
**DRAFT CORPORATE PLAN 2020–2023 and 2020-21 DRAFT BUDGET
PROPOSALS**

Purpose of Report

1. The Council's Constitution allows Scrutiny Committees to consider the draft Cabinet budget proposals prior to their consideration by the Cabinet and Full Council. This report provides Members with context for the scrutiny of those sections of the Council's draft Corporate Plan 2020-2023 and draft 2020/21 Budget Proposals that relate to the portfolios and service areas that fall within the remit of this Committee.
2. The scope of the scrutiny is as follows:
 - the relevant sections of the Corporate Plan;
 - the relevant Budgetary Proposals and their alignment with the Corporate Plan – to test whether they support delivery of the aims and priorities detailed in the Corporate Plan;
 - the relevant Budgetary Proposals in terms of potential impact on service delivery, service users and citizens of Cardiff; and the achievability and deliverability of the proposed savings.
3. The Cabinet will consider the Scrutiny Committee's comments and recommendations prior to finalising their budget proposals. The draft Cabinet budget proposals will be taken to the Cabinet Meeting on 20 February 2020 for agreement, and at this meeting, a formal decision will also be taken determining the Cabinet's budget recommendations for consideration by Council, at its meeting on 27 February 2020.

Structure of Meeting

4. At the start of the meeting the following Cabinet Member and officers will give a short presentation providing a **corporate overview** of the 2020-21 Budget Proposals as they impact on the Committee's terms of reference, and to answer any general questions arising:
 - Cllr Chris Weaver (Cabinet Member for Finance, Modernisation and Performance)
 - Chris Lee (Corporate Director, Resources)
 - Ian Allwood (Head of Finance).

5. The meeting will then be structured by **Directorate**, as follows:
 - **Social Services (Adult Services) Directorate** – Cllr Susan Elsmore, Cabinet Member – Social Care, Health & Wellbeing
 - **Housing & Communities Directorate** – Cllr Susan Elsmore, Cabinet Member – Social Care, Health & Wellbeing and; Cllr Lynda Thorne, Cabinet Member – Housing & Communities.

Structure of Papers

6. Attached to this report, Members will find a copy of relevant sections of the draft Corporate Plan 2020 – 2023 and draft budget proposals 20/21 that fall within this Committee's remit which Members may wish to scrutinise during the meeting.

In line with the structure of the meeting, extracts of the corporate plan relevant to this committee, the financial savings, financial pressures, capital programme, fees and charges, and employee implications the Appendices to this report have been colour-coded as follows:

- a. **Shaded pale pink** – Social Services (Adult Services) proposals that fall under *Cllr Elsmore's* portfolio within this Committee's terms of reference.
- b. **Shaded peach** - Housing & Communities proposals that fall under *Cllr Elsmore's* portfolio within this Committee's terms of reference.
- c. **Shaded green** - Housing & Communities proposals that fall under *Cllr Thorne's* portfolio within this Committee's terms of reference

*Please note that any lines highlighted in **grey** are not applicable to this Scrutiny Committee.*

7. These papers include:

Appendix 1 - Draft Corporate Plan 2020-23 extract containing sections relevant to Communities & Adult Services Scrutiny Committee,

Appendix 2 – Controllable Budgetary Analysis 2019/20 - Social Services

Appendix 3 - Controllable Budgetary Analysis 2019/20 People & Communities: Housing & Communities

Appendix 4 – Controllable Budgetary Analysis 2019/20 People & Communities: Performance & Partnerships

Appendix 5 – Directorate Budget Savings Draft Proposals 2020/21, split into the three key areas to maximise resources and deliver improved services – *Efficiency, Income Generation and Service change.*

Appendix 6 - Financial Pressures, Commitment, Realignment and Policy Growth 2020/21

Appendix 7 - Capital Programme

Appendix 8 - Employee Implications of 2020/21 Budget

Appendix 9 - Fees and Charges – General

Appendix 10 – Fees and Charges - HRA

Appendix 11 - Budget Consultation Report 2020/21

8. For Members information, below is a brief description of each Appendix:

Appendix 1: an extract of the Draft Corporate Plan 2020-2023 relevant to CASSC.

Appendix 2, 3 and 4: provides a summary of the services areas relevant to this Committee's spend during 2018/19 (Net Column) which has helped inform the 2020/21 budget proposals (Proposed Savings Column). It is for Members to note that the figures contained within brackets on these tables signify a negative figure. Each line is coded alphabetically (on the far left) and the letters correspond to the cross-reference column (headed BA Sheet X-ref) on the Savings Proposals spreadsheet (**Appendix 5**)

Appendix 5 provides details of the draft savings proposals relevant to CASSC.

Appendix 6 highlights areas to receive income, or realignment due to known financial pressures.

Appendix 7 provides a summary of the capital programme which provides detail on potential income, grants and projected spend.

Appendix 8 provides a summary of the impact on employment posts across the Council.

Appendix 9 provides a summary of Fees and Charges.

Appendix 10 sets out fees and charges specific to the HRA.

Appendix 11 The Budget Consultation report

SUMMARY OF DRAFT CORPORATE PLAN 2020-23 (APPENDIX 1)

9. In July 2017, the Council's Administration set out a policy programme and associated delivery commitments entitled 'Capital Ambition' establishing the Cabinet's key priorities for the municipal term, and outlining a programme of action to continue to drive the city economy forward, whilst ensuring that the benefits of success are felt by all residents.

10. In January 2020 the Cabinet approved an update of the Administration's policy programme, priorities and commitments entitled, *Capital Ambition, our Continuing Commitments for Cardiff*. The commitments set out within the Capital Ambition It focuses on four main priorities, which form the basis for the Corporate Plan 2020-23:
 - **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.

11. The Well-being of Future Generations act places a statutory duty on Public Bodies to publish well-being objectives. In Cardiff, the Council and the Public Service Board have adopted the same 7 Well-being Objectives reflecting their shared aspirations for the city and a common understanding of challenges. The Corporate Plan is therefore structured around Capital Ambition priorities and 7 well-being-objectives. The Corporate Plan also makes clear the steps the Council will undertake to make progress in achieving these objectives.

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's grows in a resilient Way

Working for Public Services

Well-being Objective:

- Modernising and integrating Our Public Services

12. **Appendix 1** to this report sets out the sections of the Corporate Plan 2020-23 which fall within this Committee's terms of reference.

SUMMARY AND OVERVIEW OF BUDGETARY POSITION 2020/21

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

Resources Available	£000
Resources from WG	469,047
Council Tax (at nil increase)	178,363
Council Tax (at 4.5%, before CTRS impact)	8,026
Use of Reserves	750
Total Resources Available	656,186

14. 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
2019/20 adjusted base (after transfers)	623,589
Employee Costs	273
Price Inflation	3,632
Financial Pressures	2,097
Policy Growth	1,775
Commitments, Realignments & Capital Financing	15,969
Demographic Pressures	3,659
Schools Growth	13,524
Council Tax Reduction Scheme	1,432
Savings	(9,764)
Total Resources Required	656,186

15. In respect of the savings proposals of £9,764 million:

- **£5.048 million** are savings from **Efficiency Savings**;
- **£2.541 million** are savings from **Income Generation**;

- **£2.175 million** are savings from **Service Change**

16. To enable the Committee to understand the prioritisation of proposed savings across directorates, the table below sets out the level of savings proposals for each directorate, as a percentage of overall savings.

Total Savings	Efficiency £000	Income £000	Service Change £000	Total £000	% of overall saving
Corporate Management	90	0	0	90	0.92%
Economic Development	1,052	426	0	1,478	15.14%
Education and Lifelong Learning – Non-Schools	586	365	0	951	9.74%
Education and Lifelong Learning – Delegated Schools	1,207	0	0	1,207	12.36%
People & Communities – Housing and Communities	408	201	0	609	6.24%
People & Communities – Performance & Partnerships	99	0	0	99	1.01%
People & Communities – Recycling & Neighbourhood Services	78	0	0	78	0.80%
People & Communities – Social Services	200	255	2,175	2,630	26.94%
Planning, Transport & Environment	418	1,072	0	1,490	15.26%
Resources – Central Transport Services	0	0	0	0	0.0%
Resources – Governance & Legal Services	0	0	0	0	0.0%
Resources - Resources	910	222	0	1,132	11.59%
Total	5,048	2,541	2,175	9,764	100.00%

Social Services (Adult Services)

Draft Corporate Plan 2020-2023

17. The draft *Corporate Plan* set out the key issues, priorities, resources and most importantly outcomes for the Social Services directorate, copy of an extract of the draft Corporate Plan relevant to Adult social services is attached at **Appendix 1**.
18. The Cabinet Member for Social Care, Health & Well-being has a commitment to address the actions to address the following well-being objectives, it is to note that the objectives fall between Social Services and People & Communities directorate and will be marked accordingly. Where priorities are shared across both Cabinet Members portfolios, they will be shaded **blue**:
- i. Cardiff is a great place to grow older:
 - Fully implement enabling support and care using a new model of intermediate tier care and support by March 2021.
 - Commence the phased implementation of the new way of delivering domiciliary care by November 2020 that fully reflects local and community provision and the priorities of the Older Persons Housing Strategy.
 - Deliver the Older Persons Housing Strategy to support independent living.
 - Continue the work on complex hospital discharge with partners through an integrated multi-agency approach to reduce the number of people experiencing failed or delayed discharge.
 - Address social isolation and enhance quality of life of older people.
 - As a Dementia Friendly City, support those affected to contribute to, and participate in, mainstream society.
 - ii. Safe, confident and empowered communities:
 - Work with people with care and support needs, helping them to live the lives they want to lead (*people & communities directorate*).
 - Address specific health needs within targeted communities by working with partners to implement the 'Healthier Wales' proposals by 2021 (*people & communities directorate*).

- Develop and deliver enabling support and care by assisting people with disabilities and mental health issues to be more independent (*people & communities directorate*).
- Ensure (*children*) and adults are protected from risk of harm and abuse.
- Continue to lead an inclusive and open city to migrants, refugees and asylum seekers (*people & communities directorate*).
- Delivering the actions identified in the Cardiff & Vale of Glamorgan Violence against Women, Domestic Abuse and Sexual Violence Strategy 2018-2023 including the launch of a regional service for male victims by September 2020 (*people & communities directorate*).

Draft Budget Proposals and Capital Programme

19. This section of the report provides the Committee with an opportunity to consider the draft Cabinet budget proposals and their alignment to the Adult Service's section of the Corporate Plan 2020 - 2023, which relate to this Committee's terms of reference. Officers from the Social Services directorate will present the budget savings and answer any questions Members may have. The proposals are contained in the five key documents which are detailed below:

20. Members are asked to refer to **the Appendices attached**, in relation to the following proposals, shaded **pale pink**:

Savings Proposals - Appendix 5

- a) **E34** - Support practice in mental health services across adult and children's services in understanding organisational responsibilities in respect of section 117 and children's CHC- proposed savings £100,000, (£50,000 Adults and £50,000 Childrens)
- b) **E35**- Review of existing contracts and practice – review of placement findings and brokerage across adults and children's to develop a single directorate team – proposed savings £100,000 (£50,000 Adults and £50,000 Childrens)

- c) **INC12** - Increase in maximum weekly charge for Domiciliary Care in line with Welsh Government (WG) policy It is proposed that the Council increases its maximum weekly charge from £90 to £100 per week in 2020/21 to mirror WG policy. This will increase the level of income the Council receives in service user contributions – expected income generated £255,000.
- d) **S2** - Closer to Home Support - Return 5 people in year to lower cost provision from out of county residential care placements – proposed savings £150,000
- e) **S3** - Provide more step down to general purpose accommodation for mental health users – proposed savings £150,000
- f) **S4** - High Cost Case review in Older people and Physical Disability case - to encourage independence and reduce reliance on traditional forms of care – proposed savings £250,000
- g) **S5** - Review packages for joint funding opportunities in Older People and Physical Disability – proposed savings £275,000
- h) **S6** - Double to single handed care review, process seeking opportunities to reduce double handed domiciliary care visits to single carer calls – proposed savings £275,000
- i) **S7** – Community Resource Team – proposed savings £125,000
- j) **S8** - Implement Review of Reablement – proposed savings £125,000
- k) **S9** - Use of technology in the provision of care and support packages. – proposed savings £100,000

**Financial Pressures, Commitments, Realignment & Capital Ambition Policy
Growth 2020/21 – Appendix 6**

Financial Pressures:

- l) Funded Nursing Care - Transfer of Specific Grant into Revenue Support Grant - £262,000

Expenditure & Income Realignment:

- m) Adult Services - £1,500,000.

Capital Programme – Appendix 7

- n) **Line 66** – Intermediate Care Fund, 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.

Employee Implications of Budget – Appendix 8

None for Social Services

Fees and Charges – Appendix 9

- p) **Line 531** - Maximum Charge for Non-Residential Care Services - per week

Housing and Communities Directorate

21. Councillor Lynda Thorne, Cabinet Member for Housing & Communities; Councillor Susan Elsmore, Cabinet Member for Social Care, Health & Wellbeing; Sarah McGill, Corporate Director for People & Communities and Jane Thomas, Assistant Director of Housing & Communities have been invited to give presentations and answer Members' questions on the relevant sections of the Draft Corporate Plan and budget proposals for this Directorate.

22. This section of the meeting will be split into two parts with consideration first being given to Cllr Elsmore's responsibilities within the directorate and an opportunity for Members to ask questions. The meeting will then proceed to address the areas which fall to Cllr Thorne.

Housing & Communities: Councillor Elsmore – Social Care, Health & Wellbeing
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23. Members are asked to refer to **the Appendices attached**, in relation to the following proposals, shaded **peach**:

Savings Proposals – Appendix 5

- a) **E-28** - Joint Equipment Service - Increase in contribution from partners – proposed savings £92,000
- b) **INC9** - Review of Charging for Equipment – proposed savings £31,000

Financial Pressures, Commitments, Realignments & Capital Ambition Policy Growth 2020/21 – Appendix 6

None

Capital Programme – Appendix 7

- c) **Line 1** – Disabled Adaptions Grants
- d) **Line 28** – Intermediate Care Fund, priorities to be determined in conjunction with health
- e) **Line 50** - Disabled Adaptations Grants
- f) **Line 63** – Enable Grant (WG)
- g) **Line 101** – Disabled Facility Adaptions (from HRA)

Employee Implications of Budget – Appendix 8

None

Fees and Charges – Appendix 9

- h) **Line 266** - Disabled Facilities Services – 6% admin costs on home improvement loans
- i) **Line 267** – Disabled Facility Grant Income
- j) **Lines 504 & 505** – Meals on Wheels
- k) **Lines 506 – 522** – Telecare (24/7 services)
- l) **Lines 523 – 530** – Security (24/7 services)

Housing & Communities Directorate: Councillor Thorne – Housing & Communities

Draft Corporate Plan 2020-2023

24. The draft *Corporate Plan* set out the key issues, priorities, resources and most importantly outcomes for the Social Services directorate, copy of an extract of the draft Corporate Plan relevant to Housing & Communities is attached at **Appendix 1**.
25. The Cabinet Member for Housing & Communities has a commitment to address the actions to address the following well-being objectives:
- i. Cardiff is a great place to grow older:
 - Commence the phased implementation of the new way of delivering domiciliary care by November 2020 that fully reflects local and community provision and the priorities of the Older Persons Housing Strategy.
 - Deliver the Older Persons Housing Strategy to support independent living.
 - Address social isolation and enhance quality of life of older people.
 - I. Supporting people out of poverty:
 - Continue to ensure support is available to mitigate potentially negative consequences associated with the roll-out of Universal Credit.
 - Deliver a new skills hub in the city by May 2020.
 - Continue to deliver the Rough Sleeper Strategy, and the Homelessness Strategy, to address rough sleeping in the city.
 - Develop a training and activities centre for single homeless people.
 - ii. Safe, confident and empowered communities:
 - Work to end the city's housing crisis by driving up the standards in the private rented housing sector and in the city's high-rise buildings by taking enforcement action against rogue agents and landlords letting and managing properties.
 - Invest in the regeneration of local communities by: completing Phase 2 of the Maelfa redevelopment scheme by September 2021. Submit an outline planning application for the Channel View Regeneration Scheme by October 2020.

Delivering projects identified in the three-year programme for Neighbourhood Renewal Schemes based on ideas submitted by Ward Members.

- Continue to deliver the Community Hubs programme, in collaboration with partners.
- Create safe and cohesive communities by:
 - Implementing with partners a targeted approach to tackling crime and anti-social behaviour in Butetown and Splott as identified priority areas in 2020.
 - Working in partnership with the newly established Violence Prevention Unit at South Wales Police to develop a preventative approach to tackling violence and organised crime by March 2021.
 - Strengthening governance and delivery arrangements in the Youth Offending Service by May 2020, implement new approaches to reduce offending and reoffending rates by January 2021
 - Implement the Welsh Government's Community Cohesion Delivery Plan.
 - Implement the Cardiff PREVENT Strategy by 2021.

Members are asked to refer to **the Appendices attached**, in relation to the following proposals, shaded **green**:

Savings Proposals - Appendix 5

- a) **E22** - Better alignment of Advice Services and increased external income – proposed savings 43,000
- b) **E23** - Benefit Assessment - efficiencies in processing and digitalisation – proposed savings 120,000
- c) **E24** - Citizen Advice Bureau (CAB) Contract - Agreed Reduction – proposed savings £30,000
- d) **E25** - Appeal Team Review, with the introduction of Universal Credit, fewer appeals against benefit decisions will be made – proposed savings £38,000
- e) **E26** - Review of out of hours arrangements for homelessness – proposed savings £17,000
- f) **E29** - The Legal Process and Complaints Review – proposed savings £48,000
- g) **E39** – Shared Regulatory Services – proposed savings £94,000

- h) **INC11** - Advice Services - increased external income. Grant funding is available to fund staff costs associated with the provision of fuel poverty advice – expected income generated 20,000

Financial Pressures, Commitments, Realignments & Capital Ambition Policy Growth 2020/21 – Appendix 6

Commitments:

- i) Contribution to Homelessness Reserve - £125,000
j) Shared Regulatory Service Impact of Anticipated Award - £80,000

Expenditure & Income Realignments:

- k) Shared Regulatory Service Contingency for In-Year Increase to Contribution - £250,000

Capital Ambition Policy Growth:

- l) Estate Management Teams - £454,000
m) Community Safety Manager - £65,000

Capital Programme- Appendix 7

- n) **Line 2** – Owner Occupier Costs – Housing Regeneration
o) **Line 3** – Alleygating
p) **Line 4** – Neighbourhood Renewal Schemes
q) **Line 25** – Travellers Site Expansion
r) **Line 26** – City Centre Youth Hub
s) **Line 27 & 62**- Targeted Regeneration Investment Programme
t) **Line 64 & 65** - Intermediate Care Fund (ICF) (Hubs)
u) **Line 98** - Regeneration and Area Improvement (from HRA)
v) **Line 99** – External and Internal Improvements (from HRA)
w) **Line 100** – New Build and Acquisitions (from HRA)

Employee Implications of Budget – Appendix 8

- x) **E22** – Delete 1 post –Advice Services, Vacant
y) **E23** – Delete 3.17 – Benefit Assessment, Voluntary Redundancy
z) **E25** – Delete 1 post – Appeal Team Review, Vacant
aa) **E29** – Delete 1 post, legal process and complaints review tbc
bb) **CAPG** – Create 1 post, Community Safety Manager

cc) **CAPG** – Create 4 posts – Estate Management Team

Fees and Charges – Appendix 9

dd) **Lines 264 and 265** - Gypsy Sites - Rent - per pitch - per week

ee) **Lines 532** – Rent Smart Wales – licensing /registration charge – rates set and approved by Welsh Government

ff) **Line 533**– Shared Regulatory Fees set by Shared Regulatory Service Joint Committee or by statute / other regulation.

Attached as **Appendix 10** are fees are charges specific to the HRA.

Consultation & Engagement Process

26. The Council's *Changes for Cardiff* budget consultation survey launched on the 19 December 2019 and ran until 31 January 2020. The programme of engagement started on 6th January, to avoid a clash with the Christmas period. A range of online and face to face engagement mechanisms were used as part of the process, including: email, internet/intranet, social media, face to face at hubs and focus groups, hard copy distribution at libraries, hubs and council buildings. (See Appendix 11 for the full list of venues, events and organisations.).

27. A combined total of 2,051 validated responses were received; this compares to 2,937 in 2018/19 and 2,078 in 2019/20.

28. The *Changes for Cardiff* budget consultation results have now been analysed and a full copy of the report is attached at **Appendix 11**. The results are set out by the question asked, as follows:

- Council Service Priorities
- Area 1 – Efficiency Savings
- Area 2 – Income Generation
- Area 3 – Service Changes
- Council Reserves.

29. Of these, the specific proposals to fall within this Committee's terms of reference is:

- ' We are reshaping of services for vulnerable residents to ensure we promote independence and first class service (...) This also means using technology to deliver better services for residents and visitors (...). Do you agree that the Council should continue to focus on this? Area 3 – Service Change – page 28-31, **Appendix 11.**

30. Results show that:

- 81.3% respondents agreed the council should continue to focus on services for vulnerable residents and 84.4% support the use of technology within this area.

Way Forward

31. During this Meeting, Members will have the opportunity to scrutinise the draft Corporate Plan 2020-23 and the alignment of the draft budgetary proposals 2020/21 with the draft Corporate Plan. The potential impact of the draft budgetary proposals on service delivery, service users and citizens of Cardiff and the achievability and deliverability of the budget proposals.

32. Officers will make a presentation on the overall budget position, and issues falling within the terms of reference of this Committee. The relevant Cabinet Members and Officers will be available to answer Members' questions.

33. 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 their meeting on 20 February 2020.

Legal Implications

34. 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

35. 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 give consideration to the information attached to this report and received at this meeting and to submit any recommendations, observations or comments to the Cabinet.

Davina Fiore

Director of Governance and Legal Services

14 February 2020