

**DRAFT CORPORATE PLAN 2024-27 and DRAFT CABINET BUDGET  
PROPOSALS 2024/25**

---

**Purpose of Report**

1. To provide Members with context for the scrutiny of the sections of the Council's draft Corporate Plan 2024–27 and draft Cabinet 2024/25 Budget Proposals relating to Directorates falling within the remit of this Committee.

**Structure of the Meeting**

2. The following Cabinet Members and officers have been invited to attend the Committee meeting:
  - Councillor Weaver, Cabinet Member, Finance, Modernisation and Performance;
  - Chris Lee, Corporate Director Resources;
  - Ian Allwood, Head of Finance;
  - Councillor Julie Sangani, Cabinet Member, Public Health & Equalities
  - Councillor Norma Mackie, Cabinet Member, Adult Services
  - Councillor Peter Bradbury, Cabinet Member, Tackling Poverty & Supporting Young People
  - Councillor Lynda Thorne, Cabinet Member Housing & Communities
  - Sarah McGill, Corporate Director People & Communities
  - Jane Thomas, Director, Adults Housing & Communities
  - Helen Evans, Assistant Director, Housing & Communities

3. At the start of the meeting, Cllr Weaver and finance officers will provide a short presentation providing a **corporate overview** of the 2024-25 budget proposals, and to answer any general questions arising.
4. The meeting will then be structured to consider the budget and corporate plan proposals relevant to this committee. Consideration of the proposals will be organised by Cabinet Member portfolios in the following order:
  - Councillor Julie Sangani
  - Councillor Peter Bradbury
  - Councillor Norma Mackie
  - Councillor Lynda Thorne
5. Committee Members are advised that should any budget proposals relate to **significant changes in service provisions**, officers from the directorate will provide a few presentation slides at the meeting providing Committee Members with an overview of the proposed changes.

### **Structure of the Papers**

6. In addition to the information set out in this cover report, Members will find a range of Appendices as follows:
  - Appendix 1** – Extract from the draft Corporate Plan 2024-27 containing sections relevant to the Communities & Adult Services Scrutiny Committee.
  - Appendix 2** – Scrutiny Performance Panel observations.
  - Appendix 3** – Budget support for the Corporate Plan and Future Generations
  - Appendix 4** – Cross authority Directorate Revenue Budget sheet
  - Appendix 5** – Budget proposals in relation to Performance & Partnership Directorate
  - Appendix 6** – Budget proposals in relation to Adult Services Directorate
  - Appendix 7** – Budget proposals in relation to Housing & Communities Directorate

**Appendix 8** – Earmarked Reserves General Fund

**Appendix 9a** – Capital Funding Overview

**Appendix 9b** – Capital Investment Programme 2024/25 – 2028/29

**Appendix 10a** - Budget Consultation Report 2024/25

**Appendix 10b** – How Consultation responses impacted the Budget 2024/25

**Appendix 11** - Housing Revenue Account 2024/25 Budget and Medium-Term Financial Plan

7. For Members information, and to aid their understanding, below is a brief description of each Appendix.

**Appendix 1:** extracts of the Draft Corporate Plan 2024-2027 that are relevant to this committee.

**Appendix 2:** On 15 February 2024, the Scrutiny Chairs met with the Leader, Cabinet Member for Finance, Modernisation and Performance, and a range of senior officers to consider the proposals set out in the draft Corporate Plan, this included scrutinising priorities, commitments and targets. This appendix captures the Scrutiny Chairs' recommendations and requests for action, made at that meeting. No colour coding has been applied to this document in line with Cabinet Member's portfolios.

**Appendix 3** –provides an overview of proposed investment in line with the priorities detailed in the draft Corporate Plan.

Committee Members are to note – no colour coding has been applied to this document in line with Cabinet Member's portfolios – the colours on the document were pre-formatted.

Sections of the table in this Appendix which apply to CASSC are:

- **Cardiff is a great place to grow older**
- **Safe, Confident and Empowered Communities** (*with the exceptions of investments relevant to leisure centres / parks, harbour infrastructure and playground equipment.*)

- Committee Members are also encouraged to explore all of the sections on the second page, entitled **The Five Ways of Working at the Heart of the Future Generations Act**.

**Appendix 4** – a Directorate Revenue Budget sheet, providing a corporate picture of the budget across the Council. No colour coding has been applied to this document in line with Cabinet Member’s portfolios.

**Appendix 5** provides details of proposals in relation to the Performance & Partnership Directorate. This is further detailed with the following sub appendices which contains information that is applicable to this scrutiny committee:

- **5a** – Directorate Overview
- **5b** – Directorate Efficiency Proposals 2024/25

**Appendix 6** provides details of proposals in relation to the Adult Services Directorate. This is further detailed with the following sub appendices which contain information that is applicable to this scrutiny committee:

- **6a** – Directorate Overview
- **6b** – Directorate Efficiency Proposals 2024/25
- **6c** – Service Change Proposals 2024/25
- **6d** – Fees and Charges 2024/25

**Appendix 7** provides details of proposals in relation to the Housing & Communities Directorate. This is further detailed with the following sub appendices which contain information that is applicable to this scrutiny committee:

- **7a** – Directorate Overview
- **7b** – Directorate Efficiency Proposals 2024/25
- **7c** – Service Change Proposals 2024/25
- **7d** – Fees and Charges 2024/25

**Appendix 8** provides a summary, setting out allocations of money the Council has reserved for specific purposes as relevant to this committee.

**Appendices 9a and 9b** provides a summary of the Capital Programme and its resources, along with an overview of its indicative spend 2024-29.

**Appendix 10a** is the Budget Consultation Report No colour coding has been applied to this document in line with Cabinet Member's portfolios.

**Appendix 10b** provides a summary of the proposals in the budget consultation that were / were not carried. No colour coding has been applied to this document in line with Cabinet Member's portfolios.

**Appendix 11** provides detail on the Housing Revenue Account's Budget 2024/25 and its medium-term financial plan<sup>1</sup>. No colour coding has been applied to this document in line with Cabinet Member's portfolios.

8. To assist Members, the attached appendices (with the exception of some) have been colour coded as follows:

- Proposals relevant to Cllr Sangani's portfolio – **dark blue**
- Proposals relevant to Cllr Bradbury's portfolio – **pink**
- Proposals relevant to Cllr Mackie's portfolio – **yellow**
- Proposals relevant to Cllr Thorne's portfolio – **blue**
- Proposals that fall into two or more Cabinet portfolio's – **green**
- Proposals that do not fall into the remit of this Committee – **grey**

Committee Members are asked to take note of the colour coding, which is designed to assist them in directing their question to the appropriate Cabinet Member in line with the structure of the meeting **Lines highlighted in grey are not applicable to this Scrutiny Committee's terms of reference and so should not be explored at the meeting.**

---

<sup>1</sup> Members are to note the HRA will be explored as separate agenda item in the committee's March 2024 meeting.

## Scope of Scrutiny

9. The scope of the scrutiny is as follows:

- The relevant sections of the *Corporate Plan 2024-2027*, 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 program

## Background and Context:

### Summary of Budgetary Position 2024/25

#### Local Government Financial Settlement

10. The Local Government Financial Settlement is a key factor underpinning the construction of the draft budget. Due to the timing of the UK Autumn Statement, which took place in November 2023, the Provisional Settlement was not received until the 20<sup>th</sup> December 2023.

11. On 24<sup>th</sup> January 2024, the UK Government announced £600 million extra funding for English Local Authorities. On 7<sup>th</sup> February, the Minister for Finance and Local Government issued a statement on the resultant £25 million consequential funding for Wales ([Written Statement: Additional Funding for Local Government 2024-25](#)). It stated that this would be used to:

- a. Reverse a £10.6 million reduction to the Social Care Workforce Grant, that was announced in the Provisional Settlement.
- b. Increase the Revenue Support Grant by £14.4 million.

12. The headlines of the 2024/25 Provisional Settlement, together with the impact of the consequential funding (indicative allocations have been provided by Welsh Government) are set out in the table below:

	<b>Provisional</b>	<b>Plus Consequential</b>
Wales Average AEF* increase	+3.1%	+3.3%
Range of AEF increases	+2% to +4.7%	+2.3% to +5%
Floor Protection**	At 2%	At 2.3%
<b>Cardiff</b>	<b>+4.1%</b>	<b>+4.3%</b>

\* *Aggregate External Finance*

\*\* *funded via additional £1.3 million funding at Provisional Settlement.*

13. In cash terms, Cardiff's initial 4.1% AEF increase equated to £25.353 million (including taxbase adjustments) and this increased to £26.972 million as a result of the consequential funding. Cardiff's above average settlement is largely due to distribution increases in respect of population and pupil numbers. These are partially offset by decreases in Cardiff's distribution for free school meals, tourism, and transport. Although Cardiff's AEF increase is slightly above average, it covers less than half of the pressures that the Local Authority faces in 2024/25.

14. The information on specific revenue grants that was included in the Provisional Settlement presented several challenges, including that information was only available at an All-Wales level, grants totalling more than £25 million were yet to be confirmed, and significant reductions were indicated in several key areas. Further information on specific grants is included in the 2024/25 Cabinet Budget Report at paragraph 29.

15. Several specific grants are expected to transfer into the RSG in 2024/25. It has been indicated that all transfers will be included within the Final Local Government Settlement, and Local Authorities have been formally notified of transfer sums. Cardiff's transfers have been reflected in the AEF figures included within the 2024/25 Budget Report.

### **Final Settlement Timing**

16. The Final Local Government Settlement is expected to be published on the 27<sup>th</sup> February 2024 - after the publication date of the Budget Report. Any changes to the level of AEF assumed are expected to be minimal and it is proposed that they are managed by a proportionate contribution to or from reserves. In the event of minor changes, if the published version of the report is not able to be amended, the recommendations to the Budget Report authorise the Section 151 Officer to prepare an addendum to the 2024/25 Budget making the requisite technical adjustments for consideration by Council on 7<sup>th</sup> March 2024.

### **Unfunded Public Sector Pension Schemes**

17. Recent fund valuations of unfunded public sector pension schemes, and notably changes to the SCAPE (Superannuation Contributions Adjusted for Past Experience) rate, mean that employer's superannuation contributions to these schemes will increase significantly from 1<sup>st</sup> April 2024. This affects the Teachers' Pension Scheme and the fire-fighters' Pension Scheme and the impact of both for the 2024/25 Budget is set out in paragraphs 9 - 11 below. Clear indications are that the UK Government will fund this issue (with a resultant Wales consequential) and the Minister for Finance and Local Government has confirmed that all funding received by Welsh Government will be passported to Local Authorities. However, confirmation may not be before the end of the 2023/24 financial year.

## **Teachers Pensions Contributions**

18. The 2024/25 Budget Proposal reflects a net nil position in respect of the TPS issue outlined above, (estimated to be between £6 million and £7 million for Cardiff Council.) It is assumed that the requisite expenditure budget will be offset by specific grant income. The issue is therefore considered to be one of timing. Once received, funding will be fully allocated to schools but until that time the increased rate of pensions will become payable from 1<sup>st</sup> April 2024.
19. Should confirmation be received that no or limited funding will be available, then it is proposed that an urgent report is made to Council in respect of any budget policy framework requirements. This will include consideration of funding options and the impact of any in year requirements on both schools and wider council services. Members will continue to be updated on the position and subject to the funding agreement being received, the Council's July 2024 Budget Update Report will provide the next formal update on this issue.

## **South Wales Fire & Rescue Service Levy**

20. Specific grant funding to cover increased contribution to fire-fighters pensions is expected to be payable to Local Authorities (rather than directly to the SWFRS), and levies have been issued on this basis. In budgetary terms, Cardiff's total increase in fire levy compared with 2023/24 is £1.943 million. Of this £0.306 million is estimated to be attributable to increased pension costs and it is therefore assumed that this will be met from specific grant, (although this may not be confirmed before the end of the 2023/24 financial year). It is proposed that in the event of no, or limited grant funding being available, the budgeted income stream will instead be met by a draw down from Strategic Budget Reserve. This differs to the proposed treatment for TPS outlined above, because the sum in question is much less.

## **Revenue Budget 2024/25**

21. A summary of the 2024/25 Revenue Budget is set out below.

<b>Resources Required</b>	<b>£000</b>
<b>Base Budget B/F</b>	<b>806,474</b>
Pay Inflation	7,671
Price Inflation	12,574
Commitments (including Capital Financing)	5,292
Realignments	12,421
Demographic Pressures	6,773
Schools Pressures	12,804
<b>Sub Total - Cost Pressures 2024/25</b>	<b>57,535</b>
<b>Resources Required</b>	<b>864,009</b>

<b>Resources Available</b>	<b>£000</b>
Aggregate External Finance	623,158
Council Tax (2024/25 Tax Base at 2023/24 Council Tax Rate)	210,024
Earmarked Reserves	500
<b>Resources Available</b>	<b>833,682</b>

22. The difference between resources required and resources available is £30.327 million. The strategy to close this gap is set out below:

<b>Strategy to address Budget Gap</b>	<b>£000</b>
Efficiency & Income Savings	10,470
Corporate Savings & Measures including further use of Reserves	5,386
Service Change Proposals	4,052
A 6% Council Tax Increase (net effect after impact on CTRS)	10,419
<b>TOTAL</b>	<b>30,327</b>

23. After taking into account the relevant aspects of Budget Strategy set out in the above table, the net cash limit for 2024/25 is £849.284 million as summarised below:

	<b>£000</b>
Base Budget Brought Forward	806,474
Pressures	57,535
Savings	(16,908)
Impact on CTRS Budget of 6.0% council tax increase	2,183
<b>Net Budgeted Expenditure 2024/25</b>	<b>849,284</b>

<b>Funded by:</b>	<b>£000</b>
Aggregate External Finance (including anticipated grant transfer)	623,158
Council Tax (2024/25 Tax Base at <b>2024/25</b> Council Tax Rate)	222,626
Earmarked Reserves	3,500
<b>Budget Funding 2024/25</b>	<b>849,284</b>

### **Revenue Budget Savings**

24. The 2024/25 Budget is predicated on the delivery of £10.470 million in directorate efficiency savings. Efficiency savings are defined as achieving the same output (or more) for less resource, with no significant impact on the resident / customer. The £10.470 million savings reflect savings across all non-schools directorates. Further details are available in Scrutiny papers.

<b>Nature of Saving</b>	<b>£000</b>
Review of staffing arrangements	6,137
Reductions in external spend and premises costs	2,615
Increase in income and grant maximisation	1,718
<b>TOTAL</b>	<b>10,470</b>

## **Corporate Savings and Measures**

25. The strategy to balance the 2024/25 Budget includes £5.386 million of Corporate Savings and measures. As well as a further £3.000 million use of reserves (over and above the baseline assumption of £0.5 million), this includes:

- Removal of the Council's £1.000 million General Contingency Budget
- A £0.500 million reduction to the Adult Services specific contingency budget (from £2.000 million to £1.500 million)
- A £0.150 million reduction to the Children's Services specific contingency budget (from £2.150 million to £2.000 million)
- £0.736 million cross-cutting savings, including in relation to car allowances, furniture, mobile phone, postage & hybrid mail costs, and early repayment of invest to save schemes.

26. The reductions to contingency are considered further in the section of the report on financial resilience.

## **Service Change Proposals**

27. The 2024/25 Budget includes £4.052 million in service change proposals.

These are distinct from efficiency savings in that they have an impact on existing levels of service. **Appendices 6c and 7c** summarise the service change proposals included in the budget (as relevant to CASSC) together with the nature of the consultation undertaken. For some proposals, consultation involves a specific organisation or group of service users who are specifically affected by a proposal. Other proposals have been the subject of city-wide consultation. Some proposals, whilst internally facing, go beyond what can be classed as efficiency savings when taken together with proposals already put forward as part of the £10.470 million above and are therefore included on the service change list.

28. Cabinet have fully considered the outcomes of the consultation exercises undertaken and the service change proposals included in the Budget are consistent with consultation findings. Cabinet is proposing not to take forward some of the saving options that were consulted upon at this time. These include proposals totalling £1.019 million in relation to ward-based cleaning and focussed placement of public bins. In addition, other proposals will be taken forward, but at a lower level to that consulted upon. These include proposals in relation to Community Park Rangers, Community Hubs, Local Action Teams and proposed increases to some fees and charges.

### **Equalities Impact of Savings Proposals**

29. All relevant budget proposals have been subject to a full Equality Impact Assessment (EqIA), the findings of which have informed the Council's consultation and engagement activity, thereby ensuring that the voice of those disproportionately impacted by any changes is heard in the budget setting process. The Council engages directly with the groups identified as being disproportionately impacted. Further information is available in paragraphs 51-55 of the Cabinet Budget Report.

### **Council Tax**

30. The proposed Council Tax increase to support delivery of the 2024/25 Revenue Budget Strategy is 6.0%, which generates net additional income of £10.419 million. Combined with savings and corporate measures totalling £19.908 million this will help to bridge the 2024/25 Budget Gap. The increase, which is higher than previously modelled, will enable some of the Council's key services to be protected. Those eligible, will receive support through the Council Tax Reduction Scheme.

### **Employee Implications of the 2024/25 Revenue Budget**

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

<b>Employee Implications of Budget</b>	<b>FTE</b>
Voluntary Redundancy	25.55
Vacant Posts	89.75
Retirement / Flexi Retirement	1.05
TBC / Redeployment	62.10
<b>Total FTE posts deleted</b>	<b>178.45</b>
Total FTE posts created	(16.30)
<b>Net FTE Reduction</b>	<b>162.15</b>

### **Financial Resilience Mechanism**

32. The Council currently has a £2.0 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 reduced or deleted if required, without affecting day-to-day services.

33. In 2023/24 the FRM was reduced by £1.8 million (to £2.0 million.) The reduction was linked to minimising the impact of energy price increases considered likely to be temporary in nature. The 2023/24 Budget Report noted an intention to reinstate the FRM over the medium term if energy prices decreased. However, despite the energy price reductions incorporated into the Budget for 2024/25, the FRM has been retained at the lower level of £2.0 million to avoid adding to the already extremely challenging Budget Gap for 2024/25.

34. For 2024/25, £1.0 million of the £2.0 million Financial Resilience Mechanism will be required to manage timing issues linked to the delivery of the £16.908 million savings included in the 2024/25 Budget. The remaining £1.0 million will be used to provide one-off support to the areas set out in the table below:

<b>£1 million FRM support for 2024/25</b>		<b>£000</b>
Schools	An intervention fund to support addressing in year demand challenges and to pump prime agreed efficiency programmes.	600
Cardiff Commitment	High impact activities for young people, including further development of Careers and Work-Related Experiences, and progression pathways for our most vulnerable groups.	200
Waste Strategy	Funding to support the changes required in delivering the Waste Strategy for the City.	150
Sport Development Grant Scheme	A continuation of the focus towards supporting the transfer of Council facilities to local sporting clubs by providing funding to ensure facilities meet statutory compliance before transfer.	50
<b>TOTAL</b>		<b>1,000</b>

### **Earmarked Reserves**

35. The 2024/25 Budget proposes to release a total of £3.500 million from earmarked reserves in support of budget commitments in 2024/25. Of this sum, £0.5 million is specifically linked to further energy price decreases anticipated in 2025/26, which will offset the fall-out of a one-off funding source. The remaining £3.0 million can be accommodated from the Council's Strategic Budget Reserve, which is set aside to support financial resilience and help manage budget reduction requirements.

36. Appendix 6 to the Cabinet Budget Report outlines the level and anticipated movements on each of the Council's General Fund earmarked reserves, in accordance with their purpose. The Council's balance sheet also includes school balances which represent the accumulated surpluses or deficits generated by individual schools.

37. Individual Schools have a responsibility to set a balanced budget and that remains the expectation and requirement. However, the financial pressures are such that it is very likely that in the short term the overall balances of schools will be an aggregated deficit for 2024/25. This will be through a combination of the need for redundancy costs to be incurred in 2024/25 that will deliver savings in the short and medium term, and the pressures of balancing individual school budgets whilst delivering educational outcomes. This overall deficit balance for schools will need to be carefully managed in order to ensure that there is no knock-on impact on the Council's financial resilience. It is therefore of paramount importance that all agreed deficit recovery plans are deliverable within the timescale set for each school.

### **Financial Resilience**

38. **Specific Base-funded contingencies** - to ensure there is a resilience cover against areas that can be unpredictable or volatile, the 2024/25 budget proposals include specific contingencies. These reflect:

- The difficulty in modelling potential increases in the number and complexity of Looked After Children Placements (£2.000 million – reduced from £2.150 million.)
- The difficulty in modelling demand in Adult Services (£1.500 million – reduced from £1.500 million)
- Market volatility in respect of recycling materials (£0.350 million).

39. **General Contingency** - the 2024/25 Budget reflects removal of the Council's £1.000 million General Contingency Budget. In the past, this was specifically held to protect the Council against late or under-delivered savings, or emerging areas of in-year pressure. Given the size of the budget gap for 2024/25, to minimise any further impact on front line services, or on the level of Council Tax, the contingency has been removed. Whilst this presents a level of risk to the Council's financial

resilience moving forward, (particularly given increased saving requirements), the decision is considered reasonable in light of specific contingencies remaining available (albeit at a reduced level) for the most volatile areas of demand, and the degree of resilience currently available in earmarked reserves. Robust budget monitoring from the outset of the financial year will be more crucial than ever in 2024/25, to ensure that early corrective action can be taken where required.

40. A snapshot is prepared which considers wider aspects of financial resilience and this is available as Appendix 7 (a) to the Cabinet Budget Report.

### **Medium-Term Financial Plan**

41. The Medium-Term Financial Plan identified a significant Budget Gap of £142.3 million over the period 2025/26 – 2028/29, of which £44.3 million relates to 2025/26. Further information is included in Annex 1 to the Cabinet Budget Report.

### **Housing Revenue Account**

42. The 2024/25 Budget Report also includes information to the Housing Revenue Account Budget and Medium-Term Financial Plan. This is contained in Annex 2 to the Cabinet Budget Report, and is attached to this report at **Appendix 11**.

### **Draft Capital Programme 2023/24 to 2027/28**

43. General Capital Funding (GCF) at an All-Wales level will be £180m for 2024/25, of which Cardiff's allocation is £18.188m, or just over 10%. GCF can be spent on capital expenditure of a Local Authority's own choosing and is not specific to a project or scheme. The allocation is made up of two elements - £9.215m of Cash Grant and £8.973m of Supported Borrowing

approval. The capital financing costs of the latter being re-imbursed as part of future years RSG.

44. There is no indication of Cardiff's GCF for 2025/26 or beyond. However, the current expectation is that it will fall to circa £15 million, as advised in previous indicative settlements - i.e. the current levels of GCF are assumed to be temporary.

45. Within the Provisional Settlement, there remains reference to a £20m Local Government De-Carbonisation allocation for 2023/24 and 2024/25. However, details of the allocation and approach for both years remain unclear. A list of specific capital grants for 2024/25 is identified on an all-Wales basis but as many of these will be on a bid basis, Cardiff-specific allocations are not yet known.

46. The proposed 2024/25 Budget outlines capital expenditure proposals of £1.633 billion for the financial years 2024/25 to 2028/29, of which £457.7 million is earmarked for 2024/25. The Capital Strategy is available as Annex 3 to the Cabinet Budget Report.

47. The Council's Constitution allows for Scrutiny Committees to consider the draft Cabinet Budget Proposals prior to their consideration by the Cabinet and Full Council.

48. Following the corporate overview presentation and q&a, this Scrutiny Committee meeting will then focus on those areas of the draft budget proposals that fall within this Committee's terms of reference, together with the alignment of those proposals with the areas of the Corporate Plan. Members will therefore be presented with the budget proposals, for the following Directorates:

- Adults Social Services
- Housing & Communities
- Performance & Partnerships

With all proposals colour coded in line with Cabinet Member portfolio to facilitate the structure of the meeting.

49. Following the Scrutiny Committee meeting, the Chair will detail the Committee's comments or recommendations in correspondence to the Cabinet, for their consideration, prior to finalising their budget proposals. The Cabinet will consider their draft Cabinet budget proposals at their meeting on 29 Feb 2024. At that meeting the Cabinet will formally recommend their budget recommendations for consideration and adoption by Full Council, at its meeting on 7 March 2024.

## **SUMMARY OF DRAFT CORPORATE PLAN 2024 – 2027**

### **(Appendix 1)**

50. In February each year the Council approves a three-year Corporate Plan. The 2024-27 Corporate Plan translates the administration's priorities, as set out in its Policy Statement, "Stronger, Fairer, Greener", into the Council's policy framework.

51. In accordance with the Well-being of Future Generations (Wales) Act 2015, the Corporate Plan includes the Steps and Key Performance Indicators (KPIs) considered necessary to deliver and monitor progress made on delivering the Council's Well-being Objectives.

52. The draft Corporate Plan attached at **Appendix 1**, is structured around 7 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
- A capital city that works for Wales

- Cardiff's population growth is managed in a resilient way
- Modernising and integrating our public services

53. Committee Members are to note the main Wellbeing Objectives (WBO) which align to this committee's terms of reference are, **WBO2, WBO3** and **WBO4**.

54. **Appendix 1** to this report sets out the sections of the Corporate Plan 2024-27 that fall within this committee's terms of reference. The extracts have been colour coded in line with Cabinet Members portfolios - this has been done to aid Member's reference and facilitate the structure of the meeting.

55. To remind Members, **Appendix 1** (and all other appendices - with the exception of Appendices 2, 3, 4, 10 & 11) have been colour coded as follows:

- Proposals relevant to Cllr Sangani's portfolio – **dark blue**
- Proposals relevant to Cllr Bradbury's portfolio – **pink**
- Proposals relevant to Cllr Mackie's portfolio – **yellow**
- Proposals relevant to Cllr Thorne's portfolio – **blue**
- Proposals that fall into two or more Cabinet portfolio's – **green**
- Proposals that do not fall into the remit of this Committee - **grey**

## **SPECIFIC PROPOSALS WITHIN CASSC'S TERMS OF REFERENCE**

56. This report provides the Committee with an opportunity to consider the draft Cabinet budgetary proposals and their alignment to the Corporate Plan 2024 – 2027, for the proposals that relate to this Committee's terms of reference. The budget proposals that align to this Committee are contained in the attached appendices, but a summary is set out below by Cabinet Member portfolio. Committee Members are reminded the

appendices have been colour coded in line with the Cabinet Members portfolio and as detailed in **points 8 & 55** of this Cover Report.

**CLLR JULIE SANGANI (PERFORMANCE & PARTNERSHIP AND ADULT SERVICES DIRECTORATE) COLOUR CODE IN PAPERS: DARK BLUE**

**Draft Corporate Plan 2024-27**

**(Appendix 1)**

- Committee Members should take note of the sections in the draft Corporate Plan **shaded dark blue**.

**Savings Proposals 2024/25**

**(Appendix 5b)**

- **Line P&PE2** – Use of Asylum and Refugee grant funding – increase income - **£20,000**
- **Line P&PE3** - Review of Supplies and Services budgets – ‘Externals / Other Savings’ - **£9,000**

**CLLR PETER BRADBURY (ADULTS, HOUSING & COMMUNITIES DIRECTORATE) COLOUR CODE IN PAPERS: PINK**

**Draft Corporate Plan 2024-27**

**(Appendix 1)**

- Committee Members should take note of the sections in the draft Corporate Plan **shaded pink**.

**Savings Proposals 2024/25**

**(Appendix 7b)**

- **Line HACE3** – Staffing Efficiency –Benefits Assessment - **£74,000**

- **Line HACE11 - Staffing Efficiency – Advice & Benefits Team - £81,000**

*This proposed savings of £81,000 to the Advice & Benefit team comprises of a £66,000 staffing efficiency savings and an increase in income through an additional £15,000 of Housing Revenue Account contributions.*

<b>Earmarked Reserves</b>	<b>(Appendix 8)</b>
---------------------------	---------------------

- **Line 67 – Welfare Reform**

**Earmarked reserves from HRA:**

- **Line 3 – Welfare Reform**

**CLLR NORMA MACKIE (ADULTS, HOUSING & COMMUNITIES DIRECTORATE) COLOUR CODE IN PAPERS: YELLOW**

<b>Draft Corporate Plan 2024-27</b>	<b>(Appendix 1)</b>
-------------------------------------	---------------------

- Committee Members should take note of the sections in the draft Corporate Plan **shaded yellow and green.**

<b>Savings Proposals 2024/25</b>	<b>(Appendix 5b and 6b)</b>
----------------------------------	-----------------------------

**Appendix 5b:**

- **Line P&PE1 –Integration of Safeguarding & Community Safety– increase income £20,000**

*(To note, questions on this proposal could also be raised with Cllr Thorne in her part of the meeting, owing to the Community Safety aspect).*

### **Appendix 6b:**

- **Line ADUE1** – ‘External / Other’ Savings –Recommission Respite Services **£33,000**
- **Line ADUE2** –Staffing Efficiency – Internal Supported Living - **£180,000**
- **Line ADUE3** – ‘External / Other’ Savings – Commissioning Care Home Placements - **£150,000**
- **Line ADUE4** – Staffing Efficiency – Review of Health & Safety in the Directorate- **£52,000**
- **Line ADUE5** – Staffing Efficiency – Shop Mobility Project - **£21,000**
- **Line ADUE6** –‘External / Other’ Savings’ –Hau Seed Funding Grant Scheme - **£20,000**
- **Line ADUE7** – Staffing Efficiency – Review of Business Support - **£55,000**. *(To note, questions on this proposal could also be raised with Cllr Thorne in her part of the meeting)*
- **Line ADUE8** - Staffing Efficiency- Temporary Increase to Vacancy Provision - **£90,00**

### **Service Change Savings Proposals**

**(Appendix 6c)**

- **ADUSC1** – ‘External / Other’ Savings’ - Increase of Supported Living - **£230,000**
- **ADUSC2** – ‘External / Other’ Savings’ - Extend the use of extra care for respite - **£115,000**
- **ADUSC3** – ‘External / Other’ Savings’ - Make better use of existing extra care and develop new schemes - **£127,000**
- **ADUSC4** – Community Resource Team - Staffing Efficiency - **£50,000** and ‘External / Other’ Savings’ **£36,000**
- **ADUSC5** – Increase Income – Review of Charges for Social Care - **£306,000**

### **Fees & Charges**

**(Appendix 6d)**

- Lines 593 – 602

- Lines 603 & 604 (*questions on these lines can be asked in Cllr Mackie or Cllr Thorne's section*)

<b>Earmarked Reserves</b>	<b>(Appendix 8)</b>
---------------------------	---------------------

- **Line 1** – Adult Social Care
- **Line 60** – Social Care Worker Mobility

<b>Capital Programme</b>	<b>(Appendix 9b)</b>
--------------------------	----------------------

- **Line 1, 51 & 95 – Disabled Adaption Grants** (*questions on this can be asked in Cllr Mackie or Cllr Thorne's section*)
- **Line 23, 63 & 78** – Joint Equipment Store and Multidisciplinary Independent Living Wellbeing Centre
- **Line 58** – Enable Grant (*questions on this can be asked in Cllr Mackie or Cllr Thorne's section*)

**CLLR LYNDA THORNE (ADULTS, HOUSING & COMMUNITIES DIRECTORATE) COLOUR CODE IN PAPERS : BLUE**

<b>Draft Corporate Plan 2024-27</b>	<b>(Appendix 1)</b>
-------------------------------------	---------------------

- Committee Members should take note of the sections in the draft Corporate Plan **shaded blue and green.**

<b>Savings Proposals 2024/25</b>	<b>(Appendix 5b and 7b)</b>
----------------------------------	-----------------------------

**Appendix 5b:**

- **Line P&PE1** –Integration of Safeguarding and Community Safety– increase income **£20,000**

(To note, questions on this proposal could also be raised with Cllr Mackie in her part of the meeting, owing to the safeguarding aspect).

**Appendix 7b:**

- **Line HACE1** - Staffing Efficiency – Local Action Team - **£69,000**
- **Line HACE2** –Increase Income –Neighbourhood Regeneration- **£138,000**
- **Line HACE4** – Staffing Efficiency – Community Outreach Service- **£20,000**
- **Line HACE6** – Staffing Efficiency –Post Room Staff- **£38,000**
- **Line HACE7** – ‘External / Other’ Savings’ –Short Term Leased Accommodation- **£250,000**
- **Line HACE9** – Increase Income –Grant Opportunities - **£60,000**
- **Line HACE10** – Staffing Efficiency – Hubs & Communities staffing - **£33,000**

**Service Change Savings Proposals**

**(Appendix 7c)**

- **HACSC1** – Staffing Efficiency -How customers contact services–**£39,000.**
- **HACSC2** – Staffing Efficiency – Local Action Team Review - **£173,000**
- **HACSC3** – Staffing Efficiency – Hub Opening & Closing Times - **£120,000**
- **HACSC5** - Staffing Efficiency – Increase Volunteers in Hubs - **£84,000**
- **HACSC6** – ‘External / Other’ Savings - Removal of Newspapers from Hubs & Libraries - **£30,000**
- **HACSC7** – Increase Income – Increase use of Hubs & Llanover Hall - **£30,000**

**Fees & Charges**

**(Appendix 7d)**

- Lines 243 & 244
- Lines 247 – 260

**Earmarked Reserves****(Appendix 8)**

- **Line 17** – Community Based Service Transition
- **Line 18** – Community Initiatives
- **Line 28** – Empty Homes & Housing Needs
- **Line 36** – Homelessness
- **Line 37** – Housing Support
- **Line 55** – Rent Smart Wales

**Council General Reserve:**

- **Line 1** – Emergencies

**Earmarked reserves HRA:**

- **Line 1 & 2**

**Capital Programme****(Appendix 9b)**

- **Line 1, 51 & 95** – Disabled Adaption Grants
- **Line 2** – Owner Occupier Costs
- **Line 3** – Alleygating
- **Line 4** – Neighbourhood Renewal Schemes
- **Line 24** – City Centre Youth Hub
- **Line 25** – Neighbourhood regeneration
- **Line 26** – Canton Community Hub
- **Line 55** – The Marl (Channel View) Housing Development
- **Line 58** – Enable Grant (WG)
- **Line 61** – Energy Efficiency Retrofit
- **Line 62** – Travellers sites
- **Line 67** – Safe Routes in Communities
- **Line 77** – Planning Gain (s106)
- **Line 88** - Welsh Building Safety Developer Loan Scheme
- **Line 90** - Energy Efficiency Measures Retrofit

- **Line 92** – Regeneration and Area Improvement
- **Line 93** – External and Internal Improvement
- **Line 94** – New Build & Acquisitions

## **CONSULTATION AND ENGAGEMENT**

57. Consultation on the Council's budget proposals for 2024/25 was undertaken by the Cardiff Research Centre. The consultation ran from 8th January 2024 to 4th February 2024, following the budget announcement from the Welsh Government on 20th December 2023.

58. The survey was available online and in hard copy, in English, Welsh, Arabic, Polish and Bangla. The Cardiff Research Centre worked closely with partnership organisations to ensure as representative a response as possible. In a bid to ensure the survey was promoted as widely as possible, the survey was promoted via:

- **Email** – directly with organisations known to work with less frequently heard groups; Cardiff's Citizen's Panel; Ward members in areas known to traditionally have a low response rate.
- **Internet/intranet** – hosted on the Council website, at [www.cardiff.gov.uk/budget](http://www.cardiff.gov.uk/budget). It was also promoted to Council employees via DigiGov, Intranet and Staff Information. An accessible version of the survey (for use with screen readers) was made available alongside the main survey. The webpage received 7,440 views in total across both the English and Welsh versions, with 4,429 accessing the page from the scrolling bar on the homepage of the website.
- **Social media** - promoted on the Council's corporate Facebook, Twitter, Instagram and Linked In accounts by the Corporate Communications Team throughout the consultation period (to a

combined audience of around 185,000 followers). Targeted promotion was facilitated via stakeholder's social media accounts and Facebook 'boosts' of paid advertising aimed at those less frequently heard i.e. under 25's, Minority Ethnic groups and those living in the 'Southern Arc' of the city. Fifty-four posts were published, which were viewed 67,671 times, with 1,358 clicks through to the Budget Consultation page.

- **Hard copies** - Hard copies of the survey were made available in Hubs, libraries and community buildings across the city from Monday 8<sup>th</sup> January; they were also provided to Members Services, for all councillors to distribute. Partner organisations were invited to request hard copies for distribution.
- **Youth Survey** - The Child Friendly Cardiff team created a modified version of the survey using less formal language and distributed this to Schools Admin and Headteachers newsletters for completion online between 11<sup>th</sup> January and 4<sup>h</sup> February 2024.
- **Face to face interviews** - An assessment of results received was made approximately halfway through the survey window to understand the profile of respondents. Officers went out to areas with the lowest levels of response to gather views of residents about the budget proposals, particularly those belonging to under-represented groups. Areas identified were Adamsdown, Caerau, Cathays, Ely, Grangetown, Llanrumney, Rumney, Splott and St Mellons; interviews were also conducted in Central Library, capturing respondents for across the city.

59. Whilst respondents in some areas were very positive about being asked for their views and welcomed the opportunity to speak to a council officer about the issues raised, other areas saw poor engagement with little interest, which was hampered by poor weather affecting footfall.

60. After data cleansing to remove blank and duplicated responses, a total of **9,001 responses were received for the main survey, with a total of 103 responses to the Youth survey.** A total of 1,932 face-to-face contacts were undertaken. A copy of the consultation document is attached at **Appendix 10a and 10b.**

### **Legal Implications**

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**

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 received at this meeting, and to submit any recommendations or comments to the Cabinet prior to its consideration of the final budget proposals on 2 March 2023 and to the Chairman of the Policy Review and Performance Scrutiny Committee for consideration at their meeting on 1 March 2023.

**Leanne Weston**

**Interim Deputy Monitoring Officer**

**21 February 2024**