
DRAFT CORPORATE PLAN 2021-2024 AND BUDGET PROPOSALS 2021-2022

Appendix G2 is not for publication as it contains exempt information of the description contained in paragraph 14 of Part 4 and paragraph 21 of Part 5 of Schedule 12A of the Local Government Act 1972. It is viewed that, in all the circumstances of the case, the public interest in maintaining the exemption outweighs the public interest in disclosing the information.

Reason for the Report

1. To provide Members with context for the scrutiny of those sections of the Council's draft *Corporate Plan 2021 - 2024* and draft *Cabinet 2021/22 Budget Proposals* that relate to the Portfolios and Directorates falling within the remit of this Committee.

Background

2. The Council's constitution allows all Scrutiny Committees to scrutinise the draft budget proposals prior to their consideration by Full Council. The Committee's consideration of the budget will allow Members to feed their comments or recommendations to the Cabinet when it considers the draft budget proposals on 25 February 2021. The proposals will then be presented to Full Council on 04 March 2021.
3. The scope of the scrutiny is as follows:
 - The relevant sections of the *Corporate Plan 2021-2024*, in terms of priorities, actions and monitoring implementation of these;
 - The relevant *Budgetary Proposals* in terms of their alignment with the *Corporate Plan* – to test whether they support delivery of the priorities detailed in the Corporate Plan;
 - The relevant Budgetary Proposals in terms of *potential impact* on service delivery, service users and citizens of Cardiff;

- The *achievability* and *deliverability* of the proposed savings; and
- The *affordability* and *risk* implications of the proposed capital programme.

Structure of Meeting

4. The following Cabinet Members and officers have been invited to give a short presentation providing a corporate overview of the 2021-22 Budget Proposals as they impact on the Committee's terms of reference, and to answer any general questions arising:
 - Cllr Chris Weaver – Cabinet Member, Finance, Modernisation and Performance
 - Chris Lee - Corporate Director - Resources
 - Ian Allwood - Head of Finance.

5. The meeting is then structured by Cabinet Member Portfolio area, as follows:
 - Cllr Chris Weaver – Cabinet Member, Finance, Modernisation and Performance (*attending for Into Work only*)
 - Cllr Sarah Merry – Deputy Leader – Cabinet Member – Education, Employment & Skills (*attending for Adult Learning & Cardiff Commitment only*)
 - Cllr Lynda Thorne – Cabinet Member – Housing & Communities
 - Cllr Huw Thomas – Leader
 - Cllr Peter Bradbury – Cabinet Member, Culture and Leisure
 - Cllr Russell Goodway – Cabinet Member, Investment & Development.

Structure of the papers

6. Attached to this report are a series of appendices which will aid Members in their scrutiny of the budget proposals:
 - Appendix A1:** Draft Corporate Plan 2021 – 2024
 - Appendix A2:** Scrutiny Performance Panel Table re Corporate Plan
 - Appendix B1:** 2021-22 Directorate Budget Savings
 - Appendix C1:** Controllable Budget – Economic Development
 - Appendix C2:** Controllable Budget – Housing & Communities
 - Appendix D1** 2021-22 Financial Pressures, Commitments, Realignments and Policy Growth
 - Appendix D2** 2021-22 Capital Ambition Policy Growth overview

- Appendix E:** Employee Implications of Budget
- Appendix F:** Capital Programme 2021/22 – 2025/26
- Appendix G1:** Fees and Charges – General Fund – non-confidential
- Appendix G2:** Fees and Charges – General Fund – **confidential**
- Appendix H:** Changes for Cardiff – Consultation Report
- Appendix I:** Corporate Presentation to Scrutiny Committees.

7. Members should note that **Appendix G2** is exempt from publication. Members are requested to **keep this information confidential**, in line with their responsibilities as set out in the Members Code of Conduct and the Cardiff Undertaking for Councillors.
8. Throughout the appendices, the following colour coding is used for proposals that fall within this Committee's terms of reference:
- **Shaded orange** – Councillor Weaver proposals.
 - **Shaded green** – Councillor Merry proposals
 - **Shaded yellow** – Councillor Thorne proposals
 - **Shaded purple** – Councillor Thomas proposals
 - **Shaded pink** – Councillor Bradbury proposals
 - **Shaded blue** – Councillor Goodway proposals.
9. This cover report provides:
- an overview of the Corporate Plan
 - a summary of the budget position
 - an overview of Appendices B-H
 - a section for each relevant Cabinet Member portfolio area, listing their applicable areas of the Corporate Plan and budgetary proposals
 - a summary of the consultation process and relevant findings.

Appendix A - Summary of Draft Corporate Plan 2021 – 2024

10. The Administration's Capital Ambition document and the Public Services Board Well Being Plan shape the draft Corporate Plan 2021-2024, attached at **Appendix A**.

11. In January 2020, Cabinet agreed a refreshed Capital Ambition that set out the key priorities and commitments for Cardiff for the remainder of the municipal term. The refresh takes into account achieved commitments and changes required due to Brexit, the Climate Emergency and the Local Government and Elections (Wales) Bill. It retains the following four priorities:

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

12. In line with the Well Being of Future Generations Act statutory duty, the Council and Public Service Board have adopted well-being objectives. In Cardiff, there are seven well-being objectives. The Corporate Plan is structured around the Capital Ambition priorities and the seven well-being objectives, as follows:

Working for Cardiff

Well-being Objectives:

- Cardiff is a great place to grow up
- Cardiff is a great place to grow older
- Supporting people out of poverty
- Safe, confident and empowered communities

Working for Wales

Well-being Objective:

- A capital city that works for Wales

Working for the Future

Well-being Objective:

- Cardiff grows in a resilient way

Working for Public Services

Well-being Objective:

- Modernising and integrating our public services

13. In addition, an eighth *Well Being Objective* has been added this year, titled:

- 'Managing the Pandemic'.

14. The Corporate Plan makes clear the steps the Council will take to achieve these objectives and sets out the Performance Measures and targets to enable the Council to monitor delivery.
15. On 18 February 2021, the Policy Review & Performance Scrutiny Committee's Performance Panel, including all Scrutiny Chairs, met to consider the draft Corporate Plan, with particular focus on the proposed performance measures and targets. Attached at **Appendix A2** is a table capturing the observations and suggestions of the Panel, which are relevant to this Committee.

Summary of Budgetary Position

16. The resources available to finance the budget are made up as follows:

Resources Available	£000
Aggregate External Finance	487,913
Council Tax (2021/22 tax-base at 2020/21 prices)	187,044
Use of Reserves	750
Total Resources Available	675,707

17. The following table summarises the resources required to cover base expenditure, commitments and budget realignments. Savings of £9.764 million have enabled resources required to be brought back into line with resources available.

Resources Required		£000
Base Budget Brought Forward		656,186
Pay Award (non-schools)	3,672	
Price Inflation	3,950	
Financial Pressures	2,266	
Policy Growth	800	
Commitments, Realignments & Capital Financing	10,031	
Demographic Pressures	5,515	
Schools Growth	8,881	
		35,115
Total Resources Required		691,301

18. Comparing the resources available to the Council (with no increase in the rate of Council Tax) with the resources required results in the following shortfall.

Funding Gap	£000
Resources Required	691,301
Resources Available	675,707
Shortfall	15,594

19. The table below sets out how the 2021/22 Funding Gap will be addressed.

Strategy to Address Funding Gap	£000
Savings Proposals	10,244
Council Tax increase at 3.5% (net of CTRS)	5,350
Shortfall	15,594

20. The 2021/22 Budget is predicated on the delivery of £10.244 million in efficiency savings, including a 1% efficiency proposal in Schools (£2.540 million) along with £7.704 million in other directorates as summarised below:

Nature of Saving	£000
Review of staffing arrangements	1,706
Reductions in premises costs	762
Reductions in external spend	2,224
Capital financing (early repayment)	1,300
Income	1,712
TOTAL	7,704

Impact of Covid

21. The ongoing COVID-19 pandemic continues to have a significant financial impact on the Council. During 2020/21, additional costs associated with COVID-19 have included the procurement of protective equipment, provision of emergency accommodation for homeless people, and the continued provision of food / financial assistance to those entitled to free school meals whilst schools were closed, and to pupils self-isolating. They also reflect the provision of financial support to care providers, supplier relief in other areas and operational changes required to ensure the safe delivery of services.

22. In addition, income loss associated with the pandemic reflects the closure of the Council's cultural and sporting venues, including theatres, Cardiff Castle and Cardiff International White Water. It also reflects a reduction in activity in other income generating areas including planning, parking, moving traffic offences, trade waste and school catering.

23. To date, the WG has committed £557 million as part of a COVID Hardship Fund to support Local Authorities during 2020/21. As at the end of December 2020, this Council's accepted and pending claims to WG totalled over £37 million in respect of expenditure and over £30 million in respect of income.

24. The level of financial support received by the Council during 2020/21 emphasises the significant impact that the pandemic has had on Local Authority finances. Whilst vaccine roll-out offers hope for recovery during 2021/22, the situation remains extremely challenging, and there are a number of key risks that it will be critical for the Council to monitor closely during 2021/22. The table below focuses specifically on the particular risks that pose the greatest threat to financial resilience during 2021/22, considered under four key drivers.

Wider Issue	Potential Implications for Cardiff Council	Rate
Failure of businesses / Unemployment	• Potential increase in Council Tax Reduction Scheme Demand	R
	• Loss of investment estate income	R
	• Free School Meals - any eligibility increase	R
	• Potential need to increase Bad Debt Provisions	RA
Public Health Measures	• Ongoing loss of income - venues, music service etc.	R
	• School catering - ongoing viability of current model	R
	• Provider and Supplier viability	R
	• Ongoing costs of PPE	RA
	• Any learning needs catch up (post schools closure)	RA
	• Cleansing - schools and offices	A
Behavioural Shift	• Test Track Protect - assume funding ongoing and sufficient	A
	• New transport norms - impact on Parking & CPE income	R
	• Impact on Cardiff Bus	RA
	• More emphasis on outside space - maintenance / cleansing	A
	• Switch in waste streams - more household waste	A
Demographics	• Office and ICT requirements - new ways of working	A
	• Will there be increased family breakdown?	R
	• Difficulty in predicting demand in Adult Social Care	RA
	• Homelessness - transitional arrangements / any increase	A

BREXIT Arrangements

25. A second specific risk factor, which forms part of the background against which the 2021/22 Budget is being set, is the impact of the recently agreed Trade Deal with the European Union. There is a need to closely monitor and react appropriately to any practical implications that arise across the range of services delivered.

Financial Resilience Mechanism

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

FRM – One-off use for 2021/22	
Category	£000
Cleaner and Greener Cardiff	1,282
Children and Young People	1,057
Support for Communities	651
City Infrastructure	810
TOTAL	3,800

Financial Resilience

27. Financial Resilience Snapshots are regularly prepared to support discussions regarding the Council’s financial health. In order to ensure there is a resilience cover against areas that can be unpredictable or volatile, the 2021/22 budget proposals will include specific contingencies, relating to Looked After Children placements, market volatility re recycling materials, price increases in building services and increased need for the Council Tax Reduction Scheme.

28. The Council will also maintain its General Contingency of £3 million in 2021/22.

In the past, this was specifically held to protect the Council against late or under-delivered savings. The savings requirement for 2021/22 is lower than in previous years, and the revised approach to identifying and implementing savings should offer greater assurance with regard to their successful and timely delivery.

However, it is not proposed to reduce the general contingency for 2020/21 for the following reasons:

- The position over the medium term is uncertain, and the lower savings requirement for 2021/22 cannot be assumed to become the norm.
- The exposure to additional cost in relation to demand-led services, where that demand is difficult to predict.
- The uncertainty brought about by the pandemic and the difficulty in judging what the long-tail effects of COVID19 may be on the economy, public finances generally, and future demand on services.
- The comparatively low level of the Council's reserves.

Appendix B - Directorate Budget Savings Proposal Summary 2020-21- Draft Proposals

29. Details of the Directorate Savings Proposals are shown at **Appendix B**. There are three types, as follows:

- **Column E** – Employees
- **Column F** – Other Spend
- **Column G** – Income.

30. Members' attention is drawn to **Column O**, which shows the Cabinet Member Portfolio that the saving falls within. The lines relevant to this Committee are highlighted according to the following colour scheme:

- **Shaded yellow** – Councillor Thorne proposals
- **Shaded pink** – Councillor Bradbury proposals
- **Shaded blue** – Councillor Goodway proposals.

31. These proposals have undergone a three-stage risk analysis assessing the residual risk to the Council should the savings proposals be accepted; the achievability of the saving; and its equality impact rating.

32. The residual risk may relate to a variety of factors including: risks to the Council's reputation; adverse implications for the achievement of a Directorate's objectives or performance targets; implications for the community; or financial implications. Residual risk may comprise several of these factors at once. The achievability rating indicates the feasibility of the proposed saving, and an equality impact assessment identifies the potential equality risks associated with each proposal.
33. The Equality Act 2010 sets out that the Council is required to have due regard in its decision making processes (including financial decisions) to three factors:
- To eliminate unlawful discrimination, harassment and victimisation;
 - To advance equality of opportunity; and
 - To foster good relations between people who share a protected characteristic (age, disability, gender reassignment, marriage and civil partnership, pregnancy and maternity, religious belief and non-belief, race, sex, sexual orientation and Welsh Language) and those who do not.
34. Following screening, none of the proposals identified a red or red/ amber risk and therefore no full Equality Impact Assessments have been required.

Appendix C1 and C2 - Directorate Controllable Budgetary Analysis

35. The Directorate Controllable Budgetary Analysis sheets are attached at **Appendices C1 and C2**, and provide current year information by service divisions within the Directorates. Each line is coded alphabetically (on the far left) and the letters correspond to the 'cross-reference' column (X-Ref) on the Savings Proposals spreadsheet.

Appendix D1 and D2 - Financial Pressures, Commitments, Realignment and Capital Ambition Policy Growth 2021-22

36. **Appendices D1 and D2** shows the Financial Pressures, Commitments, Realignment and Capital Ambition Policy growth identified for 2020/21; these total to **£10,250,000**. The lines relevant to this Committee are highlighted according to the following colour scheme:
- **Shaded green** – Councillor Merry proposals
 - **Shaded purple** – Councillor Thomas proposals
 - **Shaded pink** – Councillor Bradbury proposals.

Appendix E - Employee Implications of Budget

37. This table, attached at **Appendix E**, provides a summary of the impact on posts across the Council. The employee implications of savings proposals relevant to this Committee are highlighted according to the following colour scheme:

- **Shaded green** – Councillor Merry proposals
- **Shaded purple** – Councillor Thomas proposals
- **Shaded pink** – Councillor Bradbury proposals
- **Shaded blue** – Councillor Goodway proposals.

Appendix F - Council Capital Programme 2021/22 to 2025/26

38. The 2021/22 budget outlines capital expenditure proposals of **£1,290,055,000** for the financial years 2020/21 to 2025/26, of which **£244,983,000** is earmarked for 2020/21. The full Capital Programme can be found at **Appendix F**, with the schemes relevant to this Committee highlighted according to the following colour scheme:

- **Shaded orange** – Councillor Weaver proposals.
- **Shaded yellow** – Councillor Thorne proposals
- **Shaded purple** – Councillor Thomas proposals
- **Shaded pink** – Councillor Bradbury proposals
- **Shaded blue** – Councillor Goodway proposals.

Appendix G1 and G2 (confidential) - Fees and Charges

39. **Appendices G1 and G2 (confidential)** provide a summary of Fees and Charges, including charges for Outdoor Activities. Members will note that both 'changes in prices' and where there is 'no proposed price change' are listed. Those relevant to this Committee are highlighted according to the following colour scheme:

- **Shaded green** – Councillor Merry proposals
- **Shaded yellow** – Councillor Thorne proposals
- **Shaded pink** – Councillor Bradbury proposals
- **Shaded blue** – Councillor Goodway proposals.

Specific Proposals within ECC Terms of Reference

40. This report provides the Committee with an opportunity to consider the draft Cabinet budgetary proposals and their alignment to the Corporate Plan 2020 - 2023, for the proposals that relate to this Committee's terms of reference. These are set out below by Cabinet Member portfolio.

Finance, Modernisation and Performance

41. Councillor Chris Weaver, Cabinet Member for this portfolio, and Helen Evans (Operational Manager – Benefits & Assessment) have been invited to answer Members' questions on the draft Corporate Plan and budget proposals. The only area of this portfolio that falls within this Committee's terms of reference is the Into Work service area. Members are asked to refer to **Appendices A, C2 and F** in relation to the following budgetary proposals, shaded orange.

Corporate Plan – Appendix A

Capital Ambition Priority: Working for Cardiff

Well-being Objective 3: Supporting People Out of Poverty

Step:

- **S3.1 - Support people into work by:**
 - Supporting 850 people into work with tailored support by the employment gateway.
- **S3.2 – Better support people into work by further integrating employment support services** and working with partners when new schemes are developed. This will include:
 - Providing robust, remote into-work support when face-to-face provision cannot be provided, including reducing digital barriers by accessing external funding for kit and internet access;
 - Reviewing into-work support for care-experienced young people to ensure it is meeting their needs by October 2021;
 - Fully aligning the Into Work Pathway team with Cardiff Works, ensuring that there is a flow from training to volunteering and then into work by December 2021;
 - Working with the Department of Work and Pensions and Careers Wales on new flagship schemes post-pandemic, creating effective referrals to and from the Into Work Team to best meet the needs of the job seeker;
 - Supporting the Council's Economic Recovery Taskforce, ensuring that into-work support is used to mitigate some of the impacts of the economic downturn, especially for the most vulnerable.

- **S3.4 – Deliver a new skills hub in the city** by June 2021 to provide on-site construction skills, apprenticeships and employment within the sector.
- **S3.5 - Play our role in creating a Living Wage City** by encouraging and supporting organisations to become **accredited Living Wage employers**.

Ref	Key Performance Indicators	Target
	Support those most impacted by the economic crisis into work, education or training	
K3.3	The number of interventions which supported people receiving into work advice through the Employment Gateway	50,000
K3.4	The number of clients who have received tailored support through the Employment Gateway and who secured work as a result of the support received.	1,000
K3.5	The percentage of those supported through targeted intervention who ceased engagement with no verified positive destination.	<15%
K3.6	The number of employers which have been assisted by the Council's employment support service.	250
	Continue our Living Wage City Ambition	
K3.11	The number of Living Wage employers in Cardiff (target to be achieved by May 2022)	150

Directorate Controllable Budget – Appendix C2

- **Line 18 – budget E - Into Work– no savings**

Capital Programme - Appendix F

- **Line 81 – Skills Hub - £110,000**

Education, Employment & Skills

42. Councillor Sarah Merry, Cabinet Member for this portfolio, and Helen Evans (Operational Manager – Benefits & Assessment) have been invited to answer Members' questions on the draft Corporate Plan and budget proposals for this portfolio. Members are asked to refer to **Appendices A, C2, D1 and D2, E and G1** in relation to the following budgetary proposals, shaded green:

Corporate Plan – Appendix A

Capital Ambition Priority: Working for Cardiff

Well-being Objective 1: Cardiff is a great place to grow up

Step:

- **S1.6 - Increase the level of support available to young people to help secure and maintain a positive destination in education, employment or training post-**

16, whilst also helping to mitigate the impact of the emerging economic crisis and the negative effects of disrupted education in examination years, by utilising the Cardiff Commitment partnership to:

- Improve the accessibility and range of post-16 learning pathways;
 - Increase the levels of youth work support and mentoring available to the most vulnerable young people;
 - Co-ordinate a Cardiff approach to the UK Kickstart traineeship programme.
- **S1.17 – Continue to deliver the ambitions of the Cardiff Commitment to support children and young people to access careers and work-related experience, with a focus in 2021/22 upon:**
 - Delivering the Experiences of Work programme in three secondary school clusters, with a focus on regional economic growth sectors;
 - Opening up increased Social Value opportunities;
 - Delivering industry and higher education linked Curriculum projects with schools.

Ref	Key Performance Indicators	Target
Safely Reopen Schools and Regain Momentum		
K1.7	The percentage of all pupils in Year 11 leavers making a successful transition from statutory schooling to education, employment or training	98.5%
K1.8	The percentage of EOTAS learners leaving Year 11 making a successful transition from statutory schooling to education, employment or training	92%

Directorate Controllable Budget – Appendix C2

- **Line 19 – budget F - Adult Learning – no savings**

Financial Pressures, Commitments, Realignments and CAPG - Appendix D

- **D2 – CAPG - Line 8 – Cardiff Commitment Education and Skills - £265,000**

Employee Implications of Budget – Appendix E

- **CAPG – Line 20 – Cardiff Commitment Education and Skills - Create 7.00 posts**

Fees & Changes – Appendix G1

- Members are asked to refer to the following lines, shaded green, in Appendix G1:
 - **Lines 279- 335 – Adult Community Learning.**

Housing & Communities

43. Councillor Lynda Thorne, Cabinet Member for this portfolio, and Helen Evans (Operational Manager – Benefits & Assessment) have been invited to answer Members' questions on the draft Corporate Plan and budget proposals for this portfolio. Members are asked to refer to **Appendices A, B, C2, F and G1** in relation to the following budgetary proposals, shaded yellow:

Corporate Plan – Appendix A

Capital Ambition Priority: Working for Cardiff

Well-being Objective 4: Cardiff has safe, confident and empowered communities

Steps:

- **S4.3 - Invest in the regeneration of local communities by:**
 - Completing Phase 2 of the Maelfa redevelopment scheme by November 2021;
 - Securing Welsh Government Targeted Regeneration Investment Programme funding to deliver regeneration initiatives in the South Riverside Business Corridor;
 - Delivering projects identified in the three-year programme for Neighbourhood Renewal Schemes based on ideas submitted by Ward Members.
- **S4.4 - Continue to deliver the Community Hubs programme, in collaboration with partners, including:**
 - Progressing plans for Youth Hubs in the city centre and Butetown;
 - Working with partners to deliver a Community Hub in south Riverside;
 - Working with the University Health Board on the Cardiff Royal Infirmary, Maelfa Hub and other Hubs within the North District;
 - Ensuring people are connected with local service providers and activities in their neighbourhood through the work of Community Inclusion Officers, extending the range of online activities and restarting face-to-face events when restrictions allow.

Ref	Key Performance Indicators	Target
	Invest in Community Facilities	
K4.3	The % of residents satisfied with completed regeneration projects	90%
K4.4	The number of visitors to libraries and Hubs across the City	Monitor KPI but no target set
K4.5	The number of click and collect requests for library books	Monitor KPI but no target set
K4.6	The number of page views on the Hubs website	Monitor KPI but no target set
K4.7	The % of customers who agreed with the statement "Overall the Hub met my requirements/I got what I needed"	Monitor KPI but no target set

Capital Ambition Priority: Working for the Future

Well-being Objective 6: Cardiff grows in a resilient way

Step:

- **S6.11 - Programme the delivery of the bridge crossing scheme at Llanrumney** as part of a wider regeneration scheme, completing design and planning permissions by the end of 2021 and delivery by 2023 (*shared with Cllr Wild*)

Savings Proposals – Appendix B

- **Line 52 – Reduced Library Purchasing - £40,000**

Directorate Controllable Budget – Appendix C2

- **Line 65 – budget AH – Library Strategy – £40,000**

Capital Programme- Appendix F

- **Line 4 – Neighbourhood Renewal Schemes - £631,000**
- **Line 27 – Targeted Regeneration Investment Programme - £1,130,000**
- **Line 58 – Neighbourhood, District and Local Centre Regeneration - £250,000**
- **Line 61 – Targeted Regeneration Investment Programme - £200,000**
- **Line 78 – Targeted Regeneration Investment Programme - £119,000**
- **Line 79 – Targeted Regeneration Investment Programme - £1,330,000**

Fees & Changes – Appendix G1

- Members are asked to refer to the following lines, shaded yellow, in Appendix G1:
 - **Lines 263 - 278 – Libraries/ Hubs**

Leader

44. Councillor Huw Thomas, Leader, and Neil Hanratty (Director of Economic Development) have been invited to answer Members' questions on the draft Corporate Plan and budget proposals for this portfolio. Members are asked to refer to **Appendices A, D, E and F** in relation to the following budgetary proposal, shaded purple:

Corporate Plan – Appendix A

Capital Ambition Priority: Working for Wales

Well-being Objective 5: A capital city that works for Wales

Step:

- **S5.1 - Work with the Cardiff Capital Region City Deal to progress Cardiff projects, support wider city-region projects and input into any Corporate Joint Committee transition arrangements to support the regional Covid-19 recovery strategy.**

Financial Pressures, Commitments, Realignments and CAPG - Appendix D

- **D2 – CAPG - Line 6 – Support for City Development Agenda - £50,000**

Employee Implications of Budget – Appendix E

- **CAPG – Line 16 – Support for City Development Agenda - Create 1.00 post**

Capital Programme- Appendix F

- **Line 55 – Cardiff Capital Region City Deal - - £6,270,000**
- **Line 85 – Cardiff Capital Region City Deal – Metro Plus - £475,000**
- **Line 108 – Cardiff Capital Region City Deal – Wider Investment Fund – none this year**
- **Line 109 – Cardiff Capital Region City Deal – Housing SME Fund – none this year.**

<h3>Culture & Leisure</h3>

45. Councillor Peter Bradbury, Cabinet Member for this Portfolio, and Neil Hanratty (Director of Economic Development) have been invited to answer Members' questions on the draft Corporate Plan and budget proposals for this portfolio. Members are asked to refer to **Appendices A, B, C1, D1 & D2, E, F, G1 and G2** in relation to the following budgetary proposals, shaded pink:

Corporate Plan – Appendix A

Capital Ambition Priority: Working for Cardiff

Well-being Objective 4: Safe, confident and empowered communities

Steps:

- **S4.21 - Support grass-roots and community sports by:**
 - Working with partners and stakeholders through the joint venture with Cardiff Metropolitan University and Sport Cardiff to identify clubs at most risk and in need of support and to develop post-Covid recovery plans that ensure both short-term and long-term sustainability;

- Working with partners to develop strategic plans for the development of sport and physical activity through until 2021/22 that secure increases in participation, attract investment, improve health and inequality, and ensure sustainability of provision;
- Developing and embedding an approach for Community-Focused Schools to ensure access for local community sports clubs and organisations and increase participation whilst improving opportunities in extra-curricular time.
- **S4.22 – Improve our parks and public spaces by:**
 - Growing the number of parks in Cardiff which receive the Green Flag Award – the international standard for the management of parks and green spaces;
 - Working with partners in order to bring forward overarching proposals for increasing Cardiff’s tree canopy, as part of the One Planet Cardiff strategy, by July 2021;
 - Undertaking a fundamental review of the allotment strategy in conjunction with stakeholders of the service to ensure fitness for purpose and to respond to emerging issues;
 - Promoting the benefits and supporting the development of the volunteer movement, through the Friends Forum and community based platforms;
 - Implementing a renewal programme for improving playgrounds through until 2021/22;
 - Working in partnership with Welsh Water to bring the Llanishen Reservoir site back into use for sailing and other recreational purposes.
- **S4.23 - Maintain the long-term future of our leisure centres by:**
 - Reviewing the Leisure Services contract with GLL by December 2021 to ensure the sustainable delivery of the contract over the full term;
 - Developing a plan for Pentwyn Leisure Centre to remove the operational deficit by 2022.

Ref	Key Performance Indicators	Target
	Work together to support a healthier and more active population	
K4.14	The number of visits to local authority sport and leisure centres during the year per 1,000 population where the visitor will be participating in physical activity	Monitor KPI, but no target set
K4.15	The number of Green Flag parks and open spaces	15
K4.16	The number of volunteer hours committed to parks and green spaces	Monitor KPI, but no target set

Capital Ambition Priority: Working for Wales

Well-being Objective 5: A capital city that works for Wales

Steps:

- **S5.7 - Re-establish Cardiff as a centre of creativity and culture by:**
 - Supporting the Cardiff Music Board to implement the agreed recommendations of the Sound Diplomacy report, in partnership with the Welsh Government by March 2022;
 - Consider development and investment opportunities for St David's Hall by March 2022;

- Developing a Cultural City Compact approach with the cultural sector as a means for taking forward a new Cultural Strategy for Cardiff by March 2022.
- **S5.8 - Work with event promoters and the city's cultural venues to rebuild the capital's event and cultural offer**, reflecting the ongoing Covid-19 challenges, by:
 - Developing a new post-Covid Events Strategy with Welsh Government to champion and reinvigorate the event sector;
 - Developing a 'signature music event';
 - Working in partnership with the Welsh and UK Governments to inform the feasibility of a 2030 FIFA Football World Cup bid.

Ref	Key Performance Indicators	Target
	Support the recovery of the Cultural Sector and major events programme	
K5.3	The number of staying visitors	Monitor KPI, but no target set
K5.4	Total visitor numbers	Monitor KPI, but no target set
K5.5	Total visitor days	Monitor KPI, but no target set
K5.6	Attendance at Council Venues.	Monitor KPI, but no target set

Savings Proposals – Appendix B

- **Line 2** – Grounds Maintenance Efficiencies - **£30,000**
- **Line 3** – Increase Income at Channel View - **£25,000**
- **Line 4** – Bute Park - **£14,000**
- **Line 5** – Review of Staffing Resources in Parks, Sports and Leisure- **£50,000**
- **Line 6** – Increase income from Cardiff Motocross Site - **£16,000**
- **Line 11** – St David's Hall - **£45,000**
- **Line 12** – St David's Hall - **£200,000**
- **Line 13** – Review of Staffing St David's Hall - **£27,000**
- **Line 18** – Alternative Provision of Cardiff Castle Café - **£30,000**
- **Line 19** – Cardiff Castle - **£20,000**
- **Line 20** – Review of Supplies and Services – cross portfolio - **£79,000**
- **Line 24** – Park, Sports and Leisure - **£18,000**

Financial Pressures, Commitments, Realignment and CAPG - Appendix D

- **D2 – CAPG – Line 4** – Playground Management - **£188,000**
- **D2 – CAPG – Line 5** – Parks – Trees, Biodiversity and Urban Rangers - **£112,000**

Employee Implications of Budget – Appendix E

- **Line E5** – Review of Staffing across Parks, Sports and Leisure – **delete 1.3 posts (vacant)**
- **Line E13** – Review of Staffing at St David's Hall – **delete 1 post (vacant)**

- **CAPG – Line 14 – Playground Management - Create 2 posts**
- **CAPG – Line 15 – Parks – Trees, Biodiversity and Urban Rangers - Create 2.8 posts**

Capital Programme- Appendix F

- **Line 21 – Parks Infrastructure - £140,000**
- **Line 22 – Play Equipment - £473,000**
- **Line 50 – Roath Park Dam - £50,000**
- **Line 51 – Cardiff Riding School - £38,000**
- **Line 68 – Roath Park Dam – none this year**
- **Line 69 – Teen/ Adult Fitness - £200,000**
- **Line 70 – Additional Parks Play Equipment - £200,000**
- **Line 71 – Green Flag Park Infrastructure Renewal - £100,000**
- **Line 72 – Combatting Motorcycle Nuisance in Parks - £150,000**
- **Line 73 – Flatholm - £25,000**
- **Line 74 – Pentwyn Leisure Centre – none this year**
- **Line 95 – Harbour Authority - £460,000**
- **Line 106 – Leisure Centres – Alternative Service Delivery (ADM) – £395,000**
- **Line 119 – Pentwyn Leisure Centre Redevelopment - £1,500,000**

Fees & Changes – Appendix G1

- **Lines 6-71 – Venues** (*St David's Hall, Norwegian Church, Cardiff Castle, City Hall, Mansion House, Cardiff Caravan & Camping Park, Cardiff Story Museum, Events Park & Ride and County Hall Hire*)
- **Lines 72- 91 – Parks**
- **Lines 92 -108 – Channel View Centre**
- **Lines 109 – 154 – Cardiff Riding School**
- **Lines 155 – 179 – Canton Community Hall**
- **Lines 180 – 240 – Sailing and Water activities** (*Sailing Centre, Activity Adventure Programme, Fishing, Slipway fees and charges, Rowing, Cardiff International White Water*)
- **Lines 241 – 248 – Harbour**

Fees & Changes – Appendix G2 - Confidential

- **Lines 54- 55 – Members are reminded this information is confidential.**

Investment & Development

46. Councillor Russell Goodway, Cabinet Member for this portfolio, and Neil Hanratty (Director of Economic Development), have been invited to answer Members' questions on the draft Corporate Plan and budget proposals for this portfolio.

47. Members are asked to refer to **Appendices A, B, C1, E, and F** in relation to the following budgetary proposals, shaded blue:

Corporate Plan – Appendix A

Capital Ambition Priority: Working for Wales

Well-being Objective 5: A capital city that works for Wales

Steps:

- **S5.2 - Work with the UK Government and Welsh Government to implement a programme of investments over the next five years to deliver investment and capacity improvements at Cardiff Central Station (*shared with Cllr Wild*).**
- **S5.3 - Enhance the city centre as a location for businesses and investment and reassert its role as a regional employment centre** by working with partners to:
 - Progress the development of Metro Central;
 - Begin the Central Quay development extending the business district south of the station;
 - Support the completion of Capital Quarter and the next phase of regeneration for Callaghan Square;
 - Support the development of new commercial premises that respond to the post-Covid demand for workspace;
 - Establish arrangements to ensure the recovery of the city centre post-Covid;
 - Develop a new masterplan for the Canal Quarter area.
- **S5.4 - Write the next chapter in Cardiff Bay's regeneration story by:**
 - Delivering the new 15,000-capacity Multi-Purpose Indoor Arena by 2024;
 - Progress a development strategy for the next phase of the International Sports Village by October 2021;
 - Bringing forward proposals to protect and revitalise historic buildings in the Bay.
- **S5.5 - Develop a sustainable post-Covid economy by:**
 - Supporting the completion of Cardiff Parkway as part of our Industrial Strategy for the east of the city;
 - Working with City Deal partners, the private sector and the University Health Board to explore proposals for the creation of a Science Park Campus at Coryton;
 - Working with Cardiff Clwstwr Creadigol to support the growth of creative enterprises in the city;

- Working with partners to attract investment into innovation and start-up space across the city and support the sector in adapting to the requirements of a post-Covid economy.
- **S5.6 - Work with partners to support the retail and hospitality sector in successfully re-emerging from lockdown by:**
 - Continuing to adapt and re-purpose the city to create a Covid-Safe Space;
 - Enhancing the promotion of Cardiff as a visitor destination;
 - Developing a new pipeline of major events to drive up footfall and visitor numbers;
 - Working with Welsh Government to establish a tax and regulatory environment that can accelerate recovery.

Ref	Key Performance Indicators	Target
Lead a recovery programme for the City Centre and Bay		
K5.1	The amount of 'Grade A' office space committed to in Cardiff (sq. ft.) <i>(This is a rolling two-year target.)</i>	300,000 sq. ft.
Support innovation and business development, with an enhanced package of interventions to help the sectors worst affected by the pandemic		
K5.2	The number of new jobs created and jobs safeguarded	1,000

Capital Ambition Priority: Working for Public Services

Well-being Objective 7: Modernising and Integrating our Public Services

Step:

- **S7.5 - Deliver fewer and better Council buildings and protect the Council's historic buildings by:**
 - Developing a plan to secure investment into the Council's historic assets, including City Hall, by December 2021;
 - Reviewing the Council's existing corporate estate to identify potential disposals to generate capital receipts.

Savings Proposals - Appendix B

- **Line 7** - Increased income from CBTC and Workshops - **£20,000**
- **Line 8** – Review of staffing in Management and Support - **£12,000**
- **Line 9** – City Centre Management - **£28,000**
- **Line 14** – Review of Staffing Resource in Tourism - **£10,000**
- **Line 20** – Review of Supplies and Services – cross portfolio - **£79,000**
- **Line 23** – Economic Development Function - **£39,000**

Employee Implications of Budget – Appendix E

- **Line E8** – Review of Staffing in Management and Support – Delete 0.2 (voluntary redundancy)
- **Line E14**– Review of Staffing Resources in Tourism - Delete 1 post (TBC)

Capital Programme- Appendix F

- **Line 43** – Indoor Arena - **£4,300,000**
- **Line 44** – International Sports Village - **£2,000,000**

- **Line 45** – Llanrumney Development - **£250,000**
- **Line 46** – Central Square – **none this year**
- **Line 47** – James Street - **£280,000**
- **Line 48** – Indoor Market - **£69,000**
- **Line 49** – Community Asset Transfer - **£98,000**
- **Line 103** – Red Dragon Centre - **£5,724,000**
- **Line 104** – Arena Contribution – **none this year**
- **Line 110** – Invest to Save - **£500,000**
- **Line 116** – International Sports Village – **none this year**
- **Line 117** – Indoor Arena - **£7,700,000**
- **Line 118** – Indoor Arena – **none this year.**

Fees & Changes – Appendix G1

- Members are asked to refer to the following lines, shaded blue, in **Appendix G: Lines 1, 2, 3, 4 and 5.**

Consultation & Engagement Process

48. The *Changes for Cardiff* budget consultation on the Budget took place between 13th January 2021 and 10th February 2021. The consultation took place when the whole of Wales was at its highest alert level for the Coronavirus Pandemic, when people were only able to meet with members of their household or support bubble. This meant that face-to-face engagement could not take place, and that consultation was conducted electronically. The consultation received **2,870 responses**. This compares to 2,051 (2020/21) and 2,078 (2019/20).

49. As part of the consultation, citizens were given the opportunity to prioritise different areas of service delivery. The table below summarises their top three priorities and indicates how the 2021/22 Revenue Budget and Capital Programme 2021/22-2025/26 support these areas.

Priority	Features of Budget & Capital Programme
Leading an economic recovery through supporting businesses and workers and delivering our major regeneration schemes	<ul style="list-style-type: none"> • £73m - Support for Cardiff Capital Region City Deal (CCRCD) Projects • £22.5m – for delivery of the International Sports Village Master Plan • £24.3m direct capital contribution towards construction of a new indoor arena • £50,000 – revenue funding to provide direct policy support for the City Region, Great Western Gateway and other Strategic Partnerships
Investing in our schools and improving educational attainment and supporting children and young people	<ul style="list-style-type: none"> • £251m - 21st Century Schools Band B investment programme • £54.7m - investment in the existing schools estate • £6.2m - net additional revenue support for Children’s Services • £6.3m - net additional revenue support for Schools • £0.2m - for Child Friendly City Initiatives - Children’s Universities and Innovation Labs • £0.5m - Summer engagement programme for Children & Young People • £0.3m – funding to support the most vulnerable young people to be able to transition to Education Employment and Training (EET) and to re-engage those young people who have dropped out of EET during the pandemic.
Keeping our communities safe and tackling anti-social behaviour	<ul style="list-style-type: none"> • £0.2m to combat motorcycle nuisance • £0.5m to meet demand for additional alley-gating schemes • £2.1m - the COVID crisis has amplified the importance of local spaces, shopping and services for communities. This sum will support public realm and green space improvements, community safety measures and improved neighbourhood facilities to help communities to adapt and thrive. • £29.9m on wider neighbourhood regeneration initiatives • £3.2m - investment in Youth and Wellbeing Hubs

50. The *Changes for Cardiff* budget consultation results have now been analysed and a full copy of the report is attached at **Appendix H**.

Way Forward

51. Officers will make a presentation providing a corporate overview of the 2021-22 Budget Proposals. The relevant Cabinet Members and Officers will be available to answer Members’ questions arising from the attached papers.

52. Following consideration of the budget proposals, presentations and answers to Member questions, the Committee may wish to provide its comments, observations and recommendations to the Cabinet for consideration at its business meeting on 25 February 2021.

Legal Implications

53. 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

54. 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

The Committee is recommended to consider the information received at this meeting, and to submit any recommendations or comments to the Cabinet prior to its consideration of the final budget proposals.

Davina Fiore

Director of Governance and Legal Services

19 February 2021