

AGENDA

Committee

POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

Date and Time
of Meeting

TUESDAY, 3 MARCH 2015, 4.30 PM

Venue

COMMITTEE ROOM 4 - COUNTY HALL

Membership

Councillor Howells (Chair)
Councillors Cowan, Goodway, Hunt, Lloyd, Love, McGarry, Murphy and Walker

1 Apologies for Absence

To receive apologies for absence.

2 Declarations of Interest

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

3 Minutes

To approve as a correct record the minutes of the meeting held on 9 February 2015 – to follow.

4 Performance Report Qtr 2014/15 (October to December) and Challenge Forum Update (*Pages 1 - 76*)

(a) Councillor Graham Hinchey, Cabinet Member for Corporate Services and Performance, has been invited to attend for this item and may wish to make a statement;

(b) Paul Orders, Chief Executive; Christine Salter, Corporate Director Resources and Martin Hamilton, Chief Officer, Change & Improvement will be in attendance for this item;

(c) Questions by Members of the Committee

5 Organisational Development: Improvement Governance (*Pages 77 - 102*)

(a) Councillor Dan De'Ath, Cabinet Member for Safety, Engagement and Democracy has been invited to attend for this items and mat wish to make a statement.

(b) Marie Rosenthal, County Clerk and Monitoring Officer, and Paul Keeping, Operational Manager Scrutiny Services, will be in attendance for this item

(c) Questions by Members of the Committee

6 Way Forward

(a) Performance Report Qtr 2 2014/15 (October to December) and Challenge Forum Update

(b) Organisational Development: Improved Governance

7 Budget Monitoring 2014/15 - Month 9 - information report *(Pages 103 - 176)*

8 Date of next meeting

31 March 2015, 4:30pm, Committee Room 4, County Hall

Marie Rosenthal

County Clerk & Monitoring Officer

Date: 25 February 2015

Contact: Kate Rees Tel 02920 872427

POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE

3 March 2015

QUARTER THREE PERFORMANCE REPORT 2014/15 (OCTOBER TO DECEMBER)

Reason for the Report

1. To present the City of Cardiff Council's performance report for Quarter 3 (October to December) of 2014/15 prior to its consideration by the Cabinet on 19th March 2015. The Delivery and Performance Report for Quarter 3 2014/15 is attached at **Appendix A**.

Background

2. The Performance Management Framework includes the production of quarterly performance reports designed to provide an overview of directorate performance. Effective scrutiny of performance is an important component of the Framework as it provides the opportunity to challenge performance levels, and helps the Council reprioritise efforts to secure the delivery of the Council's priorities and targets.
3. Each Quarter, the Policy Review & Performance Scrutiny Committee (PRAP) receives the overall performance report for the Council prior to the report going to Cabinet, while other Scrutiny Committees receive the reports that fall within their terms of reference. Policy Review & Performance Scrutiny Committee's role is two fold:-
 - To consider the overall performance of the organisation and the actions being taken to ensure that agreed targets and commitments are delivered;
 - To scrutinise the performance of the services that fall under the terms of reference of the Committee (contained in the corporate overview).

4. The Wales Audit Office released its Corporate Assessment of the City of Cardiff Council on 1 September 2014. The Assessment concluded that *'whilst there have been some recent changes, performance management has failed to consistently secure improvement in the past.'* It also found that *'performance management arrangements in the past had not consistently driven improvement and performance is comparatively weak in two of the Council's three priority areas'*.¹
5. One of the mechanisms being used by the Council to drive improvement in performance management is the Challenge Forum, which aims to *'provide an opportunity for peer advisors, senior officers, and senior members to triangulate the issues emerging from service specific improvement work, our Organisational Development Programme, and best practice nationally/internationally, in order to challenge and shape the Council's overall approach to service planning, delivery and improvement'*.²
6. This Committee has requested regular updates about the work and recommendations of the Challenge Forum. In response to this request, this report summarises the outcome of the January 2015 Challenge Forum. Where appropriate this is included against the relevant service area summary. Further details are also provided at points 63 - 69 of this report.

Performance Overview

7. As part of the development of the performance management arrangements in the Council, and specifically in relation to improving the internal challenge regarding performance of services the Council has introduced a 'Star Chamber' where the Chief Executive, Directors and Cabinet Members have an open and candid debate regarding performance levels, and challenges facing service delivery and where a set of actions are agreed.

¹ Wales Audit Office Annual Improvement Report including the Corporate Assessment of the City of Cardiff Council, p. 17, available at: <http://www.wao.gov.uk/publication/cardiff-council-annual-improvement-report-2014>

² Challenge Forum briefing note provided by the Chief Officer Change and Improvement for this Committee's 2 September 2014 meeting, available at: [https://formerly.cardiff.gov.uk/committeebrowser.asp?\\$state=meeting&\\$committee=1432&\\$meetingdate=02/09/14](https://formerly.cardiff.gov.uk/committeebrowser.asp?$state=meeting&$committee=1432&$meetingdate=02/09/14)

8. Members' attention is drawn to the following key actions for Directors arising from the 'Star Chamber' held in January 2015:

- Enhance corporate budget review arrangements to ensure that Directorates maintain focus and challenge on the measures in place to restrict spend.
- Review Attendance & Wellbeing Absence Policy, to include Occupational Health and management enforcement of the Policy. The review to be reported back to Cabinet in June 2015
- Improve quality of Personal Performance Development Reviews (PPDR) to shift focus from compliance to impact
- Accelerate the progress of the Children's Services Placement Strategy
- Monitor the progress of the Communities, Housing & Customer Services aspect of the Outcome Agreement
- Implement the actions agreed at the Accelerated Improvement Meeting for Health & Social Care in order address ongoing financial issues.
- Address issues between Directorates and Central Transport Services ensuring that it resolves ongoing issues
- Ensure that timeline commitments are included in the Cardiff Energy Prospectus
- Undertake a review of the future targets within the Outcome Agreement for discussion with the Welsh Government as part of the end of year evaluation process

Quarter 3 Performance Report Structure

9. Attached at **Appendix A** is the Quarter three performance report. This report provides an analysis of performance for each directorate, including:

- Key performance indicators
- Progress against Corporate Plan commitments
- Financial performance
- Management issues
- Key challenges & risks.

10. In addition the report includes a corporate overview covering:

- Financial overview.
- Various staffing issues (Sickness absence, PPDR Compliance etc.) Return to work compliance data has also been provided to show a more detailed picture.
- Staff Costs (including overtime and agency spend). A more detailed breakdown has been provided in response to feedback arising from PRAP at Q2.
- Customer Contact. This has been revised to take account of feedback as a result of Scrutiny of the Q2 report.
- FOI requests compliance with statutory timescales

11. The report also includes a summary of performance against the basket of measures included in the Welsh Government Outcome Agreement, successful delivery of which triggers release of the £3.3m Outcome Agreement Grant. The financial impact of performance in these measures is such that it is deemed appropriate to draw members' attention specifically to this suite of indicators.

12. Performance reports for Q3 have been through 'Star Chamber' sessions where Cabinet members and Directors will have reviewed and challenged performance and agreed actions that need to be taken to address issues raised in the report .

Summary of key issues from Corporate Overview

13. Members' attention is drawn to the following key issues arising from the corporate overview of performance:

Finance Overview

14. The report states that the Month 9 monitoring shows a balanced position for the Council overall which is an improvement of £725,000 over the figure reported at month 6.

15. Within this, directorate budgets are projecting an overspend of £8.8 million which is partially offset by the budgeted contingency of £4 million. This contingency

was created as part of the 2014/15 budget to protect against the delays in achieving the budget savings and to recognise that the level of savings was the highest one year figure that the Council has had to manage.

16. That said, enhanced controls have been implemented in the final quarter of the year to stabilise and improve the position.
17. The figure of 8.8 million is made up of a shortfall of £7.2 million against the budgeted savings of £43.8 million and £1.6 million as a result of the net variances in operational expenditure and income.
18. A detailed exercise has been undertaken to understand how this shortfall may impact on the 2015/16 financial year. This has determined (paragraph 68 of Budget report) that of the £7.2 million shortfall anticipated in 2014/15, £5.3 million is due to delays and will be achieved, a further £1.8 million is expected to be achieved but will need ongoing inspection and the balance of £217,000 will not be achieved and has been written back into the budget for 2015/16.
19. To be clear, the Council is on target to bring in a balanced budget. Although the directorate position is a concern for the current year, the position is being addressed by enhanced controls and is not expected to impact detrimentally on the 2015/16 year as shown by the figures just mentioned.

Sickness Absence

20. The year end projection based on Quarter 3 performance indicates that the annual target of 9 days sickness absence per FTE is unlikely to be met, with a projected performance of 10.03 days.
21. As at Q3 FTE days lost stands at 7.43 and this has remained stable when compared with previous year's figures.
22. In relation to return to work interviews, data between April 2014 and December 2014 shows a compliance rate of 90%. However, as at December 2014 there were 919 return to work interviews pending, the majority of which were in

Schools. Typically non-school services are securing a compliance of 95% or more.

23. This issue was discussed at the Star Chamber sessions and progress judged to be insufficient. Officers were tasked with bringing forward a review of the Attendance & Well-being Policy in June 2015, this will commence after the Council has reported its end of year final position on sickness absence. Officers were also tasked with addressing issues raised regarding Occupational Health advice and actioning issues raised at Works Council, such as fast tracking scans etc. to facilitate earlier returns to work.
24. Comparisons in relation to sickness absence have been made to the Core Cities. In general, Cardiff's performance is broadly in line with most of the Core Cities. Birmingham City Council and Leeds City Council are the closest comparable match with the City of Cardiff Council in terms of FTE numbers. Data for 2013/14 shows that the City of Cardiff Council out-performed both of these core cities with a result of 10.18 FTE days lost compared with Birmingham who lost 10.70 FTE days and Leeds who lost 10.34 FTE days.

Freedom of Information Requests

25. At Q1 PRAP challenged officers to improve performance of "multi-service" FOI requests, which was showing a low level of compliance (41%). The management of such requests has now been changed to ensure earlier follow-up with service areas, and escalation of concerns regarding non response. Q3 shows improved performance for "multi-service" FOI requests with compliance at 52%, compared with 24% in Q2.

Outcome Agreement

26. **Housing** - At Q2, concern was raised about the lack of performance in relation to roof replacements. Q3 data shows that the replacement programme has begun and the target re-profiled over the life of the outcome agreement.
27. **Education** - within the Outcome Agreement basket, results available at Q3 show that 1 measure has not met its set target for the academic year 2013/14.

This measure relates to the % of pupils that achieved the level 2 threshold including a GCSE grade A*-C in English or Welsh language and Mathematics.

28. **Health & Social Care** – 1 out of 11 H&SC indicators is showing as unlikely to meet its set target., though improvements against this indicator have been evidenced in Q3 with 161 carer's assessments completed compared with 107 in the previous relevant period. As at Q3 a total of 369 carer's assessments had been completed against an annual target of 550. The number of Carers Assessments being offered and completed is increasing month on month and a Carer Assessment project was established in October 2014 where a number of actions are being implemented to secure improvement.

Across all Directorates

29. 65.2% of Corporate Plan commitments are Green, 30% are Amber and 4.7% are Red.

30. 54% of Performance Indicators are Green, 30.3% are Amber and 15.7% are Red.

Summary of Key Issues – Directorates

Children's Services

31. The month nine financial monitoring position for Children's Services shows a projected overspend of £1.6 million, an increase of £950,000 compared to the position reported at month six. The increase is mainly due to further pressures in respect of looked after children with an increase in the number of placements and the cost for both external residential and external fostering placements. A total of £2.493 million is currently anticipated to be achieved against the £2.655 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £162,000 in the current financial year.

32. Positive progress is being made in a number of areas including the social worker vacancy position which has improved slightly during Q3. There has been a reduction in social worker caseloads in Children's Services teams from 24.5 in June to 18.4 in December. In February 2014 there were 16 social workers with caseloads in excess of 30, and 32 social workers with caseloads of 25-29

compared with 5 and 11 respectively in December 2014. There has been continued improvement in the timeliness of initial and core assessments. Q3 results show that the % of initial assessments carried out within 7 working days has improved from 46.5% in Q2 to 66.5% in Q3; however, this is against an annual target of 80%. Similarly, the % of core assessments carried out within 35 working days has increased from 54.5% in Q2 to 69.9% in Q3; again this is against an annual target of 80%.

33. Now that the service has benefited from a period of greater stability and steady improvements in key performance areas, the Directorate is focusing on finalising a Preventative Strategy. This has a twin focus: firstly on maximising the impact of wider early help services on supporting children in their own homes and preventing admissions into the care system; the draft strategy has already secured strong buy-in from key partners. And secondly the strategy will focus on remodelling the delivery of statutory children's services – social work support in effect - to develop services and practices that target children on the 'edge of care' more effectively.
34. At its January meeting, the Challenge Forum noted concern over senior capacity within the service to sustain progress, and recommended that the service recruit an interim senior manager to address the current Assistant Director vacancy. The Forum also noted that nationally it is recognised that the recruitment to senior appointments in Children's services is increasingly difficult.
35. The Forum also observed that there is a need to review capacity and capability within the service and a workforce strategy to complement the Corporate strategy is required. Work has commenced within the service to address this.

Communities, Housing & Customer Services

36. C2C call queues have reduced slightly in Q3 to 107 seconds compared with 177 seconds in Q2. However, this result is still well above the target of 40 seconds. The inability to spread calls over a longer working day / weekend continues to limit C2C's ability to reach target.

37. The average number of calendar days taken to let lettable units of permanent accommodation has shown some improvement in Q3 due to actions taken, with a result of 105 days compared with 125 days in Q2. However, this result is significantly over the target of 70 calendar days, but the introduction of a new allocations policy is anticipated to improve performance further.
38. Welfare reform has resulted in an increase in current tenant rent arrears. It is currently at 1.54% of the total rent collected. The impact of these changes, including under-occupation, has not had the increase that the authority was prudently planning for. This has been achieved through the proactive way that tenants have been supported, including priority on the downsizing waiting list, flexible use of discretionary housing payments to help with moving costs and additional assistance to go back to work. A revised rent arrears policy has also been implemented and has had a positive impact on the performance.

Corporate Resources

39. Achieving a balanced budget for the council in 2014-15 remains a key challenge for the service, which is actively supporting directorates with both in year financial management and delivery of savings targets. The financial performance of Central Transport Services remains a challenge which impacts across the Council particularly in respect of the cost of vehicle damage and additional hires.
40. This was discussed at Star Chamber and officers tasked with resolving ongoing issues to include budget transparency, damage arising from driver error and additional hires.

Democratic Services

41. Members have been briefed on the new Modern.Gov system to be launched in March. As of Q3, print spend has reduced by 50.06% (£15,877) when compared with the same period in 2013/14.

42. Meetings have been held with Glamorgan Archives Office and Gwent Records Office regarding governance arrangements in relation to future delivery models.

Economic Development

43. The Corporate Property Strategy has been agreed by Cabinet and a Corporate Asset Management Board has been set up to introduce a more structured approach to the management of property and the Office Accommodation Rationalisation Programme. A rolling programme of 'Fitness for Purpose' reviews of all Council properties has been established. Given the importance of the asset disposals to the Council's budget plans for 2015/16 a key emphasis will be in ensuring the effective delivery of the strategy.

Education & Lifelong Learning

44. This summer's GCSE results, which are confirmed by the first WG statistical release (25.09/14), show the greatest improvements for Cardiff in the past 10 years. Other indicators are improving at a faster rate than the average rate of improvement in Wales, so the performance gap is closing. Foundation Phase performance is within 1.5% of the Welsh average and Key Stage 2 within 1% of the Welsh average. Key Stage 3 is above the Welsh average by 0.5%. Cardiff is also closing the attainment gap between children entitled to free school meals and those who are not at a faster rate than the rest of the Central South Consortium.
45. Primary attendance figures for 2013/14 show further improvement to 94.9% which ranks Cardiff 7th out of all Welsh Local Authorities. Secondary attendance for 2013/14 has also improved to 93.8% and is above the Wales average, with Cardiff's rank remaining at 10th.
46. Priority areas for further improvement are:
- The extent of the variation in outcomes between schools with similar contextual factors.

- Level 2 threshold outcomes and the Core Subject Indicator, which are not improving at a similar rate to Level 2 + at age 16.
- Teaching and learning in mathematics and in science at secondary schools, which remains the weakest of the core subjects. The numeracy test results place Cardiff 14 out of 22 local authorities in Wales for all years 2-9.
- The number of individual schools which have been judged in Estyn monitoring visits or inspection to be making insufficient improvement.

47. Proposed changes to a number of education grants have recently been announced by Welsh government and work is ongoing to secure clarity on the likely impact of these on future budget monitoring positions.

48. Estyn Inspectors will be onsite doing a follow-up inspection March 16th – 20th. They will be focusing specifically on Recommendation's 3, 5 and 6.

- Recommendation 3 – Make sure that the arrangements for delivering School improvement services, challenge and support all schools effectively in order to improve standards for learners in all Key Stages.
- Recommendation 5 – Improve Performance Management processes to ensure a consistent approach in delivering objectives.
- Recommendation 6 – Improve the scrutiny of Local Authority Education Services and Partnership working.

49. The Challenge Forum noted that:

Whilst standards had improved in 2014 at increased rate, many indicators remain below the Welsh average. The Forum highlighted areas for priority action including: reducing variation between schools, improving pupil level data especially in relation to vulnerable groups and further strengthening school governance.

Environment

50. As at Q2 performance against the statutory recycling target of 52% had declined from 51.85% in Q1 to 49.47%. Q3 data for performance data against recycling is

not available until later in the year; however as in previous years Q3 is anticipated to be a lower outcome than the previous quarters due to annual trends. However, this has been anticipated and measures are in place to address the overall annual performance for the year within Q4 which is expected to outturn at >60%.

51. WG has written to the Council indicating potential fines of c. £800k in relation to recycling performance in 2013-14 which reflected a -2% failure— a letter providing evidence and mitigation for 2014/15 and 2015/16 and future years has been sent to the Minister for his consideration, and will seek approval in March for the new Waste Strategy in line with current budget decisions and future implementation work is ongoing to manage this risk step changes to reduce this risk re-occurring.

52. The number of missed waste collections reported via C2C decreased to 3173 in Quarter 3 from 4226 in Quarter 2. This improvement is largely attributed to a move away from the 1 hour reduction of the working week implemented on a Wednesday in August 2014, to a more manageable 12 minutes a day as of November 2014. The arrival of the new fleet vehicles during quarter 3 has also improved reliability of the fleet and reduced down time.

53. Some delay has occurred in the Delivery of a new Energy Prospectus due to a request made by the Welsh Government that a similar prospectus for all Wales be produced, which Cardiff are participating in. The Cardiff Energy Prospectus continues to be developed and by August 2015 will have a route to market, which will recommend the investment vehicle and delivery opportunities to generate clean, locally generated energy for the City and potentially the region.

Health & Social Care

54. The budget situation is critical with a projected £5.595m overspend; H&SC continues to face extreme budget pressures because of demand. Actions currently being taken to achieve savings and reduce expenditure include operational manager oversight of approvals for expenditure on care packages and residential and nursing care, together with senior management approval for any additional staffing expenditure in direct services. Weekly monitoring is in

place to improve the ability to achieve planned savings and weekly 'Tracking' of service area budgets within the Directorate. Meetings have been held with all H&SC staff to ensure they are aware of the critical situation in respect of the budget and that all expenditure needs approval by senior managers.

55. Performance in terms of both Direct Payments (DP) and Carer Assessments are improving, but not sufficiently to meet the stretch targets set. A practitioner workshop on Direct Payments was held in October to inform a new specification currently being developed with the DP support provider. During Q3 DP's increased to 550 from 524 in Q2, however, this is against an annual target of 800.
56. The current number of Carer Assessments being offered and completed is increasing month on month (369 year to date) though still needs significant improvement. Actions being taken to address this include making changes to the database recording process for staff as we believe we may be under-reporting carer assessments offered, and also undertaking data cleansing in relation to the number of Carers recorded on the system. This measure is included within the Outcome Agreement and is currently assessed as unlikely to meet its annual target of 550.
57. The situation resulting from winter pressures at UHW remains critical. H&SC are working with the UHB on admission avoidance and facilitating quicker discharge through the Intermediate Care Fund project. The total number of Delayed Transfers of Care at Q3 was 139 against an annual target of 150. This shows improvement when compared with the same relevant period in 2013/14 where the total number of Delayed Transfers was 157, and 2012/13 where the total number was 200.
58. Performance against completed reviews has remained static in Q3, with the Q2 result 68.5% and the Q3 result 68.47. H&SC is using a targeted approach towards high cost care packages as opposed to scheduled reviews which has limited improved performance in Q3.

Sport, Leisure & Culture

59. The Directorate is achieving £5.8 million of the £6.5 million savings target. The pressures have been within the Culture, Venues and Events area regarding the necessary reliance on income generation and the need to compete commercially to meet challenging income targets. There have been significant underlying financial challenges, including delays to the progression of the redevelopment of Eastern Leisure Centre and some community asset transfers, the restructuring of play services following the budget decision in February 2014 and the significant income targets against Mansion House and catering. The Directorate has been undergoing fundamental transformation and many of the underlying pressures will not be evident in 2015/16 and beyond. The Directorate has achieved record income generation from leisure centres and the Castle.
60. In partnership with stakeholder organisations the Directorate has filled 26 placements for apprenticeships, trainee schemes, work experience and volunteering.

Strategic Planning, Highways & Traffic and Transportation

61. The Directorate is continuing to press the Welsh Government for an agreed programme in relation to key transport projects. The development of master plans for Greenfield and Brownfield sites with transport connectivity has made strong progress, though development issues with main house builders remain. In relation to city regional planning arrangements, considerable discussion with key partners has taken place, however, considerable volatility remains in effectively programming this partnership based objective.
62. Key stages have been delivered (such as the Planning Protocol) in developing among the most 'open for business' planning and development services in the UK by Dec 2015 – a commitment made in the 2014/15 Corporate Plan. However, despite having the comparative benchmarking information with other UK Core Cities, the plan is not yet in place to complete this project. This project is currently being prioritised by the new Major Applications Manager

Challenge Forum

Performance Management Review

63. With regard to the Performance Management Review, the Challenge Forum received feedback from one of the peer advisors on a review of the Council's performance management arrangements. The Forum heard that the quarterly performance reports were broadly comparable with those of other Councils and, subject to some minor adjustments, did not need to be the focus of further change. In terms of process the forum were advised that the peer assessor recognised that the Council had a rounded approach to performance management encompassing both quarterly reports and also other performance information that was routinely reported to Scrutiny. However, the Forum was advised that more needed to be done to secure culture change around challenge, and to inject more challenge into performance discussions in various settings within the Council.

64. The accelerated improvement approach that has been used in Children's Services, Education and Health & Social Care, which involves the Chief Executive chairing monthly performance meetings, was recognised as a good approach and the Council was recommended to roll this approach out to other services. It was noted that the accelerated improvement approach involved the use of well informed external peers to support the challenge and it was suggested that the Council explore whether use of external participants in other services could be secured. It was noted that such peers could also support Scrutiny committees in shaping their work programmes.

65. As part of the review, a number of Scrutiny committees were reviewed during the Q2 performance cycle and the feedback to the forum from this was that the Council needed to consider the quantity of information being provided to Members and the quality of analysis that accompanied it. Further training and development of Scrutiny Members to support their role in reviewing and delivering the Corporate agenda was also recommended.

66. Following this review and feedback:

- a. The accelerated improvement approach is being rolled out to other Service Areas on a risk basis, with each Service Area having at least one Chief

Executive lead accelerated improvement meeting each year. Depending on the issues identified at those meetings, further services may be drawn into the intensive monthly programme;

- b. Each Scrutiny Committee is being provided with feedback and advice from the peer advisor on scrutiny of performance information and advice is being provided to officers on the nature of reports coming to Scrutiny.

Corporate Plan

67. The Challenge Forum were provided with an early draft of the Corporate Plan for 2015-17 for review. They endorsed the style and structure and commended the clarity of vision and the clear lines of accountability that the plan made. They also endorsed the balance between City ambition and the delivery of services for which the Council is accountable, although it was suggested that some additional information on the role of partners be provided within each priority to set context. The Forum appreciated that the Plan was aimed at a primarily internal audience, and was therefore in part quite technical, and they supported the intention to prepare a “shorter, community facing “version.

68. The Forum was made aware of the intention for Cabinet Members to hold a specific challenge session on target setting which had been perceived to be a weakness in previous years and endorsed this approach both in terms of the plan and as a signal of introducing more challenge into performance discussions.

Next Steps

69. The Challenge Forum is proving to be a useful addition to the Council’s Improvement Toolkit. Throughout February, Challenge Forum members agreed to work with Barry Quirk to review progress to date and identify the key issues for the organisation that remain to be addressed. It was agreed that this review would be used to set Challenge Forum Work Programmes for the next 12 months.

Previous Scrutiny

70. The Committee considered the Quarter 4 2013-14 Performance Report at its 3 June 2014 meeting and made the following points:

- Members recommended that additional data should be built into the report in order to show the customer point of view;
- Members recommended that the Member enquiry section of the report should be altered to give a more rounded picture;
- The Committee expressed its interest in the development of a version of the report to inform and engage members of the public in the Council's performance.

71. In his letter dated 5 September 2014³, Councillor Hinchey (Cabinet Member – Corporate Services and Performance) responded to the above, stating:

- *'We share your thoughts and agree that capturing the customer view should become part of the quarterly reporting process. We are hoping to include a section in the report that will include data from C2C to illustrate the reason and direction of calls. We will also be producing data to review our presence on social media ... we hope that the digital channel will offer us a far more in-depth understanding of the citizen's views and expectations.'*
- Re Member Enquiries - *'We will include a commentary in future reports (Q2 onwards) to explain any differences and are currently undergoing a program of work to improve the quality of this data.'*

72. When it considered the Quarter 1 2014-15 Performance Report at its 2 September 2014 meeting:

- The Committee queried the information which was included in the report regarding agency and overtime expenditure as it did not feel it was sufficient to allow the Committee to form a full judgement about the Council's use of either;
- Members requested to attend the 'star chamber' challenge sessions in order to better understand and test the new performance challenge arrangements which have been put in place;

³ Letter from Councillor Hinchey, Cabinet Member, to Councillor Howells, Chair PRAP, dated 5 September 2014

- Given the reported budget monitoring position, the Committee re-stated its opinion that there should be more transparency around the non-achievement of savings and any alternative savings options put in place instead, including the use of the contingency fund;
- The Committee raised the issue of multi-service area freedom of information requests, and were informed that performance would improve by the end of the year.

73. In his letter dated 18 November 2014⁴, Councillor Hinchey (Cabinet Member – Corporate Services and Performance) responded to the above, stating:

- *‘I have asked officers to review how the data around agency and overtime is represented and how the use of this information is linked to the resource pressures. I would be happy to discuss this further when the Quarter 2 Report is presented.’*
- *‘The point raised by your Committee in respect of the decline in the level of performance in relation to Multi Service Information Requests has been reviewed and an improvement plan put in place for the remainder of the year. Progress will be monitored regularly by the Improvement and Information Team to ensure that planned improvements have the necessary impact for the end of year position.’*

74. When it considered the Quarter 2 2014-15 Performance Report at its 4 November 2014 meeting:

- Members welcomed the inclusion of details regarding the Outcome Agreement in the report’s Corporate Overview section;
- The Committee recommended the reinstatement of all the risk information which had been included in previous quarters;
- Members requested a response on a number of points (detailed above) which it did not feel had been addressed:
 - The inclusion of information regarding the customer point of view;
 - The amendment of the Member enquiry line section;

⁴ Letter from Councillor Hinchey, Cabinet Member, to Councillor Howells, Chair PRAP, dated 18 November 2014

- The attendance of Committee members at the ‘star chamber’ challenge sessions;
- The development of a version of the report for members of the public;
- The Committee requested information about the ‘dip-testing’ of Personal Performance and Development Reviews to check their quality, having heard that this was ongoing, but having had little detail of the outcome.

75. In his letter dated 13 November 2014⁵, Councillor Hinchey (Cabinet Member – Corporate Services and Performance) responded to the above, stating:

- *‘I thank you for the Committee’s comments and trust you have now received the response to the 10 September 2014 letter. I have asked for the requests for information you have requested to be brought to Committee once available.’*

76. Members have agreed to consider specific performance issues in more depth during 2014/15, having largely concentrated their efforts on scrutinising the overall performance framework in recent Committee work programmes. Members discussed the form which this Performance Review could take during work programming discussions over the summer and agreed that the Committee would establish a standing Performance Panel with flexible membership to consider specific issues in an inquiry setting each quarter. The first of these was decided as the Council’s workforce planning.

Way Forward

77. Councillor Graham Hinchey, Cabinet Member for Corporate Services and Performance has been invited to attend for this item. The Chief Executive, Paul Orders; Christine Salter, Corporate Director Resources; and Martin Hamilton, Chief Officer Change & Improvement, have also been invited to present the report and answer any questions Members may have.

⁵ Letter from Councillor Hinchey, Cabinet Member, to Councillor Howells, Chair PRAP, dated 13 November 2014

Legal Implications

78. 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

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

RECOMMENDATIONS

Committee is recommended to:

- I. Note the contents of the report attached at **Appendix A**;
- II. Consider whether it wishes to make any comments to the Cabinet to take into consideration when it receives the Performance report.

Martin Hamilton
Chief Officer – Change & Improvement
25 February 2015

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Q3 Delivery and Performance Report 2014/15

Progress against actions in the Corporate Plan 2014/15

Q3 2014/15 – (253*)



*Excluding N/A

Progress against relevant Performance Indicators

Q3 2014/15 – (198*)



*Excluding Annual indicators and those with no results

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Q3 Customer Contact

Twitter followers
32,909 followers in English
1,468 followers in Welsh



481 complaints were recorded during Q3 which represents our best result this financial year. There is a sizeable decrease from Quarters 2 & 1 where 658 & 652 complaints were recorded respectively. Over 50 fewer complaints were recorded than this time last year (1791 complaints compared to 1854 at the end of December 2014.) Environment saw the largest decrease in complaints with a decrease of 124 complaints when compared to Quarter 2.

Complaints	Q1	Q2	Q3
New Complaints Received	652	658	468
Corporate Complaints	652	656	467
Welsh Complaints	0	2	1
Acknowledgements not sent within 5 days	25	15	14
Response not sent within 20 days	54	36	33
Compliments Received	389	383	341

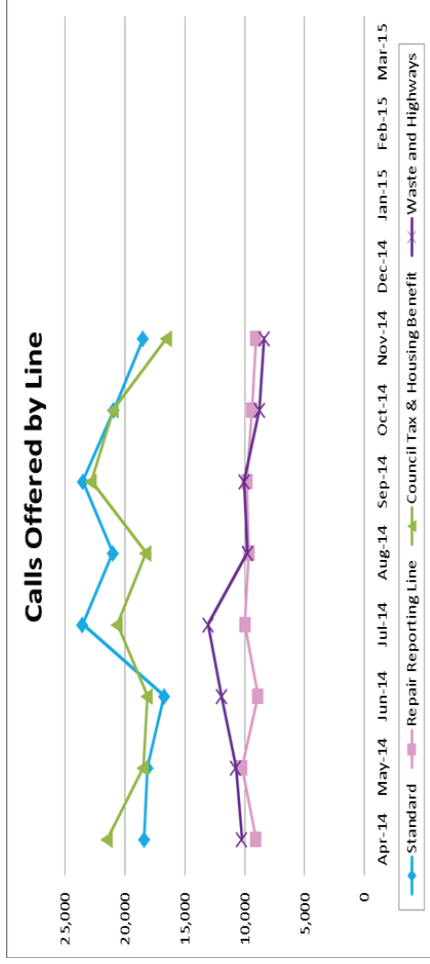
Members Enquiries

Directorate	Received			Responded on time	
	Q1	Q2	Q3	Q3	Q3 %
Childrens	1	1	2	0	0%
Communities	178	171	117	84	71.79%
Corporate	9	9	11	6	54.55%
Democratic	10	12	4	3	75%
Economic	6	8	4	4	100%
Education	9	12	3	1	33.33%
Environment	526	284	188	141	75%
Health & SC	4	3	3	3	100%
SPHT&T	316	229	193	136	70.47%
Sport L&C	84	100	40	21	52.50%
Total	1143	829	558	396	70.97%

The Members Central team have been working closely with Members Services to reinforce the Member Enquiry system should be used. The team have also offered to provide Members with additional training. It has also been highlighted what enquiries are appropriate to use the system for which accounts for a slight reduction in use by Members.

Customer Contact

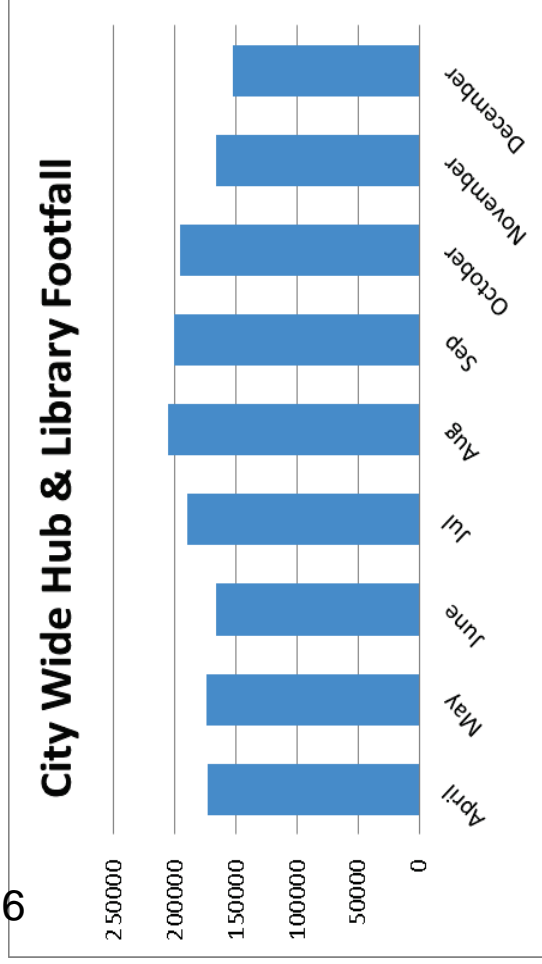
Calls offered to C2C



Update: There has been a decrease in calls received in Quarter 3, compared with Q2. There were some very high call volumes in July & September during Quarter 2.

Page 26

Total Footfall in both Libraries & Hubs across the City.



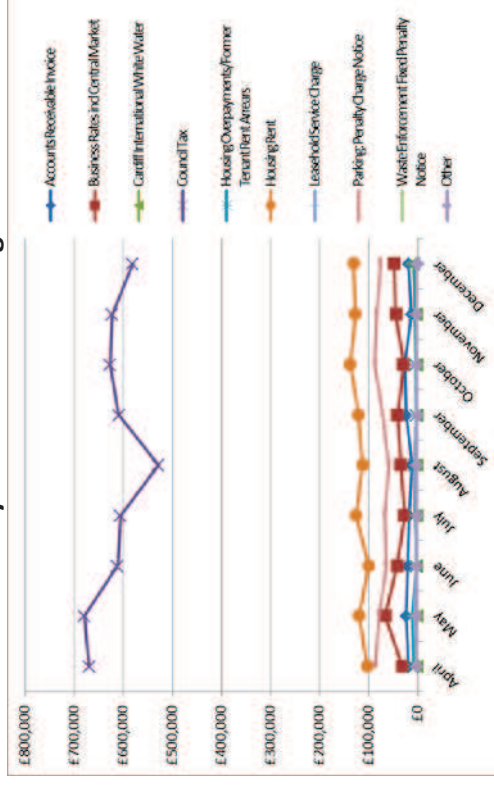
Update: There has been a slight decrease in footfall during Quarter 3; this is due to the emergency closure of Roath Library in early November and the temporary closure of the 5th floor of Central Library.

Website Areas with the highest % increase in visits in Q3 since Q2

Top 10 Trending Sections in Quarter 3	%	#
Council Finances	1496%	80,571
Neighbourhood Regeneration	52%	1,784
Parking, Roads & Travel	33%	152,947
Jobs	24%	53,532
Data Protection & FOI	21%	2,014
Animal Health & Welfare	21%	11,970
Information for Landlords	20%	864
Leisure, Parks & Culture	17%	130,717
Council Management	15%	2,197
Support & Finance for Business	11%	1,339

Update: Due to the budget consultation that took place in Q3, compared to Q2 there has been a dramatic increase in those visiting the Council Finances section of the Website, with 80,571 visits in the Quarter.

The value of Payments made through the Website



Total Staff Costs at Q3 £145,200,127

Total Agency Costs at Q3 £11,725,502

Total Overtime Costs at Q3 £3,560,860

The spend on agency may reflect an overspend against budget as there may be vacant posts where there is a budget but the staff are employed through an agency, so the permanent staff budget will show an underspend and the agency staff an overspend.

Staff Costs to End Q3	% of Annual Budget		% Spend Agency	Spend Overtime
£12,230,314	70.62%	Children's	21.70%	0.52%
£17,056,378	74.14%	Communities	4.50%	1.77%
£1,641,900	97.96%	County Clerk & Monitoring Officer	3.94%	0.54%
£1,213,822	74.79%	Corporate Mgmt	2.50%	0.18%
£24,763,633	67.98%	Corp Resources	3.94%	1.29%
£3,467,758	73.61%	Economic	6.03%	2.70%
£21,296,146	78.72%	Education	3.57%	0.94%
£16,605,242	72.10%	Environment	15.81%	3.74%
£17,756,672	78.17%	Health & SC	5.67%	3.47%
£19,321,506	78.99%	Sport L&C	12.26%	5.25%
£9,846,756	75.10%	SPHT&T	2.66%	3.24%

**Agency
8.08%**

**Overtime
2.45%**

Staff Costs at Quarter 3

Directorate	Staff Budget £	Total Staff Costs to month 9 £	% Annual Budget spent	Overtime Budget £	Total Overtime spend £	% Annual Budget spent	Total Agency Budget £	Total Agency Spend £	% Annual Budget spent	% Costs spend on overtime	% Costs spent on agencies
Childrens	17,318,190	12,230,314	70.62%	0	63,261	0.52%	513,900	2,653,644	21.70%	0.37%	15.32%
Communities	23,006,852	17,056,378	74.14%	235,620	301,794	1.77%	351,002	768,042	4.50%	1.31%	3.34%
County Clerk & Monitoring Officer	1,676,050	1,641,900	97.96%	0	2,192	0.13%		30,307	1.85%	0.13%	1.81%
Corporate Management	1,622,930	1,213,822	74.79%	0	8,943	0.74%	2,500	64,699	5.33%	0.55%	3.99%
Corporate Resources	36,429,031	24,763,633	67.98%	80,970	93,775	0.38%	149,310	209,066	0.84%	0.26%	0.57%
Economic	4,710,880	3,467,758	73.61%	0	201,214	5.80%	307,250	760,702	21.94%	4.27%	16.15%
Education	27,052,650	21,296,146	78.72%	1,168,420	620,206	2.91%	1,439,850	2,626,008	12.33%	2.29%	9.71%
Environment	23,030,430	16,605,242	72.10%	138,700	616,867	3.71%	30,260	1,006,393	6.06%	2.68%	4.37%
Health & SC	22,716,790	17,756,672	78.17%	563,400	319,722	1.80%	335,280	976,162	5.50%	1.41%	4.30%
Sport L&C	24,461,970	19,321,506	78.99%	828,220	1,013,732	5.25%	2,058,920	2,369,000	12.26%	4.14%	9.68%
SPHT&T	13,110,950	9,846,756	75.10%	410,150	319,154	3.24%	99,690	261,477	2.66%	2.43%	1.99%
Total	195,136,723	145,200,127	74.41%	3,425,480	3,560,860	2.45%	5,287,962	11,725,502	8.08%	1.82%	6.01%

Month 9 Financial Monitoring - Revenue 2014/15

Service Area	Revenue 2014/15	Net Budget £000's	Projected Expenditure £000's	Projected Variance £000's
Childrens Services		46,047	47,647	1,600
Communities, Housing & Customer Services		43,048	42,436	-612
Corporate Management		22,713	22,713	0
County Clerk & Monitoring Officer		4,124	4,095	-29
Economic Development		521	618	97
Education & Lifelong Learning		229,622	231,032	1410
Environment		26,978	27,328	350
Health & Social Care		95,308	100,903	5595
Resources		20,253	20,169	-326
Sports, Leisure & Culture		14,958	15,670	712
Strategic Planning, Highways and Traffic & Transport		30,018	30,018	0
Total - Directorates		533,590	542,629	9039

Month 9 Financial Monitoring - Directorate Savings Summary 2014/15

Directorate	Total Savings Accepted £'000	Total Savings Already Achieved £'000	Total Projected Savings £'000	Total Savings Unachieved £'000
Children's Services	2,655	2,493	2,493	162
Communities, Housing & Customer Services	2,886	2,178	2,405	481
Corporate Management	2,129	2,053	2,053	76
County Clerk & Monitoring Officer	494	388	446	48
Economic Development	1,509	879	1,316	193
Education	6,512	5,367	5,610	902
Environment	3,300	2,866	2,936	364
Health & Social Care	6,213	2,806	3,483	2,730
Resources	5,593	4,672	5,078	515
Sport, Leisure & Culture	5,289	3,528	4,132	1,157
Strategic Planning, Highways & Traffic & Transportation	7,253	5,181	6,706	547
Total	43,833	32,411	36,676	7,157

Sickness Absence Q3

FTE days

forecast 14/15

10.03

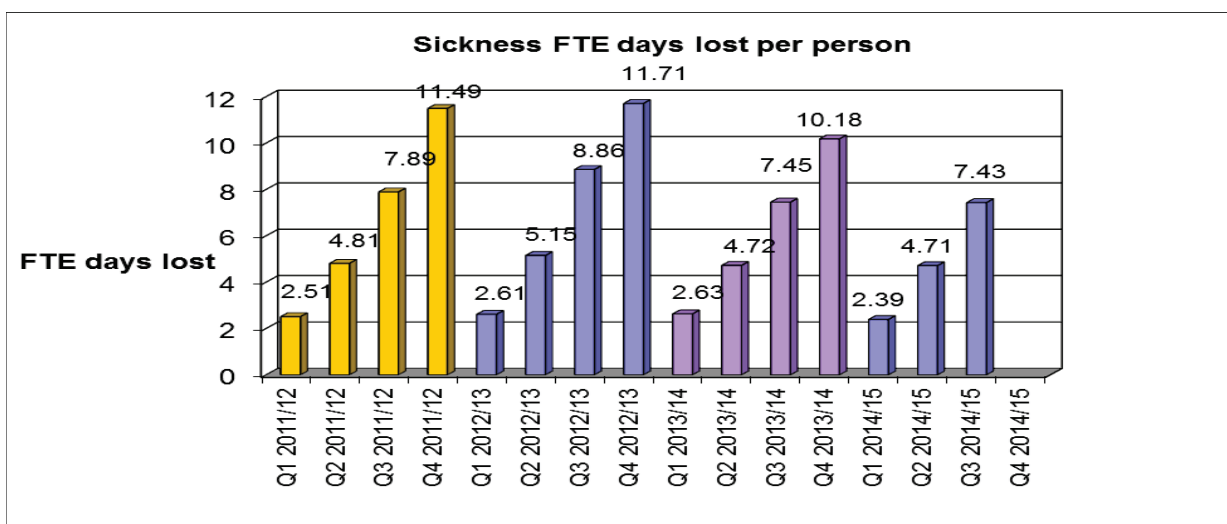
	Av FTE Num- bers	FTE Target	Q3 Days lost	Forecast for 2014 / 15
Childrens	369	15.3	9.67	13.06
Communities	1019	9.0	7.95	10.73
Corporate	833	7.3	7.29	9.84
Democracy	86	6.0	3.36	4.54
Economic	118	6.0	3.39	4.57
Education	6527	7.3	6.31	8.52
Environment	632	18.2	11.85	16.00
Health & SC	691	13.1	12.48	16.85
Sport L&C	728	12.1	10.33	13.95
SPHT&T	375	7.2	7.54	10.18
Total	11382	9.0	7.43	10.03

The Council wide target for 2014/15 is **9.00 FTE** days lost per person. This is a reduction of 11.6% on last years outturn figure of 10.18 days.

The data for Q1 showed a decrease over the same period last year, and was the lowest Q1 figure for the last 5 years. However, Q2 and Q3 results have remained stable based on last year's figures.

The current forecast figures based on 9 months data will be in the region of 10 FTE days lost per person. However, sickness information can fluctuate due to changes to staff FTE numbers and other seasonal factors.

The Attendance & Wellbeing policy which was implemented from 1st July 2013 is currently being reviewed after its 12 months of operation and is scheduled to be considered by Cabinet in March 2015.



Sickness – Return to Work
April 2014 to December 2014

Organisation	Return To Work Done (A)	Return To Work Pending (B)	Total (A+B)	Percentage Completed (%)
CHILDREN SERVICES	259	9	268	96.6
COMMUNITIES HOUSING & CUSTOMER SERVICES	681	4	685	99.4
DEMOCRATIC SERVICES	38	0	38	100.0
ECONOMIC DEVELOPMENT	44	5	49	89.8
EDUCATION - SCHOOLS	3,911	840	4,751	82.3
EDUCATION & LIFELONG LEARNING	1,056	11	1,067	99.0
ENVIRONMENT	382	4	386	99.0
HEALTH & SOCIAL CARE	666	6	672	99.1
RESOURCES	520	7	527	98.7
SPORT LEISURE & CULTURE	574	25	599	95.8
STRATEGIC PLANNING HIGHWAYS TRAFFIC&TRAN	180	8	188	95.7
TOTAL	8,311	919	9,230	90.0

Personal Performance and Development Review Compliance as at 12.01.2015

Organisation Name	Total (Head Count)	Half Year Review Compliance	
		Completed	Percentage completed (%)
CHILDRENS SERVICES	316	258	81.6
COMMUNITIES HOUSING & CUSTOMER SERVICES	989	924	93.4
CORPORATE RESOURCES	866	765	88.3
DEMOCRATIC SERVICES	73	65	89.0
ECONOMIC DEVELOPMENT	113	110	97.3
EDUCATION & LIFELONG LEARNING (exc schools and central teachers)	1419	1214	85.6
ENVIRONMENT	561	447	79.7
HEALTH & SOCIAL CARE	762	606	79.5
SPORT LEISURE & CULTURE	726	587	80.9
STRATEGIC PLANNING HIGHWAYS TRAFFIC&TRAN	343	315	91.8
TOTAL	6168	5291	85.8

Freedom of Information Requests Received 2014/15

Area	Q1		Q2		Q3		Trend
	No. of Requests Received	Responses on time (%)	No. of Requests Received	Responses on time (%)	No. of Requests Received	Responses on Time (%)	
Childrens Services	9	79%	16	31%	17	56%	Improving
Consumer Affairs	35	85%	24	76%	18	85%	Improving
Crematoria & Cemeteries	1	100%	2	100%	4	100%	Static
CTS	6	60%	1	100%	0	N/A	N/A
Customer Services	2	100%	3	50%	22	95%	Improving
Democracy & Comms	14	85%	17	8%	13	84%	Improving
Econ & Major Projects	2	0%	1	100%	8	100%	Static
Education	26	96%	18	73%	16	88%	Improving
Environment	9	70%	13	86%	14	75%	Declining
Facilities Management	3	100%	5	75%	2	100%	Improving
Finance & Procurement	71	83%	60	83%	73	91%	
Health & Safety	1	100%	0	N/A	2	100%	N/A
Health & Social Care	10	71%	10	50%	15	38%	Declining
Highways & Transport	46	93%	41	55%	41	90%	Improving
Housing	24	74%	20	75%	11	93%	Improving
HRPS	24	74%	21	91%	25	89%	Declining
ICT	15	88%	10	56%	11	67%	Improving
Improvement & Info	6	100%	8	71%	10	100%	Improving
Infrastructure	0	N/A	3	67%	3	100%	Improving
Legal Services	8	100%	5	75%	2	100%	Improving
Multi Function	12	31%	33	24%	27	52%	Improving
Sport L&C	16	95%	8	82%	11	100%	Improving
Planning	8	100%	19	57%	11	64%	Improving
Policy & Partnership	0	N/A	0	N/A	0	N/A	N/A
Reg & Support Serv	0	N/A	2	50%	6	100%	Improving
Registration & Coroners	2	100%	2	100%	0	100%	Static
Traffic Network Man	5	50%	10	55%	9	56%	Improving
Waste Management	5	86%	13	56%	6	42%	Declining
Total	360	83%	365	52%	377	80%	Improving

Requestor	Q2 2014/15		Q3 2014/15	
	Rec'	% of Total Requests	Rec'	% of Total Requests
AM/MP	25	7%	9	2%
Business/Company	65	18%	81	21%
Campaign	13	4%	13	3%
Elected Member	4	1%	2	1%
Employee	1	0%	2	1%
Local Authority	1	0%	1	0%
Not known	23	6%	60	16%
Police	1	0%	0	0%
Press/Media	31	9%	39	10%
Public	165	45%	140	37%
Student	6	2%	7	2%
WDTK*	29	8%	23	6%
Total	364		377	

*whatdotheyknow.com

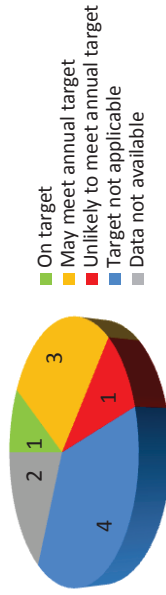
The volume and complexity of FOI Requests received by the Council continues to be of a high level. The information in the table above demonstrates that the main users of the provisions of the Freedom of Information Act are members of the public for who the Act was introduced to benefit. There are also a number of commercial businesses using the Act seeking information to support their business activities.

Further streamlining and delivery improvement options for the FOI function, including within Children Services and Health & Social Care is currently ongoing. This will enable future improvements with request compliance within these directorates. Subject Access Requests are not included in the table. Q1&2 figures have been updated due to figures being reviewed & validated.

Outcome Agreement Measures for 2014/15

Health & Social Care

Q3 Progress on Health & Social Care Performance Measures



Carer's assessments are unlikely to meet annual target though improvements have been evidenced through Q3.

Delayed Transfers of Care may meet annual target but the situation from winter pressures at UHW remains critical. H&SC are working closely with UHB.

Installation of aids and equipment has been affected by staff sickness which has been resolved and it is anticipated that improvement will be reflected in Q4.

Service users 65+ supported with home care has missed target by 0.45%

Education

Academic Year	13/14	Annual Target
Primary Attendance	94.9%	94.4%
Secondary Attendance	93.78%	93.6%
% of pupils achieving core subject indicator at Key Stage 2	84.5%	84.5%
The percentage of pupils aged 15 at the preceding 31 August, who achieved the Level 2 threshold	53.9%	55%
The percentage of pupils assessed at the end of Key Stage 3, achieving the Core Subject Indicator	81.5%	78.4%
The % of pupils achieving the Foundation Phase Indicator (FPI)	85.2%	83.7%
The number of local authority maintained schools who are placed in a formal category	4	1

Education, Employment & Training

	Q1 & 2 14/15	Q3 14/15	Annual Target
% of 16-18 year olds Tier 1-3 (monthly) – as a % of Cardiff's overall 1-5	15%	10.5%	Not set
% of year 11 (VAP) allocated a Lead worker	100%	100%	60%
% of 16-18 year olds in Tier 1-3 with assigned Lead workers	100%	100%	95%
Number of work experience placements	531	166	1000

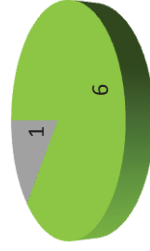
Q3 Progress on the Into Work Service Performance Measures



*1 measure may meet annual target subject to a second jobs fair event being held in Q4.

Economic Development

Q3 Progress on the Economic Development Performance Measures



Grade A office space – Contracts let and construction has commenced at Central Square and Tyndall Street for 180,000 sqft against an annual target of 100,000 sqft.

There has been a significant increase in the amount of grant aid and private sector finance attracted by companies assisted by the Council due to the inclusion of the Super Connected Peering Grant and companies that have gone on to secure financial assistance either from the Council or from other organisations.

Housing

Completed	Q1,2,3	Target (Annual)
Boiler upgrades	929	900
Roof replacements*	4	40
Cladding of flats	67	60

*The roof replacement programme is underway and current projections show that the target will be met by the end of Q4.

Solar Panels

Completed	Target
0	100

The contract has been signed and the installations are due in February / March

Directorate: Children's Services

Director: Tony Young

Councillor: Sue Lent

Q3 2014/15

Number of Employees (FTE)	386
Sickness Absence YTD (Days Per Person)	9.67
PPDR Compliance (half year review)	81.6%

Budget	Projected Outturn	Variance	Variance (%)
£46.047m	£47.647m	+£1.6m	+3.4%

Target Savings 2014/15	Projected Savings	Variance	Variance (%)
£2.655m	£2.493m	£162,000	6.4%

Q3 Progress against Directorate Plan / Corporate Plan actions 2014/15 (24)

Green 75% (18)	Amber 25% (6)
----------------	---------------

Q3 Progress against Performance Indicators (7)

Green 43% (3)	Amber 43% (3)	Red 14% (1)
---------------	---------------	-------------

Progress on Challenges Identified Q2 (previous quarter)

Resolving the long term strategy for sustaining lower caseloads and developing an exit strategy for the procured Generic Team:

An Exit Strategy for the Managed Team has been agreed on the basis of the additional team withdrawing in mid April. A proposal for weekly Legal Surgeries has been agreed between relevant Directors and Legal Surgeries will commence in January. A draft outline Prevention Strategy has been developed and subject to initial consultation with key stakeholders. Further work to finalise the strategy is now underway, and a Lean review has commenced.

Q3 Service Delivery

Budget Position

The month nine monitoring position for Children's Services shows a projected overspend of £1.6 million, an increase of £950,000 compared to the position reported at month six. The increase is mainly due to further pressures in respect of looked after children with an increase in the number of placements and the cost mix for both external residential and external fostering placements. There has also been an increase of £250,000 in the costs of the Managed Social Work Service in the current financial year. These have been partly offset by additional savings on staff agency costs and by a further reduction in commissioning costs within Child Health and Disability. The financial position reflects the allocation of the £950,000 specific contingency budget which formed part of the Council's 2014/15 budget. The allocation was approved by Cabinet as part of the consideration of the month four report on 18 September. This provided initial funding for the cost of the Managed Social Work Service with the balance of the contingency allocation partly offsetting the additional cost of external placements. The Managed Social Work Service is a one-off additional resource designed to reduce backlogs and enable effective alignment of social work resources. The initial cost was estimated at £600,000 however an extension to April 2015 has increased the cost by £250,000 in 2014/15 with a further £50,000 to be funded in 2015/16.

Although the directorate received an additional budget realignment of £2.7 million as part of the 2014/15 budget process, on-going pressures on the budgets for external placements, leaving care support costs, adoption fees and allowances, external legal costs and the Managed Social Work Service have all contributed to the projected overspend. These pressures have been alleviated to a certain extent by mitigating actions taken in respect of guardianship allowances which provide a significant offsetting saving in the current financial year. A total of £2.493 million is currently anticipated to be achieved against the £2.655 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £162,000 in the current financial year.

Directorate Delivery Plan

Good progress has been made against the actions in the Directorate Delivery Plan. Key areas of progress include:

- Newly integrated Safeguarding Unit became operational on a co-located basis, including teams from Children's Services, Health & Social Care and Education, with effect from 07.11.14.
- Continued reduction in caseloads evident - social worker caseloads in Children's Services teams reduced from 24.5 at 30.06.14 to 18.4 at 31.12.14. In February 2014 there were 16 social workers with caseloads in excess of 30, and 32 social workers with caseloads of 25-29 compared with 5 and 11 respectively in December 2014.
- Continued increase in timeliness of initial and core assessments.
- Legal Tracker introduced to ensure that timescales and directions from Court are adhered to.
- Residential Services integrated into LAC Service – early indications are that this is having a positive impact on planning for children moving in and out of residential care, including returning children placed out of area.

- Personal Education Plan process streamlined and agreed at Joint Children’s Services and Education Management Meeting.
- Payment by Results tender completed – contract to be awarded early in Quarter 4.
- IT system to support a new model for managing referrals (MASH or similar arrangement) purchased.

There has been some slippage in progress against some milestones including the model for managing referrals and progression of the Placement Strategy. Agreement has been reached with the Chief Superintendent for a new model for managing referrals and a programme of meetings has been arranged with the Director of Children’s Services and the Chief Superintendent to actively progress the development of a new model. The report of externally commissioned research to analyse LAC pressures will be presented to the Corporate Parenting Advisory Committee in February to initiate and accelerate the preparation of a Placement Strategy. Relevant milestones will be reviewed and reflected in the Directorate Plan for 2015-16.

Management

86% compliance with finalisation of objective sheets and 81.6% compliance with 6 monthly reviews had been achieved at the time of writing. A small percentage cannot be initiated / reviewed due to staff absence (e.g. maternity leave and long term sick leave), and a high level of recruitment activity and new intake accounts for a proportion of the outstanding PPDRs. Work to initiate and review the remaining PPDRs continues.

Directorate: Children's Services

Key Performance Indicator Data – Q3 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
% of referrals with decision made within 1 working day	80.3	77.6	87.1	83.7		100	R
<p>The improvement that was evident in Quarter 2 has dropped back slightly in Quarter 3 in the context of an 8% increase in the number of referrals received. The performance report is based on electronic records, but there is evidence that the electronic capture of the information is delayed. However, management oversight confirms all referrals are subject to manager decision and prioritisation on the day of receipt.</p>							
% of referrals that are re-referrals within a year of previous referral	25.6	24.7	25.6	25.6		25	G
% of initial assessments carried out within 7 working days	40.1	34.6	46.5	66.5		80	A
% of core assessments carried out within 35 working days	71.1	49.8	54.5	69.9		80	A
% of child protection reviews carried out within statutory timescales	98.5	99.2	100	100		100	G
% of social work vacancies in all teams	20.8	30.1	28.6	25.3		17	R
<p>The vacancy position has improved slightly during the quarter as appointed social workers have taken up post. The apparent high percentage of vacancies must be treated with caution because the % was inflated by the creation of new posts as part of the realignment of Children's Services. Recruitment is ongoing - the recruitment campaign this year has been very successful and has directly contributed to the service's ability to retain social workers. We are now attracting numbers of applications from agency staff who have been working within the service, and social workers from other local authorities.</p> <p>The impact of the Managed Team being allocated 220 cases to date has enabled the service to reduce the overall number of cases from 2,953 at 30.06.14 to 2,504 at 31.12.14, bringing social worker caseloads in Children's Services teams down from 24.5 at 30.06.14 to 18.4 at 31.12.14.</p>							

Q3 Challenges Identified

Finalise Prevention Strategy.

Increase in projected overspend attributable to the increase in the number of looked after children and extension of the Managed Team for a further 3 months.

Exit strategy for the Managed Team.

Q3 Actions being taken

Prepare a business case for key elements of the Prevention Strategy and engage key stakeholders in further consultation.

Review of in-year spend to identify areas where spend can be reduced in the current financial year.

Implement exit strategy.

Directorate: Children's Services

Councillor: Sue Lent Director: Tony Young

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Potential for mismatch between children's needs and capacity to meet them if current trends continue, for example in children needing to be safeguarded, looked after and/or receive other services to support families and carers to care for them.	Red	Red	This risk has been mitigated by the deployment of the Managed Team - the impact of the Managed Team being allocated 220 cases to date has enabled the service to reduce the overall number of cases from 2,953 at 30.06.14 to 2,504 at 31.12.14, bringing social worker caseloads in Children's Services teams down from 24.5 at 30.06.14 to 18.4 at 31.12.14. An Exit Strategy for the Managed Team has been agreed on the basis of the additional team withdrawing in mid April. A draft outline Prevention Strategy has been developed and subject to initial consultation with key stakeholders.	Tony Young
The implementation of the Social Services and Wellbeing (Wales) Act will place new duties and responsibilities upon already pressured services.	Red	Red	As per Quarter 1, senior managers are engaged in national activity to influence the development of regulatory requirements with a view to promoting proportionality of expectations.	Tony Young
Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
N/A				

Q3 Risk Update

Update on Previous Quarters Emerging Risks			
Risk Description	Inherent Risk	Residual Risk	Progress
N/A			

Directorate: Communities, Housing And Customer Services

Director: Sarah McGill

Councillors: Graham Hinchey, Susan Elsmore, Peter Bradbury, Julia Magill, Daniel De'Ath

Q3 2014/15

Number of Employees (FTE)	987
Sickness Absence FTE Forecast	10.73
PPDR Compliance (half year review)	93%

Budget	Projected Outturn	Variance	Variance (%)
£43.048m	£42.436m	(£612,000)	(1.4%)

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£2.886m	£2.405m	£481,000	16.67%

Q3 Progress against Directorate Plan Corporate Plan actions 2014/15 (38)

Green 84% (32)

Amber 16% (6)

Q3 Progress against Performance Indicators (Total No: 63)

Green 59% (37)

Amber 27% (17)

Red 14% (9)

Progress on Challenges Identified Q2

- Increased demand on the Contact Centre through increased calls, e-mails and web forms. This coupled with reduction of FTE and the implementation of the workforce agreement.

Whilst demand across all areas of C2C remained high and the impact of reduced operational hours and the workforce agreement are still being felt, a reduction of call volume over the seasonal period combined with an all vacancies being filled resulted in a 7.45% increase of answered calls over this period.

- The turnaround times of void properties back into use.

Action plan is now in place and has had a significant improvement on time taken to carry out the repairs with each property over target being case managed by senior management (11 properties currently over 10 week turnaround target which is down from 90 in April). This improvement has increased the pressure on the letting of property and series of piloted changes to the process are taking place, which should result in further improvement in Q4.

Q3 Service Delivery

Budget Position

The directorate is currently projecting a saving of £612,000, an increase of £101,000 compared to the position reported at month six. The increase is mainly due to a further saving against the budget provision for the Council Tax Reduction Scheme partly offset by an increase in the projected overspend in the Library Service. A total of £2.405 million is currently anticipated to be achieved against the £2.886 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £481,000 in the current financial year. The projected shortfall is mainly in relation to the Central Library and the Community Buildings review. However, this is more than offset by the savings against the budget provision for the Council Tax Reduction Scheme and by other savings within the directorate.

Directorate Delivery Plan

- Customer Relationship Management System** – The Tender process has been completed and the intention to award notification has been passed to the supplier, preparation and detailed design to start w/c 19th January with a target for live deployment Sept 2015.
- Libraries** – Consultation on the Libraries Strategy proposals has taken place, Individual proposals for each Library are being developed to inform the budget setting underway. The first Neighbourhood Development Librarian in the Pilot has been recruited and is embarking on a robust training and induction programme.
- Alarm Receiving Centre** – Work is underway to develop the ARC and final plans have been approved. Contractors have been appointed and works are underway. Consultation with staff and residents is taking place early in the New Year.
- Cardiff Debate** – 7 public engagement events have been held across the city along with events at specific Forums to access as many citizens as possible. The report on the phase 2 findings has been published and considered at Scrutiny.
- Beechley Drive** – Phase 1 of this scheme has been completed, including the opening of a new convenience store.
- Solar Panels** – A contract has been awarded following a successful procurement run by Fusion 21, initial surveying work is underway and tenant engagement is ongoing.
- Grangetown Hub** – Grant funding has been secured from Welsh Government under the Vibrant & Viable Places programme. Construction is to start in February, with opening late summer.
- Domestic Abuse Services** – a strategic working group has been established and a number of task and finish groups are being implemented.

Management

- **PPDR Status** – 93% of employees identified as having a 6 month PPDR carried out, non-compliance includes those on long term sick, maternity or have recently been employed. (Council average 86%)
- **Health & Safety** – Action Plan continues to be monitored and actioned. Regular meetings continue to be held with external contractors in order to monitor their H & S performance. New Corporate H & S Codes of Guidance and associated literature is circulated within the Directorate as and when appropriate.
- **Sickness** – Sickness in the directorate is closely monitored, with 98% of return to works completed. As at 14.01.14 the directorate has 17 employees on long term sick, and a case management approach is applied monthly at management teams meetings to ensure that the sickness procedure is correctly implemented.

Directorate: Directorate: Communities, Housing and Customer Services

Key Performance Indicator Data – Q3 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
BNF/002 (a)CTR : Speed of processing: Average time for processing new Council Tax Reduction claims	17.2	19.6	19.5	19.4		21	G
BNF/002 (a)HB : Speed of processing: Average time for processing new Housing Benefit claims	19.8	21.7	21.5	21.5		21	A
Staff turnover has affected performance of new claims. An action plan and increased performance monitoring is in place to ensure improved performance in Q4.							
HHA/002 : The average number of working days between homeless presentation and discharge of duty for households found to be statutorily homeless	187	195	252	168		190	G
HHA/008 : The percentage of homeless presentations : decided within 33 working days	81%	78%	78%	71%		75%	A
As suggested in the last quarter, the clearance of the backlog of cases requiring a decision has impacted adversely on this performance indicator in this last quarter. Having cleared the backlog, the annual figure remains above the target of 75%.							
HANR 01: Vacant Local Authority stock as percentage of overall stock	2.49	2.41	2.38	2.20		2	A
Action plan is now in place and has had a significant improvement on time taken to carry out the repairs with each property over target being case managed by senior management. Number vacant as at the end of Q3 stands at 277 (of which 69 are planned for demolition/or significant refurbishment, if these were discounted current vacant stock would be 1.5%).							
HLS/014 : The average number of calendar days taken to let lettable units of permanent accommodation during the financial year	102	115	125	105		Q1-100 Q2-80 Q3-70 Q4-60	R
We have continued to let some of the more difficult properties that have been vacant for a long period of time. The introduction of the new allocations policy is anticipated to improve this performance as those in housing need are further prioritised it is anticipated that lower numbers will reject property offers.							
HHA/017 (b) : The average number of days that all homeless households spent in Other forms of temporary accommodation	206	230	192	188		200	G
HLS/001 (a) : The total amount of rent arrears owed by current tenants as a percentage of the total rent collectable for the financial year	1.4%	1.5%	1.5%	1.5%		2%	G
STR001 : Combined number of new affordable rented housing units and new assisted home ownership units completed during the year	204	87	105	6		195	G
Despite fewer completions in Quarter 3, the annual target of 195 has now been met. The majority of completions 14/15 took place in Quarters 1 & 2. A further 10 - 20 unit are anticipated to complete in Quarter 4.							
HLS/010 (a): The average number of calendar days taken to complete Emergency repairs	0.79	0.75	0.43	0.28		1	G
CORKPI8 : Average time a call queues (seconds)	43	51	177	107		40	R
The inability to spread calls across over a longer working day/the weekend continues to see calls presenting in 'clusters' and therefore hampers C2C's ability to reach target in this area. However, wait times have decreased compared to Q2.							
LCL/004: The number of library materials issued, during the year, per 1,000 population	5,163	1,186	2,498	3624		Q3 - 3879	A
This Qtr 3 result represents a decrease in issues of 64k when compared to last year's performance. This can be attributed to the closure of the Central Library one day a week, the ongoing impact of the closure of Central fifth floor and the emergency closure of Roath in November.							

Q3 Challenges Identified

Implementation of the new Allocations Policy
Increased demand on the Contact Centre through increased calls, e-mails and web forms

Q3 Actions being taken

<ul style="list-style-type: none"> - Full testing to take place of the new system - Brief and training for partners is being offered - Housing interviews now being conducted before application is accepted
<ul style="list-style-type: none"> - Demand management and the timely filling of vacancies.

Directorate: Directorate: Communities, Housing and Customer Services

Councillor: Graham Hinchey, Susan Elsmore, Peter Bradbury, Julia Magill, Daniel De’Ath **Director:** Sarah McGill

Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Welfare Reform - That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform Bill 2011,	Red	Red	<ul style="list-style-type: none"> - Welfare Reform Group is working well in coordinating multi-agency activity - Discretionary Housing payments are being used to top up the benefit claims of those most affected - Tenants adversely affected are being supported to exchange properties , given tenant greater choice on new properties and reducing void rent loss 	Sarah McGill

Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Branch Libraries –some Branch Libraries require immediate essential maintenance	Red	Amber	Alternative temporary provision of a replacement static library has been investigated for the branch that is most at risk.	Isabelle Bignall

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
- Rover Way Gypsy & Traveller Site – limited life and the current site is no longer suitable for use, uncertainty on the proposed new site	Red	Amber	<ul style="list-style-type: none"> - Work is ongoing to procure an alternative site, with option identified in the LDP. - Site surveys to monitor any changes. 	Jane Thomas
Reduction in funding for Supporting People (due to distribution formula as well as annual reduction)	Red	Amber	Consultation is complete, proposal agreed in principle with Regional Collaboration Committee and formal report to be presented to Cabinet in January for approval.	Jane Thomas
Housing Wales Bill – major changes to the homeless legislation	Red	Amber	Meeting has taken place with private landlords with private landlords on there greater use of the private rented sector. A new staffing structure is in place within the Housing Options Centre that is aligned to meet current and future challenges of Homelessness in Cardiff.	Jane Thomas

Directorate: Corporate Resources

Director: Christine Salter

Councillor: Graham Hinchey

Q3 2014/15

Number of Employees (FTE)	833
Sickness Absence YTD (Days Per Person)	7.29
PPDR Compliance (half year review)	88.3%

Budget	Projected Outturn	Variance	Variance (%)
£20.253m	£20.169m	(£326,000)	(.042%)
Target Savings 14/15	Projected Savings	Projected Shortfall	Variance (%)
£5.593m	£5.078m	£515,000	10.1%

Q3 Progress against Directorate Plan (23)/Corporate Plan (13) actions 2014/15

Green 56% (4 Corporate Plan & 15 Directorate Plan)	Amber 38% (9 Corporate Plan & 4 Directorate Plan)	Red 6% (2 Directorate Plan)
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Q3 Progress against Performance Indicators (8) (not including 5 annual PI's) (13)

Green 38.5% (5)	Amber 15% (2)	Red 8% (1)
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Progress on Challenges Identified Q2 (previous quarter)

1. Commissioning & Procurement continue to engage with the National Procurement Services (NPS) on tenders/contracts and working to ensure that they are in the best interest of the Council and meet our business requirements. Meetings have taken place between NPS, WLGA and the Council over Council requests for opt outs.
2. Resources (Project Managers) remain limited affecting the delivery of projects; there is still a risk that Enterprise Architects will be required to carry out Project Manager work therefore not delivering Enterprise Architect work. The OD Programme is being rationalised and further recruitment taking place; however, until projects are closed down there are not enough resources to cover the projects/workload.
3. Business Rates collection has improved compared to Quarter 2 but remains 1.21% down compared to the same period as last year, this is due to several companies having significant debts. These are being carefully monitored and managed to recover the money.

Q3 Service Delivery

Budget Position

The directorate is currently reporting a projected saving of £326,000 as compared to the balanced position reported at month six. This reflects a number of changes across the directorate, the most significant being a reduction in costs within Fleet Management. Additional savings have also been identified in areas such as Legal Services, Finance and Organisational Development. These are partly offset by increased costs in Facilities Management. A total of £5.078 million is currently anticipated to be achieved against the £5.593 million savings targets set as part of the 2014/15 budget, leaving a projected shortfall of £515,000 in the current financial year.

Directorate Delivery Plan

1. The Transport Manager of CTS is leaving the Authority, this along with feedback from Trade Unions on the CTS restructure, will have a significant impact on service delivery, strategic direction and management of fleet transport services.
2. As part of the budget proposals for 2015/16 it has been proposed that Revenues will take over the Bailiff Recovery function from SPHTT in respect of traffic offences and more recovery will be undertaken by internal Bailiff. To facilitate this a pilot scheme will be undertaken in January with approximately 50 cases, a second pilot will be undertaken in March and potentially a third in May. This will enable Revenues to assess what additional resources and capacity will be required.
3. Work is being undertaken with the HRPS Organisational Development team to attend VSA (Value Stream Analysis) events to identify the optimum approach to integrate workforce planning into business planning, understand Directorate needs and prioritise areas.
4. Approx. 1000 PCs and Thin Client devices remain to be upgraded to Windows 7 and Office 2010; there have been issues with compatibility of many service applications with Windows 7 which is delaying progress. Work is being undertaken with Directorates and suppliers to resolve.

Management

Health & Safety:

The Directorate Health & Safety policy is being updated to reflect changes to directorate. The Health & Safety committee was held in Quarter 3 and updates given on progress. In view of the nature of the work carried out by CTS & FM, they have their own policy and reporting procedure.

Directorate: Corporate Resources

Key Performance Indicator Data – Q3 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
The percentage of council tax due for the financial year which was received by the authority	96.35%	28.23%	54.70%	81.80%		96.30%	G
The amount of non-domestic rates received during the year, net of refunds	96.43%	32.63%	57.01%	82.06%		96.75%	A
Business Rates collection has improved compared to Quarter 2 but remains 1.21% down compared to the same period as last year, this is due to several companies having significant debts							
The number of working days/shifts per full-time equivalent (FTE) employee lost due to sickness absence (Council Wide)	10.18	2.43	4.71	7.43		9	R
Q2 & Q3 results have remained stable based on last year's figures, however, the annual figure is currently forecasting at 10.82 days lost per FTE							
Percentage of staff that have completed a personal performance & development review (excl school staff)	69.01%	78%	94%	85.8%			G
Data correct as of 8 th January 2015.							
Reliability of top 10 ICT applications	99.97%	100%	100%	99.99%		99.9%	G
Internal Customer Satisfaction of ICT services	88.44%	89.87%	89.62%	89.08%		90%	A
Compliance of Freedom of Information & Environmental Information Regulation Requests (Council Wide)	85%	83%	52%	85.94%		85%	G
Compliance remains below the target due to unplanned reduced resources, despite this the compliance has seen a 28% increase from Q2 to Q3. Measures have been put in place to continue to improve compliance.							
Compliance of Subject Access Requests (Council Wide)	N/A	83%	80%	92.13%		75%	G

Q3 Challenges Identified

1. The Transport Manager of CTS is leaving the Authority; this, along with the CTS restructure on hold (whilst the back office function is reviewed for restructure) introduces a risk for service delivery, strategic direction and management of fleet transport services.
2. In Quarter 1 Directorates were asked to carry out skills & requirements analysis for workforce planning; to date there has not been a full response from Directorates. To fully understand a directorate's needs and drive workforce planning forward this needs to be completed.
3. Loss of Subject Matter Experts within Business Areas (e.g. Property Management and Care First) is having an impact on ICT as Service Areas have lost their end to end expertise and are requesting business support from ICT on business as usual matters.
4. The withdrawal of the Improvement Grant from Welsh Government to the WLGA and Local Government Data Unit will mean that comparison of performance indicators from all Welsh Local Authorities will not be produced centrally which will leave an element of benchmarking not done. The Local Government Measure (Wales) 2009 requires the Council to publish comparative data in its Improvement Report.
5. Delivering a balanced budget for 2015/16 and achieving a sustainable budget strategy in the medium term remains the Council's most significant challenge. Savings proposals in respect of 2015/16 have been published and the consultation period runs until the 12th January.

Q3 Actions being taken

1. The Transport Operations Manager post has been will be recruited to as a matter of urgency. The back office function is being reviewed and options are being explored with HR to progress voluntary severances.
2. HRPS are using the VSA (value stream analysis) route to understand directorate's needs relating to workforce planning, prioritising Vulnerable Adults and Vulnerable Children.
3. ICT is working with Directorates to work with suppliers for support/solutions and succession planning to mitigate loss of knowledge and expertise. , Directors have been provided with a copy of the workforce planning dashboard, a version of which will be incorporated into the Delivery Plans
4. Review of the Council's Benchmarking Strategy to take account of the lack of available information. Discussions ongoing with WLGA and Local Government Data Unit regarding any interim arrangements Discussion between South Wales Local Authorities about how to share key data sets.
5. A period of intensive activity will be entered into at the close of consultation on the budget proposals. This will include the finalisation of the response of Cabinet to these proposals and the preparation of the February Budget Report.

Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Information Governance	Red	Red	A review of the Council's Information Governance arrangements took place in March 2014. Progress against the ICO recommendations undertaken and evaluated by ICO. Work to continue in delivering the agreed action plan. Internal Annual Review due end March 2015	Christine Salter
Performance Management	Red	Red	The independent review of Performance Management was reported to Challenge Forum in January. An action plan is in place to address issues identified.	Martin Hamilton
Organisation Development	Red	Red	The new Organisation Development structure is in place; a self assessment of progress against the WAO findings being developed together with assessment by Challenge Forum.	Martin Hamilton
Business Continuity	Red	Amber	Emergency Management is working with directorates to review Red & Amber Business Continuity risks & put in place Business Continuity Plans.	Martin Hamilton
Fraud	Red	Amber	Regular briefing notes; reports for Audit Committee; (Nov 2014 – emailed CEO and all Directors highlighting need for vigilance and marinating control environment through period of change and greater highlight of this in Senior Management Assurance Statements review) continual assessment of training needs (developing E-learning modules for risk management & Fraud); Fraud,	Christine Salter

Corporate Risk

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
	Red	Amber	Corruption & Bribery Policy updated; training programme for Senior Management; review of induction material.	
Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
The use of PROACTIS will not be fully adopted by directorates	Red	Amber	Deliver class room based training and support directorates with the use of technology through shadowing techniques and work instructions.	Steve Robinson
Lack of advertising to local/regional suppliers for low value opportunities	Red	Amber	Work closely with pilot groups from Sport, Leisure & Culture to identify standard templates which can be used to enable greater use of advertising.	Steve Robinson
Information Governance (Schools)	Red	Amber	Discussions regarding providing training to Head Teachers and School Governors underway with a view to setting up training events from April 2015	Christine Salter

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress
Non compliance with statutory cyclical maintenance inspections	Red	Amber	The framework contractor has been monitored and weekly contract meetings have been held. As a result of the monitoring, non compliance has been identified in certain areas. The necessary remedial actions and time scales have been agreed. The monitoring will continue until March 2015, where a full year report will be run to establish the years performance across all areas
Procurement Directives will be implemented in national legislation. Precedents will need to be developed. There is the risk of lack of stakeholder engagement and staff not following procedures.	Amber	Green	Directives will not be implemented in UK law until after December 2014. Training for the relevant staff in respect of the changes in the procurement rules (and to the procedures which will result from the changes in the rules) is programmed to be delivered alongside the Procurement team after the end of the financial year.

Directorate: Democratic Services

Director: Marie Rosenthal

Q3 20014/15

Number of Employees (FTE)	86
Sickness Absence YTD (Days Per FTE)	3.36
PPDR Compliance (half year review)	89%

Councillor: Daniel De'Ath

Budget	Projected Outturn	Variance	Variance (%)
£4.124m	£4.095m	(£29,000)	0.71%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£494,000	£446,000	£48,000	9.72%

Q3 Progress against Directorate Plan/Corporate Plan actions 2014/15 (47)

Green 55% (24)	Amber 32% (14)	Red 14% (6)
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Q3 Progress against Performance Indicators (8)

Green 63% (5)	Amber 25% (2)	Red 13% (1)
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Progress on Challenges Identified Q2 (previous quarter)

- Implement improved public engagement and more efficient decision making projects.** Prepared new Petition Scheme and Individual Cabinet Member Decision Making report and submitted to Constitution Committee, awaiting Council decision in January.
- Encourage committees to review their work plans for 2014/15 to focus on impact and outcomes.** All committee work plans in place for 2014/15.
- Achieve the WLGA Charter for Member development.** We will not pursue the WLGA Charter for Member development as this is being disbanded. However a Member Task Group has been set up to look at new competencies for Members and we will continue to work to the Charter Standards.
- Implement the Modern.Gov project.** Members briefed on the look and feel of the new Modern.Gov system to be launched in March. As of Q3, print spend has reduced by 50.06% (£15,877) compared to the same period in 2013/14. This efficiency has been achieved by investments in technology.
- Community Boundary Review proposals** - Finalising the Community Boundary proposals and a report will go to Council in January.
- Resources to address PRAP Committee recommendations following review of Communications Strategy.** The newly appointed Head of Communications & External Relations will review the Communications Strategy in the New Year.

Q3 Service Delivery

Budget Position
The directorate is currently reporting a projected saving of £29,000 an increase of £13,000 compared to the position reported at month six. The overall position reflects savings in Protocol Services, Bilingual Cardiff, Democratic Services and Electoral Services. These are partly offset by a projected overspend in Member Services. Scrutiny Services are reporting a balanced position with income shortfalls offset by a contribution from reserves. A total of £446,000 is currently anticipated to be achieved against the £494,000 savings targets set as part of the 2014/15 budget leaving a projected shortfall of £48,000 in the current financial year. This is due to one of the two scrutiny research income generating projects for Welsh Government not progressing.

Directorate Delivery Plan

- Capital Times** – new bi monthly on line publishing schedule implemented but we have experienced a fall in advertising income and are unlikely to achieve the annual target of £265,260. The new Head of Communications & External Relations will review the production and publication of published and digital communications in the New Year.
- School Visits and Open Days** – We have established youth engagement in local democracy via the Youth Council but due to a lack of resources we will not be developing a programme of school visits and open days to see council meetings in action this year.
- Increase Voter Registration** – Cardiff has experienced an 8.37% (22,101) reduction in the number of eligible electors registering since the introduction of individual registration. A similar fall in registration numbers is being experienced by all local authorities. Figures have been reported to the ONS and we have set up a task group with third party organisations.
- University Engagement Programme** – limited resources to take this forward.
- Restructures/Alternative Delivery Models** – Meetings held with Glamorgan Archives Office and Gwent Records Office regarding governance arrangements. Exploring funding options as increased rates causing financial issues.

Bilingual Cardiff is in discussions with the Vale of Glamorgan regarding an offer of translation and proofreading services. Review of Scrutiny function to commence in the New Year.

Management

1. **Health & Safety** – Management team have had a briefing on Stress Management. Monitored progress of the H&S action plan.
2. **PPDR** – 89% of staff have had their half year review.
3. **Sickness Absence** – based on the figures to date we are projecting an end of year result of 4.54 FTE days against the annual target of 6 FTE days.

Directorate: Democratic Services

Key Performance Indicator Data – Q3 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
Printing and Publishing of Council and Committee papers total expenditure	£43,517	£6,723	£12,155	£15,916		10% less £39,166	G
Number of Social Media Followers	26,866	27,982	31,659	34,377		10% increase 29,552	G
Advertising and other income generated	£180,855	£5,200	£46,000	£12,700		£265,260	R
An industry wide deterioration in print advertising and the reduction of publications (Capital Times) from 12 to 6 has led to a shortfall in income generation. The spend on the Communications budget has been suspended in a bid to make up the shortfall.							
Number of Public Questions at Council	11	1	5	2		10% increase 12	A
Modern.Gov content side will give better public information on how to ask Public Questions							
Number of Petitions at Council	50	15	10	10		10% increase 55	A
Petition Scheme report going to Constitution Committee early January.							
Percentage growth in take-up of volunteering opportunities (hours)	4,643	1,917	3,989	5,725		20% increase 5,571	G
Achieve target for conservation income generation	£10,000	£4,400	£5,943	£10,159		£10k	G
Maintain 95% achievement of targets for remote enquiries	95%	100%	98%	97%		95%	G

Q3 Challenges Identified

1. **Increase Voter Registration** - 8.37% (22,101) reduction in the numbers of eligible electors registering following introduction of IER reported to the ONS and set up a task group with third party organisations.
2. **Scrutiny Review** – Consultation undertaken with the Leader, Scrutiny Chairs, Monitoring Officer and Chief Officer Change and Improvement to review existing collaborative scrutiny arrangements options for effective improvement. The Improving Scrutiny project launched as part of the wider organisational development programme.
3. **Reduced Resources for Member Support** – agree and establish new model for Member support to meet a reduced budget and resources.
4. **Future Management of Corporate Communications** – Work with newly appointed Head of Communications & External Relations to review management model and the new Communications Strategy and focus on income generation.

Q3 Actions being taken

1. Task Group to review national trend and work with third party organisations to address the reduction in registered eligible electors.
2. Commissioned the Centre for Public Scrutiny to review the Scrutiny function. Review key findings and agree key priorities and way forward to be commended to Cabinet in May.
3. Launch Modern.Gov to enable increased levels of self service for the public.
4. Review the Communications Strategy to agree the most effective internal and external communication models including accelerated income generation and the future of the Capital Times by March.

Directorate: Democratic Services

Councillor: Daniel De'Ath

Director: Marie Rosenthal

Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
N/A				
Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Reduction in the numbers of eligible electors registering following introduction of IER reported	Red	Amber	Agree new communication and engagement strategy with universities to target students. Establish IER Project Group to address issue.	Marie Rosenthal

Update on Previous Quarters Emerging Risks			
Risk Description	Inherent Risk	Residual Risk	Progress
Failure to achieve potential service efficiencies and savings following the procurement of new technology due to staff vacancies.	Red	Amber	Appointed new Head of Corporate Communications and External Affairs. Appointed new Electoral Services Manager.
Insufficient advertising income to meet budget savings target	Red	Amber	Other ways of generating income are being explored including advertising partnership options.
Insufficient Scrutiny income to take forward projects	Amber	Green	Public Engagement Research Project not funded by Welsh Government, therefore not pursued.
Delay completing the Community Boundary Review	Red	Amber	Finalising the Community Boundary proposals and a report will go to Council in January. New timeline agreed with the Local Government Boundary Commission for Wales.

Directorate: Economic Development

Director: Neil Hanratty

Councillor: Phil Bale, Peter Bradbury, Graham Hinchey

Q3 20014/15

Number of Employees (FTE)	118
Sickness Absence (Days Per FTE)	3.39
% PPDR compliant 14-15	97%

Budget	Projected Outturn	Variance	Variance (%)
£521,000	£618,000	£97,000	15.7%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£1.509m	£1.316m	£193,000	12.79%

Q3 Progress against Directorate Plan / Corporate Plan actions 2014/15 (49)

Green 61% (30) Amber 39% (19)

Q3 Progress against Performance Indicators (11)

Green 91% (10) Amber 9% (1)

Progress on Challenges Identified Q2 (previous quarter)

Property Strategy – The Corporate Property Strategy presented to Cabinet in November.

City Centre Management – Funding secured internally to progress a BID. The Council will procure advisors to scope and take a proposed BID to ballot in the New Year. 4 sites identified as suitable for large format advertising. Awaiting planning decision on first site in February.

Central Square – The application for BBC HQ has now been submitted. Developer is progressing arrangements for delivery of building 2. The preferred development site for a transport hub is north of the station on the existing NCP car park. The Council has reached an in principle agreement with bus operators on the way forward.

Dumballs Road Regeneration Scheme – The scheme is now being delivered through a private sector approach. The Council will continue to facilitate and support delivery of the development.

Multi Purpose Arena – Work is on-going. A report will be presented to Cabinet in the spring outlining the preferred way forward.

Super Connected City Programme – DCMS has extended the Voucher Scheme fund to March 2016. Installation of bus WIFI has been delayed pending agreement of legal contract and will progress in Q4.

Q3 Service Delivery

Budget Position

The directorate is currently reporting a projected overspend of £97,000 a reduction of £10,000 compared to the position reported at month six. The overall position includes projected overspends in relation to the naming rights associated with the Doctor Who Experience, Property Services and the Film Unit. These are partly offset by savings in other areas including additional income arising from the bus shelter contract. A total of £1.316 million is currently anticipated to be achieved against the £1.509 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £193,000 in the current financial year.

Directorate Delivery Plan

ISV – Construction of the Ice Arena has commenced. The developer is redesigning and reviewing parts of the Phase 1 residential scheme to reflect market demand.

Tourism & Heritage Strategy – Draft strategy has been prepared and will be presented to scrutiny in January.

Cardiff Business Council – A partnership agreement has been secured with WG and Aviva to establish the City of Cardiff Marketing Suite at 3 Assembly Square. Private sector investment (cash and in-kind support) of circa £250,000 secured. Membership push will take place in Q4 once marketing suite is opened.

Coal Exchange – Work continues with potential private sector interests. Council to progress Conservation Management Plan in Q4.

Management

Health and Safety – No accidents or incidents reported in the quarter. No issues for concern raised by Trade Unions during H&S Committee meeting in Q3.

PPDRs – 97% of half yearly reviews completed.

Sickness Absence – The directorate is reporting at total of 3.39 FTE days lost in 2014/15 with a projected end of year outturn of 4.57 FTE days against a target of 6 FTE days.

Directorate: Economic Development

Key Performance Indicator Data – Q3 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Target 14/15	R.A.G.
Operational Indicators						
City Centre Footfall	41.5m	9.8m	10.3m	11.7m	40m	A
Currently experiencing a shortfall of 1.2 million against the Q3 target of 33.1 million.						
The percentage of Council workshops let	85.1%	92.8%	91.4%	92.1%	90%	G
Percentage time booked to non-chargeable activities for fee earners i.e., QA, holidays, sickness, other overheads. Target – less than 30%	30.50%	31.90%	30.44%	35%	30%	G
The quarter 3 result is 5% above the target but overall operational delivery has not been adversely affected						
Percentage of Schemes over £0.5m with lowest tender received within 10% variance (+/-) of estimate to tender returns	50%	0%	100%	100%	80%	G
Investment Portfolio Income (excluding SDH & MH)	£5.4m	£1.289m	£1.803m	£3.067m	£4.2 m	G
Outcome Indicators						
The number of businesses supported by the Council	239	90	122 (212 to date)	58 (270 to date)	50	G
Error in Excel formula meant figures reported in Q2 had double counted 60 companies. Q2 figures amended retrospectively.						
Number of new and safeguarded jobs in businesses supported financially by the Council	870		301	153 (454 to date)	500	G
Number of new and safeguarded jobs in businesses supported by the Council (financially or otherwise)	1,036		1,203	190 (1,393 to date)	1,000	G
The amount of 'Grade A' office space committed to in Cardiff (annual)	278,182 sqft				100,000 sqft	G
Contracts let and construction commenced at Central Square and Tyndall Street for 180,000 sqft. Application for BBC HQ now submitted to Planning.						
The percentage of new and safeguarded jobs which attract a salary of 10% above the average salary for Wales (using 2013 revised figures – published 19/11/2014)	33%		24.19%	26.06%	20%	G
The amount of grant aid and private sector finance attracted by companies assisted by the Council	£3,111,740		£165,354	£3,090,720 (to date)	£2 m	G
Significant increase is due to inclusion of Super Connected Peering Grant and companies supported by the Council that have gone on to secure financial assistance either from the Council or from other organisations.						
The total number of people employed in Cardiff (Jul 2013-Jun 2014. Compares to 229,600 from Jul 2012-Jun 2013)	211,700		241,200	238,000	+2,000	G

Q3 Challenges Identified

1. Prepare a proposal with partners for a bid for a Cardiff City Deal.
2. Manage the delivery of the Central Square development including proposals for the relocation of Cardiff bus station.
3. Finalise preparation of a business plan and strategy for the delivery of a Multi-purpose Arena.
4. Take forward the BID proposal.

5. Secure 100 members to Cardiff Business Council.

6. Roll-out the Corporate Property Strategy and in particular deliver a Corporate Asset Management Plan, Service Area Asset Plans, and begin work on new Neighbourhood Area Asset Plans.
7. Develop a policy for the future management of the Investment Portfolio.

8. Improve take-up of the Cardiff Super Connected Voucher Scheme.

Q3 Actions being taken

1. Undertake a series of workshops internally and externally to develop an initial proposal in Q4.
2. Progress the procurement of an architect for the delivery of the bus station scheme on the Marland House site. Undertake consultation with Members.
3. Prepare a detailed financial appraisal as the basis for a report to Cabinet in Spring.
4. Secure advisors and establish governance arrangements to support the BID ballot. Undertake initial background research on the scope of the BID.
5. Utilise the new City Marketing Suite to secure members to meet the target of 1000 members by the end of the Q4.
6. Establish the Corporate Asset Management Board and engage with service areas and Neighbourhood Partnership groups.

7. Finalise external advice and engage with Members to develop a policy to be presented to Cabinet in the Spring.
8. Implement a marketing strategy to raise the profile of the Voucher Scheme.

Directorate: Economic Development

Councillor: Phil Bale, Peter Bradbury & Graham Hinchey

Director: Neil Hanratty

Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Asset Management - Ensure effective operation of the Council's Asset Management Board to achieve effective strategic oversight and identified savings.	Red	Red/ Amber	<ul style="list-style-type: none"> • Cabinet formally approved a new Property Strategy in November 2014. • Corporate Asset Management Board and supporting Working Group now set up to raise property profile and introduce more structured, disciplined approach to management of property and the Office Accommodation Rationalisation Programme. • Established rolling programme of 'Fitness for Purpose' reviews of all council properties providing high level assessment of the current performance and value of buildings. 	Neil Hanratty
Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Transport Interchange - Bus operators do not agree options	Red/ Amber	Amber /Green	Council and transport operators have reached an in principle agreement on the way forward.	John Worrall
BID(Q4) - Restructuring of the City Centre Management team and delay with the implementation of BID.	Red/ Amber	Amber /Green	Agreed viable business model to take the BID process forward. Funding secured internally to progress a BID approach to City Centre Management.	Ken Poole
Cardiff Business Council (Q4) - Delay in generating income through the Cardiff Business Council.	Red/ Amber	Amber /Green	Secured partnership agreement with WG and Aviva to establish the City of Cardiff Marketing Suite at 3 Assembly Square.	Louise Prynne
Transport Interchange (Q4) - Agreeing proposals for the delivery of an integrated transport hub including the relocation of the bus station.	Red/ Amber	Amber /Green	Location agreed and secured. Develop detailed proposals in consultation with members and stakeholders.	John Worrall
Economic Vision (Q4) - Possible reputational damage caused by delay to the launch of a new economic vision for Cardiff.	Red/ Amber	Green	Convention held on 30th October as the basis for the development of a new vision.	Ken Poole
Advertising Strategy (Q4) - Local Member/Planning/Highways/Safety approvals not achieved leading to delay in generating income through the advertising strategy to offset savings	Red/ Amber	Green	Planning applications submitted. Income expected to be realised in the next financial year.	Ken Poole

Directorate: Education & Lifelong Learning

Director: Nick Batchelar

Councillor: Julia Magill

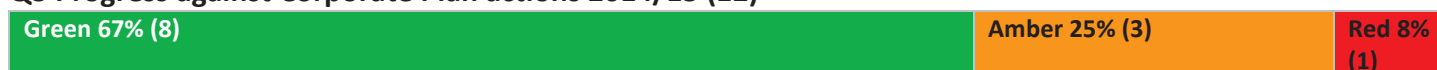
Q3 2014/15

Number of Employees (FTE)	975
Sickness Absence YTD (Days Per Person)	8.52
PPDR Compliance (Half Yearly Review)	85.50%

Budget	Projected Outturn	Variance	Variance (%)
£29.808m	£31.218m	+£1.410m	+4.73%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£6.512 m	£5.610m	£902,000	13.86%

Q3 Progress against Corporate Plan actions 2014/15 (12)



Q3 Progress against Performance Indicators (16)



Progress on Challenges Identified Q2 (previous quarter)

- The LA is working with the Consortium to mitigate the impact of the in-year grant reductions identified by Welsh Government (WG)
- The 21st Century School Plan has been realigned and will be submitted to the March meeting of the Cabinet for approval.
- The process for identifying and intervening in Schools Causing Concern has been rationalised to ensure that there is a consistency in the clarity of intelligence, data and required action by Consortium challenge advisers plus the operational arrangements effectively link Challenge Advisers who are employed by the Consortium with Cardiff LA colleagues so that there is integrated intelligence about the performance of Cardiff schools.

Q3 Service Delivery

Budget Position

After excluding the Schools Delegated Budget of £199m, the Department manages a net budget of £29.808m. At the end of Quarter 3 the budget was projected to be overspent by £1.410m a variance of 4.73%. This projected variance can be attributed to the following;

- A projected shortfall of £902,000 against the 2014/2015 savings target (£5.610m achieved against a target of £6.512m). The main areas of shortfall are in SEN Out of County Placements and staffing.
- A Welsh Government in year reduction to the Minority Ethnic Achievement Grant of £640,000 (savings against this have been found to reduce the impact to £495,000)
- The Welsh European Funding Office reduction in the NOVUS (Childcare project) grant of £115,000
- A positive projected outturn position for the School Cleaning DSU of £102,000

School Standards

- Data for summer 2014 now available shows a reduction in the difference in the performance of pupils eligible for free school meals and those not eligible at every key stage. At all key stages the differences in Cardiff are smaller than across the Central South Consortium overall, with a reduction of 3.1% in Level 2+ at age 16 to 33.1percentage points.
- Primary attendance figures for 2013/14 have been confirmed and show further improvement to 94.9% which ranks Cardiff 7th out all Welsh Local Authorities. In 2013/14, secondary attendance improved to 93.8%. This exceeded the target of 93.6% and is above the Wales average of 93.6%. This was an improvement of 0.9% on 2012-13 secondary attendance (92.9%). Cardiff's LA ranking remained at 10th which was the same position as last year compared with 18th in the previous year. Cardiff's performance is ahead of similar authorities e.g. Swansea ranked 16th and Newport ranked 21st. The implementation of Fixed Penalty Notices has commenced and the EWS has already issued a number of FPN's following referrals from schools.
- Internal data indicates that the proportion of young people not engaging in education, training or employment following transition at year 11 continues to fall from a figure of 4.9% in 2012/2013 to a provisional figure of 4.2% in 2013/2014.
- School Categorisation – WG published Primary Schools and Secondary School categorisation in February. In the primary sector, the proportion of Cardiff schools in 5 categories requiring least support (green and

yellow) is in line with both the Consortium and Wales figures with around a third of schools in these two support categories. Cardiff has a greater proportion in the green category which means that we should have a greater proportion of schools with the capacity to support other schools and have a significant part to play in the developing school to school work. However Cardiff also has a higher proportion of schools in the most intensive support category (red). These schools are visited regularly by the challenge adviser and the progress that these schools are making is evaluated on a half termly basis. Four of these schools received a letter of concern from the local authority in the Autumn term.

- In the secondary sector, the proportion of schools in the categories requiring least support (green and yellow), is significantly below both the Consortium and Wales figures with only a third of Cardiff schools in these two support categories. Cardiff also has only two schools in the green category. Cardiff also has a significantly higher proportion of secondary schools in the most intensive support category (red). Regular reviews of progress are held with these schools. Five of these schools received a warning notice from the local authority in the autumn term. In the previous system of banding for 13 – 14 no secondary schools were in band 1 (0%), 3 schools were in band 2 (16.7%), 7 schools were in band 3 (38.9%), 5 schools were in band 4 (27.8%) and 3 schools (16.7%) were in band 5.
- School Inspections - eight schools have been inspected and three reports published. From the reports that have been published, one school is good overall, one school requires LA monitoring and one requires ESTYN monitoring. Four schools have been revisited by ESTYN, two schools have been removed from ESTYN monitoring and one school from significant improvement. One school has been moved into significant improvement from ESTYN monitoring.
- The first secondary school reports of expected outcomes for Summer 2015 is currently showing a potential increase of plus 5% for the L2+ (5 GCSE's – A*-C including English, Welsh and Maths) compared to Summer 2014 figures of 53.9%

Management

Permanent appointments have been made to the posts of the Head of School Organisation and Planning and the Performance Manager and a temporary part time appointment has been made to the post of Senior Achievement Leader for School Standards. This will mean that all posts in the Senior Education Management Team have been appointed to following the restructure in 13/14.

School Organisation Planning

Proposals for the development of new and expanded provision, in both Welsh and English medium schools, were considered by Cabinet in January. Modifications to the Councils 21st Century Strategy are being developed through dialogue with Welsh Government to respond to demographic changes and to bring a stronger focus on raising educational standards. The revised strategy will be presented to Cabinet in March.

The Strategy will also need to be approved by WG and the intention is that this should be in place by April 2015.

Directorate: Education & Lifelong Learning

Key Performance Indicator Data - Q3 2014/15 Please note – reporting years are academic years

Performance Indicator	Summer 2013	Summer 2014	Summer 2015 Target	R.A.G.
Percentage of pupils achieving a standardised score of 85 or above at the end of KS2 (Year 6) in literacy and numeracy (Corporate Plan Outcome E&LL A) E – Reading English, W – Reading Welsh, N - Numeracy	E 88	E 84	E 92	A
	W 93	W89	W 90	
	N 84	N84	N 95	
Percentage point gap between FSM and non-FSM pupils achievement of CSI at KS2 (Corporate Plan Outcome E&LL C)	19.5	17.4	17.8	G
Percentage of pupils with progress of 2 levels or more across KS3 for English, Welsh first language, Mathematics and Science (Corporate Plan Outcome E&LL D) E – English, W Welsh (first language), M – Maths, S - Science	E 43.2	E 46	E 45	A
	W 43.5	W 47.6	W 45	
	M 51.6	M 56.6	M 50	
	S 46.0	S 53.8	S 45	
Percentage of pupils achieving Level 1 threshold at KS4 (Corporate Plan Outcome E&LL E)	91.74	93	94.5	R
Percentage of pupils achieving Level 2 threshold at KS4 (Corporate Plan Outcome E&LL E)	73.0	75	75.6	A
Percentage of pupils achieving Level 2+ threshold at KS4 (Corporate Plan Outcome E&LL F)	49.9	54	60	A
Percentage Y11 leavers not in education, employment or training (NEET)	4.5	4.2 provisional	2.5	A
Percentage point gap between FSM and non-FSM pupils achievement of Level 2 threshold including English/Welsh and Mathematics at KS4 (Corporate Plan Outcome E&LL G)	36.2	33.1	33	A
Percentage of pupil attendance in Primary Schools (Corporate Plan Outcome E&LL H)	94.0	94.9	95.0	G
Percentage of pupil attendance in Secondary Schools (Corporate Plan Outcome E&LL I)	92.9	93.8	94.10	G

Q3 Challenges Identified

- 2014/2015 revenue budget overspend increased from month 6 monitoring position
- In year adjustment to Education grants particularly £700k cut in MEAG.

Q3 Actions being taken

- All VS applications being assessed for early release in 2014/2015
- Working with Welsh Government to identify possible flexibility in other grants both within and outside Education.

Directorate: Education & Lifelong Learning

Corporate Risk

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
The Central South Consortium does not challenge Cardiff schools consistently to ensure that they improve	Red	Amber	<ul style="list-style-type: none"> Ensure the delivery of the Education Development Plan underpins the necessary systems and processes for both the Education Department and Central South Consortium. Ensure the agreed commissioning arrangements are delivered and make a positive impact on the performance of schools 	Angela Kent
SOP. Ambitious timescales for project delivery, within agreed capital allocations to support reorganisation, improvement and expansion of school provision to meet growing pupil population	Red	Amber	<ul style="list-style-type: none"> Established consistent monitoring and reporting of all risks to Schools Programme Board Refresh 21st Century School Plan completed and presented to Cabinet Feb 15. 	Janine Nightingale
Schools Delegated Budgets. Some Secondary Schools have significant deficits and failure to adhere to recovery plans will impact on the overall budgets for all schools	Red	Amber	<ul style="list-style-type: none"> Review the match of pupil numbers to school places as part of the 21Century plan refresh Protocol for responding to schools in deficit has been revised, including exercising statutory powers of intervention Finance Officers now link with Challenge Advisers to discuss schools Each school in deficit now has a monitoring officer (additional to the LFM) to provide independent challenge 	Neil Hardee

Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Weaknesses in mathematics in a number of secondary schools	Red	Red	Active recruitment for staffing vacancies. Training for non- specialists in maths teaching. Targeted interventions for identified pupils. Easter revision programmes.	Angela Kent

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress
Welsh Government have identified an in-year reductions to a number of specific education grants.	Red	Amber	LA working with Central South Education Consortium to identify implications for LA and schools

Directorate: Environment

Director: Jane Forshaw

Councillor: Bob Derbyshire

Q3 2014/15

Number of Employees (FTE)	576
Sickness Absence YTD (Days Per Person)	16.00
PPDR Compliance (Half year review)	87%

Budget	Projected Outturn	Variance	Variance (%)
£26.978m	£27.328m	+£350,000	1.29%

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£3.300m	£2.936m	£364,000	11.04%

Q3 Progress against Directorate Plan/Corporate Plan actions 2014/15 (Total 7)

Green 57% (4)

Amber 43% (3)

Q3 Progress against Performance Indicators (Total 36)

Green 28% (10)

Amber 8% (3)

Red 11% (4)

25% 9 are annual and 28% 10 have no results as yet.

Progress on Challenges Identified Q3 (previous quarter)

1. WG has written to the Council indicating potential fines of c.£800k in relation to recycling performance in 2013-14 - a letter providing evidence and mitigation has been sent to the Minister, and work is ongoing to manage this risk.
2. The implementation of the 36hr week, driver shortages and vehicle issues is placing pressure on operations, resulting in a significant increase in missed collections – this has now been resolved with the one hour being taken across the week rather than on a Wednesday, new vehicles have arrived.
3. Decline in results from LEAMs (Street Cleanliness Surveys) – performance improved from 83% in Q2 to 85% in Q3, target 90%.
4. Extensive change programmes including Alternative Delivery Models, Energy Programme delivery Scheme, are placing pressure on corporate resources required to support scale and pace of change - the Director is working closely with Finance, legal & procurement to ensure that projects are progressed appropriately.

Q3 Service Delivery

Budget Position

The overall position indicates a projected overspend of £350,000 a reduction of £644,000 compared to the position reported at month six. The improvement reflects a number of changes, the most significant of which is a reduction in the cost of Viridor processing reflecting reduced tonnages as a result of diversion activities and the extended life of the Lamby Way site also accommodating additional income for inert materials. Additional cost reductions and savings have also been identified in relation to the Material Recycling Facility (MRF) and Household Waste Collection. These are partly offset by increased costs in other areas including Landfill Operations, Post Sort and processing of other HWRC recycling.

The overall position reflects the allocation of the £350,000 contingency budget to meet shortfalls in income at the MRF and a further £242,000 to reflect the ongoing pressures arising from the reductions in Sustainable Waste Management (SWM) Grant which has been reduced by circa £500,000 since 2012/13. These allocations were approved by Cabinet as part of the consideration of the month four report on 18th September. A total of £2.936 million is currently anticipated to be achieved against the £3.300 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £364,000 in the current financial year. A number of initiatives have already been taken to mitigate this and the other pressures within the directorate.

Directorate Delivery Plan Core Objectives

ENV01 - Deliver a new Energy Prospectus (amber status) - Route to market advice work funded by Welsh Government but with a request that wider work on a similar prospectus for all Wales be produced. This is welcomed but has caused some delay in delivery. Initial "Market Testing" discussions, however, have been scheduled for early 2015. Environmental Scrutiny also received a report on the prospectus.

ENV02 - Deliver new Waste Strategy (green status) – Cabinet report was approved last quarter and now detailed modelling is underway on the preferred collection options

ENV03 – Deliver a national collective energy switch (green status) – Switch 3 dates arranged: registration opens 2nd January 2015 and offers and switching between 2nd – 16th March 2015

ENV04 - Deliver a more attractive environment for the city (amber status) – Workforce teams have attended workshops and a proposal of roles and structures can now be developed for staff and union consultation. Some 'quick wins' have also been identified through the project, such as using Parks vehicles to deal with large-scale fly-tipping rather than hiring in specialist equipment, issues associated with scale of change with project timeframe

ENV05 – Deliver phase 1 of the Radyr Weir project (amber status) Access road required for the scheme is owned by

Welsh Government and a decision has been made by Welsh Government to negotiate to sell the land as opposed to gift the land for the development. This has been queried with Welsh Government who will release the original report at end of Q3

ENV06 – Housing Retrofit (green status) – Good progress made across funding & wall insulation, minor issues with loft and cavity insulation in procuring contractor, boiler upgrades progressing well.

ENV07 - Redesign the street cleaning team to match user needs (green status) – Good progress made with night shift working arrangements, shop front overtime rounds are currently being reviewed to identify more efficient ways of working, management of leaf-fall has gone well on the whole.

C3 - Exploring alternative delivery models to drive down cost, increase productivity and improve service delivery (red status) - Resources requested for undertaking the Outline Business Case (to be done in Quarter 4) have not been provided.

Regulatory collaboration – A report was submitted to Cabinet on 9th October 2014 and consequently progressed to full Council on 23rd October 2014. A decision was made to provide Regulatory Services through a collaborative partnership with Bridgend the Vale of Glamorgan Councils.

Achievements

- Significantly improved financial position compared to start of year
- Fly tipping removal times and statistics are improving
- Complaints down, missed collections down
- Positive Regulatory outcomes from out of hours noise nuisance review at CASCC and customer satisfaction results
- Shallow Geothermal research bid successful (£130k), Portable Renewables bid successful (£1m), Heritage Retrofit pilots about to start

Management

PP&DRs – Half year reviews have not met target of 90% and are at 87%, it is anticipated that this outcome will increase as technical problems are being encountered with operational staff recorded within DigiGov.

Sickness Absence – Year end forecast at Q3 is 16.00 FTE days lost per person against target of 18.2. FTE days lost have reduced from 18.1 in April to 11.85 at end of Q3.

Health & Safety – Accident reporting shows some improvements compared to Q1, 2 & 3 last year with days lost reducing from 280 to 134. 171 accidents have been recorded up to November (December's stats awaited) of which 107 were near miss incidents (no injury related), close monitoring continues. Risk assessments are continuing to be reviewed with low expiry rates 18 of 279 requiring review, officers have been reminded of this position.

Key Performance Indicator Data – Q3 2014/15

Performance Indicator	Result 13/14	Q1	Q2	Q3	Q4	Target 2014/15	R A G
PPN/001 (i) - The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for Trading Standards	99%	32%	36.2%	51%		50%	G
PPN/001 (ii) - The percentage of high risk businesses that were liable to a programmed inspection that were inspected, for Food Hygiene	86%	14%	23%	36%		50%	R
Target not met for Q3, however resources now allocated and likely to achieve 70% by year end							
PPN/007 (i) - The percentage of significant breaches that were rectified by intervention during the year for: Trading Standards	93.7%	19%	68.2%	87.5%		90%	A
Result just under target and incrementally improving throughout year							
PPN/009 - The percentage of food establishments which are 'broadly compliant' with food hygiene standards	87%	88.8%	90.20 %	92.50 %		88.22%	G
STS/005 (b) - The percentage of highways and relevant land inspected of a high or acceptable standard of cleanliness	93.7%	No survey	83.3%	85.33 %		90%	R
Target not met but incremental improvement on Q2							
STS/006 - The percentage of reported fly tipping incidents cleared within 5 working days	92.6%	80.9%	63%	87.8%		90%	A
The performance continues to improve following the amendment of processes, so we should see the full effects of this in Q4.							
WMT/009 (b) - The percentage of municipal waste collected by local authorities and prepared for reuse	49.6%	51.85	49.47	TBC		52%	A

and/or recycled, including source segregated bio wastes that are composted or treated biologically in another way		%	%				
Tonnages are being closely monitored, additional processing steps are being sought for Q4 and the new sweepings contract will be awarded and processed in Q4.							
Outcome measure ENV B - Increase the kw of local energy generation in Cardiff (data relates to Council Estate) * Target is composed of: Residential solar scheme at Trowbridge (approx. 250kW – delivery between Oct 14 and March 15); Lamby Way Solar Roofs (approx. 220kW, in Q3) and Lamby Way Solar Farm (up to 7MW in Q4)	118.905kw No specific target last year but this reflects what was achieved	0	0	0		7.47mW	R
The Cabinet decision to proceed with the Lamby Way Solar Farm as a third party land lease means that the timetable for delivery now rests with the preferred operator. This has the potential to delay implementation as they apply for planning consents and other permissions etc. A Government policy change has also imposed an upper limit of 5MW on all new solar farms.							
Outcome measure ENV C - Reduce CO2 emissions in households subject to Works (cumulative)	New	397.02 tonnes (253 properties)	946.98 tonnes (698 properties)	1,505.68 tonnes (1,116 properties)		1,270 tonnes 890 properties	G
Outcome measure ENV D - energy costs saved for Cardiff households benefitting from Council led activities (cumulative)	New	£70,067 (253 properties)	£193,304 (698 properties)	£314,736.50 (1,116 properties)		£246,000 890 properties	G
Outcome measure ENV F - 1250 surveys for Energy Performance Certificates Undertaken (cumulative)	New	361	557	707		1250 EPC's	A
The team processes certificates once works conducted through other service areas are completed or when a property becomes vacant. There are also issues around gaining occupier permission to access properties to conduct surveys. Working with the Tenancy Management team to make better use of tenancy agreements to require access.							

Q3 Challenges Identified

- Meeting the 52% recycling target, but plans in place.
- CTS charges
- Maintaining targets and expected service delivery through staff reductions and budget cuts, for example; since April the Directorates workforce has reduced by 71, Cleansing budget reduced by £533K and no opportunity to backfill vacancies through agency staff

Q3 Actions being taken

- Tonnages are being closely monitoring. Additional processing steps are being sought for Q4 and the new sweepings contract will be awarded and processed in Q4
- The CTS charges continue to create a significant financial pressure for the directorate. Considerable work is ongoing to reduce fleet costs by reducing the number of vehicles, improving maintenance and driver behaviour. However, there is agreement that there is insufficient budget in the base to cover fleet costs, wherever that budget sits. Accordingly a pressure bid has been submitted by Environment Directorate to address the ongoing discrepancies and rebase the budget for 2015/16, alongside the operation of a meaningful fleet management information system and accountancy system.
- Consideration of reviewing local targets, however statutory targets apply for a number of front-line operations. Alternative delivery modelling to deliver services more lean and effective.

- Plasnewydd Additional Licensing Scheme
- RENTSMART
- Collaboration drift
- Difficulties with procurement in relation to energy projects
- Cyd Cymru
- Radyr Weir
- The Plasnewydd scheme has been declared and we have undertaken a recruitment exercise to ensure resources are in place to deliver the scheme and the team is equipped to take forward the re-designation of the Cathays Licensing Scheme when it finishes in 2015 should a decision be taken to do so.
- A Cabinet report is being taken to identify the resources required should Cardiff be designated to act as the Licensing Authority for all Welsh Local Authorities in respect of the new legislation introduced by the Housing Act for mandatory licensing of landlords.
The project team under the direction of the senior management board are now preparing:
 - A joint working agreement (JWA) setting out the particulars for operating the collaborative service
 - A three year business plan and a core service document to support the JWA illustrating the scope and milestones for the service
 - To appoint an officer to lead the new service.
 Once the joint working Agreement is concluded, the joint committee of elected members can begin to oversee the development of the new service.
- Continue to work positively with procurement and legal to streamline processes and anticipate complexities at project planning stage. Positive outcomes in Q3 with all major renewable energy projects now in active procurement, though risks around reaching an agreed contractual position against timescales still exist.
- Good progress generating interest across Welsh Local Authorities to boost uptake. Arrangements for the next switch in place, but we are monitoring the potential impacts of proposed WG cuts to funding
- Working proactively to try to generate a good market response to the procurement exercise through open dialogue with bidders and examination of critical deadlines.

Q3 Risk Update

Corporate Risks				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Waste Management - Failure to achieve targets for Landfill allowance, specifically for Biodegradable Municipal Waste and WG statutory Recycling Targets. Ineffective delivery of recycling targets and residual waste treatment.	Red	Red	Q3 Update: Sweepings contract has been awarded so will show increases in Q4. Alternative secondary recycling is also being sought for Q4. BMW risks are greatly reduced now Project Gywrdd is coming on line.	Jane Forshaw
Climate Change and energy security - Un-preparedness to the effects of climate change due to lack of future proofing for key (social and civil) infrastructure and business development, and inability to secure consistent energy supply due to rising energy costs and insecurity of energy supply.	Red	Red	Q3 Update: Performance Indicator in force for all Directorates. Training delivered for Directorates and further support offered and available upon request.	Jane Forshaw

<p>Food Safety Management - Ineffective food safety management systems including procurement leading to unsafe food at Cardiff Council food business outlets, events & venues.</p>	Red	Red / Amber	<p>Q3 Update: Corporate working Group meeting held during the quarter and on-line training testing completed by Leisure Services.</p>	Jane Forshaw
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Update on Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<p>Energy income and savings: the team works across the Council's estate to meet performance and savings targets, but issues have emerged in reclaiming these from budgets that are protected (e.g. Schools, Harbour Authority etc.) This may result in an apparent underachievement in the team's budget, despite savings/income having been secured.</p>	Red	Green	<p>Q3 Update: Confirm a mechanism for accounting for savings and income consistently across all budgets. The transfer of the savings budget to FM has resolved the accountancy issue, through the Energy team are still working to generate savings and efficiencies.</p>	Jane Forshaw / Gareth Harcombe
<p>Procurement processes: complexity of energy schemes has made procurement and legal processes difficult to deliver within anticipated timescales.</p>	Amber / Green	Green	<p>Q3 Update: Continue to work positively with procurement and legal to streamline processes and anticipate complexities at project planning stage. Positive outcomes in Q3 with all major renewable energy projects now in active procurement.</p>	Gareth Harcombe
<p>New Waste Strategy - external WG provided support failing to deliver of required timelines. Legislation guidance is still emerging.</p>	Red	Red / Amber	<p>Q3 Update: The statutory guidance was received 22nd December and is now being reviewed. Programme governance will be established in Q4 for a jointly supported project between Cardiff Council and Welsh Government. The programme will focus on working towards the new guidance and WG preferred recycling collection methods.</p>	Jane Cherrington
<p>Deliver a more attractive environment for the city - lack of expertise to progress leaning process</p>	Amber	Amber	<p>Q3 Update: Workforce teams have attended workshops and a proposal of roles and structures can now be developed for staff and union consultation. Some 'quick wins' have also been identified through the project, such as using Parks vehicles to deal with large-scale fly-tipping rather than hiring in specialist equipment, issues associated with scale of change with project timeframe</p>	Tara King
<p>Realignment of collection services in line with directorate savings proposals for 2014/15 - Other waste streams are not operating as efficiently as required, partly due to vehicle issues and partly due to the need to rebalance rounds.</p>	Amber	Amber	<p>Q3 Update: Rebalancing has taken place, and further work is ongoing to ensure completion of collections as scheduled. There has been an improvement in this regard since the last quarter.</p>	Claire Cutforth
<p>Potential conflict between process to identify and implement an ADM versus</p>	Red	Red	<p>Q3 Update: Issues set out in September Cabinet Report approved by</p>	David Lowe

the need for the ADM to deliver savings in 15/16			Cabinet on 20 November. Timescale to implement savings to be part of evaluation criteria being developed consider the need to achieve savings in the short term versus the need to maintain control / transfer risk to achieve savings in option review. Proposals in relation to the Neighbourhood Services ADM work have been identified for 15/16. Savings proposals submitted for the 'larger' ADM project identifies savings for 16/17 and 17/18.	
Failure to achieve budget mitigation	Red	Red / Amber	Q3 Update: Forecast at Month 09 (Q3) is a budget deficit of £350,000, a significant improvement of £644,000 compared to the position reported at Q2 (month 6).	Jane Forshaw
Health & Safety in relation to high risk incidents and days lost through injury	Red	Red / Amber	Q3 Update: Accident reporting shows some improvements compared to Q1, 2 & 3 last year with days lost reducing from 280 to 134. 171 accidents have been recorded up to November (December's stats awaited) of which 107 were near miss incidents (no injury related), close monitoring continues	Jane Forshaw

Directorate: Health & Social Care

Director: Siân Walker

Councillor: Susan Elsmore

Q3 2014/15

Number of Employees (FTE)	639
Sickness Absence YTD (Days Per Person)	12.48
PPDR Compliance (half year review)	79.5%

Budget	Projected	Variance	Variance (%)
£95.308m	£100.903	+£5.595m	+5.87%

Target Savings 14/15	Projected Savings	Projected Shortfall	Variance (%)
£6.213m	£3.483m	£2.730m	43.95%

Q3 Progress against Directorate Plan/Corporate Plan actions 2014/15 (10)

Green 80% (8)

Red 20% (2)

Q3 Progress against Performance Indicators (8)

Green 25% (2)

Amber 37.5% (3)

Red 37.5% (3)

Progress on Challenges Identified Q2 (previous quarter)

Budget

Budget situation is critical as H&SC continues to face extreme budget pressures because of demand. Actions currently being taken to achieve savings and reduce expenditure include weekly monitoring by H&SC SMT and to improve ability to achieve planned savings and weekly 'Tracking' of service area budgets within the Directorate. OM oversight and approvals for care package and care home expenditure is now the norm and critical interventions in partnership with Health colleagues to ensure complete oversight where health actions may result in the increase in social care expenditure e.g. at discharge from hospital and where the UHB have purchased social care beds for discharge.

Improve take up of Direct Payments (DPs)

A practitioner workshop on Direct Payments was held in October to inform a new specification currently being developed with DP support provider. During Q3 DP's overall have increased from 524 in Q2 to 550 in Q3. For all Social Care Assessments since mid-November 2014 the directorate now tracks and reports on DP's offered for all customers. Since mid-November 572 assessments have been completed. Of those:

- 265 people (46.33%) were eligible for a Direct Payment (DP) and were offered a DP and they declined
- 138 people (24.13%) were not eligible for DP because other services arranged e.g. care home placements, respite and meals on wheels
- 50 people (8.74%) were eligible for a DP, offered a DP and have not received one yet – this is being investigated further
- 54 people (9.44%) were eligible for a DP offered a DP and received a DP.
- 65 people (11.36%) were eligible for a DP and not offered one – this figure is currently being investigated with individual staff members and in future quarterly explanations for this will be reported for the previous quarter

Improve the number of Carer Assessment offers and completed Carer Assessments - The current number of Carer Assessments being offered and completed is increasing month on month though still needs significant improvement. The number of completed assessments has improved in Q3 to 161. The total for the year to date is 369 and the percentage of carers known to social services who were offered an assessment or review of their needs is 51.11%. In October 2014 a Carer Assessment project was established, led by Senior & team Managers. The Project aims were:

- To establish staff perceptions or views on why there is a low offer and low completion of Carer Assessments
- To establish the problems faced by the Performance Management Team when running reports
- To Identify areas in the CareFirst recording process that can be streamlined e.g. there are currently 8 places on the database where carer Assessment offer and completion can be recorded

The final outcome of the project showed a number of actions including minimising and reducing the forms on the database with mandatory requirement to complete fields in relation to Carer Assessment before completion of assessment together with process simplification. This can only be completed when the database is improved and the supplier has now been commissioned to deliver the improvements for completion in April 2015.

Reviews

The number of completed reviews during the Q3 was 1,551 (including 210 Community Resource Team reviews). The result for indicator SCAL24 (%age of reviews that were due within the quarter that were reviewed or reassessed

within the quarter) remains static in comparison with Q2 (Q2 result 68.5%, Q3 result 68.47%). The reason for this is because the directorate is currently targeting reviews at high cost care packages as opposed to scheduled reviews. Outstanding reviews are being prioritised over the next few months.

Delayed Transfers of Care

The situation resulting from winter pressures at UHW remains critical. H&SC is working with the UHB on admission avoidance and facilitating quicker discharge through the Intermediate Care Fund project. Final result for DToC (social care reasons) for December is not yet published and is due at the end of January, though for October the total was 18 and for November the total was 21. The increase by 3 delays in November was caused by early start to winter pressures.

Sickness

H&SC target for 14/15 13.10 FTE is days lost. Q3 cumulative result is 12.48 days. Recent actions taken

- Directorate has reviewed all staff on long term sickness
- Team Managers have been asked to improve the quality of information for Occupational Health referrals, so the assessment and outcome can be more useful
- All managers have been instructed to regularly interrogate digiGOV reports on sickness

Recent Trends in H&SC have shown that the staff counselling service is now utilised in a more proactive rather than reactive way. There has been a massive improvement in Return to Work interviews conducted and other stage interviews in the process. There has been a reduction in types of sickness referred to as "Other" so more specific information is gleaned from employees

Q3 Service Delivery

Budget Position

An overspend of £5.595 million is currently projected in relation to Health and Social Care, an increase of £645,000 compared to the position reported at month six. The increase reflects revised assumptions regarding the level of budget savings that the directorate will be able to achieve in the remainder of the financial year. Apart from this the underlying financial position has remained relatively stable with no significant growth evident in recent months. The new dynamic purchasing system for domiciliary care was implemented in November, however it is too early to assess the impact and this will be closely monitored over the remaining months of the financial year. The latest position in respect of the budget savings indicates that a total of £3.483 million is currently anticipated to be achieved against the £6.213 million savings target set as part of the 2014/15 budget, leaving a projected shortfall of £2.730 million in the current financial year.

The overall position reflects a combination of increased demographic pressures and subsequent demand for services, cost increases and the projected shortfall of £2.730 million against the budget savings referred to above. The overspend is despite a budget realignment of £5.1 million which was allocated as part of the 2014/15 budget process in order to meet known pressures at that time together with a further £1.3 million in order to meet new demographic pressures in 2014/15. The projected overspend includes £5.2 million on externally commissioned services with significant overspends projected in relation to services for older people, people with learning disabilities and Mental Health Services. An overspend of £1.009 million is also projected in relation to direct services, mainly due to a projected shortfall against the budget savings targets including the reconfiguration of the Hafod contract. These are partly offset by savings in other areas within the directorate.

Directorate Delivery Plan

Service Commissioning:

- A new Domiciliary Care model of procurement, for all service user groups, commenced in November 2014 with the introduction of the new Dynamic Purchasing System (DPS) and accredited provider list. The objective is to drive up quality as well as controlling costs.
- Older Peoples Commissioning Strategy was taken to CASSC in November 2014.
- Learning Disabilities Day Opportunity Strategy was taken to CASSC in December 2014.
- In October 2014 a 3rd Sector partnership contract was awarded to Age Connects for a 12 month pilot project. The results of the pilot will inform future commissioning plans.
- Closer to Home – 3 supported housing schemes have been identified across Cardiff and a compatibility mapping exercise completed for service users who will share tenancies. We anticipate that all properties will be refurbished by April 2015. Each property will accommodate 4 service users.

Safeguarding of vulnerable adults:

- New central Safeguarding unit established in November. Team currently looking at a joined up approach to

processes and procedures this will involve refining and streamlining current practices.

Transitions from Children’s Services to H&SC:

- Joint post released. Recommendations now implemented.
-

Management

Health & Safety

Monitoring of 14/15 H&SC Health & safety action plans - ongoing. Health & Safety Action Plan ‘position statement’ was agreed by SMT and submitted to H&S Advisory Forum on 10.12.14.

Directorate: Health & Social Care

Key Performance Indicator Data – Q3 2014-15

Performance Indicator	13-14 Result	Q1 Position	Q2 Position	Q3 Position	Target	R.A.G.
The rate of delayed transfers of care for social care reasons per 1,000 population aged 75 or over (<i>Cumulative result</i>)	8.56	1.25	3.40	5.07	6.52	A
<p><i>The result for Q3 contains October & November figures only – December figures are not available until late January. The final result for Q2 is 3.40 (in Q2 Delivery Report result was 2.54)</i></p> <p>For management actions please see sections: Progress on Challenges Identified Q2 (previous quarter) & Q3 Actions being taken. Unprecedented demands at UHW has meant that we have not achieved our target in Q3</p>						
% of adults aged 18-64 supported with home care services during the quarter out of the total of adults aged 18-64 with home care or care home packages	85.29	84.81	84.89	84.82	85	A
<p>Of 1449 service users, 1229 were supported in the community during the quarter aged 18-64</p> <p>Target missed by 0.18%</p>						
% of adults aged 65 or over who are supported with home care services out of the total with home care or care home packages	71.59	71.50	72.26	71.55	72	A
<p>Of 3286 service users, 2351 were supported in the community during the quarter aged 65+</p> <p>Target missed by 0.45%</p>						
The average number of working days between initial enquiry and completion of the care plan, including specialist assessments	31	26	26	24.5	28	G
% of reviews due within the quarter that were reviewed or reassessed within the quarter	82.09	74.55	68.50	68.47	85	R
<p>Total number of reviews completed during Q3 was 1551.</p> <p>Please see section: Progress on Challenges Identified Q2 (previous quarter)</p> <p>We are targeting high cost package for review, as opposed to scheduled reviews and this has meant that we have not achieved our target in Q3</p>						
% of Carers of adults who had an assessment or review of their needs in their own right during the year (<i>Cumulative result</i>)	32.90	22.72	23.3	24.4	58	R
<p>For management actions please see sections: Progress on Challenges Identified Q2 (previous quarter) & Q3 Actions being taken</p> <p>A confusing and over complicated process around carer assessment has meant that we have not achieved our target in Q3. This is being remedied by April 2015</p>						
Total number of Adults using Direct Payments at end of the quarter	501	513	524	550	800	R
<p>For management actions please see sections: Progress on Challenges Identified Q2 (previous quarter) & Q3 Actions being taken</p> <p>Although we are improving quarter on quarter, the target set for 14/15 is proving difficult to achieve.</p>						
% of people helped back to independence without ongoing care services, through short term intervention	66.91	76.30	83.24	74.17	65	G
<p><i>The result for Q3 contains October & November figures only – December figures are not available until late January. The final result for Q2 is 83.24 (in Q2 Delivery Report result was 87.12)</i></p>						

Q3 Challenges Identified

- Extreme budget and demand pressures
- Improved performance on DPs against target
- Improve Carer Assessments completed/ offers
- Improve Delayed Transfers of Care (DToC)
- Improve staff sickness performance

Q3 Actions being taken

- Regular monitoring and proactive work by H&SC SMT
- Direct Payments practitioner workshop in October 14
- Carer Assessment project completed in December 14
- Intermediate Care Fund project delivering
- Robust Reviewed of sickness within the directorate and no actions outstanding

Directorate: Health & Social Care – Q3 Risk Update

Councillor: Susan Elsmore Director: Siân Walker

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Health & Social Care The Social Services Wellbeing (Wales) Act Implementation of the Act (Received Royal Ascent in May 14) places new duties and responsibilities upon already pressured services	Red	Red	As per quarter 2: <ul style="list-style-type: none"> • Senior Managers are engaged in national activity to influence the development of regulatory requirements with a view to promoting proportionality of expectations 	Tony Young & Siân Walker
Health & Social Care Changing Demographics and increasing expectations of vulnerable people put more pressure on services, increasing the risk of budget overspend	Red	Red	<ul style="list-style-type: none"> • We continue to proactively engage with Health in relation to performance on DToC. • Plans are in place to develop a whole systems review of disabled children's and adults - to ensure more effective transitions from Children to Adult social care and which can deliver efficiency gains in future years. • We continue in progressing plans to review our social care records database, to produce more effective information and to analyse demand and capacity. 	Siân Walker
Health and Social Care Failure to safeguard vulnerable people	Red	Red	The Cardiff and Vale of Glamorgan Local Safeguarding Adult Boards has been constituted to for Council-wide safeguarding responsibility.	Tony Young & Siân Walker

Emerging Risks Identified this Quarter

Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
<p>Emerging H&SC risk identified this quarter:</p> <p>Failure to correctly align resources with demand and priorities: Sleep in Judgement – Whittlestone and Esparon Employment Tribunal Cases</p> <p>The Sleep In Judgement will have a financial implication across H&SC Directorate, where a Care Worker is required to spend overnight because of the potential need for care. They will now need to be paid the full number of hours as working time (even if no care is given), whereas previously they would be paid as on-call and for any time actually giving care. As well as cost implications, this Judgement may put people in breach of working-time Regulations (as different times of day attract different pay scales)</p>	Red	Red	<ul style="list-style-type: none"> Scoping exercise proposed – this is due to be completed by Contracts Team – as Judgement impacts on a number of different providers across both adult and children's services. 	<p>Siân Walker/ Amanda Phillips</p>

Directorate: Sport, Leisure & Culture

Director: Chris Hespe

Councillor: Peter Bradbury, Sue Lent & Bob Derbyshire

Q3 2014/15

Number of Employees (FTE)	655
Sickness Absence YTD (Days Per Person)	13.95
PPDR Compliance (Half Year Review)	81%

Budget	Projected Outturn	Variance	Variance (%)
£14.958m	£15.670m	+£712,000	+4.75%
Target Saving 14/15	Projected Savings	Variance	Variance (%)
£5.289m	£4.132m	£1.157m	21.88%

Q3 Progress against Directorate Plan/Corporate Plan actions 2014/15 (23)

Green 82.6% (19)

Amber (4) 17.4%

Q3 Progress against Performance Indicators (42)

Green 55% (23)

Amber 40% (17)

Red
5%
(2)

Progress on Challenges Identified Qtr 2 14/15

- Meeting Leisure Centre income generation targets; increased unachieved savings resulting from scheduled closure of Eastern Leisure Centre which will now be end of February subject to Cabinet approval of redevelopment contract.
- Continued focus is required to meet Children's Play savings in 14/15; improved position from previous quarter.
- Achieving £300k saving on new management operator for arts venues in current financial year remains an issue, alongside other ambitious savings targets.
- Parks maintenance resulting from financial cutbacks and weather conditions remains particularly in key parks; strategic framework in progress for management and development of Cardiff's parks and green spaces
- Capacity of third sector to engage in potential alternative delivery solutions; good progress made with external organisations for partnerships regarding Council services and facilities. However the speed in which new operating models have to be achieved to make required savings can be a problem for the third sector.

Q3 Service Delivery

Budget Position

The directorate is currently reporting a projected overspend of £712,000, an increase of £117,000 compared to the position reported at month six. The increase is mainly due to revised assumptions in relation to the level of savings that will be achieved from the temporary closure of Eastern Leisure Centre. The Centre was originally scheduled to close for refurbishment in the autumn however the current position suggests a closure date at the end of February. This has been partly offset by savings in other areas including Parks & Sport and Play Services. Overall, the projected overspend is mainly due to an anticipated shortfall of £1.157 million against the £5.289 million budget savings targets for 2014/15. In addition further savings of £1.2 million have also had to be managed in relation to the Harbour Authority. A range of additional service pressures have also been identified although these are offset by savings elsewhere within the directorate. A number of initiatives and actions have already been taken to reduce the overspend and further options will be considered where possible, however the directorate is largely dependent upon income generation, which can fluctuate according to market conditions

Directorate Delivery Plan

- Tender for Eastern Leisure Centre development received and will be considered by Cabinet in January for award of contract.
- Bereavement and Registration Strategy pending Cabinet approval.
- New High Ropes facility at CIWW opened in October.
- Insole Court closed and refurbishment contract in progress.
- Twenty six placements filled within Directorate programme for apprenticeships, trainee schemes, work experience and volunteers in partnership with stakeholder organisations.
- Leisure Centres and Arts Venues procurement process prepared and competitive dialogue stage is pending. Enhanced in house position being developed.
- Parks service was recognised by APSE as being one of the top six most improved services in the UK.
- Cardiff Castle performance is exceptional this quarter and is projecting a year end trading surplus in the region of £700k.
- Workshop held to scope the establishment of a Cardiff Children's Play Association.

- Options appraisal completed for Flatholm with a view to Cabinet consideration of new operating model.
- Commenced reviews on tree management and landscape design and PIN issued to market on plant nursery.
- Completed the year as European Capital of Sport 2014.
- Organised largest ever Cardiff Contemporary Festival, involving commissioning proposals from 50 nations.

Management

- Sickness – year end forecast of 13.95 FTE days has only slightly improved from last quarter's figure of 14.47 FTE against target of 12.10 FTE. Overall, highest levels are within the Leisure and Play area.

Key Performance Indicator Data – Q3 2014/15

Performance Indicator	Result 13/14	Q1 Position	Q2 Position	Q3 Position	Target 14/15	R.A.G.
Number of Attendances At Harbour Authority Facilities	1,247,705	305,008	380,720	215,637	1,250,000	G
Total Income for The Harbour Authority	£767,640	£161,929	£216,811	£337,117	£700,000	G
Customer Satisfaction Levels For The Harbour Authority	95%	94.2%	98.9%	98%	93%	G
Number of Individuals Participating In Parks Outdoor Sport (<i>Football, Rugby, Cricket, Baseball</i>)	221,744	59,532	55,009	Data not yet available	245,000	A
Customer Satisfaction For Parks And Sport	82%	89%	95.3%	97%	85%	G
Total Number of Children Engaged Aged 7 - 16 In Sport Cardiff Led Participatory Opportunities	45,339	8,447	4,486	Data not yet available	53,830	A
Number of Paid Attendances at St David's Hall and New Theatre	410,402	80,759	43,864	133,026	382,000	G
Retained Income for St David's Hall and New Theatre	£1,391,486	£166,760	£226,755	£541,867	£1,289,492	G
Number of Attendances At Cardiff Castle	266,927	80,975	97,375	50,578	275,000	A
Cardiff Castle Total Income	£3,022,365	£1,059,832	£1,253,954	£595,885	£3,105,000	G
Customer Satisfaction Level For Cardiff Castle *	N/A	NPS+57	NPS+35	NPS+60	NPS+45	G
Total Income For City Hall	£633,690	£203,952	£208,168	£168,078	£657,944	G
Visits / Attendances At Sports And Leisure Centres	2,266,061	532,043	565,082	481,856	2,297,591	G
Number of Live Active Cards	(New 14/15)	11,530	12,843	11,723	13,385	G
Customer Satisfaction Level for Bereavement Services	99%	100%	98.36%	98.44%	95%	G
Customer Satisfaction Level for Registration Services	(New 14/15)	100%	100%	100%	95%	G
Number of Apprenticeships, Trainee Schemes and Work Experience Placements Supported	(New 14/15)	10	24	26	25	G

* NPS (Net Promoter Score) is a way of measuring customer satisfaction, and can be expressed as a positive or negative number, based on your customers' experiences. The result of 85.8% for 2013/14 is not comparable to the NPS being used in 2014/15.

Directorate: Sport, Leisure & Culture

Q3 Challenges Identified

1. Meeting Leisure Centre income generation targets.
2. Continued focus is required to meet Children's Play savings in 14/15.
3. Achieving £300k saving on new operator for arts venues and other underlying targets within the Culture, Venues and Events area in current financial year remains an issue.

Q3 Actions being taken

1, 2, & 3 Management actions and mitigations being implemented and further explored.

Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
N/A				
Emerging Risks Identified this Quarter				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Non achievement of budget savings in financial year – ambitious targets both new and historic allow little scope for manoeuvrability.	Red	Red	Seeking savings across all areas on discretionary spend unrelated to health and safety and income generation; and focussing on cost control and generating new and enhanced revenue streams.	Chris Hespe
Update on Previous Quarters Emerging Risks				
Risk Description	Inherent Risk	Residual Risk	Progress	
Should timescale for procurement on Leisure Centres and Arts Venues alternative management not be met, savings achievement would be delayed.	Red	Red	Sound control by project board and team.	
Facilities Management – lack of definitive position on whether statutory and other routine maintenance has been carried out.	Red	Amber	Matters continue to be raised with Facilities Management (FM) - where identified by Directorate, actions progressed by FM where considered necessary by Directorate.	
Increase in sickness absence levels.	Red	Red	Analysis of reasons and identification of trends in progress to be followed by management action.	

Directorate: Strategic Planning, Highways & Traffic & Transportation

Director: Andrew Gregory

Councillor: Ramesh Patel

Q3 2014/15

Number of Employees (FTE)	327
Sickness Absence YTD (Days Per Person)	10.18
PPDR Compliance (year start)	91.8

Budget	Projected Outturn	Variance	Variance (%)
£30.018m	£30.018m	0	0

Target Savings 14/15	Projected Savings	Variance	Variance (%)
£7.253m	£6.706m	£547,000	7.55%

Q3 Progress against Directorate Plan/Corporate Plan actions 2014/15 (12)

Green 25% (3)	Amber 67% (8)	Red 8% (1)
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Q3 Progress against Performance Indicators (33)

Green 30.3% (10)	Amber 3% (1)	Red 21.2% (7)
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36.3% 12 are annual and 9% 3 have no or limited results as yet.

Progress on Challenges Identified Q2 (previous quarter)

1. Year end we are anticipating a balanced budgetary position. A financial shortfall of £547,000 will be successfully removed using a range of proactive mitigation measures.
2. Highway Investment Strategy – Capital bids were made in line with the Highway Investment Strategy and these are currently being reviewed. Initial discussions suggest that only in initial years limited funding will be available. The strategy is being adjusted to maximise outcomes in medium term.
3. Directorate restructure – the restructure is moving forward with only minor slippage to programme due to complex HR issues. Team leader posts are now in place (grade 10), section leaders (grade 8) are still in progress. Completion July 2015.
4. In some areas further work is required to fully develop robust/relevant comparisons / UK benchmarks to gauge best in class performance. Use is being made of the Core-Cities network to look at developing clear data. Directorate meetings are in place to gather information and provide challenge on key project performance and delivery. .
5. Sickness absence results have incrementally improved throughout year – results at Q3 indicate that sickness absence is 10.18 in Q3. Short term sickness in relation to the Winter virus appears to be the cause of this being higher than target, see below for further info. It is important to stress that management response in terms of RTW interviews etc. is seen as being fully compliant. A ‘Hot spot’ review is being undertaken to allow development of improvement plans for identified teams by February 15.

Q3 Service Delivery

Budget Position

The Directorate is currently reporting a balanced position against budget which is in line with the position reported at month six. The overall position includes an anticipated shortfall of £547,000 against the savings targets set as part of the 2014/15 budget however measures have been put in place to address the shortfall and to achieve a balanced position. Budget savings of £6.706 million are currently projected to be achieved against the 2014/15 budget savings target of £7.253 million however this includes £1.525 million which is still to be achieved in the final quarter. Whilst there is risk attached to this the directorate remains confident that this will be achieved. Within the overall position a projected overspend of £169,000 arising from delays to management restructurings is offset by projected savings in the Highways Service and in Traffic & Transportation. Strategic Planning & Building Control is currently reporting a balanced position.

Directorate Delivery Plan (Amber and Red outcomes at Q3)

SP&T1.2 - CIL Plan and implementation (amber status) – slippage of Cabinet approval to submit Charging Schedule to WG for Examination due to Consultation period expiring on 22 Dec 2014. Appraisal of responses will need to be built into Draft Cabinet paper.

SP&T3.1 - Deliver Moving Traffic Offences (green status) – Penalty charge notices are being closely monitored to ensure financial targets are met.

SP&T4 - Work with key partners to develop phased proposals for key transport projects including City Region Metro, phase 1 of North West Cardiff rapid transit corridor and Tram-Train link between the City Centre & Cardiff Bay by December 2014 (amber status) - Welsh Government appear to be ready to proceed with a project delivery team. Continuing to press for an agreed programme.

SP&T4.1 - Develop a Funding / Delivery Strategy for Metro (amber status) – as above

SP&T5 - Deliver new city regional planning arrangements with regional partners and the Welsh Government by April 2015 (amber status) – Considerable discussion has taken place on this issue, including important recent agreement achieved (led by CCC) to create a Combined Authority by LA Leaders. However, considerable volatility remains in effectively programming this fundamentally partnership based objective.

SP&T6 - Develop a world class transport strategy to help make Cardiff one of the most liveable cities in the world by April 2015 (green status) – The Draft Transport Strategy will be ready by end of March 2014 for internal consultation.

SP&T7 - Develop master plans for new world class settlements and neighbourhoods on greenfield / brownfield sites connected by rapid transit and accessible by walking and cycling in partnership with key private sector partners by April 2015 (amber status) – Strong progress being made with a range of masterplan across city. However, developmental issues to resolve with main house builders.

SP&T8 - Deliver new Master Planning and Development Proposals for the City Centre and Cardiff Bay Area by December 2014 (green status) – On programme. However, complex developmental issues to resolve.

SP&T9 - Create among the most ‘open for business’ planning and development services in the UK by December 2015 (red status) - No plan in place as yet or survey completed to establish benchmark and improvements. This is being worked on by the new Major Applications Manager. Some items, including Application programme controls, Planning Protocol and Pre Application Charging have already been introduced.

SP&T10 - Create a coordinated approach to public realm, highways, transport and wider neighbourhood developments by December 2014 (green status) – Draft Public Realm Strategy ready end of Jan. Pilot project not yet commenced in Penarth Road / Claire Road. Tenders have now been returned from the contractors and contract award will shortly follow.

SP&T10.1 - Co-ordinate Project delivery to compliment HUBS and neighbourhood improvement Projects (amber status) – Hub location to be agreed with Housing and Regeneration following through the Communities, Housing and Customer Services / Housing and Neighbourhood Renewal “Changes for Cardiff” consultation on hubs and public buildings (Closes 12 Jan). Once hub locations are finalised work to take place to identify improvements to infrastructure associated with each site – this will include, but not be limited to, aspects such as transport links, car parking and improved public realm.

SP&T10.2 - Highway Investment Strategy. Develop and implement an investment strategy to ensure appropriate funding for future maintenance of the Highway and associated assets (amber status) - Investment strategy proposal and revised cabinet report to highlight essential future funding requirements for future years to be submitted in quarter 4.

SP&T11 - Deliver new planning controls in those areas of the city with high numbers of students and HMOs by June 2015 (amber status) – Action Plan being developed with other service areas. Controls on Letting Boards progressing on programme. Awaiting outcomes of WG/HMO SPG consultations in late Jan 2015 to identify best approach to secure additional HMO controls

SP&T12 - Develop an effective city-wide partnership with hospitals, universities and colleges by December 2014 (amber status) – Considerable on-going engagement, development planning is taking place with Universities and other public sector organisations. However, expectation of a single integrated plan may need to be revised.

Management

PP&DRs (year start) – 91.8% of half year reviews have been completed against target of 90%. Final year reviews to commence 1st March 2015 to ensure more timely compliance.

Sickness Absence – Year end forecast at Q3 is 10.18 FTE days lost per person against target of 7.2. FTE days lost have incrementally increased throughout year. Sickness ‘hot spots’ are being identified and actions plans in those areas put in place by Feb 15.

Health & Safety – 45 (of 249) Risk Assessments have expired during Q3 and require a review to ensure they reflect current operations, officers have been reminded accordingly. 20 accidents reported up to November in Q3 (December’s stats awaited) of which 13 were near miss reports (no injury incidents); no Specified Major Injuries reported, 53 days lost to date through injury, no key accident trends identifiable at this stage.

Key Performance Indicator Data – Q3 2014/15

Performance Indicator	Result 13/14	Position Q1	Position Q2	Position Q3	Position Q4	Target 14/15	R.A.G.
PLA/003 – The percentage of appeals determined that upheld the authority’s decision in relation to planning application decisions and enforcement notices.	56.5%	69.2%	66.7%	69.7 %		65 %	G
December results awaited, however to date target has been met							

PLA/004 (a) – The percentage of major planning applications determined during the year within 13 weeks.	25.7%	18.1%	33.3%	26.6%		25%	G
December results awaited, however to date target has been met. On-going strategy being developed to improve performance.							
PLA/004 (c) – The percentage of householder planning applications determined during the year within 8 weeks.	74.5%	80.5%	74.6%	72.9%		80%	R
December results awaited, to date target has not been met – resources issues have impacted on meeting target, full complement of Householder Team will address target reduction in Q4.							
CM07 – Percentage of Traffic Penalty Tribunal Decisions in Favour of Council	85%	80%	80%	83%		80%	G
Indicative results to date due to time lags in tribunal decisions show that targets have been met.							
HO5 – Percentage of Category 1 safety defects repaired by the next working day	New PI	N/A	72%	91%		95%	A
Result for Q3 averages at 91% which shows an improving position on Q2							

Q3 Challenges Identified

- Directorate restructure poses continued challenges with regards to gaps in the structure.
- Financial pressures for the Council to balance accounts – corporate intervention will mean that Directorate will need to see what expenditure can be limited. Prioritising work to meet the Directorate objectives, especially in relation to financial savings.
- Alignment of teams and embedding the new culture in the new structure.
- Bus Station development – delivering a scheme that integrates with Network Rail future plans
- Ensure that the LDP is fully supported at hearing and public inquiry.
- Continuing uncertainty regarding WG support for the City Wide Metro

Q3 Actions being taken

- Restructure is being delivered as rapidly / effectively as possible.
- Very close budget monitoring and proactive management responses are taking place. Risk meeting taken place to review outstanding saving for 14/15.
- Senior managers to lead and support team leaders. Action plan for culture change and leadership to be established, including development of team plans and improved engagement and communication programme.
- Detailed meeting with Network Rail and the developer are taking place to assess what high-level agreements need to be put in place.
- A wide programme of actions are taking place to manage the risk on this key issue.
- At a Senior Corporate level alternatives to WG funding will need to be explored. Also, proactive work with WG contacts is taking place to ensure sufficient support. It appears that first phase funding for the study work has been agreed (14.01). P

Q3 Risk Update

Corporate Risk				
Risk Description	Inherent Risk	Residual Risk	Mitigating actions	Risk Owner
Hostile Vehicle Mitigation in Cardiff - Vehicle Borne Improvised Explosive Device (VBIED) detonating in an area identified as a high risk crowded place, as a result of the inappropriate boundary treatments and access control processes protecting and managing	Red	Red	<ul style="list-style-type: none"> ▪ The CONTEST Protect/Prepare Group will continue to maintain the City Gateways Public Realm Enhancement Scheme to ensure that the proposed PAS 68/69 mitigation for the remaining gateways remains appropriate. This work also includes the estimated costs for the procurement and installation of the PAS 68/69 mitigation and ancillary services. The CONTEST Protect/Prepare Group will continue to monitor and review the scheme to ensure it is fit for purpose until it is fully installed. ▪ Additional funding must be secured to procure and 	Andrew Gregory

it.			<p>install the PAS 68/69 mitigation at the remaining 30 gateways.</p> <ul style="list-style-type: none"> ▪ The WIMAG wireless system for the automated bollards has been implemented to sites where there were issues with the detection loops. The failure of the bollards to damaged loops has reduced but there are still improvements to be made to the system. ▪ Partnership working has taken place with the Tabernacle with regards to their access and providing details of individuals that have TAGs and swipe cards. This work is ongoing but we have a database of all cardholders and the Tabernacle is now partners with respect to The Cardiff City Centre Access Control Protocol. ▪ Issues were highlighted in early December when West Midlands Police withdrew their Officers from the Streets and the published concerns for uniformed staff. CT awareness briefings for the CEO's has now been arranged. These are 45mins – 1hr long sessions and first of these is taking place on Thursday 15th January at 0900hrs, with the follow up visit to catch the remaining Officers on 22nd January. 	
<p>Preparation of Local Development Plan - Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.</p>	Red	Red / Amber	<p>Qtr3 update</p> <p>Plan now submitted for examination and Hearing Sessions commence 13th January. Process now in the control of the independent Inspector</p>	Andrew Gregory

Update on Previous Quarters Emerging Risks

Risk Description	Inherent Risk	Residual Risk	Progress	Risk Owner
<p>Transport Infrastructure Delivery - Significant issues remain with regard to the delivery of transport infrastructure in terms of long term capital funding and partnership/governance. We are working closely with Welsh Government to identify potential EU, WG and other funding streams.</p>	Red / Amber	Amber	<p>At a senior corporate level alternatives to WG funding will need to be explored. Also, proactive work with WG contacts is taking place to ensure sufficient support for Metro defined projects. It appears that first phase funding for the study work has been agreed (14.01)P</p>	Andrew Gregory

POLICY REVIEW & PERFORMANCE SCRUTINY COMMITTEE

3 March 2015

ORGANISATIONAL DEVELOPMENT – IMPROVED GOVERNANCE

Reason for the Report

1. To enable the Committee to consider progress in delivering the Improved Governance work-stream of the Organisational Development Programme, including the Improving Scrutiny project.
2. The Committee has agreed to concentrate a significant portion of its 2014/15 work programme on scrutinising the various Organisational Development work-streams as well as the overall delivery of the Organisational Development Programme, prior to the return of the Wales Audit Office in summer 2015 when a follow up inspection will be undertaken.

Background

3. In May 2014 the Cabinet formally established a Programme of Organisational Change for the City of Cardiff Council¹, in order to address a range of critical challenges faced by the Council and implement a new organisational model. As originally established, the Programme comprised five separate work-streams, one of which concerned Improved Governance.
4. In relation to this work-stream, the Organisational Change Cabinet report stated that:
“The governance arrangements within the organisation need to be reshaped to ensure they support the delivery of this change. The Leader has already reshaped Cabinet Portfolios in a way which provides clear focus on the key challenges and

¹ Establishing a Programme of Organisational Change for the City of Cardiff Council Cabinet report, 15 May 2014, available on the Council’s website at:
[https://formerly.cardiff.gov.uk/committeebrowser.asp?\\$state=meeting&\\$committee=12950&\\$meetingdate=15/05/14](https://formerly.cardiff.gov.uk/committeebrowser.asp?$state=meeting&$committee=12950&$meetingdate=15/05/14)

principles, but further action is envisaged to enable the scrutiny function to play a clearer role in supporting this agenda. This work-stream will also address risk management and business continuity planning, both of which will be crucial in protecting the Council during a period of rapid change.”²

5. At **Appendix A**, Members will find a copy of the rationale, objectives and actions originally set for the Improved Governance work-stream, as part of the 15 May 2014 Organisational Change Cabinet report.

Issues

6. The Wales Audit Office (WAO) Corporate Assessment of the City of Cardiff Council, which reported in September 2014, made a formal Proposal of Improvement that the Council should ensure that its Organisational Development Plan should resolve the range of issues identified by the Assessment. One of the key conclusions of the Corporate Assessment was that:

“Some processes intended to ensure good governance have not been implemented, leading to inefficient decision-making processes and a lack of transparency.”³

7. Some of the specific concerns raised by the Auditor General in relation to governance issues were that:
 - *“Whilst many were clear about their responsibilities, people are not being held to account when failing to discharge their responsibilities”.*
 - *“There are examples of both elected and lay members discharging their responsibilities well, but systems are inefficient leading to slow decision making and consideration of scrutiny recommendations”.*
 - *“Arrangements for providing public records of meetings are weak, leading to a lack of transparency about decision making”.*

Further details on these are provided at **Appendix C**.

² Ibid, paragraph 41

³ Wales Audit Office Annual Improvement Report including the Corporate Assessment 2014 of The City of Cardiff Council, September 2014, available on the WAO website at: <http://www.wao.gov.uk/publication/cardiff-council-annual-improvement-report-2014>

8. When the Wales Audit Office reported its findings to this Committee, it set out the following expectations:

- Leader and Cabinet
 - Clarity of vision and cohesive leadership
 - Clear roles and expectations – clear accountability
 - “Appraisal” and development
 - Effective agenda management.

- Scrutiny Committees
 - Improved agenda management
 - Clear roles and accountabilities
 - Performance evaluation and challenge
 - Relevant work programmes
 - Clarity of intended impact and benefits of reviews.

- Audit Committee
 - Improved agenda management
 - Clear roles and accountabilities
 - Robust challenge of the Annual Governance Statement
 - Review Internal Audit’s strategic plan and underlying risk based annual plan to ensure key areas are covered.

Update Report

9. Following the Corporate Assessment report, the Cabinet agreed to strengthen the Improved Governance programme in order to improve the Council’s performance and resilience in this area. A review of the actions originally set for the Improved Governance work-stream, as set out in **Appendix A**, has taken place.

10. All the actions where County Clerk and Monitoring Officer Marie Rosenthal is the lead officer have been allocated across the improved Governance projects. The actions with other lead officers have been allocated to other Organisational Development projects where it is felt there is a better fit.

11. Additional actions have also been included in the Improved Governance projects to address points raised by the WAO Corporate Assessment, for example 'Improved Agenda Management' is included in the Member Development and Engagement project.
12. A Programme Update report detailing the projects is attached at **Appendix B** and shows that the Improved Governance programme now consists of four projects, namely:
- Improved Decision Making and Ethical Culture
 - Member Development and Engagement
 - Improving Scrutiny
 - Public Engagement and Communication.
13. The Update Report provides an overview for each of the projects, including the actions being taken, timescales and RAG status. The Public Engagement and Communication project has been included in the Improved Governance programme in recognition of the need *'to improve employee, Member and stakeholder awareness of the Council's priorities, challenges and successes'*.
14. Further details of the Improving Scrutiny project are provided at **Appendix D**. This report sets out the project's purpose, aims and objectives, key themes, methodology and plan, as well as detailing the governance and key stakeholders for the project.

Previous Scrutiny

15. In November 2014, Members scrutinised two aspects of the Organisational Development Programme: Strategic Commissioning; and the Cardiff Debate. Further details on these scrutinies can be found at:
- <https://www.cardiff.gov.uk/ENG/Your-Council/Councillors-and-meetings/CouncilMeetings/Pages/default.aspx#lists>
16. The Committee received an update on overall progress in delivering the Organisational Development Programme at its January 2015 meeting, at which Members were informed that, in relation to Improving Governance, the following had taken place:

- A specific work plan had been put into action;
- A member survey had been undertaken to identify training needs and a training programme was being implemented.
- Action had been taken to further develop the Council's scrutiny function with support from the Centre for Public Scrutiny.

Scope of the Scrutiny

17. This item gives the Committee the opportunity to consider the overall approach to Improved Governance which is being put in place under Organisational Development and to make comments, observations and recommendations to Cabinet on this.

Way Forward

18. Councillor Daniel De'Ath, Cabinet Member for Safety, Engagement and Democracy has been invited to attend for this item and may wish to make a statement. Marie Rosenthal, County Clerk and Monitoring Officer, and Paul Keeping, Operational Manager Scrutiny Services, will be in attendance to answer Members' questions.

Legal Implications

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

Financial Implications

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

RECOMMENDATIONS

The Committee is recommended to:

- i. consider the information presented in this report and at the meeting; and
- ii. decide whether it wishes to make any recommendations to the Cabinet.

MARIE ROSENTHAL

County Clerk and Monitoring Officer
25 February 2015

Background papers:

- *“Establishing a Programme of Organisational Change for the City of Cardiff Council”* Cabinet report, 15 May 2014
- Wales Audit Office Annual Improvement Report including the Corporate Assessment 2014 The City of Cardiff Council, September 2014
- Wales Audit Office Corporate Assessment Cabinet report 18 September 2014

Work Stream: Improved Governance

Senior Responsible Officer – Marie Rosenthal

Rationale: Governance comprises the systems and processes, and culture and values by which the council is directed and controlled and through which it accounts to, engages with and where appropriate leads the community. Good Governance is essential both to elected councillors and the public. It supports leaders in making the right decisions,, reduces the likelihood of things going wrong and protects them when problems do occur. It inspires confidence in the public that decisions are being taken for the right reasons, that the quality of service is protected and that public money is being wisely spent. In times of tight resources, governance processes should be focused on key controls, namely those considered critical to achieving the council's strategic goals

Our ambition is for the governance of the Council to demonstrably improve the quality of policy outcomes, public services, and public spending for Cardiff residents and all who rely on our services. To support this ambition we need robust governance arrangements with opportunities for political, peer and community engagement with our improvement journey.

Success: Indicators of success in this area will be improved annual perceptions of Cardiff Citizens, improved performance across of a range of services, seeing the Council move out of the bottom quartile in Wales and more public engagement in the running of the Council

Objective	Action	Lead	Target Date
Secure peer challenge to the Council's improvement work to maximise the effectiveness of improvement effort.	<ul style="list-style-type: none"> Establish a formal mechanism for experts in local government and in specific services to work with the Council to challenge and support our work corporately and in specific improvement areas, reporting to Cabinet 	CX	6/2014
Initiate a "Cardiff Debate" within the communities of Cardiff to engage the public in shaping the future of the Council	<ul style="list-style-type: none"> Hold first Cardiff Debate Analyse results to inform budget for 2015-16 and service delivery options Feedback to Cardiff on how debate shaped budget Establish framework for ongoing community dialogue 	SMcG	6/14 10/14 2/15 4/15
Council Members demonstrably owning and directing policy development & performance improvement	<ul style="list-style-type: none"> Strengthen the scrutiny function by establishing a more strategic engagement with the key issues. Implement member development programme to facilitate wide, informed engagement with policy development and performance improvement Work with all Committees to review their objectives and work plans for 2014/15 to focus on impact and outcomes Evaluate current executive decision making and forward plan, and bring forward proposals for improvement Support constructive engagement between Cabinet & Scrutiny Members 	MR MR MR MR MR	9/2014 6/14 6/14 9/14 9/14

Objective	Action	Lead	Target Date
	<ul style="list-style-type: none"> Develop mechanism to enable Neighbourhood Partnership lead members to provide structured community perspective to policy and performance debate; Develop a concise informative annual public report based on the key questions the public are likely to want answered about the council containing key risk and performance information, plus anything else fundamental to council strategy. A web-based annual report could be a live document, updated after the audit of the accounts. 	<p>SMc</p> <p>MR</p>	<p>9/14</p> <p>1/15</p>
Establish excellent risk management across the Council	<ul style="list-style-type: none"> Corporate risk register updated by SMT on a quarterly basis and reported to Cabinet on a 6 monthly basis; Risk register for Organisational Development Programme established for discussion with SMT, Cabinet, and Scrutiny to ensure that key issues are addressed to enable the programme to deliver effectively; Business Continuity risks which arise from business decisions within the Organisational Development Programme are identified and properly understood and mitigated. 	<p>CS</p> <p>MH</p> <p>MH, with Directors</p>	<p>Ongoing</p> <p>9/14</p> <p>7/14</p>
Review the effectiveness of the Council's decision-making framework, including delegation arrangements, decision making in partnerships, robustness of	<ul style="list-style-type: none"> Review existing scheme of delegation with particular focus on the roles and responsibilities of the executive, non-executive, scrutiny and officer functions Review work planning and decision making protocols in respect of partnership & third party arrangements 	<p>MR</p>	<p>7/2014</p>

Objective	Action	Lead	Target Date
data quality and demonstrating clear accountability	<ul style="list-style-type: none"> • Research best practice at major UK & international cities in relation to effective governance structures • Review and begin to implement improvements to current collaborative scrutiny arrangements with partner organisations including a review of the current Local Service Board Scrutiny Panel . • Encourage public participation in council meetings by making meeting more welcoming to the public including developing a public question time at cabinet and committees 		
Develop, communicate and embed codes of conduct, defining the standards of behaviour for members and staff	<ul style="list-style-type: none"> • Establish clear values and standards which will inform both officer and member conduct, and provide the basis for excellent governance. • Communicate the agreed values and standards widely within the Council and to all stakeholders. 	MR	
Review and refresh Corporate safeguarding arrangements	<ul style="list-style-type: none"> • Review of 'Corporate Safeguarding Group' Terms of Reference as a basis for the renewal of effective Corporate Safeguarding governance arrangements 	TY	9/14
Ensure that the Council's decision making is informed by effective and transparent impact assessments	<ul style="list-style-type: none"> • Review the process for the completion of the impact assessment screening tool as part of cabinet reporting process • Establish quality assurance mechanism for screening process • Review accessibility of impact assessment data 	MR	

Improving Governance - Programme Update



Programme Title:	Improving Governance	Programme Ref:	GV
Programme SRO:	Marie Rosenthal		
Date:	6 January 2015	Version No:	0.1

1. Programme Overview

The Improving Governance Programme will demonstrably improve the quality of policy outcomes, public services, and public spending for Cardiff residents and all who rely on our services by ensuring there are robust governance arrangements with opportunities for political, peer and community engagement with our improvement journey, by “Promoting openness through increased citizen engagement and information sharing, enabling transparent decision making and providing clearer opportunities for people to participate in decision making processes.”

Required Outcomes

- Councillors and officers working together to achieve a common purpose, with clearly defined roles and responsibilities.
- Promoting values for the authority, and demonstrating the values of good governance through upholding high standards of conduct and behaviour.
- Taking informed and transparent decisions which are subject to effective scrutiny and managed risk.
- Developing the capability and capacity of councillors and officers to be effective.
- Engaging with local people and other stakeholders to ensure robust public accountability.

2. Background

The Cabinet Report: “*Establishing a Programme of Organisational Change for the City of Cardiff Council*” 15 May 2014 sets out the principles and objectives for delivering a three year Organisational Development Programme to establish a new organisational model, based on co-operative principles that will reposition the Council and enable it to respond positively and effectively to these challenges.

The pace and extent of business change proposed in the report is unprecedented. The governance arrangements within the organisation need to be reshaped to ensure that they support the delivery of this change. The Leader has already reshaped Cabinet Portfolios in a way which provides clear focus on the key challenges and principles, but further action is envisaged to enable the scrutiny function to play a clearer role in supporting this agenda. The Governance Programme will also address risk management and business continuity planning, both of which will be crucial in protecting the Council during a period of rapid change.

In September 2014 the WAO undertook a Corporate Assessment of Cardiff Council, which determined that *“Political and managerial instability over a number of years has meant that the Council has been unable to develop the culture and framework necessary for continuous improvement.”*

Key actions identified in the WAO Corporate Assessment are:

- Elected Members to be provided with support and training to assist them in the delivery of their roles.
- Formal appraisal system to be in place for Cabinet, to assess the effectiveness of Cabinet Members.
- Scrutiny Chairs to have clarity about how their roles are integrated with delivery of priorities or support good governance of the Council.
- Reports to Audit Committee, Scrutiny and Cabinet to have a clear purpose.
- Fewer items to be on the Agenda for meetings.

- Clarity about which responsibilities are delegated to individual members of the Cabinet.
- Time taken for Cabinet to consider Scrutiny reports to be reduced.
- Evidence to be available that Members and staff believe that the Scrutiny process is effective and being well utilised by the Council – assisting in the development of policies.
- All records to be published on the Council's website – Decisions, Supporting Information; Minutes; Committee Forward Plans; Scrutiny Forward Plans; Scrutiny Committee Annual Reports.
- Annual Complaints Report to clearly set out the reasons for complaints and set the actions the Council intends to take – with complaints being used to understand trends / take corrective action to improve service quality / customer experience.
- Cardiff Debate to evidence engagement with stakeholders, ranging from strategic partners to communities and individual service users, and how this engagement is being used to address challenges.

Governance comprises of the systems and processes, culture and values by which the Council is directed and controlled and through which it accounts to, engages with and, where appropriate, leads the community.

Good Governance is essential both to elected councillors and the public. It supports leaders in making the right decisions, reduces the likelihood of things going wrong and protects them when problems do occur. It inspires confidence in the public that decisions are being taken for the right reasons, that the quality of service is protected and that public money is being wisely spent. In times of tight resources, governance processes should be focused on key controls, namely those considered critical to achieving the council's strategic goals.

3. Programme Scope

The Improving Governance Programme currently comprises 4 projects as follows:

- Improved Decision Making and Ethical Culture
- Member Development and Engagement
- Improving Scrutiny
- Public Engagement and Communication.

Progress in delivering each project and its current RAG status is summarised below.

4. Improved Decision Making and Ethical Culture

The governance arrangements within the Council including delegation arrangements need to be reviewed to ensure that they support the delivery of change, with clear accountability.

Governance processes should be designed to promote openness through increased citizen engagement and information sharing, enabling transparent decision making and providing clearer opportunities for people to participate in decision making.

Also, a review the effectiveness of the Council's decision-making framework, including delegation arrangements, decision making in partnerships, robustness of data quality and demonstrating clear accountability will be undertaken.

Develop, communicate & embed new culture of high standards of behaviour for Members and employees in order to improve the ethical culture.

The WAO Corporate Assessment (CA) September 2014 found that '*some processes intended to ensure good governance have not been implemented and decision making processes are inefficient and lack transparency.*'

Improving Governance - Programme Update



The CA found inconsistent approach to record keeping and updating the website with committee minutes and reports.

The CA found scrutiny web pages not up to date with work plans and annual reports.

The CA found that arrangements for providing public records of meetings are weak, leading to a lack of transparency about decision making.

Milestone Ref	Title	Details	Estimated Completion	RAG Status	Comments
GV001_MST_02	Third Party Protocols	Review work planning & decision making protocols in respect of partnership & third party arrangements	30-Sep-15	Amber/ Green	24/11/14 - Work is on-going in PRAP for example reviewing ADM in Infrastructure and Regulatory Services.
GV001_MST_03	Effective Governance Structures	Research best practice at major UK & international cities in relation to effective governance structures to inform the Governance Programme.	31-Mar-15	Green	24/11/14 - Visits to be arranged to review best practice following desk top analysis
GV001_MST_05	Public Participation	Encourage public participation in Council meetings by making meetings more welcoming to the public, including developing a public question time at cabinet & committees	31-Mar-15	Amber/ Green	22.9.14 - Constitution Committee on 17/9/14 considered the report "Public Engagement with Scrutiny and Wider Democracy in Cardiff". The Committee supported the implementation of the recommendations from PRAP's "Public Engagement with Scrutiny Report" and agreed the following recommendations: The Committee is recommended to: 1 Note the PRAP Scrutiny Committee's report "Public Engagement With Scrutiny"; 2 Consult Members of Policy Review and Performance Scrutiny Committee and the five scrutiny committee chairs to agree to introduce public question time at Cardiff Scrutiny Committees and develop a protocol to guide this; 3 Authorise the County Clerk and Monitoring officer to draft a suitable amendment to the Constitution for Council to approve in due

Improving Governance - Programme Update



Milestone Ref	Title	Details	Estimated Completion	RAG Status	Comments
					course; 4 Consider any additional ideas for improving citizen involvement with democracy in Cardiff. 28.7.14 - A report will be going to Constitution Committee and Council in 2015 thereafter on the Recommendations from Public Engagement with Scrutiny.
GV001_MST_06	Impact Assessment Screening Tool	Review the process for the completion of the Impact Assessment Screening Tool as part of Cabinet Reporting process and review accessibility of Impact Assessment Data.	31-Mar-15	Amber/Green	24/11/14 - Equality Impact Assessment has been undertaken.
GV001_MST_07	QA Impact Assessment Screening Process	Establish quality assurance mechanism for Screening Process.	31-Mar-15	Amber/Green	
GV001_MST_08	Review accessibility of Impact Assessment Data.	Review accessibility of Impact Assessment Data.	31-Mar-15	Amber/Green	
GV001_MST_09	E-Modernisation	To implement e-modernisation including embedding Modern.gov to ensure consistent public record keeping of committee papers, work plans, decisions and minutes in an easily accessible format for members and public.	29-May-15	Amber/Green	24/11/14 - Modern-gov currently being reviewed and tested prior to full implementation.
GV001_MST_10	Executive Decision Making & Forward Plan	Evaluate & improve executive decision making and forward plan.	31-Mar-15	Green	24/11/14 - Forward Plan has been successfully implemented, with positive feedback from Scrutiny Chairs.
GV001_MST_11	Review Council Petition Scheme	Review Council Petition Scheme	31-Mar-15	Green	15/01/2014 –report to Constitution committee to update Constitution and introduce e petitions
GV001_MST_12	Annual Governance Statement	Refresh and co-ordinate the approach to the Annual Governance Statement.	30-Apr-15	Green	24/11/14 - Work is progressing with Internal Audit to develop a co-ordinated approach.

Improving Governance - Programme Update



Milestone Ref	Title	Details	Estimated Completion	RAG Status	Comments
	Review and refresh corporate safeguarding arrangements	Establish new Corporate Parenting Committee and refresh Corporate Safeguarding group	31/03/15	Green	Committee established and meeting since May 2014. Corporate officer group now meeting regularly
GV004_MST_02	Communicate Values & Standards	Communicate the agreed values & standards widely within the Council and to all stakeholders	31-Mar-15	Green	Integral part of Corporate Plan and Employee engagement programme 2015/16
GV004_MST_03	Codes of Conduct	Develop, communicate & embed codes of conduct, defining the standards of behaviour for Members and staff	31-Mar-15	Green	Whistleblowing and Officer Interests and Secondary Employment codes agreed by Standards and Ethics Cttee and Cabinet during 2014/15
GV004_MST_06	All Wales Standards & Ethics Conference 2015	Sponsor All Wales Standards & Ethics Conference 2015.	31-Dec-15	Green	Draft programme agreed and key note speakers booked

5. Member Development & Engagement

To ensure that Council Members demonstrably own and direct policy development & performance improvement

Ref	Title	Details	Estimated Completion	RAG Status	Comments
GV002_MST_03	Review Committee Objectives & Work Plans	Review Committee objectives & work plans	31-Mar-15	Green	24/11/14 - Currently engaging in research programme with 9 projects. There are 3 areas of focus for this research - Structure, Collaboration & Partnership, Quality Scrutiny Services. This has provided 5 days of support from a third party. 18.6.14 - Work is on-going to develop a Work Programme and Objectives. The work progress is to be agreed at the meeting to be held on 6 July 2014.

Improving Governance - Programme Update



Ref	Title	Details	Estimated Completion	RAG Status	Comments
GV002_MST_08	Annual Public Report	Develop a concise, informative, annual report based on the key questions the public are likely to want answered about the Council, containing key risk and performance information, plus anything else fundamental to Council strategy.	30-Jan-15	Amber/ Green	A web-based annual report could be a live document, updated after the audit of the accounts.
GV002_MST_09	Member Development Member Appraisals Support & Training - Scrutiny & Cabinet Members	Support & training for Scrutiny and Cabinet Members in performance management.	31-Oct-14	Green	All member survey carried out on training and development needs October 2013 Member Development Strategy and revised Member development programme agreed at Democratic Services Committee in line with WLGA Charter (December 2013) WLGA Training in member Appraisal (2013/14) Cabinet member Appraisals completed (March 2014) Committee Chair appraisals commenced (September 2013) 17.7.14 - A Programme of training for Scrutiny and Cabinet Members delivered on new performance management strategy. CYP have had specialist training on Schools performance data 2014/15
GV002_MST_10	Improved Agenda Management	Improve Agenda Management and reports at all Committees with fewer information items, less duplication and more clarity about why items are being discussed.	31-Mar-15	Amber / Green	24/11/14 - Work is progressing in this area.

6. Improving Scrutiny

Ref	Title	Details	Estimated Completion	RAG Status	Comments
GV003_MST_01	Collaborative Scrutiny	Review & begin to implement improvements to current collaborative scrutiny arrangements with partner organisations including a review of the effectiveness of LSB Scrutiny Panel	30-Jun-15	Amber /Green	22.9.14 - Current participating in a UK project, focusing on partnership scrutiny. A report on Regulatory Services Review is also being prepared, which will look at a joined up approach. It is anticipated lessons learned and a draft approach will be available for first quarter of 2015/16.LB Scrutiny panel no longer meeting .Each Scrutiny committee now reviewing CPB activity
GV003_MST_02	Strengthening Scrutiny Function	Strengthen the scrutiny function clarifying the role of Scrutiny and securing a more strategic view and focus on key information	30-Apr-15	Amber /Green	2.10.14 - Provisional agreement from the Centre for Public Scrutiny in London that they are content to include Cardiff's Scrutiny Improvement Plan as one of fifteen projects to be included in a CfPS funding bid to show how local authorities UK wide are addressing Council transformation. Although there would be no direct funding for Cardiff, it would provide 6 days of CfPS consultancy free of charge, would give the work status and increase its chances of success, and see Cardiff profiled in a national UK CfPS publication emerging from the work. This is a major contributor to the "Strengthen the Scrutiny Function" action in the Improved Governance Programme's "Member Development Project". 22.9.14 - A Framework has been developed which will be implemented in 2015

7. Public Engagement and Communication

To improve employee, Member and stakeholder awareness of the Council's priorities, challenges and successes through effective communications.

Ref	Title	Details	Estimated Completion	RAG Status	Comments
GV005_MST_01	Communication & Public Engagement Strategy	Communication & Public Engagement Strategy approved by Cabinet.	31/10/14	Green	Cabinet agreed on 10 October 2013 to commission a review of the Council's Communications and Media functions and capabilities in order to benchmark Cardiff with similar major cities in the UK and to refresh the Council's Communications and Media Strategy. 31.10.14 – draft Strategy Report was presented to PRAP on 30 September 2014. New Head of Communications appointed December 2014
GV005_MST_03	Social Media	Increase citizen participation using social media to access information about the Council.	30/9/14	Green	31.10.14 - Social media is embedded in all comms plans. We have seen an increase in Twitter followers by more than 1,000 over the previous three months. 17.7.14 - We promote the use of the Council's social media channels in all campaigns, press releases and Capital Times. We use these channels to communicate in times of service disruption as well as promote activities, services, events and campaigns the Council is running. The number of followers of the Council's two main Twitter accounts (@cardiffcouncil and @cyngorcaerdydd continues to grow with a combined following of 28,705 an increase from 26,866 at the end of the financial year. This is an on-going action, so the Estimated Completion Date has been changed to reflect this.

Improving Governance - Programme Update



GV005_MST_04	Digital Communications	Develop proposals for increasing subscriber led digital communications.	30/9/14	Amber / Green	31.10.14 - Q1 Research good examples of online digital communications: Research is ongoing and some good examples are available. 17.7.14 - Capital Times is published monthly online and for six editions of the year this is the sole method of publication. As a result we are building up a database of subscriber-led users as well as using existing mailing lists. We are investigating best practice, templates and resources for creating more frequent digital publication.
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Key Risks

Risk Description	Risk Owner	Risk Type	Current Controls/Risk Reduction Measures	Residual Risk	Future Action Required	Action Owner
If there is not firm political support to improve the Council's governance arrangements, there is a risk that the Authority will not achieve the required outcomes of good management, good performance, and good public engagement.	Marie Rosenthal	Political, Strategic	The Improved Governance Programme is focusing on putting high standards of conduct and leadership at the heart of good governance, placing responsibility on Members and officers to demonstrate leadership by behaving in ways that exemplify high standards of conduct, and so set the tone for the rest of the organisation.	Medium/High Priority	The Governance Programme is being reviewed and aligned to the CIPFA Delivering Good Governance Framework.	Marie Rosenthal

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Extracts taken from: Wales Audit Office (WAO) Corporate Assessment of the City of Cardiff Council September 2014

Specific concerns raised by the Auditor General in relation to governance issues:

1. *“Whilst many were clear about their responsibilities, people are not being held to account when failing to discharge their responsibilities”.*

- There was no formal appraisal arrangement in place for Cabinet members to help the Leader assess the effectiveness with which they discharge their roles;
- Committee chairs [...] were clear about the remit of their particular committee but there was a general lack of clarity about how their specific roles integrated with delivery of priorities or supported the good governance of the Council;
- There are significant examples in recent years of circumstances that have required remedial action by the new management team because of failures to properly discharge responsibilities in some service areas;

2. *“There are examples of both elected and lay members discharging their responsibilities well, but systems are inefficient leading to slow decision making and consideration of scrutiny recommendations”.*

- We reviewed the agendas of the Cabinet, scrutiny committees and the Audit Committee over the past six months. We identified a number of weaknesses. We found examples of lengthy reports that were not always clear about the purpose for presentation to the particular meeting; agendas with too many items for the time available; the same reports presented to different committees; and detailed reports being presented for information only;
- Members of the previous Cabinet we interviewed referred to over-lengthy agendas. At the time of this assessment, there were 15 scrutiny reports awaiting a response from Cabinet;
- Around 57 per cent of managers felt that the scrutiny process helped improve outcomes, although 27 per cent disagreed. However, half of the members who responded did not feel the Council was using scrutiny process effectively;

- There were some emerging concerns that reductions in resources were hampering the speed/quality of scrutiny work.
3. *“Arrangements for providing public records of meetings are weak, leading to a lack of transparency about decision making”.*
- We found that some records of decisions and supporting information were absent from the Council’s website;
 - There is an inconsistent approach to record keeping and updating the website;
 - The scrutiny web pages are not kept up to date, for example we were unable to locate the committee forward work plans for the full year via the website, the scrutiny ‘forward plan’ document is not always updated;
 - Eleven of the 28 councillors responding to our survey said that they did not find it easy to find out what key decisions have been taken.

scrutiny



City of Cardiff Council *Improving Scrutiny* Project: Project Brief, January 2015

Project Purpose

- Cardiff is proud of its scrutiny arrangements and the important part scrutiny plays in Council improvement, and in representing citizens in holding to account the Cabinet for the decisions it makes. However, the Council is going through significant change in many ways, and will look very different in five years' time.
- Effective local governance relies on a cohesive web of accountability, of which internal review is an intrinsic part. The purpose of the Project will be to ensure that scrutiny remains agile and able to play its role as a critical friend, in an environment that will see greater emphasis on partnership, collaboration, commissioning and other alternative models of delivery.

Project Aim

- To equip Cardiff's Scrutiny function to meet the current needs and anticipated future challenges facing the Council's Executive and non-Executive Members.
- To ensure that the Council's scrutiny structure enables Members to provide robust and effective overview and scrutiny that is relevant to the priorities of the organisation's Corporate Plan and operational challenges.
- To seek evidence to support recommendations for Members to agree any potential changes to current governance arrangements, as part of a wider major transformation of the City of Cardiff Council's services and structures.

Project Objectives

- To take forward the learning from Cardiff's participation in the 2013 Wales Audit Office *Improving Scrutiny* Study, especially by using the 15 characteristics in the newly developed "Framework for Effective Scrutiny in Wales" as a mechanism for self-evaluation of the quality of scrutiny in Cardiff, and the planning of future Scrutiny Work Programmes.
- To assess and make recommendations on the structures and arrangements that will be most appropriate to manage the scrutiny of the Council's transformation in

coming years. To consult upon politically and organisationally, and take proposals forward for inclusion in the Council's 2016/17 Budget proposals.

- To address recommendations in the Local Government Measure (Wales) 2011, and subsequent recommendations in the Williams Review, to consider opportunities for improvement to current collaborative scrutiny arrangements with partners.

Key Project Themes

- The purpose of Scrutiny as part of a holistic and effective governance framework in Cardiff, and its likely future challenges and priorities.
- The appropriate balance of priority achieved between holding to account, policy development and review, performance and improvement monitoring, finance and budget scrutiny etc.
- Maximising the impact of Scrutiny in Cardiff, and also to measure that impact so that resources can be most effectively targeted towards areas of highest impact.
- Optimising arrangements for the scrutiny of partnerships, as public sector collaboration, transformation and commissioning grow ever more complex.
- Optimising interfaces with external regulators, auditors and inspectors to ensure effective Council performance and minimise the burden of external regulation.
- Ensuring that the public has confidence in local democracy in the city, and sees Scrutiny as an accessible and effective avenue to represent its views and concerns.
- Maintaining effective internal communication arrangements between executive and non-executive members, managers and key stakeholders so that everyone is clear about their role in supporting effective governance in Cardiff.
- Appropriate arrangements for maximising Scrutiny Member and officer skills and competency.
- Setting in place effective and appropriate Scrutiny arrangements to deliver the above priorities.

Project Key Stakeholders

- Council Scrutiny Committee Chairs and Members; Council Leader and Cabinet; Opposition Party Group Leaders; Members of the Council; Chief Executive and senior management of the Council; Cardiff Third Sector Council and community and voluntary organisations regularly connecting with Scrutiny; Local strategic partners, key stakeholders and stakeholder organisations; Professional partners in the world of regulation, audit and inspection, regional and local government in Wales; The Centre for Public Scrutiny, WLGA Scrutiny Chairs Network and National Scrutiny Officers' Network; Regional local government partners.

Project Methodology

Desk Research (October 2014 to March 2015)

- Scan the horizon for legislative and policy changes in the wider environment that will influence Scrutiny in Cardiff over the coming 10 years.
- Identify from past reviews and evaluation of scrutiny in Cardiff the key learning points that have been derived, and to test how they can be applied.
- Glean from best practice analysis criteria for measuring the impact of scrutiny.
- Benchmark how effective scrutiny is conducted elsewhere, and how lessons can be applied to Cardiff.

Face to face interviews (October 2014 to March 2015)

- Identify from key Project stakeholders their view on the key project themes identified above.

Structured conversations (March and April 2015)

- Give key Project stakeholders the opportunity to shape evidence from the desk research and interviews into draft key findings.

Project Report (May 2015)

- Scrutiny Chairs to craft a report with key findings and recommendations for Cabinet to consider, and to enable implementation of agreed future arrangements.

Project Governance

Recognising the connections this Project makes between the organisational and the political, the Project will have a hybrid governance structure:

- It will operate as a joint scrutiny task and finish inquiry comprising the Council's five scrutiny chairs, and report through the Policy Review and Performance Committee.
- It will serve as a PQA Project within the *Improved Governance* strand of the Council's *Programme of Organisational Change*. Paul Keeping (Operational Manager, Scrutiny Services) will be Project Manager, and Marie Rosenthal (County Clerk and Monitoring Officer) will be Senior Responsible Officer. The Project will apply the Council's 'Service Review' methodology to achieve its aims.
- It will be undertaken in partnership with the Centre for Public Scrutiny, a charity providing expertise and capacity in non-executive governance, as one of nine major case studies featured in a UK wide analysis of local authority transformation.

For further details please contact:

Monitoring Officer and County Clerk:

Marie Rosenthal, ☎ Cardiff 2087 3860. Marie.Rosenthal@cardiff.gov.uk

Operational Manager: Paul Keeping, ☎ Cardiff 2087 2953. p.keeping@cardiff.gov.uk

Project Plan

Timescale	Action	Purpose
Sept 2014	Advisory support from CfPS confirmed	Increase capacity and expertise
Oct 2014	Project scoped and Scrutiny Chairs engaged as Project leads	Provide Project leadership
	Agreement of Project governance arrangement within Org Devt Programme	Provide Project governance
Early Nov 2014	Project Mandate agreed	Provide Project direction
18 Nov 2014	Scrutiny Chairs' Liaison Forum	Develop methodology
	CfPS interviews with: Scrutiny Chairs; Scrutiny officers; Monitoring Officer; Chief Officer, Change and Improvement.	Give initial direction for Project methodology
	Scrutiny chairs discuss Project with Council Leader and Chief Executive	Develop consensus for Project aims
Nov – Dec 2014	Desk Research on Core Cities scrutiny performance monitoring arrangements	Widen evidence base
8 Dec 2014	Project launched at Member Governance Seminar, and Briefed to all Members	Communicate Project aims and Member involvement opportunities
8 Jan 2015	Scrutiny Chairs' Liaison Forum	Develop methodology
26 & 27 Jan 2015	CfPS interviews with key Project stakeholders (Council Leader, Chief Executive, Cabinet Portfolio Member, Leaders of Liberal Democrat, Conservative and Independent Groups, Scrutiny Councillors who requested interviews, Director of Communities, Stakeholders in WLGA and Welsh Government, Challenge Forum Advisor on Performance Management)	Widen evidence base
Feb 2015	Further interviews with key stakeholders	Widen evidence base
	Scrutiny Chairs' Liaison Forum	Develop methodology
	Project Seminar for Scrutiny Members	Widen evidence base
Feb – March 2015	Desk Research into Scrutiny Process and good practice	Widen evidence base
March 2015	Scrutiny Chairs' Liaison Forum	Agree interim findings
	Interim Project findings circulated	Prepare for Project Symposium
	Member and Manager Project Symposium	Seek consensus for key findings
April 2015	Scrutiny Chairs' Liaison Forum	Agree draft report
	Draft Report circulated	Seek final feedback on draft report
May 2015	Final Draft Report adopted by Scrutiny Committees and submitted to Cabinet	Formally adopt draft report
July 2015	Cabinet receives and considers Draft Report	Make decisions on way forward
Aug 2015	Implementation of agreed recommendations begins	Implement decisions reached by Cabinet

This timescale will enable managers to implement arrangements in time for the start of the 2016/17 financial year.

CITY OF CARDIFF COUNCIL
CYNGOR DINAS CAERDYDD

AGENDA ITEM 7

POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE

3 March 2015

**BUDGET MONITORING 2014/15 MONTH 9 REPORT – INFORMATION
REPORT**

Reason for the Report

1. This item will enable the Committee to consider the Council's projected outturn for 2014/15 compared with the budget approved by the Council, based on the first nine months of the financial year. The Budget Monitoring Month 9 report, which was presented to the Cabinet on 19 February 2015, is attached at **Appendix A.**
2. When the Committee set its work programme for 2014/15, Members agreed to consider the Month 6 position and the outturn in depth, but to receive the Month 4 and 9 budget monitoring reports for information, with a view to scheduling more in depth scrutiny of the issues raised at a subsequent meeting should this be required. Earlier on the agenda for this meeting, Members will also have a chance to scrutinise the Council's overall performance for Quarter 3 of 2014/15, which includes the headline budget monitoring position.

Background

3. The Policy Review and Performance Scrutiny Committee has responsibility for scrutinising the overall Council budget from a corporate and strategic point of view. It also has responsibility for scrutinising a number of specific service budgets (with other service budgets being considered by the other four Scrutiny Committees). Those services which fall under this Committee's remit are:
 - Resources Directorate;

- Corporate Management, which includes the Communications and Media budget;
- County Clerk and Monitoring Officer Directorate, including Democratic Services, Scrutiny and the Welsh Language Unit. Savings for the 2014/15 financial year relating to the Equalities Team, which now sits under the County Clerk Directorate, are logged in the Month 9 Budget Monitoring report under their former Directorate, Communities, Housing & Customer Services as part of 'Policy, Partnerships and Citizen Focus';
- Strategic Estates and International Policy within the Economic Development Directorate;
- Customer Services, Corporate Grants and the Third Sector within the Communities, Housing & Customer Services Directorate.

Issues

2014/15 Month 9 budget monitoring position

4. The Budget Monitoring Month 9 report attached at **Appendix A** shows that the Council is currently projecting a balanced position, an improvement of £725,000 compared to the position reported at Month 6. Directorate budgets are currently projecting overspends totalling £8.797 million (compared to £7.505 million reported in Month 6). These overspends are partially offset by the £4 million General Contingency Budget which was allocated as part of the 2014/15 budget, and also by savings on capital financing, NDR refunds on Council properties, additional funding from the Outcome Agreement Grant and a projected surplus on Council Tax collection.
5. An overview of each Directorate revenue budget monitoring projection is included from paragraph 14 in the attached report. Of the specific services which fall under this Committee's remit:
 - i. **Corporate Management budget** (paragraph 22 onwards of Appendix A)
This budget is currently projecting a balanced outturn position. An overspend of £116,000 is projected in Communications and Media

(£115, 000 having been predicted in Month 6), £60,000 of which relates to income shortfalls against the 2014/15 budget savings targets. The Capital Times is projecting an overspend of £73,000 (£68,000 in Month 6) due to a shortfall in advertising income compared to previous years. These overspends are offset by savings elsewhere in the budget, including £109, 000 on general expenses.

ii. County Clerk and Monitoring Officer Directorate (paragraph 26 onwards of Appendix A)

Overall, the Directorate is reporting a saving of £29,000 (£16,000 having been reported in Month 6), with £446,000 anticipated to be achieved against the £494,000 savings target for this year. An overspend of £49,000 is projected for Scrutiny Services, as it was in Month 6, due to a shortfall against income targets; this will be met in the current year from reserves.

iii. Economic Development Directorate (paragraph 28 onwards of Appendix A)

The Economic Development Directorate is projecting an overspend of £97,000, a reduction of £10,000 in the overspend reported at Month 6. Within this Committee's remit, property budgets are reporting a projected overspend of £97,000 (compared to £104,000 at Month 6), which includes a projected shortfall of £87,000 against rental income from non operational properties. The 2014/15 budget included a target of £197,000 savings from rent reviews and property-related income, but currently only £110,000 is expected to be achieved, as it was at Month 6.

iv. Resources Directorate (paragraph 50 onwards of Appendix A)

The Resources Directorate is projecting a saving of £326,000, as against the balanced position projected at Month 6. A shortfall of £515,000 is projected against the service's 2014/15 savings proposals (compared to £421,000 at Month 6).

v. Communities, Housing and Customer Services Directorate

(paragraph 19 onwards of Appendix A).

The Directorate is reporting a saving of £612,000 compared to the saving of £511,000 reported at Month 6.

6. The Committee will note that the Budget Monitoring report includes an appendix detailing progress in achieving the specific Directorate savings which were set as part of the 2014/15 budget. The Wales Audit Office (WAO) Corporate Assessment, which the Committee considered at its 2 September 2014 meeting, concluded that 'there is a high risk that savings targets for 2014-15 will not be achieved and longer-term savings requirements are unlikely to be met if current methods of service delivery are sustained'.¹ When considering the draft Budget Proposals at its February 2014 meeting, this Committee had also expressed concerns that the savings may not be achievable, and commented that Members had not been provided with the delivery plans for savings proposals in order to judge their achievability. Members may note that at Month 9 it is projected that, of total savings of £43.833 million:

- £32.396 million of savings have already been achieved (compared to £27.280 million at Month 6);
- £36.658 in total is currently projected to be achieved by the end of the financial year (compared to £37,847 projected at Month 6 and £38.870 million at Month 4); and
- £7.175 million is currently projected not to be achieved (compared to £5.986 projected at Month 6 and £4.963 million at Month 4).

7. In terms of Capital, the projected outturn for the General Fund Capital Programme at month 9 is £70.1 million (compared to £73.3 million at Month 6), a variance of £54.1 million (compared to £52.4 million at Month 6). This includes a projected underspend of £1.8 million (compared to £1.2 million at Month 6) and estimated slippage of £52.3 million (compared to £51.1 million at Month 6).

Further details can be found from paragraph 70 of **Appendix A**.

¹ Wales Audit Office Corporate Assessment, page 31, available at: <https://www.wao.gov.uk/news/improvements-not-being-made-key-service-areas-cardiff-council>

Scope of the Scrutiny

8. This Committee has the remit to consider the Council's overall budget as well as the budgets of a number of specific directorates, as set out at paragraph 3. As this item is for information only, Members may like to discuss whether to schedule further scrutiny of the issues raised by the report. The Section 151 Officer will also be in attendance earlier on the meeting agenda to discuss the Council's overall performance as at Quarter 3, so Members can raise budgetary issues at that point.

Legal Implications

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

Financial Implications

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

RECOMMENDATIONS

11. The Committee is recommended to:

- i. Consider the contents of the report and the information presented at the meeting;
- ii. Decide whether to schedule any further consideration of the issues raised.

MARIE ROSENTHAL

County Clerk and Monitoring Officer

25 February 2015

BUDGET MONITORING – MONTH 9 REPORT

REPORT OF THE CORPORATE DIRECTOR RESOURCES

AGENDA ITEM: 9

**PORTFOLIO: CORPORATE SERVICES & FINANCE (COUNCILLOR
GRAHAM HINCHEY)**

Reason for this Report

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

Background

2. This monitoring report provides details of the projected outturn for 2014/15 compared with the budget approved by Council on the 27th February 2014.
3. The presentation of surpluses and deficits in this report follows the convention, which shows an excess of expenditure over budget as a positive and additional income over budget as a negative. Conversely, expenditure less than budget would be shown as a negative while income lower than expected would be denoted as a positive. Negative items are shown in brackets.

Issues

Revenue

4. Overall the month nine monitoring shows a balanced position, an improvement of £725,000 compared to the position reported at month six. The change reflects a number of factors with increased directorate overspends offset by additional income from NDR refunds on Council properties and increased funding arising from the Outcome Agreement Grant. The additional income from NDR refunds on Council properties reflects significant sums that have recently been confirmed in respect of appeals relating to County Hall and City Hall. These backdated sums represent an exceptional and one-off source of income to the Council. The increased funding in respect of the Outcome Agreement Grant reflects the confirmation recently received from the Minister for Public Services that based on its performance against agreed outcomes in

2013/14 the Council is eligible for the full allocation of grant. These offset a further increase of £1.3 million in the projected overspend on directorate budgets. This includes a significant increase in the projected overspends in Children's Services, Health & Social Care and Education & Lifelong Learning although these are partly offset by additional savings in other directorates.

5. Overall, directorate budgets are currently projected to be overspent by £8.797 million. The current position includes significant projected overspends in relation to the Health & Social Care, Children's Services, Education & Lifelong Learning, Sport, Leisure & Culture and Environment Directorates. This reflects a number of factors including significant shortfalls against budget savings targets set as part of the 2014/15 budget. The directorate overspends are partially offset by the £4.0 million General Contingency Budget which was allocated to reflect the risk and planning status of the proposed savings for 2014/15 together with the overall quantum, which at £48.6 million was significantly higher than the level of savings required in previous budgets. The projected overspends in directorate budgets are also offset by savings on capital financing, NDR refunds on Council properties, additional funding from the Outcome Agreement Grant and by a projected surplus on Council Tax collection. A summary of the overall position is attached as Appendix 1 to this report.
6. The projected overspends in directorate budgets include £5.595 million in Health & Social Care, £1.6 million in Children's Services, £1.410 million in Education & Lifelong Learning, £712,000 in Sport, Leisure & Culture and £350,000 in Environment. The overspends reflect a range of factors including increased demographic pressures, shortfalls in income, in-year changes to grant allocations by the Welsh Government and the failure to fully achieve the savings targets set as part of the 2014/15 budget.
7. The detailed approved savings for each directorate are set out in Appendix 2 to this report together with the projected savings currently anticipated to be achieved. An overall shortfall of £7.175 million is currently anticipated against the £43.833 million directorate savings target with £32.396 million having been achieved to date and a further £4.262 million still anticipated to be achieved by the year end. The projected shortfall shows an increase of £1.189 million compared to the position reported at month six. This reflects the detailed reviews and challenge that has taken place in relation to the level of savings that will be released in the current financial year. This includes an increase of £771,000 in the projected shortfall within Health & Social Care compared to month six, this being the reason for the increase in the projected overspend within that directorate. The projected shortfalls are reflected in the directorate monitoring positions although where possible shortfalls have been offset by savings in other budget areas within the directorate. The £4.0 million General Contingency Budget which was allocated to reflect the risk and planning status of the proposed savings for 2014/15 is also available to offset the shortfall in the current financial year, however despite this the shortfall represents a significant cause for concern particularly as the Council is currently facing another very difficult budget round.

8. Actions will continue to be taken by those directorates currently reporting a projected overspend in order to try to resolve the issues that led to the current position or alternatively to identify offsetting savings in other areas of the service during the remainder of the year. As part of this process the Cabinet Member for Corporate Services & Performance and the Corporate Director Resources have held challenge meetings with cabinet members and directors in those areas where significant overspends are reported and further meetings are planned in order to review progress on the actions being taken. As previously reported, earlier in the year the Chief Executive implemented a number of management actions to reduce the level of spend across the Council with the intention of improving the overall position at the year end. Although at an overall level a balanced position is currently reported significant concerns remain in relation to the directorate spend. This has prompted further measures to be implemented by the Chief Executive in relation to the final quarter of the year including the requirement for directors to take personal responsibility for reviewing:
 - all recruitment requests to ensure they are vital to service delivery
 - agency placements
 - discretionary overtime
 - possible acceleration of VS releases
 - other ancillary employee expenditure
9. Levels of authorisation for purchases via the procurement system have also been increased and this will remain in place until 31st March 2015. Enhanced Management information reports are being produced weekly for monitoring by both directorates and overall at the Chief Executive's Senior Management team meetings. In addition any non-essential spend on ICT equipment has also been suspended for the remainder of this financial year.
10. The Summary Revenue Account includes additional income of £823,000 in relation to the Outcome Agreement Grant which is based on successful performance by the Council in 2013/14. The receipt of this grant was dependent on achieving the outcomes agreed jointly between the Welsh Government and the Council with deductions to be made if the outcomes were only partially achieved or not achieved at all. To reflect this, the Budget Report set out that the receipt of this grant was assumed at 75%. The Minister for Public Services has however recently confirmed that the Council will receive the full £3.305 million of funding in 2014/15 enabling the additional funding to be taken into account in the monitoring position.
11. The 2014/15 Budget included a specific contingency of £2.515 million in relation to waste disposal reflecting the difficulty of predicting tonnage figures and the consequent impact on disposal costs. The latest information however suggests that tonnages and the related waste disposal costs can be contained within the existing budget allocated to the Environment Directorate. However given the potential for fluctuations to occur during the year this budget is currently treated as committed and subject to the Council's overall outturn position will be transferred to a

earmarked reserve at the year end in order to provide cover for potential increases in future years including any risk of fines in relation to recycling and other Welsh Government targets.

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

Capital Financing (£500,000)

13. The capital financing budget is currently projecting an underspend of £500,000, an increase of £150,000 compared to the position reported at month six. The projected underspend is mainly as a result of deferring borrowing due to slippage within the Capital programme and also utilising cash balances to temporarily pay for capital works. It was previously indicated that the forecast would be dependent on the timing of additional borrowing. Whilst the cost of borrowing is greater than the opportunity cost of interest receivable on investments, deferring borrowing can result in short term savings, however it could also result in increased longer term rates should interest rates for future borrowing rise. Whilst additional borrowing is unlikely for the remainder of the year the position is continually reviewed to ensure this approach does not expose the Council to undue risk.

Children's Services + £1,600,000

14. The month nine monitoring position for Children's Services shows a projected overspend of £1.6 million, an increase of £950,000 compared to the position reported at month six. The increase is mainly due to further pressures in respect of looked after children with an increase in the number of placements and the cost mix for both external residential and external fostering placements. There has also been an increase of £250,000 in the costs of the Managed Social Work Service in the current financial year. These have been partly offset by additional savings on staff agency costs and by a further reduction in commissioning costs within Child Health and Disability. The financial position reflects the allocation of the £950,000 specific contingency budget which formed part of the Council's 2014/15 budget. The allocation was approved by Cabinet as part of the consideration of the month four report on 18 September. This provided initial funding for the cost of the Managed Social Work Service with the balance of the contingency allocation partly offsetting the additional cost of external placements. The Managed Social Work Service is a one-off additional resource designed to reduce backlogs and enable effective alignment of social work resources. The initial cost was estimated at £600,000 however an extension to April 2015 has increased the cost by £250,000 in 2014/15 with a further £50,000 to be funded in 2015/16.
15. Although the directorate received an additional budget realignment of £2.7 million as part of the 2014/15 budget process, on-going pressures on the budgets for external placements, leaving care support costs, adoption fees and allowances, external legal costs and the Managed

Social Work Service have all contributed to the projected overspend. These pressures have been alleviated to a certain extent by mitigating actions taken in respect of guardianship allowances which provide a significant offsetting saving in the current financial year. A total of £2.493 million is currently anticipated to be achieved against the £2.655 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £162,000 in the current financial year.

16. An overspend of £2.019 million is currently projected in respect of external placements for looked after children with on-going pressures on external residential placements and a significant rise in the number of external fostering placements increasing costs in these areas. An overspend of £1.174 million is projected on the external fostering budget with the number of placements having increased by 28 compared to the equivalent period in 2013/14. Although there has only been a small increase in residential placement numbers in 2014/15 there has been a noticeable increase in projected costs due to the relative cost mix of individual placements. The overspend in this area also reflects the impact of significant cost growth in the previous year. With external residential placements typically costing in excess of £150,000 per annum and the average cost of an external fostering placement estimated at £37,000, even a small increase in numbers can have a significant impact on costs. The projections include an anticipated reduction of £150,000 in placement costs to reflect reviews and possible step down from expensive out of county placements in the remainder of this year.
17. Other projected overspends include £250,000 in relation to external legal advice and court fees. Over £700,000 was spent in this area in 2013/14 and the latest projections suggest this will be exceeded in the current financial year. Other costs of looked after children, including support for those leaving care in the +16 age group is currently projecting an overspend of £130,000. The overspend largely reflects the continuing high cost of supported accommodation together with other support and allowances for homeless children aged 16 and over. Costs in this area have increased significantly in recent years and is also affected by the cost of accommodating asylum seeker children. The overspend on leaving care support is partly offset by savings on social work and personal advisor staff budgets. An overspend of £260,000 is projected in relation to adoption fees and allowances. This follows a significant increase in the numbers placed for adoption both during the previous year and in 2014/15. Whilst this has resulted in higher fees and allowances, the increase in adoptions will have prevented higher expenditure on more expensive forms of care. This is partly offset by savings of £172,000 on internal fostering allowances and staff budgets within the in house Fostering and Adoption Service. The additional cost of £250,000 in relation to the extension of the Managed Social Work Service is also reflected as an overspend within the overall position as is the projected overspend of £57,000 on safeguarding budgets mainly as a result of an increase in agency staff.
18. A saving of £435,000 is projected in relation to guardianship orders with no increase in the level of residential order allowances anticipated in this

financial year. The saving is partly offset by an increase in the number of allowances which is reflected in the figure above. A saving of £445,000 is also projected on staffing costs in social work teams reflecting a significant reduction in the number of agency social workers employed within the service. This reflects the impact of the active recruitment initiatives and the realignment of resources within the social work teams. A saving of £220,000 is projected in relation to Child Health & Disability Commissioning budgets mainly in respect of domiciliary and respite care. This follows a significant reduction in spend in this area in the last two years based on a new process of reviews. Other areas of savings include £62,000 in development administration and training budgets and £50,000 in the Youth Offending Service mainly as a result of staffing savings.

Communities, Housing & Customer Services (£612,000)

19. The directorate is currently projecting a saving of £612,000, an increase of £101,000 compared to the position reported at month six. The increase is mainly due to a further saving against the budget provision for the Council Tax Reduction Scheme partly offset by an increase in the projected overspend in the Library Service. A total of £2.405 million is currently anticipated to be achieved against the £2.886 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £481,000 in the current financial year. The projected shortfall is mainly in relation to the Central Library and the Community Buildings review. However, this is more than offset by the savings against the budget provision for the Council Tax Reduction Scheme and by other savings within the directorate.
20. Housing and Neighbourhood Renewal functions are currently projecting an overall underspend of £942,000 of which £960,000 relates to the Council Tax Reduction Scheme. This is based on current claimant numbers and updated service area expenditure data and will continue to be closely monitored during the remainder of the year. A saving of £88,000 is also projected in relation to Housing Strategy, Support and Lettings reflecting savings in administrative costs and general homelessness budgets with a saving of £20,000 also forecast for the Disabled Facility Service as a result of staff vacancies. Benefits, Finance and Tenant Services are currently reporting a balanced position after allowing for a budgeted drawdown from earmarked reserves to fund temporary staff costs. The savings are partly offset by a projected overspend of £126,000 on gypsy sites reflecting unforeseen highways and repair works at the Rover Way site.
21. Other areas of savings within the directorate include £35,000 on Supporting People reflecting vacancies in the administrative team, £81,000 in Partnerships and Communities where in-year vacancies and additional income exceed the shortfall against the budget savings targets, £34,000 in relation to Into Work Services and £15,000 within Service Management and Support. The savings are partly offset by a projected overspend of £487,000 in the Library Service. This includes a projected shortfall of £297,000 against the savings targets for the

Community Buildings Review which reflects the current timetable for the related restructurings and completion of property moves. A projected shortfall of £146,000 is also anticipated in relation to the budget savings target for the Central Library mainly due to the timing of the restructure process. The balance of the overspend on the Library Service is mainly due to income shortfalls partly offset by vacancy savings. An overspend of £8,000 is also projected in relation to Neighbourhood Regeneration. Customer Services and Adult and Community Learning are currently projecting a balanced position against budget.

Corporate Management – on target

22. The overall position continues to show a balanced spend against budget with projected overspends in Media & Communications offset by savings elsewhere within Corporate Management. A total of £2.053 million is currently anticipated to be achieved against the £2.129 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £76,000 in the current financial year. The shortfall relates to budget savings targets in Media & Communications.
23. Media & Communications is currently reporting a projected overspend of £116,000. This includes an overspend of £70,000 in Media of which £60,000 relates to income shortfalls linked to the budget savings targets for 2014/15. The balance mainly relates to projected overspends on employee costs. Capital Times is also projecting an overspend of £73,000 due to a shortfall in advertising income compared to previous years. These are partly offset by a projected saving of £27,000 in Communications with savings on Communication project budgets partly offset by projected overspends and income shortfalls elsewhere within the Service.
24. The projected overspend in Media and Communications is offset by savings elsewhere within Corporate Management including £109,000 on general expenses and other costs. The savings in general expenses include £33,000 arising from the Council's new banking arrangements and £55,000 from a reduction in external audit fees. A projected saving of £35,000 on management and support costs is partly offset by miscellaneous income shortfalls of £22,000.

Council Tax Collection (£2,100,000) and NDR refunds on Council Properties (£1,374,000)

25. A review of the Council Tax position continues to indicate a potential surplus of £2.1 million. This reflects a number of factors including a higher than estimated number of properties across the city, lower than anticipated levels of exemptions and an improved collection rate resulting in an overall reduction to the bad debt provision. The surplus represents a variance of 1.05% of the estimated gross debit. A saving of £1.374 million is currently anticipated in relation to refunds of NDR on Council properties achieved through the appeals process with significant sums recently confirmed in relation to rebates for County Hall and City Hall.

These backdated sums represent an exceptional and one-off source of income to the Council.

County Clerk & Monitoring Officer (£29,000)

26. The directorate is currently reporting a projected saving of £29,000 an increase of £13,000 compared to the position reported at month six. A total of £446,000 is currently anticipated to be achieved against the £494,000 savings targets set as part of the 2014/15 budget leaving a projected shortfall of £48,000 in the current financial year. This is due to one of the two scrutiny research income generating projects for Welsh Government not progressing.
27. The overall position includes projected savings of £16,000 in Protocol Services, £9,000 in Bilingual Cardiff and £7,000 in Democratic Services all largely due to underspends on employee budgets. There is also a projected underspend of £13,000 in Electoral Services reflecting underspends on employees and supplies and services budgets partly offset by an income shortfall and unbudgeted by-election costs. Overall, the savings are partly offset by a projected overspend of £15,000 in Member Services reflecting overspends on supplies and services budgets, including translation costs. An overspend of £49,000 is currently projected in Scrutiny Services mainly due to shortfalls against income targets as indicated above, however it is anticipated that in the current year this will be offset by contributions from reserves.

Economic Development + £97,000

28. The directorate is currently reporting a projected overspend of £97,000 a reduction of £10,000 compared to the position reported at month six. A total of £1.316 million is currently anticipated to be achieved against the £1.509 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £193,000 in the current financial year.
29. An overspend of £83,000 is currently projected in relation to major projects reflecting a shortfall in income for the sponsorship of the naming rights in connection with the Doctor Who Experience together with associated property costs for which the Council has responsibility. The issue of the naming rights arose during 2013/14 and it is anticipated that it will continue to be a problem during the remainder of the financial year. An overspend of £97,000 is also projected in relation to property budgets although measures are being put in place that may improve this position. The overspend reflects a number of factors, the most significant being a projected shortfall of £87,000 against rental income from non operational properties. The 2014/15 budget included a savings target of £197,000 from rent reviews and other related income however at this stage only £110,000 is anticipated to be achieved.
30. These are partly offset by a saving of £73,000 in Business & Investment. This reflects additional income of £116,000 which is currently projected against the bus shelter contract, however this is partly offset by projected overspends in other areas including £37,000 in relation to the Cardiff Film

Unit where it is anticipated that income levels are unlikely to fully cover expenditure within the Unit. Other projected savings within the directorate include £8,000 in Tourism and £2,000 in Management and Support. Following a realignment of budgets within the directorate, City Centre Management is currently reporting a balanced position as is the Construction and Design Unit.

Education & Lifelong Learning + £1,410,000

31. The directorate is currently reporting a projected overspend of £1.4 million, an increase of £674,000 compared to the position reported at month six. The increase is mainly due to external factors and in particular the notification by the Welsh Government in October of in-year grant reductions in respect of the Minority Ethnic Achievement Grant (MEAG) and School Effectiveness Grant (SEG). The potential for this to impact on the monitoring position was identified in the month six report, however at that stage consultation was still ongoing and details had yet to be confirmed. Whilst the in-year grant reduction for SEG is likely to be found from within the finances of the Consortium arrangements, there remains a significant issue for Cardiff in respect of MEAG. Measures are being taken by the directorate to minimise the impact and a saving of £145,000 is currently anticipated against the overall funding reduction of £640,000, leaving a potential overspend in the current year of £495,000. Discussions are continuing with the Welsh Government to try to find a resolution to this issue. The overall position has also been impacted by an anticipated reduction of £115,000 to the NOVUS Grant in Early Years & Childcare following issues highlighted by the Wales European Funding Office in relation to the Council's match funding arrangements. There has also been an increase in the level of spend on Inter-Authority Recoupment and Special Educational Needs partly offset by savings in other areas. A total of £5.610 million is currently anticipated to be achieved against the £6.512 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £902,000 in the current financial year.
32. Inter-Authority Recoupment and Special Educational Needs budgets are currently projecting an overspend of £438,000. This is mainly due to an overspend of £476,000 on out of county placements which includes a shortfall against the savings target for 2014/15. There is also a projected overspend of £22,000 against services of a specialised nature. These are partly offset by projected savings of £36,000 on home and hospital tuition and £24,000 on the pupil referred unit.
33. An overspend of £363,000 is currently projected in relation to School Improvement, Management and Support Services mainly as a result of predicted shortfalls against savings targets. This includes £177,000 on education management and £200,000 on business support both of which were delayed due to the timing of the Estyn monitoring visit.
34. Other projected overspends include £173,000 on Early Years & Childcare which includes the potential loss of funding from the NOVUS Grant and the previously reported shortfall in relation to the closure of the

County Hall Nursery which is showing an overspend of £67,000. These are partly offset by other savings within Childcare. An overspend of £88,000 is anticipated in relation to Centrally Funded Education including projected overspends of £20,000 for both the Music Service and Storey Arms with the balance relating to costs in Strategic Management including shortfalls arising from the identification of savings on staff agency costs and the Workforce Agreement. An overspend of £53,000 has also been identified in Lifelong Learning, mainly in relation to costs arising from the occupation of the Friary and the Parade and linked to the 2014/15 budget savings. These are partly offset by projected underspends against net budgets of £100,000 in Cleaning and £100,000 in Catering.

Environment + £350,000

35. The overall position indicates a projected overspend of £350,000 a reduction of £644,000 compared to the position reported at month six. The improvement reflects a number of changes, the most significant of which is a reduction in the cost of Viridor processing reflecting reduced tonnages as a result of diversion activities and the extended life of the Lamby Way site also accommodating additional income for inert materials. Additional cost reductions and savings have also been identified in relation to the Material Recycling Facility (MRF) and Household Waste Collection. These are partly offset by increased costs in other areas including Landfill Operations, Post Sort and processing of other HWRC recycling.
36. The financial position reflects the allocation of the £350,000 contingency budget to meet shortfalls in income at the MRF and a further £242,000 to reflect the ongoing pressures arising from the reductions in Sustainable Waste Management (SWM) Grant which has been reduced by circa £500,000 since 2012/13. These allocations were approved by Cabinet as part of the consideration of the month four report on 18th September. A total of £2.936 million is currently anticipated to be achieved against the £3.300 million savings targets set as part of the 2014/15 budget leaving a projected shortfall of £364,000 in the current financial year. A number of initiatives have already been taken to mitigate this and the other pressures within the directorate. No commitments have been included in relation to potential costs arising from the position on landfill allowance and recycling targets in 2013/14. Although the Welsh Government wrote to the Council indicating potential fines of £807,000 this is still under consideration by the Minister and has yet to be confirmed. This will continue to be closely monitored as the year progresses.
37. An overspend of £1.304 million is currently projected in relation to Recycling Processing. This includes a projected overspend of £364,000 on the MRF with overspends on external processing and other operational costs and income shortfalls due to volatility in the materials market and changes to higher quality standards of end products. After adjusting the budget for the contingency allocation income still shows a shortfall of £207,000. A projected overspend is also reported in relation

to Household Waste Recycling Centres (HWRC). This amounts to £353,000 and reflects a combination of increased operational costs including employee overtime and agency provision as well as a shortfall against the savings target for 2014/15 with the redesign of the HWRC sites still to be implemented in order to manage operational costs going forward. Other processing costs show a projected overspend of £486,000 mainly in relation to the processing of essential recycling materials captured at HWRCs. Much of this cost would previously have been charged to SWM Grant but reduced grant funding means this is no longer possible. A projected overspend of £101,000 is also projected in relation to Post Sorting including a commitment of £65,000 in order to fund internal post sorting from January 2015. This is all necessary in order to continue to support diversion activities from landfill and to mitigate the high financial risk of recycling fines.

38. Landfill and Aftercare is currently reporting a surplus of £1.002 million including a number of significant variances. This includes a projected underspend of £1.232 million against Viridor processing reflecting reduced tonnages as a result of the diversion activities currently being undertaken. This significant reduction is as a result of more detailed analysis of waste flows and reflects the assumption that no external transportation and bulking costs will be incurred due to the extended life of the Lamby Way site. A saving of £275,000 is also anticipated in relation to landfill tax also reflecting reduced tonnages and diversion activities. These are partly offset by a projected overspend of £320,000 in relation to landfill diversion reflecting the cost of processing road sweepings and sending MRF rejects to an external operator rather than landfill. The budgets for landfill and aftercare are also reporting a projected overspend of £185,000. This is mainly represented by the additional costs of keeping the Lamby Way landfill site operational until 1st January 2015, partially offset by increased income from gas generation.
39. An underspend of £60,000 is currently projected in relation to Collection Services with a projected saving of £164,000 on household waste collections partly offset by projected overspends of £83,000 on bulky waste collections and £21,000 on commercial waste collections. The projected saving on household waste collections reflects a number of factors with additional vehicle costs of £227,000 offset by savings on employee and supplies and services budgets. The projected overspend on bulky waste collections is mainly due to the cost of operatives involved in the collection of white goods which is an area affected by the reduction in SWM grant funding. There is also an anticipated income shortfall due to more residents applying for a free service than originally profiled. The commercial waste position has improved significantly since 2013/14. This improvement on the previous year's performance that out-turned with a £315,000 shortfall on income is due to the increase in external income contracts and control on expenditure. Income is now projected to be £3.8 million, £100,000 above target.
40. Cleaner Cardiff is currently projecting an underspend of £128,000 with savings on employee costs partly offset by additional vehicle costs of

£325,000. A saving of £55,000 is also projected in Strategy, Education and Enforcement with savings on waste strategy and depot costs partly offset by a projected overspend on litter enforcement. Management & Support currently shows an overspend of £45,000 primarily in relation to consultancy costs linked to development programmes.

41. An underspend of £55,000 is currently projected in relation to Energy & Sustainability. This includes a saving of £66,000 on the carbon reduction budget and reduced employee costs of £43,000. These are partly offset by a shortfall of £55,000 against the savings targets for 'Invest to Save' and 'Invest to Earn' energy schemes.
42. Regulatory Services are currently projecting an overspend of £300,000 with projected overspends of £192,000 in Licensing, £126,000 on the County Analyst, £51,000 on Regulatory Management and Support and £40,000 relating to unallocated savings. These are partly offset by savings elsewhere within the service including £48,000 in Housing Enforcement, £42,000 in Public Protection and £23,000 in Animal Services. The projected overspend in Licensing includes a combination of income shortfalls, a one-off cost in relation to a new database system and a projected overspend on employee costs. The projected overspend of £126,000 on the County Analyst reflects a projected shortfall against the savings target for 2014/15 together with additional costs of maintaining the service whilst new contract arrangements were implemented.

Health & Social Care + £5,595,000

43. An overspend of £5.595 million is currently projected in relation to Health and Social Care, an increase of £645,000 compared to the position reported at month six. The increase reflects revised assumptions regarding the level of budget savings that the directorate will be able to achieve in the remainder of the financial year. Apart from this the underlying financial position has remained relatively stable with no significant growth evident in recent months. The new dynamic purchasing system for domiciliary care was implemented in November, however it is too early to assess the impact and this will be closely monitored over the remaining months of the financial year. The latest position in respect of the budget savings indicates that a total of £3.483 million is currently anticipated to be achieved against the £6.213 million savings target set as part of the 2014/15 budget, leaving a projected shortfall of £2.730 million in the current financial year.
44. The overall position reflects a combination of increased demographic pressures and subsequent demand for services, cost increases and the projected shortfall of £2.730 million against the budget savings referred to above. The overspend is despite a budget realignment of £5.1 million which was allocated as part of the 2014/15 budget process in order to meet known pressures at that time together with a further £1.3 million in order to meet new demographic pressures in 2014/15. The projected overspend includes £5.2 million on externally commissioned services with significant overspends projected in relation to services for older

people, people with learning disabilities and Mental Health Services. An overspend of £1.009 million is also projected in relation to direct services, mainly due to a projected shortfall against the budget savings targets including the reconfiguration of the Hafod contract. These are partly offset by savings in other areas within the directorate.

45. The projected overspend within externally commissioned services includes £2.3 million in respect of older people, £1.4 million in relation to people with learning disabilities, £1.1 million in Mental Health Services and £0.4 million in relation to people with physical disabilities. The overspend in relation to older people reflects a range of factors. Although the rate of growth in the provision of domiciliary care is currently relatively stable and is lower than in previous years, there is still a combined growth of 2.5% in the level of domiciliary care and direct payments compared to 2013/14. This implies cost growth of £420,000 with additional costs also arising due to a partial shift from framework providers to more expensive spot contracts. Increased expenditure of £1.1 million is also projected in nursing care. This reflects increases in the commissioned cost of a nursing placement together with growth in the level of demand for placements, notably in MHSOP. The new 'Proactis' procurement system does however seem to have arrested some of the growth in nursing costs since its implementation in August 2014. The projected overspend on commissioning services for older people also includes an element of shortfall against the 2014/15 budget savings targets.
46. The projected overspend of £1.4 million in Learning Disabilities includes increased expenditure of £1.0 million on residential services and reflects the impact of placements which commenced in the latter part of 2013/14, some of which had been Continuing Health Care (CHC) and previously funded by Health. There have also been a number of new college placements in 2014/15. The overspend also includes some increases in direct payments together with a projected shortfall in the savings targets for the Closer to Home Project, where greater savings are now anticipated in future years. The projected overspend of £1.1 million in Mental Health is largely a reflection of additional care costs with £540,000 relating to former CHC placements which have transferred or are due to transfer from Health. There are also increased costs of £140,000 relating to additional supported living packages which commenced in the latter part of the previous year. Additional pressures of £120,000 resulting from new legal requirements associated with deprivation of liberty have also been identified and are included in the projected overspend. The projected overspend in relation to people with a physical disability is mainly due to additional costs of direct payments and domiciliary care together with some shortfalls against budget savings targets.
47. Within Direct Services an overspend of £1.069 million is currently projected in relation to residential care. This includes an anticipated shortfall of £750,000 against the budget saving relating to the reconfiguration of the contract arrangements with Hafod Care. This reflects the difficulties that have occurred in finalising the potential

transfer or closure of the Cathedral View Home. A shortfall of £380,000 is also projected in respect of the budget savings relating to the internal supported living service although this is partly offset by other savings within the service. The projected overspend on residential care is partly offset by savings of £60,000 in other areas within Direct Services.

48. A saving of £516,000 is projected in relation to assessment and care management and occupational therapy budgets. This is a reflection of existing staff vacancies but also includes the impact of management actions to reduce the number of agency social workers employed within the service. A saving of £126,000 is also projected in relation to management and support budgets also mainly as a result of savings on staffing budgets.
49. The current projection makes no assumptions in relation to further growth arising from demographic pressures during the remainder of this financial year. Demand for services can be volatile and costs, particularly in relation to residential placements can be high. If demand increases then the overall cost to the directorate will also increase. The projection also includes £677,000 of assumed savings relating to 2014/15 savings targets which have yet to be achieved. This is an area of risk but the directorate are confident that this will be achieved before the year end.

Resources (£326,000)

50. The directorate is currently reporting a projected saving of £326,000 as compared to the balanced position reported at month six. This reflects a number of changes across the directorate, the most significant being a reduction in costs within Fleet Management. Additional savings have also been identified in areas such as Legal Services, Finance and Organisational Development. These are partly offset by increased costs in Facilities Management. A total of £5.078 million is currently anticipated to be achieved against the £5.593 million savings targets set as part of the 2014/15 budget, leaving a projected shortfall of £515,000 in the current financial year.
51. The most significant variance is in relation to Facilities Management where costs have increased since month six. The current position indicates a projected overspend of £220,000. This includes a projected overspend of £380,000 on FM buildings with overspends arising from shortfalls against previous savings targets, cleaning budgets and energy costs. This is partly offset by savings in the office accommodation account and other premises budgets together with savings in Building Support and a projected surplus in Building Maintenance. A projected overspend of £61,000 is currently projected in relation to Fleet Management, a significant improvement compared to the position reported at month six. The improvement reflects a combination of operational savings and on-going reductions to vehicle costs arising from procurement arrangements. Other projected overspends within the Resources Directorate include £50,000 where shortfalls against budget savings targets for the Customer Relationship Management Project and a reduction in software licences are partly offset by savings on employee

costs and other budgets. There is also a £48,000 projected overspend in Health & Safety where there is a projected shortfall in the savings target relating to the proposal to work jointly with other Councils.

52. All other divisions within the directorate are currently reporting a balanced position or have identified projected savings. The projected savings include £239,000 in Finance, £138,000 in Enterprise Architecture, £133,000 in Organisational Development, £92,000 in Legal Services, £48,000 in Commissioning & Procurement and £34,000 in Business Administration. These are all mainly as a result of managed savings on employee budgets or additional income.

Sport, Leisure & Culture +£712,000

53. The directorate is currently reporting a projected overspend of £712,000, an increase of £117,000 compared to the position reported at month six. The increase is mainly due to revised assumptions in relation to the level of savings that will be achieved from the temporary closure of Eastern Leisure Centre. The Centre was originally scheduled to close for refurbishment in the autumn however the current position suggests a closure date at the end of February. This has been partly offset by savings in other areas including Parks & Sport and Play Services. Overall, the projected overspend is mainly due to an anticipated shortfall of £1.157 million against the £5.289 million budget savings targets for 2014/15. In addition further savings of £1.2 million have also had to be managed in relation to the Harbour Authority. A range of additional service pressures have also been identified although these are offset by savings elsewhere within the directorate. A number of initiatives and actions have already been taken to reduce the overspend and further options will be considered where possible, however the directorate is largely dependent upon income generation, which can fluctuate according to market conditions.
54. An overspend of £511,000 is projected in relation to Culture, Venues and Events. This includes an anticipated shortfall of £300,000 against the budget saving based on securing a new management operator for St. David's Hall or New Theatre. An overspend of £110,000 is also projected in relation to the Mansion House although it is anticipated that the introduction of a new business plan will help to generate additional income. The Events budget is also projected to overspend by £86,000 with reductions in commercial income only partly offset by cost reductions. The Catering Service is currently projecting a shortfall of £131,000 against its savings targets whilst the Cardiff Museum is also reporting an overspend of £20,000. These are partly offset by a projected surplus of £56,000 for the Castle and £35,000 in relation to functions at City Hall. Other areas are broadly in line with budget or are reporting small surpluses.
55. Leisure Services is currently forecasting an overspend of £260,000. This includes a projected overspend of £165,000 in relation to leisure and sports facilities, with a projected shortfall of £200,000 against the budget saving for the temporary closure of Eastern Leisure Centre partly offset

by savings on operational costs across a range of facilities. An overspend of £96,000 is also projected on community halls mainly due to delays to the community asset transfer of the community halls at Maes-y-coed Road and Plasnewydd. These are partly offset by surpluses on other halls. As previously agreed the costs relating to Pontprennau will be funded from corporate initiatives in the current year. Other projected overspends within Leisure Services include £21,000 on Leisure Support and £30,000 on Leisure Management both arising from unachieved savings. These are partly offset by savings in other areas including £40,000 on specialist facilities. This saving is mainly in relation to the Cardiff Riding School which shows a reduction against subsidy of £49,000 resulting in an overall trading surplus of £18,000. These are partly offset by shortfalls in income generation at Insole Court. Other projected savings include £9,000 against the budget for the Cardiff International White Water Facility (CIWW) and £2,000 in relation to the Sailing Centre.

56. An overall saving of £153,000 is currently projected in respect of Parks and Sport, significantly higher than the level of savings previously reported at month six. The saving is largely due to a managed underspend on employee costs across the division. This is partly offset by projected overspends in other areas of the budget including £129,000 in relation to the disposal of waste generated through litter clearance, bin emptying and fly tipping. This reflects both an increase in the amount of waste collected and the disposal costs although initiatives have been taken to reduce these costs. Other projected overspends include £92,000 on vehicle costs and an anticipated shortfall of £40,000 relating to the planned introduction of car parking charges at Pontcanna and Llandaff Fields due to the time required in ensuring the relevant traffic regulation orders are in place.
57. Play Services are currently projecting an overspend of £29,000. This includes a shortfall against the £320,000 savings target which formed part of the 2014/15 Budget. Although a restructuring of the service is being undertaken the full saving will not be achieved in this financial year. Despite this cost reductions have been achieved, significantly reducing the projected overspend compared to the position reported at month six. Other projected overspends within the directorate include £42,000 in Management & Support relating to unachieved savings and £23,000 in the Registration Service. In line with expectations it is currently assumed that the £200,000 trading surplus in Bereavement Services will transfer to reserves in order to fund future investment in the service.

Strategic Planning, Highways and Traffic & Transport – On target

58. The Directorate is currently reporting a balanced position against budget which is in line with the position reported at month six. The overall position includes an anticipated shortfall of £547,000 against the savings targets set as part of the 2014/15 budget however measures have been put in place to address the shortfall and to achieve a balanced position. Budget savings of £6.706 million are currently projected to be achieved against the 2014/15 budget savings target of £7.253 million however this

includes £1.525 million which is still to be achieved in the final quarter. Whilst there is risk attached to this the directorate remains confident that this will be achieved. Within the overall position a projected overspend of £169,000 arising from delays to management restructurings is offset by projected savings in the Highways Service and in Traffic & Transportation. Strategic Planning & Building Control is currently reporting a balanced position.

59. The Highways Service is currently projecting an under spend of £81,000. This includes projected savings of £96,000 from vacant posts, supplies and services and income above target within Highways Maintenance Management. A saving of £46,000 is also projected in relation to Highway Operations. This reflects a number of factors including the impact of a service review of planned spend and workforce reductions. It also reflects an additional drawdown from commuted sums providing funding for specific targeted work to be undertaken by the directorate. These are partly offset by a shortfall against the savings target for the Highways Maintenance redesign. Other savings include £12,000 in relation to Street Lighting and £31,000 arising from vacancy savings and other underspends within the Operational Manager budget. These are partly offset by a projected overspend of £81,000 in Asset Management with a forecast under-recovery of fees and charges for street works partially offset by savings on employee and transport costs. A projected overspend of £23,000 is also currently projected in respect of Drainage Services. All other areas are broadly in line with budget.
60. An under spend of £88,000 is currently projected in relation to Traffic and Transportation. This includes a projected saving of £70,000 in Public Transport reflecting reduced staff costs as a result of vacancies, additional income from concessionary fares and other operational savings. These are partly offset by departure income below target and premises cost overspends at the Central Bus Station. A saving of £50,000 is also projected in relation to the school crossing patrol budget as a result of staff vacancies at low risk sites. Other projected underspends include £33,000 in Transport Strategy reflecting recharge income in excess of target for the Metro Project and £21,000 in the Infrastructure Design Service due to a managed saving on maintenance at the Riverwalk site. There is also a projected saving of £12,000 in the Road Safety Education Team. These are partly offset by a projected overspend of £41,000 within Transport Projects reflecting a shortfall against the savings proposal for increased income from Traffic Regulation Orders and chargeable road closures. This is partly offset by additional recharge income. Other projected overspends include £32,000 in Telematics reflecting shortfalls in budget savings and £27,000 in School Transport. This includes increased costs resulting from additional service pressures and initiatives such as the revolving door initiative and the WLGA independent travel initiative although the projected overspend has reduced significantly since month six following the identification of savings above target in relation to the re-tendering of school transport contracts.

61. It is currently anticipated that the Civil Parking Enforcement Account will achieve a surplus of £3.957 million against the £4.062 million budget expectation resulting in a net trading deficit of £105,000. This assumes that the budget saving in relation to the new moving traffic offences scheme will be fully achieved in the current year despite the delays which resulted in the scheme only commencing on the 1 December. Although income levels are anticipated to be lower these are offset by reductions in implementation and operating costs during this period. The income projections are based on data analysis of the level of offences occurring throughout the city and although forecasting in this area will remain uncertain the directorate remains confident that the budgeted saving is still achievable. Income receipts of £7.951 million are currently forecast against the target of £8.298 million resulting in a projected under recovery of £347,000. This includes the impact of the decision not to proceed with the removal of the first free hour of parking in the Butetown area which results in a £75,000 shortfall. Other shortfalls include £59,000 in relation to the impact of implementation delays for evening charging within the city centre and £43,000 in respect of anticipated shortfalls against the pay and display scheme in Schooner Way. The balance of the variance relates to under recovery of penalty charge notices and income below target from long stay bays in the civic centre and the delayed implementation of the new moving traffic offences scheme. These deficits are partly offset by savings on expenditure of £242,000 primarily due to vacancy savings within the enforcement function. A budgeted drawdown of £3.926 million from the Parking Reserve is currently anticipated in order to fund operational costs in the Traffic and Transportation service.
62. The Planning and Building Control Service is currently projecting a balanced position against budget. This represents a significant improvement compared to the position at month six reflecting increased forecasts for both S106 income and pre-application planning fees. The Development & Control Division is currently projecting an underspend of £35,000 with anticipated surpluses of £61,000 on planning fees and £40,000 on Section 106 income. These are partly offset by projected overspends on employee costs and supplies and services budgets. The directorate is currently anticipating a recovery of £1.948 million for planning fees compared to the budget of £1.887 million however the level of fees is dependent on a range of factors and may still be subject to fluctuations. This will be closely monitored during the remainder of the year. An underspend of £14,000 is also projected in relation to the Building Control non fee earning service reflecting additional income from fire surveys. These are partly offset by a projected overspend of £49,000 in Strategic Planning. This is mainly as a result of anticipated shortfalls against budget savings on employee costs including an inability to meet the current level of vacancy provision. These are partly offset by a saving on supplies and services budgets and income above target in relation to the sale of local plans. The Building Control Fee Earning Account is currently projecting a surplus of £100,000. This will transfer to the earmarked reserve and be re-invested into the service in future years.

Housing Revenue Account

63. The Housing Revenue Account (HRA) is currently projecting a surplus of £200,000 as compared to the balanced position reported at month six. The change includes further savings on employee costs, increased income and a reduction in the level of Housing Subsidy payable. These are partly offset by increased costs in the Housing Repairs Account.
64. An overspend of £2.0 million is currently anticipated in relation to premises budgets with a projected overspend of £2.4 million on the Housing Repairs Account partly offset by savings against budgets allocated to the Hub Programme and in respect of environmental services. The projected overspend on the Housing Repairs Account reflects an increase in both the cost and frequency of repairs. A detailed review is being undertaken by the service area to identify the key cost drivers and to consider options in relation to managing future spend. This is offset by savings in other areas including a reduction of £700,000 in relation to the level of Housing Subsidy payable. This is mainly due to the impact of land appropriations undertaken earlier in the year. Employee costs are also currently projecting an underspend of £917,000 reflecting vacancies and other savings against the staffing budget including savings arising from delays in the creation of the new hubs as part of the Community Building Review. Other savings include £230,000 on supplies and services budgets, £115,000 as a result of an anticipated reduction in the provision for bad debts, additional income of £205,000 mainly due to a lower than budgeted void rent loss figure and £23,000 on transport costs.

Cardiff Harbour Authority

65. A new three year budget has been agreed with the Welsh Government covering the period 2014/15 to 2016/17. The revised budget for 2014/15 was set at £6.397 million which represented a reduction of almost £1.2 million. This has increased the level of financial risk to the Council as any unforeseen costs have to be absorbed within the agreed fixed cost budget unless there are qualifications within the agreement. The funding reduction is planned to be achieved through a combination of staffing reductions, efficiency savings and increased income generation.
66. The current financial position indicates that the annual draw down of Welsh Government funding will be £6.360 million against the budget of £6.397 million, representing an underspend of £37,000.

Heading	Budget £'000	Projected Out-turn £'000	Variance £'000
Expenditure	6,765	6,831	66
Income	(700)	(766)	(66)
Fixed Costs	6,065	6,065	0
Asset Renewal	332	295	(37)
TOTAL	6,397	6,360	(37)

67. The position includes reduced groundwater control costs plus increased income generation offset by some additional essential maintenance costs at the barrage. The projected income of £766,000 includes £410,000 from car parking fees, £238,000 from harbour dues, £109,000 from water activities and a further £9,000 from other sources.
68. The Asset Renewal budget is indicating an underspend of £37,000 reflecting lower than anticipated costs against several schemes.
69. The balance in the Project and Contingency Fund at 1st April 2014 was £735,000. Capital receipts totaling £129,000 have been received following the disposal of land which, under the deed of variation, will be transferred to this Fund for future use on capital improvements. A sum of £200,000 has been utilised to fund the high ropes facility at the Cardiff International White Water Centre. The balance will be retained for further improvement work and as a contingency against any unscheduled maintenance which may exceed the Fixed Cost budget.

Capital

70. Council in February 2014 approved the 2014/15 Capital Programme and an indicative programme to 2018/19. The sections below indicate a forecast position for 2014/15 for General Fund and Public Housing after revisions to include actual slippage reported at outturn, incorporation of new grant approvals and confirmation of actual grant awards.

General Fund

71. The approved Capital programme of £117.1 million for 2014/15 included a range of assumptions in relation to General Fund Capital Programme slippage together with projected spend for other schemes planned to be undertaken in the year. The budget has since been adjusted to £124.1 million following the revisions mentioned above.
72. The projected outturn for the year is currently £70.1 million, a variance of £54.1 million. This is represented by a projected under spend of £1.8 million together with estimated slippage of £52.3 million. Expenditure at the end of Month 9 was £36.8 million which represents 53% of the projected outturn.
73. A summarised General Fund capital outturn position against directorates is shown in the table below.

Capital Programme 2014/15	Budget	Projected Outturn at Month 9	Variance	Variance represented by:	
				(Under) /over spend	Slippage
	£000	£000	£000	£000	£000
Communities, Housing & Customer Services	9,667	7,666	(2,001)	0	(2,001)
Economic Development	16,628	6,240	(10,388)	(3,210)	(7,178)
Education & Lifelong Learning	50,975	27,203	(23,772)	3,990	(27,762)
Environment	7,200	1,305	(5,895)	80	(5,975)
Health & Social Care	1,342	1,342	0	0	0
Resources	5,749	2,721	(3,028)	(605)	(2,423)
Sport, Leisure & Culture	8,645	4,025	(4,620)	(25)	(4,595)
Strategic Planning, Highways, Traffic & Transportation	23,891	19,545	(4,346)	(2,000)	(2,346)
Total	124,097	70,047	(54,050)	(1,770)	(52,280)

Capital Schemes Update

74. Delivery of capital projects is complex, may span a number of years and is influenced by a number of external and internal factors such as weather, statutory and non statutory approval processes. Directorates are reminded of the need to set achievable profiles of expenditure and to identify slippage at an early stage as resources will not automatically be carried forward.
75. Where slippage has not been identified to date, particularly in relation to annual allocations, such sums could be taken as an underspend or be utilised to manage other pressures in the capital programme as part of the outturn. The following provides a further update and highlights main variances and further issues with a detailed list in Appendix 3.

Communities, Housing and Customer Services

Neighbourhood Regeneration

76. Neighbourhood Regeneration budgets are projected to outturn at £1.87 million with slippage of £275,000 against these schemes.
77. The Neighbourhood Renewal schemes budget is £887,000 with significant schemes including public realm improvements at: North Ely Youth Centre (£150,000); Ann Street, Canton (£150,000); Bedford Street, Roath (£125,000) and Clarendon Road shops, Penylan (£100,000), together with enhanced footpath lighting at Llanedeyrn & Pentwyn (£130,000) and restoration of unused green space at Lydstep Park (£125,000).

78. The main scheme in the Local Shopping Centre regeneration budget of £535,000 in 2014/15 is a comprehensive regeneration scheme for Clare Road / Penarth Road District Shopping Centre, including a grant scheme to improve shop fronts. Following the approval of a Vibrant & Viable Places WG grant for Grangetown , £111,000 of which is required to spent by 31 March 2015 , slippage is shown against both these schemes, totalling £211,000 at this stage, however, subject to the outcome of tenders and start on site, there is a risk that slippage will increase.
79. The Renewal Area environmental schemes budget of £310,000 has been let as a single contract which started in November, covering environmental works at Hereford Street, Compton Street and Jubilee Street, all in North Grangetown, with works to be complete by the end of the financial year.

Citizen Hubs

80. Commencement of the Grangetown library extension, is expected to start on site in March subject to acceptance of the tender which is currently being reviewed to align with funding available. Cymal grant has been received for this scheme (£80,000) together with WG Vibrant and Viable Places grant (£117,000), with all grants required to be spent by the end of the financial year.
81. Design works have commenced at Central Library to accommodate services provided from Marland House, prior to its demolition, in a City Centre Hub. Costs and proposals are still to be determined, but will need to be managed within existing Hub budgets.
82. Planned expenditure on the STAR Community Hub is circa £350,000 during 2014/15. Consisting primarily of design costs and the costs of demolishing the Splott Pool site.
83. Discussions are ongoing with the developer and other partners to establish a viable Maelfa Regeneration scheme, with the Council considering a commercial investment in the shopping centre units to generate a commercial rate of return. With advanced demolition works complete, slippage of circa £290,000 is reported at this stage.
84. A receipt from the disposal of the Dome site in Pentwyn is to be spent on a range of measures during 2014/15 including replacing Pentwyn Swimming Pool tiles, heating at the Powerhouse as well as wider improvements linked to hub proposals and accessibility improvements at Pentwyn Leisure Centre. Slippage of £315,000 is shown at this stage.
85. The planned extension at St Mellons hub is now expected to take place in 2015/16, subject to the outcome of tenders, with resources available carried forward accordingly.

86. Overall, slippage of circa £1.7 million is recognised at Month 9, with the budgets carried forward for approved hub proposals.

Housing

87. The Housing Schemes budget includes Disabled Facility Service budget of £2.93 million, and Renewal Area budget of £718,000 both these amounts are projected to be fully utilised in year. As this year is expected to be the last year for WG Renewal Area Grants any remaining commitments will need to be managed within existing resources available.

Economic Development

88. The Council is progressing 5 projects under the Department of Culture Media and Sport's (DCMS) Urban Broadband Scheme, which has an overall approved Capital Grant allocation of £8 million. At Month 9 there is cumulative projected spend of £4.6 million as set out below.

Project	Budget Allocated £000	2013/14 Actual £000	2014/15 Month 9 Projection £000	2015/16 Projection £000	Total Month 9 Projection £000	Month 9 Variance £000
Connection Voucher Scheme	3,162	175	551	312	1,038	(2,124)
Demonstrator	698	382	106	-	487	(211)
Bus Wi-Fi	444	12	431	-	444	0
Internet Exchange	660	32	628	-	660	0
Public Wi-Fi	3,000	19	1,981	-	2,000	(1,000)
TOTAL	7,964	620	3,697	312	4,629	(3,335)

89. The take-up of Connection Vouchers has been significantly lower than the profile used to determine the grant allocation, with the cumulative spend to Month 9 amounting to £412,000, a pattern reflected nationally. In response to this the DCMS has undertaken an extensive national marketing campaign in an attempt to increase the take up of the vouchers and in addition, the scheme has been slightly modified to make it more accessible. Therefore the actual spend to the scheme end date (30 September 2015), will be very much dependent on the success of these measures, with the projections being regularly reviewed and updated accordingly. In light of a review at month 9, voucher projections have reduced by £923,000 from that reported at Month 6.
90. The Demonstrator project is largely complete and is projecting an underspend of £211,000 (equipment costs lower than anticipated). Spend on Public Buildings Wi-fi project will be dependent on the number of buildings that can be completed by the 31st March 2015, when grant

funding ceases. The Council is working with its appointed partner to complete as many surveys and installations as possible.

91. Following agreement to relinquish the lease on Llanrumney Hall, discussions for its future use are continuing. Whilst some of the compensation received from the early release has been used to pay for roofing works, the balance is to be carried forward to future years until agreements are in place.
92. Work on the Longcross Farm renovation scheme will be complete by the of January, with a 2014/15 budget of £683,000. The total scheme costs are now £1.291million a further variance of £125,000 in 2014/15. This is due to unforeseen additional works requiring specialist materials.

City Development

93. Wood Street NCP car park is being purchased as part of the Cardiff Enterprise Zone scheme, with a deposit of £675,000 paid recently, and the balance of the total £9.0 million purchase price to be paid in 2015/16. Work on design and planning around City centre sites as well as interim enabling works to support the delivery of the bus interchange are in progress for the remainder of the year, resulting in projected slippage of £6.616 million.

Education & Lifelong Learning

Schools Asset Renewal

94. The £400,000 overspend reported at Month 6 has largely been committed, and therefore the budget of £3.404 million is anticipated to be spent in full at outturn. Any further urgent / emergency works arising before year end may have implications for works already committed.

Flying Start

95. The revised Capital Programme figure for Flying Start expenditure in 2014/15 was £3.142 million. At Month 9, the outturn figure for 2014/15 is estimated at £2.6 million. WG advised in October 2014 that funding was being withdrawn for the Grangetown proposals, due to the cap having been met and the proposed expansion not being required. The withdrawal of the Grangetown capital funding accounts for £245,000 of the reduction.
96. Additionally, expenditure to date in 2014/15 is circa £1.6 million. Therefore, achieving full spend on the remaining allocation this year is considered challenging. Slippage of £297,000 has therefore been assumed. The Directorate will need to discuss this with WG, although WG have previously indicated that slippage may not be acceptable.

Schools Organisation Plan

97. Schemes are classified as either '21st Century Schools' or 'SOP Other'. At Month 6 the combined total forecast outturn capital expenditure for 2014/15 was £18.572 million. At Month 9, the outturn estimate is increased to £18.724 million.

21st Century Schools

98. The projected outturn is £10.961 million, a reduction of £118,000 since Month 6. This includes an underspend of £202,000 in respect of Whitchurch Primary School, and net resources of £84,000 brought forward from future years.
99. The net £84,000 brought forward can be further split into slippage of £966,000 from 2014/15 into 2015/16, and £1.05 million brought forward. The notable slippage figures are: Grangetown WM Primary (£165,000), Mount Stuart Primary (£358,000), Baden Powell / Moorland (£110,000), Willows High (£100,000) and Howardian Primary (£100,000).
100. The brought forward budgets are Pontprennau Primary School (£300,000) and Hywel Dda Primary School (£750,000), both of which reflect positive progress on site.
101. The 21st Century Schools Programme is supported by significant grant funding from Welsh Government. Grant funding is attributed to specific proposals within the programme, following the approval of scheme-specific business cases. Four of the projects included within the programme have received grant approvals for 2014/15, amounting to £5.705 million. This is a reduction of £4.194 million from the figure assumed at Month 6, at which point it was assumed that further business cases could be submitted and approved within the current financial year. This does not constitute a loss of grant funding, with the grant now assumed to be received in future years.
102. However, expenditure to date against the four approved schemes in 2014/15 has not been as high as was assumed at the point of approval, and therefore achieving the £5.705 million at outturn may be challenging. The Council is in discussions with WG as to how this problem may be resolved, so as to avoid any loss of grant.

Other SOP Schemes

103. At Month 6, an overspend of £600,000 was reported in relation to the St Teilos High School project, in anticipation of asbestos remediation works which had been highlighted as necessary ahead of the demolition of the former Llanedeyrn High School. In January 2015 Cabinet approved a variation of £1.26 million to the Willmott Dixon contract, which included the £600,000 reported at Month 6, as well as a further overspend of £660,000.

104. The 'Other SOP Schemes' estimated outturn figure has increased by £270,000 since Month 6, to a total of £7.763 million. This reflects residual budget brought forward for the Ysgol Bro Edern project, which is now nearing completion.

Environment

Waste Management & Recycling

105. Work to redevelop an existing Household Waste Recycling Centre scheme is expected to slip into 2015/16. Approximately £1.560 million of the £1.712 million budget is shown as slippage at this stage. The initial project requirements have been revisited to incorporate additional requirements for the new waste strategy and operational efficiencies within waste management and parks operations.
106. Whilst site infrastructure works were being undertaken at Lamby Way, additional works were essential and were approved under the existing contract. This has resulted in an overspend of £80,000, that includes preparatory works for the last two phases, which will need to be managed within the overall capital programme.

Energy Projects and Carbon Management

107. The Greener Grangetown scheme is a partnership project which includes £750,000 of Council funding and up to £1.645 million external grant over 2014/15 and 2015/16, primarily from Dwr Cymru. The scheme will retrofit sustainable drainage systems and in the process improve the public realm in the relevant areas. Following a first phase of public consultation, detailed designs are being progressed in the expectation of a further consultation in Spring and start on site in Autumn 2015. Slippage of £1.565 million is reported against the 2014/15 budget of £1.650 million.
108. A priority list of Council buildings has been developed for Energy Retrofit of Buildings, which seeks to reduce energy bills and the carbon footprint. The directorate is currently reviewing the procurement route for the works, as well as identifying buildings for inclusion in the scheme in accordance with the Council's Asset Management Strategy, with slippage of £590,000 reported at this stage, the only scheme being progressed at this stage is the implementation of solar panels on Lamby Way roofs.
109. The Radyr Weir scheme is at the procurement stage, with the two-stage procurement method being used which includes an affordability test following initial design, intended to mitigate the risks which include technical performance, scheme cost, and the required income generation. Slippage of £2.150 million is reported at this stage and progress in 2015/16 will depend on approval of the business case following receipt of tenders.
110. The Solar PV Renewable Energy initiative budget is being utilised for enabling works undertaken by Western Power Distribution to link the landfill site to the grid for a proposed Solar Farm. This is required to be

done in order to ensure that a connection is available to a future operator, the costs of which are expected to be recovered from them.

Health & Social Care

111. WG Intermediate Care Fund grant of £1.292 million has been awarded for 2014/15 for development of a Smart house (£180,000); Interim care flats (£400,000) and preventative measures to enable people to live in their homes for longer (£680,000). It should be noted that in accordance with the terms and conditions of the grant, expenditure must be undertaken by 31 March 2015.

Resources

Technology

112. The main priority for the Modernising IT to improve Business Processes budget in 2014/15 is for technology that will support key projects in the Organisational Development programme. Accordingly, focus of resources is on projects such as Customer Relationship Management and Electronic Document Management system. Delivery of projects is dependent on the capacity of the organisation to support and implement new systems and slippage is reported of £1.911 million.

Facilities Management

113. The 2014/15 Office Accommodation rationalisation budget is £666,000. In 2014/15, it is to be used primarily for the demolition and office move of staff at Brindley Road and the relocation of the Fuel Tank at Bessemer Close. Following review of a business case as part of the Organisational Development Programme, further opportunities will be considered to make more effective use of space at County Hall, thus allowing the release of other administrative buildings. Forecast expenditure in 2014/15 is £334,000, with slippage of £332,000.
114. Plans for the £616,000 Asset Renewal Buildings budget include lift improvements at City Hall at a cost of circa £250,000 as well as range of smaller schemes at core administrative buildings such as fire alarm and security system upgrades as well as works to comply with health and safety reports.

Corporate

115. The £70,000 Cardiff Social Innovation Fund has been established and aims to support social enterprises with capital grants of up to £5,000 towards start up costs for new social enterprises. Whilst applications are assessed and implemented by successful bidders, most expenditure is expected to fall within next financial year.
116. The balance of the contingency budget has been reported as an underspend, with £400,000 of this to cover an overspend on Schools

Property Asset Renewal, given the likelihood of essential works required to items such as school boilers over the winter period.

Sport Leisure and Culture

Parks & Green Spaces

117. Part of the Property Asset Renewal budget for 2014/15 is intended to be utilised to undertake works to Pontcanna fields changing rooms roof to enable the facilities to remain open. Given the extent of potential costs in comparison to the overall condition of the building the directorate is undertaking a wider consideration of options to determine whether such expenditure represents value.
118. The Play Equipment budget of £90,000 will be used for upgrades at Canal Park Heath Park, Heol Homfrey and Heol Maes Eirwyg. Works include resurfacing of playgrounds and replacement of playground equipment.
119. A phased programme of Flood Prevention works aims to address issues at various locations where water flows from paths and open spaces onto adjacent land causing flooding. Sites have been prioritised and a 3 year programme of works at £100,000 per annum established. Design capacity has resulted in slippage of £80,000.
120. The Council is unable to execute works on the Bishop's Palace and Llandaff Belltower conservation scheme during 2014/15 due to delays in determining the specification and cost estimates for the scheme, delays in getting Scheduled Ancient monument consent for the phase 1 work as well as unavailability of match funding from CADW in this year due to these issues. This has resulted in £90,000 of slippage being shown, with progress on the scheme in 2015/16 dependant on match funding being available in that year.

Leisure

121. A tender of just under £6 million pounds is planned to be let following a single bid for the works to refurbish Eastern Leisure Centre. The centre is to be decommissioned at the end of February 2015 for a 66 week period whilst refurbishments works are undertaken. Financial risks of a refurbishment of this scale remain and costs will need to be monitored closely during the works.
122. Following the procurement process and approval of external funding bodies for the Insole Court restoration and regeneration project, a contract for the value of £2.228 million was awarded and started on site in December 2014 for a 40 week duration. Since the start additional works totalling £257,000 have been approved in line with the contract and availability of funding in order to re-introduce works originally omitted to ensure that sufficient funds were available. Whilst this has been possible, further works should only be added when there is greater

certainty as to costs following progress of the works on this Grade 2 listed building.

Harbour Authority

123. The Harbour Asset Renewal budget of £332,000 forms part of a three year programme to 2016/17 for works at the Harbour and Barrage and the surrounding environmental infrastructure. Works included in the programme include: Barrage replacement parts and accessories, midlife refit of harbour equipment and replacement of water quality monitoring equipment.

Strategic Planning, Highways, Traffic & Transportation

Strategic Planning

124. The Heritage programme has a budget of £150,000 in 2014/15, with £90,000 per annum thereafter. The main scheme planned to be started in 2014/15 and completed in 2015/16 is Pontcanna Street and Cathedral road public realm works. In order to ensure a fully comprehensive scheme is affordable, a contract is proposed to be let using funding available to the directorate over both years as well as contribution from Highways towards works that would normally have been required to be undertaken in the medium term.

Highway Maintenance

125. Work in relation to the Local Government Borrowing Initiative (LGBI) funding which is in the third and final year, must be spent by 31st March 2015. The total 2014/15 budget of £8.242 million includes £3.237 million slippage from previous years.
126. The LGBI funded Highway Resurfacing budget (£4.897 million) covers several contracts, some of which are scheduled by the Directorate for completion in March 2015 (£2.335 million), including the final phase of resurfacing works (£1.490 million) which recently started on site. The LGBI Footway Resurfacing budget is £1.020 million, with Phase 1 works (£420,000) complete and Phase 2 works (£600,000) projected for completion around the year end, and is therefore subject to similar risks. The Street Lighting element of LGBI (£2.005 million) includes a £700,000 Council contribution to deliver works including street lighting column replacement, with the scheme substantially complete.
127. The budget of £1.682 million for Highway and Footpath reconstruction includes the following schemes: Rover Way (£400,000); Hadfield Road reconstruction & resurfacing (£300,000) and permanent patching (£350,000). Full spend is currently projected by the Directorate on these schemes.
128. The Bridges and Structures budget of £2.091 million includes Penarth Road bridge for which a contract with a value of £547,000 was originally

let, though this was later revised to £754,000 due to unforeseen works to expansion joints and bearing plinths.

129. The other main scheme involves a joint agreement with network rail for Windsor Road Bridge, an £8 million project of which the Council will make a contribution of 20%. The bridge will be closed from January 2015 until Spring 2016 when the works will be complete. The new bridge will handle heavier road loads and will be raised slightly to allow for future electrification of the main line. Based on the current spend profile, slippage of £534,000 is forecast at this stage.
130. The Street Lighting Energy Invest to Save budget of £1.9 million is amended to £1.575 million following receipt of tenders. Expenditure is estimated to be £400,000 at this stage, but this and potential savings generated by the scheme are dependent on progress on site.
131. Across Highways Maintenance there remain risks of adverse weather impacting on delivery of such schemes in the last quarter of the year. The directorate will need to continue to monitor progress to ensure other highways and footway related schemes are procured and complete where possible.

Traffic & Transportation

132. Whilst adverse weather here as well as the outcome of tenders can have a detrimental impact on the progress of infrastructure schemes, confirmed grant and Council funded schemes are currently showing a full spend projection although contingency plans are also in place to ensure time limited grants can be utilised by required deadlines.
133. The Asset Renewal allocations totalling £1.134 million are to be spent on a range of junction, cycling, telematics and safety improvements. For Cycling schemes, funding of £150,000 is planned to be brought forward from 2015/16 to allow completion of cycling schemes started in 2013/14 as well as to meet additional costs arising from the implementation of those schemes.
134. The Directorate receives funding from WG for the Local Transport Fund (£1.725 million) and Road Safety Fund (£366,000). The Local Transport Fund supports bus priority and multi modal junction improvements, and the Road Safety Grant supports pedestrian improvements.
135. Additional grants totalling £605,000 have been approved by WG during the year under the 'Metro Phase 1' scheme for pre development works on schemes such as Transforming the bus system, A470/A469 Corridor Improvements, City Centre Works, to extend the existing cycling infrastructure in strategic locations across the city and Cardiff to the Vale of Glamorgan Bus Corridor.
136. The underspend relates to the £2 million Transport Grant which was awarded to the Council as part of the settlement with WG in relation to

the Herbert Street Bridge for 2013/14 and is shown as an underspend until clarification of future use.

137. The purpose of the WG Safe Routes in Communities grant (£405,000) is to improve the accessibility and safety of local routes in Caerau and Ely and Grangetown Primary Schools. Works programmed for 2014/15 include junction improvements, tabled and zebra crossings and signage.

Capital Receipts

138. The 2014/15 Capital Programme included an assumption of £1 million for non earmarked capital receipts, of which £1.08 million has been received to date, including £500,000 for the sale of industrial units at Ipswich Road Industrial Estate.

Public Housing

139. At the report date, £13.465 million of the £18.190 million budget has been spent or committed, which represents 74% of the annual budget. The Directorate is on target to fully utilise the Major Repairs Allowance (MRA) grant of £9.6 million and some of the key schemes progressing in the latter quarter are set out below.
140. The Trowbridge Mawr Estate Regeneration Scheme is progressing ahead of target. Schemes where spend is currently progressing include roofing works in various areas of the City including Aberdulias Crescent and the boiler replacement programme. In total the Directorate anticipate replacing circa 1,200 boilers in 2014/15 which equates to approximately £360,000 in reduced energy bills for tenants.
141. Included in the energy efficiency allocation is £500,000 towards a solar scheme at Trowbridge. The aim is to provide photo voltaic panels to 100 households in the Trowbridge Mawr area of Cardiff. The installations are due to be fitted in February and March as part of the Outcome Agreement with WG and the benefits of the systems will be closely monitored.
142. The Directorate are currently reviewing the condition all of its nine high-rise blocks. The aim is to establish future work programmes including the potential of over cladding and window replacements. This will improve the thermal quality and aesthetics of the buildings.
143. The £1million budget for installation of CCTV in the housing high rise flats has commenced and will be completed early next year. The work will include the establishment of an Alarm Receiving Centre (ARC) based at Willcox House and will act as a major deterrent in respect of tackling anti social behaviour.
144. In relation to the Housing Partnership Project, bidders are to be invited to submit detailed solutions as part of the next stage of the competitive dialogue procurement process. In the mean time preparation of sites

continues including the demolition of Llanrumney Housing Depot, Ty Newydd and flats which are currently void such as at Braunton Crescent.

145. Whilst work is progressing well on a number of schemes, at this time of year there is the risk that bad weather will impede progress.

Public Housing Capital Receipts

146. As at month 9, the sale of freeholds to Wales and West Housing Association has generated a receipt of £1.88 million and over £1million in Right to Buy Sales.

Section 106 and other contributions towards schemes

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

	Budget	Projection at Month 9	Variance
	£000	£000	£000
Traffic & Transportation	1,243	500	(743)
Parks & Sport	1,359	748	(611)
Neighbourhood Regeneration	129	65	(64)
Hubs	313	0	(313)
Planning	112	58	(54)
Economic Development	370	120	(250)
Business Development	12	12	0
Total	3,538	1,503	(2,035)

148. Further slippage of £523,000 is reported on compared to the position at Month 6. This is primarily in relation to slippage in relation to parks and transportation schemes, as well as the contribution towards dilapidation costs for Llanrumney Hall being deferred to 2015/16.

Reason for Recommendations

149. To consider the report and the actions therein that form part of the financial monitoring process for 2014/15.

Legal Implications

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

Financial Implications

151. Overall the revenue monitoring indicates a balanced position, an improvement of £725,000 when compared to the position reported at

month six. Financial pressures and difficulties in achieving budget savings targets continue to be evident in a number of directorates with significant overspends identified, particularly in relation to the Health and Social Care, Children's Services, Education & Lifelong Learning, Sport, Leisure & Culture and Environment directorates. These overspends result in a revenue monitoring position for directorates which identifies a projected overspend of £8.797 million. This is partly offset by the £4.0 million General Contingency Budget which was allocated to reflect the risk and planning status of the proposed savings for 2014/15 together with the overall quantum, which at £48.6 million was significantly higher than the level of savings required in previous budgets. The directorate overspends are also partly offset by savings on capital financing budgets, NDR refunds on Council properties, additional funding from the Outcome Agreement Grant and by a projected surplus on Council Tax.

152. The projected overspends within directorate budgets continues to represent a significant cause for concern and as previously reported and detailed in this report the Chief Executive has implemented a number of management actions to reduce the level of spend across the Council. In addition the Cabinet Member for Corporate Services & Performance and the Corporate Director Resources have held challenge meetings with cabinet members and directors in those areas where significant overspends are reported and further meetings are planned in order to review progress on the actions being taken.
153. The directorate positions include a projected shortfall against the savings identified for each directorate as part of the 2014/15 budget. An overall shortfall of £7.175 million is currently anticipated against the £43.833 million directorate savings target with £32.396 million having been achieved to date and a further £4.262 million still anticipated to be achieved by the year end. The projected shortfall is reflected in the directorate monitoring positions although where possible shortfalls have been offset by savings in other budget areas. The July Cabinet meeting approved the Budget Strategy Report for 2015/16 and identified the significant financial challenges that the Council faces in the medium term. The projected under-achievement of identified savings in 2014/15 underlines the difficulties of achieving year on year savings across the Council.
154. The Council's General Balance at the start of 2014/15 is £11.4 million and it should be noted that should the final outturn for the financial year show a deficit then that amount would need to be drawn down from the General Balance at the year end reducing the financial resilience of the Council. In recognition of this and the financial challenges in the medium term officers are reviewing the Council's balance sheet to consider the level of financial resilience that it affords.

Financial Implications – Capital

155. The 2014/15 Capital Programme is £142.3 million of which £124.1 million is in respect of the General Fund and £18.2 million is in relation to the Council's Public Housing schemes. Against this the projected outturn for

2014/15 is £87.9 million resulting in a total variance of £54.4 million. A total variance figure of £52.7 million was reported at Month 6.

156. The Programme, Projected Outturn and Projected Variance are shown below:

Capital	2014/15 Programme £M	2014/15 Projected Outturn £M	Projected Variance £M
General Fund	124.1	70.0	54.1
Public Housing	18.2	17.9	0.3
Total	142.3	87.9	54.4

157. The General Fund projected variance of £54.1 million is due to a net underspend against capital schemes of £1.8 million and capital slippage of £52.3 million. The reasons for this significant capital slippage against the Capital Programme expenditure profiles are set out in in this Report. The most significant area of slippage is within the Education and Lifelong Learning Directorate with the SOP Programme a major element of the £27.8 million identified. The SOP Programme Board has considered and made recommendations in respect of the governance of expenditure within this Programme and the recently appointed SOP Programme Manager has accepted a number of recommendations following a lessons learned review. In relation to slippage generally all officers responsible for managing capital schemes are regularly reminded of the importance of effective profiling and reporting against schemes.

RECOMMENDATIONS

The Cabinet is recommended to:

1. Note the potential outturn position based on the first nine months of the financial year.
2. Note the actions taken by the Council's Chief Executive to reduce the projected overspend in directorate budgets during the final quarter of the financial year.
3. Reinforce the requirement for all directorates currently reporting overspends as identified in this report to put in place measures that will result in significant improvements to their financial position by the year end.

CHRISTINE SALTER

Corporate Director

13 February 2015

The following appendices are attached:

Appendix 1 – Revenue position

Appendix 2 – Budget Savings position

Appendix 3 – Capital Programme

Service Area	CASH LIMIT BUDGETS			PROJECTED OUTTURN			VARIANCES		
	Gross Controllable Budget £000's	Income £000's	Net Expenditure £000's	Gross Controllable Spend £000's	Income £000's	Net Expenditure £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's
Childrens Services	50,182	(4,135)	46,047	51,782	(4,135)	47,647	1,600	0	1,600
Communities, Housing & Customer Services	245,998	(202,950)	43,048	244,879	(202,443)	42,436	(1,119)	507	(612)
Corporate Management	22,979	(266)	22,713	22,922	(209)	22,713	(57)	57	0
County Clerk & Monitoring Officer	4,283	(159)	4,124	4,351	(256)	4,095	68	(97)	(29)
Economic Development	9,150	(8,629)	521	10,880	(10,262)	618	1,730	(1,633)	97
Education & Lifelong Learning	292,756	(63,134)	229,622	292,068	(61,036)	231,032	(688)	2,098	1,410
Environment	43,122	(16,144)	26,978	43,451	(16,123)	27,328	329	21	350
Health & Social Care	109,580	(14,272)	95,308	115,422	(14,519)	100,903	5,842	(247)	5,595
Resources	30,073	(9,820)	20,253	29,199	(9,272)	19,927	(874)	548	(326)
Sports, Leisure & Culture	45,249	(30,291)	14,958	47,241	(31,571)	15,670	1,992	(1,280)	712
Strategic Planning, Highways and Traffic & Transport	51,288	(21,270)	30,018	51,422	(21,404)	30,018	134	(134)	0
Capital Financing etc	39,477	(3,517)	35,960	38,250	(2,790)	35,460	(1,227)	727	(500)
General Contingency	4,000	0	4,000	0	0	0	(4,000)	0	(4,000)
Summary Revenue Account	11,488	0	11,488	11,488	(823)	10,665	0	(823)	(823)
Discretionary Rate Relief	250	0	250	250	0	250	0	0	0
Total	959,875	(374,587)	585,288	963,605	(374,843)	588,762	3,730	(256)	3,474
NNDR refunds on Council properties	0	0	0	0	(1,374)	(1,374)	0	(1,374)	(1,374)
Council Tax Collection	0	0	0	0	(2,100)	(2,100)	0	(2,100)	(2,100)
Total	959,875	(374,587)	585,288	963,605	(378,317)	585,288	3,730	(3,730)	0

DIRECTORATE SAVINGS 2014/15

Month 9

Directorate	Number	DIRECTORATE SAVINGS 2014/15	Total Saving (£'000)	Savings already achieved (£'000)	Projected saving 2014/15 (£'000)	Savings unlikely to be achieved in 2014/15 (£'000)	Comments
Children's Services	7	150 Thornhill Road - The home has been closed for 18 months. The design of the home is not fit for purpose and it is unlikely to be able to offer the type of residential experience the Council would want for looked after children locally. Other projects such as the Social Impact Bond (SIB) and the Children's Services Accommodation Strategy are seeking to improve services for looked after children and achieve better outcomes. The proposal ensures the establishment at Crosslands Children's Home is fit for purpose.	772	732	732	40	Home closed and staff savings realised via VS and vacancy deletion. Some residual property costs may prevent realisation of full saving.
Children's Services	8	Out of Area Residential - Social Impact Bond (SIB) Project - The outcome of the SIB Feasibility study provides a robust business case that provides opportunities for significant savings to be achieved. Potential providers and investors have been identified as part of the study. The approaches that have been considered for the project have an evidence-base and have demonstrated success in other areas. The saving could be achieved alongside improving outcomes for this cohort of looked after children. The implementation of the project is subject to a procurement with the current proposal reflecting a part year saving.	122	0	0	122	Procurement process for a Payments by Results contract now completed. It is however anticipated that the step down of Children from expensive out of county placements into enhanced fostering placements will not now commence until the new financial year.
Children's Services	9	Review of external children's placements - The service is currently identifying children whose needs would be better met in placements in Cardiff with a view to planning for their return to the area. Any such moves would be subject to close consultation with each child, their birth family and partner agencies to ensure that prospective moves offer a better option for each child. Initial reviews of a relevant cohort suggests that there are children for whom this is already thought to be preferable and whose return could be moved on more effectively. This proposal would cover the period up until the introduction of a Social Impact Bond (SIB).	365	365	365	0	Project in place to identify LAC who can be stepped down from current out of county expensive placements. Based on work undertaken in quarter 4 of 2013/14 and in the first quarter of 2014/15 there have already been some successful step downs and there are positive signs the full year saving will be achieved.
Children's Services	10	Barnardo's Family Support Community Team - This is an externally commissioned service which forms part of Cardiff's range of family support services. The service was introduced more recently to provide a specific long term support service for parents who have been identified as having a mild to moderate learning difficulty. The purpose of the service is to improve the children's experience by being brought up in a supportive home over the longer term. Realising this saving would mean reverting to the level of service that existed previously for parents with additional needs in keeping with statutory obligations.	201	201	201	0	Saving achieved contract ended 31/3/2014.
Children's Services	11	Removal of Referral Order Case Manager Post - The Referral Order Case Manager carries out a range of tasks and works as part of a service which includes 4.5 posts; the rest of the service will absorb the shortfall. The post is currently vacant.	25	25	25	0	Loss of manager post via VS.
Children's Services	12	Removal of Case Management post - This OM1 post was intended to support the management and delivery of services for vulnerable children and their families. The post is vacant. A structural realignment is in progress and these duties have been reassigned within the restructure.	71	71	71	0	Post deleted.
Children's Services	13	Removal of post of CareFirst Project Manager - This grade 8 post is responsible for maintaining the CareFirst budget, contract relationship management, CareFirst training programme, co-ordination of work across directorates, process maps, flexible and mobile working initiatives (not yet implemented), system integration developments (not yet implemented), Electronic Document Management System (not yet implemented). The duties can be absorbed within existing resources.	45	45	45	0	Post deleted
Children's Services	14	Youth Offending Service (YOS) Business Support Budgets - Reduction to budgets including travel costs, printing and stationery, telephony, subsistence, postage and software budgets.	24	24	24	0	Relevant budgets adjusted.
Children's Services	15	Reduction in Business Support Staff - In total this proposal equates to a reduction of 3.4 FTE staff. 0.4 FTE, Grade 4 post currently provides support to the Business Planning process, Annual Council Reporting Framework (ACRF) and maintains Children's Services Corporate Intranet Service. The hours are currently vacant due to flexible retirement. The proposal also comprises deletion of 1 x Grade 4 and 1 x Grade 3 post which currently provide business support to 150 Thornhill Road. A further Grade 4 post was a job share - one partner has retired and the other is seconded elsewhere in the Council.	75	75	75	0	Relevant savings achieved via deletion of vacant posts and VS.

Children's Services	16	Reduction in Local Safeguarding Children Board (LSCB) Budget - the budget was established to fund two LSCB posts. The Executive Board of the LSCB has agreed a new funding formula for these posts involving agreed contributions from all partner agencies. This is an efficiency resulting from collaboration.	61	61	61	0	New funding formula agreed by LSCB board. Contributions from constituent board members will provide funding to cover costs releasing saving.
Children's Services	17	Removal of Placement Team Manager post - The functions of this post are already covered by interim arrangements. The deletion of this post will be made achievable by making these arrangements permanent however there may be a short term skills and knowledge gap in this area.	48	48	48	0	Post deleted.
Children's Services	18	Withdrawal of part funding for young carer's service - a family support service for young carers with high level needs who meet eligibility criteria is currently commissioned from Action for Children at cost of £79k. It is proposed that the service is not re-commissioned when the contract expires at the end of March 2014. Instead it is proposed that part of the funding is used to create a dedicated post that sits within Family Support to undertake assessments on Young Carers. It is proposed that a saving be made of £39k.	39	39	39	0	Commissioned service ended 31/3/2014
Children's Services	19	Removal of Volunteer Co-ordinator post - the proposal relates to the withdrawal of the volunteer co-ordinator post. The post holder currently manages a volunteer support worker who has responsibility for recruiting, training and supporting a group of befriender volunteers. The post holder is also responsible for the recruitment, training and support of a small group of mentors who work with care leavers.	38	38	38	0	Post deleted.
Children's Services	20	Reduction in Staff Training and Development Posts - three x Grade 8 posts from the Social Care Staff Training and Development Centre. The proposal relates to the deletion of 1 x Children's Services Training Officer, 1 x Back Care Advisor and 1 x Practice Learning Opportunity Officer (social worker student placements). All three post holders have requested VS and wish to be released before April 2014. There is currently capacity within the team and the duties can be absorbed.	127	127	127	0	Various post deletions in Training and Development due to VS. Possible different posts will need to be re-classified as SCDWP grant-funded to realise saving.
Children's Services	21	Family Group Conference Project - the Family Group Conference Service is commissioned externally from Tros Gynnal and it facilitates family group meetings (FGM) and the preparatory work required for these to take place. FGM is a method of engaging with families to support them to find a solution to addressing high level challenges they face. The project currently pays for up to 25 FGMs per year and the contract is in place until July 2014. If the saving is taken we would need to give early notice on the current contract. Children's Services will as now, continue to facilitate meetings between family members in order to explore best options although there may be some delays in terms of meeting time availability.	40	40	40	0	Contract ended 31/3/2014
Children's Services	22	Barnardo's Family Support to Black & Minority Ethnic (BME) Families - Barnardo's provide a bespoke family support project for BME families of children in need/ children in need of protection. Current provision enables families to have an element of choice regarding whether they receive the services directly from Children's Services or from Barnardos, in future the provision will only be met internally.	50	50	50	0	Contract ended 31/3/2014
Children's Services	23	Reduction in investment in Independent Advocacy Service - currently Tros Gynnal provides the advocacy service which includes independent and confidential information, advice, advocacy, representation and support. Children's Services have a statutory duty to provide advocacy services for LAC (including care leavers) and children in need who wish to make a complaint. The current contract expires in July 2014. The saving will come from recommissioning the service in a more efficient way, without detriment to individual advocacy support to young people. There is a residual risk that we will not be able to support participation at the existing level.	25	25	25	0	New contract arrangements in place.
Children's Services	24	Withdrawal of After Adoption Commissioned Service - the After Adoption Contract provides a range of post adoption support service. If we did not provide these services we would fail in relation to our statutory responsibilities to adoption. In reality Cardiff has struggled to find sufficient adopters to attend Safesbase programmes and therefore its impact locally has been limited. Cardiff is currently collaborating with 3 other local authorities to develop a regional adoption service that will seek to improve many of the outcomes identified above. The regional work will include the development of a detailed model of service delivery and within this work there will be an opportunity to explore how adoption support can be more effectively and efficiently delivered in the future. However, there is likely to be a gap between the withdrawal of this service if the saving is accepted and the implementation of the new model for a regional adoption service. However, this can be managed by reconfiguring in house resources.	46	46	46	0	Contract ended 31/3/2014. In house adoption support service implemented.

Children's Services	25	Reduction in Operational Manager Support - The level and organisation of OM support will be subject to review with a view to rationalising and reducing capacity to support OMs and delivering the saving.	30	30	30	0	0	0	Relevant posts identified for deletion.
Children's Services	26	Removal of Family Assessment budget - the family assessment budget is used to fund children and their parents in residential assessment units. This is not a route favoured by the Court although assessments may be required if directed. There is a significant underspend in the current financial year.	205	205	205	0	0	0	Significant underspend achieved on the family assessment budget in 2013/14 as court directives for family assessment have significantly declined. No expenditure to date in 2014/15.
Children's Services	27	Funding of Paediatric social workers - these are fully funded by charitable organisations with no requirement for the current budget of £17k.	17	17	17	0	0	0	No requirement for budget in 2014/15.
Children's Services	28	Youth Offending Service Realignment - there are currently four teams and the proposal is to realign to three teams, reducing the number of managers from four to three.	51	51	51	0	0	0	Anticipated that necessary restructuring will take place.
Children's Services	29	Reduction in Carefirst expenditure - The CareFirst budget is showing a significant underspend in the current financial year.	100	100	100	0	0	0	Budget reduced reflecting underspends in recent years. Possible utilisation of carefirst fund should there be any significant one-off costs.
Children's Services	30	Reduction in Family Support posts - Withdrawal of 3 posts from one of the two family Support Community Teams that provide family support to families with longstanding and complex needs that meet the Children's Services eligibility criteria. Typically these are families where children are at risk of becoming Looked After (LAC) or are Looked After with a return home plan, children on the Child Protection Register (CPR) and families in the Public Law Outline (PLO).	78	78	78	0	0	0	Posts identified for deletion.
Children's Services		Total Children's Services	2,655	2,493	2,493	162			
Communities, Housing & Customer Services	36	Communities, Housing & Customer Services Directorate Restructure - Full restructure within the directorate. Savings will equate to approximately £317k.	317	317	317	0	0	0	This is a combination of VS and realignment of recharges to the HRA in line with the new management structure.
Communities, Housing & Customer Services	37	Council Grant Reductions 10% Reduction - Partnerships & Citizen Focus Grants (£3k), Cardiff Gypsy & Traveller Project (£5k) Grants to Cease - Equality Development (£5k), Community Development Grant Scheme (7k) Split with Community Development, Co-operatives & Social Enterprise.	5	5	5	0	0	0	Spend reduced in line with proposal.
Communities, Housing & Customer Services	37	Council Grant Reductions 10% Reduction - Partnerships & Citizen Focus Grants (£3k), Cardiff Gypsy & Traveller Project (£5k) Grants to Cease - Equality Development (£5k), Community Development Grant Scheme (7k) Split with Health, Housing & Wellbeing.	55	55	55	0	0	0	Budgets have been cut and spend will be monitored in line with reduced budget.
Communities, Housing & Customer Services	38	Deletion of Senior Business Officer - Post has been vacant for twelve months and duties are being covered by team. £21k of post relates to HRA.	13	13	13	0	0	0	Post deleted and savings achieved.
Communities, Housing & Customer Services	39	Transfer of Funding for Planner Post - It is proposed that one Planner Post (Grade 7) is funded from the Direct Revenue Funding element of the Neighbourhood Renewal Schemes Annual Capital Sum.	40	40	40	0	0	0	Budget realigned in line with the proposal and savings achieved.
Communities, Housing & Customer Services	40	Deletion of Development Assistant Post - it is proposed to delete the Development Assistant post within Housing Development (HD). The proposal is to pool the administration resource between HD & Disabled Facilities Service and to use the vacant HRA post to increase the Housing Revenue Account (HRA) recharge across the admin team to the equivalent of a grade 5. The pooling of administration resources will enable review of the level of administration posts within the team moving forward.	33	33	33	0	0	0	Post deleted, recharge to HRA adjusted and savings achieved.
Communities, Housing & Customer Services	41	Review Business Support within Housing Development and Assisted Living - Review business support within newly formed team. Potential to delete one FTE (50% General Fund).	13	13	13	0	0	0	Post deleted and savings achieved.
Communities, Housing & Customer Services	42	Removal of Improvement Officer Posts (Customer Services) - Deletion of a vacant Improvement officer post (Grade 3) and one occupied Improvement Officer Post which will be made possible through redeployment. The vacant post has been vacant for a number of months and any essential work relating to the post has been covered without significant impact.	49	49	49	0	0	0	Post deleted and savings achieved.

<p>Communities, Housing & Customer Services</p>	<p>43</p>	<p>Reduction in C2C Opening Hours - 8.30am - 5pm (Mon - Fri) - C2C currently opens 8am-6pm Mon-Fri. Services include payment of council tax bills, parking enforcement calls, waste management and benefit enquiries, and repair reporting calls. It is proposed that these hours be reduced to 8.30am - 5pm in order to be able to release 2.5FTE and achieve further savings. C2C reduced hours in April 2013 (previously opened until 7pm and on Saturday mornings). Whilst this made call handling more challenging, C2C have not received a complaint in relation to the reduction in hours. Whilst reducing opening times will allow a reduction in FTE, it is not anticipated that this will lead to a reduction in call volumes. This will increase the difficulty of achieving service levels and is likely to mean increased wait times for customers. The impact of out of hours call handling services (e.g. for repair reporting calls) would also need to be considered.</p>	<p>58</p>	<p>58</p>	<p>58</p>	<p>0</p>	<p>0 Post deleted and savings achieved.</p>
<p>Communities, Housing & Customer Services</p>	<p>44</p>	<p>Deletion of Resource Supervisor (Complaints) - General Fund element (35%) - Deletion of Resource Supervisor post. As the post is 65% Housing Revenue Account (HRA) funded, only 35% of the total budget will form part of the savings proposals. Two posts cover House and Neighbourhood Renewals (HANR) complaints but one is sufficient to manage the workload.</p>	<p>8</p>	<p>8</p>	<p>8</p>	<p>0</p>	<p>0 Post deleted and savings achieved.</p>
<p>Communities, Housing & Customer Services</p>	<p>45</p>	<p>Increase external income - Community Alarm Services (CAS) - Increase external income through new contracts, increased service promotion and new products (Romad, Vega etc). A Marketing Officer is due to commence work shortly, to assist in increasing commercial activity with a view to increasing income streams. The service is currently submitting a tender for a telecare contract with a Housing Association valued at approximately £200k per annum. The saving proposal is less than this to enable some income to be retained for staff costs and to support expansion. CAS are also in discussions with a number of other Housing Associations and external agencies regarding handling of telecare / out of hours calls. Finally, CAS are looking to promote a new lone working product/system - Romad; targeted at clients suffering from dementia.</p>	<p>100</p>	<p>85</p>	<p>100</p>	<p>0</p>	<p>New tenders have been submitted for additional external contracts and achievability to be monitored. Considered achievable currently.</p>
<p>Communities, Housing & Customer Services</p>	<p>46</p>	<p>Community Building Review - The administrations commitment to join up local services within Community Hubs will continue to be rolled out with a focus on meeting local needs, making services more accessible and convenient and reducing the number of operational buildings. The aim is to provide Community Hubs in areas of identified need by reviewing the services and buildings currently in operational use and to join up face to face services in one, accessible location linked to more mobile provision in a wider range of community venues. This builds on the success of the pilot hubs and initiatives such as the Neighbourhood Librarian service taking library services out into schools and other venues to encourage literacy and reading. The experience of developing the hub concept so far has confirmed that the new method of delivery is popular and delivers savings. This saving is predicated on previous experience of general fund revenue savings associated with the Hub strategy with a focus on service retention and building reduction. As proposals come forward consideration will be given, where appropriate, to alternative uses or building transfer. Specific consultation will take place.</p>	<p>535</p>	<p>238</p>	<p>238</p>	<p>297</p>	<p>There will be a part year impact due to the timescales for related restructurings and completion of property moves and closures etc. Part year savings remain at £238,000, resulting in a shortfall of £297,000. This includes the East and South West (Ely) Hub developments. The full year impact of savings in relation to the East Hub is estimated at £305,000. The South West Hub, Grangestown Hub and other proposals are in various stages of development.</p>
<p>Communities, Housing & Customer Services</p>	<p>47</p>	<p>Restructure of Policy, Partnerships and Citizen Focus service - A proposed restructure of the Policy, Partnership and Citizen Focus service has been developed which includes a saving of £466k. The new structure retains capacity for the statutory responsibilities which the Council has in relation to partnership working, production of the Single Integrated Plan, community safety and delivery of the Strategic Equality Plan but will require wider ownership of partnership working responsibilities by the rest of the organisation and responsible directorates to ensure we meet our statutory partnership and equality duties Through the restructure it is proposed that the existing service will be split into a number of teams to enable a stronger focus on the policy development of the organisation and ensure that the Council is able to effectively co-ordinate the policy capacity of the Council to help inform decision making; enable a team focussing on partnership working and collaboration and allow the alignment of the equalities function within the wider decision making process.</p>	<p>466</p>	<p>320</p>	<p>428</p>	<p>38</p>	<p>There will be a part year impact of this target due to the timescale for consultation, interviews etc linked to the restructure. Some savings are realised due to the voluntary severance of several postholders effective end of 2013/14. It is still anticipated that there will be savings in the region of £428,000 in year with the full target achieved in 2015/16.</p>

Communities, Housing & Customer Services	48	Funding of Restorative Approaches Delivery Officer - Full funding for this post can be achieved from Families First Funding, releasing budgetary provision and providing a saving.	24	24	24	0	Funding realigned and savings achieved.
Communities, Housing & Customer Services	49	Reduction in Policy, Partnerships and Citizen Focus Project Budgets (Partnership initiatives) - Reduction in project budget.	5	5	5	0	Savings achieved.
Communities, Housing & Customer Services	50	Removal of Benefit Officers/Support Officers Vacant Hours - There are a number of benefits and support officer posts within the benefit service where the member of staff has reduced their hours and the remaining hours have not been filled for some time. It is proposed to delete these additional hours.	54	54	54	0	Achieved through deletion of hours for a number of part time postholders previously with full time funding, offset by the loss of related Admin Subsidy grant. Achieved in full.
Communities, Housing & Customer Services	51	Removal of Benefit Team Manager Posts - There are six team manager posts within the Benefit Service. This proposal would reduce the number to four. The service has been operating with five teams for some time with no issues and the level of experienced staff within the teams will allow for an increase in the size of the remaining four teams.	84	84	84	0	Posts deleted in line with the proposal and savings achieved in full.
Communities, Housing & Customer Services	52	Review of number of senior staff within the Benefit Teams - Replace Grade 5/6 benefit posts with lower graded temporary posts. Posts are either vacant or will be released through voluntary severance. Savings will be offset by the creation of four temporary grade 4 posts within the structure.	64	64	64	0	Posts deleted and temp posts created in line with the proposal. Net savings achieved in full.
Communities, Housing & Customer Services	53	Review of Support Team - 1) Delete Development Co-ordinator Post through Voluntary Severance - £37k 2) extend mentor role to include support and monitoring of housing staff and recharge 30% to the Housing Revenue Account, saving £50k.	87	87	87	0	Post deleted and realignment of recharge to HRA in line with the proposal. Saving achieved.
Communities, Housing & Customer Services	54	Removal of anti-social behaviour budget from Community Safety - Following the realignment of Community Safety within the directorate and the transfer of substance misuse to Health. This budget was initially retained but has not been required for 2013/14, and it is therefore proposed to delete.	87	87	87	0	No spend against this budget in 2013/14 and budget now cut in line with the proposal. Achieved.
Communities, Housing & Customer Services	55	Housing Strategy, Support and Lettings Spend to Save Budget - The spend to save budget was created for projects within Homelessness. However, this budget can be released as an earmarked reserve is available to assist with initiatives to manage the Council's homelessness duty.	87	87	87	0	Budget reduced and spend to be monitored. Currently considered achievable.
Communities, Housing & Customer Services	56	Customer Management Programme Review - Generate savings as a result of the Customer Management Programme.	50	50	50	0	This saving has been realised as part of the overall CHC restructure.
Communities, Housing & Customer Services	57	Removal of Housing and Neighbourhood Renewal (HANR) Outreach Worker post - Deletion of vacant post.	35	35	35	0	Posts deleted in line with the proposal and savings achieved in full.
Communities, Housing & Customer Services	58	Removal of Higher HUB Clerical Assistant post - Deletion of vacant post.	17	17	17	0	Posts deleted in line with the proposal and savings achieved in full.
Communities, Housing & Customer Services	59	Central Library - Changes to Service Delivery 1) Closure of Local Studies Dept within Library - Stock and material transferred to the Glamorgan Archives. Deletion of 3 posts. 2) Merge 2 Departments:- Leisure & Community Languages. Deletion of 1 post. 3) Closure of Reception Introduction of a concierge service - Currently up to 3 members of staff on reception at present. Plan to change to 1 with other library staff providing cover where necessary. 4) Central Library - Re-modelling of Reader's Requests. Service-integration of Readers Requests into specialist Departments rather than being dealt with by a dedicated post.	500	250	354	146	Part year impact estimated due to the timing of staff and union consultation, ringfencing, interviews and appeals processes. The related restructure to be finalised by the end of August, thus achieving 7 months part year savings. The target will be fully achieved in 2015/16.

		5) Central Library - Introduction of fixed Timetabling & closure of secondary help desks. Deletion of 4 posts relating to secondary help desks. Planned to maintain assistance through 1 main help desk on each floor. 6) Closure of Library 1 day per week, closure of additional floor and lease of 2 floors to generate income.																			
Communities, Housing & Customer Services	60	Council Tax Reduction Scheme - a budget allocation exists in respect of the Council Tax Reduction Scheme which is in relation to the fixed funding provided by Welsh Government. This funding was supplemented by an additional amount in 2013/14 in recognition of caseload risk. The amount released recognises that current caseload remains at a lower level than anticipated. This position will continue to be carefully monitored.	100	100	100				100												
Communities, Housing & Customer Services		Total Communities, Housing & Customer Services	2,886	2,178	2,405	481															
Corporate Management	1	Communications and Media Teams – Restructure of the Communications and Media Team.	320	304	304																
Corporate Management	2	Realign communications and media priorities - Realign priorities against an agreed strategy to reduce the communications and media budget	79	79																	
Corporate Management	3	Increase communications and media income targets - The directorate already generates income from these activities. This saving seeks to generate additional amounts from these areas.	60	0	0																
Corporate Management	5	Capital Times - Capital Times reduce from 12 to 6 editions distributed each year. It would still continue to be published monthly online.	54	54	54																
Corporate Management	6	Deletion of Head of cabinet Office	108	108	108																
Corporate Management	61	Contribution to the Glamorgan Archives Joint Committee - This proposal is to reduce Cardiff Council's contribution to the running costs of the Glamorgan Archives service. Cardiff currently contributes £245k which represents 32% of the total budget. The 2014/15 Glamorgan Archives budget which incorporates this saving has been recommended by the Joint Committee and the contributing authorities have been notified. This budget will be approved unless there are any objections from the contributing authorities by mid-March.	25	25	25																
Corporate Management	62	Subscriptions to Local Authority Associations - This proposal is to reduce the budget held for subscriptions to Local Authority Associations in line with the projected underspend for the 2013-14 financial year. Not all subscription rates are known for 2014-15 yet, however the Welsh Local Government Association (WILGA) have indicated a 5% reduction.	20	20	20																
Corporate Management	63	Removal of Programme Support Officer post - The postholder has been seconded to the Business Change Programme for a number of years.	38	38	38																
Corporate Management	64	Corporate Initiatives - This proposal would see a reduction to the budget held for Corporate Initiatives. The result would be that the Council would have a reduced ability to react to opportunities during 2014-15.	804	804	804																
Corporate Management	65	Removal of Chief Operating Officer Post - Deletion of vacant post and secretarial support post	208	208	208																
Corporate Management	67	Council Grants Reduction Grants to Cease – Barnado's Young Fathers Project	13	13	13																
Corporate Management	68	Realignment of Caseload demographic budget for Council Tax Reduction Scheme	400	400	400																
Corporate Management		Total Corporate Management	2,129	2,053	2,053	76															
County Clerk & Monitoring Officer	31	Democratic Services (Including Elections and Protocol Office) - Restructure to delete vacant posts, accept voluntary severance (VS) applications and restructure management responsibilities; clerking fewer meetings and more efficient use of ICT.	183	183	183																
County Clerk & Monitoring Officer	32	Scrutiny Services deletion of vacant posts - 2 x Principal Scrutiny Officer, 1 x Principal scrutiny support officer & 1 x Research engagement officer.	180	180	180																
County Clerk & Monitoring Officer	33	Additional Income Scrutiny - 1) Welsh Government has invited Scrutiny to bid for four bids to a currently unallocated Scrutiny Development Fund totalling £60k. 2) Charge the Centre for Public Scrutiny for rental of their premises in County Hall.	66	0	35	31															

County Clerk & Monitoring Officer	34	Removal of Committee general expenditure budgets within Democratic Services and Scrutiny	16	3	6	10	Little expenditure has occurred, although Scrutiny are expecting costs for translation & other services throughout the year. Will monitor progress, £10k shortfall expected.
County Clerk & Monitoring Officer	35	Removal of Members refreshments and Yearbook budgets - This proposal includes the deletion of Members refreshments budgets and the budget for Yearbooks.	9	2	2	7	The budget for the yearbook has been cut and saving of £2k is expected to be achieved. The £7k budget for refreshments was also cut but continued spend against this heading has occurred and it is anticipated that this saving will not be achieved.
County Clerk & Monitoring Officer	66	Welsh Language Unit recharge to non-general fund areas The Welsh Language Unit provides a service for non-general fund areas and this saving reflects the full recovery of these amounts.	40	20	40	0	The income budget has been increased, however 2013/14 income levels are below the increased budget meaning achievement of this target will be challenging. However, the unit is proposing to increase its income in order to achieve the target. This budget will be monitored throughout the year.
County Clerk & Monitoring Officer		Total County Clerk & Monitoring Officer	494	388	446	48	
Economic Development	69	Project design & development change in post funding mechanism - Capitalisation of a post within the projects, design and development service area.	68	51	68	0	The change in funding mechanism has been agreed, although monitoring will be required throughout the year to ensure that this funding source remains viable.
Economic Development	70	Removal of Project Management Fees within Major Projects - Removal of the project management budget associated with the delivery of the International Sports Village as it is no longer required.	130	130	130	0	There was little spend against this budget during 2013/14 and there is no anticipated spend in 2014/15. Therefore, this saving can be listed as achieved.
Economic Development	71	Reduction in Major Projects staffing budget - Reduction in employee expenditure budget not currently allocated against a specific post.	30	30	30	0	This saving can be reported as fully achieved, as the establishment is currently fully recruited to and a small underspend is projected against employee budgets overall.
Economic Development	72	Reduction of Regeneration Initiatives project budget - A reduction of £100k from the Regeneration Initiatives project budget.	100	100	100	0	This budget was not used during 2013/14 and is not required during 2014/15. Saving is, therefore, achieved.
Economic Development	73	Reduction of Small Medium Enterprises (SME) project budget - A £30k reduction in the budget allocated for SME project development.	30	23	30	0	This budget was half spent during 2013/14 and is not expected to be required during 2014/15. However, it will be necessary to monitor this saving throughout the year and, therefore, nine months has been reported as achieved.
Economic Development	74	Funding of agency staffing costs through Super Connected Cities programme.	35	35	35	0	Post will now be funded from a capital grant and, therefore, this saving is achieved.
Economic Development	75	Vacancy provision - Increase vacancy provision in Economic Development. Split with Corporate Services & Performance.	4	3	3	1	This saving related to five divisions within Economic Development. Within two of these, an overspend against salary budgets is projected and, therefore, it is unlikely that part of this saving will be achieved. However, the remaining part can be reported as already achieved, due to the level of vacancies to date.
Economic Development	75	Vacancy provision - Increase vacancy provision in Economic Development. Split with Economic Development & Partnerships.	6	0	6	0	At this stage of the year it is not possible to state whether this saving will be achieved. However, there are already some vacancies arising and it is the directorate's view that this saving will be achieved.
Economic Development	76	Create OM2 post to remove agency staff - Economic Development - Creation of a new OM2 post to enable the removal of two agency staff, releasing a saving of £12k.	12	12	12	0	The Grade 10 post has been created and the appointment made. This is instead of an OM2 post and therefore, this saving has been achieved.
Economic Development	77	Removal of Property Surveyor Post - Retirement of existing post-holder and deletion of post within Strategic Estates.	21	21	21	0	The officer retired during 2013/14 and this saving has been achieved.
Economic Development	78	Staff Rationalisation in Strategic Estates - Deletion of two posts, a Porter and a Surveyor and reduction of 0.2 FTE of Management Support Officer post.	58	41	41	17	A service redesign involving two Asbestos Surveyors was completed at the end of May, meaning this saving is achieved. Whilst vacant porter's post was deleted, cover continues to be required to comply with Health & Safety requirements. A staffing reorganisation within the market is planned and it is intended that 0.5 FTE porter will be employed which will reduce level of agency costs which should ensure that this saving becomes achievable going forward. It is anticipated that savings will be found elsewhere within the Property division to compensate for the unachieved savings during 2014/15.
Economic Development	79	Miscellaneous savings within Strategic Estates - Tightened and more focussed monitoring on all operational budget headings to secure a range of minor efficiency savings.	6	0	6	0	This saving will depend upon expenditure levels during the year and cannot yet be reported as achieved. The budget has been adjusted and the directorate are committed to working within a reduced budget.
Economic Development	80	Reduction in Property Surveys Budget within Strategic Estates - To be achieved by reducing the frequency of property condition surveys from a three year to a four year cycle for appropriate buildings.	52	0	52	0	A revised programme of surveys has been implemented, however this saving will need to be monitored during the year and, therefore, cannot yet be reported as achieved.
Economic Development	81	Vacancy Provision - Increase the vacancy provision within Strategic Estates.	9	0	9	0	The achievement of this saving will depend upon the levels of vacancies during the year and, therefore, cannot yet be reported as achieved. However, there are already a number of vacancies arising and the directorate are confident that it will be possible to achieve this saving.
Economic Development	82	Reduction in Strategic Estates Meter Reading Budget - Most of the Council's estate now benefits from automated meter reading with automated meters also being installed in the remaining sites.	23	0	23	0	This saving is dependant upon the level of usage throughout the year and, therefore, cannot yet be reported as achieved. The directorate are committed to achieving this saving, however there remains a risk of not achieving the saving in full.

Economic Development	83	Funding of Major Project's project management costs through capital.	128	96	128	0	The project management fees budget has been reduced by £80k, however the projected expenditure is forecasted to exceed the residual budget, combined with the available agency budget, by £8k. However, the current intention is to recover these additional costs through capital. The remaining £48k is planned to be achieved through the recharging of salary costs to capital schemes, however these recharges have not yet been identified and processed.
Economic Development	84	Increase in income - in respect of workshops / Cardiff Business Technology Centre (CBTC) and Business in Focus. Workshop income £30k, CBTC £40k Business in Focus £35k.	105	53	105	0	The directorate have confirmed that the increased CBTC and Workshops income should be achievable and, therefore, nine months has been reported as achieved. However, there is a risk surrounding full achievement of the BIF income and, therefore, nothing has been reported as achieved to date. However, it is anticipated that increased workshop income could offset any shortfall.
Economic Development	85	Remove Credit Union Contribution - discontinue this contribution to Credit Union Marketing activities.	12	12	0	0	The budget has been adjusted and the Credit Union have been notified accordingly.
Economic Development	86	Removal of Business Development Assistant post - Deletion of post in Economic Development to be achieved by Voluntary Severance.	22	22	0	0	The post holder took VS in 2013/14 and the post has been deleted.
Economic Development	87	Re-negotiate management fees with Cardiff Business Technology Centre - renegotiate fees to cover the full costs of the manager.	11	0	11	0	Revised fees have been agreed with CBTC2, however the income has not yet been received.
Economic Development	88	Elements of SME support to be delivered through the Cardiff Business Council	14	11	14	0	The budget has been adjusted, however this saving requires monitoring throughout the year, as this budget was overspent in 2013/14. However, the directorate are aware of this and have a detailed plan as to how the residual £40k budget will be spent.
Economic Development	89	Strategic Estates additional income - 1) realisation of additional revenue income from rent reviews due on non operational property estates (£145k). 2) Additional minor sales of land below £10k = £20k. 3) Additional fee income arising from increasing fee charges on re-letting and rent reviews = £32k (Professional Charges)	197	0	110	87	Revised projections received from Strategic Estates indicate that only £110k of proposed £197k savings will be achieved relating to rent reviews for non operational properties. Whilst £195k in total have been identified this year, £102k relate to prior year and will need to be transferred to summary / revenue account.
Economic Development	90	Miscellaneous savings in Economic Development - reduction in various budget headings associated with supplies and services, tightening and more focussed monitoring on all operational budget headings to secure a range of minor efficiency savings.	26	20	26	0	This saving depends upon reduced expenditure levels and, therefore, needs to be monitored throughout the year. However, current projections indicate that this saving will be achieved.
Economic Development	91	Charges to capital for Strategic Estates in relation to land disposals - Regulations allow the costs of disposal to be charged up to a value of 4% of the capital receipt.	75	0	75	0	This saving will depend upon the amount of disposals made during the year and, therefore, it is too early to be able to state whether this has been achieved. However, the directorate are committed to achieving this saving in full.
Economic Development	92	Reduction in staff costs in City Centre Management - Reduction in the number of staff employed to manage the city centre with more emphasis to be placed on the private sector taking on a bigger role through a public private partnership approach.	125	45	60	65	A new structure has been created and will be implemented from mid October 2014. However, the £125k saving relates to a full year and, therefore, the original structure remains for the first 6.5 months of the year. Therefore, in 2014/15, the full saving will not be achieved, especially as it will be necessary to fund redeployment costs of those whose posts are to be deleted. However, it is anticipated that the shortfall will be met following a transfer from the Economic Development Business & Investment budget.
Economic Development	93	Reduction in Night Time Economy Budget - This will involve a reduction to the Taxi Marshalling service.	50	24	32	18	The saving will be identified by reducing the number of casuals employed and any shortfall offset by generating additional income.
Economic Development	94	Reduction in staff costs in Tourism - Reduction in staff costs associated with the operation of the Tourist Information Centre	80	80	80	0	A new structure has been established and posts have been deleted.
Economic Development	95	Operation of Hayes Big Screen - Proposal to commercialise the Hayes Big Screen on St David's Hall.	55	55	55	0	The budget has been removed and the spend to date is zero. From July, the responsibility of this screen transferred over to Digital Cardiff.
Economic Development	96	City Centre Buggies - reduced hours of operation - The proposal is to reduce the provision of mobility buggies to a core provision of 4 hours per day, reflecting the periods of highest demand.	25	15	20	5	The saving will be identified by reducing the number of hours the buggy drivers work and any shortfall offset by generating additional income through advertising.
Economic Development		Total Economic Development	1,509	879	1,316	193	

Education	<p>98</p> <p>Education other than at School (EOTAS) – The Education Service currently holds a budget to provide educational provision to pupils who have to be tutored outside of the school setting. In order to achieve this saving the directorate will work with schools and the admissions team to ensure excluded pupils are allocated an alternative school place promptly, thereby reducing the need for long term tuition and reducing the cost of tutors to the service. The directorate have introduced termly recoupment with schools and re-charging the actual cost of tuition. A robust mechanism of challenge has been introduced by the service area during the Fair Access Panel process which allocates tutors to pupils needing to use the tuition service. These initiatives will increase the income generated for the tuition provided. Tutors are employed on a temporary basis dependent on demand. The directorate will also work with Corporate Procurement to ensure more robust procurement arrangements for alternative education provision which will also contribute to achieving this saving target.</p>	100	50	100	<p>This saving can only be fully realised once the activity of the full year is known. The saving will include discussions with schools in respect of off rolling children and ensuring that all children receive the required level of education. The service needs to continue to ensure that where applicable the full costs of tuition are recovered by the school. The uncertainty lies in the potential for the demand on this service to be at greater level than 2013/14. The current projection is that the saving will be achieved.</p>
Education	<p>99</p> <p>Procurement framework for School Based Counselling - The Education service is currently undertaking a procurement process for a combined contract for face to face school based counselling service and on-line counselling services available to all pupils in maintained schools from the ages of eleven to nineteen. The combined contract value is £395k per annum plus central management costs of £45k. The implementation of the new contract with effect from 1/4/14 will result in a saving to the directorate. This is an externally contracted service therefore there will be no impact on staffing.</p>	50	37	50	<p>The procurement framework for this contract has been put in place and was in operation from 1 April. The full saving is dependant on the levels of activity being at the agreed tender level price. Therefore, the actual saving reflects the first eight months activity only.</p>
Education	<p>100</p> <p>Re-organisation of Casework Team - The role of the Casework Team is to manage the Council's statutory responsibilities in connection with pupils with Special Educational Needs (SEN). Casework Officers and Assistants are frontline staff responsible for explaining professional decisions to parents and managing the conflict and disagreement that can arise around this area of work. The team therefore has a critical role to play in the service aims to build capacity of schools and to promote early intervention. Delegation of resources to schools in 2012 has raised the threshold at which statements are needed. This is already leading to a slight fall in requests for statutory assessment, a decrease in the number of requests that result in statutory assessments, and an increase in the number of statutory assessments that do not result in a statement. As a result of these changes the team will be re-structured which will result in a saving on employee costs with effect from 1 April 2014 and the team reducing by two posts.</p>	36	12	12	<p>The proposal assumes that two posts will be reduced. One post has been reduced but work continues to be carried out in the case of the second post. The unachieved figure reflects the delay in restructure.</p>
Education	<p>101</p> <p>Youth Service and Community Building Review - The £250K saving for 2014/15 will be achieved through the following actions:</p> <ul style="list-style-type: none"> - Retention of open access provision but on the basis of one reduced evening of open access provision across Cardiff. - Application of formula funding of part time staff against each provision. - Removal of Assistant Community Education Officer grade. - Self financing Duke of Edinburgh with Free School Meals subsidy for young people. - 40 Voluntary severance applications taken into consideration. - Closure of Pentwyn Dome. - Reallocation of provision from Trowbridge. - Increase revenue income from building hire and use, agreed standardised pricing structure through directorate. - Shared building costs E.G. Hub use / Communities First use. - Increase revenue for additional service with actual cost reflected in service delivery. <p>The authority will move immediately, working with all relevant partners across the sector, to identify an alternative delivery model for the future of the service. (This is an amended proposal. The previous proposal was for £1m savings and has subsequently been replaced by this reduced proposal).</p>	250	180	250	<p>This saving is projected to be fully achieved but is being monitored against the level of service to ensure it can be maintained for the year.</p>
Education	<p>102</p> <p>Education Welfare Services - The significant increase in the level of additional resources delegated to secondary schools and the rationalisation of the central Education Welfare Service has contributed to the significant improvement in overall attendance in schools in the past two years with a 2.5% improvement at secondary school and 1.2% at primary secured since 2011. This saving will be achieved through a further rationalisation of the central team with the reduction of 1.5 FTE posts.</p>	53	34	40	<p>1.00 fte has taken Voluntary severance. A further reduction of 0.5fte has yet to be actioned. In mitigation, an additional amount of income from MEAG (Minority Ethnic Achievement Grant) has been identified for £35,000. This represents income from MEAG to cover 1.00 f.t.e. In light of other directorate budget savings not being achieved the directorate is advised to continue with the reduction of the 0.5fte.</p>

Education	103	Admissions Team - Service capability and efficiency will be maintained at lower cost through a transfer of budget responsibility from the directorate's base budget to the SOP financial model and the Minority Ethnic Achievement Grant. The team will also continue to explore enhancement of the online admissions process and consideration being given to how this particular service could be aligned with the customer-facing activities of the Hubs.	65	65	65	65	0	This saving has been achieved
Education	104	Safeguarding Team - The alignment of safeguarding with Children Services alongside a whole Council approach to children's safeguarding will lead to a reduction in the number of posts within the safeguarding team from three to two. Non specialist tasks will be delivered through the business support team.	40	0	0	0	40	This is projected to be unachieved for 2014/15
Education	105	Clerking Services to School Governing bodies - the current charge made to school Governing Bodies for the provision of clerking services does not meet the actual charge incurred by the Service. This level of saving will be achieved through the charging of actual costs to schools for the provision of this service. Schools through their delegated budget can choose not to purchase this service from the Local Authority. At the moment 65 of the 130 schools in Cardiff purchase the service from the Local Authority.	90	65	90	90	0	This saving was not made through the way originally proposed. Arrangements for clerking meetings continued until August before ending completely with little or no income being generated from clerking after this date. There are a number of vacancies in the section which will be the alternative route for making the savings as agreed with the directorate.
Education	106	Additional recharge in respect of education officer support for Schools Information Communication Technology - the team includes two members who provide advice, support and guidance to schools and deliver training in the area of ICT for Education. This training service is commissioned by the Central South Consortium and the Cardiff Education Service is reimbursed for the work undertaken. As a result of this there is increased income generated to support the team as a whole and sustain the level of staffing. Additional advice is provided to specific Schools Organisational Plan (SOP) projects regarding ICT needs which have in the past been commissioned from external consultants. A recharge will be made to the SOP budget for this service.	30	21	30	30	0	It is anticipated that the saving will be found as a result of generating the income through a charge to the Central South Consortium. This saving will need to be monitored
Education	107	Business Support Teams - County Hall, Mynachdy, Howardian - The work of the business support teams has been reviewed and increased use of technology has enabled efficiencies to be made. Members of the team have expressed an interest in Voluntary Severance enabling a reduction in staffing to correspond with this review.	93	93	93	93	0	This saving has been fully achieved.
Education	108	County Hall Nursery - The provision of a staff nursery at County Hall has been subsidised for the last four financial years. A combination of greater flexible working arrangements for staff, childcare vouchers and alternative providers has resulted in a significant decrease in the number of staff using this facility. This has meant that the subsidy being met by the Council has increased significantly. Taking this saving will mean that there will be no direct Council subsidy of the Nursery from the start of the 2014/15 financial year. The recent consultation regarding the proposal to close this facility, from the end of August 2014 identified a number of potential additional users, which combined with a potential reduction in staff numbers and an increase in fees could enable the nursery to run without a subsidy. This may mean a significant increase in the fee charged for users. Officers, therefore, have been asked to re-examine the business case for the Nursery facility and report back to Cabinet in June 2014 on the feasibility and sustainability of providing the nursery without subsidy. A final decision will be made on whether or not the nursery will have to be closed from 31 August 2014. If the nursery were to close, there is available childcare provision within the vicinity of County Hall and the childcare voucher scheme can be used with any registered childcare provider of choice. This option is already used by around 300 staff compared with the 21 staff who use the nursery. The Family Information Service would help employees find alternative childcare either close to their place of work or close to where they live.	56	14	14	42	This saving will not be fully achieved for 2014/15.	
Education	109	Childcare Strategy - rationalisation of business support and workforce development teams. The Childcare Development Team and Flying Start project are co-located in premises on the Eastmoors industrial estate. The Flying Start project, which is WG funded, is expanding significantly and will provide an opportunity for a greater contribution from the grant towards premises costs and towards the staff involved in workforce development activities. Included within the budget strategy for 13/14 was the rationalisation of the business support activity for childcare settings. Prior to this financial year the Council had contracted out this function to a number of different providers. Savings were achieved in 13/14 by centralising the function with the Childcare Development Team. It has been identified that further savings can be achieved and that this function can be reduced by 1 fte posts without a negative impact on the level of Service.	145	105	145	0	This saving needs to be monitored against activity. Projections indicate that this saving will be fully achieved.	

Education	110	NOVUS Project Manager - The NOVUS Project Manager is currently funded from revenue. However similar childcare posts in other local authorities in Wales are 100% funded by European Social Fund (ESF). Officers have discussed with Welsh European Funding Office (WEFO) to request the transfer of funding for this post to ESF and align with other local authorities. WEFO have agreed to this request.	42	42	42	0	This has been achieved.
Education	111	Childcare Strategy - Deletion of Business Assistant post. This post currently provides support to Cardiff Childcare Strategy Unit. The work can be reallocated and absorbed into the workload of the Business Manager, Family Information Service and Cardiff Childcare Service Administration post.	22	16	16	6	This post has been deleted as of 30 June 2014. Therefore, a level of saving will not be achieved in respect of 2014/15
Education	112	Health and Safety - The service area will only deliver mandatory Health and Safety Training to schools to enable a reduction on this budget line.	50	20	50	0	This saving will only be fully realised once the full year commitments of this budget are known.
Education	113	Delegation of Contract Cleaning - Schools are responsible for the cleaning of premises through their delegated budgets. Many schools have chosen either not to purchase the cleaning facility from the Council's Direct Service Unit or employ their own cleaners. This central budget subsidises the cost of cleaning over and above the income received by schools and other units and this proposal would move the budget into the schools' delegated budget.	450	450	450	0	Central Education Budgets have been reduced. Delegated Schools are funding this provision from 2014 15 Efficiency savings.
Education	114	Delegation of Primary School Meals Recharge - The Education service currently contributes £471k to schools from revenue funding for the following tasks: administrative services: £163k; electricity £6.5k; gas £177k; NNDR £44k; water supplies £51.5k; refuse collection £24k and telephones £5k. This proposal will expect schools to meet the cost of these functions without any subsidy from the directorate. This would enable the directorate to make a saving.	471	471	471	0	Central Education Budgets have been reduced. Delegated Schools are funding this provision from 2014 15 Efficiency savings.
Education	115	Delegation of Early Years Team - The Early Years Special Education Need (SEN) Team provides support and advice to schools dealing with children of Nursery age who are likely to have SEN. Through the facilitation of an SEN Early Years panel pupils are assisted with additional support and schools receive training and advice from the Team. This proposal would move the resources for the team into the schools' delegated budget.	132	132	132	0	Central Education Budgets have been reduced. Delegated Schools are funding this provision from 2014 15 Efficiency savings.
Education	116	Delegation of Equalities and Partnership Team - This team of five Partnership Inclusion Officers provide advice, support and challenge to schools on their Special Educational Need (SEN) practice. They also play a lead role in the cluster approach to managing SEN. Following on from the delegation of the SEN teams in 2013/2014 this team should also form part of the delegated schools responsibilities.	270	270	270	0	Central Education Budgets have been reduced. Delegated Schools are funding this provision from 2014 15 Efficiency savings.
Education	117	Delegation of Integrated Childrens Centre (ICC) Management Team - The Ely and Caerau Children Centre provides wrap around education and childcare to the West of the City. This integrated approach combines statutory Nursery provision and centrally and grant funded childcare facilities. The delegated functions are subject to the governance of a Governing Body but the other funded activities are not. This proposal would bring all the functions under the governance of the governing body.	221	221	221	0	Central Education Budgets have been reduced. Delegated Schools are funding this provision from 2014 15 Efficiency savings.
Education	118	Education Management - During the 2013/14 financial year the Education services across Wales will see further changes to the range of functions provided through the regional consortia arrangements. From April 2014 Welsh Government (WG) will expect further Education services to be included in the consortium arrangements. Alongside this WG are expecting all local authorities to increase the levels of resources that are delegated directly to schools. Both of these will impact on the role and capacity needed to be retained by a local Education Service. Staff will be consulted on savings planned to be achieved through a rationalisation of Centrally Employed staff and including those staff employed through the business support function (See EDU 23).	424	247	247	177	The projected savings are based upon the restructure within Education being in place with effect from the 1st September 2014. There was a delay in the implementation of the restructure as a result of the timing of the Estyn Monitoring Visit.
Education	119	Out of County SEN Placements - This significant budget is used to secure educational provision for pupils with statements of SEN who are educated outside of the City. This saving will be achieved through more robust procurement arrangements for new placements or placements under review.	400	0	0	400	The increase in demand for these placements is resulting in an overspend of £476,000
Education	120	Business Support - One Service - See EDU 21	300	100	100	200	The projected savings are based upon the restructure of business support being in place by the end of the calendar year. The business support restructure could not start until the management restructure has been completed which in itself was delayed due to the timing of the Estyn Monitoring visit.
Education	121	Delegation of Breakfast Initiative - Currently budgets are held centrally to facilitate the Welsh Government Breakfast Scheme initiative in Primary Schools. This proposal would move the responsibility of the scheme into the schools delegated budget.	863	863	863	0	Central Education Budgets have been reduced. Delegated Schools are funding this provision from 2014 15 Efficiency savings.
Education	122	Re-alignment of contribution to School Organisation financial Model - the capital charges requirements associated with the delivery of the existing proposals contained within the Schools Organisational Plan have been reviewed and the outcome is that this additional sum can be released as part of the savings proposals.	1,700	1,700	1,700	0	Achieved and is therefore a reduction in the amount to be transferred to SOP Reserve.

Education	123	Council Grants Reduction Grants to Cease - Mother Tongue Language Grants (8k), Cardiff and Vale School Sports Federation (9k), Youth & Community Grants (£44k), Festival Grants (£3k).	64	64	64	0	Achieved.
Education	124	Delegation of Education Solicitor and Energy Officer to Schools - The Council currently pays for an Education Solicitor and Energy Officer post, both of which are engaged for the use of schools. Under the proposal these amounts would be delegated to schools who may choose to employ directly or buy back the services delivered.	95	95	95	0	Central Education Budgets have been reduced. Delegated Schools are funding this provision from 2014/15 Efficiency savings.
Education		Total Education	6,512	5,367	5,610	902	
Environment	125	Full Year Effect (FYE) of 2013/14 budget savings implementation - (1) Hayes public conveniences - FYE of closure - Conveniences closed on 30th June 2013 (£47k) (2) Cardiff Outdoors 1 - FYE of efficiencies achieved in 13/14 in Street Cleansing comprising the off hiring of 4 small mechs.(£50k) (3) Cardiff Outdoors FYE of efficiencies achieved in 13/14 in Street Cleansing including acceptance of VS's, deletion of vacant posts, restructure of the graffiti teams, green waste collections and street washing efficiencies.(£154k)(4) Waste Collections/Street Cleansing Management Restructure - FYE of restructure implemented in 2013/14. (£20k); (5) Bulky Collections - FYE of charging - charging implemented on 1st October 2013 (full year outcome dependent on uptake by the public) (£38k);(6) Waste transfer income - FYE - charging due to be implemented in January 2014. Full year outcome dependent on uptake by SME's. (£60k) .	369	271	271	98	Full year effect of action taken in 2013-14 has realised £271k. The remaining was to be generated from increased income but there is likely to be a shortfall of £38k in Bulky Waste due to the number of customers who are entitled to a 'free' service. A further shortfall of £60k is anticipated in Bessemer Close SME income as the service needs time to grow the business through marketing.
Environment	126	Further review street cleansing operations to streamline service provision which will include - 1) Redesign City Centre Cleansing (£70k), reviewing resources deployment to achieve efficiencies by prioritising according to footfall & demand. 2) Redesign the City Wide Cleansing Operation (£585k), it is intended to undertake a detailed review of current operations and type and number of resources used to implement revised schedules with a greater focus upon cleansing need including a review of weekend overtime operations and bank holiday catch up working. 3) Reduce the under utilised budget for out of hours fly-tipping service on the adopted highway (£50k). (This proposal has been amended. The proposal previously totalled £805k but has now been reduced to allow for the removal of savings related to events cleansing, cleansing of high speed routes and leaf cleansing operations).	705	734	734	-29	This saving has over-achieved by £29k. The use of agency staff ceased in 2013-14 enabling a reduction of £52k. 3 vacant posts have been deleted saving £62k. Reduced out of hours flytipping budget £50k. Redesign of City Centre cleansing wef 1 June 2014 will save £48k . 2 posts to be deleted following postholders taking VS in June - £52k.
Environment	127	Refuse Collection - Stop Black Bag Provision - Black Bags are currently provided to households in bag areas on an annual basis. Only a limited number of bags are provided and if residents require additional they have to purchase their own. Black bags are not currently provided to bin areas where residents already purchase their own bags. The proposal is that black bags are no longer provided to any resident, therefore the public buy their own. This would release £42,000 revenue. We will continue to provide green recycling bags and food waste liners for your recycling and food waste.	42	42	42	0	No more black bags will be purchased.
Environment	128	Trade Waste - Commercial residual collections efficiency - removal of round and associated resources (£72k) It has been identified that a residual commercial route has very low productivity and should be removed as the calls can be relocated to other existing rounds. Where vacancies exist redeployment will be offered within Waste Collection Services at the appropriate grade.	72	69	69	3	Commercial operatives reduced by one team (3 FTE's). Shortfall of £3k mitigated by additional saving in Line 129.
Environment	129	Trade Waste - commercial recycling collections efficiency - Removal of round and associated resources (£79k.) It has been identified that a recycling commercial route has very low productivity and should be removed as the calls can be relocated to other existing rounds. Where vacancies exist redeployment will be offered within Waste Collection services at the appropriate grade .	79	82	82	-3	3 posts have been deleted following the postholders transfer to other vacant post, therefore, this saving is achieved. Over achievement of saving used to offset shortfall in Line 128.
Environment	130	Recycling Waste Collection Services - Rebalancing collection routes - To optimise efficiency by changing round sizes and number of loaders in line with national standards and health and safety executive recommendations regarding single sided collections. These changes will not affect customer days of collection. Staff numbers affected are likely to be accommodated through Agency reductions. Should further savings be required then Voluntary Severance requests will be considered.	300	294	294	6	The rebalancing of the routes has enabled a reduction of 11 agency staff for each day leaving a small shortfall.

Environment	131	Household Waste Recycling Centres (HWRC) Recharging/Service Level Agreements (SLA) - discussions with partner authorities are ongoing to establish SLA's in respect of non-Cardiff residents using the service. Data has been gathered from various sites where non Cardiff residents are frequent customers. Requires further data to be collected and then recharging mechanism to be agreed. The saving is related to the 7% of HWRC users that are from outside Cardiff. This could equate to over 2000t of waste from outside of Cardiff.	46	0	0	46	0	46	A study was undertaken to evidence the cross boundary movements. Discussions were held at a director level between authorities but neighbouring authorities have no appetite for a cross charge as there is no financial benefit for them. Alternative proposals on controlling cross boundary movements will have to be deferred to 2015/16.
Environment	132	HWRC Service Redesign - This proposal is for a site redesign - moving to 2 large sites. In doing so the operating method will change to allow for three staff on site at all times and opening hours will be changed to match customer demand, this remodel will focus heavily on customer interaction on site to educate, control and enforce higher recycling, reduced landfill tax and post sorting costs.	135	135	135	135	135	0	The saving has been fully achieved through the deletion of 3 posts following VS, savings on an increased diversion of residual waste to recycling skips and further savings following the closure of the Waungron Rd Depot on 27th April 2014.
Environment	133	Reductions in Landfill expenditure - 1) Transfer station - repairs & maintenance budget underspent in 2012/13 and projected in 2013/14. (£44k) 2) operational savings - remove surplus budgets in landfill directives and transfer station (£60k). 3) Waste Disposal - staff restructure (£150k)	254	184	184	254	184	70	The saving has been partly achieved through a partial staff restructure leading up to the closure of the landfill site. Further reductions were made against the Lamby Way Transfer Station and Landfill Directive budgets. The shortfall of £70k in the saving is due to the remaining staff restructure not taking place
Environment	134	Recycling Processing Redesign - (1) - Operational Savings (£152k) Savings made up of: 1) Cessation of residual waste disposal at £94 per tonne, to be replaced with Energy from Waste treatment option of <£94 per tonne. Procurement commenced. 2) Waste skip movements through the roll on off service reduced from 4 bins to 1. 3) Materials Sales: 3a) Grade 1 - Paper was sold as loose now baled. Net effect is additional £20 per tonne to year end. 3b) Grade 2 - Paper sent for post sorting, decreased contamination levels have resulted in additional £5 per tonne income to year end. 4) Existing mobile plant on hire to be replaced by new procurement, result will be less damage costs being recharged by hire company. Reduction of 1 forklift.	152	131	131	152	131	21	This saving has been largely achieved following the introduction of a new shift pattern but as there was a short delay in implementation the saving will not be fully realised until the following year.
Environment	135	Enforcement redesign - Proposed refocus and redesign of the enforcement team with a reduction in the numbers. Those remaining will focus on direct enforcement activity with a view to maximising recovery of costs of enforcement and supporting the ward based cleansing teams to improve. Enhancement of the use of the authorised and trained Civil Enforcement Officers and key service delivery teams to issue fixed penalty notices.	200	209	209	200	209	-9	This saving is already fully achieved through the reduction of 17 posts although only 6 of these were revenue funded (others funded by the SWM Grant). Three of the postholders have taken VS during 2013-14, 1 transferred into the redeployment pool and 2 others were vacant.
Environment	136	Regulatory Services Voluntary Severances - Mitigated risk score takes account of the measures put into place by restructuring and improving technology built into each business case	126	126	126	126	126	0	This saving is fully achieved through the deletion of five posts through VS.
Environment	137	Pest Control Restructure - Deletion of a pest control technician post and change in duties of pest control manager post to include both managerial and operational role. Part of the savings attributed to the deletion of the post may be offset by regrade of current scale 4 post to take up additional support duties currently undertaken by pest control manager.	30	30	30	30	30	0	A vacant post has been deleted, therefore, this saving is achieved.
Environment	138	Additional Pest control income generation - Pest Control has over-recovered on its income target in the previous 2 years. Income projections indicate this is likely to occur again this year and is sustainable.	25	14	14	25	49	-24	New income target has been set and has already delivered £14k above the profile and is anticipated to exceed the target by £24k.
Environment	139	Reduction of Operational Manager post.	50	50	50	50	50	0	This has been achieved through the VS of an Operational Manager in Trading Standards in January 2014, therefore, this saving is achieved.
Environment	140	Interventions Cardiff Outdoors - a review of administration / customer contacts in Environment, Bulky/Fly tipping, Regulatory, Pest control and cleansing (£100k).	100	66	66	100	66	34	This saving is partially achieved through the deletion of two posts - 1 vacant and 1 following VS. A delay to the implementation of some initiatives will result in a shortfall against the target.
Environment	141	Invest to Save Energy - Radyr Weir and Solar Panels at Lamby Way Radyr Weir and Solar Panels at Lamby Way are invest to save schemes already included in the existing Capital Programme. Radyr Weir - full year gross revenue is budgeted at £352k. Estimated date of operation end of November 2014. Gross in year saving £95k for 2014/15 of which £30k will be available after in year debt repayment. Solar panels on buildings at Lamby Way Gross in year saving 2014/15 £30k of which £10k will be available after in year debt repayment.	40	5	5	40	6	34	Delays have resulted in an extended implementation date and is likely to generate a small amount of income in the current year. Both schemes are now on track with revised delivery programmes. Lamby Way is to be completed by April 2015 and the Radyr Weir Hydro Scheme to be completed by February 2015 subject to current procurement and IRB outcomes.
Environment	142	Invest to save energy initiatives - Saving reliant on a capital bid for 2014/15 of £790k. In year gross saving 14/15 £98k of which £22k will be available after in year debt repayment in respect of capital costs. Full year gross saving 15/16 is projected at £294k.	22	0	0	22	0	22	Delays have resulted in an extended implementation date. It is anticipated that this scheme will not generate any revenue in the current year and will therefore be unachieved.
Environment	143	Review of City Analyst Laboratory - The City Analyst Laboratory is currently a subsidised service. The proposal is to explore revised operating models options to eradicate this subsidy. This review will include consideration of the development of a business model to operate the Laboratory on a more commercial basis without public subsidy where it will be required to cover its operational costs from the generation of income from external and internal clients.	106	0	0	106	0	106	Delays have resulted in an extended implementation date and as a consequence none of the planned saving will be achieved this year. Contracts have now been awarded to external providers and all staff have left their position on VS with the exception of one who has transferred into the redeployment pool.

Environment	145	Restructuring Regulatory Services - Reduction in number of grade 9 and 8 officers across the Regulatory Services. This will impact mostly on the Food Safety Team which has the highest number of highly graded officers. This option protects the delivery of current services as the only other option is to delete significant number of posts. Posts affected are in the Food safety Team, the Health and safety Team, the Pollution Team In addition a post will be deleted from the Communicable Disease Team.	147	157	157	157	-10	This saving has exceeded its target through the deletion of posts on VS and a restructuring of the Food and Health and Safety and Pollution Control sections.
Environment	146	Enforcement Efficiencies - this proposal would result in increased litter enforcement activity and will generate increased income levels.	40	40	6	40	0	Little additional income has been achieved to date but the directorate are confident this will be fully achieved by the end of the year.
Environment	147	Waste Management Strategy, and Support post deletion - this is the deletion of a vacant post.	21	21	21	21	0	This funding for this vacant post has been removed, therefore the saving is achieved.
Environment	148	Reduction of overtime across the directorate - the proposal will target the reduction of overtime across the Environment Directorate. The reductions will be in respect of areas of non-contractual overtime. The overall Directorate budget for overtime is £1.4M and the proposal is considered achievable.	208	208	208	208	0	A plan was produced providing details of how this target will be met and relevant budgets were reduced. Determining whether the saving has been achieved is complex due to the number of variables and demand led activities.
Environment	149	Consumer Advice Services - Service employs 6 grade 7 FTE's - approximately costing £200k . The service is non-statutory but is a busy front line service with 2000 service requests per quarter. The proposal is to reduce by one FTE and redistribute the work load and work more efficiently. They provide assistance to consumers to help them resolve disputes and losses through legal assistance and advice. They deal with enquiries and complaints from consumers and help them obtain refunds, replacements and repairs and also work with business to help them improve their trading practices.	31	32	32	32	-1	The saving is fully achieved as the post had been deleted following the VS of the postholder.
Environment		Total Environment	3,300	2,936	2,866	2,936	364	
Health & Social Care	150	Review of Mental Health Out of County Placements in residential care and re-commission - 7 service users have been consulted about moving from residential care to supported living within Cardiff. Care support would be provided to meet their needs in a model of accommodation with support in 2014/15. A support provider is being separately commissioned.	200	60	0	60	140	Proposal in place. Delayed implementation means shortfall in saving in 2014/15, albeit increased step downs should result in greater saving in future years.
Health & Social Care	151	Review Community Alcohol and Drug Team (CADT) Management structure - reduction of 1 management post	45	45	45	45	0	VS and Post Deletion
Health & Social Care	152	Review all externally commissioned day care packages - for all service user groups. All care packages for individuals are regularly reviewed in line with our duty under the NHS & Community Care Act and any changes will be agreed to existing packages of day care where appropriate and to meet existing need. People will at the same time be offered Direct Payments to source different kinds of support, if this is right for them, to secure services which may not have been available when the day care package was originally sourced.	100	100	100	100	0	Specific targeted reductions in payments to learning disability related day care providers.
Health & Social Care	153	Deliver Business Process Review in Assessment & Care Management (ACM) - In February 2014, we are commencing a review of how we deliver ACM services alongside health colleagues, in line with streamlined approaches to Unified Assessment as required by Welsh Government. This will ensure that we have one lead professional who has contact with customers and will improve service . Structure change will be necessary as we roll out unified assessment.	150	150	103	150	0	VS applications received and a number of posts identified for possible deletion. Need to monitor in remainder of year.
Health & Social Care	154	Review management staffing structure within Health & Social Care including commissioning, planning and business support - Savings will be achieved from a restructure which will also take account of applications for Voluntary Severance / Voluntary Early Retirement.	496	496	496	496	0	Relevant posts identified for deletion. (Vacancies and VS)
Health & Social Care	155	Review & Transfer the Internal Supported Living Services to external providers - The proposal is to consult upon and review the Internal Supported Living Service and consider transfer to the existing external providers (within the existing contracts) on a locality basis across Cardiff. Service Users will not have to move from their homes unless their care needs can no longer be met in a supported living environment. Any change for service users would only be if their needs could no longer be met within the existing service.	750	370	280	370	380	Savings to value of £280k via staff review. It is likely however that further savings linked to a rationalisation of schemes will not be fully achieved until 2015/16.
Health & Social Care	156	Hafod reconfiguration of contract - Full year effect of the termination of the contract with Hafod Care in relation to provision of residential care homes. Contract anticipated to end during 2013/14.	1,500	750	750	750	750	Full year effect of 2013/14 closures has realised £750k. Anticipated however that the proposed transfer or closure in 2014/15 of one remaining home will not now take place until the new financial year. This will cause a significant shortfall against the 2014/15 savings target.
Health & Social Care	157	Review of commissioned services including residential and nursing care contracts - In conjunction with Commissioning & Procurement, a procurement exercise will be undertaken to seek block contracting conditions with current providers, providing longer term financial risk assurance for the Homes in exchange for their providing savings for the Council on the cost of beds.	500	204	104	204	296	Proposed dynamic purchasing system now in place which should encourage competition via mini-tenders. Some impact evident, however ongoing high prices for nursing beds is limiting the level of saving anticipated in 2014/15. 'Right sizing' and review of care placements is also being undertaken in an effort to maximise savings. £104k savings identified in LD as a result of reviews. However, a shortfall in savings is predicted overall.
Health & Social Care	158	Council Grants Reduction 10% Reduction - Carer's Grant (£1k). Grants to Cease - Various Health & Social Care Grants (£71k).	72	93	93	93	-21	Grant reductions identified in excess of initial target.

Health & Social Care	159	Review contractual arrangements for Direct Payments Support Provider - Re-commissioning and reviewing options are being considered to review the existing contractual arrangements in place for Direct Payments provider.	100		0	100	Review being undertaken into revised arrangements for the management of direct payments however no saving is anticipated in 2014/15.
Health & Social Care	160	Closer to Home Project - Learning Disabilities (LD) - Closer to Home is a project to support people to move from out of county residential accommodation, where appropriate to their needs, by finding housing solutions within Cardiff. In year one, we will work closely with service users, parents and carers to identify service users who could be accommodated appropriately in adapted supported accommodation. The project in years 2 and 3 will seek partnership options to develop purpose built core and cluster accommodation to meet the needs of service users with learning disabilities, challenging behaviours and complex needs. In order to deliver the project, we will work in partnership with Cardiff Housing Strategy and all housing partners. To achieve the identified savings the number of service users will be in the region of 14 individuals to return to Cardiff.	350	30	130	220	Proposals being developed and some specific step downs in care identified. Probable however that there will only be a part year impact in 2014/15 with the full achievement of the saving in subsequent years.
Health & Social Care	161	Review of spot contracting for domiciliary care - through work with Commissioning & Procurement to develop business opportunity to expand the current block framework provision for the next 12 months in order to reduce current usage of more expensive Spot contracts. There are currently 682 people with 713 spot contracts worth £7.8 million.	400		50	350	Proposal in place for implementation of new domiciliary care contract arrangements from Nov 2014 involving dynamic purchasing which may produce savings in relation to existing spot contracts. Probable however that the level of price reduction and the rate of package turnover will be insufficient to realise a full saving in 2014/15. No significant price reduction evident to date.
Health & Social Care	162	Subsidised Meals Service - there is a subsidy to both Meals on Wheels and the Meals served at Day Centres - the proposal is to increase the charge to individuals by £70p from £2.80 per 2-course meal to £3.50p, reducing the subsidy to existing service users in both services. The meals are still being subsidised as the overall cost is approximately £5.20 per meal. The Council does not have a statutory duty to subsidise meals.	50	50	50	0	MOW price increase implemented, however overall reduction in number of service users receiving meals has impacted on income levels.
Health & Social Care	163	Increase to maximum charge for non-residential domiciliary care services - Welsh Government regulations determine the maximum charge a service user may be charged for domiciliary care. This has been set for £50 a week since April 2011. Welsh Government have confirmed that the maximum charge will increase in April 2014 to £55 per week and this will net additional income	120	175	175	-55	Higher than anticipated additional income from increase in weekly domiciliary care charge.
Health & Social Care	164	Review the provision of rehabilitation services for Community Alcohol and Drug Team (see HSC2) - Any future rehabilitation packages, following discharge from hospital will be funded by the NHS. Bench-marking with other local authorities will inform the policy and commissioning change.	200	20	150	50	Saving based on proposed reduction in rehabilitation services. Some legacy costs in first quarter will prevent achievement of full saving. Evidence of saving in recent months.
Health & Social Care	165	Review and Re-commission Day Service for Older People - Llanedeyrn Day Centre closed in December 13, as part of the Maelfa Regeneration Scheme, but service continued to be provided to those people in need. Savings were realised for 13/14 with a full year effect of savings in 14/15. New models of service delivery will be developed during 14/15 and we will explore the integration of day services with the Council's Community Hub developments. People who need day opportunity services will continue to be supported.	200	200	200	0	Llanedeyrn day centre closed and savings being realised.
Health & Social Care	166	Right-sizing domiciliary care package and review of lower level provision - A review team has been established to review packages of care for older people and those with physical disabilities that will ensure that services are appropriately provided in accordance with need. Often people need a package when they come to the service for support which diminishes over time and this process ensures we are not over-specifying service. People who need the same or even larger care packages will continue to have their needs provided for appropriately.	800	200	300	500	Ongoing review of care packages. Some savings evident from reviews on service users with learning disabilities and other areas. It is likely however that there will be a significant shortfall against the saving in 2014/15.
Health & Social Care	167	Mobility Allowance Review - an exercise will take place to identify service users in receipt of Disability Living Allowance (mobility) and whether they are in the position to use this to fund their own transport in relation to social care provision.	20	0	0	20	Following a review of all cases it is unlikely that any significant saving will be achieved in 2014/15.
Health & Social Care	168	Reduction in stationery budgets - A reduction based on historic spend profiles.	10	10	10	0	Stationery budgets reduced.
Health & Social Care	169	Review of Internal Day Services for people with Learning Disabilities - 132 service users currently use internal learning disability day services. We will continue to modernise the service based on an outcome-focussed model of "services without walls" utilising opportunities within communities where attendance at a centre is not necessary for support to continue to be provided. Reviews of individual day service packages will be carried out under our duty to review services to meet needs and any changes to services proposed will be in line with current social policy and good practice	150	150	150	0	Posts identified for deletion sufficient to realise budgeted saving.
Health & Social Care		Total Health & Social Care	6,213	2,806	3,483	2,730	

Resources	170	Enterprise Architecture reduction in SAP Delivery External Spend - The £102k was earmarked to support the SAP delivery projects as a flexible budget for those deliverables that could not be capitalised, in line with the Council's policy on reducing external spend this budget can be offered up on the assumption that the sorts of specialist support that is required can be rolled into the capital projects delivering the SAP solutions.	102	77	102	0	The budget was reduced and it is anticipated that this saving will be met in full.
Resources	171	Removal of Business Change Manager post in Enterprise Architecture - Deletion of vacant post.	45	45	0	0	The budget was reduced and the saving has been achieved.
Resources	172	Removal of posts in Commissioning and Procurement - the Business as usual & Projects team was temporary for a period of 2 years. This proposal will include the deletion of an OM post through voluntary severance and deletion of a vacant Assistant Procurement Officer post. The proposal will also include the removal of a Grade 5 Cataloguing Officer post together with a Senior Category Manager.	188	167	168	20	The majority of savings have been achieved. However, a small element will be unachieved due to redeployment costs.
Resources	173	Reduction to the Category Team Supplies and Services Budget within Commissioning & Procurement - This will remove flexibility to bring in category specialists to support teams.	30	10	10	20	The budgets were reduced but the full saving not achieved. Employee savings offset the spend in 2014-15
Resources	174	Savings within Business Change Management - Ceasing spend on external advice and by undertaking a restructure to reduce both staff numbers and associated overheads. This will equate to approximately 12 FTEs. Currently the workforce is on secondments and fixed term contracts ending on the 31st March 2014. In addition this proposal includes the removal of funding for 2 FTE Business Change Support Accountant posts. As a result of this reduction in staff, there will be a significant impact on the amount of Project activity that can now be supported.	780	780	780	0	Achieved
Resources	175	ICT. Termination of existing support or service contracts - This saving has been identified as achievable following a detailed analysis of existing contracts.	59	39	59	0	Achievable
Resources	176	Reduction to the ICT Training budget - A £10k reduction in the training budget linked to the reduction in posts.	10	0	10	0	Achievable
Resources	177	ICT. Reduction of SAP support contract budget - The existing SAP support contract budget can be reduced following a review of the capabilities maintained in-house.	50	0	50	0	Achievable
Resources	178	Removal of posts within ICT - Deletion of 11 FTE posts within ICT. This will be achieved through a combination of voluntary severance, flexible retirement, deletion of vacant posts and a mini restructure. This will have service implications and this is reflected in the attached risk ratings.	460	360	460	0	A saving of £360k has already achieved and it is anticipated that the remainder will be achieved as NYS processing continues.
Resources	179	Further opportunities for capitalisation of ICT Hardware / software expenditure - Links to Capital Programme bid.	341	341	341	0	Achieved
Resources	180	Exploitation of existing ICT development - Schools target setting system support & maintenance - opportunity to charge support, maintenance and hosting charge for schools target setting database to Joint Education Service (JES). The system had been developed by Cardiff for internal use.	6	6	6	0	Achieved
Resources	181	ICT reduction in software licence costs - This savings proposal is based on reductions in external licence spend as a result of reductions in employee numbers (for example the Microsoft Enterprise agreement, Citrix licences etc).	65	0	0	65	Employees were still in post when the licences had to be renewed and therefore the saving will not be achieved this year. The full year saving will be achieved in 2015/16.
Resources	182	Realignment of Business Support Posts in Business Administration - Two members of staff within the Business Support team have expressed an interest in Voluntary Severance. This has given the opportunity to review duties. A total of 4 posts can be deleted. In addition another member of staff has requested flexible retirement which has led to a further saving. The functions within these posts can be undertaken by existing staff.	100	74	87	13	3 posts have been deleted and the saving achieved. However, the full saving on the Grade 5 post is unlikely to be achieved.
Resources	183	Income generation opportunities in respect of Central Transport Services (CTS) - Seek to maximise the external income potential from the Transport Operations Depot in Coleridge. Road while continuing to maintain the Council's fleet of 850+ vehicles. The Council does not have the power to allow the depot to enter into competitive commercial activities and therefore the Council has approved the preparation of the business case to identify trading opportunities. Potential for an alternative model of service delivery.	120	0	0	120	CTS are currently considering how this will be achieved; but also included in the early work considered in connection with the Alternative Service Delivery Model in relation to infrastructure matters. Whilst this saving has not been achieved through the original intended activity, overall external income budgets have been met within CTS via other sources, and there is no overall shortfall.
Resources	184	Facilities Management / Energy Management Plan - In conjunction with the Energy Management Team, Facilities Management is proposing an eight point action plan which aims to improve energy efficiency and reduce carbon emissions in the short, mid and long terms. It should be noted that some investment will be needed in order to maximise the long term financial benefits. Recommendations will be made at a later date as to whether the prioritised options should be funded on an invest to save basis or through Saik loans. The loans will be repaid within a specified payback period.	15	15	15	0	Energy budgets within FM reduced accordingly.
Resources	185	Facilities Management / CTS deletion of post - Deletion of vacant OM post within FM/CTS.	80	80	80	0	Post vacant since 2013/14. Post now deleted and saving achieved.

Resources	186	Facilities Management / CTS Systems Management - Review of the efficiency of processes across Facility Management (FM) and Central Transport Service (CTS) using lean management techniques. The business process redesign will impact on the level of resources required.	100	38	50	50	Leaner operations and resource reductions have been achieved within CTS. Work within FM ongoing and no evidence of achievement to date.
Resources	187	Finance. Exchequer and Development Staff Savings - Staff savings within the Exchequer and Development section: Insurance: Grade 6 - Part Time - Voluntary severance (Also staff re-grade 4 to 5) £21k - £4k=£17k Administration - Grade 4 - Delete Vacant Post - (Also staff re-grade 6 -7 & 4-5) £25k - £9k= £16k Payments - Delete Vacant Post - (Remaining staff re-grade 5 to 6) £22k - £5k= £17k Payments - Reduce hours to term time (Already actioned) £5k. Deletion of additional post £19k.	74	74	74	0	Employee budgets were reduced accordingly and the saving has been achieved.
Resources	188	Finance - Payroll Staff Savings - Removal of a grade 10 post in the Pay Centre through Voluntary Severance. This will involve some realignment of duties and the risk rating reflects the nature of this essential service.	44	44	44	0	Budget was reduced - employee left on VS.
Resources	189	Finance Accountancy Services to carry out additional duties and charge to Pension Fund - Additional Recharge from Project and Technical Accountancy to the Pensions Section. A detailed review of the work undertaken has taken place and identified business process efficiencies, allowing these activities to be carried out by existing members of Finance and recharged to the Pension Fund. This has allowed the Council to support the application for Voluntary Severance of the Pensions Accountant who is charged directly to the Pension Fund.	45	45	45	0	Recharge income budget increased - additional duties will be carried out and recharged at year end.
Resources	190	Finance. Internal Audit - Staff Savings - Accept Voluntary Severance of a Grade 6 Investigator Post. Also accept the Voluntary Severance application from the Grade 10 Group Auditor and delete a vacant Grade 7 Senior Auditor post. In addition, the deletion of a Grade 9 post in the Quality & Review team.	169	169	169	0	Budgets reduced accordingly - 2 Vs and 2 vacant posts - Savings achieved
Resources	191	Finance. Service Accountancy Staffing - Reduction of three posts through a combination of Voluntary Severance and deletion of vacant posts currently covered on a temporary basis together with a realignment to reflect adjustments to part time hours and additional grant funding. Also deletion of a vacant CIPEA Trainee post.	153	153	153	0	Budgets reduced accordingly - 2 Vs and 2 vacant posts - Savings achieved. Also income budget increased re additional grant funding to reflect increased support.
Resources	192	Finance Restructure - post savings arising from a management restructure within Finance.	139	139	139	0	Achieved through in-year savings.
Resources	193	Finance. Revenues staffing savings -Deletion of a vacant Local Taxation Assistant post and part time vacant Cashiers post. -Deletion of an internal Bailiff post following approval of a Voluntary Severance application in July 2013. -Deletion of a vacant Council Tax Processor post -Deletion of Council Tax Apprentice post when vacant in September 2014 as a result of technology driven savings that will eliminate duplication of data capture. -Acceptance of a Voluntary Severance application from the Senior Inspector who has managed the team responsible for all property related inspections for Council Tax and Business Rates. - Acceptance of a Voluntary Severance application from a part time inspector.	157	157	157	0	Budgets reduced accordingly - relates to vacant posts and Vs- Savings achieved

Resources	194	82	62	82	82	Additional income within Revenues - This additional income will be achieved from three sources 1) Increase the internal charge made in respect of rating appeal work £33k. 2) Anticipated increase in Non-Domestic Rates grant of £20k. 3) Additional bailiff income as a result of a new fee structure to be introduced by the Ministry of Justice - implementation date expected to be 1. April 2014. It is expected that this will result in a £75 compliance fee and £235 enforcement fee.	Income budgets increased accordingly. The Directorate are confident that rating appeal income 0 will be achieved. The NDR grant increase is too high and will be £6k less than budget. Whilst Bailiff income is expected to increase, it is too early to clarify if this will be achieved.				
Resources	195	25	25	25	25	Finance Revenues - Support application for Voluntary Severance (VS) from Senior Local Taxation Officer - As work progresses with automating procedures it should be possible to make further staffing savings out of the revenues budget. The timing of these will depend on the availability of ICT to progress with automating our on line forms and also the success of the initial Direct Debit form which is currently in development.	0 Budget reduced accordingly - Employee left on VS - saving achieved				
Resources	196	28	28	28	28	Finance - Revenues staff savings as a result of technology efficiencies - Following introduction of a cheque scanning system the cashing function is no longer necessary. This has made the processing of payments received through the post more efficient and enabled a reduction in FTE as a consequence.	0 Vacant post in council tax team deleted to achieve this.				
Resources	197	10	10	10	10	Finance - Revenues - Reduction in hours VAT Accountant - Reduction in hours of full time post to 4 days per week.	0 Budget reduced and 30 hours now worked.				
Resources	198	21	16	21	21	Finance - Revenues - Reduction in Council Tax employee budget that is used to fund planned overtime to cover peaks of work. It is proposed to delete this budget.	0 Budget deleted - Projected to be achieved and is being closely monitored in 14/15.				
Resources	199	85	85	85	85	Local Financial Management (LFM) to generate additional income from Schools - a review of the LFM service has been undertaken to ensure that there is full cost recovery of the service to Schools.	0 This saving reflects an increased charge to schools to recover full cost of LFM and is achieved in 2014-15				
Resources	200	20	0	20	20	HR People Services potential collaboration with the Vale Council - There are options in place to potentially collaborate with the Vale of Glamorgan Council on a number of HR activities which includes Occupational Health and other areas such as Learning & Development and HR Policy. In relation to Occupational Health we would need to increase the Occupational Health resources in Cardiff, and the Vale would buy in the services via a Service Level Agreement which would offset the additional costs and would create additional income.	20 Discussions are continuing however at this stage no savings are anticipated in 2014/15.				
Resources	201	119	119	119	119	HR People Services to increase external income in respect of Cardiff Works / Cardiff Supply - Cardiff Works would look to expand in order to generate additional business which it is estimated would generate a surplus of around £119,000. We would look to provide administration and clerical support to the Vale Council, and the Fire Service. Other local public sector organisations may join in the future. We would offer services such as administration and clerical support, supply teachers and psychometric testing.	0 HR will continue to explore external revenue generation opportunities, however the external income in Cardiff Works should have sufficient surplus to cover this in full if required				
Resources	202	10	0	10	10	HR People Services. Combining Payroll teams with HRPS - there is an opportunity to combine the payroll teams with HRPS to achieve efficiencies in service provision. This streamlining would achieve the proposed saving by reducing the communication requirement between teams. Further savings should be possible in future years with process review and technological service enhancement.	0 Achievable - pending an agreed transfer date.				
Resources	203	53	20	53	53	HR People Services. Share with the Fire Service an Occupational Health Physician post and an Admin post enabling a Voluntary Severance (VS) to be accepted - The Council currently provides Occupational Health Physician advice to Council staff. The Occupational Health unit is already shared with the Fire Service. Further options are available to share the Occupational Health physician post which will provide reduced sessional costs with savings of £40,000, by the purchase of full-time physician to be shared with the fire service in terms of costs and access. Additionally sharing administrative support will enable a VS to be accepted and save half of the post.	33 Part time rather than full time physician appointed and still exploring severance for this year				
Resources	204	253	253	253	253	HR People Services. Voluntary severance - the proposal would be to accept the applications for Voluntary Severance from one service delivery advisor recruit grade 4, Service Delivery Advisor Manage Grade 7, Senior Service Delivery Lead Attendance - Grade 7 and People Services Coach - Grade 6 - 2x Grade 4 Advisers FPOC, 1x Grade 5 recruitment consultant and 1x Grade 8 Senior Equality Specialist.	0 All actioned & saving achieved.				

Resources	205	HR People Services. Mini restructure for Organisational Development (OD) / Learning & Development (L&D) function - As part of a mini restructure within the OD/L&D function, the proposal would result in the deletion of a grade 9 post. The current split of management function between the service delivery and L&D specialists needs to be addressed. Proposals already underway to integrate management of both areas into a single role. This will provide more joined up approach to the management of the L&D function which includes strategic responsibility for new lead role.	45	34	34	11	The majority of savings have been achieved. However, a small element will be unachieved due to redeployment costs.
Resources	206	HR People Services. From within Manage, Recruit and Develop teams - Delete a vacant Grade 4 post, a Grade 10 and a Grade 7 post. This proposal also includes one flexible retirement at Grade 7 - 50% reduction in hours.	127	114	114	13	The majority of savings have been achieved. However, a small element will be unachieved due to redeployment costs.
Resources	207	HR People Services. General savings - The proposed savings of £24k relate to the reduction in budget of a number of HR budget heads which includes Occupational Health & HR subscriptions, advertising, training, furniture, office equipment and refreshments.	24	18	24	0	Budgets have been reduced and will be closely monitored to ensure saving is achieved.
Resources	208	HR People Services. Realignment of reporting lines Job Evaluation / Reward team and reduction in Employee Relations team- Delete grade 9 manager post and realign management under the grade 10. Additional Schools Organisational Plan HR support would remain in Employee Relations team. The four Grade 7 employee relations specialists will be reduced by one.	87	74	74	13	The majority of savings have been achieved. However, a small element will be unachieved due to redeployment costs.
Resources	209	HR People Services. Additional funding from Schools to cover cost of current HR service - the current funding for the HR service from schools is £384k. An analysis has been carried out of the actual FTEs supporting schools within the HR service and this represents 22.48 FTEs at a cost of £750k. The gap in funding from schools is £366k. This would be supported by a new SLA for schools which clearly sets out expected service levels and response times. Further detailed work is being progressed on both current and future provision.	366	366	366	0	Agreed and saving achieved
Resources	210	HR People Services. Realignment of reporting lines for Contact team - Option is to delete Grade 9 as a result of a Voluntary Severance application and to delete a grade 6 coach post and align under one of the People Partner OM2s. This would be a deletion of both posts	82	82	82	0	Actioned & saving achieved.
Resources	211	HR People Services - support for alternative delivery mechanism. Additional funding in order to support high level HR advice in relation to alternative delivery mechanisms.	58	58	58	0	Fixed term funding secured to meet budget saving.
Resources	212	HR People Services. Realignment of reporting lines for Recruit & Cardiff Works - Delete one grade 9 and merge the current teams of Recruit and Cardiff Works. This proposal would also delete the grade 7 recruit team leader post.	88	88	88	0	Deleted both grade 9 posts
Resources	213	Health and Safety potential joint working with Vale of Glamorgan Council - There is a proposal to explore the potential of some form of joint working on health and safety with the Vale. This would need to be subject of exploratory discussions with colleagues from the Vale and be congruent with the agreed priorities of both Councils	137	60	60	77	Employee budgets reduced by £60k as related to vacant posts. Further saving of £77k relates to savings in respect of joint venture, which is still to be confirmed.
Resources	214	Legal. Miscellaneous Budget-deletion of a miscellaneous budget within the Legal Property team	3	3	3	0	Misc budget cut. Saving achieved.
Resources	215	Legal Services Staffing Savings - 2. Grade 10 posts have been vacated within the Procurement team. Further savings will be achieved by the deletion of a vacant Grade 5 post and a Grade 10 post within the Legal Communities team.	181	181	181	0	Posts were vacated and deleted in 2013-14. Saving achieved.
Resources	216	Legal. Deletion of vacant post and Voluntary Severance (VS) in the administration team - delete Practice Manager post in the Administration team - Grade 9 and Voluntary Severance in the Administration team - Grade 5	71	71	71	0	Posts were vacated and deleted in 2013-14. Saving achieved.
Resources	217	Re-alignment of Legal Services budgets - additional recharge to enable full cost recovery of current staff costs.	18	18	18	0	Income realignment actioned to match corresponding expenditure budgets. Saving achieved.
Resources	218	Customer Relationship Management - a business case is being prepared to move forward the business process changes required to implement a Customer Relationship Management approach across the Council. It is envisaged that this change will bring in a part year effect in 2014/15 with further significant savings materialising in 2015/16. The saving identified relates to a decommissioning of IT which will be replaced with the new arrangements.	100	0	40	60	Linked to the progression of the CRM work which has been delayed pending project resources and technology solution.
Resources	219	Cardiff Academy - a reduction in the budget which delivers the Cardiff Academy Programme.	18	14	18	0	Achievable. Budget reduced.
Resources	4	Reduction in Staffing of the Records Centre, County Hall - Deletion of one FTE post.	15	15	15	0	Post cut. Saving achieved.

Resources	144	Savings on a reduction on Council wide energy bills - this saving will be achieved through on going validation of utility bills. It is currently considered that a 1.5% saving on energy bills could be achieved.	135	47	135	0	A proportion of the saving has already been identified and agreed with Western Power through further work to identify the full saving in this financial year.
Resources		Total Resources	5,593	4,672	5,078	515	
Sport, Leisure & Culture	220	Reduction of major classical concerts in the Welsh proms - Cutting the three major orchestral concerts in the Welsh Proms; leaving a last night of the Proms concert only. If any additional concerts are presented they will be on a zero cost basis to St David's Hall thus reducing the net financial support for the Proms by £30k to zero.	30	30	30	0	The budget to support the classical concerts has been reduced and is therefore fully achieved.
Sport, Leisure & Culture	221	Increase in St David's Hall income - Increase overall performance profitability of box office, which will include up to a 3% increase (£9.7k) in commercial hire fees.	40	30	40	0	It is anticipated this will be fully achieved but is dependant on the financial performance of the individual shows.
Sport, Leisure & Culture	222	Cessation of St David's Hall in house exhibition program - Replacement of the current exhibition programme in St David's Hall with longer term exhibitions, with occasional update/refresh, thereby reducing the staff resource required to hang and monitor the exhibitions. St David's Hall is not an ideal exhibition space and emphasis will be in developing Cardiff Contemporary, with city wide exhibitions.	50	50	50	0	The exhibitions budget has been removed so is therefore fully realised.
Sport, Leisure & Culture	223	Emergency Management Operations Income Generation - To generate additional income via charging for advice and guidance in relation to Control of Major Accidents & Hazards (COMAH) planning, business continuity, and other key areas of resilience.	25	19	25	0	This is anticipated to be fully achieved.
Sport, Leisure & Culture	224	Increase admission price for Cardiff Castle - The aim is to increase income through a £1 rise on the entrance fees at Cardiff Castle.	150	119	150	0	Prices were increased and revised income target set. Actual performance is monitored monthly to determine realisation of the saving. Forecast to be fully achieved resulting from combined effect of tours and increased visitors.
Sport, Leisure & Culture	225	Community Asset transfer of Maes-y-coed Community centre - The facility is open only on weekdays and attracts 30,579 attendances annually (85 users per day). The directorate has been approached by a local community group about a Community Asset Transfer. The community group has stated that it would aim to provide similar sessions to those currently delivered.	80	27	27	53	This saving has been partially achieved through the deletion of a post following VS. The asset transfer is not likely to take place until March 2015 therefore the full saving is unlikely to be achieved.
Sport, Leisure & Culture	226	Community Building Review. Splott Community Hub - At 30 years old Splott Pool is one of the oldest facilities in the Leisure stock and attracts fewer than 70,000 users per year (less than 200 users per day). It requires an annual subsidy of approx £325k (£4.63 per user). By comparison, Maindy has the lowest subsidy per user at £1.19 The building and associated plant is rapidly approaching the end of its useful life. The last property condition report completed in 2008 estimated that an investment of £80k was needed to key areas including the renewal of the boiler and heating distribution pipework. This is expected to have increased significantly since this date. A business case has been developed for Splott Community Hub and considered by Cabinet.	150	150	150	0	The Pool closed on 31st March. No budget now exists so the saving is fully realised.
Sport, Leisure & Culture	227	Reprogramming of space across all leisure centres and Community Halls - Complete a full programme review at all leisure centres and Community Halls to identify opportunities to maximise income generation. This will be achieved through the re-programming of high-income generating activities such as group fitness classes and through increased sales of active cards.	209	157	209	0	The revised income targets have been allocated to the various centres. The performance is being measured by the directorate taking into account the complexities of changing offers over the year.
Sport, Leisure & Culture	228	Reprogramming of swimming provision - Cardiff currently provides significantly more free swimming than required through the funding agreement with Welsh Government. Reducing free swim by 50% and converting this pool time to paid lessons by 75 classes per week (servicing existing waiting list) with improved financial position will still provide substantially more free swim than the level required by Welsh Government. Additionally this proposal involves aligning the swim club charges to standard lesson rates, and increased external hire charges to match competitors.	320	240	320	0	The revised income targets have been allocated to the various centres. The performance is being measured by the directorate but determining the position is complex as there is likely to be a direct link to increased memberships and other income streams.
Sport, Leisure & Culture	229	Impact of new Student Card offer - Maindy Centre is situated in the central ward of the city and this saving will initially concentrate on income generation from this centre, as it attracts 80% of the total student attendances for leisure services. There are more than 6,000 student accommodation places within walking distance of Maindy centre and the aim is to introduce a student Direct Debit (DD) card that allows Cardiff Council to compete with the ever-expanding number of budget gyms in the area. We currently have a student discount card but this is now not competitive when compared to other local facilities offering a similar service. We will introduce a 9 month contracted DD or the option of a one-off annual payment, whilst still retaining the current pay as you go student card.	80	60	80	0	The revised income targets have been allocated to the various centres. The performance is being measured by the directorate but determining the position is complex as there is likely to be a direct link to increased memberships and other income streams.

Sport, Leisure & Culture	230	25	25	25	25	0	This saving is on target to be fully achieved.
Sport, Leisure & Culture	231	160	74	101	59	59	A proportion of this saving has already been achieved following the deletion of posts through VS but there is likely to be a shortfall of £59k.
Sport, Leisure & Culture	232	240	0	40	200	200	No savings have been achieved to date as the centre remains open. The projection assumes a saving based on one months closure.
Sport, Leisure & Culture	233	250	250	250	0	0	This saving is fully realised as the reduced subsidy through increased income generation had already been harvested in 2013-14.
Sport, Leisure & Culture	234	120	26	80	40	40	This should be read in conjunction with Line 255. The decision to opt for reduced opening hours rather than closing some of the facilities meant that all Play staff were affected. This has meant prolonged negotiations with staff and TU's over slotting and matching. This has inevitably created a delay and the saving is unlikely to be achieved in full. Savings will be achieved from a staff restructure which will include the introduction of short term contracts and reduced agency staff costs.
Sport, Leisure & Culture	235	68	70	70	-2	-2	This saving has been fully achieved following the deletion of two posts through VS.
Sport, Leisure & Culture	235	40	40	40	0	0	This saving has been fully achieved following the deletion of a Parks Contracts Manager's post following VS.
Sport, Leisure & Culture	236	40	41	40	0	0	This saving has been fully achieved through the deletion of a post following VS.
Sport, Leisure & Culture	237	28	0	10	18	18	There was no interest shown following the invitation to tender. The Environment Directorate requested that they be afforded the opportunity to identify an alternative provider due to staff wellbeing considerations. It had been proposed that the Environment Directorate take on the facility from January 2015 however this transfer has not taken place and the Sport, Leisure & Culture Directorate is following this up with the Environment Directorate to progress the transfer with immediate effect.
Sport, Leisure & Culture	238	15	8	11	4	4	Whilst income is expected to be fully achieved the shortfall is due to on going costs linked to the opening of the facility incurring temporary staff costs.

Sport, Leisure & Culture	239	Introduction of charges for car parking at Llandaff Fields and Pontcanna Fields - Introduction of car parking charges at Llandaff Fields and Pontcanna Fields Car Parks which have historically been free of charge. Car Park users would receive the first three hours free of charge and parking free from 6pm weekdays and on weekends to avoid any impact on clubs, parks users and visitors to the Llandaff cafe (leased by Cardiff Council).	40	0	0	40	0	Delays in the introduction of the TRO mean that the arrangements will not be in place until April 2015.
Sport, Leisure & Culture	240	End Staff Catering Subsidy - This saving will eliminate the staff catering subsidy in County & City Hall Canteens. This reduction has been anticipated in the Venues & Catering Restructure.	115	115	115	0	0	The removal of the subsidy was reflected in the budget and subject to delivery through greater efficiency. Performance is being monitored during the year.
Sport, Leisure & Culture	241	Additional income to parks - Additional mobile concessions (£20k), delete florist post from nursery (£20k). Income from Heath Park Car Park (£40k.)	80	61	61	19	0	This saving has partially been achieved through the deletion of a vacant post and the generation of car park income which had already been harvested in previous years. Little success has been achieved in the generation of income from catering concessions so a likely shortfall of £19k is anticipated.
Sport, Leisure & Culture	242	Parks Locking - The Council has, historically operated a park locking regime on a city wide basis and there are currently 18 Parks that form part of the regime:- Roath Park (Including Pleasure Gardens), Parc Cefn Onn, Bute Park, Victoria Park, Thompsons Park, Fairwater Recreation Ground, Insole Court, Bishops Palace, Llandaff Fields Barrier, Plastrunton Gardens, Grange Gardens, Trelai Park, Helen Street, Shelley Gardens, Waterloo Gardens, Mill Gardens, Roath Brook Gardens and Llynfawr Gardens. Under this proposal the Council would reduce the number of parks falling under a locking regime to five:- Bute Park, Victoria Park, Parc Cefn Onn, Roath Park (including Pleasure Gardens) and Thompsons Park. A pilot scheme of trialling the non-locking of parks was implemented on 1/4/2013 affecting parks on a city wide basis and whereby eight parks were taken out of the locking regime. There has been no resultant adverse impact to date.	18	20	20	-2	0	This saving has been achieved through the deletion of a post following VS.
Sport, Leisure & Culture	243	Sundry Reductions in Parks & Sport Budgets - Savings will include reduced expenditure on Royal Horticultural Society Flower Show, Cardiff in Bloom, and minor adjustment to other parks and sports budgets.	30	30	30	0	0	Savings achieved in line with the proposal.
Sport, Leisure & Culture	244	Weed Control Contract - A change in the standard of weed control on the hard surfaces in all parks sites. The current cost relates to a standard based on performance specification. This proposal would reduce this standard of maintenance as the hard surfaces would only be treated on one occasion during the growing season of 2014/15. This excludes hard sports surfaces and play areas.	20	20	20	0	0	Savings have already been secured through a new contract
Sport, Leisure & Culture	245	Secure savings from Sport Cardiff & Active Communities through rationalisation and reduction in service - An opportunity exists to merge these functions, in doing so creating a sport and physical activity service. The saving will be achieved through FTE reductions. There are a number of key benefits that the re-structure of Sport Cardiff, Active Communities and Outdoor Sports Management could achieve that include: 1) cashable savings – the Active Community Officer roles can be absorbed within the six Neighbourhood Management Areas with a cashable saving of approximately £50k + on costs. An interest in voluntary severance has been expressed from the Assistant Outdoor Leisure Manager and two Games Attendants which will provide further savings depending on business case approval. It is envisaged that the new structure should also reduce the current spend on agency staff. Links to SLC43	50	56	56	-6	0	This saving has partially been achieved through the deletion of a vacant post following VS and rationalisation of staff.
Sport, Leisure & Culture	246	Reduce Bowls Subsidy - Provide a lifeline for Bowls clubs by giving them time to move to a position in which the Council will not subsidise maintenance of greens, whilst encouraging clubs to share facilities. (This is an amended proposal. Previous proposals for Bowls totalled £65k but have now been replaced by this reduced proposal)	15	15	15	0	0	The budget for bowls provision has been reduced.
Sport, Leisure & Culture	247	Boatstage Concession - There is an opportunity to invite expressions of interest for the operation of the Boatstage. The concession operating model removes the risk of low income due to poor weather for the Council. There is potential for the concession holder to invest in new boats, activities and infrastructure.	25	13	13	12	0	Generation of increased income but not via planned concession. PIN issued and anticipate a new operator in place for Spring 2015.
Sport, Leisure & Culture	248	Income Generation in Venues & Catering - This will cover City Hall, Cardiff Castle and Commercial Catering. Catering have been able to generate income over and above their 2013/14 budget targets and in addition will continue to generate further income. The service will aim to increase income through targeted sales campaigns and adding new products e.g. high tea and Sunday lunch at the Mansion House. Work is also being done to establish the best opportunities for the future use of the Castle Undercroft to maximise room yield. The service will also revisit menus and re-cost function menus.	210	157	210	0	0	Based on the 13-14 performance this saving should be achieved.

Sport, Leisure & Culture	249	Revision of the sailing programme at Cardiff Sailing Centre - This saving will be achieved by concentrating on higher income generating activities and combining sailing staff with other Cardiff Bay Water Activity Centres to share resources, particularly during the winter period when there is less sailing activities, thus reducing casual staff costs and increasing income.	25	25	25	0	This saving has partially been achieved following the deletion of a post following VS. The remaining saving will be delivered through reduced costs and increased income generation.
Sport, Leisure & Culture	250	Full year effect of Winter Wonderland and Cardiff Bay Beach - Full year effect of new operating model for Cardiff's Winter Wonderland ice-rink and Christmas fairground agreed as part of the 2013-14 budget process, plus income from Cardiff Bay Beach.	135	135	135	0	This saving has been fully achieved in line with the proposal.
Sport, Leisure & Culture	251	Events Restructure - Restructuring the Events team to reflect the current Event programme for the city.	100	106	106	-6	This saving has been fully achieved by the deletion of two posts through VS.
Sport, Leisure & Culture	252	Re-design of the Parks Development Service - An opportunity exists to review and re-design the Parks Development service that includes the strategy, policy, planning, design, land management and playground management functions. It is anticipated that savings would be delivered through further technology efficiencies although alternative ways of delivering the service will be explored as part of the review.	50	17	17	33	Part of this saving has been achieved following the deletion of a post through VS. Further opportunities for VS are currently being considered but it is likely to show a shortfall in the current year due to the part year effect.
Sport, Leisure & Culture	253	Council Grant Reductions 10% Reduction - Artes Mundi Prize (£5k) Grants to Cease - Various Arts Grants (£136k). (This an amended proposal. The previous proposal totalled £221k but has now been replaced by this reduced proposal).	141	141	141	0	Relevant grant budgets have been reduced.
Sport, Leisure & Culture	254	Catering - New Operating Model - It is proposed to invite third parties to run some or all of the Council's commercial and staff catering and commercial catering business. Expressions of interest could be invited either for a single operator to run the entirety of the business, or, recognising the diversity of the business, invite expressions separately for staff catering, individual retail units (Norwegian Church & Castle), and event/function catering. From the experience of third party operation of catering outlets in Parks, it is anticipated that there would be strong market interest, with resulting financial return to the Council in excess of current surpluses generated.	150	11	14	136	The Catering service has been re-modelled involving some market testing. The level of saving was ambitious hence making full saving challenging.
Sport, Leisure & Culture	255	Community Building Review Play Service Rationalisation - All Play Centres to stay open, with savings being made through introducing shorter operating hours, whilst identifying a new delivery model for Children's Play, Maintain disability play at the current level, but reduce Welsh medium play in line with the overall savings level. Introduce Flying Start at Riverside and Adamsdown Play Centres. As a result grant funding of £90,000 to Menter Caerdydd for Welsh Medium Play will reduce by £6,220 to £83,780 in line with directorate savings levels. (This is an amended proposal. Previous proposals for Play services totalled £900k but these have now been replaced by this reduced proposal.)	200	0	50	150	This should be read in conjunction with Line 234. The decision to opt for reduced opening hours rather than closing some of the facilities meant that all Play staff were affected. This has meant prolonged negotiations with staff and TU's over slotting and matching. This has inevitably created a delay and the saving is unlikely to be achieved in full. No specific savings have yet been realised but it is anticipated these will be in region of a third. This will be achieved from a staff restructure which will include the introduction of short term contracts and reduced agency staff costs.
Sport, Leisure & Culture	256	Cardiff Story Museum - Operating Model - Secure savings through introduction of a slimmer operating model with skeleton staff and static display, co-staffed with the Tourist Information Centre and through use of volunteers.	180	111	153	27	Part saving has been achieved following the deletion of a post following VS. It is anticipated to deliver the remaining saving through further staff reductions although redeployment costs and a potential shortfall in income generation is likely to result in the saving not being fully achieved this year.
Sport, Leisure & Culture	257	Remodel Sports Development - the Council's Sports Development programme is largely funded by Sport Wales through a Local Authority Partnership Agreement (LAPA). A small core team is financed through the General Fund, but with the majority of staff employed using Sport Wales funding. This proposal paved the way for the service to move to a commissioning model, with a small core team only employed by the Council to define outcomes to be delivered by other agencies through the LAPA funding, and then monitor delivery of these outcomes. It is anticipated that the service would be commissioned on a Neighbourhood basis.	115	115	115	0	The transfer to the MET took effect from July and as a consequence the full saving has been realised.
Sport, Leisure & Culture	258	Pontprennau Community Hall - The use of this building is to be reviewed and the service area budget will be reduced to zero. As mitigation, the Corporate Initiatives budget will fund any costs in 2014/15.	109	109	109	0	The saving has already been realised on the understanding that any delay to the transfer would be funded by Corporate Initiatives.
Sport, Leisure & Culture	259	Savings from Cultural Venues - Savings would be achieved through: (a) new management operator being secured for either St David's Hall or New Theatre, or both, (b) introduction of transaction fees payable on ticket prices (c) closing for short, most costly periods where net savings can be made (d) reduction in staffing	550	197	230	300	The shortfall is linked to the planned new operator which will not be in place this year. Other savings are linked to staff reductions which have taken place and to increased income generation which needs to be monitored during the year.
Sport, Leisure & Culture	260	Bereavement & Registration - Income budget re-alignment	150	150	150	0	A proportion of this saving has already been achieved following the generation of additional income in 2013-14. The remaining saving has been delivered through a staff restructure.

Sport, Leisure & Culture	261	Vegetation Management - the introduction of a functional approach to vegetation management would involve adjustment of maintenance regimes which would identify areas to be given minimal maintenance and focus resources on higher profile areas in terms of safety and visual amenity. Final proposals including impact on FTE numbers subject to progress of Cardiff Outdoors project.	100	100	100	0	0	The proposals have been implemented and are achieved in full.
Sport, Leisure & Culture	262	Heath Park Offices Staff Relocation - relocate staff currently operating from offices at Heath Park and offer building and associated dedicated parking for lease.	61	46	46	15	0	Because of the delay in transferring the Sports Development team to the Cardiff MET the offices remained occupied until 30th June. This will result in an under achievement of the savings this year.
Sport, Leisure & Culture	263	Channel View - Increased activity and income generation.	50	38	50	0	0	The revised income targets have been allocated and the performance is being measured by the directorate.
Sport, Leisure & Culture	264	Parks Service Savings - Increase income from HRA, from fees and charges, and from wider uses of the buildings estate in parks. Cease provision of hanging baskets in city centre and introduce changes to employment of Summer casuals.	265	198	198	67	0	A significant proportion of the savings have already been achieved. The shortfall relates to the non achievement of the parks building estates income.
Sport, Leisure & Culture	265	Restructure of Management Posts with Sport, Leisure and Culture - a restructure of management posts within the directorate will be undertaken to achieve savings. Split with Community Development, Co-operatives & Social Enterprise.	26	26	26	0	0	This saving has been fully achieved following the arrangement to recharge a proportion of the Parks OM to the Cardiff Harbour Authority following the new management arrangements.
Sport, Leisure & Culture	265	Restructure of Management Posts with Sports Leisure and Culture - a restructure of management posts within the directorate will be undertaken to achieve savings. Split with Environment.	124	30	124	0	0	This saving has been partially achieved by recharging a proportion of the SLC management and support costs to the Cardiff Harbour Authority following the new management arrangements. The remaining saving is planned to come from the deletion of further posts following VS. Any shortfall in this saving will be identified corporately.
Sport, Leisure & Culture	266	Additional Posts Reductions - deletion of post at Norwegian Church and job share in events team.	55	55	55	0	0	This saving has been achieved following the deletion of two vacant posts and a further post redesignated on a lower grade.
Sport, Leisure & Culture		Total Sport, Leisure & Culture	5,289	3,513	4,132	1,157		
Strategic Planning, Highways & T&T	267	Telematics Service Redesign - Removal of Grade 10 post 3 days a week.	31	31	31	0	0	Post deleted and savings achieved in line with proposal.
Strategic Planning, Highways & T&T	268	Telematics - deletion of 2 vacant posts.	50	50	50	0	0	Posts deleted and savings achieved in line with proposal.
Strategic Planning, Highways & T&T	269	Telematics - Efficiency savings in tunnel maintenance - Reviewing the process of tunnel closures for maintenance. Currently every 6 weeks for 2 nights, reduce to every 6 weeks for 1 night	20	20	20	0	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	270	Telematics - Voluntary Severance (VS) - 2 no. Control Room Staff/ 1 no. Engineer - integration of Community CCTV team with Transport Control room team to cover 2 posts being put forward for VS. Restructuring costs of CCTV team from Grade 3 to 5. Engineer post proposed for VS, duties will be covered by existing team.	117	117	117	0	0	Restructuring and posts deleted in line with proposal and savings achieved.
Strategic Planning, Highways & T&T	271	Telematics - Reduction in Call Out - Currently two officers on call every night of the year - reduction to one per night. Current estimated annual cost of call out £25k, budget £31k, reduce call out by half to £12.5k- saving £18k.	18	0	0	18	0	Proposal is linked to and will be achieved as part of the overall SPHTT restructure. Delays in the process and a further review now indicates that this will not be achieved in the current financial year but is fully achievable next year.
Strategic Planning, Highways & T&T	272	Telematics - Removal of shift allowance for non CCTV staff - Removal of shift allowance for non CCTV staff. Shift allowance for Control Room Staff only £27,633 required	14	7	14	0	0	There is a 12 week notice period involved with this proposal but the £14,000 is still considered achievable in the year as the part year impact.
Strategic Planning, Highways & T&T	273	Telematics combined use of plotter with Infrastructure Design - The shared use of the plotter will result in an overall reduction in cost.	10	10	10	0	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	274	Telematics - reduced Real Time Information (RTI) costs, buses upgraded to 4G - New bus shelter advertising contract to pay for 4G in buses and bus shelters, removal of existing radio based system including maintenance. RTI screens to be updated via capital / possibility supported by Section 106.	50	0	0	50	0	Delays in implementation of the new contract result in a £50,000 shortfall.
Strategic Planning, Highways & T&T	275	Telematics - Overtime realign based on current expenditure - Forecast overtime for 2013/14 is £27k, realign budget to reflect this going forward.	16	16	16	0	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	276	Telematics - Drawdown of commuted sums to support existing assets - 1/20th of commuted sum total taken to support asset maintenance	95	95	95	0	0	Savings considered achievable in line with the proposal.

Strategic Planning, Highways & T&T	277	Additional charge to capital schemes in respect of Telematics design - Telematics staff to charge fees associated with capital schemes.	38	38	38	0	Savings considered achievable if staffing recharges are accurately recorded and coded to appropriate schemes. Will be subject to detailed monitoring with the service area.
Strategic Planning, Highways & T&T	278	Increased income for Traffic Regulation Orders - An Officer Decision Report is under consideration to increase Emergency Notices from £100.00 to £415.00 per Notice, and from £225.00 to £690.00 for Orders, excluding any advertising costs. Fee increase in line with other authorities.	137	52	69	68	A potential reduced shortfall of £68,000 is identified based on income generated to date for chargeable road closures.
Strategic Planning, Highways & T&T	279	Telematics - reduce from 5 to 4 vehicles	3	3	3	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	280	School Crossing Patrol - reduce number of sites - Propose cuts only where alternative provision of 'safety' is in place. Report being prepared to ensure optimum use of school crossing patrol officers.	70	70	70	0	Budget reduced and savings considered achievable in line with the proposed reduced establishment due to the historic vacancy levels and the review of service requirements for site prioritisation.
Strategic Planning, Highways & T&T	281	Public Transport - countywide buses reduction in level of service provision - Withdraw Sunday and evening services on an number of services - 1/2 (City Centre to Minton Court) , 138 (Central station to Pentrych/Creigiau), 86 (Central station to Lisvane), 136 (City Centre to Pentrych Creigiau). Combine bus services on 38/26c (City centre to Gwaelod y Garth/Gabalfa Circular).	71	71	71	0	Savings considered achievable in line with the proposal due to a reduction in service provision and an increase in the bus grant funding levels.
Strategic Planning, Highways & T&T	282	Public Transport - reduce frequency of Bay Car evening & early morning - Reduce frequency of service provision, early morning, evening and Sunday.	30	30	30	0	Reduction in frequency and savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	283	Public Transport Section 106 funding for bus operators - Increase Section 106 funding in respect of Bay car services. This funding will run out beginning of 2018/19.	75	75	75	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	284	Public Transport - change in bus shelter maintenance contract - No longer require maintenance budget as cost covered by new advertising contract.	56	56	56	0	Savings achieved in line with the proposal. New contract awarded March 14.
Strategic Planning, Highways & T&T	285	Public Transport - Reduce level of timetable changes to 4 per year - Reduce frequency of changes to bus timetables to 4 per year.	5	5	5	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	286	Public Transport - Deletion of vacant post	27	27	27	0	Post deleted and savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	287	Training - reduce central transport training - Reduce Central Training Budget to statutory & essential training only.	10	10	10	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	288	Transport - Voluntary Severance (VS) and restructure of team - Post put forward for VS, the post deals with the procurement of goods and services for Traffic & Transport, and the operation of the time recharging system Profess.	22	22	22	0	Restructure and deletion of posts in line with the proposal and savings achieved.
Strategic Planning, Highways & T&T	289	Deletion of Assistant Director Post	108	108	108	0	Post deleted as part of the service senior management restructure and savings achieved.
Strategic Planning, Highways & T&T	290	Road safety - Reduction in education and equipment budget - Reduction in education and equipment budget, therefore more reliant on grant from South East Wales Transport Alliance.	6	6	6	0	Budget reduced and savings achieved.
Strategic Planning, Highways & T&T	291	Road safety - Removal of Central Transport Services costs for Display Vehicle - disposal of road safety display vehicle - therefore will no longer require maintenance.	6	6	6	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	292	Road safety - Voluntary Severance (VS) Safer Routes to school officer - Safer routes to school officer taking VS - post to be deleted.	16	16	16	0	Voluntary severance and savings achieved in line with the proposal.

Strategic Planning, Highways & T&T	293	Transport Policy - reduce budget for cycle maps / cycle festival - Reduce the amount of support to the cycle festival and production of cycle maps.	3	3	3	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	294	Transport Policy deletion of post - Part funded by capital schemes.	21	21	21	0	Post deleted and savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	295	Transport Strategy additional income - 1) Increase income target for Section 278 - Realign income recharge in line with level of recharging 2013/14. 2) Increase income target for Section 38 - Assuring future income is received by authority, delay due to adoption. Actively pursuing unpaid Section 38 payments.	120	90	120	0	Savings currently considered achievable but will be subject to detailed monitoring with the service area to ensure accuracy of recharging and level of income recovery.
Strategic Planning, Highways & T&T	296	Transport Surveys - Voluntary Severance (VS) - Deletion of surveyor post and restructure of team.	34	34	34	0	Restructure and deletion of posts in line with the proposal and savings achieved.
Strategic Planning, Highways & T&T	297	Traffic & Transportation Infrastructure Design- realign budget to be self financing - Income target increased as budget should be self financing.	18	18	18	0	Budget reduced and savings considered achievable.
Strategic Planning, Highways & T&T	298	Infrastructure Design- reduction of Riverwalk maintenance - Budget for maintenance of Riverwalk bridge estimated saving £24k over next 3 year. £8k per annum.	8	8	8	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	299	Passenger transport retendering savings - a reduction in existing costs is expected following re-tendering of the contract which would start in September 2014.	117	268	268	-151	The retendering in respect of taxis and minibuses has been completed and savings estimated at £151,000 above target are now anticipated.
Strategic Planning, Highways & T&T	300	Passenger Transport - Voluntary Severance (VS) -Grade 4, work covered by amalgamation with public transport, Road Safety teams etc.	22	22	22	0	Voluntary severance and savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	301	Passenger Transport - merging taxis for SEN, increased training for escorts/drivers - Optimise provision of transport for SEN, by merging taxis services and providing additional training and support strategies to staff.	50	37	50	0	Savings currently considered achievable. Escorts and driver training in progress. Will be subject to monitoring of the new arrangements and any increased service requirements.
Strategic Planning, Highways & T&T	302	Service redesign and integration of Transport and Highways services - including a full management restructure	250	200	200	50	Part year impact estimated due to the timing of staff and union consultation, ringfencing, interviews and appeals processes. Some voluntary severance has been achieved which will reduce the impact of the delays inherent in the process.
Strategic Planning, Highways & T&T	303	Removal of Administrative posts in Development management - Deletion of vacant Secretary and Administrative Support posts.	74	44	44	30	Deletion of 2 vacant posts and VS for one Grade 3 but shortfall of £30,000 against this proposal.
Strategic Planning, Highways & T&T	304	Planning Assistants x 2 - Development Management - Delete two vacant posts	53	53	53	0	Posts deleted in line with the proposal and savings achieved.
Strategic Planning, Highways & T&T	305	Reduction in Strategic Planning revenue budget - This budget is used to support scoping reports linked to the Local Development Plan and its deletion will result in a workload review within the section.	47	35	47	0	Savings considered achievable but subject to monitoring and a workload review to be carried out within the service.
Strategic Planning, Highways & T&T	306	Development Management additional Planning Fee income - Increase the efficiency of planning application processing of major applications and thus increase fee income.	512	90	473	39	This savings proposal does not relate to Planning Fee income only but has the following split: Pre planning application advice - £40,000, Street Work additional fees/charging - £160,000 and Development Management additional planning fee income - £312,000. Updated service area forecasts at month 9 suggest an increased net shortfall of £100,000 on the streetworks fee target based on activity, partly offset by a potential surplus of £61,000 against the planning and pre application planning fees income target based on service area statistics to date.
Strategic Planning, Highways & T&T	307	Building Control Budget reduction - This proposal will be achieved by generating additional fee income in relation to fire risk assessments for schools and a minor restructuring within the service.	82	52	82	0	Restructuring achieved and additional income target considered achievable.

Strategic Planning, Highways & T&T	308	Reduction in Planning posts - posts have been identified across the Planning Service that will be deleted as part of this proposal.	256	188	188	188	68	£188,000 achieved through VS but a shortfall of £68,000 against this proposal.
Strategic Planning, Highways & T&T	309	Highways Maintenance Redesign Phase 2b - It is proposed to redesign the Highways Maintenance organisation structure to more clearly separate the asset management and operations functions. The restructure will also take into account the predicted reduction of defect repair work arising from the implementation of the new Highway Maintenance Policy. Additionally, following the establishment of the new Strategic Planning, Transportation and Highways Directorate, the restructure will build on synergies that exist between Highways and the Transportation and Planning Service to produce a more focused service delivery through improved strategic planning and asset management. Reduction in frontline operatives from 62 to 43. Reduction in staff vacant posts and Voluntary Severance requests.	693	570	570	123	In relation to this part of the Highways service redesign, voluntary severance applications have been processed as well as deletion of vacant posts, achieving £570,000 in the current financial year. There will be a shortfall of £123,000 this year due to the leaving dates and part year impacts but the target will be fully achieved in 2015/16.	
Strategic Planning, Highways & T&T	310	Dimming of Street Lights - In February 2013, the Council approved an invest to save scheme for the dimming of street lights in residential areas. The scheme is to be implemented over 3 years with a total of approximately 24,000 street lights being dimmed. It is planned to complete the installation of dimming units on 8,000 street lighting units in 2013/14 with the result that savings will start to be made next year.	100	5	20	80	Anticipated saving of £20,000 based on updated forecast with shortfall due to further contract implementation delays.	
Strategic Planning, Highways & T&T	311	Further capitalisation of highways works - A review of works undertaken has identified opportunities to capitalise further works. Currently, all minor works (i.e. non safety defects) and safety defects identified from inspections repairs are repaired either on a temporary or permanent basis depending upon the situation. However, there is a point when the permanent repair will be of a sufficient size for it to be considered a capital improvement and hence should be funded using the capital budget. Linked to Capital Programme bid.	350	260	350	0	Programme of minor works submitted and considered achievable but will be subject to detailed monitoring with the service area.	
Strategic Planning, Highways & T&T	312	Reduction of External Spend - a review of budgets used for external spend has been undertaken and it is believed that some savings can be made against certain budgets as follows: asset management £25k; drainage repairs £25k; purchase of new street furniture £25k; street nameplates £25k, lining £20k; coring £6k, litter clearance £6k, footpath signing £6k, PROW maintenance £10k, gully & grass materials £20k.	168	140	168	0	Currently considered achievable but will be subject to detailed monitoring with the service area.	
Strategic Planning, Highways & T&T	313	Reduction in Weed Spraying - Currently, under the Council's Grounds Maintenance Contract, the adopted highways are sprayed for weed control purposes 3 times a year. A saving could be made if the number of sprays was reduced to 2.	48	48	48	0	Budget reduced and savings to be achieved in line with the proposal.	
Strategic Planning, Highways & T&T	314	Overtime Reductions - This saving would involve reducing overtime budgets for Highways Operations (Street Lighting, Drainage and Defect Repairs). Overtime would be carefully controlled so that it would only be approved for essential maintenance, income earning or emergencies.	150	112	150	0	Currently considered achievable but will be subject to detailed monitoring with the service area.	
Strategic Planning, Highways & T&T	315	Business support efficiency savings - Change of model for business support where the embedded Technical Administration staff are line managed by the Administration Manager's post. In addition some process efficiencies and 'Lean' work to reduce the duplication of effort and the double handling of information will generate savings in work volumes.	150	61	61	89	Proposal linked to the overall SPHTT restructure and will achieve a part year impact of £61,000 due to leaving dates and part year impacts. Full year savings are anticipated for 2015/16.	
Strategic Planning, Highways & T&T	316	Reduction in Winter Maintenance - salt principal and marginal routes only.	200	0	200	0	Service currently under review with the aim of prioritisation of routes - to be subject to Cabinet approval. Currently considered achievable but subject to approval and monitoring.	
Strategic Planning, Highways & T&T	317	Strengthening efficiencies through re-alignment of budgets - 1) Electricity on Bridges (£30k 2) Lighting Maintenance - reduced demand related to removal of night scouting operation 3) Lighting Accident Repairs.	70	52	70	0	Currently considered achievable but will be subject to detailed monitoring with the service area.	
Strategic Planning, Highways & T&T	318	Reduction in Tarmac and Paving repairs budget - reduction in external spend. The policy change in intervention levels will lead to a reduction in demand along with efficiency improvements through performance management.	250	185	250	0	Currently considered achievable but will be subject to detailed monitoring with the service area.	
Strategic Planning, Highways & T&T	319	City Centre and Tree Pits - improvement works to be undertaken within Capital Programme.	105	80	105	0	Currently considered achievable but will be subject to detailed monitoring with the service area.	

Strategic Planning, Highways & T&T	320	Reduction of electrical testing and structural surveys - re-prioritisation of surveys and testing.	20	20	20	20	0	Budget reduced and savings to be achieved in line with the proposal.
Strategic Planning, Highways & T&T	321	Reduction in permanent repairs - prioritisation of permanent repairs. The policy change in intervention levels will lead to a reduction in demand along with efficiency improvements through performance management.	150	112	150	0	0	Currently considered achievable but will be subject to detailed monitoring with the service area.
Strategic Planning, Highways & T&T	322	Reduction in external expenditure on culverts budgets - realignment of budget.	20	20	20	0	0	Budget reduced and savings to be achieved in line with the proposal.
Strategic Planning, Highways & T&T	323	Retender of Service (Cardiff East P&R) - Savings as a result of the re-tender of the service (Cardiff East Park & Ride). As a result of the re-tendering, the operation of this service no longer requires a Council subsidy.	550	550	550	0	0	Service retendered and Council subsidy considered no longer required.
Strategic Planning, Highways & T&T	324	Adjust Parking Tariffs: Adjust Parking charging and tariffs in Cardiff following an assessment of comparator cities.	354	265	354	0	0	Tariffs increased in line with the proposal and savings considered achievable but will be subject to detailed monitoring with the service area.
Strategic Planning, Highways & T&T	325	Pay and Display Butetown (Schooner Way) - generation of additional income through implementation of Pay and display parking on Schooner Way.	50	1	7	43	0	Service area statistics at month 9 suggest a potential under recovery of £43,000 for this new parking scheme which has seen limited take up.
Strategic Planning, Highways & T&T	326	Moving Traffic Offences - Ensure more efficient use of highway network and reduce congestion by introducing appropriate charging to discourage driving in bus lanes and similar offences.	365	0	365	0	0	The Moving Traffic Offences (MTO) initiative commenced on 1 st December. Due to the delayed start, full income recovery is no longer forecast; however the initiative is still anticipated to break even within the year due to offsetting savings in expenditure. However, forecasting for this area remains uncertain and will require detailed monitoring over the coming months.
Strategic Planning, Highways & T&T	327	Operational Manager tier savings - following a review of work undertaken across the service.	240	210	210	30	30	Voluntary severance of two OM posts and funding realignment for a third. Overall shortfall of £30,000. To be reviewed as part of the overall SPHTT restructure which will achieve a part year impact as identified in Line 302.
Strategic Planning, Highways & T&T	328	Staff savings across Planning Enforcement - following a review of all work undertaken across the planning service.	39	30	30	9	9	Voluntary severance of one post but 0.75 FTE so a shortfall of £9,000 against this proposal.
Strategic Planning, Highways & T&T	329	Passenger Transport - withdrawal of non statutory school transport (countryride). This saving proposal relates to children who already use the country wide service and pay a fare as they are within walking distance of the school. The proposal seeks to ensure that the amount charged more closely reflects the cost of providing this service.	300	300	300	0	0	Detailed programme in place to withdraw non statutory secondary routes and some routes to be commercially operated. This is a part year impact which is currently considered achievable but will be subject to detailed monitoring as the year progresses.
Strategic Planning, Highways & T&T	330	Maintenance Reductions - Routine bridge maintenance (£25k), tunnel maintenance (£10k), material spend (£30k) and additional income / staff recharge to external funding sources (£10k).	75	56	75	0	0	Budgets reduced and savings currently considered achievable.
Strategic Planning, Highways & T&T	97	Events Park and Ride - the service current operates with a net subsidy of £37k. It is proposed to amend the operating model to ensure full recovery of the cost of the service. At Month 9 the service is projecting a surplus of £43k.	37	0	37	0	0	This saving is a potential risk because Pentwyn Park and Ride is now being run by a private operator and is a direct competitor to the Council's Events P&R. Costs will not reduce significantly, however it is likely that income will. The directorate are still committed to achieving the saving and operating within the budget. Current projections indicate that this saving will be achieved. The budget and savings have transferred to SPHTT in line with the management of the other P & R facilities and this saving is now reported to Transport, Planning & Sustainability portfolio.
Strategic Planning, Highways & T&T		Total Strategic Planning, Highways & T&T	7,253	5,181	6,706	547	0	
Grand Total		TOTAL SAVINGS	43,833	32,396	36,658	7,175	0	

DIRECTORATE & SCHEME

	2014-15 Programme	2013-14 Slippage	Budget revision	Virements	Changes & New Approvals	Total 2014-15 Programme	Projected Outturn	(Underspend)/ Overspend GF	(Underspend)/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Neighbourhood Regeneration													
Neighbourhood Renewal schemes	755	0	0	0	132	887	887	0	0	0	0	0	0
Local Shopping Centre regeneration	360	175	0	0	0	535	324	0	0	0	(211)	0	(211)
Vibrant & Viable Places WG grant - Local Shopping Centre Regeneration	0	0	0	0	111	111	111	0	0	0	0	0	0
Renewal Area environmental schemes	310	0	0	0	0	310	310	0	0	0	0	0	0
Alleygating	45	170	0	0	0	215	215	0	0	0	0	0	0
S106 schemes	94	0	0	0	0	94	30	0	0	0	0	(64)	(64)
Total Neighbourhood Regeneration	1,564	345	0	0	243	2,152	1,877	0	0	0	(211)	(64)	(275)
Citizen Hubs													
Hubs proposals - ongoing schemes	1,385	(12)	0	0	10	1,383	430	0	0	0	(953)	0	(953)
Ely/Caerau Hub Cymal Grant	100	0	0	0	(20)	80	80	0	0	0	0	0	0
STAR Hub	309	0	0	0	0	309	348	0	0	0	148	(109)	39
Maeffa Hub	(95)	580	0	0	0	485	192	0	0	0	(293)	0	(293)
Barthwyn Hub	550	0	0	0	(50)	500	185	0	0	0	(315)	0	(315)
Millions Hub S106	204	0	0	0	0	204	0	0	0	0	0	(204)	(204)
Mangetown Hub - Cymal Grant	0	0	0	0	80	80	80	0	0	0	0	0	0
Mangetown Hub WG Vibrant & Viable grant	0	0	0	0	117	117	117	0	0	0	0	0	0
Total Citizen Hubs	2,453	568	0	0	137	3,158	1,432	0	0	0	(1,413)	(313)	(1,726)
Libraries													
Central library furniture	0	93	0	0	0	93	93	0	0	0	0	0	0
Total Libraries	0	93	0	0	0	93	93	0	0	0	0	0	0
Housing													
Estate environmental improvements	225	(18)	0	0	0	207	207	0	0	0	0	0	0
Disabled Facilities Service	2,800	0	0	130	0	2,930	2,930	0	0	0	0	0	0
Discretionary Renovation grants	350	0	0	0	0	350	350	0	0	0	0	0	0
Group Repair Schemes	130	0	0	(130)	0	0	0	0	0	0	0	0	0
Renewal Area Schemes	455	263	0	0	0	718	718	0	0	0	0	0	0
Traveller Site refurbishment	0	0	0	0	59	59	59	0	0	0	0	0	0
Total Housing	3,960	245	0	0	59	4,264	4,264	0	0	0	0	0	0
ECONOMIC DEVELOPMENT													
Economic Development													
Urban broadband	9,216	1,380	0	0	(3,252)	7,344	3,697	0	(3,335)	0	0	(312)	(3,647)
Cardiff Capital Fund	24	0	0	0	156	180	180	0	0	0	0	0	0
Llanrumney Hall	350	0	0	0	0	350	100	0	0	0	0	(250)	(250)
Longcross Farm rebuild	0	633	0	50	0	683	808	125	0	0	0	0	125
S106 schemes	20	0	0	(20)	0	0	0	0	0	0	0	0	0
Total Economic Development	9,610	2,013	(20)	50	(3,096)	8,557	4,785	125	(3,335)	0	0	(562)	(3,772)

DIRECTORATE & SCHEME

2014-15 Programme	2013-14 Slippage	Budget revision	Virements	Changes & New Approvals	Total 2014-15 Programme	Projected Outturn	(Underspend)/ Overspend GF	(Underspend)/ Overspend/ Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
City Development												
Cardiff Enterprise Zone	5,300	(14,309)	17,000	0	7,991	1,375	0	0	0	(6,616)	0	(6,616)
Property and Asset Management												
Asset Renewal Buildings	130	0	0	(50)	80	80	0	0	0	0	0	0
Total Property and Asset Management	130	0	0	(50)	80	80	0	0	0	0	0	0

EDUCATION & LIFELONG LEARNINGSchoolsPlanning & Development

Asset Renewal Buildings	2,963	0	0	41	3,004	3,404	400	0	0	0	0	400
Suitability and Sufficiency	500	0	0	0	500	500	0	0	0	0	0	0
Early Years - Flying Start	2,908	(1,321)	0	(245)	2,897	2,600	0	0	0	0	(297)	(297)
Whitchurch High School	1,700	0	0	0	1,700	1,700	0	0	0	0	0	0
Total Planning & Development	8,071	1,555	(1,321)	41	8,101	8,204	400	0	0	0	(297)	103

Other schemesSchools Wireless and ICTSchools Energy EfficiencyOther schemes

Schools Wireless and ICT	634	0	0	0	275	275	0	0	0	0	0	0
Schools Energy Efficiency	0	11	0	0	11	0	(11)	0	0	0	0	(11)
Total Other schemes	634	11	0	0	286	275	(11)	0	0	0	0	(11)
Total Schools	8,705	1,566	(1,321)	41	8,387	8,479	389	0	0	0	(297)	92

Schools Organisation Planning

SOP Other	3,714	0	0	0	3,714	7,763	2,209	0	1,840	0	0	4,049
21st Century Schools	38,874	3,719	(3,719)	0	38,874	10,961	1,392	0	(16,384)	0	(12,921)	(27,913)
Total Schools Organisation Planning	42,588	3,719	(3,719)	0	42,588	18,724	3,601	0	(14,544)	0	(12,921)	(23,864)

ENVIRONMENTWaste Management & Recycling

Asset Renewal Buildings	50	0	0	0	50	50	0	0	0	0	0	0
Wedal Road Household Waste Recycling Centre	910	802	0	0	1,712	150	0	0	0	(1,562)	0	(1,562)
Waste Management and Collection Infrastructure	0	35	0	0	35	115	80	0	0	0	0	80
Materials Recycling Facility refurbishment	45	50	0	0	95	95	0	0	0	0	0	0
Total Waste Management & Recycling	1,005	887	0	0	1,892	410	80	0	0	(1,562)	0	(1,482)

Energy Projects and Carbon Management

Greener Grangetown	1,650	0	0	0	1,650	110	0	0	0	25	(1,565)	(1,540)
Energy Retrofit of Buildings	790	0	0	0	790	200	0	0	(590)	0	0	(590)
Radyr Weir	2,200	111	(111)	0	2,200	50	0	0	(2,150)	0	0	(2,150)
Solar PV Renewable Energy Initiative	400	(1)	1	0	400	400	0	0	0	0	0	0
Carbon Reduction and Salix	0	280	(87)	0	75	135	0	0	0	(133)	0	(133)
Total Energy Projects and Carbon Management	5,040	390	(197)	0	5,308	895	0	0	(2,740)	(108)	(1,565)	(4,413)

DIRECTORATE & SCHEMEHEALTH & SOCIAL CAREHealth & Social Care

2014-15 Programme	2013-14 Slippage	Budget revision	Virements	Changes & New Approvals	Total 2014-15 Programme	Projected Outturn	(Underspend)/ Overspend GF	(Underspend)/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
70	0	0	(40)	0	30	30	0	0	0	0	0	0
1,292	0	0	0	0	1,292	1,292	0	0	0	0	0	0
1,362	0	0	(40)	0	1,322	1,322	0	0	0	0	0	0

Childrens' Social Services

Childrens' Social Services Asset Renewal	27	0	0	(7)	20	20	0	0	0	0	0	0
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RESOURCESTechnology

Modernising IT to improve Business Processes	1,178	1,655	0	0	2,833	922	0	0	0	(1,911)	0	(1,911)
ICT Refresh	400	0	0	0	400	400	0	0	0	0	0	0
Members ICT	0	0	19	0	19	19	0	0	0	0	0	0
Total Technology	1,578	1,655	19	0	3,252	1,341	0	0	0	(1,911)	0	(1,911)

Facilities Management

Office Accommodation rationalisation	367	139	0	160	666	334	0	0	0	(332)	0	(332)
Asset Renewal Buildings	515	0	101	0	616	616	0	0	0	0	0	0
Asset Renewal Vehicle Replacement	250	0	0	0	250	250	0	0	0	0	0	0
Lampsonella	0	65	0	0	65	5	0	0	0	(60)	0	(60)
GCTV at Council sites	0	50	0	0	50	0	0	0	0	(50)	0	(50)
Total Facilities Management	1,132	254	101	160	1,647	1,205	0	0	0	(442)	0	(442)

Corporate

Contingency	680	0	0	0	680	75	(605)	0	0	0	0	(605)
Cardiff Social Innovation Fund	70	0	0	0	70	0	0	0	0	(70)	0	(70)
Invest to Save annual allocation	500	0	(57)	(343)	100	100	0	0	0	0	0	0
Total Corporate	1,250	0	(57)	(343)	850	175	(605)	0	0	(70)	0	(675)

SPORT, LEISURE & CULTUREParks & Green Spaces

Asset Renewal Buildings	140	0	(65)	0	75	75	0	0	0	0	0	0
Asset Renewal Parks Infrastructure	140	(75)	0	24	89	89	0	0	0	0	0	0
Play Equipment	90	0	0	0	90	90	0	0	0	0	0	0
Flood Risk Prevention	100	0	0	0	100	20	0	0	0	(80)	0	(80)
Heath Park Tennis Courts	0	0	0	153	153	153	0	0	0	0	0	0
Hywel Dda Public Open Space	0	130	0	0	130	100	0	0	0	(30)	0	(30)
Bishops Palace & Llandaff Belltower	90	17	0	0	107	17	0	0	0	(90)	0	(90)
Parc Cefn On	0	17	0	0	17	17	0	0	0	0	0	0
Bute Park Restoration	0	203	0	18	221	221	0	0	0	0	0	0
S106 schemes	1,359	0	0	0	1,359	748	0	0	0	0	(611)	(611)
Total Parks & Green Spaces	1,919	292	(65)	195	2,341	1,530	0	0	0	(200)	(611)	(811)

DIRECTORATE & SCHEME

	2014-15 Programme	2013-14 Slippage	Budget revision	Virements	Changes & New Approvals	Total 2014-15 Programme	Projected Outcome	(Underspend)/Overspend GF	(Underspend)/Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Leisure													
Asset Renewal Buildings	200	0	0	0	0	200	200	0	0	0	0	0	0
Insole Court Conservation	1,017	978	0	0	0	1,995	500	0	0	0	(145)	(1,350)	(1,495)
Eastern Leisure Centre refurbishment	1,365	1,174	0	0	0	2,539	250	0	0	0	(2,289)	0	(2,289)
Llanishen Leisure Centre reconfiguration	75	0	0	0	0	75	50	(25)	0	0	0	0	(25)
Pentwyn Leisure Centre reconfiguration	90	0	0	0	0	90	90	0	0	0	0	0	0
Maindy Trixter Bikes Invest to Save	0	0	0	38	0	38	38	0	0	0	0	0	0
Total Leisure	2,747	2,152	0	38	0	4,937	1,128	(25)	0	0	(2,434)	(1,350)	(3,809)
Venues & Cultural Facilities													
Asset Renewal Buildings	115	0	0	(30)	0	85	85	0	0	0	0	0	0
City Hall Carpets	80	0	0	0	0	80	80	0	0	0	0	0	0
Total Venues & Cultural Facilities	195	0	0	(30)	0	165	165	0	0	0	0	0	0
Bereavement & Registration Services													
Improvements funded by Bereavement reserve	525	304	(234)	0	75	670	670	0	0	0	0	0	0
Total Bereavement & Registration Services	525	304	(234)	0	75	670	670	0	0	0	0	0	0
Harbour Authority													
Harbour Asset Renewal	413	0	0	0	(81)	332	332	0	0	0	0	0	0
H.Ropes Course at Cardiff International Whitewater	200	0	0	0	0	200	200	0	0	0	0	0	0
Total Harbour Authority	613	0	0	0	(81)	532	532	0	0	0	0	0	0
STRATEGIC PLANNING, HIGHWAYS, TRAFFIC & TRANSPORTATION													
Strategic Planning													
Heritage schemes	150	0	0	0	0	150	150	0	0	0	0	0	0
S106 schemes	112	0	0	0	0	112	58	0	0	0	0	(54)	(54)
Total Strategic Planning	262	0	0	0	0	262	208	0	0	0	0	(54)	(54)
Highway Maintenance													
Highway Improvements LGBI - Carriageway	2,825	1,405	0	0	667	4,897	4,897	0	0	0	0	0	0
Highway Improvements LGBI - Footway	488	393	0	0	139	1,020	1,020	0	0	0	0	0	0
Highway Improvements LGBI - Street lighting	1,350	1,337	0	0	(682)	2,005	2,005	0	0	0	0	0	0
Highway Improvements LGBI - Barrier replacement	98	74	0	0	(72)	100	100	0	0	0	0	0	0
Highway Improvements LGBI - Drainage	244	28	0	0	(52)	220	220	0	0	0	0	0	0
Highway Reconstruction	1,295	0	0	0	184	1,479	1,479	0	0	0	0	0	0
Footpath reconstruction	275	112	0	0	(184)	203	203	0	0	0	0	0	0
Footways Tree Pit remediation	100	0	0	0	0	100	100	0	0	0	0	0	0
Bridges & Structures	1,060	1,031	0	0	0	2,091	1,567	0	0	0	(524)	0	(524)
Street Lighting (New and replacement)	300	400	0	0	0	700	700	0	0	0	0	0	0
Street Lighting dimming Invest to Save	1,600	300	0	0	(325)	1,575	400	0	0	(1,175)	0	0	(1,175)
Rhiwbina Flood defence scheme	1,090	1,196	0	0	(1,023)	1,263	1,263	0	0	0	0	0	0
Total Highway Maintenance	10,725	6,276	0	0	(1,348)	15,653	13,954	0	0	(1,175)	(524)	0	(1,699)

DIRECTORATE & SCHEME

	2014-15 Programme	2013-14 Slippage	Budget revision	Virements	Changes & New Approvals	Total 2014-15 Programme	Projected Outturn	(Underspend)/ Overspend GF	(Underspend)/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Traffic & Transportation.													
Asset Renewal Transport & Traffic Management	540	0	0	0	0	540	540	0	0	0	0	0	0
Cycling Development Asset Renewal	400	(133)	0	0	0	267	417	0	0	0	150	0	150
Local Transport Plan - Bus Corridors	990	0	0	0	(500)	490	490	0	0	0	0	0	0
Local Transport Fund - Strategic Cycle network	660	0	0	0	(400)	260	260	0	0	0	0	0	0
Local Transport Fund - Active Travel Mapping	0	0	0	0	38	38	38	0	0	0	0	0	0
Local Transport Fund - Walkable Neighbourhoods	25	0	0	0	(25)	0	0	0	0	0	0	0	0
Local Transport Fund - Preparatory works	310	0	0	0	627	937	937	0	0	0	0	0	0
Local Transport Fund - Rail development	20	0	0	0	(20)	0	0	0	0	0	0	0	0
Road Safety Grant - Highway Junction improvements	310	0	0	0	56	366	366	0	0	0	0	0	0
Metro Phase 1 Cycle schemes	0	0	0	0	605	605	605	0	0	0	0	0	0
Transport Grant	2,000	0	0	0	0	2,000	0	(2,000)	0	0	0	0	(2,000)
Safe Routes in Communities (WG)	400	0	0	0	5	405	405	0	0	0	0	0	0
Moving Offences enforcement equipment	390	(12)	12	0	0	390	390	0	0	0	0	0	0
Butetown Pay & Display Invest to Save	100	0	0	0	0	100	100	0	0	0	0	0	0
Canon Pay & Display Machines Invest to Save	0	0	0	0	8	8	8	0	0	0	0	0	0
Asset Renewal Telematics/Butetown Tunnel	330	(3)	0	0	0	327	327	0	0	0	0	0	0
S106 schemes	1,243	0	0	0	0	1,243	500	0	0	0	0	(743)	(743)
Traffic & Transportation	7,718	(148)	12	0	394	7,976	5,383	0	(2,000)	0	150	(743)	(2,593)
TOTAL GENERAL FUND	110,408	6,302	11,521	0	(4,134)	124,097	70,047	3,565	(5,335)	(18,459)	(15,341)	(18,480)	(54,050)

PUBLIC HOUSING

Estate Regeneration and Area Improvement Strategies	2,700	0	0	750	0	3,450	3,450	0	0	0	0	0	0
External and Internal improvements to buildings	10,450	0	0	(1,950)	0	8,500	8,500	0	0	0	0	0	0
Energy schemes	0	0	0	0	0	0	0	0	0	0	0	0	0
ARBED ECO Bryn Fedw	65	0	0	550	745	1,360	1,360	0	0	0	0	0	0
Energy efficiency	685	0	0	0	0	685	685	0	0	0	0	0	0
Housing Partnerships Project	1,015	0	0	150	0	1,165	1,165	0	0	0	0	0	0
Disabled Facilities Service	1,675	0	0	500	0	2,175	2,175	0	0	0	0	0	0
Modernising IT to improve Business Processes	510	0	0	0	0	510	210	0	0	0	0	(300)	(300)
Other/Contribution to Affordable Housing	0	0	0	0	345	345	345	0	0	0	0	0	0
TOTAL PUBLIC HOUSING	17,100	0	0	0	1,090	18,190	17,890	0	0	0	0	(300)	(300)
TOTAL	127,508	6,302	11,521	0	(3,044)	142,287	87,937	3,565	(5,335)	(18,459)	(15,341)	(18,780)	(54,350)