to the professional costs of disposal already allowed to be deducted towards strategic estates costs.
187. Earmarked receipts of £19.196 million have been identified to offset expenditure within the General Fund Capital Programme. This primarily relates to Economic Development initiatives including receipts currently identified and proposed to be used towards the cost of constructing an indoor arena subject to the outcome of a business case.
188. The Council's approach to utilisation of capital 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.
 - 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 future repayments.
 - To limit the earmarking of capital receipts only for capital expenditure essential to secure a disposal, or where approved by Cabinet as ring-fenced for specific projects or strategies.
189. 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 Section 151 Officer.

Specific External Grants

190. The main source of external grant is from WG, which in most cases follows an application or bidding process for schemes or distributes grants based on a formula basis across Wales. The short term nature of the current process 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.
191. The level of external grants included in the programme are based on assumptions. For 2019/20 specific capital grants available at an all Wales level include:-
- Targeted regeneration investment programme
 - 21st century schools and education programmes
 - Public highways refurbishment
 - Local transport fund, active travel, road safety and safe routes in communities

- Coastal and flood risk management programme
- Gypsy and traveller sites

192. The programme includes grants where they are either approved or approved in principle, however in many cases the level of grant is assumed. Due to uncertainty, no significant assumptions are made beyond 2019/20 and any external grant approvals received during the year are reported as part of the Council's budget monitoring process as a basis for inclusion in the Budget Framework.

External Contributions such as Planning Gain (Section 106)

193. Directorates must use contributions within relevant timescales and in accordance with the terms and conditions of the agreements. The following table summarises the balances forecast to be held by the Council at 31 March 2019 on a service basis, together with a planned profile of spend over future years, as determined by directorates. Due to the level of uncertainty, future amounts potentially receivable have not been included, but could be significant in relation to large sites. Capital Investment to be funded by contributions are only commenced when there is certainty of receipt of those contributions.

Areas of Service	Projected Balance at 31 March 2019 £000	Planned Use 2019/20 £000	Planned Use 2020/21 £000	Planned Use 2021/22 and beyond £000
Traffic & Public Transport	2,780	802	962	1,016
Parks & Sport	3,659	1,342	852	1,465
Strategic Planning & Regulatory	207	156	47	4
Education	2,694	330	90	2,274
Economic Development	449	382	67	0
Neighbourhood Regeneration	1,354	349	991	14
General Fund Total	11,143	3,361	3,009	4,773
Public Housing Total	1,653	520	1,133	0
Total	12,796	3,881	4,142	4,773

194. Some of the schemes included in the above profile for 2019/20 are:

- Traffic & Public Transport – footpath and cycle improvements, in Creigiau/St Fagans (£202,000), public transport (£140,000), highway improvements (£78,000), installation of CCTV and real time information (£44,000), telematics and transportation schemes including bus service improvements and bus boarders (£187,000) and traffic orders throughout the city (£73,000).
- Parks & Sport – Adamsdown open space (£281,000), public realm and footpath improvements in Plasnewydd (£100,000), the Roath Park corridor cycle improvements (£141,000) and play area improvements at Despenser Gardens (£127,000) and Llanishen Park (145,000).
- Strategic Planning & Regulatory – public realm improvements at Mount Stuart Square and City Road district centre regeneration scheme. Air quality monitoring in Cathays and Canton.

- Education – school condition works at Llanishen High School (£274,000) and towards an extension at Pentyrch Primary School (£55,000).
- Economic Development – a proposed new sporting facility as part of a residential scheme in Butetown
- Neighbourhood Regeneration – the refurbishment of community facilities in Butetown, Caerau, Heath and Lisvane.
- Public Housing – contribution towards Council affordable housing projects.

Managing the Borrowing Requirement

The Council's Capital Financing Requirement (CFR)

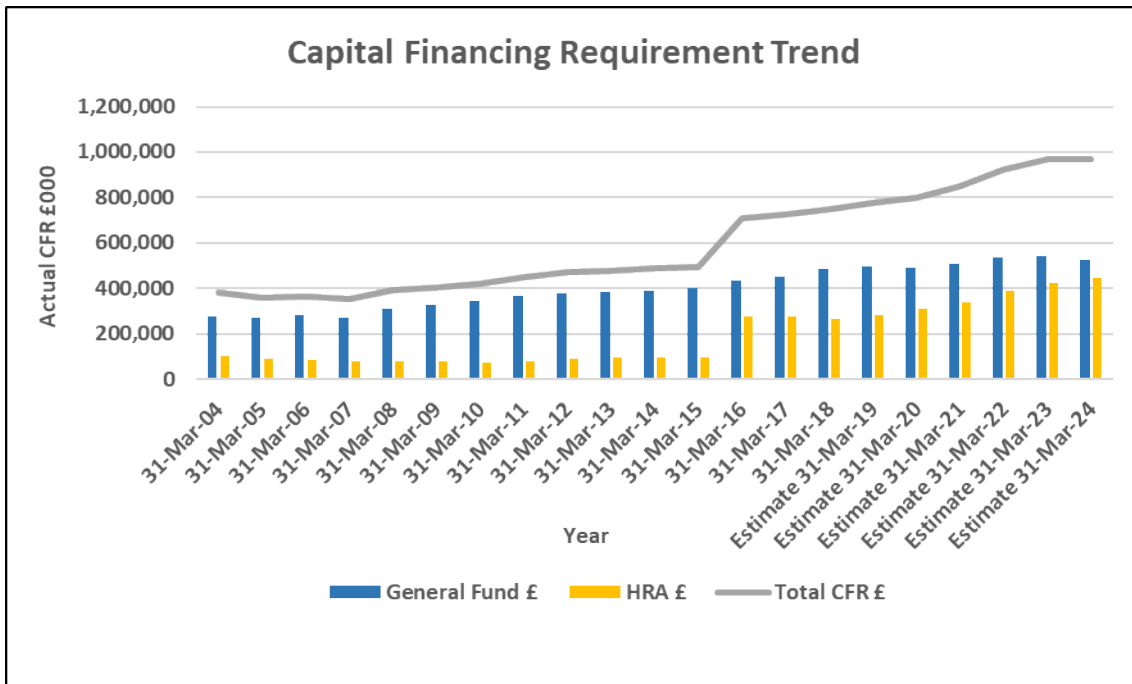
195. Where capital expenditure has been incurred without a resource to pay for it i.e. when proposed to be paid for by supported or unsupported borrowing, this will increase what is termed the Council's Capital Financing Requirement (CFR) which is the Council's underlying need to borrow. The Council is required to make a prudent provision for the repayment of historic capital expenditure from its revenue budget. This reduces the CFR. Calculation of the CFR is summarised in the table below and results in the need to borrow money.

	Opening Capital Financing Requirement (CFR)
+	Capital expenditure incurred in year
-	Grants, contributions, reserves and receipts used for capital expenditure
-	Prudent Minimum Revenue Provision & Voluntary Repayment
=	Closing Capital Financing Requirement (CFR)

196. The actual CFR as at 31 March 2018 and estimates for current and future years for the General Fund and HRA are shown in the following table:

Capital Financing Requirement as at 31 March - Indicator							
	2018 Actual £m	2019 Estimate £m	2020 Estimate £m	2021 Estimate £m	2022 Estimate £m	2023 Estimate £m	2024 Estimate £m
General Fund	484	495	492	509	538	543	524
HRA	267	281	309	342	387	426	447
Total	751	776	801	851	925	969	971

197. The CFR forecast is based on the Capital Programme and resources proposed to be available to fund it. It is subject to the timing of capital expenditure and capital receipts. The CFR will increase in future years if new schemes proposed to be funded by borrowing are undertaken or if the affordability envelope mentioned earlier in the report is triggered. This continues the increasing trend starting in 2004 when this measure was introduced.



198. It should be noted that the CFR includes capital expenditure commitments for the HRA. This increased significantly by £187 million in 2015/16 as a result of the one off payment made to HM Treasury to exit the HRA subsidy system. The majority of the increase proposed in future periods also relates to the HRA, with increases in expenditure proposed for new affordable housing following the removal of the debt cap imposed by HM Treasury which was previously set at £316 million. The cap was a limiting factor in allowing the Council to take steps to meet affordable housing need in the city as well as to contribute to national targets. The increase in new Council housing units is from a number of measures including, acquisitions from the open market, completion of the Cardiff Living Programme as well as major regeneration schemes proposed at Dumballs Road and Channel View.
199. The MTFPs reflected in this report, for the General Fund and HRA, include the costs of the respective borrowing requirements. The Treasury Management Strategy addresses how the Council will meet the borrowing requirement including any external borrowing.

Treasury Management Strategy 2019/20

200. 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.

201. The strategy is an integrated strategy for the Council including the HRA and 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 2019/20 to 2023/24 based on the Capital Programme proposed
 - Investment policy and strategy, including security and investments approved for use
 - Non-treasury investments and
 - Training.
202. The Council receives reports on the approach to treasury management at the start of the financial year, a mid-year report and an outturn report.

Affordability

203. Together, historic capital investment and the proposed Capital Programme have revenue budget implications for Council Tax and rent payers. These can include:

Revenue cost	Budget impact
Operating / maintaining new assets	Directorate
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)	Capital Financing budget for General Fund and HRA or Directorate budgets for invest to save/earn schemes
Preparing and delivering projects	Directorate
Abortive costs if schemes do not proceed	Directorate

204. These costs must be met from future revenue budgets, either from savings, revenue income or Council Tax and Housing Rents.

Approach to Prudent Repayment of Capital Expenditure – Annual Minimum Revenue Provision (MRP) Policy Statement for 2019/20

205. 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.

206. The amount charged to revenue must be considered to be prudent. This results in a reduction in the Council's underlying need to borrow known as the CFR. Legislation does not define what constitutes a 'prudent provision'. Instead WG has provided guidance and examples in order to interpret that term.
207. Every authority's circumstances will differ and may result in different approaches. However, it is important that the range of factors, specific to Cardiff Council's circumstances are considered in determining a long term prudent approach. The following are factors in the decision:
- What we spend our money on in terms of asset life and the period over which the benefits from that expenditure will be felt
 - The appropriateness of our approach and availability of revenue resources to maintain our assets
 - Consistency with the future direction of the Council's level of capital investment
 - Impact on financial resilience
 - The Wellbeing of Future Generations (Wales) Act 2015
 - Ensuring that future generations are fairly charged for past expenditure
 - WG Guidance, last revised in November 2018.
208. 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 proposed policy is shown below. For 2019/20 it remains as considered by Audit Committee in November 2016, but it is intended that the approach will be tested and reviewed during 2019/20 in advance of the decision making process for subsequent years.
209. It is proposed that the Council's MRP Policy is as follows, with any change in the level, timing and method of provision in year delegated to the Section 151 Officer.
210. The broad aim of the 'prudent provision' is to ensure that debt arising from capital expenditure is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits to service delivery (useful life) or in the case of borrowing supported by the WG, reasonably in line with the period implicit in the determination of any grant. In that regard, the Council's Annual Minimum Revenue provision (MRP) Policy Statement for 2019/20 is set out in the following points:
- Council funded historic expenditure prior to 1 April 2004 as well as subsequent supported borrowing approved by the WG is to be provided for at 4.0% on a reducing balance basis in 2019/20. This is consistent with the support provided by WG as part of the Revenue Support Grant for Supported borrowing. This approach is deemed appropriate unless WG change the approach to providing support as part of the RSG formula or any revision to MRP Guidance either in

Wales or in England, albeit regular reviews of the position will continue.

- HRA supported borrowing, which was part of the previous housing subsidy system is to be provided for at 2% on a straight line basis.
- MRP on the significant £187 million settlement buyout payment is to be on 2% straight line basis as a minimum but with voluntary repayments to create headroom for future development.
- Additional borrowing for a general increase in investment either in the Council Fund or HRA to balance the Capital Programme in a year is to be provided for on a straight line basis over the estimated average life of the assets created.
- Any additional expenditure linked to specific schemes e.g. Invest to Save, 21st Century Schools etc. is to be provided for on a straight line basis, or over the estimated useful life of assets being created or a shorter period as determined by the Section 151 Officer or suggested periods determined by WG as is the case with LGBI.
- 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 Section 151 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.

Affordability Indicators

211. The percentage of controllable 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.
212. 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.
213. For the General Fund, the net revenue stream is the amount to be met from non-specific WG grants and Council Tax, whilst for the HRA it is the amount to be met from rent payers. An increasing ratio indicates that a

greater proportion of the Council's budget is required for capital financing costs over the planned Capital Programme period.

Ratio of Financing Costs to Net Revenue Budget Stream							
	2017/18 Actual %	2018/19 Estimate %	2019/20 Estimate %	2020/21 Estimate %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %
General Fund – Net Capital Financing Budget	5.84	5.71	5.59	5.71	6.04	5.90	5.70
General Fund – Gross Capital Financing Budget	7.47	7.60	7.50	7.82	8.40	8.52	8.41
HRA	32.63	31.07	33.14	35.72	36.75	36.26	37.44

214. 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.

215. The figures above do not take into account any potential impact as a result of investment undertaken via the Affordability Envelope.

216. These variables have long-term implications and are extremely uncertain. 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.

217. 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.

218. 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 2023/24. These local indicators show the ratio of capital

financing costs of the Council expressed as a percentage of its controllable budget, excluding treasury investment income:

Capital Financing Costs expressed as percentage of Controllable Budget								
	2011/12 Actual %	2018/19 Estimate %	2019/20 Estimate %	2020/21 Estimate %	2021/22 Estimate %	2022/23 Estimate %	2023/24 Estimate %	Difference 11/12-23/24 %
Net	13.47	13.72	13.75	14.59	15.95	15.90	15.56	15.52
Gross	15.17	18.18	18.38	19.88	22.08	22.83	22.81	50.36

219. 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.
220. An increasing percentage indicates that a greater proportion of the controllable budget is required for capital financing costs, which are committed in the long term. The requirement to meet these additional costs can only come from future savings or from increases in Council Tax. This clearly limits the scope for additional borrowing in future years and reduces the Council's overall flexibility when making decisions on the allocation of its revenue resources. The percentages take into account the impact on the Controllable Base Budget of the significant level of savings having to be found in 2019/20 and over the medium term.

Budgetary Framework

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

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

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

223. In addition to the virements shown above, the Section 151 Officer will also undertake all necessary technical adjustments to the budgets and accounts during the year and reflect any changes to the accounting structure as a result of management and organisational changes within the Council.
224. 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 Statements of Accounts in accordance with Code of Practice on Local Authority Accounting produced by CIPFA.

Reason for Recommendations

225. To enable Cabinet to recommend to Council approval of:
- the Revenue and Capital budget and to set the Council Tax for 2019/20
 - the budget for the Housing Revenue Account
 - the Capital Strategy
 - the Treasury Management Strategy
 - the Prudential Code for Borrowing indicators for 2019/20-2021/22
 - the Capital Programme for 2019/20 and the indicative programme to 2023/24, 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
 - The Affordability Envelope to enable progression of the Indoor Arena subject to approval of the business case and financial exposure limits within the approved Envelope.
226. To enable Cabinet to:
- approve the level of fees and charges for Council goods and services for 2019/20
 - approve the level of rent and charges for 2019/20 in respect of Council Houses, garages and other service charges
 - note the work undertaken to raise awareness of and ensure the financial resilience of the Council
 - note the financial challenges facing the Council as set out in the Medium Term Financial Plan
 - note the opportunities for savings over the medium term and that officers will continue to develop them to inform the Budget Strategy Report in July 2019.

HR Implications

227. The Final Settlement, although on first glance better than anticipated in the Budget Strategy Report, has left significant challenges in the overall budgetary position. The final proposals are based on the outcome of the consultation exercise and the priorities set out in the Corporate Plan to be approved in February 2019. The budgetary position as outlined in this

report represents a necessary response to the identified budget shortfall. Appendix 9 shows that there will be a net decrease of 54.86 FTE Council posts overall made up of the deletion of 123.40 FTEs including the deletion of 48.32 FTE vacant posts 38.95 PTE where voluntary redundancy applications have been approved, and 34.80 FTE posts to be determined. This has been offset, somewhat, by the creation of 68.54 FTEs. The reduction in posts reflects those deleted through a combination of vacant posts, redeployment and voluntary redundancy.

228. 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. Access to skills training through the Academy will continue to support staff in either refreshing their existing skills or developing new skills in order to enhance their opportunities to find another role in the Council or externally.
229. 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 which impact on staff.

Legal Implications

230. 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

231. 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)).

232. 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). The Local Government Act 2003 establishes a system to regulate the capital expenditure and borrowing of the Council. The heart of the prudential borrowing system is the duty imposed upon authorities to determine and keep under review how much money they can afford to borrow. The Local Authorities (Capital Financing and Accounting) (Wales) Regulations 2003 (as amended) specify the prudential code for capital finance to which local authorities in Wales must have regard in setting and reviewing their affordable borrowing limits (sections 3 and 5 of the 2003 Act).
233. The Local Government & Housing Act 1989 Part VI sets a statutory regime for housing finance. The Council has a general duty to review the rents of its houses from time to time and in fixing rents the Council must have regard, in particular, to the principle that the rents of dwellings of any class or description should bear broadly the same proportion to private sector market rents as the rents of dwellings of any other class or description. The review of the rents is a Cabinet function, and is undertaken with regard to the provisions of legislation, which governs housing finance and housing subsidy. Rents for council houses are a credit to the HRA and outgoings a debit. The Council is under a duty to prevent a debit balance on the HRA which is ring-fenced. There are restrictions in the way in which the account can be operated and the proposals in this report must comply with these accounting requirements to ensure that the rent should be set so as to ensure that the Council is able to comply with its duty to prevent a debit balance arising on the HRA.

Equality Duty

234. The Council has to satisfy its public sector duties under the Equalities Act 2010 (including specific Welsh public sector duties) – the Public Sector Equality Duties (PSED). These duties require the Council to have due regard to the need to (1) eliminate unlawful discrimination, (2) advance

equality of opportunity and (3) foster good relations on the basis of 'protected characteristics'. The 'Protected characteristics' are:

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

235. 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 available on the Council's website and as background papers to this report. The decision maker must consider and have due regard to the Equality Impact Assessments prior to making the decisions recommended in the report.

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

236. ('The 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.

237. 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

238. 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/future-generations-act/statutory-guidance/?lang=en>

Employee and Trade Union Consultation

239. 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 2019/20. 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 2019/20 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

240. 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.

Civil enforcement

241. The body of 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 the Parking and Enforcement Reserve 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. Further case law provides that budgeting for a surplus is not in itself evidence of an improper purpose. 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.

Consultation

242. 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

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

- Be within the legal powers of the Council and of the body or person exercising powers on behalf of the Council.
- Comply with any procedural requirement imposed by law.

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

Financial Implications

244. These financial implications are written as a summary of the significant budgetary and related financial matters facing the Council although it is also important that the details throughout the report, annexes and appendices are considered and understood. These details set out the financial context and risks to the resilience of the Council in 2019/20 and into the medium term. Given the materiality of the current and forthcoming financial challenges, an extract from the 1995/96 Budget Report is interesting to repeat twenty-three years on.

"The introductory remarks to my budget report for the current year concern:

- *Increasing demands for Council services.*
- *Severe restrictions on public spending imposed by Central Government.*
- *Education and Social Services experiencing additional pressures from demographic changes.*
- *Maintenance of County Council buildings at a dangerously low level"*
Keith Bray, Director of Financial Services, South Glamorgan County Council.

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

246. The budget for 2019/20 has once again been compiled against the backdrop of continued financial constraint.

247. The details included in the Final Local Government Revenue Settlement announced in December 2018 confirmed that for 2019/20, Cardiff will receive an increase in its funding of 0.9% when compared with 2018/19. On a like for like basis this would usually generate around £3.9 million additional cash for Cardiff compared to the previous year. However, due to a technical adjustment within the funding formula in respect of the Council Tax base, Cardiff will only receive £2.2 million additional grant funding in 2019/20 inclusive of an additional responsibility, amounting to £637,000.

248. The Cabinet in its budget strategy and subsequent budget proposal has been conscious of the impact its proposal may have on the citizens and communities of Cardiff. For 2019/20, budget consultation has been carried out in two stages. A number of budget themed questions were included in the Ask Cardiff Survey during the Summer while a more detailed budget consultation took place during November to early January. Responses to these consultations as well as from other stakeholders have been reflected on by Cabinet and senior officers as part of their final deliberations. The Cabinet's budget proposal has, therefore, considered the issues raised having regard to the WG Settlement, the requirements of the Wellbeing of Future Generations (Wales) Act and in conjunction with the priorities in Capital Ambition as reflected in the draft Corporate Plan.
249. The budget proposals set out in this report will again result in significant operational and financial challenges as evidenced by the risk assessment and planning exercises. The progress with these challenges will be monitored through directorate plans, performance and financial monitoring reports and the Corporate Risk Register when reported to Cabinet, Scrutiny Committees, Audit Committee and the Senior Management Team.
250. Particular financial challenges for 2019/20 and the medium term have been identified and together with mitigations have been set out in Appendix 14(b). The most significant of these include:
- The challenging financial position in respect of reducing WG resources and increasing pressures against a reducing controllable base budget.
 - The level of additional borrowing and its impact on capital financing in future years.
 - The potential financial impact on both capital and revenue of major projects and development initiatives that arise during the year.
 - Uncertainty over rent levels to determine affordability of investment in new affordable housing.
 - Need for a robust approach to develop effective business cases to ensure members can make informed decisions.
 - Inflation and construction price risk on cost of significant planned projects.
 - The risk of WG levying fines if the Council fails to meet recycling or landfill diversion rates.
 - The significant amount of cashable savings that are predicated on preventative strategies and the difficulty of tracking their impact in terms of robust financial monitoring.
 - The impact of Universal Credit on the ability of individuals to continue to contribute to the cost of services and to meet rent liabilities, resulting in increased bad debt provisions and cost of recovery.
251. In formulating their budget proposal, the Cabinet must come to a balanced position between the need to provide for services and the financial impact of the cost of those service needs on Council Tax

payers. In coming to this judgement and as a result of the WG's financial settlements, the Council's budget now stands at £623.589 million, an increase of £14.70 million over 2018/19 after transfers and new responsibilities from WG.

252. It should be noted that although the Council received a better than assumed WG Settlement, the budget for 2019/20 contains a significant element of risk and complex savings proposals which will need to be relentlessly driven if they are all to be achieved as proposed. In summary the revenue budget proposal includes:

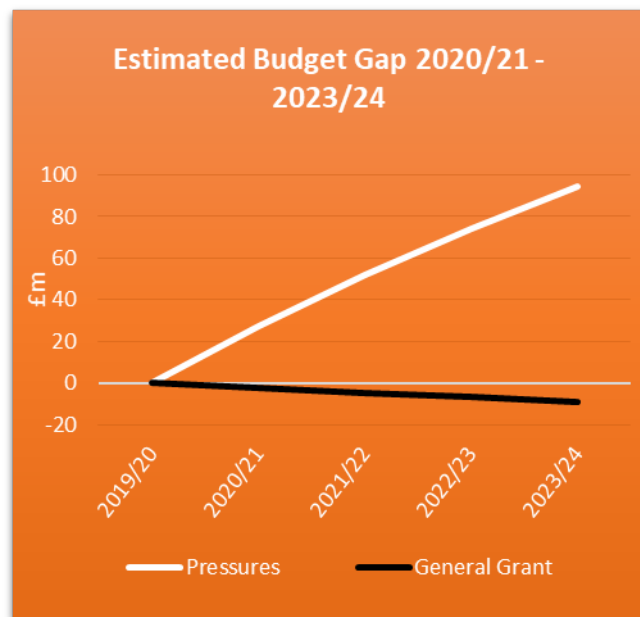
- Savings of £19.157 million in respect of directorate and council-wide proposals
- Continued inclusion of the General Contingency of £3.0 million to mitigate the achievability risks associated with the level of savings to be delivered
- Continuation of the specific contingency but increased to £2.0 million to protect against additional external placement costs in Children's Services
- Reinstatement of budget savings amounting to £53,000 outstanding from 2018/19 where, following review they are no longer achievable
- Directorate financial pressures amounting to £4.795 million
- The use of £2.75 million from earmarked reserves to support the budget based on a review of the Council's Balance Sheet
- Continuation of the Financial Resilience Mechanism that was introduced in 2016/17 to reduce future risk, improve resilience, manage the impact of grant reductions and allow one-off investment and development in priority areas but at a reduced level of £3.80 million
- Inclusion of the full liability for the Teachers' Pension increase at the expense of resource allocation for other purposes.
- Estimated net reduction of 54.86 FTE posts made up of the deletion of 123.40 FTE posts partially offset by an increase of 68.54 FTE posts
- Increase in the Schools Budget of £10.421 million including both demographic and 70% of non-demographic growth
- A Council Tax increase of 4.9% resulting in a Band D charge of £1,211.07.

253. Within the budget proposals are a number of initiatives that require option appraisal, complex procurement arrangements or significant levels of partnership working. These elements of work will need to be completed within strict timescales in order that the budgeted level of savings can be achieved. A number of the budget proposals require continued development of a commercial approach that will enable the Council to respond speedily to market changes and financial opportunities albeit with an appropriate risk appetite position. The Investment Review Board will continue to be the forum to test these initiatives before they progress through to the appropriate governance route. In addition, it will be important that the Council retains sufficient support and project management capacity to ensure change is delivered in accordance with the requirements of the Capital Ambition Programme.

254. The continuing financial challenges facing the Council are such that the financial resilience snapshots introduced in 2015/16 now form part of the regular awareness raising of members to the Council's overall financial position. The position in respect of risks and reserves will require careful monitoring throughout the financial year, particularly in light of the achievability of savings and the future financial interventions that may be required. In order to protect the Council's overall financial resilience it is increasingly important to consider any windfall income received in this context, before any use is agreed for other matters.
255. The Council's position in respect of its reserves has been assessed as part of budget preparation. The resultant judgement is that the projected level of both general and earmarked reserves up until 31 March 2020 is adequate after allowing for the planned use when considering the 2019/20 budget. The expected balance on earmarked reserves as at 31 March 2020 is £29.3 million with the Council's General Reserve currently standing at £14.255 million. However, the capacity for earmarked reserves to continue to contribute to the budget at similar levels to 2019/20 in the medium term is uncertain and the assumptions going forward will need to continue to be tested.
256. The level of School Balances requires close attention as these also impact on the Council's overall level of financial resilience albeit that they are not directly controlled by the Council but by School Governing Bodies. The total position as at 31 March 2018 was a net surplus of £6.0 million although within this was a cumulative deficit relating to the Schools' Mutual Supply Fund amounting to £1.3 million which served to reduce the figure. Conversely the figure also includes the impact of a late notification and receipt of a WG grant for school maintenance amounting to £1.4 million.
257. The total balance included both surplus and deficit balances in respect of individual schools, with total deficits amounting to £1.6 million. Nine schools held deficit balances with the most significant relating to Cantonian High School (£869,000) where a ten-year repayment plan has been agreed with the school. Council officers will continue to support schools to ensure that spending plans are in line with their budgets and deficits are avoided or reduced. As part of the funding for the 21st Century Schools Band B Programme will be implemented through further restrictions to the amount of the growth awarded to schools, it will be important for individual schools to examine their spending to take advantage of efficiency savings, collaborations and new ways of working wherever possible.
258. The Council has a statutory duty to ensure that the HRA achieves a balanced budget and this has been evidenced as part of this Budget Report. The average weekly increase in housing rents of £2.42 (excluding service charges) is within the WG's rent policy for 2019/20.
259. The position in respect of the ongoing work with HMRC in relation to purportedly under-declared landfill tax has been considered as part of the

2019/20 budget preparation. It is still not clear as to whether or not there is an actual tax liability for the Council or what the quantum of such a liability might be. Therefore, the setting aside of windfall income to reduce the impact of any interest payments, should such an actual liability arise, is deemed appropriate at this stage. The position will be kept under review and a further update included in both the Council's Out-turn Report and the 2018/19 Statement of Accounts.

260. The Council's MTFP for the period 2019/20 – 2023/24 is contained in Annex 2 of the Report and uses the best available information to assess the financial gap facing the Council over the next four years. It is clear that anticipated resources will not cover emerging pressures and the resulting funding gap will need to be addressed through a combination of directorate budget reductions, judicious use of reserves and increases in the rate of Council Tax. Although the Council has made over £218.0 million savings over the past decade, the base budget has not decreased by this amount. This is because the most significant reason for the Council to need to make savings is due to escalating demand and service pressures as illustrated by the following diagram.



261. The next table demonstrates the funding gaps forecast to 2023/24 using sensitivity analysis to demonstrate a further adverse position. The table shows a base case scenario of the budget gap to be £104.9 million over the next four years and while detailed proposals to meet the gap are yet to be determined, it is clear that the focus will need to be on:

- Capturing the full financial benefit of the significant amount of early intervention and preventative work taking place across the Council.
- Continuing to drive out efficiencies, including new baseline efficiency targets for all services and including schools delegated budgets.
- Identifying further opportunities to work across directorates and in partnership with other organisations.

- Targeting productivity savings to ensure that optimum value for money is achieved within scarce resources, including making best use of digital technology.
- Maximising income streams and exploration of the potential for new income streams, particularly where services are not universal.

Medium Term Financial Plan	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	Total £000
Base Case	30,132	27,428	24,309	23,041	104,910
Worse Case	39,432	36,728	33,609	32,341	142,110

262. 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. Further work on developing a fully defined set of proposals for these years and for 2020/21 in particular, will take place over the Spring in order to inform the Budget Strategy Report in July 2019.
263. Following the significant cuts that the Council has made in the recent past, either of the above scenarios reaffirms the position originally expressed in the 2015/16 Budget Report that radical changes are required in order for the Council to remain operational and resilient. Since then the Council has responded to the challenge and some significant changes to service delivery have been implemented. However, the Capital Ambition Delivery Team will need to continue to play a key role in understanding these challenges and supporting the Council in realigning the organisation to a lower financially sustainable base. Internal capacity may need to be enhanced through working with specialist partners to ensure success is achieved as quickly as required.
264. Notwithstanding the importance of the four year time horizon for medium term planning, councils also need to consider likely impacts beyond that timeframe. This is because the cumulative impact of decisions taken now can have a significant impact on the Council's budget in later years and it may be that current policies are considered unaffordable when viewed in hindsight over an extended time period. Partially in response to this dilemma and in order to focus councils on how disparate decisions may have an impact on long term financial viability, the CIPFA Prudential Code for Capital Finance in Local Authorities has been updated.
265. The Capital Strategy is an integral part of the Council's Strategic and Financial Planning Framework. The CIPFA Prudential Code and CIPFA Treasury Management Code require that the Council determine a suite of indicators highlighting the longer term impact of capital investment decisions on the revenue budget, affordability, prudence and sustainability. These indicators have been highlighted throughout the Report and Annexes and so are not repeated here but are important in providing assurance to Members when agreeing the Budget Report.

266. It is important that the Council considers the requirements of the Wellbeing and Future Generations Act in developing the Capital Strategy and affordability. The Council's prudent approach to debt is an important factor in this and will need to be continuously reviewed to ensure it is consistent with the strategy and capital expenditure commitments being entered into.
267. The Capital Strategy itself sets out the approach to various factors, some of which will be developed further in future years. These include the Council's approach to:
- Working with partners to enable development
 - Asset Management Planning
 - Risk appetite
 - Governance and decision making
268. Whilst approving the Capital Programme for the period up until 2023/24, Cabinet should be aware that the later years' position will need to be subject to an ongoing review of the Council's financial standing, resilience and risks outlined in this budget report.
269. The schemes included in the Capital Programme have been profiled in accordance with technical advice relating to regulatory processes, timetables, expectation of grants, capital receipts and workflow priorities. In previous years the Council has experienced significant slippage of capital schemes which has prompted adverse comments from the Wales Audit Office and the Audit Committee. Consequently, capital scheme sponsors have again been reminded of the importance of robust profiling in order that capital plans are achieved as expected. In addition progress on capital projects is considered by the Asset Management Board on a regular basis. Nevertheless, with such an extensive programme there is a residual risk that expenditure will slip between years and so any resultant impact on the Programme will be addressed through the monitoring in 2019/20.
270. Accordingly, robust business cases and due diligence on proposals is important and members should receive and consider these carefully when approving projects that create financial liabilities over a long period of time. This should include securing external advice so that Members fully understand the risks inherent in that capital expenditure whether it is being undertaken directly by the Council or via other delivery structures that may be proposed. Investment Review Board has been valuable in supporting the review of business to ensure informed decision making in providing financial implications in reports for members to consider.
271. The percentage of controllable budget that is committed to capital financing costs in the long term is increasing. Given the extreme pressure on the 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 and approving additional capital expenditure.

272. Resources to finance the General Fund Capital Programme between 2019/20 and 2023/24 include a non-earmarked capital receipt target of £35.5 million as part of the target of £40 million which was set in the February 2018 Budget Report. Work on the development of a Disposal Strategy is ongoing with a detailed approach to delivery of this target being considered by Cabinet early in 2019/20. Following that report regular monitoring of progress will be undertaken and reported as part of Asset Management Plan updates to Cabinet and the Asset Management Board.
273. Additional borrowing of £165.2 million in relation to the General Fund Capital Programme is also required to resource the programme, most of which is in respect of the Council's contribution to the 21st Century Schools Band B Programme.
274. There are a number of key strategic capital projects that the Council is considering as outlined within Capital Ambition, with due diligence being carried out and business cases being developed for Cabinet to consider during 2019/20. These key projects include the development of an Indoor Arena in Cardiff Bay, Core Office Accommodation and the International Sports Village. The projects for Core Office Accommodation, the ISV and the Heritage Buildings will seek to be self financing.
275. The Indoor Arena may result in a number of different delivery and funding options with varying risks associated with each them. As such the financial implications for the Council are not confirmed although they may require decisions to be made by the Cabinet during 2019/20. To manage the risks of this project and to allow it to proceed, subject to approval of relevant business cases, it is proposed that an Affordability Envelope, outside of the approved Capital Programme, is set for the medium term. The revenue implications of this project must also be contained within the defined parameters set out in the MTFP. Where costs breach the Envelope the project will not be able to proceed without further recourse to Council. The principles of the Affordability Envelope are that:
- all enabling works will ultimately be self-financing in the long-term including provision for the repayment of any loan principal
 - in the medium term, defined in this case as seven years, an allocation would be required in the Council's revenue budget via the MTFP to fund interest costs of the enabling works
276. Notwithstanding the implications of the Affordability Envelope as above, particular attention needs to be given to the medium and long term impact of additional borrowing on the Council's Revenue Budget as it is clear that continuing to increase levels of borrowing without specific income streams to support it, is not consistent with the significant levels of savings required to be found. Even where there are specific income streams to support capital financing charges, this still increases the inherent financial risk to the Council and must be kept under review. Accordingly, local affordability indicators are maintained to track the

impact of decisions in the medium term although this is also impacted by the levels of RSG received. It should be noted that whilst approving the Capital Programme for the period up to 2023/24, members need to be aware that the later years of the Programme will be subject to an ongoing review of the Council's financial resilience.

277. The removal of the borrowing cap for the Housing Revenue Account represents an opportunity to increase the level of investment in new build. As the HRA business plan proposed to be approved by Cabinet will show, this is extremely sensitive to changes in rent policy and the same considerations of risk assessment, viability and controls must apply to approval of new build schemes as part of a robust governance framework.
278. The HRA Capital Programme for the period 2019/20–2023/24 is predicated on the removal of the HRA borrowing cap in Wales as has been the case in England. It also facilitates the Capital Ambition objective to build at least 1000 new council houses by 2022 with a further 1000 by 2026/27. Consequently, the capital investment programme for this period stands at £314.7 million of which £221.1 million will be funded from additional borrowing by the Council.
279. Whilst the Council has an Investment Property Strategy, the focus of this remains on making better use of existing assets and investing from the disposal proceeds of those assets. The Council has not had a strategy of investing primarily to make a financial return. Whilst this is not ruled out, this should only be done after consideration of proportionality of such income and risks to the Council following consideration of a business case with any such scheme included as part of the Council's approved Capital Programme.
280. The SOP Financial Model brings together the projected capital expenditure and funding over the life of the WG's 21st Century Schools Band A Programme, ancillary Council projects and the expected 21st Century Schools Band B Programme. These programmes represent long-term significant financial exposure for the Council and therefore risks to delivery and funding are continually monitored. A detailed amount of work is still ongoing in respect of the 21st Century Schools Band B Programme with continued uncertainty around the most economically advantageous funding approach for the Council to take.
281. A further challenge for the SOP Financial Model is the cash flow impact of the timing of both capital and revenue expenditure and income and these are reflected through the earmarked reserve set out in Appendix 17. Previously and in order to protect the resilience of the reserve, a reserve balance of no less than £1.5 million was considered appropriate. In considering the current and future expected movements on the reserve this level has been reviewed and whilst still desirable it is proposed that a minimum balance of £0.5 million should be introduced and monitored by the SOP Programme Board.

282. In the current extensive period of significant budget reductions and consequential loss of employee resources in many parts of the organisation, financial control continues to be of fundamental importance. It is vital that responsible officers take ownership of their budgets and that expenditure remains within approved levels. Compliance with financial rules and governance requirements is expected and this will continue to be monitored and reported on regularly as part of the Council's performance management arrangements.
283. The UK leaving the European Union is a major factor of uncertainty in medium to longer term financial planning. The impact on the economy as a whole, as it is for the Council on a local and regional basis, is unknown with negotiations and Parliamentary approval processes still ongoing at the time of writing this report. The Chancellor of the Exchequer is expected to undertake a full Spending Review in 2019 which will set the tone for Government spending post Brexit. The Council continues to consider the potential implications and any necessary actions, however at this stage it has not been deemed appropriate to allocate additional resources to the issue as part of the 2019/20 budget.
284. In concluding the financial implications of this Budget Report and in recognition of the continuing financial challenges facing the Council, as Section 151 Officer I would bring the following statement to members' attention.

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

However, the financial impact of the iteration of the Medium Term Financial Plan to 2023/24 re-emphasises the point that the Council has much more to do if it is to successfully keep within its budgetary framework and maintain a healthy balance sheet for resilience purposes. It is clear that during this next medium term period sustained attention must be paid to the areas giving most concern in terms of spending volatility and that the Council's significant investment in preventative and early intervention strategies must start to deliver financial savings in addition to service benefits. It is vital that business process reviews in their widest application are relentlessly driven through the organisation and linked with partners for maximum impact which will result in simplified processes and increased levels of productivity across the Council.

Despite this agenda, a real risk remains that the Council may not be able to achieve financial savings of sufficient magnitude to meet the target savings over the medium term. I am sure that my successor will keep

this under review and report progress to members as part of the financial monitoring regime. As well as highlighting the very real financial challenges in the medium term, the role of the Section 151 Officer is to advise members if the Cabinet risks setting an unbalanced budget. I do not consider this to be the case in 2019/20.

In addition, from 2019/20 onwards the Council's Section 151 Officer is required to report explicitly on the delivery, affordability and risk associated with the Capital Strategy. I recognise that this is the first year of the requirement of the Capital Strategy and the approach needs to develop over time. This includes the staged development of a longer term planning horizon for capital schemes based on robust understanding of the condition of existing assets and whether we need to hold them. However, information in this Report, Annexes and these financial implications give me assurance that the plans in place and the actions to be taken forward by Members and officers are sufficient for me to advise Cabinet that the Capital Strategy is appropriate for Cardiff for 2019/20."

RECOMMENDATIONS

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 reserves as required under Section 25 of the Local Government Act 2003, and having considered the responses received to the Budget Consultation recommend that Council:

- 1.0 Approve the Revenue, Capital and Housing Revenue Account budgets including all proposals and increasing the Council Tax by 4.9% as set out in this report and that the Council resolve the following terms.
- 2.0 Note that at its meeting on 13 December 2018 Cabinet calculated the following number of dwelling equivalents for the year 2019/20 in accordance with the regulations made under Section 33(5) of the Local Government Finance Act 1992:-
 - a) 145,499 being the number 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	2,409
Pentyrch	3,280
Radyr	3,783
St. Fagans	1,423
Old St. Mellons	1,828
Tongwynlais	817

being the numbers 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 2019/20 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 £396,847).

£1,026,046,847

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

£405,161,000

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.

£620,885,847

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.

£444,629,480

e) The amount at 2.1(c) above less the amount at 2.1(d) (net of the amount for discretionary relief of £350,000), all divided by the amount at 2.0(a) above, calculated in accordance with Section 33(1) as the basic amount of Council Tax for the year.

£1,213.80

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

£396,847

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.

£1,211.07

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	1,227.26
Pentyrch	1,258.33
Radyr	1,243.94
St. Fagans	1,225.48
Old St. Mellons	1,231.31
Tongwynlais	1,236.77

- 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	818.16	954.53	1,090.89	1,227.26	1,499.98	1,772.71	2,045.42	2,454.52	2,863.60
Pentyrch	838.88	978.70	1,118.51	1,258.33	1,537.95	1,817.58	2,097.21	2,516.66	2,936.09
Radyr	829.28	967.51	1,105.72	1,243.94	1,520.36	1,796.80	2,073.22	2,487.88	2,902.52
St. Fagans	816.98	953.15	1,089.31	1,225.48	1,497.80	1,770.13	2,042.46	2,450.96	2,859.44
Old St. Mellons	820.86	957.68	1,094.49	1,231.31	1,504.93	1,778.56	2,052.17	2,462.62	2,873.05
Tongwynlais	824.50	961.93	1,099.34	1,236.77	1,511.60	1,786.44	2,061.27	2,473.54	2,885.79
All other parts of the Council's Area	807.37	941.94	1,076.50	1,211.07	1,480.19	1,749.32	2,018.44	2,422.14	2,825.82

- 2.2 Note that for the year 2019/20, 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 £
171.68	200.29	228.91	257.52	314.75	371.97	429.20	515.04	600.88

- 2.3 Having calculated the aggregate in each case of the amounts at 2.1(i) and 2.2 above, the County Council of the City and County of Cardiff in accordance with Section 30(2) of the Local Government Finance Act 1992 hereby sets the following amounts as the amounts of Council Tax for the year 2019/20 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	989.84	1,154.82	1,319.80	1,484.78	1,814.73	2,144.68	2,474.62	2,969.56	3,464.48
Pentyrch	1,010.56	1,178.99	1,347.42	1,515.85	1,852.70	2,189.55	2,526.41	3,031.70	3,536.97
Radyr	1,000.96	1,167.80	1,334.63	1,501.46	1,835.11	2,168.77	2,502.42	3,002.92	3,503.40
St. Fagans	988.66	1,153.44	1,318.22	1,483.00	1,812.55	2,142.10	2,471.66	2,966.00	3,460.32
Old St. Mellons	992.54	1,157.97	1,323.40	1,488.83	1,819.68	2,150.53	2,481.37	2,977.66	3,473.93
Tongwynlais	996.18	1,162.22	1,328.25	1,494.29	1,826.35	2,158.41	2,490.47	2,988.58	3,486.67
All other parts of the Council's Area	979.05	1,142.23	1,305.41	1,468.59	1,794.94	2,121.29	2,447.64	2,937.18	3,426.70

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 2019 to March 2020 in respect of the precept levied by the Police and Crime Commissioner for South Wales in the sum of £37,469,009.

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 2019 to 31 March 2020 namely

	£
County Council of the City and County of Cardiff	113,864
Vale of Glamorgan County Borough Council	12,736

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 2019/20

(b) Approve the Treasury Management Strategy 2019/20 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 2019/20 to 2023/24 including the affordable borrowing limit

(d) Delegate to the Section 151 Officer the authority to effect movement between the limits for borrowing and long term liabilities within the

limit for any year and to bring forward or delay schemes within the Capital Programme.

(e) Approve the Minimum Revenue Provision Policy for 2019/20.

- 4.0 To approve the Budgetary Framework outlined in this report including the Affordability Envelope detailed in this report. This will be subject to the approval of a business case in respect of the indoor arena and the financial implications of such a decision being within the affordability and borrowing implications outlined.
- 5.0 Maintain the current Council Tax Reduction Scheme as set out in the report.

(b) Matters for Cabinet Decision

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

- 6.0 Approve the changes to fees and charges as set out in Appendix 10(a) and 10(c) to this report.
- 7.0 Delegate authority to the appropriate Director in consultation with the relevant Cabinet Member, Section 151 Officer and the Cabinet Member for Finance, Modernisation & Performance to amend or introduce new fees and charges during the year.
- 8.0 Agree that the rents of all Housing Revenue Account dwellings (including hostels and garages) be increased by 2.4% having taken account of WG guidance.
- 9.0 Approve all service charges and the management fee for leaseholders as set out in Appendix 10(b).
- 10.0 Agree that all Housing Revenue Account rent increases take effect from 1 April 2019.
- 11.0 Note the work undertaken to raise awareness of the financial resilience of the Council and approve the steps taken within the budget to improve this position.
- 12.0 Recognise the financial challenges facing the Council as set out in the Medium Term Financial Plan and to note the opportunities for savings over the medium term.

SENIOR RESPONSIBLE OFFICER	CHRISTINE SALTER Corporate Director Resources & Section 151 Officer
	15 February 2019

The following Annexes are attached:

Annex 1	Directorate Commentaries
Annex 2	Medium Term Financial Plan
Annex 3	Capital Strategy 2019/20
Annex 4	Treasury Management Strategy

The following Appendices are attached:

Appendix 1	Budget alignment with Strategic Priorities
Appendix 2	Changes for Cardiff Consultation
Appendix 3	List of Specific Grants from Welsh Government (All Wales)
Appendix 4	Revenue Resources Required
Appendix 5	Directorate Financial Pressures
Appendix 6	2019/20 Budget Savings
Appendix 7	Directorate Revenue Budgets
Appendix 8	Cabinet Portfolio Revenue Budgets
Appendix 9	Employee Implications of Budget
Appendix 10	Summary of Fees and Charges (a) General Fund (b) Housing Revenue Account (c) Fees and Charges - confidential
Appendix 11	Amendments since Publication of Consultation Proposals
Appendix 12	Use of Financial Resilience Mechanism
Appendix 13	Financial Snapshot Report
Appendix 14	Risk (a) Risk Assessment Summary of Savings Proposals (b) Risk and Mitigating Actions
Appendix 15	Earmarked Reserves (a) General Fund (b) Housing Revenue Account
Appendix 16	Housing Revenue Account
Appendix 17	Schools Organisation Plan
Appendix 18	Parking and Enforcement Account
Appendix 19	Supporting People Spend Plan
Appendix 20	Capital Programme (a) Capital Programme Expenditure (b) Capital Programme Funding

The following background papers have been taken into account:

- Budget Strategy Report (July 2018)
- 2019/20 Budget Proposals – for consultation (November 2018)
- The WG Final Financial Settlement (December 2018)
- Equality Impact Assessment of Cardiff Council's 2019/20 Budget
- Details of Fees & Charges

- Analysis of Section 106 Balances
- Treasury Management Practices (April 2018)

Mae'r dudalen hon yn wag yn fwriadol

Directorate Commentaries

Revenue Budget 2019/20
Cardiff Council



Introduction

The Council's revenue budget provides the means for directorates to deliver services to Council Tax payers of Cardiff and its visitors. This Annex explains in narrative form the changes to directorate budgets that are implicit in sections throughout the report.

The Budget Proposal includes £19.157 million in savings reduced from directorate budgets and are summarised into the following themes

2019/20 Savings Proposals by Theme	£000
Income Generation	2,114
Collaboration	2,537
Business Processes	7,700
Review of External Expenditure	3,306
Strength Based Practice and Preventing Escalation of Need	3,500
Total	19,157

Directorate Commentaries

The following pages provide a commentary on significant areas of change within individual directorate budgets. Appendix 7 shows the overall change to individual directorate budgets between 2018/19 and 2019/20 whilst Appendix 8 shows the same information on a Cabinet Member Portfolio basis.

Corporate Management

The savings proposed in Corporate Management amount to £166,000 and are summarised in the following table:

2019/20 Savings	£000
Business Processes	166
Total	166

A saving of £126,000 is proposed in relation to the Corporate Initiatives budget. This is achievable based on known commitments,

however it will further reduce the funding available to react to emerging opportunities to fund city-wide events. A review of past service pension contributions to be made in respect of ex-employees has also identified that a saving of £40,000 can be made against this budget in 2019/20.

Additional funding of £961,000 has been provided to meet the additional costs arising from the South Wales Fire Service Levy in 2019/20. The increase reflects the impact of population changes amongst the constituent councils but also includes a significant increase in costs by the Fire Service mainly as a result of an increase in the employer's contribution rate to the unfunded pension scheme following the latest valuation by the Government Actuary. The South Wales Fire and Rescue Authority have made the case to WG and in turn via the Minister for Housing & Local Government to HM Treasury, that this technical change to the valuation methodology needs to be centrally funded in order to avoid it falling as a cost to councils in Wales, however to date, this has not been resolved. The Corporate Management budget also includes an additional £110,000 in order to provide base funding for the Council's contribution to the Cardiff Capital Region City Deal and £74,000 to fund additional costs in relation to the Council's contribution to the Coroner's Service.

Economic Development

Within Economic Development, £54,000 has been allocated as part of the FRM. This allocation is to support a programme of playground upgrades and tree maintenance, to be prioritised on the basis of existing condition.

In addition to this allocation, the Directorate has proposed savings to the value of £3.153 million, outlined in the following table:

Directorate Commentaries

2019/20 Savings	£000
Income Generation	172
Collaboration	2,251
Business Processes	515
Review of External Expenditure	215
TOTAL	3,153

Savings totalling £172,000 have been proposed in relation to income generation initiatives. The first of these totals £122,000 and is expected to be achieved through income generated by new attractions at Cardiff Castle, coupled with a review of agency staff and overtime. As well as this, £30,000 has been proposed in relation to pest control and the intention to increase the Council's market share through exploring opportunities to work with the private sector and other public bodies. A saving of £20,000 is also proposed through increasing rental income from workshop units. In addition to the income generation proposals, £2.251 million has been proposed under the heading of collaboration. The most significant proposal totals £1.822 million and reflects a further year's saving following the transfer of the operation of the Council's leisure centres to Greenwich Leisure Limited. The proposal will see a reduction in the level of subsidy provided by the Council. Further savings include £404,000 in relation to the New Theatre and the intention to secure a private tenant for the building. A saving totalling £25,000 is also proposed in relation to Parks & Sport and the continued transfer of buildings to local clubs, organisations, leagues and governing bodies, enabling the reduction of the costs incurred by the Council in holding these assets.

Business process savings have been proposed to the value of £515,000. The largest saving amounts to £157,000 and relates to a review of the Facilities Management staffing resource and the release of six posts. £80,000 is also proposed in relation to the Corporate Landlord model and the review of security costs through the use of digital technologies. Also in connection with Corporate Landlord

are savings amounting to £63,000 and £53,000, which relate to reduced operational costs, through the closure of St Mellons Enterprise Centre and Youth Centre, and a redesign of the cleaning model for operational buildings, respectively. Other savings relating to business processes include £56,000 through the deletion of a vacant Management & Support Services post, £41,000 through the deletion of a vacant Tourism post and reduced budget for tourism initiatives, and £40,000 following the removal of the subsidy for City Centre Management. A total of £25,000 is also expected to be achieved through the deletion of two posts in Venues & Catering and the closure of public conveniences in Caedelyn Park.

Three savings, totalling £215,000, have been proposed in relation to reviews of external expenditure. The first totals £125,000 and will be achieved by reducing the level of subsidy for the annual events programme, partly through a staffing restructure. In addition, £62,000 is expected to be achieved by reducing the funding for the annual Cultural Projects Scheme. This will result in the removal of the budget and will mean that there will be no scope to support projects going forward. The final saving is for £28,000 and will be achieved by reducing the budget for business and investment initiatives.

Education and Lifelong Learning

Within Education, a total of £604,000 has been allocated in respect of financial pressures. The first allocation amounts to £500,000 and is related to the increased demand for alternative provision for those pupils who are educated other than at schools, reflecting the projected level of expenditure during 2018/19. In addition, £104,000 has been allocated in connection with the new schools planned as part of the Local Development Plan. This allocation will enable the Council to ensure that the schools delivered by developers, as part of the plan, align with the Council's schools building

requirements and strategy for education. Furthermore, the 2019/20 Budget will reflect the transfer of the School Transport budget and proposed savings from the Planning, Transport & Environment Directorate to the Education Directorate.

As part of the due diligence for the 2019/20 budget process, the level of risk attached to current shortfalls against budget savings targets in 2018/19 was assessed. Based on this, a previous year budget saving amounting to £53,000 has been written out of the base budget for 2019/20. This relates to a saving against the 2018/19 contribution to the Central South Consortium Joint Education Service. The reason for the saving having not been achieved in full is due to the actual reduction in contribution not being to the level that had been proposed in the 2018/19 budget savings proposals.

For 2019/20, the delegated school budgets will increase by £10.421 million (4.5%) which is in addition to a 3.3% increase in the previous year. Of the £10.421 million being allocated to schools, £8.238 million relates to non-pupil number growth. Within this figure is £1.487 million which is connected to 2018/19 grants that have transferred into the settlement for 2019/20. These grants relate to the 2018/19 teachers' pay award and increased costs relating to free school meals and are being passported to schools in full. As well as this, non-pupil number growth totalling £6.751 million is being allocated to schools and will go towards identified pressures such as the significant increases in teachers' pensions, taking effect from 1 September 2019, pay inflation, salary increments, non-domestic rate increases and additional learning needs such as specialist resource base provision. The amount being allocated for non-pupil number growth reflects the fact that schools will contribute to meeting some of their own pressures. The balance of additional funding being provided totals £2.183 million and relates to increasing pupil numbers in both mainstream and special school settings.

In addition to the reduction to non-pupil number growth, outlined in the previous paragraph, is an additional reduction to school growth to reflect the continuation of the need to build up a revenue budget to fund the capital financing costs arising from the 21st Century Schools Band B Programme and additional asset renewal. The year 2019/20 represents the second year of a ten year plan to create the necessary budget. In 2019/20, the additional cap amounts to £1.090 million and is planned to remain at this level in future years. Of this amount, £843,000 will remain within the Education budget to specifically fund costs associated with Band B. The balance will form part of the corporate capital financing budget and will fund costs associated with asset renewal. As well as this reduction in growth, schools will also be required to absorb the impact of the savings proposal, outlined in the paragraphs that follow, whereby the responsibility for matchfunding the Education Improvement Grant will be delegated to schools. This proposal amounts to £962,000 and schools will need to identify their matchfunding contribution from within their own budgets.

Whilst additional funds have been allocated to delegated school budgets, the Education Directorate has identified budget savings totalling £1.442 million. These savings are outlined in the following table:

2019/20 Savings	£000
Income Generation	140
Business Processes	1,232
Review of External Expenditure	70
TOTAL	1,442

The savings include £140,000 in relation to income generation, which is expected to be achieved through the generation of additional income for traded Additional Learning Needs (ALN) Services. The intention is to explore opportunities to generate additional income through service level agreements with schools, reduced subsidisation of training and

trading with schools in other local authorities. In addition there is a saving proposal totalling £70,000 in relation to external expenditure. This is intended to be achieved through an approved 5% reduction in the Council's annual contribution towards the running costs of the Central South Consortium Joint Education Service, which was endorsed at the Joint Committee meeting held on 8 November 2018.

Business Process savings totalling £1.232 million have been proposed. These include the full year effect of the ongoing staffing restructure within the Directorate. As well as this, £962,000 will be achieved by delegating the responsibility of the local authority matchfunding contribution to the Education Improvement Grant (EIG) to schools. This saving will not result in an overall reduction in the level of EIG, but schools will be expected to identify the matchfunding requirement from within their own resources, rather than it being provided by the local authority.

People and Communities

Housing and Communities

The following paragraphs below set out directorate specific financial pressures and savings in relation to the Housing & Communities Directorate. The allocation of funding to meet financial pressures includes £500,000 to implement the Support for Families Model as approved by Cabinet on 11 October 2018. This will create a gateway for families as a first point of contact for information, advice and assistance. An amount of £150,000 has also been allocated in relation to the Older Persons Housing Accommodation Strategy. The intention is that this funding will enable the development of an "Older Persons & Accessible Homes Unit" to provide specialist housing advice for all older people and to help them better

understand their housing options. As well as these amounts, the Directorate will also receive a one-off allocation of £300,000 as part of the Council's FRM. The intention is that this will be transferred to the Homelessness Reserve, to provide further flexibility in the use of this reserve going forward.

In addition to the funding increases provided to the Directorate, there has also been a requirement to identify budget savings totalling £868,000. The breakdown of savings is outlined below:

2019/20 Savings	£000
Income Generation	30
Business Processes	775
Review of External Expenditure	63
TOTAL	868

A saving totalling £30,000 has been proposed in relation to income generation. This proposal is connected to the sale of equipment to those not eligible for assessed support through the Joint Equipment Service. In addition, proposals totalling £63,000 have been proposed in connection with a review of third party expenditure. The first proposal is for £33,000 and is to be achieved by providing more employment services in-house, following the implementation of the new Into Work Service and Employability Service Gateway. As well as this, £30,000 is expected to be achieved through an agreed reduction to the Citizens Advice Bureau contract, reflecting the final year of a three year phased reduction in the cost of the Advice Services contract.

The majority of savings proposed are related to business process reviews. These savings total £775,000 and include two proposals that amount to £250,000 in each case. The first is connected to the Homelessness Service and the intention to realign funding and prudently utilise the Homelessness earmarked reserve over a two year period. The use of this reserve, and the availability of grant funding

connected to homelessness, will ensure that the reductions to base budget funding for this area can be managed in a sustainable way. The second is related to the implementation of Community Wellbeing Hubs. This will see the management of libraries and hubs brought under one management structure, enabling an improvement in the range of services being provided in existing stand-alone branches, including advice services for older people. As well as these two proposals, £125,000 is expected to be achieved within the Benefits Service following the rollout of Universal Credit, enabling the deletion of vacant posts and a reduction in postage and printing. Further savings include £60,000 through management efficiencies within the Independent Living Service and £40,000 as a result of deleting an Into Work Advisor post. Two savings totalling £50,000 will be achieved through the realignment of existing grant budgets and a review of the Day Opportunities Team within the Independent Living Service. The latter has been facilitated by the identification of synergies with the new Community Inclusion Service.

Social Services

Significant additional resources have been allocated in the budget in order to meet existing and new financial pressures in Social Services with the overall budget showing a net increase of £5.331 million (3.19%) compared to the controllable base in the current year. This is after taking into account Directorate savings totalling £6.0 million. Additional funding has been provided to both Children's and Adult Services with budget allocated to meet demographic pressures and fee increases and a range of financial pressures. These pressures are partly offset by £3.0 million of specific grant funding which has been assumed and is reflected in the Social Services budget for 2019/20. This is based on an allocation of £30 million at an all Wales level, which was announced by the Minister in October 2018 in order to meet the growing demand for services. The allocation

was confirmed in the announcement of the Final Settlement in December. Based on the usual distribution factors the Council would expect to receive at least £3.0 million from this grant. This is in addition to further grant funding which will be channelled via the Regional Partnership Boards and which will strengthen integrated working and the development of seamless models of care. The Final Settlement from WG also included £637,000 to reflect the transfer of a new responsibility in relation to an increase in the capital limits on charges for residential care. This sum has been allocated to Social Services and is reflected in the budget increase set out above. After taking into account these various factors, the overall position shows a net increase of £4.936 million (8.89%) to the Children's Services Budget and £395,000 (0.35%) to the Adult Services Budget as compared to the controllable base in the current year.

In Children's Services an additional £5.546 million has been allocated in order to reflect the budget pressures in the current financial year. This is largely due to the increasing number and cost of looked after children with on-going pressures on budgets for external placements, internal fostering and leaving care. An allocation of £1.150 million has been made to reflect anticipated demographic pressures in 2019/20 and as in the current financial year a specific contingency allocation will also be maintained in order to fund any further growth in external placements should this become evident during the year. The contingency budget in 2019/20 will be £2.0 million an increase of £1.050 million compared to the equivalent budget in 2018/19. The budget for Adult Services has been increased by £1.2 million in order to meet new demographic growth in 2019/20 with a further allocation of £2.6 million also provided in order to reflect potential fee increases in the coming year.

Directorate Commentaries

Funding of £1.339 million has been allocated to meet specific financial pressures identified by the Directorate. This includes £500,000 in relation to the potential cost implications of the Supported Living Tender in 2019/20 with a further potential £500,000 full year effect identified in relation to 2020/21. The £500,000 in 2019/20 will initially be held as a contingency budget, with its release to support costs in Social Services dependent on the final outcome of the tenders. Funding of £335,000 has also been allocated to support an additional team in order to enable an extension of the Adolescent Resource Centre (ARC) which uses best practice approaches to support adolescents and their families to keep older children out of public care. These additional resources will allow this approach to be extended to younger children. Children's Services will also receive an additional £300,000 to support the implementation of a new fostering business model in order to create a resilient structure and be able to generate a robust and engaging recruitment and retention function. The approved financial pressures also include £108,000 to fund four transitional outreach workers at Ty Canna specifically to work with young people transitioning from Children's Services to Adult Mental Health services, £64,000 to provide increased capacity for information governance activity related to disclosures in care proceedings and £32,000 to fund the cost of devices to support safe systems for lone working. The latter are one-off costs in 2019/20 and this will also be supported by an allocation of £31,000 from the FRM. An allocation of £55,000 will also be made via the FRM in order to provide a project management resource to lead a review of the way the Emergency Duty Team operates and to design and implement a new operating model. In addition, one-off funding of £20,000 will also be allocated to scope a pilot project to support care leavers and young carers to overcome transport barriers to them accessing education, employment and training.

The budget savings proposed by the Directorate for 2019/20 total £6.0 million and are summarised in the following table:

2019/20 Savings	£000
Review of External Expenditure	2,500
Strength based practice and preventing escalation of need	3,500
Total	6,000

Savings of £2.5 million are anticipated through a review of external expenditure. This includes £1.5 million as a result of supporting more children in Cardiff and through Council provision thereby reducing the requirement for more expensive external placements. This will require a change to the type and level of provision available in Cardiff and how this is commissioned, purchased and used. To support this a new fostering service will be implemented from April 2019. A saving of £1.0 million is also anticipated through improving the cost effectiveness of Social Services commissioning arrangements by seeking opportunities for rationalisation across the Directorate in terms of commissioning strategy, contract monitoring and financial management.

The saving of £3.5 million in relation to strength based practice and preventing escalation of need includes £1.0 million through maximising the impact of the Community Resource Team (CRT) to support more people to become independent. This builds on initiatives in the current financial year and will enable the right level of support to be provided to the right people thereby reducing the level of care and support required from both Health and Social Care. A saving of £1.0 million is also anticipated through improving the use and effectiveness of community provision to ensure people receive the right type and level of support at the right time of their lives. This will involve joined up working with partners and other organisations to ensure that individuals are supported to access the most appropriate level of provision to maximise their independence. Other savings include

£500,000 through safely reducing the number of children entering local authority care by enhancing protective factors within the child's home and community, £500,000 by enabling people with a learning disability to live the lives they want to live with reduced community support and £500,000 to achieve the same outcome for people with mental health issues.

Planning, Transport & Environment

The paragraphs below set out directorate specific financial pressures, commitments and savings in relation to the Planning, Transport & Environment Directorate. Financial Pressures have been supported to the value of £1.647 million. Included within this total is £704,000 connected to recycling costs which will cover the increased cost of recycling disposal and go towards the achievement of targets. In addition, £200,000 has been allocated to Fleet Services and will contribute towards the additional lease costs associated with the existing fleet. A sum of £50,000 has also been allocated for the maintenance and operation of new hostile vehicle mitigation bollards. Furthermore, £310,000 has been approved for School Transport and will cover the increased cost of transport for pupils with additional learning needs. It should be noted that, with effect from 1 April 2019, the budget responsibility for School Transport, and the growth and savings proposals connected to it, will transfer to the Education Directorate.

Within Street Scene, three financial pressure bids have been accepted. These total £383,000, with the first amounting to £163,000 in relation to separate glass collection. This allocation will enable the city-wide rollout of this initiative. In addition, £120,000 has been allocated for city centre public realm improvements and £100,000 for an increase in street cleansing. The latter is in response to the growth in the night-time economy and food outlets.

In addition to the accepted financial pressures, £160,000 has been allocated in relation to the reduction in the level of the Single Revenue Grant. Furthermore, £328,000 has been allocated in relation to cost pressures within the Shared Regulatory Service and £100,000 is also being allocated to Waste Services to reflect demographic pressures in relation to recycling and waste collections.

As well as the recurring budget provision outlined in the previous paragraphs, a number of one-off budget allocations are being made as part of the use of the FRM. These total £3.310 million, with the majority being allocated to Street Scene. The largest totals £1.0 million and will be used for repair of defective carriage and footways to improve the condition of the network. The "Love where you live" campaign will be supported with £50,000 and a further street cleansing deep clean will be funded by an allocation totalling £312,000. In addition, allocations of £164,000 and £144,000 have been provided to fund the cost of support and communication of the city-wide rollout of separate glass collection, subject to the outcome of the current pilot exercise, and enhanced information about the Waste Service, respectively. As well as these amounts, £250,000 is being provided in relation to road signs and lines and £180,000 is being provided to progress a pilot scheme relating to the use of street cleansing technology.

Other FRM allocations include £250,000 to pilot an approach to discretionary transport support for post-16 students that had a pre-16 statement of special educational needs. In addition, an allocation of £100,000 has been made to deliver the Capital Ambition commitment for all schools to have an Active Travel Plan by 2020 and £60,000 is being provided to Fleet Services to fund a two-year programme to replace the existing fossil fuel fleet with electric vehicles. Furthermore, £50,000 has been allocated to improve facilities in response to the Public Toilet

Directorate Commentaries

Strategy. As well as these allocations, £750,000 is being provided to enable the creation of a fund to support the Council's approach to providing a social subsidy to certain bus routes. The intention is that this fund will be utilised over a two-year period and will initially be held within contingency and drawn down in line with an assessment of route priorities.

The following table sets out Planning, Transport & Environment's Directorate savings proposals for 2019/20:

2019/20 Savings	£000
Income Generation	1,219
Collaboration	286
Business Processes	2,440
Review of External Expenditure	324
TOTAL	4,269

Savings totalling £1.219 million have been proposed under the heading of income generation. The first proposal amounts to £301,000 and is intended to be achieved through increases to fees for burials, cremations and memorial products within Bereavement Services. An amount of £200,000 is proposed within Fleet Services and is anticipated to be achieved through enhanced commercialisation of the service. Within Transport Policy it is planned that digitalisation of the Network Management function will enable £120,000 to be achieved through improved income recovery. A further net saving of £120,000 is proposed in relation to clamping and removal of untaxed vehicles. The income will be generated through the implementation of devolved powers and the requirement of a fee to be paid for vehicles to be released. In addition, a proposal totalling £108,000 has been put forward in relation to the delivery of the approval body for sustainable drainage. Again, this is a net saving where it is anticipated that fee income will exceed the cost of delivering the service. Other income proposals include £100,000 in relation to developing commercial waste and recycling centres, £80,000 within Planning,

which will be achieved through progressing development proposals and enhanced information gathering, and £40,000 through improved recharging within Transport Policy. The final income generation proposals, which total £150,000, include increases to general fees and charges, the Lamby Way solar farm scheme, improved income from developments, Registration Services income and increased income initiatives at the Cardiff Dog's Home.

In relation to collaboration, £286,000 has been proposed. This saving represents a further year's saving in connection with the introduction of a shared service, in conjunction with the Bridgend and the Vale of Glamorgan Councils, for regulatory functions. External expenditure savings total £324,000, the most significant of which is a proposal for £230,000 in relation to energy levies. This saving is the result of a change in government policy, whereby the Carbon Reduction Commitment has been replaced with an increase to the Climate Change Levy, leading to reduced costs overall. Other savings under this heading include £50,000 within School Transport as part of a plan to replace bus routes with safe walking routes, £24,000 within Bereavement Services, to be achieved through carrying out the Public Health funeral contract in-house, and £20,000 through reduced expenditure on the maintenance of structures and tunnels. The latter is to be achieved through a new contract and other efficiencies.

Over half of the Directorate's savings are to be achieved through a review of business processes. These savings total £2.440 million and include a proposal for £600,000 within Fleet Services which is to be achieved through a review of vehicle operations including utilisation and rationalisation. In addition, £400,000 is proposed within School Transport and is intended to be achieved through further route optimisation, in line with requirements for the new academic year, and retendering. In relation to Civil Parking Enforcement, £300,000 is expected to be

achieved by a service review of the service to optimise performance and service delivery. A number of savings have been put forward within Recycling & Waste Management, including £250,000 to be achieved through improved business processes and efficiencies, following a review of waste disposal governance and financial controls, and £134,000 through a review of staffing resources. Two savings are intended to be achieved through redesign and reshaping of services. The first of these totals £160,000 and is planned to be achieved by rebalancing street cleansing rounds within Neighbourhood Services. The second is for £132,000 and relates to Highways Operations, where a review of demand for highways related work has enabled a reduction in resources with no detrimental impact on service provision.

In addition to the savings outlined in the previous paragraph, £122,000 has been put forward in relation to street lighting and savings arising from the introduction of LED lighting, leading to savings on energy usage. As well as this, £80,000 is anticipated to be achieved through a restructure of Transport Services Teams and £52,000 via a restructure of the Service Management & Support team. Improved efficiency and effectiveness, through the implementation of digital working within Environment Enforcement, has enabled a £60,000 saving to be proposed, as has £40,000 through increased productivity and recycling efficiency in relation to Household Waste Recycling Centres. The final three proposals total £110,000 and relate to the deletion of vacant posts in line with active travel plans, employee recharges within Energy Management and the deletion of a vacant administrative post within Planning.

Within the Governance & Legal Services Directorate, a financial pressure totalling £351,000 has been approved. This pressure is in response to the increased demand for safeguarding work and complex cases relating

Resources

Governance & Legal Services

to children. The allocation will fund the creation of new posts and external legal support.

The table below sets out the 2019/20 budget savings proposals for the Governance & Legal Services Directorate:

2019/20 Savings	£000
Income Generation	211
Business Processes	161
TOTAL	372

Budget savings of £211,000 under the heading of income generation are proposed within Legal Services. It is anticipated that this saving will be achieved by increasing charges for work carried out in connection with the City Deal, Highways, Waste and Regeneration, as well as new client contributions towards the cost of a procurement lawyer and general increases to miscellaneous legal charges.

A number of business process changes are proposed, amounting to £161,000. The most significant saving amounts to £119,000 and will be achieved through a restructure of staffing within Legal Services. Other business process savings include £20,000 through a reduction in the annual contribution to the Elections Reserve, which is held to fund local elections. In addition, £13,000 is intended to be achieved through the cessation of printing meeting agendas and reports for councillors and senior officers. The other two savings proposals total £9,000 and relate to the removal of webcasting equipment from the County Hall Council Chamber and a general reduction in the training and development budget for members.

Resources

Budget savings of £2.887 million are proposed in the Resources Directorate and these are summarised in the following table:

2019/20 Savings	£000
Income Generation	342
Business Processes	2,411
Review of External Expenditure	134
Total	2,887

Savings based on income generation total £342,000. This includes £100,000 as a result of operating the Council's internal branding team on a more commercial basis by increasing income collection from internal and external customers. It also includes £99,000 to reflect opportunities for additional income generation in Health and Safety including training in areas such as asbestos. A net saving of £42,000 is also anticipated due to the continued commercialisation of the Council's Bilingual Cardiff Team, increasing the amount of income generated by providing translation services to other organisations. Other income generation savings include £33,000 in relation to Information Governance and £48,000 in Human Resources, the latter based on providing additional support to schools and City Deal. Further savings of £20,000 are also anticipated in Commissioning & Procurement through the Council's wholly owned trading company Atebion Solutions which trades commercial and procurement services to other public sector organisations.

A range of savings totalling £2.411 million have been identified in relation to business processes across the Directorate. These include efficiency savings identified by the various divisions in relation to their staffing structures, external spend and achievement of internal income. Savings totalling £777,000 have been identified in relation to the Finance Service including £359,000 from a restructure

of the Accountancy function and £224,000 from process efficiencies and staff savings within Revenues and Council Tax. The Accountancy saving will be partly mitigated by a £150,000 drawdown from earmarked reserves in the first year of the restructure in 2019/20. The Digital Services Division has identified savings of £754,000 including £374,000 from a restructure of the Capital Ambition Delivery Team and £300,000 as a result of channel shift in C2C. Contributions from earmarked reserves of £190,000 and £50,000 respectively will partly mitigate these savings in 2019/20 with the channel shift saving in C2C also partly offset by a one-off contribution of £30,000 from the FRM. Savings totalling £516,000 have also been identified in Human Resources. This includes a saving of £263,000 in relation to the Human Resources IT system including moving the system onto the Council's private cloud platform, with savings also identified in staff budgets and through the achievement of internal income. Other business process savings include £280,000 in Performance & Partnerships mainly through a restructure of the service and £84,000 in Commissioning & Procurement.

Savings arising from a review of external spend amount to £134,000 and include £44,000 from a reduction in the publicity campaign budget in Communications & Media and £40,000 from a reduction to the Third Sector Council Infrastructure Grant as part of the continuing development of a commissioning relationship between the Council and the sector. Other savings include £25,000 through a review of the current ICT contract arrangements and £25,000 from a reduction to the special projects budget within the Directorate.

The Directorate has received additional funding of £204,000 to reflect identified financial pressures. This includes £150,000 to support a project aimed at modernising customer contact, internal and external, through the implementation of tools to automate transactional services which fall

Directorate Commentaries

under the over-arching concept of the 'virtual assistant'. A financial pressure of £54,000 is also approved in relation to the requirement for additional staff in the Revenues Section to manage the impact of the implementation of Council Tax premiums and to reflect increasing workloads due to significant property growth each year. Additional funding of £91,000 has also been provided to meet the on-going costs in relation to the Council commitment to supporting corporate apprenticeships.

Cardiff Council

Medium Term Financial Plan

2019/20 – 2023/24



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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 part of good financial practice. It is especially important in periods of financial challenge. 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 scarce 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.

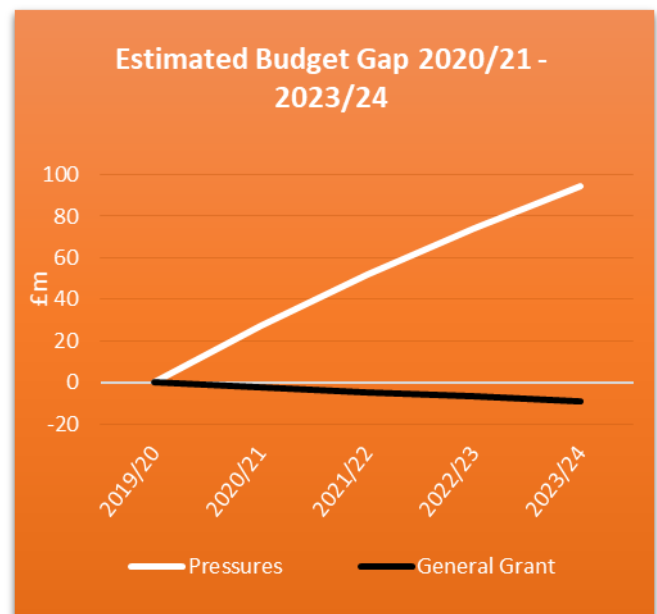
Development of the MTFP is an iterative process. Regular review is required to ensure it reflects most recent information and captures emerging issues. Elected Members and Senior Management are engaged in the process through a series of regular briefings, to scope, inform and scrutinise the plan.

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

The Council has faced an extended period of financial challenge. Unfortunately, this shows little sign of improving over the medium term. The current MTFP covers the financial years 2019/20 – 2023/24 and estimates a budget gap of £32 million for 2019/20, with a further £105 million over the next four years.



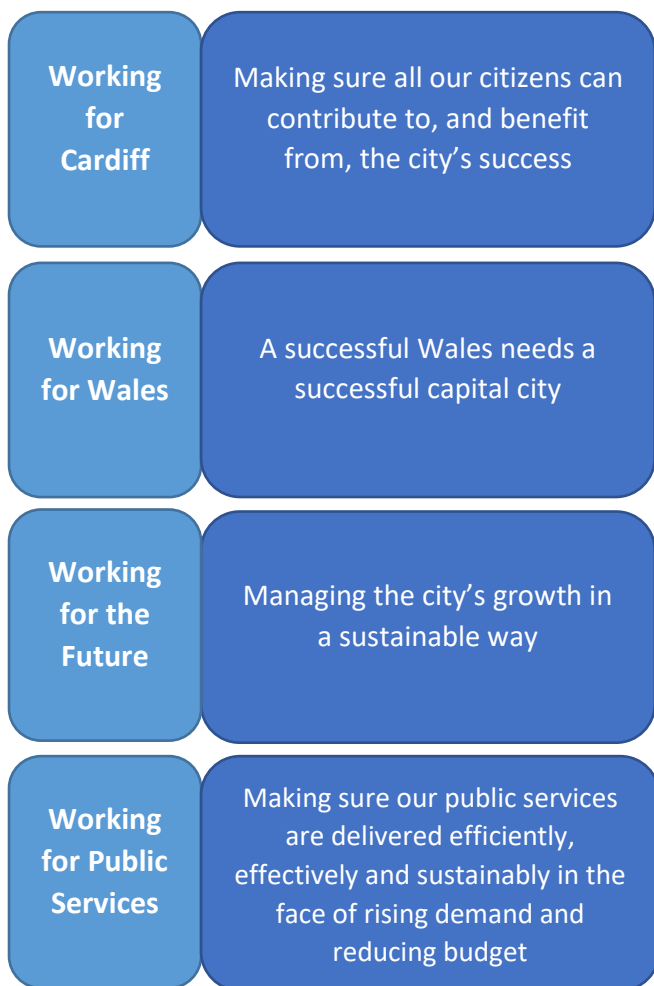
“Budget Gap” is the term used to describe the difference between the funding the Council expects to receive, and the estimated cost of continuing to deliver services at the current level. Put simply, the budget gap is a result of funding failing to keep pace with demand, inflation and other financial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

The 2019/20 position is shown as balanced in the above graph. The 2019/20 Budget Report sets out a detailed draft budget for approval. This is not repeated in this document, which focusses on 2020/21 – 2023/24.

Section 2. Context and Outlook

2.1 Council Priorities

Challenging financial circumstances place even greater emphasis on the need to be clear about priorities. The Administration’s key priorities for Cardiff are set out in Capital Ambition:



The Council’s Corporate Plan and the Wellbeing Plan are key documents in delivering Capital Ambition. They translate the four key priorities into deliverable organisational objectives.

The Corporate Plan focusses on the issues and services that the Council has prioritised, while the Wellbeing Plan focusses on areas of collaborative advantage in the city.

There are seven well-being objectives in the Wellbeing Plan:



These objectives have been adopted by all Members of the Cardiff Public Services Board. They were developed in the context of the Wellbeing of Future Generations (Wales) Act 2015. As well as aiming to improve the social, economic, environmental and cultural wellbeing of Wales, the Act aims to make public bodies think about the long term, how they can work together and with communities to prevent problems and take a joined up approach (known as the five ways of working.)

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



This ensures scarce resources are spent in line with priorities and that financial plans have regard for impact on future generations.

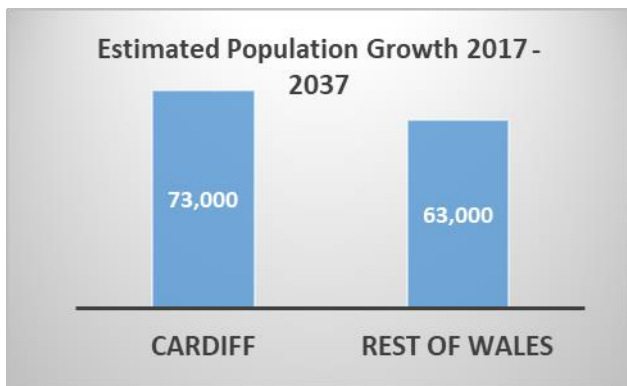
Section 2. Context and Outlook

2.2 City Demographics

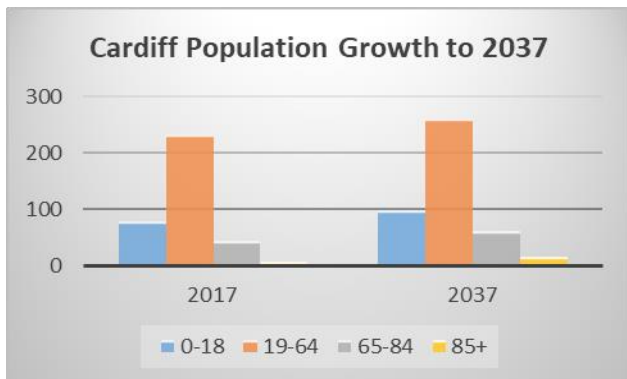
The demographic profile of the city and its potential financial impact need to be considered in forecasting financial pressures.

Population

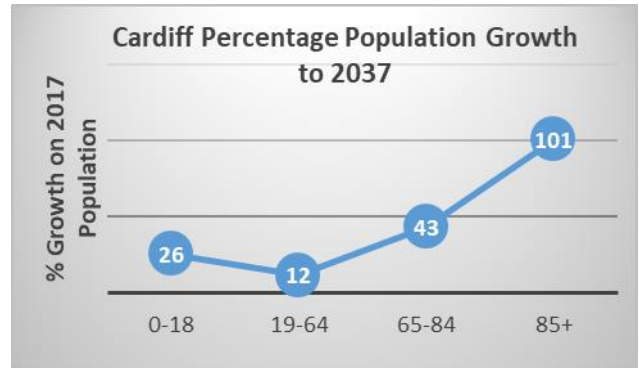
Cardiff has a population of 367,000. Between 2005 and 2015, its population grew by 11%. This trend is set to continue with projected growth of 20% between 2017 and 2037. This outstrips the combined estimated growth of every other authority in Wales.



This will mean an extra 73,000 people living in the city by 2037, with growth expected in all age groups.



Whilst growth is expected in all age groups, it is steeper within the under-18 and the over-65 age brackets. By 2037, the over-85 population is expected to double from its 2017 level.



A growing city places greater demand on Council services, including housing, education, environment and social care. The 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). 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 Wellbeing Plan identifies that in Cardiff, housing remains relatively unaffordable compared to other major British cities with the average house costing around eight times the average salary. The LDP recognised that the need for affordable housing must be addressed, and set a

Section 2. Context and Outlook

target for 6,646 additional affordable homes by 2026.

The planned growth in housing will mean that by 2026, entire 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 will be 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. After several post-recession years, Cardiff's unemployment rate has generally fallen since 2012, and has returned to pre-downturn levels. However, there are large disparities in unemployment levels across the city.

There is in-work poverty within the city. In 2017, just over a fifth of people in employment earned less than the Real Living Wage. The Real Living Wage is an independently calculated hourly rate of pay, set to cover the basic cost of living. It is paid voluntarily by over 4,700 UK business and organisations. Cardiff Council is a Real Living Wage employer and an advocate of the Real Living Wage in the city. Financial forecasts will need to consider future Real Living Wage rates, both as an employer and procurer of services within the city.

Deprivation

Almost a quarter of dependent children under 20 in Cardiff are living in low-income households. The 2016/17 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 15%. 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.

Policies to tackle poverty will need consideration in financial planning. These include the provision of affordable housing, making Cardiff a Living Wage City together with a continued focus on education. The potential impact that welfare reform may have within the city, along with pressures on the homelessness service will be kept under review in terms of potential cost pressures.

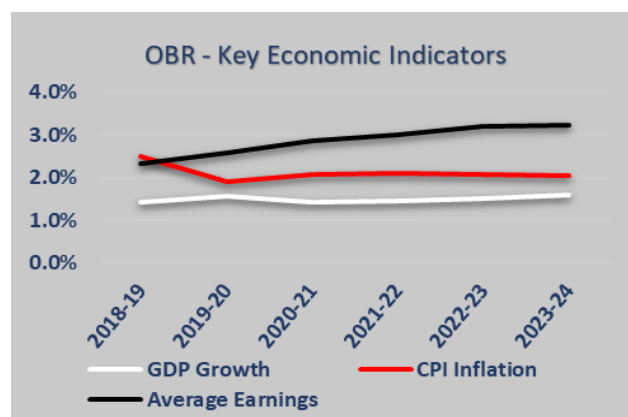
2.3 Economic and Financial Outlook

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

UK Context

Alongside the Autumn Budget in November 2018, the Office for Budget Responsibility (OBR) released medium term forecasts for key economic indicators. Forecasts for 2018-2023 predicted that:

- Gross Domestic Product (GDP) will grow steadily between 1.3% - 1.6% per annum
- Inflation (CPI) will decrease from 2.6% per annum in 2018 to between 2% - 2.1% per annum between 2019 and 2023
- A steady increase in Average Earnings.



At November 2018, inflation (CPI) stood at 2.3% (November 2018), having fallen from a recent peak in November 2017. In theory, relatively

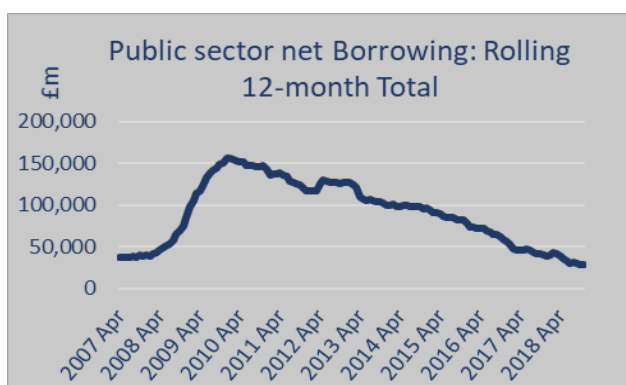
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stable forecasts of inflation between 2019/20 and 2023/24 provide a degree of planning certainty. However, the economic implications of Brexit are still an unknown in these forecasts.

The UK economy has grown every year since 2010. There are over 3.3 million more people in work than in 2010, with a further 800,000 people forecast to be in work by 2023. Wages are anticipated to rise faster than prices over the next five years. 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, if suppliers seek to pass on additional costs.

Public finances have performed better than forecast in 2018, with Public Sector Net Borrowing (PSNB) £11.6 billion lower due to an in-year increase in tax receipts and lower public spending. This helped facilitate a UK Government commitment for additional funding for the NHS in England, equivalent to an average real term increase of 3.5% per annum over the next five years. Devolved Governments benefitted from this through the Barnett consequential.

National debt, currently at 80%, is expected to fall by 2022/23, with PSNB now back below its immediate pre-crisis level:



The Chancellor has stated that debt is still too high making the economy vulnerable to shocks. He has indicated that to improve financial sustainability in the long term, the Government will seek to reduce debt, while supporting vital public services. It

would therefore seem imprudent at this stage to assume a significant improvement in Local Government Finance over the medium term.

Brexit

Britain leaving the European Union (Brexit) is a major factor of uncertainty in medium to longer term planning. The impact on the economy is unknown, with negotiations and Parliamentary approval still ongoing at the time of writing. In its most recent report on Brexit, the OBR states the long-term impact on the UK economy and public finances will depend on the agreement that the UK reaches with the European Union, its effect on potential output and how much of that effect will occur within the OBR's five-year forecast horizon. The Chancellor is expected to undertake a full Spending Review in 2019, which will set the tone for Government spending post Brexit. The Council continues to consider potential implications and any necessary actions, however at this stage it is not deemed appropriate to allocate additional resources to the issue.

Welsh Context

The Welsh Budget for 2019/20 was 5% lower in real terms than in 2010/11. This was better than anticipated, due to the Barnett consequential of the July 2018 NHS funding announcement. The Welsh Budget for day to day spend will increase by over 2% in real terms, in 2019/20 (compared to 2018/19). Welsh Government budget allocations provide a real terms increase for the NHS, but a real terms decrease for other areas of the public sector including Local Government.

Due to the impending 2019 UK Spending Review and Brexit uncertainty, the WG Budget covers one year only which means the Council has no indicative funding figures beyond 2019. Estimating funding is extremely difficult; national economic uncertainty may affect public spending generally, and funding distribution decisions must be made by both the Westminster and Welsh Government (WG) before any funding reaches individual Welsh Authorities.

Section 2. Context and Outlook

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 predicts WG's day to day spending will increase over the next five years. However, to put this into perspective, WFA do not expect day to day departmental spending to reach its 2010 levels (in real terms), until 2023. The Welsh population has grown during this period, and so even then, spend per head will still not be restored to 2010 levels.

Although some improvement in funding is predicted at the Welsh level, from a Local Government perspective, it does not seem prudent to anticipate a material improvement in funding over the medium term. Predicted increases to the Welsh Block Grant are set in the context of significant political and economic uncertainty. If they do occur, future WG Budgets may continue to prioritise the NHS.

A number of taxes are devolved to WG control including landfill disposal tax, Non-Domestic Rates (NDR), land transaction tax and Welsh Income Tax. The WG Budget for 2019/20 is the first in which Welsh Income Tax is a direct part of the budget. Whilst WG has the power to vary taxes, the current administration have pledged not to change income tax rates prior to the 2021 election.

2.4 Council Financial Context

Historic Context

Over the past 10 years, the Council has identified cumulative savings of almost £220 million.



Budget savings have resulted in a reduction of over 1,600 full time equivalent (FTE) posts since 2012/13, in services other than schools.

The sharp increase in savings from 2014/15 onwards coincides with a marked deterioration in general grant allocations. The general grant support that Local Authorities receive from Welsh Government includes a Revenue Support Grant and Re-distributed NDR. Collectively these are termed Aggregate External Finance (AEF). AEF represents 73% of the Council's general funding, with the other 27% raised through Council Tax.

Whilst Cardiff has not seen a **cash** reduction in AEF since 2015/16, there have been annual real term reductions. AEF has not kept pace with the level of inflationary and demand pressure that the Council has experienced. **On a like for like basis**, Cardiff's 2018/19 AEF was lower (in cash terms) than it was five years earlier in 2013/14.



This context is important. It will make it more difficult to deliver the material levels of savings required over the medium term and the Council's financial resilience will need to be kept under close review.

Resultant shape of the Council's Budget

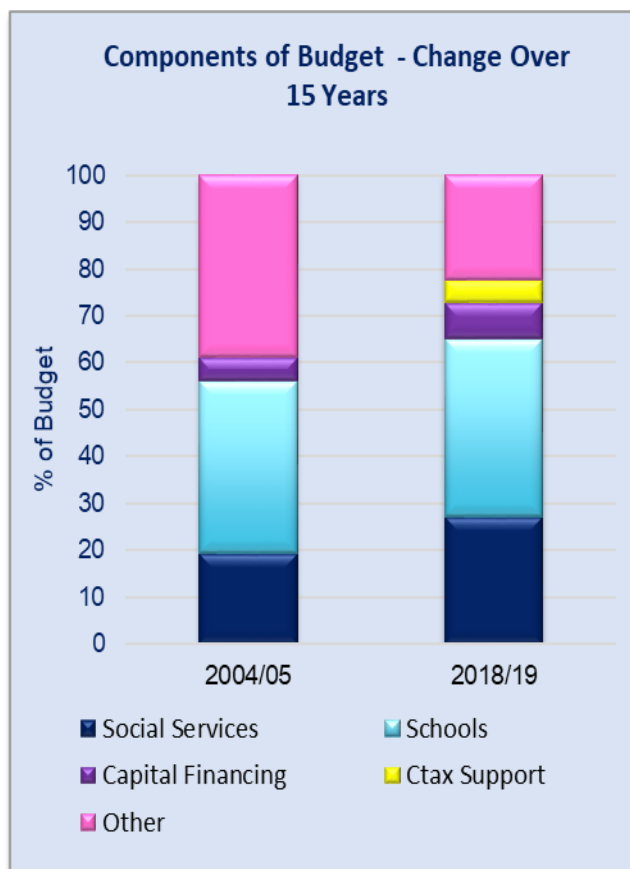
The extended period of savings has had a significant impact on the *shape* of the Council's budget. Some directorate budgets have contracted significantly and others have grown.

Section 2. Context and Outlook

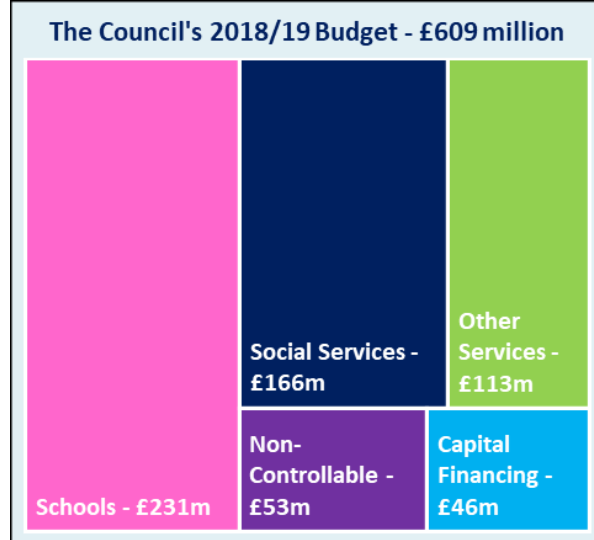
Demand and price pressure has been acute in the areas of Social Services and Schools. Over the period 2014/15 – 2018/19, budgets in these areas have increased by £61 million.

Year	Schools £m	Social Services £m	Total £m
2014/15	2.7	0.8	3.5
2015/16	6.6	3.2	9.8
2016/17	11.2	4.1	15.3
2017/18	7.2	9.2	16.4
2018/19	7.4	8.4	15.8
TOTAL	35.1	25.7	60.8

With no real term AEF increases to help meet this demand, it has primarily been financed from savings in other directorates. Over time, budgets for “other services” have contracted significantly.



In 2018/19, almost two thirds of the Council’s Budget is attributable to Schools and Social Services.



- Capital financing includes the budget for interest and repayment of borrowing associated with the Council’s Capital Programme.
- Non-controllable areas are areas in which it is much more difficult for the Council to reduce spend. These include the budgets to pay Council Tax Support to eligible recipients, as well as the levy payable to the South Wales Fire Service.
- The other services budget includes all Council services with the exception of Schools and Social Services for example, highway maintenance, waste collection, parks and homelessness. It contains areas of statutory duty.

The financial forecasts and resultant savings requirements that are outlined in the next sections highlight that it is becoming increasingly untenable for “other services” to continue to absorb the highest proportion of savings through targeted directorate savings.

Section 3. Medium Term Financial Plan

3.1 Forecast Financial Position

The Council's forecast financial pressures, funding and resultant £105 million budget gap are set out below.

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
Base Budget Brought Forward	623,589	619,366	617,154	614,953
Schools				
Pay Costs	8,402	5,307	5,294	5,282
Price Inflation	65	72	75	73
Pupil Numbers (Primary and Secondary)	990	1,408	852	851
Special School Places / Resource Bases	1,007	955	955	955
Complex Needs Enhancement	750	750	750	750
Local Development Plan – Starter Schools	0	716	797	859
Contribution to Band B & Asset Renewal	(1,090)	(1,090)	(1,090)	(1,090)
Total Schools Pressures	10,124	8,118	7,633	7,680
Social Services				
Pay Costs	820	837	854	871
Price Inflation	2,052	2,093	2,135	2,178
Demographic - Adult Social Services	1,384	1,405	1,427	1,449
Demographic - Children's Social Services	2,175	2,175	2,175	2,175
Total Social Services Pressures	6,431	6,510	6,591	6,673
Other Services				
Pay Costs	2,470	2,189	2,183	2,226
Price Inflation	680	732	484	485
Commitments	526	702	1,303	535
Demographic Growth	100	100	100	100
Total Other Services Pressures	3,776	3,723	4,070	3,346
Capital Financing	2,578	3,865	814	152
Emerging Financial Pressures	3,000	3,000	3,000	3,000
Resources Required	649,498	644,582	639,262	635,804
Resources Available:				
Aggregate External Finance	(442,406)	(440,194)	(437,993)	(435,803)
Council Tax at 2018/19 level	(176,210)	(176,210)	(176,210)	(176,210)
Earmarked Reserves	(750)	(750)	(750)	(750)
Total Resources Available	(619,366)	(617,154)	(614,953)	(612,763)
BUDGET REDUCTION REQUIREMENT	30,132	27,428	24,309	23,041

Section 3. Medium Term Financial Plan

3.2 Pressures Key Assumptions

Pay Pressures

Potential pressures that should be considered when forecasting future employee costs include:

- Pay Awards
- Voluntary Living Wage
- Employers' National Insurance Contributions
- Employers' Superannuation Contributions
- Incremental pay progression
- Apprenticeship Levy
- Redundancy Costs

There are no agreed pay awards beyond the academic year 2018/19 for teaching staff, or beyond the financial year 2019/20 for non-teaching staff. In the absence of agreed awards, annual uplifts of 2% are assumed for all staff. This is broadly in line with forecast CPI inflation over the same timeframe.

The Council is a Voluntary Living Wage (VLW) Employer. Previously, lower points on the NJC pay spine fell below the VLW rate, and so a VLW supplement was paid to eligible staff. Following the introduction of a new pay spine from April 2019, all pay scales are at or above the VLW rate. It is assumed this will continue to be the case over the medium term. However, this assumption will need to be reviewed if annual VLW increases are consistently higher than the general pay award.

No significant changes to National Insurance rates or thresholds set by HM Treasury are anticipated, but this will be kept under review. Forecast pay pressures allow for Employers' National Insurance budgets to increase in line with assumed pay awards.

Actuarial review of the Local Government Pension Scheme (LGPS) will take place during 2019/20, with an "as at date" of 31 March 2019. It is considered reasonable to assume that there will be no change to the existing contribution rate following this review. This is in light of recent

contribution increases and positive interim reports from the Actuary. Consequently, forecast pay pressures assume that additional costs associated with Employers contributions to the LGPS will be limited to ensuring contributions increase in line with assumed pay awards.

The Teachers' Pension Scheme (TPS) is an unfunded public service pension scheme. The TPS underwent actuarial review in 2016 and the results were published in 2018. These, coupled with a change in the discount rate used to set scheme contributions, mean there will be a significant increase in Employers' contributions from September 2019. This increase is captured in the 2019/20 Budget, and the full year impact is reflected in forecast pressures for 2020/21. In England, the Department for Education is providing funding to help meet these costs. However, at the time of writing, there is no indication of additional funding in Wales.

Forecast pay pressures include an allowance for teachers' pay progression. Estimates are reduced year on year, in recognition that over time, consistent annual budgetary provision should result in an employee budget sufficient to cover the top of each pay grade. No pressures are anticipated in respect of pay progression of non-teaching staff for this reason.

Forecast pay pressures also allow 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.

In times of financial challenge, savings requirements and associated reductions in headcount 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.

Section 3. Medium Term Financial Plan

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. In the majority of cases, forecast increases are in line with the OBR's estimate for CPI:

2019/20	2020/21	2021/22	2022/23	2023/24
2.00%	2.00%	2.10%	2.10%	2.00%

Commitments

Forecast financial commitments include:

- Capital financing costs associated with the Capital Programme
- Estimated increases to levies or contributions that the Council is committed to paying other bodies
- Operating costs resulting from previous Cabinet or Council decisions

Forecast capital financing costs reflect the 2019/20 – 2023/24 Capital Programme and the cost of commitments made in previous years. The annual cost of the programme as a percentage of the Council's revenue budget is expected to increase over five years. Costs reflect the Council's current MRP policy, which will be tested and reviewed during 2019/20.

Forecast capital financing figures reflect the following key assumptions:

- There will be no new commitments funded by additional borrowing unless they are funded 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 3.25%
- 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

There are a number of key strategic priorities, which the Cabinet is currently considering in line with Capital Ambition. These include the development of an Indoor Arena in Cardiff Bay, the development of Core office Accommodation and the International Sports Village. The full extent of potential costs in relation to these schemes is not yet reflected in capital financing forecasts. However, there is an expectation that the core office accommodation and the ISV will be self-financing.

The 2019/20 Budget Report refers to a financial affordability envelope, which sets out potential additional exposure in relation to the Indoor Arena. This does not currently form part of the 2019/20 – 2023/24 Capital Programme, as it requires further definition and due diligence prior to approval. The intention is that updates, including in relation to financial implications will be reported to Cabinet during the 2019/20 financial year. This scheme will be subject to specific Cabinet approval if within the designated financial affordability envelope.

The maximum additional capital financing exposure in future years, as defined by the affordability envelope, is an additional base budget commitment of £1.4 million in 2020/21 and £0.7 million in 2021/22. It is anticipated that this will be recovered through new income streams over the life of the project. However, at present, such recovery is outside the timeframe covered by this MTFP.

Other forecast commitments associated with the Capital Programme include the future operating

Section 3. Medium Term Financial Plan

costs of a new Household Waste Recycling Centre. The timing of this is currently uncertain, but revenue costs are reflected from 2022/23 onwards, which is consistent with the Capital Programme.

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 therefore reflect the Council's future levy increasing because of its growing population, as well because of potential increases to the SWFS' overall budget. WG are currently consulting on the SWFS, including future funding arrangements. Potential changes to the manner in which the SWFS is funded will need to be kept under review.

As well as reflecting anticipated cost increases, forecast commitments also capture instances where existing expenditure is expected to reduce. In line with a December 2016 Cabinet Report, the fall out of a £0.5 million budget for the provision of temporary accommodation at Cantonian High School is anticipated in 2020/21.

Forecast commitments for 2020/21 reflect additional base budget funding for the Council's Corporate Apprentice Scheme. This will ensure there is adequate budgetary provision for the scheme to continue, once associated earmarked reserve funding is exhausted.

Demographic Pressures

Over recent years, Cardiff has had one of the fastest growing populations of any of the UK core cities. As outlined in the section on City Demographics, significant population growth is expected to continue, with faster growth in the under-18 and over 65 age brackets.

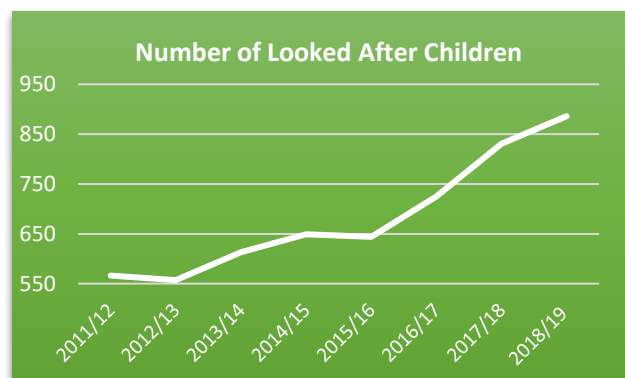
The key areas of forecast demographic growth, and the associated financial impact over the

period 2020/21 – 2023/24 are summarised in the next table.

Demographic Increases	£m
Adults Social Services	5.7
Children's Social Services	8.7
Pupil Numbers	6.3
Additional Needs of Pupils	4.7
Local Development Plan - Schools	2.4
Other	0.4
TOTAL	28.2

Estimated growth in Adult Social Services takes into account, projected growth in relevant areas of 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.

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

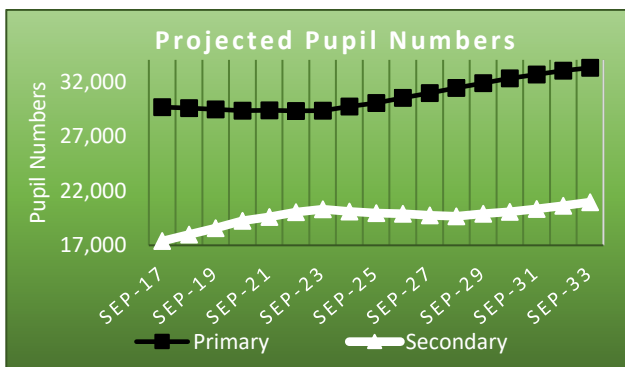
Section 3. Medium Term Financial Plan

Services. This assumes some flattening of the recent trend line as preventative measures currently being implemented by the directorate take effect. Figures are based on an average of 54 additional looked after children per annum and average placement costs.

Demand in this area is difficult to predict and numbers of children, the complexity of their need and the nature of their care packages, can all have a significant impact on costs. In recognition that a small number of unanticipated high cost care packages can have serious implications for the annual budget, the Council has a contingency budget of £2 million to help cope with this unpredictability. As with Adult Social Services, the medium term strategy will reflect preventative work in this area.

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 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, before pupil numbers in both sectors begin to increase again.



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 starter schools will begin to open in LDP areas in a few years' time. Starter schools refer to schools that begin with reception and year one groups only and then grow year on year. 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. There will also be a need to begin to reflect impact on other services, including waste collection.

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 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.

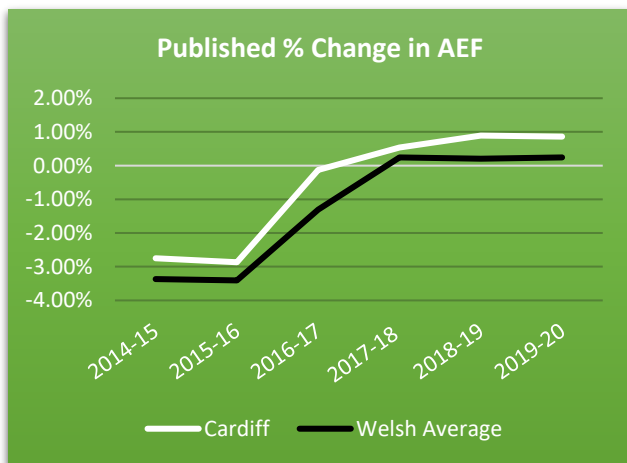
Section 3. Medium Term Financial Plan

3.3 Funding Key Assumptions

Aggregate External Finance (AEF)

The 2019/20 Local Government Finance Settlement was for one year only. Whilst there is potential for the Welsh Block Grant to increase over the medium term, it would be imprudent for Local Government to assume a significant improvement to recent funding settlements.

The graph below sets out annual AEF changes (in cash terms) since 2014/15, for both Cardiff, and the Welsh average position. It shows that there have been significant fluctuations over the period. Cardiff's position has been consistently above average and this is largely reflective of its growing population and associated demand on services.



Whilst settlements in recent years have seen marginal increases in cash terms, often the benefit is eroded by the inclusion of new responsibilities within the overall funding envelope. This means at least part of the additional cash, comes with additional responsibilities.

In the absence of any indicative funding figures, the MTFP assumes annual AEF reductions of 0.25%. This is more optimistic than previous iterations of the Medium Term Financial plan, which assumed annual decreases of 1% per annum.

The more optimistic assumption, takes account of recent more favourable (albeit still extremely challenging) settlements, the potential for future increases to the Welsh Block Grant and Cardiff's consistent placement above the Welsh average. However, projections are not overly optimistic given the significant economic and political uncertainty, and the potential for additional responsibilities to be included within the overall funding envelope.

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) to help the Council deal with uncertainty of funding. 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 – once they are used, there will be an immediate gap in the finances of the following year.
- Earmarked reserves are set aside for a particular purpose. Using reserves for budget funding would compromise their original purpose, unless circumstances have changed.
- Reserves are an important part of financial resilience. They provide a cash buffer in times of uncertainty.
- Cash in reserves is not idle; it generates investment income in line with the Treasury Management Strategy. It also avoids the need for short-term borrowing and its associated costs.

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- 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 (i.e. budgeted running costs before any income), 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 2020/21 and 2023/24. Together with the 2019/20 sum of £2.75 million, this means a total of £5.75 million will be used from reserves to support the budget over five years.

In 2019/20, the £2.75 million will be funded from the Council's Strategic Budget Reserve, which is projected to have a 2018/19 year-end balance of £3 million. Any opportunities to increase that reserve at year-end will be taken. For future years, in the event that the Strategic Budget Reserve has not been replenished, sums will be identified as part of the annual review of reserves, and amounts 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 in line with the Council's protocol for reserves and balances.

Specific 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, and the sums involved (at a Welsh level), include Teachers' Pay (£7.5m), and support for Social Services pressures (£30m). 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 significantly, or be discontinued altogether. This is particularly problematic where specific grants support day-to-day pressures. 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.

The Council will need to keep WG's intention regarding the Teachers' Pay and Social Services grants under review. In addition, whilst the grant for Minority Ethnic and Gypsy, Roma and Traveller Learners has been confirmed for 2019/20, its future beyond that is unclear.

Section 4. Risk and Uncertainty

4.1 Sensitivity Analysis

Current assumptions within the MTFP are prudent and based on best available information. However, there is always a risk of change. If certain areas within the MTFP fluctuate, they could significantly affect the financial forecast. The table below sets out areas of sensitivity and their potential annual impact.

Assumption	£m
AEF 1% worse than anticipated	4.4
Teachers Pay Award 1% higher	1.4
NJC Award 1% higher	2.1
CPI 1% higher (on permitted heads)	1.4
Total Annual Impact	9.3

If **all** these variables changed unfavourably, they could have a £9.3m adverse impact in any individual year. The cumulative impact across the MTFP would be £37 million. Whilst it is unlikely that **all** variables would shift unfavourably, the scale of the potential impact if they did highlights the importance of regularly reviewing assumptions.

4.2 Horizon Scanning & Known Unknowns

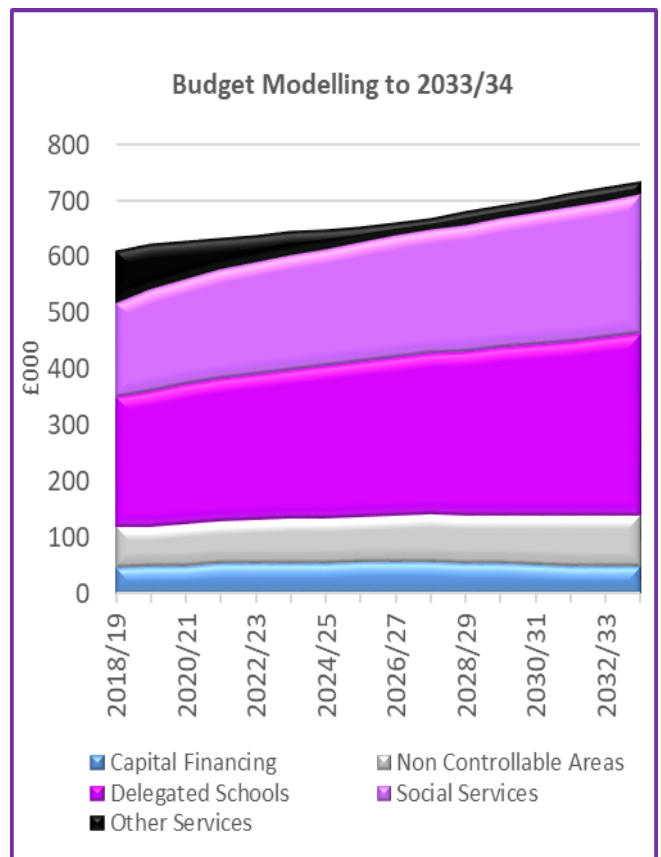
As well as key assumptions, a number of other factors must be closely monitored. These are currently too uncertain to quantify at present, but have the potential to be significant in terms of quantum. These include:

- Brexit, and its resultant impact on the economy
- The expectation that the Spending Review due in 2019 will be another lean one for public services other than the NHS. It is also currently undecided whether the Review will cover one year or three, due to the uncertainty of Brexit.

- The impact of WG’s devolved tax powers and potential changes in tax policy
- The impact of WG’s devolved powers to set teachers’ pay from September 2019
- Local Government Reform in Wales
- WG’s intention to review the Local Government Finance system in Wales
- Future pressures on demand led budgets
- The impact of welfare reform within the city

4.3 Longer Term Outlook

The graph below models the potential long-term outlook for the Council’s budget. It shows “other services” reducing to an extremely small proportion of the Council’s budget. This is not feasible as these services contain statutory functions. The strategy to address the gap will need to try to reshape this profile as far as possible.



It should be noted that it is extremely difficult to model beyond the timeframe covered by the

Section 4. Risk and Uncertainty

MTFP given the number of unknown factors. The above outlook can only be taken as a high-level indication of how things may look in the future if historic trends are extrapolated. Some of the key assumptions underpinning the graph include:

- No further capital financing commitments beyond those required to fund the existing Capital Programme. This means that any new schemes that are dependent on additional borrowing will increase the capital financing section of the graph at the expense of other areas.
- The growth assumed for Social Services and Schools is more modest than in recent years.
- The challenging funding position has been extrapolated over the medium term, moving to a more optimistic view of modest funding increases in later years.

The longer-term outlook emphasises that when funding levels are static or reducing, growth in one area is usually at the expense of others. Policies to address the budget gap, must therefore take into account the future shape of the budget. Otherwise, there is a risk that over a number of years, decisions that are appropriate in the short term, could have a significant and irrevocable impact on the Council's longer term financial resilience. Robust annual challenge on this point will be a key part of financial planning.

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 are supporting ongoing pressures. • 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, or invest to save schemes that fail to deliver projected income.
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. • The potential impact of Welfare Reform within the city. • The difficulty in modelling increased demand for services resulting from the LDP.
Uncertainty	<ul style="list-style-type: none"> • Brexit and its unknown socio-economic impact. • The 2019 Spending Review 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 significant 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. • The potential impact that delays to savings included in the MTFP may have on the budget monitoring position. • 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.

Section 5. Addressing the Gap

5.1 Budget Gap

The estimated budget gap for the period 2020/21 – 2023/24 is set out below:

2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
30.1	27.4	24.3	23.1	104.9

This will need to be addressed through a combination of savings, increases to fees and charges and Council Tax increases.

5.2 Council Tax

Council Tax accounts for 27% 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. It means the Council has little control over the majority of its funding, which is through 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 can expect to generate.

Whilst there are other factors that affect the Council Tax Base, broadly speaking, property development within 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 such increases within funding forecasts. This is because the funding formula that WG uses to distribute AEF across individual Authorities means that an increase in Council Tax Base will often result in a reduction in AEF. For example, the Council's 2019/20 AEF increase will be £1.6 million lower than originally indicated, due to tax base adjustments within the funding formula.

Council Tax Support Budgets

The Council pays Council Tax support to eligible recipients under the Council Tax Reduction Scheme. Budgetary responsibility for this passed to the Council in 2013/14, and the current annual budget is over £30 million.

The Council Tax Support Budget must be considered when projecting future Council Tax income. Assuming that eligibility for Council Tax Support remains consistent; an increase in the rate of the Council Tax will place additional pressure on the Council Tax 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 Council Tax Support Budget.

The level of the Council Tax

In addressing the budget gap, it is assumed that Council Tax will increase by 4.5% per annum. As already explained, increases at this level, contribute around 1% to the Council's overall funding.

An annual 4.5% increase would contribute the following amounts to addressing the budget gap:

2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
6.5	6.8	7.1	7.4	27.8

The assumption of annual 4.5% increases is not fixed, and will be kept under review over the medium term.

Section 5. Addressing the Gap

5.3 Savings Requirement

The residual budget gap after taking into account assumed Council Tax increases is:

2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
23.6	20.6	17.2	15.7	77.1

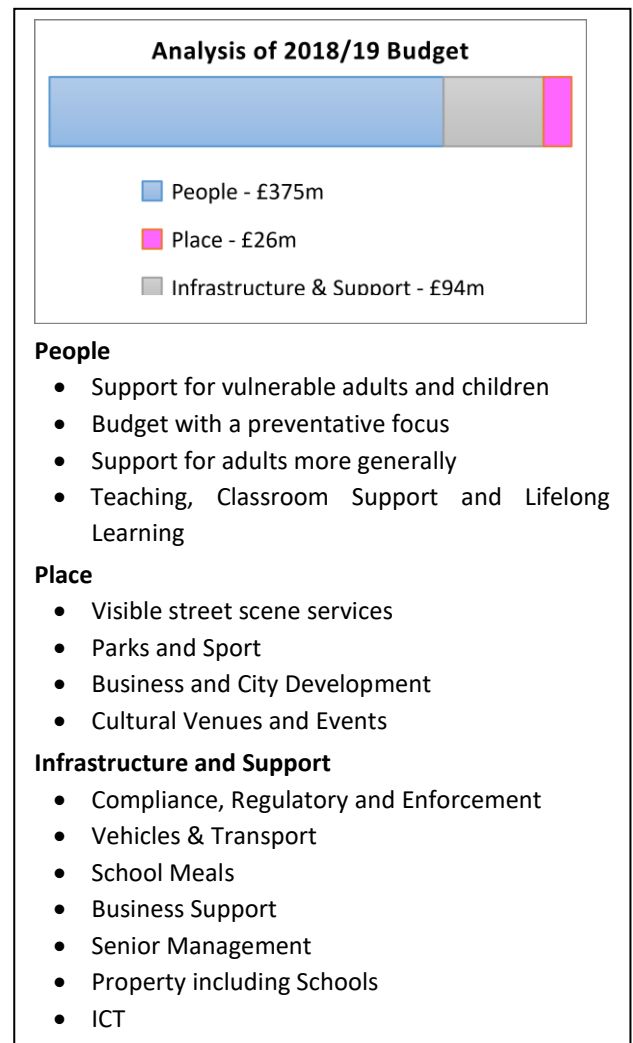
Given the longer-term budgetary outlook previously considered, the approach to addressing the residual gap must move beyond the traditional approach of targeted directorate savings and limiting schools' growth.

There will be a need to:

- 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.

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 £231 million Schools' budget.

The following diagram is an example of how the Council's 2018/19 Budget may be viewed in a way that focusses less on individual directorates, and more on the type of service being provided. The analysis does not include budgets that are less readily influenced in terms of savings, such as the levy to the SWFS, capital financing and Council Tax Support. It **does** include Schools' budgets.



Section 5. Addressing the Gap

This table presents a view of how savings requirements over the medium term may affect the areas of spend identified above.

	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m	Total £m
People	14.16	12.36	10.32	9.46	46.30
Place	2.36	2.06	1.72	1.56	7.70
Infrastructure & Support	7.08	6.18	5.16	4.68	23.10
TOTAL	23.60	20.60	17.20	15.70	77.10

This table sets out the above savings targets expressed as a percentage of current budgets.

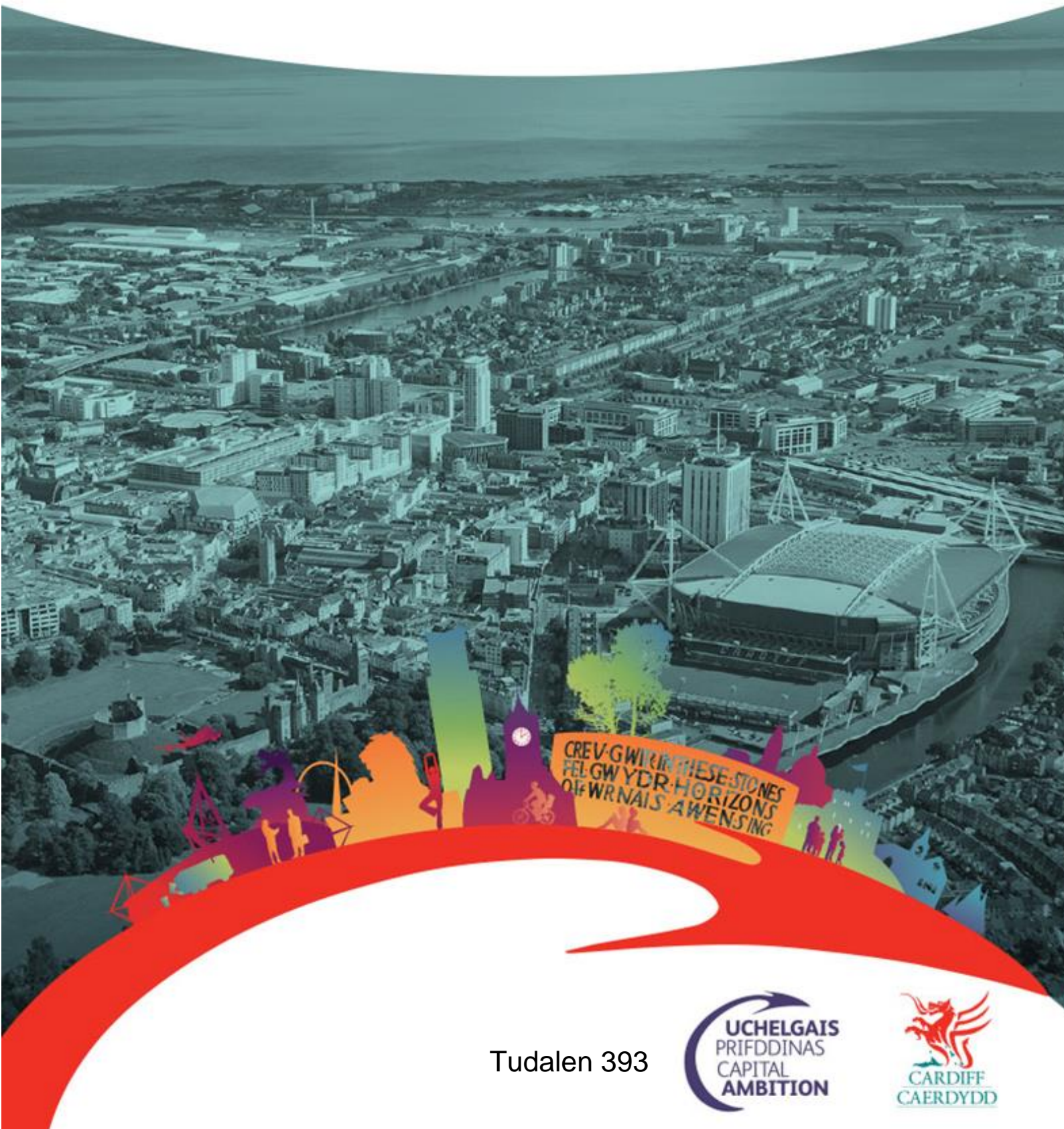
	2020/21 %	2021/22 %	2022/23 %	2023/24 %	Total %
People	3.81	3.33	2.78	2.52	12.43
Place	8.95	7.81	6.52	5.92	29.20
Infrastructure & Support	7.52	6.56	5.48	4.97	24.52
TOTAL	4.80	4.19	3.50	3.17	15.65

Further work on developing a fully defined set of proposals for these years and for 2020/21 in particular will take place over the spring in order to inform the 2020/21 Budget Strategy Report which will be considered by Cabinet in July 2019.

Mae'r dudalen hon yn wag yn fwriadol

Capital Strategy 2019/20

Cardiff Council



Delivering Capital Ambition

In July 2017, the Council's Administration published Capital Ambition, a policy programme which sets out a series of commitments for Cardiff.

These commitments prioritise accelerating economic growth, creating opportunities for local people and communities, effectively managing growth and transforming public services to ensure their long term sustainability.

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 in enabling the continued regeneration of the city's business and transport infrastructure.

It is therefore crucial that, when long term investment decisions are undertaken to deliver for Cardiff, 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 2017 and 2037. 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 this 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. For example, as well as those living in the city, more than 80,000 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 these challenges. This is not just a consideration of how we manage decline in a period of austerity, 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 delivery of the Local Development Plan and measures to bring forward associated infrastructure requirements
- Renewable Energy Strategy
- Continue improvements in recycling rates including a new household waste recycling and re-use centre
- A commercial and self sustaining approach to parks and usable open space
- Transport Strategy – Enhancing public transport infrastructure; Cycling Strategy including superhighways; Active Travel; extending enforcement of Moving Traffic and Parking Offences
- Clean Air Strategy
- Smart City approaches to managing infrastructure
- Increasing burial space

Working for public services

- Digital Strategy including Connected Citizens
- Integrating public services
- Keeping our streets clean
- Hitting sustainable transport targets
- Building strong partnerships at the local, regional and national level

Capital Ambition

Working for Cardiff

- Improving and expanding schools at the heart of communities
- Investment in local communities
- Support for independent living
- Investment Property Strategy
- Fewer but better property assets
- Maintaining Welsh Housing Quality Standards for existing stock and increasing the supply of affordable housing including new council housing
- Older Persons Housing Strategy
- Begin to address historic underinvestment in roads and footways
- Driving the economy forward, creating more and better paid jobs
- Specialist dementia services and day opportunities for older people

Working for Wales

- Broadening the economic power of the City Region moving beyond City Deal
- Grow City Centre as a location for business and investment
- Regeneration of Dumballs Road and refreshed vision for Cardiff Bay as a leisure destination
- New industrial strategy for East Cardiff aligned to completion of the Eastern Bay Link
- Deliver a new multi purpose indoor arena
- New transport interchange at the heart of the Cardiff Metro and support delivery of the first phase of the Metro



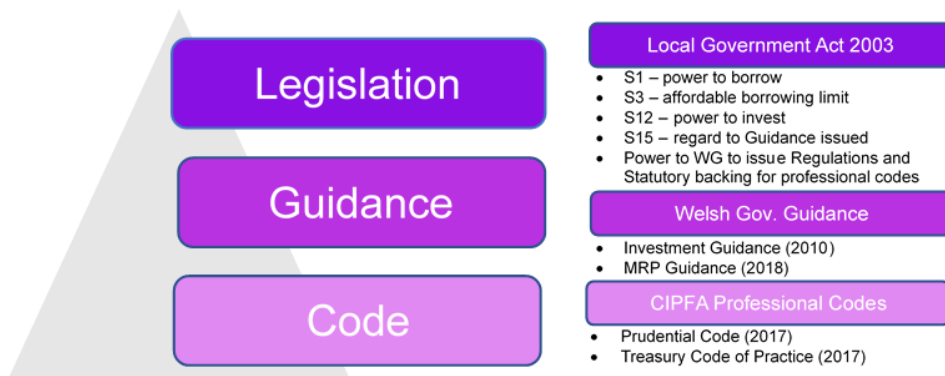
Capital Strategy Framework

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
- funding the strategy
- managing the borrowing requirement
- 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 and meeting the Council's ambitions in supporting 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 City region, with partners such as Newport and Bristol in the South West 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, 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 support 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, 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 that demonstrate the Council's stewardship of assets. A disposal strategy is also to be put 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's Asset Management Board, which is chaired by the Chief Executive and includes service directors, aims to provide

assurance to Cabinet by embedding strategic asset management activity as a corporate activity, not just an activity undertaken by property or transport teams.

In line with best practice, Cabinet will consider development of plans for Highways and other infrastructure assets during 2019/20 and implement Property Asset Management Plans already developed. The Council's approach to asset management and stewardship of assets will be supported by targeted reviews to support the cohesiveness of asset management practices across the Council.



Risk Appetite

In undertaking complex projects decision making will continue to be supported by robust business cases in line with best practice covering a strategic, economic, financial, commercial and management case. 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 can be broadly split into three types:

1. Investment in **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. Investment in **development projects to meet strategic aims** such as new housing, economic benefits and delivery of other strategies outlined above as part of Capital Ambition. This could include loans or financial guarantees towards capital expenditure incurred by external organisations, or other delivery structures where the Council retains an interest.
3. Investment purely to maximise financial return on assets and generate revenue income. Examples of this are undertaking borrowing to purchase investment property, or provide loans to others.

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 and risk management and monitoring.

In respect of 3, the Capital Strategy does not include proposals to acquire investment property or other non-treasury assets solely to make a financial return. Whilst the Council does generate circa £3.8 million income from commercial investment property landholdings,

these are from historic interests of land in the City and are managed in accordance with an Investment Property Strategy approved by Cabinet. The primary aim of this strategy is to review existing land holdings, maximise yield from the existing estate, remove long term liabilities, and secure future sustainable income streams by acquiring new sites that would support economic regeneration in the City. Acquisitions are paid for from the disposal proceeds of existing investment property which is valued at circa £72 million.

Where investment property is being acquired by additional borrowing, this 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.

It is recognised however that there may be properties that become investment properties, arising from development projects where the ultimate aim is economic development and regeneration.

Robust business cases or viability assessments will be required for all expenditure over £1 million or where there is deemed to be a significant financial or operational risk exposure. These may be reviewed by specific boards such as those for schools organisation planning or housing.

The Council's Investment Review Board is chaired by the Corporate Director Resources. The Board will continue to provide assurance to Cabinet by reviewing business cases in respect of delivery of change initiatives as well as capital projects proposed such as invest to save/earn schemes. It will also support the development of further Council guidance in respect of business cases, to continue to improve the Council's approach and support informed decision making.

The effective monitoring, management and mitigation of risks is a key part of the Capital Strategy and a risk register is developed as part of the Strategy.



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 in previous years, and where following a review these are still deemed essential to proceed.
- Thirdly, new expenditure approved by Cabinet on development schemes to be taken forward. These would be 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 and their capacity 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 helps 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.

Procurement considers third party spend across budgets and taking opportunities to consolidate and aggregate spend and achieve economies of scale are a key focus.

Regional, joint and framework options are utilised where they already exist or are considered for creation where value for money, an appropriate structure and compliance with the Council's Procurement Strategy can be demonstrated.

The Council's process and authority for the acquisition and disposal of land or property is also set out in the Constitution. Transactions over £1 million are required to be approved by Cabinet as part of a business case and verified by an independent valuation.

Approval, Monitoring and Reporting the Capital Programme

The Capital Strategy will inform the Council's Capital Programme which is an integrated part of the Council's Financial Planning Framework 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 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 the requirements of the Prudential Code and 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
- variations 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 as well as to Asset Management Board, highlighting any key issues and risks in delivery of the programme.



Funding the Strategy

The Council has several funding streams available to support capital investment. There are currently no nationally imposed restrictions to the quantum of borrowing that can be undertaken. 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 expenditure proposed.

Cash Resources to pay for Capital Investment

These include:

- Non ring-fenced grants i.e. for use on Council determined priorities.
- Ring-fenced grants to achieve a particular outcome and therefore with restricted use as specified by the funder.
- 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 in respect of affordable housing, school capacity and public transport infrastructure. The Community Infrastructure Levy (CIL) regulations came into force in April 2010 and sit alongside the existing Section 106 (S106) process. The Council has consulted in the charging schedule but progression onto the next stage depends on the possible devolution of CIL to the Welsh Government.
- Revenue Contributions and earmarked reserves.
- Capital Receipts. The actual realisation and timing of capital receipts can be uncertain. 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.

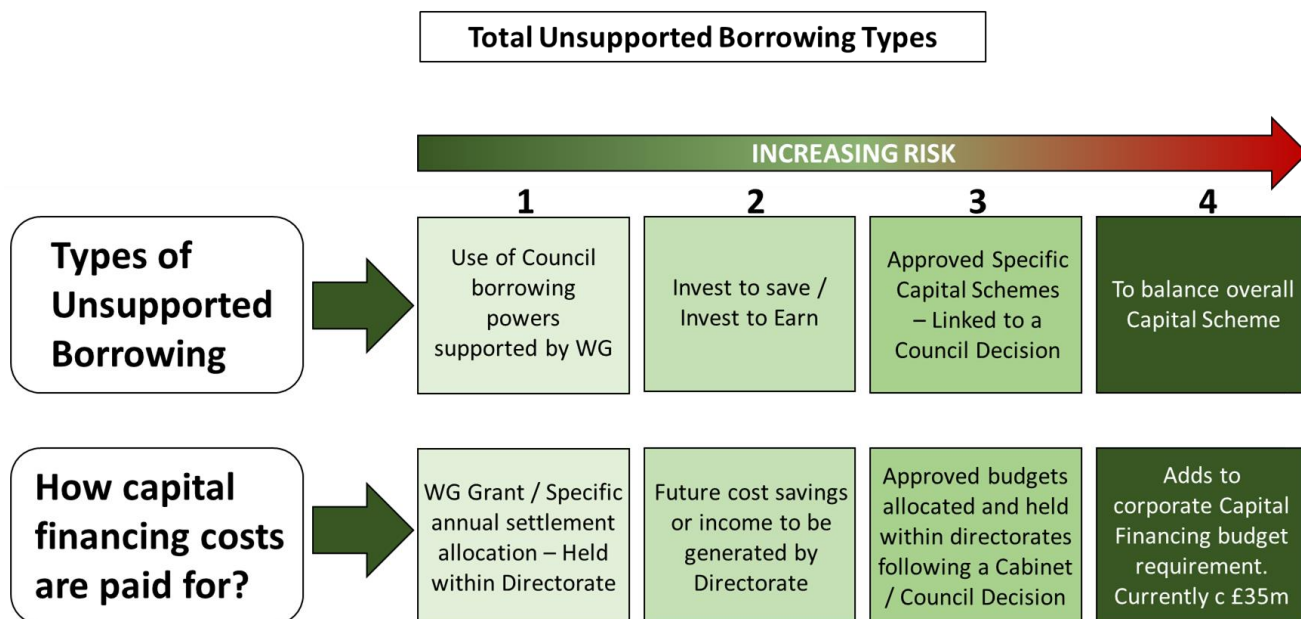
- Use of receipts in excess of this target to be considered to reduce the level of debt.
- Where an asset has been funded specifically from prudential borrowing, any receipt arising from it would be utilised to reduce expenditure not yet paid for.
- To limit the earmarking of capital receipts only for 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.

Borrowing to pay for Capital Investment

There are two main types of borrowing to pay for capital investment which forms part of the Council's borrowing requirement which 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 overleaf.





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.
- Providing interest free loans or repayable grants using Financial Flexibility funding available to them for a range of schemes. Whilst welcome, where there is linkage to the strategic aims of Cardiff Council, these present an ongoing risk to the Council as all risk of expenditure remains with the Council and WG require all funding to be paid back in full in future years.

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 would 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 such proposals and any alternative income sources proposed to pay for investment to be paid for by borrowing, the long term risks and responsibility for them would need to be clearly understood in conjunction with lessons learnt where similar schemes have been introduced elsewhere.

Leasing

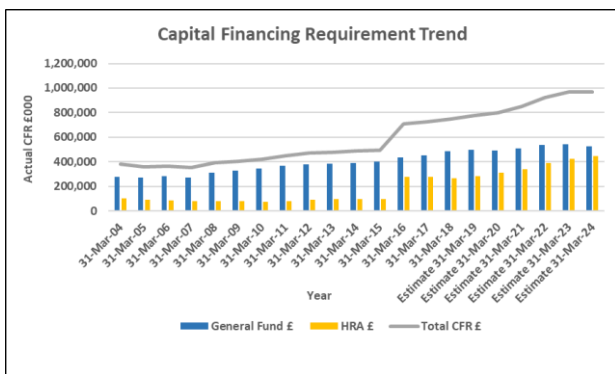
Lease obligations are similar to borrowing as they have an ongoing revenue budget commitment. Leasing will be considered following due diligence over the life of the asset, comparing the financial and non-financial benefits and risks compared to the Council owning and delivering such assets itself.



Managing the Borrowing Requirement

The Council's Treasury Management Strategy considers how the cash requirements arising from the Council's Capital Programme and Strategy are managed by external borrowing and the timing of any borrowing. This is delegated to the Corporate Director Resources, in line with the Treasury Management Policy approved by Council, with Audit Committee responsible for undertaking scrutiny of the accounting, audit and commercial issues in relation to the Council's Treasury Management Strategy and practices.

The Council's Capital Financing Requirements represent the need for the Council to borrow and future projections are shown in the chart below.



The Council's borrowing requirement includes the Housing Revenue Account, which 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 set out in the Housing Plan.

The Public Works Loan Board (PWLB) continues to be the Council's preferred source of long term borrowing given the transparency and control that its facilities continue to provide.

The Council can consider various debt instruments. 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 would need to be considered including risks, track record and cost of issuance and supported by external advice in respect of different options.



Affordability

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 years revenue budgets. The Policy on Prudent Provision for the Repayment of Capital Expenditure is approved as part of the Budget Proposals each year, setting out the Council's approach. The approach will be tested and reviewed during 2019/20 in advance of the decision making process for subsequent years.

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 will be key to affordability.
- Strategic and major development projects – To create an affordable revenue budget envelope to cover capital financing costs arising from approved business cases.

Prudential indicators and financial resilience indicators included in the Budget Report will be considered in taking a longer term view of affordability, prudence and sustainability. This will require future capital strategies to develop a longer term approach to commitments.



Future Years Strategy Development

The development of a Capital Strategy is a new requirement in Wales and it is recognised some areas will need to develop over time. A number of potential improvement actions will be undertaken between April 2019 and March 2021 as part of a process of continuous improvement to support members in their decision making.

Suggested development actions include:

- Asset management planning to inform decision making and risk.
- Longer term horizon (10-15 years) for capital planning and financial impact of major development projects.
- Business Case and Viability best practice. Review approach ensuring they adequately inform decision making.

- Clear Scope and Post Project evaluation of schemes.
- City-wide approach to investment in the City.
- Self-assessment of skills and knowledge to inform capacity to deliver.

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 July 2017)

Investment Property Strategy (Cabinet November 2016)

Corporate Land and Property Asset Management Plan (Cabinet February 2018)

Treasury Management Strategy (Cabinet February 2019)

Image Sources (in order of appearance)

Cover – city aerial view

Ysgol Gynradd Glan Ceubal – 21st Century Schools

Central Square - Artistic impression

Maelfa Tower Block refurbishment and regeneration scheme

Grand Avenue Day Centre

Willowbrook West St Mellons - Cardiff Living housing project

Strategic cycle scheme Senghennydd Road – Artistic impression



Mae'r dudalen hon yn wag yn fwriadol

Treasury Management Strategy 2019/20

Cardiff Council



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Treasury Management

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.

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.

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.

The Council's Audit Committee undertakes scrutiny of the accounting, audit and commercial issues in relation to the Council's Treasury Management Strategy and practices and various reports are produced highlighting treasury management activities in accordance with council policy.

Treasury Management Strategy

The strategy covers the following areas:

- Borrowing to finance the cash requirements arising from the Council's Capital Programme and Strategy. Costs of servicing that financing is linked to the Council's Medium Term Financial Plan.
- 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 were these to be undertaken. 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.

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.

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 2018 following a review by Internal Audit and Audit Committee.

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.

The proposed strategy is an integrated strategy for the Council including the Housing Revenue Account (HRA). The strategy includes:

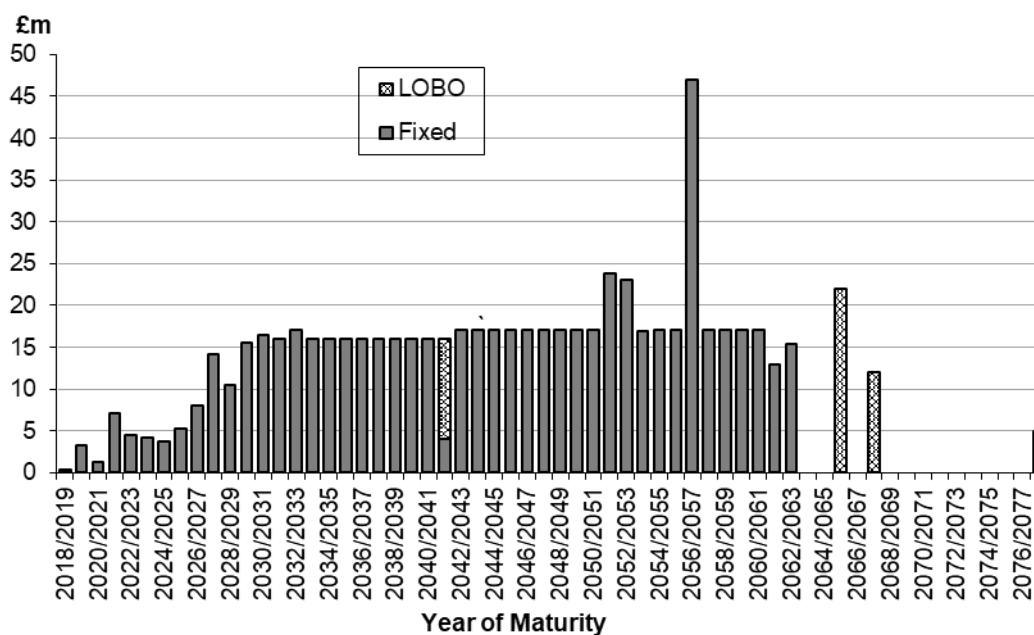
- the current treasury position
- economic background and prospects for interest rates
- borrowing, including:
 - Policy
 - Annual Minimum Revenue Provision (MRP) Policy Statement
 - Council borrowing requirement based on its capital expenditure plans and choice between internal and external borrowing and
 - Borrowing Strategy
- treasury management indicators and limits for 2019/20 to 2023/24
- investment policy and strategy, including security and investments approved for use
- non treasury investments and
- training.

The Treasury Position

Borrowing and investments as at 31 December 2018 are shown in the following table. Borrowing is predominantly made up of fixed interest rate loans payable on maturity. Investments fluctuate daily and are represented by fixed term deposits, notice deposit accounts and money market funds. These balances arise due to the timing of cash flows and working capital as well as the existence of reserves, provisions and balances required for future use.

	31 December 2017		31 December 2018	
	Principal	Average	Principal	Average
	£m	Rate %	£m	Rate %
External Borrowing				
- Public Works Loan Board (PWLB)	613.8	4.8	643.9	4.7
- Market Loans	51.0	4.0	51.0	4.0
- Welsh Government	4.5	-	4.5	-
- Other	5.1	-	5.3	-
Total Debt	674.4	4.71	704.7	4.58
Treasury Investments (net)	46.0	0.53	72.0	0.84

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



Unless the Council's Lender Option Borrower Option (LOBO) loans are required to be repaid early, very little debt matures within the next ten years. LOBO products are loans to the Council where the lender can request a change in the rate of interest payable by the Council on pre-determined dates. The Council at this point has the option to repay the loan without penalty. The Council has six such loans totalling £51 million.

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
01/03/2019	6	6 months	23/05/2067
21/05/2019	6	6 months	21/11/2041
21/05/2019	6	6 months	21/11/2041
21/05/2019	6	6 months	23/05/2067
21/11/2020	22	5 years	23/11/2065
15/01/2023	5	5 years	17/01/2078

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

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.

	Actual 31/12/2018	March 2019	March 2020	March 2021	March 2022
Bank Rate	0.75%	0.75%	1.00%	1.50%	2.00%
5yr PWLB rate	1.70%	1.80%	2.20%	2.50%	2.70%
10yr PWLB rate	2.08%	2.20%	2.60%	2.90%	3.00%
25yr PWLB rate	2.65%	2.70%	3.10%	3.40%	3.60%
50yr PWLB rate	2.50%	2.50%	2.90%	3.20%	3.40%

Forecast at February 2019

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 strong over the first three quarters, but is likely to weaken significantly in the last quarter. The bank of England expects inflation to be marginally above its 2% inflation target for at least two years ahead.

International events also impact significantly on the UK economy. In the United States, the Federal Reserve continues to increase its interest rates which are now between 2.25% and 2.5% due to strong growth and a target to unwind a policy of historic lows. 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.

In the UK, uncertainty over Brexit has been weighing on both growth and financial markets, with key deadlines over the next few months in relation to the future relationship with the European Union. The rates above are based on the assumption of agreed terms of Brexit.

The above issues including growth, price and wage inflation are key factors used by the Bank of England in determining when to change interest rates. The bank rate increased by 0.25% to 0.75% on 2 August 2018. The Monetary Policy Committee, reiterated their intention to increase rates gradually to a level deemed neither contractionary nor expansionary. Whilst this level is not defined, it is assumed to be 2.5%. The next change in bank rate is expected to be in May 2019, however this is clearly dependent upon the Brexit deal agreed between the UK and European Union.

Another risk that the Bank of England needs to consider is the timing and strength of reversing the quantitative easing undertaken to inject liquidity into economies after 2008. The US is active in reversing this approach due to concerns that economic growth has been too reliant on this stimulus resulting in a search for returns on riskier financial assets.

Investment returns for the Council have increased during 2018/19, and are expected to gently rise over the next few years. 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. There will continue to be a 'cost of carry', i.e. where borrowing rates are greater than investment rates. Accordingly, an approach of deferring external borrowing by using temporary cash balances can result in short term savings. However, caution should be adopted to avoid incurring higher borrowing costs in the future when new borrowing is unavoidable.

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 deemed to have a disruptive effect on the UK economy and growth.
- Geopolitical risks in Asia, Europe and the Middle East, which could lead to increasing safe haven flows to the UK.
- Re-emergence of the Eurozone sovereign debt crisis due to its high level of government debt, low rate of economic growth, vulnerable banking system and impact of European Parliament elections in June 2019.
- A sharp downturn in the global economy caused by factors such as rising protectionism.

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.
- Agreement of a compromise on Brexit, that avoids political and economic uncertainty
- UK inflation returning to sustained significantly higher levels.
- Increases in the pace and strength of reversal of quantitative easing.

Borrowing Policy

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 the Council's Medium Term Financial Plan. All borrowing is undertaken in the name of the Council and secured on all revenues of the Council.

The Council can consider various debt instruments. 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 investments where relevant such as leasing and bonds where these allow financing requirements to be met in an efficient manner. Advantages and disadvantages of such products would need to be considered including risks, track record and cost of issuance and is supported by external advice in respect of different options.

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.

The Council's Borrowing Strategy considers all options to meet the long-term aims of:

- promoting revenue cost stability to aid financial planning and avoid a stop-start approach to service delivery, although it is recognised that this may have a financial impact
- pooling borrowing and investments to ensure the whole Council shares the risks and rewards of treasury activities
- ensuring borrowing plans are aligned to known capital expenditure spending plans and financial reserve levels and are also consistent with the prudent provision for the repayment of any capital expenditure paid for by borrowing
- achieving a balanced maturity profile
- having regard to the effects on current and future Council Tax and rent payers.

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

Prudent Repayment of Capital Expenditure – Annual Minimum Revenue Provision (MRP) Policy Statement for 2019/20

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

Legislation does not define what constitutes a 'prudent provision'. Instead WG has provided guidance and examples in order to interpret that term. Decisions in respect of the allocation of MRP have short, medium and very long term impacts.

Every authority's circumstances may differ and will result in different approaches. However, it is important that the range of factors, specific to Cardiff Council's circumstances are considered in determining a long term prudent approach and the following are factors in the decision:

- What we spend our money on in terms of asset life and the period over which the benefits from that expenditure will be felt.
- The appropriateness of our approach and availability of revenue resources to maintain our assets.
- Consistency with the future direction of the Council's level of capital expenditure.
- Impact on financial resilience.
- The Wellbeing of Future Generations (Wales) Act 2015.
- Welsh Government Guidance, last revised in November 2018.

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 proposed policy is shown below. For 2019/20 it remains as considered by Audit Committee in November 2016, but it is intended that the approach will be tested and reviewed during 2019/20 in advance of the decision making process for subsequent years.

It is proposed that the Council's MRP Policy is as follows, with any change in the level, timing and method of provision in year delegated to the Section 151 Officer.

The broad aim of the 'prudent provision' is to ensure that debt arising from Capital expenditure is repaid over a period that is either reasonably commensurate with that over which the capital expenditure provides benefits to service delivery (useful life) or in the case of borrowing supported by the WG, reasonably in line with the period implicit in the determination of any grant.

- *Council Fund historic expenditure prior to 1 April 2004 as well as subsequent supported borrowing approved by the WG is to be provided for at 4.0% on a reducing balance basis in 2019/20. This is consistent with the support provided by WG as part of the Revenue Support Grant (RSG) for Supported borrowing. This approach will continue unless WG change the approach to providing support as part of the RSG formula or any revision to MRP Guidance either in Wales or in England, albeit regular reviews of the position will continue.*

- *HRA supported borrowing, which was part of the previous housing subsidy system is to be provided for at 2% on a straight line basis. MRP on the significant £187 million settlement buyout payment is to be on 2% straight line basis as a minimum but with voluntary repayments to create headroom for future development,*
- *Additional borrowing for a general increase in investment either in the Council Fund or HRA to balance the Capital Programme in a year is to be provided for on a straight line basis over the estimated average life of the assets created.*
- *Any additional expenditure linked to specific schemes e.g. Invest to Save, 21st Century Schools etc. is to be provided for on a straight line basis, or over the estimated useful life of assets being created or a shorter period as determined by the Section 151 Officer or suggested periods determined by WG as is the case with Local Government Borrowing Initiative.*
- *Revenue Provision in excess of the above requirements can be made subject to affordability and following advice of the Section 151 Officer.*
- *Subject to agreement of the S151 Officer, MRP may be waived on expenditure recoverable within a prudent period of time through capital receipts (e.g. land purchases, loan repayments) or deferred to when the benefits from investment are scheduled to begin or when confirmed external grant payments towards that expenditure are expected.*
- *The MRP charged against liabilities under finance leases, or contracts that have the characteristics of finance leases, shall be equal to the principal element of the lease repayment, calculated on an annual basis.*

Council's Borrowing Requirement

The following table shows the actual level of external borrowing currently held by the Council including planned external borrowing in 2018/19 and scheduled loan repayments in future years. It compares this to the projected CFR i.e the need to borrow based on current, known estimates and timing of the Council's capital expenditure and funding plans as set out in the budget report for 2019/20. The difference between the projected CFR in 2023/24 (£971 million) and the actual level of external borrowing after any planned repayments (£690 million) is £281 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.

Gross Debt compared to Capital Financing Requirement							
	2017/18 Actual £m	2018/19 Estimate £m	2019/20 Estimate £m	2020/21 Estimate £m	2021/22 Estimate £m	2022/23 Estimate £m	2023/24 Estimate £m
External borrowing at 1 April	674	693	709	706	705	698	694
Known / New borrowing	25	20	tbc	tbc	tbc	tbc	tbc
Scheduled repayments	(6)	(4)	(3)	(1)	(7)	(4)	(4)
External Borrowing at 31 March	693	709	706	705	698	694	690
Capital Financing Requirement	751	776	801	851	925	969	971
Shortfall / (Surplus) borrowing requirement	58	67	95	146	227	275	281
Requirement as % of CFR	7.7%	8.6%	11.9%	17.2%	24.5%	28.4%	28.9%

It should be noted that the borrowing requirement will be increased if the affordability envelope identified in the budget report for economic development activities such as the indoor arena are triggered following consideration of affordability and approval of relevant business cases.

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

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 should be circa £80 million (c10% of the 2019/20 CFR).

Whilst having regard to the risks of comparison, data was compiled by the Council's Treasury Advisors from their Local Authority clients in 2017/18 showing internal borrowing as a percentage of their CFR. This showed that Welsh Councils averaged 13.1%; English Unitary 15.6% and 13.9% for all Authority clients. The Council will continue to undertake various benchmarking activities to support the understanding of treasury performance, position and risk.

However, the Council will need to seek external borrowing for the balance of the borrowing requirement in 2019/20 (£15 million at least) and further amounts in the following years. As mentioned previously, the Council will consider various debt instruments to meet the borrowing requirement, including those specific to particular projects. However, similar to other Councils, the Public Works Loan Board (PWL) continues to be the Council's preferred source of long term

borrowing given the transparency and control that its facilities continue to provide. The Council qualifies for borrowing at the 'Certainty Rate' (0.20% below the PWLB Standard Rate).

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.
- Any external borrowing is likely to be at fixed rates to meet the long term borrowing policy aims and given the forecasts in rates highlighted above.

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.

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 been considered during 2018/19 for early repayment of LOBO loans, however the penalties, based on the current level of interest rates, outweighed the benefits.

The Council is required to set treasury management indicators as part of the CIPFA Treasury Management Code of Practice 2017.

Authorised Limit

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.

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 2018/19 are for comparison only). The undertaking of other long-term liabilities, within the overall limit, is delegated to the Section 151 Officer based on the outcome of financial option appraisals and best value considerations.

Authorised limit for external debt	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Limit for external borrowing and other long-term liabilities	863	990	990	990	990	990

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 £990 million for 2019/20 to 2023/24. It has increased from 2018/19 primarily as a result of increases in capital programme commitments in respect of new affordable housing.

It should be noted that the above limit will be increased if the affordability envelope identified in the budget report for economic development activities such as the indoor arena are triggered following consideration of affordability and approval of relevant business cases. Any increase or change in treasury indicators would be reported to Council as part of the regular reports to Council on treasury management activities.

Following the announcement by the Chancellor of the Exchequer on 29 October that the borrowing cap for the Housing Revenue Account will be removed, there is currently no self-imposed or nationally imposed overall cap on the level of borrowing.

Operational Boundary

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

Operational boundary	2018/19 £m	2019/20 £m	2020/21 £m	2021/22 £m	2022/23 £m	2023/24 £m
Boundary for external borrowing and other long-term liabilities	776	801	851	925	969	971

Maturity Structure of Borrowing

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

Maturity structure of borrowing in 2019/20	Upper limit %	Lower limit %	Actual to Maturity %	Actual if LOBOs Repaid Early %
Under 12 months	10	0	0.47	3.88
12 months and within 24 months	10	0	0.19	0.19
24 months and within 5 years	15	0	2.25	6.09
5 years and within 10 years	20	0	5.94	5.94
10 years and within 20 years	30	0	22.86	22.86
20 years and within 30 years	35	0	23.71	22.00
30 years and within 40 years	35	0	30.19	30.19
40 years and within 50 years	35	0	13.68	8.85
50 years and within 60 years	15	0	0.71	0.00
60 years and within 70 years	5	0	0.00	0.00

Treasury Investment Policy

The Council has regard to the CIPFA Treasury Management Code and also complies with Welsh Government guidance on investments. The latter has recently been amended in England and an update for Wales is expected. 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.

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. 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.

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.

Treasury Investment Strategy

The Council will retain access to a range of products available to manage short term investment balances and to achieve diversification. Products available for use are defined as specified or non specified and credit criteria are used 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.

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.

Treasury Management Investments

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

A specified investment is defined as one:

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

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	Long-term A /Short-term F1 or Government Equity Support
Term deposits with variable rate and variable maturities up to one year e.g. structured investment products	Long-term A /Short-term F1

Non-Specified Investments

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

Instruments approved for use	Min Credit Criteria	Max % of total investments	Max. maturity period
Term deposits with Local Authorities (with maturities in excess of 1 year)	Assumed Government Guarantee	30	2 Years
Term deposits – banks and building societies (with maturities in excess of 1 year)	Long-term AA- /Short-term F1+	30	2 Years
Deposits over one year with banks wholly or partly nationalised by a high credit rated (sovereign rating) country	Government equity support	30	2 Years
Term deposits with variable rate and variable maturities in excess of 1 year e.g. structured investment products	Long-term AA- /Short-term F1+	10	2 Years
Certificates of Deposit (In-house)	Long-term AA- /Short-term F1+	10	Maximum 2 year duration

Treasury Management Investments

UK Government Gilts and Gilt funds (In-house)	Assumed Government Guarantee	40	Maximum 3 year duration
Treasury Bills (In-house)	Assumed Government Guarantee	40	6 months
Collective Investment Scheme structures - Money Market Funds	AAA	100	Liquid
Other Collective Investment Scheme Structures – Ultra Short Dated Bond Funds	AAA	20	Liquid
Government Bond Funds, Corporate Bond Funds, Gilt Funds and Floating Rate Notes	AA-	20	Weighted Average Maturity 3 years

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

Security / Creditworthiness Policy

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.

Whilst Fitch ratings form the basis of the Council’s threshold criteria, the Council will also have regard to the following when determining with whom to invest:

- rating updates provided by treasury advisors in respect of all three credit rating agencies, as well as other market data
- media reports as well as sovereign credit ratings. 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.

Treasury Management Investments

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 being £12 million:

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

The Council's current list of approved counterparties:

	£	Duration
Australia AAA		
Australia and New Zealand Banking Group	12m	2 years
Commonwealth Bank of Australia	12m	2 years
National Australia Bank	12m	2 years
Canada AAA		
Canadian Imperial Bank of Commerce	12m	2 years
Toronto Dominion Bank	12m	2 years
France AA		
Credit Industriel et Commercial	10m	1 year
Societe Generale	10m	1 year
Germany AAA		
DZ Bank (Deutsche Zentral-Genossenschaftsbank)	12m	2 years
Netherlands AAA		
Cooperatieve Rabobank U.A.	12m	2 years
Singapore AAA		
DBS Bank	12m	2 years
Oversea Chinese Banking Corporation	12m	2 years
United Overseas Bank	12m	2 years
Sweden AAA		
Skandinaviska Enskilda Banken	12m	2 years
Svenska Handelsbanken	12m	2 years
Switzerland AAA		
UBS AG	12m	2 years
U.K AA		
Barclays Bank	10m	1 Year
Close Brothers	10m	1 Year
Goldman Sachs International Bank	10m	1 Year
HSBC Bank plc	12m	2 years
Santander UK plc	10m	1 Year
Standard Chartered Bank	10m	1 Year
Bank of Scotland	10m	1 Year
Lloyds Bank	10m	1 Year
Royal Bank of Scotland	12m	2 Years
Coventry BS	10m	1 Year
Nationwide BS	10m	1 Year
UK Local Authority	12m	2 Years
Debt Management Agency Deposit Facility	n/a	6 Months

Treasury Management Investments

	£	Duration
Money Market Funds		
Aberdeen Liquidity Fund	12m	Liquid
BlackRock ICS Sterling Fund	12m	Liquid
Deutsche Managed Sterling Fund	12m	Liquid
Fidelity GBP ICF	12m	Liquid
Goldman Sachs Sterling Reserves Fund	12m	Liquid
Insight Sterling Liquidity Fund	12m	Liquid
LGIM Sterling Liquidity Fund	12m	Liquid

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.

Non Treasury Investments – Approach to Commercial Investment

In addition to treasury management investment activity, some local authorities have been utilising their powers to borrow in order to invest in other financial assets primarily for financial return. Such activity includes loans supporting service outcomes, investments in subsidiaries, and investment property portfolios. 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 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.

The most significant investments currently held by the Council and managed outside of normal treasury management activity are the Council's 100% shareholding in Cardiff Bus and the Council's Investment Properties, which include various historic freeholds within the City held for income generation or capital appreciation.

Whilst the Council has no current approved plans for additional investment to be paid for by additional borrowing, it recognises that any future investment for non-treasury management purposes would require careful investment management.

Any proposals for such investments would 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 monitoring process
- how knowledge and skills in managing such investments is arranged and that these are monitored, reported and highlighted explicitly in the decision making process and due diligence.
- creation of Treasury Management practices which specifically deal with how non treasury investments would be carried out and managed

Guidance has indicated the importance of the Council's S151 (Responsible Finance) Officer role in reviewing and informing decisions being made in relation to Non-Treasury Investments.

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.

Audit Committee Members who are responsible for reviewing and seeking assurance on treasury management activities have also been provided with training. The development of further training will be informed by individual and collective Audit Committee self-assessments, which are currently being undertaken.

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.

In compliance with the Fourth Clause, this Council requires the scrutiny of the accounting, audit and commercial issues of its Treasury Management Strategy and Practices to be undertaken by the Council's Audit Committee due to the technical nature of the documents.

Fraud / Error Risk

Risk of losses being incurred as a result of fraud, error or corruption in treasury management and failure to institute adequate systems, procedures and other arrangements to prevent irregularities.

Housing Revenue Account (HRA)

The HRA is an account of expenditure and income that every local authority housing department must keep in accordance with the Local Government & Housing Act 1989. The account is kept separate or ring fenced from other Council activities. Income is primarily generated by the rents and service charges paid by tenants, while expenditure is on the management and maintenance of the housing stock, and capital financing charges on the HRA's outstanding loan debt.

Interest Rate Risk

Risk that fluctuations in interest rates could impose extra costs against which the Council has failed to protect itself adequately.

Internal Borrowing

Money borrowed from within the Council, sourced from temporary internal cash balances.

Investments

The purchase of financial assets in order to receive income and/or make capital gain at a future time, however with the prime concern being security of the initial sum invested.

Lender Option Borrower Option Loans (LOBOs)

Loans to the Council where the lender can request a change in the rate of interest payable by the Council at pre-defined dates and intervals. The council at this point has the option to repay the loan.

Liquidity

The ability of the Council to meet its financial obligations as they fall due.

Market Loans

Borrowing that is sourced from the market i.e. organisations other than the Public Works Loan Board or a Public Body.

Medium Term Financial Plan

Plan outlining the financial strategies and actions that are envisaged by the Council in the medium term regarding the budget.

Markets in Financial Instruments Directive (MiFID)

EU legislation that regulates firms who provide financial instrument services. MiFID was applied in the UK from November 2007, but was revised with changes taking effect from **3 January 2018** (MiFID II).

The aim is to ensure financial institutions undertake more extensive checks on their client's suitability for investment products. Organisations undertaking investments will be either classified as 'retail' or 'professional'.

MiFID II requires all Local Authorities to be initially treated as "retail clients" unless they "opt up" to a "professional client". The assumption being that retail clients require a greater level of due diligence and support for investment decision making. Financial institutions will owe a greater duty of care to retail clients, however, they will have no greater financial protection than professional clients.

Minimum Revenue Provision (MRP)

This is the amount which must be charged to the authority's revenue account each year and set aside as provision for repaying external loans and meeting other credit liabilities. The prudent amount is determined having regard to guidance issued by WG. This has the effect of reducing the Capital Financing Requirement (CFR).

Money Market

The market for short-term securities or investments, such as certificates of deposit, commercial paper or treasury bills, with maturities of up to one year.

Money Market Funds

An investment fund which pools the investments of numerous depositors, spreading those investments over a number of different financial instruments and counterparties. Funds with a constant Net Asset Value (NAV) are those where any sum invested is likely to be the same on maturity. Funds with a variable Net Asset Value (NAV) are those where the sum on maturity could be higher or lower due to movements in the value of the underlying investments.

Net Asset Value (NAV)

The market value of an investment fund's portfolio of securities as measured by the price at which an investor will sell a fund's shares or units.

Pooling

The process whereby investments or loans are held corporately rather than for specific projects or parts of the Council, with recharges to those areas for their share of the relevant income and expenditure using an agreed methodology, where such a recharge is required to be made.

Prudential Code for Capital Finance

The system introduced on 1 April 2004 by Part 1 of the Local Government Act 2003 which allows local authorities to borrow without Government consent, provided that they can afford to service the debt from their own resources and that any such borrowing is prudent and sustainable. This requires the preparation and approval of various indicators.

Public Works Loans Board (PWLB)

The Public Works Loans Board is a statutory body operating within the United Kingdom Debt Management Office, an Executive Agency of HM Treasury. PWLB's function is to lend money from the National Loans Fund to local authorities and other prescribed bodies, and to collect the repayments.

Refinancing Risk

Risk that maturing borrowing or other financing of capital projects cannot be renewed on terms that reflect existing assumptions and that the Council will suffer extra costs as a result.

Regulatory Risk

Risk that actions by the Council or by any person outside of it are in breach of legal powers or regulatory requirements resulting in losses to the Council, or the imposition of extra costs.

Security

Protecting investments from the risk of significant loss, either from a fall in value or from default of a counterparty.

Sovereign Credit Ratings

The credit rating of a country. It indicates the risk level of the investing environment of a country, taking into account political risk and other factors.

Sterling

The monetary unit of the United Kingdom (the British pound).

Term Deposits

A term deposit is a money deposit at a banking institution that cannot be withdrawn for a certain "term" or period of time.

Treasury Management

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

Treasury Bills

Debt securities issued by a government with a short-term maturity of up to 6 months.

UK Government Gilts

Fixed-interest debt securities issued or secured by the British Government. Gilts are always denominated in sterling though the Government occasionally also issues instruments in other currencies in the Eurobond market or elsewhere.

Variable Rate

An interest rate that changes in line with market rates.

Yield

The annual rate of return paid out on an investment, expressed as a percentage of the current market price of the relevant investment.

Appendix 1

CARDIFF COUNCIL BUDGET 2019/20

Examples of the five ways of working within the Budget Process

CARDIFF WELLBEING PLAN	2019/20 BUDGET <i>(includes 5 year capital expenditure along with additional revenue investment for 2019/20)</i>
A CAPITAL CITY THAT WORKS FOR WALES	<ul style="list-style-type: none"> • £10.2m - Support for Cardiff Capital Region City Deal (CCRC) Projects • £17m - Economic Development Initiatives • £0.7m - Cardiff Market Restoration • £39.2m – Investment in Highway Infrastructure Assets • £1.8m one off revenue investment through the financial resilience mechanism to support highways and cleansing
POPULATION GROWTH IS MANAGED IN A RESILIENT WAY	<ul style="list-style-type: none"> • £13.9m - Energy sustainability and generation • £38.4m – To develop strategic cycle routes, improve transportation infrastructure and encourage active travel, subject to grant funding • £5.5m – Additional support for recycling activity including a new recycling facility for the north of the city • £2.2m – To secure match-funding to address coastal erosion • £2.9m – New cemetery to increase burial space provision • £0.5m one off revenue investment through the financial resilience mechanism to support recycling, active travel and electric vehicles
SAFE, CONFIDENT & EMPOWERED COMMUNITIES	<ul style="list-style-type: none"> • £1.1m – establish a multi-agency facility at Cardiff Royal Infirmary to support those at risk of, and victims of domestic abuse • £2m – City Centre Youth Hub and Butetown Pavilion • £18.5m – Neighbourhood Regeneration
CARDIFF IS A GREAT PLACE TO GROW UP	<ul style="list-style-type: none"> • £5.0m – net additional revenue support for Children’s Services (+9.1%) • £10.4m - net additional revenue support for schools (+4.5%) • £278m - remaining 21st Century Schools Band B investment programme • £48m investment in the existing schools estate • £5.5m investment in parks infrastructure and playground equipment
SUPPORTING PEOPLE OUT OF POVERTY	<ul style="list-style-type: none"> • £286m – Long term investment in social housing, including at least 1,000 new Council Homes by 2022 • Ongoing commitment to the Voluntary Living Wage
CARDIFF IS A GREAT PLACE TO GROW OLDER	<ul style="list-style-type: none"> • £34.2m - Disabled adaptations to enable people to remain in their home (Adults and Children) • £0.8m – Net additional revenue support for Adult Services (+0.7%) • £0.2m – to support delivery of the Older Persons Accommodation Strategy
MODERNISING & INTEGRATING OUR PUBLIC SERVICES	<ul style="list-style-type: none"> • £4.6m – Investment in modernising ICT and improving business processes • £14.8m – Investment in non schools buildings including options to secure alternative use • Development of a new Corporate Land and Property Management Plan • Savings that seek to optimise digital communication and service delivery

CARDIFF COUNCIL BUDGET 2019/20**Examples of the five ways of working within the Budget Process**

	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 • Prudent debt repayment periods to enable future generations to take forward their own investment priorities • Modelling a future budget outlook to understand how today's decisions and assumptions will affect the future shape of the budget • Identifying current and future risks and their potential financial impact • Carefully evaluating the Council's financial resilience • Highlighting that budget opportunities forgone in one year will have a cumulative effect over time • Savings that involve removal of services seen as a last resort • Capital investment directed to areas that support the Council's priorities
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 • Multi-Agency Safeguarding Hub – working across multiple organisations and sharing information to promote a joint approach to the safeguarding of vulnerable children and Adults • Hubs – integration with other Agencies to provide the customer with a one-stop service • CCRCDC – working with other Authorities for the benefit of the wider region
INTEGRATION	<ul style="list-style-type: none"> • Integrated working – proposals for joint commissioning between the UHB, Cardiff and the Vale Council • Intermediate Care Fund with Health – promoting joint initiatives between the UHB and Council specifically in relation to discharges from hospitals • Integration of the Budget with the Council's Priorities and Vision
INVOLVEMENT	<ul style="list-style-type: none"> • Two stage consultation process • Effort to engage with groups that have been traditionally less involved • Service user specific consultation on proposals where appropriate • Consideration of consultation feedback in drafting final budget proposal • Budget Scrutiny and engagement with key stakeholders – Schools Budget Forum, Trade Unions, staff



Cardiff Council's 2019/20 Budget Proposals – Consultation Report

February 2019



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



#gweithiogydangilydd
#workingtogether Tudalen 439



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1. Executive Summary

This Executive Summary provides an overview of the Budget Consultation exercise and a summary of some of the key findings.

The consultation on these proposals ran from **16 November 2018** to **2 January 2019** via electronic survey distributed by social media and email, paper copies at libraries and hubs, postal delivery to selected households and face to face engagement.

A total of 2,078 responses were received to the electronic/postal surveys. Within this:

- More than two-thirds of respondents (68.0%) supported the proposal to increase school delegated budgets by £10.23m.
- Opinion was mixed on whether delegated school budgets should be protected with 45.1% agreeing, a quarter (24.4%) disagreeing, and three in ten (30.4%) unsure.
- Just under half (46.8%) supported the proposal to further transfer park assets to local sporting leagues and governing bodies, with 35.2% opposing.
- Three in five (59.2%) supported the proposal to secure a private tenant for the New Theatre to develop and sustain the current theatre offer in the city.
- Almost two-thirds of respondents (64.7%) supported the principle of reducing the subsidy of entertainment and art events.
- Nine in ten (89.6%) were in favour of increasing fines for littering.
- 91.8% supported a renewable energy scheme at Lamby Way. Investing further in these schemes was also strongly supported (86.7%).
- 84.3% of respondents supported increasing 'walking routes' to schools to improve air quality and encourage walking to school.
- Two thirds (64.5%) of respondents supported increasing the number of automated citizen enquiries. However, those with a disability showed the lowest level of support, with 48.9% in favour and 36.7% against.
- More than half (55.1%) supported increasing the cost of cremations and burials, whilst just under a third were against (32.8%).
- 77.5% supported the proposal to increase the cost of rehoming a dog or puppy.



2. Consultation methodology

Consultation on the Council's budget proposals for 2019/20 was undertaken by the Cardiff Research Centre. The consultation ran from 16 November 2018 to the 2 January 2019 and 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, Council Staff and Cardiff Public Services Board members
- Community Councils
- 100 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.

The consultation was promoted to Council supported networks, including:

- Cardiff 50+ Forum
- Cardiff Access Forum
- Employee Black Minority Ethnic Network
- Cardiff Youth Council

A separate shorter survey of 5 key questions from the main survey and 3 demographic questions was distributed to secondary schools across Cardiff, offering entrance into a Prize Draw to win a £20 shopping voucher.

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 Councils 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.

¹ GDPR: General Data Protection Regulations



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.

A series of online polls³ were hosted on Facebook/Twitter to boost responses to key questions within the consultation.

d) Face to Face and Hard Copies

Posters and 2,500 hard copies of the consultation document (plus 500 Welsh) were distributed to libraries, hubs, core council buildings and community settings (Thornhill Church Centre, Dusty Forge and Chapter Arts). Drop boxes were provided in hubs and libraries for the public to deposit their returns. Council officers were on hand at Central Library and Grangetown Hub to answer questions.

Hard copies, with freepost return envelopes, were also delivered to selected streets in St Mellons, Llanrumney, Ely and Caerau (areas that typically have a poor response rate).

A facilitated focus group session was held with Diverse Cymru members.

² See Appendix B for map of ‘Southern Arc’

³ **Online polls:** Whilst the polls included links to the budget proposals, this detail was not included explicitly alongside each question due to the limit on characters or text visible in a post. Facebook polls also show a running total of responses and so could influence how people respond. These polls should be viewed as a gateway to the wider consultation. The results of the social media polls have not therefore been included in this report.



3. Results

The consultation ran from 16 November 2018 to the 2 January 2019.

A combined total of 2,078 validated responses were received (see **Appendix A** for respondent profile).

The following presents the results by well-being objective - Cardiff Council's priorities as set out in [Capital Ambition](#).

Responses are broken down by age, gender, ethnic background, Welsh Speakers, those with a disability and those living in the least or most deprived areas of the city.

In addition, the analysis includes the response from those living in the 'Southern Arc' of Cardiff which comprises the following electoral divisions: Adamsdown, Butetown, Caerau, Canton, Ely, Grangetown, Llanrumney, Riverside, Rumney, Splott, Trowbridge (see map at **Appendix B**)

Comments most frequently made, including those during face-to-face engagement, are included alongside the core data. For all survey comments please see **Appendix C**.

A summary of comments from the focus group facilitated by Diverse Cymru are included for relevant questions. Results of the Youth Survey are also included for relevant questions.⁴

⁴ 30 responses were received to the Youth Survey. Whilst an important contribution to the consultation, the survey response should be seen as providing contextual feedback and should not be treated as statistically robust.



3.1 Cardiff is a great place to grow up

The Council is committed to making Cardiff a great place to grow up for all children and young people. Priorities for 2019/20 are becoming a Child Friendly City, making every school a great school and reforming services supporting vulnerable children and families.

Residents' views were sought on:

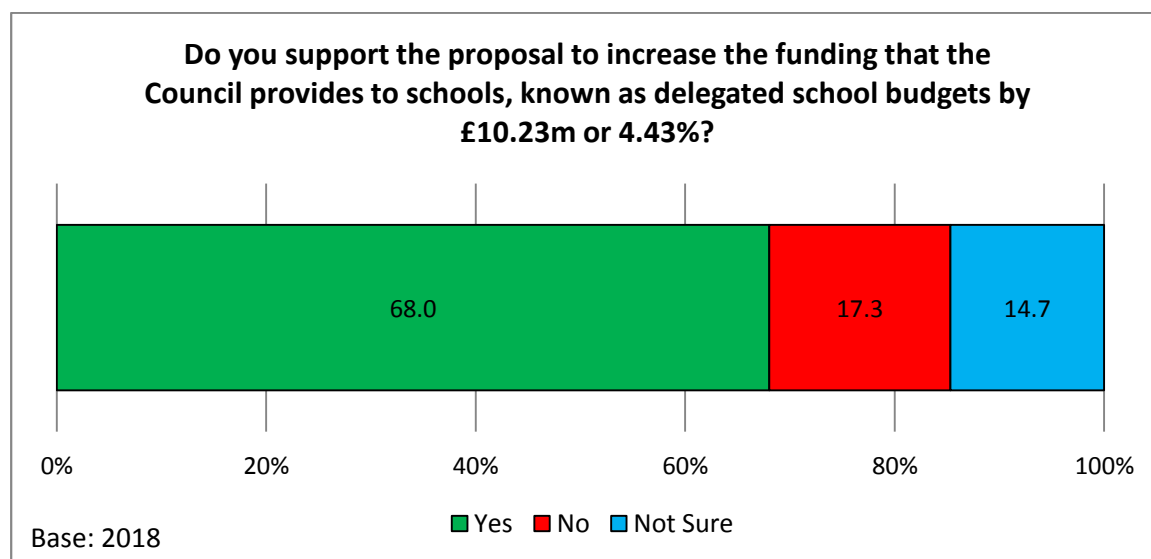
- Increasing delegated funding to schools and protection of delegated school budgets
- Developing children and family help services to manage demand in children services
- Becoming a foster carer

School Budgets

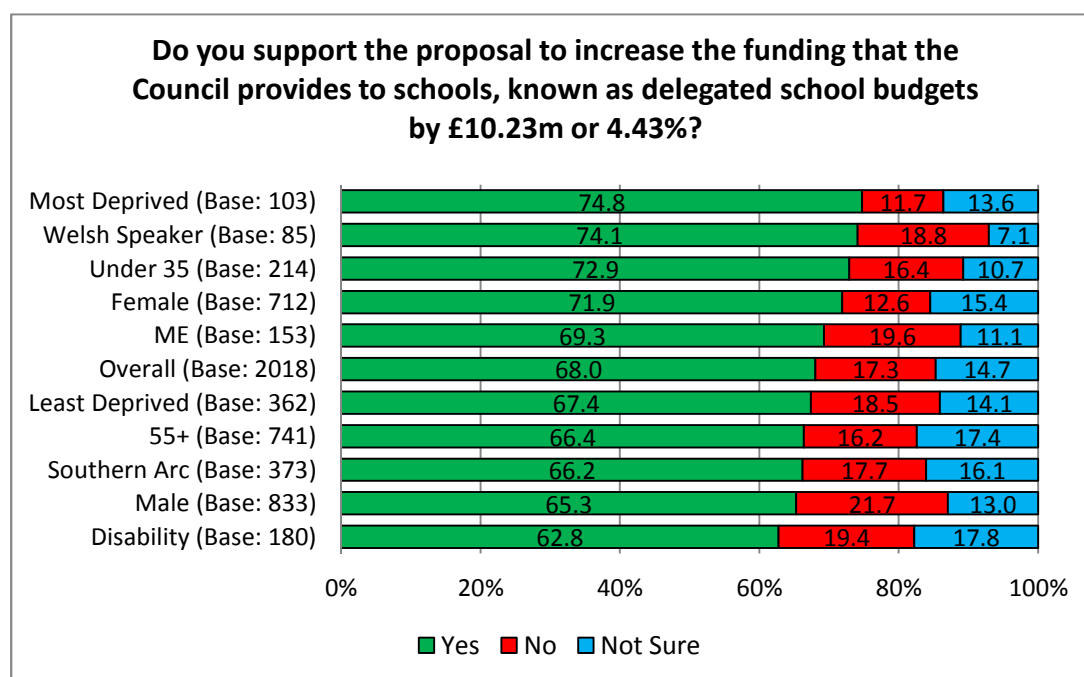
The Councils' budget consultation proposed that the delegated budget to schools be increased by £10.23m in 2019/20. Though representing an increase in funding, this would be c.£3.5m less than the projected cost of delivering education for this financial year.

Q1. Do you support the proposal to increase the funding that the Council provides to schools, known as delegated school budgets by £10.23m or 4.43%?

More than two-thirds of respondents (68.0%) supported the proposal to increase school budgets by £10.23m.



Support was broadly similar across the demographic and geographic groups.



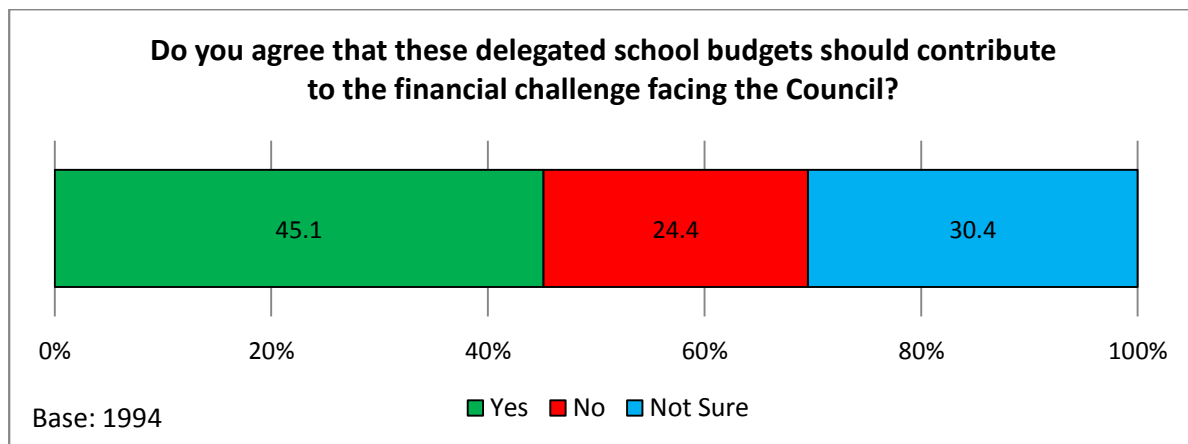
The most frequent comments, grouped by theme were as follows:

Theme	No	%	Example comments
Schools need to share the burden	96	38.9	<ul style="list-style-type: none"> - <i>The protection of this budget to the detriment of other services is neither sustainable nor equitable.</i> - <i>Schools must take a fair share of budget reductions.</i> - <i>Schools should be subject to the same level of austerity as other services.</i>
Concerns over management of the money	64	25.9	<ul style="list-style-type: none"> - <i>Savings can be made with better budget management and more stringent spending and procurement.</i> - <i>I'm not confident in schools managing this budget. This should be managed centrally.</i> - <i>Funding to schools should be reduced, there is already far too much money wasted by schools.</i>
Opposed - protect schools	50	20.2	<ul style="list-style-type: none"> - <i>Schools are already hugely struggling and they should be a priority and given sufficient funding.</i> - <i>The increase should stay in line with what is required - it should be more.</i> - <i>The estimated cost of delivering education in 2019/2020 should be met in full.</i>
Identify extra income streams/savings	49	19.8	<ul style="list-style-type: none"> - <i>They need to look for other sources of funding.</i> - <i>I believe that parents should contribute to their children's education if required. Too much funding.</i> - <i>Too much money from council tax is spent on schools any increase should come from central government.</i>

Participants in the Diverse Cymru session supported the proposal to increase the delegated budget to schools, emphasising that education and early years support is vital to supporting children and families and to the future economy. It was also felt that schools could play a more active role in delivering extra-curricular provision for young people as well as providing a space for community groups and activities for local people of all ages.

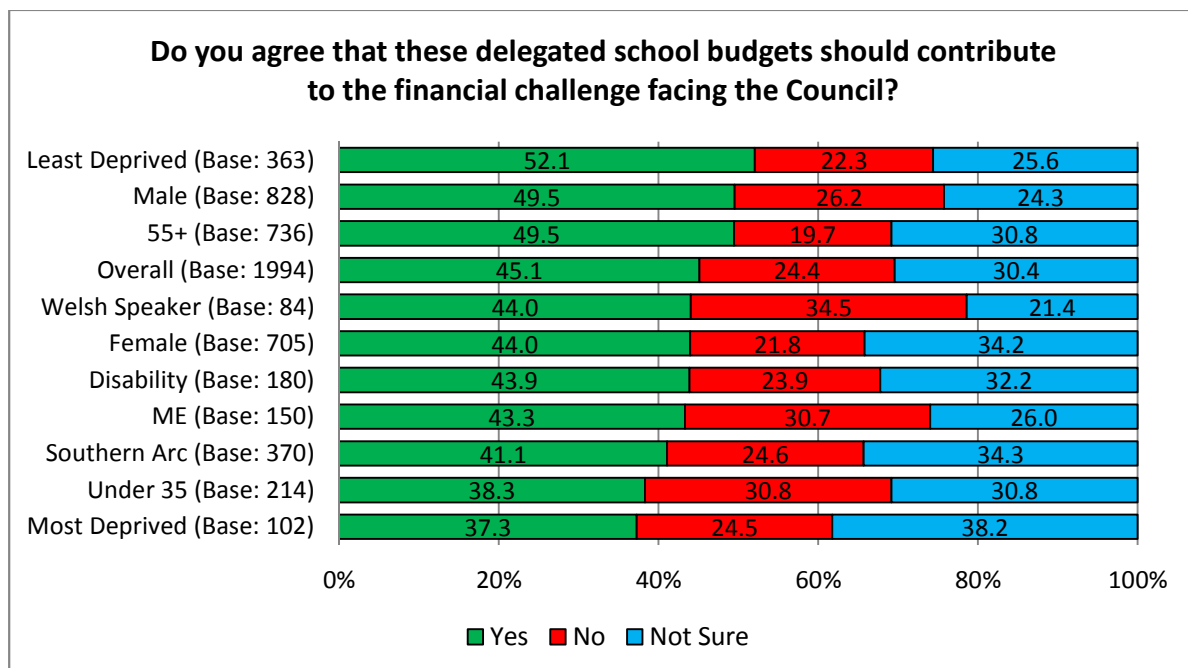
Q2. Do you agree that these delegated school budgets should contribute to the financial challenge facing the Council?

Opinion was mixed on whether delegated school budgets should contribute to the financial challenge facing the Council, with 45.1% agreeing, a quarter (24.4%) disagreeing, and three in ten (30.4%) unsure.



Agreement was highest amongst respondents living in the least deprived areas of the city (52.1%), men and those aged 55 or older (both 49.5%).

Welsh speakers (34.5%), respondents under the age of 35 (30.8%) and those from a Minority Ethnicity (30.7%) were most strongly against this idea.



The most frequent comments, grouped by theme were as follows:

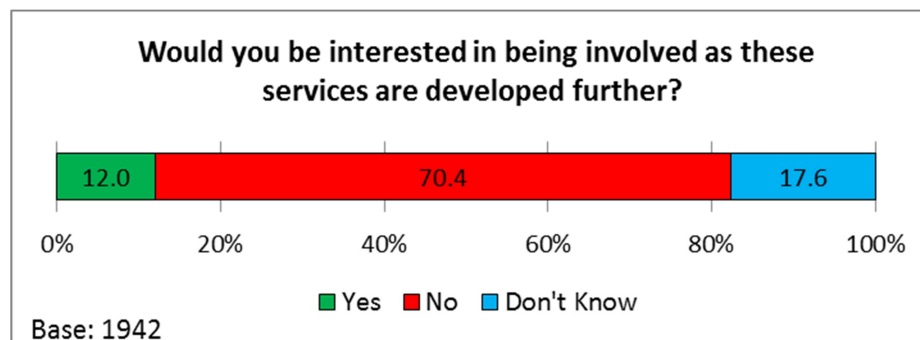
Theme	No	%	Example comments
Schools need bigger/protected budget	328	48.1	<ul style="list-style-type: none"> - Education is imperative. I think that education is massively under funded - I believe that safeguarding, and indeed increasing, school budgets should be the primary priority - Schools getting money is more important than Councillors getting a salary increase.
Schools should face same challenges as other service areas	110	16.1	<ul style="list-style-type: none"> - No sector can be immune from the financial pressures affecting the Council, others would suffer. - Given finite resources, giving more to any one group means less to go elsewhere. - We're all in it together.
Schools need to manage their budgets efficiently	67	9.8	<ul style="list-style-type: none"> - If schools faced the same financial pressures they might manage their budgets appropriately - It may make them think about how they use the budgets as they do not seem to now - There must be efficiencies in school management that can be made before increasing budgets

Supporting Vulnerable Children: The Family Help and Support Project

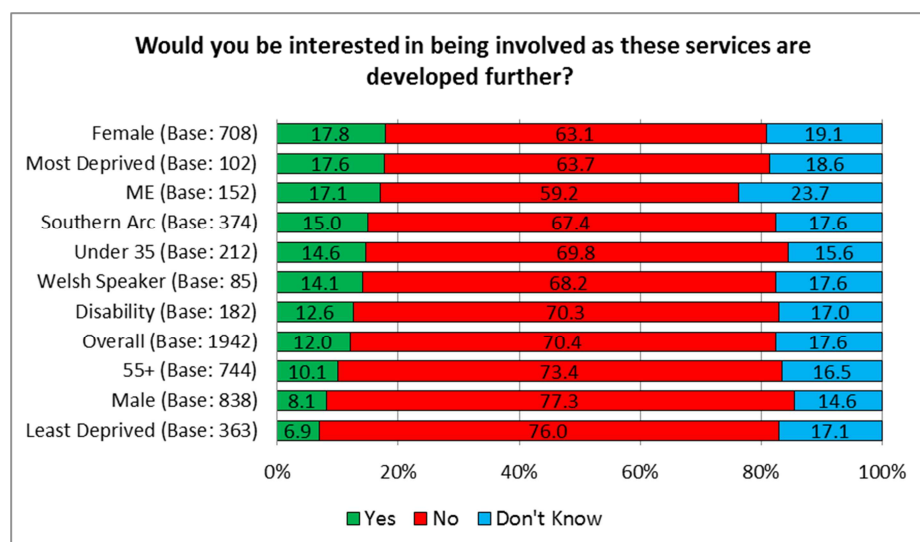
The number of children in care in Cardiff has risen by 29% over the last two years alone. With a limited number of available foster placements and residential placements now costing on average £3,800 per week, taking early action to prevent care placements will both improve outcomes for vulnerable young people and be far more cost effective for the Council. The Family Help and Support Project will introduce three new services to provide support before the point of crisis and help reduce the need for children to be taken into care.

Q3. Would you be interested in being involved as these services are developed further?

12% (233) respondents were interested in being involved in the development of the Family Help and Support Project with 17.6% (342) unsure. Respondents who provided contact details will be invited to help develop the services.



Those most interested in being involved were women (17.8%), respondents living in the most deprived areas of the city (17.6%) and those from a minority ethnicity (17.1%).



Participants in the Diverse Cymru engagement session welcomed supporting children and families earlier. It was felt that community and third sector organisations have a vital role to play in early intervention and prevention and that this role should be further developed as an integral part of the service.

A new Fostering Service

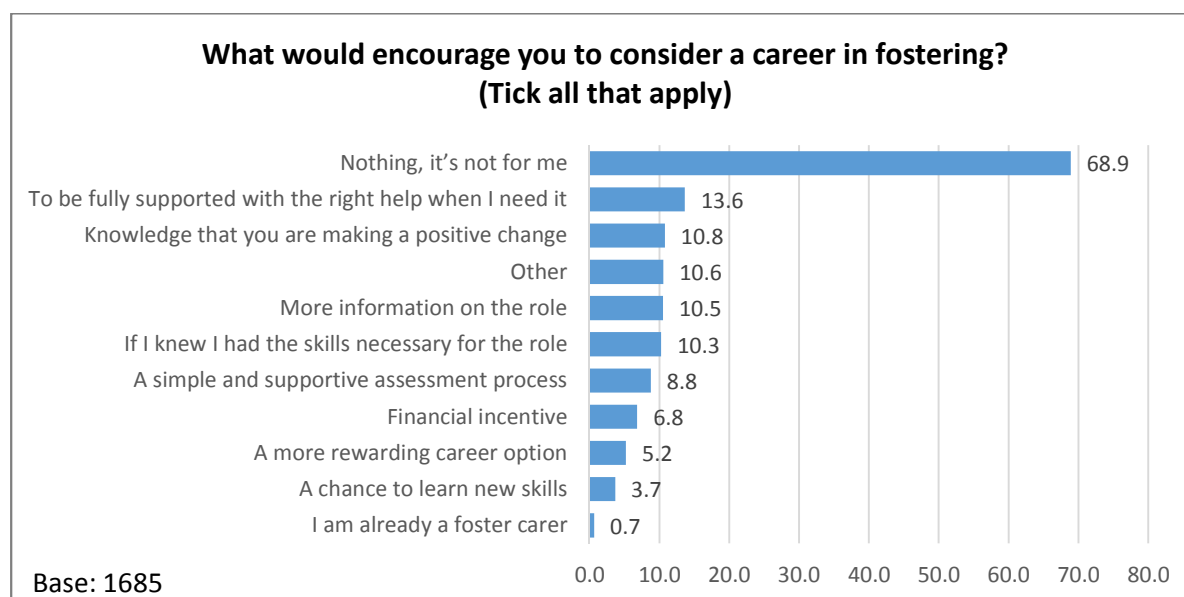
When children in care in Cardiff are fostered by families living in the city not only do they experience better outcomes, it is more cost effective than other forms of care. To significantly increase the number of foster carers in Cardiff, the Council is launching a new fostering service in April 2019.

Q4. Would you be interested in learning more about becoming a foster carer?

77 respondents expressed an interest in learning more about becoming a foster carer. 60 went on to provide contact details and will be invited to information events to find out more and hear the stories of foster carers.

Q5. What would encourage you to consider a career in fostering?

Amongst those expressing an interest, of highest importance was “To be fully supported with the right help when I need it” (13.6%) followed by “Knowledge that you are making a positive change” (10.8%), “More information on the role” (10.5%) and “If I knew I had the skills necessary for the role” (10.3%).



The most frequent comments, grouped by theme were as follows:

Theme	No	%	Example comments
Age	85	48.6	<ul style="list-style-type: none"> - I am a pensioner and not in a position to carry out foster care even if I wished to do so. - I just felt you should have had a box to say 'too old' to foster. - I believe that my age would preclude me from this vital work. I am 82 years old.
Commitments	21	12	<ul style="list-style-type: none"> - I would love to help but I have too many personal commitments. - It is not possible to foster and work. - Have grandchildren and time is devoted to them.
Space	18	10.3	<ul style="list-style-type: none"> - I don't have any spare bedrooms in my house currently. - Accommodation is too small. - If I had the space I would gladly help.
Already a carer	17	9.7	<ul style="list-style-type: none"> - I already have time consuming caring responsibilities and voluntary jobs. - I am struggling caring for my Mum - dementia. - I'm already a carer for a disabled family member.



3.2 Cardiff is a great place to grow older

The number of older people aged between 65 and 84 is expected to rise by over 44% in the next 20 years. The number of people aged 85 and older is expected to nearly double by 2038.

Older people are healthier and happier if they are helped to live independently for as long as possible in their own home and communities. It is also far more cost effective, with a place in a residential home costing an average of £782 per week, growing to £888 for nursing home care and £1,925 for a hospital bed.

Priorities for 2019/20 are therefore helping older people live independently in their own homes, delivering a joined up approach to hospital discharge/return home services and delivering on the Council's commitment to becoming a Dementia Friendly City.

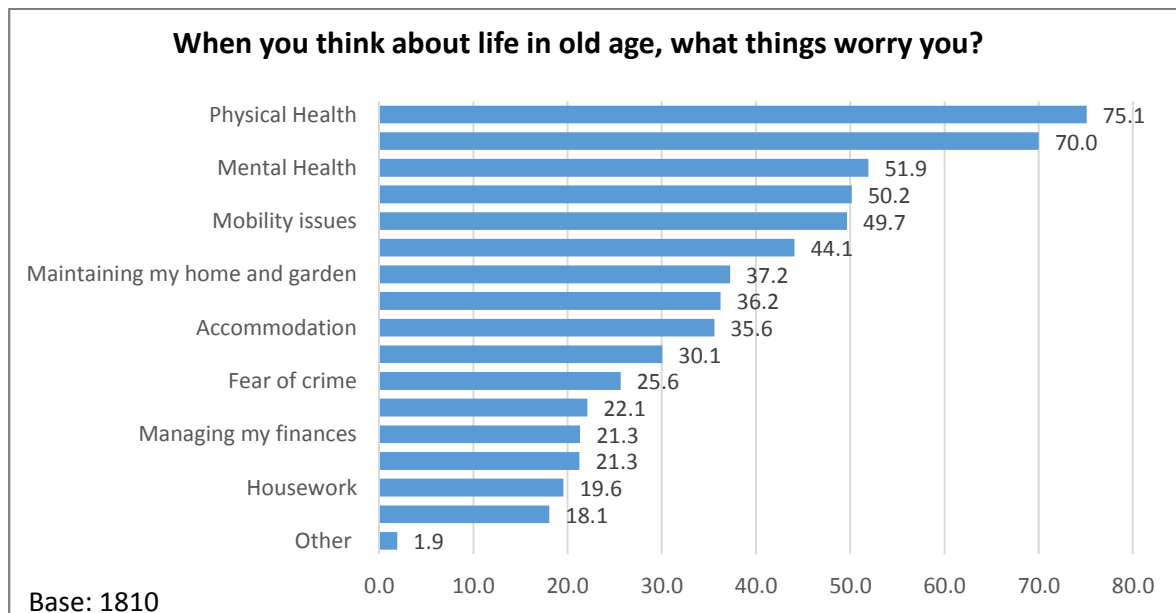
Residents' views were sought on:

- Care and support and life in older age
- Access to local facilities
- Purchasing assistive equipment

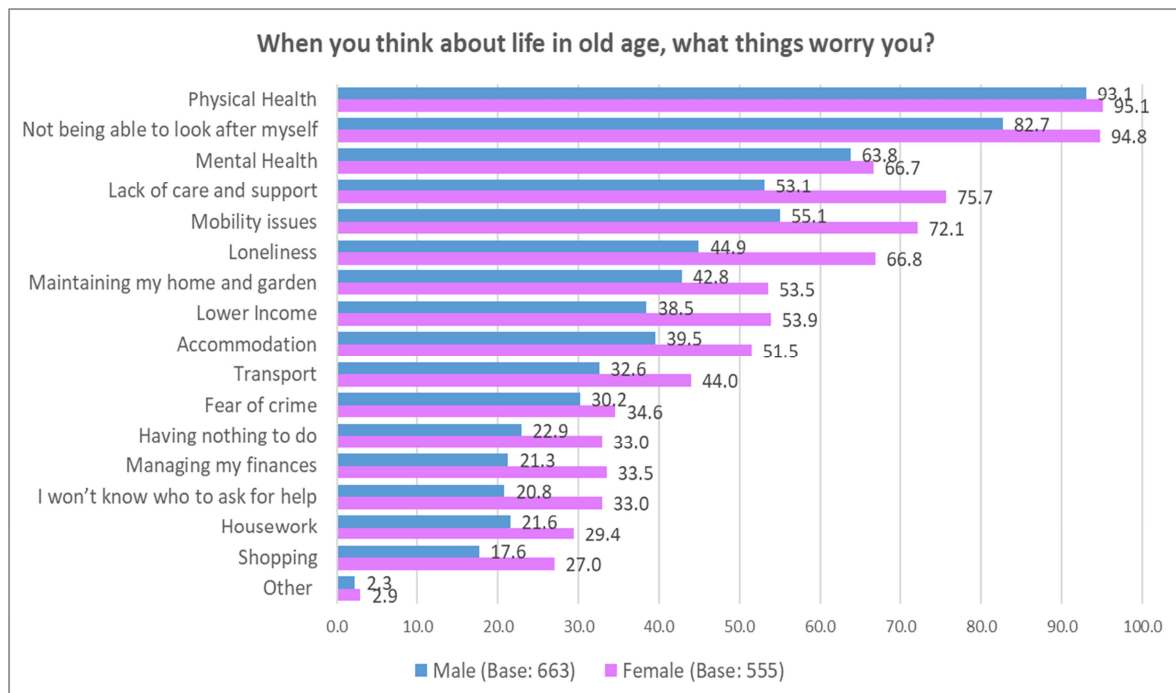
Q6. When you think about life in old age, what things worry you?

Respondents were most concerned about their “physical health” (75.1%) in older age and “not being able to look after myself” (70.0%).

Housework (19.6%) and shopping (18.1%) were of least worry.

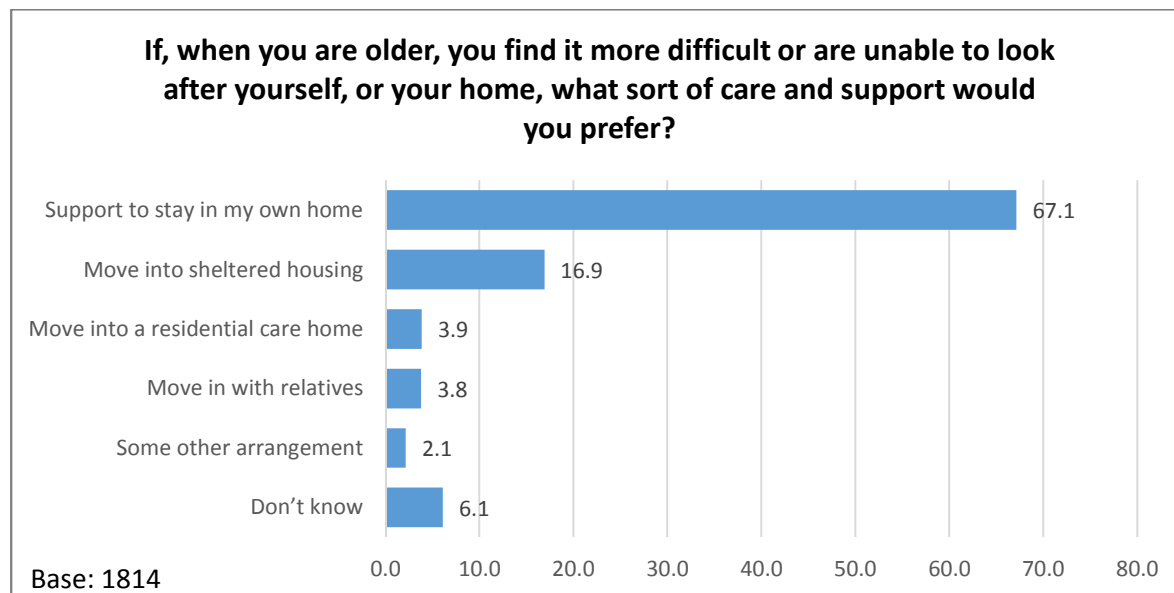


Respondents with a disability and women typically showed a higher level of concern than men for all of the options provided. In particular, women were more likely to be concerned about loneliness in older age compared to men (66.8% and 44.9% respectively).



Q7. If, when you are older, you find it more difficult or are unable to look after yourself, or your home, what sort of care and support would you prefer?

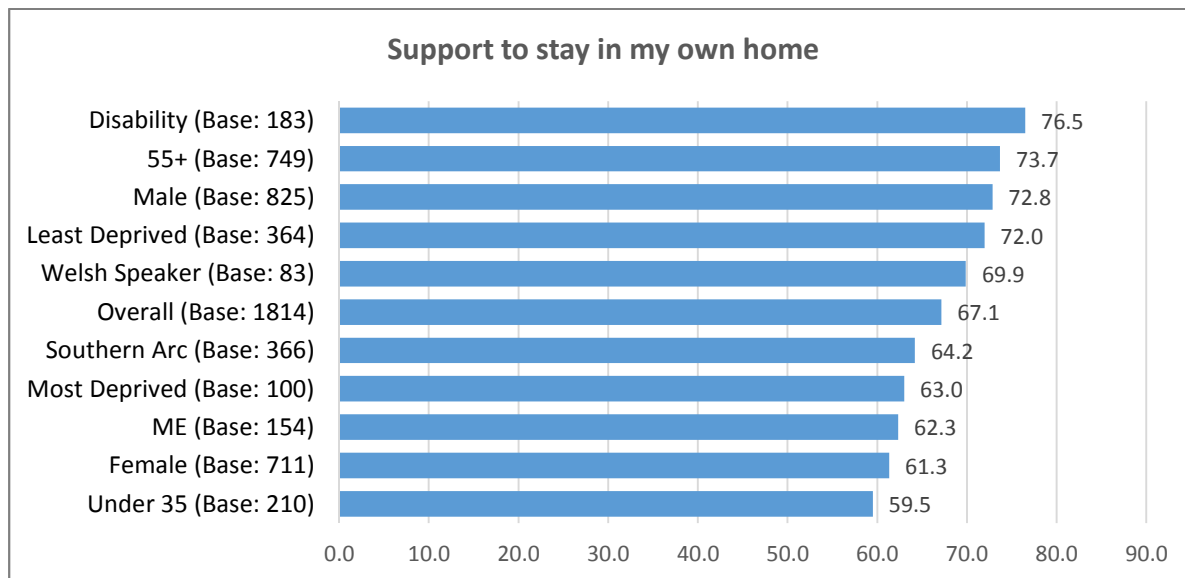
Two-thirds of respondents (67.1%) would prefer support to stay in their own home with the second most preferred option, ‘moving into sheltered housing’, returning 16.9%.



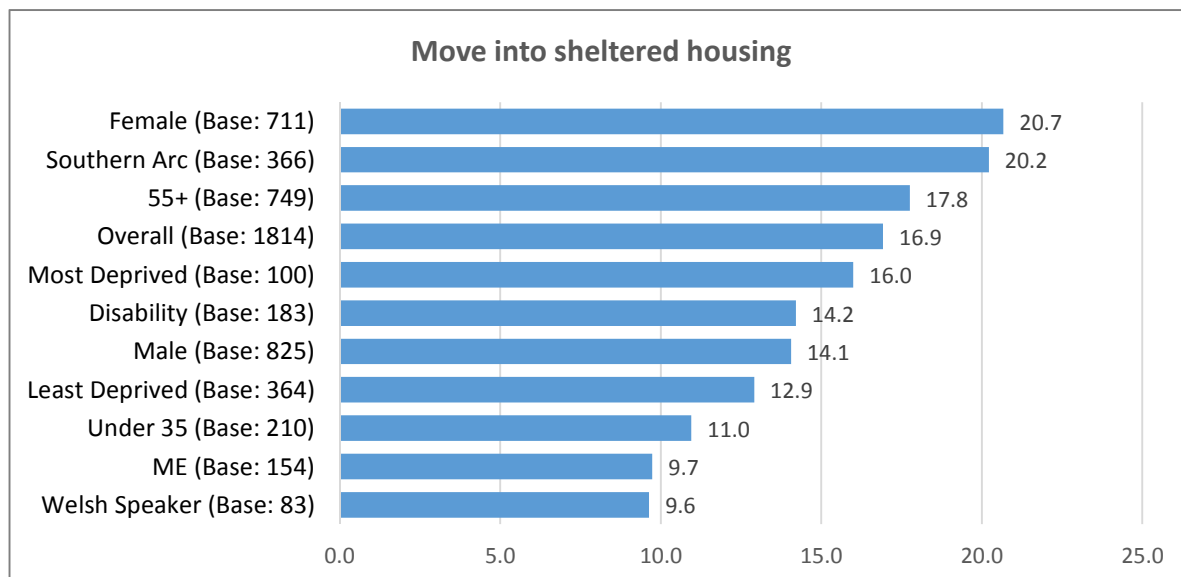
29 respondents who preferred ‘Some other arrangement’ specified what this would be:

- Support to live in the community (mentioned by 10 respondents)
- Euthanasia (mentioned by 10 respondents)
- An appropriate care package meeting my particular needs
- Digital inclusion - online shopping and chat groups
- Outings, more mental health based activities
- Help to downsize but I still own my home.
- Help to buy a home as I worry about affording high rents/being taken advantage of
- Help with home tasks, house maintenance, gardening services.
- Somewhere with access to the outdoors and the option of keeping a pet

Respondents with a disability (76.5%), those aged 55 or over (73.7%), men (72.8%) and those living in the least deprived areas of the city (72.0%) were more likely to prefer being supported to stay in their own home.



Females (20.7%) and those living in the 'Southern Arc' (20.2%) were more likely than other groups to indicate a preference to move into sheltered housing.



Respondents from a minority ethnicity showed the greatest interest in moving into a residential care home (11.0% compared with 3.9% of all respondents): respondents under the age of 35 preferred the option of moving in with relatives (10.5% compared with 3.8% of all respondents).

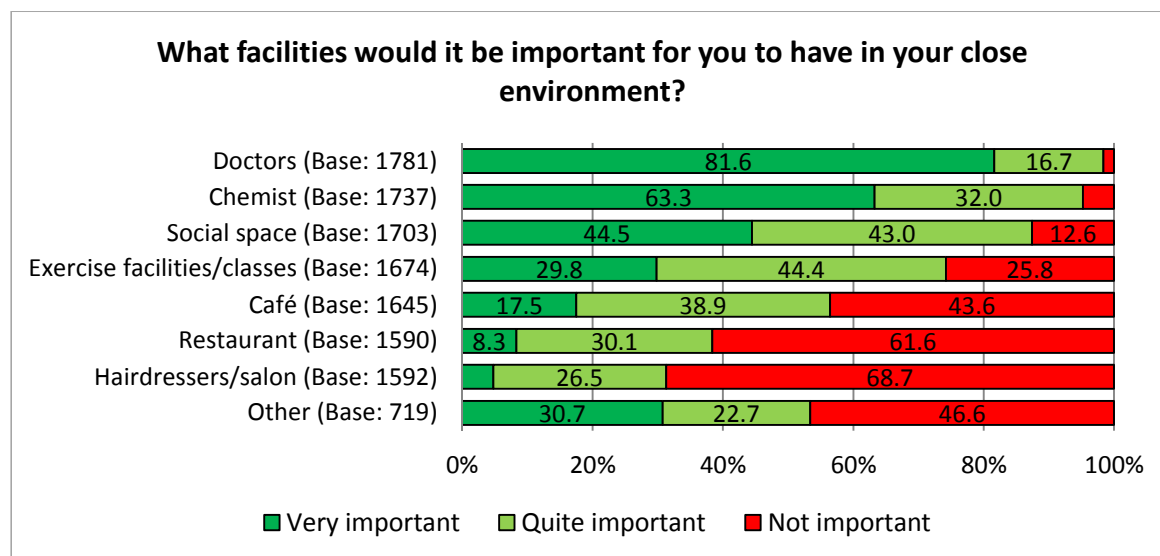


Participants in the Diverse Cymru engagement session emphasised the need to be able to choose to stay in their own homes or move to alternative accommodation. Community support including support from the voluntary sector was seen as playing an important role in alleviating concerns about growing older, social isolation and loneliness. Better awareness of where to find help was seen as key.

Q8. What facilities would it be important for you to have in your close environment?

Doctors and Chemists were seen as the most important facilities to have close by, with 98.3% and 95.3% respectively rating these as ‘very’ or ‘quite’ important, followed by access to a social space (87.5%). This was consistent across demographic and geographic groups.

The majority of respondents felt that hairdressers/salon (68.7%) and a restaurant (61.6%) were not important to have in the close environment.



‘Other’ facilities mentioned were:

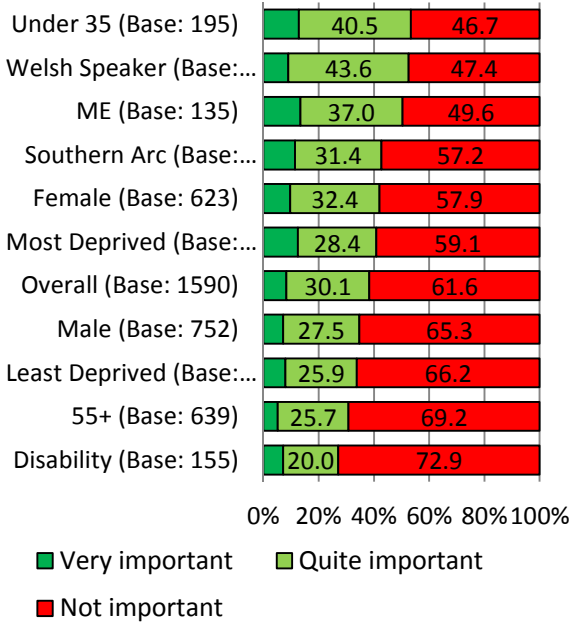
- Transport (mentioned by 8 respondents)
- Open Spaces (mentioned by 5 respondents)
- Library (mentioned by 5 respondents)
- Work opportunities
- Fast broadband
- Community Centres with activities and social opportunities
- Opportunity to be an active member of community
- A local bank
- A Pub
- A nutritionist

Respondents under the age of 35, Welsh speakers, and those from a minority ethnicity were most likely to rate a café and, to a lesser extent, a restaurant as important to have within the close environment.



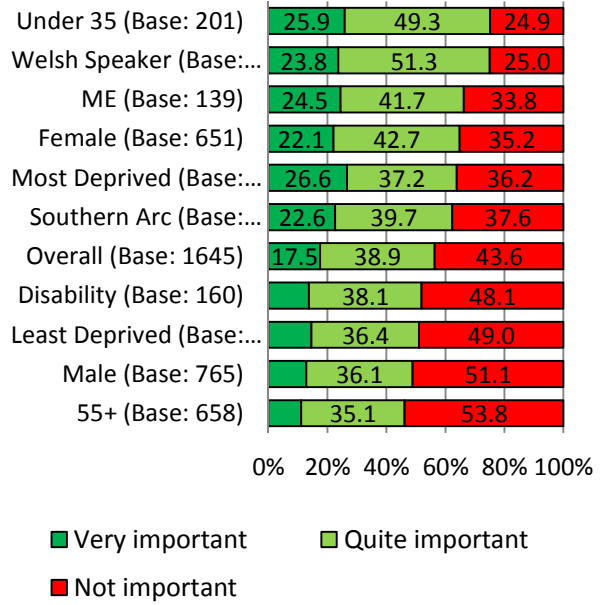
What facilities would it be important for you to have in your close environment?

Restaurant



What facilities would it be important for you to have in your close environment?

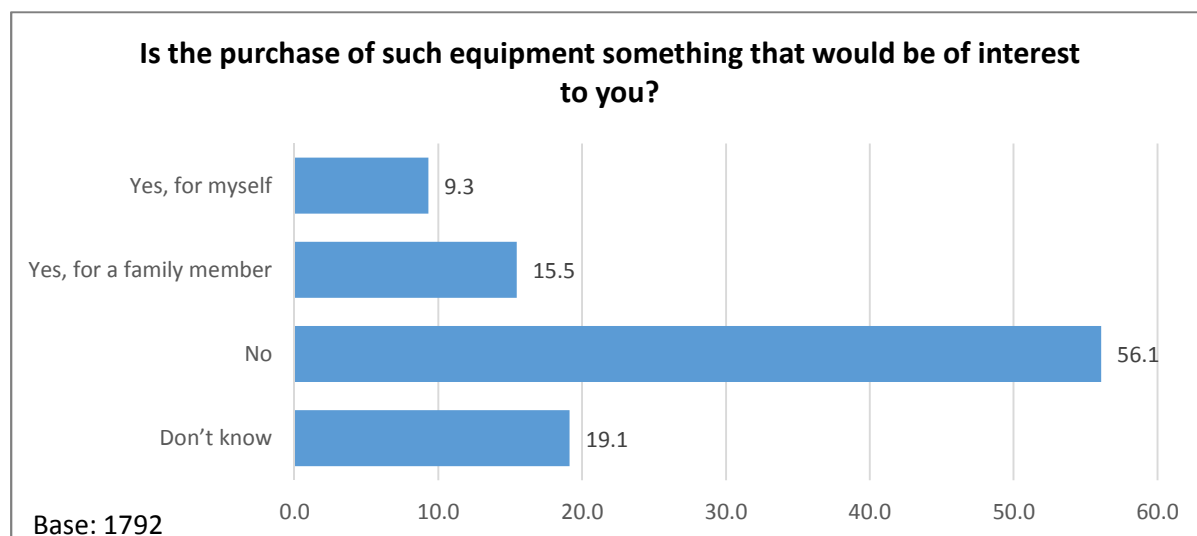
Café



The consultation proposed to generate income of around £30k from the sale of assistive equipment ranging from trolleys to walking sticks, over bed tables and kitchen aids in a range of designs.

Q9. Is the purchase of such equipment something that would be of interest to you?

Just under a quarter of respondents (24.8%) expressed an interest in purchasing assistive equipment either for themselves or for a family member.



This service was of most interest to respondents identifying as disabled, of whom 29.5% were interested in purchasing such items for themselves and a further 14.8% for a family member.



3.3 Safe, confident and empowered communities

The Council is committed to making sure that communities are safe, and that people in Cardiff feel safe. Priorities for 2019/20 are continuing work around the delivery of Community and Wellbeing Hubs, supporting communities and citizens impacted by Brexit and community safety including tackling substance misuse and serious organised crime.

Residents' views were sought on:

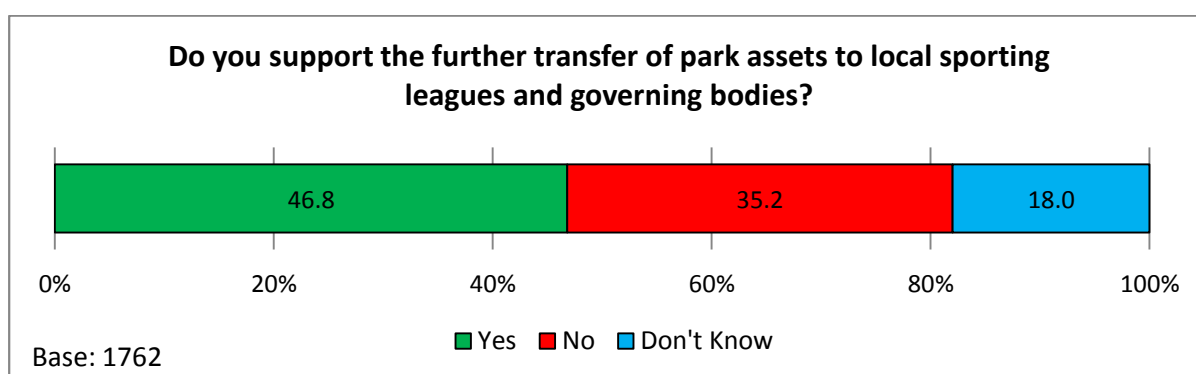
- Further transfer of park assets to local sporting leagues and governing bodies
- Awareness of Dewis Cymru

Community sports buildings

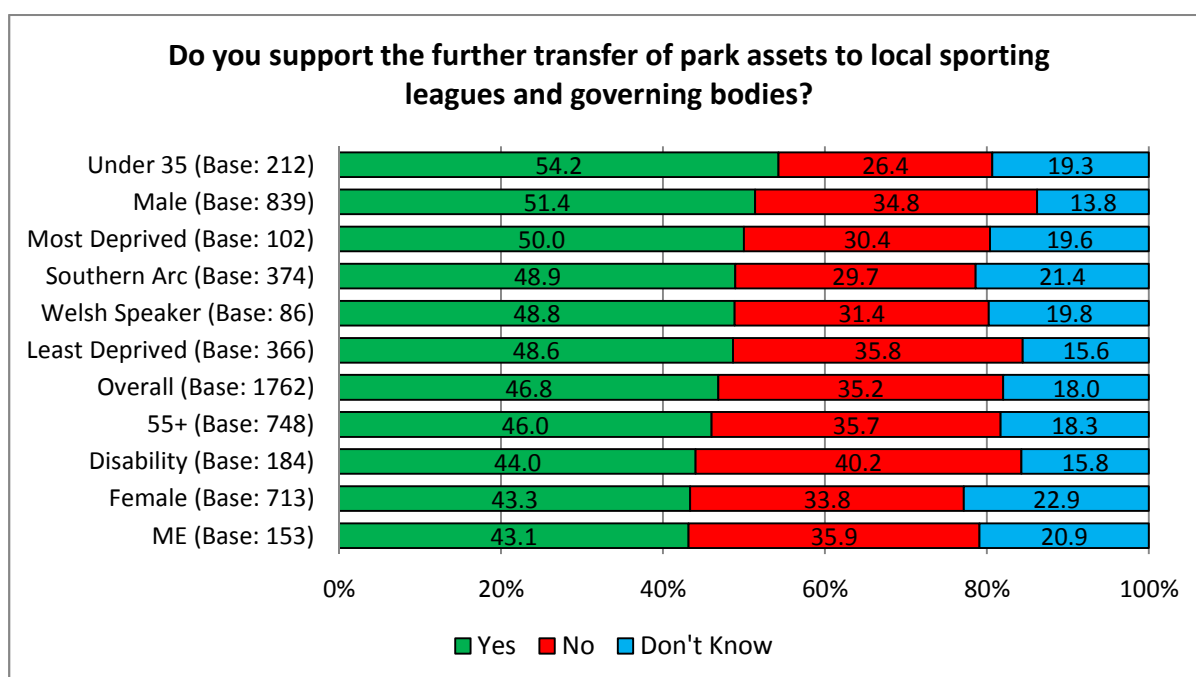
Transferring sports buildings to local ownership has benefits for local clubs and organisations including greater security in their tenancy and an increased ability to attract external investment and grant aid. Further transfer of these facilities would result in savings to the Council of £25k.

Q10. Do you support the further transfer of park assets to local sporting leagues and governing bodies?

Just under half of those responding to this question (46.8%) supported the proposal to further transfer park assets to local sporting leagues and governing bodies, with 35.2% opposing.



Support for the proposal was highest amongst respondents under the age of 35 (54.2%) and men (51.4%).



The most frequent comments, grouped by theme were as follows:

Theme	No	%	Example comments
Opposed to the selling of assets	252	32.1	<ul style="list-style-type: none"> - <i>These are our assets. We've paid for them. Selling them now for short term gain (and on bad deals) is not good value.</i> - <i>These facilities should be owned and managed for everybody in Cardiff, not just small interest groups.</i> - <i>It says park assets - specifically these should remain in public ownership. They belong to all not just those who want to use them for a specific sport.</i> - <i>These are public assets. I strongly oppose handing these over to private groups!! It also ignores the safeguarding issue for disabled persons wishing or needing to use facilities that are becoming unregulated and inaccessible. I am disgusted at this proposal. It assumes all users are able-bodied and neuro-typical individuals with no personal impairment/s.</i>
Concern over sustainability in the long run	234	29.8	<ul style="list-style-type: none"> - <i>The financial business planning of the bodies and the long-term sustainability of them. What protections are in place to protect the use of the facilities and keep them as open as possible to the communities?</i> - <i>Concerned whether bodies can raise sufficient funds to maintain the buildings and facilities in good order. If they don't they should be a clause in the contract that they will pass back to the council.</i> - <i>I am concerned about the viability of this approach in the long term. What happens if a sports club, for whatever reason ceases to exist? Who then will be responsible for the parks etc?</i>
Restricted access	191	24.4	<ul style="list-style-type: none"> - <i>They become privately owned and therefore inaccessible to most people.</i> - <i>Lack of access to the general public i.e. closed clubs.</i> - <i>What safeguards are in place for disadvantaged/low income families to be able to access these facilities if costs spiral?</i>
Rising costs	148	18.9	<ul style="list-style-type: none"> - <i>Prices and management. Have gone up at our local leisure centre.</i> - <i>Doing this will rule out people who do not want to be a part of a club or may feel apprehensive about looking out of place. Also, this will end up with an increased cost of entry which again will alienate those who have the least to spend on exercise.</i> - <i>Park assets & Government bodies ARE PUBLIC PROPERTY and there for the benefit of everyone. Sale or transfer only means to private industry. That will lead to increased charges to the public who already own these facilities. I do understand the financial difficulties for the council, but some things should be sacrosanct. There has to be a way to keep these services in control of the council, while raising funds to support them WITHOUT a large influx of cash from the public purse via local taxation etc.</i>

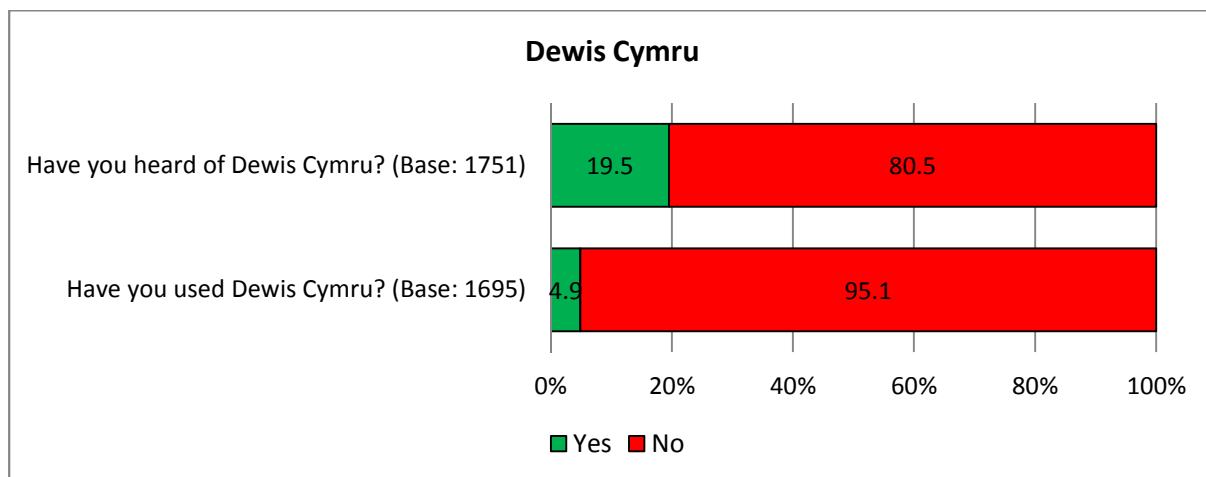
Participants in the Diverse Cymru engagement session supported the proposal but were concerned that sports clubs and associations would need support before, during and after an asset transfer process to ensure that community sports buildings and associated community groups are not lost.

Dewis Cymru

Dewis Cymru is an online resource providing information and advice on issues relating to well-being to help people help themselves or others.

Awareness of Dewis Cymru was relatively low, with just under a fifth (19.5%) of respondents having heard of this service. 4.9% had used the service.

Q11. Have you head of Dewis Cymru? Have you used Dewis Cymru?



Awareness of the service was highest amongst women (25.9%).



3.4 A capital city that works for Wales

Cardiff plays a vital role in creating jobs and attracting investment into Wales. It aspires to be a capital city of international significance in the post-Brexit global economy.

It is also the home of Welsh sport, politics and culture and provides specialist public services to the people of the wider Capital Region.

Priorities for 2019/20 include the delivery of a new transport hub, a new indoor arena and the launch of a new industrial strategy for East Cardiff.

Residents' views were sought on:

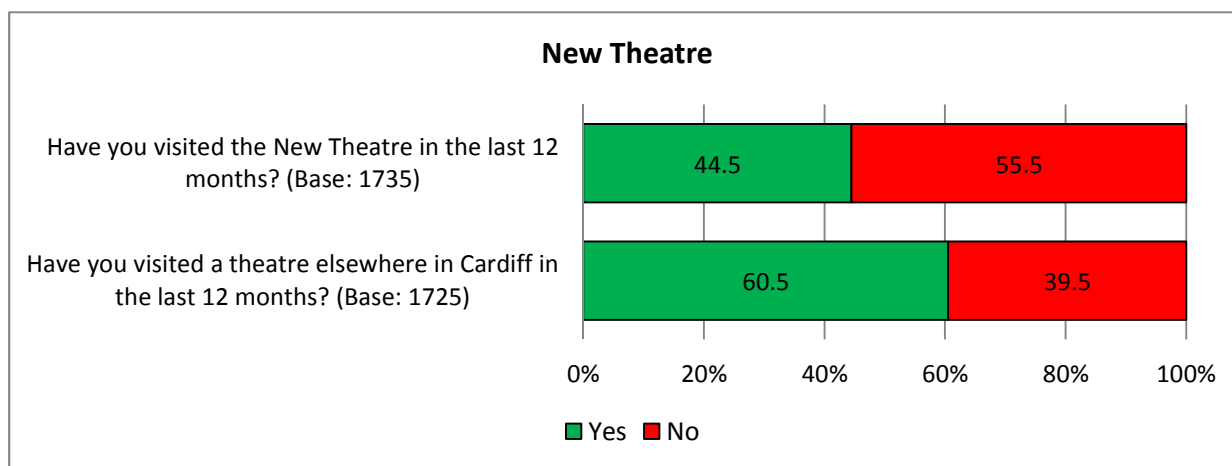
- Securing private tenancy of the New Theatre
- Reducing subsidy of entertainment and art events

New Theatre

There is an opportunity for the Council to secure a private tenant for the New Theatre to develop the current theatre offer in the city. This proposal could secure savings of £404k.

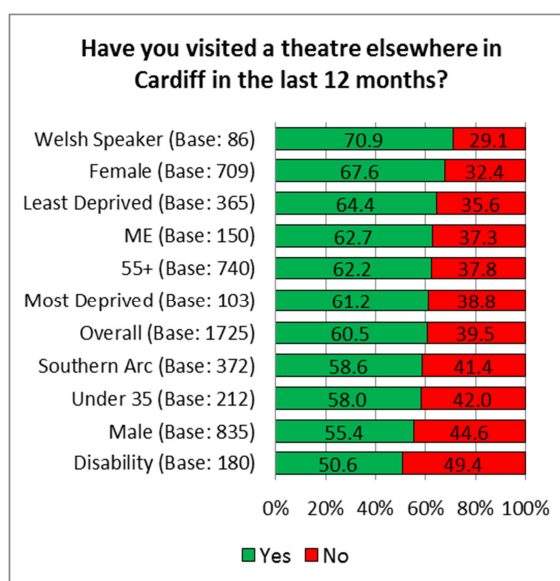
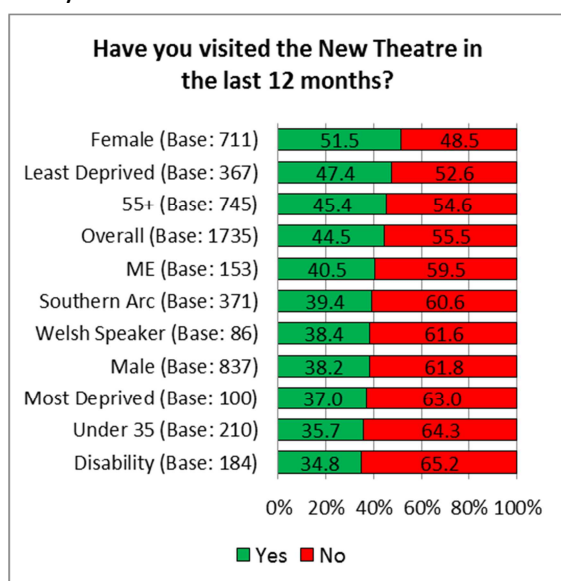
Just under half of those surveyed (44.5%) had visited the New Theatre in the past year compared to 60.5% who had visited a theatre elsewhere in the city over this time period.

Q12. Have you visited the New Theatre in the last 12 months? Have you visited a theatre elsewhere in Cardiff in the last 12 months?



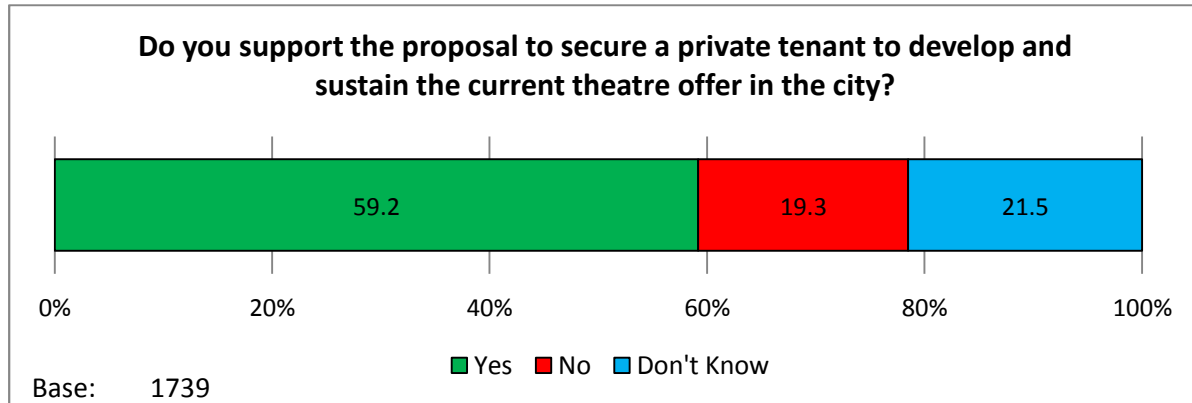
Women and those living in the least deprived areas of the city were most likely to have visited the New Theatre in the last 12 months. Welsh speakers were significantly more likely to have visited a theatre elsewhere in Cardiff than the New Theatre.

Respondents identifying as disabled were the least likely to have been to a theatre in the last year.

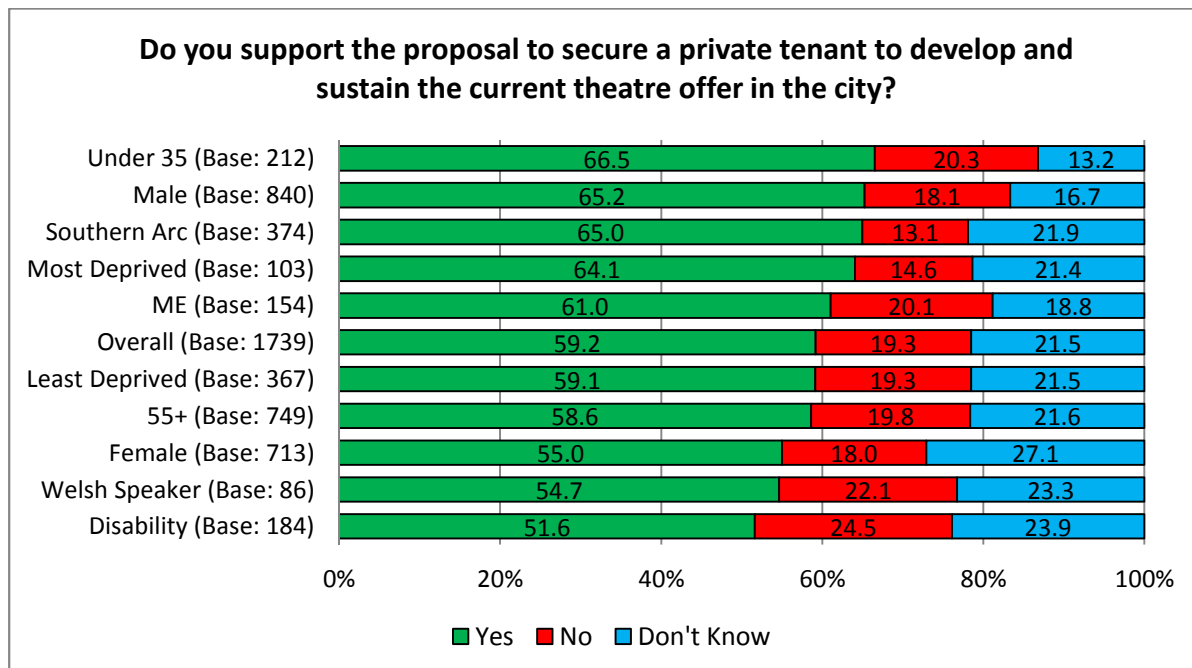


Q13. Do you support the proposal to secure a private tenant to develop and sustain the current theatre offer in the city?

Three in five respondents (59.2%) support the proposal to secure a private tenant for the New Theatre to develop and sustain the current theatre offer in the city.



Support for this proposal was highest amongst the under 35s (66.5%), men (65.2%), those living in the 'Southern Arc' (65.0%) and the most deprived areas of the city (64.1%). These groups had visited the New Theatre the least over the past 12 months.



The most frequent comments, grouped by theme were as follows:

Theme	No	%	Example comments
Price increases	221	35.7	<ul style="list-style-type: none"> - <i>Concerned that private ownership may result in prices increasing to the point where theatregoers find them too expensive.</i> - <i>Profit margins will be of more concern to them than quality productions and safety.</i>
Quality /variety	147	23.7	<ul style="list-style-type: none"> - <i>The new tenant may restrict the variety of performances offered.</i> - <i>Continuity of service and standards.</i> - <i>As long as the quality and variation of what's on offer continues. Cardiff has something for everyone currently and I would hate to see that choice in culture and art reduce.</i>
Lack of accountability	138	22.3	<ul style="list-style-type: none"> - <i>What will be the conditions of this tenancy? Will the council have oversight to make sure the theatre remains accessible to people of different income means?</i> - <i>It would need to be safeguarded as a building so a new company couldn't simply knock it down and replace it with more student flats.</i> - <i>They must have the Council represented on the management side, with a veto if necessary to protect Cardiff's interest.</i>
Proposal is detrimental to the city's culture	116	18.7	<ul style="list-style-type: none"> - <i>'Culture' [including libraries] is one of the few locations where people of all ages, colours, classes and creeds can meet and are crucial for community cohesion and we have to be careful before we risk fragile infrastructure for short-term budgetary reasons.</i> - <i>The arts are vital and should not be left entirely to commerce.</i> - <i>The Council should maintain important cultural buildings to avoid the possibility of them being developed in the wrong way by private companies.</i>

Just over half (53.3%) of the young people taking part in the Youth Survey supported this proposal, whilst three in ten (30.0%) were against it.

Participants in the Diverse Cymru focus group session felt that the New Theatre is an important part of the cultural fabric of Cardiff, promoting diversity and understanding of different people's experiences across all protected characteristics. It was highlighted that schemes to ensure access for disabled people (Hynt), diverse communities and people on low incomes should continue under any new tenancy.

City Events

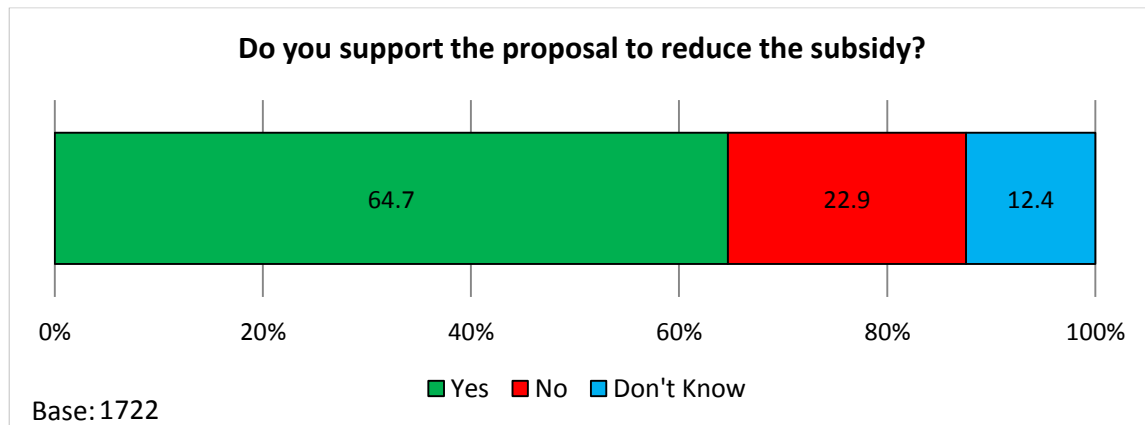
Cardiff Council subsidises a number of entertainment and art events. Whilst many are free and contribute to the economic and cultural vitality of the city, they involve significant costs of around £245k.

The Council is seeking views on the principle of reducing the subsidy and working to ensure that all future events are financially sustainable.

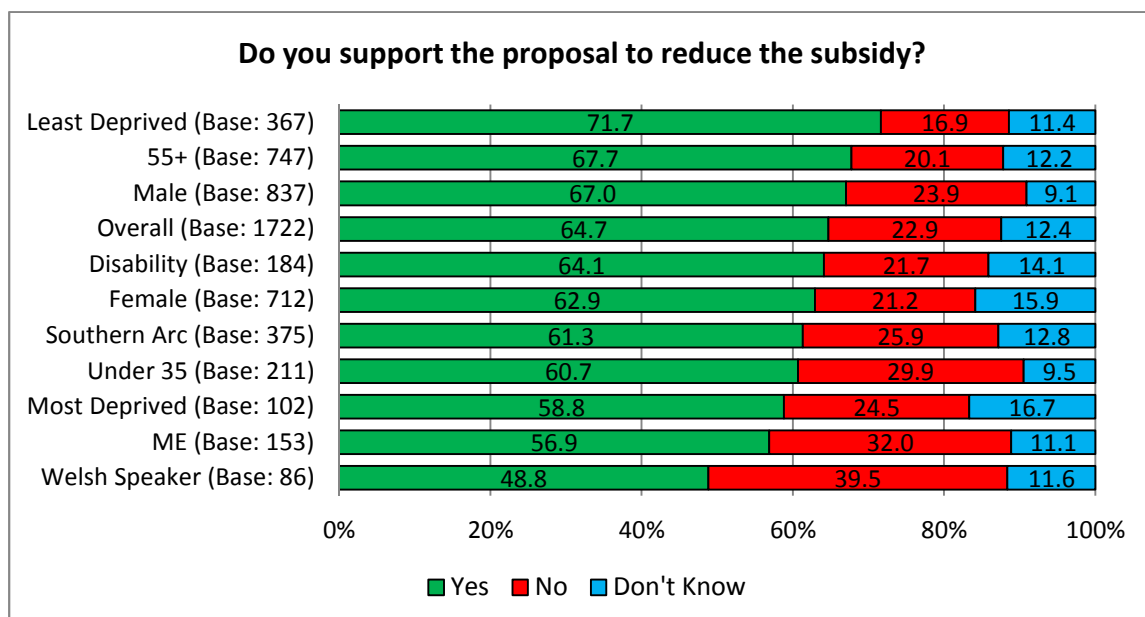
Events that could potentially be affected are Artes Mundi, Speedway Fan Zone, Step into Christmas, Cardiff 10K Run, Tafwyl, Classic Motor Rally and Welsh Proms.

Q14. Do you support the proposal to reduce the subsidy?

Almost two-thirds of respondents (64.7%) supported the principle of reducing the subsidy of entertainment and art events.



Support to reduce subsidies was highest amongst respondents living in the least deprived areas (71.7%) and over 55s (67.7%); it was lowest amongst Welsh Speakers (48.8%).



The most frequent comments, grouped by theme were as follows:

Theme	No	%	Example comments
Will adversely affect city in long run	227	34.4	<ul style="list-style-type: none"> - Cardiff is a capital city and we should ensure cultural and family events and activities of interest are maintained. They make Cardiff exciting, cultural and contribute to the city economy. - Further deterioration of the social and amenity fabric of the city. - These are all important events to the residents of Cardiff, as well as important to bring in visitors into the City. They put our city on a national, global stage and are vitally important to the image of our city.
Agree	195	29.6	<ul style="list-style-type: none"> - These events are unnecessary and should not be funded by council tax payers. - If money saved from not supporting these events means basic, essential services such as education, social services and policing gain then, unfortunately, we have to see the above as luxuries we cannot afford during times of austerity. - If funding is tight it is better in my view for the council to spend money on the basics such as dealing with the appalling condition of many roads, pavements and the litter situation across the city.
Investigate alternative funding options	175	26.6	<ul style="list-style-type: none"> - These events can be supported by local businesses who benefit from increased visitor numbers. - Some of these events could become non-free - e.g. a small fee for entry to the "Speedway Fan Zone", a small increase to the entry fee for the Cardiff 10k, etc. Alternatively smarter commercial sponsorship of these events to at least make them cost neutral to taxpayers.
Other event options to reduce funding / event by event cost benefit analysis	156	23.7	<ul style="list-style-type: none"> - Never heard of Tafwyl? Could the funding be reduced based on the success of each event? - The reduction in subsidy must be fairly distributed between the events so that none are put at an unfair disadvantage over another. - Maybe subsidy should be based on how green the event is. Runs and cycle events should get high subsidy. Events should get more if they provide less parking and more active travel.
We need to support these events	129	19.6	<ul style="list-style-type: none"> - I would not want these events to stop as a result of the reduction. I am against however the large new area in the bay, Motorpoint is enough. - Cardiff has a great team who run the events and it works well and is a show case for Cardiff, encouraging people to visit the City - Loss to cultural life in the city. Lack of suitable sponsors. Could affect young artists who can least afford to lose support in developing their artistic careers.



3.5 Cardiff grows in a resilient way

Cardiff's growth will create major economic and cultural opportunities. It will also put pressure on city infrastructures and public services. Ensuring this growth is sustainable and resilient will define Cardiff's development over the next 20 years.

Priorities for 2019/20 include building more Council homes and affordable housing, improving the quality of the road and cycling infrastructure, keeping the city's streets clean, reforming street scene services and hitting our recycling targets.

Residents' views were sought on:

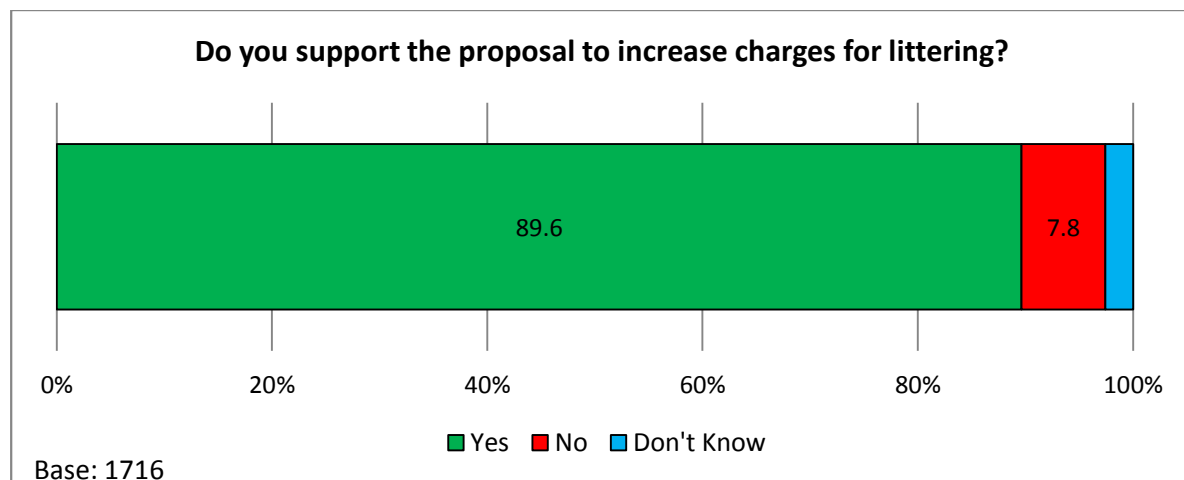
- Increasing fines for littering
- The production of renewable energy at Lamby Way
- Investing further in renewable energy schemes
- 'Walking routes' to reduce reliance on other forms of school transport

Fines for littering

It is proposed to increase the charges for both general littering and smoke-related littering from £80 to £100.

Q15. Do you support the proposal to increase charges for littering?

There was overwhelming support to increase charges for littering, with nine in ten respondents (89.6%) in favour. Support was broadly consistent across all demographic and geographic groups.



The most frequent comments, grouped by theme were as follows:

Theme	No	%	Example comments
Enforcement	358	57.3	<ul style="list-style-type: none"> - Good idea but will need more enforcement teams if it is going to work. - Who actually is monitoring / enforcing it currently - useless unless enforced. - I've never seen anyone being penalized for littering so what difference would £20 make?
A good idea	81	13	<ul style="list-style-type: none"> - No concerns, very good idea! Increase fines for dog fouling as well. - No concerns, this is a can kicked down the road for too long, it has huge implications for individuals & communities particularly. Act now.
£100 is not enough	67	10.7	<ul style="list-style-type: none"> - The charge should be a lot higher, around £150, including for dog fouling and other similar misdemeanours. Parking fines and speeding also. - Increase it further, or include some community service. Far too much litter. Provide more bins in hotspot areas also, if funds allow. - It is not enough. Fines should be backed up with community service orders
More waste bins	66	10.6	<ul style="list-style-type: none"> - Yes, but ensure there are accessible bins or places to dispose of litter so people are encouraged to comply. - Littering charges are understandable but there is a severe lack of bin facilities outside of the city centre, this is particularly an issue for people who walk/cycle who have fewer facilities to store litter on their person before a bin etc. is available. I have walked miles in the suburbs of the city with litter, before I have even come across one bin to dispose of it. - Necessary amount of bins should be around as well as ashtrays on top of these bins. If someone throws a cigarette and there isn't a visible ashtray around then they should not be fined. General litter is different as this should be kept by the person until a bin is found.

Participants in the Diverse Cymru session supported increased fines for littering. Enforcement of any fines was seen as key to tackling the problem of littering and dog fouling and participants highlighted that both issues are a concern for blind and visually impaired people in particular.

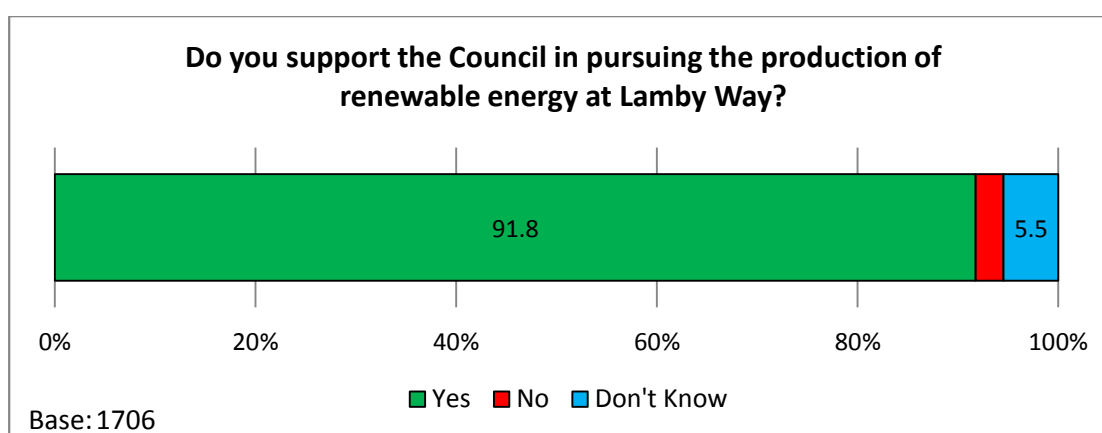
Two-thirds of the people taking part in the Youth Survey supported increasing the fines for littering; just under a quarter (23.3%) were against.

Generating Renewable Energy - Lamby Way Solar Farm Scheme

A scheme at Lamby Way Solar Farm will provide a substantial amount of clean, renewable energy to supply the local electricity grid and connected Council buildings and will also generate additional income of £30k for the Council from January 2020.

Q16. Do you support the Council in pursuing the production of renewable energy at Lamby Way?

Almost everyone responding to this question (91.8%) supported the pursuit of producing renewable energy at Lamby Way, with just 2.8% against this proposal. Again, support was broadly consistent across all demographic and geographic groups.

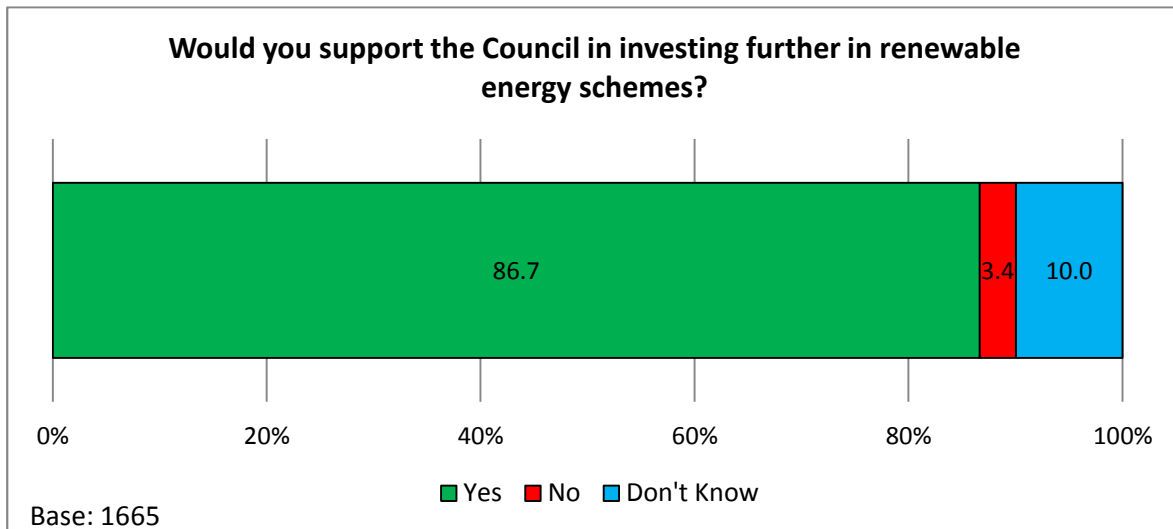


The most frequent comments, grouped by theme were as follows:

Theme	No	%	Example comments
No concerns	94	30.8	<ul style="list-style-type: none"> - No concerns - think it is important to continue to develop this technology. - Anything to do with renewable energy should be welcome.
Costs	93	30.5	<ul style="list-style-type: none"> - These costings of additional income are not deliverable. - Cost must be proportional to the benefits/output. - I have read the cost of building will be £15m and only start to deliver net cost benefits after c30 years. With current budget issues we should focus elsewhere. Better to wait 10 years for more efficient/cheaper solar harvesting technology.
Need More Info	45	14.8	<ul style="list-style-type: none"> - I would want to know what the economics of setting this up would be up against the savings over time. - Can the energy generated offset energy usage in council buildings, reducing the overall carbon-footprint? Can we explore the use of wind and tidal power also? - Proper long term assessment of the proposals (including future costs) and good contract management to ensure the Council isn't locked into a poor deal in future years.

Q17. Would you support the Council in investing further in renewable energy schemes?

There was also strong support for the Council investing further in renewable energy schemes (86.7%), with a similar response across the demographic and geographic groups.



Improving air quality – more walking routes to schools

Air pollution is a major public health issue particularly affecting the very young, the very old and those suffering ill health. Poor air quality can be a particular problem around schools, with congestion caused by pupils being dropped off and collected by car.

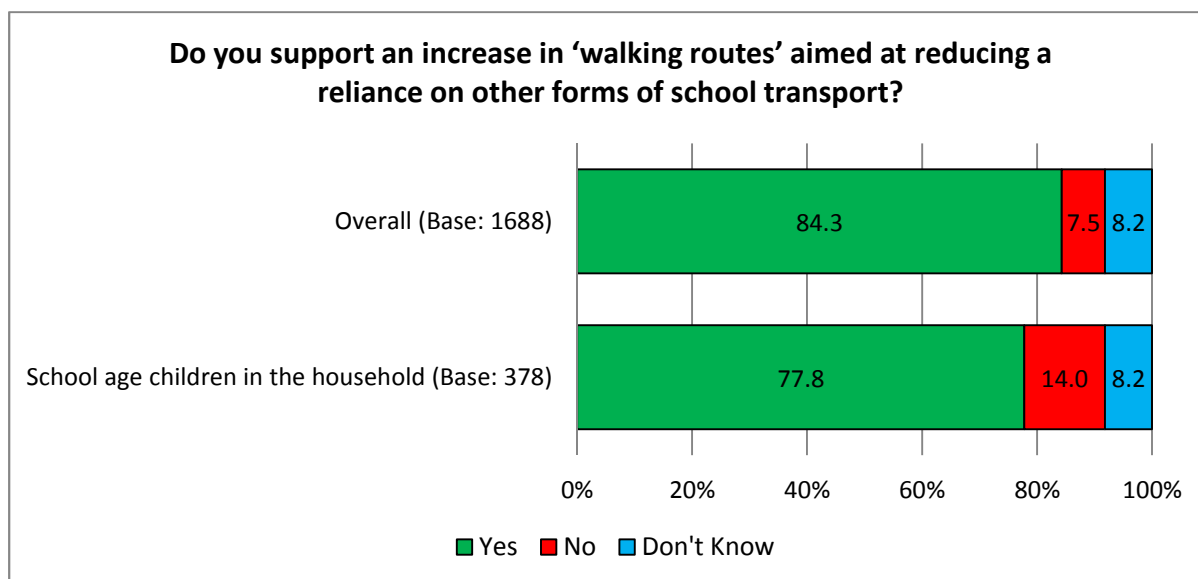
To reduce congestion, improve air quality and encourage young people to walk, the Council is looking to increase walking routes from home to school.

As well as removing transport requirements for schools, it could result in a saving of £30k.

Q18. Do you support an increase in ‘walking routes’ aimed at reducing a reliance on other forms of school transport?

84.3% of respondents supported increasing ‘walking routes’ to schools in a bid to improve air quality and encourage walking to school.

Support dropped slightly amongst respondents with school age children in their household, with 77.8% in favour. The proportion of this group against the proposal was almost double the overall proportion against the proposal (14.0% compared with 7.5%).



The most frequent comments, grouped by theme were as follows:

Theme	No	%	Example comments
Safety issues, traffic, dark nights, Anti-social behaviour, security, lighting	192	34.1	<ul style="list-style-type: none"> - Parents do not encourage children to walk to school due to safety issues and I'm not sure if this attitude would change. - Road safety and general safety. - Making these routes safe for children. Some drivers in Cardiff are maniacs and it can be dangerous for children to walk to school. - Poor street lighting, insufficient / poor condition pavements, inconsiderate parking and dangerous driving.
Congestion / Air pollution / Inconsiderate Parking - reduce cars	123	21.8	<ul style="list-style-type: none"> - Air pollution is an issue, and I can see why it's an issue for the Council especially surrounding schools but I do believe this is a wider public issue that Council shouldn't be 100% responsible for. The money the Council has is stretched enough! - The air pollution from wood burning stoves is also significant. But someone would need to be extremely brave to ban these. - Amount of traffic on the roads, pollution caused by stationary traffic and effect of this on school children inhaling these fumes especially asthmatics. - School traffic is a nightmare and adds to pollution. The difference in school holidays is marked, including easier access by bus.
Length of journey - House to School	76	13.5	<ul style="list-style-type: none"> - Distances to high schools are prohibitive for walking routes especially with only 3 Welsh high schools covering the city. - Keep local kids at local schools-my children always walked to school!! - We (and many others) didn't get a place at our catchment primary school, so walking is a pipe-dream for most parents.
Support for the proposal.	67	11.9	<ul style="list-style-type: none"> - None. Walking buses are a superb idea. - As long as it's an option and not forced upon you. - May help obesity problems.

In the Youth Survey, more than three quarters (76.7%) of young people supported the idea of walking routes to schools, compared to just 10.0% against.



3.6 Modernising and integrating our public services

In preparing this budget the priority has been to protect frontline services and therefore to challenge what the Council does to ensure it is getting the best value for money for every pound it spends.

Priorities for 2019/20 are moving as many services as possible online, applying technological solutions to internal business processes, making the most efficient use of the public sector estate and developing more opportunities to generate income.

Residents' views were sought on:

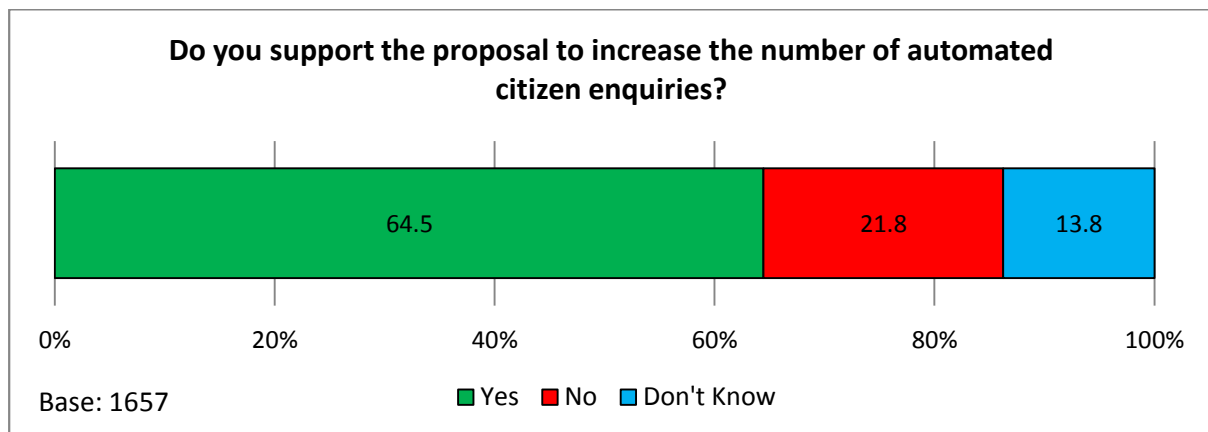
- Increasing 'Digital first' services
- Waste management online
- Council Tax e-billing
- Generating income (Bereavement and Dogs Home services)

'Digital First'

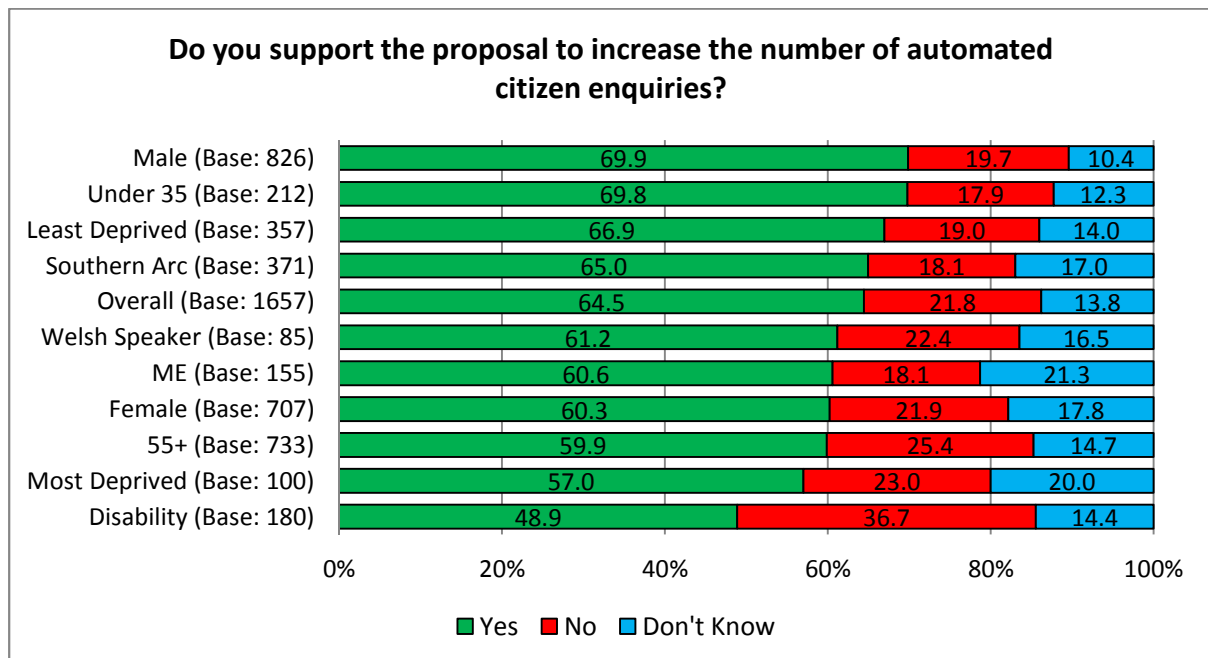
A number of services have adopted a 'Digital First' approach over the last 3 years. Going online gives residents 24/7 access to services, frees up officers to manage the most complex enquiries and results in savings that can be reinvested into front line services.

Q19. Do you support the proposal to increase the number of automated citizen enquiries?

Just under two-thirds of those surveyed (64.5%) supported the proposal.



Respondents who identify as disabled showed the lowest level of support for this proposal, with 48.9% in favour and 36.7% against.



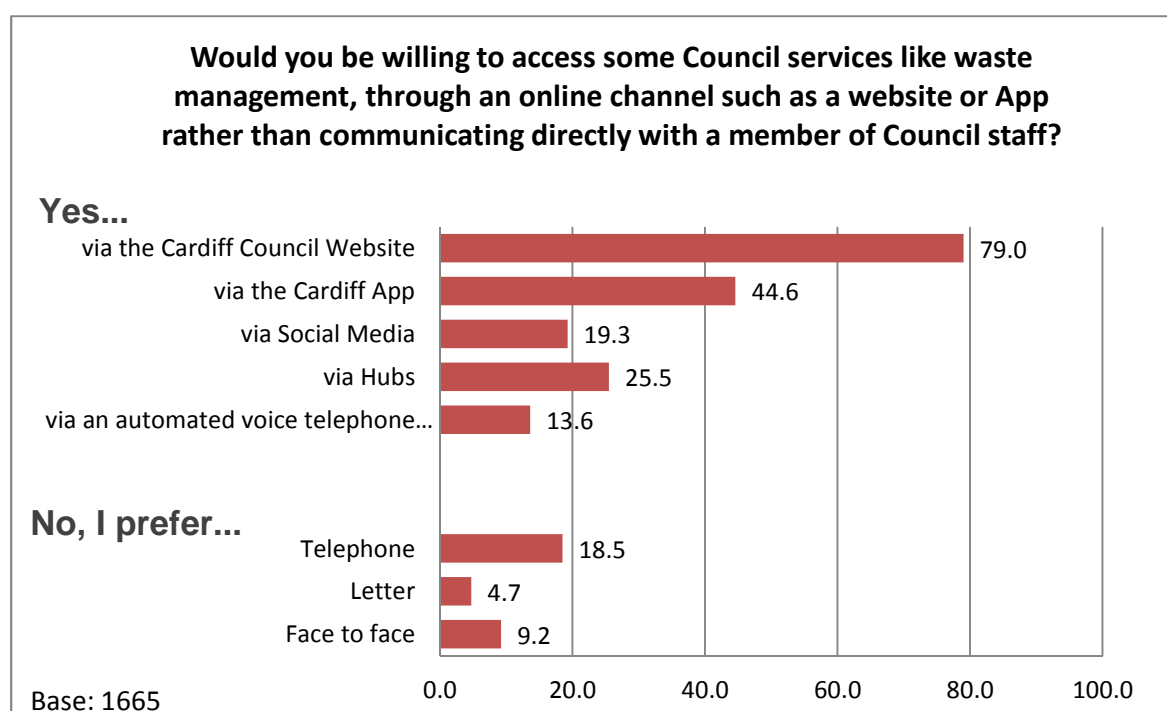
The most frequent comments, grouped by theme were as follows:

Theme	No	%	Example comments
Not everyone can access or is able to use the internet	357	48.4	<ul style="list-style-type: none"> - Must take into account those who do not have access to technology. - Access for people without internet. This includes some vulnerable groups such as the elderly, disabled and poor. - Older residents could feel more isolated if they can't access such technologies.
Prefer / need human interaction as an option	281	38.1	<ul style="list-style-type: none"> - I talk to humans not machine. - Depends on the nature of the query, a person can be more helpful in some situations, it needs a thoughtful approach. - Some people prefer 'face to face' contact. - This is not appropriate for some people who need face to face access.
Online systems are not good enough- slow / inaccurate / lacking options	144	19.5	<ul style="list-style-type: none"> - Your online systems are terrible, I am still being charged for services I never had. You can't just make it all online without investment in decent systems. - Current automated and semi-automated systems already not fit for purpose.

Q20. Would you be willing to access some Council services like waste management, through an online channel such as a website or App rather than communicating directly with a member of Council staff?

Around four in five respondents (79.0%) reported they would be willing to access some Council services via the Cardiff Council website – the most preferred means of contact of options provided. Just under half expressed interest in the Cardiff App (44.6%), with a quarter (25.5%) willing to access services via Hubs across the city.

Respondents were more willing to use the telephone to speak to a member of Council staff (18.5%) than use an automated voice telephone system (13.6%).



A significant proportion across all demographic groups were in favour of accessing services via a website. Respondents under 35 were more likely to be willing to use an App.

Women were more likely to use social media than men (23.7% versus 16.8%).

Respondents who identify as disabled were least likely to use the website (71.1%) or App (30.6%). They were notably more likely to prefer using traditional forms of contact such as telephone (25.6%), letter (10.0%) or face-to-face contact (19.4%) than other demographic groups.

	Overall	Under 35	55+	Female	Male	ME	Disability	Welsh Speaker
Base	1665	213	740	709	833	152	180	85
Yes...								
via the Cardiff Council Website	79.0	85.4	77.8	79.1	81.2	78.9	71.1	76.5
via the Cardiff App	44.6	63.8	33.1	41.6	49.0	42.1	30.6	52.9
via Social Media	19.3	30.0	12.2	23.7	16.8	23.7	20.0	21.2
via Hubs	25.5	35.2	23.5	27.2	24.4	25.0	23.9	22.4
via an automated voice telephone system	13.6	16.9	11.4	16.6	11.5	8.6	10.6	9.4
No, I prefer...								
Telephone	18.5	13.1	19.7	19.3	15.8	20.4	25.6	20.0
Letter	4.7	5.2	5.9	4.7	4.6	7.2	10.0	3.5
Face to face	9.2	8.5	9.9	8.9	8.2	15.1	19.4	7.1

Analysing responses geographically shows a broad consensus of opinion, although respondents living in the most deprived areas of the city were more willing to use the Cardiff App, social media and an automated voice telephone system than those from the least deprived areas.

	Overall	Most Deprived	Least Deprived	'Southern Arc'
Base	1665	102	365	370
Yes...				
via the Cardiff Council Website	79.0	82.4	80.0	80.8
via the Cardiff App	44.6	51.0	40.3	50.3
via Social Media	19.3	28.4	12.9	19.7
via Hubs	25.5	28.4	20.5	27.0
via an automated voice telephone system	13.6	15.7	10.1	14.1
No, I prefer...				
Telephone	18.5	20.6	16.7	15.7
Letter	4.7	3.9	3.0	4.6
Face to face	9.2	7.8	7.1	8.4

Participants in the Diverse Cymru session felt that automated services had their place but telephone and face-to-face options are also required to meet all needs. Language choice (not just English and Welsh) should be explored and the Council should work with disability organisations to ensure digital tools are as accessible as possible. Staff working in hubs and libraries should receive training to help residents access online services.

Two-thirds of those taking part in the Youth Survey (66.7%) supported the proposal for increasing automated services, ten times more than those against it (6.7%). Almost a quarter (23.3%) felt they didn't know.

E-billing for Council Tax

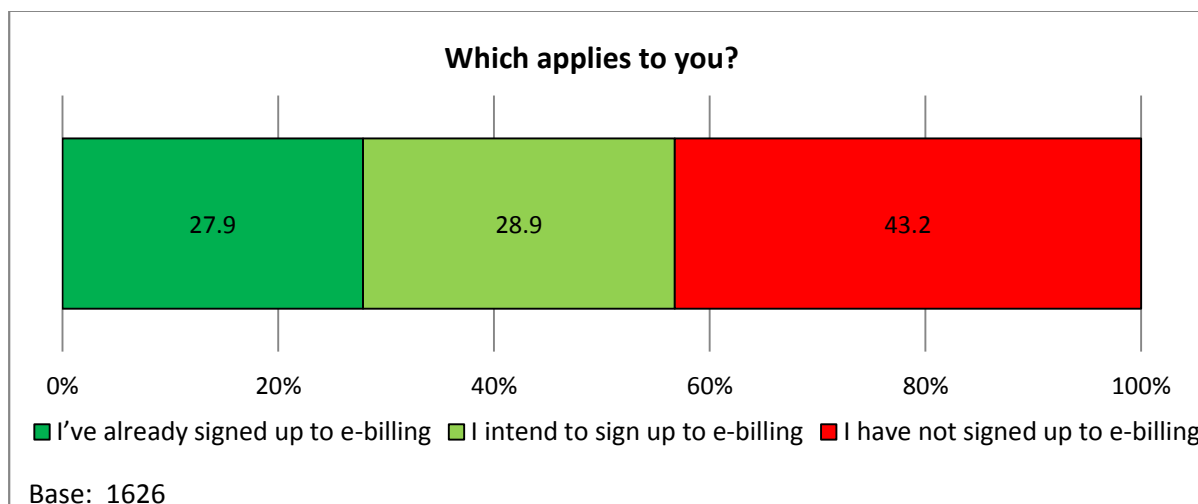
All Cardiff residents can now switch to e-billing for Council Tax meaning that bills, notifications and reminders will be sent electronically.

E-billing is faster and more efficient, it saves money for the Council on paper, materials and postage and has a positive environmental impact.

Residents were asked whether they used e-billing and if not about the barriers to signing up.

Q21. Have you signed-up to e-billing?

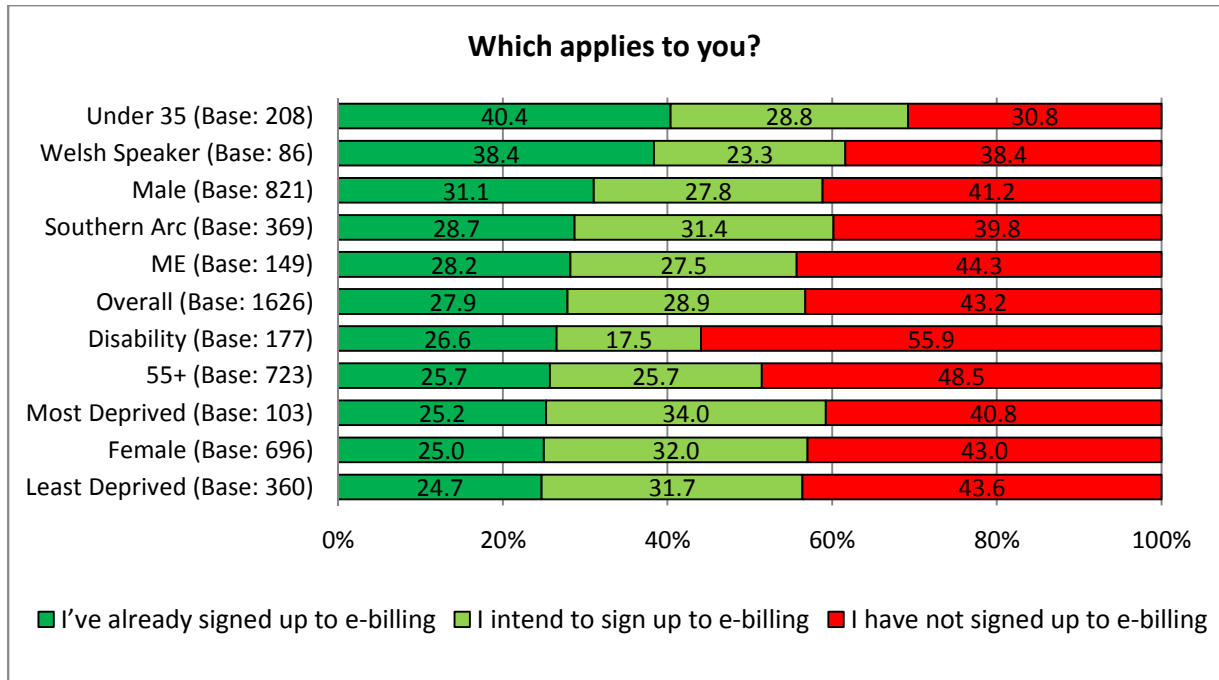
27.9% of respondents stated they were already using e-billing and 28.9% were intending to sign up. However, more than two-fifths (43.2%) did not indicate that they would sign up choosing the option 'I have not signed up to e-billing'.



Younger respondents (40.4%) and Welsh Speakers (38.4%) were most likely to have already signed up to e-billing; more than a third of respondents living in the most deprived areas of the city said they intended to sign up (34.0%).

More than half of respondents identifying as disabled (55.9%) stated they had not and did not intend to sign up for e-billing.

116 respondents indicated they would like to be contacted by a Council officer to receive help with setting up an e-billing account; of these, 89 people provided contact details. These people will be contacted following the consultation.

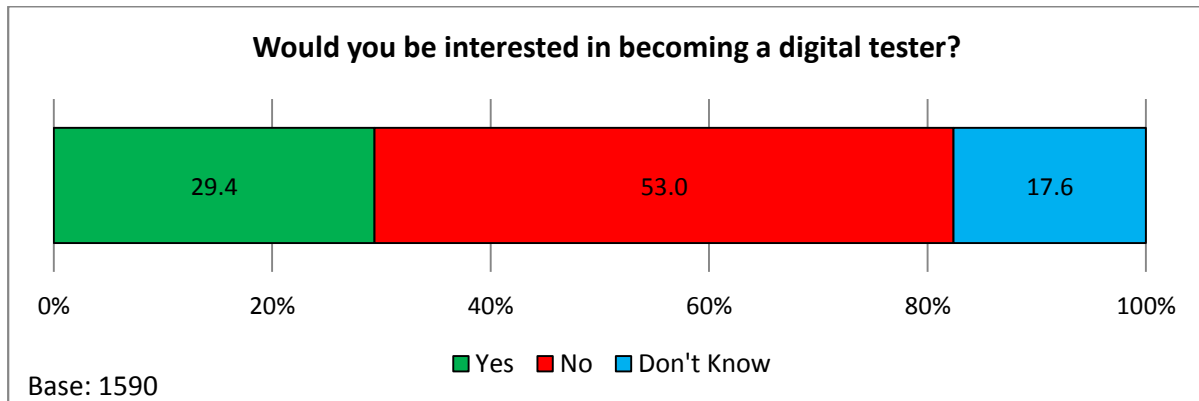


The most frequent comments, grouped by theme were as follows:

Theme	No	%	Example comments
Not Aware	22	39.3	- Wasn't aware until completing this survey that I could do e-billing
Prefer Paper	9	16.1	- Would rather a paper bill for record keeping. - Council tax is a nightmare to deal with so prefer a paper bill and receipt
Don't want to	8	14.3	- Prefer not to - I believe this has an impact on jobs in other organisations. - I don't support online e-billing

Q22. We will be exploring further how digital services can be used to provide our citizens with a 24/7 consistent service for basic council services. With this in mind, would you be interested in becoming a digital tester?

A total of 467 respondents expressed an interest in becoming a digital tester. 408 people provided contact details and will be invited to test webpages for new online services. Webpages are currently been tested face to face in hubs.



Generating income and increasing fees & charges

One of the ways to meet the financial challenge the Council faces is to be more entrepreneurial, generating income that can be reinvested into supporting services.

In a recent survey, two-thirds of respondents agreed with proposals for the Council to undertake commercial activities.

Bereavement

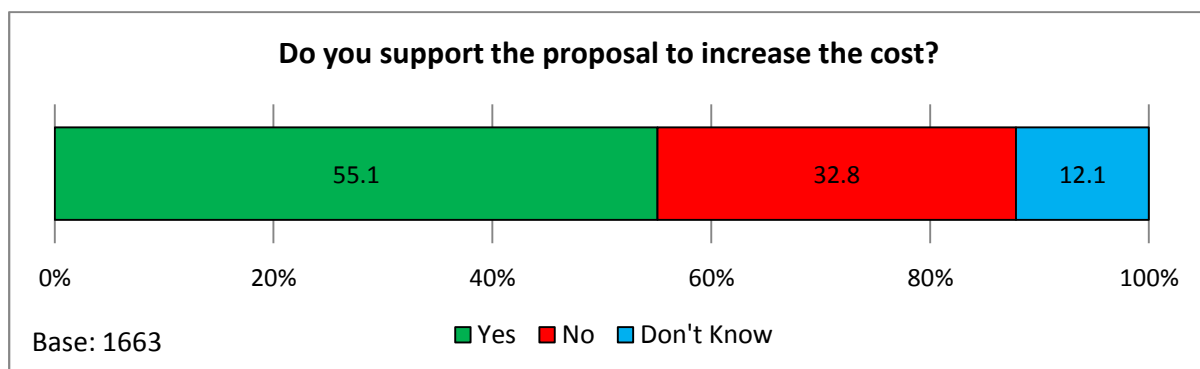
Cardiff Council’s award-winning Bereavement Services are responsible for the undertaking of over 4,000 funerals per year as well as the upkeep and maintenance of seven sites.

Income has been consistently reinvested to ensure this valuable service is as good as it can be. It is proposed to increase the price of a cremation from £560 to £640 (an increase of 14.3%) and a burial from £660 to £760 (an increase of 15.2%).

The charges compare well with other local authority providers and would result in an estimated additional income of £301k.

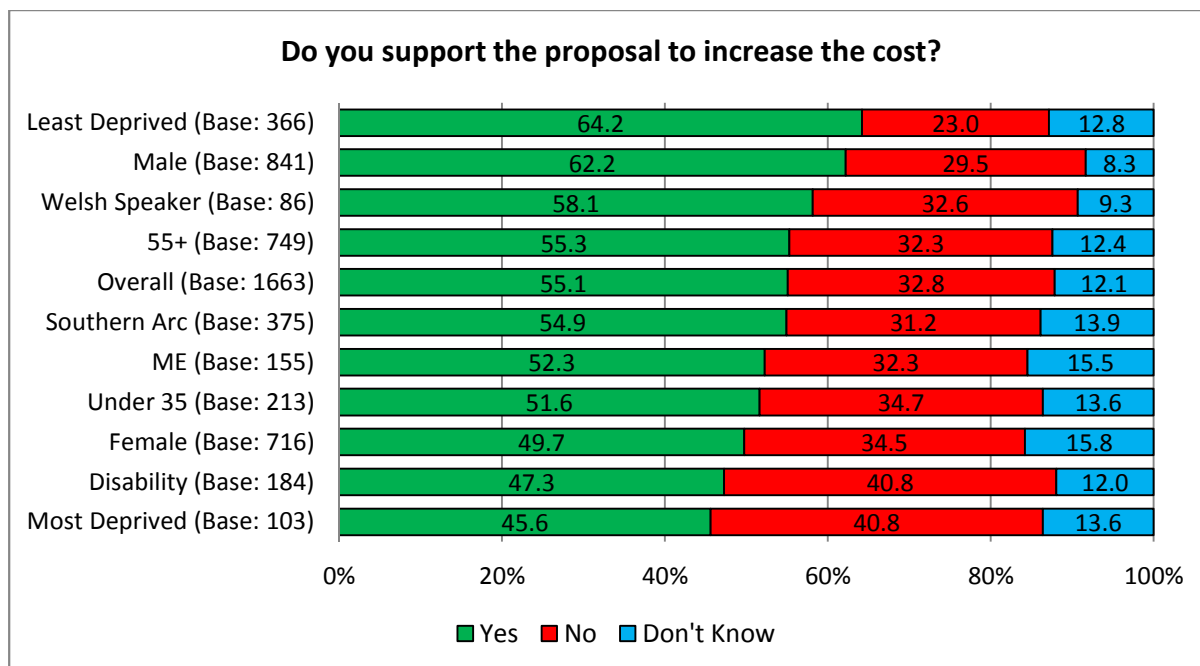
Q23. Do you support the proposal to increase the cost?

More than half of those responding to this question (55.1%) supported the proposal to increase the cost of cremations and burials, whilst just under a third were against (32.8%).



The highest levels of support for this proposal came from those living in the least deprived areas of the city (64.2%) and men (62.2%).

Fewer than half of those living in the most deprived areas of the city (45.6%), respondents identifying as disabled (47.3%) and women (49.7%) supported this proposal.



The most frequent comments, grouped by theme were as follows:

Theme	No	%	Example comments
Improve affordability	275	51.8	<ul style="list-style-type: none"> - There needs to be a tiered system so those on low incomes are not penalised for a death in their family. - Frankly, those who can pay should. Obviously some system needs to handle those who genuinely cannot pay the costs. - Help should be available to those who needed. People shouldn't be forced into debt to pay for a funeral.
Increases are too high	142	26.7	<ul style="list-style-type: none"> - If increases are needed, it should be in line with inflation (currently 2.51%), not 14.3-15.2%. It is unfair to load inflated costs to grieving families. - Huge increases not justified. People cannot afford these prices and they are only part of funeral costs. - Too expensive as is. You're taking advantage of people when they have no other choice
Unacceptable way to raise money	125	23.5	<ul style="list-style-type: none"> - Not the place to be making money. This is already expensive and hits people in a time of great distress. - Not an area that should be too market driven. - Financial exploitation of people in grief barely beggars belief at how low this Council has sunk.

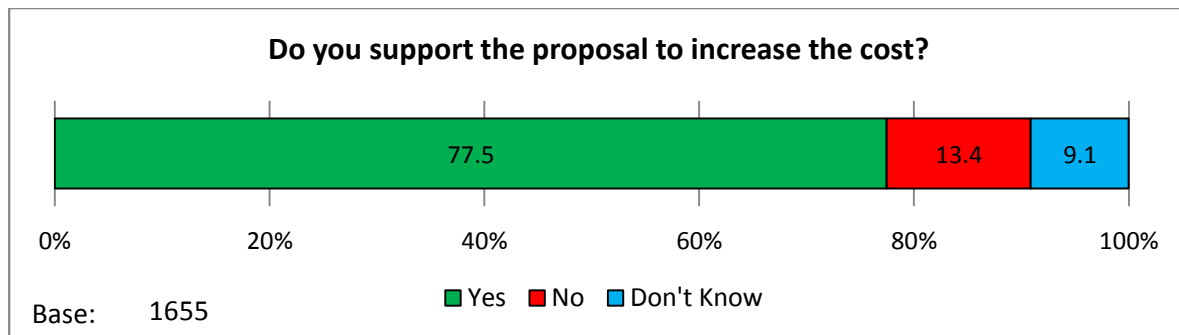
Dogs Home

Cardiff’s award winning Dogs Home deals with nearly 1,000 dogs every year with the focus on the safety of dogs and residents.

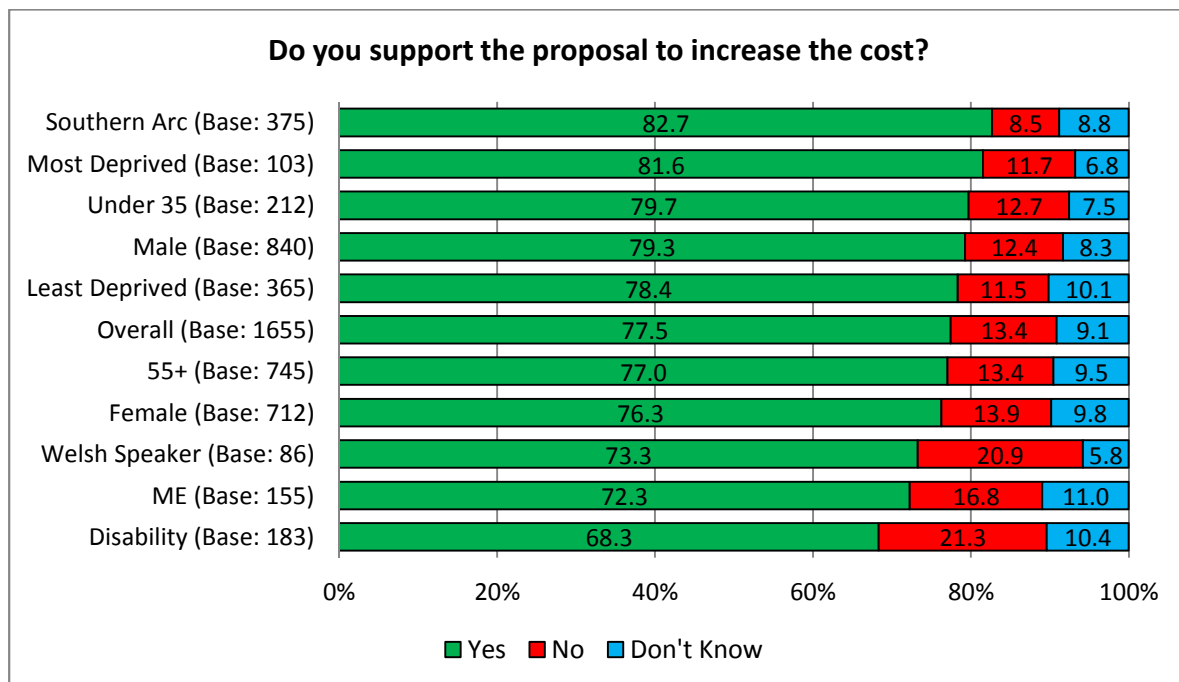
In working towards a position whereby the Dogs Home can become financially self-sustainable in the future, it is proposed that the price of rehoming a puppy be increased from £160 to £170 and for other dogs the price is increased by £30, taking the range of prices from £120-£320 to £150-£350.

Q24. Do you support the proposal to increase the cost?

More than three quarters of respondents (77.5%) supported the proposal to increase the cost of rehoming a dog or puppy.



Support for this proposal was broadly consistent across demographic and geographic groups; respondents with a disability showed the lowest level of support (68.3%).



The most frequent comments, grouped by theme were as follows:

Theme	No	%	Example comments
Increased costs means fewer are able to be rehomed	163	45.9	<ul style="list-style-type: none"> - <i>By increasing the cost of rehoming you will reduce the number of people willing to adopt an animal.</i> - <i>It will put people off buying from the home. How about running courses on pet behaviour/ training your animals, to raise income?</i> - <i>An increase of £30 seems quite high in one go and may put some people off.</i>
No concerns - approve of the proposal	43	12.1	<ul style="list-style-type: none"> - <i>This is still a small amount compared to buying a bred pedigree and a vital service for all involved.</i> - <i>Prospective dog owners should be prepared to pay for the privilege of owning a dog.</i> - <i>So long as this doesn't discourage use.</i>

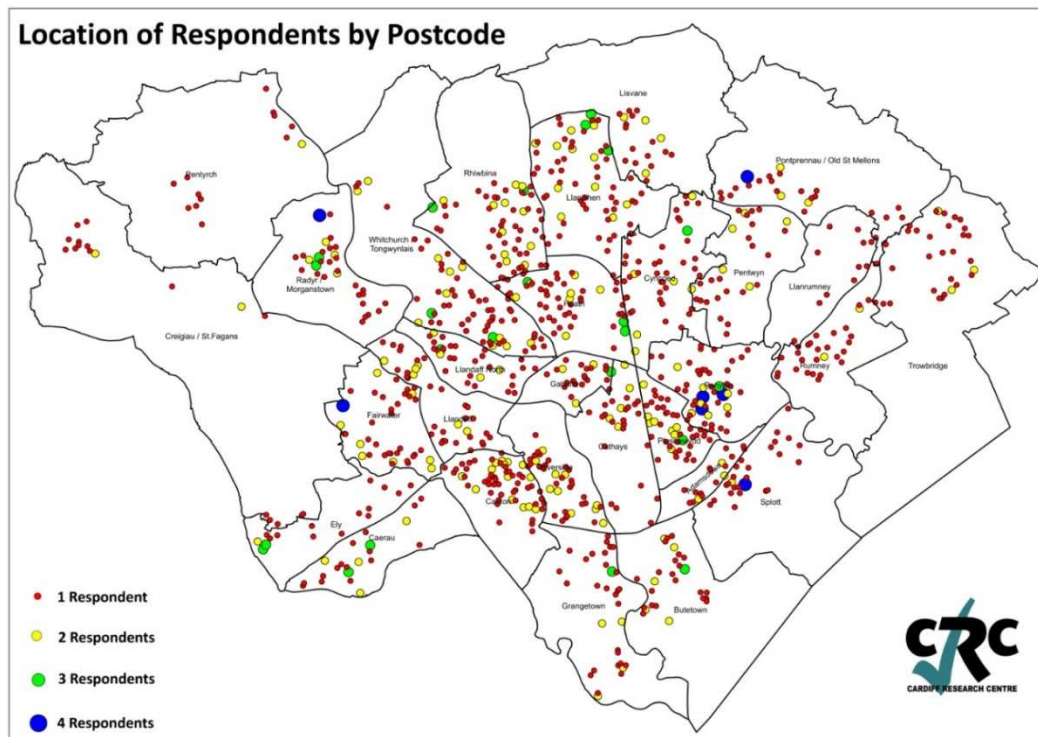


Appendix A

About you – respondent profile

What is your postcode?

In total, 1,330 respondents provided their postcode, or gave the area of Cardiff they lived in. The home location of respondents living in Cardiff, who provided their full postcode, are shown below.



What was your age on your last birthday?

	No	%	2017 MYE %
Under 16	26	1.6	18.4
16 - 24	34	2.0	17.2
25 - 34	184	11.1	16.4
35 - 44	301	18.1	12.1
45 - 54	323	19.4	11.7
55 - 64	391	23.5	10.1
65 - 74	285	17.1	7.5
75+	75	4.5	6.5
Prefer not to say	43	2.6	-
Total	1662	100.0	100.0



Are you...?

	No	%	2017 MYE %
Female	716	44.5	50.6
Male	844	52.5	49.4
Prefer not to say	47	2.9	-
Other	2	0.1	-
	1609	100.0	100.0

How many children live in your household?

	Age under 4		Aged 4-18	
	No	%	No	%
0	1279	90.3	1169	77.2
1	107	7.6	174	11.5
2	28	2.0	143	9.4
3	1	0.1	22	1.5
4	0	0.0	3	0.2
5+	1	0.1	3	0.2
	1416	100.0	1514	100.0

Which of the following best describes what you are doing at present?

	No	%
Working full time (30+ hours per week)	877	53.4
Working part time (less than 30 hours per week)	191	11.6
On a zero hour contract	11	0.7
Unemployed - Registered Job Seeker	7	0.4
Unemployed - Unregistered but seeking work	11	0.7
On a government training scheme	1	0.1
In full time education	9	0.5
Permanently sick or disabled person	36	2.2
Wholly retired from work	388	23.6
Looking after home	9	0.5
Caring for a child or adult	32	1.9
Prefer not to say	36	2.2
Other	35	2.1
	1643	100.0

Which of the following best describes your housing tenure?

	No	%
Owned outright	696	42.4
Owned with a mortgage	647	39.4
Rented from the Local Authority	31	1.9
Rented from a Housing Association	36	2.2
Private rented	150	9.1
Prefer not to say	60	3.7
Other	21	1.3
	1641	100.0

Do you identify as a disabled person?

Main Survey	No	%
Yes	187	11.3
No	1394	84.1
Prefer not to say	77	4.6
	1658	100.0

Please tick any of the following that apply to you:

	No	%
Deaf / Deafened /Hard of hearing	15	8.2
Learning impairment / difficulties	8	4.4
Long standing illness or health condition (e.g. cancer, HIV, diabetes, or asthma)	53	29.1
Mental Health difficulties	22	12.1
Mobility impairment	60	33.0
Visual impairment	5	2.7
Wheelchair user	6	3.3
Prefer not to say	5	2.7
Other	14	7.7
	182	-

Do you regard yourself as belonging to any particular religion?

	No	%
Yes	588	36.0
No, no religion	924	56.5
Prefer not to say	122	7.5
	1634	100.0



If yes, please specify

	No	%
Buddhist	9	1.5
Christian (Including Church in Wales, Catholic, Protestant and all other Christian denominations)	534	91.6
Hindu	2	0.3
Jewish	0	0.0
Muslim	12	2.1
Sikh	0	0.0
Other	16	2.7
Prefer not to say	10	1.7
	583	100.0

How would you describe your sexual orientation?

	No	%
Bisexual	46	2.8
Gay Man	61	3.7
Gay Woman/ Lesbian	16	1.0
Heterosexual/ Straight	1315	80.8
Other	18	1.1
Prefer not to say	172	10.6
	1628	100.0

Do you consider yourself to be Welsh?

	No	%
Yes	1052	65.8
No	548	34.3
	1600	100.0

How would you describe your Welsh language skills?

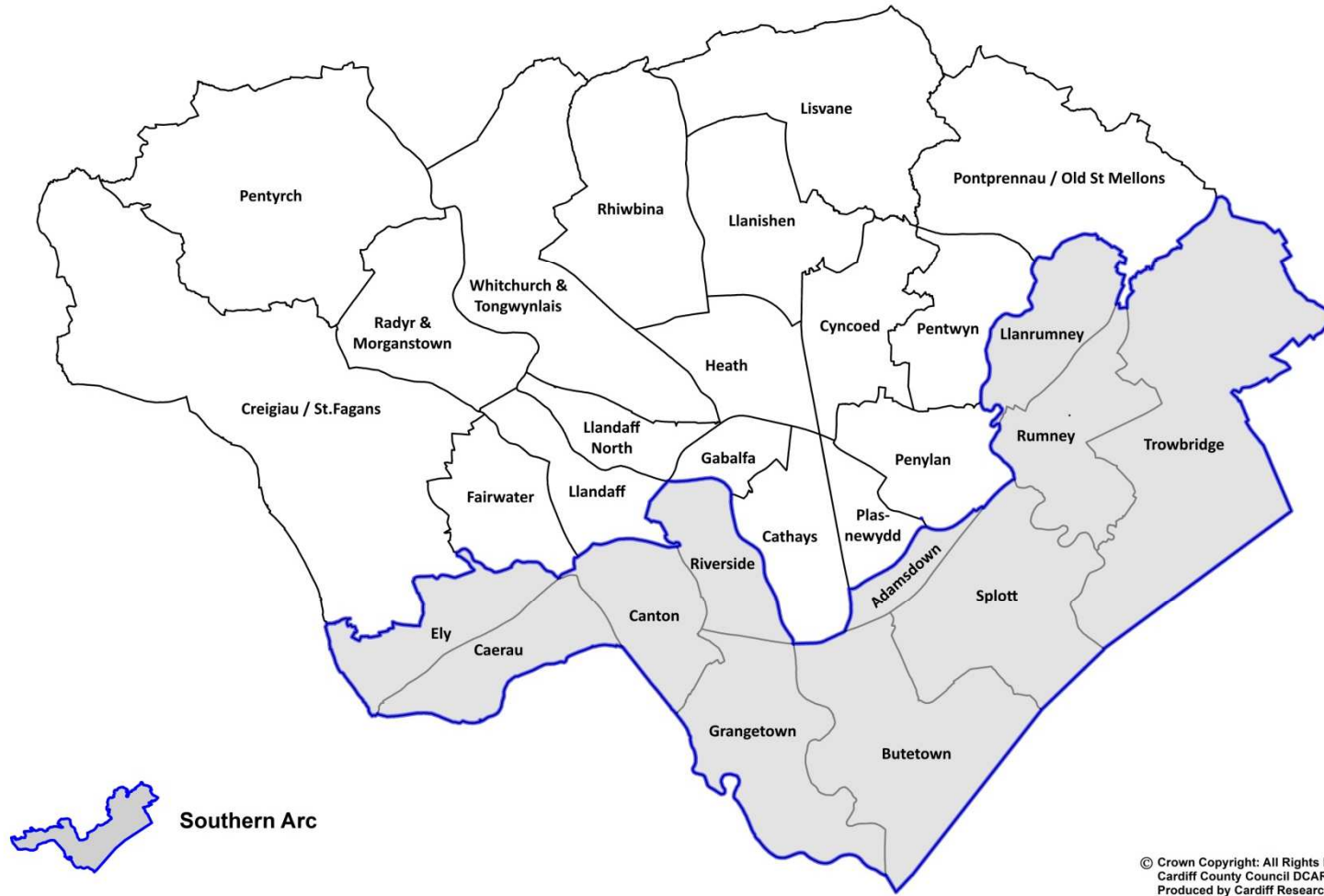
	No	%
Fluent	86	5.4
Moderate	93	5.8
Basic	333	20.7
Learner	266	16.6
None	827	51.5
	1605	100.0

What is your ethnic group?

Main Survey	No	%	2011 Census
White - Welsh/English/Scottish/Northern Irish/British	1426	86.4	80.3
White - Irish	22	1.3	0.7
White - Gypsy or Irish Traveller	1	0.1	0.2
White - Any other white background (please specify)	66	4.0	3.5
Mixed/Multiple Ethnic Groups - White and Black African	1	0.1	0.5
Mixed/Multiple Ethnic Groups - White and Black Caribbean	6	0.4	1.1
Mixed/Multiple Ethnic Groups - White & Asian	12	0.7	0.7
Mixed/Multiple Ethnic Groups - Any other (please specify)	9	0.5	0.6
Asian/Asian British - Bangladeshi	2	0.1	1.4
Asian/Asian British - Chinese	1	0.1	1.2
Asian/Asian British - Indian	7	0.4	2.3
Asian/Asian British - Pakistani	4	0.2	1.8
Asian/Asian British - Any other (please specify)	4	0.2	1.3
Black/African/Caribbean/Black British – African	4	0.2	1.5
Black/African/Caribbean/Black British – Caribbean	2	0.1	0.4
Black/African/Caribbean/Black British - Any other (please specify)	2	0.1	0.5
Arab	4	0.2	1.4
Any other ethnic group (please specify)	15	0.9	0.6
Prefer not to say	62	3.8	-
	1650	100.0	100.0

Appendix B

Southern Arc of Cardiff



Tudalen 495

Appendix C: Survey comments

Cardiff is a great place to grow up

School Budgets

Q1. Do you support the proposal to increase the funding that the Council provides to schools, known as delegated school budgets by £10.23m or 4.43%?

247 respondents left a comment. These have been grouped into the following themes:

Theme	No	%	Example comments
Schools need to share the burden	96	38.9	<ul style="list-style-type: none"> - <i>The protection of this budget to the detriment of other services is neither sustainable nor equitable</i> - <i>Schools must take a fair share of budget reductions.</i> - <i>Schools should be subject to the same level of austerity as other services.</i> - <i>Schools have been shielded from their fair share of making savings for too long.</i>
Concerns over the management of the money	64	25.9	<ul style="list-style-type: none"> - <i>Savings can be made with better budget management and more stringent spending and procurement.</i> - <i>I'm not confident in schools managing this budget. This should be managed centrally.</i> - <i>Funding to schools should be reduced, there is already far too much money wasted by schools.</i> - <i>Schools that I know of have been wasteful with funds. They should manage their finances better.</i>
Opposed/protect schools	50	20.2	<ul style="list-style-type: none"> - <i>Schools are already hugely struggling and they should be a priority and given sufficient funding.</i> - <i>The increase should stay in line with what is required - it should be more.</i> - <i>The estimated cost of delivering education in 2019/2020 should be met in full.</i>
Identify extra income streams/savings	49	19.8	<ul style="list-style-type: none"> - <i>They need to look for other sources of funding.</i> - <i>I believe that parents should contribute to their children's education if required. Too much funding</i> - <i>Too much money from council tax is spent on schools any increase should come from central government.</i>
Incomplete data	3	1.2	<ul style="list-style-type: none"> - <i>Schools currently miss-manage their delegated budgets</i>
Miscellaneous	38	15.4	<ul style="list-style-type: none"> - <i>What is the spend per pupil and what is enough money to provide a good education per pupil?</i> - <i>Those that have only just entered this country should pay to have their children schooled!!</i> - <i>Because I don't have or want children.</i>

Q2. Do you agree that these delegated school budgets should contribute to the financial challenge facing the Council?

682 respondents left a comment. These have been grouped into the following themes:

Theme	No	%	Example comments
Schools need bigger/ protected budget	328	48.1	<ul style="list-style-type: none"> - Schools need as much as they can get! - I believe that safeguarding, and indeed increasing, school budgets should be the primary priority - Schools getting money is more important than councilors getting a salary increase. - Education is imperative. I think that education is massively under funded
Schools should face same challenges as other service areas	110	16.1	<ul style="list-style-type: none"> - No sector can be immune from the financial pressures affecting the Council, others would suffer. - Because when times are lean all areas need to contribute. - Given finite resources, giving more to any one group means less to go elsewhere. - We're all in it together.
Schools need to manage their budgets efficiently	67	9.8	<ul style="list-style-type: none"> - If schools faced the same financial pressures they might manage their budgets appropriately - It may make them think about how they use the budgets as they do not seem to now - There must be efficiencies in school management that can be made before increasing budgets
Utilise reserves/resources from elsewhere	35	5.1	<ul style="list-style-type: none"> - Primary schools carried forward 7 million in 17/18. These reserves should be utilised. - I suggest schools used by well-off parents could possibly have lower funding than those in poorer area - If you cut bilingual education, can contribute even more
Review increase in spending	35	5.1	<ul style="list-style-type: none"> - Any increase in spending should be reviewed and addressed. - All expenditure needs to be analysed. Ideally there would be more money but times are not ideal - Do we really need breakfast clubs? Cap teachers' pay.
Government responsibility/ centralise	32	4.7	<ul style="list-style-type: none"> - Welsh assembly should take control - Central funding from Westminster should be ring-fenced and enough to maintain the current funding pot - Should be adequately funded from government
Schools aren't the only service the council provides	20	2.9	<ul style="list-style-type: none"> - Parks and leisure cannot continue to bear the brunt of cuts, they are also essential to health and well-being - The pressure to support older and sick residents is growing and we are falling short on our provision - Appreciate the need for schools but as a childless person don't want services I use to be impacted
Miscellaneous	104	15.2	<ul style="list-style-type: none"> - I don't understand how they would contribute - Because if the Council was run like a business it would be managed more effectively - I suspect you're asking indirectly for us to agree to put up council tax - don't trust you

Supporting Vulnerable Children

A new Fostering Service

Q4. Would you be interested in learning more about becoming a foster carer?

Q5. What would encourage you to consider a career in fostering?

175 respondents left a comment. These have been grouped into the following themes:

Theme	No	%	Example comments
Age	85	48.6	<ul style="list-style-type: none"> - I am a pensioner and not in a position to carry out foster care even if I wished to do so. - I just felt you should have had a box to say 'too old' to foster. - I believe that my age would preclude me from this vital work. I am 82 years old.
Commitments	21	12	<ul style="list-style-type: none"> - I would love to help but I have too many personal commitments. - It is not possible to foster and work. - Have grandchildren and time is devoted to them.
Space	18	10.3	<ul style="list-style-type: none"> - I don't have any spare bedrooms in my house currently. - Accommodation is too small. - If I had the space I would gladly help.
Already Carer	17	9.7	<ul style="list-style-type: none"> - I already have time consuming caring responsibilities and voluntary jobs. - I am struggling caring for my Mum - dementia. - I'm already a Carer for a disabled family member.
Time	13	7.4	<ul style="list-style-type: none"> - Having the adequate time in my days to offer what a foster child would need. I'd love to do it. - I work full time as a head teacher in one of the city's schools. I would love to foster when I retire.
Maybe in the future	9	5.1	<ul style="list-style-type: none"> - Waiting for the right time for my family to be in a position to take on a foster child. - In the future, when my children are grown-up.
Lack of support	5	2.9	<ul style="list-style-type: none"> - I've seen friends do this and there is insufficient support.
Health difficulties	5	2.9	<ul style="list-style-type: none"> - Sadly the levels of disability I have would make me useless for effective foster caring.
Miscellaneous	18	10.3	<ul style="list-style-type: none"> - I lack the skills to look after myself properly, I don't have the skills to look after anyone else. - I would like to know more about it so I can pass on the information/spread the word.

Safe, confident and empowered communities

Community sports buildings

Q10. Do you support the further transfer of park assets to local sporting leagues and governing bodies?

784 respondents left a comment. These have been grouped into the following themes:

Theme	No	%	Example comments
Opposed to the selling of assets	252	32.1	<ul style="list-style-type: none"> - <i>These are our assets. We've paid for them. Selling them now for short term gain (and on bad deals) is not good value.</i> - <i>These facilities should be owned and managed for everybody in Cardiff, not just small interest groups.</i> - <i>It says park assets - specifically these should remain in public ownership. They belong to all not just those who want to uses them for a specific sport.</i> - <i>These are public assets. I strongly oppose handing these over to private groups!! It also ignores the safeguarding issue for disabled persons wishing or needing to use facilities that are becoming unregulated and inaccessible. I am disgusted at this proposal. It assumes all users are able-bodied and neurotypical individuals with no personal impairment/s.</i>
Concern over sustainability for community groups in the long run	234	29.8	<ul style="list-style-type: none"> - <i>These groups may not be able to sustain maintaining the buildings.</i> - <i>Concerned about whether the facilities will be properly maintained and will continue to be community assets.</i> - <i>The financial business planning of the bodies and the long-term sustainability of them. What protections are put in place to protect the use of the facilities and keep them as open as possible to the communities?</i> - <i>That these bodies can raise sufficient funds to maintain the buildings and facilities in good order. If they don't they should be a clause in the contract that they will pass back to the council.</i> - <i>I am concerned about the viability of this approach in the long term. What happens if a sports club, for whatever reason ceases to exist? Who then will be responsible for the parks etc?</i>
Restricted access	191	24.4	<ul style="list-style-type: none"> - <i>They become privately owned and therefore inaccessible to most people.</i> - <i>Lack of access to the general public i.e. closed clubs.</i> - <i>What safeguards are in place for disadvantaged/low income families to be able to access these facilities if costs spiral?</i>
Rising costs	148	18.9	<ul style="list-style-type: none"> - <i>Prices and management. Prices already up at local leisure centre.</i> - <i>Doing this will rule out people who do not want to be a part of a club or may feel apprehensive about looking out of place. Also, this will end up with an increased cost of entry which again will alienate those who have the least to spend on exercise.</i>



			<ul style="list-style-type: none"> - <i>Park assets & Government bodies ARE PUBLIC PROPERTY and there for the benefit of everyone. Sale or transfer only means to private industry to raise funds etc. That will lead to increase charges to the public who already own these facilitate. I do understand the financial difficulties for the council, but some things should be sacrosanct. There has to be a way to keep these services in control of the council, while raising funds to support them WITHOUT a large influx of cash from the public purse via local taxation etc.</i>
Good idea, supportive of the proposal	28	3.6	<ul style="list-style-type: none"> - <i>Yes, as they will show greater care and generate more investment of time and money. Transitional support may be required though.</i> - <i>Cardiff Council aren't capable of looking after these areas, so better to give them to someone who can.</i> - <i>As long as public access is maintained.</i>
Miscellaneous	135	17.2	<ul style="list-style-type: none"> - <i>The usual issue, multiple use causes problems, particularly by inconsiderate cyclists and dog walkers.</i> - <i>Cost savings of £25k appears tiny compared to the likely costs to administer.</i>

A capital city that works for Wales

New Theatre

Q13. Do you support the proposal to secure a private tenant to develop and sustain the current theatre offer in the city?

619 respondents left a comment. These have been grouped into the following themes:

Theme	No	%	Example comments
Price increases	221	35.7	<ul style="list-style-type: none"> - Private company profits meaning increases in ticket prices etc. - Concerned that prices will go sky high when run by private people. - That private ownership may result in prices increasing to the point where theatregoers find them too expensive. - That profit margins would be of more concern to them than quality productions and safety.
Quality /variety	147	23.7	<ul style="list-style-type: none"> - The new tenant may restrict the variety of performances offered. - Quality of show (but currently highly variable) Failure of private company. - Continuity of service and standards. - As long as the quality and variation of what's on offer continues. Cardiff has something for everyone currently and I would hate to see that choice in culture and art reduce.
Lack of accountability	138	22.3	<ul style="list-style-type: none"> - What will be the conditions of this tenancy? Will the council have oversight to make sure the theatre remains accessible to people of different income means? - It would need to be safeguarded as a building so a new company couldn't simply knock it down and replace it with more student flats. - They must have the council represented on the management side, with a veto if necessary to protect Cardiff's interest.
Proposal is detrimental to the city's culture	116	18.7	<ul style="list-style-type: none"> - 'Culture' [incl. libraries] is one of the few locations where people of all ages, colours, classes and creeds can meet and are crucial for community cohesion and we have to be careful before we risk fragile infrastructure for short-term budgetary reasons. - The arts are vital and should not be left entirely to commerce. - The Council should maintain important Cultural building to avoid the possibility of them becoming developed in the wrong way by Private Companies.
Agree with the proposal with no concerns.	53	8.6	<ul style="list-style-type: none"> - No concerns. The New Theatre should be a commercial venture. - As long as the theatre is well-managed by a competent body, this could be a good move. I was involved with the Theatre Royal in Brighton which was very successful and received no public financial support.



			<ul style="list-style-type: none"> - All arts and leisure facilities should be self-sustaining or scrapped. There are too many 'hangers on' in this sector. Council has no obligation to keep subsidising these entertainments. The same should apply to galleries too - this council puts too much into trashy art projects. ensure they are self-sustaining and stop giving them so much money
Need More Info	45	7.3	<ul style="list-style-type: none"> - Need more detail to know if it is sustainable-does this model work elsewhere? - Would need to see further details to make any comments. - What are the implications? What will the relationship be, what are the terms and conditions?
Why can't council manage like proposed new tenant	26	4.2	<ul style="list-style-type: none"> - If a private tenant can operate the New Theatre profitably, why can't the council? - If a private company can make a profit, why can't the council. Ultimately a transfer of ownership will result in higher cost to the consumer. - Why have someone else to make money from something the Council could run, if run properly, it's an opt out!
Model for Leisure Centres was wrong	12	1.9	<ul style="list-style-type: none"> - Same as with leisure centres. We rent these facilities out and get them back in a poor state of repair. Tenants must be made to hand facilities back in same state that they rented them, Private landlords do this with low income tenants, the council should insist on this with private theatre tenants. They should also make one person accountable so that private companies cannot declare bankruptcy and avoid responsibilities to the venues at the end of tenancy. Again, it is absurd that the council cannot operate these facilities either with profit or cost neutral. - It seems that all the council wants to do is to transfer all leisure facilities to the private sector for short term gain if those continues we will need to look at the overall council management costs.
Venue is poor	10	1.6	<ul style="list-style-type: none"> - Seats were very cramped and uncomfortable - won't be going back.
Miscellaneous	80	12.9	<ul style="list-style-type: none"> - That you ask this question every year and still haven't done anything about it. - Ensure they understand Welsh culture and language

A capital city that works for Wales

City Events

Q14. Do you support the proposal to reduce the subsidy?

659 respondents left a comment. These have been grouped into the following themes:

Theme	No	%	Example comments
Will adversely affect city in long run	227	34.4	<ul style="list-style-type: none"> - <i>Events in Cardiff are fantastic for the city in terms of the economy but also the profile of the city and I wouldn't want this to result in fewer major events coming to Cardiff.</i> - <i>Cardiff is a capital city and we absolutely should ensure cultural and family events and activities of interest are maintained. They make Cardiff exciting, vibrant and cultural and contribute to the city economy.</i> - <i>Further deterioration of the social and amenity fabric of the city.</i> - <i>These are all important events to the residents of Cardiff, as well as important to bring in visitors into the City. They put our city on a national, global stage and are vitally important to the image of our city. Our Step into Christmas event was well received last week... just look at the press Swansea's switch on event had when they cut costs - not good press/publicity!</i>
Agree	195	29.6	<ul style="list-style-type: none"> - <i>These events are unnecessary and should not be funded by council tax payers.</i> - <i>How soon can they be ditched?</i> - <i>If money saved from not supporting these events means that basic, essential services such as education, social services and policing gain then, unfortunately, we have to see the above as luxuries we cannot afford during times of austerity.</i> - <i>If funding is tight it is better in my view for the council to spend money on the basics such as dealing with the appalling condition of many roads, pavements and the litter situation across the city.</i>
Investigate alternative funding options	175	26.6	<ul style="list-style-type: none"> - <i>These events can be supported by local businesses who benefit from increased visitor numbers.</i> - <i>Some of these events could become non-free - e.g. a small fee for entry to the "Speedway Fan Zone", a small increase to the entry fee for the Cardiff 10k, etc. Alternatively smarter commercial sponsorship of these events to at least make them cost neutral to taxpayers.</i> - <i>There could be more commercial sponsorship of these events. Business benefits greatly. Some people are inconvenienced by the coca cola Truck visit in recent years is a prime example of inconvenience caused for many for promoting a sugary drink?</i>



Other event options to reduce funding / event by event cost benefit analysis	156	23.7	<ul style="list-style-type: none"> - <i>Never heard of Tafwyl? Could the funding be reduced based on the success of each separately?</i> - <i>The reduction in subsidy must be fairly distributed between the events so that none are put at an unfair disadvantage over another.</i> - <i>Though maybe subsidy should be based on how green the event is. Runs and cycle events should get high subsidy, events should get more if they provide less parking and more active travel.</i>
We need to support these events	129	19.6	<ul style="list-style-type: none"> - <i>I would not want these events to stop as a result of the reduction. I am against however the large new area in the bay, Motorpoint is enough</i> - <i>Cardiff has a great team who run the Events and it works well and is a show case for Cardiff, encouraging people to visit the City</i> - <i>Loss to cultural life in the city. Lack of suitable sponsors. Could affect young artists who can least afford to lose support in developing their artistic careers.</i>
Need more information	30	4.6	<ul style="list-style-type: none"> - <i>This question is too vague to be able to give an informed answer. I would not support any reduction to any event that is for benefit of or supports disabled people for example. Each event should be looked at on its merits in terms of how many people it supports and what it encourages.</i> - <i>Has an efficient report been compiled taking into account possible transfers to other venues for at least some of the above activities?</i> - <i>How are the current subsidies prioritised?</i>
Miscellaneous	52	7.9	<ul style="list-style-type: none"> - <i>Reducing access to the poorest.</i> - <i>The less subsidy the Council pays for events, the more these events are controlled by private interests, and the more exclusive they become.</i> - <i>I don't partake in, nor observe any of the above. I don't even KNOW anybody that takes part in these events. I don't even know what some of these events are.</i>

Cardiff grows in a resilient way

Fines for littering

Q15. Do you support the proposal to increase charges for littering?

625 respondents left a comment. These have been grouped into the following themes:

Theme	No	%	Example comments
Enforcement	358	57.3	<ul style="list-style-type: none"> - Good idea but will need more enforcement teams if it is going to work. - The charge itself isn't the problem, there isn't anywhere near enough enforcement. - Who actually is monitoring / enforcing it currently - useless unless enforced. - I've never seen anyone being penalize for littering so what difference would £20 make?
None, think this is a good idea	81	13	<ul style="list-style-type: none"> - None, very good idea! Increase fines for dog fouling as well. - This is a great idea! - None, this is a can kicked down the road for too long, it has huge implications for individuals & communities particularly. Act now. - No concerns.
£100 is not enough	67	10.7	<ul style="list-style-type: none"> - The charge should be a lot higher, around £150, including for dog fouling and other similar misdemeanours. Parking fines and speeding also. - Increase it further, or include some community service. Far too much litter. Provide more bins in hotspot areas also, if funds allow. - It is not enough. Fines should be backed up with community service orders
Improved waste collection	66	10.6	<ul style="list-style-type: none"> - But ensure there are accessible bins or places to dispose of litter so people are encouraged to comply. - Littering charges are understandable but there is a severe lack of bin facilities outside of the city centre, this is particularly an issue for people who walk/cycle who have less facilities to store litter on their person before a bin etc. is available, as the city wants to increase sustainable transport an eye on supporting infrastructure for these routes need to be considered. I have walked miles in the suburbs with litter, before I have even come across one bin to dispose of it. - Necessary amount of bins should be around as well as ashtrays on top of these bins. If someone throws a cigarette and there isn't a visible ashtray around then they should not be fined. General litter is different as this should be kept by the person until a bin is found.
Education	53	8.5	<ul style="list-style-type: none"> - Better education is needed to change people's views on littering, maybe incentives could be brought in for recycling etc. as they do in the Nordic countries. - It's just a money making exercise rather than raise awareness and educate people about caring for the environment. - We need as much education as punishment, common sense has to be applied to the scheme.



Unfair fining	48	7.7	<ul style="list-style-type: none"> - As long as residents aren't unduly penalised for putting the wrong item in the wrong bin. - 'Petty' officials zeroing in on people who accidentally/ unknowingly litter by pulling a tissue out of pocket to wipe kids nose etc. (e.g.) as reported in the press. - Hasn't worked so far. Fines are disproportionate to a large number of recipients as they are not means tested.
Fly tipping	46	7.4	<ul style="list-style-type: none"> - Open the closed recycling centres. That would reduce fly tipping save money by not having to clear up the mess. - It should have happened already and while you're at it clamp down on fly tipping too. - If fines are imposed, more and more people will fly tip away from their area to avoid detection, this will impact on other areas of the City and green spaces.
What will this cost /generate	38	6.1	<ul style="list-style-type: none"> - Who will administer and enforce these charges? Will payments always be collected? How much will it cost to administer and enforce? - Cardiff is filthy - how are these fines currently enforced? How much was raised from these fines in the last fiscal year?
Put pressure on landlords/ reduce number of fast food and licensed premises	28	4.5	<ul style="list-style-type: none"> - There is a need to focus on the city centre and also streets such as City Road. It is necessary to ensure that private landlords in areas such as Cathays are responsible for litter outside their houses. - Fast food outlet cause most of this rubbish. Why can't people eat largely at home? Fewer fast food outlets which neatly joins up with the health agenda since fast food is high in salt and sugar. Shut down drinking places at midnight to relieve the cost of stewarding the centre of town and reduce drinking to excess. Drastically reduce number of licensed premises. This accords with Council's stated well-being agenda and future generations. You don't need to be drunk to have a good time!
Administration	28	4.5	<ul style="list-style-type: none"> - Catching people who drop litter or 'fly-tippers' would be difficult so the increase in fine s would go to some extend to fund the administration of the process.
Dog Fouling	9	1.4	<ul style="list-style-type: none"> - More should be done to tackle dog and cat fouling too
Miscellaneous	53	8.5	<ul style="list-style-type: none"> - If at today's prices they can afford to smoke/litter they can afford to pay fines!! - Littering is ugly, unhygienic and litter problems are increasing. - Cardiff needs a clean city policy.

Cardiff grows in a resilient way

Generating Renewable Energy - Lamby Way Solar Farm Scheme

Q16. Do you support the Council in pursuing the production of renewable energy at Lamby Way?

305 respondents left a comment. These have been grouped into the following themes:

Theme	No	%	Example comments
No concerns	94	30.8	<ul style="list-style-type: none"> - Think it is important to continue to develop this technology. - None, this is a superb idea. - Anything to do with renewable energy should be welcome.
Costs	93	30.5	<ul style="list-style-type: none"> - These costings of additional income are not deliverable. - Cost must be proportional to the benefits/output. - I have read the cost of building will be 15 million and only start to deliver net cost benefits after c30 years. With current budget issues we should focus elsewhere. Solar panels are not as efficient as advertised and very costly. Better to wait 10 years for more efficient and cheaper solar harvesting as the technology develops.
Need More Info	45	14.8	<ul style="list-style-type: none"> - I would want to know what the economics of setting this up would be up against the savings over time. - Can the energy generated offset energy usage in council buildings, reducing the overall carbon-footprint? Can we explore the use of wind and tidal power also? - Proper long term assessment of the proposals (including future costs) and good contract management to ensure get the Council isn't locked into a poor deal in future years.
Management	30	9.8	<ul style="list-style-type: none"> - It is poorly managed and becomes uneconomical. - The costs exceed the income. Councils not generally good at running a business?
Other power sources	23	7.5	<ul style="list-style-type: none"> - How about a hydro-electric weir at the bay barrage? - 1. That we don't get enough sunny days! 2. How do we propose to store the power for use at peak periods - Australia's Snowy Mountains Hydro Electric scheme uses off peak power generated by conventional, wind and solar systems, to pump water up the mountain and then run it back down at peak times to put power back into the grid, like a huge potential energy battery. We have enough water and mountains to do something similar in Wales. - I studied renewable energy and solar power as a student and as an engineer for many years both in Wales on Flatholm and elsewhere. I have found that in an effort to convince people to use solar in this country, the figures have been exaggerated and that in reality due to the climate, it does not create the amounts of power claimed.
Environment	14	4.6	<ul style="list-style-type: none"> - Caution about any adverse effect on wildlife. - Impact on environment.



Space	9	3.0	- <i>Could the space be used better?</i>
Incomplete data	1	0.3	- <i>£30k is nothing, how much do you get from the Methane recovery? This is a pointless venture with no rear return.</i>
Miscellaneous	63	20.7	- <i>Must install CCTV and security.</i> - <i>Changing legislation on any central grants that provide part of the payback on this tech.</i>

Cardiff grows in a resilient way

Improving air quality – more walking routes to schools

Q18. Do you support an increase in ‘walking routes’ aimed at reducing a reliance on other forms of school transport?

563 respondents left a comment. These have been grouped into the following themes:

Theme	No	%	Example comments
Safety issues, traffic, dark nights, anti-social behaviour, security, lighting	192	34.1	<ul style="list-style-type: none"> - Parents do not encourage children to walk to school due to safety issues and I’m not sure if this attitude would change. - Road safety and general safety. - Making these routes safe for children. Some drivers in Cardiff are maniacs and it can be dangerous for children to walk to school. - Poor street lighting, insufficient / poor condition pavements, inconsiderate parking and dangerous driving.
Congestion / Air pollution / Inconsiderate Parking - reduce cars	123	21.8	<ul style="list-style-type: none"> - Although air pollution is an issue, and i can see why it’s an issue for the council especially surrounding schools. I do believe this is a wider public issue that council shouldn’t be 100% responsible for. The money the council has is stretched enough! - The air pollution from wood burning stoves is also significant. But someone would need to be extremely brave to ban these. - Amount of traffic on the roads pollution caused by stationery traffic and effect of this on school children inhaling these fumes especially asthmatics. - School traffic is a nightmare and adds to pollution. The difference in school holidays is marked, including easier access by bus.
Length of journey - House to School	76	13.5	<ul style="list-style-type: none"> - Distances to high schools are prohibitive for walking routes especially with only 3 welsh high schools covering the city. - Keep local kids at local schools-my children always walked to school!! - We (and many others) didn't get a place at our catchment primary school, so walking is a pipe-dream for most parents.
Support for the proposal.	67	11.9	<ul style="list-style-type: none"> - None. Walking buses are a superb idea. - As long as it's an option and not forced upon you. - May help obesity problems.
Parents need to get kids to school, get to work etc. Car is the only option	58	10.3	<ul style="list-style-type: none"> - Walking routes are great but with pressures on household income meaning both parents need to work, not practical. - With so many working parents who, although they would like not to be so reliant on motor transport - time constraints take the choice away from them. - Most parents are working and do not have time to get to work if they walk children to school. Not many jobs start at 10.00 am!
Feel this is a losing battle, people are lazy, too dependent on cars/ impractical.	45	8.0	<ul style="list-style-type: none"> - Parents and their kids are lazy. Won't get them to join in easily. - They will simply ignore it, kids these days are bone idle. - People are lazy!



Cycle routes, encourage kids to cycle/improve routes etc.	37	6.6	<ul style="list-style-type: none"> - But it would be good too to focus on safe cycle routes for older children. Lots of older children live too far away to walk but would cycle if it was safer. - It is always an afterthought, and the council are too weak to insist that all new housing developments have the infrastructure in place for dedicated walking or cycling. - Better cycle routes for young people and children for schools, as well as road safety lessons at schools.
Not in the dark, cold & rainy winter months	24	4.3	<ul style="list-style-type: none"> - Great Britain is too cold, wet and windy! They won't be used, it's a 'white elephant'. - Winter usage. Do these only solve the problem for half of the year?
Improve road infrastructure	23	4.1	<ul style="list-style-type: none"> - The transport in Cardiff needs an overhaul especially on east side as there is no train service. - That not enough is spent on this. Road resurfacing can wait, get the cycling, pedestrian and bus routes sorted first.
Cost effective?	23	4.1	<ul style="list-style-type: none"> - I don't believe they would meet cost/benefit criteria. People will continue to use their cars. - Waste of money.
Implement properly.	18	3.2	<ul style="list-style-type: none"> - Bad implementation. Please do this properly, even if it means drastic changes to road access.
School Buses	17	3.0	<ul style="list-style-type: none"> - Have school buses been considered? Many parents are uncomfortable about their children walking to school on their own.
Encourage parents children to walk bike etc. educate them on the health benefits	15	2.7	<ul style="list-style-type: none"> - Not enough children who are able to, are walking to school. It is important for health reasons as well as traffic reduction. Perhaps parents need to be educated. Many secondary pupils could be walking.
Need to consider Ability	11	2.0	<ul style="list-style-type: none"> - Not all children are adequately mobile to walk. They will therefore feel further isolated if they are different because they do not use walking routes.
Need reliable public transport	9	1.6	<ul style="list-style-type: none"> - People used to drive to the start of the walking bus thus just pushing the pollution elsewhere. We need better public transport and safe cycle routes.
Uptake?	10	1.8	<ul style="list-style-type: none"> - It would be worth finding out how many would transfer to walking before investing funds into it.
Miscellaneous	57	10.1	<ul style="list-style-type: none"> - Contact the welsh government for fairer funding for public services and lobby directly for a significant increase to council budgets as a matter of course. - More information required.

Modernising and integrating our public services

Q19. Do you support the proposal to increase the number of automated citizen enquiries?

737 respondents left a comment. These have been grouped into the following themes:

Theme	No	%	Example comments
Not everyone can access or is able to use the internet	357	48.4	<ul style="list-style-type: none"> - Must take into account those who do not have access to technology. - Access for people without internet. This includes some vulnerable groups such as the elderly, disabled and poor. - Older residents could feel more isolated if they can't access such technologies. - Difficulties for those without easy access to internet.
Prefer / need human interaction as an option	281	38.1	<ul style="list-style-type: none"> - I talk to humans not machine. - Depends on the nature of the query, a person can be more helpful in some situations, it needs a thoughtful approach. - Some people prefer 'face to face' contact. - This is not appropriate for some people who need face to face access.
Online systems are not good enough-slow / inaccurate / lacking options	144	19.5	<ul style="list-style-type: none"> - Your online systems are terrible, I am still being charged for services I never had. You can't just make it all online without investment in decent systems. - Current automated and semi-automated systems already not fit for purpose. - I cannot see how your current could get any worse.
Needs investment / improvement / Bilingual / good user experience	81	11.0	<ul style="list-style-type: none"> - There are some queries that fell outside an online system and telephones should be manned to an appropriate level to ensure call are answered quickly. - A good system must be in place - prompt, clear, user-friendly, with contacts easily re-accessed if there are any on-going problems. 'Automated' must not become anonymous or confusing or unable to accommodate individual needs. Telephone communication must always be an alternative option with experienced knowledgeable staff. - These would all have to available in both official languages to ensure equality of use.
Job Losses	17	2.3	<ul style="list-style-type: none"> - That this will result in redundancies - jobs should be protected in an already overly stretched council - Only concern is front line staff being made redundant. - Loss of jobs - for those people who currently provide the service.



<p>Happy with service</p>	<p>14</p>	<p>1.9</p>	<ul style="list-style-type: none"> - <i>Do it... who wants to wait for the phone to be answered. Actually who wants to speak to a person... online/apps/AI is the future</i> - <i>Certainly is easy to use but it is nice to be able to speak to somebody in times of need.</i> - <i>Prompt service in answering queries.</i>
<p>Miscellaneous</p>	<p>33</p>	<p>4.5</p>	<ul style="list-style-type: none"> - <i>Did you propose this last year.... one year on an no progress?!</i> - <i>Should be a choice.</i> - <i>It's not clear from this page or the last what an automated citizen enquiry is...</i>

Modernising and integrating our public services

E-Billing for Council Tax

Q21. Have you signed-up to e-billing?

56 respondents left a comment. These have been grouped into the following themes:

Theme	No	%	Example comments
Not Aware	22	39.3	<ul style="list-style-type: none"> - <i>Wasn't aware of it.</i> - <i>I didn't know it was available</i> - <i>Wasn't aware until completing this survey that I could do e-billing</i>
Prefer Paper	9	16.1	<ul style="list-style-type: none"> - <i>Would rather a paper bill for record keeping.</i> - <i>Council tax is a nightmare to deal with so prefer a paper bill and receipt</i>
Don't want to	8	14.3	<ul style="list-style-type: none"> - <i>Prefer not to</i> - <i>I believe this has an impact on jobs in other organisations. I don't support on line e billing.</i>
Security	3	5.4	<ul style="list-style-type: none"> - <i>GDPR, privacy and security concerns.</i>
Prior negative experience	3	3.6	<ul style="list-style-type: none"> - <i>Not sure since I have had bad experiences with council tax query taking extra money out of my bank account for 2 months before adjustments were made.</i>
Miscellaneous	13	23.2	<ul style="list-style-type: none"> - <i>Because I am fed up with being in the minority who pay Council tax at all. You have so many people who claim exemptions and contribute nothing to the Council whilst taking everything they can. Why should I make it easier for you to spend my money on wasteful services I don't want.</i> - <i>I live outside Cardiff.</i>

Modernising and integrating our public services

Bereavement

Q23. Do you support the proposal to increase the cost?

531 respondents left a comment. These have been grouped into the following themes:

Theme	No	%	Example comments
Improve affordability	275	51.8	<ul style="list-style-type: none"> - Should be help for those who can't afford it. - There needs to be a tiered system so those on low incomes are not penalised for a death in their family. - Frankly, those who can pay should. Obviously some system needs to handle those who genuinely cannot pay the costs. - Help should be available to those who needed. People shouldn't be forced into debt to pay for a funeral.
Increases are too high	142	26.7	<ul style="list-style-type: none"> - If increases are needed, it should be in line with inflation (currently 2.51%), not 14.3-15.2%. It is unfair to load inflated costs to grieving families. - Funeral costs are escalating far faster than inflation - causing problems for relatives at a difficult time. - Huge increases not justified. People cannot afford these prices and they are only part of funeral costs. - Too expensive as is. You're taking advantage of people when they have no other choice
Unacceptable way to raise money	125	23.5	<ul style="list-style-type: none"> - Not the place to be making money. This is already expensive and hits people in a time of great distress. - Not an area that should be too market driven. - Financial exploitation of people in grief barely beggars belief at how low this Council has sunk.
No Concerns	21	4.0	<ul style="list-style-type: none"> - I am reluctantly agreeing on the basis that I accept your findings. - I don't mind you making it even more expensive so long as poor families get a reduction too. - Whilst depressing, if the cost is competitive and in line with inflation then it should sadly go up.
Need to encourage Cremations not burials	18	3.4	<ul style="list-style-type: none"> - Make grants available to those who cannot meet the cost of cremation. Burials should pay full cost. - Cremations should be incentivised as the long term cost is nil. Burial by contrast requires land, grounds maintenance and public access facilitation. If families are insistent on burial the space required should attract a fee on the land including ongoing rental commensurate with a city centre office space. The fee for the service and procedure needs to reflect the actual cost of the excavation etc. rather than comparison to the incineration. - I don't think there should be an increase for cremation but there should be for burials.
Miscellaneous	57	10.7	<ul style="list-style-type: none"> - Can this not be phased in? - All people should be required to have life insurance. - Cardiff should have a Natural wildflower burial site.

Dogs Home

Q24. Do you support the proposal to increase the cost?

355 respondents left a comment. These have been grouped into the following themes:

Theme	No	%	Example comments
Increased costs means fewer are able to be rehomed	163	45.9	<ul style="list-style-type: none"> - <i>By increasing the cost of rehoming you will reduce the number of people willing to adopt an animal.</i> - <i>It will put people off buying from the home. How about running courses on pet behaviour/ training your animals, to raise income?</i> - <i>An increase of £30 seems quite high in one go and may put some people off</i>
No concerns - approve of the proposal	43	12.1	<ul style="list-style-type: none"> - <i>This is still a small amount compared to buying a bred pedigree and a vital service for all involved.</i> - <i>Prospective dog owners should be prepared to pay for the privilege of owning a dog.</i> - <i>So long as this doesn't discourage use.</i>
Miscellaneous	44	12.4	<ul style="list-style-type: none"> - <i>Need to reduce the number of dogs</i> - <i>Termination would be more cost effective.</i> - <i>Can we increase awareness of the support needed?</i>

Mae'r dudalen hon yn wag yn fwriadol

WELSH LOCAL GOVERNMENT SETTLEMENT 2019-20

Final

Table 7: List and estimated amounts of Grants for total Wales by Main Expenditure Group

Existing Grant name	£'000s	
	2018-19	2019-20
Education		
Education Improvement Grant ¹	118,137	118,137
Sixth Form Funding ²	92,918	NA
Pupil Development Grant	91,333	91,333
Raising School Standards ¹	10,030	NA
Additional Support for Ethnic, Minority, Gypsy Roma Traveller Learners ³	8,700	8,700
Teachers Pay Grant	8,069	RSG
Costs associated with Teachers Pay Grant	7,500	7,500
Pioneer Schools ¹	7,105	NA
Free School Meals Grant	5,000	RSG
Adult Community Learning	4,307	NA
Youth Support Grant	3,470	9,670
Additional Learning Needs Transformation Grant	3,200	3,200
Reducing infant class sizes grant	3,000	5,000
Small and Rural Schools Grant	2,500	2,500
Sabbatical Scheme - Welsh in a Year	1,834	2,752
PDG Access ³	1,770	3,554
School-based Supply Cluster Trial	1,349	460
GCSE Support ²	1,000	0
The Learning in Digital Wales Continuing Professional Development Programme (Phase 2) ¹	450	500
Modern Foreign Languages ¹	432	432
Seren Network Hub Grant	320	320
Promote and Facilitate the use of the Welsh Language	314	314
Senior Business Managers	200	200
Mentoring and Networking Support for Head Teachers ¹	140	140
Specialist Skills Development	79	131
National Numeracy Tests ¹	20	20
Schools Funding Grant	0	15,000
Total	373,177	269,862
Local Government and Public Services		
Supporting People ⁴	123,688	0
Flying Start Revenue Grant ⁵	74,683	0
Families First ⁵	37,661	0
Communities for Work Plus ⁵	10,731	0
Cardiff Capital City Deal	10,000	10,000
Communities for Work	6,833	6,906
Legacy Fund ⁵	6,000	0
Cardiff Bay Regeneration	5,400	5,400
High Street Rate Relief	5,000	23,600
Promoting Positive Engagement for Young People At Risk of Offending ⁵	4,330	0
Homelessness Grant	2,800	2,800
Child Burials	600	600
Support for Public Services Boards	400	400
Delivery of Activities Related to Rent Smart Wales	275	NA
Armed Forces Day	170	20
Rural Housing Enabler Projects	105	30
Children and Communities Grant	0	135,442
Housing Support Grant	0	126,763
Total	288,675	311,961
Economy and Transport		
Concessionary Fares	57,986	60,133
Bus Services Support Grant	25,000	25,000
Bus Revenue Support Traws Cymru	3,400	3,387
Road Safety Grant	2,000	1,900
Major Events Grant Support	1,635	260
Regional Tourism Engagement Fund	976	750
Anglesey Airport	366	NA
CYMAL	268	NA
Enterprise Zones	105	50
Specialist Service Grants	65	65
Total	91,801	91,545
Health and Social Services		
Substance Misuse Action Fund	22,663	25,063
Supporting Sustainable Social Services	14,000	0
Out of School Childcare ⁵	2,300	0

Appendix 3

Existing Grant name	£'000s	
	2018-19	2019-20
NHS Funded Nursing Care Grant	1,900	1,250
St David's Day Fund ⁵	1,000	0
National Approach to Advocacy	550	550
Deprivation of Liberty Safeguard	263	NA
Maintaining the Delivery of the National Adoption Register	172	172
Development of Adoption Support Services in Wales	90	90
Take Home Naloxone	80	80
Substance Misuse Bursary Scheme	35	0
Adoption Support	0	2,300
Social Services Grant	0	30,000
Total	43,053	59,505
<u>Energy, Planning and Rural Affairs</u>		
Sustainable Waste Management Grant ⁶	18,200	NA
Waste Infrastructure Procurement Programme - Gate Fee Contributions	13,300	10,170
Single Revenue Grant ⁷	2,548	0
Flood and Coastal Erosion Risk Management	1,730	1,730
Air Quality Direction Feasibility Study	554	554
Sustainable Development Fund for Areas of Outstanding Natural Beauty	275	275
Animal Health & welfare Framework Funding	200	200
South Wales Regional Aggregate Working Party	50	50
Waste Planning Monitoring Report - North Wales and South East Wales.	49	49
North Wales Regional Aggregate Working Party	25	25
Waste Planning Monitoring Report - South West Wales	17	17
Non-Domestic (Business) Rates Support for Hydropower	8	NA
Coastal Risk Management Programme	0	2,400
Total	36,956	15,469
<u>Central Services and Administration</u>		
Violence against Women, Domestic Abuse & Sexual Violence Grant	1,938	1,938
Assets Collaboration Programme Wales Phase 2	410	0
Community Cohesion Grant	360	1,120
Assets Collaboration Programme Wales	207	0
Total	2,914	3,058
All Grants	836,576	751,400
All Grants excluding NA and RSG transfers (for like-for like comparison)	689,767	751,400

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.

NA = figures not available at time of publication

RSG = funding transferring to Revenue Support Grant

¹ These programmes are part of the Regional Consortia School Improvement Grant

² The 2019-20 allocation will include an additional £1.074m in respect of the sixth form funding element of the Teacher's Pay Grant

³ These programmes are part of the Local Authority Education Grant

⁴ The Supporting People Grant will be included in 2019-20 within the Housing Support Grant

⁵ These programmes are part of the new Children and Communities Grant from 1 April 2019

⁶ £35m of the Sustainable Waste Management Grant transferred to Revenue Support Grant 2018-19.

⁷ The Single Revenue Grant will end on the 31st March 2019. The new Enabling Natural Resources and Well Being Grant (ENRaW) was launched on 7th September.

Appendix 4

Revenue Resources Required for 2019/20		
	£000	£000
Adjusted Council Budget		610,400
Add: Employee costs	4,412	
Exceptional Inflation	3,186	
Directorate realignments	5,599	
New Responsibilities	637	
Commitments	2,997	
Schools non-pupil number growth	<u>10,337</u>	
		27,168
Demographic pressures:		
Social Services	3,400	
Pupil numbers	2,183	
Other	<u>100</u>	
		5,683
Less: Newly announced specific grant streams	<u>(3,000)</u>	
		(3,000)
Add: New Directorate Pressures	<u>4,795</u>	
		4,795
Council Base Budget for 2019/20 (before savings)		645,046

Revenue Resources Available for 2019/20		
AEF per final settlement	(444,629)	
Council Tax - at 2018/19 level (and new Council Tax Base)	<u>(167,979)</u>	
Total Resources		(612,608)

Shortfall	32,438
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To be met from:-		
Savings	(19,157)	
Reduction in Financial Resilience Mechanism	(200)	
Schools Contribution to Meeting Pressures	(3,586)	
4.9% Council Tax increase (Net of impact on CTRS)	(6,745)	
Use of Reserves	<u>(2,750)</u>	
TOTAL		(32,438)

Mae'r dudalen hon yn wag yn fwriadol

Financial Pressures Summary 2019/20

No.	Pressures Title	Value of Pressure 2019/20 £000	Risk Assessment	
			Residual	EIA
FP1	Education Other Than At School (EOTAS) Budget requirement for pupils being educated other than at school or in the city wide Pupil Referral Unit provision.	500	Red-Amber	Green
FP2	Local Development Plan - Educational Implications To create the officer capacity necessary to properly plan for, consult upon, and manage the construction of additional schools arising from the Local Development Plan.	104	Amber-Green	Green
TOTAL EDUCATION & LIFELONG LEARNING		604		
FP3	Older Persons & Accessible Homes Unit Developing an "Older Persons & Accessible Homes Unit" to: - Provide specialist housing advice for all older people, to help them better understand their housing options. - Ensure that high quality advice and information is available on the Council's websites, in Hubs and through information sessions and events. - Support people with disabilities to access adapted properties. - Actively promote Extra Care Housing as an alternative to residential care and as step down from hospital – raising awareness of the advantages with older people and professionals. The £150,000 will fund the five posts required for this unit.	150	Amber-Green	Amber-Green
FP4	Implementation of the Support For Families Model A Cabinet report in October 2018 sought authorisation to create a Gateway for families as a first point of contact for information, advice and assistance. This new approach proposed the bringing together of common services that are both provided in-house and commissioned, to ensure that services are person-centred. It is anticipated that the join up of these services and being able to provide the right intervention at the right time will lead to a reduction in families reaching crisis and the number of new children being looked after. This comprehensive approach will also support the step-down of children from care.	500	Red-Amber	Red-Amber
TOTAL HOUSING & COMMUNITIES		650		
FP5	Create new additional workers at Ty Canna- Transitional Outreach Workers To recruit four Transitional Outreach Workers (Grade 5) at Ty Canna. These workers will specifically work with young people in the process of transitioning from Children's Services / Child and Adolescent Mental Health Services to Adult Mental Health Services. Four workers are needed to meet demand - two will work in the north and two in the south, though they would work flexibly across the city to meet demand as required. This structure will align with the Locality Model and the plans for two Community Mental Health Teams to replace the existing five.	108	Red-Amber	Red
FP6	Extension of Adolescent Resource Centre (ARC) To provide funding for a team made up of 1 x Principal Social Worker (Grade 9), 1 x Senior Intervention Worker (Grade 6), 4 x Intervention Workers (Grade 5), 1 x Business Support Officer (Grade 4). The team will work with 50 families. This resource will be added to the existing infrastructure known as the ARC (Adolescent Resource Centre), which uses best practice approaches to support adolescents and their families to keep older children out of public care. These additional resources will allow this approach to be extended to younger children.	335	Red-Amber	Green
FP7	Safe systems for lone workers To fund the ongoing monthly costs of 300 'Archie' devices (lone working devices), the purchase of which will be funded through the Financial Resilience Mechanism in 2019/20. It is estimated that potentially 1100 staff within Social Services work alone and this presents varying levels of risk, depending on their roles and the situations they are in. The 300 devices would be allocated to those staff assessed as having the highest levels of risk, to help safeguard employees working on the front line. The bid follows-on from a six month pilot of the Archie device during 2017/18, where 24 randomly selected members of staff across Childrens and Adults (various roles that were not necessarily the highest risk rated) tested and used the device. Those staff working on the front line and in particularly challenging situations found the device to be an effective safeguarding tool.	32	Green	Green

Appendix 5

No.	Pressures Title	2019/20 £000	Residual	EIA
FP8	<p>Implement new Fostering Business Model</p> <p>This funding is required to allow the creation of a new structure that will incorporate the new specialist functions within the service. The current operating model of the Fostering Service and the reduced number of Council Carers available means the Council is spending an increasing amount on child placements. This is not sustainable, so investment and change is needed in order to facilitate a significant reduction in costs of child placements and to create the best life experience for children and young people being looked after.</p> <p>The Fostering Service Review Project aims to develop an effective business model for the Fostering Service in Cardiff. This will focus on three key aspects of the service:</p> <ul style="list-style-type: none"> • The marketing of the Service and the recruitment of Foster Carers • The support provided to Foster Carers once they have been approved • The need to reduce the cost of Fostering to the Council <p>The project will be delivered initially in three phases, run concurrently:</p> <ol style="list-style-type: none"> 1. The development of the Fostering Services Business Model 2. The development of the Cardiff Fostering Services Offer for the support and development of Foster Carers 3. A review of the current Fostering Services structure to support the implementation and delivery of the new business model. 	300	Red-Amber	Amber-Green
FP9	<p>Potential Cost Implications of Supported Living Tender in 2019</p> <p>The Directorate has in place a sustainable supported living service model where providers deliver services which meet the outcomes of individuals as set out in their support plans, offering individuals more choice, control and independence in their lives. This model was introduced in August 2015, with the award of contracts for the provision of Personal Domiciliary Care Supported Living Services contracts and the Housing Related Support Supported Living Services commenced on 1 August 2015. In line with contract extension clauses, these arrangements have been extended until end of September 2019. New contracts will be introduced from October 2019. This funding is a contingent sum to be used in the event that the new contract costs are higher than current.</p>	500	Red	Amber-Green
FP10	<p>Increased capacity for information governance activity related to disclosures in care proceedings</p> <p>To create two additional Information Request Case Officers, two case management system licences and ICT equipment to undertake redaction as a proof of concept. There is a Memorandum of Understanding between Information Governance and Social Services which considers service volumes and compliance on a monthly basis. The increase in activity of disclosures plus the need to identify a resource for rolling disclosures has resulted in the need for these additional posts.</p>	64	Red-Amber	Green
TOTAL SOCIAL SERVICES		1,339		
TOTAL PEOPLE & COMMUNITIES		1,989		
FP11	<p>City Centre Public Realm improvements - including Central Square (no S278/commuted sums etc)</p> <p>Maintenance of the City Centre with its prestige walking zones and shopping areas requires special consideration. The use of high quality paving materials and street furniture in this location means its maintenance costs are not comparable to other areas of the city.</p>	120	Red-Amber	Amber-Green
FP12	<p>Maintenance and operation of new hostile vehicle mitigation bollards</p> <p>Ongoing maintenance and operation resource to manage bollards during retail delivery window each day.</p>	50	Red	Green
FP13	<p>Street Scene - Cleansing growth due to night time economy & increase in food outlets (2-10pm shift)</p> <p>To create an additional cleansing team with working hours of 2-10pm to cover areas such as Roath, Cathays & Canton. This would support cleansing & enforcement activities outside of "normal" working hours in areas of significant night time activity.</p> <p>There has been an increased amount of waste deposited in or alongside litter bins & this new team would alleviate the pressure on cleansing teams, particularly in these high footfall areas.</p>	100	Red-Amber	Green

Appendix 5

No.	Pressures Title	2019/20 £000	Residual	EIA
FP14	<p>Street Scene - Increased recycling costs Achieve recycling target - £250k The Council has to meet statutory recycling targets, therefore to achieve annual increases in performance more tonnage is required to be recycled. The recycling target will increase from 58% to 64% in 2019/20.</p> <p>Increased cost of recycling disposal & treatment - £454k Anticipated increase in the cost per tonne of the disposal/treatment of the following materials; Mattresses, wood, paint, carpets, paints, hard plastics, organic food and garden waste. <i>Prices have started to increase during 2018/19 and any funding would be utilised to improve recycling in terms of best value.</i></p>	704	Red	Green
FP15	<p>Street Scene - City Wide Roll Out of Separate Glass Collections To support the city wide rollout of separate glass recycling collections (domestic) from September 2019, to protect against future market changes and reduce the risk of failing statutory recycling targets.</p>	163	Red-Amber	Green
FP16	<p>Fleet - Additional lease cost of existing fleet Increase in lease costs of replacement vehicles and plant due to previous rental agreements expiring.</p>	200	Red	Green
FP17	<p>Additional Learning Needs (ALN) Transport New routes resulting from additional "revolving door" and for children with autism.</p>	310	Red	Red-Amber
TOTAL PLANNING, TRANSPORT & ENVIRONMENT		1,647		
FP18	<p>Legal Services - Increase in demand for Children's Safeguarding Work The number and complexity of children's safeguarding cases have continued to increase. This is an issue across the UK not just in Cardiff and Wales. Because of this the external legal fees budget is projected to overspend this financial year. While there will always be a need to use barristers for some cases because of capacity or the skills needed, it is more cost effective to employ additional legal staff (one lawyer, one legal assistant and one admin assistant (total £131,000)), as well as making additional budget provision for external legal fees (£220,000) where necessary.</p>	351	Red	Red
TOTAL GOVERNANCE & LEGAL SERVICES		351		
FP19	<p>Council Tax Premiums and Growth Additional staff required to implement Council Tax Premiums and increasing workloads (two Grade 4) due to significant property growth each year.</p>	54	Red-Amber	Green
FP20	<p>Deployment of Virtual Assistant Technologies (Supporting the Digital Agenda) This project aims to modernise customer contact (internal and external) through the implementation of tools to automate transactional services which fall under the overarching concept of the 'virtual assistant'. The tools and technologies proposed will produce an automated, conversational response at the first point of customer contact, using artificial intelligence to guide transactions. The £150,000 reflects the licensing costs and additional staff resource associated with the project.</p>	150	Red	Amber-Green
TOTAL RESOURCES		204		
TOTAL		4,795		

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DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2019/20

No	Directorate	Theme	Proposal	X Ref	Saving				Risk Analysis				Cabinet Portfolio
					Employee Costs £000	Other Spend £000	Income £000	2019/20 £000	Status	Residual	Achievability	EIA	
1	Corporate Management	Business Processes	Reduction of funding available to react to opportunities to fund City wide events Further reduction of funding available to react to opportunities to fund City wide events. The current budget in respect of this area is £274,000.	M	0	126	0	126	Detailed plan	Amber-Green	Amber-Green	Amber-Green	Leader's Portfolio
2			Reduction in Past Service Contributions A review of past service contributions to be made in respect of ex-employees has identified that there will be a £40,000 reduction in costs for the year 2019/20. The current budget in respect of this area is £865,000.	D	40	0	0	40	Detailed plan	Green	Green	Green	Leader's Portfolio
Corporate Management Total					40	126	0	166					
3	Economic Development	Income Generation	Cardiff Castle - Income / Staff Rationalisation Saving to be achieved through the rationalisation of agency staff and overtime and the deletion of one post through voluntary redundancy, and the generation of additional income through new attractions (Black Tower Tales and Dr Who). The current staffing budget for Cardiff Castle is £1.359 million with an income target of £4.076 million.	W	52	0	70	122	Detailed plan	Amber-Green	Green	Green	Culture & Leisure
4			Pest Control - Exploring opportunities for expanding markets Further expanding the Council's market share through exploring opportunities for working with the private sector and other public bodies. The current staffing budget for the Pest Control service within Facilities Management is £321,000 with related income targets of £282,000.	AJ	(30)	0	60	30	General planning	Green	Amber-Green	Green	Investment & Development
5			Workshops Income Increased rental income from workshop units. The current rental and service charge income target for Workshops is £728,000.	H	0	0	20	20	Detailed plan	Amber-Green	Amber-Green	Green	Investment & Development
6		Collaboration	New Operating model for Leisure Centres Further year's saving as a result of the transfer of the operation of Cardiff Council's Leisure Centres to the new operator, Greenwich Leisure Ltd. The current budget for the Leisure Client Management Fee is £1.988 million.	AA	0	1,822	0	1,822	Detailed plan	Green	Green	Green	Culture & Leisure
7			New Theatre Secure a private theatre tenant for the New Theatre building to develop and sustain the current theatre offer in the city. The current net budget for the Arts Venues (St David's Hall and New Theatre) is £808,000.	S	1,380	4,576	(5,552)	404	General planning	Red-Amber	Red-Amber	Red-Amber	Culture & Leisure
8			Parks and Sport – Continue transfer of parks buildings to reduce costs to the Council and attract investment The further transfer of changing rooms and other sports buildings to local clubs, organisations, leagues and governing bodies to provide security of tenure, enabling external investment and grant aid and to reduce the cost to the Council of holding these assets. The Facilities Management premises budget for Outdoor Leisure is currently £232,000.	Z	0	25	0	25	General planning	Amber-Green	Amber-Green	Green	Culture & Leisure
9			Business Processes	Review of Facilities Management Staffing Resource A restructure of Facilities Management will result in the deletion of six posts within the service through voluntary redundancy. These posts are part of the Building Maintenance unit which currently has a staffing budget of £2.235 million.	AF	157	0	0	157	Detailed plan	Amber-Green	Amber-Green	Green
10		Corporate Landlord - Review of Security Costs Saving will be achieved through the increased use of digital technologies in enhanced security plans for some Council sites. The current staffing budget for the Security and Portering service within Facilities Management is £972,000 with related income targets of £1.066 million.		AG	80	0	0	80	General planning	Amber-Green	Red-Amber	Green	Investment & Development

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No	Directorate	Theme	Proposal	X Ref	Saving				Risk Analysis				Cabinet Portfolio
					Employee Costs £000	Other Spend £000	Income £000	2019/20 £000	Status	Residual	Achievability	EIA	
11	Economic Development	Business Processes	Corporate Landlord Model - Reduced Operational Cost of the Estate Reduced utility and operational costs through the closure of St Mellons Enterprise Centre and St Mellons Youth Centre, with youth provision transferring to St Mellons Hub. The Facilities Management budget for these premises is currently £87,000.	AK	0	63	0	63	Detailed plan	Green	Amber-Green	Green	Investment & Development
12			Revised and restructured model for Economic Development Restructure within Economic Development which will allow the deletion of a vacant post. This proposal relates to Economic Development Management and Support Services with a current staffing budget of £813,000.	D	56	0	0	56	Detailed plan	Amber-Green	Amber-Green	Green	Investment & Development
13			Corporate Landlord Model - Cleaning of operational buildings Redesign of the programme for the cleaning of Council operational buildings to align with a reduced budget. The current staffing budget for the Cleaning Service within Facilities Management is £5.092 million. The related income targets are currently set at £5.589 million.	AH	53	0	0	53	General planning	Green	Amber-Green	Green	Investment & Development
14			Revised and restructured model for the Tourism service and reduction in Tourism budget Deletion of a vacant post in the Tourism team along with a reduction in the budget for tourism initiatives. The current net budget for Tourism Development and Visitor Services is £411,000.	X	31	10	0	41	Detailed plan	Amber-Green	Green	Green	Investment & Development
15			City Centre Management - Remove Subsidy Reduce costs in order to make City Centre Management cost neutral. The current net budget for the City Centre Management function is £40,000.	P	40	0	0	40	Detailed plan	Amber-Green	Green	Green	Investment & Development
16			Review of Venues & Catering Staffing Resource Deletion of two 0.5 FTE posts through voluntary redundancy. The current staffing budget for Retail Catering is £155,000.	W	19	0	0	19	Detailed plan	Green	Green	Green	Culture & Leisure
17			Closure of Public Conveniences in Caedelyn Park The public conveniences in Caedelyn park are unused and in poor condition with no electrical supply, sinks or hand driers. Toilets will continue to be provided in the changing room block when there are pitch bookings. The public conveniences premises budget within Parks is £59,000.	Z	0	6	0	6	Detailed plan	Amber-Green	Green	Red-Amber	Culture & Leisure
18		Review of External Expenditure	Reduced Subsidisation of Events Seek to reduce the level of subsidy of the current annual events programme through a staff restructure and removal of a level of subsidy for the events programme. The current staffing budget for the Events Operational Support service is £310,000 with Council subsidies for the Events Programme in the region of £216,000.	U	38	87	0	125	General planning	Red-Amber	Red-Amber	Red-Amber	Culture & Leisure
19			Reduction in funding for annual Cultural Project Schemes The Cultural Projects Scheme is a financial award scheme designed to support one-off cultural projects that meet the corporate priorities of the council. The saving will be achieved by removing the funding for the scheme. Given the one-off nature of projects, there is no impact for those that have been supported previously. The existing budget for Arts Revenue Grants is £62,000.	U	0	62	0	62	Detailed plan	Amber-Green	Red-Amber	Amber-Green	Culture & Leisure
20			Economic Development Projects and Initiatives Reduction in the Business & Investment initiatives budget. This proposal relates to the Cardiff Convention budget which currently stands at £50,000.	K	0	28	0	28	Detailed plan	Amber-Green	Green	Green	Investment & Development
Economic Development Total					1,876	6,679	(5,402)	3,153					

No	Directorate	Theme	Proposal	X Ref	Saving				Risk Analysis				Cabinet Portfolio
					Employee Costs	Other Spend	Income	2019/20	Status	Residual	Achievability	EIA	
					£000	£000	£000	£000					
21	Education	Income Generation	Generation of additional income for traded Additional Learning Needs (ALN) services Exploring opportunities to generate additional income through increases to School Service Level Agreements, reduced subsidisation of training and opening up the trading base to schools in other Local Authorities. The current level of income generated through traded ALN services with Cardiff schools is £3.014 million.	E	0	0	140	140	Detailed plan	Green	Amber-Green	Green	Education, Employment & Skills
22		Business Processes	Delegation of responsibility for the Local Authority contribution to the Education Improvement Grant This saving would be achieved by delegating the responsibility for the Council's contribution to the Education Improvement Grant to schools. The proposal delegates the current budget for the Council's contribution to the Education Improvement Grant in full.	R	0	962	0	962	Detailed plan	Amber-Green	Amber-Green	Amber-Green	Education, Employment & Skills
23		Business Processes	Full Year financial impact of Education Directorate Restructure This is the full financial year impact of the staffing restructure of the Education directorate which took place in the 2018/19 financial year. The current base budget funded staffing budget is £4.215 million.	A-Z	270	0	0	270	Detailed plan	Amber-Green	Amber-Green	Green	Education, Employment & Skills
24		Review of External Expenditure	Reduction in contribution to the Central South Education Consortium (CSC) The Joint Committee of the Central South Consortium determined the 2019/20 budget during the Autumn term. Directors from each of the partner Local Authorities asked for a reduction in budget together with a closer examination of the opportunities for the Consortium to use grant funding to offset core budget costs. There will be a 5% reduction in the required contribution from each LA in 2019/20. The current budget in respect of the contribution is £1.43 million.	N	0	70	0	70	Detailed plan	Amber-Green	Amber-Green	Green	Education, Employment & Skills
Education Total					270	1,032	140	1,442					
25	People & Communities - Housing & Communities	Income Generation	Smart House/Shop Services Income generation from the sale of equipment to those not eligible for assessed support through the Joint Equipment Service. It is also possible that sales could potentially be made from one of the new wellbeing hub facilities in the future . This is a new scheme with no existing income target.	G	0	0	30	30	Detailed plan	Green	Red-Amber	Green	Social Care, Health & Well-being
26		Business Processes	Realignment of funding for homelessness service delivery The saving will be achieved through a prudent use of the Homelessness Reserve over the following two years. The current net General Fund budget for Homelessness prevention and provision is £2.035 million. The anticipated balance on the Homelessness Reserve at March 2019 is £1.256 million.	E	0	0	250	250	Detailed plan	Green	Green	Amber-Green	Housing & Communities
27		Business Processes	Community Wellbeing Hubs implementation Delivery of the Community Wellbeing Hubs brings together Libraries and Hubs under one management structure. There the saving will result from greater join up of services between libraries and hubs, however the new structure does require significant changes to staffing. The new model will improve on the range of services being provided at our existing standalone branches especially around the provision of advice services for older people. The current General Fund staffing budget for Community Wellbeing Hubs and Libraries is £2.396 million.	M	250	0	0	250	Detailed plan	Green	Green	Green	Housing & Communities
28		Business Processes	Review of Benefits Service in line with rollout of Universal Credit The implementation of new business processes and the new online application will allow the deletion of vacant posts and a reduction in postage and printing costs. The current Housing Benefit Assessment staffing budget is £2.574 million of which £1.760 million is externally funded, with postage costs budgeted at £57,000.	C	113	12	0	125	Detailed plan	Green	Amber-Green	Amber-Green	Housing & Communities

No	Directorate	Theme	Proposal	X Ref	Saving				Risk Analysis				Cabinet Portfolio
					Employee Costs £000	Other Spend £000	Income £000	2019/20 £000	Status	Residual	Achievability	EIA	
29	People & Communities - Housing & Communities	Business Processes	Review of Independent Living Service As the Council continues to expand the range of services that are provided by the Independent Living Service, including the rollout of the First Point of Contact to Hospitals, there is an opportunity to better align existing grant funding which would offset management costs, thereby releasing savings. The net budget for this service is £570,000.	G	0	0	60	60	Detailed plan	Green	Green	Green	Social Care, Health & Well-being
30			Deletion of an Into Work Advisor Post Following the creation of the employability gateway, efficiencies have enabled the deletion of this vacant Into Work Advisor post. The current net budget for the Into Work Service is £118,000.	N	40	0	0	40	Realised	Green	Green	Green	Housing & Communities
31			Review of Adams Court and realignment of grant funding Realignment of existing grant budgets to reflect activities undertaken at Adams Court Supported Housing Project and a reduction in the amount required to be spent on furniture. The Adams Court budget currently stands at £45,000.	F	0	20	10	30	Detailed plan	Green	Green	Green	Housing & Communities
32			Review of the Day Opportunities Team within Independent Living Services Following a review of the work undertaken by the Day Opportunities Team there is an opportunity to join up with the new Community Inclusion Service to find opportunities to integrate individuals in local groups. The current staffing budget for Day Opportunities is £413,000.	G	20	0	0	20	Detailed plan	Green	Amber-Green	Green	Social Care, Health & Well-being
33		Review of External Expenditure	Provision of all Into Work Services in-house Following the implementation of the new model for Into Work Services in Cardiff, which included the creation of the Employability Service Gateway, there is the opportunity to provide more of the employment services in-house and reduce the management costs. The current net budget for the Into Work Service is £118,000.	N	0	33	0	33	General planning	Green	Green	Green	Housing & Communities
34			Citizen Advice Bureau (CAB) Contract - Agreed Reduction This saving reflects the third year of a three year phased reduction in the cost of the Advice Services Contract. The related budget for the Cardiff Advice Services contract is £380,000.	H	0	30	0	30	Detailed plan	Green	Green	Green	Housing & Communities
People & Communities - Housing & Communities Total					423	95	350	868					
35	People & Communities - Social Services	Strength Based Practice and Preventing Escalation of Need	Maximise use of Community Resource Team (CRT) to support people to become more independent Reduction in the use of externally commissioned homecare services by reducing the need for intensive and long term packages of care. This will be achieved by increasing the capacity and impact of CRT to support people to become more independent, through a review of the Council element of CRT, changes to staffing structures to create additional capacity to assess service users, performance management, and a system review with Cardiff & Vale Health Board in order to repurpose the integrated elements of the CRT. The current budget for domiciliary care commissioning totals £22.531 million.	W	0	1,000	0	1,000	Detailed Plan	Amber-Green	Red-Amber	Green	Social Care, Health & Well-being
36			Community Provision for older people - Improve the use and effectiveness of community provision to ensure people receive the right type and level of support at the right time in their lives The Directorate will improve the availability of community provision and ensure that individuals are supported to access the most appropriate level of provision to maximise their independence. This support will be joined-up with partners and other organisations where appropriate and take into account social, cultural and family networks. This will include making better use of night time care, the introduction of a Hospital First Point of Contact (FPOC) and the implementation of a strengths based practice approach to ensure assessment / review takes place in the right way at the right time. All these steps will seek to support more people to remain living in their own home. The current Older People commissioning budget totals £48.01 million.	W-AA	0	1,000	0	1,000	Detailed Plan	Red-Amber	Red-Amber	Green	Social Care, Health & Well-being

No	Directorate	Theme	Proposal	X Ref	Saving				Risk Analysis				Cabinet Portfolio
					Employee Costs	Other Spend	Income	2019/20	Status	Residual	Achievability	EIA	
					£000	£000	£000	£000					
37	People & Communities - Social Services	Strength Based Practice and Preventing Escalation of Need	Safely reduce the number of children entering local authority care by enhancing protective factors within the child's home and community Build on prevention models and service delivery that enables work with families to take place at an earlier opportunity, using the range of professionals within the early help context. This could involve extending the ARC model of intervention to younger children. The current budget for placement costs for children totals £25.211 million.	H&P	0	500	0	500	Detailed Plan	Amber-Green	Amber-Green	Amber-Green	Children & Families
38			Enabling people with a Learning Disability to live the lives they want to live with reduced levels of community support To improve the lives of people with learning disabilities and reduce the overall cost of provision. This will be achieved by implementing a strengths based practice approach to ensure assessment/review takes place in the right way at the right time, increased use of community facilities and services to enable people to participate fully in local communities with improved networks and rights, the identification of future accommodation needs to ensure appropriate local provision and reduce use of residential care and an increased use of adult placements for accommodation and respite where appropriate. The current Learning Disability commissioning budget totals £34.316 million.	AC	0	500	0	500	Detailed Plan	Red-Amber	Red-Amber	Green	Social Care, Health & Well-being
39			Enabling people with a Mental Health Issue to live the lives they want to live with reduced levels of community support Deliver improvements in practice and use of provision, to improve the lives of people with a mental health issue and reduce the overall cost of provision. This will be achieved by implementing a strengths based practice approach to ensure assessment/review takes place in the right way at the right time, continuing to reduce the number of people moving into Supported Living accommodation through the development of appropriate step down accommodation solutions, and investigating opportunities to reduce the use of residential home placements or to 'step-down' individuals into lower level forms of supported accommodation. The current Mental Health commissioning budget totals £6.12 million.	AF	0	500	0	500	Detailed Plan	Red-Amber	Red-Amber	Green	Social Care, Health & Well-being
40		Review of External Expenditure	More children supported in Cardiff and through Council provision - Change the type and level of provision available in Cardiff and how this is commissioned, purchased and used Of the children that are supported by the Council to live in residential homes, more of them will live in or close to Cardiff than at present. To achieve this, the Council will support the opening of 5 new residential homes in Cardiff during 2019. We will also take action to ensure that of the children in foster care, a greater proportion are in internal placements and live within Cardiff, than currently do. To support this, a new fostering service will be implemented from April 2019. The current budget for placement costs for children totals £25.211 million.	H&P	0	1,500	0	1,500	Detailed Plan	Red	Red-Amber	Amber-Green	Children & Families
41			Improve the cost effectiveness of Social Services commissioning arrangements To improve the cost-effectiveness of the service's commissioning arrangements by seeking opportunities for rationalisation across the Directorate in terms of commissioning strategy, contract monitoring and financial management. To continue to use commissioning opportunities to seek higher quality services and added value for money where possible, through the implementation of an evidence based fee setting methodology for adults care home services and Care Home Charging Policy, and ensuring the best arrangements are in place for the commissioning of children's residential and foster placements. The current budgets for children's placements, and adult residential and nursing care commissioning total £69.795 million.	H&P, W-AL	0	750	250	1,000	Detailed Plan	Red-Amber	Red-Amber	Green	Children & Families / Social Care, Health & Well-being
People & Communities - Social Services Total					0	5,750	250	6,000					

No	Directorate	Theme	Proposal	X Ref	Saving				Risk Analysis				Cabinet Portfolio
					Employee Costs	Other Spend	Income	2019/20	Status	Residual	Achievability	EIA	
					£000	£000	£000	£000					
42	Planning, Transport & Environment	Income Generation	Bereavement Services Generate additional income through increases to fees for burials and cremations, and memorial products and the introduction of fees for wooden grave markers. The income target is currently £2.790 million.	K	0	0	301	301	Detailed plan	Amber-Green	Green	Amber-Green	Clean Streets, Recycling and Environment
43			Fleet - income from enhanced commercialisation of the service Income from enhanced commercialisation of the service. The current income target is £447,000.	AA	0	0	200	200	General planning	Amber-Green	Red-Amber	Amber-Green	Clean Streets, Recycling and Environment
44			Transport Policy - Improved income recovery Improved income recovery through the digitalisation of the Network Management function and benchmarking against other local authorities. The current income target is £483,000.	I	0	0	120	120	Detailed plan	Amber-Green	Amber-Green	Green	Strategic Planning & Transport
45			Clamping and Removal of Nuisance Vehicles This saving will be achieved following the DVLA's authorisation of Cardiff Council to enforce against untaxed vehicles under devolved powers to use the Vehicle Excise Duty (Immobilisation, Removal and Disposal of Vehicles) Regulations 1997. This would allow the Council to monitor, report and with the permission of the DVLA, either to clamp and/or remove untaxed vehicles from the highway and Council-owned land, which would require payment of a release fee. This is a new initiative and therefore no existing budgets.	P	(50)	(55)	225	120	Detailed plan	Green	Amber-Green	Amber-Green	Strategic Planning & Transport
46			Delivery of approval body for Sustainable Drainage The delivery of the approval body for Sustainable Drainage will provide a net income through applications after taking into account additional staff costs. This is a new legislative requirement so does not currently have any budget.	Q	(112)	0	220	108	Detailed plan	Amber-Green	Amber-Green	Green	Strategic Planning & Transport
47			Commercial Waste and Recycling Increase income by growing the commercial waste and recycling centres at Bessemer Close and Lamby Way. The current income target is £978,000.	V	0	0	100	100	General planning	Green	Amber-Green	Green	Clean Streets, Recycling and Environment
48			Planning - Progressing development proposals and enhanced information gathering Enhanced income opportunities in relation to the role of the Planning Service in progressing development proposals and enhanced information gathering in respect of new applications in the pipeline. The income target is currently £2.4 million.	C	0	0	80	80	General planning	Green	Amber-Green	Green	Strategic Planning & Transport
49			Improved income from Developments Increased income from enhanced delivery of key developments across the City. The current income target is £756,000.	O	(25)	0	70	45	General planning	Amber-Green	Amber-Green	Green	Strategic Planning & Transport
50			Transport Policy - Improved Recharging Maximising opportunities for recharging of services to grant funding streams. The current income target is £273,000.	G	0	0	40	40	General planning	Green	Red-Amber	Green	Strategic Planning & Transport
51			General Fees & Charges Increase in fees & Charges across the Planning, Transport and Environment directorate including licensing and fixed penalty notices. The current income target for licensing is £564,000 and for fixed penalty notices £413,000.	A-AB	0	0	32	32	Detailed plan	Amber-Green	Green	Green	Strategic Planning & Transport / Clean Streets, Recycling and Environment
52			Lamby Way Solar Farm Scheme Lamby Way Solar Farm will provide a substantial amount of clean, renewable energy to supply the local electricity grid and connected Council buildings. It will make a positive contribution to national and local renewable energy generation and carbon reduction targets. Through this solar farm scheme additional income will be generated from January 2020. This is a new scheme so there is no existing budget.	E	0	0	30	30	Detailed plan	Amber-Green	Red-Amber	Green	Clean Streets, Recycling and Environment
53			Registration Services Income Generate additional income through increases to fees for marriage ceremony room hire and private citizenship ceremonies. The income target is currently £798,000.	L	0	0	23	23	Detailed plan	Amber-Green	Amber-Green	Green	Clean Streets, Recycling and Environment

No	Directorate	Theme	Proposal	X Ref	Saving				Risk Analysis				Cabinet Portfolio
					Employee Costs £000	Other Spend £000	Income £000	2019/20 £000	Status	Residual	Achievability	EIA	
54	Planning, Transport & Environment	Income Generation	Cardiff Dogs Home Improved coordination of volunteers and increased income opportunities. This is a new initiative. The net budget provision for Cardiff Dogs Home is currently £284,000.	M	(28)	0	48	20	Detailed plan	Amber-Green	Amber-Green	Green	Clean Streets, Recycling and Environment
55		Collaboration	Regulatory Collaboration Reflects a further year's saving for Cardiff from the creation of a single shared service for Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure. As agreed in the service's financial business plan, this equates to 5% compounded over three years. The current budget provision is £4.978 million.	Y	0	286	0	286	Detailed plan	Amber-Green	Amber-Green	Green	Clean Streets, Recycling and Environment
56		Business Processes	Fleet Services Review of vehicle operations including utilisation and rationalisation, in addition to procurement and maintenance. The current budget for vehicle provision including maintenance and running costs is £6.698 million.	AA	0	500	100	600	General planning	Red-Amber	Red	Amber-Green	Clean Streets, Recycling and Environment
57			School Transport - Route Optimisation/Retender Optimisation of school transport routes in line with requirements for new academic year and associated retendering exercise. The current budget for payments to bus and taxi operators is £5.729 million.	Z	0	400	0	400	Detailed plan	Amber-Green	Amber-Green	Amber-Green	Education, Employment & Skills
58			Civil Parking Enforcement - Fundamental Service Review Fundamental review of Civil Parking Enforcement service to optimise performance and service delivery. The current operating costs are £6.290 million.	R	0	0	300	300	Detailed plan	Green	Amber-Green	Green	Strategic Planning & Transport
59			Recycling & Waste Management Services Full review of waste disposal governance and financial controls resulting in improved business processes and efficiencies. The net budget for the recycling & waste service is £15.657 million.	U-X	50	200	0	250	General planning	Amber-Green	Red	Green	Clean Streets, Recycling and Environment
60			Neighbourhood Services - Service Redesign Rebalancing street cleansing rounds, reshaping on an area basis in order to optimise use of resources. The current staffing budget is £5.099 million.	T	160	0	0	160	General planning	Red-Amber	Amber-Green	Amber-Green	Clean Streets, Recycling and Environment
61			Recycling & Waste Management Services - Review of Staffing Resource Restructure to be undertaken within the Waste service to allow various posts to be deleted. The current staffing budget is £722,000.	U-X	134	0	0	134	General planning	Amber-Green	Amber-Green	Green	Clean Streets, Recycling and Environment
62			Reshaping Highways Operations A review of demand for highways related work has identified the opportunity to grant voluntary redundancy in respect of three posts. A reduction in the need for reactive works, along with improvements in technologies and ways of working, supports a reduction in resources within Highways Operations, with no detrimental effect on service provision. The current staffing budget is £4.116 million.	Q	132	0	0	132	General planning	Amber-Green	Red-Amber	Green	Strategic Planning & Transport
63			Electrical - Lighting Energy Reduction Reduction in energy usage and cost due to introduction of LED on strategic routes. The current Street Lighting energy budget is £2.413 million.	Q	7	115	0	122	Detailed plan	Green	Amber-Green	Green	Strategic Planning & Transport
64			Restructure of Transport Teams Following the appointment of a new Operational Manager, this saving will be achieved through the restructure of various teams within Transport Services. The current staffing budget is £740,000.	G	80	0	0	80	Detailed plan	Green	Amber-Green	Green	Strategic Planning & Transport
65			Environment Enforcement Improved efficiency and effectiveness through digital working. The current income target is £465,000.	S	0	0	60	60	Realised	Green	Amber-Green	Green	Clean Streets, Recycling and Environment

No	Directorate	Theme	Proposal	X Ref	Saving				Risk Analysis				Cabinet Portfolio
					Employee Costs £000	Other Spend £000	Income £000	2019/20 £000	Status	Residual	Achievability	EIA	
66	Planning, Transport & Environment	Business Processes	Review of Active Travel plans for Cardiff Deletion of vacant posts in line with Active Travel plans for Cardiff. The current staffing budget for Active Travel is £277,000.	P	55	0	0	55	Realised	Green	Green	Green	Strategic Planning & Transport
67			Service Management & Support - Team Restructure Restructure of Support Team resulting in deletion of posts through flexible retirement and voluntary redundancy. The current staffing budget is £644,000.	A	52	0	0	52	Detailed plan	Green	Amber-Green	Green	Strategic Planning & Transport
68			Recycling & Waste Management Services - Residual Waste to Recycling Increased productivity & recycling efficiency from the Household Waste Recycling Centres. The current residual waste disposal budget is £5.566 million although £1.768 million is funded by a Welsh Government grant.	W	0	40	0	40	Detailed plan	Amber-Green	Red-Amber	Green	Clean Streets, Recycling and Environment
69			Energy Management - Sustainability Team Leader Saving will be achieved through charging 60% of the Sustainability Team Leader Post to the Housing Revenue Account (HRA) to reflect the proportion of work undertaken in relation to Housing. There is currently no recharge to the HRA.	E	0	0	33	33	Detailed plan	Green	Amber-Green	Green	Clean Streets, Recycling and Environment
70			Planning - Deletion of Vacant Post Deletion of vacant administrative post in Planning. The current administrative support budget is £357,000.	C	22	0	0	22	Realised	Green	Green	Green	Strategic Planning & Transport
71		Review of External Expenditure	Reduction in Energy Levies A change in government policy means that rather than a Carbon Management tax being levied on specific organisations, there will be an increase to the Climate Change Levy (CCL) on every bill. There is a resultant decrease in the cost to the Council. The current budget in respect of the Carbon Reduction Commitment is £471,000.	E	0	230	0	230	Detailed plan	Green	Green	Green	Clean Streets, Recycling and Environment
72			School Transport - Active Travel Walking routes put in place to remove transport requirements to Schools, in line with Active Travel Plans for schools and independent travel training. The current budget for payments to bus and taxi operators is £5.729 million.	Z	0	50	0	50	General planning	Amber-Green	Amber-Green	Red-Amber	Education, Employment & Skills
73			Bereavement Services - Public Health Funeral Contract Saving will be achieved through carrying out the Public Health Funeral Contract in-house. The current budget for payments to funeral directors and overheads is £24,000.	K	0	24	0	24	General planning	Green	Amber-Green	Green	Clean Streets, Recycling and Environment
74			Structures & Tunnels - Maintenance Reduction in maintenance expenditure following new contract and other efficiencies. The current budget provision for maintenance is £532,000.	Q	0	20	0	20	General planning	Green	Green	Green	Strategic Planning & Transport
Planning, Transport & Environment Total					477	1,810	1,982	4,269					
75	Resources - Governance & Legal Services	Income Generation	Increase in income Increase in income and charges for legal work carried out for City Deal (£20,000), highways (£40,000), waste (£58,000), regeneration (£37,000) and client contributions for procurement lawyer (£58,000) and miscellaneous legal charges. Budgeted Legal Services income amounts to £1.015 million.	B	0	0	211	211	Detailed plan	Green	Amber-Green	Green	Leader's Portfolio
76		Business Processes	Review of Legal Services Staffing Resource Restructure of Legal Services resulting in the deletion of two posts, and reducing capacity to undertake in-house legal work. The current Legal Services staffing budget is £2.724 million.	B	119	0	0	119	Detailed plan	Red-Amber	Red-Amber	Amber-Green	Leader's Portfolio
77		Reduction in annual contribution to election reserve Following a review, it is possible to reduce the annual contribution to the election reserve to pay for local elections. The current annual contribution is £96,000.	F	0	20	0	20	Detailed plan	Green	Green	Green	Leader's Portfolio	
78		Cease printing meeting agenda and reports for Councillors and Senior Officers Cease printing meeting agenda and reports for Councillors and Senior Officers unless necessary to comply with the Equality Act 2010. This proposal would result in the removal of the entire printing budget.	E	0	13	0	13	General planning	Green	Red-Amber	Green	Leader's Portfolio	

No	Directorate	Theme	Proposal	X Ref	Saving				Risk Analysis				Cabinet Portfolio
					Employee Costs	Other Spend	Income	2019/20	Status	Residual	Achievability	EIA	
					£000	£000	£000	£000					
79	Resources - Governance & Legal	Business Processes	Removal of Webcasting Equipment from County Hall Council Chamber Any formal council meetings held in the County Hall Council Chamber will not be able to be webcast. However, currently only one Council meeting a year is held there and this could be held at City Hall. This proposal would result in the removal of the entire budget.	E	0	6	0	6	General planning	Green	Amber-Green	Green	Leader's Portfolio
80			Reduction in Training and Development budget for Members The current Training and Development budget is £9,000.	G	0	3	0	3	Detailed plan	Green	Green	Green	Leader's Portfolio
Resources - Governance & Legal Services Total					119	42	211	372					
81	Resources - Resources	Income Generation	Income generation for Council's branding team Saving will be achieved by operating the Council's internal branding team on a more commercial basis, increasing income collection from internal and external customers. The current income target is £133,000.	J	0	0	100	100	Detailed plan	Amber-Green	Amber-Green	Green	Leader's Portfolio
82			Generation of Additional Income within Health & Safety The new Health & Safety structure will provide opportunities for additional income generation including training in areas such as asbestos. The current income target stands at £63,000.	Q	0	0	99	99	Detailed plan	Green	Amber-Green	Green	Finance, Modernisation and Performance
83			Income generation in Bilingual Cardiff Continued commercialisation of the Council's Bilingual Cardiff team to increase the amount of income generated by providing translation services to other organisations. The current external income budget for Bilingual Cardiff is £334,000.	P	0	0	42	42	Detailed plan	Red-Amber	Red-Amber	Green	Leader's Portfolio
84			Information Governance Team Review Generation of additional income in order to support current resources allocated to Information Governance. The current income target within this area is £179,000.	B	0	0	33	33	General planning	Amber-Green	Amber-Green	Green	Finance, Modernisation and Performance
85			Additional income from HR support to schools Additional income from supporting schools for services outside of the current Schools HR Service Level Agreement. The current income budget for schools SLAs is £1 million.	S	0	0	30	30	General planning	Amber-Green	Red-Amber	Green	Finance, Modernisation and Performance
86			Atebion Solutions Additional Income Atebion Solutions is a trading company wholly owned by the Council which trades commercial and procurement services to other public sector organisations. The model that has been developed is based on reducing the fixed costs of the Strategic Procurement Team through the charging of full costed staff time to the company. Due to the success of the company to date, the annual income target for the Council will be stretched by £20,000. The current income target related to Atebion stands at £180,000.	G	0	0	20	20	Detailed plan	Red-Amber	Amber-Green	Green	Finance, Modernisation and Performance
87			Additional Income from HR Support to City Deal Maximising opportunities for recharging of HR services in respect of City Deal. There is currently no income target for this area.	S	0	0	18	18	Detailed plan	Green	Green	Green	Finance, Modernisation and Performance
88			Business Processes	Capital Ambition Delivery Team Saving will be achieved through the ongoing restructure of the Capital Ambition Delivery Team, to align the focus of the team with the major transformational change projects contained within Capital Ambition Delivery Programme, and a planned drawdown from reserve for one year. The current staffing budget within the Capital Ambition Delivery Team is £949,000. The current budgeted drawdown from reserve stands at £110,000.	AC	184	0	190	374	General planning	Red-Amber	Green	Green
89	Restructure the Accountancy Function A review of staffing structures and responsibilities in the section, enabling staff savings through a combination of vacant posts and voluntary redundancy together with the use of reserves in order to assist with the timing of the restructure. The current staffing budget for this area is £2.84 million.	D		209	0	150	359	Detailed plan	Red-Amber	Amber-Green	Green	Finance, Modernisation and Performance	

No	Directorate	Theme	Proposal	X Ref	Saving				Risk Analysis				Cabinet Portfolio
					Employee Costs £000	Other Spend £000	Income £000	2019/20 £000	Status	Residual	Achievability	EIA	
90			Connect to Cardiff (C2C) - Channel Shift C2C management are exploring means of automating as many interactions as possible for customers. This improves the customer journey and hours of service availability, but can also significantly reduce demand on resources, allowing the release of contact centre staff. A planned drawdown from reserve for one year will assist with the timing of this shift. The current C2C staffing budget stands at £2.4 million.	X	250	0	50	300	Detailed plan	Red	Red-Amber	Amber-Green	Finance, Modernisation and Performance
91			Policy, Performance and Research restructure Reconfiguring three functional areas to ensure the best use of resources, and to enable more effective utilisation of skills. The current staffing budget for this area is £722,000.	K	204	0	0	204	General planning	Red-Amber	Green	Amber-Green	Housing & Communities
92			Process efficiencies within Revenues and Council Tax Savings will be achieved through efficiencies within Revenues and Council Tax. This will include a range of measures, including staff savings which will be delivered through a combination of a reduction in vacant posts and voluntary redundancy. The current staffing budget for this area is £3.3 million.	E	174	0	0	174	General planning	Red-Amber	Red-Amber	Green	Finance, Modernisation and Performance
93			Savings from reduction in Support Costs for Human Resources (HR) IT System Savings arising from planned reduction in support costs for HR IT systems. The costs associated with this were previously funded by post reductions in HR as required in the original business case model. The current budget for HR IT systems is £579,000.	R	0	169	0	169	Realised	Green	Green	Green	Finance, Modernisation and Performance
94			Human Resources (HR) IT System Move the Council's HR IT system on to the Council's private cloud platform. The current budget for HR IT systems is £579,000.	R	0	116	0	116	Realised	Green	Green	Green	Finance, Modernisation and Performance
95			Review of Human Resources Staffing Resource Restructure of Cardiff Works and Cardiff Academy under one new manager role resulting in the deletion of two posts through voluntary redundancy. An additional deletion of one post in HR First Contact Team through Voluntary Redundancy. The current staffing budget for these areas is £548,000.	S, V & W	113	0	0	113	Detailed plan	Red-Amber	Amber-Green	Green	Finance, Modernisation and Performance
96			Deletion of vacant Enterprise Architecture Posts The new digital strategy for Cardiff refocuses the areas of work for the Enterprise Architecture Team and has identified the opportunity to delete two existing vacant posts. The current Enterprise Architecture staffing budget stands at £424,000.	AD	80	0	0	80	Detailed plan	Amber-Green	Green	Green	Finance, Modernisation and Performance
97			Restructure of Exchequer Support Function Further restructuring of the Exchequer Support function, to include a reduction of supervisory / management roles as well as a further reduction of administrative staff through a combination of vacant posts and voluntary redundancy. The current net budget for this area is £540,000.	A	120	0	(40)	80	General planning	Amber-Green	Amber-Green	Green	Finance, Modernisation and Performance
98			Restructure of Branding and Media teams Restructure of the Council's communications, media and branding function, to ensure the best possible use of resources. The current staffing budget for this area is £813,000.	J	76	0	0	76	Detailed plan	Green	Green	Amber-Green	Leader's Portfolio
99			Reduction of Audit Resource The deletion of a Principal Auditor post through voluntary redundancy along with a reduction in hours worked. The current staffing budget for this area is £551,000.	C	62	0	0	62	Detailed plan	Amber-Green	Green	Green	Finance, Modernisation and Performance
100			Review the service delivery arrangements for risk management A review of the service delivery arrangements for corporate Risk Management has enabled the deletion of a vacant post. The current staffing budget for Information Governance is £846,000.	B	52	0	0	52	Detailed plan	Amber-Green	Amber-Green	Green	Finance, Modernisation and Performance
101			HR Organisational Development Restructure of management of HR Organisational Development team and deletion of HR Organisational Development Team leader post through voluntary redundancy. The current staffing budget for this area is £220,000.	U	52	0	0	52	Detailed plan	Green	Green	Green	Finance, Modernisation and Performance

No	Directorate	Theme	Proposal	X Ref	Saving				Risk Analysis				Cabinet Portfolio
					Employee Costs £000	Other Spend £000	Income £000	2019/20 £000	Status	Residual	Achievability	EIA	
102	Resources - Resources	Business Processes	Review of the Revenues Management Team Saving will be achieved through the deletion of one post from the management structure in the Revenues Section. The current staffing budget for this area is £3.3 million.	E	50	0	0	50	Detailed plan	Amber-Green	Amber-Green	Green	Finance, Modernisation and Performance
103			eProcurement Team - Staffing Review Review of staffing resource within the eProcurement team allows the deletion of the Development and Support Manager post through voluntary redundancy. The current eProcurement staffing budget stands at £252,000.	G	47	0	0	47	Realised	Green	Green	Green	Finance, Modernisation and Performance
104			Revised funding arrangements for posts within HR People Services Saving will be achieved via a planned and prudent use of reserves over a two year period, allowing a reduction in base funding for posts. The current staffing budget in respect of HR is £3.941 million.	U	0	0	43	43	Detailed plan	Green	Amber-Green	Green	Finance, Modernisation and Performance
105			Contract Management Officer Funding of planned Contract Management Officer post from reserves for a two year period. The Contract Manager post will be funded in full by this arrangement.	G	0	0	37	37	Realised	Green	Green	Green	Finance, Modernisation and Performance
106			Relocation of Council's In-House Occupational Health Service Relocation of the Council's in-house Occupational Health Service from the current leased building at Nant Garw to a Council owned building. The current budget is £163,000.	S	0	23	0	23	Detailed plan	Amber-Green	Red-Amber	Amber-Green	Finance, Modernisation and Performance
107		Review of External Expenditure	Reduction in external spend in Communications and Media Reduction in the Council's publicity campaign budget. The current budget for this area is £50,000.	J	0	44	0	44	Detailed plan	Amber-Green	Amber-Green	Green	Leader's Portfolio
108			Reduction to Third Sector Council infrastructure grant Reduction in direct grant to Cardiff's voluntary sector umbrella groups as part of a continuing development of a commissioning relationship between the Council and the sector. The current budget for this is £231,000.	K	0	40	0	40	Detailed plan	Amber-Green	Green	Amber-Green	Housing & Communities
109			General reduction in external ICT spend This will be achieved through a review of the current ICT contract arrangements. The current ICT Holding Account supplies & services budget stands at £1.95 million.	Z	0	25	0	25	General planning	Green	Green	Green	Finance, Modernisation and Performance
110			Reduction in Special Projects Budget Reduction in budget available to fund projects within the Resources Directorate. The current budget for this area is £57,000.	F	0	25	0	25	Realised	Green	Green	Green	Finance, Modernisation and Performance
Resources - Resources Total					1,673	442	772	2,887					
Council Total					4,878	15,976	(1,697)	19,157					

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Directorate Revenue Budgets									
	2018/19 Adjusted Base	FRM 2018/19	FRM 2019/20	Adjusted Base after FRM Adjustments	Inflation & Commitments	Financial Pressures	Savings	Other Changes ³	Total 2019/20
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Corporate Management	25,075	(60)	0	25,015	1,158	0	(166)	0	26,007
Economic Development	6,312	(280)	54	6,086	945	0	(3,153)	(126)	3,752
Education ¹	256,648	0	0	256,648	9,108	604	(1,442)	6,029	270,947
People and Communities:									
- Housing & Communities	44,139	0	300	44,439	349	650	(868)	2,190	46,760
- Social Services	167,015	(400)	106	166,721	10,334	1,339	(6,000)	(48)	172,346
Planning, Transport & Environment	44,113	(2,102)	3,310	45,321	1,260	1,647	(4,269)	(6,185)	37,774
Resources:									
- Governance & Legal Services	5,369	0	0	5,369	150	351	(372)	0	5,498
- Resources	20,185	(58)	30	20,157	861	204	(2,887)	(1,860)	16,475
Capital Financing	35,236	0	0	35,236	1,208	0	0	0	36,444
Summary Revenue Account ²	6,308	(1,100)	0	5,208	2,378	0	0	0	7,586
Total Budget	610,400	(4,000)	3,800	610,200	27,751	4,795	(19,157)	0	623,589

¹ Education grants totalling £1.487m which transfer into the Revenue Support Grant (RSG) in 2019/20 are included in the 2018/19 adjusted base figure

² Service specific contingencies are reflected in the directorate figures, but will be retained centrally until required

³ Transfers of budget to reflect changes to the directorate structure in 2019/20 are reflected in the "Other Changes" column

Mae'r dudalen hon yn wag yn fwriadol

Cabinet Member Portfolio Revenue Budgets

	2018/19 Adjusted Base	FRM 2018/19	FRM 2019/20	Adjusted Base after FRM Adjustments	Inflation & Commitments	Financial Pressures	Savings	Other Changes ³	Total 2019/20
	£000	£000	£000	£000	£000	£000	£000	£000	£000
Children & Families	55,572	0	20	55,592	6,909	1,199	(2,000)	(48)	61,652
Clean Streets, Recycling & Environment	29,953	(982)	960	29,931	988	1,167	(2,209)	(161)	29,716
Culture & Leisure	10,071	(80)	54	10,045	409	0	(2,626)	161	7,989
Education, Employment & Skills ¹	262,745	0	250	262,995	9,129	914	(1,892)	0	271,146
Finance, Modernisation & Performance	18,344	0	30	18,374	751	204	(2,381)	0	16,948
Housing & Communities	41,785	0	300	42,085	295	150	(1,002)	48	41,576
Investment & Development	(4,038)	(200)	0	(4,238)	536	0	(527)	0	(4,229)
Leader's Portfolio	32,514	(60)	0	32,454	1,370	351	(800)	0	33,375
Social Care, Health & Wellbeing	113,849	(458)	86	113,477	3,518	640	(4,110)	0	113,525
Strategic Planning & Transport	8,061	(1,120)	2,100	9,041	260	170	(1,610)	0	7,861
Capital Financing	35,236	0	0	35,236	1,208	0	0	0	36,444
Summary Revenue Account ²	6,308	(1,100)	0	5,208	2,378	0	0	0	7,586
Total Budget	610,400	(4,000)	3,800	610,200	27,751	4,795	(19,157)	0	623,589

¹ Education grants totalling £1.487m which transfer into the Revenue Support Grant (RSG) in 2019/20 are included in the 2018/19 adjusted base figure

² Service specific contingencies are reflected in the portfolio figures, but will be retained centrally until required

³ Transfers of budget to reflect changes to the directorate structure in 2019/20 are reflected in the "Other Changes" column

Mae'r dudalen hon yn wag yn fwriadol

EMPLOYEE IMPLICATIONS OF BUDGET
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			All figures are expressed in terms of full time equivalent posts						
Ref	Impact on posts	Savings Title	Voluntary Redundancy	Vacant	Retirement/ Flexi Retirement	Redeploy	TBC	New Post	TOTAL FTEs
Economic Development									
3	DELETE	Cardiff Castle - Income / Staff Rationalisation	(1.00)						(1.00)
4	CREATE	Pest Control - Exploring opportunities for expanding markets						1.00	1.00
7	DELETE	New Theatre (Employee Implications to be confirmed)							0.00
9	DELETE	Review of Facilities Management Staffing Resource	(3.00)				(3.00)		(6.00)
10	DELETE	Corporate Landlord - Review of Security Costs					(4.00)		(4.00)
12	DELETE	Revised and restructured model for Economic Development		(1.00)					(1.00)
13	DELETE	Corporate Landlord Model - Cleaning of operational buildings					(2.00)		(2.00)
14	DELETE	Revised and restructured model for the Tourism service and reduction in Tourism budget		(1.00)					(1.00)
15	DELETE	City Centre Management - Remove Subsidy	(2.15)			(0.85)			(3.00)
16	DELETE	Review of Venues & Catering Staffing Resource	(1.00)						(1.00)
18	DELETE	Reduced Subsidisation of Events					(1.00)		(1.00)
Economic Development Net Position			(7.15)	(2.00)	0.00	(0.85)	(10.00)	1.00	(19.00)
Education									
FP2	CREATE	Local Development Plan - Educational Implications						2.00	2.00
Education Net Position			0.00	0.00	0.00	0.00	0.00	2.00	2.00

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Note that where savings proposals are part year and have a staff implication, this appendix identifies the head count implication in the year saving commences.

Ref	Impact on posts	Savings Title	Voluntary Redundancy	Vacant	Retirement/ Flexi Retirement	Redeploy	TBC	New Post	TOTAL FTEs
Housing & Communities									
27	DELETE	Community Wellbeing Hubs implementation	(5.00)	(8.00)				6.00	(7.00)
28	DELETE	Review of Benefits Service in line with rollout of Universal Credit		(4.00)					(4.00)
30	DELETE	Deletion of an Into Work Advisor Post		(1.00)					(1.00)
32	DELETE	Review of the Day Opportunities Team within Independent Living Services		(5.60)				3.70	(1.90)
FP3	CREATE	Older Persons & Accessible Homes Unit						5.00	5.00
Housing & Communities Net Position			(5.00)	(18.60)	0.00	0.00	0.00	14.70	(8.90)
Social Services									
FP5	CREATE	Create new additional workers at Ty Canna- Transitional Outreach Workers						4.00	4.00
FP6	CREATE	Extension of Adolescent Resource Centre (ARC)						7.00	7.00
FP10	CREATE	Increased capacity for information governance activity related to disclosures in care proceedings						2.00	2.00
Social Services Net Position			0.00	0.00	0.00	0.00	0.00	13.00	13.00
Planning, Transport & Environment									
45	CREATE	Clamping and Removal of Nuisance Vehicles						2.00	2.00
46	CREATE	Delivery of approval body for Sustainable Drainage						3.00	3.00
49	CREATE	Improved income from Developments						1.00	1.00
54	CREATE	Cardiff Dogs Home						1.00	1.00
60	DELETE	Neighbourhood Services - Service Redesign	(2.00)	(3.00)			(1.00)		(6.00)
61	DELETE	Recycling & Waste Management Services - Review of Staffing Resource	(0.50)				(3.50)		(4.00)
62	DELETE	Reshaping Highways Operations	(3.00)						(3.00)
64	DELETE	Restructure of Transport Teams		(1.00)			(1.00)		(2.00)
66	DELETE	Review of Active Travel plans for Cardiff		(2.82)					(2.82)
67	DELETE	Service Management & Support - Team Restructure	(1.00)		(0.28)				(1.28)
70	DELETE	Planning - Deletion of Vacant Post		(1.00)					(1.00)
FP13	CREATE	Street Scene - Cleansing Growth						3.00	3.00
FP15	CREATE	Street Scene - City Wide Roll out Glass Collection						14.84	14.84
Planning, Transport & Environment Net Position			(6.50)	(7.82)	(0.28)	0.00	(5.50)	24.84	4.74

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Note that where savings proposals are part year and have a staff implication, this appendix identifies the head count implication in the year saving commences.

Ref	Impact on posts	Savings Title	Voluntary Redundancy	Vacant	Retirement/ Flexi Retirement	Redeploy	TBC	New Post	TOTAL FTEs
Governance and Legal Services									
76	DELETE	Review of Legal Services Staffing Resource	(1.80)		(0.20)				(2.00)
FP18	CREATE	Legal Services - Increase in demand for Children's Safeguarding Work						3.00	3.00
Governance and Legal Services Net Position			(1.80)	0.00	(0.20)	0.00	0.00	3.00	1.00
Resources									
86	DELETE	Capital Ambition Delivery Team		(4.00)			(6.00)		(10.00)
87	DELETE	Restructure of the Accountancy Function	(4.00)	(1.00)					(5.00)
88	DELETE	Connect to Cardiff (C2C) - Channel Shift	(3.00)	(2.00)			(6.50)		(11.50)
89	DELETE	Policy, Performance and Research restructure		(1.00)			(3.80)		(4.80)
90	DELETE	Process efficiencies within Revenues and Council Tax	(0.50)	(1.50)			(3.00)		(5.00)
93	DELETE	Review of Human Resources Staffing Resource	(3.00)					1.00	(2.00)
95	DELETE	Deletion of vacant Enterprise Architecture Posts		(2.00)					(2.00)
96	DELETE	Restructure of Exchequer Support Function	(3.00)	(1.00)					(4.00)
97	DELETE	Restructure of Branding and Media teams	(1.00)	(6.00)				4.00	(3.00)
98	DELETE	Reduction of Audit Resource	(1.00)	(0.40)					(1.40)
99	DELETE	Review the service delivery arrangements for risk management		(1.00)					(1.00)
100	DELETE	HR Organisational Development	(1.00)						(1.00)
101	DELETE	Review of the Revenues Management Team	(1.00)						(1.00)
102	DELETE	eProcurement Team - Staffing Review	(1.00)						(1.00)
FP19	CREATE	Council Tax Premiums and Growth						2.00	2.00
FP20	CREATE	Deployment of Virtual Assistant Technologies (Supporting the Digital Agenda)						3.00	3.00
Resources Net Position			(18.50)	(19.90)	0.00	0.00	(19.30)	10.00	(47.70)
Totals			(38.95)	(48.32)	(0.48)	(0.85)	(34.80)	68.54	(54.86)

Tudalen 543

Note that where savings proposals are part year and have a staff implication, this appendix identifies the head count implication in the year saving commences.

Mae'r dudalen hon yn wag yn fwriadol

Appendix 10 (a)

CARDIFF COUNCIL: FEES AND CHARGES 2019/20

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	£150.00 - £250.00	Nil	Nil	1 April 2019	No proposed increase				
Workshop Rents										
2	Workshop Rents	See Comment			1 April 2019	Subject to condition of lease. Rents reviewed on a commercial basis.				
Land and Building Rents										
3	Land and Building Rents	See Comment			1 April 2019	Subject to condition of lease.				
Business Development										
4	Loan Administration Fee - one off payment	£250.00	Nil	Nil	1 April 2019	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 2019	The proposed increase is 2% on catering charges				
Norwegian Church										
7	Wedding Package based on 60 guests - 5pm till midnight	£4,500.00	Nil	Nil	1 April 2019	No proposed increase				
8	Grieg Room hire – day hire	£400.00								
9	Day Delegate Rate (minimum numbers 20)	£40.00								
10	Grieg Room – Evening Hire - 7pm until midnight	£600.00								
11	Concert hire – 7.30-9.30pm	£360.00								
Cardiff Castle										
12	Cardiff Castle Gift Shop	Various	Nil	Nil	1 April 2019	No proposed increase The proposed new charge is £3.50 The proposed new charge is £49.50 The proposed new charge is £650.00				
13	Castle Key	£6.50								
14	Cardiff Castle Tours	£3.35								
15	Castle Banquet	£46.50								
16	Castle Room Hire	£625.00								
City Hall / Mansion House										
17	Assembly Room Hire • Mon to Fri (6 hours) • Weekends, Evenings & Bank Holidays (6 hours)	£1,800.00	£50.00	2.78%	1 April 2019	The proposed new charges are: • Mon to Fri (6 hours) £1,850.00 • Weekends, Evenings & Bank Holidays (6 hours) £2,500.00				
		£2,450.00	£50.00	2.04%						
18	Marble Hall Hire • Mon to Fri (6 hours) • Weekends, Evenings & Bank Holidays (6 hours)	£1,600.00	£50.00	3.13%		1 April 2019	The proposed new charges are: • Mon to Fri (6 hours) £1,650.00 • Weekends, Evenings & Bank Holidays (6 hours) £1,650.00			
		£1,600.00	£50.00	3.13%						
19	Lower Hall Hire • Mon to Fri (6 hours) • Weekends, Evenings & Bank Holidays (6 hours)	£1,100.00	Nil	Nil			1 April 2019	No proposed increase No proposed increase		
		£1,750.00	Nil	Nil						
20	Ferrier Hall Hire • Mon to Fri (4 hours) • Weekends, Evenings & Bank Holidays (4 hours)	£380.00	Nil	Nil				1 April 2019	The proposed new charges are: • Mon to Fri (4 hours) - No proposed increase • Weekends, Evenings & Bank Holidays (4 hours) £600.00	
		£590.00	£10.00	1.69%						
21	Council Chamber Hire • Mon to Fri (4 hours) • Weekends, Evenings & Bank Holidays (4 hours)	£300.00	£25.00	8.33%					1 April 2019	The proposed new charges are: • Mon to Fri (4 hours) £325.00 • Weekends, Evenings & Bank Holidays (4 hours) - No proposed increase
		£500.00	Nil	Nil						
22	Syndicate Rooms Hire • Mon - Fri (Full Day) • Weekends, Evenings & Bank Holidays (4 hours)	£420.00	Nil	Nil	1 April 2019					No proposed increase No proposed increase
		£360.00	Nil	Nil						
23	All City Hall Room Hire - Discounted for Registered Charities	30%	See Comment			1 April 2019				This is the discount available to registered charities
24	Mansion House Hire • 4 hour session • Evening 6 hour session	£550.00	Nil	Nil						No proposed increase No proposed increase
		£1,050.00	Nil	Nil						
25	Mansion House Hire Charges - discount for registered charities	20%	See Comment				This is the discount available to registered charities			

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Appendix 10 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Cardiff Caravan & Camping Park Charges						
26	Pitches (Other than during events) per night				1 August 2019	The proposed new charges are: <ul style="list-style-type: none"> • Maximum 2 Adults or Family (2 adults, 2 children) - With electric £32.00 - Without electric £28.00 • Single Occupancy - With electric £27.00 - Without electric £24.00 • Hiker £20.00
	• Maximum 2 Adults or Family (2 adults, 2 children)					
	- With electric	£30.00	£2.00	6.67%		
	- Without electric	£27.00	£1.00	3.7%		
	• Single Occupancy					
- With electric	£25.00	£2.00	8%			
- Without electric	£22.00	£2.00	9.09%			
• Hiker	£15.00	£5.00	33.33%			
27	Pitches (During events) per night					No proposed increase No proposed increase
	• Maximum 2 Adults or Family (2 adults, 2 children)					
	- With electric	£40.00	Nil	Nil		
- Without electric	£35.00	Nil	Nil			
28	Additional Person charge per night					No proposed increase No proposed increase No proposed increase No proposed increase
	• Child	£4.00	Nil	Nil		
	• Adult	£10.00	Nil	Nil		
	• Adult (Events)	£15.00	Nil	Nil		
29	Extra Vehicles	£10.00	Nil	Nil		No proposed increase
30	Calor Gas				1 April 2019	The proposed new charges are: <ul style="list-style-type: none"> • Propane - 3.9kg bottle £20.00 - 6.0kg bottle £22.75 - 13.0kg bottle £37.00 • Butane - 4.5kg bottle £21.50 - 7.0 kg bottle £27.00 - 15.0kg bottle £39.00
	• Propane					
	- 3.9kg bottle	£17.30	£2.70	15.61%		
	- 6.0kg bottle	£20.40	£2.35	11.52%		
	- 13.0kg bottle	£26.00	£11.00	42.31%		
	• Butane					
	- 4.5kg bottle	£17.90	£3.60	20.11%		
- 7.0 kg bottle	£22.85	£4.15	18.16%			
- 15.0kg bottle	£26.60	£2.40	6.56%			
31	Tokens					No proposed increase No proposed increase
	• Washer	£3.00	Nil	Nil		
	• Dryer	£2.00	Nil	Nil		
Cardiff Story Museum						
32	Corporate hire of Cardiff Story Museum galleries for events outside normal operating hours (4 hours)	£900.00			1 April 2019	No proposed increase
33	Corporate hire of Cardiff Story Museum Learning Suite for events within normal operating hours	£360.00				
34	Corporate hire of Cardiff Story Museum Learning Suite for events outside normal operating hours (4 hours)	£500.00	Nil	Nil		
35	Exhibition previews outside of museum opening hours and serving alcohol.	£200.00				
36	Use of Learning Suite and equipment for school groups, local heritage and community organisations within normal opening hours	£75.00				
37	Use of Learning Suite and equipment for school groups, local heritage and community organisations outside normal opening hours (4 hours)	£220.00				
38	Use of Learning Suite for non local heritage / community organisations within normal opening hours.	£180.00			1 April 2019	No proposed increase
39	Use of Learning rooms for non local heritage / community organisations outside normal opening hours (4 hours)	£300.00				
40	Talks by Museum Professional Staff - per hour	Various - from £70				
41	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 2019	No proposed increase. Formal education and school packages are tailored according to the teacher's requirements.
42	Children's birthday parties	Various - from £75.00				

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Appendix 10 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
43	Left Luggage facility					No proposed increase
	• Small lockers	£5.00				
	• Medium lockers	£8.00				
	• Large lockers	£10.00				
	• Overnight 24 hours	£20.00				
Events - Park & Ride/Parking						
44	Major Event Park & Ride				1 April 2019	No proposed increase
	• Pre Book	£8.00	Nil	Nil		
	• On Day	£10.00				
45	City Centre Parking				1 April 2019	No proposed increase
	• Pre Book	£12.00	Nil	Nil		
	• On Day	£15.00				
46	Mini buses & Coaches	£20.00	£5.00	25%		
47	Parking (small local events)	Various from £3.00				
48	City Centre Parking (small local events)	£10.00	Nil	Nil		No proposed increase
County Hall Venue Hire						
49	1 x committee room/council chamber				1 April 2019	No proposed increase
	• Weekday (4 hours)	£206.00				
	• Weekday (6 hours)	£360.00				
50	1 x committee room including kitchen					
	• Weekday (6 hours)	£625.00				
	• Weekend (6 hours)	£845.00				
51	2 x committee rooms including kitchen					
	• Weekday (6 hours)	£985.00	Nil	Nil		
	• Weekend (6 hours)	£1,400.00				
52	3 x committee rooms including kitchen					
	• Weekday (6 hours)	£1,345.00				
	• Weekend (6 hours)	£1,850.00				
	• Weekend (6 hours) including Staff Canteen	£2,375.00				
53	Staff Canteen	£350.00				
54	Bank holiday rate	Additional £500.00				
55	Car Park Hire -Exclusive use x 586 spaces	£2,344.00				
56	Car Park Hire - per Space	£4.00	£1.00	25%		
57	Room Hire - Discounted for Registered Charities	10%		See Comment		The proposed new charge is £5.00 This is the discount available to registered charities

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Appendix 10 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Parks						
58	Allotments (Per Annum) - Full Price				1 April 2019	No proposed increase
	• Category A per pitch	£12.57	Nil	Nil		
	• Category B per pitch	£12.19				
	• Category C per pitch	£11.71				
	• Chalet	£119.14				
• Brick cubicle	£27.39					
59	Allotments (Per Annum) - Concession				1 April 2019	No proposed increase
	• Category A per pitch	£6.29	Nil	Nil		
	• Category B per pitch	£6.09				
	• Category C per pitch	£5.86				
• Chalet	£59.57					
Parks Outdoor						
60	Roath Park		Nil	Nil	1 April 2019	No proposed increase
	• Duck or Fish food	£0.60 (£1.00 both)				
61	Roath Park Conservatory	£0.50 (£2.50 Pack of 6)	Nil	Nil	1 April 2019	No proposed increase
		£2.00 - £26.00 depending on type and size of group				
62	Roath Park Conservatory - School/Group Booking Fees	£4.00	Nil	Nil	1 April 2019	No proposed increase
63	Bowls - buy back of maintenance of Greens - annual charge	£6,300.00				
64	Pavilions		Nil	Nil	1 April 2019	No proposed increase
	• Half Day	£38.10				
65	• Full Day	£57.00	Nil	Nil	1 April 2019	No proposed increase
66	Football Pitch & Changing Facilities	£55.00				
67	Football Pitch only	£44.00	Nil	Nil	1 April 2019	No proposed increase
68	Rugby Pitch & Changing Facilities	£75.00				
69	Rugby pitch only	£60.00	Nil	Nil	1 April 2019	No proposed increase
70	Cricket Pitch & Changing Facilities	£66.00				
71	Cricket - Pitch only	£55.00	Nil	Nil	1 April 2019	No proposed increase
72	Baseball Pitch & Changing Facilities	£66.00				
73	Baseball - Pitch only	£55.00	Nil	Nil	1 April 2019	No proposed increase
74	Training area & changing facilities	£30.00				
75	3G Pitch - Gold/Silver Accredited - per hour	£66.00	Nil	Nil	1 April 2019	No proposed increase
76	3G pitch - Bronze/Standard Accredited - per hour	£66.00				
77	3G pitch - Non Accredited - per hour	£66.00	Nil	Nil	1 April 2019	No proposed increase
78	3G pitch - Off Peak - per hour	£40.00				
Channel View						
78	All Weather pitch outside 3G Peak times	£66.00	Nil	Nil	1 April 2019	No proposed increase
79	All Weather pitch outside 3G Off Peak	£40.00				
80	3G Outside Off peak and weekends	£30.00				
81	3G Outside Peak	£35.00				
82	3G Inside Off peak and weekends	£40.00				
83	3G Inside Peak times	£45.00	£3.00	11.11%	1 April 2019	The proposed new charge is £30.00
84	Upper Activity area (per hour)	£27.00				
85	Committee Room / Crèche (per hour) off peak	£13.00	£1.00	7.69%	1 April 2019	The proposed new charge is £14.00
86	Committee Room / Crèche (per hour) Peak	£24.00	£1.00	4.17%		The proposed new charge is £25.00
87	Meeting Room 3 (Peak times per hour)	£22.50	Nil	Nil	1 April 2019	No proposed increase
88	Children's party	£99.00	£26.00	26.26%		The proposed new charge is £125.00
89	Adult Activities 1hr	£5.60	£0.40	7.14%	1 April 2019	The proposed new charge is £6.00
90	Spin / TRX / Kettlebells/Boxmaster	£6.40	Nil	Nil		1 April 2019
91	School Holiday - Children's activities	£3.60				
92	Junior Activities	£3.60				

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Appendix 10 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
93	Soft Play	£3.00				
94	50 + (access to gym, specific classes at off peak times)	£3.60				
Cardiff Riding School						
95	Spectator	£0.50				
96	Competition Entry - Pony Club/Riding Club members discounted	£12.50				
97	Competition Entry - non members	£15.00				
98	Work Livery 6 hrs per week (Horse worked)	£110.00				
99	Work Livery 9 hrs per week (Horse worked)	£89.00				
100	Work Livery 12 hrs per week (Horse Worked)	£60.00				
101	1 night livery	£27.50				
102	Certificate	£3.50				
103	Child Disability 1hr pony lesson	£18.00				
104	Stable Management 1 hr Private	£40.00				
105	Stable Management 1 hr group	£11.00				
106	Stable Management 1 hr long term (yr fee)	£42.00				
107	Uni 1 hr group lesson	£22.50				
108	Course 1 hr group lesson	£22.50				
109	1/2 hr Private up to 2 persons	£30.00				
110	1/2 hr Private up to 3 persons	£22.00				
111	1 hour Private up to 2 persons	£42.00				
112	1 hour Private up to 3 persons	£40.00				
113	Hire of Hats	£2.50				
114	1/2 hr group weekday lesson	£14.00				
115	1/2 hr group weekend lesson	£15.50				
116	1 hr group weekday lesson	£22.50				
117	1 hr group weekend lesson	£23.50				
118	Pony Club Day (extended lesson)	£44.00				
119	Pony Club Stable Management (1hr)	£11.00				
120	Pony Club 1/2 hr group	£14.00				
121	Pony Club 1 hr group	£22.50				
122	Stable Management 1.5 hours	£16.50				
123	Riding Club 1.5 hours	£16.50				
124	Riding Club 1hr Ride+ 1 SM	£35.00				
125	Riding Club Day	£44.00				
126	Assisted Livery	£80.00				
127	Full Livery Care Only	£155.00				
128	Loan of Pony (2 x 1/2hr sessions plus SM per week)	£22.50				
129	Manure (per bag)	£1.00				
130	Christmas Show Entry	£7.50				
131	Adult Gloves	£7.00				
132	Child Gloves	£4.00				
133	Plain Whip	£8.00				
134	Schooling Whip	£13.00				
135	Holiday Club	£6.00				
136	Pony Ride (Sat/Sun)	£7.00				
137	Party	£230.00				
138	DIY Livery (per week)	£66.00				
139	Snr Pony Club	£31.00				
140	Pony Club 1hr Ride+ 1 Stable Management	£35.50	Nil	Nil	1 April 2019	No proposed increase
Canton Community Hall						
141	Parents & Tots	£3.00				
142	Parents & Tots (MaxActive)	£1.50				
143	Parents & Tots (Extra Child)	£2.00				

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Appendix 10 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
144	Little Tiddlers/Ti a Fi	£3.00	Nil	Nil	1 April 2019	No proposed increase
145	Photocopying	£0.20				
146	Circuits	£5.40				
147	Boxacise	£5.40				
148	Pilates	£5.40				
149	Adult Archery	£5.60				
150	Adult Max Active Fitness	£2.70				
151	Junior Archery	£3.50				
152	Junior Football	£2.50				
153	Junior Streetgames	£1.50				
154	Junior Pool Club	£2.00				
155	Junior Holiday Activities	£2.70				
156	Friday Parties	£125.00				
157	Weekend Parties	£150.00				
158	Badminton Court Booking	£12.10				
159	Table Tennis	£4.70	Nil	Nil	1 April 2019	No proposed increase
160	Whole main Hall	£39.00				
161	Function Room	£13.50				
162	Committee Room	£13.00				
163	Multi Use Games Area (Off Peak)	£25.00				
164	Multi Use Games Area (Peak)	£42.00				
165	Active Card Membership	£20.00	Sailing Centre			
166	Windsurfing - 2 day - Adult	£185.00	£5.00	2.7%	1 April 2019	The proposed new charge is £190.00
167	Windsurfing - 2 day -Youth	£130.00	£5.00	3.85%		The proposed new charge is £135.00
168	Multi Activity - 2 day -Youth	£130.00	£5.00	3.85%		The proposed new charge is £135.00
169	Supervised Sailing & Windsurfing (3 hour session)	£23.00	£1.00	4.35%		The proposed new charge is £24.00
170	Supervised Sailing & Windsurfing - 5 x 3hr Sessions	£110.00	£5.00	4.55%		The proposed new charge is £115.00
171	Supervised Sailing & Windsurfing - 10 x 3hr Sessions	£210.00	£5.00	2.38%		The proposed new charge is £215.00
172	Youth Sailing Courses					The proposed new charges are:
	• 2 day	£130.00	£5.00	3.85%		• 2 day £135.00
	• 3 day	£180.00	£5.00	2.78%		• 3 day £185.00
	• 6 week	£200.00	£5.00	2.5%		• 6 week £205.00
	• 10 week	£320.00	£10.00	3.13%		• 10 week £330.00
	• After Schools club	£130.00	£5.00	3.85%		• After Schools club £135.00
173	Youth Sailing Taster 1/2 day	£32.00	£1.00	3.13%		The proposed new charge is £33.00
174	Scout Sailing Taster 1/2 day	£18.00	£0.50	2.78%		The proposed new charge is £18.50
175	Sailing Schools Group	£11.00 per pupil	£0.50	4.55%		The proposed new charge is £11.50 per pupil
176	Adult Level 1: 2 day	£185.00	£5.00	2.7%	The proposed new charge is £190.00	
177	Adult Level 2: 2 day	£185.00	£5.00	2.7%	The proposed new charge is £190.00	
178	Adult Advanced: 2 day	£185.00	£5.00	2.7%	The proposed new charge is £190.00	
179	Adult Level 1: 6 week	£275.00	£10.00	3.64%	The proposed new charge is £285.00	
180	Adult Level 2: 6 week	£275.00	£10.00	3.64%	The proposed new charge is £285.00	
181	Adult Advanced: 6 week	£275.00	£10.00	3.64%	The proposed new charge is £285.00	
182	Adult Sailing Taster 1/2 day	£47.00	£1.00	2.13%	The proposed new charge is £48.00	
183	Corporate Sailing Taster				The proposed new charges are:	
	• Half Day	£92.50	£2.50	2.7%	• Half Day £95.00	
	• Full Day	£185.00	£5.00	2.7%	• Full Day £190.00	
184	Sailing/Windsurfing				The proposed new charges are:	
	• Half Day	£125.00	£5.00	4%	• Half Day £130.00	
	• Full Day	£250.00	£10.00	4%	• Full Day £260.00	
Sailing Centre (Powerboat & Shore based)						
185	Powerboat Level 1	£125.00	£5.00	4%		The proposed new charge is £130.00

Appendix 10 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment	
186	Powerboat Level 2	£240.00	£5.00	2.08%	1 April 2019	The proposed new charge is £245.00	
187	Powerboat Safety Boat	£240.00	£5.00	2.08%		The proposed new charge is £245.00	
188	Powerboat Intermediate	£270.00	£5.00	1.85%		The proposed new charge is £275.00	
189	Powerboat Advanced	£290.00	£5.00	1.72%		The proposed new charge is £295.00	
190	Private Tuition - Powerboat	£250.00	£5.00	2%		The proposed new charge is £255.00	
191	Royal Yachting Association (RYA) First Aid	£95.00	Nil	Nil		No proposed increase	
192	Royal Yachting Association (RYA) VHF/DSC	£95.00					
Activity Adventure Program Cardiff Bay Water Activity Centre							
193	Archery session (1.5 hours)	£25.00	Nil	Nil	1 April 2019	No proposed increase	
194	Archery course (4 x 1.5 hours)	£75.00					
Fishing							
195	Fishing Licences - Day				1 April 2019	The proposed new charges are: • Junior £4.60 • Concession - No proposed increase • Adult £8.80	
	• Junior	£4.50	£0.10	2.22%			
	• Concession	£5.00	Nil	Nil			
196	Fishing Licences - Annual				1 April 2019	The proposed new charges are: • Junior £25.00 • Concession - No proposed increase • Adult £50.00	
	• Junior	£24.00	£1.00	4.17%			
	• Concession	£33.00	Nil	Nil			
	• Adult	£49.00	£1.00	2.04%			
Slipway Fees and Charges							
197	Single occupancy launch	£5.00	Nil	Nil	1 April 2019	No proposed increase	
198	Multi occupancy launch	£14.00					
199	Sail boat launch	£14.00					
200	Motor boat launch	£14.00					
201	Boat Launch - Season Tickets per metre	£26.00					
Rowing							
202	Level 1 Blades Junior (4 x 2.5 hours)	£65.00	£5.00	7.69%	1 April 2019	The proposed new charge is £70.00	
203	Level 1 Blades Adult (3 x 2.5 hours)	£75.00	£5.00	6.67%		The proposed new charge is £80.00	
204	Level 2 Blades Junior (4 x 1.5 hours)	£60.00	Nil	Nil		No proposed increase	
205	Level 2 Blades Adult (3 x 2 hours)	£70.00					
206	Private Tuition (1.5 hours)	£35.00					
207	Recreational Rowing - per hour	£5.00					
208	Ergo Room Junior - per hour	£3.00					
209	Ergo Room Adult - per hour	£3.00					
Cardiff International White Water							
210	White Water Rafting Peak	£55.00	Nil	Nil	1 April 2019	No proposed increase	
211	White Water Rafting Off Peak	£50.00					
212	Friday Evening White Water Rafting	£45.00					
213	Sat & Sunday WWC Park & Play	£12.50					
214	Retained Water Pool Park & Play	£6.00					
215	Stadium Raft Guide Award Training	£70.00					
216	Adult/Kids 6 week Retained Water Pool course	£90.00	Nil	Nil	1 April 2019	No proposed increase	
217	Adult/Kids 6 week White Water Course course	£110.00	£10.00	9.09%		The proposed new charge is £120.00	
218	1 Day Paddle course	£85.00	Nil	Nil		No proposed increase	
219	Adult 1 year membership	£320.00	£30.00	9.38%		The proposed new charge is £350.00	
220	Adult 6 month P&P membership	£190.00	Nil	Nil		1 April 2019	No proposed increase
221	Multi Activity half day non school	£25.00					
222	Hydro speed Peak	£55.00					
223	Hydro speed off peak	£50.00					
224	Hot Dog peak	£55.00					
225	Hot Dog Off Peak	£50.00					
226	Paddle Party (Now a 90 minute session)	£12.50					
227	Youth Annual Membership	£170.00					

Appendix 10 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
228	School 2 Hour Session (6 Week Block)	£5.00	£1.00	20%		The proposed new charge is £6.00
229	SUP Ladies Only	£80.00	Nil	Nil		No proposed increase
230	SUP Taster	£25.00	£5.00	20%		The proposed new charge is £30.00
231	Paddle School	£150.00	Nil	Nil		No proposed increase
232	Surf School	£120.00				
233	1-2-1 Coaching (White Water & Flat Water)	£35.00				
234	Multi Activity Week	£190.00				
235	Air Trail	£10.00				
Harbour - Car Parking						
236	Car parking fees - Havannah Street				1 April 2019	The proposed new charges are:
	• 1 hour	£1.90	£0.20	10.53%		• 1 hour £2.10
	• 2 hours	£3.10	£0.30	9.68%		• 2 hours £3.40
	• 3 hours	£3.70	£0.40	10.81%		• 3 hours £4.10
	• 4 hours	£4.60	£0.50	10.87%		• 4 hours £5.10
	• 5 hours	£5.50	£0.60	10.91%		• 5 hours £6.10
	• 6 hours	£7.20	£1.40	19.44%		• 6 hours £8.60
	• 7 hours	£7.80	£1.60	20.51%		• 7 hours £9.40
	• 8 hours	£8.40	£1.60	19.05%		• 8 hours £10.00
	• 9 hours	£9.00	£1.80	20%		• 9 hours £10.80
	• 10 hours	£9.60	£1.90	19.79%		• 10 hours £11.50
• 11 hours	£12.00	£2.40	20%	• 11 hours £14.40		
237	Barrage Car Park				1 April 2019	The proposed new charges are:
	• 1 hour	£2.00	£0.20	10%		• 1 hour £2.20
	• 2 hours	£3.00	£0.30	10%		• 2 hours £3.30
	• 3 hours	£4.00	£0.40	10%		• 3 hours £4.40
	• 4 hours	£5.00	£0.50	10%		• 4 hours £5.50
	• 5 hours	£6.50	£0.70	10.77%		• 5 hours £7.20
	• 6 hours	£8.00	£1.60	20%		• 6 hours £9.60
	• 7 hours	£9.50	£1.90	20%		• 7 hours £11.40
	• 8 hours	£11.00	£2.20	20%		• 8 hours £13.20
Harbour - Navigation & Mooring						
238	Navigation Fee - per metre	£24.40	£0.78	3.2%	1 April 2019	The proposed new charge is £25.18. Yacht clubs and marinas are entitled to 60% discount under the Barrage Act.
239	Permission to Moor - per metre	£16.62	£0.53	3.19%		The proposed new charge is £17.15. Yacht clubs and marinas are entitled to 60% discount under the Barrage Act.
240	Provision of Mooring	£95.05	Nil	Nil		No proposed increase
241	Commercial operator's licence	£176.00 plus £0.10 per passenger carried	£5.00	2.84%	1 April 2019	The proposed new charge is £181.00 plus £0.10 per passenger carried
242	Use of Harbour Authority landing stages.	£403.65	£6.35	1.57%		The proposed new charge is £410.00
243	Short stay moorings - Inner Harbour- per hour	£1.00	Nil	Nil		No proposed increase
Education and Lifelong Learning						
Schools' Catering						
244	School Meals - per meal				1 April 2019	No proposed increase
	• Primary	£2.50	Nil	Nil		
	• Secondary	£2.95				
	• Adults	£3.00 (£3.60 inc VAT)				
Music Service						
245	Music Service Charges per hour				1 April 2019	No proposed increase
	• Maintained Schools	£38.00 - £40.00				
	• Non Maintained Schools	£41.00				
246	Music Service Ensemble Fees	£51.00 - £62.00	Nil	Nil		No proposed increase

Appendix 10 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
247	Music Service Choir Fees • Primary • Secondary	£39.00 £45.00				
248	Music Service Advanced Percussion Fees • Primary • Secondary	£45.00 £51.50	Nil	Nil	1 April 2019	No proposed increase
Storey Arms						
249	Storey Arms • Cardiff LA schools • Other schools	£80.00 to £322.00 £145.00 to £341.00	£4.00 to £16.00 £7.00 to £17.00	4.97% - 5% 4.83% - 4.99%	1 September 2019	The proposed new charges range from: • Cardiff LA schools £84.00 to £338.00 • Other schools £152.00 to £358.00 The proposed new charge is £160.00 The proposed new charge is £460.00 The proposed new charge is £170.00 The proposed new charge is £199.00
250	UWIC Level 1 2 day Team Building (per head)	£155.00	£5.00	3.23%		
251	Mountain Leader Award Training (6 day) adult training	£446.00	£14.00	3.14%		
252	2 day non-residential National Governing Body (NGB) award – adult training	£164.00	£6.00	3.66%		
253	1 day National Governing Body (NGB) award assessment – adult training	£189.00	£10.00	5.29%		
Housing & Communities						
Gypsy & Traveller Sites						
254	Gypsy Sites - Rent - per pitch - per week • Rover Way • Shirenewton	£72.54 £80.51	£1.52 £1.69	£74.06 £82.20	1 April 2019	The proposed new charges are: • Rover Way £74.06 • Shirenewton £82.20
255	Gypsy Sites - Estate Maintenance - per pitch - per week	£5.48	Nil	Nil		No proposed increase
Disabled Facilities Services						
256	6% admin costs on Home Improvement Loans	6%	Nil	Nil	1 April 2019	No proposed increase
257	Disabled Facility Grant Income	£900.00 or 15% whichever the greater				
Libraries/Hubs						
258	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 2019	No proposed increase
259	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				
260	PC printouts • A4 • A3	£0.25 £0.45				
261	Photocopies • B/W (A4/A3) • Colour - A4 - A3	£0.15 £1.10 £1.60	Nil	Nil	1 April 2019	No proposed increase
262	Reservations for stock from outside Cardiff (interlibrary loans)	£10.20				
263	Replacement card • Adult • Child	£2.50 £0.60				
264	Gallery/Exhibitions - commission from exhibition sales	20% of all sales and orders				

Appendix 10 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
265	Hubs room hire					
	• Private	£20.00				
	• Charity / Community Group	£10.00				
Libraries/Hubs - Local Studies Dept						
266	Research fee - per hour	£16.00				
267	Scanned or digital images fee - per item	£3.10				
268	Photocopies by staff					
	• B/W (A4/A3)	£0.25				
	• Colour					
	- A4	£2.10	Nil	Nil	1 April 2019	No proposed increase
	- A3	£3.10				
269	Reproduction					
	• Individual/not for profit	£11.00				
	• Commercial organisation	£26.00				
270	Document filming	£20.30				
Libraries/Hubs - Central Library						
271	Meeting Room 4 Hire					
	• Per Hour	£50.50				
	• Half Day	£202.00				
	• Full Day	£404.00				
	• Per Hour for Charities/Community groups	£20.60				
272	Creative Suite Hire					
	• Per Hour	£60.60	Nil	Nil	1 April 2019	No proposed increase
	• Half Day	£252.50				
	• Full Day	£505.00				
	• Per Hour for Charities/Community groups	£20.60				
273	ICT Suite Hire					
	• Half Day	£202.00				
	• Full Day	£404.00				
	• Per Hour for Charities/Community groups	£20.60				
274	Central Library Fax service					
	• UK - A4	£1.10	Nil	Nil	1 April 2019	No proposed increase
	• Europe - A4	£2.10				
	• Worldwide - A4	£4.10				
	• Incoming	£1.10				
Adult Community Learning						
275	Category A (Full Fee) - hourly course fee	£5.35	£0.20	3.74%	1 April 2019	The proposed new charge is £5.55
276	Category B (State Pension or FT Student)	£3.95	£0.15	3.8%		The proposed new charge is £4.10
277	Disability Inclusion in Community Education (DICE) courses - (Learning for Life Programme) - hourly charge	£4.00	£0.10	2.5%		The proposed new charge is £4.10
278	Severn Road Adult Centre (Room hire per hour)	£12.00	£0.50	4.17%		The proposed new charge is £12.50
Adult Community Learning - Llanover Hall						
279	Theatre hire per hour				1 April 2019	The proposed new charges are:
	• Commercial rate	£20.00	£1.00	5%		• Commercial rate £21.00
	• Weekend rate	£25.00	£1.00	4%		• Weekend rate £26.00
	• Charity/Community group rate	£16.67	£0.33	1.98%		• Charity/Community group rate £17.00
	• Rehearsal / Research	£15.00	£0.50	3.33%	• Rehearsal / Research £15.50	
280	Green Room hire per hour	£12.00	£0.50	4.17%		The proposed new charge is £12.50
281	Pottery Room hire per hour					The proposed new charges are:
	• Without materials/firing	£15.00	£0.50	3.33%		• Without materials/firing £15.50
	• With materials/firing	£20.00	£0.50	2.5%	• With materials/firing £20.50	
282	Meeting Room hire per hour	£12.50	£0.50	4%		The proposed new charge is £13.00
283	Multi Arts Room hire per hour	£12.50	£0.50	4%		The proposed new charge is £13.00

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No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
284	Life Drawing Room hire per hour	£15.00	£0.50	3.33%	1 April 2019	The proposed new charge is £15.50
285	Computer Room hire per hour	£10.00	£0.50	5%		The proposed new charge is £10.50
286	Fashion Room hire per hour	£10.00	£0.50	5%		The proposed new charge is £10.50
287	Photography Room hire per hour	£10.00	£0.50	5%		The proposed new charge is £10.50
288	Arts/Craft classes - per term	£51.50	£1.50	2.91%		The proposed new charge is £53.00
289	Pottery classes (includes materials & firing) - per term	£72.00	£2.00	2.78%		The proposed new charge is £74.00
290	Youth Drama (3 hour class)	£72.00	£2.00	2.78%		The proposed new charge is £74.00
Planning, Transport & Environment						
Bereavement & Registration Services						
291	Cremation	£560.00	£80.00	14.29%	1 April 2019	The proposed new charge is £640.00
292	Burial	£660.00	£100.00	15.15%		The proposed new charge is £760.00
293	Grave purchase	£720.00	£90.00	12.5%		The proposed new charge is £810.00
294	Cremated Remains Burial	£255.00	£25.00	9.8%		The proposed new charge is £280.00
295	Cremated Remains Purchase	£305.00	£25.00	8.2%		The proposed new charge is £330.00
296	Memorial Income	Various	Various	3% - 6%		The proposed increase is between 3% and 6%
297	Registration Ceremony - Small Marriage Room	£135.00	£15.00	11.11%		The proposed new charge is £150.00
298	Registration Ceremony - St Dwynwen's Room - (Friday)	£135.00	£40.00	29.63%		The proposed new charge is £175.00
299	Registration Ceremony - St David's Room					The proposed new charges are:
	• Monday - Thursday	£237.50	£17.50	7.37%		• Monday - Thursday £255.00
	• Friday	£237.50	£57.50	24.21%	• Friday £295.00	
300	• Weekends	£290.00	£35.00	12.07%	• Weekends £325.00	
	Registration Ceremony - Approved Premises				The proposed new charges are:	
	• Monday - Thursday	£390.00	£20.00	5.13%	• Monday - Thursday £410.00	
	• Friday	£390.00	£60.00	15.38%	• Friday £450.00	
301	• Weekends	£490.00	£20.00	4.08%	• Weekends £510.00	
	• Bank Holidays	£500.00	£50.00	10%	• Bank Holidays £550.00	
302	Webcast of Ceremony	£75.00	Nil	Nil	No proposed increase	
302	DVD of Ceremony	£75.00				
303	Webcast and DVD of Ceremony	£100.00				
304	Audio recording of ceremony	£55.00				
305	Registry Office Ceremony	£46.00	Nil	Nil	No proposed increase	
306	Notice Fee	£35.00				
307	Notice Fee (Immigration/Referrals)	£47.00				
308	Citizenship ceremonies	£80.00				
309	Private Citizenship ceremonies	£125.00	£25.00	20%	The proposed new charge is £150.00	
310	Photos for Citizenship Ceremonies		New Charge - See Comment		New charge for 2019/20. The proposed charge is £10.00	
311	Certificate	£10.00				
312	Copy Certificates - Priority Service (same day)	£10.00				
313	Copy Certificates - Priority Service (within 1 hour)	£20.00				
314	Registrars Certificate	£4.00	Nil	Nil	No proposed increase	
315	Copy Certificates Standard service	£7.00				
316	Registrars Fees to Attend Church	£90.00				
Dogs Home						
317	Dogs Home - Puppies Rehoming	£160.00	£10.00	6.25%	1 April 2019	The proposed new charge is £170.00
318	Dogs Home - Other Dogs Rehoming	£120.00 - £320.00	£30.00	9% - 25%		The proposed new charge ranges from £150.00 - £350.00
Planning						
319	Planning Fees (Statutory)	Various			1 April 2019	No proposed increase
320	Building Control Charges (Statutory)	Various	Nil	Nil		
321	Building Control Charges	Various based on size of scheme				
322	Tree Preservation Orders - search and copy of information					
322	• Extract	£15.00	£5.00	33.33%	The proposed new charges are:	
	• Full Copy	£30.00	£15.00	50%	• Extract £20.00 • Full Copy £45.00	

Appendix 10 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Pre Application Advice						
323	Pre Application Advice - Statutory Charges <ul style="list-style-type: none"> Householder Minor Development - (1-9 dwellings; floor space including change of use less than 999m²) Major Development - (1—24 dwellings, floor space including change of use 1,000 to 1,999m²) Large Major Development (More than 24 dwellings, floor space including change of use more than 1,999m²) 	£25.00 £250.00 £600.00 £1000.00				These are statutory charges
324	Pre Application Advice Category 'A' Strategic Development <ul style="list-style-type: none"> 25 or more residential units (including conversion) 2,000m² or more of commercial floor space change of use of buildings or land over 2000m² mixed use development of a site of 1ha and over development requiring an Environmental Impact Assessment 	£2,500 plus VAT with additional hourly rate of £100 plus VAT (Initial meeting - no charge)	Nil	Nil	1 April 2019	No proposed increase
325	Pre Application Advice Category 'B' Major Development <ul style="list-style-type: none"> 10-24 residential dwellings (including conversion) 1000m² – 1999m² of commercial floor space change of use of buildings or land between 1000m² – 1999m² development of a site of 0.5ha – 0.99ha mixed use developments with a combined floor space of 1000m² – 1999m² 	£1,250 plus VAT with additional hourly rate of £100 plus VAT (Initial meeting - no charge)				
326	Pre application Advice CATEGORY 'C' – Minor Development <ul style="list-style-type: none"> 1-9 residential dwellings (including conversion) 100m² – 999m² of commercial floor space change of use of buildings or land between 100m²-999m² mixed use developments with a combined floor space of less than 0.5ha telecommunications equipment and masts not being confirmation of permitted development advertisement applications agricultural developments Pre application advice - development 	£250 plus VAT with additional hourly rate of £100 plus VAT	Nil	Nil	1 April 2019	No proposed increase
327	Pre Application Advice CATEGORY 'D' – Domestic / Miscellaneous Development and Exemptions	£50 plus VAT without additional hourly rate				
Transportation						
328	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				These are statutory charges
329	Section 278 Agreement	7% engineering fee based on total cost of highway works connected with the development			1 April 2019	
330	Road and Street Works Act (RASWA)	Various based on size of scheme				
331	SAB - Sustainable Drainage Approval Body - Ordinary Watercourse Consent	£50.00	Nil	Nil		

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No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
332	SAB - Sustainable Drainage Approval Body - Application	£350			7 January 2019	These are new statutory charges, introduced in January 2019.
	• 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	£70				
	• each 0.1 hectare or fraction of 0.1 of a hectare, from 0.5 hectare up to and including 1.0 hectare	£50				
• each 0.1 hectare or fraction of 0.1 of a hectare, from 1.0 hectare up to and including 5.0 hectares	£20					
• each additional 0.1 hectare or fraction of 0.1 hectare in excess of 5.0 hectares	£10					
333	SAB - Sustainable Drainage Approval Body - Pre application charge	New Charge - See Comment			1 April 2019	Welsh Government have not set a prescriptive charge. Likely to be a tiered charge in the range of £350.00 - £3,000.00. Report to Cabinet in February will seek authorisation to set these charges.
334	3D Scanner (To provide 3D images of structures, highways, areas to monitor possible deterioration)	£800.00	Nil	Nil		No proposed increase
335	Road Safety Audits (RSA)				1 April 2019	The proposed new charges are: <ul style="list-style-type: none"> • Desktop check/Advice £175.00 • Essential RSA £280.00 • Minor Works £525.00 • County Works £775.00 • Full £1,150.00
	• Desktop check/Advice	£165.00	£10.00	6.06%		
	• Essential RSA	£270.00	£10.00	3.7%		
	• Minor RSA	£500.00	£25.00	5%		
	• County RSA	£750.00	£25.00	3.33%		
• Full RSA	£1,120.00	£30.00	2.68%			
336	Signage Application/Feasibility Study Design and Signals	£250.00	Nil	Nil	1 April 2019	No proposed increase
337	Equality Impact assessments & access audits	£500.00				
338	Sign Design and Signals	Various based on size of scheme				
339	Clamping & Removal of Untaxed Vehicles		See Comment		1 April 2019	New procedures & fees under DVLA devolved powers
	• Release from clamp or compound if within 24hrs of offence	£100.00				
	• 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					
340	Clamping & Removal of Illegally Parked Vehicles				1 April 2019	
	• 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				
341	Abandoned Vehicle - Fixed Penalty Notice	£200.00	Nil	Nil		This is a statutory charge

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Appendix 10 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
342	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 £267.00 - Full £397.00 • Between 40-80 collisions - Partial £533.00 - Full £793.00 • >80 collisions - ad hoc
	• Up to 40 collisions					
	- Partial	£260.00	£7.00	2.69%		
	- Full	£387.00	£10.00	2.58%		
343	• Between 40-80 collisions					The proposed new charge is £1,450.00
	- Partial	£520.00	£13.00	2.5%		
344	- Full	£774.00	£19.00	2.45%		Charges will continue to reflect actual costs
	• >80 collisions	Ad hoc				
343	Temporary Traffic Regulation Orders (for both Emergency & Full TROs)	£1,250.00	£200.00	16%		
344	Traffic Data	Various - based on request - no. of working hrs	See Comment			
345	CCTV requests in connection with Data Protection Act (CD/DVD)	£10.00	Nil	Nil		No proposed increase
346	Traffic Signal - Switch Offs	£352.00 per switch off/on plus a £57.00 admin charge per invoice	£8.00 per switch off/on £3.00 admin charge per invoice	2%		The proposed new charge is £360.00 per switch off/on plus a £60.00 admin charge per invoice
347	Land / Property Searches	£90.00	£5.00	5.56%		The proposed new charge is £95.00
348	Licence for Digital Advertising sites on the Highway per Advertising Panel	£1,200.00	Nil	Nil		No proposed increase

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No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
349	Fixed Penalty Notices for Highways/Environment Offences	£100.00				
350	Trade/Shop Front Displays on the Highway	£200.00				
351	H Bar Markings	£150.00	Nil	Nil		No proposed increase
352	Skip Licence - Standard Charge • 7 days • 28 days	£35.00 £70.00				
353	Section 171 Opening Up Notice	£235.00	£15.00	6.38%		The proposed new charge is £250.00
354	Section 50 - Installation of Equipment, In ,On or Above the Public Highway	£445.00	£90.00	20.22%		The proposed new charge is £535.00
355	Road Space Booking	£25.00	Nil	Nil		No proposed increase
356	Containers Sited on the Public Highway • Initial 28 days: - Residential - Commercial • Renewals	£100.00 £250.00 £100.00	£20.00 £30.00 £20.00	20% 12% 20%		The proposed new charges are: • Initial 28 days: - Residential £120.00 - Commercial £280.00 • Renewals £120.00
357	Cherry Picker/Mobile Elevating Work Platform (MEWP)	£180.00				
358	Mobile Cranes	£400.00	Nil	Nil		No proposed increase
359	Tower Crane Oversail	£400.00				
360	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 £300.00 £100.00 £250.00	Nil £25.00 Nil £25.00	Nil 8.33% Nil 10%	1 April 2019	The proposed new charges are: • Initial 28 days: - Residential permit per street - no proposed increase - Commercial permit per street £325.00 • Renewal (28 days): - Residential - no proposed increase - Commercial £275.00
361	Scaffold Licences - Residential • Initial 28 days • Renewal	£100.00 £100.00	Nil	Nil		No proposed increase
362	Scaffold Licences - Commercial • Initial 28 days: - Small - Medium - Large • Renewal per week: - Small - Medium - Large	£150.00 £222.00 £500.00 £50.00 £88.00 £88.00	Nil £28.00 £50.00 Nil £2.00 £2.00	Nil 12.61% 10% Nil 2.27% 2.27%		The proposed new charges are: • Initial 28 days: - Small - no proposed increase - Medium £250.00 - Large £550.00 • Renewal per week: - Small - no proposed increase - Medium £90.00 - Large £90.00
363	Vehicle Crossovers	£175.00	Nil	Nil		No proposed increase
364	Advertising Frame Permits - New Applications	£180.00	£5.00	2.78%		The proposed new charge is £185.00
365	Advertising Frame Permits - Renewals	£130.00	£5.00	3.85%		The proposed new charge is £135.00
366	Tables & Chairs on the Public Highway • 1-2 Tables up to 8 chairs • 3-4 Tables up to 16 chairs • 5-10 Tables up 40 chairs • 11+ Tables	£200 £500 £900 £900 plus £35 for every chair over 40	New Pricing Structure - See Comment			New pricing structure in line with implementation of digital platform & simpler fees/enforcement. The proposed new charges are: • Outer Areas: £100.00 Non-refundable application plus £25.00 per chair • Inner Area (City Centre): £120.00 Non-refundable application plus £40.00 per chair
367	Smoking Enclosures • Up to 12 square metres • Over 12 square metres	£220.00 £360.00	£5.00 £15.00	2.27% 4.17%		The proposed new charges are: • Up to 12 square metres £225.00 • Over 12 square metres £375.00
368	Charges for Temporary Signs	£70.00	Nil	Nil		No proposed increase
369	Additional Inspections	£55.00	£5.00	9.09%	1 April 2019	The proposed new charge is £60.00

Appendix 10 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
370	Road and Street Works Act (RASWA) Supervisory Charge	£47.50	Nil	Nil	1 September 2019	No proposed increase
371	Road and Street Works Act (RASWA) - All Inspections	£47.50				
372	Fixed Penalty Notice for New Roads & Street Works Act	£80.00				
373	Section 74 Notice - Charges for Overstays	£100-£1000				
374	School Transport Bus Passes	£375.00	£25.00	6.67%		The proposed new charge is £400.00
375	Replacement of School Bus Passes	£10.00	Nil	Nil	1 September 2019	No proposed increase
376	Replacement Bus Passes Concessionary Travel (per pass)	£5.00				
377	Disclosure Barring Service (DBS) check for School Transport)	£44.00				
378	Shopper Park & Ride (Excluding Cardiff East) • One person in car • Two or more people in car	£4.00	Nil	Nil	1 April 2019	No proposed increase
		£5.00				
379	Hiring Out Vehicles to School Transport	Based on cost of vehicle plus 10% - administration fees				
Parking						
380	Parking Penalty Charge Notices	£35.00	Nil	Nil	1 April 2019	Fees set by Welsh Government. This charge becomes £70.00 after 14 days. No proposed increase. Fees set by Welsh Government. In line with the Council's Parking Strategy. Fees & charges are reviewed bi-annually. Parking Permit Scheme will be reviewed in line with potential actions stemming from the Clean Air Strategy
381	Moving Traffic Offences	£35.00				
382	Replacement Blue Badges	£10.00				
383	On Street Parking	Various				
384	Car Parks	Various	Various	10% - 20%		
385	Resident Parking Permits • 1st permit & visitor only • 2nd permit & visitor	£7.50	See Comment			
		£30.00				
Charges for Street Numbering of Properties						
386	All Street naming & Numbering	£120 per street plus £50 per unit (plot/flat)	Nil	Nil	1 April 2019	No proposed increase. All fees simplified & digitalised in October 2018.
387	Searches/Address Confirmation	£50.00				
Waste - Enforcement						
388	Abandoned Trolley Recovery Fee	£75.00	Nil	Nil	1 April 2019	No proposed increase
389	Waste Fixed Penalty Notices • Section 46 Notice • Section 47 Notice • Waste transfer note request • WTNR & WCR • Litter & Commercial DOC • Litter Domestic DOC	£100.00	Nil	Nil		No proposed increase
		£100.00	Nil	Nil		No proposed increase
		£300.00	Nil	Nil		No proposed increase
		£300.00	Nil	Nil		No proposed increase
		£80.00	£20.00	25%		The proposed new charge is £100.00
£80.00	£20.00	25%	The proposed new charge is £100.00			
390	Pay as You Throw • Domestic • Commercial	Various	Nil	Nil	No proposed increase	
391	Fixed Penalty Notices • Dog Fouling • Litter from a Vehicle • Litter General • Litter Smoking from a Car • Litter smoking related	£80.00	Nil	Nil	No proposed increase	
		£80.00	£20.00	25%	The proposed new charge is £100.00	
		£80.00	£20.00	25%	The proposed new charge is £100.00	
		£80.00	£20.00	25%	The proposed new charge is £100.00	
		£80.00	£20.00	25%	The proposed new charge is £100.00	

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No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
392	Highways Fixed Penalty Notices				1 April 2019	No proposed increase
	• Skips breach of Licence	£100.00	Nil	Nil		
	• 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					
393	Highways Fixed Penalty Notices - Flytipping		New Charge - See Comment			New charge for 2019/20. The proposed charge is £400.00
Waste - Trade Recycling Centre						
394	General Waste (per tonne)	£135.00	Nil	Nil	1 April 2019	No proposed increase
395	Mixed Recycling (per tonne)	£85.00	Nil	Nil	1 April 2019	No proposed increase
396	Hardcore and Rubble (per tonne)	£35.00	£5.00 reduction	14.29% reduction		The proposed new charge is £30.00 per tonne
397	Wood (per tonne)	£85.00	Nil	Nil		No proposed increase
398	Garden Waste (per tonne)	£85.00	£25.00 reduction	29.41% reduction		The proposed new charge is £60.00 per tonne
399	Plasterboard (per tonne)	£100.00	£10.00 reduction	10% reduction		The proposed new charge is £90.00 per tonne
400	Cardboard (per tonne)	£10.00	£10.00 reduction	100% reduction		The proposed new charge is nil
401	Tyres (per tonne)	£70.00	£20.00	28.57%		The proposed new charge is £90.00 per tonne
402	Oils (Mineral/Engine/Vegetable) (per tonne)	£250.00	£150.00	60%		The proposed new charge is £400.00 per tonne
403	Commercial Fridge (per unit)	£80.00	Nil	Nil		No proposed increase
404	Residential Fridge (per unit)	£68.00	£53.00 reduction	77.94% reduction		The proposed new charge is £15.00
405	Scrap Metal/Car Batteries	Nil	Nil	Nil		No proposed increase
406	Public Weigh In	£15.00	£5.00	33.33%		The proposed new charge is £20.00
Waste - Collections						
407	Non-Recyclable Bulky Item Collections	£12.50 for every 2 items	Nil	Nil	1 April 2019	No proposed increase
408	Green bags, food liners & kerbside caddies	Nil				
409	Replacement reusable garden sacks	£2.00	£1.00	50%		The proposed new charge is £3.00
410	Replacement kitchen food caddy		New Charge - See Comment			New charge for 2019/20. The proposed charge is £2.00
411	Replacement/new wheeled bin or equivalent striped bag provision	£25.00	Nil	Nil	No proposed increase	
Governance & Legal Services						
Searches						
412	Search Fees	£116.40	Nil	Nil	1 April 2019	No proposed increase
Property Fees						
413	Sale of Land	1% of sale price - Minimum fee £575.00	£10.00	1.74%	1 April 2019	The proposed new minimum fee is £585.00
414	Purchase/Exchange of land		New Charge - See Comment			New charge for 2019/20. The proposed charge is £585.00
415	Registration fee on notice of assignment / underletting / charge	£100.00	Nil	Nil	1 April 2019	No proposed increase
416	Consent for Assignment/Underletting/Change of Use/Alterations	£450.00	£10.00	2.22%		The proposed new charge is £460.00
417	Grant of Shop Lease	£600.00	£20.00	3.33%		The proposed new charge is £620.00
418	Workshops Lease	£275.00	Nil	Nil		No proposed increase
419	Grant of Industrial Lease	£1,000.00	£25.00	2.5%		The proposed new charge is £1,025.00
420	Market Tenancies	£335.00	£10.00	2.99%		The proposed new charge is £345.00
421	Lease Renewals	£335.00	£10.00	2.99%		The proposed new charge is £345.00
422	Variations/Surrenders	£380.00	£5.00	1.32%		The proposed new charge is £385.00
423	Easements	£450.00	£5.00	1.11%		The proposed new charge is £455.00
424	Wayleaves/licences	£300.00	£5.00	1.67%		The proposed new charge is £305.00
425	Deed of Postponement	£100.00	£5.00	5%		The proposed new charge is £105.00
426	Release of Covenant	£350.00	£10.00	2.86%		The proposed new charge is £360.00
427	Transfers subject to mortgage	£250.75	£9.25	3.69%	The proposed new charge is £260.00	
428	Vacating receipts	£70.00	£5.00	7.14%	The proposed new charge is £75.00	
429	Sales of freehold /lease extensions	Minimum Fee - £560.00	£15.00	2.68%	The proposed new minimum fee is £575.00	
430	Deeds of variations (RTB leases)	£185.00	£5.00	2.7%	The proposed new charge is £190.00	

Appendix 10 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
431	Nursing home charge fees	£75.00	£5.00	6.67%		The proposed new charge is £80.00
432	Shared equity scheme resales redemptions	£390.00	£10.00	2.56%		The proposed new charge is £400.00
433	Miscellaneous bespoke agreements - minimum fee, charge actual time spent	£300.00	£50.00	16.67%		The proposed new charge is £350.00
434	Legal charges/debentures	£560.00	£40.00	7.14%		The proposed new charge is £600.00
Planning Fees						
435	Standard S106 - minimum fee, charged at actual time spent	Minimum Fee - £1,500.00	£25.00	1.67%	1 April 2019	The proposed new minimum fee is £1,525.00
436	Complex S106 agreements - e.g. phased development etc. minimum fee charge based on actual time spent	Minimum Fee - £2,250.00	£25.00	1.11%		The proposed new minimum fee is £2,275.00
437	Unilateral obligations for S106	£950.00	£10.00	1.05%		The proposed new charge is £960.00
438	Unilateral obligations for S106 in relation to Appeals	£950.00	£10.00	1.05%		The proposed new charge is £960.00
439	Deed of variation for S106	£650.00	£5.00	0.77%		The proposed new charge is £655.00
440	Consent to disposals under S106 restriction	£80.00	Nil	Nil		No proposed increase
Highway Agreements						
441	Highway Licences (S177 115 & 142)- minimum fee charge on actual time spent	Minimum charge - £550.00	Nil	Nil	1 April 2019	No proposed increase
442	Section 38/278 Highway Agreements	1.5% of Bond Sum				
443	Miscellaneous Deeds of Variation, Deed of Dedication or Highway documentation - minimum fee charge on actual time spent	Minimum charge £550.00				
Resources						
Meals on Wheels						
444	Meals on Wheels - Hot meal only	£3.90	Nil	Nil	1 April 2019	No proposed increase
445	Meals on Wheels - Hot meal with dessert	£4.50				
Telecare (24/7 Services)						
446	Community Alarm Service - Contact Only - per week	£1.94	£0.50	25.77%	1 April 2019	The proposed new charge is £2.44
447	Community Alarm Service - Contact and Mobile Response - per week	£4.56	£0.50	10.96%		The proposed new charge is £5.06
448	Telecare Plus Packages - per week (Adult Services referrals)	£4.56	£0.50	10.96%		The proposed new charge is £5.06
449	Telecare SIM Units - monthly charge	£6.50	Nil	Nil		No proposed increase
450	Supply and installation of telecare monitoring unit	£125.00				
451	Installation of telecare monitoring unit	£35.00				
452	Installation of telecare monitoring unit AND pendant	£50.00				
453	Replacement Telecare pendant	£40.00				
454	Supply / installation of keysafe for mobile response customer	£50.00				
455	Supply / installation of keysafe for contact only customer	£65.00				
456	Supply / installation of keysafe for non-Telecare customer	£99.00				

Appendix 10 (a)

No.	Income Source	Current Charge	Proposed Price Change	% Change	Effective Date	Comment
Security (24/7 Services)						
457	Annual charge per site for holding keys	New Charges - See Comment			1 April 2019	New charge for 2019/20. The proposed charge is £250.00
458	Call out charge for first hour on site - weekday					New charge for 2019/20. The proposed charge is £30.00
459	Charge per hour after first hour - weekday					New charge for 2019/20. The proposed charge is £15.00
460	Call out charge first hour on site - unsociable hours					New charge for 2019/20. The proposed charge is £35.00
461	Charge per hour after first hour - unsociable hours					New charge for 2019/20. The proposed charge is £18.90
462	Call out charge first hour on site - weekends					New charge for 2019/20. The proposed charge is £40.00
463	Charge per hour after first hour - weekends					New charge for 2019/20. The proposed charge is £21.32
464	Public holiday call out					New charge for 2019/20. The proposed charge is £45.00
465	Charge per hour after first hour - public holiday					New charge for 2019/20. The proposed charge is £35.00
466	Archie device - lone worker					New charge for 2019/20. The proposed charge is £113.00
467	Archie device - cognitive					New charge for 2019/20. The proposed charge is £116.00
468	Archie device - monthly monitoring cost					New charge for 2019/20. The proposed charge is £9.99
Social Services						
469	Maximum Charge for Non-Residential Care Services - per week	£80.00	£10.00	12.5%	1 April 2019	Proposed amendment to maximum charge set by the WG to £90.00 per week. Actual charge subject to means testing.
Externally Set						
470	Rent Smart Wales - licensing / registration charges	Various - See Comment			1 April 2019	These fees are set and approved by Welsh Government
471	Shared Regulatory Service					These fees are set either by the Shared Regulatory Service Joint Committee or by statute/other regulation.
Cardiff Port Health Authority						
472	Port Health - Sanitation Inspection (Up to 1,000 tonnes)	£90.00	£5.00	5.56%	1 April 2019	Fee set by Association of Port Health Authorities (APHA). The new charge is £95.00
473	Port Health - Sanitation Inspection (1,001 - 3000 tonnes)	£125.00	£5.00	4%		Fee set by APHA. The new charge is £130.00
474	Port Health - Sanitation Inspection (3,001 - 10,000 tonnes)	£190.00	£10.00	5.26%		Fee set by APHA. The new charge is £200.00
475	Port Health - Sanitation Inspection (10,001 - 20,000 tonnes)	£245.00	£10.00	4.08%		Fee set by APHA. The new charge is £255.00
476	Port Health - Sanitation Inspection (20,001 - 30,000 tonnes)	£320.00	£10.00	3.13%		Fee set by APHA. The new charge is £330.00
477	Port Health - Sanitation Inspection (Over 30,000 tonnes)	£375.00	£15.00	4%		Fee set by APHA. The new charge is £390.00
478	Port Health - Vessels with 50 - 1000 persons	£375.00	£15.00	4%		Fee set by APHA. The new charge is £390.00
479	Port Health - Vessels with over 1000 persons	£640.00	£25.00	3.91%		Fee set by APHA. The new charge is £665.00
480	Port Health - Extensions	£60.00	£5.00	8.33%		Fee set by APHA. The new charge is £65.00

Mae'r dudalen hon yn wag yn fwriadol

CARDIFF COUNCIL: HRA FEES AND CHARGES 2019/20

No.	Income Source	Current Charge £	Proposed Price Change	% Change	Effective Date	Comment
1	Pre-assignment enquiries	£100.80	Nil	Nil	2 April 2019	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% and capped at £250.00				
5	Leaseholders Sub-Letting Charge	£185.00				
6	Leaseholder Management Fee	£100.80				
7	Council Dwellings Rent, including sheltered dwellings (per week)	Various	See Comment	2.4%		As per Welsh Government guidance
8	All Property Cleaning Charge (per week)	£0.37	£0.02	5.41%		The proposed new charge is £0.39
9	Retirement Complex - Telecare (per week)	£2.44	£0.27	11.07%		The proposed new charge is £2.71
10	Retirement Complex - Fire and safety building checks (per week)	£2.12	£0.23	10.85%		The proposed new charge is £2.35
11	Retirement Complex - Cleaning (per week)	£8.56	Nil	Nil		No proposed increase
12	Retirement Complex - Service Charges (per week)	Various	See Comment	1.95%		In line with costs at each complex
13	Retirement Complex - Communal Maintenance (per week)	£5.74	£0.14	2.44%		The proposed new charge is £5.88
14	Retirement Complex - Scheme Management (per week)	£4.88	£2.00	40.98%		The proposed new charge is £6.88
15	Grounds & Pest Control (per week)	£0.97	£0.02	2.06%		The proposed new charge is £0.99
16	Flats Service Charge - Communal Maintenance (per week)	£1.06	£0.05	4.72%		The proposed new charge is £1.11
17	Flats Service Charge - Reduced Cleaning Charge (per week)	£2.35	Nil	Nil		No proposed increase
18	Discretionary Repairs (per week)	£1.48	£0.08	5.41%		The proposed new charge is £1.56
19	Sheltered Service Charges - Personal Heating (per week)	Various	See Comment	4.26% reduction		In line with costs at each complex
20	Water Charges Sheltered Complex (per week)	Various		3.12%		In line with costs for each complex
21	Adult Services Furniture Renewal (per week)	£69.95	£1.68	2.40%		The proposed new charge is £71.63
22	Carport (per week)	£4.23	£0.10	2.36%		The proposed new charge is £4.33
23	Garages - Attached (per week)	Various	See Comment	2.4%		As per Welsh Government guidance
24	Garage rents - Tenants (per week)	£6.18	£0.15	2.43%		The proposed new charge is £6.33
25	Garage rents - Private Let (per week)	£10.30	£0.25	2.43%		The proposed new charge is £10.55
26	Garage rents with water - Tenants (per week)	£6.44	£0.15	2.33%		The proposed new charge is £6.59
27	Garage rents with water - Private Let (per week)	£10.56	£0.25	2.37%		The proposed new charge is £10.81
28	Garage Rent at sheltered complex (Electricity) (per week)	£8.71	Nil	Nil		No proposed increase
29	Hardstandings (per week)	£2.25	£0.05	2.22%		The proposed new charge is £2.30
30	Lock up Hardstanding (per week)		New Charge - See Comment			New charge for 2019/20. The proposed charge is £3.16
31	Concierge Service Butetown/Arc (per week)	£1.00	£0.05	5%		The proposed new charge is £1.05
32	Concierge Service Litchfield Court (per week)	£15.26	£0.76	4.98%		The proposed new charge is £16.02
33	Flats Service Charge - Cleaning Rota scheme (per week)	£4.03	£0.20	4.96%		The proposed new charge is £4.23
34	Flats Service Charge - Cleaning Cleaner on site (per week)	£4.53	£0.22	4.86%		The proposed new charge is £4.75
35	Flats Service Charge - Cleaning Reduced communal area (per week)	£1.01	£0.05	4.95%		The proposed new charge is £1.06
36	Flats Service Charge - Lighting (per week)	£0.86	£0.09	10.47%		The proposed new charge is £0.95
37	Flats Service Charge - Door Entry (per week)	£0.44	£0.04	9.09%		The proposed new charge is £0.48
38	Hostel Service Charges (per week)	Various	Nil	Nil	2 April 2019	No proposed increase
39	TV Licence - Hostels (per week)	£0.44 / £0.53				
40	Drainage Service - Tai Penlan (per week)	£5.79				
41	Hostel Rent (per week)	Various	See Comment	2.4%		As per Welsh Government guidance
42	Tresillian Hostel Communal Heating & Lighting (per week)	£6.58	Nil	Nil		No proposed increase
43	Litchfield Court Temporary accommodation (per week)	Various	See Comment	2.4%		As per Welsh Government guidance

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

Summary of Post Consultation Changes : Revenue Budget 2019/20

	£000	
Funding		
Approval of Council Tax Base on 13 December 2018	(2,464)	Additional income through the estimated number of properties in the city by 31 March 2020
Council Tax Increase	(826)	Revised increase of 4.9%
Net impact of Final Settlement	100	After taking account of new responsibilities
Total non-hypothecated funding	(3,190)	
Pressures and Other Issues		
Additional financial pressures	299	Final pressures total £4.795million compared to £4.496million at consultation
Notification of amounts payable to other bodies & shared services	808	Including South Wales Fire Service, Shared Regulatory Service and the Coroner Service
2018/19 savings write outs	53	Due diligence - to write out savings not considered achievable in 2019/20
Updated pricing information	300	To reflect most recent pricing information
Updated forecasts of demand	(770)	To reflect most recent pupil number data
Recognition of additional specific grant streams	(1,525)	Increasing Social Services' specific grants by £1 million and Schools by £525,000
Partial reinstatement of Financial Resilience Mechanism	3,800	To partially reverse the removal of the £4million FRM (consultation was based on full removal)
Other technical adjustments	5	Other minor adjustments
Total	2,970	
Savings		
Reduce proposed reduction to Events Subsidy	120	To reduce the proposal from £245,000 to £125,000
Reduce saving in Revenues and Council Tax	100	To reduce the proposal to £174,000 to reflect challenges of collection re: new Council Tax Base
Total	220	
Net Overall Impact	0	

Mae'r dudalen hon yn wag yn fwriadol

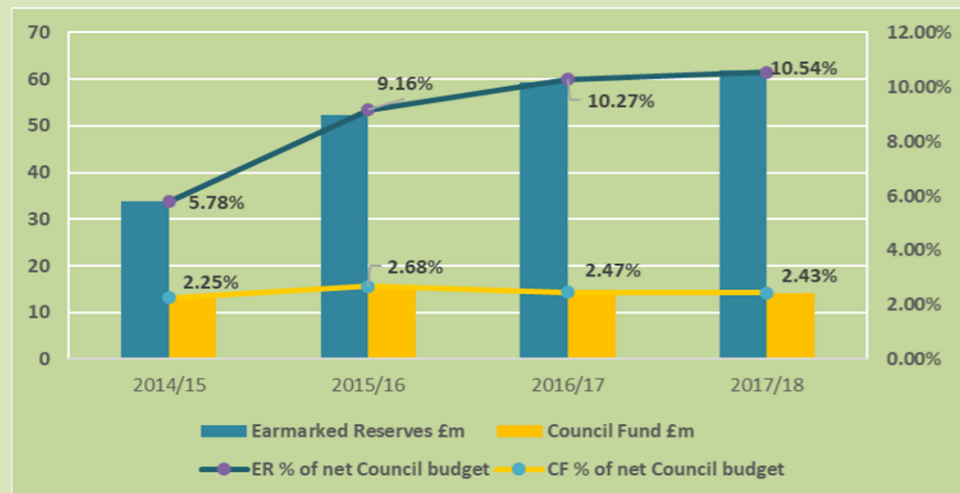
Financial Resilience Mechanism - one-off use for 2019/20		£000	Description
Visible Street Scene	Localised highway asset improvement works	1,000	Repairing defective carriage and footways to improve the condition of the network.
	Roadsigns and lines	250	Improvement works to address network safety issues and replacement / renewal of unsafe, defective or missing traffic signs and road markings.
	Additional Deep Clean	312	To fund a new team of joined resources (2 cleansing teams) who will provide a deep clean to the localised central areas, outer wards and gateways.
	Piloting Street Cleansing Technology	180	To fund a pilot scheme to improve existing technologies, and introduce new technologies in Street Scene services.
	Separate Glass Collection – one off set up and communications	164	Non recurring cost to support and communicate the city wide rollout of separate glass recycling collection changes subject to the outcome of the current pilot exercise.
	Love where you live	50	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.
	Waste Service communications	144	Non-recurring cost to support and communicate enhanced information to residents in respect of the Council's Waste service.
Total	2,100		
Transport Initiatives	Electric Cars and & Small Vans – conversion of fleet	60	First year of a two year programme to replace existing fossil fuel fleet with electric vehicles.
	School Active Travel Plans	100	To deliver the Capital Ambition commitment for all schools to have an Active Travel Plan by 2020.
	Travel support for care leavers and young carers	20	To scope a pilot project to support care leavers and young carers to overcome transport barriers to them accessing education, employment and training.
	Travel support for Post-16 Additional Learning Needs students	250	To pilot an approach to discretionary transport support for Post 16 students who had a statement of SEN pre 16 and who plan to continue their learning on a Further Education course.
	Bus Routes - Subsidy	750	To create a fund to support the Council's approach to providing a social subsidy to bus routes where deemed necessary. The resource to be used over a two-year period following an assessment of route priorities.
	Total	1,180	
Other	Safe System for Lone Workers	31	To fund the purchase of 300 'Archie' devices (lone working devices) to be allocated to those Social Services staff assessed as having the highest levels of risk, to help safeguard employees working on the front line.
	Emergency Duty Team	55	To provide one year of Project Management resource to lead a review of the way the Emergency Duty Team currently operates, the design of a new operating model and the implementation of this model.
	Homelessness Reserve	300	To reinstate the drawdown from the Homelessness Reserve that was previously committed as funding towards the 2019/20 Budget. This will increase the Council's ability to finance initiatives and deal with emerging pressures in future years.
	Improve Public Toilets	50	To improve facilities in response to the Public Toilet Strategy
	Channel Shift	30	To assist in the transition to a modernised customer contact (internal and external) experience through the implementation of tools to automate transactional services which fall under the over-arching concept of the 'virtual assistant'.
	Parks - Playground upgrades and Tree Maintenance	54	To support a programme of playground upgrades and tree maintenance in areas to be prioritised based on existing condition.
	Total	520	
Grand Total	3,800		

Mae'r dudalen hon yn wag yn fwriadol

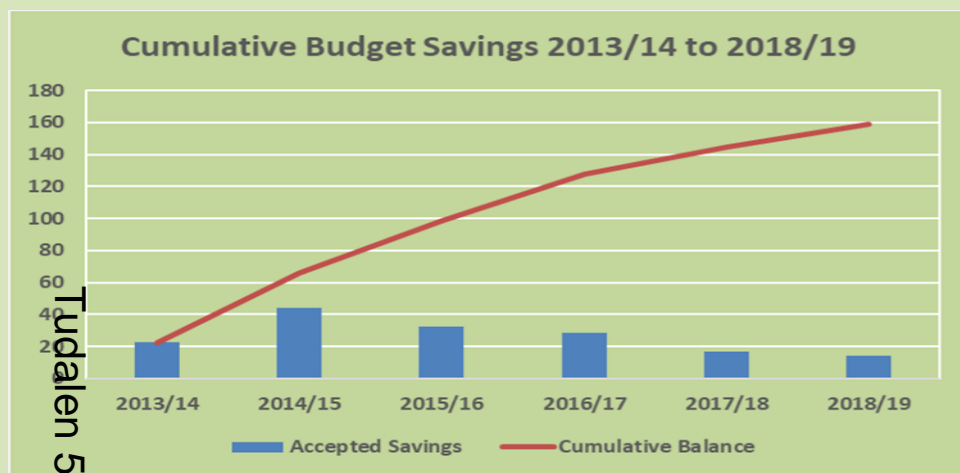
FINANCIAL SNAPSHOT REPORT - BUDGET REPORT VERSION

The following tables, charts and figures give an indication of the financial resilience of the Council as per the Statement of Accounts.

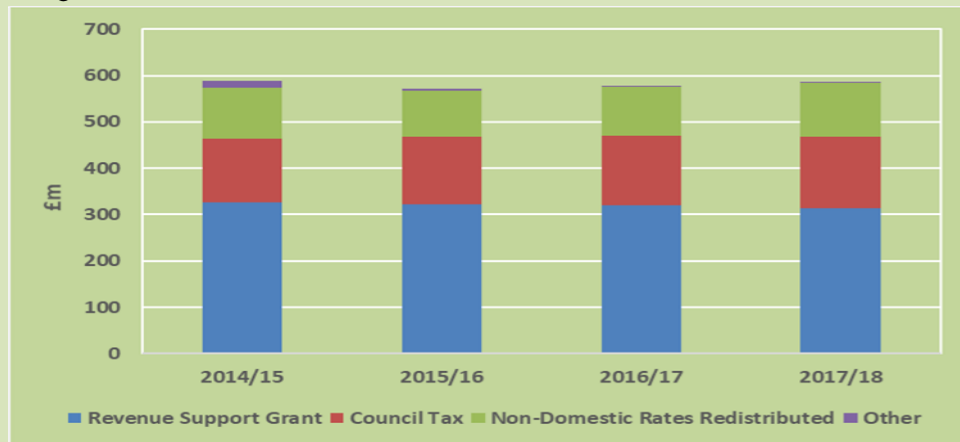
Level of Council Fund (CF) and Earmarked Reserves (ER)



Cardiff Council Historic Cumulative Budget Savings



Actual Revenue Funding Split



Other Financial Indicators - Cardiff Council Single Entity Accounts

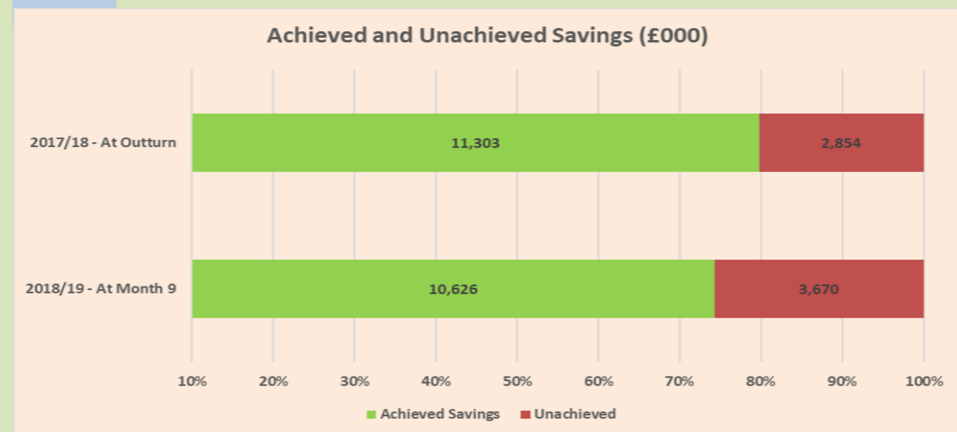
Indicator	2014/15	2015/16	2016/17	2017/18
Working Capital as a percentage of Gross Revenue Expenditure (%)	5.02%	6.02%	6.99%	8.69%
Usable Reserves as a percentage of Gross Revenue Expenditure (%)	7.01%	10.31%	11.46%	13.22%
Earmarked Reserves as a percentage of Gross Revenue Expenditure (%)	4.19%	6.63%	7.79%	7.85%
Unallocated/General Reserves to Gross Revenue Expenditure (days)	6	7	6	6
Long-term Borrowing to Long-term Assets (ratio)	0.24:1	0.35:1	0.35:1	0.36:1
Long-term Borrowing to Taxation & Aggregate External Finance	0.72:1	1.05:1	1.03:1	1.03:1
Council Tax as a % of Taxation & Non-Specific Grants (%)	25.64%	27.68%	27.85%	28.30%

The tables below show the Projected Outturn position for the 2018/19 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	25,075	25,564	489	2.0%
Economic Development	6,224	6,270	46	0.7%
Education & Lifelong Learning	255,166	255,934	768	0.3%
People & Communities:				
- Communities & Housing	44,144	43,635	(509)	(1.2%)
- Social Services	166,972	170,202	3,230	1.9%
Planning, Transport & Environment	44,166	45,215	1,049	2.4%
Resources:				
- Governance & Legal Services	5,374	5,546	172	3.2%
- Resources	20,358	19,992	(366)	(1.8%)
Total Directorates	567,479	572,358	4,879	0.86%
Capital Financing	35,236	34,956	(280)	(0.8%)
Discretionary Rate Relief	350	400	50	14.3%
General Contingency	3,000	0	(3,000)	(100.0%)
Summary Revenue Account	1,748	2,665	917	52.5%
Transitional Grant Relief	1,100	0	(1,100)	(100.0%)
Council Tax	0	(635)	(635)	0.0%
Non-Domestic Rates (NDR)	0	(831)	(831)	0.0%
Total	608,913	608,913	0	0%

Revenue Savings Achieved and Unachieved 2017/18 and 2018/19



Directorate	Unachieved Savings by Year		
	2017/18 £000	2018/19 £000	Total £000
Corporate Management	0	456	456
Economic Development	159	119	278
Education & Lifelong Learning	98	253	351
People & Communities	1,709	2,066	3,775
Planning, Transport & Environment	611	651	1,262
Resources	277	125	402
Total	2,854	3,670	6,524

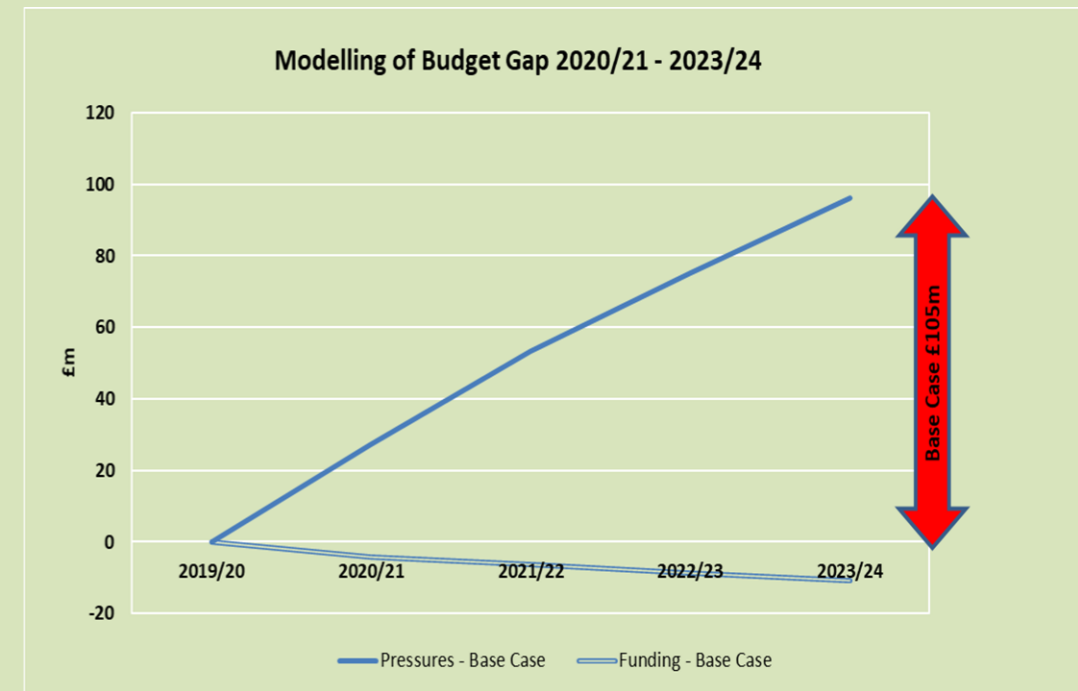
Capital Month 9 Projected Position

Directorate	Budget £000	Projected Outturn £000	Variance £000	Variance %	(Under)/Overspend £000	Slippage £000
Economic Development	23,084	21,031	(2,053)	(8.9%)	0	(2,053)
Education & Lifelong Learning	44,691	48,716	4,025	9.0%	4,312	(287)
People & Communities	13,520	10,257	(3,263)	(24.1%)	69	(3,332)
Planning, Transport & Environment	32,532	26,255	(6,277)	(19.3%)	35	(6,312)
Resources	7,816	4,595	(3,221)	(41.2%)	0	(3,221)
Total	121,643	110,854	(10,789)	(8.87%)	4,416	(15,205)

The tables below show the Medium Term Financial Plan (MTFP), the risks and affordability indicators facing the Council.

MTFP Scenario

	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000	TOTAL £000
Financial Pressures	25,909	25,216	22,108	20,851	94,084
Funding Reductions - AEF	2,223	2,212	2,201	2,190	8,826
Funding Reductions - Reserves	2,000	0	0	0	2,000
Budget Requirement Reduction	30,132	27,428	24,309	23,041	104,910
Budget Strategy Assumptions	9,321	8,683	8,983	9,294	36,281
Total Savings	20,811	18,745	15,326	13,747	68,629
Total Strategy	30,132	27,428	24,309	23,041	104,910



Capital Expenditure & Capital Financing Requirement (CFR)

	31 Mar 18 £000	31 Mar 19 £000	31 Mar 20 £000	31 Mar 21 £000	31 Mar 22 £000	31 Mar 23 £000
Capital Expenditure	Actual	Estimate	Estimate	Estimate	Estimate	Estimate
Council Fund (General Fund)	113,441	99,171	112,137	171,801	119,726	25,660
Housing Revenue Account	24,824	47,385	64,510	79,750	68,750	54,350
Total Capital Expenditure	138,265	146,556	176,647	251,551	188,476	80,010
Capital Financing Requirement excl. Landfill						
Council Fund CFR	484,044	494,601	491,763	509,515	537,625	542,826
Housing Revenue Account CFR	266,711	281,657	308,740	341,577	387,096	426,251
Total CFR	750,755	776,258	800,503	851,092	924,721	969,077

Affordability Indicator - Capital Financing Costs as a % of Controllable Budget

	2011/12	2018/19	2019/20	2020/21	2021/22	2022/23	2023/24	Difference 11/12-23/24
Net	13.47	13.72	13.75	14.59	15.95	15.90	15.56	15.52
Gross	15.17	18.18	18.38	19.88	22.08	22.83	22.81	50.36

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Risk Assessment Summary of 2019/20 Savings Proposals

		Corporate Management	Economic Development	Education & Lifelong Learning	People & Communities		Planning, Transport & Environment	Resources		Total Directorate Savings
					Housing & Communities	Social Services		Governance & Legal Services	Resources	
					£000	£000		£000	£000	
Planning Status	General	0	717	0	33	0	1,835	19	920	3,524
	Detailed	166	2,436	1,442	795	6,000	2,297	353	1,573	15,062
	Realised	0	0	0	40	0	137	0	394	571
	Total	166	3,153	1,442	868	6,000	4,269	372	2,887	19,157
Residual Risk	Red	0	0	0	0	1,500	0	0	300	1,800
	Red-Amber	0	529	0	0	3,000	760	119	1,286	5,694
	Amber-Green	126	637	1,302	0	1,500	2,171	0	594	6,330
	Green	40	1,987	140	868	0	1,338	253	707	5,333
	Total	166	3,153	1,442	868	6,000	4,269	372	2,887	19,157
Achievability Risk	Red	0	0	0	0	0	850	0	0	850
	Red-Amber	0	671	0	30	5,500	442	132	569	7,344
	Amber-Green	126	404	1,442	145	500	2,317	217	993	6,144
	Green	40	2,078	0	693	0	660	23	1,325	4,819
	Total	166	3,153	1,442	868	6,000	4,269	372	2,887	19,157
Equality Impact Assessment	Red	0	0	0	0	0	0	0	0	0
	Red-Amber	0	535	0	0	0	50	0	0	585
	Amber-Green	126	62	962	375	2,000	1,781	119	643	6,068
	Green	40	2,556	480	493	4,000	2,438	253	2,244	12,504
	Total	166	3,153	1,442	868	6,000	4,269	372	2,887	19,157

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Financial Challenges and Mitigation

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 577	Funding /Financial Resilience	The challenging financial position in respect of reducing WG resources and increasing financial pressures against a reducing controllable base budget				Strategic discussions with Welsh Government in respect of longer term funding certainty, flexibility and adequacy. Robust financial planning over the medium term.
		The level and certainty of capital funding from Welsh Government towards meeting strategic ambitions				Strategic discussions with Welsh Government and other funding partners in respect of longer term funding certainty and funding flexibility.
		The review of the Major Repair Allowance (MRA) grant for Public Housing as part of the Affordable Housing Supply review by Welsh Government				Review of capital programme. Early discussion with Welsh Local Government Association (WLGA) and Welsh Government.
		The level of additional borrowing and its impact on capital financing in future years.				Continue to monitor local affordability indicators and maintain strong links between capital strategy and MTFP.
		Securing proposed capital receipts to fund expenditure commitments.				Detailed delivery plan approved by Cabinet. Annual monitoring as part of corporate land and property Asset Management Plan.
		National controls over borrowing and expenditure for which borrowing could be used.				Consider review of Capital Strategy and non-committed expenditure.
		The potential financial impact on both capital and revenue of major projects and development initiatives which arise during the year.				Setting a financial affordability envelope in respect of projects where financial implications are currently unknown.
		Managing the condition of assets at acceptable levels in light of reducing revenue resources and scarce capital resources.				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.				Consideration of robust business cases and seeking external advice to challenge and review where appropriate. Continued post-project appraisal.
		Certainty over rent levels to determine affordability of investment in new affordable housing.				Engagement with Welsh Government in relation to long term rent setting policy / flexibility. Reduce new build programme or implement operational savings, efficiencies and review of planned spend and initiatives if required to correspond with affordability.
		Approach to prudent provision for repayment of debt.				Regular review of asset life, guidance and alternative options. Detailed review to be undertaken in 2019/20.
		The potential impact on funding if there are any negative redistributive impacts of specific grants transferred into the Revenue Support Grant (RSG).				Early involvement in discussions with Distribution Sub-Group, including WLGA.
		The conclusion of the ongoing work with HMRC in respect of purportedly under declared landfill tax.				Proactive engagement with HMRC and PWC environmental tax experts. Set aside windfall income in 2018/19 as a payment on account should an actual liability materialise. Provide updates in future finance reports.
		The impact of increasing volatility and uncertainty in respect of hypothecated grants.				Continued representations to WG with WLGA for funding flexibility, i.e. transferring grants to RSG where possible.
The intention of WG to revisit reform of Local Government Finance in Wales.				Continued monitoring of WG's position and engagement with any consultation at an early stage.		

	Description	Capital Strategy	Council MTFP	HRA MTFP	Mitigations
	The potential requirement to address significant specific grant reductions at short notice where these are integral to the functions of the authority.				Review of grant funded activity and consideration of flexibility to fund from other grant streams.
Capital Project Risk	Supplier availability and capacity				Pool of suppliers to undertake works. Encouraging training and development.
	Supplier financial stability				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				Due diligence at the outset of projects. Clear identification of scope and undertake feasibility studies where required.
	Costs, capacity and skills to deliver capital projects				Workforce planning, securing external advice and services where required
	Approach to ensuring effective business cases to ensure members can make informed decisions				Use of HMT five case model. Due diligence via officer boards such as IRB to provide assurance. Projects to maintain risk registers
	Risk that initial estimated project costs are inaccurate and the actual costs of projects are higher than anticipated				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.				Early consideration of VAT issues, particularly in respect of land acquisition and when working with other public and charitable organisations.
	Ineligible costs charged to capital projects, resulting in revenue budget impact				Capitalisation guidance. Financial and External audit review. Need for regular review and evidenced basis charging. Compliance with terms and conditions of external grant awards
External / Economic	Treasury Management risks such as interest rate risk, credit risk, fraud risk.				Treasury Management Practices, Treasury Strategy and use of Treasury Management Advisors. Borrowing at fixed rates.
	Economic / Commercial risks – e.g. Property values, willingness of private sector to invest.				Demonstrating the long term benefits of investment in the city.
	Inflation and construction price risk impact on cost of projects.				Minimise time frame of projects. Contingencies as part of contracts. Fixed price contracts.
	Inflation over the MTFP period with potential impact on pricing				Close monitoring of OBR forecasts and relevant indices.
	Changes in law and need for compliance with latest laws and regulations in construction				Awareness of pipeline of legislative change. Contingencies.
	Investments and liabilities fail to perform as expected				Post project appraisal. Periodic monitoring including annual review as part of Statement of Accounts. New accounting requirements for reporting valuations of investments

	Description	Capital Strategy	Council MTFP	HRA MTFP	Mitigations
	Brexit				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. This links with the impact of progressive implementation of welfare reforms <u>together with financial risks in respect of the (CTRS).</u>				Early intervention to support residents - this could be back into work or ensuring that they are claiming all benefits to which they are entitled. Review of debt recovery policies and bad debt <u>provision as part of budget monitoring.</u>
	Continuing demographic demand for social care services – reflecting both volume and complexity of need				Early intervention, prevention and reablement measures.
	Pressures on supported additional learning needs due to both continuing pupil number growth and complexity of need				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 <u>consideration of the upcoming change in ALN legislation.</u>
	Additional pressures on the homelessness service.				Continued review of available resources, including maximisation of <u>available grant schemes.</u>
	The risk of WG levying fines if the Council fails to meet recycling or landfill diversion rates				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				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				Encouraging directorates to take a strategic view of income generation and to consider the impact of fee-setting on demand for services.
Savings	The significant amount of cashable savings predicated on preventative strategies and <u>the difficulty of tracking their impact in terms of financial monitoring.</u>				Robust due diligence. Encouraging directorates to undertake detailed planning at an early stage. Monitoring the achievements of savings throughout the year so that, remedial action can be taken in a timely manner if required.
	The necessity to deliver budgeted savings from change proposals that are not yet fully defined.				
	The significant level of savings based on income initiatives that are yet to be tested in <u>the market.</u>				
	The need to deliver significant levels of savings during a period of prolonged financial austerity, particularly given the impact delays to delivery of the proposal have on the <u>budget monitoring position.</u>				
	The cumulative impact of achieving savings, in addition to the unachieved 2018/19 savings which remain to be realised.				
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 <u>control environment.</u>				Workforce planning. Training and development. Internal Audit of processes.
	The impact for functions delivered as part of a collaborative arrangement if the <u>planned benefits are not realised.</u>				Robust governance and contract management arrangements.
	The capacity to deliver organisational change in conjunction with increasing demands on business as usual activities.				Draw on expertise of Capital Ambition Delivery Team

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Appendix 15(a)

EARMARKED RESERVES GENERAL FUND

	Reserve	Estimated balance at 31.03.19 £000	Estimated Movements		Estimated balance at 31.03.20 £000	Purpose
			To finance budget £000	Other Commitments £000		
1	Apprenticeships and Trainees	933	0	(461)	472	To support the Council's commitment to young people through funding for apprenticeships and trainees.
2	Bereavement Services	294	0	(57)	237	To fund a planned programme of refurbishment and improvement.
3	Building Control Fee Earning	266	0	(111)	155	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	106	0	(25)	81	To provide match funding for grant funded initiatives in relation to Bute Park, as per Heritage Lottery Fund agreement.
5	Capital Ambition Delivery	638	0	(513)	125	To fund additional advice/support for the delivery of Capital Ambition projects. Requests for funding are presented to the Investment Review Board for approval within existing levels of officer delegation.
6	Cardiff Academy Training	80	0	(16)	64	To support initiatives undertaken by the Academy.
7	Cardiff Capital Region City Deal	218	0	(1)	217	Towards costs of the Joint Cabinet for the Cardiff Capital Region in collaboration with Local Authorities, Welsh and UK Governments.
8	Cardiff Dogs Home Legacy	100	0	(5)	95	Donations left to Cardiff Dogs Home to be used for improvements to the home.
9	Cardiff Enterprise Zone	2,464	0	(490)	1,974	Budget set aside to fund expenditure on the Cardiff Enterprise Zone in future years.
10	Central Market Works	280	0	(15)	265	To fund works at Cardiff Central Market and as potential match funding for external grant bids.
11	Cardiff Works	77	0	0	77	To support initiatives undertaken by Cardiff Works.
12	Central Transport Service	251	0	(150)	101	To fund costs relating to the CTS vehicle service in future years.
13	City Wide Management & Initiatives	353	0	(250)	103	City wide management and initiatives including supporting marketing and infrastructure in relation to the City.
14	Community Based Services Transition	237	0	(50)	187	To enable the better integration of community facilities across the public sector
15	Corporate Events & Cultural Services	615	0	(72)	543	To support feasibility studies and costs of major events including the potential Signature Music Event and also to offset future pressures arising from fluctuations in income within Venues and Cultural Services.
16	Corporate Landlord Function	41	0	(41)	0	To support the corporate landlord functions across the Council in order to provide a cohesive and commercial operating model.
17	Discretionary Rate Relief	100	0	0	100	To fund changes to the NDR discretionary rate relief scheme.
18	Emergency Management, Safeguarding and Prevent	138	0	(30)	108	Preventative measures in relation to safeguarding, Prevent agenda and emergency management.

Appendix 15(a)

	Reserve	Estimated balance at 31.03.19 £000	Estimated Movements		Estimated balance at 31.03.20 £000	Purpose
			To finance budget £000	Other Commitments £000		
19	Employee Changes	6,737	0	(662)	6,075	In accordance with the projected model, this is required to meet the costs associated with voluntary redundancy and other employee costs in future years.
20	Energy Conservation	144	0	(144)	0	To fund initiatives in connection with energy conservation.
21	Energy Market Volatility	587	(250)	0	337	To provide funding for unexpected fluctuations in the cost of energy.
22	Fraud Detection	111	0	(45)	66	To supplement staffing and other costs associated with fraud detection.
23	Governance & Legal Services	207	0	(63)	144	To fund future Governance & Legal Services initiatives, including projects in connection with ICT upgrades and to manage fluctuations in demand for external legal services.
24	Harbour Authority Project and Contingency Fund	40	0	0	40	To fund expenditure for the improvement and enhancement of infrastructure, assets, activities or services in or around Cardiff Bay.
25	Highways Section 278	532	0	(68)	464	To support highway investment
26	Homelessness	1,256	0	(290)	966	To be used to meet increases in homelessness pressures.
27	Houses in Multiple Occupation Licensing	12	0	(12)	0	To spread the income in line with costs for the five year length of licences.
28	Housing Options Centre	681	0	(121)	560	To meet the capital financing costs of the Housing Options Centre.
29	Housing Support	896	0	(210)	686	To improve sustainability by maintaining people's independence in their own homes.
30	ICT Holding Account	752	0	(80)	672	To fund future Business Process Improvement initiatives and other future ICT initiatives.
31	Inspectorate Support	207	0	0	207	To procure necessary consultancy for inspections and regulatory environment.
32	Insurance	5,688	0	0	5,688	To protect the Council from future potential insurance claims.
33	Invest to Save	179	0	171	350	To fund revenue invest to save schemes.
34	Joint Equipment Store - Pooled Budget	220	0	0	220	To be utilised to offset deficits or one off expenditure items in the pooled budget, in future years.
35	Local Plan	99	0	0	99	To support the cost of the Local Development Plan and any potential appeals or judicial reviews.
36	Major Projects	580	0	(55)	525	To contribute towards the cost of Major Projects.
37	Members Development	61	0	(51)	10	To support any additional Members' ICT software.
38	Municipal Election	433	0	76	509	To support the cost of local elections.
39	Municipal Mutual Insurance	805	0	0	805	To protect the Council from a scheme that was triggered on 13 November 2012 and will involve the claw back of a percentage of previously paid claims, as well as a percentage of future claims.
40	Non-Domestic Rates Due Diligence	60	0	0	60	To fund the costs of NDR due diligence.
41	Out of School Childcare	73	0	0	73	Surplus balances from each school operating an out of school childcare scheme. These can be drawn upon by each school to balance in year.

Appendix 15(a)

	Reserve	Estimated balance at 31.03.19 £000	Estimated Movements		Estimated balance at 31.03.20 £000	Purpose
			To finance budget £000	Other Commitments £000		
42	Parking & Enforcement	939	0	(408)	531	This represents surpluses on parking & enforcement schemes which, under the Road Traffic Act 1984, have to be reinvested in Road Traffic Schemes.
43	Policy, Partnerships and Performance	182	0	(102)	80	To support initiatives within the area including Bilingual Cardiff.
44	Projects, Design and Development	137	0	(137)	0	To cover unattributable anomalies in building design and construction.
45	Property Asset Management	129	0	(50)	79	To be used by Strategic Estates, as a tool for managing timing and fluctuations of income from fees re disposal of properties.
46	Rentsmart Wales	444	0	0	444	To reinvest in training and service delivery in respect of Rentsmart Wales.
47	Resources	1,371	0	(728)	643	To provide funding to a number of areas within the Resources Directorate particularly where transition to new methods of operation are required.
48	Schools Catering and Kitchen Improvements	409	0	(409)	0	To be used to support the Schools Catering Service, including kitchen improvements, the implementation of a cashless transaction system and the costs associated with a temporary catering unit at Cantonian High School.
49	Schools Formula Funding	719	0	(239)	480	Contingency Fund set aside to meet unplanned and unforeseen expenditure incurred by or on behalf of the delegated schools' budgets.
50	Schools Organisation Plan	1,691	0	(1,100)	591	To be used to manage the cash flow implications of the School Organisational Plan financial model.
51	Scrutiny Development & Training	124	0	(90)	34	To fund Member development and training.
52	Shared Regulatory	39	0	0	39	To support changes to the Council's contribution to the Shared Regulatory Service.
53	Social Care Technology	502	0	(200)	302	Support for social care IT developments.
54	South East Wales Construction Framework	381	0	(381)	0	Ringfenced revenue to fund future costs of the project. Remaining funding to be distributed amongst the participating authorities
55	Strategic Budget	3,032	(2,500)	0	532	To support financial resilience and the future budget requirements of the Council over the period within the Medium Term Financial Plan.
56	Waste Management	711	0	(125)	586	To support additional waste management initiatives to achieve recycling targets and offset the impact of additional tonnage and associated waste management costs.
57	Welfare Reform	1,956	0	(566)	1,390	To fund costs in connection with potential future welfare reform and Council Tax Reduction Scheme.
58	Wales Interpretation and Translation Service	165	0	0	165	To Manage in-year fluctuation in funding.

Appendix 15(a)

	Reserve	Estimated balance at 31.03.19 £000	Estimated Movements		Estimated balance at 31.03.20 £000	Purpose
			To finance budget £000	Other Commitments £000		
59	Workshops Asset Maintenance	84	0	(84)	0	To assist in the asset maintenance requirements of the Council's managed workshops.
60	Youth and Community Education	169	0	(169)	0	To fund costs connected with the refurbishment of youth centres and potential initiatives in adult and community learning.
	TOTAL	40,736	(2,750)	(8,629)	29,356	

	Reserve	Estimated balance at 31.03.19 £000	Estimated Movements		Estimated balance at 31.03.20 £000	Purpose
			To finance budget £000	Other Commitments £000		
1	General Reserve	14,255	0	0	14,255	To help cushion the impact of unexpected events or emergencies.

EARMARKED RESERVES HRA

	Reserve	Estimated balance at 31.03.19 £000	Estimated Movements 2019/20		Estimated balance at 31.03.20 £000	Purpose
			To finance budget £000	Other Commitments £000		
1	Housing Repairs & Building Maintenance Services	616	0	(500)	116	To fund costs of the Housing Repairs Account and Building Maintenance Replacement/Services.
2	Modernising ICT	188	0	(50)	138	To support costs of improving business processes.
3	Welfare Reform	250	0	(250)	0	To fund project costs and scheme development to address issues for council tenants due to benefit cap and universal credit.
	TOTAL	1,054	0	(800)	254	

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	Reserve	Estimated balance at 31.03.19 £000	Estimated Movements 2019/20		Estimated balance at 31.03.20 £000	Purpose
			To finance budget £000	Other Commitments £000		
1	General Housing	8,983	0	0	8,983	General housing balance.
	TOTAL	8,983	0	0	8,983	

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APPENDIX 16

2018/19 £000	HOUSING REVENUE ACCOUNT	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
15,502	Employees	17,640	18,421	19,293	20,593	21,423
17,600	Premises - Council House Repairs	18,300	19,032	19,793	20,585	21,229
1,064	Premises - Other Repairs and Maintenance	1,240	1,260	1,277	1,302	1,328
2,643	Premises - Other Premises Costs	2,830	2,876	2,914	2,972	3,032
148	Transport	203	206	209	213	218
3,193	Supplies & Services	3,535	3,935	4,028	4,580	4,735
6,461	Support Services	6,180	6,281	6,362	6,490	6,620
31,584	Capital Financing	31,914	32,222	33,765	34,650	37,359
78,195	Gross Expenditure	81,842	84,233	87,641	91,385	95,944
(75,768)	Rents	(78,781)	(81,125)	(84,493)	(88,173)	(92,668)
(482)	Fees & Charges	(535)	(544)	(551)	(562)	(573)
(1,945)	Other Income	(2,526)	(2,564)	(2,597)	(2,650)	(2,703)
(78,195)	Total Income	(81,842)	(84,233)	(87,641)	(91,385)	(95,944)
0	NET EXPENDITURE	0	0	0	0	0

Mae'r dudalen hon yn wag yn fwriadol

2018/19 £000	School Organisation Plan Reserve	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
3,448	Estimated Opening Balance	1,691	591	1,361	2,155	1,738
	<u>Contributions to Reserve:</u>					
7,697	Revenue Release Savings, including LGBTI Funding	6,693	6,693	6,693	6,693	6,693
45	Band B Contribution	888	1,731	2,574	3,417	4,260
7,742	Total Contribution to Reserve	7,581	8,424	9,267	10,110	10,953
	<u>Drawdowns from Reserve:</u>					
(2,723)	Project Management & Support, Transition, Other Commitments	(2,569)	(2,039)	(2,039)	(2,039)	(2,039)
(6,760)	Capital Financing - Band A, including LGBTI *	(5,976)	(5,133)	(5,017)	(4,900)	(4,784)
(16)	Capital Financing - Band B *	(136)	(482)	(1,417)	(3,588)	(4,770)
(9,499)	Total Drawdown from Reserve	(8,681)	(7,654)	(8,473)	(10,527)	(11,593)
1,691	Estimated Closing Balance	591	1,361	2,155	1,738	1,098

* These amounts will continue to be required beyond the profile shown in this appendix, until borrowing costs in respect of 21st Century Schools schemes have been fully repaid.

Mae'r dudalen hon yn wag yn fwriadol

Appendix 18

2018/19 £000	Parking and Enforcement 2019/20 to 2023/24	2019/20 £000	2020/21 £000	2021/22 £000	2022/23 £000	2023/24 £000
(701)	Parking Account Opening Balance	(939)	(531)	(258)	(454)	(693)
	Income					
(4,963)	On-Street Car Parking Fees	(5,266)	(5,359)	(5,785)	(5,785)	(5,948)
(1,061)	Off Street Car Parking Fees	(1,426)	(1,426)	(1,578)	(1,578)	(1,684)
(355)	Residents Parking Permits	(355)	(405)	(455)	(455)	(455)
(2,200)	Penalty Charge Notices	(2,300)	(2,434)	(2,468)	(2,468)	(2,468)
(4,970)	Moving Traffic Offences	(4,843)	(4,749)	(4,177)	(4,196)	(3,923)
(5)	Other Income	0	(14)	(14)	(14)	(14)
(13,554)	Total Income	(14,190)	(14,387)	(14,477)	(14,496)	(14,492)
	Expenditure					
886	Operational costs, parking and permits	845	813	810	807	770
5,682	Enforcement service including Traffic Regulation Orders	6,118	6,008	5,984	6,068	6,120
6,568	Total Expenditure	6,963	6,821	6,794	6,875	6,890
(6,986)	CPE In-year (Surplus) / Deficit	(7,227)	(7,566)	(7,683)	(7,621)	(7,602)
	Budgeted Eligible Expenditure					
5,085	Budgeted contribution to support the revenue budget*	5,385	5,385	5,385	5,385	5,385
(1,901)	Revised CPE In-year (Surplus) / Deficit	(1,842)	(2,181)	(2,298)	(2,236)	(2,217)
	Commitments					
543	Active Travel	1,433	1,847	1,525	1,440	1,440
55	Clean Air Initiatives	360	150	120	100	70
50	Environmental Improvements	100	100	100	100	100
365	Highway Improvements inc. Residential Parking	107	107	107	107	107
0	Provision of Public Transport	150	150	150	150	150
650	Contribution for improvement - schemes/projects	100	100	100	100	100
1,663		2,250	2,454	2,102	1,997	1,967
(939)	Estimated Closing Balance	(531)	(258)	(454)	(693)	(943)

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* Highways, transport and environmental maintenance and improvements as per Section 55 of the Transport Regulations Act 1984

Mae'r dudalen hon yn wag yn fwriadol

Appendix 19

Supporting People Programme 2019/2020 Spend Plan	Service Type										Total	
	Fixed Site (Accommodation Based)					Floating (Community Based)						
		Less than 6 Months		6 to 24 Months		24 Months plus		Less than 6 Months		6 to 24 Months		
Client Spend Category	Client Units	£	Client Units	£	Client Units	£	Client Units	£	Client Units	£	Total Units	£
Women experiencing Domestic Abuse	37	548,311	16	116,480	0	0	90	590,898	0	0	143	1,255,690
Men experiencing Domestic Abuse	0	0	4	23,221	0	0	0	0	0	0	4	23,221
People with Learning Disabilities	0	0	4	21,965	374	2,212,207	0	0	0	0	378	2,234,172
People with Mental health Issues	0	0	9	65,520	106	559,986	30	189,326	0	0	145	814,833
People with Substance Misuse Issues (Alcohol)	0	0	27	299,030	38	355,104	0	0	0	0	65	654,134
People with Substance Misuse Issues (Drugs and Volatile substances)	0	0	57	702,653	0	0	0	0	16	101,014	73	803,667
People with Criminal Offending History	0	0	33	386,100	0	0	0	0	0	0	33	386,100
People with Refugee Status	0	0	37	153,920	0	0	0	0	0	0	37	153,920
People with Physical and/or Sensory Disabilities	0	0	0	0	31	75,285	0	0	0	0	31	75,285
People with Developmental Disorders (I.e. Autism)	0	0	0	0	0	0	0	0	0	0	0	0
People with Chronic Illnesses (including HIV, Aids)	0	0	0	0	6	34,964	0	0	0	0	6	34,964
Young People who are Care Leavers	0	0	0	0	10	181,480	0	0	0	0	10	181,480
Young People with Support Needs (16-24)	0	0	119	1,577,178	0	0	42	157,586	18	131,040	179	1,865,804
Single Parent Families with Support needs	0	0	30	393,120	0	0	0	0	0	0	30	393,120
Families with Support Needs	51	693,461	0	0	33	128,737	0	0	0	0	84	822,198
Single People with Support Needs not listed above (25-54)	0	0	0	0	0	0	0	0	0	0	0	0
People over 55 years of age with Support needs	0	0	0	0	52	102,157	35	62,990	0	0	87	165,147
Generic Floating support to prevent homelessness							727	2,259,040	2	70,000	729	2,329,040
Alarm Services (including in sheltered/extra care).	0	0	0	0	3,579	532,539	0	0	0	0	3579	532,539
Expenditure which does not directly link to the spend plan categories above.	226	2,394,349	111	602,962	0	0.00	37	358,458	52	186,389	426	3,542,159
TOTALS	314	3,636,121	447	4,342,147	4,229	4,182,459	961	3,618,299	88	488,443	6039	16,267,470

Mae'r dudalen hon yn wag yn fwriadol

Capital Programme 2019/20 - 2023/24

General Fund Capital Programme

		<u>2019/20</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Total</u>	
		<u>Including</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	<u>£000</u>	
		<u>Slippage</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</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	A coordinated approach to improving the city's oldest and worst condition housing stock including energy efficiency. Also to fund owner occupier costs of improvements to housing and boundary	480	140	140	140	140	1,040
3	Alleygating	To prevent anti-social behaviour with other benefits such as reduced street cleansing and highway maintenance costs.	95	50	50	50	50	295
4	Neighbourhood Renewal Schemes (NRS)	Local regeneration schemes based on ward member priorities.	310	310	550	300	0	1,470
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 .	8,802	8,802	8,302	5,388	2,815	34,109
6	Schools Suitability and Sufficiency	To cater for increasing accessibility issues in schools, to address rising pupil numbers and works required that are not part of the 21st Century Schools programme.	979	1,040	1,040	1,040	1,040	5,139
7	Highway Carriageway Reconstruction	Programme to address structural failure beyond routine repairs.	400	400	400	100	0	1,300
8	Carriageway Investment	Road resurfacing - Priorities based on annual engineering inspections.	3,965	2,450	2,750	1,450	1,350	11,965
9	Footway Investment	Footway resurfacing including implementation of dropped kerbs - Priorities based on annual engineering inspections.	1,035	1,035	1,135	670	470	4,345
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	705	570	470	500	270	2,515
12	Highway Structures including Bridges	The strengthening or replacement of sub standard bridges, culverts and other highways structures following principal inspection reports.	1,350	1,200	1,100	900	750	5,300
13	Bus Corridor Improvements	Bus corridor improvements with a focus on securing match funding.	170	80	250	335	335	1,170
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	135	330	870
16	Transport Grant Match Funding	Match funding for Council bids to Welsh Government for transport schemes.	488	375	375	375	375	1,988
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.	800	800	800	400	400	3,200
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	Materials Recycling Facility and Household Waste Recycling Sites	Fire suppressant system and other safety improvements at waste management facilities, including skip renewal and retaining wall replacement.	800	200	100	100	0	1,200

Capital Programme 2019/20 - 2023/24

General Fund Capital Programme

		2019/20 Including Slippage £000	Indicative 2020/21 £000	Indicative 2021/22 £000	Indicative 2022/23 £000	Indicative 2023/24 £000	Total £000	
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.	2,355	2,355	2,355	1,855	1,355	10,275
21	Parks Infrastructure	To improve existing parks infrastructure e.g. allotments, hard surfaces, sports fields, park utilities and outdoor leisure facilities.	200	140	140	140	140	760
22	Play Equipment	Replacement of existing play equipment in parks.	290	290	190	90	90	950
23	ICT Refresh	To replace failing / non compliant hardware.	420	400	400	400	400	2,020
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			28,284	25,277	25,187	18,873	14,815	112,436

Ongoing Schemes / Amendments to Ongoing Schemes

25	Domestic Abuse Multi Agency Hub	Development of a facility for victims of violence, domestic abuse and sexual violence.	1,100	0	0	0	0	1,100
26	Travellers Site Expansion	Land acquisition to expand the number of pitches at Shirenewton - Subject to successful grant award.	450	0	0	0	0	450
27	Butetown Pavilion / Creative Hub	Create a new hub in order to offer an increased range of services.	747	0	0	0	0	747
28	City Centre Youth Hub	Improve existing facilities in the City Centre to create a multi agency youth hub.	546	0	0	0	0	546
29	Community Shopping Centre Regeneration	To complete schemes at Clare Road / Penarth Road and Maelfa.	200	0	0	0	0	200
30	Targeted Regeneration Investment Programme	Match funding towards a three year programme for the region - Subject to successful grant award.	330	900	0	0	0	1,230
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.	1,322	0	0	0	0	1,322
32	21st Century Schools - Band A	This represents the remaining 21st century schools Band A expenditure to be funded by capital receipts.	700	0	0	0	0	700
33	21st Century Schools - Band B	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 invest to save borrowing.	0	10,000	10,000	5,000	0	25,000
34	Schools Safeguarding: Secure Lobbies and Fencing Upgrade	To manage safeguarding within existing schools asset renewal budgets. Work to manage visitors, including; perimeter fencing, keypad access control, CCTV, security personnel and 'air lock' systems.	100	0	0	0	0	100
35	Schools Kitchen Upgrades	To upgrade kitchen facilities. Work required includes; emergency lighting, ventilation, removal of asbestos, reconfiguration of walls and installation of new electronics.	200	0	0	0	0	200
36	Western Transport Bus Interchange	To create a public transport interchange in the west of the City as part of the redevelopment of the former household waste recycling centre.	0	1,400	0	0	0	1,400
37	Bus Corridor Improvements	Bus corridor improvements to be approved in line with an agreed governance process from Parking Enforcement income.	335	307	85	0	0	727
38	Bute East Dock Crane	To address health and safety issues, subject to detailed consideration of options and cost	25	0	0	0	0	25
39	City Centre and Key Links Transport Improvements	Design and implementation of priority transport and air quality schemes in the City Centre. Wood Street and Castle Street subject to successful grant award.	1,150	0	0	0	0	1,150

Capital Programme 2019/20 - 2023/24

General Fund Capital Programme

		<u>2019/20</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2020/21</u> <u>£000</u>	<u>Indicative</u> <u>2021/22</u> <u>£000</u>	<u>Indicative</u> <u>2022/23</u> <u>£000</u>	<u>Indicative</u> <u>2023/24</u> <u>£000</u>	<u>Total</u> <u>£000</u>	
40	Llanrumney Public Transport / Cycling Link via Cardiff East Park &	To design a public transport and cycling link - Subject to successful grant award.	50	0	0	0	0	50
41	Cycling Infrastructure (Priority Cycle Routes) - Active Travel	Additional funding to provide a network of safe connected routes for cyclists to facilitate a significant shift from private car to cycling, improving road safety and reducing congestion.	1,500	2,500	1,500	0	0	5,500
42	Coastal Erosion / Flood risk	A scheme to manage flood and erosion risk at the estuary of the Rhymney River, including protection of landfill material, key road infrastructure and the Rover Way Travellers Site - Subject to design, estimates of total cost and successful WG grant award.	240	550	1,420	0	0	2,210
43	New Northern Household Recycling and Service Centre	To explore options and any required land acquisition for a new Household Waste Recycling Centre to meet predicted growth in the north of the city and deliver new Reuse Centre facilities in partnership with the third sector.	200	200	1,475	1,450	0	3,325
44	Bereavement Strategy	Improvement of facilities at Thornhill Crematorium and other bereavement infrastructure funded by earmarked reserve.	445	110	265	130	140	1,090
45	Flood Risk Prevention	Completion of works to prevent water flows from parks and open spaces onto adjacent land causing flooding.	17	0	0	0	0	17
46	Roath Park District Area	Utilise earmarked capital receipt towards structural works to Roath Dam and schemes to improve financial sustainability of the park and outbuildings.	550	250	0	0	0	800
47	St David's Hall & New Theatre	Funding towards priority one works.	324	0	0	0	0	324
48	Economic Development Initiatives	Completion of Central Square public realm and other initiatives funded by capital receipts and contributions towards works.	435	0	0	0	0	435
49	Community Asset Transfer	To allow 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
50	Cardiff Indoor Market Restoration	Invest in the fabric of the building to improve appearance, tackle known structural issues and enhance its commercial attractiveness - Subject to successful grant award.	50	20	20	608	0	698
51	Cardiff Capital Region City Deal	Council commitment of £28.4m over a number of years towards the £120m Investment Fund - Profile based on March 2018 five year business plan.	2,149	1,198	1,887	1,887	3,084	10,205
52	Modernising ICT to Improve Business Processes	Investment in corporate technology projects allowing the Council to make business process improvements and so improve service delivery.	1,050	900	625	0	0	2,575
53	Children's Services Accommodation Strategy	Proceeds from disposal of 150 Thornhill Road ring-fenced for schemes which provide direct benefit to children.	251	0	0	0	0	251
TOTAL ONGOING SCHEMES			14,589	18,335	17,277	9,075	3,224	62,500

Capital Programme 2019/20 - 2023/24

General Fund Capital Programme

			<u>2019/20</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Indicative</u>	<u>Total</u>
			<u>Including</u>	<u>2020/21</u>	<u>2021/22</u>	<u>2022/23</u>	<u>2023/24</u>	
			<u>Slippage</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>
			<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>	<u>£000</u>
<u>New Capital Schemes/Annual Sums (Excluding Invest to Save)</u>								
54	Disabled Adaptations Grant	To meet demand identified for grant. Further years to be reviewed following a proposed report to Cabinet during 2019/20 of the impact of adaptations expenditure on other expenditure budgets. This will include impact of WG policy on demand.	853	0	0	0	0	853
55	Glass Recycling Full Roll-out	Expansion of the separate glass collection service city wide, subject to satisfactory performance of the existing trial.	800	0	0	0	0	800
56	Millennium Walkway	To replace the timber surface of the Millennium Walkway, which is coming to the end of its expected lifespan, with new timber or alternative materials. The walkway provides a link between Wood Street and Cowbridge Road East, along with access and egress for the Principality Stadium.	250	1,000	1,000	0	0	2,250
57	Road Safety 20 Miles Per Hour Zones	Implementation of 20mph zones to be approved in line with an agreed governance process from Parking Enforcement income.	190	190	190	190	190	950
58	Electric Vehicle Charging Points	To support electric vehicle charge points around the city to be approved in line with an agreed governance process from Parking Enforcement income.	310	100	70	50	20	550
59	City Centre Transport Scheme Design	Match funding to support Welsh Government grant bids for Transport Improvement Areas identified in the city centre. Design work to include Eastside (Dumfries Place / Station Terrace), North Link (Castle Street / Boulevard de Nantes) and South Link (St Mary Street / Callaghan Square).	300	300	0	0	0	600
60	Cycling - Primary Routes	Upgrading of existing routes and development of new routes which link into the Superhighway corridors to create a comprehensive and continuous network of high quality cycling routes across the city.	200	850	850	850	850	3,600
61	Roath Park Dam	Works are 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.	0	0	2,200	500	0	2,700
62	Economic Development Initiatives	Enabling investment in respect of economic development initiatives.	366	2,000	0	0	0	2,366
63	Former Virgin Active Centre / Tennis Centre	Investment to allow for the restructure of leases and secure a long term use for this site in Ocean Way. Further investment is required and discussions are to take place with potential partners. Investment will only take place if a parcel of land on the site can be disposed to meet the cost of any works.	0	500	0	0	0	500
64	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.	0	1,280	0	0	0	1,280
65	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 an indoor arena.	0	0	0	15,000	0	15,000
TOTAL NEW SCHEMES / ADDITIONAL ANNUAL SUMS			3,269	6,220	4,310	16,590	1,060	31,449

Capital Programme 2019/20 - 2023/24

General Fund Capital Programme

		<u>2019/20</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2020/21</u> <u>£000</u>	<u>Indicative</u> <u>2021/22</u> <u>£000</u>	<u>Indicative</u> <u>2022/23</u> <u>£000</u>	<u>Indicative</u> <u>2023/24</u> <u>£000</u>	<u>Total</u> <u>£000</u>	
Schemes funded by Grants and Contributions (subject to approval of bids)								
66	Targeted Regeneration Investment Programme (WG)	In principle support for the delivery of a creative hub in Butetown which will open up opportunities for skills and pathways into the creative sector for young people.	697	0	0	0	0	697
67	Enable Grant (WG)	Support for independent living.	430	0	0	0	0	430
68	21st Century Schools Band B (WG)	Welsh Government Band B grant funding for a variety of schemes to improve school facilities and infrastructure in Cardiff - Subject to approval of individual business cases.	10,880	35,798	81,766	50,998	3,550	182,992
69	Reducing Infant Class Sizes (WG)	To create the necessary additional space required to deliver the foundation phase in reduced infant size classes.	2,445	80	0	0	0	2,525
70	Welsh Medium Education Capital Grant (WG)	To support capital investments that will facilitate growth in Welsh medium education and use of the Welsh language.	310	2,000	1,500	0	0	3,810
71	Public Highways Refurbishment Grant (WG)	To support highway refurbishment.	1,723	1,723	0	0	0	3,446
72	Safe Routes in Communities (WG)	Welsh Government grant funding bid for accessibility and safety improvements to encourage walking and cycling in communities.	267	0	0	0	0	267
73	Road Safety Grant (WG)	Welsh Government grant funding bid towards measures that secure road safety casualty reduction.	522	0	0	0	0	522
74	Local Transport Fund (WG)	Welsh Government grant funding bid to develop integrated, effective, accessible, affordable and sustainable transport systems.	10,852	0	0	0	0	10,852
75	Active Travel Fund (WG)	Welsh Government grant funding bid to increase levels of active travel to improve health and well-being, air quality, connect communities and improve active travel access to employment, education, key services, destinations and public transport.	3,549	0	0	0	0	3,549
76	Flood Risk Management Programme (WG)	Initial grant towards design costs to manage flood and coastal erosion. Any implementation works are subject to confirmation of cost estimates, risks and financial grant award from Welsh Government.	720	0	0	0	0	720
77	National Heritage Lottery Fund - Parc Cefn Onn	Provide a range of access improvements for users that want to be able to take advantage of this Grade 2 listed historic park.	334	0	0	0	0	334
78	Landfill Communities Fund - Flatholm Jetty	Replacement of the boat jetty at Flat Holm Island.	385	0	0	0	0	385
79	National Heritage Lottery Fund - Flat Holm	Walk Through Time project, in partnership with RSPB Cymru and the Flat Holm Society, seeks to breathe new life into the Bristol Channel to preserve its heritage, protect its rich wildlife and attract more visitors.	152	0	0	0	0	152
80	Harbour Authority (WG)	Approved asset renewal programme.	145	0	0	0	0	145
81	Planning Gain (S106) and other contributions	Various schemes such as improvements to open space, transportation, public realm and community facilities.	3,361	3,009	4,773	0	0	11,143
TOTAL SCHEMES FUNDED BY GRANTS AND CONTRIBUTIONS (SUBJECT TO APPROVAL OF BIDS)			36,772	42,610	88,039	50,998	3,550	221,969

Capital Programme 2019/20 - 2023/24

General Fund Capital Programme

			<u>2019/20</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2020/21</u> <u>£000</u>	<u>Indicative</u> <u>2021/22</u> <u>£000</u>	<u>Indicative</u> <u>2022/23</u> <u>£000</u>	<u>Indicative</u> <u>2023/24</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								
82	21st Century Schools - Band B	Strategic investment programme for priority schools including land acquisition, funded by additional borrowing.	4,210	7,905	34,060	22,236	1,982	70,393
83	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.	965	0	0	0	0	965
84	Loan to Cardiff City Transport Services Limited	Subject to due diligence and Cabinet approval, a debenture loan for investment in vehicles.	0	2,000	0	0	0	2,000
85	New Cemetery Cardiff North	Increase burial provision in the north of the City.	750	2,185	0	0	0	2,935
86	Energy - Salix	Installation of a range of energy efficiency measures (mainly LED lighting replacements) in a range of Council schools and other buildings.	500	500	500	500	0	2,000
87	Energy - REFIT Buildings	To develop options under the Refit framework 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.	1,220	500	500	500	0	2,720
88	Lamby Way Solar Farm	Working with WG and local partnerships to deliver a solar farm facility on the former landfill site at Lamby Way. Costs of a larger facility to be met by an additional allocation in 2019/20.	3,810	0	0	0	0	3,810
89	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
90	New Invest to Save Bids							
91	Moving Traffic Offences (MTO) and Pay & Display Expansion	Planned investment in MTO Traffic Cameras for phase 5 in addition to attended parking enforcement cameras, a camera enforcement car and pay & display machines for limited waiting	745	0	0	0	0	745
92	Residential Street lighting to LED	Roll out of a wider LED residential street lighting project resulting in reduction in carbon emissions and improved lighting, following the successful pilot in Radyr.	2,000	4,550	0	0	0	6,550
93	Cardiff Heat Network - Phase 1	To create infrastructure to support a district heat network supplied by Viridor Energy Recovery Facility. The Outline Business Case, approved by Cabinet on the 19th April 2018, investment subject to a final business case and external funding approvals.	0	1,555	1,428	454	529	3,966
94	Lamby Way Solar Farm Expanded scheme	Further investment in the opportunity to provide a direct energy supply to a neighbouring organisation improving the current Solar Farm viability and enabling a larger 7.5MW solar farm. Additional investment on top of that approved in 2018/19.	1,417	0	0	0	0	1,417
95	Implementation of Security Technology	Upgrades to alarm systems and remote CCTV monitoring at the entrance of Brindley/Coleridge Road.	140	0	0	0	0	140
TOTAL INVEST TO SAVE			16,257	19,695	36,988	24,190	3,011	100,141
TOTAL GENERAL FUND			99,171	112,137	171,801	119,726	25,660	528,495

Capital Programme 2019/20 - 2023/24

General Fund Capital Programme

<u>2019/20</u> <u>Including</u> <u>Slippage</u> <u>£000</u>	<u>Indicative</u> <u>2020/21</u> <u>£000</u>	<u>Indicative</u> <u>2021/22</u> <u>£000</u>	<u>Indicative</u> <u>2022/23</u> <u>£000</u>	<u>Indicative</u> <u>2023/24</u> <u>£000</u>	<u>Total</u> <u>£000</u>
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Public Housing Capital Programme (HRA)

96	Regeneration and Area Improvement Strategies	Environmental works including defensible space, demolition, conversion and road/footpath realignment; energy efficiency schemes; improvements to flats, garages, gullies and open spaces.	3,250	2,750	2,750	2,750	2,750	14,250
97	External and Internal Improvements to Buildings	Improvements include central heating, fencing, roofing, high rise cladding, door entry systems, kitchens and bathrooms, CCTV and improvements to sheltered housing.	13,550	15,650	10,750	10,700	10,450	61,100
98	New Build and Acquisitions	Develop or acquire new housing and land in order to increase the level of affordable housing.	27,685	43,360	63,500	52,550	38,400	225,495
99	Disabled Facilities Service	Adaptations and associated improvements to the homes of disabled persons.	2,900	2,750	2,750	2,750	2,750	13,900
TOTAL PUBLIC HOUSING			47,385	64,510	79,750	68,750	54,350	314,745
TOTAL CAPITAL PROGRAMME EXPENDITURE			146,556	176,647	251,551	188,476	80,010	843,240

Mae'r dudalen hon yn wag yn fwriadol

Capital Resources 2019/20 - 2023/24

Tudalen 603

	<u>2019/20</u> £000	<u>Indicative</u> <u>2020/21</u> £000	<u>Indicative</u> <u>2021/22</u> £000	<u>Indicative</u> <u>2022/23</u> £000	<u>Indicative</u> <u>2023/24</u> £000	<u>Total</u> £000
General Fund						
WG Unhypothecated Supported Borrowing	(8,566)	(8,566)	(8,566)	(8,566)	(8,566)	(42,830)
WG General Capital Grant	(5,212)	(5,212)	(5,212)	(5,212)	(5,212)	(26,060)
WG General Capital Grant - Additional Allocation 2018/19 - 2020/21	(2,569)	(3,300)	(3,200)	(500)	0	(9,569)
Additional Borrowing to cover estimated slippage from 2018/19	(10,803)	0	0	0	0	(10,803)
Additional Borrowing to balance existing Capital Programme	(12,486)	(17,087)	(15,106)	(6,622)	(2,911)	(54,212)
Additional Borrowing - Invest to save/earn schemes to be repaid from revenue savings/income or directorate budgets	(16,257)	(19,695)	(36,988)	(24,190)	(3,011)	(100,141)
Earmarked Capital Receipts	(1,816)	(2,380)	0	(15,000)	0	(19,196)
Non Earmarked Capital Receipts	(3,000)	(11,500)	(13,000)	(7,000)	(1,000)	(35,500)
Direct Revenue Financing	(210)	(210)	(210)	(210)	(210)	(1,050)
Parking and Enforcement - Earmarked Reserve	(1,035)	(1,447)	(1,195)	(1,090)	(1,060)	(5,827)
Other Earmarked Reserves	(445)	(130)	(285)	(338)	(140)	(1,338)
External funding estimates and contributions	(36,772)	(42,610)	(88,039)	(50,998)	(3,550)	(221,969)
Total General Fund	(99,171)	(112,137)	(171,801)	(119,726)	(25,660)	(528,495)
Public Housing Resources (HRA)						
Major Repairs Allowance WG Grant	(9,500)	(9,500)	(9,500)	(9,500)	(9,500)	(47,500)
Additional Borrowing	(27,565)	(46,880)	(59,750)	(52,000)	(34,950)	(221,145)
Direct Revenue Financing	(6,400)	(3,900)	(3,400)	(3,400)	(3,400)	(20,500)
External funding estimates and contributions	(1,620)	(1,130)	(5,300)	(2,000)	(3,700)	(13,750)
Capital Receipts - Dwelling and land sales	(2,300)	(3,100)	(1,800)	(1,850)	(2,800)	(11,850)
Total Public Housing	(47,385)	(64,510)	(79,750)	(68,750)	(54,350)	(314,745)
Total Capital Programme Resources Required	(146,556)	(176,647)	(251,551)	(188,476)	(80,010)	(843,240)

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