



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

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

## AGENDA

**Committee** POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

**Date and Time of Meeting** WEDNESDAY, 16 OCTOBER 2019, 4.30 PM

**Venue** COMMITTEE ROOM 3 - COUNTY HALL

**Membership** Councillor Walker (Chair)  
Councillors Berman, Bowen-Thomson, Henshaw, Lister, Mackie and McKerlich

### 1 Apologies for Absence

To receive apologies for absence.

### 2 Declarations of Interest

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

### 3 Brexit *(Pages 3 - 52)*

Briefing on the Council's preparations for a No Deal exit from the European Union.

### 4 Budget Consultation 2020-21 *(Pages 53 - 100)*

Policy development scrutiny of the Council's budget consultation plans 2020/21

### 5 Budget Monitoring - Month 4 2019-20 *(Pages 101 - 156)*

Briefing on the budget position at month 4 2019-20.

### 6 Forward Work Programme *(Pages 157 - 162)*

### 7 Correspondence *(Pages 163 - 174)*

### 8 Urgent Items (if any)

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## **9 Way Forward**

To review the evidence and information gathered during consideration of each agenda item, agree Members comments, observations and concerns to be passed on to the relevant Cabinet Member by the Chair, and to note items for inclusion on the Committee's Forward Work Programme.

## **10 Date of next meeting**

13 November 2019 at 4:30pm

**Davina Fiore**

**Director Governance & Legal Services**

Date: Thursday, 10 October 2019

Contact: Andrea Redmond,

029 2087 2427, [kate.rees@cardiff.gov.uk](mailto:kate.rees@cardiff.gov.uk)

**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**16 October 2019**

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**BREXIT - briefing**

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**Reason for this Report**

1. To update the Committee on the Council's preparedness for a 'No-Deal' Brexit, and the implications for Council Services.

**Background**

2. At its September 2019 meeting, during consideration of the forward work programme, the Committee agreed to request a briefing on the Council's planning for Brexit, specifically addressing the implications of a No-Deal exit from the European Union (EU), including areas of interest such as business continuity plans; emergency planning arrangements; resilience of the supply chain; and the EU settlement scheme.
3. If the UK fails to negotiate the terms of its departure from the EU, or agree a formal relationship with the EU, there is the potential for no agreement on issues such as trading relationships or customs arrangements. Since Article 50 of the Treaty on European Union (EU) was invoked in March 2017 work has continued to ensure Cardiff's preparedness for Brexit, monitoring the position closely in terms of the potential implications for Cardiff's economy and public service provision in the city. This has included continued work with local public service partners through the Public Services Board (PSB), and continued engagement with major employers.

## National context

4. As part of Operation Yellowhammer- the cross government no-deal contingency planning arrangements- a National Response Framework is in place which reports to COBRA. Issues are reported through this established response framework and, in Wales, are coordinated via the Welsh Government and Local Resilience Forum. Cardiff also represents South Wales Central on the Welsh Government Brexit Preparedness Group.
5. Local Authority preparatory work is also considered by the WLGA Partnership Council, the body that brings together Welsh Government, the WLGA and all 22 Welsh Local Authority Chief Executives. To help coordinate a national position the WLGA commissioned Grant Thornton to engage with Welsh Authorities on their preparedness for Brexit.
6. Their overarching summary of responses is that:
  - a. All councils have an internal corporate Brexit working group, with many of these meeting on a monthly basis
  - b. All councils have a Brexit co-ordinator
  - c. Most councils used the toolkit prepared for WLGA by Grant Thornton last December and they are now using an updated version that was circulated recently, including a 'No Deal' checklist.
  - d. The majority now have Community Cohesion officers in post to work within the community
  - e. All councils have been taking steps to raise awareness of, and assist non-UK EU nationals to apply for, the EU Settled Status Scheme. A small number of LAs are offering support with the scanning of required documentation and others are working with '*We are Digital*' to help individuals with the online application process. Others are considering offering these types of support
  - f. All LAs have undertaken an assessment of the number of non-UK EU citizens employed directly in their labour forces. Appropriate advice and support has been offered to these individuals. Across Wales, there are fewer than 1,000 such workers. However, this figure does not include

those working in bodies commissioned by, or working on contracts for, LAs. Such bodies have been encouraged to undertake their own checks and offer support to their employees.

- g. Some councils are starting to look beyond the short term and plan for the future

- 7. Overall, the feedback from Grant Thornton was that Local Authorities are as prepared as they can be, an assessment shared by WLGA.

### **Local context- Organisational and City Wide Planning**

- 8. In October 2018 the Cabinet considered a report on the Potential Impact of a No Deal Brexit and agreed a series of recommendations which included working through the Cardiff Public Services Board to monitor and respond to any potential impact on public services in the city
- 9. In February 2019 the Chair of the Policy Review and Performance Committee requested sight of any relevant Brexit reports or briefing papers considered by the Cardiff Public Services Board, to ensure appropriate oversight of the Boards performance on a matter of potential impact on public services in the City. In response the Leader provided reassurance that the Cabinet had considered a comprehensive analysis of the implications, and that the Cardiff Public Services Board would consider city wide issues as events unfold to share the risks associated with a no-deal Brexit, from their organisations perspectives.
- 10. In addition to the Cardiff Public Services Board Brexit meetings, the Council's Senior Management Team consider Brexit on a fortnightly basis and the Brexit Response Group (BRG), chaired by the Council's Chief Executive and attended by public service partners, considers Brexit issues which require a pan public service response.
- 11. The Council's Corporate Risk Register also identifies Brexit as Corporate Risk and Business Continuity Plans have been reviewed in response to Brexit.

Assurance Statements have been provided by each Directorate in March 2019 and updated in August 2019.

12. The response infrastructure and preparatory work has enabled the Council to develop a Brexit issues register which identifies the risks associated with Brexit and the mitigating action (attached at **Appendix 1 - 'Cardiff Council's Preparedness for a No-Deal Brexit'**). This document provides an overview of all issues the Council could face in delivering services if there is a no-deal Brexit, along with the actions to date which have taken place to mitigate their potential impact.

13. The register addresses issues in relation to matters such as:

- The EU Settlement Scheme (Citizens and Residency, including returners the EU requiring local government services)
- Impact on local communities
- The Council's workforce
- Demand for social care
- The economic sustainability of social care providers
- Shortage/ loss /disruption of key supplies (fresh food, medicines, fuel, supplies, parts, equipment, building materials)
- Homelessness (due to an economic downturn, rent arrears and EU returners)
- Housing delivery targets (due to inflation, labour shortages and changes to contracts)
- Provision of advice
- A reduction in public finances and Council income
- Impact on capital projects (inflationary wage pressure, investor confidence, new contract clauses)
- Changing legislation
- Long term economic impact on Cardiff (possible inflation, unemployment and decline in investment)
- Support for local businesses
- Potential for disruption at Cardiff's port

- The future of regional funding (current European Social Fund projects are Inspire2Achieve and Communities4Work)

14. The register also addresses speculation that there may be major disruptions arising particularly as a result of a No-Deal Brexit. Issues listed include protests and the potential for social unrest; food shortages, since 30% of the UK's food supply comes from the EU and consumer behaviour could exacerbate shortages; disruption to water supply due to delays at the ports importing chemicals used in water processes; fuel shortages due to border delays; increased checks at border points; and outbreak of disease due to disrupted supplies of medicines to prevent its spread.

### Scrutiny's Role

15. The WLGA has produced a **Brexit Scrutiny Questioning Guide**, recognising that Scrutiny committees can play an important role in ensuring that the authority is as prepared as possible for Brexit, whether a negotiated settlement with the EU or a 'No Deal'. They point to the impact on *the workforce, finances, legislation, services and providers, and community leadership*.

16. In light of these issues WLGA propose numerous lines of inquiry that scrutiny committees can pursue to support and assess the Council's state of preparedness, as follows:

- Is Brexit included as a corporate risk and is the risk rating adequate?
- Has the Council prepared specific risk assessments? – as (i) an organisation, (ii) service deliverer (iii) community leader?
- What are the workforce implications of Brexit for the Council?
- What are the legal implications of Brexit for the Council?
- What are the financial implications of Brexit for the Council?
- What are the procurement implications of Brexit for the Council?
- Are these risk assessments robust and what actions or planning have been put in place to mitigate any risks?
- Has a contingency plan been prepared for how Brexit scenarios could play

out locally?

- Have service-specific assessments been undertaken? Are business continuity plans in place (e.g. has the potential for disruption to business-critical supply chains been assessed?)
- What is being done in terms of communications (internally and externally)?
- What plans have been made via the Public Service Board or with local public service providers and partners?
- Have impact assessments been undertaken on the local economy? If so, what plans are in place in response?

## **Scope of the Scrutiny**

17. This item will give Members the opportunity to consider and comment on the arrangements in place to deliver Council services in the event of a No-Deal exit from the European Union on 31<sup>st</sup> October 2019.

18. To facilitate the scrutiny, in attendance will be:

- Councillor Huw Thomas, Leader
- Paul Orders, Chief Executive
- Gareth Newell, Head of Performance & Partnerships; and
- Gavin Macho, Principal Emergency Manager

## **Legal Implications**

19. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person



exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

## **Financial Implications**

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

## **RECOMMENDATIONS**

21. The Committee is recommended to:

- i. Note the arrangements in place to prepare for a No-Deal Brexit;
- ii. Consider whether it wishes to relay any comments or observations for consideration by the Cabinet Member for Finance, Modernisation & Performance.

**DAVINA FIORE**

Director, Governance & Legal Services

10 October 2019

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## Cardiff Council's Preparedness for a No-Deal Brexit

### Introduction

This report provides an overview of the identified issues in relation to a no-deal Brexit, alongside the actions which have taken place to mitigate their potential impact(s).

The issues contained within this report have been drawn from a variety of sources, including:

- A self-assessment which Cardiff Council completed in October 2018 related to Brexit preparedness
- WLGA, Welsh Government and UK Government issued guidance and support
- Welsh Government 'no-deal action plan'
- The Assessment of the Brexit Preparedness Toolkit prepared by Grant Thornton on behalf of the WLGA
- Cardiff Council's Corporate & Directorate Risk Registers
- Assurance statements provided by Cardiff Council Directorates
- Issues raised at the Cardiff Public Services Board (PSB) Brexit Response Group, a multi-agency response to Brexit
- Issues raised at the South Wales Local Resilience Forum (LRF)

*Note: This report identifies and responds only to recognised sources and does not seek to respond to media speculation or leaked reports.*

## Citizens and Community Cohesion

Issue	Source	Mitigation	Responsibility	Is this recorded in the Corporate/ Directorate Risk Register?
<b>EU Settlement Scheme (EUSS)</b>				
<ul style="list-style-type: none"> <li><b>The predominant risk is in relation to the visibility and awareness of the scheme.</b></li> <li>4,000 applications were made to the EUSS by EU nationals living in Cardiff by 30 June 2019.</li> <li>This is a relatively low application rate when considering the estimated number of EU nationals living in Cardiff (by Country of Birth): 20,000 – 25,000. A take-up rate of 16-20% is suggested.</li> <li>If the UK leaves the EU with a deal, the deadline to apply will be 30 June 2021. Individuals will need to be living in the UK by 31 December 2020 to apply. If the UK leaves the EU without a deal, the deadline for applying will be 31 December 2020 and individuals will need to be living in the UK before it leaves the EU to apply.</li> </ul>	<p><i>The Home Office published the EUSS Statement of Intent in June 2018, alongside EUSS guidance for EU citizens<sup>1</sup>. The Home Office provides monthly statistics on applications made to the EUSS<sup>2</sup>. The Government announced their immigration plans for a no-deal Brexit in a statement on 4 September 2019<sup>3</sup> and it is included within a 'No-deal immigration arrangements for EU citizens arriving after Brexit' policy paper<sup>4</sup>. The</i></p>	<ul style="list-style-type: none"> <li>The Council's website<sup>6</sup> contains a section on the EU Settlement Scheme, providing guidance to EU/ EEA/ Swiss citizens and their families who live in Cardiff. A list of support services is given, for further advice and information, including digital application support.</li> <li>In order to support EU citizens to complete the ID checking part of the EUSS process, Cardiff's Registrar Office is working to offer a 'chip and check' ID scanning service at City Hall. The service will be useful for anyone who is unable to upload their ID documents/ requires support to do so. Offering this service will come at a cost to the Council in terms of staff time and</li> </ul>	Cohesion and Community Engagement	<p>Recorded in:</p> <ul style="list-style-type: none"> <li>Corporate Risk Register</li> </ul>

<sup>1</sup> Apply to the EU Settlement Scheme (settled and pre-settled status) <https://www.gov.uk/settled-status-eu-citizens-families>

<sup>2</sup> EU Settlement Scheme Statistics, June 2019 <https://www.gov.uk/government/statistics/eu-settlement-scheme-statistics-june-2019>

<sup>3</sup> Government announces immigration plans for no-deal Brexit (September 2019) <https://www.gov.uk/government/news/government-announces-immigration-plans-for-no-deal-brexit>

<sup>4</sup> No-deal immigration arrangements for EU citizens arriving after Brexit (September 2019) <https://www.gov.uk/government/publications/no-deal-immigration-arrangements-for-eu-citizens-moving-to-the-uk-after-brexit/no-deal-immigration-arrangements-for-eu-citizens-arriving-after-brexit>

<sup>6</sup> Cardiff Council Website: EU Settlement Scheme <https://www.cardiff.gov.uk/ENG/resident/EU-settlement-scheme/Pages/default.aspx>

<ul style="list-style-type: none"> <li>The question remains as to what happens to those who haven't applied to the scheme by the deadline. This raises issues in terms of eligibility for public services/ no recourse to public funds.</li> </ul>	<p><i>issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i></p>	<p>equipment. Representations are being made to the WG through the WLGA in relation to funding to cover these costs.</p> <ul style="list-style-type: none"> <li>The Council has developed a Cardiff Community Engagement Action Plan (2019-2020) to support co-ordination of the EUSS locally, which reflects the recommended actions contained within UK Government guidance.</li> <li>The Council has also completed a self-assessment of local preparedness in terms of the EUSS and tension-monitoring processes in line with UK Government guidance.</li> <li>The Council has printed materials in order to increase the visibility of the scheme. These are being distributed in strategic venues across Cardiff.</li> <li>The EUSS and local support is also being promoted through social media channels with a high percentage of Cardiff-based EU national followers.</li> <li>The Council is hosting three engagement events to promote the EUSS and available support to EU nationals living in Cardiff, with targeted engagement for vulnerable groups. One event is being held each</li> </ul>		
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<sup>5</sup> Welsh Government: Preparing for a No Deal Brexit [https://gov.wales/sites/default/files/publications/2019-09/preparing-for-a-no-deal-brex-it\\_0.pdf](https://gov.wales/sites/default/files/publications/2019-09/preparing-for-a-no-deal-brex-it_0.pdf)

		<p>month, from August to October 2019, in different Hubs across the city.</p> <ul style="list-style-type: none"> <li>• In September 2019, the Council ran a review session (with various external support services) to look at targeted activity for a variety of groups at risk of not applying. Newport Mind, for example, will be leading on outreach for older people in Cardiff.</li> <li>• The EUSS will be promoted further during employer/ business 'Brexit' focused events in September/ October 2019.</li> <li>• Furthermore, the Council is in the initial stages of developing EUSS engagement events with schools in Cardiff.</li> </ul>		
<b>Impact on Local Communities</b>				
<p><i>Racism and Race-Related Hate Crime</i></p> <ul style="list-style-type: none"> <li>• Concern remains among local authorities, public service providers and third sector organisations regarding the impact of Brexit on local communities (such as the potential for increases of tension/ hate crime), particularly amidst the additional uncertainty of no-deal Brexit</li> <li>• Racism and race-related hate crime has increased since the 2016 Brexit referendum, with three of the four Welsh</li> </ul>	<p><i>Racism and race-related hate crime is monitored by the UK Government. The Home Office publish statistics on hate crimes recorded by the police and information on hate crime from the Crime Survey for England and Wales<sup>7</sup>, which highlights that racism and race-</i></p>	<ul style="list-style-type: none"> <li>• No significant Brexit-related tensions have been identified in Cardiff to date and there are no observable changes to levels of hate crime in the city, which remain consistent.</li> <li>• Daily monitoring continues via the Council's community safety / community cohesion/ counter-extremism/ Prevent networks, alongside through the use of open source data and local media.</li> </ul>	<p>Cohesion and Community Engagement/ South Wales Police</p>	<p>Recorded in:</p> <ul style="list-style-type: none"> <li>• Corporate Risk Register</li> </ul>

<sup>7</sup> Hate crime, England and Wales, 2017 to 2018 <https://www.gov.uk/government/statistics/hate-crime-england-and-wales-2017-to-2018>

<p>police forces reporting rises in the last five years.</p> <ul style="list-style-type: none"> <li>Following a Freedom of Information request, South Wales Police said there were 879 incidents in 2013-14, rising to 1,102 in 2014-15, 1,232 in 2015-16 and 1,244 in 2017-18.</li> </ul>	<p><i>related hate crime has increased since the 2016 Brexit referendum. The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i></p>	<ul style="list-style-type: none"> <li>The Council continues to provide intelligence regarding community tensions to the Police via the weekly tension monitoring protocol, through which updates are submitted to the South Wales Police Community Safety Inspector via email every Monday.</li> <li>As noted above, the Council has completed a self-assessment of local preparedness in terms of the EU Settlement Scheme which is in line with UK Government guidance and considers the tension-monitoring process.</li> <li>Cardiff Council has been successful in requesting communications support from distinguished international advertising agency M&amp;C Saatchi, to develop a regional communication campaign drawing upon Welsh identity and the region's shared migration and industrial history. The Welsh Government will be involved in the design of the campaign and are in positive dialogue with the Council regarding financing the visibility of the campaign in the region with the EU Transition Funds ring-fenced for hate crime related communications.</li> </ul>		
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## Council Service Delivery

Issue	Source	Mitigation	Responsibility	Is this recorded in the Corporate/ Directorate Risk Register?
<b>Social Services</b>				
<p><i>Workforce</i></p> <ul style="list-style-type: none"> <li>A number of uncertainties resulting from Brexit may impact on the Social Care sector's ability to meet its primary responsibilities.</li> <li>There is a risk that Brexit will create a less favourable environment for EU nationals (alongside workers from non-EU countries), with a potential for shortfalls and increased turnover in the Social Care workforce, exacerbating recruitment and retention difficulties.</li> <li>This is within the context of rising demand and the need to expand the social care workforce in the future.</li> <li>The exact numbers of EU nationals employed in the Cardiff social care workforce is unknown. However, national statistics indicate it is around 4% in the domiciliary care sector, 8% in the residential nursing sector, 4% in residential child care and 4.5% in child minding, with</li> </ul>	<p><i>The Welsh Government commissioned a survey of registered social care and childcare providers to understand the potential impact of Brexit<sup>8</sup>. The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i></p>	<ul style="list-style-type: none"> <li>Work has been undertaken within Social Services to engage with internal teams and sector providers to ensure clear lines of communication exist.</li> <li>Providers and internal Social Services staff continue to be signposted to relevant support websites.</li> <li>The Council continues to engage with Social Care Wales' National recruitment campaign.</li> <li>The regional "Be a Care Worker" recruitment campaign has been relaunched.</li> <li>Data collection arrangements have been strengthened in order to inform workforce planning, including undertaking work to determine the skill mix within the internal workforce.</li> </ul>	Social Services	<p>Recorded in:</p> <ul style="list-style-type: none"> <li>Social Services Directorate Risk Register</li> <li>Social Services Brexit Assurance Statement</li> </ul>

<sup>8</sup> Welsh Government: Implications of Brexit on social care and childcare workforce <https://gov.wales/sites/default/files/statistics-and-research/2019-03/implications-brexit-social-care-and-childcare-workforce.pdf>



around 6.4% for the whole social care workforce.		<ul style="list-style-type: none"> <li>Links have been created with HR in order to determine the number of EU nationals that are employed in the service area. This will increase understanding of the impact of Brexit on the internal workforce (and appropriate action can therefore be taken).</li> </ul>		
<p><i>EU Settlement Scheme</i></p> <ul style="list-style-type: none"> <li>Local Authorities have a duty to ensure that applications are made on behalf of all looked after children (for whom they have parental responsibility and who are EU citizens).</li> <li>There is also a wider concern that those who are eligible for the EUSS may miss the opportunity to achieve 'settlement' status.</li> <li>Historically, data around nationality has not been collected/ been made a mandatory field on the Council's case management system. It is therefore difficult to estimate the quantum of work that will be needed to support eligible individuals who have care and support needs through the EUSS, until this data is captured.</li> </ul>	<p><i>The Home Office published the EUSS Statement of Intent in June 2018, alongside EUSS guidance for EU citizens<sup>9</sup>. The Home Office provides monthly statistics on applications made to the EUSS<sup>10</sup>.</i></p>	<ul style="list-style-type: none"> <li>As Local Authorities have a duty to ensure that applications are made on behalf of all looked after children (for whom they have parental responsibility and who are EU citizens), records will be kept of each application made in order to ensure individuals are tracked through the scheme. Eligible individuals, their legal status and where they are in the process of accessing the scheme is recorded. This is in line with Home Office/ Welsh Government guidance and is supported by administrative staff.</li> <li>The same exercise is to be undertaken for relevant adults within care.</li> </ul>	Social Services	<p>Recorded in:</p> <ul style="list-style-type: none"> <li>Social Services Directorate Risk Register</li> <li>Social Services Brexit Assurance Statement</li> </ul>

<sup>9</sup> Home Office: Apply to the EU Settlement Scheme (settled and pre-settled status) <https://www.gov.uk/settled-status-eu-citizens-families>

<sup>10</sup> Home Office: EU Settlement Scheme Statistics, June 2019 <https://www.gov.uk/government/statistics/eu-settlement-scheme-statistics-june-2019>

<ul style="list-style-type: none"> <li>Care Home providers continue to be concerned about their responsibilities regarding support to vulnerable self-funders in their care who are eligible to go through the EUSS. Social Services are not currently aware of any specific advice or clarity that has been issued by the Home Office in relation to liability regarding these responsibilities, should providers fail to identify an eligible individual who required support to be taken through the scheme. Advice/ clarity has been requested by Care Forum Wales.</li> <li>Commissioned Social Care providers are unlikely to be prioritising supporting staff (and vulnerable self-funders in care homes) through the EUSS at this time, given the pressures they are currently facing regarding RISCA registration.</li> </ul>		<ul style="list-style-type: none"> <li>Providers and internal staff are being signposted to support available – both online and in Cardiff’s Hubs.</li> <li>The EUSS has become a standing agenda item at Provider Forums.</li> <li>Nationality has been made a mandatory field on CareFirst. The only gaps that remain are therefore historical and are being systematically addressed in both Adults and Children’s Services with the oversight of appropriate Operational Managers.</li> <li>Social Services are working to identify those individuals who receive care and who are eligible for the scheme, to ensure that they receive the appropriate support (via their social workers/ support workers) to access the scheme.</li> </ul>		
<p><i>Increased Demand on Services</i></p> <ul style="list-style-type: none"> <li>Whilst demand for social care is likely to rise as the population ages and people live for longer (with a range of health conditions and disabilities), poverty also has a direct impact on family life. Child</li> </ul>	<p><i>Social Care Wales’ Chief Executive produced an article on their website, ‘Brexit – what might it mean for social care in Wales?’ in January 2019<sup>11</sup> which outlined the issue.</i></p>	<ul style="list-style-type: none"> <li>Social Services are continuing to monitor Welsh Government issued guidance and support, alongside updates from Central Government.</li> </ul>	Social Services	Risk to be recorded in Social Services Directorate Risk Register Update

<sup>11</sup> Social Care Wales: Brexit – what might it mean for social care in Wales? (January 2019) <https://socialcare.wales/news-stories/brexit-what-might-it-mean-for-social-care-in-wales>

<p>protection referrals, for example, tend to increase when families are under increased economic pressure; something which may result from a no-deal Brexit.</p> <ul style="list-style-type: none"> <li>Furthermore, whilst it is difficult to determine how many UK nationals live in the EU (and if they will return), there is a potential for an increase in demand for social care as a result of UK citizens returning from the EU. A 'worst-case' assessment is currently being reviewed by Welsh Government.</li> </ul>	<p><i>The concern regarding UK returners from the EU was raised in a Welsh Government letter to the WLGA. The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i></p>	<ul style="list-style-type: none"> <li>Calls will be undertaken by Welsh Government with Social Care leads prior to Brexit, which will create accurate and timely situation awareness. If there is a spike in demand for Social Care, the Council has been asked to get in touch with Welsh Government in terms of seeking support.</li> </ul>		
<p><i>Economic Sustainability of Providers</i></p> <ul style="list-style-type: none"> <li>The majority of Cardiff's Social Care providers are small to medium-sized enterprises (SMEs). The risk of potential economic shocks (such as a recession) as a result of Brexit could reduce the opportunities of these businesses to borrow, alongside the value of their investments (for example, care homes), affecting their financial sustainability.</li> <li>The Social Care market is already fragile due to declining financial viability of providers. A potential increase in inflation following EU exit would significantly impact Social Care providers due to increasing staff and supply costs, and may lead to a provider failure.</li> </ul>	<p><i>The issue was outlined within the UK Government's 'Operation Yellowhammer: HMG Reasonable Worst Case Planning Assumptions' document<sup>12</sup>. The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i></p>	<ul style="list-style-type: none"> <li>Social Services are keeping fee level payments under review and are working to have a robust fee setting strategy in place, which reflects the usual cost of care in the Local Authority.</li> <li>In terms of provider failure, business continuity plans are already in place that seek to address provider failure. Social Services work to ensure that these are kept updated and that the local market is able to respond in such situations, in order to certify that people in need of care and support can continue to receive it.</li> <li>Considering the role that in-house services play (and rebalancing the</li> </ul>	Social Services	Risk to be recorded in Social Services Directorate Risk Register Update

<sup>12</sup> Operation Yellowhammer: HMG Reasonable Worst Case Planning Assumptions (August 2019)

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/831199/20190802\\_Latest\\_Yellowhammer\\_Planning\\_assumptions\\_CDL.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/831199/20190802_Latest_Yellowhammer_Planning_assumptions_CDL.pdf)

		proportion of in-house and external provision) may also help the Council to remain in control, should provider failure be experienced.		
<p><i>Shortage/ Loss of Key Supplies</i></p> <ul style="list-style-type: none"> <li>One potential consequence of the potential disruption to imports, as a result of a no-deal Brexit, is the continuity of supplies to the delivery of health and social care in Wales. Medical devices and clinical consumables (MDCCs) may be impacted by potential changes to trading relations with the EU, alongside food supplies (affecting, for example, care homes and elderly who rely on 'meals on wheels'.)</li> <li>This is amidst warehousing and stockpiling capacity being limited in the pre-Christmas period.</li> </ul>	<p><i>If the UK leaves the EU without a Withdrawal Agreement, the EU will treat the UK as a third country for trade in goods and services. The UK Government has considered the consequences of this and how supplies might be influenced/ disrupted<sup>13</sup>. The issue was outlined within the UK Government's 'Operation Yellowhammer: HMG Reasonable Worst Case Planning Assumptions' document<sup>12</sup>. The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i></p>	<ul style="list-style-type: none"> <li>Prior to the UK's initial departure date from the EU (29 March 2019), an audit took place of the stock held in the Cardiff &amp; Vale NHS Trust Joint Equipment Store. A Local Authority survey was also completed in relation to MDCC spend.</li> <li>Distribution providers (of MDCCs) utilised by Cardiff's Social Care Services were identified and contact made with suppliers to confirm the measures being taken to mitigate disruption risks.</li> <li>Engagement furthermore took place with commissioned providers of Social Care Services and feedback was obtained regarding their stocks held and distribution suppliers utilised.</li> <li>Communication was sent out to providers to reinforce Central Government's position in respect</li> </ul>	Social Services	<p>Recorded in:</p> <ul style="list-style-type: none"> <li>Social Services Directorate Risk Register</li> <li>Social Services Brexit Assurance Statement</li> </ul>

<sup>13</sup> Implications for Business and Trade of a No-Deal Exit on 29 March 2019 (February 2019)

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/781768/Implications\\_for\\_Business\\_and\\_Trade\\_of\\_a\\_No\\_Deal\\_Exit\\_on\\_29\\_March\\_2019.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/781768/Implications_for_Business_and_Trade_of_a_No_Deal_Exit_on_29_March_2019.pdf)

		<p>of not stockpiling but retaining 'business as usual' stock levels, alongside ensuring that providers and internal services consider Brexit-related risks as part of their Business Continuity Plans.</p> <ul style="list-style-type: none"> <li>• This led to the Social Services Directorate providing an assurance statement regarding readiness for a Brexit 'no-deal' scenario, of which Emergency Management were satisfied all reasonable planning assumptions were covered.</li> <li>• This work has been refreshed in light of the new (31 October 2019) exit date.</li> <li>• During a Domiciliary Care Provider Forum held in July 2019, providers assured officers that their business as usual stocks of MDCCs are high but they are not stockpiling.</li> <li>• The Council has worked with Welsh Government to confirm arrangements for the coordination and storage of emergency MDCCs, should the Council need to access these from the national distribution centre if local stocks fall below a safe level.</li> </ul>		
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		Cardiff-based temporary storage arrangements have been agreed in accordance with the Joint Equipment Store, alongside plans for coordination and distribution of emergency supplies, should this be needed.		
<b>Education</b>				
<b>Workforce</b> <ul style="list-style-type: none"> <li>The scale of EU nationals in the school workforce is currently unknown, although can be estimated as being 5-9%.</li> <li>There is a risk that Brexit will create a less favourable environment for EU nationals, with a potential for shortfalls/ increased turnover in the school workforce.</li> </ul>	<i>The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i>	<ul style="list-style-type: none"> <li>Education are currently considering mitigative actions in accordance with HR.</li> </ul>	Education	No risks recorded
<b>Increased Demand for Services</b> <ul style="list-style-type: none"> <li>Whilst it is difficult to determine how many UK nationals live in the EU (and if they will return), there is a potential for an increase in demand for education as a result of UK citizens returning from the EU.</li> </ul>	<i>The concern regarding UK returners from the EU was raised in a Welsh Government letter to the WLGA. The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i>	<ul style="list-style-type: none"> <li>Education are currently considering potential mitigative actions.</li> </ul>	Education	No risks recorded
<b>Shortage/ Loss of Key Supplies</b> <ul style="list-style-type: none"> <li>The predominant risk is in relation to the continuity of fresh food for pupils' meals, alongside the potential increase in food prices.</li> </ul>	<i>If the UK leaves the EU without a Withdrawal Agreement, the EU will treat the UK as a third country for trade in goods and services. The UK</i>	<ul style="list-style-type: none"> <li>In February 2019, in line with the initial (29 March 2019) exit date, the Education Directorate considered supply chain disruption within their normal</li> </ul>	Education	Recorded in: <ul style="list-style-type: none"> <li>Education Brexit Assurance Statement</li> </ul>

<ul style="list-style-type: none"> <li>There is also a potential for disruption to medical supplies for children in school.</li> </ul>	<p><i>Government has considered the consequences of this and how supplies might be influenced/ disrupted<sup>13</sup>. The issue was outlined within the UK Government's 'Operation Yellowhammer: HMG Reasonable Worst Case Planning Assumptions' document<sup>12</sup>. The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i></p>	<p>business continuity planning and procedures.</p> <ul style="list-style-type: none"> <li>This led to the Directorate providing an assurance statement regarding readiness for a Brexit 'no-deal' scenario – for example, that supplies will be maintained via frozen products where fresh may become scarce. The situation is monitored weekly by the Council's main supplier, who has increased stock to a level that they feel will allow continued supply in the event of supply issues.</li> <li>Emergency Management were satisfied the Directorate has engaged with key suppliers and prepared adequately for no-deal Brexit based on reasonable planning assumptions.</li> <li>This work has been refreshed in light of the new (31 October 2019) exit date.</li> <li>Additionally, prior to the initial, March 2019 exit date, the Council completed a detailed survey in which was sent to all local authority catering managers by Welsh Government, to establish a comprehensive picture of local</li> </ul>		
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		authority and school readiness in the case of a no deal Brexit. The survey has been updated in order to align with the October 2019 exit date.		
<p><i>Erasmus+ and European Solidarity Corps (ESC) Funding</i></p> <ul style="list-style-type: none"> <li>The UK Government has a guarantee which covers funding for successful Erasmus+ (the European Union programme for education, training, youth and sport) and ESC bids, if the UK leaves the EU without a deal.</li> <li>However, Leaving the EU without a Withdrawal Agreement being in place, and without the UK Government reaching an alternative Third Country agreement or other arrangement, will result in universities, colleges and schools across the UK being ineligible to <i>submit</i> applications to participate in the final year of the current Erasmus+ programme in 2020. The preferred position is for the UK Government to secure continued participation in Erasmus+. However, the UK's participation post-exist is uncertain and negotiations cannot start until after the UK leaves the EU.</li> </ul>	<p><i>Concerns have been outlined in an August 2019 letter from Kirsty Williams AC/AM (Minister for Education) and Richard Lochhead MSP (Minister for Further Education, Higher Education and Science) to Gavin Williamson CBE MP (Secretary of State for Education)<sup>14</sup>. The Erasmus+ website continues to publish updates<sup>15</sup>. The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i></p>	<ul style="list-style-type: none"> <li>It is currently unclear as to whether the UK Government will secure continued participation in Erasmus+.</li> <li>Furthermore, the UK's financial contribution to the Erasmus programme is held by the UK Government. It is therefore UK Government responsibility for delivery of alternative domestic arrangements to replace provision post-Brexit.</li> <li>The UK Government has not yet announced alternative domestic UK arrangements.</li> <li>Cardiff Council's Education Directorate continues to monitor the situation.</li> </ul>	Education	<p>Recorded in:</p> <ul style="list-style-type: none"> <li>Education Brexit Assurance Statement</li> </ul>

<sup>14</sup> Joint Letter to Secretary of State for Education from Kirsty Williams and Richard Lochhead (August 2019) <https://cdn.prgloo.com/media/download/8c8a1f2d63c94fbd80d97b5bf75c1d49>

<sup>15</sup> Erasmus+ Brexit Updates <https://www.erasmusplus.org.uk/brexit-update>



<ul style="list-style-type: none"> <li>Furthermore, the UK Government guarantee is only for Erasmus+ partners in the UK. Cardiff Council coordinates multiple projects with multiple partners, whose funding is not guaranteed. Cardiff Council has been awarded €1,269,000 for 2019 KA2 partnership projects. The first 40% will likely be received before the end of October 2019 but without a deal, and without the EU agreeing to pick up the rest of the funding, it is unlikely these projects will complete.</li> </ul>				
<b>Planning, Transport and Environment</b>				
<p><i>Shortage/ Loss of Key Supplies</i></p> <ul style="list-style-type: none"> <li>The predominant risk is in relation to disruption to service contracts, alongside an inability or delay in getting supplies, parts and equipment, which may be equally met with increased supplier/ import costs.</li> </ul>	<p><i>If the UK leaves the EU without a Withdrawal Agreement, the EU will treat the UK as a third country for trade in goods and services. The UK Government has considered the consequences of this and how supplies might be influenced/ disrupted<sup>13</sup>. The issue was outlined within the UK Government's 'Operation Yellowhammer: HMG Reasonable Worst Case Planning Assumptions' document<sup>12</sup>. The issue was raised within the</i></p>	<ul style="list-style-type: none"> <li>In February 2019, in line with the initial (29 March 2019) exit date, the Planning, Transport and Environment Directorate considered supply chain disruption within their normal business continuity planning and procedures.</li> <li>Assurance was sought from identified suppliers/ service providers where there was any potential risk and mitigation actioned where necessary (by sourcing alternative suppliers/ stockpiling; for example, waste bags).</li> </ul>	Planning, Transport and Environment	<p>Recorded in:</p> <ul style="list-style-type: none"> <li>Planning, Transport and Environment Directorate Risk Register</li> <li>Planning, Transport and Environment Brexit Assurance Statement</li> </ul>

	<i>Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i>	<ul style="list-style-type: none"> <li>This led to the Directorate providing an assurance statement regarding readiness for a Brexit 'no-deal' scenario.</li> <li>Emergency Management were satisfied the Directorate has engaged with key suppliers and prepared adequately for no-deal Brexit based on reasonable planning assumptions.</li> <li>This work has been refreshed in light of the new (31 October 2019) exit date.</li> </ul>		
<b>Economic Development</b>				
<i>Shortage/ Loss of Key Supplies</i> <ul style="list-style-type: none"> <li>The predominant risk is in relation to disruption to supplies which are required for building support, including the operation of service contracts.</li> </ul>	<i>If the UK leaves the EU without a Withdrawal Agreement, the EU will treat the UK as a third country for trade in goods and services. The UK Government has considered the consequences of this and how supplies might be influenced/ disrupted<sup>13</sup>. The issue was outlined within the UK Government's 'Operation Yellowhammer: HMG Reasonable Worst Case</i>	<ul style="list-style-type: none"> <li>In February 2019, in line with the initial (29 March 2019) exit date, the Economic Development Directorate considered supply chain disruption within their normal business continuity planning and procedures.</li> <li>Assurance was sought from identified suppliers/ service providers where there was any potential risk and mitigation actioned where necessary (by utilising alternative suppliers/service provider and/or increasing stock levels).</li> </ul>	Economic Development	Risks recorded in: <ul style="list-style-type: none"> <li>Economic Development Brexit Assurance Statement</li> </ul>

	<i>Planning Assumptions' document<sup>12</sup>.</i>	<ul style="list-style-type: none"> <li>This led to the Directorate providing an assurance statement regarding readiness for a Brexit 'no-deal' scenario.</li> <li>Emergency Management were satisfied the Directorate has engaged with key suppliers and prepared adequately for no-deal Brexit based on reasonable planning assumptions.</li> <li>This work has been refreshed in light of the new (31 October 2019) exit date.</li> </ul>		
<b>Housing and Communities</b>				
<p><i>Homelessness</i></p> <ul style="list-style-type: none"> <li>The key concern is the potential for an increase in homelessness (due to rent arrears given the predicted economic downturn post-Brexit) and an inability to increase capacity in the Council's services.</li> <li>Individuals may not seek help until it is too late and this can result in an increase in rough sleeping, particularly among single men and those with complex needs.</li> <li>In addition to this, it is possible that many people may return from the EU. Although EU countries have put emergency measures in place to ensure that the UK</li> </ul>	<p><i>The issue was raised in a Welsh Government letter to the WLGA. The UK Government has produced a policy paper on citizens' rights in the event of a no-deal Brexit<sup>16</sup></i></p> <p><i>The issue, in terms of increasing demand, was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i></p>	<ul style="list-style-type: none"> <li>The Housing and Communities Directorate are monitoring the potential impact, alongside issued guidance and support.</li> <li>Cardiff Council, working through the WLGA, led on the awarding of a £250,000 bid to the Welsh Government for funding from the EU Transition Fund to establish a Migration Impact and Response Challenge Fund for Wales. The funding will be focused specifically on migrant homelessness, in order to manage recent and future</li> </ul>	Housing and Communities	<p>Recorded in:</p> <ul style="list-style-type: none"> <li>Housing and Communities Brexit Assurance Statement</li> </ul>

<sup>16</sup> Citizens' Rights – EU citizens in the UK and UK nationals in the EU

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/790570/Policy\\_Paper\\_on\\_citizens\\_rights\\_in\\_the\\_event\\_of\\_a\\_no\\_deal\\_Brexit.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/790570/Policy_Paper_on_citizens_rights_in_the_event_of_a_no_deal_Brexit.pdf)

<p>nationals and their non-EU family members can remain legally resident in the immediate period after a no-deal withdrawal, people may start to return to the UK ahead of this. In order to claim local authority housing and welfare benefits, most applicants must pass a habitual residence test.</p> <ul style="list-style-type: none"> <li>Any increase in homelessness may put pressure on services (for example: homeless assessment, prevention, supported accommodation, Temporary Accommodation and Hostels). Even with additional funding, it would be challenging for services to meet such an increase in demand.</li> <li>The Council will support vulnerable tenants, although increased rent arrears could put additional financial pressures on the Housing Revenue Account.</li> </ul>		<p>changes brought about in local areas in migration. The funding is being distributed among four local authorities and two charities in Wales, with Cardiff Council receiving £100,000 over a 6 month period (October 2019 – March 2020). The funding will aid the promotion of the EUSS among homeless migrants, which includes providing advice and support or referral to sources of support as appropriate.</p> <ul style="list-style-type: none"> <li>Further mitigative actions are currently being reviewed/ considered by the Housing and Communities Directorate.</li> </ul>		
<p><i>Current Pressures and Risks Associated to New Builds</i></p> <ul style="list-style-type: none"> <li>There is a risk in terms of the implications of Brexit on the Council's ability to achieve its housing delivery targets, and to manage/ maintain council stock. This is due to the potential slow-down in the housing market, increased build costs due to inflation, labour shortage in the</li> </ul>	<p><i>The impact of a no-deal Brexit scenario on the Housing Market was considered within the Office for Budget Responsibility's (OBR) July 2019 Fiscal Risks Report<sup>17</sup>.</i></p>	<ul style="list-style-type: none"> <li>The current pressures and risks associated to new builds are continuing to be monitored by the Housing and Communities Directorate.</li> </ul>	Housing and Communities	<p>Recorded in:</p> <ul style="list-style-type: none"> <li>Housing and Communities Brexit Assurance Statement</li> </ul>

<sup>17</sup> OBR: Fiscal risks report (July 2019) <https://www.bankofengland.co.uk/-/media/boe/files/report/2018/eu-withdrawal-scenarios-and-monetary-and-financial-stability.pdf?la=en&hash=B5F6EDCDF90DCC10286FC0BC599D94CAB8735DFB>

<p>construction industry and a negative impact on the Housing Revenue Account.</p> <ul style="list-style-type: none"> <li>• Capacity within the building sector, particularly in Cardiff, is already stretched.</li> <li>• Given the nature of the Social Housing Sector, contractors (to some extent) are able to be selective on the projects that they bid for.</li> <li>• There is uncertainty and risks associated with Brexit and, as such, there has already been an increase in the price for some materials, affecting not only new builds but repairs, voids and disabled facilities grants.</li> <li>• Most contractors are planning for Brexit. However, due to unknown factors, new contract clauses are being proposed by some developers removing the risk from themselves for delays or increased costs associated with Brexit (especially with currency fluctuations).</li> </ul>				
<p><i>Provision of Advice</i></p> <ul style="list-style-type: none"> <li>• The predominant risk is in relation to an increase in demand for advice services – namely in terms of the EU Settlement Scheme. The Council's Hubs and Outreach Services are currently providing support/advice to individuals applying for EU Settled Status.</li> </ul>	<p><i>The Home Office published the EUSS Statement of Intent in June 2018, alongside EUSS guidance for EU citizens<sup>18</sup>. The issue, in terms of increasing demand, was raised within the Welsh Government's assessment</i></p>	<ul style="list-style-type: none"> <li>• The wider demands on the service could be increased quickly if additional funding is made available due to the robust infrastructure of the Hubs and Outreach Services.</li> </ul>	Housing and Communities	<p>Recorded in:</p> <ul style="list-style-type: none"> <li>• Housing and Communities Brexit Assurance Statement</li> </ul>

<sup>18</sup> Home Office: Apply to the EU Settlement Scheme (settled and pre-settled status) <https://www.gov.uk/settled-status-eu-citizens-families>

	<i>of the impact of a no-deal Brexit<sup>5</sup>.</i>			
<p><i>Shortage/ Loss of Key Supplies</i></p> <ul style="list-style-type: none"> <li>The predominant risk is in relation to disruption to supplies/ shipments from the EU into the Joint Equipment Service.</li> </ul>	<p><i>If the UK leaves the EU without a Withdrawal Agreement, the EU will treat the UK as a third country for trade in goods and services. The UK Government has considered the consequences of this and how supplies might be influenced/ disrupted<sup>13</sup>. The issue was outlined within the UK Government's 'Operation Yellowhammer: HMG Reasonable Worst Case Planning Assumptions' document<sup>12</sup>.</i></p>	<ul style="list-style-type: none"> <li>In February 2019, in line with the initial (29 March 2019) exit date, the Housing and Communities Directorate considered supply chain disruption within their normal business continuity planning and procedures.</li> <li>Assurance was sought from identified suppliers where there was any potential risk and mitigation actioned where necessary (for example, ensuring that stocks of essential products are at a high level/ creating links to access backup national stockpiles if required).</li> <li>This led to the Directorate providing an assurance statement regarding readiness for a Brexit 'no-deal' scenario.</li> <li>Emergency Management were satisfied the Directorate has engaged with key suppliers and prepared adequately for no-deal Brexit based on reasonable planning assumptions.</li> <li>This work has been refreshed in light of the new (31 October 2019) exit date.</li> </ul>	Housing and Communities	<p>Recorded in:</p> <ul style="list-style-type: none"> <li>Housing and Communities Brexit Assurance Statement</li> </ul>

<p><i>Food Poverty:</i></p> <ul style="list-style-type: none"> <li>Tackling food poverty in a no deal Brexit has been identified by Welsh Government as a key risk and priority area. The First Minister has agreed and announced funding of £2m from the EU Transition fund to help tackle food poverty and address food insecurity in a 'no deal' or 'deal' scenario.</li> </ul>	<p><i>The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i></p>	<ul style="list-style-type: none"> <li>A Cardiff Council proposal has been developed and submitted to the WLGA that seeks to both strengthen existing provision in relation to food poverty and fill identified gaps in provision.</li> </ul>		
<b>Corporate Issues (Resources)</b>				
<p><i>Finance</i></p> <ul style="list-style-type: none"> <li>A no-deal Brexit could result in a reduction of public finances and a continuation of public service austerity</li> <li>A no-deal Brexit could result in a reduction in Council income (from fees and charges), reduction in grant funding and increase in costs (e.g. due to market changes/ import taxes).</li> <li>These impacts also extend to Council providers/ partners.</li> </ul>	<p><i>This issue is noted in Cardiff Council's Budget Strategy Report 2019/ 20 and Medium Term Plan<sup>19</sup>. It is also noted within an August 2019 Officer Decision Report regarding long-term borrowing. The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i></p>	<ul style="list-style-type: none"> <li>Work has been undertaken within Planning, Transport and Environment to consider potential reduction in income, alongside prospective increases in costs.</li> <li>Central finance are working with Planning, Transport and Environment to forecast, manage and mitigate any shortfall in income or increased costs, with monitoring ongoing.</li> <li>Financial uncertainty is resulting in a 'dip' in the cost of borrowing. The Council is therefore monitoring the cost of borrowing and taking advantage of any significant reduction in interest rates as a result of current Brexit uncertainty (and geo political</li> </ul>	Corporate Issue	<p>Recorded in:</p> <ul style="list-style-type: none"> <li>Planning, Transport and Environment Directorate Risk Register</li> <li>Finance Brexit Assurance Statement</li> </ul>

<sup>19</sup> Cardiff Council's Budget Strategy Report 2019/20 and Medium Term Plan <http://cardiff.moderngov.co.uk/documents/s23060/Cabinet%2012%20July%202018%20Budget%20Strategy.pdf>

		<p>events). £10 million has been acquired and the position will continue to be monitored for further opportunities.</p> <ul style="list-style-type: none"> <li>• Medium Term Planning has been strengthened. The uncertainty of Brexit has meant the need for additional sensitivity models to be run. Given the lack of certainty as to whether UK Government will (or won't) assist, financial resilience scenarios are of paramount importance.</li> <li>• The potential impact of any inflationary increases in food prices on budgets is being monitored by Welsh Government.</li> </ul>		
<p><i>Cardiff Council's Capital Projects</i></p> <ul style="list-style-type: none"> <li>• An increase in the cost of imported goods due to a change to the tariff regime has the potential to impose inflationary pressure on Council capital projects.</li> <li>• Any restrictions on the free movement of labour could also potentially create inflationary wage pressures because of tightening labour market, competing wages up.</li> </ul>	<p><i>This is an issue raised by the Resources Directorate and is considered in 'The Potential Implications of a "No-Deal" Brexit for Cardiff Council' Cabinet Report (October 2018)<sup>20</sup></i></p>	<ul style="list-style-type: none"> <li>• The Council has two procurement frameworks in relation to construction: SEWSCAP3 (school and public buildings procurement) and SWEH (civil engineering and highways construction procurement). The frameworks ensure protection from the introduction of potential 'Brexit clauses' by contractors (i.e. clauses which remove the risk from contractors in terms of</li> </ul>	Finance	No risks recorded

<sup>20</sup> The Potential Implications of a "No-Deal" Brexit for Cardiff Council <http://cardiff.moderngov.co.uk/documents/s24633/Cabinet%2011%20October%202018%20Brexit%20No%20Deal%20App%20A.pdf>



<ul style="list-style-type: none"> <li>• The viability of certain projects may be impacted because of a deteriorating economic outlook, particularly if any of the projects are reliant on inward investment (as this may lead to a short-term reduction in investor confidence or market conditions).</li> <li>• There is also a potential impact on raw material and other input costs for capital schemes, as well as the known labour market pressures within some sectors.</li> <li>• Furthermore, due to unknown factors, new contract clauses are being proposed, removing the risk from contractors for delays or increased costs associated with Brexit (especially with currency fluctuations).</li> </ul>		<p>delays or increased costs associated with Brexit). The way in which the frameworks operate means that staffing costs/overheads can be monitored for change.</p> <ul style="list-style-type: none"> <li>• The Council continues to monitor potential impacts.</li> </ul>		
<p><i>Insurance</i></p> <ul style="list-style-type: none"> <li>• The predominant issue arises as a result of registrations. Not all individual insurance companies are registered with the Financial Conduct Authority (FCA).</li> <li>• Where these businesses are not registered with the FCA, there may be an issue with payment of claims/ liabilities after Brexit.</li> </ul>	<p><i>The issue was highlighted at a 2019 CIPFA hosted event. The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i></p>	<ul style="list-style-type: none"> <li>• As part of due diligence, the Council has undertaken an analysis of current claims over its excess to establish where these companies are registered and to identify their position for the 31 October 2019 exit date.</li> <li>• The analysis has resulted in an understanding that most companies are working towards FCA registration. However, the dates for these are not known.</li> <li>• The Council has also undertaken an analysis of all current insurers and this, at an early stage, has</li> </ul>	Finance	<p>Recorded in:</p> <ul style="list-style-type: none"> <li>• Finance Brexit Assurance Statement</li> </ul>

		<p>flagged up some issues. In order to continue businesses, some companies have identified that they are moving to Dublin. It is unsure whether registrations in Dublin will fall in line with the FCA.</p> <ul style="list-style-type: none"> <li>• Discussion are ongoing about a 'passporting arrangement' which will provide temporary permission to continue business relationship between insurers and UK organisations. However, this currently contains the caveat "if they (the insurers) wish to continue."</li> <li>• The analyses are also being considered from a legal viewpoint.</li> </ul>		
<p><i>Cardiff Council Staff</i></p> <ul style="list-style-type: none"> <li>• There is no data immediately available on the number of non-UK EU workers within the Council, or working in areas directly commissioned by the Council.</li> <li>• There is a potential risk that Council employees from the EU will not be compliant with right to work checks in coming years.</li> </ul>	<p><i>The Home Office has published guidance on the EUSS for employers<sup>21</sup> and employees/ EU citizens<sup>22</sup>. Additionally, guidance has been published regarding employing EU, EEA and Swiss citizens and their family members after Brexit<sup>23</sup>.</i></p>	<ul style="list-style-type: none"> <li>• Two emails have been sent to staff (one in March 2019 and subsequently one in September 2019), regarding the EU Settled Scheme and signposting to the Council's Information Hub<sup>6</sup>.</li> <li>• HR will be undertaking an exercise (subject to the Brexit outcome) to ensure that all staff have the right to work in the UK going forward.</li> </ul>	HR	<p>Recorded in:</p> <ul style="list-style-type: none"> <li>• HR Brexit Assurance Statement</li> </ul>

<sup>21</sup> Home Office: EU Settlement Scheme: Employer Toolkit <https://www.gov.uk/government/publications/eu-settlement-scheme-employer-toolkit>

<sup>22</sup> Home Office: Apply to the EU Settlement Scheme (settled and pre-settled status) <https://www.gov.uk/settled-status-eu-citizens-families>

<sup>23</sup> Home Office: Employing EU, EEA and Swiss citizens and their family members after Brexit <https://www.gov.uk/guidance/employing-eu-eea-and-swiss-citizens-and-their-family-members-after-brexit>

		<ul style="list-style-type: none"> <li>It is likely, although to be confirmed, that the data which will need to be collected falls into the following 5 categories: British citizen, Irish citizen, EU settled status, part EU settled status, and citizen from outside the UK and EU (where visa requirements will be needed).</li> <li>HR will also collect data regarding the nationality of staff. It is not currently known if this is definitely required, however, it may become obligatory in a no-deal scenario.</li> <li>Collecting nationality has been examined with Information Governance and would not be classed as 'over-processing' of data.</li> </ul>		
<p><i>DBS Checks</i></p> <ul style="list-style-type: none"> <li>As an EU Member State, the UK has access to a range of EU security toolkits, including ECRIS, which was established to improve the exchange of information on criminal records throughout the EU.</li> <li>If the UK leaves the EU without a deal, criminal record checks of EU national candidates applying for jobs in the UK might take much longer than they do now.</li> </ul>	<p><i>If the UK leaves the EU without an agreement in place, the UK reverts fully to 'third country' status. Law enforcement data and information sharing between UK and EU will be disrupted, as outlined within the 'Operation Yellowhammer: HMG Reasonable Worse Case Planning Assumptions'</i></p>	<ul style="list-style-type: none"> <li>Mitigation is already in place for DBS delays which allows managers, following a risk assessment, to employ individuals subject to the DBS being completed.</li> <li>HR plan to notify managers of this as part of the recruitment process (once issues are more certain/defined).</li> </ul>	HR	No risks recorded

<ul style="list-style-type: none"> <li>At the moment it takes 6 days on average to receive but the average time outside the EU is 66 days.</li> </ul>	<p><i>document<sup>12</sup>. The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>24</sup>.</i></p>			
<p><i>Data Flows post-Brexit</i></p> <ul style="list-style-type: none"> <li>In a 'no-deal' scenario, transfers of personal data from the EEA to the UK will be affected</li> <li>Although it is the ambition of the UK and EU to eventually establish an adequacy agreement (a term given to countries outside the EU that have data protection measures deemed essentially equivalent to European standards), this will not be achieved until after Brexit and is outside the control of local government</li> <li>Until an adequacy decision is in place, organisations will need to consider how to make and receive transfers lawfully after exit data (such as by entering into standard contractual clauses between the sender and receiver of personal data).</li> <li>Additionally, whilst it was good practice to implement 'Privacy by Design' prior to the Data Protection Action 2018, it was not mandated. As a result, legacy systems/ contracts/ processing activities have not necessarily been reviewed.</li> </ul>	<p><i>The Information Commissioner's Office provides up-to-date guidance and resources in relation to data protection post-Brexit<sup>25</sup>. The issue was outlined within the UK Government's 'Operation Yellowhammer: HMG Reasonable Worst Case Planning Assumptions' document<sup>12</sup>. The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i></p>	<ul style="list-style-type: none"> <li>The Information Commissioner continues to update guidance on GDPR and a no-deal Brexit relating to international data transfers, the latest of which was published w/c 12 August 2019.</li> <li>The Council's Statutory Data Protection Officer has been tasked with reviewing the information currently being collated through the Council's preparation of the Record Processing Activity.</li> <li>Cardiff Council is working to understand and map its data flows – particularly to understand if any transfers are or will become restricted transfers under UK or EU data protection law on exit date.</li> <li>The Statutory Data Protection Officer will advise if there are any transfers that are of concern in line with the latest ICO guidance and will identify potential controls.</li> </ul>	Information Governance	<p>Recorded in:</p> <ul style="list-style-type: none"> <li>Finance Brexit Assurance Statement</li> </ul>

<sup>24</sup> Welsh Government: Preparing for a No Deal Brexit [https://gov.wales/sites/default/files/publications/2019-09/preparing-for-a-no-deal-brexit\\_0.pdf](https://gov.wales/sites/default/files/publications/2019-09/preparing-for-a-no-deal-brexit_0.pdf)

<sup>25</sup> Information Commissioner's Office: Data Protection and Brexit <https://ico.org.uk/for-organisations/data-protection-and-brexit/>

		<ul style="list-style-type: none"> <li>• As a Data Controller, the Council is already required to have in place standard contracts with organisations and businesses that process data on our behalf; Data Processing Agreements are key in ensuring that there are adequate controls in place.</li> <li>• Cardiff Council took the view that every supplier of goods and services would receive a variation to the exiting contractual agreement. This would mitigate the risk of any potential two way data follows with (predominantly sub) contractors based in countries that will remain in the EU post the UK's exit.</li> <li>• The Council has sent out over 8,500 revised Data Processing Agreements that set out organisational and technical controls related to roles and responsibilities, liabilities etc., including, for example, to contractors who process electoral data.</li> <li>• Information and guidance is also to be distributed to Cardiff's schools.</li> </ul>		
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<p><i>Potential General Election and/or Referendum</i></p> <ul style="list-style-type: none"> <li>• There are potential risks associated with leaving/ not leaving the European Union and the following being called:             <ul style="list-style-type: none"> <li>• General Election</li> <li>• Referendum</li> </ul> </li> <li>• The predominant risk is in relation to arranging and managing elections and/ or referendums at short notice.</li> </ul>	<p><i>This is a known issue given the parliamentary uncertainty surrounding Brexit.</i></p>	<ul style="list-style-type: none"> <li>• Desk-based project planning is being undertaken to assist in preparing for unscheduled polls.</li> <li>• The key issues remains the actual date of the election and formal confirmation that the poll will proceed.</li> <li>• Once this information has been confirmed, practical actions and resources can be authorised to book polling stations, hire count venues, recruit and train staff and print/ purchase significant volumes of election stationary (i.e. ballot papers, postal votes, polling station sundries).</li> </ul>	<p>Governance and Legal</p>	<p>Recorded in:</p> <ul style="list-style-type: none"> <li>• Governance and Legal Directorate Risk Register</li> </ul>
<p><i>Changing Legislation</i></p> <ul style="list-style-type: none"> <li>• Preparing to leave the EU has required a substantial programme of legislation.</li> <li>• While EU-derived laws are due to be copied on to the UK statute book at the point of exit by the EU (Withdrawal) Act, a significant amount of secondary legislation has been required to amend this body of law to ensure it continues to operate effectively once the UK has left the EU.</li> <li>• Whilst responsibility for this lies with the UK/ Welsh Government, changing legislation will have an impact on the delivery of the Council's service areas.</li> </ul>	<p><i>This is a known issue as the UK prepares to leave the EU. The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i></p>	<ul style="list-style-type: none"> <li>• The Council continues to monitor changes in legislation, linking with relevant forums and regional/ national bodies.</li> <li>• The Council continues to engage with specific service discussions at a local, regional and national level.</li> </ul>	<p>Corporate Issue</p>	<p>No risks recorded</p>

Shared Regulatory Service (SRS)				
<ul style="list-style-type: none"> <li>Whilst existing legislation will continue to apply immediately post-Brexit, there are concerns that in time the rules regarding Environmental Health and Trading Standards will become uncertain.</li> <li>Changing legislation may lead to increased demand from businesses (for example, from those who need Export Health Certificates (EHCs) and/ or advice in relation to distance selling and e-commerce and product safety etc.)</li> <li>There is a risk that this may in turn lead to a breakdown in regulatory control, leading to consumer uncertainty and potential shortages of products and foods.</li> <li>There are potential public health implications linked to this, as well as economic loss due to business uncertainty (alongside the lack of ability to import and export products to and from the EU if a no-deal situation exists).</li> </ul>	<p><i>The UK Government has published numerous pieces of guidance which consider regulations and standards after Brexit<sup>26</sup>.</i></p>	<ul style="list-style-type: none"> <li>A risks assessment has been completed by the Shared Regulatory Service, including local and corporate actions/ planning, which is continuing to be monitored and updated.</li> <li>Officer authorisations have been amended to take into account the changes to legislation that are taking place as a result of the EU Withdrawal Act 2018, and to ensure that officers will continue to regulate businesses post-Brexit.</li> <li>In some specific areas, such as food safety, the Shared Regulatory Service has been following the Welsh Government lead in reviewing capability to provide Export Health Certificates (EHCs) to businesses (where required) following Brexit.</li> <li>Officers are attending briefing and training sessions across the range of Trading Standards and Health disciplines to ensure that they are kept informed of the latest Regulatory Brexit implications.</li> </ul>	Shared Regulatory Service	<p>Recorded in:</p> <ul style="list-style-type: none"> <li>Shared Regulatory Services Risk Register – this is separate to the Council's Directorate Risk Registers</li> </ul>

<sup>26</sup> UK Government: Regulations and standards after Brexit <https://www.gov.uk/guidance/regulations-and-standards-after-brexit>

## Returners from the EU

<ul style="list-style-type: none"> <li>• There is a risk that UK emigrants will return to the UK, requiring local government support/ services.</li> <li>• There is little local level emigration data to deduce an estimate of expected UK returnees from the EU. Using the migration data available we can estimate that, since 2012, 4,094 individuals have emigrated from Cardiff to the EU.</li> </ul>	<p><i>The issue was raised in a Welsh Government letter to the WLGA. The UK Government has produced two policy papers on citizens' rights in the event of a no-deal Brexit<sup>27 28</sup> and the European Commission has published an overview table and Q&amp;A regarding the rights of UK nationals residing in the EU<sup>29</sup>. The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i></p>	<ul style="list-style-type: none"> <li>• It is not possible to estimate what percentage of UK emigrants to the EU will return to the UK within any given timescale.</li> <li>• In a no-deal scenario, arrangements will be made to ensure continuity of payments for those who return and are already in receipt of UK state pension or other UK benefits while living in the EU. UK nationals considering returning to the UK and planning to make new applications for benefits and services have been advised to check eligibility requirements on gov.uk. The usual entitlement conditions, which exist for both resident and returning UK nationals, will apply and the UK Government expect most returning UK nationals will be able to satisfy the necessary eligibility requirements.</li> <li>• In the case of a no-deal scenario, UK nationals returning to live in the UK who meet the ordinary residence test will be able to use NHS and Education Services.</li> </ul>	Corporate Issue	<p>Recorded within:</p> <ul style="list-style-type: none"> <li>• Housing and Communities Brexit Assurance Statement</li> </ul>
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<sup>27</sup> Citizens' Rights – EU citizens in the UK and UK nationals in the EU

[https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment\\_data/file/790570/Policy\\_Paper\\_on\\_citizens\\_rights\\_in\\_the\\_event\\_of\\_a\\_no\\_deal\\_Brexit.pdf](https://assets.publishing.service.gov.uk/government/uploads/system/uploads/attachment_data/file/790570/Policy_Paper_on_citizens_rights_in_the_event_of_a_no_deal_Brexit.pdf)

<sup>28</sup> Citizens' Rights – UK nationals in the EU

<sup>29</sup> European Commission: Citizens' rights [https://ec.europa.eu/info/brexit/brexit-preparedness/citizens-rights\\_en](https://ec.europa.eu/info/brexit/brexit-preparedness/citizens-rights_en)



		<ul style="list-style-type: none"> <li>• In relation to UK nationals with EU or non-EU national family members, bringing close family members back to the UK depends on when the relationship started. For relationships that began before Brexit, UK nationals will be able to be joined by their spouse or partner and other existing close family members (and they can apply to the EU Settlement Scheme) until 29 March 2022. For relationships that began after Brexit, the deadline is until 31 December 2020. After these dates, UK Family Immigration Rules will apply.</li> </ul>		
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## Economy

Issue	Source	Mitigation	Responsibility	Is this recorded in the Corporate/ Directorate Risk Register?
<b>Cardiff-wide Economic Impacts</b>				
<ul style="list-style-type: none"> <li>The long-term impact<sup>30</sup> on Wales of a no-deal Brexit is estimated to be broadly similar to the UK as a whole; a negative impact on the economy of 8.1%.</li> <li>Many Cardiff-based firms are reliant on access to EU markets: 46% of Cardiff's exports go to the EU.</li> <li>In the short-term<sup>30</sup>, a no-deal Brexit could result in a recession, rises in inflation (such as an increase in food/ fuel prices) and unemployment, placing pressure on real incomes and real consumer spending.</li> <li>Brexit could also lead to a decline of investment trends.</li> </ul>	<p><i>Welsh Government economic analysis was provided in the September 2019 paper 'A Brighter Future for Wales: Why we should remain in the EU'<sup>31</sup>.</i></p>	<ul style="list-style-type: none"> <li>Economic Development are producing an assessment of the local economic implications of a no-deal Brexit, including a position as to what the Council can and cannot do to address local economic shocks (such as a recession).</li> </ul>	Corporate Issue	No risks recorded
<b>Local Businesses</b>				
<p><i>Support for Businesses and the Labour Market</i></p> <ul style="list-style-type: none"> <li>The current uncertainty about the form of Brexit is extremely challenging for</li> </ul>	<p><i>The UK Government publishes up-to-date guidance for businesses regarding Brexit<sup>32</sup>. The</i></p>	<ul style="list-style-type: none"> <li>Given the unprecedented nature of the sort of economy-wide adjustment that would be required</li> </ul>	Economic Development	No risks recorded

<sup>30</sup> The Long-term impact can be interpreted as around 15 years after the UK's new relationship with the EU comes into effect, whereas the short-term can be interpreted as the five years following the UK's withdrawal from the EU.

<sup>31</sup> A Brighter Future for Wales: Why we should Remain in the EU [https://llyw.cymru/dyfodol-mwy-disglair-i-gymru-y-rhesymau-dros-aros-yn-yr-ue?\\_ga=2.174845541.636311140.1569429473-1413181683.1557838270](https://llyw.cymru/dyfodol-mwy-disglair-i-gymru-y-rhesymau-dros-aros-yn-yr-ue?_ga=2.174845541.636311140.1569429473-1413181683.1557838270)

<sup>32</sup> UK Government: Find Brexit guidance for your business <https://www.gov.uk/find-eu-exit-guidance-business>

<p>businesses across the UK. Information available is typically generic, making it exceedingly difficult for businesses to plan.</p> <ul style="list-style-type: none"> <li>• The Confederation of British Industry (CBI) published a report in July 2019 which concluded that no one is ready for a no-deal Brexit.</li> <li>• Some sectors are particularly exposed in terms of having a high number of staff who are EU nationals (these are estimated as being: wholesale and retail trade; human health and social work activities; and education). There is therefore a need to ensure that workers are aware of and engaged in the EU Settlement Scheme (EUSS).</li> <li>• Recruitment/ retention difficulties may therefore be exacerbated in some sectors due to immigration restrictions for EEA nationals or EEA nationals choosing to leave the UK.</li> <li>• Furthermore, there are sectors (with large and medium sized firms) which could be vulnerable to the EU transition process in a broad sense. For instance, in relation to the effect of tariffs on firm inputs, effects linked to loss/ reduced access to EU</li> </ul>	<p><i>Welsh Government's Business Wales Portal is also a 'starting point' for all businesses in Wales as they prepare for Brexit<sup>33</sup>. In July 2019 the Confederation of British Industry (CBI) published a report which put forward 200 recommendations to help with no-deal preparations for UK, EU and companies<sup>34</sup>. The Welsh Government commissioned Cardiff Business School to produce the report 'EU Transition and Economic Prospects for Large and Medium Sized Firms in Wales' in August 2017<sup>35</sup>. The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i></p>	<p>in a no-deal scenario, it is impossible to accurately predict the ability of businesses to adapt.</p> <ul style="list-style-type: none"> <li>• In order to encourage dialogue with businesses to ensure that they are aware of the issues in terms of Brexit, alongside the support and processes that are being put in place (including the EUSS), Cardiff Council is planning to host an employer/ business engagement event.</li> <li>• The event is scheduled to take place in October 2019, being generic, covering all sectors.</li> <li>• The Council is also planning to host a Brexit Round Table Event, which will see a selection of core businesses/ business leaders in Cardiff discuss key matters surrounding Brexit. The date of the event is to be confirmed.</li> <li>• The Council is also working separately to engage specifically with sectors in Cardiff who have a high EU national workforce.</li> </ul>		
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<sup>33</sup> Business Wales Brexit Portal [https://businesswales.gov.wales/brexit/home?\\_ga=2.106936323.1058582051.1566300912-1549168702.1563185233](https://businesswales.gov.wales/brexit/home?_ga=2.106936323.1058582051.1566300912-1549168702.1563185233)

<sup>34</sup> What comes next? The business analysis of a no-deal <https://cbicdnend.azureedge.net/media/3093/what-comes-next.pdf?v=20190808.1>

<sup>35</sup> EU Transition and Economic Prospects for Large and Medium Sized Firms in Wales (August 2017) [https://gov.wales/sites/default/files/publications/2019-05/eu-transition-and-economic-prospects-for-large-and-medium-sized-firms-in-wales\\_0.pdf](https://gov.wales/sites/default/files/publications/2019-05/eu-transition-and-economic-prospects-for-large-and-medium-sized-firms-in-wales_0.pdf)

<p>networks and institutions etc. The sectors considered most at risk include: Aerospace systems and services; automotive, transportation and related; and electrical engineering components, semiconductors. However, it must be noted that often the particular circumstances facing individual business and the characteristics of the business can be more important than the sector to which they belong. Outcomes will also be influenced by supply chain effects, impacts on imported inputs and by the potentially large macroeconomic consequences.</p>		<ul style="list-style-type: none"> <li>The Council is continuing to push a signposting service for support for businesses – such as Business Wales and Central Government support/ guidance</li> <li>The Council is also seeking the views of businesses on the impact of a no-deal Brexit. Part of this will include sending out a survey, with questions regarding the impact on employees and turnover, alongside specific support businesses require to plan for a no-deal Brexit.</li> </ul>		
<p><i>Trade and Regulations</i></p> <ul style="list-style-type: none"> <li>In a no-deal scenario, both the UK and the EU would need to apply customs and excise rules and VAT to goods moving between the UK and EU, as they are currently applied to goods traded in the rest of the world. Many businesses (who currently only trade with the EU) would need to interact with customs processes for the first time.</li> </ul>	<p><i>If the UK leaves the EU without a Withdrawal Agreement, the EU will treat the UK as a third country for trade in goods and services. All rights and reciprocal arrangements with the EU end. The UK Government continues to issue guidance in this area<sup>36 37 38 39</sup>. The issue was raised within the</i></p>	<ul style="list-style-type: none"> <li>The Council is continuing to push a signposting service for support for businesses – such as Business Wales and Central Government support/ guidance.</li> <li>It is important that businesses in Cardiff are supported to develop greater international trade and investment opportunities, particularly from emerging markets.</li> </ul>	Economic Development	No risks recorded

<sup>36</sup> Regulations and standards after Brexit <https://www.gov.uk/guidance/regulations-and-standards-after-brexite>

<sup>37</sup> Check temporary rates of customs duty (tariffs) on imports after a no-deal Brexit <https://www.gov.uk/guidance/check-temporary-rates-of-customs-duty-on-imports-after-eu-exit>

<sup>38</sup> Exporting after Brexit if there's no deal – country by country <https://www.gov.uk/government/collections/exporting-after-eu-exit-country-by-country>

<sup>39</sup> Selling services to the EU, Switzerland, Norway, Iceland and Liechtenstein after Brexit <https://www.gov.uk/guidance/providing-services-to-any-country-in-the-eu-iceland-liechtenstein-norway-or-switzerland-after-eu-exit>

<ul style="list-style-type: none"> <li>• There are therefore unquantifiable risks related to complex supply chains and regulatory issues.</li> <li>• Although the Government has made progress in ensuring that additional controls at the UK border would not cause disruption, including phasing Entry Summary Declarations and Transitional Simplified Procedures, those imposed by Member States could be disruptive.</li> <li>• Industries will also need to respond to the application of EU tariffs (these would vary by sector). While for some sectors the effect of any tariffs would be minor, other sectors would be more affected (for example, the EU would introduce tariffs of around 70% on beef and 45% on lamb exports from the UK, and 10% on finished automotive vehicles).</li> </ul>	<p><i>Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i></p>			
<b>Cardiff's Port</b>				
<p><i>Potential for Disruption</i></p> <ul style="list-style-type: none"> <li>• There is a potential for disruption to imports and exports, along with issues in terms of the potential customs regime and what checks could be required post-Brexit.</li> <li>• There are no Border Inspection Points (BIPS) in Wales and, as such, food of animal origin or high risk foods not of animal origin cannot be imported through a Welsh port.</li> </ul>	<p><i>If the UK leaves the EU without a Withdrawal Agreement, the EU will treat the UK as a third country for trade in goods and services. All rights and reciprocal arrangements with the EU end. The UK Government has</i></p>	<ul style="list-style-type: none"> <li>• Whilst the potential for disruption to imports and exports is a matter for customs and not the Shared Regulatory Service, the Service will liaise with customs and refer matters should the need arise.</li> <li>• The Shared Regulatory Service are monitoring vessel movements in and out of the port.</li> </ul>	<p>Shared Regulatory Services</p>	<p>Recorded in:</p> <ul style="list-style-type: none"> <li>• Shared Regulatory Services Risk Register – this is separate to the Council's Directorate Risk Registers</li> </ul>

<ul style="list-style-type: none"> <li>There is a risk in that attempts will be made to import such products in a no-deal Brexit.</li> </ul>	<p><i>considered the consequences of this and how supplies might be influenced/ disrupted<sup>13</sup>. The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i></p>	<ul style="list-style-type: none"> <li>There has not been any food arriving into the Cardiff port over the past 12 months and the Service is not aware of any food exports through the port.</li> <li>Monitoring is planned to increase to determine whether no-deal Brexit influences this in any way (but there is currently no indication of this).</li> </ul>		
<b>EU Funding post-Brexit</b>				
<p><i>The Future of Regional Funding</i></p> <ul style="list-style-type: none"> <li>In financial terms, Wales is a net beneficiary of EU membership, currently receiving about £680 million in EU funding per annum.</li> <li>In the event that the UK leaves the EU in October 2019 without a deal, the UK Treasury has provided a full lifetime expenditure guarantee for projects approved before the end of December 2020.</li> <li>The Council currently has two live projects supported by approximately £1.2 million in funding through the European Social Fund (ESF): Inspire2Achieve and Communities4Work.</li> </ul>	<p><i>The UK Government has published information regarding the background and issues for consideration concerning the proposed Shared Prosperity Fund<sup>40</sup>. Furthermore, in December 2017, the Welsh Government published a policy paper regarding Regional Investment in Wales after Brexit<sup>41</sup>. The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i></p>	<ul style="list-style-type: none"> <li>Discussions are planned to take place, where relevant, as to whether the Council can continue as a project partner on certain EU programmes (such as URBACT). Alternative options/ arrangements will be considered if issues arise.</li> <li>There is currently no clarity on what the UKSPF will look like, including how the funding will be allocated between the countries and regions of the UK.</li> <li>The Welsh Government is working to develop a future investment framework in Wales so that there is no gap in investment to</li> </ul>	Economic Development	No risks recorded

<sup>40</sup> The UK Shared Prosperity Fund <https://researchbriefings.parliament.uk/ResearchBriefing/Summary/CBP-8527>

<sup>41</sup> Regional Investment in Wales after Brexit <https://gov.wales/sites/default/files/publications/2018-10/regional-investment-in-wales-after-brexit.pdf>

<ul style="list-style-type: none"> <li>• Whilst an expenditure guarantee has been provided, for projects where the UK will be outside the programme structure (for example, URBACT), discussions will be required as to whether the Council can continue as a project partner.</li> <li>• Even if a deal were to be reached, EU structural funds will come to an end after withdrawal. The replacement for the EU funds is entirely a domestic UK matter.</li> <li>• It is unclear how much funding the Council will receive through the United Kingdom Shared Prosperity Fund (the UK Government proposed alternative funding system).</li> </ul>		<p>businesses, people and communities. The work is, however, contingent on full funding and autonomy being met by UK Government.</p> <ul style="list-style-type: none"> <li>• It is therefore difficult to prepare until clarity is given on what the UKSPF will look like or how it will be allocated across the UK.</li> <li>• Economic Development continue to monitor UK and Welsh Government updates.</li> </ul>		
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## Major Disruption

A number of reports have speculated that there may be major disruptions arising as a result of Brexit, particularly a No-Deal Brexit. The Council has reviewed its Business Continuity Planning arrangements which take account of major incidents.

Issue	Source	Mitigation	Responsibility	Is this recorded in the Corporate/ Directorate Risk Register?
<b>Protests</b>				
<ul style="list-style-type: none"> <li>The potential for social unrest following any withdrawal from the EU, as neither Leave nor Remain voters feel their concerns are being met.</li> </ul>	<i>The issue was outlined within the UK Government's 'Operation Yellowhammer: HMG Reasonable Worst Case Planning Assumptions' document<sup>12</sup>.</i>	<ul style="list-style-type: none"> <li>The Council has well-established Business Continuity Arrangements and Emergency Management structures which will account for some of the potentially major disruptions associated with Brexit. This includes partnership working (such as with the South Wales Police).</li> </ul>	Corporate Issue	Recorded in: <ul style="list-style-type: none"> <li>Corporate Risk Register</li> </ul>
<b>Food Shortages</b>				
<ul style="list-style-type: none"> <li>Within a report which analyses the implications for business and trade of a no-deal exit<sup>11</sup>, the UK government states that there is the potential for disruption to the food supply chain with border delays likely.</li> <li>30% of the UK's food supply comes from the EU and therefore, although our food supply is diverse, resilient and sourced from a wide variety of countries, the potential for disruption to trade across the Short Channel Crossings would lead to</li> </ul>	<i>The issue was outlined within the UK Government's 'Operation Yellowhammer: HMG Reasonable Worst Case Planning Assumptions' document<sup>12</sup>. The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i>	<ul style="list-style-type: none"> <li>The Council has well-established Business Continuity Arrangements and Emergency Management structures which will account for some of the potentially major disruptions associated with Brexit. This includes partnership working (such as with the Food Standard Agency (FSA)).</li> </ul>	Corporate Issue	Recorded in: <ul style="list-style-type: none"> <li>Corporate Risk Register</li> </ul>



<p>reduced availability and choice of products.</p> <ul style="list-style-type: none"> <li>This would not lead to an overall shortage of food in the UK, and less than 1 in 10 food items would be directly affected by any delays across the Short Channel Crossings. However, in the absence of other action from Government, some food prices are likely to increase, and there is a risk that consume behaviour could exacerbate, or create, shortages in this scenario.</li> </ul>				
<b>Disruption to Water Supply (Infrastructure)</b>				
<ul style="list-style-type: none"> <li>The most significant water-specific risk that has been identified is the possibility that congestion at ports or on roads could delay the import of chemicals used in water and wastewater treatment processes.</li> <li>Companies are trying to ensure that they carefully manage the supplies of key water treatment chemicals but for those chemicals with a short shelf-life, problems could arise if there were delays in delivery over a sustained period of time.</li> <li>Any shortage of water treatment chemicals could also impact on those private water supplies regulated by local authorities using chemical treatment to ensure safe drinking water.</li> </ul>	<p><i>The issue was outlined within the UK Government's 'Operation Yellowhammer: HMG Reasonable Worst Case Planning Assumptions' document<sup>12</sup>. The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i></p>	<ul style="list-style-type: none"> <li>The Council has well-established Business Continuity Arrangements and Emergency Management structures which will account for some of the potentially major disruptions associated with Brexit. This includes partnership working / joint action planning (with Public Health Wales and Dwr Cymru).</li> </ul>	Corporate Issue	<p>Recorded in:</p> <ul style="list-style-type: none"> <li>Shared Regulatory Services Risk Register – this is separate to the Council's Directorate Risk Registers</li> </ul>

Fuel Shortages/ Disruptions to Transport				
<ul style="list-style-type: none"> <li>Border delays could lead to severe traffic disruption, which could affect the distribution of fuel.</li> <li>This in turn could lead to disruptions to transport.</li> <li>Furthermore, UK citizens travelling to and from the EU may be subject to increased checks at border posts. It is likely delays will occur for UK arrivals and departures at EU airports and ports, which could also cause some disruption on transport services.</li> </ul>	<p><i>The issue was outlined within the UK Government's 'Operation Yellowhammer: HMG Reasonable Worst Case Planning Assumptions' document<sup>12</sup>. The issue was raised within the Welsh Government's assessment of the impact of a no-deal Brexit<sup>5</sup>.</i></p>	<ul style="list-style-type: none"> <li>The UK Government Guidance Note on Oil and Gas suggest that the UK has existing provisions to maintain emergency oil stocks that can be released in response to disruptions to the oil market. This can, however, be compounded by consumer behaviour.</li> <li>The Council has well-established Business Continuity Arrangements and Emergency Management structures which will account for some of the potentially major disruptions associated with Brexit.</li> <li>As we enter October 2019, the Council will be consciously increasing tank levels despite price fluctuations to ensure that volume and high levels of stock take priority.</li> </ul>	Corporate Issue	<p>Recorded in:</p> <ul style="list-style-type: none"> <li>Corporate Risk Register</li> </ul>
Outbreak of Disease				
<ul style="list-style-type: none"> <li>Any disruption that reduces, delays or stops the supply of medicines for UK veterinary use would reduce our ability to prevent and control disease outbreaks, with potential harm to animal health and welfare, the environment and wider food safety and availability, as well as, in the case of zoonotic diseases, posing a risk to human health.</li> </ul>	<p><i>The issue was outlined within the UK Government's 'Operation Yellowhammer: HMG Reasonable Worst Case Planning Assumptions' document<sup>12</sup>. The issue was raised within the Welsh Government's</i></p>	<ul style="list-style-type: none"> <li>The Council has well-established Business Continuity Arrangements and Emergency Management structures which will account for some of the potentially major disruptions associated with Brexit. This includes partnership working / joint action planning (with Public Health Wales and Dwr Cymru).</li> </ul>	Corporate Issue	<p>Recorded in:</p> <ul style="list-style-type: none"> <li>Corporate Risk Register</li> </ul>

	<i>assessment of the impact of a no-deal Brexit<sup>5</sup>.</i>			
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**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**16 October 2019**

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**Budget Consultation 2019/20**

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**Reason for this Report**

1. To provide a policy development opportunity for the Committee to review developing practice and methodologies for budget consultation.

**Background and Context**

2. The Committee's Terms of Reference confer responsibility for scrutiny of the Council's citizen engagement and consultation activity. Therefore in December 2018 Members considered the Council's approach to budget consultation, following which they made representation to the Cabinet that they considered there was opportunity for improvement in the Council's methodological approach.
3. The Cabinet Member for Finance, Modernisation & Performance responded to Members concerns positively, highlighting that timescales are short between the announcement of the Local Government Settlement in October and publication of the budget consultation survey in November, but that he was committed to exploring opportunities for working with the Committee on the development of the 2020/21 budget consultation document. The correspondence that sets the context for this scrutiny is attached at **Appendices 1a and 1b**.
4. All five Scrutiny Committees routinely scrutinise budget proposals in February, and regularly monitor the Council's financial performance throughout the year. Each year the analysis of the results of the annual budget consultation is presented alongside the budget proposals.

## **Issues - key developments**

5. Attached at **Appendix 2** is a presentation the Committee will receive outlining the Council's consultation programme from September 2019 to January 2020 in preparation for the Council setting its 2020/21 budget in February 2020.
6. In a departure from last year, the 2019-20 consultation programme will separate the Ask Cardiff Residents Survey 2019 from the Changes for Cardiff Budget Consultation 2020-21.
7. Members may be aware that the Ask Cardiff 2019 Residents Survey, attached at **Appendix 3** is currently live, and this will close early in November.
8. Alongside the Ask Cardiff Survey the Child Friendly City survey of Cardiff schools seeking the views of all school pupils is also live and closes on 25<sup>th</sup> October 2020.
9. The intention is that the Budget Consultation will be launched in November 2019 and run until early January 2020. However Welsh Government has indicated there is the possibility of a delay in the Local Government Settlement, which will have an impact on both methodology and timescales for the budget consultation.
10. The consultation will be electronically distributed via social media and email, with paper copies available at libraries and hubs, supplemented by engagement events targeting underrepresented groups and areas face to face.

## **Previous Scrutiny**

11. In addition to this Committee's concerns raised in December 2018, there were concerns raised from several other scrutiny committees when considering the budget consultation in February 2019. Common concerns centred on reaching 'seldom heard' groups, the use of plain English, informed judgement versus information overload, and pre-publication testing and scrutiny.

12. The Scrutiny Chairs Liaison Forum consequently requested that the Cabinet Member and officers brief them on the development of the budget consultation, and were advised in September that:

- The 10 week Ask Cardiff consultation has got off to a positive start.
- The Child Friendly City survey mirrors the themes of the Ask Cardiff survey.
- The budget consultation will be digital by default with the majority of responses expected from the online surveys, and be supplemented with targeted events.
- A midpoint review will be undertaken to ensure that a balance is achieved in terms of demographic and geographic responses.
- The surveys will be promoted with known networks, partners and faith groups.

13. Following the Forum Scrutiny Chairs raised the following concerns and proposals:

- The BAME community needs to be effectively identified in planning for the consultation to ensure successful engagement, acknowledging that a range of denominations exist within faith groups. Elected members offered to provide contact information for relevant faiths groups within their wards to promote the consultation.
- It is important that the methodology encourages equality of responses from both the Southern Arc and North of Cardiff.
- Engaging young people could be supported with the use of Schools Councils.
- Members who are School Governors are able to promote the surveys within schools.

### **Scope of the Scrutiny**

14. This item will give Members the opportunity to consider and comment on the methodology developing for the 2020 budget consultation, Changes for Cardiff.

15. To facilitate the scrutiny in attendance will be:

- a. Cabinet Member for Finance, Modernisation & Performance, Councillor Chris Weaver,
- b. Corporate Director Resources, Christopher Rees,
- c. Head of Performance and Partnerships, Gareth Newell, and
- d. Operational Manager, Cohesion and Community Engagement, Sian Sanders.

16. Sian will give a presentation on the budget consultation, and the panel will answer Members questions.

### **Legal Implications**

17. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

### **Financial Implications**

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



at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

## **RECOMMENDATIONS**

19. The Committee is recommended to:

- i. Note the proposed approach to the 2020 budget consultation;
- ii. Consider whether it wishes to relay any comments or observations for consideration by the Cabinet Member for Finance, Modernisation & Performance and the consultation team.

**DAVINA FIORE**

Director, Governance & Legal Services

10 October 2019

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Date: 17 December 2018

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

Dear Chris,

### **Policy Review & Performance Scrutiny Committee: 12 December 2018**

A sincere thank you for attending the Policy Review and Performance Scrutiny Committee in December to consider progress in addressing the Budget Reduction Requirement for 2019/20 and the budget consultation Changes for Cardiff. Following the scrutiny, Members agreed that I pass on the following observations captured during the Way Forward for your consideration.

#### **Oversight of budget planning**

The Committee notes that until the Final Settlement is confirmed there are some uncertainties that Cabinet will need to debate further to ensure the budget gap is closed.

We note that should the settlement be greater than forecast then the option of retaining a Financial Resilience Mechanism within the Council's budget will be reviewed. We take on board that some notable uncertainties exist around proposals for funding, such as Teachers pension, and that proposed Council Tax increases have not yet been agreed, and could exceed last year's levels with Welsh Government clearance. We note also that final proposals will include the Section 151 officer's advice to Cabinet and take into consideration the longer term budget prospects for 2020/21.

Members were interested to hear that the proposed directorate savings totalling £19,377m this year, at the highest point had been £42.3m in previous years. We

note that proposed new grants from Welsh Government are understood to relate to additional activities.

## **Budget Consultation 2019/20**

The Committee is of the opinion that the budget consultation this year is not straightforward to complete. Specific observations were:

- Some questions exploring issues, such as *foster care* and *funding for city events*, require the respondent to make a judgement without providing the figures that would enable an informed judgement.
- There is considerable information contained in the survey, and the questions are peppered throughout. Members suggest that if the questions were concentrated in a removable section, then the remaining information could be retained as a useful resource for future reference.
- We consider that some of the questions are leading.
- Members consider some of the language used in the survey, such as referring to foster caring as a career, could be improved upon.
- Importantly, Members have concerns about an apparent lack of pre-launch testing. We consider that this survey could have been improved had it been tested with Councillors, minority groups, and particularly with the Youth Council.
- We acknowledge that timescales are short between the announcement of the Local Government Settlement in October and publication of the survey in November, however we believe scrutiny of the draft survey would benefit all and urge you to factor engagement with scrutiny into your planning timelines for the 2020/21 budget consultation.

The Committee wishes to endorse the importance of focus group work to inform the survey, and particularly your targeted community work with ethnically diverse minority groups, using sensitive and appropriate facilitators.

Once again, on behalf of the Committee, please pass my sincere thanks to all who attended PRAP Scrutiny Committee for consideration of the ongoing challenges of the Budget Strategy for 2019/20. Our oversight of progress in budget planning does

not require a response, however I look forward to a response to our suggestions for improvement in respect of future budget consultation exercises.

Yours sincerely,

A handwritten signature in black ink, appearing to read 'David Walker', with a stylized, cursive script.

**COUNCILLOR DAVID WALKER**

**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Members of the Policy Review & Performance Scrutiny Committee  
Christine Salter, Corporate Director Resources  
Ian Allwood, Head of Finance  
Gareth Newell, Policy, Partnerships and Citizen Focus Manager  
Joanne Watkins, Cabinet Office Manager  
Heather Warren, Cabinet Support Officer.

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Fy Nghyf / My Ref: CM40750

Dyddiad / Date: 1st February 2019

Councillor David Walker  
Cardiff Council  
County Hall  
Atlantic Wharf  
CARDIFF  
CF10 4UW

Annwyl/Dear Councillor Walker

### **PRAP - Budget Progress Overview & Consultation**

Thank you for your letter following the Policy Review & Performance Scrutiny Committee held on 12th December 2018. I apologise for the slight delay in responding.

### **Budget Consultation 2019/20**

Thank you for the Committee's comments on the budget consultation for 2019/20. We will take these on board in developing the consultation next year.

It remains my view that overall, the document succeeds in explaining complex issues relating to the Council's budget in a simple way, both in terms of the language used and through the use of infographics. For example, the first 10 pages of the consultation document are dedicated to explaining major trends in the city, how these translate into demand pressures and what this means for the funding of Council services. I feel too that the document this year benefits from a greater policy focus, with our budget proposals clearly aligned to Capital Ambition priorities and also seeks to explain how savings and proposals that are not part of the budget consultation contribute to closing the Council's 'budget gap.' This understanding of wider context is vital to helping consultees make an informed judgement on the specific budget proposals.

In relation to your comment on ensuring that sufficient information is available to respondees to make an informed judgement on specific proposals, the document seeks to strike a balance between providing too much detail and

#### **ATEBWCH I / PLEASE REPLY TO :**

Swyddfa Cymorth Y Cabinet / Cabinet Support Office, Ystafell / Room 518, Neuadd y Sir / County Hall  
Glanfa'r Iwerydd / Atlantic Wharf, Caerdydd/Cardiff, CF10 4UW  
Ffon / Tel: (029) 2087 2598

#### **GWEITHIO DROS GAERDYDD, GWEITHIO DROSOCH CHI**

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

#### **WORKING FOR CARDIFF, WORKING FOR YOU**

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



ensuring that it remains accessible and easy to read. That is why, wherever possible, reference is made in the consultation to the specific detail in the budget proposal summary document.

That said, I take the Committee's comments on board in relation to the clarity of certain passages and improvements that could be made to the consultation in future years. Recognising that the timescales are short between the announcement of the Local Government Settlement in October and publication of the survey in November, I am committed to exploring opportunities for working with the Committee on the development of the consultation document for next year's budget.

Yn gywir  
Yours sincerely



**Councillor / Y Cyngorydd Chris Weaver**  
**Cabinet Member for Finance, Modernisation & Performance**  
**Aelod Cabnet dros Gyllid, Moderneiddio a Pherfformiad**





# Overview of consultation practice and development 2019 - 2020

Page 65



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



# Contents

- **Feedback from Scrutiny**
- **Overview of consultation programme September 2019-January 2020**
- **Reviewing consultation practice:** where we are now
- **Developing consultation practice:** proposals for enhancing consultation during 2019-2020
- **Discussion & feedback**



CREV GWIR IN THESE STONES  
FEL GWYDR HORIZONS  
OR WYNAIS AWENING

# Feedback from Scrutiny

Common themes from committees include:

- Reaching 'seldom heard' groups
- Plain English
- Informed judgement vs information overload
- Pre-publication testing and scrutiny



# Overview of consultation programme September 2019-January 2020



# Overview of consultation programme September 2019-January 2020

## Ask Cardiff 2019:



- Annual residents' survey seeking views on life in the city and levels of satisfaction with a range of public services
- Launch on 16<sup>th</sup> September and live for ten weeks, closing early November
- Range of trend data and questions on topics of interest
- Condensed to 35 focused questions (reduced from over 100 questions in previous years!)
- Testing suggests that the survey takes approximately 10 minutes to complete



# Overview of consultation programme September 2019-January 2020

## Child Friendly Cities Survey:

- Live from 16<sup>th</sup> September to 25<sup>th</sup> October
- Every school in Cardiff is invited to take part
- Pilot delivered to 4 schools and survey revised to reflect pupil and teacher feedback
- Two versions available- suitable for either a primary or secondary school setting
- Recommendation that pupils will take part in the survey during a designated lesson (e.g. PSHE), with teaching staff on hand to encourage participation, help with understanding concepts and answering pupils' questions





# Overview of consultation programme September 2019-January 2020

## Child Friendly Cities Survey:

Understanding the views and experiences of young people in Cardiff, covering a range of topics including:

- Page 71
- Children's Rights
  - Education & Skills
  - Participation
  - Your Neighbourhood
  - Crime
  - Youth Services
  - Hubs/Libraries
  - Leisure & Parks
  - Physical Activity
  - Health & Well-being

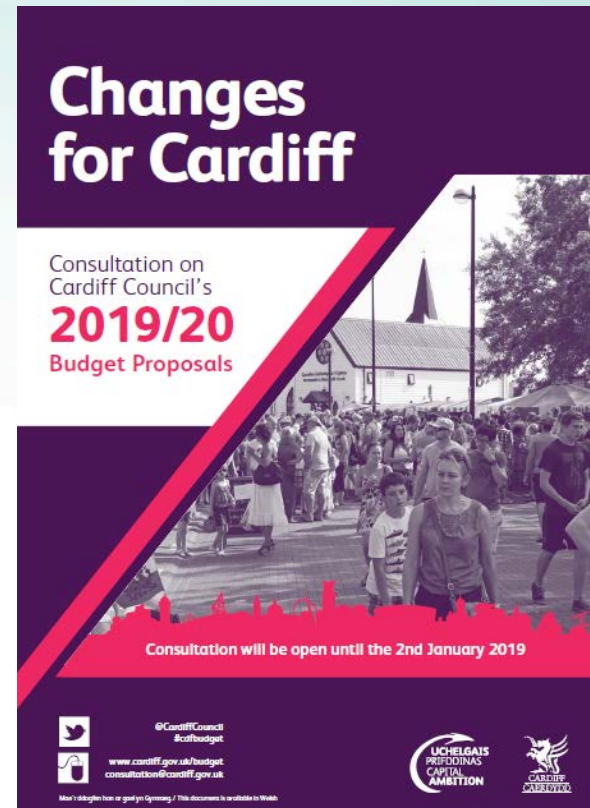


# Overview of consultation programme September 2019-January 2020

## Budget Consultation 2020-2021:

- Will launch in December 2019 and be live until January 2020
- Electronic survey distributed by social media and email, paper copies at libraries and hubs
- Supplemented by face to face engagement with a number of engagement events to target underrepresented groups and geographies.

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# Reviewing consultation practice: where we are now



# Reviewing consultation practice: where we are now

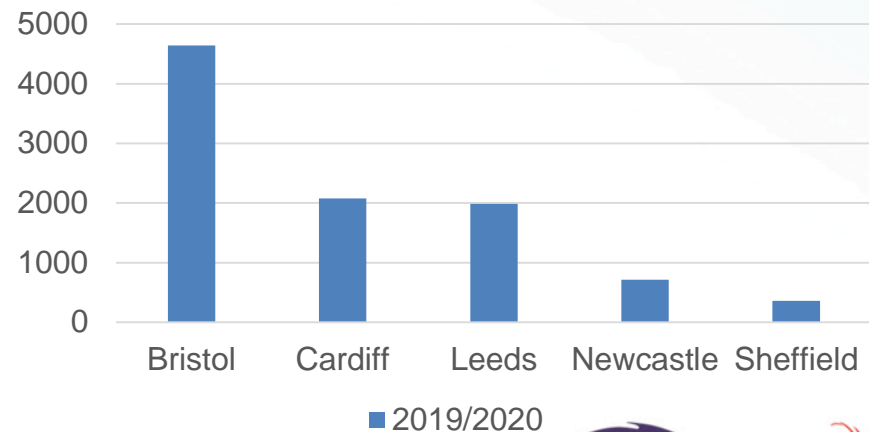
Page 74

High response rate to our consultations compared to other core cities and authorities of comparable population size

## Comparative response rate to annual residents surveys

	2016/17	2017/18	2018/19
Birmingham	1639	639	-
Bristol	1,259	696	-
Cardiff	3,348	2,520	2,937
Edinburgh	1,086	1,983	1,356
Liverpool	1,403	-	-
Newcastle	881	690	690
Swansea	771	670	-

## Comparative response rate to Budget Consultation 2019/2020



# Reviewing consultation practice: where we are now

## Hybrid of delivery and outreach methods including:

**Digital by default** – primary method is the use of online surveys-  
supplemented with a range of engagement activities to encourage  
response from underrepresented groups

Page 75

- Targeted focus groups
- Street surveys by venues with high footfall
- Collaboration with partner organisations to reach underrepresented groups



# Reviewing consultation practice: where we are now

## Balancing Gunning Principles with accessibility and survey length

Page 76

- Refining consultation documents to be sharper, shorter and more focused on the issues that matter
- Must be compliant with Gunning Principles



# Developing consultation practice: proposals for enhancing consultation during 2019-2020



# Developing consultation practice: proposals for enhancing consultation during 2019-2020

## Pre-publication testing and scrutiny

**Child Friendly Cities Survey:** Pilot delivered with 4 schools

Page 78  
**Internal volunteers testing group:** A representative group of council staff who test surveys pre-publication and provide feedback



# Developing consultation practice: proposals for enhancing consultation during 2019-2020

## Improve response rate from young people

**Up to 16 years:** Child Friendly Cities survey invites every school in Cardiff (Primary & Secondary) to take part- providing a broad evidence base of young people's experiences within Cardiff

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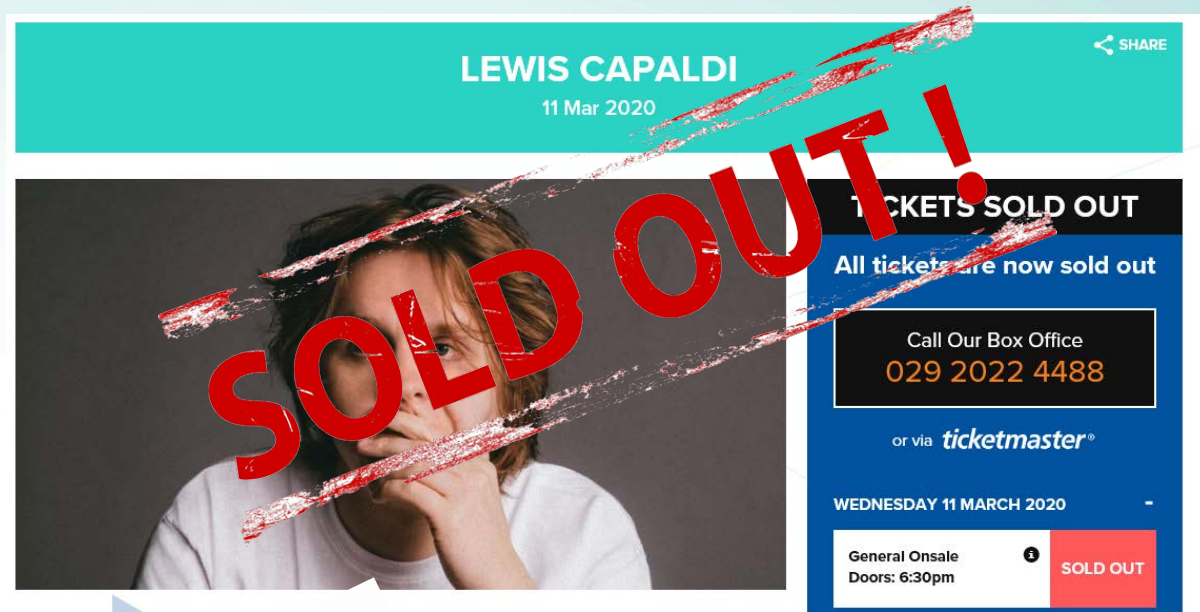
**16-25 years:** Stalls at Freshers Fairs, Cardiff & Vale College and venues offering youth provision to promote Ask Cardiff





# Developing consultation practice: proposals for enhancing consultation during 2019-2020

Page 80



Complete the **Ask Cardiff 2019 Survey** for your chance to win!





# Developing consultation practice: proposals for enhancing consultation during 2019-2020

## Improve response rate from other under-represented groups

- Engagement work will be prioritised in the Southern Arc for the first half of the Ask Cardiff & Budget 2020-2021 consultation periods.
- Profile of respondents will be analysed during a **mid-point review** after surveys have been live for four weeks
- Targeted and responsive focus groups designed and scheduled at mid-point to reach underrepresented groups based on analysis



# Developing consultation practice: proposals for enhancing consultation during 2019-2020

## Improve response rate from other under-represented groups

‘Smart’ targeted ads promoting surveys to particular demographics and post-codes: frequently reviewed to be responsive

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# Developing consultation practice: proposals for enhancing consultation during 2019-2020

## Improve response rate from other under-represented groups

Key organisations have been contact to help promote the Ask Cardiff Survey & Budget Consultation, including:

- Faith networks and places of worship
- Women's networks
- Disability groups
- C3SC, Race Equality First, EYST and others



# Developing consultation practice: proposals for enhancing consultation during 2019-2020

## Promoting representation on Cardiff Citizens' Panel

Targeted recruitment stalls at events with high footfall with new engaging branding

Page 804

Look out for the Cardiff Research Centre at:

- Multicultural Mela
- Emergency Services Fun Day
- Freshers' Fairs at Cardiff Universities

Join the **Cardiff Citizens' Panel**  
and have your say on  
the future of your city!



### WHAT IS CARDIFF CITIZENS' PANEL?

Cardiff's Citizens' Panel is a forum of residents who advise the council on local policy to shape our city's future.



### WHY JOIN CARDIFF CITIZENS' PANEL?

- ✓ Represent your Community
- ✓ Make your voice heard
- ✓ Shape Cardiff's future

# Developing consultation practice: proposals for enhancing consultation during 2019-2020

## ‘Be an Influencer’ communications campaign

- 10 x 15 second videos on why Cardiffians should make their voice heard
- Real Cardiff residents explain their motivation to participate and shape their city
- Targeted ads promoting live consultations





# Next steps...

- Ask Cardiff & Child Friendly Cities surveys: Launch today, close 24<sup>th</sup> November and 25<sup>th</sup> October respectively, Budget Consultation launches in December, closes January
- Consultation review with Policy Review and Performance Scrutiny Committee – 16<sup>th</sup> October
- Mid-point review for Ask Cardiff and Budget Consultation
- Evaluation of methods- January 2020
- Comprehensive report for members: Results from Ask Cardiff, CFC, Budget 2020/2021
- Feedback to participants 'closing the loop' – '*you said, we did*': by letter, Citizens' Panel Newsletter, comms via social media channels



# Questions and feedback



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# Ask Cardiff Residents Survey 2019





**Ask Cardiff is an annual survey undertaken by Cardiff Council. The survey gives people living and working in Cardiff and those visiting the city the chance to share their experiences of public services: the good experiences and where things could be improved.**

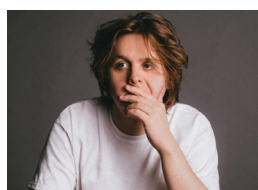
By taking around 10 minutes to complete this survey, you will help us to:

- better understand how people experience the city and our public services.
- understand what is important to you and your local community.
- make changes and improvements to our city's public services.

Last year over 4,500 people shared their views with us.

You can enter the Prize Draw to win

- Two tickets to Lewis Capaldi's sold-out concert at the Motorpoint Arena in March 2020
- £30 Love2Shop Vouchers
- £20 Love2Shop Vouchers



The survey is open until

**Sunday 24th November 2019**

The information that you provide in completing this form will be treated as confidential, in line with the requirements of the Data Protection Act 2018 and the General Data Protection Principles.

Any data supplied by you on this form will be processed in accordance with Data Protection Act requirements and in supplying it you consent to the Council processing the data for the purpose for which it is supplied. All personal information provided will be treated in the strictest confidence and will only be used by the Council or disclosed to others for a purpose permitted by law.

If you wish to withdraw consent at any time, please email [consultation@cardiff.gov.uk](mailto:consultation@cardiff.gov.uk) For further information on how we process your personal data please refer to our Privacy Policy- or contact the Data Protection Officer, Room 357, County Hall, CF10 4UW, email: [dataprotection@cardiff.gov.uk](mailto:dataprotection@cardiff.gov.uk)



1. Please provide your postcode below to allow us to more accurately pinpoint respondents' views and needs by area:-

\_\_\_\_\_

## CITY LIFE AND PUBLIC SERVICES

2. Overall, how satisfied or dissatisfied are you with Cardiff as a place to live?

- ☐ Very satisfied      ☐ Fairly satisfied      ☐ Neither  
☐ Fairly dissatisfied      ☐ Very dissatisfied      ☐ Don't know/Not Applicable

3. To what extent do you agree or disagree with the following statements? *Please tick one box for each statement.*

	Strongly agree	Tend to agree	Neither	Tend to disagree	Strongly disagree	Don't know
The quality of <b>public services</b> in Cardiff is good overall						
The quality of <b>Council services</b> in Cardiff is good overall						
The Council gives residents good value for money						

4. Overall how satisfied are you with the services the Council provides?

- ☐ Very satisfied      ☐ Fairly satisfied      ☐ Neither  
☐ Fairly dissatisfied      ☐ Very dissatisfied      ☐ Don't know

## YOUR NEIGHBOURHOOD

5. How satisfied or dissatisfied are you with your local community as a place to live?

- ☐ Very satisfied      ☐ Fairly satisfied      ☐ Neither  
☐ Fairly dissatisfied      ☐ Very dissatisfied      ☐ Don't know/Not Applicable

6. Have you visited a library or Hub in the last 12 months?      ☐ Yes      ☐ No

7. How satisfied or dissatisfied are you with the following in your neighbourhood? *Please tick one box for each*

	Very satisfied	Fairly satisfied	Neither	Fairly dissatisfied	Very dissatisfied	Don't know/ Not Applicable
Adult education						
Anti-social behaviour						
Care for the elderly						
Children's play areas						
Frequency of dog fouling						
Frequency of vandalism and graffiti						

	Very satisfied	Fairly satisfied	Neither	Fairly dissatisfied	Very dissatisfied	Don't know/ Not Applicable
Libraries/Hubs						
Parks & open spaces						
Pavement maintenance						
Public transport						
Road maintenance						
Services for the disabled						
Street lighting						
Street cleansing						
Youth services and clubs/ activities for young people						

8. To what extent do you agree that you are able to have a say on local issues or how Council services are run in your community?

☐ Strongly agree

☐ Agree

☐ Neither

☐ Disagree

☐ Strongly disagree

☐ Don't know/Not Applicable

9. Do you currently volunteer? ☐ Yes ☐ No

10. Listed below are a number of ways that you could contribute to the wellbeing of your community. Please tell us if you are, or would like to be, involved in each of the following:

	I am already involved	I would like to be involved	Not interested
Community Volunteering e.g. litter picking/ community gardening			
Act as a school governor			
Helping others in my neighbourhood e.g. shopping or visiting elderly or vulnerable people			
Increasing use of sustainable travel i.e. public transport/cycling/walking			
Learning more about how to reduce your carbon footprint			
Supporting vulnerable young people by becoming a foster carer			
Formal volunteering for an organisation or public service such as in a Hub or in a Hospital			
Become a member of a group delivering a project or activity in my community by sharing skills such as sewing, woodwork or baking			
Member of a social support group with similar interests e.g. lunch club, reading group or mother and toddler meetings			
Fundraising for local causes			
Offering apprenticeships or work experience opportunities as a business owner			
Improving community safety as part of a Neighbourhood Watch			

## HOUSING

11. To what extent do you agree or disagree with this statement: I have access to good quality housing?

- |                                      |   |                                  |
|--------------------------------------|---|----------------------------------|
| <input type="radio"/> Strongly agree | <input type="radio"/> Agree             | <input type="radio"/> Neither    |
| <input type="radio"/> Disagree       | <input type="radio"/> Strongly disagree | <input type="radio"/> Don't know |

12. Over the last 12 months would you say your housing situation has:

- |                                |   |                                |                                  |
|--------------------------------|---|--------------------------------|----------------------------------|
| <input type="radio"/> Improved | <input type="radio"/> Remained the same | <input type="radio"/> Declined | <input type="radio"/> Don't know |
|--------------------------------|---|--------------------------------|----------------------------------|

## JOBS AND THE ECONOMY

13. To what extent do you agree or disagree with this statement: Cardiff has a thriving and prosperous economy?

- |                                      |   |                                  |
|--------------------------------------|---|----------------------------------|
| <input type="radio"/> Strongly agree | <input type="radio"/> Agree             | <input type="radio"/> Neither    |
| <input type="radio"/> Disagree       | <input type="radio"/> Strongly disagree | <input type="radio"/> Don't know |

14. Over the last 12 months would you say your employment situation has:

- |                                |   |                                |                                  |
|--------------------------------|---|--------------------------------|----------------------------------|
| <input type="radio"/> Improved | <input type="radio"/> Remained the same | <input type="radio"/> Declined | <input type="radio"/> Don't know |
|--------------------------------|---|--------------------------------|----------------------------------|

15. How confident are you about your future job/career prospects in Cardiff?

- |  |  |  |
|--|--|--|
| <input type="radio"/> Very confident   | <input type="radio"/> Somewhat confident | <input type="radio"/> A little unconfident |
| <input type="radio"/> Very unconfident | <input type="radio"/> Don't know         | <input type="radio"/> N/A                  |

16. Over the last 12 months would you say your personal financial situation has:

- |                                |   |                                |                                  |
|--------------------------------|---|--------------------------------|----------------------------------|
| <input type="radio"/> Improved | <input type="radio"/> Remained the same | <input type="radio"/> Declined | <input type="radio"/> Don't know |
|--------------------------------|---|--------------------------------|----------------------------------|

## LOCAL ENVIRONMENT

17. To what extent do you agree or disagree with this statement: Cardiff has a clean environment:

- |                                      |   |                                  |
|--------------------------------------|---|----------------------------------|
| <input type="radio"/> Strongly agree | <input type="radio"/> Agree             | <input type="radio"/> Neither    |
| <input type="radio"/> Disagree       | <input type="radio"/> Strongly disagree | <input type="radio"/> Don't know |

18. Over the last 12 months would you say cleanliness in your local area has:

- |                                |   |                                |   |
|--------------------------------|---|--------------------------------|---|
| <input type="radio"/> Improved | <input type="radio"/> Remained the same | <input type="radio"/> Declined | <input type="radio"/> Don't know / Not Applicable |
|--------------------------------|---|--------------------------------|---|

19. To what extent would you agree that the air quality in Cardiff is good?

- |                                      |   |                                  |
|--------------------------------------|---|----------------------------------|
| <input type="radio"/> Strongly agree | <input type="radio"/> Agree             | <input type="radio"/> Neither    |
| <input type="radio"/> Disagree       | <input type="radio"/> Strongly disagree | <input type="radio"/> Don't know |

## CLIMATE EMERGENCY

20. How concerned are you about Climate Emergency?

- ☐ Very concerned
 ☐ Fairly concerned
 ☐ Don't know  
☐ Not very concerned
 ☐ Not concerned at all

21. Do you feel that the Council is doing enough to respond to the challenge of Climate Emergency?

- ☐ Yes
 ☐ No
 ☐ Don't Know

## COMMUNITY SAFETY

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

- ☐ Strongly agree
 ☐ Agree
 ☐ Neither  
☐ Disagree
 ☐ Strongly disagree
 ☐ Don't know

23. How safe or unsafe do you feel in the following situations? (If any option does not apply to you e.g. public transport, cycling, please leave this blank)

	Very safe	Fairly safe	A bit unsafe	Very unsafe
At home in the daylight				
At home after dark				
Walking in your neighbourhood in daylight				
Walking in your neighbourhood after dark				
Walking in the city centre in daylight				
Walking in the city centre after dark				
Travelling by bus in daylight				
Travelling by bus after dark				
When cycling in Cardiff in the day				
When cycling in Cardiff after dark				

If you feel unsafe at home - please tell us why: \_\_\_\_\_

☐ I prefer not to say why I feel unsafe at home

If you feel unsafe when walking in your neighbourhood - please tell us why: \_\_\_\_\_

☐ I prefer not to say why I feel unsafe when walking in my neighbourhood

If you feel unsafe when walking in the city centre - please tell us why: \_\_\_\_\_

☐ I prefer not to say why I feel unsafe when walking in the city centre

If you feel unsafe when travelling by bus - please tell us why: \_\_\_\_\_

☐ I prefer not to say why I feel unsafe when travelling by bus

If you feel unsafe when cycling - please tell us why: \_\_\_\_\_

☐ I prefer not to say why I feel unsafe when cycling

24. To what extent do you agree or disagree with this statement: My neighbourhood is a place where people get on well together and help each other?

☐ Strongly agree

☐ Agree

☐ Neither

☐ Disagree

☐ Strongly disagree

☐ Don't know/Not Applicable

25. To what extent do you agree or disagree with the following statements:

	Strongly agree	Agree	Neither	Disagree	Strongly disagree	Don't know
Migration has enriched Cardiff's economy						
Migration has enriched Cardiff's communities						

## HEALTH & WELL-BEING

26. How would you describe your...?

	Very good	Good	Neither	Poor	Very poor
Physical health					
Mental health					

27. Are your day-to-day activities limited because of a health problem or disability which has lasted, or is expected to last, at least 12 months? (This includes problems related to old age).

☐ Yes, limited a lot

☐ Yes, limited a little

☐ No



**28. Below are some questions about feelings.**

Please give a score of 0 to 10 where 0 represents the lowest and 10 the highest.

	0	1	2	3	4	5	6	7	8	9	10
Overall, how satisfied are you with your life nowadays?											
Overall, how happy did you feel yesterday?											
Overall, how anxious did you feel yesterday?											
Overall, to what extent do you feel the things you do in your life are worthwhile?											

**29. Over the last seven days would you describe your sense of well-being as having:**

☐ Improved
 ☐ Remained the same
 ☐ Declined
 ☐ Don't know

**30. Over the last twelve months would you describe your sense of well-being as having:**

☐ Improved
 ☐ Remained the same
 ☐ Declined
 ☐ Don't know

**31. In the last 12 months have you been to any of the following in Cardiff?**

	No	Once or twice	A few times	Many times
Theatre				
Live music or concert				
Museum				
Art Gallery				
Cinema				
Other cultural activity				

**32. Which of the following have you visited in the last 4 weeks?**

	No	Once or twice	A few times	Many times
Woodland or forest farmland				
Hills, mountains or moorland				
Local park or other local space				
River, lake or canal				
Beach, sea or coastline				
Other outside space				



33. Have you heard of Dewis Cymru? ☐ Yes ☐ No
34. Have you used Dewis Cymru? ☐ Yes ☐ No
35. Do you care unpaid, for a friend or family member who due to illness, disability, a mental health problem or an addiction cannot cope without your support?
- ☐ Yes ☐ No ☐ Prefer not to say

## ABOUT YOU

What was your age on your last birthday? *Please tick one box only.*

- ☐ Under 16 ☐ 16-24 ☐ 25-34 ☐ 35-44 ☐ 45-54 ☐ 55-64
- ☐ 65-74 ☐ 75+ ☐ Prefer not to say

What best describes your gender? *Please tick one box only*

- ☐ Female ☐ Male ☐ Other ☐ Prefer not to say

If 'Other' please specify \_\_\_\_\_

Do you identify as Trans?

- ☐ Yes ☐ No ☐ Prefer to self-describe ☐ Prefer not to say

If you prefer to self-describe, please specify \_\_\_\_\_

How many children live in your household? *Please tick one box for each row.*

- |             | 0                     | 1                     | 2                     | 3                     | 4                     | 5+                    |
|-------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|-----------------------|
| Age under 4 | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |
|             | 0                     | 1                     | 2                     | 3                     | 4                     | 5+                    |
| Aged 4-18   | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> | <input type="radio"/> |

Are you pregnant, or have you given birth within the last 26 weeks?

- ☐ Yes, I'm pregnant ☐ Yes, I've given birth ☐ No ☐ Prefer not to say

Which of the following best describes what you are doing at present? *Please tick one box only.*

- |   |  |
|---|--|
| <input type="radio"/> Working full time (30+ hours per week)          | <input type="radio"/> Permanently sick or disabled person        |
| <input type="radio"/> Working part time (less than 30 hours per week) | <input type="radio"/> Wholly retired from work                   |
| <input type="radio"/> On a government training scheme                 | <input type="radio"/> Looking after home                         |
| <input type="radio"/> In full time education                          | <input type="radio"/> Caring for a child or adult                |
| <input type="radio"/> Unemployed - Registered Job Seeker              | <input type="radio"/> Unemployed - Unregistered but seeking work |
| <input type="radio"/> On a zero hour contract                         | <input type="radio"/> Other                                      |

If 'Other' please specify \_\_\_\_\_

Which of the following best describes your housing tenure? *Please tick one box only.*

- |   |   |
|---|---|
| <input type="radio"/> Owned outright                  | <input type="radio"/> Rented from a Housing Association |
| <input type="radio"/> Owned with a mortgage           | <input type="radio"/> Private rented                    |
| <input type="radio"/> Rented from the Local Authority | <input type="radio"/> Other                             |

If 'Other' please specify \_\_\_\_\_

Are you or a member of your household: *Please tick all that apply*

	You	A member of your household
Currently serving in the armed forces		
An armed forces service leaver (veteran)		

Do you identify as a disabled person? *Please tick one box only*

- ☐ Yes      ☐ No      ☐ Prefer not to say

Please tick any of the following that apply to you:

- |   |  |
|---|--|
| <input type="radio"/> Deaf/ Deafened/ Hard of hearing   | <input type="radio"/> Mobility impairment  |
| <input type="radio"/> Mental health difficulties        | <input type="radio"/> Long-standing illness or health condition<br>(e.g. cancer, HIV, diabetes, or asthma) |
| <input type="radio"/> Learning impairment/ difficulties | <input type="radio"/> Prefer not to say  |
| <input type="radio"/> Visual impairment                 | <input type="radio"/> Wheelchair user  |
| <input type="radio"/> Other, please specify _____       |  |

Do you regard yourself as belonging to any particular religion?      ☐ Yes      ☐ No, no religion

If yes, please specify \_\_\_\_\_

- |   |   |                              |
|---|---|------------------------------|
| <input type="radio"/> Buddhist  | <input type="radio"/> Muslim                      | <input type="radio"/> Sikh   |
| <input type="radio"/> Christian (Including Church in Wales, Catholic, Protestant and all other Christian denominations) | <input type="radio"/> Hindu                       | <input type="radio"/> Jewish |
|   | <input type="radio"/> Prefer not to answer        |                              |
|   | <input type="radio"/> Other, please specify _____ |                              |

How would you describe your sexual orientation?

- |   |  |                               |
|---|--|-------------------------------|
| <input type="radio"/> Bisexual                    | <input type="radio"/> Gay Woman/ Lesbian   | <input type="radio"/> Gay Man |
| <input type="radio"/> Heterosexual/ Straight      | <input type="radio"/> Prefer not to answer |                               |
| <input type="radio"/> Other, please specify _____ |  |                               |

Are you:

- ☐ Single ☐ Living together/Co-habiting ☐ In a same-sex Civil Partnership  
☐ Separated/divorced or legally separated if formerly in a same-sex Civil Partnership  
☐ Married ☐ Widowed ☐ Other

How would you describe your Welsh language skills

- ☐ Fluent ☐ Moderate ☐ Basic ☐ Learner ☐ None

Do you consider yourself to be Welsh? *Please tick one box only*

- ☐ Yes ☐ No

What is your ethnic group? *Please tick one box only*

*Where the term 'British' is used, this refers to any of the four home nations of Wales, England, Northern Ireland and Scotland, or any combination of these.*

- |  |  |
|--|--|
| <input type="radio"/> White - Gypsy or Irish Traveller                         | <input type="radio"/> White - Welsh/English/Scottish/Northern Irish/British              |
| <input type="radio"/> White - Irish  | <input type="radio"/> White - Any other white background (please specify)                |
| <input type="radio"/> Asian/Asian British - Bangladeshi                        | <input type="radio"/> Asian/Asian British - Pakistani                                    |
| <input type="radio"/> Asian/Asian British - Chinese                            | <input type="radio"/> Asian/Asian British - Any other (please specify)                   |
| <input type="radio"/> Asian/Asian British - Indian                             |  |
| <input type="radio"/> Black/African/Caribbean/Black British - African          | <input type="radio"/> Black/African/Caribbean/Black British - Any other (please specify) |
| <input type="radio"/> Black/African/Caribbean/Black British - Caribbean        |  |
| <input type="radio"/> Mixed/Multiple Ethnic Groups - White and Black Caribbean | <input type="radio"/> Mixed/Multiple Ethnic Groups - White & Asian                       |
| <input type="radio"/> Mixed/Multiple Ethnic Groups - White and Black African   | <input type="radio"/> Mixed/Multiple Ethnic Groups - Any other (please specify)          |
| <input type="radio"/> Arab   | <input type="radio"/> Prefer not to say  |
| <input type="radio"/> Any other ethnic group (please specify) _____            |  |

**How did you hear about this survey?**

- ☐ Direct email to my address from Cardiff Council
- ☐ Direct email to my address from another organisation
- ☐ At a public event
- ☐ Social media (Twitter, Facebook, etc.)
- ☐ Saw promotion in a public building (Hub, Library, etc.)
- ☐ Family and friends
- ☐ Other, please specify \_\_\_\_\_

**Are you are interested in taking part in further consultations from Cardiff Council?**

- ☐ Yes, I would like to Join the Citizens' Panel and be contacted about other Cardiff Council consultations
- ☐ No

**Would you like to be entered into the Prize Draw?**

- ☐ Yes ☐ No

If you are interested in taking part in further consultations from Cardiff Council or you'd like to be entered into the prize draw, please leave your details below:

Name: \_\_\_\_\_

Email: \_\_\_\_\_

Phone: \_\_\_\_\_

**Thank you for your time.**

The results of this survey will be published on  
**[www.cardiff.gov.uk/askcardiff](http://www.cardiff.gov.uk/askcardiff)** in due course.

Please return this questionnaire to  
Room 401,  
County Hall,  
Atlantic Wharf,  
Cardiff  
CF10 4UW

Alternatively you can drop off at your local library or Hub  
or complete online at **[www.cardiff.gov.uk/askcardiff2019](http://www.cardiff.gov.uk/askcardiff2019)**

Please return by 24th November 2019

**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**16 October 2019**

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**Budget Monitoring 2019/20 - Month 4**

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**Reason for the Scrutiny**

1. To provide Members with an update on the Council's financial monitoring position at month 4 of 2019/20. This report was presented to Cabinet at its meeting on 26 September 2019, which agreed that all directorates currently reporting overspends should put in place action plans to reduce their projected overspends.

**Background**

2. The Policy Review and Performance Scrutiny Committee's Terms of Reference includes responsibility for monitoring the overall Council budget, both Revenue and Capital budgets, as well as responsibility for monitoring specific service areas. For Revenue budget monitoring purposes those services fall within the *Corporate Management, Economic Development* (Facilities Management), *Performance & Partnerships, Governance & Legal Services*, and *Resources* (Finance, Digital Services, Customer Services, Human Resources, Commissioning & Procurement) budgets.

**Structure of the Papers**

2. To facilitate the scrutiny the following appendices are attached to this report:

**Appendix A – Cabinet report – Budget Monitoring – Month 4**

- Appendix 1 – Revenue position
- Appendix 2 – 2019/20 Budget Savings Position
- Appendix 3 – Capital Programme

## Revenue budget

3. Attached at **Appendix A** is the 2019/20 month 4 budget monitoring report. The Committee will note that, at this point, a net projected deficit of £325,000 on the revenue account is projected for the end of the 2019/20 financial year. Directorate budgets are projected to overspend by £7.018 million.
4. The service areas predicting the most significant overspends are Social Services (£4.200 million), and Planning, Transport & Environment (£2.457 million). These are partly offset by projected underspends in other service areas, and a £3 million general contingency fund provided within the 2019/20 budget to reflect the risk and planning status of proposed savings for the year.
5. Members may wish to note the following Directorate positions, where underspends are reported in brackets.

Directorate	Position at month 4	Appendix A pages and paragraphs
Corporate Management	(£50,000)	P4, 12
Economic Development	£412,000	P4, 14-16
Education & Lifelong Learning	£243,000	P5,17-19
Housing & Communities	(£300,000)	P6, 20-22
Performance & Partnerships	(£3,000)	P7, 23
Social Services	£4,200,000	P7, 24-29

Planning, Transport & Environment	£2,457,000	P9, 30-33
Governance & Legal Services	£11,000	P11, 34
Resources	£48,000	P11, 35-37

## Savings

6. An overall shortfall of £6.290 million is currently anticipated against the £19.157 million directorate savings target, with £7.670 million having been achieved to date, and a further £5.197 million anticipated to be achieved by the year-end. The budget approved by Council on the 21 February 2019 identified red or red / amber achievability risks totalling £8.101 million, with £3.524 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 4 monitoring and are set out in detail in **Appendix 2** of the papers.
7. To address the directorate overspends the budget monitoring report clarifies that actions and measures have been agreed by the Senior Management Team, in the form of budgetary challenge sessions, director sign-off for purchases of goods and services, review and restrictions on agency and temporary staffing arrangements, robust staff vacancy management and a review of income generation.

## Contingency

8. The 2019/20 budget included contingencies of £2 million in respect of potential increased costs of looked after children, and £350,000 in respect of potential income shortfalls by the Material Recycling Facility (MRF). At month 4 these contingencies have been fully allocated. A contingency of £2.586 million

remains to meet potential increases in claims under the Council Tax Reduction Scheme (CTRS).

9. Members will recall that in setting its budget for 2019/20 the Council set aside resources within the schools budget to fund the September 2019 increase in Teachers' Pension. Full grant funding for this has subsequently been provided and £2.967 million is consequently available to offset a directorate overspend.

## **Capital**

10. The adjusted 2019/20 Capital Programme (General Fund and Public Housing) is £151.686 million. Within this, the projected outturn for the General Fund of £104.301 million at month 4 is £71.922 million resulting in a variance of £32.379 million. Capital expenditure at month 4 is £9.339 million. The Public Housing element of the capital programme is forecasting an overall slippage of £2.111 million.
11. Directorates have been reminded that they must take steps to minimise slippage and implement measures to ensure that budgets are used in a timely manner. Early reporting of emerging issues should inform reprofiling and the development of the programme in future years. Members will find detail of the Council's Capital programme in **Appendix 3** of the papers.

## **Way Forward**

12. Councillor Chris Weaver, Cabinet Member, Finance, Modernisation and Performance, Christopher Lee, Corporate Director Resources, and Ian Allwood, Head of Finance, will be in attendance to present the report and answer Members' questions.



## **Legal Implications**

13. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

## **Financial Implications**

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

## **RECOMMENDATION**

15. The Committee is recommended to:
- i. note the 2019/20 budget monitoring month 4 report;

- ii. consider whether it wishes to make any comments to the Cabinet; and
- iii. consider whether it wishes to use information contained in the report to inform future scrutiny items.

**DAVINA FIORE**

Director, Governance & Legal Services

10 October 2019

**BUDGET MONITORING – MONTH 4 REPORT**

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

**AGENDA ITEM: 5**

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**Reason for this Report**

1. To provide the Cabinet with an update of the financial monitoring position for the authority as projected at the end of July 2019, adjusted for any significant movements since that date.

**Background**

2. This monitoring report provides details of the projected outturn for 2019/20 compared with the budget approved by Council on 28 February 2019.
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 4 revenue monitoring for the Council shows a net projected deficit for 2019/20 totalling £325,000. This position comprises 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 an overall surplus against the Summary Revenue Account. Directorate budgets are currently projected to be overspent by £7.018 million, with the most significant overspends being in respect of Social Services and Planning, Transport & Environment, with the latter in relation predominantly to Recycling & Neighbourhood Services and Fleet Services. These are partly offset by projected underspends in other directorates and by the £3.0 million general contingency budget that was provided as part of the 2019/20 budget in order to reflect the quantum, risk and planning status of the proposed savings for the year. A summary of the overall position is attached as Appendix 1 to this report.

5. The most significant directorate overspends include £4.200 million in Social Services and £2.457 million in Planning, Transport & Environment. In addition to savings shortfalls, financial pressures being experienced include demographic pressures in Social Services, particularly in relation to looked after children, shortfalls in income and increased operational costs across a number of directorates. In terms of savings proposed for 2019/20, an overall shortfall of £6.290 million is projected against the target of £19.157 million, with £7.670 million having been achieved to date and a further £5.197 million anticipated to be achieved before the end of the financial year. The 2019/20 Budget Report reflected the fact that, of the £19.157 million total, proposals amounting to £8.101 million were identified as having an achievability risk of either red or red/amber and £3.524 million were at the general planning stage at the time of setting the budget. These risks are evident in the figures reported at Month 4, details of which are set out in Appendix 2. Although some mitigations are evident, this overall shortfall remains a cause for concern, particularly with the ongoing challenging financial context within which the Council operates.
6. In response to the overall directorate overspend, actions and measures have been implemented by the Chief Executive and Corporate Director Resources. These actions have included ongoing budgetary challenge sessions with individual directorates, particularly those with significant overspends. The challenge to directors has been to reduce overspends as much as possible without any detrimental impacts on service provision. Directors have initiated actions to reduce financial pressures in year and identify in-year savings and mitigations to offset those pressures. In addition, Senior Management Team have agreed a number of measures that all directorates are expected to implement. These include director sign-off for purchases of goods and services, review and restrictions on agency and temporary staffing arrangements, robust staff vacancy management and a review of income generation. Whilst the focus of these measures are on those areas that form part of the General Fund, attention is also required on ring-fenced and grant-funded accounts to ensure that value for money is maximised across the entire Council. It should be noted that the impact of a number of these actions is already reflected in the figures contained within this report.
7. The 2019/20 Budget included specific contingencies to be held in respect of particular financial pressures and be distributed should these pressures emerge during the year. The main contingencies included £2 million to reflect the potential for increased costs in placements for looked after children 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. Having reviewed these areas as part of the monitoring process, this report reflects a full allocation of these contingency budgets to the Social Services and Planning, Transport & Environment directorates, respectively. In addition, a contingency budget of £2.586 million is maintained corporately to reflect the potential for future growth in the number and value of claims as part of the Council Tax Reduction Scheme (CTRS). This figure includes an annual uplift to reflect the potential impact of Council Tax increases on this budget. Current projections indicate a requirement of £976,000 to meet costs in the current financial year and this amount is reflected in the position for the Housing & Communities directorate. The budget pressures in all these areas

will continue to be monitored as the year progresses and any variations to this position will be identified in future reports.

8. As well as the overall directorate position, there are also some key corporate variances which have significantly offset the overspend at Month 4. These include a projected Council Tax surplus and in-year savings against the Capital Financing budget, both of which are detailed in the paragraphs that follow. In addition, there is an overall underspend position against the Summary Revenue Account. The main variance within this account is in relation to the recently confirmed grant funding in connection with the September 2019 increase in the Teachers' Pension rates to be paid by employers. At the time of setting the 2019/20 revenue budget, there was no certainty around specific grant funding for this particular pressure and, therefore, the Council made resources available to schools in their individual budgets. However, now that full grant funding has been provided, it is possible to adjust school budgets and clawback the funding that was originally provided. This position is favourable to schools, as the budget originally provided by the Council was estimated to cover only 70% of the financial pressure, whereas the new grant funding is anticipated to cover 100%. The overall result of this adjustment is that £2.967 million is available to offset the directorate overspend in 2019/20. Should the directorate position improve during the remainder of the year, the availability of this amount would provide an opportunity to replenish earmarked reserves or offset other corporate financial pressures.
9. The residual position in relation to the Summary Revenue Account, excluding the Teacher's Pension funding referred to above, amounts to a net underspend totalling £476,000. This variance is underpinned by the receipt of a VAT refund arising as a result of a successful appeal for a cultural exemption in relation to Cardiff Castle. Other items within the Summary Revenue Account include expenditure that cannot be attributed to individual directorates or expenditure that relates to previous financial years and would distort directorate positions if included within their respective figures.
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 (£215,000)**

11. The capital financing budget supports the Council's Capital Programme and treasury management activities. This includes external interest payable, prudent provision for the repayment of any debt in line with current Council policy as well as interest earned on temporary investments. The budget is impacted by a number of external and internal variables such as interest rates, the level of investment balances, share of interest chargeable to the Housing Revenue Account, the need and timing of external borrowing, as well as performance in achieving capital expenditure projections. Following a review of all these factors, the current projection for the year as at Month 4 is a net surplus of £215,000. Included within this figure is additional expenditure of £129,000 relating to the prudent provision for the repayment of debt chargeable. This has arisen given that the final capital outturn is not known

when setting the budget for 2019/20 and this has a direct impact upon the level of repayment required in the following financial year. This is more than offset by £116,000 of lower external interest payable than originally assumed and an additional £185,000 in relation to interest receivable on temporary investment balances.

### **Corporate Management (£50,000)**

12. An underspend of £50,000 is currently projected in relation to Corporate Management. This is primarily due to savings in relation to past service pension contributions and insurance commission. All 2019/20 savings proposals are currently projected to be achieved in full.

### **Council Tax Collection (£35,000)**

13. A review of the Council Tax position indicates a potential net surplus of £35,000. This surplus is underpinned by a reduced requirement to contribute to the Council Tax Bad Debt Provision, largely due to the continuation of a high collection rate. This underspend is partly offset by projected variances to the level of discounts and exemptions, with current projections for single person discounts in particular higher than was anticipated when the Council Tax Base Report was approved in December 2018. The surplus represents a variance of 0.1% of the estimated gross debit and will be subject to further monitoring as the year progresses.

### **Economic Development +£412,000**

14. The directorate is currently forecasting an overspend of £412,000, with a significant overspend within Facilities Management being the main element within the position. This overspend is partly offset by underspends within Business, Investment & Workshops and Parks and some smaller underspends within other divisions. Major Projects, City Centre Management, Corporate Landlord and Service Management are all reporting balanced positions. In terms of 2019/20 savings proposals, £3.138 million is forecast to be achieved against the £3.153 million target. The shortfall of £15,000 relates to Pest Control and the intention to generate additional income by exploring opportunities for working with the private sector and other public bodies. Included within the projected savings achievement is the proposal in relation to securing a tenant for the New Theatre. Should this proposal be delayed, there is a risk that a shortfall will arise and the overall overspend position increase.
15. The projected overspend within Facilities Management totals £567,000. This overspend is largely due to additional costs in relation to FM Buildings which primarily relates to utilities and security costs. There remain a number of assumptions, including full achievement of savings proposals, within this position and tight control of expenditure will be required to ensure that the overspend does not increase further. Other overspends within the division include Building Support, due to unbudgeted employee costs, income shortfalls and additional supplies and services costs, and Building Services, where projected income is not sufficient to meet the income target. Partly offsetting these overspends is an underspend against the Accommodation

Account, which is the result of rental income within core buildings from externally funded occupiers, and additional income generated from cleaning.

16. Underspend within the directorate include £45,000 in relation to Business, Investment & Workshops. This is due to additional workshops rental income, partly offset by income shortfalls across the rest of the section. An underspend of £10,000 is projected within Property & Office Rationalisation, despite rental income shortfalls and additional utility costs. However, these shortfalls are more than offset by additional surveyor fee income, additional recharge income and in-year staffing savings due to vacancies. Also contributing to the underspend is a net underspend in relation to Office Rationalisation on the assumption of a reduced requirement to make a contribution to earmarked reserves. Other underspends relate to Parks, Leisure, Play & Sport, Construction & Design and Culture, Venues & Events. These total £100,000 and are due to supplies and services underspends within Parks, staffing vacancies within Leisure & Play and additional income within Construction & Design. Whilst Culture, Venues & Events is projecting an overall underspend, this position comprises various overspends and underspends, including additional income in relation to City Hall Functions, additional lettings within Cardiff Caravan Park, additional staff costs in relation to Commercial Activities and an overall deficit within Tourism. Both Cardiff Castle and St David's Hall are forecasting balanced positions, but the position will be closely monitored during the remainder of the year, as these venues are susceptible to market conditions.

#### **Education & Lifelong Learning +£243,000**

17. The overall position indicates an overspend of £243,000, largely due to projected overspends against the budgets for Education Other Than at School (EOTAS) and Out of Area Placements, coupled with additional School Transport expenditure and non-achievement of savings proposals. Partly offsetting these overspends are various staffing vacancies across the directorate, in-year savings against capital financing budgets and managed underspends in relation to centrally-held school maintenance budgets. In terms of 2019/20 savings proposals, a shortfall totalling £197,000 is projected. This relates to the service-wide staffing restructure and the proposal to generate income through the provision of additional learning needs (ALN) services to other local authorities and via additional training. In both cases, partial achievement of the proposals is anticipated.
18. The largest overspend in the directorate totals £328,000 and relates to Out of Area Placements. This projection is based on the position at a point in time and reflects known placements and recoupment from other local authorities compared with the available net budget. EOTAS is also overspent, by £85,000, after allowing for a contribution from the delegated school budget towards the cost of one to one tuition. This position represents a significant improvement on the overspend incurred in 2018/19, partly as a result of the allocation of an additional £500,000 budget as part of the 2019/20 budget process. However, the demand for provision remains and there are still challenges in relation to the tuition service, which is projecting a significant deficit due to income shortfalls. Both Out of Area Placements and EOTAS present a risk to the directorate overspend increasing, should further

placements be required during the remainder of the financial year. In relation to School Transport, there is significant additional expenditure across the directorate, but particularly within both the School Transport and Inclusion divisions, which are reporting overspends of £168,000 and £139,000 respectively. The majority of this expenditure relates to additional transport provision beyond the scope of the policy and additional routes for pupils with ALN. This position includes additional in-year transport savings to be found, more detail of which will be visible once the autumn term commences. In-year underspends arising from the transfer into the Council of the school based counselling service partly offsets the Inclusion overspend.

19. There is an underspend, totalling £154,000, within the directorate relates to in-year savings against capital financing budgets for school ICT schemes. This one-off saving is due to one scheme ending during 2018/19 and the repayments for the follow up scheme not taking effect in full until 2020/21. The budget for Senior Management is also projecting an underspend, which totals £113,000, due to the vacant Assistant Director post, for the period between April and September, and additional income, including grant income. As well as these underspends, the Achievement division is forecasting in-year savings of £64,000, mainly in relation to vacant posts and delays in recruiting to the new Admissions structure. The other main underspend is shown against the School Organisational Planning budget and relates to the budget held for revenue funded school repairs and totals £150,000. Other divisions are projecting minor variances or balanced positions, including Services to Schools, where a projected deficit against the Music Service and savings shortfalls are offset by in-year savings against ICT budgets, vacancy control and other managed underspends.

## **People & Communities**

### **Housing & Communities (£300,000)**

20. An underspend of £300,000 is currently projected against this directorate. The majority of divisions are forecasting balanced positions or minor variances, with the most significant variances in relation to Homelessness & Hostels, Independent Living and Business, Performance & Support. All savings proposals for 2019/20 are projected to be achieved in full, with £746,000 having already been achieved to date against the target of £868,000. This includes full achievement of two proposals each totalling £250,000, in relation to the delivery of community wellbeing hubs and a realignment of funding for homelessness service delivery.
21. The most significant variance is an underspend of £260,000 in relation to Homelessness & Hostels. This underspend is largely the result of in-year employee savings, particularly in relation to the Housing Options Centre, where recruitment to the new structure is not expected to be complete until the end of September 2019. Security overspends are projected at the Housing Options Centre, however these are offset by other employee savings across the division. In addition, the Independent Living Service is anticipated to underspend by £94,000, primarily because of in-year employee savings. In previous years there have been savings arising from increased capital allocations within the Joint Equipment Service, however any savings



that do arise will be required to offset overspends within the pooled budget account.

22. Overspends within the directorate include £44,000 within Business, Performance & Support, mainly due to the non-achievement of a prior year savings target, in relation to commercialisation, and records management storage charges. The other overspend totals £10,000 and relates to Housing Strategy & Service Development due to a minor overspend against employee budgets. All other divisions are projecting balanced positions. Included within the overall position is a projected drawdown of £976,000 from the specific contingency budget set aside to meet increased costs in relation to the Council Tax Reduction Scheme. Further adjustments to this figure may be required as the year progresses, depending upon fluctuations in the number of applications and the level of support required.

### **Performance & Partnerships (£3,000)**

23. The overall position for this service is a net underspend of £3,000. Contained within the position are projected underspends in relation to Media & Communications, Performance Management and Cohesion & Engagement, almost entirely offset by overspends in relation to Bilingual Cardiff and Community Safety. The underspends, which total £47,000, £25,000 and £28,000 respectively, are due to in-year employee savings and additional external funding. The Bilingual Cardiff overspend, which totals £50,000, is predominantly due to the cost of external translation, with the Community Safety overspend of £53,000 due to greater than anticipated salary costs. All 2019/20 savings proposals are currently projected to be achieved in full.

### **Social Services +£4,200,000**

24. The overall position for the directorate reflects a projected overspend of £4.200 million, of which £1.466 million relates to Adult Services and £2.734 million to Children's Services. In both cases, the position reflects overspends on the commissioning budgets for external services. Savings proposals of £6.0 million were included in Social Services budgets for 2019/20, most of which were predicated on a reduction in activity levels. However, the pattern of activity to date suggests that numbers are either stabilising or, in some cases, increasing. Also of significance is the fact that a disproportionate element of the growth in respect of Children's Services has been in high cost residential placements, leading to a further increase in costs. A significant overspend is therefore reported even after taking into account the drawdown of the £2 million contingency for additional placements, agreed as part of the 2019/20 budget process. The position makes no assumptions at this stage around further growth arising from demographic pressures during the remainder of this year, due to the volatile nature of these demand-led services. Therefore, there is an inherent risk that the position could worsen, particularly if any further high-cost placements are made, and close monitoring will be required as a result. The directorate has, however, identified a range of actions to address the overall overspend and restrict further increases. These actions include maximisation of grant income, increased regularity of performance tracking, the continued emphasis on a new structure aligned to a new operating model, various reviews within the

commissioning and service provision aspect of the directorate's activity and strength-based practice and decision making throughout the directorate. Further detail on the individual positions for both services are provided in the paragraphs that follow.

#### Adult Services +£1,466,000

25. The Adult Services division is currently projecting an overspend of £1.466 million, largely reflecting pressures in relation to Older People Commissioned Services. This particular service is projecting an overspend of £3.850 million, mainly arising from savings shortfalls where proposals predicated on reducing numbers have, so far, not been achieved. It was anticipated that savings proposals in relation to reablement, encouraging independence and cost effective commissioning would facilitate sustainable reductions in activity levels and costs. However, with activity levels increasing or remaining static, costs have not reduced by a level sufficient to meet the savings targets. As an exemplification of this challenge, the activity levels for domiciliary care have increased by approximately 2.5%, rather than reduced. This, coupled with ongoing increases in unit costs in domiciliary and nursing care, has meant that expenditure levels are significantly in excess of the approved budgets. The overspend within this area is partly mitigated by various underspends in other areas, notably on staffing budgets where staff turnover and offsetting grant funding are providing significant savings.
26. Aside from Older People Commissioned Services, the other commissioned services are projecting underspends. In Learning Disabilities, an underspend of £265,000 is reported as a result of a reduction in the number of care home placements and a shift from domiciliary care to direct payments during 2018. An underspend, of £227,000, is also anticipated in relation to Mental Health Services, as a result of the continuing trend for reductions in the number of residential placements and, in line with previous years, an underspend on budgets allocated to the service for additional commitments in relation to Deprivation of Liberty Safeguards (DOLs). An underspend of £187,000 is evident in relation to budgets for Physical Disabilities, which is a reflection of activity levels remaining relatively stable or declining in the case of residential care.
27. Internal Services are currently projecting a net underspend of £1.703 million. This is mainly due to anticipated savings of £923,000 in Assessment and Care Management and £645,000 in Day Care & Reablement Services. In both services, there are significant staffing savings evident, as a result of high turnover but also the utilisation of grant funding to offset staff costs in a range of areas. In addition, Internal Support & Management is projected to underspend by £192,000, again as a result of staff savings and the utilisation of grant funding. There is an offsetting overspend of £57,000 in relation to Internal Learning Disability Support Living & Day Care, where additional staff costs have meant that historic savings targets remain unachieved.

#### Children's Services +£2.734 million

28. The Children's Services budget is currently projecting an overspend of £2.734 million. This is after taking into account the drawdown of the £2 million

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. The ongoing pressures in relation to external placements for looked after children continue to underpin the overspend in this area, after allowing for both the use of the contingency budget and the significant growth, including a realignment, of £6.696 million allocated to the service as part of the 2019/20 budget. The overspend position at Month 4 largely reflects pressures on the budget for external placements. The overspend in this particular area totals £2.338 million and is evidenced by the number of looked after children increasing from 886 in December 2018 to 930 at the end of July 2019, representing a 5.0% increase. Included within this is a significant, disproportionate, increase (18%) in the number of high cost residential placements, where an additional 11 placements has led to a £2.5 million expenditure increase. Placement budgets were also reduced as part of the 2019/20 savings proposals and this has compounded the issue. External fostering budgets were also reduced to reflect savings proposals and, although numbers have remained relatively stable, an overspend is evident. Internal Adoption & Fostering is also forecasting an overspend, of £350,000, again reflecting the growth in looked after children, with the number of internal fostering and kinship placements 6% higher than the 2018/19 average. Adoption fees also continue to increase, again placing additional pressure upon the budget.

29. Other significant overspends include Targeted Services, where an overspend of £561,000 is projected, mainly as a result of increased agency costs, which are approximately £500,000 greater than the previous financial year. Specialist Services, including support for care leavers, is reflecting an overspend of £275,000, which is mainly the result of the ongoing high cost of supported accommodation and the overall increase in the number of looked after children. Increased agency expenditure is also a pressure in this area. The most significant underspend within the division relates to Early Intervention, where additional grant funding and staff savings are contributing to an underspend of £560,000, albeit these savings are partly offset by increased agency costs within the MASH. An in-year saving of £217,000 is also evident in relation to guardianship orders, with no increase in the rate for residential order allowances anticipated to be paid out in this financial year. However, the total available saving is partly offset by an increase in the number of allowances. Small underspends are also projected in relation to Safeguarding and Support budgets, mainly due to staffing savings and extra grant funding.

#### **Planning, Transport & Environment +£2,457,000**

30. The directorate is currently projecting an overspend totalling £2.457 million, predominantly due to significant overspends within Recycling & Neighbourhood Services and Fleet Services. In addition, overspends are projected against Planning & Building Control, Energy Management, Shared Regulatory Service and Management & Support. Underspends are anticipated within Highways and Transport Planning, Policy & Strategy, with over divisions projecting balanced positions. A shortfall totalling £1.722 million is projected against the 2019/20 savings target of £3.819 million, with £961,000 achieved to date. This shortfall primarily relates to Fleet Services

and a review of vehicle utilisation and rationalisation across the Council's fleet, as well as the intention to commercialise the service and generate additional income. Other significant shortfalls relate to Recycling & Neighbourhood Services, where proposals to review business processes in relation to waste services, review the staffing resource across the service and increase income by growing the commercial waste and recycling centres are not delivering the targeted savings. The other main shortfall relates to the delivery of the approval body for sustainable drainage, with the outcome being lower than anticipated income generation.

31. The overspend within Recycling & Neighbourhood Services totals £1.528 million and reflects a number of significant overspends and the aforementioned savings shortfalls, which total £899,000 when including unachieved savings from the previous financial year. Significant pressures include income shortfalls and additional operating costs within Trade Waste Collections, Domestic Collections and the Materials Recycling Facility (MRF). As well as these overspends, there are income shortfalls in relation to the Waste Transfer Stations, Environment Enforcement and landfill gas royalties. These pressures are partly mitigated by a saving against the overall treatment of waste, funding provided for planned ward changes and the bottles and jars rollout for collections, which are being reviewed, and reduced operational costs in Street Cleansing. The Council's 2019/20 budget included a specific contingency totalling £350,000 to offset potential income shortfalls in relation to the MRF, reflecting the volatility in the market for recycle materials. Having reviewed this area, as part of the monitoring process, the reported position reflects the full allocation of this contingency budget.
32. Other overspends across the directorate include an adverse variance of £644,000 in relation to Fleet Services. This overspend is mainly the result of significant savings shortfalls, relating to both the current financial year and previous years, coupled with a shortfall against income targets. Some mitigations are evident and have assisted with bringing the overspend down to the figure quoted. These mitigations include re-profiling of a loan repayment schedule and use of earmarked reserves. The Planning & Building Control overspend totals £193,000 and is due to planning fee income shortfalls, increased staffing and advertising costs, partly offset by the use of earmarked reserves. The Energy Management overspend comes to £115,000 and is because of a shortfall in renewable income sources and recharge income shortfalls, partly offset by in-year staffing vacancies. The Shared Regulatory Service overspend of £96,000 and Management & Support overspend of £53,000 are due to a licensing income shortfall and prior year cross-directorate savings shortfalls, respectively.
33. There are two underspends within the directorate, the first of which relates to Highways and totals £146,000. This underspend comprises savings on street lighting energy, additional income, utilisation of grant income and lower staff costs, as well as use of earmarked reserves. Partly offsetting these savings are overspends on the highways maintenance workforce, unachieved savings proposals and additional salt purchases for winter maintenance. Transport Planning, Policy & Strategy is projecting an underspend of £26,000 due to increased staff recharges and use of earmarked reserves offsetting unachieved staff restructuring savings and income shortfalls. The balanced

positions reported include Bereavement & Registration Services, where various financial pressures are set to be offset by the use of earmarked reserves, and Civil Parking Enforcement, where additional income generated will be transferred to the Parking Reserve.

## **Resources**

### **Governance & Legal Services +£11,000**

34. The directorate is currently forecasting an overspend of £11,000, comprising an overspend within Democratic Services, partly offset by an underspend against the Monitoring Officer budget. The Democratic Services overspend of £17,000 is due to additional transport and supplies and services expenditure and the £6,000 Monitoring Officer underspend relates to in-year employee savings. All other divisions are reporting balanced positions and the 2019/20 savings proposals, which amount to £372,000, are currently anticipated to be achieved in full. These balanced positions include Legal Services, where a significant overspend in relation to external legal fees is offset by an equivalent in-year saving against employee budgets. There is a degree of correlation between staffing vacancies and external legal fees incurred and it is anticipated that as vacancies are filled, the level of external legal expenditure could reduce. However, the number and complexity of safeguarding cases means that the risk of further external expenditure remains, even if the staffing establishment is filled.

### **Resources +£48,000**

35. The Resources directorate is currently projecting an overspend of £48,000, which is predominantly as a result of an overspend within the Digital Services division, partly offset by underspends within Finance, Commissioning & Procurement and Human Resources. All other divisions are reporting minor variances or balanced positions. A shortfall of £56,000 is currently projected against the directorate's £1.517 million savings target for 2019/20. These shortfalls relate to the generation of additional income within Health & Safety, income generation relating to the Council's trading company for procurement and commercial services and the delay in relocating the Council's in-house Occupational Health Service.
36. The projected overspend within the Digital Services Division totals £256,000 and mainly relates to an overspend against Enterprise Architecture due to income shortfalls and an overspend in relation to licence costs, partly offset by in-year employee savings. Customer Services is also projecting an overspend, largely due to additional employee costs and the loss of some grant income this year. Partly offsetting the figure is an underspend within the Capital Ambition Delivery Team as a result of additional income partly offset by additional employee costs. The Emergency Management Unit is also projecting an underspend due to in-year employee savings.
37. The largest underspend within Resources relates to Human Resources and totals £93,000. This is mainly because of savings against HR systems and additional recharge income. In addition, there are employee savings in

relation to Organisational Development, partly offset by an overspend against Service Delivery, which is due, in part, to the savings shortfall in connection with the Occupational Health Service. The Commissioning & Procurement underspend totals £65,000 and is primarily due to in-year savings arising from staffing vacancies, offset by supplies and services overspends and the aforementioned income shortfall. The Finance underspend of £55,000 is largely due to additional income, reduced employee costs and supplies and services savings within the Accountancy function.

### **Civil Parking Enforcement**

38. 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 Civil Parking Enforcement budget for 2019/20 assumed a trading surplus of £7.227 million. The current projection indicates this surplus will be £8.019 million, an increase of £792,000.
39. Increased income of £779,000 is anticipated, mainly from MTO's following the over achievement of existing phases against original expectations. There is also an over achievement in on-street car parking fees through a combination of increased charges and higher volumes linked to the digital payment process. In addition, penalty charge notices are higher following the successful recovery of unpaid fines by the Traffic Enforcement Centre. The off-street car parking fees are forecast to be lower than the target due a delay in introducing the proposed revised tariffs and stay limits in the district car parks. Expenditure is projected to be £13,000 below budget. This includes reduced employee costs caused by in year vacancies offset by additional support charges and higher operating costs at the car parks.
40. The anticipated surplus of £8.019 million will be transferred to the Parking and Enforcement Reserve. This is available to support highway, transport and environmental maintenance and improvements. The brought forward balance in the reserve is £1.490 million, which together with the forecasted surplus from CPE activities in 2019/20 results in a total sum available of £9.509 million. The anticipated drawdown from the reserve is £7.835 million, which would leave a year-end balance of £1.674 million.

### **Housing Revenue Account**

41. The Housing Revenue Account (HRA) is currently projecting a deficit of £547,000. The major variance is a potential £551,000 overspend on the Housing Repairs Account. This reflects an increased number of void properties and a requirement for additional compliance work. Other overspends include rent and service charge income below target (£730,000) and insurance costs above budget (£164,000). The balance of the overspend (£117,000) is mainly due to building costs including utilities. These variances are offset by unbudgeted Affordable Housing Grant receipts (£839,000) and by capital financing charges below target (£176,000).

42. The overspend on the Housing Repairs Account is based on current statistics around tenant demand, average volume and cost of works and void property levels. Service management continue to review the position with the aim of managing this overspend against a background of contractor issues and plans to bring more work in house. Rent and service charge income below target reflects the restricted rent uplift for 2019/20 and the ongoing impact of Welfare Reform, which results in an increased bad debt requirement. Insurance forecasts are largely based on average costs in previous years but will depend on the number and value of claims which will not be clear until later in the financial year.
43. It should be noted that any deficit will be met by a transfer in from HRA general balances with no impact on the Council General Fund. However, should this transfer be required, it is not planned for within the 30 year HRA Business Plan and will, therefore, reduce the ability to deal with budget pressures and funding requirements within the HRA in future years.

### **Cardiff Harbour Authority**

44. Welsh Government support for Cardiff Harbour Authority has been subject to three-year funding agreements. The current budget represents a reduction of £177,000 or 3.3% on 2018/19. The forecast at the end of quarter one indicates a funding requirement of £5.223 million, representing a full spend against budget. The position includes reduced groundwater, environment and facilities management costs and lower income generation, offset by some additional essential maintenance costs at the barrage. The projected income of £958,000 includes £549,000 from car parking fees, £263,000 from harbour dues and £98,000 from water activities.
45. The Harbour Asset Renewal budget is set to be fully spent during 2019/20 and detail of capital expenditure is set out in the Capital section of this report on paragraph 7.
46. 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 was £42,000 and this is line with the amendments to the Deed of Variation as agreed in April 2018.

### **Capital**

47. The Council in February 2019 approved a new Capital Programme of £146.556 million for 2019/20 and an indicative programme to 2023/24. The budget for the General Fund and Public Housing has since been adjusted to £151.686 million to include actual slippage reported at outturn, incorporation of new grant approvals and confirmation of actual grant awards.
48. The sections below indicate a forecast position for 2019/20 for the General Fund and Public Housing.

## **General Fund**

49. The projected outturn for the year is currently £71.922 million against a total programme of £104.301 million, a variance of £32.379 million, which is predominantly due to slippage. Expenditure at the end of Month 4 was £9.339 million which represents 13% of the projected outturn, but several large projects are expected to start in the latter part of the year.

## **Capital Schemes Update**

50. 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.
51. Given the significant capital pressures and reductions in funding seen over the last few years and highlighted in the Budget Strategy Report to Council in July, slippage not identified at Month 4, for annual sums, will not automatically be carried forward.
52. The following provides an update on the significant capital schemes included in the programme in addition to the detailed list in Appendix 3. Future monitoring reports will focus on key variances.

## **Economic Development**

53. The 2019/20 programme for the Directorate is £10.889 million, with an initial variance identified of £1.635 million predominantly in relation to city development and major projects.

## **Business and Investment**

54. The Council received a further £2.810 million of town centre loan funding for Butetown and Grangetown, which is repayable by 2032. This makes the total available to the Council of £4.810 million towards loans to third parties in order to bring back vacant, underutilised or redundant buildings into beneficial use. Subject to the Council's usual governance processes, proposals are being developed to include properties in Bute Street. These will need to be the subject of due diligence and ensuring appropriate security arrangements for any loans, accordingly the timing of expenditure is uncertain at this stage. No expenditure is currently assumed this year but will continue to be reviewed.

## **City Development & Major Projects**

55. Council approved the Affordability Envelope in respect of delivery of a new indoor arena as part of the 2019/20 budget proposals in February 2019. Procurement of a developer/operator for the new Indoor Arena is currently under way, with the tender opportunity now live and available to prospective providers. The procurement process is expected to conclude around the end of March 2020, at which point a full business case on the delivery of the Arena



will be presented to Cabinet for final approval, and a contract will be awarded to the developer/operator. No capital expenditure is anticipated on this project until later in the financial year.

56. In the Council's five year programme, a sum of £2.366 million was allocated to economic development initiatives, primarily in relation to heritage buildings. A number of developments are being taken forward, with the allocation of £366,000 assumed to be slippage. Any commitments against the overall allocation will be reviewed as part of the 2020/21 budget process.
57. The primary phase of Central Square Public Realm was completed in November 2018 with costs of £8.7 million in 2018/19 and prior. Slippage of £342,000 is projected to be carried forward to complete works arising following future phases of the development.

### **Parks & Green Spaces**

58. The Asset Renewal Infrastructure budget of £140,000 along with slippage will be used for footpaths reconstruction at Rhyd-y-penau Park, Parc Cefn Onn and Hailey Park, fencing replacement at Greenway allotment and retaining structural works, including Waterhall bridge replacement.
59. The enhanced play equipment capital allocation of £278,000 will be used at the following sites towards resurfacing and replacement of playground equipment. Sites include Lascelles, Parc Caedelyn, Glenmount Way, Grange Gardens, Drovers Way, and various BMX and skate parks.
60. The contract for the landscaping work at Parc Cefn Onn is complete and the upper park reopened in August. Works included a timber walkway, footpath and seating improvements as well as pond works. The refurbishment of the toilet block will be subject to a further tender exercise, but is still assumed to be completed this financial year with additional funding required to complete this and all other elements to be met from the Council's building asset renewal budget and Park's infrastructure asset renewal budget.
61. Refurbishment works at Roath Park house to protect it from further deterioration and make it wind and watertight commenced in September and are anticipated to be completed in February 2020. The estimated cost is £570,000, with options for a commercial use generating income to be considered in parallel to ensure the site does not remain vacant. The project utilises funding from capital receipts from the disposal of the former youth hostel at Wedal Road agreed by Cabinet to be re-invested in the Roath Park District Area.
62. The replacement of the boat jetty at Flat Holm Island is expected to be completed this year at a cost of £385,000, funded from the Landfill Communities Fund.
63. 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 breathe new life into the Bristol Channel to preserve its heritage, protect its

rich wildlife and attract more visitors to the Site. Detailed expenditure profiles are yet to be determined and will be updated in future monitoring reports.

## **Leisure**

64. A property asset renewal budget of £135,000 has been allocated in 2019/20 to allow completion of car park drainage and resurfacing at Insole Court. This will allow recovery of final grant balances due from Heritage Lottery Fund and BIG Lottery.
65. As part of the contract for the transfer of leisure sites to GLL, the balance remaining of the £3.5 million for investment in the transferred leisure sites is £1.047 million. This is repayable on an investment to save basis, with detailed expenditure plans currently being developed by GLL, which include changing room refurbishment, pool play features, boiler replacement and lighting schemes.
66. Due to the deteriorating condition of the track at Cardiff International Stadium, replacement works that started in 2018/19 have now been completed at a total cost of £500,000 in line with the original agreement for transfer of the site to Cardiff and Vale College.
67. A tender package is currently being prepared for a scheme at Pontcanna riding school to resurface the outdoor arena which is necessary as it generates income for the school. Funding sources include a grant from Sport Council Wales and a contribution from the friends of Pontcanna riding school.

## **Venues and Cultural Facilities**

68. Capital budgets were initially allocated in 2015/16 for priority works identified at St David's Hall (£350,000) and New Theatre (£295,000), pending consideration of alternative options for service delivery from those sites. Dormer windows at New Theatre will be replaced this year, with the balance carried forward as slippage in to 2020/21 to develop a works package at St David's Hall.

## **Property & Asset Management**

69. Property Asset Renewal works for administration buildings will be developed over the year but currently includes the completion of stone balustrades on the roof at City Hall, replacement of emergency lighting and electrical remedial works at Cardiff Market works and a boiler plant replacement at Bute Park.
70. A scheme to introduce security measures at Brindley and Coleridge road depot site has been completed, replacing the manned security with technology to both improve the effectiveness of security at the site. The scheme was undertaken on an invest to save basis with repayment of expenditure over a five year period from reduced operational costs.
71. The Community Asset Transfer budget provides up to £25,000 for improvement works to buildings being taken on by third party organisations.

Payments are subject to progress on schemes and full slippage is shown at this stage into 2020/21.

72. The investment property estate is managed on a commercial basis with capital receipts generated from the sale of investment estate assets reinvested to improve existing properties within the estate or to purchase better quality assets. Expenditure currently expected during the year is for completion of refurbishment works at Senlan Industrial estate to bring units back into use.
73. Slippage of £331,000 is shown as the Council aims to secure National Heritage Lottery Funding towards wider more comprehensive improvements to Central Market. An expression of interest was submitted and approved in March 2019 with a phase 1 application submitted in May 2019. The outcome is expected in September and the Council has allocated £450,000 capital funding over the next four years as match funding and retains an earmarked revenue reserve of £281,000.
74. Following the completion of immediate health and safety works at the Former Virgin Active Tennis Centre site expenditure of £1.175 million is being undertaken to reconfigure the centre into separate, self-contained units comprising units, replacing mechanical and electrical services at the building. The costs are greater than initially expected due to incorporating new mechanical and electrical equipment within existing infrastructure whilst working around current occupiers of the property, however this will allow the securing of longer term lease arrangements for the beneficial use of the site as a local sports and club facility.
75. The full cost of the scheme must be met from disposal proceeds of land on the site as originally intended, with preparatory works on the disposal to be progressed in parallel with the works, which are expected to be complete in March 2020.

### **Harbour Authority**

76. The Harbour Asset Renewal budget approved for 2019/20 is £232,000, to be spent on various barrage structural works including completion of Bascule Bridge refurbishment and to replace and raise lock electrical panels.

### **Education and Lifelong Learning**

77. The 2019/20 programme for the Directorate is £33.718 million, with a net overall variance identified of £18.102 million primarily due to the delay and the re-profiling of Band B schemes, alongside the continued slippage of asset renewal including a scheme at Whitchurch High.

### **Schools - General**

#### *Asset Renewal - Buildings*

78. The Council asset renewal allocation of £12.659 million in 2019/20 includes £6.5 million of an additional £25 million approved over 5 years to address

condition, health and safety and additional learning needs within the schools estate. In 2018/19 the Welsh Government provided the Council with £4.262 million maintenance grant in March 2019. This was used to displace Council funding resulting in slippage of £4.130 million, which was carried forward to 2019/20. Expenditure in the year is anticipated to be £7.260 million on a range of roof and boiler replacements, fire precaution works, safeguarding of lobbies and kitchen upgrades. Due to limited scope for works to be carried out on schools buildings priority jobs are completed over the summer holidays but £5.399 million of slippage is expected due to delays in starting projects and capacity restraints.

#### *Asset Renewal – Suitability and Sufficiency*

79. The Suitability and Sufficiency budget of £894,000 is the net total after monies were brought forward in 2018/19 (£146,000) to pay for schemes completed a year earlier than planned. This budget is expected to be fully utilised in 2019/20 on arrange of works including; increased capacity for pupils with additional learning needs at Meadowbank, The Court, Marlborough and Bryn y Deryn as well as priority Disability Discrimination Act (DDA) adaptations across the Schools estate.

#### *Whitchurch High*

80. A £1.322 million separate allocation exists for works at Whitchurch High with future works subject to a full options appraisal. Opportunities for virements from existing education budgets will be considered subject to the impact of such an approach. As these options are currently under review it is assumed that there will be slippage of £472,000.

#### *Reducing Infant Class Sizes Grant*

81. As part of an ongoing programme to reduce infant class sizes, Welsh Government has agreed a £3 million grant funding package until 2021 for St Fagan's Primary, St Francis Primary and Oakfield Primary. Works at Oakfield are expected to be completed this year with the St Fagan's project scheduled to begin shortly. Slippage of £1.561 million is anticipated which must be spent in 2020/21 under the current grant conditions.

#### *Welsh Medium Grant*

82. A further grant of £1 million has been awarded in principle from Welsh Government to improve Ysgol Y Wern under the Welsh Medium programme. The project will increase the school to three forms of entry by providing two new permanent classrooms via extension of the existing building, along with the development of a welsh medium teachers training room in partnership with Cardiff Metropolitan, Welsh Government and the Central South Consortium.

## **Schools Organisation Plan – 21<sup>st</sup> Century Schools**

83. In March 2015, the Authority submitted a re-aligned 21<sup>st</sup> Century Schools Programme for investment totalling £164.1 million to Welsh Government. The 21<sup>st</sup> Century Schools Band A programme has fully utilised Welsh Government grant funding of circa £66 million with final spend in 2019/20 expected to be £1.8 million. These final schemes include final payments for the Eastern High School contract and demolition in relation to the Cardiff High School in the West project.
84. Band B of the 21<sup>st</sup> Century Schools Programme has now commenced with an overall estimated funding envelope of circa £240 million. This is to be funded by Welsh Government grant award with match funding from Cardiff Council at a rate determined by the type of school. The timescales of the programme has been reviewed since the initial submission to Welsh Government and will continue to evolve as detailed business cases are developed. At present three schemes are progressing; Fitzalan High, St Mary the Virgin and Doyle Avenue.
85. The stage one Fitzalan contract was recently awarded and preparatory and design work has commenced. Total spend anticipated in 2019/20 is £1.608 million out of the total £61.908 million allocated budget. The Doyle Avenue scheme is a complex scheme aiming to house three schools (Cantonian, Riverbank and Woodlands) on one shared campus. This is currently at the initial design stage.

## **People & Communities**

86. The total programme for 2019/20 is £11.809 million, with a variance identified of £1.695 million, the majority of which relates to slippage on regeneration schemes, youth hub projects, and expansion of the travellers site.

## **Communities & Housing**

### **Neighbourhood Regeneration**

87. The Neighbourhood Renewal Schemes programme of £310,000, includes street scene environmental improvements in Cathays and Riverside as well as implementation of a 3G sports pitch at Splott Park.
88. Shop front improvements at Clare Road and Penarth Road have been completed. The Maelfa regeneration scheme is progressing well, 9 new commercial units have been completed, including the fit out of 5 units. The demolition of the remainder of the shopping is complete and foundation work has started for the new Cardiff Community Housing Association residential units. The latter includes additional costs in respect of significant asbestos removal, security and land transaction tax and will be managed from within existing budgets within neighbourhood renewal.
89. Including slippage from the prior year of £54,000 the alley gating budget is £104,000 for priority schemes throughout the city. Subject to completion of consultation and legal procedures, full expenditure is currently forecast.

90. In March 2018, Cabinet agreed priorities for submission under the Welsh Government Targeted Regeneration Investment (TRI) Programme. In accordance with the terms and conditions of the funding, the Council has allocated its own resources to supplement other public and private funding sources. Council funding of £337,000 is available in 2019/20 with a further £900,000 in the following year. Pending confirmation of approval of initial schemes in the South Riverside business corridor, slippage of £150,000 is currently shown.
91. The Council has received confirmation of Welsh Government MALD funding totalling £225,000 for the refurbishment of Whitchurch and Rhydypennau libraries to create community wellbeing hubs. The cost of both schemes individually are in excess of £500,000 and are reliant on confirmation of Intermediate Care Fund (ICF) grant bids to support the creation of a number of hubs to be able to proceed. Until such confirmation is received, there remains a risk to the schemes progressing.
92. The Council aims to develop an integrated city centre business academy for young people, at Grassroots in Charles Street. This would offer young people advice and support on a wide angle of health, wellbeing and housing needs alongside employability skills, entrepreneurial advice and co-working spaces. The project is at design stage and with forecast costs of over £2 million, Intermediate Care Fund and other grant bids have been submitted in relation to the scheme, but have not been approved to date. Pending confirmation, it is unlikely that there will be significant expenditure on the scheme in this year and slippage is shown for a consecutive year with £800,000 carried forward to 2020/21.
93. A contract to develop a creative hub at Butetown youth pavilion has been let, with total expenditure to be £793,000 including all fit out. An additional Targeted Regeneration Investment grant from Welsh Government has been confirmed of £429,000 to supplement the Council's own funding, with any balance of council to be retained for the development of other youth.

### **Housing (General Fund)**

94. The Disabled Facilities Service budget for mandatory and discretionary grants to housing owner-occupiers as well as for administration costs for the grants is £4.400 million and is expected to be fully utilised. This expenditure allows housing owner-occupiers to continue living in their own home. In addition Enable grant totalling £436,000 has been received in the year from Welsh Government to deliver additional adaptations.
95. An Intermediate Care Fund (ICF) grant of £660,000 was received at the end of March and used for adaptations. In accordance with the terms in accepting the grant, the Council has carried forward its own displaced resources into 2019/20 as slippage, to be spent on agreed ICF priorities with the health board.
96. To facilitate comprehensive regeneration schemes, the estate environmental improvement allocation supports the costs of works to owner-occupier

properties as part of the Public Housing programme. Schemes during the year include Anderson place, Taff embankment, Roundwood Estate, Arnold Avenue and Bronte Crescent. The budget will also contribute towards any requirement for enabling works as part of approved energy efficiency schemes, for which £100,000 is assumed whilst a WG led scheme is developed.

97. Plans to expand the number of pitches on traveller's sites are subject to acquisition of land, securing grant from Welsh Government for the construction of additional pitches, viability and planning consent. At this stage slippage of £450,000 is shown, however is currently dependent on the factors outlined above.
98. Construction work on the Domestic Abuse One Stop Shop at the Cardiff Royal Infirmary site in partnership with the Health Board is forecast to complete in December 2019, with the total cost being in line with the £1.2 million initially allocated. The facility will be run by RISE which is a consortium of organisations who provide services to support women.

### **Flying Start**

99. The budget for Flying Start Capital schemes for the year totals £18,000. This comprises £8,000 allocation for Shirenewton Playgroup and £10,000 for First Steps, Trelai Primary. It is anticipated that all works will be completed by year-end. Additional Childcare grant totalling £1.117 million has been awarded to support sufficient childcare places to meet demand generated by the Childcare offer. Whilst detailed schemes and a grant process is being developed, it is assumed that £400,000 will initially be spent in 2019/20.

### **Social Services**

#### **Adult Services**

100. The Day Centre Opportunities Strategy aimed to reconfigure day services for older people at three existing sites; Minehead Road, Grand Avenue and Fairwater day centres. The final scheme at Fairwater was completed in June 2019.
101. A number of bids have been submitted for Intermediate Care Fund grant funding and are pending formal approval from Welsh Government. These include technology to support assisted living; a scoping exercise to consider an expansion of day provision and the opportunity to develop a hub on the Tremorfa day service site and older person housing care-ready schemes to promote independent living for older residents. Updates will be provided in the next monitoring report.

#### **Children's Services**

102. Proposals from the remaining John Kane Fund include an extension and refurbishment of the Crossland's home. Designs have been completed and are to be the subject of a tender exercise, however the start of any scheme is dependent on ensuring the works impact on service delivery can be

mitigated. Subject to this, expenditure of £75,000 is currently assumed during the year whilst options are considered.

103. An Intermediate Care Fund grant application has been submitted to improve and increase capacity of Trelai Youth Centre on the Ty Gwyn Special School campus, making it available to children and young adults with learning disabilities and complex needs in Cardiff for out of school activities. Updates will be provided in the next monitoring report.

### **Planning, Transport & Environment**

104. The 2019/20 programme for the Directorate is £43.680 million, with a variance identified of £10.947 million. This is primarily in relation to slippage of energy, waste, highway infrastructure and transport projects. A range of grants have been approved by Welsh Government, in most cases, with a requirement to undertake expenditure by 31 March 2020. Schemes and associated preparatory works will need to progress promptly in order to maximise utilisation.

### **Energy Projects & Sustainability**

105. Subject to due diligence, a number of schemes are to be undertaken under the second phase of the REFIT programme. Total expenditure of £300,000 is forecast in 2019/20, with a further £600,000 in the following year on lighting enhancements and solar panels, primarily on school sites. A Salix repayable loan funding application will be made for the works.
106. Salix Energy Efficiency Loan Schemes (SEELS) are repayable loans that aim to achieve energy efficiency and carbon reduction savings on public sector buildings. There is likely to be a delay in future schemes, whilst the approach to procuring further projects is reviewed.
107. In May 2019, Cabinet approved the final business case to deliver a solar farm at Lamby Way and planning consent was also received. The Solar Farm is a long term invest to save project which is projected to be self-financing over its operational life which is in excess of 30 years, as well as delivering long term financial benefits to the Council in addition to the significant carbon reduction benefits highlighted in the case. Cabinet also approved increasing the size of the facility from 7.5 megawatts to c 9.0 megawatts. The works cost is estimated at £7.710 million. With completion expected in spring 2020, slippage of £1.680 million is shown at this stage.
108. It should be noted that the costs of all projects identified above together with ongoing maintenance must be paid back from savings or future income generation.

### **Bereavement & Registration services**

109. The total programme of £1.195m reflects site and facility improvements of £425,000, which includes cemetery section expansions, works to chapels including installation of air conditioning, works on war memorials, equipment replacement and £750,000 towards the new Cardiff cemetery site. In relation



to the latter, any expenditure must be repaid from future income receivable as part of the bereavement reserve. Slippage of £370,000 is currently anticipated due to delays in accessing the site until later in the year in order to undertake site investigations.

### **Recycling Waste Management Services**

110. The five-year capital programme includes £3.325 million to explore options for a new household waste recycling / reuse centre. No expenditure is forecast to be incurred during the year until a suitable site is identified, resulting in slippage of £200,000.
111. As part of a separate glass collection trial in 2018/19, recycling containers and associated equipment costing £285,000 were acquired during that year. The Capital programme for 2019/20 includes an allocation of £815,000 to roll out the scheme, which is subject to confirmation of the way forward by Cabinet in autumn 2019. At this stage full expenditure is assumed.
112. The programme continues to include a £500,000 allocation towards a package of acceptable fire safety measures in relation to the Materials Recycling Facility (MRF) equipment and building. Further work is required in order to determine whether mitigations already put in place are just as effective as works to the facility which could cost more than the funding currently available. Pending a review, slippage of £500,000 is shown into 2020/21 as expenditure during the year is unlikely to take place. The need for this allocation will need to be reviewed during the budget process for 2020/21.
113. Expenditure of £375,000 is proposed to be undertaken on a number of enhancements to Waste management infrastructure including site crossings for users, security barriers, vehicle wash and other health and safety actions.

### **Highway Maintenance**

114. Expenditure on the reconstruction of structurally deteriorated roads which are deemed to be a priority is forecast to be £400,000. Site investigations will determine the most appropriate treatment to address condition and form the basis of any tender exercise. Prioritised roads are Greenway Rd, Nant Fawr Crescent and New Road.
115. The budgets for carriageway and footpath works total £8.191 million including slippage from 2018-19 which has been used to complete 2018/19 carriageway preventative, resurfacing and patching contracts. Assessment works for the 2019/20 programme are complete and the programme is being finalised before a procurement exercise is undertaken. Slippage of £1.7 million is currently forecast by the Directorate for resurfacing that will be done in conjunction with a number of capital schemes within the City Centre, programmed for 2020/21.
116. The five year capital programme includes a sum of £2.250 million to replace the timber surface of the Millennium Walkway which is coming to the end of its expected lifespan. The 2019/20 allocation is to support design with

potentially a small area of new sustainable material being trialled before wider roll out. Slippage of £150,000 is currently assumed.

117. The Bridges and Structures budget of £1.350 million will support replacement of Butetown tunnel emergency doors, Capel Llaniltern Culvert works and strengthening and refurbishment of the half joints at A48 Rhymney River Bridge. Assessment reports are awaited for North Rd Flyover and Station Rd to inform the level of works required, therefore slippage of £500,000 is currently forecast.
118. The street lighting renewal budget is to be used for replacement lighting in subways and low level solar powered bollards, with the first phase in Pentwyn, followed by Gabalfa. Design has been undertaken for a programme of cable and column replacement works at Eastern Ave to be phased over a number of years, however this is unlikely to start until January 2020. Slippage of £530,000 is currently assumed.
119. Following a successful trial of LED lighting in the Radyr Ward, with the conversion of 1,250 columns, an invest to save business case has been approved for all remaining residential columns to be converted to LED at a potential cost in excess of £6 million. Subject to the start and completion of tender process during the year, £1 million slippage currently assumed.
120. As part of a coastal defence scheme to implement improvements from Rover Way to Lamby Way, WG grant of £639,000 has been awarded to progress design, habitat assessments and complete a full business case. Slippage of £248,000 is currently assumed.

## **Traffic & Transportation**

121. The Council Road Safety Schemes budget of £335,000 and £190,000 budget for 20mph zones will be used to match fund schemes being delivered under Local Transport Fund, Active Travel Fund (Lakeside Primary) and Road Safety Fund grants. Full spend is currently anticipated.
122. The asset renewal telematics budget of £135,000 is to be used for replacement of obsolete CCTV cameras at various locations.
123. The total budget for cycling development in 2019/20 is £2.5 million, which will be used to match fund WG grant funded schemes. Slippage of £2 million is forecast, in line with the delivery programme of Cycle Superhighway schemes.
124. A sum of £375,000 Council match funding is included in the Capital Programme to help secure a range of Welsh Government grants where match funding is required. Together with slippage from 2018/19 this is to complete a range of schemes for Local Transport, Safe Routes in Communities and Road Safety. Welsh Government terms and conditions require all grant to be utilised by 31 March 2020
125. City Centre and Key Links Transport Improvement budget of £1.684million including slippage is to be utilised towards schemes in the City Centre.

Slippage of £1.259 million is anticipated, in line with the delivery programme. £425,000 will be used in year towards the design of City Centre Eastside.

126. The Welsh Government allocation to Cardiff for the Local Transport Fund is £5.558 million. The fund supports development of integrated, effective, accessible, affordable and sustainable transport systems. Schemes bid for and approved this year include bus improvements on the A4119 and the A470 (£876,000), City Centre Transport Development to support sustainable travel infrastructure in the city centre (£2.750 million), to extend the on-street cycle hire scheme (£500,000), active travel to schools (£500,000), expansion of the 20mph limit area (£500,000 and to deliver a package of strategic cycle routes and on-street parking (432,000).
127. The Local Transport Network Fund allocation of £150,000 is to improve bus performance on strategic routes, through removal of priority narrowing's at key locations.
128. A Welsh Government Road Safety grant of £522,000 will support capital projects that reduce road casualties. Schemes include traffic calming and pedestrian improvements on Rhydypennau Road near Dan-y-Coed Road and the A48 Western Ave. Design for a safety scheme will be undertaken on Crwys Rd for construction in 2020/21 subject to a successful grant bid.
129. Safe Routes in Communities Grant of £267,000 aims to improve the accessibility and safety and encourage walking and cycling in communities. There is particular emphasis on improving routes to and from schools with works proposed for Ninian Park Primary.
130. The Active Travel Fund allocation is £3.958 million. The purpose of the fund is to increase levels of active travel, improve health and well-being, improve air quality, reduce carbon emissions and connect communities. Funding will support Cardiff Cycle Superhighways stage 1 (£2,507 million), design and implementation of walking and cycling schemes (£679,000) and an allocation of £772,000 to implement a number other improvements to the Integrated Network Plan.
131. A grant of £134,000 was approved from the Department for Transport towards the costs of implementing on street residential charge points for electric vehicles. Match funding of £45,000 was allocated from the Parking Reserve. Implementation is now complete at 10 locations across the city.
132. An allocation of £310,000 from the Parking reserve has been approved to install Electric Vehicle charging points for Cardiff Council vehicles at numerous locations, to support a move towards an electric vehicle fleet. The number and locations of points as well as numbers of vehicles suitable for conversion are currently being determined.
133. In relation to moving traffic offences, expenditure of £460,000 is to be incurred on purchasing motion cameras and a camera car for mobile enforcement, £125,000 for attended parking stationary cameras and £160,000 for additional pay and display machines. This expenditure is on an

invest to save basis, to be repaid from future parking and enforcement income.

134. Full slippage of the Parking Reserve funded bus corridor improvements budget £335,000 is proposed in order to prioritise grant expenditure, due to programme delays on match funded schemes (A4119 Ph2d & A470 Caedelyn to Tyn-y-Parc). This slippage will be required in 20/21 to complete the schemes.
135. In order to comply with the requirement of the environment act 1995 – air quality direction 2019 - the Council has submitted a business case and options for delivering compliance in the shortest possible time. Welsh Government has committed to supporting the costs associated with implementing the agreed measures including city centre schemes to enable their implementation.
136. Design works are being progressed pending formal confirmation of grant from Welsh Government.

### **Resources**

137. The 2019/20 programme for the Directorate is £4.205 million, with this currently forecast to be fully committed by the end of the year.

### **Technology**

138. The Modernising ICT budget aims to support projects in the Cardiff Capital Ambition programme and the digitisation of business services utilising modern technology. Expenditure planned during the year includes continued roll out of SharePoint (Electronic Document Management System), teams developing the Cardiff App and other Digitalisation projects and development of a Virtual Assistant (ChatBot). The £1.1 million budget for the year is forecast to be fully committed.
139. The ICT Refresh budget of £398,000 will support a range of projects to support resilience, capacity and capability such as core network switch replacement, telephony rationalisation and update of firewalls.

### **Corporate**

140. In respect of the contingency budget of £200,000, given that it is early in the financial year this is shown projected to be fully required, although as the year progresses, any under spend will be used to reduce the level of borrowing assumed in the Capital Programme.
141. The £500,000 invest to save budget for small schemes has not been requested to be drawn down for approved schemes to date. It is assumed that this will not be required during the year but will be adjusted in future monitoring reports if schemes are approved during the year.
142. Whilst the programme for 2019/20 includes for a payment of £2.474 million as part of the Council's £28.4 million approved contribution to the £120 million

Cardiff Capital Region City Deal (CCRCD) wider investment fund, the timing and value of approved and proposed projects being considered by CCRCD joint committee is uncertain. Any payment by the Council will also be dependent on the different funding streams available to CCRCD to meet obligations under the project.

143. The Council's five year capital programme includes a loan application from Cardiff City Transport Services of £2 million towards the replacement of diesel vehicles with electric buses. In accordance with the Cabinet report in June 2019, a loan would be considered subject to relevant due diligence and security as part of a number of clean air measures. No budget has been brought forward at this stage.

### **Capital Receipts**

144. The 2019/20 Capital Programme included an assumption of £3.0 million non-earmarked capital receipts net of fees. This includes targets to dispose of land as well as a number of retail parades as identified in the Annual Property Plan. To date the main disposal relates to the sale of 8 library street Canton (£289,000).
145. In addition to the above, a number of sites will be sold as part of the investment property strategy, for reinvestment in the estate and a number of land appropriations to the Housing Revenue Account will take place for the development of affordable housing. Subject to agreement of values, this includes sites of the former Michaelston and Llanrumney High schools as well as land identified as part of the Maelfa and St Mellons Hub redevelopments.

### **Public Housing (Housing Revenue Account)**

146. The 2019/20 capital programme for Public Housing is £47.385 million, with net overall slippage assumed of £2.111 million currently forecast.
147. Expenditure of £4.844 million is forecast on a range of estate regeneration schemes to tackle issues of community safety, defensible space, waste storage and courtyard improvements to blocks of flats. Major schemes within the programme include Anderson Place / Galston Street in Adamsdown, Taff Embankment, the Roundwood estate Arnold Avenue and Bronte Crescent. Progress in delivering schemes on site is positive, allowing a number of schemes to be brought forward from future years.
148. An amount of £10.288 million is forecast to be spent on improvements to the existing dwellings stock including £2.3 million on roofing, £1 million on lift upgrades, £1.2 million on upgrades to Highrise, £1.6 million on sheltered accommodation schemes including Clos Y Nant and Brentwood. A range of other investment will be undertaken including boiler replacement, rewiring, underpinning of properties where subsidence issues were found, front door upgrades to flats and kitchen and bathroom upgrades when properties become vacant prior to re-letting. Slippage of £3.262 is recognised primarily

in relation to front door upgrades to flats to allow for further fire testing and also rewiring.

149. Expenditure on disabled adaptations for public housing is forecast to be £2.9 million with additional pressures to be managed within the overall budget allocated.
150. A report outlining the Councils strategy for delivering 1,000 new council homes by May 2022 and at least 2,000 in the longer term was considered by Cabinet in May. Expenditure on the development of new housing over a number of sites during the year is estimated to cost £27 million in total. This includes completion of phase one living sites, preparation for future phases as well as specific developments such as Caldicot Road, Greenfarm Hostel shipping container scheme, Courtney Road, and acquisition of the Iorwerth Jones home site. Opportunities will also be considered to bring forward the acquisition of individual property acquisitions subject to viability and suitability of the properties.

## Section 106 Schemes and Other Contributions

151. 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 the new projection at Month 4:

	Budget	Projection at Month 4	Variance
	£000	£000	£000
Parks & Green Spaces	1,342	992	(350)
Traffic & Transportation	802	432	(370)
Strategic Planning & Regulatory	156	101	(55)
Neighbourhood Regeneration	349	335	(14)
Economic Development	382	78	(304)
Education & Lifelong Learning	330	274	(56)
Public Housing (HRA)	520	520	0
<b>Total</b>	<b>3,881</b>	<b>2,732</b>	<b>(1,149)</b>

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

- Parks and Green Spaces – Schemes are proposed to be undertaken in a number of areas including Adamsdown Open Space, Craiglee Drive, Trelai and Jubilee Park, Gelligaer Street, and Grange Gardens play areas, and cycle improvements along the Roath Park Corridor. Capacity to deliver schemes continues to be reviewed.
- 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 – Detailed Design of City Road Public Realm Enhancement Scheme.
- Neighborhood Regeneration - Improvement of community facilities at Penylan Library and Community Centre, Butetown Pavilion, St Peters Community Hall, Old St Mellons Village Hall and Maes y Coed Community Centre and Llwynfedw Gardens.
- Economic Development – Support for small to medium enterprises in Adamsdown, Butetown and Llanishen.
- Education & Lifelong Learning – Condition works at Llanishen High School.
- Public Housing – development of new Council housing.

### **Reasons for Recommendations**

153. To consider the report and the actions therein that form part of the financial monitoring process for 2019/20.

### **Legal Implications**

154. 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**

155. In summary, the Month Four revenue monitoring position for the Council reflects an overall projected deficit of £325,000, with significant directorate overspends offset by the use of contingency allocations, a Capital Financing surplus and one off funding in relation to Teachers' Pensions. The position reflects various in-year pressures and 2019/20 savings shortfalls amounting to £6.290 million. A range of management actions have already been implemented, the effect of which are reflected in the figures included within this report. However, the intention is to continue to maintain tight management control, specifically in relation to directorate positions to significantly reduce overspends by the end of this financial year. In the event that an overall deficit position cannot be avoided, the result will be a reduction in the level of Council Fund Balance held by the Council. As currently stated, the projected £325,000 deficit would result in a reduction to level the Council Fund Balance, from £14.255 million to £13.930 million.
156. Whilst the overall directorate overspend has largely been mitigated at this stage of the financial year, there remains a risk that directorate positions could worsen during the remainder of the year. This is particularly relevant when considering the nature of the financial pressures being experienced within certain directorates, especially those linked to demand-led services and the ever increasing demand for those services. It is also important to recognise the fact that one of the most significant mitigations in 2019/20 is the use of funding in relation to Teachers' Pensions. There is no guarantee that opportunities such as this will be available in future years and that it would be possible to balance the budget, should a similar level of overspend

occur in future years. On that basis, it is imperative that directorates continue to focus on addressing challenges within their budgets and managing financial pressures within their budgets as much as possible. In addition, it is essential that delivery of savings proposals is a priority and that shortfalls in this financial year are not carried forward into future years.

157. In relation to the 2019/20 Capital Programme, a variance of £32.379 million is currently projected against the General Fund element, predominantly in relation to slippage against various schemes. In terms of the Public Housing element of the programme, overall slippage of £2.111 million is currently forecast. Spend to date is also relatively low for this stage of the year and, therefore, there is a risk that the overall level of slippage could increase further. On that basis, it is critical that directorates take steps to minimise the risk of slippage and implement measures to ensure that budgets are utilised in a timely and appropriate manner. Where this is not possible, early reporting of emerging issues should take place and robust reprofiling of expenditure should be undertaken to inform the development of the overall programme for future years. This requirement is of even greater significance when considering those externally funded schemes, as it is important to ensure that the opportunity to utilise such funding is not lost.

## RECOMMENDATIONS

The Cabinet is recommended to:

1. Note the potential financial outturn based on the projected position at Month 4 of the financial year.
2. Note the allocations from specific contingency budgets to the People & Communities - Housing & Communities, People & Communities - Social Services and Planning, Transport & Environment directorates as set out in this report.
3. Reinforce the requirement for all directorates currently reporting overspends as identified in this report to put in place action plans to reduce their projected overspends.

<b>SENIOR RESPONSIBLE OFFICER</b>	<b>CHRISTOPHER LEE</b>
	Corporate Director Resources
	<b>20 September 2019</b>

*The following appendices are attached:*

- Appendix 1 – Revenue Position
- Appendix 2 – 2019/20 Budget Savings Position
- Appendix 3 – Capital Programme



## Appendix 1

**REVENUE MONITORING POSITION 2019/2020**

Directorate	CASH LIMIT BUDGETS			PROJECTED OUTTURN			VARIANCES		
	Expenditure £000	Income £000	Net £000	Expenditure £000	Income £000	Net £000	Expenditure £000	Income £000	Net £000
Corporate Management	26,113	(101)	26,012	26,063	(101)	25,962	(50)	0	(50)
Economic Development	41,810	(38,164)	3,646	45,452	(41,394)	4,058	3,642	(3,230)	412
Education & Lifelong Learning	326,171	(56,983)	269,188	329,527	(60,096)	269,431	3,356	(3,113)	243
People & Communities									
- Communities & Housing	242,963	(197,995)	44,968	244,131	(199,463)	44,668	1,168	(1,468)	(300)
- Performance & Partnerships	7,984	(5,194)	2,790	8,264	(5,477)	2,787	280	(283)	(3)
- Social Services	193,450	(21,523)	171,927	198,088	(21,961)	176,127	4,638	(438)	4,200
Planning, Transport & Environment	97,787	(60,662)	37,125	102,630	(63,048)	39,582	4,843	(2,386)	2,457
Resources									
- Governance & Legal Services	6,677	(1,179)	5,498	7,507	(1,998)	5,509	830	(819)	11
- Resources	30,295	(13,810)	16,485	31,091	(14,558)	16,533	796	(748)	48
Capital Financing	40,026	(4,790)	35,236	40,039	(5,018)	35,021	13	(228)	(215)
General Contingency	3,000	0	3,000	0	0	0	(3,000)	0	(3,000)
Summary Revenue Account	8,242	(928)	7,314	5,376	(1,505)	3,871	(2,866)	(577)	(3,443)
Discretionary Rate Relief	400	0	400	400	0	400	0	0	0
<b>Sub-Total</b>	<b>1,024,918</b>	<b>(401,329)</b>	<b>623,589</b>	<b>1,038,568</b>	<b>(414,619)</b>	<b>623,949</b>	<b>13,650</b>	<b>(13,290)</b>	<b>360</b>
Council Tax Collection	0	0	0	0	(35)	(35)	0	(35)	(35)
<b>Total</b>	<b>1,024,918</b>	<b>(401,329)</b>	<b>623,589</b>	<b>1,038,568</b>	<b>(414,654)</b>	<b>623,914</b>	<b>13,650</b>	<b>(13,325)</b>	<b>325</b>

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**DIRECTORATE BUDGET SAVINGS PROPOSALS 2019/20**

No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
1	Corporate Management	<b>Reduction of funding available to react to opportunities to fund City wide events</b> 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.	126	126	126	0	This saving has been achieved, with any unforeseen requirement to fund additional events to be met from earmarked reserves.
2	Corporate Management	<b>Reduction in Past Service Contributions</b> 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.	40	0	40	0	It is currently anticipated that this savings target will be achieved in full.
<b>Corporate Management Total</b>			<b>166</b>	<b>126</b>	<b>166</b>	<b>0</b>	
3	Economic Development	<b>Review of Venues &amp; Catering Staffing Resource</b> Deletion of two 0.5 FTE posts through voluntary redundancy. The current staffing budget for Retail Catering is £155,000.	19	19	19	0	A 0.5 FTE post has been deleted with the balance of the savings target achieved via a flexible retirement.
4	Economic Development	<b>Closure of Public Conveniences in Caedelyn Park</b> 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.	6	6	6	0	This savings target has been achieved in full.
5	Economic Development	<b>Review of Facilities Management Staffing Resource</b> 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.	157	157	157	0	The savings target has been achieved in full through voluntary redundancy and flexible retirement.
6	Economic Development	<b>Corporate Landlord - Review of Security Costs</b> Savings 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.	80	80	80	0	Posts have been deleted and the savings target has been achieved in full.
7	Economic Development	<b>Corporate Landlord Model - Reduced Operational Cost of the Estate</b> 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.	63	63	63	0	This saving has been achieved in full. Should any residual costs emerge, these will be managed within the overall position.
8	Economic Development	<b>Revised and restructured model for Economic Development</b> 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.	56	56	56	0	The post has been deleted and the savings target has been achieved in full.
9	Economic Development	<b>Corporate Landlord Model - Cleaning of operational buildings</b> 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.	53	53	53	0	The post has been deleted and the savings target has been achieved in full.
10	Economic Development	<b>Revised and restructured model for the Tourism service and reduction in Tourism budget</b> 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.	41	41	41	0	The post has been deleted and the savings target has been achieved in full.
11	Economic Development	<b>City Centre Management - Remove Subsidy</b> Reduce costs in order to make City Centre Management cost neutral. The current net budget for the City Centre Management function is £40,000.	40	40	40	0	This saving has been achieved in full.

No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
12	Economic Development	<b>New Operating model for Leisure Centres</b> 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.	1,822	1,822	1,822	0	This saving has been achieved in full in line with GLL net subsidy requirements.
13	Economic Development	<b>New Theatre</b> 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.	404	0	404	0	A detailed plan of the nature and the timing of the proposed transfer to an external operator is currently being developed and it is planned that a report to Cabinet setting out the recommendations will be submitted in September. On this basis, it is currently anticipated that this saving will be achieved in full.
14	Economic Development	<b>Parks and Sport – Continue transfer of parks buildings to reduce costs to the Council and attract investment</b> 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.	25	0	25	0	it is currently anticipated that this savings target will be achieved in full. However, the exact detail as to which building will be transferred out of Council use and the timescales are not clear at this stage in the process.
15	Economic Development	<b>Cardiff Castle - Income / Staff Rationalisation</b> 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.	122	0	122	0	It is currently anticipated that this savings target will be achieved in full through voluntary redundancies (4 staff in total), and the generation of additional income relating to enhanced visitor experiences including Chariot Corner and Chaucer Tower.
16	Economic Development	<b>Pest Control - Exploring opportunities for expanding markets</b> 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.	30	5	15	15	It is currently anticipated that this savings target will only be partly achieved, but will be reviewed as the financial year progresses.
17	Economic Development	<b>Workshops Income</b> Increased rental income from workshop units. The current rental and service charge income target for Workshops is £728,000.	20	0	20	0	It is currently anticipated that this savings target will be achieved in full.
18	Economic Development	<b>Reduced Subsidisation of Events</b> 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.	125	80	125	0	It is currently anticipated that this savings target will be achieved in full on the basis that the events programme has been reduced with no known funding commitments. The salary savings will now be achieved with the voluntary redundancy of one staff member.
19	Economic Development	<b>Reduction in funding for annual Cultural Project Schemes</b> 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.	62	62	62	0	There are no ongoing commitments for expenditure and therefore this saving is considered to be achieved in full.
20	Economic Development	<b>Economic Development Projects and Initiatives</b> Reduction in the Business & Investment initiatives budget. This proposal relates to the Cardiff Convention budget which currently stands at £50,000.	28	28	28	0	This saving has been achieved in full.
<b>Economic Development Total</b>			<b>3,153</b>	<b>2,512</b>	<b>3,138</b>	<b>15</b>	
21	Education	<b>Delegation of responsibility for the Local Authority contribution to the Education Improvement Grant</b> 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.	962	962	962	0	The delegation of the EIG matchfunding took effect from 1st April and, therefore, this saving has been achieved in full.

No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
22	Education	<b>Full Year financial impact of Education Directorate Restructure</b> 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.	270	0	143	127	The new staffing structure is in the process of being implemented. The first call on savings generated are the unachieved staffing savings from previous years, leaving a shortfall in the current financial year. The directorate are closely monitoring all vacancies and examining all external grant schemes to enable it to bridge the financial shortfall by the year-end.
49	Education	<b>School Transport - Route Optimisation/Retender</b> 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.	400	0	400	0	This saving is assumed to be achievable. Figures will be available for routes and pupil numbers in September and this will largely dictate whether or not the saving has been achieved.
23	Education	<b>Generation of additional income for traded Additional Learning Needs (ALN) services</b> 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.	140	0	70	70	The directorate are currently in the process of introducing mechanisms for achieving this saving and, currently, it is assumed that it will be achieved in full.
73	Education	<b>School Transport - Active Travel</b> 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.	50	0	50	0	This target is assumed to be fully achievable in 2019/20. This will be clearer once the academic year begins as route numbers and requirements (including levels of active and alternate schools transport) are not yet confirmed.
24	Education	<b>Reduction in contribution to the Central South Education Consortium (CSC)</b> 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.	70	70	70	0	The Joint Committee have agreed the level of contribution for 2019/20 and this saving has been achieved in full.
<b>Education Total</b>			<b>1,892</b>	<b>1,032</b>	<b>1,695</b>	<b>197</b>	
25	People & Communities - Housing & Communities	<b>Realignment of funding for homelessness service delivery</b> 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.	250	250	250	0	This saving has been achieved in full through a drawdown from the homelessness earmarked reserve. The reserve and ongoing funding requirements will be reviewed as part of the budget strategy going forward.
26	People & Communities - Housing & Communities	<b>Community Wellbeing Hubs implementation</b> 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.	250	250	250	0	This saving was achieved in full following completion of the related staff restructure in Autumn 2018 with part year savings achieved last financial year.
27	People & Communities - Housing & Communities	<b>Review of Benefits Service in line with rollout of Universal Credit</b> 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.	125	125	125	0	This savings target has been achieved in full with the deletion of 4 vacant posts.
28	People & Communities - Housing & Communities	<b>Deletion of an Into Work Advisor Post</b> 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.	40	40	40	0	This savings target has been achieved in full.

No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
29	People & Communities - Housing & Communities	<b>Review of Adams Court and realignment of grant funding</b> 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.	30	30	30	0	Budgets were reduced accordingly and this saving has been achieved in full.
30	People & Communities - Housing & Communities	<b>Review of Independent Living Service</b> 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.	60	0	60	0	This savings target is expected to be achieved in full through proposed staff recharges to the new Transformational grant.
31	People & Communities - Housing & Communities	<b>Review of the Day Opportunities Team within Independent Living Services</b> 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.	20	20	20	0	This savings target has been achieved in full following the Day Opportunities restructure.
32	People & Communities - Housing & Communities	<b>Smart House/Shop Services</b> 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.	30	1	30	0	It is currently anticipated that this savings target will be achieved in full.
33	People & Communities - Housing & Communities	<b>Provision of all Into Work Services in-house</b> 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.	33	0	33	0	This savings target is expected to be achieved through the maximisation of additional grant funding being made available to the service.
34	People & Communities - Housing & Communities	<b>Citizen Advice Bureau (CAB) Contract - Agreed Reduction</b> 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.	30	30	30	0	This is the final year of the three year reduction in contract payments to Citizens Advice and the savings target has been achieved in full.
<b>People &amp; Communities - Housing &amp; Communities Total</b>			<b>868</b>	<b>746</b>	<b>868</b>	<b>0</b>	
98	People & Communities - Performance & Partnerships	<b>Policy, Performance and Research restructure</b> 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.	204	168	204	0	The savings already achieved relate to two voluntary redundancies and two vacant posts being deleted. The remaining savings are expected to be fully achieved
99	People & Communities - Performance & Partnerships	<b>Restructure of Branding and Media teams</b> 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.	76	76	76	0	The restructure is complete and the savings fully achieved.
105	People & Communities - Performance & Partnerships	<b>Income generation for Council's branding team</b> 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.	100	50	100	0	This savings target is expected to be fully achieved.
106	People & Communities - Performance & Partnerships	<b>Income generation in Bilingual Cardiff</b> 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.	42	0	42	0	A review has begun of the resources needed to generate the income required to achieve the 2019/20 savings target.
109	People & Communities - Performance & Partnerships	<b>Reduction to Third Sector Council infrastructure grant</b> 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.	40	0	40	0	This savings target will be fully achieved. The reduction has been communicated to the sector affected.

No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
110	People & Communities - Performance & Partnerships	<b>Reduction in external spend in Communications and Media</b> Reduction in the Council's publicity campaign budget. The current budget for this area is £50,000.	44	0	44	0	This savings target is expected to be fully achieved.
<b>People &amp; Communities - Performance &amp; Partnerships Total</b>			<b>506</b>	<b>294</b>	<b>506</b>	<b>0</b>	
35	People & Communities - Social Services	<b>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</b> 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.	1,500	0	0	1,500	Work to increase residential provision within Cardiff is ongoing with proposals to develop in-house and external capacity in 2019/20. Action has also been taken to increase the proportion of in-house foster carers. However, significant growth in the number of external residential placements in the last quarter of 2018/19 will impact significantly on the directorate's ability to achieve the targeted savings in 2019/20. This will also impact on the overall financial position. Although some savings have been achieved through the return to home of a number of younger people, this saving has been outweighed by the underlying growth in numbers. No significant increase in the number of children placed with in-house foster carers is so far evident, however, a number of recruitment initiatives have been implemented. There has been a notable increase in kinship carers, but this has helped absorb the overall growth in looked after children. No saving is, therefore, currently shown, however the position will be monitored throughout the year and any improved trends reflected as appropriate.
36	People & Communities - Social Services	<b>Improve the cost effectiveness of Social Services commissioning arrangements</b> 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.	1,000	200	700	300	The directorate is in the process of developing an evidence-based fee setting methodology which, it is anticipated, will influence care home costs in 2019/20. In addition, there has been an increase in the maximum weekly rate that can be charged for domiciliary care and it is anticipated that this will generate c£270k of additional income in 2019/20 (albeit £70k of this will offset a savings income shortfall carried forward from 2018/19). However, there is ongoing pressures on unit care costs which will impact on the achievement of the saving. A shortfall is therefore shown at this stage.
37	People & Communities - Social Services	<b>Safely reduce the number of children entering local authority care by enhancing protective factors within the child's home and community</b> 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.	500	0	0	500	A number of preventative initiatives have been implemented and use is being made of specific grant funding to improve support for families. However, significant growth in the number of external residential placements in the last quarter of 2018/19 will impact significantly on the directorate's ability to achieve targeted savings in 2019/20 and this will also impact on the overall financial position. Total looked after children numbers have shown a small increase in 2019/20, albeit the rate of increase is lower than 2018/19. No saving is therefore shown at this stage although the position will be monitored closely and adjustments made to the savings achievable figure should an improved trend become evident in the remainder of the year.

No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
38	People & Communities - Social Services	<b>Maximise use of Community Resource Team (CRT) to support people to become more independent</b> 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.	1,000	0	0	1,000	The cost saving arising from this proposal would need to be evidenced via a reduction in the number of domiciliary care hours commissioned from external providers. Commissioned care hours increased in the last quarter of 2018/19 and although there is an ongoing process of review, growth has continued in the initial months of 2019/20, albeit at a slower rate. No saving is therefore shown at this stage, although, the position will continue to be monitored and any new trends reflected in the savings position.
39	People & Communities - Social Services	<b>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</b> 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.	1,000	0	0	1,000	The cost saving arising from this proposal would need to be evidenced via a reduction in the number of domiciliary care hours commissioned from external providers. Commissioned care hours increased in the last quarter of 2018/19 and although, there is an ongoing process of review, growth has continued in the initial months of 2019/20, albeit at a slower rate. Also, no reduction in care home placements is currently evident. No saving is therefore shown at this stage and the position will continue to be monitored and any new trends reflected in the savings position.
40	People & Communities - Social Services	<b>Enabling people with a Learning Disability to live the lives they want to live with reduced levels of community support</b> 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.	500	68	500	0	The number of externally commissioned residential home places for those with learning disabilities reduced significantly in 2018/19. This trend has continued in 2019/20. It is anticipated, therefore, that the full year effect of savings relating to 2018/19 and in-year savings in 2019/20 will be sufficient to reach the budgeted target. Savings may also be supplemented by increased continuing health care contributions from the UHB.
41	People & Communities - Social Services	<b>Enabling people with a Mental Health Issue to live the lives they want to live with reduced levels of community support</b> 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.	500	53	500	0	The number of externally commissioned residential home places for those with mental health issues reduced significantly in 2018/19. There was also a reduction in the number of domiciliary care hours commissioned. It is anticipated, therefore, that the full year effect of savings relating to 2018/19 and in year savings related to ongoing reductions in commissioned domiciliary care, will be sufficient to reach the budgeted target.
<b>People &amp; Communities - Social Services Total</b>			<b>6,000</b>	<b>321</b>	<b>1,700</b>	<b>4,300</b>	
42	Planning, Transport & Environment	<b>Fleet Services</b> 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.	600	0	0	600	This saving will not be achieved so mitigating action will take place by delaying the capital loan repayment in respect of the RCV purchases and utilising the CTS reserve.



No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
43	Planning, Transport & Environment	<b>Recycling &amp; Waste Management Services</b> 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.	250	0	0	250	There is no visibility of process improvements that will generate a cashable saving. Until savings can be evidenced, the saving will be shown as unachievable.
44	Planning, Transport & Environment	<b>Neighbourhood Services - Service Redesign</b> Rebalancing street cleansing rounds, reshaping on an area basis in order to optimise use of resources. The current staffing budget is £5.099 million.	160	100	160	0	Savings have already been achieved through the full year effect of the 2018/19 restructure. The remaining saving is planned to be achieved through further restructure proposals for 2019/20.
45	Planning, Transport & Environment	<b>Recycling &amp; Waste Management Services - Review of Staffing Resource</b> Restructure to be undertaken within the Waste service to allow various posts to be deleted. The current staffing budget is £722,000.	134	0	0	134	There is currently no indication how this saving will be achieved .
46	Planning, Transport & Environment	<b>Environment Enforcement</b> Improved efficiency and effectiveness through digital working. The current income target is £465,000.	60	0	0	60	The current level of income from penalty notices suggest the saving will not be achieved.
47	Planning, Transport & Environment	<b>Recycling &amp; Waste Management Services - Residual Waste to Recycling</b> 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.	40	0	0	40	The overall cost of processing residual waste is forecast to be greater than the budget provision. This is caused by in-year decisions to divert waste from some more costly recycling activities.
48	Planning, Transport & Environment	<b>Energy Management - Sustainability Team Leader</b> 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.	33	0	0	33	Work based evidenced is required to enable the HRA to accept this charge. Until this is complete the saving is shown as unachieved.
50	Planning, Transport & Environment	<b>Civil Parking Enforcement - Fundamental Service Review</b> Fundamental review of Civil Parking Enforcement service to optimise performance and service delivery. The current operating costs are £6.290 million.	300	100	300	0	Civil Parking Enforcement is forecast to exceed its income target so this saving is currently shown as on target.
51	Planning, Transport & Environment	<b>Reshaping Highways Operations</b> 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.	132	0	44	88	Several business cases are being compiled which should deliver part of the saving target. A further assessment is required which is likely to mean the remainder of the saving will not be achieved until the following year.
52	Planning, Transport & Environment	<b>Electrical - Lighting Energy Reduction</b> Reduction in energy usage and cost due to introduction of LED on strategic routes. The current Street Lighting energy budget is £2.413 million.	122	40	122	0	This saving is anticipated to be realised in full.
53	Planning, Transport & Environment	<b>Restructure of Transport Teams</b> 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.	80	0	24	56	A part saving is anticipated from a voluntary redundancy. A further assessment is ongoing which is likely to mean the remainder of the saving will not be achieved until the following year.
54	Planning, Transport & Environment	<b>Review of Active Travel plans for Cardiff</b> Deletion of vacant posts in line with Active Travel plans for Cardiff. The current staffing budget for Active Travel is £277,000.	55	17	55	0	The saving is anticipated to be achieved in full.
55	Planning, Transport & Environment	<b>Service Management &amp; Support - Team Restructure</b> Restructure of Support Team resulting in deletion of posts through flexible retirement and voluntary redundancy. The current staffing budget is £644,000.	52	0	8	44	The team restructure has been delayed so only a proportion of the saving will be achieved this year.
56	Planning, Transport & Environment	<b>Planning - Deletion of Vacant Post</b> Deletion of vacant administrative post in Planning. The current administrative support budget is £357,000.	22	22	22	0	This saving has been achieved in full.

No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
57	Planning, Transport & Environment	<b>Regulatory Collaboration</b> 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.	286	286	286	0	The saving has been achieved following dialogue and agreement with the SRS.
58	Planning, Transport & Environment	<b>Bereavement Services</b> 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.	301	45	301	0	It is anticipated that this will be achieved in full but the position will not become clear until later in the year.
59	Planning, Transport & Environment	<b>Fleet - income from enhanced commercialisation of the service</b> Income from enhanced commercialisation of the service. The current income target is £447,000.	200	0	50	150	A proportion of the saving is anticipated to be achieved through the continuous development of third party work. Further achievement may be possible following the in-sourcing of vehicle maintenance but this needs further evidencing. In addition there is already a challenging income target which was not achieved in 2018/19 meaning this year's target is unlikely to be achieved.
60	Planning, Transport & Environment	<b>Commercial Waste and Recycling</b> Increase income by growing the commercial waste and recycling centres at Bessemer Close and Lamby Way. The current income target is £978,000.	100	0	0	100	Current performance indicates a decreasing income trend which may be due, in part, to increased competition. This saving is therefore unlikely to be achieved.
61	Planning, Transport & Environment	<b>Lamby Way Solar Farm Scheme</b> 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.	30	0	30	0	The Solar Farm is expected to be operational for the final quarter of the year. Any delays to the construction and commissioning will have an impact on the delivery of the saving. This position will become clearer over the next few months.
62	Planning, Transport & Environment	<b>Registration Services Income</b> Generate additional income through increases to fees for marriage ceremony room hire and private citizenship ceremonies. The income target is currently £798,000.	23	8	23	0	Current income levels suggest this saving is achievable.
63	Planning, Transport & Environment	<b>Cardiff Dogs Home</b> 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.	20	5	20	0	Current income levels suggest this saving is achievable.
64	Planning, Transport & Environment	<b>Transport Policy - Improved income recovery</b> Improved income recovery through the digitalisation of the Network Management function and benchmarking against other local authorities. The current income target is £483,000.	120	0	99	21	Current indications are that there may be a shortfall, but this position may improve during the year if additional grants/external funding is awarded.
65	Planning, Transport & Environment	<b>Clamping and Removal of Nuisance Vehicles</b> 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.	120	0	86	34	Current indications are that there may be a shortfall, but this position will be reviewed during the year as the initiative progresses.
66	Planning, Transport & Environment	<b>Delivery of approval body for Sustainable Drainage</b> 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.	108	0	8	100	Early indications suggest this net saving will not be achieved. The processes are being reviewed to tighten up the planning application stage so the position could improve later in the year.
67	Planning, Transport & Environment	<b>Planning - Progressing development proposals and enhanced information gathering</b> 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.	80	75	80	0	Agreements are in place with various service areas for internal planning support meaning the saving is achievable.

No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
68	Planning, Transport & Environment	<b>Improved income from Developments</b> Increased income from enhanced delivery of key developments across the City. The current income target is £756,000.	45	11	45	0	The level of additional income generated to date indicates this saving will be achieved.
69	Planning, Transport & Environment	<b>Transport Policy - Improved Recharging</b> Maximising opportunities for recharging of services to grant funding streams. The current income target is £273,000.	40	0	40	0	This saving is anticipated to be realised in full.
70	Planning, Transport & Environment	<b>General Fees &amp; Charges</b> 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.	32	0	20	12	There is likely to be a shortfall against this target but the position will be reviewed during the year.
71	Planning, Transport & Environment	<b>Reduction in Energy Levies</b> 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.	230	230	230	0	The budget has been reduced in line with the reduction in levy and this saving has been achieved in full.
72	Planning, Transport & Environment	<b>Bereavement Services - Public Health Funeral Contract</b> 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.	24	15	24	0	The budget has been reduced in line with the proposal and is on target to be achieved.
74	Planning, Transport & Environment	<b>Structures &amp; Tunnels - Maintenance</b> Reduction in maintenance expenditure following new contract and other efficiencies. The current budget provision for maintenance is £532,000.	20	7	20	0	The maintenance budget has been reduced and spend is anticipated to remain within budget.
<b>Planning, Transport &amp; Environment Total</b>			<b>3,819</b>	<b>961</b>	<b>2,097</b>	<b>1,722</b>	
75	Resources - Governance & Legal Services	<b>Review of Legal Services Staffing Resource</b> 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.	119	119	119	0	The restructure is progressing and posts have been identified for savings on a voluntary redundancy and vacancy basis.
76	Resources - Governance & Legal Services	<b>Reduction in annual contribution to election reserve</b> 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.	20	20	20	0	This saving has been achieved but levels of reserve will require careful monitoring going forward. Any underspends will likely need to be retained when possible to keep the reserve at an appropriate level for local elections.
77	Resources - Governance & Legal Services	<b>Cease printing meeting agenda and reports for Councillors and Senior Officers</b> 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.	13	13	13	0	This budget has been removed and, to date, no expenditure has been incurred. The situation will continue to be monitored to ensure that expenditure does not emerge later in the year.
78	Resources - Governance & Legal Services	<b>Removal of Webcasting Equipment from County Hall Council Chamber</b> 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.	6	6	6	0	This saving has been achieved in full. A plan is in place and contracts are being managed.
79	Resources - Governance & Legal Services	<b>Reduction in Training and Development budget for Members</b> The current Training and Development budget is £9,000.	3	3	3	0	This saving has been achieved in full.
80	Resources - Governance & Legal Services	<b>Increase in income</b> 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.	211	0	211	0	Agreements with various other directorates are in place, meaning that this saving is achievable, although this will require close monitoring during the remainder of the year.
<b>Resources - Governance &amp; Legal Services Total</b>			<b>372</b>	<b>161</b>	<b>372</b>	<b>0</b>	

No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
81	Resources	<b>Capital Ambition Delivery Team</b> 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.	374	95	374	0	The use of reserves will ensure that this saving is fully achieved.
82	Resources	<b>Restructure the Accountancy Function</b> 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.	359	269	359	0	A sum of £269,000 has already been achieved through voluntary redundancies and the use of earmarked reserve. Further voluntary redundancies will assist with the restructure and the achievement of the balance of savings to be found in 2019/20
83	Resources	<b>Connect to Cardiff (C2C) - Channel Shift</b> 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.	300	75	300	0	The phased deletion of posts and use of reserves will ensure that this saving is fully achieved.
84	Resources	<b>Process efficiencies within Revenues and Council Tax</b> 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.	174	110	174	0	Savings already achieved includes three deleted posts. It is anticipated that the remaining balance will be fully achieved in 2019/20.
85	Resources	<b>Savings from reduction in Support Costs for Human Resources (HR) IT System</b> 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.	169	169	169	0	This saving has been fully achieved.
86	Resources	<b>Human Resources (HR) IT System</b> 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.	116	116	116	0	This saving has been fully achieved.
87	Resources	<b>Review of Human Resources Staffing Resource</b> 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.	113	113	113	0	The relevant posts have been deleted and the saving has been fully achieved.
88	Resources	<b>Deletion of vacant Enterprise Architecture Posts</b> 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.	80	80	80	0	The relevant posts have been deleted and the saving has been fully achieved.
89	Resources	<b>Restructure of Exchequer Support Function</b> 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.	80	80	80	0	The deletion of two vacant posts and two posts relating to voluntary redundancy means that the saving has been fully achieved.
90	Resources	<b>Reduction of Audit Resource</b> 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.	62	62	62	0	The deletion of the principal auditor post and a reduction in hours for another post fully achieve this saving.
91	Resources	<b>Review the service delivery arrangements for risk management</b> 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.	52	52	52	0	The deletion of this vacant post has fully achieved this saving.

No	Directorate	Proposal	Total Saving £'000	Savings already achieved £'000	Projected saving 2019/20 £'000	Savings unlikely to be achieved in 2019/20 £'000	Comments
92	Resources	<b>HR Organisational Development</b> 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.	52	52	52	0	The deletion of the team leader post has fully achieved this saving.
93	Resources	<b>Review of the Revenues Management Team</b> 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.	50	50	50	0	The post has been deleted and the saving fully achieved.
94	Resources	<b>eProcurement Team - Staffing Review</b> 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.	47	47	47	0	The post has been deleted and the saving fully achieved.
95	Resources	<b>Revised funding arrangements for posts within HR People Services</b> 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.	43	43	43	0	The use of earmarked reserves will mean that this saving is fully achieved in 2019/20.
96	Resources	<b>Contract Management Officer</b> 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.	37	37	37	0	The use of earmarked reserves will mean that this saving is fully achieved in 2019/20.
97	Resources	<b>Relocation of Council's In-House Occupational Health Service</b> 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.	23	0	11	12	The relocation has been delayed until December 2019 and, therefore, only a partial saving is expected to be achieved in 2019/20.
100	Resources	<b>Generation of Additional Income within Health &amp; Safety</b> 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.	99	0	75	24	A shortfall in income is projected for the year due to a delay in finding a location for the asbestos training to take place.
101	Resources	<b>Information Governance Team Review</b> Generation of additional income in order to support current resources allocated to Information Governance. The current income target within this area is £179,000.	33	11	33	0	This savings target is expected to be fully achieved.
102	Resources	<b>Additional income from HR support to schools</b> 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.	30	0	30	0	This savings target is expected to be fully achieved.
103	Resources	<b>Atebion Solutions Additional Income</b> 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.	20	0	0	20	It is not anticipated that this saving will be achieved this financial year. This is in line with the actual position achieved in the last two financial years. Alternative savings, primarily from non-filling of vacant posts, cover this shortfall.
104	Resources	<b>Additional Income from HR Support to City Deal</b> Maximising opportunities for recharging of HR services in respect of City Deal. There is currently no income target for this area.	18	6	18	0	This savings target is expected to be fully achieved.
107	Resources	<b>General reduction in external ICT spend</b> 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.	25	25	25	0	This saving has been fully achieved.
108	Resources	<b>Reduction in Special Projects Budget</b> Reduction in budget available to fund projects within the Resources Directorate. The current budget for this area is £57,000.	25	25	25	0	This saving has been fully achieved.
<b>Resources - Resources Total</b>			<b>2,381</b>	<b>1,517</b>	<b>2,325</b>	<b>56</b>	
<b>Council Total</b>			<b>19,157</b>	<b>7,670</b>	<b>12,867</b>	<b>6,290</b>	

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**CARDIFF COUNCIL CAPITAL PROGRAMME 2019-2020**

<b>DIRECTORATE &amp; SCHEME</b>		<b>2019-2020 Programme</b>	<b>2018-19 Slippage</b>	<b>Budget revision</b>	<b>Virements</b>	<b>Changes &amp; New Approvals</b>	<b>Total Programme 2019-20</b>	<b>Projected Outturn</b>	<b>Slippage</b>	<b>(Underspend ) / Overspend</b>	<b>Total Variance</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
<b><u>ECONOMIC DEVELOPMENT</u></b>											
<b><u>Business &amp; Investment</u></b>											
1	Town Centre Loan Scheme	0	0	0	0	0	0	0	0	0	0
2	S106 Schemes	382	75	(75)	0	0	382	78	(304)	0	(304)
<b>Total Business &amp; Investment</b>		<b>382</b>	<b>75</b>	<b>(75)</b>	<b>0</b>	<b>0</b>	<b>382</b>	<b>78</b>	<b>(304)</b>	<b>0</b>	<b>(304)</b>
<b><u>City Development &amp; Major Projects</u></b>											
3	Economic Development Initiatives	366	0	0	0	0	366	0	(366)	0	(366)
4	Central Square Public Realm	0	447	0	0	0	447	105	(342)	0	(342)
<b>Total City Development &amp; Major Projects</b>		<b>366</b>	<b>447</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>813</b>	<b>105</b>	<b>(708)</b>	<b>0</b>	<b>(708)</b>
<b><u>Parks &amp; Green Spaces</u></b>											
5	Asset Renewal Buildings	0	117	0	0	0	117	117	0	0	0
6	Asset Renewal Parks Infrastructure	140	92	0	0	0	232	232	0	0	0
7	Play Equipment	290	(12)	0	0	0	278	278	0	0	0
8	Flood Risk Prevention	0	13	0	0	0	13	13	0	0	0
9	Parc Cefn Onn	0	428	0	0	0	428	428	0	0	0
10	Roath Park District Area	550	0	0	0	0	550	550	0	0	0
11	Flatholm Island Replacement Jetty	385	0	0	0	0	385	385	0	0	0
12	Flatholm Island - HLF Project	152	0	0	0	(62)	90	45	(45)	0	(45)
13	S106 Funded Schemes	1,342	520	(520)	0	0	1,342	992	(350)	0	(350)
<b>Total Parks &amp; Green Spaces</b>		<b>2,859</b>	<b>1,158</b>	<b>(520)</b>	<b>0</b>	<b>(62)</b>	<b>3,435</b>	<b>3,040</b>	<b>(395)</b>	<b>0</b>	<b>(395)</b>
<b><u>Leisure</u></b>											
14	Asset Renewal Buildings	0	135	0	0	0	135	135	0	0	0
15	Leisure Centres ADM (GLL)	0	1,047	0	0	0	1,047	1,047	0	0	0
16	Replacement of Athletics Track - CISS	0	(125)	250	0	0	125	125	0	0	0
17	Cardiff Riding School - Outdoor Arena	0	63	0	0	0	63	63	0	0	0
<b>Total Leisure</b>		<b>0</b>	<b>1,120</b>	<b>250</b>	<b>0</b>	<b>0</b>	<b>1,370</b>	<b>1,370</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Venues &amp; Cultural Facilities</u></b>											
18	St David's Hall & New Theatre	0	358	0	0	0	358	34	(324)	0	(324)
<b>Total Venues &amp; Cultural Facilities</b>		<b>0</b>	<b>358</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>358</b>	<b>34</b>	<b>(324)</b>	<b>0</b>	<b>(324)</b>
<b><u>Property &amp; Asset Management</u></b>											
19	Asset Renewal - Buildings	2,355	555	0	0	0	2,910	2,910	0	0	0
20	Security Technology Brindley/Coleridge	140	0	0	0	0	140	140	0	0	0
21	Community Asset Transfer	50	73	0	0	0	123	0	(123)	0	(123)
22	Adamsdown Play Centre	0	0	0	0	39	39	39	0	0	0
23	Investment Property Strategy	0	0	0	0	81	81	81	0	0	0
24	Cardiff Market Roof & HLF Grant bid	0	331	0	0	0	331	50	(281)	0	(281)
25	Former Virgin Active Centre	0	0	0	0	675	675	1,175	500	0	500
<b>Total Property and Asset Management</b>		<b>2,545</b>	<b>959</b>	<b>0</b>	<b>0</b>	<b>795</b>	<b>4,299</b>	<b>4,395</b>	<b>96</b>	<b>0</b>	<b>96</b>

**DIRECTORATE & SCHEME**

	2019-2020 Programme	2018-19 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2019-20	Projected Outturn	Slippage	(Underspend )/ Overspend	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>Harbour Authority</b>										
26 Harbour Asset Renewal	145	0	0	0	87	232	232	0	0	0
<b>Total Harbour Authority</b>	<b>145</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>87</b>	<b>232</b>	<b>232</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL ECONOMIC DEVELOPMENT</b>	<b>6,297</b>	<b>4,117</b>	<b>(345)</b>	<b>0</b>	<b>820</b>	<b>10,889</b>	<b>9,254</b>	<b>(1,635)</b>	<b>0</b>	<b>(1,635)</b>

**EDUCATION & LIFELONG LEARNING****Schools - General****Planning & Development**

27 Asset Renewal	8,529	4,130	0	0	0	12,659	7,260	(5,399)	0	(5,399)
28 Suitability / Sufficiency	1,040	(146)	0	0	0	894	894	0	0	0
29 Whitchurch High	0	1,322	0	0	0	1,322	850	(472)	0	(472)
30 Welsh Medium Education	310	0	0	0	0	310	250	(60)	0	(60)
31 Reducing Infant Class Sizes	2,445	0	0	0	0	2,445	884	(1,561)	0	(1,561)
<b>Total Planning &amp; Development</b>	<b>12,324</b>	<b>5,306</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>17,630</b>	<b>10,138</b>	<b>(7,492)</b>	<b>0</b>	<b>(7,492)</b>

**Schools Organisation Planning**

32 21st Century Schools - Band A	1,030	1,500	(756)	0	0	1,774	1,774	0	0	0
33 21st Century Schools - Band B	15,090	(776)	0	0	0	14,314	3,704	(13,782)	3,172	(10,610)
<b>Total Schools Organisation Planning</b>	<b>16,120</b>	<b>724</b>	<b>(756)</b>	<b>0</b>	<b>0</b>	<b>16,088</b>	<b>5,478</b>	<b>(13,782)</b>	<b>3,172</b>	<b>(10,610)</b>

**TOTAL EDUCATION & LIFELONG LEARNING**

<b>28,444</b>	<b>6,030</b>	<b>(756)</b>	<b>0</b>	<b>0</b>	<b>33,718</b>	<b>15,616</b>	<b>(21,274)</b>	<b>3,172</b>	<b>(18,102)</b>
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**PEOPLE & COMMUNITIES****COMMUNITIES & HOUSING****Neighbourhood Regeneration**

34 Neighbourhood Renewal schemes	310	0	0	0	0	310	310	0	0	0
35 Clare Road/Penarth Road - Shop Fronts	0	255	0	(100)	0	155	155	0	0	0
36 Maelfa Centre Regeneration	0	183	0	100	0	283	283	0	0	0
37 Alleygating	50	54	0	0	0	104	104	0	0	0
38 Targeted Regeneration Investment Programme	300	37	0	0	0	337	187	(150)	0	(150)
39 Rhydpennau Community Hub	0	0	0	0	120	120	120	0	0	0
40 Whitchurch Community Hub	0	0	0	0	105	105	105	0	0	0
41 City Centre Youth Hub	0	501	0	369	0	870	70	(800)	0	(800)
42 Butetown Pavilion	1,274	142	0	(369)	(318)	729	729	0	0	0
43 S106 Funded Projects	349	359	(359)	0	0	349	335	(14)	0	(14)
<b>Total Neighbourhood Regeneration</b>	<b>2,283</b>	<b>1,531</b>	<b>(359)</b>	<b>0</b>	<b>(93)</b>	<b>3,362</b>	<b>2,398</b>	<b>(964)</b>	<b>0</b>	<b>(964)</b>

**Housing (General Fund)**

44 Disabled Facilities Service	4,653	407	0	(660)	0	4,400	4,400	0	0	0
45 Enable Grant	430	0	0	0	6	436	436	0	0	0
46 Council contribution to ICF Schemes	0	0	0	660	0	660	660	0	0	0
47 Estate Environmental Improvements	140	366	0	0	0	506	406	(100)	0	(100)



<b>DIRECTORATE &amp; SCHEME</b>		<b>2019-2020 Programme</b>	<b>2018-19 Slippage</b>	<b>Budget revision</b>	<b>Virements</b>	<b>Changes &amp; New Approvals</b>	<b>Total Programme 2019-20</b>	<b>Projected Outturn</b>	<b>Slippage</b>	<b>(Underspend ) / Overspend</b>	<b>Total Variance</b>
		<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
48	Travellers Site Expansion	0	450	0	0	0	450	0	(450)	0	(450)
49	Domestic Abuse Multi Agency Hub	0	1,041	0	0	0	1,041	1,041	0	0	0
<b>Total Housing</b>		<b>5,223</b>	<b>2,264</b>	<b>0</b>	<b>0</b>	<b>6</b>	<b>7,493</b>	<b>6,943</b>	<b>(550)</b>	<b>0</b>	<b>(550)</b>
<b>Flying Start</b>											
50	Flying Start	0	0	0	0	18	18	18	0	0	0
51	Childcare	0	0	0	0	400	400	400	0	0	0
<b>Total Flying Start</b>		<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>418</b>	<b>418</b>	<b>418</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Total Communities &amp; Housing</b>		<b>7,506</b>	<b>3,795</b>	<b>(359)</b>	<b>0</b>	<b>331</b>	<b>11,273</b>	<b>9,759</b>	<b>(1,514)</b>	<b>0</b>	<b>(1,514)</b>
<b>SOCIAL SERVICES</b>											
<b>Adult Services</b>											
52	Tremorfa Day Services (ICF)	0	30	0	0	0	30	30	0	0	0
53	Day Centre Opportunities	0	250	0	0	0	250	250	0	0	0
<b>Total Adult Services</b>		<b>0</b>	<b>280</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>280</b>	<b>280</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Children's Services</b>											
54	Accommodation Strategy	131	125	0	0	0	256	75	(181)	0	(181)
<b>Children's Services</b>		<b>131</b>	<b>125</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>256</b>	<b>75</b>	<b>(181)</b>	<b>0</b>	<b>(181)</b>
<b>Total Social Care</b>		<b>131</b>	<b>405</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>536</b>	<b>355</b>	<b>(181)</b>	<b>0</b>	<b>(181)</b>
<b>TOTAL PEOPLE &amp; COMMUNITIES</b>		<b>7,637</b>	<b>4,200</b>	<b>(359)</b>	<b>0</b>	<b>331</b>	<b>11,809</b>	<b>10,114</b>	<b>(1,695)</b>	<b>0</b>	<b>(1,695)</b>
<b>PLANNING, TRANSPORT &amp; ENVIRONMENT</b>											
<b>Energy Projects &amp; Sustainability</b>											
55	Energy Retrofit of Buildings (REFIT - Invest to Save)	0	1,448	0	0	(1,148)	300	300	0	0	0
56	Salix SEELS	500	0	0	0	(500)	0	0	0	0	0
57	Lamby Way Solar Farm	5,227	96	0	0	2,387	7,710	6,030	(1,680)	0	(1,680)
<b>Total Energy Projects &amp; Sustainability</b>		<b>5,727</b>	<b>1,544</b>	<b>0</b>	<b>0</b>	<b>739</b>	<b>8,010</b>	<b>6,330</b>	<b>(1,680)</b>	<b>0</b>	<b>(1,680)</b>
<b>Bereavement &amp; Registration Services</b>											
58	New Cemetery Site ( Invest To Save)	750	0	0	0	0	750	380	(370)	0	(370)
59	Improvements of Facilities	445	0	0	0	0	445	445	0	0	0
<b>Total Bereavement &amp; Registration Services</b>		<b>1,195</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,195</b>	<b>825</b>	<b>(370)</b>	<b>0</b>	<b>(370)</b>
<b>Recycling Waste Management Services</b>											
60	New HWRC North Cardiff	0	200	0	0	0	200	0	(200)	0	(200)
61	Recycling Collection Containers	800	15	0	0	0	815	815	0	0	0
62	MRF	45	0	0	0	0	45	45	0	0	0
63	MRF Fire Suppressant	0	500	0	0	0	500	0	(500)	0	(500)

DIRECTORATE & SCHEME		2019-2020 Programme	2018-19 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2019-20	Projected Outturn	Slippage	(Underspend )/ Overspend	Total Variance
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
64	Other Waste Management & Infrastructure	300	75	0	0	0	375	375	0	0	0
<b>Total Recycling Waste Management Services</b>		<b>1,145</b>	<b>790</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,935</b>	<b>1,235</b>	<b>(700)</b>	<b>0</b>	<b>(700)</b>
<b>Highway Infrastructure</b>											
65	Highway Carriageway - Reconstruction	400	0	0	0	0	400	400	0	0	0
66	Highway Resurfacing	3,973	2,690	0	0	0	6,663	4,963	(1,700)	0	(1,700)
67	Footpaths	1,035	368	0	0	0	1,403	1,403	0	0	0
68	Footway Improvements around Highway Trees	125	0	0	0	0	125	125	0	0	0
69	Millennium Walkway	250	0	0	0	0	250	100 #	(150)	0	(150) †
70	Bridges & Structural Work	1,350	0	0	0	0	1,350	850	(500)	0	(500)
71	Street Lighting Column Replacement	470	523	0	0	0	993	463	(530)	0	(530)
72	LED Lighting Residential (Invest to Save)	2,000	0	0	0	0	2,000	1,000	(1,000)	0	(1,000)
73	Bute Crane Refurbishment	0	25	0	0	0	25	25	0	0	0
74	Coastal Erosion / Flood Risk	845	115	0	0	(112)	848	600	(248)	0	(248)
<b>Total Highway Maintenance</b>		<b>10,448</b>	<b>3,721</b>	<b>0</b>	<b>0</b>	<b>(112)</b>	<b>14,057</b>	<b>9,929</b>	<b>(4,128)</b>	<b>0</b>	<b>(4,128)</b>
<b>Traffic &amp; Transportation</b>											
75	Road Safety Scheme	335	0	0	0	0	335	335	0	0	0
76	Road Safety 20mph Zones	190	0	0	0	0	190	190	0	0	0
77	Asset Renewal Telematics / Butetown Tunnel	135	0	0	0	0	135	135	0	0	0
78	Cycling Development	2,500	0	0	0	0	2,500	500	(2,000)	0	(2,000)
79	Llanrumney PT / Cycle Link	50	0	0	0	0	50	0	0	(50)	(50) †
80	WG Grant Matchfunding	375	241	0	0	0	616	616	0	0	0
81	City Centre & Key links Transport Improvement	300	959	0	0	425	1,684	425	(1,259)	0	(1,259)
82	WG (Local Transport Fund )	10,852	0	0	0	(5,294)	5,558	5,558	0	0	0
83	WG (Local Transport Network Fund)	0	0	0	0	150	150	150	0	0	0
84	WG (Road Safety Casualty Reduction)	522	0	0	0	0	522	522	0	0	0
85	WG (Safe Routes in Communities)	267	0	0	0	0	267	267	0	0	0
86	WG (Active Travel Fund)	3,549	0	0	0	409	3,958	3,958	0	0	0
87	DfT On Street Residential Charge points	0	136	0	0	0	136	136	0	0	0
88	Electric Vehicle Charging Points	310	0	0	0	0	310	310	0	0	0
89	Moving Offences Enforcement / P&D Equipment	745	0	0	0	0	745	745	0	0	0
90	Bus Corridor Improvements	335	0	0	0	0	335	0	(335)	0	(335)
91	CCTV System Upgrade	0	34	0	0	0	34	34	0	0	0
92	S106 Funded Schemes	802	619	(619)	0	0	802	432	(370)	0	(370)
<b>Total Traffic &amp; Transportation</b>		<b>21,267</b>	<b>1,989</b>	<b>(619)</b>	<b>0</b>	<b>(4,310)</b>	<b>18,327</b>	<b>14,313</b>	<b>(3,964)</b>	<b>(50)</b>	<b>(4,014)</b>
<b>Strategic Planning &amp; Regulatory</b>											
93	S106 Projects	156	23	(23)	0	0	156	101	(55)	0	(55)
<b>Total Strategic Planning &amp; Regulatory</b>		<b>156</b>	<b>23</b>	<b>(23)</b>	<b>0</b>	<b>0</b>	<b>156</b>	<b>101</b>	<b>(55)</b>	<b>0</b>	<b>(55)</b>
<b>TOTAL PLANNING, TRANSPORT &amp; ENVIRONMENT</b>		<b>39,938</b>	<b>8,067</b>	<b>(642)</b>	<b>0</b>	<b>(3,683)</b>	<b>43,680</b>	<b>32,733</b>	<b>(10,897)</b>	<b>(50)</b>	<b>(10,947) †</b>

**RESOURCES****Technology**

<u>DIRECTORATE &amp; SCHEME</u>		2019-2020 Programme	2018-19 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2019-20	Projected Outturn	Slippage	(Underspend ) / Overspend	Total Variance
		£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
94	Modernising ICT to improve Business Processes	800	333	0	0	0	1,133	1,133	0	0	0
95	ICT Refresh	400	(2)	0	0	0	398	398	0	0	0
<b>Total Technology</b>		<b>1,200</b>	<b>331</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,531</b>	<b>1,531</b>	<b>0</b>	<b>0</b>	<b>0</b>
<u>Corporate</u>											
96	Contingency	200	0	0	0	0	200	200	0	0	0
97	Invest to Save - Bid Allocation for small schemes	500	0	0	0	(500)	0	0	0	0	0
98	City Deal - Cardiff Share	1,198	1,276	0	0	0	2,474	2,474	0	0	0
99	Loan to Cardiff City Transport Services Ltd	(2,000)	2,000	0	0	0	0	0	0	0	0
<b>Total Corporate</b>		<b>(102)</b>	<b>3,276</b>	<b>0</b>	<b>0</b>	<b>(500)</b>	<b>2,674</b>	<b>2,674</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL RESOURCES</b>		<b>1,098</b>	<b>3,607</b>	<b>0</b>	<b>0</b>	<b>(500)</b>	<b>4,205</b>	<b>4,205</b>	<b>0</b>	<b>0</b>	<b>0</b>
<u>TOTAL GENERAL FUND</u>		<b>83,414</b>	<b>26,021</b>	<b>(2,102)</b>	<b>0</b>	<b>(3,032)</b>	<b>104,301</b>	<b>71,922</b>	<b>(35,501)</b>	<b>3,122</b>	<b>(32,379)</b>
<u>PUBLIC HOUSING (HRA)</u>											
100	Housing Development	0	0	0	0	0	0	0	0	0	0
101	Estate Regeneration and Stock Remodelling	3,250	0	0	0	0	3,250	4,844	1,594	0	1,594
102	External and Internal improvements to buildings	13,550	4,026	(4,026)	0	0	13,550	10,288	(3,262)	0	(3,262)
103	Disabled Facilities Service	2,900	0	0	0	0	2,900	2,900	0	0	0
104	Housing New Builds & Acquisitions	27,685	5,943	(5,943)	0	0	27,685	27,242	(443)	0	(443)
105	Hubs	0	0	0	0	0	0	0	0	0	0
<b>TOTAL PUBLIC HOUSING</b>		<b>47,385</b>	<b>9,969</b>	<b>(9,969)</b>	<b>0</b>	<b>0</b>	<b>47,385</b>	<b>45,274</b>	<b>(2,111)</b>	<b>0</b>	<b>(2,111)</b>
<b>TOTAL</b>		<b>130,799</b>	<b>35,990</b>	<b>(12,071)</b>	<b>0</b>	<b>(3,032)</b>	<b>151,686</b>	<b>117,196</b>	<b>(37,612)</b>	<b>3,122</b>	<b>(34,490)</b>

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**CYNGOR CAERDYDD**

**CARDIFF COUNCIL**

**POLICY REVIEW AND PERFORMANCE**

**SCRUTINY COMMITTEE**

**16 October 2019**

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**Forward Work Programme Update**

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**Purpose of the Report**

1. To provide Members with an opportunity to agree the provisional agenda for 13 November 2019 and an indicative list for the following month.
2. The Head of Democratic Services has requested that each Scrutiny Committee agrees the items proposed for the next regular meeting, and has an indication of the items proposed for the following meeting, as set out in **Appendix 1**.

**Way Forward**

3. Members may wish to agree the contents of the Forward Work Programme update attached at **Appendix 1**.

**Legal Implications**

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

recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

### **Financial Implications**

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

### **RECOMMENDATION**

6. The Committee is recommended to consider and agree the provisional agenda items for November and December 2019.

**DAVINA FIORE**

**Director of Governance and Legal Services**

**10 October 2019**

## POLICY REVIEW &amp; PERFORMANCE SCRUTINY COMMITTEE - DRAFT FORWARD WORK PROGRAMME

November – December 2019

Meeting Date	Type of Scrutiny	Title and Description of Report	Invitees & Consultees
13 Nov 19	Pre-decision	<b>Core Office Strategy</b>  Pre-decision scrutiny of the strategic outline business case to develop proposals for future Core Office Accommodation for the Council, which aims to reduce operating costs, the maintenance backlog and provide improved facilities.	Cabinet Member Investment & Development, Cllr Russell Goodway;  Director of Economic Development, Neil Hanratty;  Project Manager, Chris Barnett.
13 Nov 19	Monitoring Performance & Progress	<b>Delivering Capital Ambition (CADP)</b>  6 monthly overarching monitoring of the programme's delivery, incorporating Committee feedback from September 2019 engagement, and current review of Resilience programme.	Cabinet Member Finance, Modernisation and Performance, Cllr Chris Weaver;  Corporate Director Resources, Chris Lee;  Corporate Director People & Communities, Sarah McGill;  Portfolio Manager, Dean Thomas.
13 Nov 19	Monitoring Performance & Progress	<b>WAO Annual Improvement Report 2018-19</b>  Annual report summarising audit work undertaken in the last year including a summary	Wales Audit Office, Sara-Jane Byrne, Ian Phillips/ Sam Clements;  Cabinet Member Finance, Modernisation & Performance, Councillor Chris Weaver;

## Appendix 1

Meeting Date	Type of Scrutiny	Title and Description of Report	Invitees & Consultees
		of key findings from reports issued by relevant regulators.	Chief Executive, Paul Orders;  Corporate Director Resources, Chris Lee;  Head of Performance and Partnerships, Gareth Newell
13 Nov 19	Monitoring Performance & Progress	<b>Sickness Absence Q2</b>  Quarterly report of performance against Corporate Plan targets	Cabinet Member Finance, Modernisation and Performance, Cllr Chris Weaver  Corporate Director Resources, Chris Lee;  Chief HR Officer, Philip Lenz;
11 Dec 19	Monitoring Performance & Progress	<b>Performance Q2 2019-20</b>  Quarterly report of corporate performance against Corporate Plan targets.	Cabinet Member Finance, Modernisation and Performance, Cllr Chris Weaver;  Corporate Director Resources, Chris Lee;  Head of Performance and Partnerships, Gareth Newell
11 Dec 19	Monitoring Performance & Progress	<b>Budget Month 6 2019-20</b>  Quarterly report on Council budget and projected outcomes.	Cabinet Member Finance, Modernisation and Performance, Cllr Chris Weaver;  Corporate Director Resources, Chris Lee;  Head of Finance, Ian Allwood



## Appendix 1

Meeting Date	Type of Scrutiny	Title and Description of Report	Invitees & Consultees
11 Dec 19	Monitoring Performance & Progress	<b>Customer Leadership</b> Progress update on corporate Customer Leadership & action plan.	Cabinet Member Finance, Modernisation and Performance, Cllr Chris Weaver;  Chief Digital Officer, Isabelle Bignall;  Operational Manager Customer Services Rachel Bishop.

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**CYNGOR CAERDYDD  
CARDIFF COUNCIL**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**16 October 2019**

**Correspondence Update**

**Reason for this Report**

1. To update Members of the correspondence between the Committee and Cabinet since September 2019. This is a standing item on the Committee's monthly agenda.

**Correspondence**

2. Following each Scrutiny Committee meeting, the Chair writes on behalf of all Members, to the relevant Cabinet Member or senior officer, summing up the Committee's comments, concerns and recommendations regarding the issues considered during that meeting. The Committee is routinely copied in to the letters when they are forwarded to the Cabinet Member. Depending on the issues highlighted, the letter usually asks for a response from the Cabinet Member to any recommendations made, and sometimes requests further information.
3. Attached to this report at **Appendices 1 & 2** are copies of correspondence following the September 2019 meeting, both letters sent and responses where received. Where responses are outstanding the support officer will follow up on the Committee's behalf. There are occasions, however, that the Committee does not formally request a response and this is indicated in the table.

<b>Committee</b>	<b>Scrutiny</b>	<b>Appendix</b>
25 Sept 2019	CADP 6 monthly monitoring	1a
25 Sept 2019	Cabinet Response - CADP 6 monthly monitoring	Not requested
25 Sept 2019	CADP Smarter Working Project	2a
25 Sept 2019	Cabinet Response – Smarter Working Project	outstanding

## **Legal Implications**

4. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters, there are no direct legal implications. However, legal implications may arise when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers on behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

## **Financial Implications**

5. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in

this report are to consider and review matters, there are no direct financial implications at this stage in relation to any of the work programme.

However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

## **RECOMMENDATIONS**

The Committee is recommended to

- a. Note correspondence between the Committee and the Cabinet

**Davina Fiore**

Director Governance & Legal

10 October 2019

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Date: 1 October 2020

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



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

Neuadd y Sir  
Caerdydd,  
CF10 4UW  
Ffôn: (029) 2087 2088

Dear Huw,

**Policy Review & Performance Scrutiny Committee: 25 September 2019**

On behalf of the Policy Review and Performance Scrutiny Committee my sincere thanks for attending Committee to address the WAO Proposal for Improvement to strengthen the role of scrutiny in engaging with the CADP programme and increase accountability. Please also pass on our thanks to Chris Lee, Sarah McGill, and Dean Thomas for the comprehensive presentation. We offer the following comments and observations for your consideration.

You clearly welcomed our proposal for 6 monthly scrutiny oversight and monitoring of the Programme, and we appreciated this opportunity for early engagement to shape and agree the report design outcomes, and how best we can measure future progress of both portfolios and projects.

We look forward to a populated version of the monitoring report at our November meeting. We would prefer that the same Portfolio dashboard reports are available to Scrutiny as are prepared for Programme Board and SMT. However, from our discussions, we would request that the key elements that the scrutiny report should include are:

- A one page overview of each programme, progress achieved, risks currently under discussion by the Programme Board, and timelines going forward.
- A narrative that captures what has been learned from experience and supports critical reflection.

- Qualitative narrative as well as quantitative monitoring of progress and RAG ratings.
- Assist with the selection of deeper dives and enable the Committee to refer concerns and recommendations to the other four Scrutiny Committees where projects of concern fall within their Terms of Reference.
- Address and satisfy the Proposal for Improvement in respect of Scrutiny raised by WAO in their recent review of the governance of the Programme

Once again, on behalf of the Committee, please pass my sincere thanks to all who attended PRAP Scrutiny Committee to consult and facilitate a useful opportunity to design the CADP scrutiny monitoring report. I will not require a response to this letter. We look forward to receiving the first 6 month report at our November meeting, which should inform ongoing scrutiny of the Programme in 2019/20.

Yours sincerely,



**COUNCILLOR DAVID WALKER**  
**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

Cc Members of the Policy Review & Performance Scrutiny Committee  
 Cllr Chris Weaver, Cabinet Member Finance, Modernisation & Performance  
 Sarah McGill, Corporate Director People & Communities  
 Chris Lee, Corporate Director Resources  
 Dean Thomas, Programme Manager  
 Joanne Watkins, Cabinet Office Manager  
 Debi Said, Cabinet Support Officer  
 Alison Taylor, Cabinet Support Officer.



Date: 1 October 2019

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



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

Neuadd y Sir  
Caerdydd,  
CF10 4UW  
Ffôn: (029) 2087 2088

Dear Huw,

### **Policy Review & Performance Scrutiny Committee: 25 September 2019**

On behalf of the Policy Review and Performance Scrutiny Committee my thanks for attending Committee for consideration of the CADP Smarter Working project. Please also pass on our thanks to Chris Lee and the team of officers for their comprehensive presentation of the challenges ahead. The Committee enjoyed the opportunity to fully understand the aims of this project, and consider that smarter working has the potential to succeed but only if it is well designed, supported and implemented. We therefore offer the following comments and observations for your consideration and response.

#### **Culture**

The Committee endorses your view that the greatest challenge in delivering successful smarter working is getting the right organisational culture in place to allow its aims to be achieved. In many ways it is also true to suggest that without a culture shift its aims could also fail to be met.

Members heard that the message behind this initiative is that '*work is what you do not where you do it*'. We believe the project's success lies in managers planning, designing, implementing and supporting the change process professionally and with commitment. There are further comments on this under the leadership heading below. We support the assertion that this new approach can become transformational in terms of service delivery, that it will benefit from branding and require an organisation wide initiative to seek to win hearts and minds. It will certainly require constant ongoing support and reinforcement to become established and succeed in the longer term.

## **Implications for Employees**

We can understand the aspiration to create a community facing proactive and more agile workforce and the potential benefits for the employer of this approach. Agile working also offers potential benefits to employees although we heard that not all employees will slip easily into this new way of working.

Agreed work boundaries and outcomes rather than fixed desks means that a new understanding about roles and expected work output will need be established. This will need to be based on increased levels of trust between the manager and the staff member. Poor direction and supervision could lead to the failure to accomplish the benefits being sought and to employee demoralisation.

Concern was expressed that some home workers may think that their change of work place may lead to an added personal cost, mainly in terms of fuel use. Officers explained that most workers would also save on travel and other costs but we flag this up as something which is likely to be raised during negotiations.

We note the expectation that greater flexibility of working arrangements will initially impact positively on sickness absence levels, though the experience of other organisations is that this could be reversed without the presence of sound leaders who are prepared to listen to their colleagues and provide continuous support. One measure of the success of the initiative could be a positive movement in the absence and sickness level. There will be value in examining such movement on departmental basis to seek and resolve any unexpected upward spikes.

It is probable that some employees will struggle with the introduction of agile working and it will be important to support those who are at risk of demoralisation and lack of direction. Appropriate levels of contact with work colleagues and managers will be an essential element of the agile working framework. We urge that senior managers, in setting up this new initiative, talk to staff and listen carefully to the many issues which they will raise. There will be signals from those who will handle things seamlessly and those who will need support. There may need to be different levels of support for different individuals based on their perceived confidence and competence in handling

new arrangements. Ultimately, we urge that employees must feel they have the option of speaking up if new arrangements are not working for them.

## **Technology**

The Committee acknowledges that central to the success of this project is the provision and use of technology. We heard there are examples of good working practices where agile working has assisted in maintaining service levels in difficult circumstances, such as facilitating over 600 employees to work from home in the extreme weather conditions of last winter. We note there is currently a 60/40 split in terms of employees equipped with fixed versus mobile technology and that where hardware is due for renewal your preferred option is to replace with mobile technology. We would expect the provision of new technology and training in its use to precede the start of the agile working project.

## **Touch Down Points**

We note that work continues on mapping out appropriate touch down points across the city. We consider it important that employees have a range of locations where they can complete certain tasks, meet face to face with colleagues and create and consolidate social networks.

You acknowledged that, at some point, this new model of working could result in a problem of overcrowding at hubs and other meeting points. In preparation, we recommend that work be carried out to assess location needs and appropriate furnishing to ensure that hubs can meet requirements. We consider there is an opportunity for the development of a staff app in relation to the daily availability of space at touch down points. We note that where there are increased cost implications of adapting hubs to meet new touch down requirements these will be met within existing operational budgets.

We are pleased to hear that a conversation is ongoing with our Public Service Board partners with a view to sharing touch down points. We would encourage you to include third sector partners in these conversations.

Members are keen to assess whether, in two to three years' time, there will be a payback for the introduction of agile working with fewer buildings to maintain. You stressed that, at this point, the project is focussing on flexibility for employees alongside taking improved services to our customers rather than reducing costs of accommodation. We would expect officers to consider and evaluate both these potential gains. The committee will keep this important question in abeyance for future scrutiny.

### **Leadership Challenge**

We note your faith in the Council's managers to step up to the new challenges of leadership presented by an agile model. The Committee feels strongly that successful smarter working poses complex leadership challenges that will require new leadership skills.

They are likely to include:

- the capability to measure and agree with staff the work outcomes expected when the individual moves to a self-managing model
- acquiring the ability to measure team and individual productivity since this is quoted as one of the key potential benefits expected from agile working
- managers changing their roles towards providing support through regular contact and one to one reviews. This will include the assessment of the individual's agile working capability and how they are adapting to the new model
- redesigning the roles people will be asked to fulfil and any changes in working practices
- arranging for the team to meet when appropriate to share learning and concerns and reinforce collaboration between its members

### **Consultation**

The Committee heard limited information about benchmarking and learning from organisations who had experience of introducing smarter working. We believe that there are opportunities to engage widely before practical steps for its introduction are finalised. We recently undertook a Customer Focussed inquiry and found companies such as British Gas, Welsh Water and Admiral Insurance keen to share their expertise with the Council. We would be happy to pass on details of our contacts who could, we believe, provide added value based on their experience of introducing this

kind of change. There will be other organisations, in addition to those mentioned above, who could also be involved.

I look forward to receiving your response to the committee comments contained in this letter. Once again, on behalf of the Committee, please pass my sincere thanks to all who attended PRAP Scrutiny Committee to assist us in consideration of the Smarter Working project. We very much look forward to further updates on this significant initiative.

Yours sincerely,

A handwritten signature in black ink, reading 'David Walker', with a stylized, cursive script.

**COUNCILLOR DAVID WALKER**  
**CHAIR, POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE**

cc Members of the Policy Review & Performance Scrutiny Committee  
Cllr Chris Weaver, Cabinet Member Finance, Modernisation& Performance  
Chris Lee, Corporate Director Resources  
Dean Thomas, Programme Manager  
Phil Bear, ICT Service Manager  
Nicola John, Business Analyst  
Joanne Watkins, Cabinet Office Manager  
Debi Said, Cabinet Support Officer  
Alison Taylor, Cabinet Support Officer.

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