

**CABINET MEETING: 16 JUNE 2016**

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**OUTTURN 2015/16**

**REPORT OF CORPORATE DIRECTOR RESOURCES**

**AGENDA ITEM: 7**

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

**Reason for this Report**

1. This report serves to inform the Cabinet of the Council's financial position in respect of the year ending 31 March 2016.

**Background**

2. The report compares the outturn for the financial year ending 31 March 2016 with the budget for the year for both revenue and capital expenditure and also provides a summary Treasury Management Statement in respect of investments and borrowing. All figures are subject to external audit.
3. The revenue outturn position shows a surplus of £1.696 million after contributions to and from reserves as compared to the surplus of £988,000 reported at month nine. The improvement reflects a number of factors including a significant improvement to the directorate positions at the year end, a higher surplus on Council Tax and an increase in non-domestic rate (NDR) refunds on Council properties following successful appeals to the Valuation Agency. Additional funding of £862,000 was also received in relation to the Outcome Agreement Grant as a result of confirmation from the Welsh Government regarding meeting the agreed outcomes and successful performance in relation to 2014/15. These were partly offset by a reduction to the previously reported underspend on capital financing as a result of utilising the underspend to pay off historic premiums and penalties relating to rescheduling of borrowing undertaken in previous years. This will enable savings to be released in support of the 2017/18 budget strategy. Contributions were also made to reserves including £1.0 million, which as set out in the Budget Report forms part of the funding for the 2016/17 Budget.
4. During the year the Council's monitoring process identified financial pressures in a number of directorates, notably Social Services, Corporate Management, City Operations and Economic Development. This reflected a range of factors including increased demographic pressures, shortfalls in

income and the failure to fully achieve the savings targets set as part of the 2015/16 budget. Although overall, directorate budgets still reported an overspend of £4.635 million this represents a significant improvement compared to the monitoring position at month nine with the overall directorate position improving by £951,000. This included significant improvements to the positions in City Operations and Economic Development and both these directorates reported a surplus at the year end. Overspends of £5.022 million on Social Services and £372,000 on Corporate Management were still reported however these were partly offset by savings in other directorates. The directorate overspends were partially offset by the £4.0 million general contingency budget which was maintained as part of the 2015/16 budget in order to reflect the quantum, risk and planning status of the proposed savings in 2015/16. The overall position also included savings in other areas including Council Tax collection, NDR refunds on Council properties and additional income arising from successful performance against the 2014/15 Outcome Agreement Grant.

## Issues

5. An overall summary of the position shows:

- A comparison of revenue spend against budgets shows a surplus of £1.696 million following transfers to reserves and the funding of voluntary severance costs in 2015/16.
- Directorate budgets showed an overspend of £4.635 million at the year end with overspends of £5.022 in Social Services and £372,000 in Corporate Management. The issues faced by these directorates were set out clearly in monitoring reports during the year. These were offset by underspends in other directorates and by the £4.0 million general contingency budget. They were also offset by savings in areas such as Council Tax collection, Outcome Agreement Grant funding and NDR refunds on Council properties.
- Overall, schools increased their individual reserves by £1.234 million (net). A reduction of £1.106 million was also made to the on-going commitments arising from the 2014/15 overspend of £1.9 million on redundancy costs. When this is taken into account the overall increase in school balances is £2.34 million.
- The Housing Revenue Account (HRA) shows a balanced position after transfers to earmarked reserves. Contributions to reserves include £516,000 to meet future pressures in housing repairs and building maintenance services and £200,000 to support the Tackling Overcrowding Project.
- The Council spent £289.216 million on capital expenditure. A comparison of the capital spend against the budget shows an underspend of £35.565 million representing slippage of £33.631 million and scheme underspends of £1.934 million.

## Revenue

6. Appendix 1 shows the financial summary for the year while Appendix 2 provides further details in respect of variations against budget by directorates.
7. The 2015/16 savings targets are set out in Appendix 3(a) to this report together with the final outturn positions in terms of savings achieved and shortfalls against targets. An overall shortfall of £6.586 million is reported against the £32.473 million directorate savings targets for 2015/16 with a further shortfall of £2.837 million against the savings targets carried forward from 2014/15 as set out in Appendix 3(b). Compared to the position at month nine this represents an increased shortfall of £511,000 against the 2015/16 savings and £243,000 against the savings targets carried forward from 2014/15. The shortfalls are reflected in the directorate monitoring positions although where possible these have been offset by savings in other budget areas within the directorates. The £4.0 million General Contingency Budget which was allocated to reflect the risk and planning status of the proposed savings in 2015/16 partly offsets these shortfalls. The shortfalls do however represent a significant challenge particularly given the level of further savings targets approved as part of the 2016/17 Budget and the amounts required in future years. The risk of these savings not being achieved was considered as part of the 2016/17 budget process and as a result £3.029 million of these budget savings were written back in the budget. This still leaves an on-going shortfall of £6.394 million to be achieved in 2016/17 in addition to the budget savings approved as part of the 2016/17 budget process itself. It is essential therefore that the directorates continue to progress any outstanding savings from 2014/15 and 2015/16 so that these are fully achieved in the current financial year. This will be reviewed as part of the financial monitoring process in 2016/17.
8. The Summary Revenue Account (SRA) consolidates the overall revenue position for the Council and includes various adjustments to the Council's accounts including the revenue impact of changes to the Council's bad debt provisions, the revenue effect of balance sheet adjustments and any prior year revenue items which have impacted on the overall revenue position of the Council. The SRA also includes a number of commitments including transfers to earmarked reserves and provisions. Transfers to earmarked reserves include £1.323 million to the Waste Reserve and £1.683 million to the Welfare Reform Reserve reflecting the transfer of un-committed contingency sums for Waste Management and the Council Tax Reduction Scheme. A further transfer of £379,000 was also made to the Waste Reserve in relation to prior year amounts recovered from the HMRC and credited to the SRA in relation to a trade waste compensation claim. The transfers to earmarked reserves also include a contribution of £50,000 to the new reserve for Corporate Events & Cultural Services. This is subject to Cabinet approval and is intended to provide funding for potential corporate events in the future. The 2016/17 Budget Report indicated that following a review, a reduction to the provision for Council Tax bad debts could be supported following the sustained increased

recovery action over recent years and that this would enable £1.0 million to be released to support the budget. This has been actioned as part of the adjustments within the SRA with £1.0 million being transferred to the General Fund Balance for drawdown in 2016/17. The positive outturn position has also enabled a transfer of £1.0 million to be made to the Employee Changes Reserve in order to fund early payment of pension costs in relation to employees who left the Council in previous years as part of the Voluntary Severance Scheme. This will provide budget savings in future years and will support the budget strategy for 2017/18. The relatively low level of voluntary severance costs in 2015/16 and the ability to capitalise an element of these costs has enabled the early repayment of sums previously borrowed from earmarked reserves as part of the funding mechanism set out in the Council's budget reports. These adjustments were actioned via the SRA and are set out in more detail in the paragraphs below. The SRA also includes the revenue impact of changes to provisions. Significant changes include the setting up of a new provision of £522,000 to meet potential prior year costs in relation to the Friary Building and the release of £249,000 from the provision for legal costs following changes to the arrangements for local land charges. This follows the allocation of funding from Welsh Government which has enabled these costs to be met.

9. The Outturn position includes additional funding of £862,000 in respect of the Outcome Agreement Grant. The receipt of this grant was dependent on achieving the outcomes jointly agreed 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 2015/16 Budget Report set out that the receipt of this grant was assumed at 75%. The additional £862,000 was based on successful performance in relation to 2014/15 and increased the funding from this source to £3.344 million. The Month Nine Monitoring Report approved by Cabinet in February 2016 outlined the potential for additional grant to be received however as the final review had not been completed by Welsh Government at that stage, no assumptions regarding additional funding were included within the overall monitoring position.
10. As part of the revenue budget proposals for 2015/16, the Council secured an in principal capitalisation direction from the Welsh Government, allowing revenue costs based on securing service reform as defined by Welsh Government to be met from capital receipts from surplus assets. The revenue budget included an amount of £3.487 million to be funded from capitalisation the majority of which it was anticipated would be used to fund statutory redundancy costs although assumptions were also made around funding costs of Organisation Development. This was subject to the necessary capital receipts being achieved. In the event, sufficient capital receipts were achieved and the actual revenue costs in 2015/16 charged as capital expenditure using this flexibility totalled £2.435 million. Details are provided in the table below. The overall sum was less than anticipated mainly due to the lower level of statutory redundancy costs incurred during the year.

<b>Type of Expenditure</b>	<b>£000</b>
Statutory Redundancy (Non Schools)	479
Statutory Redundancy (Schools)	353
Organisation development costs to deliver service reform	973
One off technology driven project costs	289
Project costs of facilitating Strategic Property Rationalisation	117
One off costs of moving to alternative delivery models	224
<b>Total Charged as Capital Expenditure</b>	<b>2,435</b>

11. Where expenditure was budgeted, adjustments were made to offset these against the £3.487 million capitalisation budget with the balance being offset against the voluntary severance budget.
  
12. In total the redundancy costs incurred during the year amounted to £2.027 million. This is significantly lower than in recent years with the comparative cost in 2014/15 totalling £11.861 million. The £2.027 million includes £1.018 million in respect of school based staff of which £353,000 related to statutory costs and was capitalised in line with the Welsh Government direction as set out above. The balance was charged to schools budgets. The overall redundancy figure also includes £15,000 which was funded via the Housing Revenue Account, £64,000 which was charged to the Civil Parking Enforcement Account and £52,000 funded from grants. The balance of £878,000 represents the amount required to be funded by the Council's General Fund. Of this, £479,000 related to statutory costs and was capitalised as set out above. The remaining £399,000 was funded via the voluntary severance budget in the SRA. In line with the Code of Practice on Local Authority Accounting these figures include provision in the 2015/16 accounts for payments relating to severance costs paid in 2016/17 as a result of budget savings agreed in 2015/16. In addition, pension costs charged to the Council arising as a result of voluntary severance in 2015/16 total £1.127 million. These will be funded via the Pension Fund and will be repaid to the Fund over a five year period.
  
13. As previously indicated, the relatively low level of redundancy costs in 2015/16 and the ability to capitalise an element of these costs has enabled the early repayment of sums previously borrowed from earmarked reserves as part of the funding mechanism set out in the Council's budget reports. The repayments totalled £4.377 million and included £3.164 million to the SOP Reserve, £501,000 to the Housing Options Reserve, £364,000 to the Homelessness Reserve and £348,000 to the Housing Support Reserve. These early repayments improve the Council's financial resilience and will reduce the commitments against the voluntary severance revenue budget in future years. They will also provide further opportunities for budget savings against this budget as part of the budget strategy for 2017/18. The balance of £632,000 on the voluntary severance budget was transferred to the Employee Changes Reserve in order to support staff costs associated with organisational change including the future impact of voluntary severance on the Council's budget.

14. The surplus on Council Tax collection increased from £1.058 million at month nine to £1.429 million at the year end. The surplus reflects a number of factors but is mainly due to lower levels of exemptions and single person discounts than was anticipated when the Council Tax Base Report was approved in December 2014. The surplus represents a variance of 0.7% of the estimated gross debit. A saving of £370,000 was also reported in relation to refunds of non domestic rates (NDR) on Council properties achieved through the appeals process. This is £66,000 higher than the figure reported at month nine. These backdated sums represent an exceptional and one-off source of income to the Council.
15. During the year expenditure was incurred on various corporate initiatives. These include funding contributions towards the Rugby World Cup, the temporary ice rink, the Cardiff Half Marathon, the Extreme Sailing Event, themed street dressing and the Velothon. The final outturn position on corporate initiatives showed an underspend of £34,000 and this is reflected in the outturn position for Corporate Management.
16. School balances currently stand at £1.727 million surplus, which is a total increase in balances of £2.34 million compared to 2014/15. The individual schools hold surplus balances totalling £2.522 million. This is partly offset by a £794,000 balance held in respect of prior year redundancy costs.
17. In 2015/16, there was a total reduction of £1.106 million against the ongoing commitments arising from the 2014/15 school redundancy overspend of £1.9 million. This included the budgeted repayment of £400,000 together with an additional £706,000 as a result of lower than anticipated expenditure against the annual redundancy budget. This was partly due to the capitalisation of statutory redundancy costs as outlined earlier in paragraph 12 in this report.
18. The table below sets out the balances held by individual schools as at 31 March 2016 -

2015/16	£m	% of Delegated Budget
Primary	4.227	3.84
Secondary	(2.214)	(2.39)
Special	0.509	4.51
<b>Total – Individual Schools</b>	<b>2.522</b>	<b>1.18</b>
Redundancy Costs	(0.794)	
<b>Overall Balance</b>	<b>1.727</b>	

19. The Individual figures within the above table show a mixed trend with 43% of the schools across the phases reducing their balances and 57% increasing their balances.
20. Although the overall percentages of balances are within DfES guidelines there are significant variations between schools. The number of primary schools holding balances in excess of the School Funding (Wales)

regulations of £50,000 has increased from 32 to 39, whilst six secondary / special schools hold balances in excess of the prescribed level of £100,000.

21. It was anticipated during the year that primary schools, as a group, would reduce their balances considerably. However, a combination of grant funding and delays on the completion of work has led to greater than anticipated balances.
22. In setting individual school budgets for 2016/17, indications are that individual school balances in surplus are being used to set balanced budgets. However, this was also the case in 2014/15 and 2015/16 and overall school balances still increased in totality. The Council will review individual school balances that are held above the Welsh Government prescribed limits and consider if there is a need to claim back any excess surplus. Currently, the intention remains for it to only be in the case where it is clear that the school is unable to spend their reserves in a responsible and reasonable manner. Currently, no school fits this criteria.
23. It is noted that there are 22 schools in Cardiff with negative balances amounting to £3.52 million. Each of these schools has a medium term financial plan agreed with the Council. Of that figure, £3.20 million is in respect of 9 schools in the secondary sector. Work will continue in partnership with the individual school governing bodies to ensure that these deficits are managed downwards over a period of time. Of the 9 secondary schools, 4 have had financial delegation withdrawn from the Governing Body, Eastern High, Cantonian High, Michealston and GlynDerw High Schools.
24. In line with standard accounting practice a number of budgeted and anticipated contributions to and from reserves have been reflected in the 2015/16 accounts. In accordance with Council Minute 799(8) a transfer to a new earmarked reserve has also been effected and this is set out in Appendix 4 together with the purpose of the reserve. The new reserve is in respect of Corporate Events & Cultural Services and has received a contribution of £680,000. The changes made to the Council's earmarked reserves as part of the outturn position include increased net contributions of £1.799 million to the Welfare Reform Reserve principally in relation to funding for the Council Tax Reduction Scheme, £1.540 million to the Insurance Reserve, £1.550 million to the Employee Changes Reserve, £585,000 to the Cardiff Enterprise Zone Reserve and £548,000 to the Waste Reserve. The overall position on earmarked reserves has also increased as a result of the early repayment of borrowing in relation to voluntary severance totalling £4.377 million as previously outlined in this report. This includes a repayment of £3.164 million to the School Organisational Plan Reserve with this reserve also receiving a further net increase of £954,000 as a result of in-year contributions from delegated schools budgets during the year. Amounts have also been set aside to support a range of on-going initiatives and anticipated future commitments. These include £835,000 to support digitalisation and other IT projects which support organisational change, £500,000 for energy conservation initiatives, £402,000 for vehicle replacement, £307,000 to

support the costs of the forthcoming Council elections, £200,000 for exceptional legal costs in Children’s Services and £190,000 to fund a programme of repair work in the Council’s youth centres. As required under the regulations, the surplus of £212,000 on the Building Control Fee Earning Account has also been set aside to offset costs on this service in future years. Other net movements on earmarked reserves showed an increase of £383,000 reflecting a range of contribution to and from reserves. This included the outcome of any reviews of earmarked reserves, provisions and other accounts undertaken at the year end. These adjustments serve to improve the Council’s financial resilience and will be available to assist in ensuring that one-off enabling investment to support service transformation can be funded. A full list of the Council’s earmarked reserves will be included within the financial statements for 2015/16.

25. Following transfers to earmarked reserves and provisions the revenue outturn shows a surplus of £1.696 million. The table below sets out the movement in the accounts that make up that figure.

	£000
Net service position - Deficit	(4,005)
Contingency	4,000
Summary Revenue Account & Capital Financing	573
Contribution to new earmarked reserves	(680)
Surplus on Discretionary Relief	9
Council Tax collected in excess of budget	1,429
NDR refunds on Council properties	370
<b>Net Revenue outturn - surplus</b>	<b>1,696</b>

26. The 2015/16 Net Revenue Surplus of £1.696million has been transferred to the Council Fund Balance. In addition, a further contribution of £1million has been transferred to the balance and will be utilised in funding the 2016/17 budget, in line with the 2016/17 Budget Report proposals.
27. The Council Fund Balance at 31<sup>st</sup> March 2015 was £13.154million, of which, in line with the 2015/16 Budget Report, £595,000 has been utilised in funding the 2015/16 budget. The Council Fund Balance at 31<sup>st</sup> March 2016 therefore stands at £15.255million.
28. The Section 151 Officer has reviewed the Council Fund Balance and considers the balance prudent given the unbudgeted risks that the Council faces albeit that the position will be further reviewed as part of the 2017/18 budget preparation. These financial risks were set out in the 2016/17 Budget Report.



## Civil Parking Enforcement

29. Civil Parking Enforcement is a ring-fenced account. The income generated from car parking fees, moving traffic offences and residents permits is used to fund the operational costs and to subsidise the enforcement unit. Any surplus or deficit is transferred to the Parking Reserve and can only be used for specific purposes such as supporting transportation, parking and highway and environmental services in accordance with Section 55 of the Road Traffic Regulations Act 1984.
30. The trading position for 2015/16 showed a surplus of £4.957 million which was £211,000 above the target and represents a 28% increase compared to the level of surplus achieved in 2014/15. The increase was largely due to the impact of the Moving Traffic Offences scheme.
31. Total income generated was £10.312 million. This included £4.271 million from on-street and £805,000 from off-street parking fees. A further £2.840 million was generated from Moving Traffic Offences, £2.085 million from Penalty Charge Notices and £309,000 from Residents Parking Permits with a further £2,000 from Disabled Badge users. In total this was £638,000 above target and reflected increased income from Moving Traffic Offences of £1.016 million and £108,000 from off-street car parking fees. On-street car parking fees were below target by £246,000 although higher than the previous year. Income from Penalty Charge Notices was also higher than that received in 2014/15.
32. Total expenditure amounted to £5.355 million and was £427,000 over the budget. This included additional costs of £429,000 on capital financing charges where the trading position enabled earlier repayment in respect of the set up costs associated with the Moving Traffic Offences which will reduce future costs. Supplies and services budgets also showed an overspend of £307,000 reflecting increased volumes which created additional spend on equipment, credit card commission, advertising and postage. In addition overspends of £36,000 on support costs and £18,000 on transport were also reported. These were partly offset by vacancy savings and other employee underspends of £351,000 and reduced third party payments of £12,000 reflecting a lower management fee.
33. When the trading surplus of £4.957 million is applied to the brought forward figure of £69,000 the balance in the Parking Reserve is increased to £5.026 million. However eligible expenditure totalling £4.656 million was drawn down from the reserve leaving a balance of £370,000 at the 31 March 2016. The budgeted drawdown of £4.656 million was used to support a range of Council services including ongoing support and improvements to transport, parking, highways and environmental services.

## Parking Reserve

2014/15		2015/16
£000s		£000s
121	Parking Reserve brought forward	69
3,874	Annual trading surplus	4,957
<b>3,995</b>		<b>5,026</b>
	<b>Utilisation</b>	
3,926	Contribution to overall provision for transportation, highways and environmental maintenance and improvements	4,656
<b>69</b>	<b>Parking Reserve Balance</b>	<b>370</b>

34. A statement setting out the outturn position on Civil Parking Enforcement is included as Appendix 5 to this report.

## Housing Revenue Account

35. The Housing Revenue Account (HRA) shows a balanced position after transfers to earmarked reserves. Contributions to reserves include £516,000 to meet future pressures in housing repairs and building maintenance services and £200,000 to support the Tackling Overcrowding Project. The overall position as set out in Appendix 6 includes a number of variances, the most significant of which is a £1.9 million overspend in the Housing Repairs Account. The pressures on this budget were identified in previous monitoring reports with service area information suggesting that increased costs are partly linked to additional maintenance costs as a result of the Wales Housing Quality Standard and fire safety improvements together with a significant increase in tenant demand over recent years. The statistics suggest an average of 80,000 jobs in 2015/16 as compared with 66,000 in previous years. The service area has taken mitigating actions to restrict the allocation of jobs to external contractors and is continuing to review controls and levels of demand for services. In addition, a more robust adherence to required accounting treatment in relation to capitalisation of works has also limited flexibility in relation to allocating spending to the capital budget. The increased funding requirement for the Housing Repairs Account has been partly offset by a planned reduction in capital spend thereby reducing the cost of direct revenue financing of capital schemes by £382,000 in 2015/16. There was also a further underspend of £136,000 on other capital financing budgets. In addition, as previously approved by Cabinet as part of the Month Nine Monitoring Report, a budget realignment of £1.0 million was also undertaken during the year in order to reflect transfers of expenditure from capital to the revenue budget in the Housing Repairs Account.
36. Other variances within the HRA include an underspend of £549,000 on employee costs reflecting vacancies and other savings against the staffing

budget. An underspend of £414,000 was also reported in relation to other premises costs. This includes savings of £133,000 against utility budgets, reduced facility management costs of £91,000, an underspend of £100,000 against site clearance costs in relation to the Housing Partnership Project and a £34,000 saving against insurance budgets. Supplies and Services budgets were also underspent by £314,000 mainly in relation to insurance costs but with savings also reported on other budgets such as IT costs and printing and stationery. A reduced contribution to the Bad Debt provision was also required providing a saving of £695,000. This is a significant increase in the saving compared to the previous projection at month nine. Other variances include savings of £34,000 on transport costs and overspends of £32,000 on Housing Subsidy payable, £14,000 on support services and £3,000 on third party payments. Income was £141,000 above target mainly due to a lower than budgeted level of void rent loss.

## Activities Inherited from Cardiff Bay Development Corporation including Harbour Authority

### Cardiff Harbour Authority

37. A new three year budget was agreed with the Welsh Government covering the period 2014/15 to 2016/17. The budget for 2015/16 was set at £6.253 million which represented a reduction of £0.144 million compared to the previous year's budget. 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 financial outturn at 31 March 2016 indicates an annual draw down from Welsh Government funding of £6.240 million, resulting in an overall variance of £13,000.

Budget Category	Budget £000	Out-turn £000	Variance £000
Expenditure	6,680	6,881	201
Income	(750)	(887)	(137)
Contribution from Project & Contingency Fund	0	(64)	(64)
<b>Fixed Costs</b>	<b>5,930</b>	<b>5,930</b>	<b>0</b>
Asset Renewal	323	310	(13)
<b>Approved Budget</b>	<b>6,253</b>	<b>6,240</b>	<b>(13)</b>

38. Operational savings were generated against the Environment and Groundwater monitoring budgets in addition to lower pest control expenditure. Furthermore a significant increase in income was achieved mainly through additional car parking fees although higher levels were also achieved from harbour dues, water activities and various other sources. This enabled essential maintenance and improvement work to be undertaken on a range of activities. In line with the decision taken by Council as part of the 2015-16 Budget, the contract for the provision and maintenance of the automated public convenience in Havannah Street was terminated during the year resulting in an additional one off cost of £72,000. This will generate

savings of £192,000 over the remaining life of the contract and will help to meet any further reductions in the Harbour Authority budget in future years. These additional in year costs resulted in an overspend of £64,000 against the Fixed Cost budget which under the current terms of the Deed of Variation was funded from a contribution from the Project and Contingency Fund.

39. The under spend of £13,000 against the Asset Renewal budget reflected lower than anticipated costs against some schemes.
40. The balance in the Project and Contingency Fund at 1 April 2015 was £697,000. In year contributions of £123,000 were made from a capital receipt following the disposal of land for the 'Bayscape' development and through the transfer of the 50% share of 2014/15 underspend against the Fixed Cost budget. The drawdown to fund excess expenditure over the budget was £64,000. The net effect leaves a balance at the 31 March 2016 of £756,000 which will be retained for further improvement work and as a contingency against any unscheduled maintenance which may exceed the Fixed Cost budget.

### **Capital Outturn 2015/16**

41. The Council spent £289.216 million on capital expenditure across a range of services with £206.867 million of this in relation to Public Housing (HRA) the majority of which was in relation to the Housing Subsidy Settlement. Capital expenditure was funded from a number of sources including external grants and contributions, sale of assets and also by borrowing money which will need to be repaid in future from revenue budgets, future asset sales or increasing council tax and rents.
42. The delivery of capital projects is complex and influenced by a number of external and internal factors. Directorates are regularly reminded of the need to set achievable expenditure profiles and to identify slippage at an early stage. Slippage was identified early on key schemes, however the levels of slippage at Outturn is higher than predicted at Month 9 across Directorates.
43. The paragraphs below summarise the Outturn position of the Capital Programme for both the General Fund and Public Housing, with further detail provided in Appendix 7 and 8. It should be noted that this Outturn position together with the funding of the Capital Programme is subject to external audit.

### **General Fund Expenditure**

44. The Outturn for the year is £82.349 million, a variance of £35.565 million. This is represented by a net underspend of £1.934 million together with slippage of £33.631 million.

## Funding Expenditure

45. General Fund capital expenditure in 2015/16 was paid for from a number of sources as shown in the table below:

<b>General Fund - Funding Source for 2015/16 Capital Programme</b>	<b>Amount £000</b>	<b>Percentage of Funding (%)</b>
WG Supported Borrowing	8,361	10.15
WG General Capital Grant	5,088	6.18
WG and other external grants	16,543	20.09
Additional Unsupported Borrowing	25,656	31.16
Invest to Save Unsupported Borrowing	20,364	24.73
Revenue & Reserves	1,136	1.38
Capital Receipts	3,981	4.83
External Contributions	1,220	1.48
<b>Total</b>	<b>82,349</b>	<b>100.00</b>

46. The Council received from WG General Capital funding of £13.449 million in 2015/16 made up of cash grant of £5.088 million and capital financing support within the revenue budget settlement to undertake £8.361 million of borrowing. In addition the Council can enter into unsupported borrowing which has to be fully met through the revenue budget in future years. In 2015/16, the Council used unsupported borrowing of £46.020 million to support General Fund expenditure which equates to 51.17% of total funding. Of this £25.656 million of borrowing was required to balance Capital Programme commitments and £20.364 million was for 'Invest to Save' borrowing, repayable from directorate revenue budgets. The latter includes 21<sup>st</sup> Century School building investment as well as schemes predicated on receiving income or making savings such as energy generation or usage reduction.

## Capitalisation Direction

47. As part of the revenue budget proposals for 2015/16, the Council secured an in principal capitalisation direction from WG, allowing any revenue costs of securing service reform as defined by WG, to be met from capital receipts from surplus assets. The budget included a target to generate sales of up to £3.487 million, from disposal of sites such as land adjacent to County Hall. The actual revenue costs in 2015/16 charged as capital expenditure using this flexibility totalled £2.435 million.
48. For 2016/17 to 2018/19, WG have extended the opportunity to allow Councils to meet such relevant costs from capital receipts, subject to necessary Council approval and receipts being available.

## Capital Receipts

49. The Capital Programme approved by Council in February 2015 included an estimate of £1million for non earmarked General Fund capital receipts and as mentioned above a further target of up to £3.487 million to meet costs chargeable against the capitalisation direction.

50. A total of £8.532 million was received in 2015/16 from the sale of property assets after making a deduction for revenue costs of disposal. Some receipts have either been earmarked for previous years' expenditure or for future expenditure. The significant cash receipts received during the year are shown in the table below:-

	<b>£000</b>
<b>General Fund – Non Earmarked</b>	
Land North of County Hall	2,386
Former Dorothy Lewis Care Home	360
26 Hampton Court Road	202
Former Johnstons Buildings	168
Brindley Road Land (Plot B)	136
71 Bridge Street (deposit)	63
Other Properties	149
<b>Total</b>	<b>3,464</b>
<b>General Fund Earmarked for Specific Capital Schemes</b>	
Former Bus station site (part payment)	2,000
Medicentre Joint Venture	1,282
Land at International Sports Village – Bayscape	576
Dome Pentwyn	460
Former Maintenance Depot – Clare Road	432
Brindley Road former offices	165
Proceeds from Investment Properties	128
Other Properties	25
<b>Total</b>	<b>5,068</b>

51. The Council aims to maximise value from any disposals of land in accordance with its procedure rules for disposal of land. This includes ensuring wider Council objectives, such as regeneration, are considered as well as seeking independent external valuations where required.
52. The Council continues to take forward a number of initiatives to ensure effective use and holding of property. In November 2015, Cabinet approved a review of the non-operational investment property estate to rationalise and re-invest proceeds in modernising this estate to sustain income. Cabinet established a new governance arrangement to deal with the efficient management of the Investment Estate with support of a commercial advisor. Recommendations for disposal, investment, re-gearing and acquisition will be assessed with the aim of re-instating any lost income from disposals as well as in the medium term addressing any shortfall in income over time compared to current revenue budgets.
53. There has been no appropriation of sites between the General Fund and Public Housing during the year.

## **Public Housing (HRA)**

54. Expenditure on Public Housing schemes is £206.867 million and the table below shows how capital expenditure was paid for in 2015/16:-

<b>Public Housing - Funding Source for 2015/16 Capital Programme</b>	<b>Amount £000</b>	<b>Percentage of Funding (%)</b>
Major Repairs Allowance (WG grant)	9,614	4.65
Additional Unsupported Borrowing	2,599	1.26
Additional Unsupported Borrowing (HRAS Settlement)	187,392	90.59
Revenue & Reserves	4,818	2.33
Other WG Grants and Contributions	568	0.27
Capital Receipts	1,876	0.90
<b>Total</b>	<b>206,867</b>	<b>100.00</b>

55. The high level of expenditure in 2015/16 is exceptional as it includes the £187.392 million settlement payment made by the Council to WG/HM Treasury to exit the Housing Revenue Account Subsidy System. This means that the HRA is no longer required to pay a net subsidy payment to WG and can retain all rental income paid by tenants to make an annual saving. The settlement payment has been made by taking additional borrowing, with the costs of servicing and provision for repayment of that borrowing to be met from the Housing Revenue Account.
56. The Outturn included £2.296 million spent on estate regeneration. Schemes undertaken include Trowbridge Mawr (£455,000) which delivered much needed improvements including new boundary walls, railings, gully and courtyard enhancements. Similar schemes were also delivered in Hodges Square (£493,000) and Skaithmuir Road/ Arbroath Court (£262,000). External improvements around Loudon and Nelson House in Butetown (£229,000) has benefited tenants delivering benches and handrail, new paving and trees, creative artwork and an area for children's play.
57. Other City wide improvements to dwellings include kitchen and bathroom replacements (£954,000), communal flooring to flats (£1.249 million), secure by design / fire safe door replacements to flats (£508,000), lift upgrades (£691,000), roof replacement (£1.837 million), fencing upgrades (£381,000) door entry systems to blocks of flats (£760,000) and disabled adaptations (£1.983 million). The directorate has replaced 931 inefficient boilers at a cost of £2.580 million with 'A' rated systems.
58. Additional funding was provided by WG in 2015/16 under the ARBED Grant for external wall installation (EWI) at Trowbridge and Bryn Fedw (£504,000). This amount included unused grant allocation from 2014/15 that WG agreed could be spent in 2015/16. The directorate supplemented this grant with EWI schemes at Coed-y-Gores (£354,000) and Pennsylvania (£481,000) paid for from the HRA budget.
59. Work also commenced on the upgrading and remodelling of Sandown Court (sheltered accommodation) to make it fit for purpose and offer

flexible, independent living. This scheme will continue into 2016/17 when other similar type accommodation will also be upgraded to ensure these properties are sustainable and can adapt to future needs.

60. Following the appointment of Wates Construction Limited during the year to develop new Council owned affordable housing and private sale housing, work has continued to clear sites of existing buildings ready for development. This includes the demolition of Ely Housing Office and Library, Briardene, Clevedon Road, Braunton Crescent, Llandudno Road and Pwllheli Court. Demolition, survey costs and homeless payments amounted to £663,000 in the year.
61. The HRA's contribution to the Council's Modernising IT to improve Business Processes was £118,000. The budget for this scheme has been adjusted, as the remaining £331,000 is not required in 2016/17.
62. The HRA contribution to the Community HUB's programme included St Mellon's, Grangetown and Fairwater (£380,000) which will provide benefits for tenants utilising the facilities.

### **Public Housing Capital Receipts**

63. Capital Receipts of £1.668 million were generated from the sale of Council dwellings under the Right to Buy scheme. A further £964,000 has been generated from the sale of various freeholds and retained equity held from previous Council and developer home ownership support schemes. Receipts have been earmarked for future expenditure or used to pay for capital expenditure in 2015/16.

### **Treasury Management**

64. The Council continued to adopt a pragmatic approach to its treasury management activities in 2015/16. This was in accordance with the strategy approved at Council in February 2015.
65. During the year periodic reports on Treasury Management were submitted and reviewed by the Council's Audit Committee as well as at Cabinet and Council meetings. This included the impact of additional borrowing to make a £187 million Housing Subsidy Reform Settlement payment to Welsh Government / HM Treasury.

### **Investments**

66. At 31 March 2016, investments arising from temporary cash balances stood at £58million. The balance of investments is taken at a point in time and will fluctuate depending on the timing of income and expenditure e.g. payments to suppliers, receipt of grants and capital receipts.
67. The overall level of interest receivable from treasury investments totalled £518,000 including interest on the £1million Local Authority Mortgage Scheme indemnity. The average rate achieved for 2015/16 is 0.7% which compares favourably against the 7 day LIBID rate of 0.36% and the 3



Month LIBID rate of 0.46%. Whilst performance compared to industry benchmarks is positive, the low rates of return can be attributed to the Bank of England base rate which has remained at 0.5% during 2015/16.

68. The counterparties (organisations) with whom the Council invests were closely monitored in accordance with the criteria set out in the Council's Investment Strategy for 2015/16. Where possible the Council sought to diversify investments across organisations.

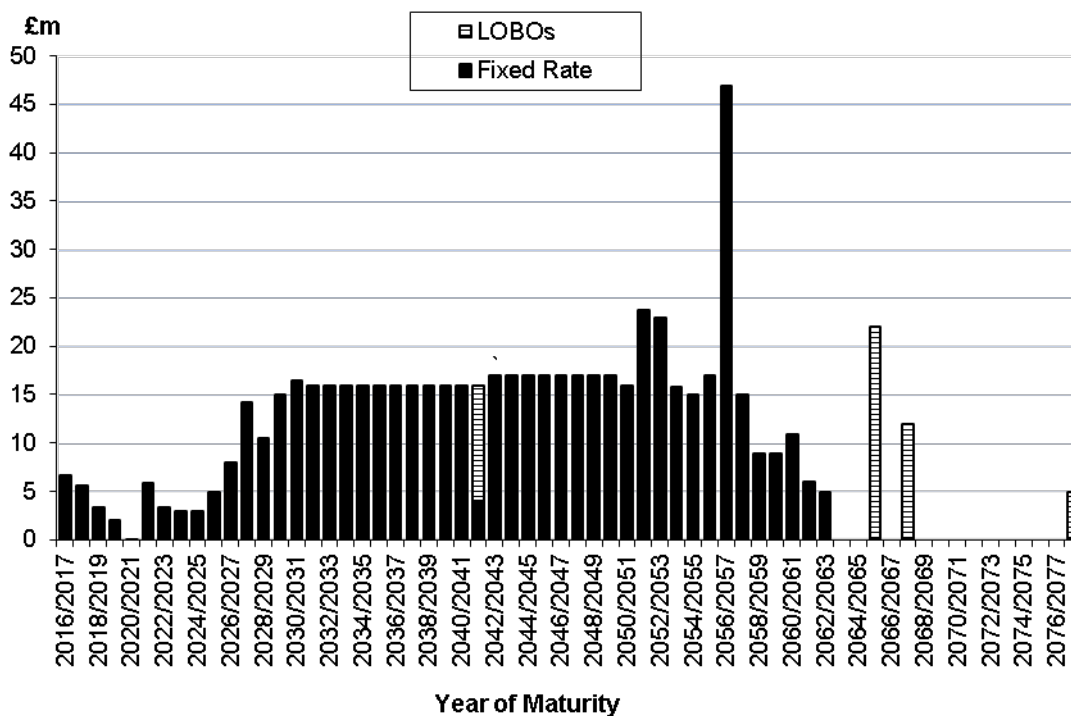
## Borrowing

69. At the 31 March 2015 the Council's total external borrowing was £470.5 million. This was predominantly made up of fixed interest rate borrowing from the Public Works Loan Board (PWLB) payable on maturity.

31 March 2015			31 March 2016	
£m	Rate (%)		£m	Rate (%)
418.1		Public Works Loan Board (PWLB)	612.8	
52.0		Market	52.0	
0.0		Welsh ~Government	0.5	
0.4		Other	0.8	
<b>470.5</b>	<b>5.22</b>	<b>Total External Debt</b>	<b>666.1</b>	<b>4.84</b>

70. The average rate on the Council's borrowing reduced during the year, from 5.22% to 4.84% primarily as a result of undertaking additional external borrowing at a lower rate. Total interest paid on external debt was £32.199 million, of which £13.015 was charged to the Housing Revenue Account. All borrowing is in the name of the Council and a single pool of debt is maintained rather than having separate loans for the HRA.
71. As reported previously to Council and Cabinet, £187.392 million of PWLB loans were undertaken in April 2015 to make a settlement payment or 'Buy-out' from the Housing Revenue Account Subsidy System.
72. In accordance with the requirements of the agreement with Welsh Government and HM Treasury, the level of borrowing had to generate a specified level of interest payable in the first five years, be taken only from the PWLB and be at special rates of interest determined by the PWLB and HM Treasury.
73. Twenty eight loans were taken out at an average rate of 4.17% and an average maturity of 27 years meeting the above requirement whilst minimising the length of the loans and aiming to smooth the Council's total maturity profile.

The maturity profile of borrowing at 31 March 2016 is shown in the chart below.



74. During 2015/16 the Council repaid £5.981 million of maturing loans. Whilst borrowing rates have remained higher than investment rates in 2015/16, the Council has undertaken internal borrowing which involves using temporary cash balances in the short term rather than undertaking external borrowing. In addition to the short term financial benefits, it also reduces exposure to credit risk. The risk attached to internal borrowing is that the Council may have to borrow at higher rates in the future when borrowing becomes a necessity.

75. In recognition of these risks, £14.219 million of the Council’s long term borrowing requirement was undertaken to mitigate the risk of rising longer term rates. This was taken at an average rate of 2.82% and average maturity of 33 years. The decision took into account previous Audit Committee concerns about exposure to significant levels of internal borrowing.

76. The level of internal borrowing at 31 March 2016, subject to audit is £43 million.

**Reason for Recommendations**

77. The report is for information and serves to complete the financial monitoring processes for 2015/16.

**Legal Implications**

78. The report is submitted for information as part of the Authority’s Financial monitoring process. The Council’s constitution providing that it is a Council responsibility to set the budget and policy framework and to approve any changes thereto or departures there from. It is a Cabinet

responsibility to receive financial forecasts including the medium term financial strategy and the monitoring of financial information and indicators

## Financial Implications

79. Overall, a comparison of revenue spend against budget shows a surplus of £1.696 million following transfers to reserves and the funding of voluntary severance costs in 2015/16. This compares to a surplus of £988,000 at month nine.
80. Directorate budgets showed an overspend of £4.635 million at the year end with overspends of £5.022 million in Social Services and £372,000 in Corporate Management. These were offset by underspends in other directorates and by the £4.0 million general contingency budget. They were also offset by savings in areas such as Council Tax collection, Outcome Agreement Grant funding and NDR refunds on Council properties.
81. The outturn position includes additional funding of £862,000 in respect of the Outcome Agreement Grant. The receipt of this grant was dependent on achieving the outcomes jointly agreed between the Welsh Government and the Council in relation to performance in 2014/15. This was only confirmed after the month nine monitoring report was approved by Cabinet in February.
82. A shortfall of £6.586 million was reported against the £32.473 million directorate savings targets for 2015/16 with a further shortfall of £2.837 million against the savings targets carried forward from 2014/15. Although £3.029 million of these shortfalls was written back as part of the 2016/17 Budget this still leaves an on-going shortfall of £6.394 million to be achieved in 2016/17 in addition to the budget savings approved as part of the 2016/17 budget process itself. It is essential therefore that directorates continue to progress any outstanding savings from 2014/15 and 2015/16 so that these are fully achieved in the current financial year.
83. As part of the revenue budget proposals for 2015/16, the Council secured an in principal capitalisation direction from the Welsh Government allowing revenue costs based on securing service reform including statutory redundancy costs to be met from capital receipts from surplus assets. Eligible expenditure of £2.435 million was identified as part of the Council's outturn position and this was capitalised, with the capital receipts necessary to support this having been achieved during the year.
84. In total, redundancy costs incurred during the year amounted to £2.027 million of which £1.018 million was in respect of school based staff. The statutory redundancy costs were capitalised in line with the Welsh Government direction leaving just £399,000 to be funded in the General Fund via the voluntary severance budget in the SRA. The relatively low level of redundancy costs in 2015/16 allowed repayments of £4.377 million to be made to earmarked reserves to offset sums previously borrowed from reserves as part of the funding mechanism used to support the level of redundancy costs in previous years.

85. Increases in the Council's earmarked reserves as a result of the out-turn position will serve to improve the Council's overall financial resilience. In addition, the resources will be available to assist in funding one-off investments to support service transformation.
86. The Council Fund Balance at 31<sup>st</sup> March 2016 is £15.255 million. This includes the net revenue surplus of £1.696 million together with a further contribution of £1 million which in line with the 2016/17 budget proposals has been transferred to the balance and will be utilised in funding the 2016/17 budget.
87. Overall, schools increased their individual reserves by £1.234 million (net). A reduction of £1.106 million was also made to the on-going commitments arising from the 2014/15 overspend of £1.9 million on redundancy costs. When this is taken into account the overall increase in school balances is £2.34 million.
88. The Capital Programme Outturn for the General Fund and Public Housing for 2015/16 is £289.216 million, a variance of £35.565 million of which £33.631 million is in relation to slippage. The table below shows the movements in projected General Fund slippage from Month 4 through to Outturn. Significant elements of the increase in slippage for the General Fund (excluding SOP) between Month 9 and Outturn include £1.557 million Leisure, £1.032 million Highways Maintenance and £1.750 million Traffic and Transportation. Directorates are regularly reminded of the need to set achievable profiles and identify slippage at an early stage. This will be reinforced by the monitoring process in 2016/17.

<b>General Fund Slippage</b>	<b>Month 4 reported slippage</b>	<b>Month 6 reported slippage</b>	<b>Month 9 reported slippage</b>	<b>Outturn slippage</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
General Fund (excluding SOP)	4,868	7,427	7,967	15,397
SOP schemes	19,895	20,197	20,717	18,234
<b>Total</b>	<b>24,763</b>	<b>27,624</b>	<b>28,684</b>	<b>33,631</b>

89. The increased level of capital expenditure in 2015/16 is exceptional and is due to the £187.392 million settlement payment made by the Council to WG/HM Treasury to exit the Housing Revenue Subsidy System. This expenditure was funded by borrowing and HM Treasury required a cap on HRA borrowing to be implemented. Breach of this cap could result in the Council incurring financial penalties from WG, accordingly HRA capital expenditure priorities in its business plan and affordability of those will need to be managed so that any borrowing is within the cap.
90. The General Fund Capital Programme in 2015/16 required £46.020 million of unsupported borrowing. Of this, £20.364 million relates to funding required to be repaid by savings in the revenue budgets or income generation. Consideration needs to be given to the medium and long-term impact of this additional borrowing on the Council's revenue budget.

Accordingly, local affordability and other indicators need to be continually reviewed and monitored to ensure the impact of increased levels of debt is sustainable and affordable.

## **RECOMMENDATIONS**

The Cabinet is recommended to:

1. approve the report and the actions taken in respect of the Council's accounts for 2015/16
2. note that this report will form an Appendix to the Financial Statements report to be considered at the Council meeting in September 2016

## **CHRISTINE SALTER**

Corporate Director

10 June 2016

*The following appendices are attached:*

- Appendix 1 - Revenue 2015/16
- Appendix 2 - Directorate Variances
- Appendix 3 (a) - Budget Savings - 2015/16 Savings
- Appendix 3 (b) - Budget Savings - 2014/15 Savings
- Appendix 4 - Earmarked Reserves
- Appendix 5 - Civil Parking Enforcement 2015/16
- Appendix 6 - Housing Revenue Account 2015/16
- Appendix 7 - Capital Scheme Updates
- Appendix 8 - Capital Programme 2015/16

**REVENUE 2015/2016**

	CASH LIMIT BUDGETS			PROJECTED OUTTURN			VARIANCES				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	Contribs to new reserves £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's
<b>Service Area</b>													
City Operations	124,225	(74,320)	49,905	124,732	(74,830)	49,902	507	(510)	(3)	0	507	(510)	(3)
Communities, Housing & Customer Services	231,869	(185,614)	46,255	232,370	(186,281)	46,089	501	(667)	(166)	0	501	(667)	(166)
Corporate Management	30,105	(750)	29,355	30,133	(406)	29,727	28	344	372	0	28	344	372
Economic Development	31,678	(29,351)	2,327	32,861	(31,372)	1,489	1,183	(2,021)	(838)	630	1,813	(2,021)	(208)
Education & Lifelong Learning	310,875	(76,269)	234,606	311,354	(76,874)	234,480	479	(605)	(126)	0	479	(605)	(126)
Governance & Legal Services	6,143	(1,728)	4,415	6,249	(1,838)	4,411	106	(110)	(4)	0	106	(110)	(4)
Resources	37,621	(21,769)	15,852	36,789	(21,189)	15,600	(832)	580	(252)	0	(832)	580	(252)
Social Services	156,123	(18,520)	137,603	161,606	(18,981)	142,625	5,483	(461)	5,022	0	5,483	(461)	5,022
Capital Financing	39,437	(3,592)	35,845	39,714	(3,869)	35,845	277	(277)	0	0	277	(277)	0
General Contingency	4,000	0	4,000	0	0	0	(4,000)	0	(4,000)	0	(4,000)	0	(4,000)
Summary Revenue Account	9,756	0	9,756	11,698	(1,653)	10,045	1,942	(1,653)	289	50	1,992	(1,653)	339
Outcome Agreement Grant	0	0	0	0	(862)	(862)	0	(862)	(862)	0	0	(862)	(862)
Discretionary Rate Relief	300	0	300	291	0	291	(9)	0	(9)	0	(9)	0	(9)
<b>Total</b>	<b>982,132</b>	<b>(411,913)</b>	<b>570,219</b>	<b>987,797</b>	<b>(418,155)</b>	<b>569,642</b>	<b>5,665</b>	<b>(6,242)</b>	<b>(577)</b>	<b>680</b>	<b>6,345</b>	<b>(6,242)</b>	<b>103</b>
NDR refunds on Council properties	0	0	0	0	(370)	(370)	0	(370)	(370)	0	0	(370)	(370)
Council Tax Collection	0	0	0	0	(1,429)	(1,429)	0	(1,429)	(1,429)	0	0	(1,429)	(1,429)
<b>Total</b>	<b>982,132</b>	<b>(411,913)</b>	<b>570,219</b>	<b>987,797</b>	<b>(419,954)</b>	<b>567,843</b>	<b>5,665</b>	<b>(8,041)</b>	<b>(2,376)</b>	<b>680</b>	<b>6,345</b>	<b>(8,041)</b>	<b>(1,696)</b>

The main variances against directorate revenue budgets were as follows:

**Capital Financing – On target****(£1,212,000) Month 9**

1. During the year savings on capital financing costs were achieved in a number of areas including the impact of continuing to hold borrowing in relation to the Housing Revenue Account and General Fund as a single pool of debt. As a result the additional borrowing taken by the Council to exit the Housing Revenue Account Subsidy has reduced the Council's overall average rate of debt, which has had the short term impact of reducing the General Fund share of external interest costs. There were also savings on potential external interest costs arising from the use of temporary internal borrowing rather than undertaking actual external borrowing. This is in accordance with the Council's Treasury Management Strategy which advises that internal borrowing will continue to be accessed where possible. The savings in these areas together with the positive overall position on the Council's outturn has allowed a technical adjustment to be undertaken to pay off historic premiums and penalties payable amounting to £2.1 million in relation to rescheduling of borrowing undertaken in previous years. In accordance with accounting requirements these amounts would normally be required to be charged to the Revenue Account over a number of years and this adjustment will therefore allow savings to be realised in support of future budgets.

**City Operations (£3,000)****+£149,000 Month 9**

2. The Directorate outturn shows an overall saving of £3,000, an improvement of £152,000 compared to the position reported at month nine. The change includes improvements in Parks and Sport due to a combination of higher income and reduced vehicle costs, further savings on School Transport mainly from the re-tendering process and the achievement of further budget savings in Neighbourhood Services. Overall, improved positions were also reported in relation to the Waste Collection Service and Waste Disposal and Treatment with increased costs in some areas more than offset by additional income and further savings across the services as a whole. The improvement in these areas was partly offset by a worsening of the position in Leisure Services with income levels lower than previously forecast. Overall, the final outturn position represents a significant improvement, particularly compared to the £867,000 overspend which was forecast earlier in the year at month four. The improved position reflects a range of actions taken by the Directorate, mitigating a potential overspend through managed in-year staff vacancies, operating efficiency measures and increased income generation in several activities. In addition to meeting in-year pressures, the Directorate has also achieved budget savings of £12.015 million and absorbed a savings shortfall of £1.789 million by achieving offsetting savings in other areas.

The savings shortfall includes £1.531 million against the 2015/16 target of 12.058 million together with a shortfall of £258,000 against savings targets carried forward from 2014/15.

3. The Council's 2015/16 Budget included a specific contingency of £2.515 million in relation to waste disposal reflecting the complexity of predicting tonnage figures and the consequent impact on disposal costs. A contingency of £350,000 was also allocated in order to offset potential income shortfalls in relation to the Material Recycling Facility (MRF) as a consequence of volatility in the market for recyclate materials. Having reviewed these areas as part of the monitoring process, allocations of £350,000 for the MRF and £1.147 million from the Waste Management Contingency were approved by Cabinet as part of the Month Four Monitoring Report in September 2015. The pressures in these areas have continued to be reviewed throughout the year, confirming the requirement in relation to the MRF and identifying the need for an additional £45,000 from the Waste Management Contingency. This reflects further fluctuations in tonnages and prices. Subject to Cabinet approval, this increases the drawdown from the Waste Management Contingency to £1.192 million at the year end and this is included within the overall Directorate position. The overall position also includes a drawdown of £1.155 million from the Waste Reserve. This provided funding to meet additional costs in relation to IBA processing and Post Sort which were necessary to enable the recycling target to be met and to avoid fiscal penalties, to fund additional costs arising from the temporary shutdown of the Viridor Plant and to fund compensation payments and abortive costs at HWRC sites. The unused balance of £1.323 million on the contingency budget has been transferred to the Waste Reserve in order to meet further fluctuations in tonnages and one-off costs in future years.
4. The budget for Waste Disposal and Treatment showed an overspend of £329,000 at the year end. This is after taking into account the allocations from contingency budgets and the contributions from the Waste Reserve as set out above. The position includes an overspend of £416,000 against the MRF mainly as a result of higher employee costs and third party processing. Income from the sale of materials was also £40,000 below target after taking into account the £350,000 allocation from contingency. The position also includes the impact of the net surplus achieved as a result of the processing of materials from Caerphilly County Borough Council. Other overspends include £97,000 due to increased maintenance costs at the Lamby Way and Millicent Street depots, £79,000 due to income shortfalls and increased operating costs at the transfer stations, £35,000 from a trading deficit on the staff canteen and £6,000 in relation to the Household Waste Recycling Centres (HWRCs). The position of the HWRCs shows a significant improvement mainly due to a reallocation of funding from the Environment and Sustainable Development (ESD) Grant. The overspends identified above are partly offset by savings of £173,000 from retaining the landfill operations, £79,000 on staff and project costs and £52,000 against the budget allocated to fund composting processing.
5. Waste Collection Services reported an underspend of £313,000 with savings of £252,000 on Commercial Waste and £81,000 on Household



Waste partly offset by overspends of £8,000 on bulky waste and £12,000 on Management and Support. The Commercial Waste position improved significantly throughout the year due to the increase in external income contracts with total income of £3.794 million being achieved. The savings in Household Collections was mainly due to reduced employee costs with the overspend in bulky waste collections reflecting a reduction in grant funding. Cleaner Cardiff also reported an underspend of £136,000 mainly due to savings on employee and other operating costs. A saving of £49,000 was reported in relation to Waste Strategy, Education and Enforcement.

6. An overspend of £751,000 was reported in relation to Leisure Services. This includes a shortfall of £435,000 against the budget saving for the new operating model for Leisure Centres. Although the procurement is being progressed, new arrangements were not implemented during 2015/16. In addition, a shortfall of £247,000 was reported against the savings targets based on increasing income and reducing the subsidy. An overspend of £74,000 was also reported against community halls mainly due to delays to the community asset transfer at Canton. The overspends were partly offset by a saving of £5,000 on specialist facilities This includes a range of facilities with underspends on Insole Court, the Cardiff Riding School and Motorcycle training partly offset by overspends on the Cardiff International White Water facility and the Sailing Centre.
7. A shortfall of £296,000 was reported against the budget saving in relation to Neighbourhood Services. This was an improvement to the position reported at month nine with savings of £304,000 delivered through a combination of employee and vehicle reductions in Cleansing, a restructure and increased income in Enforcement and savings in Parks. Plans are in place to release further savings and it is anticipated that this will be fully achieved in 2016/17.
8. An overall saving of £297,000 was reported in Parks & Sport largely due to a managed underspend on employee and operational costs across the service. This includes an underspend of £76,000 in Parks Management with operational savings in Arboriculture, the appointment of apprenticeships, grounds maintenance and the Park Ranger Service partly offset by additional pressures in relation to litter and the Nursery. The Parks Development Division achieved a saving of £105,000 with reduced employee costs in the Landscape Design and Land Management Units, increased income from Bute Park events, a reduced subsidy for the RHS show and improved performance at the allotments. These were partly offset by increased maintenance costs at playgrounds and a loss of income from roundabout sponsorship. Other savings included £68,000 in the Parks Support Service and £49,000 in Outdoor Leisure Management both largely due to savings on employee costs.
9. Infrastructure, Operations, Assets & Engineering reported an underspend of £92,000. This included savings of £183,000 on employee costs, £71,000 on various maintenance and operational budgets and additional income of £135,000 in relation to the administration of concessionary travel following a delay to the introduction of revised arrangements by the

Welsh Government. These were partly offset by income shortfalls of £215,000 in relation to street works activities, bridge advertising and land search fees. There was also a shortfall of £50,000 in the planned savings on RTI equipment and an overspend of £32,000 in relation to the Central Bus Station and Heliport.

10. An underspend of £239,000 was reported in relation to School Transport. This includes a saving of £312,000 on primary and secondary school transport as a result of higher savings from the retendering exercise started in the previous financial year. A saving of £23,000 was also achieved on Countryride services. These were partly offset by funding pressures relating to projects associated with improving Additional Learning Needs (ALN) transport, additional routes for the Pupil Referral Unit and the Independent Travel Scheme. Transport Planning, Policy & Strategy reported an underspend of £32,000 with shortfalls against income targets for temporary road closures and Section 278 work offset through maximising cost recovery and freezing vacant posts.
11. In line with the budget a drawdown of £4.655 million was made from the Parking Reserve and was used to support a range of Council services including ongoing support and improvements to transport, parking, highways and environmental services. The outturn and accounting arrangements in relation to the Civil Parking Enforcement Account are set out in the main report and as an appendix to this report.
12. Play Services reported an underspend of £184,000 reflecting the full year effect of the staffing restructure and the discontinuation of the Outdoor Activities Team.
13. Planning and Building Control reported an underspend of £40,000. This included a surplus of £46,000 in Building Control as a result of additional income from fire risk assessments. A saving of £48,000 was also reported in Strategic Planning with savings on staff costs through in-year vacancies and underspends on supplies and services. These were partly offset by an overspend of £64,000 in the Development Control Division which was mainly due to increased advertising costs. The income targets for planning fees were achieved. The Building Control Fee Earning Account generated a surplus of £213,000 and this has been transferred to the earmarked reserve for use in future years.
14. Energy & Sustainability Management reported an underspend of £19,000 with reduced employee costs, increased recharges to energy schemes and an underspend against the Carbon Reduction Allowance budget partly offset by a shortfall against savings targets. Other variances within the Directorate include an overspend of £10,000 on Directorate Management and Support due to unachieved savings from previous financial years and an overspend of £47,000 in the Registration Service due to increased operating costs and a shortfall in income. A saving of £35,000 was reported in relation to Animal Services with increased income generation at the Dog's Home and lower operating costs in Pest Control. Overall, a balanced position was reported in respect of Regulatory Services with the costs arising from the collaboration being in line with budget

15. The Bereavement Service achieved a surplus of £227,000. This is generated from the levy paid by funeral directors for the specific purpose of investing back into the service and was transferred to the earmarked reserve at the year end in order to fund future investment and improvements to the service.

### **Communities, Housing & Customer Services**

**(£166,000) On target – Month 9**

16. The outturn for Communities, Housing & Customer Services shows a saving of £166,000 as compared to the balanced position previously reported at month nine. The improvement includes the impact of additional funding from the Intermediate Care Fund (ICF) in relation to both Preventative and Independent Living Services, further savings on staff vacancies across the directorate and additional income and savings on expenditure budgets in Adult & Community Learning and Into Work Services. This improvement has negated the need for a drawdown from the Housing Benefit Reserve which was intended to fund temporary staff costs in the Assessment & Support functions in Housing Benefit. Total savings of £1.508 million were achieved against the 2015/16 savings target of £1.962 million leaving a shortfall of £454,000 in the financial year. All savings targets carried forward from 2014/15 were achieved. This is reflected in the Directorate outturn position.
17. The Housing and Communities Service reported a balanced spend against budget. The overall position included a saving of £163,000 in the Disabled Facilities Service due to income above target in respect of renovation grant administration fees. Other savings included £102,000 in Face to Face Customer Services, £83,000 in Preventative Services and £54,000 in Systems & Subsidy functions. These reflect a range of factors including additional ICF funding and savings on employee budgets. A saving of £76,000 in Service Development & Improvement was largely due to savings on housing strategy grants payable. These were offset by additional costs in Assessment & Support following the decision not to proceed with the planned drawdown from reserves to fund temporary staff costs in this area. A spend of £28.628 million was incurred in relation to the Council Tax Reduction Scheme with in-year fluctuations in the number of applications and changes to the level of support required being funded via drawdown from the specific contingency budget which was set aside for this purpose in the Council's 2015/16 Budget. A final drawdown of £184,000 was required which was £489,000 lower than the £673,000 previously approved by Cabinet as part of the Month Four Monitoring Report.
18. An underspend of £223,000 was reported in respect of Independent Living Services mainly as a result of additional ICF funding from the Cardiff & Vale University Health Board. This was an improvement to the previous projection at month nine with the level of funding received at the year end being significantly higher than had been anticipated. Other underspends include £54,000 in Adult & Community Learning due to income above

target and reduced support recharges, £30,000 in Into Work Services reflecting savings on supplies and services budgets and £22,000 in Service Management and Support. Balanced positions were reported in relation to Supporting People Services and Neighbourhood Regeneration.

19. Customer Services reported an overspend of £93,000 with a deficit of £256,000 on the Community Alarm Service partly offset by additional income and savings in other areas including a surplus of £124,000 on Contact Centre services. The position on the Community Alarm Service includes the £250,000 shortfall against the 2015/16 budget savings target for the Alarm Receiving Centre. Implementation delays have meant that this saving could not be achieved in 2015/16. The projected surplus on Contact Centre Services is mainly due to additional recharge income for staff time in relation to the Adult and Community Learning Grant and Rent Smart Wales.
20. The Library Service reported an unchanged overspend of £69,000. This included a £50,000 shortfall against the budget savings target for the creation of the new community hub at Rumney with only a part year saving achieved due to delays in property moves and the implementation of revised arrangements. Income shortfalls and other overspends of £97,000 were also reported within the Service. These were mainly in relation to library fines and charges. There were also additional support costs in relation to the shared reception arrangements at Penylan. These were partly offset by other variances including vacancies and other staff savings.

**Corporate Management +£372,000**

**+£395,000 Month 9**

21. The outturn position for Corporate Management shows an overspend of £372,000, a reduction of £23,000 compared to the position reported at month nine. The improvement reflects additional savings in a number of areas partly offset by an increase in the shortfall against the corporate savings target for voluntary schemes. Total savings of £2.616 million were achieved against the 2015/16 savings target of £2.994 million leaving a shortfall of £378,000. In addition a shortfall of £60,000 was also reported in relation to the savings targets carried forward from 2014/15.
22. Media and Communications reported an overspend of £111,000. This includes an income shortfall of £125,000 in relation to Capital Times together with other shortfalls including amounts which formed part of the 2014/15 budget savings targets. These were partly offset by managed underspends against the budgets for communication projects and savings on a range of budgets within Media. An underspend of £63,000 was reported in relation to Corporate Management and Other Costs with savings on the Council's contribution to the Mid Glamorgan Superannuation Fund relating to past employees, reduced audit fees and other costs partly offset by an overspend of £19,000 on the Coroner's Service. Underspends of £34,000 on Corporate Initiatives and £20,000 on Policy & Cabinet Support were also reported, the latter reflecting savings on employee costs as a result of vacancies.

23. A shortfall of £378,000 was reported in relation to the 2015/16 corporate budget savings targets. This included £197,000 against the saving target for voluntary schemes including purchase of annual leave and £94,000 on management delayering both of which were to be met through savings identified within service directorates. Although significant savings have been identified they were not sufficient to fully meet the savings targets in 2015/16. As previously reported, the shortfall against corporate savings targets also includes £87,000 in relation to the Council's senior management arrangements. The Cabinet reports in January and February 2015 which approved the Council's new management arrangements noted that part year savings were likely in 2015/16 due to the timescales for the appointment process and the implementation of new service structures but that the saving of £650,000 would be fully achieved in 2016/17. This has proved to be the case and whilst other management savings have been identified in the current year a shortfall of £87,000 remains.

**Economic Development (£208,000)**

**+£312,000 Month 9**

24. The Directorate outturn shows a saving of £208,000 an improvement of £520,000 compared to the position reported at month nine. This is mainly due to a considerably improved position in Culture, Venues and Events where income levels in the final quarter were significantly higher than had been anticipated particularly in relation to St. David's Hall and New Theatre, the Castle and City Hall Functions. Improved positions were also reported in relation to Property budgets and the Workshops reflecting a combination of reduced expenditure and increased income in these areas. The outturn position also includes a contribution of £630,000 to a new reserve to fund expenditure on corporate events and cultural services in future years. This includes £65,000 to fund future commitments in relation to the Cardiff Contemporary Festival with the balance of £565,000 representing the overall surplus achieved on the budgets within Culture, Venues and Events during 2015/16. Details of this new reserve are set out in Appendix 4 to this report, the transfer to the reserve being subject to Cabinet approval. Overall, total savings of £918,000 were achieved against the Directorate's 2015/16 savings target of £1.334 million leaving a shortfall of £416,000. In addition a shortfall of £507,000 was also reported against the savings targets carried forward from 2014/15. The shortfalls were more than offset by additional income and reduced expenditure in other budgets particularly within Culture, Venues and Events.
25. An underspend of £565,000 was reported in relation to Culture, Venues & Events mainly due to exceptional levels of income achieved in the final quarter of the year. As set out above, subject to Cabinet approval it is proposed that this be transferred to a new reserve to fund expenditure on corporate events and cultural services in future years. Cultural venues reported an underspend of £440,000 reflecting a significant increase in income from ticket sales at the New Theatre and St. David's Hall. This was higher than had been anticipated and more than offsets the shortfall against the £300,000 savings target in respect of securing a new management operator. Although the procurement is being progressed it

was not possible to implement new arrangements during 2015/16. An underspend of £273,000 was also reported in relation to the Castle with increased income from ticket sales benefitting from the number of visitors attending the Rugby World Cup and other major events in the City and from there being two Easter breaks falling within the 2015/16 financial year. City Hall functions also reported a surplus of £173,000 reflecting an increase in lettings and catering income. Other underspends include £20,000 in Events and £11,000 in Protocol. These were partly offset by overspends in other areas of Culture, Venues & Events including £226,000 against other Functions and Retail Catering and £127,000 at the Mansion House both reflecting shortfalls against challenging income targets.

26. Business & Investment also reported a saving of £457,000 with additional income of £311,000 in relation to bus shelter advertising and £134,000 from increased rental income at the Workshops. Other underspends include £23,000 in relation to the Cardiff Business Technology Centre and £4,000 against the Film Unit. These were partly offset by small overspends in other areas within Business & Investment. An underspend of £17,000 was also reported in relation to City Centre Management with savings on employee costs and additional advertising income offsetting an increase in relief taxi marshal costs during the Rugby World Cup and other events.
27. The savings above were partly offset by an overspend of £253,000 in Major Projects. This includes £83,000 due to a shortfall in income in respect of the naming rights and additional maintenance costs for the Doctor Who Experience. There was also a shortfall of £170,000 against the budget saving target for capitalisation of staff costs with the level of eligible costs being lower than previously anticipated. Other directorate overspends include £7,000 in Tourism and £6,000 in Management & Support. Construction & Design and Property Services both reported balanced positions at the year end. The Property Services position included a shortfall of £195,000 against the savings targets for increased rental income on non-operational properties however this was offset by savings of £103,000 on vacant property maintenance costs, NDR and additional surveyor fee income. There was also a saving of £92,000 in Valuation & Land Strategy including underspends on employee budgets and additional recharge income.

#### **Education & Lifelong Learning (£126,000)**

**On target – Month 9**

28. The outturn shows a saving of £126,000 as compared to the balanced position previously reported at month nine. The improvement reflects changes in a number of areas including increased savings on Inter Authority Recoupment and Special Educational Needs budgets, the Catering Service and Early Years & Childcare. These were partly offset by increased costs and reduced income in other areas including the Music Service and the Friary. Total savings of £2.431 million were achieved against the 2015/16 savings target of £2.621 million leaving a shortfall of £190,000. This is reflected in the Directorate outturn projection.

29. An underspend of £286,000 was reported in relation to Inter Authority Recoupment and Special Educational Needs budgets. This is a significant increase compared to the position reported at month nine and is mainly due to lower than anticipated commitments in respect of out of county and special resource base placements in mainstream schools. The overall position includes savings of £363,000 on Inter Authority Recoupment and £81,000 in the specialist teams reflecting a combination of efficiencies within the staffing structure and a reduced requirement for support to the delegated teams. These were partly offset by overspends of £108,000 in the Education other than at School service (EOTAS) and £50,000 in relation to the Pupil Referral Unit both of which reflected shortfalls against 2015/16 savings targets.
30. A surplus of £246,000 was reported in relation to the Catering Service. This was mainly due to additional income achieved as a result of price increases together with reduced expenditure arising from staffing efficiencies. Other savings included £116,000 in Early Years & Childcare where payments to the non maintained sector for nursery places were lower than anticipated. A saving of £37,000 was also reported in Wellbeing & Compliance.
31. The savings identified above were partly offset by an overspend of £253,000 in Management & Support Services. This was mainly due to a shortfall against the budget saving based on the restructure and realignment of management arrangements within the Directorate. There was also an overspend of £215,000 in Lifelong Learning where delays to the occupancy of space within the Friary Building led to a shortfall in income. It had been anticipated that this would be offset by a drawdown from reserves however the positive position in relation to the overall Directorate outturn negated the need for this and the reserve will be maintained to support expenditure in future years. Other overspends included £46,000 against Education Grant expenditure and £41,000 in respect of Centrally Funded Education budgets where reduced income led to an overspend of £35,000 for the Music Service together with overspends in Strategic Management due to on-going teacher's pension liabilities.

#### **Governance & Legal Services (£4,000)**

**(£12,000) Month 9**

32. The outturn shows a saving of £4,000, a reduction of £8,000 compared to the position reported at month nine. The change reflects additional costs in Electoral Services, Bilingual Cardiff and in relation to the Monitoring Officer although these were largely offset by an improved position in Legal Services mainly as a result of additional income. The budget savings targets of £315,000 for 2015/16 were fully achieved.
33. An underspend of £74,000 was reported in Legal Services. This included a number of variances including a shortfall of £200,000 against a previous initiative to reduce external legal costs. This however was more than offset by savings on employee costs as a result of vacancies and by increased

income including staff recharges. Scrutiny Services also reported an underspend of £12,000. These were partly offset by projected overspends in other areas including £43,000 against the Monitoring Officer budget. An overspend of £28,000 was also incurred in Electoral Services largely due to additional costs in excess of grant funding for Individual Electoral Registration. An overspend of £11,000 in Bilingual Cardiff reflected the additional workloads relating to the Welsh Language Standards with some work having to be procured externally in the run up to the deadlines for implementation. Democratic and Member Services reported largely balanced positions.

**Resources (£252,000)**

**(£178,000) Month 9**

34. The outturn for the Resources Directorate shows a saving of £252,000, an increase of £74,000 compared to the position reported at month nine. The change reflects an improved position in Facilities Management with further savings also being identified in relation to ICT, Fleet Management and Partnership & Community Engagement. These were partly offset by increased costs in other areas. Total savings of £2.815 million were achieved against the Directorate's 2015/16 savings target of £3.052 million leaving a shortfall of £237,000. In addition a shortfall of £224,000 was also reported in relation to the savings targets carried forward from 2014/15. These shortfalls are reflected in the Directorate outturn position.
35. Underspends were reported in a number of areas including £87,000 in ICT as a result of savings on employee budgets due to staff vacancies, £49,000 in Partnership & Community Engagement reflecting savings on employee budgets, supplies and services and grants to outside bodies and £21,000 in Commissioning & Procurement where savings on employee budgets as a result of staff vacancies were partly offset by shortfalls in income. Facilities Management reported an underspend of £83,000 with savings on FM trading accounts including Building Maintenance, Cleaning, Caretaking and Security and a surplus on the Office Accommodation Account partly offset by overspends on Building Support and FM Buildings. Other underspends include £44,000 in Fleet Management and £52,000 in Human Resources where a surplus of £277,000 on Cardiff Works was partly offset by additional costs within the service including contributions to reserves to fund future digitalisation and IT costs.
36. These were partly offset by an overspend of £30,000 in Finance where shortfalls in recharges and other income budgets were only partly offset by savings on employee costs. An overspend of £56,000 was also reported in relation to Health & Safety. This reflects a shortfall against the savings target for a joint venture which was carried forward from 2014/15. Although arrangements have been put in place to achieve these savings in future years a full saving could not be achieved in 2015/16. All other areas within the Resources Directorate reported a balanced position.

**Social Services +£5,022,000**

**+£4,920,000 Month 9**



37. The Directorate outturn shows an overspend of £5.022 million an increase of £102,000 compared to the position reported at month nine. The increase was mainly in relation to additional placement and external legal costs within Children's Services with costs in Adult Services reducing compared to month nine mainly due to additional Intermediate Care Grant funding and reduced costs in commissioning. The overall Directorate position includes overspends of £2.013 million in relation to Children's Services and £3.009 million in Adult Services. The overspend reflects the impact of continuing demographic pressures, within Children's Services where there has been an increase in the number of placements and cost for looked after children and within Adult Services where there has been a demographic change towards people with more complex and enduring needs. The overall Directorate position also reflects a significant shortfall against budget savings targets both in respect of the 2015/16 budget and in relation to on-going shortfalls against 2014/15 savings targets which have yet to be achieved. This is particularly the case in Adult Services with this being the major reason for the overspend in that area of the service. In terms of the overall Directorate, total savings of £4.757 million were achieved against the 2015/16 savings target of £8.137 million leaving a shortfall of £3.380 million. In addition a shortfall of £1.788 million was reported against the savings targets carried forward from 2014/15. These shortfalls are reflected in the Directorate outturn position with details of the individual variances set out in Appendices 3(a) and 3(b) to this report.
38. Within the overall Directorate position, the Children's Services element of the budget reported an overspend of £2.013 million, an increase of £423,000 compared to the position reported at month nine. The increase reflects a higher than anticipated cost in relation to external legal support together with a further increase in the number of external placements during this period. The Children's Services budget includes the allocation of the £950,000 specific contingency budget which was set aside to meet increased costs in relation to placements for looked after children. The allocation was approved by Cabinet as part of the Month Four Monitoring Report in September. Although the Children's Service received an additional budget realignment of £2.4 million as part of the 2015/16 budget process, on-going pressures on the budgets for external placements, leaving care support and external legal costs have contributed to the projected overspend. These pressures have been alleviated to an extent by mitigating actions taken in respect of guardianship allowances and by savings in Child Health & Disability commissioning budgets and in staff costs across the service. The overall position includes a shortfall of £1.153 million against the £2.781 million of savings targets approved for Children's Services as part of the 2015/16 budget process and this is reflected in the analysis of the variances below.
39. The Children's Services position includes an overspend of £2.309 million in respect of external placements for looked after children reflecting pressures on external residential placements and a significant increase in the number of external fostering placements earlier in the year. The overspend is after allowing for the drawdown of the £950,000 contingency budget referred to above. The overspend includes a shortfall of £762,000

against the budget savings targets for external placements with only partial savings achieved in relation to the payment by results and other initiatives. An overspend of £308,000 was also reported in relation to leaving care support costs for children aged 16+ and unaccompanied asylum seekers with costs and the level of demand for these services remaining high. Other overspends include £433,000 in Business Support & Performance reflecting an increase in external legal costs, a shortfall against budget savings targets and residual costs arising from the managed social work service. An overspend of £13,000 was also reported in relation to the Youth Offending Service.

40. A saving of £353,000 was reported in relation to guardianship orders with no increase in the level of residential order allowances taking place during the financial year. A saving of £239,000 was also reported in relation to Child Health & Disability commissioning budgets mainly in respect of domiciliary and respite care. This reflects a significant reduction in expenditure in this area in recent years following a process of reviews and a switch to direct payments. There were also savings of £152,000 on the Family Support / Personal Advisor Service, £130,000 on adoption budgets and £75,000 on Internal Fostering. An underspend of £99,000 was also reported in relation to social work / case work and safeguarding budgets in Children's Services. This reflects a combination of staff turnover, a realignment of resources within the social work teams and measures taken to reduce the level of agency staff employed in this area.
41. The Adult Services element of the Directorate budget shows an overspend of £3.009 million, a reduction of £321,000 compared to the position reported at month nine. The improvement reflects additional Intermediate Care Grant funding and other income together with a further reduction in costs in Mental Health and Learning Disabilities commissioning budgets.
42. The overspend in Adult Services is mainly as a result of the projected shortfalls against the budget savings targets for 2015/16 and the on-going shortfalls from 2014/15. Although cost pressures have been identified they were not as significant as in previous years and are offset by in-year savings on other budgets within the Directorate. Additional funding for cost pressures in Adult Services was provided as part of the 2015/16 Budget. This included a budget realignment of £3.2 million, additional funding for demographic pressures of £1.6 million, funding of £1.5 million to meet specific cost and legislative pressures and £625,000 to reflect potential fee increases. Overall the shortfall against the savings targets in Adult Services amounts to £3.975 million with £2.227 million relating to 2015/16 and £1.748 million carried forward from 2014/15. These include significant shortfalls against savings targets on commissioning budgets including domiciliary care and residential and nursing care and have a particular impact on the overall monitoring position for Services to Older People and People with a Physical Disability. The difficulty and likelihood of these savings being achieved in future years was acknowledged in the 2016/17 Budget with budget realignments being made to reduce the on-going requirement for these savings in 2016/17 by £2.546 million.

43. Overall, the commissioning budgets in Adult Services reported an overspend of £2.957 million of which the majority relates to shortfalls against savings targets. The overall position includes overspends of £2.375 million on Services for Older People, £821,000 on People with a Physical Disability and £100,000 on the Community Alcohol and Drugs Team. An underspend of £275,000 was reported in relation to Mental Health mainly as a result of the reduced commitments in respects of CHC and DOLs with an underspend of £64,000 also reported in respect of People with a Learning Disability. Demographic and cost pressures have generally been contained within the funding allocations provided in the Budget however specific pressures and some overspends have been identified as a result of increased costs of nursing beds and an increased cost in domiciliary care and direct payments for People with a Physical Disability. The additional cost in the Community Alcohol and Drugs commissioning budget is mainly due to growth in supported living placements. The fragility of the nursing care and domiciliary market remains a challenge.
44. The directly run care services within Adult Services reported a net overspend of £448,000. This includes an overspend of £504,000 in relation to Learning Disabilities Supported Living and Day Care and £222,000 in residential care largely linked to the realignment of the contract arrangements with Hafod Care and the closure of the Cathedral View Home. In both cases these projected overspends are linked to shortfalls against savings targets. The Cathedral View Home closed in August therefore the full saving will not be achieved until 2016/17. These overspends are partly offset by a saving of £278,000 arising from the reconfiguration of older people day care services and the closure of Gabalfa Day Centre in advance of the work to create a Community Hub at the same location. Savings of £346,000 were reported in relation to Assessment and Care Management reflecting staff vacancies within the service with a saving of £50,000 also identified in relation to Support and Performance Management.

Directorate 15/16	REF	Directorate Savings 2015/16	Total Saving (£'000)	Savings achieved (£'000)	Savings not achieved in 2015/16 (£'000)	Comments
City Operations	1	<b>Remove budget for Events Park &amp; Ride</b> - the Park & Ride arrangements put in place for major events will continue to be delivered but on a self-funding basis.	13	13	0	Saving achieved.
City Operations	2	<b>Full Year Effect of 2014/15 actions includes efficiencies taken with collections/cleansing and enforcement where they were part completed in 2014/15 and the benefits roll into 2015/16</b> - reviewing the project support levels required for waste and cleansing. Streamlining cleansing and enforcement operations to deliver neighbourhood services. Multi-functional teams set up to tackle litter and waste presentation issues in specific wards. A neighbourhood service approach informs understanding of local needs and a develop knowledge of historical issues in order to ensure resources are prioritised accordingly. The redesign of the education and enforcement team changes from 2014. Dog fouling issues are now dealt with by ward based teams. Most areas have not seen a difference in the number of teams in their area, but the size of the teams has scaled down slightly in certain areas. In addition, two responsive teams deal with priority issues. Shop fronts have continued to be done daily. A review of commercial prices and expansion into new income areas has been explored.	557	576	(19)	This saving was achieved through the deletion of posts in Cleaner Cardiff and the Enforcement Division together with increased trade waste income. The additional saving offsets the shortfall in line 5.
City Operations	3	<b>In House Improvements (council wide) and Neighbourhood Services (council wide)</b> - the saving involves delivering year one modified in-house services through an improved in-house infrastructure services and neighbourhood based approach to service delivery across council functions of several directorates. This cost benefit proposal is not confined to the Environment directorate as it is a cross directorate 'One Council' project to bring resilience to services that manage streetscene, parks, bereavement maintenance of land, open landscape, enforcement activities including waste and parking enforcement, highways maintenance, technical design. It will include savings for directorate areas that support them, e.g. fleet services, facilities management and depots.	600	304	296	Savings have been realised through reductions in cleansing, enforcement and parks resources. The remaining saving relates to management and back office support, enforcement income, depot costs and vehicle rationalisation. It is anticipated that the full saving will be met in 2016/17.
City Operations	4	<b>Early termination of Automated Public Conveniences contract</b> - The Council has seven Automated Public Convenience (APC) Units, which are on a 20 year contract which ends 20 April 2025. The usage of the units in 2013 was approximately 13,160 times, which means each use cost on average £16. An opportunity exists for early termination of this contract which will lead to savings for the Council. A part year effect of £30k is reflected in 2015/16.	30	30	0	Saving achieved.
City Operations	5	<b>Redesign of cleansing as part of Neighbourhood Services (Environment only)</b> - as part of neighbourhood services project and in-house improvements the cleansing of all Council land operational methods across the city would be redesigned. This is an approach taken by other authorities in Britain, which often results in a 'Streetscene' service that not only achieves efficiency in back office support and budgetary savings, but also see the services become more responsive to the needs of the local community and allows staff to have more autonomy in responding and addressing these needs. The service changes will be responding to needs of local communities rather than relying on frequency as a measure of quality, savings will be found by bringing service teams together, removing duplicate work, based on local areas, pooling skills and resources such as enforcement and cleansing activities. This will maintain current quality standards and build resilience in these critical frontline services.	450	431	19	The majority of this saving has already been achieved via the deletion of posts through voluntary severance, vacant posts and reduced hours. The net shortfall is offset by additional savings in line 2.

City Operations	6	<b>Revised Waste Strategy</b> - restrict black residual waste collection to either a smaller wheeled bin or less frequent collection for residual waste from September 2015. Weekly recycling, weekly food collections, recycling collections split into twin stream (two bag types) at the kerbside (to be finalised as part of the outcome of the current waste strategy consultation.)	267	267	0	The initiative commenced in September and is fully achieved.
City Operations	7	<b>Waste Disposal interim contract &amp; Prosiect Gwyrdd</b> - in July 2014 Cabinet approved the interim contract for residual waste with the four Council partners. The full year benefits of this are significant in 2015/16 and will run up until the start of the contract commissioning period. In addition the Prosiect Gwyrdd 25 year residual waste treatment contract with Viridor formally commences on 1st April 2016 with a seven month contract commissioning period preceding that bringing about a further savings per tonne for that year.	3,572	3,572	0	Budgets have been realigned as per the tonnage profile with higher tonnages funded from the specific contingency budget provided as part of the budget.
City Operations	8	<b>Increasing control of the green bag and food liner provision and distribution</b> - remove distribution through local stockists except for local hubs where supply can be controlled. Focus on delivering green bags and food liners directly to the household to reduce over-supply of the freely provided bags.	300	300	0	Grant funded budget has been removed and budget reallocated to other eligible expenditure so saving fully achieved.
City Operations	9	<b>Wheeled bin and reusable garden sack</b> - expansion of the deployment of wheeled bins and also provide an "opt in" reusable garden waste sack collection for the remaining bio bag areas.	55	55	0	Grant funded budget has been removed and budget reallocated to other eligible expenditure so saving fully achieved.
City Operations	10	<b>Domestic Collections Efficiencies</b> - streamlining collection services across the week in order to ensure resource requirements are more balanced (i.e. same number of rounds/vehicles/staff required each day). This could impact upon collection days and times and is linked to the Waste Strategy outcomes.	160	160	0	This saving has been achieved through the voluntary severance of three posts and realignment of other waste operational budgets.
City Operations	11	<b>Waste Disposal Stop Post Sort</b> - the allocation is used to support the post sort of waste received to increase recyclables and reduce residual waste and to ensure that Local Authority recycling targets are met. Loss of this budget can only be accommodated if the Waste strategy with residual waste restriction in relation to collections is also implemented.	316	101	215	To achieve the statutory recycling levels post sorting was undertaken for the first three months of the year. This ceased and was replaced by IBA processing which yields a higher recycling percentage. Although the saving was not achieved the post sort costs were funded by a contribution from the Waste Management Reserve in 2015-16.
City Operations	12	<b>Remaining two Household Waste Recycling Centres (HWRC) with reduced operating days and hours</b> - the proposal is that both sites will operate five days per week with reduced opening times and that they would be closed on different days enabling access to a HWRC facility seven days a week. Both facilities will open on Saturdays and Sundays to manage the busiest periods of usage at weekends. Bank holiday opening will be maintained for the same reasons. Savings are generated from different working patterns and plant and equipment resources. The proposal enables the retention of sufficient resources and the ability to achieve high recycling and tonnage throughputs with customer care and education to further improve recycling rates.	42	0	42	A delay to the introduction of reduced opening hours at the HWRCs resulted in the saving being delayed until 2016/17.
City Operations	13	<b>Management/ Support /Performance restructure</b> - restructure of the Management and Performance team.	100	100	0	The saving was achieved through the deletion of two posts following voluntary severance.
City Operations	14	<b>Regulatory Collaboration</b> - creation of a single shared service comprising the Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure, with all relevant staff employed by one host authority. The model gives the councils the best chance of maintaining service resilience in the face of substantial budget cuts and significant opportunities to increase revenues by adopting a more commercial approach. The anticipated financial and non-financial benefits are set out in the Cabinet report of 9/10/14.	434	434	0	The outturn position shows that the saving has been achieved.
City Operations	15	<b>Renewable Energy Generation</b> - a number of renewable energy schemes will become operational by or during 2015/16. Income will be derived from these through government incentives related to energy generation (feed In tariffs, etc), the sale of energy to the grid and/or other rental income.	85	0	85	The Radyr Weir Scheme was not completed by the end of the financial year so no income has been received.

City Operations	16	<b>Reduction in sport, leisure and culture staffing</b> - Deletion of 13 posts including vacant and VS in Parks (11) and Leisure (1) with the impact mitigated via flexible deployment of staff.	329	293	36	Majority of the saving achieved following deletion of vacant posts and VS. A further review is required by the directorate to identify further savings however due to timing issues this was not achieved this year.
City Operations	17	<b>Remodelling of the Park Ranger Service</b> - Remodelling of the Park Ranger Service resulting in reduced staffing and expenditure on supplies / services. The Council would discharge basic responsibilities for the management of its 2 Country Parks, 7 Sites of Special Scientific Interest , 4 Local Nature Reserves , 58 Sites of Importance for Nature Conservation , Special Area of Conservation (European Designation), 236 hectares of Woodland and delivery of service level agreements linked to Cardiff Harbour Authority. The proposal would result in reduced community engagement / outreach work and park based community events, removal of site based staff in key parks e.g. Victoria, Bute, Thompsons and Roath, but would retain the current level of engagement for Friends Groups for 2015/16. The impact on anti-social behaviour and byelaw enforcement e.g. dog fouling and cycling; and reduced cleansing standards in addition to a corresponding overall increase in complaints and requests for service would be monitored.	220	220	0	The saving has been fully achieved following deletion of vacant posts and VS.
City Operations	18	<b>Parks Apprenticeship Scheme</b> - restructure of the scheme.	72	72	0	Vacant posts have been deleted
City Operations	19	<b>Cessation of Cardiff in Bloom and Provision of Christmas Trees</b> - unless sponsorship / alternative funding is secured.	26	26	0	Saving achieved in line with reduced budget.
City Operations	20	<b>Reduced subsidy for allotments</b> - through increased fees and charges and increased occupancy as part of the ongoing Council strategy to make the allotment service self sufficient.	8	8	0	Saving achieved.
City Operations	21	<b>Heath Park Car Park Charges</b> - increasing charges. Parking for up to 2 hours is free. The proposal involves increasing charges from £1.00 to £1.50 for up to 3 hours and from £3 to £4 for over 3 hours.	28	28	0	Saving achieved.
City Operations	22	<b>Removal of Bowls Subsidy</b> - in line with the decision taken as part of the 2014/15 budget.	50	50	0	The saving has been achieved through reduced FM charges and deletion of p/t gardener and via maintenance buy-back agreements which are in place.
City Operations	23	<b>Closure of public conveniences</b> - permanent closure of toilets which are currently temporarily closed - Cowbridge Road East and Whitchurch Rd / Cathays Terrace. Closure of Llandaff High Street toilets.	53	53	0	Saving achieved.
City Operations	24	<b>Outdoor Sport</b> - reduction in support	40	40	0	Saving achieved in line with reduced budget.
City Operations	25	<b>Flatholm Island</b> - reduction in net budget	20	20	0	Saving achieved in line with reduced budget.
City Operations	26	<b>Canton Community Centre</b> - new management operator for Canton Community Centre to be operational by <b>September 2015</b> .	53	11	42	The process to identify interested parties to take over the community hall continues but was not achieved this year. The shortfall reflects the overspend for the hall.
City Operations	27	<b>Full year closure of Eastern Leisure Centre for Redevelopment</b> - Eastern Leisure Centre is to close for refurbishment, re-opening during 2016. Decision previously made by Council.	200	200	0	Redevelopment has commenced and saving achieved.
City Operations	28	<b>Alternative Delivery Model for Cardiff International Sports Stadium</b> - Alternative Delivery Model for Cardiff International Sports Stadium. It is proposed that the saving would be a full year saving, minus the contractual costs and potential for a Council contribution for a sinking fund for track replacement.	305	305	0	Saving achieved although some issues still to be resolved with the Cardiff & Vale College.

City Operations	29	<b>New Operating Model for Leisure Centres</b> - the Council has agreed to progress with a procurement process to determine a new operating model for its leisure centres which will be tested against the current in-house provision. Saving expected to be generated for the final quarter of 2015/16. The level of saving is dependent on the procurement process that is being run in respect of leisure centre management throughout the first half of 2015/16. At this stage the level of savings to be achieved can only be estimated until the outcome of the procurement process in Autumn 2015.	435	0	435	The procurement arrangements are continuing however it was not possible to achieve this saving in 2015/16.
City Operations	30	<b>Leisure Centres</b> - reduced subsidy to be achieved through a combination of expenditure efficiencies and additional income generation.	340	102	238	An action plan was developed by the Directorate to deliver the savings however delivery of these has been affected by the ADM process.
City Operations	31	<b>Cardiff Riding School</b> - current performance indicates that this facility is now able to operate without subsidy from the Council.	40	40	0	Saving achieved.
City Operations	32	<b>Sailing Centre</b> - increase income.	5	5	0	Saving achieved.
City Operations	33	<b>Cardiff International White Water</b> - increase income.	30	0	30	The saving proved challenging particularly as there was also a reduction in the Harbour subsidy.
City Operations	34	<b>Increase in Bereavement and Registration Fees</b> - including burial and cremation fees	200	200	0	The income generated for the year shows that this saving was achieved.
City Operations	35	<b>Bute Park Horticultural Nursery</b> - increase income from the nursery by selling hardy stock and bedding plants throughout the city.	40	26	14	Savings on employee related expenditure were realised. Despite an increase in income of 91% compared to 2014/15 this was insufficient to meet the revised target. An action plan linked to public and staff sales is being implemented which should deliver the saving in 2016/17.
City Operations	36	<b>Transport Strategy</b> - project completion - project due to be completed in 2015, no longer require funds.	37	37	0	Saving achieved.
City Operations	37	<b>Reduction in Central Bus Station Security Costs</b> - the Council is able to reduce the level of manned security due to enhancement of CCTV coverage. CCTV coverage is linked to the Council's and South Wales Police Control Room which is monitored 24/7 and will provide a quick response to any incidents. The bus station is now manned from 10 am - 6pm Mon to Sat, previously manned 9am - 11pm 7 days a week.	54	54	0	Savings realised in line with the proposal which involved an agreed reduction in hours which is now in place and the enhancement of CCTV arrangements.
City Operations	38	<b>County Hall Park and Ride change in operator</b> - Cardiff Bus are operating County Hall Park and Ride, on Saturdays and at Christmas. Therefore, there is no longer a requirement for Council casual staff to operate the service.	11	11	0	Saving achieved.
City Operations	39	<b>Advertising/Publicity</b> - no longer fund Park and Ride advertising as operated by Cardiff Bus.	12	12	0	Saving achieved.
City Operations	40	<b>Reduction in Council Supported Bus Services</b> - Council funds are used to enhance uncommercial bus services i.e. off peak services, early morning and evening which have low patronage. It is the intention to remove the following enhancements to services:- 1) Service 86, Central Station - Lisvane, £10k - withdrawal of Sunday service (commercially operated during week). <i>There are 6 journeys on a Sunday, which operate every 90 minutes, from 10.15 to 17.45 .</i> 2) Service 55, City Centre - Pentwyn, £72k, withdrawal of Sunday & evening service. <i>Sunday service is every hour from 10.30 to 17.30. Evening service is every hour from 18.35 to 22.35.</i> 3) Service 6, Bay Car - £138k, contribution from Council will be withdrawn which will lead to a reduction in off peak services (£190k contribution from S106 will continue). <i>Reduced frequency - details to be confirmed.</i> 4) <i>Bus Service already withdrawn July 2014 Service 612 St Teilos- £17k</i>	236	236	0	Savings realised in line with the proposal.

City Operations	41	<b>Bus shelter advertising contract</b> - recharge staff time relating to bus shelters to the advertising contract .	40	40	0	Saving achieved.
City Operations	42	<b>Private Circuit Rental</b> - reduction in spend due to the change from analogue to digital. BT will no longer support analogue after 2017.	18	18	0	Saving achieved.
City Operations	43	<b>Storage of telematic equipment</b> - realignment of current storage arrangements in order to release savings.	37	37	0	Saving achieved.
City Operations	44	<b>Review of Tunnel Costs</b> - improve planned maintenance and tunnel closures to reduce costs.	72	72	0	Saving achieved.
City Operations	45	<b>Review of additional staff payments</b> - rationalise stand-by and call out allowances across the directorate.	48	48	0	Saving achieved with changes to conditions and pay arrangements related to restructured service fully in place by the end of 2014/15.
City Operations	46	<b>School Crossing Patrols</b> – Realign budget - all high risk sites to be supported by a school crossing patrol officer. The saving relates to non-essential posts which have become vacant over recent years. Five posts will be recruited to allow the release of mobile officers that are currently operating at specified crossing sites. These mobile officers cover sickness, annual leave and provide training to the officers. There will be no job losses associated with this saving.	45	45	0	Achieved through a combination of releasing vacant posts and managed recruitment/realignment of staffing resources but not involving any reduction in numbers.
City Operations	47	<b>Road Safety</b> - road safety educational literature to be funded by Road Safety Grant (Welsh Government) only, with Council funding to be withdrawn.	7	7	0	Saving achieved.
City Operations	48	<b>Riverwalk bridge maintenance reduction</b> - realignment of budget in line with spend.	8	8	0	Savings achieved.
City Operations	49	<b>Design Team - revision of costs</b> - infrastructure design costs have reduced due to improved working practices, through collaborative working within the Council and commercialisation.	48	48	0	Saving achieved.
City Operations	50	<b>Planning - increase in Development Fee income target</b> - increase in planning fees as a result of anticipated new development across the city and anticipated increase in fees (Welsh Government led.)	100	100	0	Increased planning fee income shows this saving achieved in full.
City Operations	51	<b>Planning - parking cost reduction due to relocation</b> - no longer require parking at Dumfries Place (£13k). Reduction in car allowance budget based on previous year's spend (£10k).	23	23	0	Target achieved due to staff relocation to County Hall.
City Operations	52	<b>Highways Income</b> - fee increases in line with inflation.	10	0	10	This saving has not been achieved but will be addressed in 2016/17.
City Operations	53	<b>Highways Street Lighting - LED conversion main routes</b> - replace main route lighting with LED to reduce long term energy expenditure.	50	0	50	The LED Programmehas been delayed as additional trials were required due to public concern. The saving was therefore not achived but is offset by over-achievement against other targets.
City Operations	54	<b>Highways - Dimming of Street Lights</b> - this is an Invest to Save Scheme which involves the dimming of 24,000 street lights over a 3 year period. In 2014/15, 8,000 street lighting units are to be dimmed, 16,000 are to be completed in 2015/16 and the start of 2016/17. The dimming involves changing the lamps from yellow to white. This means the light will be cleaner as the white lamp improves the clarity of the light dispersed.	126	126	0	Total energy costs for the year were within the reduced budget therefore saving achieved.
City Operations	55	<b>Highways Charge for Land Searches</b> - bench marking exercise undertaken - other authorities charge for this service.	50	12	38	Income from this source not sufficient to meet the target.
City Operations	56	<b>Commercialisation</b> - improve internal recharging and generate new business .	30	30	0	The saving was achieved through increased recharges to capital sfunded schemes.
City Operations	57	<b>Reduction in printers/plotters</b> - joint use of plotters due to relocation and removal of desk top printers.	10	10	0	Saving achieved.
City Operations	58	<b>Reduction in training/subscriptions</b> - essential training only - reflects reduced staff, reduce duplicate subscriptions.	10	10	0	Saving achieved.



City Operations	59	<b>Joint purchasing of IT software</b> - joint purchase of IT software licenses for the directorate.	5	5	0	Saving achieved.
City Operations	60	<b>Moving Traffic Offences</b> - net Income from Moving Traffic Offences as part of the civil parking enforcement arrangements within the city. This project commenced in December 2014.	450	450	0	Saving achieved.
City Operations	61	<b>Parking Strategy</b> - to increase parking charges in accordance with the Parking Policy.	85	85	0	Car parking strategy and price review was introduced in September and saving achieved in full.
City Operations	62	<b>Restructure</b> - further staff savings building on the 2014/15 restructure within the directorate.	50	50	0	This additional target was achieved as part of the overall service restructure which was implemented by the end of 2014/15.
City Operations	63	<b>Subscriptions</b> - review of the council-wide subscriptions to organisations.	1	1	0	No specific saving made on subscriptions but alternative budget reductions have been made.
City Operations	64	<b>Reduction in Agency Expenditure</b> - targeted reductions across directorates based on existing spend analysis.	111	111	0	Saving achieved.
City Operations	65	<b>Discretionary Overtime</b> - targeted reductions across directorates based on existing spend analysis.	88	88	0	Saving achieved.
City Operations	66	<b>Full Year Effect of 2014/15 bus service retendering</b> - retendering process is currently underway - anticipated additional savings in 2015/16 as a result of decisions taken as part of the 2014/15 budget.	153	153	0	Full year impact of earlier changes to service levels
City Operations	67	<b>Full Year Effect of 2014/15 withdrawal of non statutory secondary school transport</b> - as a result of decisions taken as part of the 2014/15 budget.	183	183	0	Full year impact of earlier changes to service levels
City Operations	68	<b>Taxis for Pupils with Special Educational Needs (SEN)</b> - optimise provision of transport for pupils with SEN by merging taxi services and providing additional training and support strategies to staff.	100	100	0	The saving was achieved following the on-going work to generate a more efficient service.
City Operations	69	<b>Replacement of non statutory primary school transport with Commercial operator led services</b> - remove subsidised funding from September 2015. The Council is working to facilitate service provision of eight routes. 1) 614 - Ysgol Y Berllan Deg (Penylan/ Roath/ Cyncoed) 2) 621 - Ysgol Y Berllan Deg (Pontprennau/Pentwyn) 3) 624 - Ysgol Y Wern (Heath/Rhiwbina) 4) 626 - Ysgol Y Wern (Llanishen/Lisvane/Thornhill) 5) 633 - Ysgol Bro Eirwg (Rumney/Trowbridge/Llanrumney) 6) 638 - Ysgol Pencae (Canton/Fairwater/Danescourt) 7) 627-Ysgol Pwll Coch (Grangetown) 8) Ysgol Pwll Coch (Canton)	102	102	0	Services were withdrawn in September 2015 and saving achieved.
City Operations	70	<b>Council Wide external training</b> - 10% efficiency saving on existing budget.	27	27	0	Saving achieved.
City Operations	71	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	79	79	0	Saving achieved.
City Operations	72	<b>Standby Payments to Officers</b> - targeted savings across relevant directorates.	67	67	0	Saving achieved.
City Operations	<b>Total City Operations</b>		<b>12,058</b>	<b>10,527</b>	<b>1,531</b>	
Communities Housing & Customer Services	73	<b>Reduction in spend on Benefit Service</b> - the savings will be realised through a reduction in benefit officers and restructuring the Quality and Support Team.	137	137	0	This saving has been achieved through a restructure within the Benefits, Finance and Tenancy Services establishment with some deletion of vacant posts.
Communities Housing & Customer Services	74	<b>Advice Contingency</b> - To manage the increased demands placed on the service due to the Welfare Reform changes a contingency fund was created. As a result of the proactive way that the authority manages those affected this can now be reduced.	5	5	0	This saving has been achieved through the deletion of a minor contingency budget within Housing Strategy.
Communities Housing & Customer Services	75	<b>Reduction in Spend on Homelessness Service</b> - to achieve this saving, a reduction of one post will be required within the Homelessness service, along with the removal of the Homelessness spend to save budget which in the past has funded schemes to prevent and alleviate homelessness. The service is expecting a major change in legislation in the coming year, however it is anticipated that grant funding will be received to offset this additional work and therefore the loss of one post should not impact unduly on service delivery.	83	83	0	This homelessness prevention related budget is used to fund one off initiatives and schemes. The saving was achieved.

Communities Housing & Customer Services	76	<b>Cardiff Connect (Review of Community Alarm)</b> - Community Alarm Service prices have remained static for a number of years. Current pricing levels have been reviewed against other local authorities (South East Wales Improvement Collaborative (SEWIC) members) and against the cost to deliver the service. Proposals are to increase the cost for the mobile response aspect of the service by £1 per week and to source additional clients.	240	240	0	This target was achieved through a price increase implemented from 1.4.15 and a targeted increase in customer base along with some Housing Support Reserve funding to offset the impact of reduced Supporting People funding in year.
Communities Housing & Customer Services	77	<b>Alarm Receiving Centre Income</b> - additional income through the creation of an Alarm Receiving Centre	250	0	250	This target was linked to the construction of the new Alarm Receiving Centre (ARC) which experienced delays to the full implementation of the new initiative. Due to these delays the target was not achieved in 2015-16.
Communities Housing & Customer Services	78	<b>Reduction in Supporting People Administration</b> - to achieve this saving a review of the administration within Supporting People will be undertaken.	55	55	0	This has been achieved through the deletion of a vacant post.
Communities Housing & Customer Services	79	<b>Implementation of Community Hub Strategy</b> - saving is associated with the implementation of the Hub Strategy. The strategy addresses the need for change including financial pressures and changing demand through a range of themes including co-delivering services through Community Hubs, greater community involvement and use of technology.	100	50	50	This saving target was linked to the creation of the Community Partnership Hub in Rumney and the closure of Rumney Library. A part yearsaving and a £50,000 shortfall was achieved due to the delays in property moves and closures with the transfer of the library completed in November 2015.
Communities Housing & Customer Services	80	<b>Development of a City Centre Superhub</b> - Central Library currently accounts for a significant amount of the overall Libraries' budget. In order to achieve the savings and safeguard Central Library, it is necessary to review the delivery options and/or the potential to bring services together.	349	233	116	This target was linked to the demolition of Marland House and the transfer of staff and services to the new Superhub at the Central Library. The transfer was not completed until August and part year premises costs at both venues resulted in part year savings of £233,000 being achieved during the year.
Communities Housing & Customer Services	81	<b>Into Work Services</b> - Adult Community Learning funded trainer - this is a realignment of budgets to reflect the courses that are delivered by Into Work trainers through Adult Community Learning.	35	35	0	This realignment of funding was agreed and the target achieved in full.
Communities Housing & Customer Services	82	<b>Improve efficiency in the re-ablement service</b> - the introduction of mobile working and scheduling for care staff in the reablement service will improve reporting and increase rostering and call efficiency. This will result in improvements for staff in terms of scheduling and will enable the directorate to reduce the number of supervisory/back office staff. This will also improve continuity of service for citizens using the service.	208	208	0	Reduction in home care manager posts to the value of £119,000 achieved by VS. Balance of savings achieved by VS / VR of front line and back office staff.
Communities Housing & Customer Services	83	<b>Management Restructure in the Reablement Service</b> - reducing two registered manager posts within the Reablement Service to one post following the recent configuration of the service into the two Community Resource teams.	47	47	0	The saving was achieved through VS of one Technical Manager.
Communities Housing & Customer Services	84	<b>Re-organising the way Community meals are delivered</b> - we will recommission the current meals service by moving away from the existing pattern of delivering meals at a set time of day for up to five days a week, to linking service users to a wider range of luncheon clubs and other resources in their neighbourhood. Internal and external partnership working has already started to develop a more comprehensive range of lunch provision across the city and service users who continue to require a meal within their own homes will be identified. People who are eligible for this service and need assistance with meals will continue to receive a service.	75	37	38	This service is under review as part of the overall consideration of day care opportunities for older people. A part year saving only was achieved resulting in a shortfall of £38,000.

Communities Housing & Customer Services	85	<b>Neighbourhood Regeneration</b> - this relates to the proposed re-profiling of the Neighbourhood Renewal Scheme (NRS) funding together with identification of capital as the funding source, rather than revenue. Approximately £1m in total will be required over the next three years in the proposed capital programme if schemes in the current NRS programme are completed.	300	300	0	Saving achieved.
Communities Housing & Customer Services	86	<b>Reduction in spend on post within Regeneration</b> - reduction of staffing budget within Regeneration and Development.	19	19	0	This saving was realised through the deletion of a vacant post.
Communities Housing & Customer Services	87	<b>Council Wide external training</b> - 10% efficiency saving on existing budget.	3	3	0	This saving was achieved through the realignment of minor related budgets.
Communities Housing & Customer Services	88	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	35	35	0	Saving achieved.
Communities Housing & Customer Services	89	<b>Discretionary Overtime</b> - targeted reductions across directorates based on existing spend analysis.	12	12	0	Saving achieved.
Communities Housing & Customer Services	90	<b>Standby Payments to Officers</b> - targeted savings across relevant directorates.	9	9	0	Saving achieved.
Communities Housing & Customer Services		Total Communities Housing & Customer Services	<b>1,962</b>	<b>1,508</b>	<b>454</b>	
Corporate Management	91	<b>Review of Management Support Budgets</b> - ancillary support budgets.	45	45	0	Saving achieved.
Corporate Management	92	<b>Reduction in Corporate Banking Charges</b> - the outcome of the recent corporate banking retender has enabled a reduction in banking charges.	42	42	0	Saving achieved.
Corporate Management	93	<b>Reduction in Corporate Audit Fees</b> - as a result of the Wales Audit Office work programme for the Council.	30	30	0	Saving achieved.
Corporate Management	94	<b>Reducing Corporate IT / Licensing Costs</b> - savings based on current expenditure levels.	69	69	0	Saving achieved.
Corporate Management	95	<b>Efficiencies within Communications &amp; Media</b> - reduction in the resources associated with Communications & Media. This saving will be found from the campaigns budget.	82	82	0	Saving achieved.
Corporate Management	96	<b>Central Enterprise Zone</b> - reprofile budget for capital charges based on timing of schemes and potential use of the earmarked reserve if required.	630	630	0	Saving achieved.
Corporate Management	97	<b>Cardiff Bus Dividend</b> - level of dividend based on the anticipated performance within the 2014/15 accounts.	250	250	0	Saving achieved.
Corporate Management	98	<b>Delete top-up received via the Council Tax Pensioner Reduction Scheme</b> - relates to a previous specific grant arrangement in relation to pensioners. Households that receive full council tax reduction and those who receive no council tax reduction will not be affected. Households that receive partial reduction will still be in receipt of council tax support but will not receive a further top up from the Council Pensioner Reduction scheme.	310	310	0	Saving achieved.
Corporate Management	99	<b>Management and Related Savings</b> - review of the Council's management structures.	650	563	87	Full achievement of this saving was not possible due to part year impacts and a final shortfall of £87,000 was reported against this target.
Corporate Management	100	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	28	28	0	Saving achieved.

Corporate Management	101	<b>Subscriptions</b> - review of the council-wide subscriptions to organisations.	9	9	0	Saving achieved.
Corporate Management	102	<b>Management Delaying</b> - targeted savings managed in conjunction with Human Resources.	200	106	94	Full achievement of this target was not possible and a final shortfall of £94,000 was reported against this target.
Corporate Management	103	<b>Voluntary Schemes</b> - proposal to establish and support the take up of voluntary schemes including purchase of annual leave, sabbaticals and voluntary reductions in hours.	300	103	197	Savings of £103,000 were achieved across the directorates resulting in a shortfall of £197,000 against this corporate target.
Corporate Management	104	<b>Precepts, levies and contributions</b> - target of 2% reduction.	349	349	0	Saving achieved.
Corporate Management		Total Corporate Management	<b>2,994</b>	<b>2,616</b>	<b>378</b>	
Economic Development	105	<b>Review management structure in the Economic Development Service</b> - restructure of the management of the Economic Development team to release one operational manager post.	87	87	0	The post holder has taken VS in line with the budget proposal.
Economic Development	106	<b>Capitalisation of posts in Major Projects</b> - two part-time posts and one full time post in Major Projects to be funded via capital rather than revenue.	163	0	163	This saving was not achieved as expenditure was not eligible to be capitalised.
Economic Development	107	<b>Review service in Economic Development</b> - restructure of the Economic Development service to release one post.	28	28	0	The post holder has taken VS in line with the budget proposal.
Economic Development	108	<b>Reduced revenue budget for the Cardiff Business Council</b> - increase the private sector contribution towards the cost of the Cardiff Business Council.	160	160	0	Saving achieved.
Economic Development	109	<b>Budget reduction in Strategic Estates</b> - reduction in operational budgets.	6	6	0	Saving achieved.
Economic Development	110	<b>Increase charges for services provided by Strategic Estates</b> - increase the Service Level Agreement charges made by Strategic Estates to the Harbour Authority and Housing Revenue Account based on the service undertaken.	18	18	0	Saving achieved.
Economic Development	111	<b>Capitalisation of Posts in Strategic Estates</b> - two full-time posts in Strategic Estates that work on the disposal of Council properties generating capital receipts to be funded through capital rather than revenue.	96	38	58	This saving was not fully achieved although the shortfall was partly mitigated by additional surveyors income.
Economic Development	112	<b>Rent review income</b> - generate additional income as result of future rent reviews that need to be negotiated in 2015/16.	120	0	120	This saving was not achieved in 2015-16 although the shortfall was mitigated by additional income and savings within Property. The non operational estate has been restructured in 2016-17 and the service area are working towards achieving this saving in future years.
Economic Development	113	<b>Removal of subsidy for mobility buggies in the city centre</b> - introduce a charging mechanism to recover costs to enable the city centre buggies service to be maintained.	17	17	0	This saving was achieved in full by selling advertising space on the mobility buggies.
Economic Development	114	<b>Review service in the management of the City Centre Night Time Economy</b> - retain existing patterns of Taxi Marshall service but start the service at 10pm rather than 8pm.	13	13	0	Saving achieved.
Economic Development	115	<b>Review Tourism Information Centre Offer</b> - implement a partnership approach to the provision of Tourism Information Centre services across the city centre through the provision of a series of small satellite information points, including one at the existing city centre site and retain the centre in the bay.	120	120	0	The City Centre TIC has been closed and the saving achieved in full.
Economic Development	116	<b>Fee income from management of workshop estate</b> - additional income identified from the Workshop Estate as a consequence of undertaking a rent review exercise and increasing the occupancy level.	20	20	0	Saving achieved.
Economic Development	117	<b>Professional fee income from property disposals</b> - implementation of the property strategy generating additional fee income.	20	20	0	Saving achieved.
Economic Development	118	<b>Arts Funding</b> - end of one year grant to Sherman Theatre. End of tapering funding as previously determined by Council.	80	80	0	This grant reduction was achieved in full.
Economic Development	119	<b>Cessation of Events</b> - cessation of Council funding for Callennig, St David's Day and Cardiff Country Fair.	159	159	0	Council funding for these events did not occur during 2015/16 and therefore this saving was achieved in full.

Economic Development	120	<b>Transfer of Cardiff Story Museum Ownership</b> -Transfer of ownership of Museum to an appropriate body.	50	50	0	This saving was realigned corporately due to the co-location of the Welsh Language Hub and the impact on income generation opportunities.
Economic Development	121	<b>Council Wide external training</b> - 10% efficiency saving on existing budget.	3	3	0	Saving achieved.
Economic Development	122	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	40	40	0	Saving achieved.
Economic Development	123	<b>Reduction in Agency Expenditure</b> - targeted reductions across directorates based on existing spend analysis.	8	8	0	Saving achieved.
Economic Development	124	<b>Subscriptions</b> - review of the council-wide subscriptions to organisations.	1	1	0	Saving achieved.
Economic Development	125	<b>Discretionary Overtime</b> - targeted reductions across directorates based on existing spend analysis.	24	24	0	Saving achieved.
Economic Development	126	<b>Standby Payments to Officers</b> - targeted savings across relevant directorates.	1	1	0	Saving achieved.
Economic Development	127	<b>Increased income through rent reviews of non-operational property - Strategic Estates</b> -Review rental income on properties across the Council owned non-operational estate.	100	25	75	This saving was not fully achieved in 2015-16 although the shortfall was mitigated by additional income and savings within Property. The non operational estate has been restructured in 2016-17 and the service area are working towards achieving this saving in future years.
Economic Development		Total Economic Development	<b>1,334</b>	<b>918</b>	<b>416</b>	
Education	128	<b>Inter Authority Recoupment</b> - there is a Local Authority responsibility for ensuring that children have access to appropriate educational learning. The rationale for the placement of children is often led by Children's Services or the Health Authority. Further savings opportunities should also be explored through better collaborative working / commissioning with other Local Authorities. The steps to be taken to achieve this level of saving in the 2015/2016 financial year will be to: 1) Modify the Special Educational Needs (SEN) provision strategy so that investments we make in Cardiff schools allow us to cater for as many pupils with statements of SEN as possible 2) Commissioning a joint project with the Vale of Glamorgan Authority, the Health Authority and Children's Services to examine the commissioning of placements. 3) To work with Children's Services in their work exploring the use of Payment by Results funding mechanisms.	250	250	0	Saving achieved.
Education	129	<b>Education Other Than at School (EOTAS)</b> - the Local Authority has the statutory responsibility to provide full time educational opportunity for all pupils of statutory school age. There are occasions when individual tutors have to be engaged to provide ongoing educational support. Historically this has been achieved through the direct employment of tutors. With effect from 1 February 2014 the All Wales Framework Agreement for Educational temporary staff was introduced which included a single provider for the provision of all educational temporary staff and a maximum charge rate. By implementing the framework agreement the service area will make savings on the cost of providing tutors, current rates paid to tutors range from £27.00 to £45.00 per hour.	150	42	108	The savings were only partially achieved in 2015-16. Due to the resistance from delegated school in accepting the charges and charges not reflecting a recovery of total cost it is unclear whether these savings will be achieved in 2016-17.
Education	130	<b>Pupil Referral Unit</b> - an important part of the Council's provision for pupils with behavioural challenges is the Pupil Referral Unit based at Mynachdy. The unit provides educational provision for pupils at Key Stage 3 and Key Stage 4. Although managed through a management board its budget is not part of the schools delegated budget. Savings could be achieved through a rationalisation of provision and further exploration of the sharing of certain costs with schools.	100	50	50	The savings were only partially achieved in 2015-16. Due to the uncertainty surrounding the level of funding it is unclear whether these savings will be achieved in 2016-17.

Education	131	<b>Childcare Strategy</b> - the recent restructure of the directorate's management arrangements included the transfer of the management of this team to the Flying Start and Childcare Manager which should provide further opportunities for joint working on certain aspects of provision and more efficient support functions.	150	150	0	Saving achieved.
Education	132	<b>Staffing Realignment and Restructures within Education</b> - the 2014/15 budget savings for the Education directorate included £450k to be achieved through a rationalisation of management arrangements. These further savings will be achieved through making further cuts to management capacity and exploring further opportunities for collaborative working with other directorates and possibly other Local Authorities.	390	188	202	The savings were only partially achieved in 2015-16. There will be an opportunity to reduce this in 2016-17 by £63,000 due to the 2016-17 budget settlement and the full year effect of a vacant post. It is unclear whether the balance of these savings will be achieved in 2016-17.
Education	133	<b>Admissions and Education Welfare</b> - increasing demands on school places has led to pressures on the admissions function with a significant increase in the number of appeals having to be administered. The current process, whilst meeting statutory requirements is particularly paper intensive. An online system has been in place now for two years and many more applications are received through this process, however this has not led to any efficiencies. Savings could be achieved through exploring business process efficiencies from the on line application process and potential greater use of the Council Hubs. Additionally the changes made to the Attendance Policy and greater delegation of funds and responsibilities to schools may provide further opportunity to reduce the size of the centrally held Education Welfare Team.	50	20	30	The savings were only partially achieved in 2015-16. A further review may be required to establish whether these savings will be achieved in 2016-17.
Education	134	<b>Youth Service</b> - the model seeks to maintain a high level of open access provision across the city through achieving input from voluntary, community and third sector groups whilst maintaining a re-shaped pattern of specialist provision which better meets the needs of priority groups. The model:- 1) Builds on current strong community based provision. 2) Develops a participatory budget for funding open access youth work 3) Includes StreetBased and mobile outreach services including the Youth Bus 4) Maintains Duke of Edinburgh Activity via charging participants 5) Council provision from six retained premises. This would achieve a saving of £0.85m in 2015/16 which allows more time for the transition of the service and allows the Council to keep the current local facilities running together with supporting street-based and outreach working until the new services are in place. Further savings of £0.9m to be found over 2016/17 and 2017/18 resulting in a base budget of circa £1m at the end of this period.	850	850	0	Saving achieved.
Education	135	<b>Catering</b> - the Local Authority currently provides the school meals function in all but one Cardiff school. Savings would be achieved through incremental increases in the price of a meal to pupils by 20p in April 2015 and a further 10p in April 2017 together with the examination of alternative models of delivery with schools.	300	546	(246)	School meal prices were increased with income exceeding the level of saving proposed.
Education	136	<b>Cleaning</b> - the Local Authority provides the school cleaning function to 83 (66%) of the 125 available school cleaning contracts. Savings could be achieved through the exploration of alternative models of delivery, combining the Direct Service Unit (DSU) with the Corporate Cleaning DSU and reducing any level of subsidy to schools.	100	100	0	Saving achieved.
Education	137	<b>School Effectiveness Grant</b> - following a reduction in Welsh Government grant funding, there will be a cut in the match funding element of the School Effectiveness Grant.	79	33	46	The savings were only partially achieved in 2015-16. Due to the reduction in the match funding element set by the CSC it is unclear whether these savings will be achieved in 2016-17.
Education	138	<b>Travellers Education</b> - following a reduction in Welsh Government grant funding, there will be a cut in the match funding element of the Travellers Education Grant.	9	9	0	Saving achieved.
Education	139	<b>Wellbeing and Compliance</b> -Efficiencies within the delivery of Health and Safety (H&S) and compliance issues.	50	50	0	Saving achieved.
Education	140	<b>Council Wide external training</b> - 10% efficiency saving on existing budget.	45	45	0	Saving achieved.
Education	141	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	79	79	0	Saving achieved.
Education	142	<b>Subscriptions</b> - review of the council-wide subscriptions to organisations.	6	6	0	Saving achieved.
Education	143	<b>Reduction in Agency Expenditure</b> - targeted reductions across directorates based on existing spend analysis.	5	5	0	Saving achieved.

Education	144	<b>Discretionary Overtime</b> - targeted reductions across directorates based on existing spend analysis.	8	8	0	Saving achieved.
Education		Total Education	<b>2,621</b>	<b>2,431</b>	<b>190</b>	
Governance & Legal Services	145	<b>Mini restructure to reduce administrative, legal and protocol support to County Clerk &amp; Monitoring Officer.</b>	181	181	0	Mini-restructure in place and full saving achieved.
Governance & Legal Services	146	<b>Reduce Member Expenses and Support Services</b> - by removing Dictabank services, reduction in training and mayoral expenses.	37	37	0	Saving achieved.
Governance & Legal Services	147	<b>Staffing Changes to Legal Services</b> - flexible retirement of Operational Manager and deletion of part-time vacant post with consequential redistribution of some duties and need to build in more robust cost of legal advice as part of any business case.	51	51	0	Saving achieved.
Governance & Legal Services	148	<b>Saving in law library budget</b> - as a result of revised pricing and analysis of use .	8	8	0	Saving achieved.
Governance & Legal Services	149	<b>Additional income from Legal Charges</b> – based on current levels being achieved and in line with continued improvements in the general housing market there is some scope to increase the level of income generated in this area.	30	30	0	Saving achieved.
Governance & Legal Services	150	<b>Council Wide external training</b> - 10% efficiency saving on existing budget.	2	2	0	Saving achieved.
Governance & Legal Services	151	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	6	6	0	Saving achieved.
Governance & Legal Services		Total Governance & Legal Services	<b>315</b>	<b>315</b>	<b>0</b>	
Resources	152	<b>Energy Savings (Council Wide )</b> - energy costs are rising and the Council needs to control its consumption and bills more effectively. The strategy for this is for the energy team to support directorates in making targeted savings through good housekeeping.	90	90	0	Saving achieved.
Resources	153	<b>Staffing Reductions within Exchequer and Development</b> - 1) deletion of Senior Payroll Assistant via voluntary severance (VS) 2) deletion of Payments Officer post via VS and redistribution of work within Exchequer and Development. 3) deletion of post room supervisor post via VS and restructuring within other Exchequer teams. 4) restructure of Accounts Payable and Payroll Control Sections. This will assist with providing cover and enable deletion of vacant part time hours. 5) reduction of hours in Senior Payments Assistant 6) deletion of Payments Assistant post via VS and redistribution of work across the section. 7) review of management post once merger of Exchequer and Business Administration sections is embedded. These changes will help facilitate the creation of a transactional team as explained in the Finance Service review . 8) Deletion of 1 x Grade 3 post in Business Admin and reduction in training budget .	122	122	0	Saving achieved.
Resources	154	<b>Projects Accountancy Additional Income</b> - additional internal income from support provided by Project Accountancy to Major Projects across the Council including an additional recharge in respect of city centre major project initiatives.	45	0	45	This was not achieved, the shortfall arising from the central support calculations for 2015-16 and the analysis of staff time.
Resources	155	<b>Projects and Technical Accountancy Employee savings</b> - the reduction in the working hours of a Grade 8 Accountant on <b>the closing team.</b>	7	7	0	Saving achieved.
Resources	156	<b>Post reduction in Internal Audit</b> - reshaping the work undertaken will allow the reduction one post.	42	42	0	Saving achieved.
Resources	157	<b>Reduction to posts in Service Accountancy</b> - The saving will require the loss of four posts in 2015/16 . This will be achieved through a combination of vacancies and voluntary severance and will require a realignment of workload and team structures within the section. There is very limited opportunity to reduce the functions undertaken by Service Accountancy as these are either statutory or necessary in order to provide effective management and control of the Council's finances. As a result the saving will have to be achieved through efficiencies and changes to service delivery whilst maintaining the core functionality.	144	144	0	Saving achieved through a combination of voluntary severance and a vacant post.

Resources	158	<b>Charges for credit card payments</b> - the cost of paying by credit card will be passed onto customers. Notice will be given at the beginning of the transaction and customers will have the choice of paying by a different method if they wish.	26	0	26	Saving not achieved as the cost structure implemented by the banks is changing. However, the shortfall has been mitigated by other savings across the Directorate.
Resources	159	<b>Rating savings</b> - significant rating savings can be achieved for the Council by successful appeals against rateable values. Most Local Authorities do not have the in house expertise to pursue these on their own and instead engage external companies who charge on a no win no fee basis. In Cardiff we have changed to adopt a similar approach using the in house team and this level of savings reflects the commission to be received from successful appeals.	25	25	0	Saving achieved.
Resources	160	<b>Reduction in overtime budgets within Revenues</b> - as a result of anticipated efficiency savings linked to automation of forms in future, it is proposed to reduce overtime budgets by approximately 50%.	34	34	0	Saving achieved.
Resources	161	<b>VAT savings</b> - the directorate has entered into a new framework contract with Deloitte for VAT advice and proactive assistance to facilitate savings. This change in emphasis regarding VAT will mean the VAT accountant is spending more time pursuing these opportunities and it is proposed to charge a commission against the savings achieved in the same way that external companies would do .	31	31	0	Saving achieved.
Resources	162	<b>Private bailiff costs</b> - the net cost of external bailiffs is entirely due to the recovery action that the Council has to take to collect outstanding debts. In recent years we have successfully increased collection rates to the benefit of the Council and thus reduced our bad debt provision. It is therefore proposed to charge these external costs of £14k against the bad debt provision.	14	14	0	Saving achieved.
Resources	163	<b>Implementation of Corporate Debt Approach</b> - Implement a more Corporate and strategic approach to debt management by moving responsibility for the bailiff collection function of Penalty Charge Notices to Revenues and also consideration of the transfer of the accounts receivable function. These changes should enable a more holistic approach to debt management. There should also be opportunities to improve the level of income collected and the amount of internal bailiff fee income generated.	80	23	57	A delay in implementation resulted in a shortfall of £57,000.
Resources	164	<b>Commissioning &amp; Procurement Restructure</b> - this will enable a split between the strategic and operational aspects of the activities and will also increase visibility of compliance in Directorates through a more business orientated approach . The separation will also facilitate the approach to a transactional team as highlighted in the Finance Service review .	210	210	0	The restructure has been completed and the full saving achieved.
Resources	165	<b>Commissioning and Procurement Local Authority Trading Company</b> - to allow the Strategic Commissioning team to trade through the creation of an alternative trading company.	30	12	18	The achievement of the saving has been impacted by delays to company proposals resulting in a shortfall of £18,000.
Resources	166	<b>Remove Enterprise Architect Post</b> - deletion of vacant post and consequent reprofiling of work with recognition that Enterprise Architecture resource needs to be built into technology based business plans where appropriate.	52	52	0	Saving achieved.
Resources	167	<b>Recharge Mobile &amp; Scheduling Licenses to Directorate Services</b> - recover licence costs through service areas for utilising corporate technology	16	0	16	Saving not achieved due to delay in rolling out to directorates.
Resources	168	<b>Staffing reductions within Human Resources</b> - the proposal would be to accept the applications for Voluntary Severance where operationally possible, and the subsequent deletion of these posts. Also to delete a number of vacant posts which will provide the £260k savings required for 2015/16. To mitigate the impact of the FTE reduction, residual resources would need to be realigned to areas of priority to ensure delivery against existing SLA's, some support provided may have to reduce or cease altogether. This is being explored as part of the Service Review.	260	260	0	Saving achieved.



Resources	169	<b>Mediation Service</b> - this is a new mediation service which will be offered to directorates including Schools to support the Council in resolving disputes, thereby, reducing conflict and time involved in potentially lengthy disagreements. Human Resources People Services has trained mediators who will help resolve difficult situations and issues regarding employees, team leaders and senior managers using the mediator as an impartial third party.	10	0	10	Saving not achieved. The billing and promotion of the Mediation Service will be progressed in 2016-17.
Resources	170	<b>Increase in Cardiff Works income</b> - Cardiff Works provides services for recruiting, assessing and employing temporary placements for engagement across the Council and engaging supply teachers and teaching assistants through our Cardiff Supply service. Consideration is to be given to ways of expanding the current placement levels, potentially through engagement with the Council's trading entity .	20	20	0	Saving achieved.
Resources	171	<b>Full Year Effect (FYE) of 2014/15 ICT staff related budget savings</b> - residual savings relating to staff leaving part way through current financial year.	94	94	0	Saving achieved.
Resources	172	<b>Deletion of ICT Grade 3 post</b> - vacant scale 3 post in ICT through increased use of self service functionality on the Help desk.	22	22	0	Saving achieved.
Resources	173	<b>ICT recharge to non-general fund areas and external customers</b> - ICT provides a service for non-general fund areas such as the Housing Revenue Account and Schools as well as external customers and this saving reflects the full recovery of these amounts.	61	61	0	Saving achieved.
Resources	174	<b>ICT - support for the transition to alternate service delivery mechanisms</b> - Additional support needed to move existing systems and data to new service delivery models such as the new joint regulatory service or national and regional adoption agency as well as others. This will involve technical, security and business relationship additional work and the costs will need to be factored into future business cases for these projects.	52	52	0	Saving achieved through reduction in software licencing and maintenance agreements.
Resources	175	<b>External ICT expenditure</b> - this includes savings through reviewing the level of spend, re-rendering services to achieve cost reductions and ensuring that unavoidable cost increases are charged to customers as appropriate .	261	261	0	Saving achieved.
Resources	176	<b>Reduction in number of Central Transport Service maintenance vehicles</b> - additional vehicles have been incorporated into the service over a period of time and following review and analysis of use, the optimal number of vehicles required for the service is three to cover breakdowns, overnight callout and vehicle collection. This is the full year effect of changes in the current financial year.	13	13	0	Saving achieved.
Resources	177	<b>Replacement of ageing gritter fleet</b> - reduction in maintenance costs. The gritters will be procured on a short term hire contract and will negate maintenance, washing (gritter bodies) and the need for additional winter call out.	40	40	0	Saving achieved.
Resources	178	<b>Organisational Development Restructure</b> - medium term restructure the Organisational Development (OD) team to reduce overall cost of delivery, reduce budget for OD related investment and support for projects, facilitated through the use of reserves initially.	110	110	0	Saving fully achieved. All OD expenditure was capitalised as a result of the WG Capitalisation Directive
Resources	179	<b>Improvement Team Restructure</b> - restructure the Corporate Improvement Team to reduce overall cost of providing performance support.	40	40	0	Saving achieved.
Resources	180	<b>Realignment of additional funding sources</b> - this saving involves recharging £15k to grant income for PREVENT grant work to reflect time spent on these activities, and also to recharge the Housing Revenue Account (HRA) for a portion of the Performance Management team (£25k) to reflect work undertaken in support of HRA funded activity.	40	40	0	Saving achieved.
Resources	181	<b>Restructure Emergency Management Service</b> - delete one post in the Emergency Management Team, with duties to be absorbed within the wider team.	47	47	0	Saving achieved.
Resources	182	<b>Restructure the way in which Cardiff manages its partnership working</b> - we are working with our partners (particularly the Cardiff University Health Board) to join up our partnership support arrangements more effectively. The saving includes staff reductions however, partnership activity will also continue to be mainstreamed within Council services so that the activity is correctly funded as business as usual.	110	45	65	Staffing restructure with deletion of vacant posts and realignment of grant funding resulted in a saving of £45,000. The shortfall was offset by temporary vacancies.

Resources	183	<b>Re-profile Neighbourhood Partnerships Fund to support community groups</b> - this proposes to remove the Neighbourhood Partnership Fund and retain £55k to create a Community Co-ordination function. This will provide a one stop route in for Community Groups to access support in potential Community Asset Transfers, grant applications and in the co-production of services.	155	155	0	Saving achieved.
Resources	184	<b>Community Safety</b> - this is a review of the Community Safety fund. Major projects such as Operation Mistletoe will continue to be funded but a review of other projects will take place to ensure value for money.	50	50	0	Saving achieved.
Resources	185	<b>Deletion of Grants Transition Fund</b> - this fund was set up to assist partners to manage the reduction in Council support for a temporary transition period.	50	50	0	Saving achieved.
Resources	186	<b>Review of the Infrastructure Grants given to External Agencies</b> - to reduce the level of grant funding infrastructure support to external agencies.	93	93	0	Saving achieved.
Resources	187	<b>Office Rationalisation Efficiencies</b> - project to release office space and focus occupancy in the Council's core administrative buildings.	400	400	0	Saving achieved.
Resources	188	<b>Council Wide external training</b> - 10% efficiency saving on existing budget.	61	61	0	Saving achieved.
Resources	189	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	57	57	0	Saving achieved.
Resources	190	<b>Subscriptions</b> - review of the council-wide subscriptions to organisations.	1	1	0	Saving achieved.
Resources	191	<b>Reduction in Agency Expenditure</b> - targeted reductions across directorates based on existing spend analysis.	6	6	0	Saving achieved.
Resources	192	<b>Discretionary Overtime</b> - targeted reductions across directorates based on existing spend analysis.	25	25	0	Saving achieved.
Resources	193	<b>Standby Payments to Officers</b> - targeted savings across relevant directorates.	6	6	0	Saving achieved.
Resources		Total Resources	<b>3,052</b>	<b>2,815</b>	<b>237</b>	
Social Services	194	<b>Breakthrough Commissioned Services</b> - this service is provided by Action for Children and offers breaks either inside or outside of the family home. The breaks offer children and young people time away from their families and provides respite for parents/carers. Families are increasingly choosing to use Direct Payments to meet their needs in this area and so this provision can be removed.	42	42	0	Provision removed and payment withdrawn.
Social Services	195	<b>Home Sessional Support posts x 0.86</b> - one vacant 5 hour and one vacant 27 hour Home Sessional support post to be deleted.	23	23	0	Relevant posts deleted
Social Services	196	<b>Maintenance Officer x 1 and Residential Child Care Officer x 1</b> - there is no longer a need for a full-time maintenance officer for Residential Services although it will be important to retain some dedicated capacity for routine maintenance, painting and decorating to be undertaken at the Crosslands home in a timely way, in order for the home to maintain an appropriate standard of decoration. The proposal would seek to delete the current full-time grade 5 post and create a part-time grade 6 post releasing a vacant grade 5 Residential Child Care Officer post which is no longer required because current staffing levels are viewed as being at the optimum level.	39	39	0	Relevant post deleted
Social Services	197	<b>Supervised Contact Service</b> - the service provides supervised contact for Looked After Children who meet their parents in supervised conditions because other types of contact have been deemed unsafe. Currently half the service is provided in-house and half is provided by Barnardos under a contract that ends in June 2015. Efficiencies will be achieved by externally commissioning the whole service given its size and the desirability of the contract; we would not expect to reduce the level of service. Externally commissioning the service would also address the challenges we experience in identifying internal accommodation that is fit for purpose to meet demand.	60	0	60	Procurement process for re-commissioning contact service completed. However the contract with the new provider is not due to start until June 2016. Saving still anticipated but will not be realised until 2016-17.

Social Services	198	<b>Family Support &amp; Intervention Driver Post x 1</b> - the driver was previously used to transport children to and from Children in Need nurseries. More recently, the post holder transports parents and children to and from centres when parents are required to undertake group parenting programmes as part of a statutory intervention (e.g. a child protection plan). Recently, the number of group programmes delivered by Children's Services has reduced as parents have been encouraged to attend programmes delivered in their local communities. Often, parents are encouraged to make their own way to the centres and therefore the driver is not currently utilised to full capacity. In the future, parents who cannot make their own way to the centre will be supported by staff in order that they feel more confident to use public transport. It is felt that this saving will not have a significant impact on a parent's ability to attend group parenting programmes when they are required to do so.	22	22	0	Relevant post deleted
Social Services	199	<b>Withdrawal of Taith Funding</b> - Taith is a service for young people who display sexually harmful behaviour. The service provides assessment and treatment. The Taith Partnership is a jointly funded arrangement made up of five Local Authorities. The service is delivered by Barnardos. These young people will continue to receive a service to meet their needs but this will be delivered by the National Society for the Prevention of Cruelty to Children (NSPCC) and is free of charge.	59	59	0	Funding withdrawn
Social Services	200	<b>Deletion of Fostering Support Officers x 2</b> - the service has not found it effective to have unqualified Fostering Support Officer posts (which had been created some years ago utilising Social Worker posts). Recently, vacant posts have been deleted to expand social work capacity. These remaining two posts provide support to the placement finding process within the in-house fostering service and if this proposal is agreed, alternative arrangements would need to be made to do the initial matching of placement requests with available carers.	46	46	0	Relevant posts deleted
Social Services	201	<b>Payment by Results</b> - Looked After Children & Rehabilitation Project Year 1 - a Social Impact Bond (SIB) Feasibility study provided a robust business case for significant savings to be achieved by developing a local enhanced fostering scheme that provides wrap around support to enable children placed in residential care to step down into a family placement. Potential providers and investors have been identified and have indicated that they have finance to take this forward. The service will therefore tender for a payment by results contract rather than a SIB arrangement that would seek to secure external funding as well as identify an appropriate provider of the service. The approach identified by the winning provider will have an evidence base that has robustly demonstrated success. The saving could be achieved alongside improving outcomes for this cohort of looked after children. This proposal is supported by the on-going care planning to return young people from placements outside of Cardiff to home or local placements.	674	198	476	The Payment by Results contract commenced and one service user stepped down to the enhanced fostering scheme. Difficulties experienced by the chosen provider in relation to the recruitment of foster carers ultimately led to the suspension of the contract, severely restricting the level of savings achievable. However, separately from the contract, a number of children in out of county placements have been returned to independent living arrangements or foster care providing a significant offsetting saving albeit well short of the original target.
Social Services	202	<b>Placement Support Officer x 1</b> - there are two Placement Support Officer posts that undertake the tendering process for finding placements for looked after children. One of the posts has been held vacant for a period during which time an analysis was undertaken which found the change to be effective. Capacity in the team has meant the continued provision of the service and confirmed the second post is no longer required.	27	27	0	Relevant post deleted
Social Services	203	<b>Business Support Review (LEAN Review)</b> - the saving relates to the deletion of vacant business support posts and one voluntary severance. Alternative ways of delivering business support will seek to mitigate the impact in relation to social workers' workload.	242	242	0	Relevant posts deleted

Social Services	204	<b>CareFirst Trainer x 2</b> - there are currently four CareFirst Trainer posts responsible for the development and delivery of CareFirst training, across Children's Services and Health & Social Care. CareFirst is the client record system for Children's Services and Health & Social Care. Two posts are currently vacant and experience has demonstrated that the service can be provided by the remaining two posts.	58	58	0	Relevant posts deleted
Social Services	205	<b>Training &amp; Development Officer x 1</b> - the role of the Training & Development Officer (Race Equality) has now been integrated into all training that is provided and commissioned by the centre therefore this specialist role is no longer required and the post holder has been working more generically over recent years. There is adequate capacity for the generic training role to be covered by the training & development posts working within Health and Social Care and Children's Services enabling this post to be deleted.	42	42	0	Relevant post deleted
Social Services	206	<b>Qualification Quality Assurance Co-ordinator x 1</b> - the role of the co-ordinator of the qualification centre has changed drastically over the last several years but more so recently with the centre no longer using outside assessors as a matter of course. The workload of in-house assessors has been re-assessed and has reduced the need for external assessors. We have also reviewed and expanded our partnership working with external qualification providers who offer a more cost effective service because of their ability to access Government funding. As the majority of our qualifications are offered to our commissioned providers the role of co-ordinating this process can fall within the responsibilities of the Social Care Workforce Development Officer.	42	42	0	Relevant post deleted
Social Services	207	<b>Referral Order Case Manager</b> - Referral Order Case Managers historically carried workloads of between 25 - 30 cases, involving brief interventions with young people who enter the criminal justice system for a first offence. As a result of the implementation of the Youth Offending Service prevention programmes such as Triage and our Anti Social Behaviour project a significant number of young people are now diverted from the criminal justice system and this has reduced the average workload to between 15-20 children on referral orders at any one time.	27	27	0	Relevant post deleted
Social Services	208	<b>Youth Offending Services (YOS) Social Worker x 1</b> - this role supervises children and young people who are subject to Youth Rehabilitation Orders, serving a custodial sentence (Detention and Training Order) and those released from custody on licence. In recent years the impact of the Youth Offending Service prevention programmes have gradually reduced the overall YOS workloads as a significant number of young people are diverted from the criminal justice system following interventions from projects such as Triage and our Anti Social Behaviour programme. This has reduced average caseloads from 25-30 young people on supervision at any time to an average of 15 young people. This significant reduction in workload will enable us to state with confidence that this proposal will not affect children and young people in the criminal justice system as we are able to absorb the workload without placing undue pressure on the remaining case managers.	37	37	0	Relevant post deleted
Social Services	209	<b>Transfer 65% of Operational Manager Salary to Grant Funding</b> - the proposal is to transfer 65% of the Youth Offending Service (YOS) OM2 salary from base to grant funding. The YOS receives grants from the Youth Justice Board, Welsh Government and the Police Crime Commissioner for South Wales. It is customary to charge a proportion of the management costs against each grant. Each funding stream is utilised to fund a range of projects and services that enhance the work of the YOS.	41	41	0	Relevant cost transferred to grant
Social Services	210	<b>Business Support Review (LEAN Review)</b> - a Lean Review has commenced in the directorate and four value stream analysis workshops have been held where it has been identified that efficiencies can be made in relation to a wide range of operational processes. This may include further savings being achieved against the directorate's business support provision in addition to the savings already put forward (CHD10) as a result of a further review of business support arrangements.	327	0	327	Although, BPR/lean review was undertaken no significant cashable savings were generated in 2015/16. A significant element of administrative savings have been achieved as part of a review of business support arrangements but these are included against other savings proposals.

Social Services	211	<b>Training provision across Health &amp; Social Care and Children's Services</b> - realign provision to continue to maximise the availability of grant funding in these areas.	216	216	0	Relevant base funded expenditure identified for grant funding. There has also been a reduction in core funded budgets.
Social Services	212	<b>Block Purchase of residential beds</b> - this saving is attributed to work that will be undertaken with an external residential provider to achieve a volume discount reduction against a block purchase arrangement of nine placements for children. The pattern of previous and current usage strongly indicates that this level of demand will continue. The savings is attributed to a 5% discount in the overall spend of £1.3m which is felt to be proportionate and achievable.	65	0	65	Saving predicated on block booking arrangement with specific provider. However, demand for LAC ASD placements has reduced meaning that block booking arrangement are not currently considered viable.
Social Services	213	<b>Partnership Review</b> - this saving is attributed to a review of spend across the Council in relation to a specific provider. The overall spend is significant and it is expected that a review of the partnership arrangement in relation to this provider could generate this level of savings for the Directorate given that the overall level of spend is so significant. This is felt to be an opportunity for the organisation to achieve the savings from a review of the management costs attributed to each individual contract as well as other variable costs that would therefore not affect direct service provision.	100	100	0	Project has re-focused from pursuing a saving from a specific provider to a wider consideration of demand management in the CH&D team. This included the identification of lower level support needs, not subject to statutory interventions, that can be met from external grant funding. Also, some one off reductions in certain commissioned services.
Social Services	214	<b>Leaving Care Support</b> - this saving can be broken down into two elements: a) negotiation with key incumbent providers to achieve efficiencies and better value for money based on volume discounts. b) six months saving on Accommodation 16-24 through a Joint Commissioning approach between Children's Services and Communities, Housing and Customer Services. Spend in this area of provision is £1.2m and therefore this level of savings is felt to be achievable based on current spend and the proposals to develop a different approach to re-commissioning that involve joint working with the Communities Directorate.	120	60	60	Jointly commissioned arrangements with Housing / SP not fully operational during 2015-16 therefore full saving not achieved.
Social Services	215	<b>Market and Demand Management of Commissioned Residential Services</b> - there is currently a spend of £8m on external residential placements for Looked After Children. The proposed review methodology has been tried and tested elsewhere and provides a price and cost challenge. The methodology is implemented via a project based approach and based on the current level of spend and the lessons learned from use of the methodology in adult social care.	200	35	165	A Project Brief was developed for negotiations with key specialist (non framework) residential providers who hold multiple placements. However meetings with providers indicated that the overall high demand for placements and cost pressures within the sector meant that the scope for negotiated savings was limited.
Social Services	216	<b>Youth Offending Services</b> - deletion of Team Manager, Referral Order Manager and social work posts. This proposal will require a restructure in the YOS combining 3 teams into 2 (sustained reduction in demand)	100	100	0	Relevant Posts Deleted
Social Services	217	<b>Market Supplement for Social Workers</b> - the market supplement was created as a temporary measure to enable recruitment to identified 'hard to fill vacancies'. It was a supplement that was to be reviewed as the recruitment of permanent social workers were recruited to the identified posts. This review has not happened to date. In July 2014 there was a realignment of services which has created a differential between staff working in the same directorate as the market supplement was attached to posts rather than people. Withdrawal of market supplement - proposal will require notice resulting in 6 month saving in 2015/16.	86	86	0	The market supplement was withdrawn from September 2015.

Social Services	218	<b>Reshaping the Internal Supported Living Service for people with learning disabilities</b> - the current internal supported accommodation service supports 36 individuals living in community settings. There will be a review of the service to reflect changes in the needs of individual service users. The proposal will enable rationalisation of existing schemes and reduce the overall level of service provided.	250	0	250	Savings of £210,000 realised via reduction of registered manager and senior care officer posts (through VS) and the de-commissioning of a scheme. This saving has however offset the unachieved saving brought forward from 2014-15 and is therefore not shown against the 2015-16 savings target. Although other schemes are being considered for review, the achieved saving is significantly below the combined 2014-15 and 2015-16 target.
Social Services	219	<b>Re-shape the Internal Day Opportunity Service for people with learning disabilities</b> - this service will be reviewed in order to develop a new service with two distinct functions. These will be support planning and brokerage that will provide support for people to organise the way their care needs are met. There will also be a specialist provision for service users who have complex and challenging needs. Following review of the service users we believe that some people's needs can be best met in the community rather than internal day provision. This will result in savings made from the reduction of agency staffing and some voluntary severance of posts. The uptake of Direct Payments will also be encouraged through the support planning and brokerage service.	550	450	100	As a result of a service review, savings of £450,000 have been achieved via the deletion of vacancies and the release of agency staff. In addition, efforts are being made to review high cost day care external packages and convert to internal day provision.
Social Services	220	<b>Deletion of Vacant Lead Manager posts</b> - vacancies existing within the directorate. These posts are not front line positions, so the actual impact on service users from these groups will be minimal. Duties of these identified posts have already been incorporated into the roles of other staff or have been reviewed and dealt with in a more efficient manner.	100	100	0	Relevant Posts Deleted
Social Services	221	<b>Increase to Maximum Charge for non-residential care services</b> - This is in line with Welsh Government regulations which determine the maximum amount a service user may be charged for domiciliary care. This has been increased to £55 for 2014/15 and will be increased further to £60 per week in April 2015.	150	150	0	Increased charge implemented
Social Services	222	<b>Review of Care Management across Health &amp; Social Care</b> - there will be a review of care management roles and responsibilities and assessment processes, arising out of the Business Process Review to support more effective delivery of the service. Implementation of mobile working and improvements in the support planning function will facilitate this.	761	660	101	The full year effect in 2015/16 of staff who took VS in 2014/15 combined with the impact of the VS of Counselling staff in 2015/16 has led to an overall saving of £660,000. Although other proposals are being considered these will not impact until 2016/17.
Social Services	223	<b>Improve efficiencies in strategic commissioning across all services</b> - a reduction in commissioning budgets will be achieved by more efficient commissioning of care, improved understanding of the care provider market and more effective competition, as well as the development of preventative options to support people living independently for longer which can reduce demand.	1,926	250	1,676	Various commissioned services are being considered for possible re-tendering processes and workstreams being developed. However, these will not impact until 2016/17 leaving a significant shortfall against this saving. The service did however re-align expenditure to facilitate the use of offsetting grant funding in 2015/16.
Social Services	224	<b>Review External Supported Living services for people with Learning Disabilities</b> - the current service is provided by independent sector providers providing support to 257 people. A competitive tender process will be followed for the replacement of the existing arrangements and will be concluded in July 2015.	431	931	(500)	The SLS tender has been completed and will deliver savings in excess of the original target.

Social Services	225	<b>"Closer To Home" service for people with Learning Disabilities</b> - service users currently living away from the city often in high cost residential placements will, where appropriate, move back to the city, to supported housing where their needs can continue to be met.	300	0	300	Savings predicated on reduction in residential care costs following step down of service users to lower cost, supported living forms of care. Savings of £200,000 were achieved, however this is counted against the unachieved saving brought forward from 2014/15. Insufficient numbers have so far stepped down to lower cost forms of care resulting in a shortfall against the savings target for 2014/15 and 2015/16. The supported living work stream in the Vulnerable Adults Board is working to identify more supported housing schemes to facilitate further step downs.
Social Services	226	<b>Reshaping the Mental Health Day Service</b> - the saving will be achieved by reviewing all packages of support and seeking an alternative service delivery model which meets the requirements of those who may have been traditionally referred to day service support.	50	50	0	Saving fully achieved.
Social Services	227	<b>Full year effect of 2014/15 savings Review of Mental Health Out of County Placements in residential care and re-commission</b> - 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 2015/16.	200	0	200	Contract for floating support in place and a number of service users have stepped down to lower cost forms of care. Care and cost reductions were also negotiated with existing providers. However, the first step downs did not occur until the latter part of the year and not in sufficient numbers. The savings were counted against the unachieved saving from 2014/15.
Social Services	228	<b>Senior Management Restructure in Health &amp; Social Care</b> – this enables the reduction of 1 x Operational Manager post, through a review of senior management. Those previously reporting to this post can be effectively supported by other posts within the structure.	72	72	0	Savings achieved. OM post deleted.
Social Services	229	<b>Reduction of on-call arrangements</b> - currently on-call arrangements are in place in respect of the Hafod Care Contract (Cathedral View Home); Internal Learning Disability Supported Accommodation and Home Care Reablement services. These three services have, over time, been re-modelled or reduced considerably and as a result existing legacy budgets for on-call payments to staff can be reduced making an annual saving of £23k.	23	23	0	Saving achieved.
Social Services	230	<b>Review of Third Sector Commissioned Services</b> - this saving will be achieved by reviewing how we commission third sector services. The directorate is developing alternative models of service provision through working with the third sector to develop neighbourhood based models of support and to align commissioned services to the delivery plan of the directorate.	180	180	0	Specific reductions in support for external organisations identified and funding reduced.
Social Services	231	<b>Recommissioning of Direct Payments Support Provision</b> - the contract with the current Direct Payments Support Provider will expire on 31/03/15. The re-tendering process will focus on quality and competitive pricing for the service. The re-tendering process will be completed to maintain existing service user support to those receiving Direct Payments.	100	0	100	Negotiation with external provider has led to agreement to reduce the management fee for direct payments in advance of potential commissioning exercise. Savings of £100,000 achieved however this is shown against the unachieved saving brought forward from 2014/15.
Social Services	232	<b>Reduction in Business Support, Commissioning and Performance staff</b> - Continue reduction of business support taking the opportunity from those who have applied for voluntary severance.	174	174	0	Relevant posts identified for deletion and saving made.
Social Services	233	<b>Council Wide external training</b> - 10% efficiency saving on existing budget.	9	9	0	Saving achieved.

Social Services	234	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	34	34	0	Saving achieved.
Social Services	235	<b>Subscriptions</b> - review of the council-wide subscriptions to organisations.	2	2	0	Saving achieved.
Social Services	236	<b>Reduction in Agency Expenditure</b> - targeted reductions across directorates based on existing spend analysis.	70	70	0	Saving achieved.
Social Services	237	<b>Discretionary Overtime</b> - targeted reductions across directorates based on existing spend analysis.	43	43	0	Saving achieved.
Social Services	238	<b>Standby Payments to Officers</b> - targeted savings across relevant directorates.	17	17	0	Saving achieved.
Social Services		Total Social Services	<b>8,137</b>	<b>4,757</b>	<b>3,380</b>	
			<b>32,473</b>	<b>25,887</b>	<b>6,586</b>	



Directorate 15-16	REF	DIRECTORATE SAVINGS 2014/15	Total Saving (£'000)	Savings achieved in 2014-15 (£'000)	Balance of savings to be found (£'000)	Savings in 2015/16 (£'000)	Savings not achieved in 2015/16 (£'000)	Comments
City Operations	1	<b>Full Year Effect (FYE) of 2013/14 budget savings implementation</b> - (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	233	136	98	38	The shortfall relates to increased income expectations from charges to SME's for use of the transfer station at Brindley Rd. Whilst income is being generated it is currently not sufficient to meet the target.
City Operations	2	<b>Recycling Waste Collection Services - Rebalancing collection routes</b> - 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	6	6	0	This has been achieved.
City Operations	3	<b>Reductions in Landfill expenditure</b> - 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	185	69	69	0	Achieved through a staff restructure leading up to the scaling down of operations linked to the planned closure of the landfill site. Further reductions were made against the Lamby Way Transfer Station and Landfill Directive budgets.
City Operations	4	<b>Recycling Processing Redesign</b> -(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	21	21	0	This has been achieved and reflects the full year effect of the new shift pattern introduced during 2014-15.
City Operations	5	<b>Interventions Cardiff Outdoors</b> - a review of administration / customer contacts in Environment , Bulky/Fly tipping, Regulatory , Pest control and cleansing (£100k).	100	66	34	34	0	Full year effect of saving achieved in previous financial year.
City Operations	6	<b>Invest to Save Energy - Radyr Weir and Solar Panels at Lamby Way</b> 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	0	40	27	13	Income has been generated from solar panel installations but the Radyr Weir scheme is still in completion stage so there is a shortfall against the target.
City Operations	7	<b>Invest to save energy initiatives</b> - 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	22	22	0	A series of smaller solar installations on roofs have enabled this saving to be achieved in full.
City Operations	8	<b>Review of City Analyst Laboratory</b> - 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	106	106	0	The Laboratory is closed and the saving achieved.
City Operations	9	<b>Community Asset transfer of Maes-y-coed Community centre</b> - 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	21	59	59	0	The CAT has taken place. All revenue budgets have been removed so this saving is achieved.
City Operations	10	<b>In year saving from Eastern Leisure Centre being closed for refurbishment; on re-opening of Eastern Leisure Centre, rationalise overall leisure provision</b> - Plans for the refurbishment of the building have been developed with a view to commencing work in 2014. Whilst closed for refurbishment a saving will accrue to the service. A Leisure Facilities Strategy is being prepared to establish the overall size of the leisure offer required in the future, paving the way for future service rationalisation. Following completion of the refurbishment, the Council would need to identify base savings at the same level.	240	0	240	240	0	The redevelopment commenced in February 2015. The budget was temporarily removed and no revenue costs were incurred this year. Therefore the saving is achieved.
City Operations	11	<b>Reduce leisure subsidy to reflect income levels</b> - The implementation of the Leisure income strategy in 2010, has led to a continued growth in income for the service area. This continued growth in income has now removed the deficit making it possible to reduce the subsidy.	250	179	71	71	0	Improved trading position has enabled this saving to be achieved.

City Operations	12	<b>Roath Park Conservatory</b> -There is an opportunity to develop a new operating model for Roath Park Conservatory which generates in the region of 33,000 individual visits per year. Opportunities for third sector partnering along with the introduction / development of income streams are being explored in order to reduce expenditure and increase income. It is likely that there would be an impact on service users through the re-modelling of opening hours.	15	12	3	3	0	This has been achieved.
City Operations	13	<b>Introduction of charges for car parking at Llandaff Fields and Pontcanna Fields</b> - 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	40	40	0	The responsibility for these car parks has been transferred from Parks to Civil Parking Enforcement and incorporated into the overall CPE position.
City Operations	14	<b>Additional income to parks</b> - Additional mobile concessions (£20k), delete florist post from nursery (£20k.) Income from Heath Park Car Park (£40k.)	80	61	19	9	10	The shortfall relates to catering concessions. A number of concessions were retendered during 2015/16 which resulted in reduced tender sums when compared to previous financial years. Also, no tenders were received for some of the mobile catering renewals and new sites.
City Operations	15	<b>Boatstage Concession</b> - 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	12	12	0	The contract to operate the Boatstage became effective during the year thereby achieving the saving in full.
City Operations	16	<b>Re-design of the Parks Development Service</b> - 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	18	32	32	0	The saving was achieved following the full year effect of action taken at the latter part of 2014-15
City Operations	17	<b>Community Building Review Play Service Rationalisation</b> - 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	188	12	12	0	The remaining saving was achieved through reduced costs derived during the year.
City Operations	18	<b>Heath Park Offices Staff Relocation</b> - relocate staff currently operating from offices at Heath Park and offer building and associated dedicated parking for lease.	61	46	15	15	0	Full year effect of the saving introduced in 2014-15.
City Operations	19	<b>Telematics - reduced Real Time Information (RTI) costs, buses upgraded to 4G</b> - 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	50	0	50	The saving was not achieved as the contract will not be in place until April 2016.
City Operations	20	<b>Increased income for Traffic Regulation Orders</b> - 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	67	70	49	21	Additional income was achieved but not to the level required to meet the target.
City Operations	21	<b>Service redesign and integration of Transport and Highways services</b> - including a full management restructure	250	200	50	50	0	A part year impact was achieved last financial year due to the timings of recruitment processes, ring fencing and release of posts through voluntary severance. The full restructure was in place by the end of 2014/15 and this remaining target is now achieved.
City Operations	22	<b>Removal of Administrative posts in Development management</b> - Deletion of vacant Secretary and Administrative Support posts.	74	44	30	30	0	The service restructure was in place and finalised by the end of March 2015. This shortfall was addressed as part of the restructured service and this target has now been achieved.
City Operations	23	<b>Development Management additional Fee income</b> - Increase the efficiency of planning application processing of major applications and thus increase fee income together with additional fee income in relation to pre-planning application advice. The proposed saving also includes additional income from charges for street works.	512	342	170	44	126	Additional income was achieved but not to the level required to meet the savings target.
City Operations	24	<b>Reduction in Planning posts</b> - posts have been identified across the Planning Service that will be deleted as part of this proposal.	256	188	68	68	0	The service restructure was in place and finalised by the end of March 2015. This shortfall was addressed as part of the restructured service and this target has now been achieved.

City Operations	25	<b>Highways Maintenance Redesign Phase 2b</b> - 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	123	123	0	The service restructure was in place and finalised by the end of March 2015. This shortfall was addressed as part of the restructured service and this target has now been achieved.
City Operations	26	<b>Dimming of Street Lights</b> - 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	35	65	65	0	The overall energy cost remained within budget so the saving was achieved.
City Operations	27	<b>Telematics - Reduction in Call Out</b> - 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	18	18	0	The service restructure was in place and finalised by the end of March 2015. This shortfall was addressed as part of the restructured service and this target has now been achieved.
City Operations	28	<b>Business support efficiency savings</b> - 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	89	89	0	The service restructure was in place and finalised by the end of March 2015. This shortfall was addressed as part of the restructured service and this target has now been achieved.
City Operations	29	<b>Pay and Display Butetown (Schooner Way)</b> - generation of additional income through implementation of Pay and display parking on Schooner Way.	50	12	38	38	0	This budget has been realigned in line with recovery levels on other budgets/income streams within the Civil Parking Enforcement Account for 2015/16.
City Operations	30	<b>Operational Manager tier savings</b> - following a review of work undertaken across the service.	240	210	30	30	0	The service restructure was in place and finalised by the end of March 2015. This shortfall was addressed as part of the restructured service and this target has now been achieved.
City Operations	31	<b>Staff savings across Planning Enforcement</b> - following a review of all work undertaken across the planning service.	39	31	8	8	0	The service restructure was in place and finalised by the end of March 2015. This shortfall was addressed as part of the restructured service and this target has now been achieved.
City Operations	<b>Total City Operations</b>		<b>4,953</b>	<b>3,207</b>	<b>1,746</b>	<b>1,488</b>	<b>258</b>	
Communities, Housing & Customer Services	32	<b>Community Building Review</b> - 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.	535	238	297	297	0	A part year impact of £238,000 was achieved last financial year due to the timings for property moves and closures and staffing restructures related to the creation of the new Community Hubs. The balance of £297,000 is now achieved with full year operational savings linked to the East Hub at St Mellons and Llanrumney and additional savings associated with the creation of the West Hub and the Grangetown Hub.
Communities, Housing & Customer Services	33	<b>Restructure of Policy, Partnerships and Citizen Focus service</b> - 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.	466	428	38	38	0	Part year impacts were achieved last financial year due to delays to the restructure and related recruitment processes. The full restructure was in place by the end of March 2015 and therefore this saving was achieved in full in 2015/16.

Communities, Housing & Customer Services	34	<b>Central Library - Changes to Service Delivery</b> 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. 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.	500	354	146	146	0	Part year impacts were achieved last financial year due to delays to the restructure and related recruitment processes. The restructure was in place by the end of March 2015 and therefore this saving was achieved in full in 2015/16.
Communities, Housing & Customer Services	<b>Total Communities, Housing &amp; Customer Services</b>		<b>1,501</b>	<b>1,020</b>	<b>481</b>	<b>481</b>	<b>0</b>	
Corporate Management	35	<b>Communications and Media Teams</b> – Restructure of the Communications and Media Team.	320	310	10	10	0	The full year impact of the restructure enabled this saving to be fully realised.
Corporate Management	36	<b>Increase communications and media income targets</b> - The directorate already generates income from these activities. This saving seeks to generate additional amounts from these areas.	60	0	60	0	60	Additional income necessary to meet this saving was not achieved.
Corporate Management	<b>Total Corporate Management</b>		<b>380</b>	<b>310</b>	<b>70</b>	<b>10</b>	<b>60</b>	
Economic Development	37	<b>Staff Rationalisation in Strategic Estates</b> - Deletion of two posts, a Porter and a Surveyor and reduction of 0.2 FTE of Management Support Officer post.	58	41	17	17	0	This saving has been realised following a VS and a redesignated post within the markets.
Economic Development	38	<b>Funding of Major Project's project management costs through capital.</b>	128	80	48	33	15	This saving showed a shortfall as only £33,000 was eligible to be recharged to capital in 2015-16.
Economic Development	39	<b>Increase in income</b> - in respect of workshops / Cardiff Business Technology Centre (CBTC) and Business in Focus. Workshop income £30k, CBTC £40k Business in Focus £35k.	105	85	20	20	0	The shortfall related to Business in Focus income and was achieved in full during 2015-16.
Economic Development	40	<b>Strategic Estates additional income - 1)</b> realisation of additional revenue income from rent reviews due on non operational property estates (£145k). <b>2)</b> Additional minor sales of land below £10k = £20k. <b>3)</b> Additional fee income arising from increasing fee charges on re-letting and rent reviews = £32k (Professional Charges)	197	67	130	130	0	Rent reviews carried out during 2015-16 ensured that this saving was achieved in full.
Economic Development	41	<b>Reduction in staff costs in City Centre Management</b> - 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	60	65	65	0	This saving has been achieved in full following the full year impact of the restructure.
Economic Development	42	<b>Reduction in Night Time Economy Budget</b> - This will involve a reduction to the Taxi Marshalling service.	50	33	17	17	0	This saving has been achieved.
Economic Development	43	<b>City Centre Buggies - reduced hours of operation</b> - 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	18	7	7	0	This saving has been achieved.
Economic Development	44	<b>Secure concession to operate Lamby Way Catering</b> - This operation is the least cost effective of the Council's catering operations and lends itself to being run independently of the Council as a concession, thereby removing the trading deficit and generating a concession income for the Council.	28	10	18	18	0	This saving has been achieved with the catering function at Lamby Way transferring to the City Operations Directorate.
Economic Development	45	<b>End Staff Catering Subsidy</b> - This saving will eliminate the staff catering subsidy in County & City Hall Canteens. This reduction has been anticipated in the Venues & Catering Restructure.	115	21	94	79	15	The retail outlets were set challenging targets. A final shortfall of £15,000 was reported due to additional agency costs.
Economic Development	46	<b>Catering - New Operating Model</b> - 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	0	150	33	117	The retail outlets were set challenging targets. Whilst part of the target was met, £117,000 was unachieved due to unforeseen costs relating to staff sickness and maternity.
Economic Development	47	<b>Cardiff Story Museum - Operating Model</b> - 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	170	10	10	0	This saving has been achieved.

Economic Development	48	<b>Savings from Cultural Venues</b> - 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	530	230	300	0	300	This saving was not achieved in 2015-16 as the ADM procurement process is still on-going. The current timetable anticipates a new operating model by November 2016. This was mitigated by significant income received from ticket sales during the final quarter of the year.
Economic Development	49	<b>Parks Service Savings</b> - 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	205	60	0	60	This saving was not achieved as no additional income opportunities were identified.
Economic Development	<b>Total Economic Development</b>		<b>1,956</b>	<b>1,020</b>	<b>936</b>	<b>429</b>	<b>507</b>	
Education	50	<b>Re-organisation of Casework Team</b> - 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.	36	12	24	24	0	This saving has been achieved.
Education	51	<b>Education Welfare Services</b> - 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.	53	40	13	13	0	This saving has been achieved.
Education	52	<b>County Hall Nursery</b> - 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	42	42	0	This saving has been achieved.
Education	53	<b>Childcare Strategy</b> - 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	6	6	0	This saving has been achieved.
Education	54	<b>Education Management</b> - 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.	424	247	177	177	0	The full year effect of posts being deleted during 2014/15 has delivered this saving in full.
Education	55	<b>Business Support</b> - One Service	300	100	200	200	0	This saving has been achieved.
Education	<b>Total Education</b>		<b>891</b>	<b>429</b>	<b>462</b>	<b>462</b>	<b>0</b>	
Governance & Legal Services	56	<b>Removal of Committee general expenditure budgets within Democratic Services and Scrutiny</b>	16	9	7	7	0	This saving has been achieved.
Governance & Legal Services	57	<b>Removal of Members refreshments and Yearbook budgets</b> - This proposal includes the deletion of Members refreshments budgets and the budget for Yearbooks.	9	2	7	7	0	This saving has been achieved.
Governance & Legal Services	<b>Total Governance and Legal Services</b>		<b>25</b>	<b>11</b>	<b>14</b>	<b>14</b>	<b>0</b>	

Resources	58	<b>Removal of posts in Commissioning and Procurement</b> - 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	168	20	20	0	This saving has been achieved.
Resources	59	<b>Reduction to the Category Team Supplies and Services Budget within Commissioning &amp; Procurement</b> - This will remove flexibility to bring in category specialists to support teams.	30	10	20	6	14	Supplies and services headings across Commissioning & Procurement are £14,000 overspent in 2015/16.
Resources	60	<b>ICT reduction in software licence costs</b> - 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	65	65	0	Saving achieved in full through a reduction in the number of licences.
Resources	61	<b>Realignment of Business Support Posts in Business Administration</b> - 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	87	13	13	0	This saving has been achieved.
Resources	62	<b>Income generation opportunities in respect of Central Transport Services (CTS)</b> - 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	120	100	20	Various savings and income streams were achieved including £24,000 from the vehicle wash, £4,000 additional MOT income, £54,000 from an internal staffing restructure to support trading activity and £18,000 cost savings on the maintenance of the car wash facility. Work is ongoing developing MOT revenue, maintenance of school minibuses and trial of employee cars after MOT failure. External revenue from Days and Royal Mail not realised as expected due to unforeseen licence and implementation costs.
Resources	63	<b>HR People Services potential collaboration with the Vale Council</b> - 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	0	20	0	20	No further progress during 2015-16. However the shortfall was mitigated by other savings across HRPS.
Resources	64	<b>HR People Services to increase external income in respect of Cardiff Works / Cardiff Supply</b> - 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.	119	87	32	32	0	This saving has been achieved.
Resources	65	<b>HR People Services. Combining Payroll teams with HRPS</b> - 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.	10	0	10	10	0	Transfer of Payroll staff to HRPS has been actioned.
Resources	66	<b>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</b> - 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.	53	20	33	0	33	No further progress during 2015-16. However the shortfall was mitigated by other savings across HRPS.
Resources	67	<b>HR People Services. Mini restructure for Organisational Development (OD) / Learning &amp; Development (L&amp;D) function</b> - 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	11	11	0	This saving has been achieved.
Resources	68	<b>HR People Services.</b> 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	13	13	0	This saving has been achieved.
Resources	69	<b>HR People Services.</b> 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	13	13	0	This saving has been achieved.
Resources	70	<b>Health and Safety potential joint venture</b> - There is a proposal to explore the potential of some form of joint working on health and safety. This would need to be subject to exploratory discussions with colleagues from other Councils and be congruent with the agreed priorities of both Councils	137	60	77	0	77	A joint working arrangement with another Council has been implemented however whilst a full saving is anticipated in 2016/17 no specific savings were identified in 2015/16. The shortfall was however partly mitigated by other savings within Health & Safety.

Resources	71	<b>Customer Relationship Management</b> - 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	40	60	0	60	This is linked to the on-going progression of the CRM work.
Resources	72	<b>Savings on a reduction on Council wide energy bills</b> - 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	88	88	0	Initiatives have been undertaken to achieve this saving.
Resources	<b>Total Resources</b>		<b>1,336</b>	<b>741</b>	<b>595</b>	<b>371</b>	<b>224</b>	
Social Services	73	<b>150 Thornhill Road</b> - 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	755	17	17	0	Home closed and passed to the HRA.
Social Services	74	<b>Out of Area Residential - Social Impact Bond (SIB) Project</b> - 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	122	122	0	The Payment by Results contract was let and one service user stepped down to an enhanced fostering scheme. Difficulties experienced by the chosen provider in relation to the recruitment of foster carers ultimately led to the suspension of the contract, severely restricting the level of savings achievable. However, a number of children in out of county residential placements have been returned to independent living arrangements or foster care providing an offsetting saving, albeit there are shortfalls against the target for 2015/16.
Social Services	75	<b>Review of Mental Health Out of County Placements in residential care and re-commission</b> - 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	0	200	130	70	The contract for floating support is in place and a number of service users have stepped down to lower cost placements. Delays in the process, including availability of accommodation has however meant that there were insufficient numbers stepping down to realise the full saving or to meet the 2015/16 savings target. Efforts are being made to offset some of the shortfall via general reviews of care packages.
Social Services	76	<b>Review &amp; Transfer the Internal Supported Living Services to external providers</b> - 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	390	360	210	150	Savings of £210,000 realised via reduction of registered manager and senior care officer posts through VS and the de-commissioning of a scheme. Although other schemes are being considered for review the achieved saving is significantly below target.
Social Services	77	<b>Hafod reconfiguration of contract</b> - 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	462	288	Partial achievement of saving following closure of the Cathedral View home in August 2015. The shortfall reflects the unbudgeted operating costs incurred from the start of the financial year to the point of closure.
Social Services	78	<b>Review of commissioned services including residential and nursing care contracts</b> - 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	200	300	0	300	This saving is largely predicated on reduced costs arising from the introduction of the dynamic purchasing system. Average bed prices have continued to rise in 2015/16 so no evident saving was achieved.
Social Services	79	<b>Review contractual arrangements for Direct Payments Support Provider</b> - Re-commissioning and reviewing options are being considered to review the existing contractual arrangements in place for Direct Payments provider.	100		100	100	0	Negotiations with the external provider has led to agreement to reduce the management fee for direct payments in advance of a potential commissioning exercise. Saving of £100,000 therefore shown against the unachieved saving brought forward from 2014/15.

Social Services	80	<b>Closer to Home Project - Learning Disabilities (LD)</b> - 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	50	300	200	100	The saving is predicated on a reduction in residential care costs following the step down of service users to lower cost supported living forms of care. Savings of £200,000 were achieved, however insufficient numbers have so far stepped down to lower cost forms of care resulting in a shortfall against the targetted savings for 2014/15 and 2015/16. The Supported Living work stream in the Vulnerable Adults Board is working to identify more supported housing schemes to facilitate further step downs.
Social Services	81	<b>Review of spot contracting for domiciliary care</b> - 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	0	400	0	400	This was largely predicated on savings arising from the implementation of a new dynamic purchasing system. The hourly rates for care have however subsequently increased since the implementation of the DPS with the result that no saving was achieved in 2015/16.
Social Services	82	<b>Review the provision of rehabilitation services for Community Alcohol and Drug Team (see HSC2)</b> - 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	150	50	50	0	The full year effect of savings implemented in 2014/15 have resulted in this being fully achieved.
Social Services	83	<b>Right-sizing domiciliary care package and review of lower level provision</b> - 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	220	580	160	420	An ongoing process of reviews of existing care packages is being undertaken. Savings on LD, OP and MH care packages were identified during 2015/16 albeit there is still a significant shortfall against the original target.
Social Services	84	<b>Mobility Allowance Review</b> - 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		20	0	20	No saving achieved in 2015/16.
Social Services	85	<b>Safeguarding Team</b> -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	40	0	40	No saving achieved in 2015/16.
Social Services	<b>Total Social Services</b>		<b>5,754</b>	<b>2,515</b>	<b>3,239</b>	<b>1,451</b>	<b>1,788</b>	
<b>Grand Total</b>	<b>TOTAL SAVINGS</b>		<b>16,796</b>	<b>9,253</b>	<b>7,543</b>	<b>4,706</b>	<b>2,837</b>	



**APPENDIX 4**

<b>EARMARKED RESERVES</b>		
<b>In line with Council Minute 799(8) the following amounts were transferred to new earmarked reserves</b>		
<b>RESERVE</b>	<b>£</b>	<b>PURPOSE</b>
Corporate Events & Cultural Services	680,000	To support feasibility studies and costs of major events and to offset future pressures arising from fluctuations in income within Venues and Cultural Services.

## Civil Parking Enforcement 2015/16 Outturn

## Appendix 5

2014/15 Outturn £000's		2015/16 Estimate £000's	2015/16 Outturn £000's	2015/16 Variance £000's
<b>Income</b>				
(3,917)	On Street Car Parking Fees	(4,517)	(4,271)	246
(667)	Off Street Car Parking Fees	(697)	(805)	(108)
(848)	Moving Traffic Offences	(1,824)	(2,840)	(1,016)
(2,077)	Penalty Charge Notices	(2,328)	(2,085)	243
(254)	Residents Parking Permits	(308)	(309)	(1)
0	Disabled Bays	0	(2)	(2)
(54)	Other income	0	0	0
<b>(7,817)</b>	<b>Total Income</b>	<b>(9,674)</b>	<b>(10,312)</b>	<b>(638)</b>
<b>Expenditure</b>				
2,211	Employees	3,060	2,709	(351)
342	Premises	231	231	0
3	Transport	5	23	18
701	Supplies and services	771	1,078	307
221	Third party payments	239	227	(12)
259	Support services	338	374	36
206	Capital financing charges	284	713	429
<b>3,943</b>	<b>Total Expenditure</b>	<b>4,928</b>	<b>5,355</b>	<b>427</b>
<b>(3,874)</b>	<b>Net Expenditure</b>	<b>(4,746)</b>	<b>(4,957)</b>	<b>(211)</b>
3,874	Contribution to Parking Reserve	4,746	4,957	211
<b>0</b>	<b>Total Civil Parking Enforcement</b>	<b>0</b>	<b>0</b>	<b>0</b>

## HOUSING REVENUE ACCOUNT 2015/16 - OUTTURN

## APPENDIX 6

	2015/16 Estimate £000	2015/16 Outturn £000	2015/16 Variance £000
<b>EXPENDITURE</b>			
Employees	11,329	10,780	(549)
<b>Premises</b>			
Council House Repairs	16,900	18,800	1,900
Other Premises Expenditure	4,110	3,696	(414)
<b>Total Premises</b>	21,010	22,496	1,486
Transport	123	89	(34)
Supplies & Services	2,475	2,161	(314)
Third Party Payments	0	3	3
Support Services	5,454	5,468	14
<b>Capital Financing</b>			
Capital Financing	21,099	20,963	(136)
DRF	5,200	4,818	(382)
<b>Total Capital Financing</b>	26,299	25,781	(518)
Contributions to Funds/Doubtful Debts	1,260	565	(695)
Housing Subsidy Payable	0	32	32
<b>GROSS EXPENDITURE</b>	<u>67,950</u>	<u>67,375</u>	<u>(575)</u>
<b>INCOME</b>			
Rents	(61,206)	(61,318)	(112)
Service Charges	(4,910)	(5,060)	(150)
<b>Interest</b>			
Mortgage Interest	(2)	(2)	0
Interest On Balances	(50)	(70)	(20)
<b>Total Interest Receivable</b>	<u>(52)</u>	<u>(72)</u>	<u>(20)</u>
Grants income	(553)	(554)	(1)
Other Income	(422)	(432)	(10)
Total Recharges	(807)	(655)	152
Contributions to/from Reserves/Balances	0	716	716
<b>TOTAL INCOME</b>	<u>(67,950)</u>	<u>(67,375)</u>	<u>575</u>
<b>NET SURPLUS (-)</b>	<u><u>0</u></u>	<u><u>0</u></u>	<u><u>0</u></u>



### Capital Schemes Update

The following provides an update of capital schemes to accompany the detailed list at Appendix 8.

### City Operations

Overall, the capital schemes in City Operations are reporting a £311,000 overspend. This includes a £961,000 underspend on household bin replacement but an overspend of £1.236 million for Radyr Weir. Estimated slippage is £11.442 million and includes £1.545 million in relation to upgrading Lamby Way Household Waste Recycling Centre, £1.389 million regarding Greener Grangetown, £1.949 million in relation to Leisure, £3.145 million in Highway Maintenance including £1.984 million for LED lighting on principal roads and £1.713 million Metro phase 1 – bus corridor improvements.

### Waste Management & Recycling

Expansion of wheeled household and recycling bins and replacement of 240 litre bins with 140 litre household bins has cost £961,000 less than the initial budget allocated. The projected variance had previously been reported as £1.100 million, however additional expenditure was required to ensure the replacement programme was completed as quickly as possible.

Work on the development of a larger Household Waste Recycling Centre at Lamby Way Depot in Rumney is now projected to start in August 2016. Tenders are expected to be returned by the end of July 2016 and subject to the outcome, a review will be undertaken to determine whether the costs can be met within existing budgets. With completion and opening of the site expected in October 2016, slippage of £1.545 million is reported.

Whilst not included in the Outturn, £420,000 was spent on landfill aftercare costs at Lamby Way landfill site funded from the provision set up for aftercare. A procurement exercise to cap the remaining area in accordance with the obligation on the Council for aftercare is to be undertaken in 2016/17 and will also be paid for from the provision.

### Energy Projects and Carbon Management

The Greener Grangetown scheme is a partnership project with Welsh Water, the Council, Landfill Communities Fund and Natural Resources Wales to retrofit sustainable highway drainage systems and in the process improve the public realm. A procurement exercise has been undertaken and the scheme, estimated to cost a total of £2.5 million, is subject to finalisation of a funding agreement with Welsh Water and contractual terms with the contractor. The scheme is now expected to start in early summer, accordingly slippage of £1.389 million is shown into 2016/17.

To deliver the Energy refit of Buildings programme, a desk top assessment to ascertain the viability of energy conservation measures, in City Hall, Cardiff Castle, Lamby Way, Radyr Comprehensive, Fitzalan High, Willows High, Llanedeyrn Primary and Ysgol Gyfn Plasmawr has been undertaken. This is now being progressed to develop a more detailed business case including confirming implementation costs and savings. The original invest to save allocation of £790,000, has been utilised to implement Solar Panels. During March 2016, the directorate made a bid, of £2.1 million to the WG Greener Growth Invest to Save Fund to expand the scope of the REFIT project which would provide an interest free loan for such works. This was approved by WG subject to the Council's own and WG approval of the business case. Updates on the project will be provided during the course of 2016/17. As with any invest to save funding, initial costs have to be repaid from savings and it is

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essential that any works proposed consider the long term property strategy for each site before proceeding.

The estimated contract value for construction of a hydropower facility at Radyr Weir is currently £4.055 million, £1.422 million in excess of the estimate included in the initial business case by considered Investment Review Board. A contribution of circa £185,000 is due from Natural Resources Wales towards works to the fish pass and circa £50,000 from the Landfill Communities Fund. Following completion of public areas and landscaping, the site is expected to be handed over to the Council in early June 2016. The key milestone of certification for Feed-in Tariff (FIT) by December 2015 was achieved. However, as previously highlighted, costs have increased as a result of both the need to accelerate works to achieve the connection before previously unannounced Government policy changes took effect, and additional works due to ground conditions and other regulatory requirements. Early certification has allowed a higher FIT to be achieved thus enabling a currently projected net £3.3 million income over a twenty year period, subject to successful operation of the facility. The overspend is to be funded by an increase in the invest to save allocation which must be paid back by the directorate, as well as use of a £183,000 earmarked revenue reserve during 2015/16 which was set aside as a contingency for the scheme. The directorate is looking at other options to mitigate the higher capital costs which include opportunities for a Private Wire Agreement purchase arrangement. The directorate will need to seek authority for payments in excess of the initial contract sum in accordance with the Council's contract standing orders and procedure rules, with a Cabinet report proposed when the works are complete.

In order to install and certify solar installations prior to changes in Government policy which reduces the FIT funding of £609,000 was utilised to install 7 sites. (Ysgol Gyfun Gymraeg Glantaf, Ysgol Gyfun Gymraeg Plawmawr, Glamorgan Records Office, Cardiff International White Water, Channel View Water Activity Centre, St. Teilo's High School and Oakfield Primary School). Costs of installation will need to be repaid from savings and income generated.

Discussions are continuing with an alternative solar farm developer who expressed an interest in the Lamby Way site following the withdrawal of financial support for the originally preferred operator. They have at their own risk made significant progress towards preparing a planning application for the site and are considering the impact of the Government's new policy on renewable incentives. Should this not prove feasible, then options for remarketing the site will need to take place. It is currently expected that any operator would re-imburse the costs incurred by the Council to connect the site to the grid, circa £560,000, however until this is confirmed, there remains a risk of abortive costs.

In relation to the SALIX Energy Efficiency Loan Scheme, loans totalling £765,000 were taken by Schools during the year to implement LED lighting schemes. Schools act as the applicant for Salix Loans and also take on the commitment to repay the loans from their delegated budgets utilising energy savings resulting from the schemes.

Grant funding of £232,000 has been received from the WG for the Small Business Research Initiative (SBRI) for the heritage energy efficiency retrofit grant. This is being used to achieve energy efficiency in sensitive historic buildings including Mill House and Kitchener Primary School. The remaining scheme at Roath Park School will be completed in 2016/17 and slippage of £38,000 is shown accordingly.

### Regulatory

Expenditure of £154,000 had initially been projected for 2015/16 but due to a delay in implementing a new Information Technology System due to testing, the full budget for the year of £216,000 has been slipped into 2016/17.

### Parks & Green Spaces

Property Asset renewal funding of £197,000 was utilised for Pontcanna Changing Rooms roof replacement, replacing water mains to pitches at Pontcanna Caravan Park and replacement boilers and electrical works at Fairwater Bowling Green.

The Asset Renewal Parks Infrastructure budget was spent on minor improvements to allotments, resurfacing of footpaths in public open spaces at various sites and to undertake urgent works at Roath Park Boat Stage. In order to meet the circa £320,000 total cost of improvements works at Heath Park tennis courts, £140,000 was vired to this scheme during the year. The courts re-opened in July 2015 following the reconstruction and resurfacing of three tennis courts and installation of flood lighting, with grant funding of £154,000 received from the Lawn Tennis Association and Sport Wales.

The Play Equipment budget of £90,000 was used for upgrades at Butterfield Park, Fairwater Park, Millheath Lisvane, Rhydypenau and Rhydlafar, Victoria Park and Sovereign Chase, with works including resurfacing of playgrounds and replacement of equipment.

A scheme to protect the structural integrity of the Bishops Palace and Landaff Belltower, (circa 900 year old monuments), from further deterioration is complete. CADW funding of £26,000 was received towards the Council's obligation to keep these monuments in a good state of repair. Minor landscaping and installation of interpretation boards will be undertaken in 2016/17.

A phased programme of flood prevention works aims to address issues at various locations where water flows from parks and open spaces onto adjacent land causing flooding. Six sites were originally prioritised, however, a further three sites have been identified where there is a direct flood risk to private property. The majority of these investigations have been concluded, with findings and potential actions, associated costs and a prioritisation process to be undertaken. Funding for this scheme slipped in 2014/15 and delays continue into 2016/17 with slippage of £144,000.

Following public consultation on design options, a scheme to provide an interactive wet play area at Victoria Park started on site in February 2016 and is scheduled to be complete in June 2016 in readiness for the summer season. The estimated total cost of the scheme is circa £500,000 with £308,000 funded by developers planning obligations and a Council Capital Programme allocation of £185,000. Full slippage of the Council contribution is shown into 2016/2017.

Previously approved allocations for creating open space on the demolished Hywel Dda school site have slipped again due to capacity issues in the Parks Landscape Design section. The balance of £28,000 of funding is still deemed to be required to complete works now planned to be completed in Autumn 2016.

### Leisure

A contract was let for £5.984 million for a 66 week period to refurbish Eastern Leisure Centre. Expenditure in 2015/16 is £4.256 million with slippage of £610,000 into 2016/17. To date there have been a number of significant issues relating to the building which have had

to be rectified. These include the need to rebuild defective and structurally unstable brickwork columns and plinth to the front elevation, to ensure fire protection to existing steelwork and to re-introduce a storm water drainage attenuation system. The latter was initially omitted in order to remain within the initial budget, but subsequently required as part of planning conditions. The issues identified are expected to delay contract completion by circa seven weeks, with risk to the contract sum being exceeded. The directorate are looking to mitigate any such risk by reviewing contingency and fit out budgets, with a further update provided in the next monitoring report for 2016/17.

As previously reported the refurbishment and renewal of Insole Court has necessitated the Council to incur additional costs in excess of budget available. This is currently estimated at £220,000 up to the completion of the existing contract in May 2016. This is shown as a £50,000 overspend, as £170,000 will be managed from within existing budgets for the site including leisure property asset renewal, heritage budgets and a contribution from revenue.

The contract has seen a 26 week extension due to various technical issues arising in the outbuildings which required heritage involvement and approval, inclement weather delaying working on external features and general re-specification to mitigate challenges with the initial state of the buildings. The main house has suffered the longest delay in programming due to the find of rare wall paintings and ceiling stencils. However, as a consequence of these finds, the project was awarded a further £268,000 capital funding from the Heritage Lottery Fund to undertake repairs and holding works which will permit full public access to the house. These works, will be undertaken separately by the Trust rather than the Council's contract.

Given the additional costs above and contract variations previously approved, the directorate will need to seek authority for payments in excess of the initial contract sum in accordance with the Council's contract standing orders and procedure rules, with a Cabinet report proposed when the works are complete.

In line with the Council's maintenance responsibility to the fabric of the building under the terms of the lease, the Council is also currently undertaking investigative works to the roof of the east wing of the house. Whilst costs of any measures required are not yet known, this would allow the Trust to utilise and generate income from this part of the building in accordance with its business plan.

The Trust has been undertaking various community engagement events to raise the profile of the project and community feedback has been very positive. The Council is actively working with the trust to secure the transfer of the whole estate in line with the original agreement, expected in June 2016.

Slippage of £165,000 is carried forward to complete Pentwyn Leisure Centre internal alterations and improved access to the building, funded from the capital receipt of the Dome in Pentwyn. As part of the procurement process for operators to run leisure services, £775,000 is available to undertake priority one works to the buildings prior to any contract commencement. There has been expenditure of £244,000 in 2015/16 including replacing air conditioning units, lifts and fire alarms. Slippage of £531,000 is reported, with further works to be prioritised based on property condition reports recently received for each of the sites and availability of budget.

### **Bereavement & Registration Services**

The majority of the £87,000 spend in 2015/16 for Bereavement Services was in relation to the cemetery extension at Western Cemetery including new plinths for memorials and new paths for access to burial sections.



A virement of £11,000 was made from the Strategic Planning budget and together with a grant of £5,000 from CADW, was used towards restoration works to St Mary's Church, Caerau Fort.

### **Highway Maintenance**

The Council's previous year's commitments of £1.440 million under the Local Government Borrowing Initiative (LGBI) for carriageway resurfacing, footways and drainage have been fully spent during the year. This completes total expenditure under the LGBI scheme funded by additional borrowing of £15.3 million since its introduction in 2012/13.

Expenditure on a range of Council Capital Programme funded highway and footway treatments is £2.724 million. Whilst contracts had been awarded for both schemes, slippage of £514,000 in total is carried forward as a result primarily of delays to the letting of the footway.

In relation to bridges and structures, £209,000 of slippage is reported for the Council's contribution to Windsor Road Bridge which is being delivered by Network Rail and expected to be complete in July 2016. The balance of £50,000 is in relation to Gelynys Farm footbridge to undertake works to replace and widen the footpath.

The budget for street lighting column replacement was £270,000. Delays in letting the contract have necessitated slippage of £93,000.

The majority of the residential street lighting columns in the City have now had energy reduction measures installed, resulting in savings from energy use, with no negative impact on service delivery. Whilst it was expected that the circa £1.600 million total cost of the scheme would be completed by 31 March 2016, delays by the contractor delivering his programme has necessitated slippage of £259,000 of this invest to save funding in order to complete the scheme. The works are forecast to be complete by the end of June 2016. There have been no additional installation costs to the Council as a result of the associated delays.

Slippage of £1.984 million of the invest to save budget for LED Lighting on Principal Roads is reported. This is primarily as a result of the need to ensure that the technology introduced is suitable for the City, and relevant consultation takes place. Subject to Cabinet approval for the implementation of LED lighting and a Central Management System, the next steps are to undertake a procurement exercise. Subject to the outcome of this, a scheme could start in December 2016, resulting in significant savings in energy usage and cost. SALIX have offered an in principal interest free loan towards the full cost of the scheme which will need to be considered subject to any final contract to proceed.

### **Traffic & Transportation**

Asset Renewal Public Transport and Traffic Management expenditure of £813,000 was undertaken on various low cost safety measures as well as meeting grant match funding commitments from the previous year.

Funding of £958,000, from Welsh Government is Local Transport Fund to promote active travel, was spent on schemes including Cardiff to Newport cycle Route, walkable neighbourhoods, Route 6 Ely Bridge including footway, Fitzalan Place / West Grove junction improvements and active travel mapping.

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Road Safety WG Grant of £905,000 was used to make pedestrian footpath, pedestrian crossing and cycling improvements at North Road/Crown Way junction, Rhydyppennau roundabout and Station Road / Bridge Road roundabout.

As reported during the year, the directorate was successful in securing grant funding of £2.948 million from Welsh Government under the 'Metro Phase 1' scheme for A469/A470 Bus Corridor Improvements. WG required £2.468 million of this to be spent by the end of March 2016 however expenditure of only £741,000 was possible based on works undertaken.

With the agreement of Welsh Government, the Council has been able to ensure that contractual commitments can still be met by substituting grant funding for various schemes that would otherwise have been paid for by the Council, thus allowing Council funding of £1.713 million to be carried forward as slippage in order to complete works to the A469/A470 during 2016/17.

The schemes and area within which this expenditure appears in Appendix 8 and amount of resource substituted is shown in the table below:-

<b>Scheme</b>	<b>Area</b>	<b>£000</b>
Bus priority and active travel improvements to the A4119 Corridor	Traffic and Transportation	180
Provision of bus infrastructure works in Cardiff City Centre required by the demolition of the Central Bus Station	City Development and Major Projects	601
Reconstruction of Windsor Road Bridge	Highway Maintenance	697
Active travel works to Route 90 Column Road & Active travel/ pedestrian safety measures to route 50-Ninian Park Road	Traffic and Transportation	235
<b>Total</b>		<b>1,713</b>

Safe Routes in Communities WG Grant of £310,000 was used to improve the accessibility and safety of local routes for Splott and Pentwyn primary schools. Works included junction improvements, tabled and zebra crossings as well as signage.

Expenditure of £375,000 on Butetown Tunnel and Telematics included spend on tunnel infrastructure, a contribution towards telematics costs of improvement to Penarth Road and Clare Road Junction, upgrade of analogue phones lines to digital and fibre works and ducting works at Gabalfa.

### Strategic Planning

Final expenditure for the Heritage programme for 2015/16 was £162,000 which was utilised to complete the Pontcanna Street and Cathedral Road public realm works. There is no further provision within the future Capital Programme for Heritage schemes.

### Harbour Authority

The Harbour Asset Renewal budget of £313,000 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 are: an upgrade of the Barrage play area, Barrage replacement parts and accessories, refurbishment of the pontoon and new equipment for water activities.

### **Communities, Housing and Customer Services**

The Directorate has an overspend in the year of £102,000 in relation to completion of various schemes within the Citizen Hubs programme. Overall slippage of £1.002 million includes £260,000 in relation to Citizen Hubs and £677,000 for schemes within Neighbourhood Regeneration.

#### **Citizen Hubs**

Hubs completed and opened during the year included Central Library Hub, Grangetown Hub and Rumney Partnership Hub. Llanrumney Hub was refurbished during the year and phase 1 of St Mellons Hub extension was also completed. There have been small overspends on these projects which will be met from underspends elsewhere in the capital programme to ensure no adverse impact on the remaining schemes to be undertaken in future years to complete the Hubs Programme.

Design work is progressing on St Mellon's Hub phase 2, with its approval subject to planning permission and also funding being in place from the disposal of land identified in the Cabinet report approving the development of the scheme.

STAR Hub expenditure is £3.14 million during 2015/16, with the balance of circa £3 million identified to complete the scheme in 2016/17. The completion date remains on target for September 2016.

The Fairwater Hub opened in May 2016 and work has started on site on the Llandaff North and Gabalfa Hub. This will convert the existing Llandaff North library and Day Centre into a Hub at a scheme cost estimated at £1.3 million. In March 2016, Cabinet approved the conversion of part of Llanishen Police Station to a Llanishen Community Hub and this is currently in the design phase, with costs estimated at this stage to be circa £500,000, subject to the outcome of procurement.

Llanedeyrn Hub implementation has been delayed due to the need to undertake a further procurement process due to costs being in excess of original estimates. Following receipt of revised tender, costs still remain high and mitigations are being looked at in order to reduce costs or identify alternative budgets in order to allow the scheme to proceed.

#### **Neighbourhood Regeneration**

Neighbourhood renewal schemes are based on member priorities and include public realm improvements to Birchgrove shopping centre and Wentloog Road shops, environmental improvements to Cowbridge Road West/Narbeth Road gully and Trenchard Drive/The Crystals and local centre Improvements to Llanishen Village. Due to delays in scheme design and specification and issues with contractor performance on some schemes, slippage of £390,000 is reported against the initial budget of £898,000, to allow completion of the schemes in 2016/17.

Following the granting of planning permission work is proposed to start on the Malefa redevelopment in 2016/17, costs in 2015/16 relate to preliminary development costs and accordingly slippage into 2016/17 is £341,000. Subject to its development Partner, Cardiff Community Housing Association, and the Council finalising a viable development agreement, works include the construction of affordable and private sale homes, the creation of retail units for commercial rent, as well as extensive infrastructure and public realm improvements.

The Local Shopping Centre regeneration budget for 2015/16 has been used towards a comprehensive regeneration scheme for Clare Road/Penarth Road. Work was completed in 2015/16 on public realm improvements to the junction to facilitate pedestrian movements and improvements to commercial businesses. Phase 2 of work on the improvements to commercial businesses has been completed with phase 3 to be completed in 2016/17. In order to progress with works funding of £59,000 has been brought forward from the 2016/17 budget. WG Vibrant and Viable Places WG grant of £665,000 was received for these schemes.

Expenditure in 2016/17 on alley gating schemes was £172,000 with £21,000 slippage brought forward from 2016/17. Works included area based schemes in Cathays, Gabalfa and Grangetown as well as a number of one off schemes to address specific issues.

### **Libraries**

A scheme to upgrade 28 self serve library kiosks, whose software was no longer supported, was completed at a cost of £149,000. The majority of this scheme is to be funded by an invest to save budget to be repaid from the savings in reduced maintenance costs.

### **Private Housing**

The estate environmental improvements budget which supports costs to works on owner occupier properties is reporting slippage of £124,000 into 2016/17. This is due to slower progression than anticipated on some of the estate regeneration schemes in Public Housing.

During the year the increasing pressure on the disabled adaptations budget was reported as a result of increasing demand. It was initially proposed that circa £400,000 would supplement this budget from virements of other housing budgets and also £321,000 from repayments to the Council of previously awarded housing grants. In addition a sum of £700,000 was to be brought forward from future year's adaptations budget. With expenditure incurred totalling £3.564 million during the year, whilst commitments were in place, only £65,000 was required to be brought forward from the future years budget.

It was agreed with WG that the unused allocation of the 2014/15 allocation of the Warm Homes ARBED scheme, would be utilised in 2015/16 along with a new allocation in 2015/16, this resulted in total spend of £3.073 million. This was spent on external wall insulation improvements and associated works to properties at Brynfedw and Trowbridge. This represents expenditure on non Public Housing properties.

Work to install solar panels at the Shirenewton traveller site and site office and community hall improvements were completed in 2015/16 at a cost of £169,000.

### **Economic Development**

The directorate has slippage of £1.326 million. This includes £540,000 for Economic Development, £163,000 for City Development and £623,000 in relation to Venues and Cultural Facilities.

### **Economic Development**

The Cardiff Connection Voucher Scheme which is funded by the Department of Culture Media and Sports (DCMS) Urban Broadband Scheme ended on the 30 December 2015 with total spend of £374,000. All claims have been submitted on time and in-line with the agreed grant terms and conditions.

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In addition, the extended Voucher Scheme was launched from the 1 April 2015 and runs in parallel to the existing scheme. The extended scheme comprised of a £40 million national grant budget and was available to all cities. This budget was fully allocated during the year, but claims will continue to be submitted for approved vouchers until the 30 October 2016. Total spend for 2015/16 is £1.255 million and project management costs have been fully recovered from the 10% cap that has been granted to the scheme.

Cardiff Capital Fund expenditure of £99,000 was incurred in providing either loan, grant or taking equity in Small to Medium Enterprises. During the year £49,000 of loans previously provided were requested by the Directorate to be written off due to amounts owed being deemed irrecoverable. Any new amounts to be awarded from the fund will only be done so from previous loan amounts repaid and recycled. A similar scheme established in partnership with the S4C made no awards during the year whilst applications for support in 2016/17 are being considered. Accordingly £150,000 is carried forward for this scheme.

Expenditure of £22,000 was incurred on provision of grants as part of the Social Innovation Fund. The balance of the total £70,000 allocation is shown as slippage, with applications for funding already received being considered in 2016/17.

A contribution received towards dilapidations costs at Llanrumney Hall and initially profiled for use in 2015/16 is reported as slippage to be carried forward to future years until operating agreements for the facility are in place.

Using repayable WG Town Centre Loan funding, a loan of £500,000 was made by the Council towards the redevelopment of the Tramshed, the former Council Vehicle Maintenance Depot on Clare Road which is listed and has not been utilised for some time. The redevelopment is well underway with the performance venue having opened during 2015/16 and business incubator and residential units to be completed in 2016/17.

Slippage of £92,000 is shown on the 2015/16 budget allocated towards meeting up to £25,000 of improvement costs on buildings that are to be the subject of an approved Community Asset Transfer (CAT). With a number of CATs to be progressed in 2016/17, it is intended that greater use will be made of the funding made available.

### **City Development**

The main expenditure during the year has been £8.685 million to complete the purchase of the Wood Street NCP car park. Cabinet have been provided with a number of updates during the year in relation to the regeneration of Central Square. The key schemes that were progressed during 2015/16 include preparation and design works in relation to the new Central Transport Interchange and the Central Square public realm scheme. Enabling works of £727,000 have been incurred to allow for the closure of the bus station and setting-up of the interim arrangements. In addition, the 2015/16 Outturn position includes £589,000 spent on public realm detailed design, preparation of the specification, cost plan, associated surveys and assessments.

### **Venues and Cultural Facilities**

Asset renewal works in relation to Cardiff Castle totalled £155,000 and included emergency lighting, fire and door access, CCTV works to comply with licensing conditions and refurbishment of toilets.

As part of the procurement process for alternative delivery mechanisms for New Theatre and St David's Hall, the Council had allocated budgets of £295,000 and £350,000 respectively towards priority one works to the fabric of the buildings prior to contract commencement.

Whilst there has been expenditure of £22,000 on entrance doors at St David's Hall, initial estimates for works to New Theatre roof were in excess of budget so not progressed. The remaining budget totalling £623,000 is slipped into 2016/17 to be prioritised based on recent full property condition surveys received for both the sites.

Replacement of carpets in function areas at City Hall cost £91,000, with the initial allocation of £80,000 from 2014/15 supplemented by £11,000 from the asset renewal budget for 2015/16.

In order to allow Cardiff Story Museum to retain its Museum Status and also to facilitate the effective operation of the old Library building which is now configured as two separate units to include the Welsh Language Centre, works costing £188,000 were required. These have been funded from property asset renewal budgets and included security works to the building.

### **Property & Asset Management**

Expenditure in 2015/16 related to replacement boiler at Royal Stuart Workshops (£24,000), works to shops at Chestnut Road Shops (£16,000), and works to Lamby Way Workshops including security bollards, external cladding improvements, roller shutter doors and gate improvements (£60,000).

### **Education & Lifelong Learning**

#### **Schools Asset Renewal & Suitability**

The projected Outturn for 2015/16 reported at Month 9 was £3.173 million, however the final Outturn position is a total spend on Schools Asset Renewal for 2015/16 of £2.901 million, an underspend of £272,000. There is also an underspend against the Schools Suitability budget of £171,000. Both underspends are as a result of delays to planned works for 2015/16 already underway but not complete and therefore will be allowed to carry forward as slippage into 2016/17 budgets.

#### **Flying Start**

The final agreed Flying Start Allocation with WG for 2015/16 was £379,000. The majority of this allocation (£305,000) was in relation to improvements at Herbert Thompson Nursery. This work has been completed and the full funding allocation has been used to complement funding from 21<sup>st</sup> Century Schools in order to deliver the required works.

The remaining Flying Start Allocations for 2015/16 relate to the provision of Canopies at other Flying Start locations and these were at varying stages of completion at 31<sup>st</sup> March 2016. As a result the overall Flying Start Allocation has not been fully utilised in 2015/16 and there is slippage against Flying Start schemes of £51,000 in 2015/16.

#### **Schools Organisational Plan**

Schemes are classified as either "21<sup>st</sup> Century Schools" or "SOP Other". The combined final Outturn was £17.300 million. This represents a reduction of £1.505 million from the Month 9 estimated Outturn position.

SOP Other schemes outturn for 2015/16 was £2.120 million against a budget of £2.910 million. The main reason for this variance is the final valuation for the contract to build the new St Teilo's school identifying an underspend of £631,000 late in the financial year. This project is now largely complete and no further Capital Expenditure is anticipated in 2016/17.

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The final outturn for 21<sup>st</sup> Century Schools projects in 2015/16 was £15.180 million, this is a reduction of £715,000 since Month 9 as a combined result of underspends and the net impact of slippage and brought forward resources across a number of schemes.

Capital expenditure during the year was across several schemes but the most significant spend was on the Pontprennau Primary School project (£4.915 million). The project is now complete and the school is operational with Year 7 classes beginning in September 2016. The project also delivered an underspend against the project budget of approximately £200,000.

Other notable Capital Expenditure on 21<sup>st</sup> Century Schools Schemes included; Eastern High School (£2.320 million), Hamadryad Welsh Medium School (£2.130 million), Ysgol Y Wern Extension & Refurbishment (£909,000), New High School in the West of Cardiff (£890,000), Adamsdown Primary (£884,000), Mount Stuart Primary (£785,000), Coed Glas Primary (£707,000) and Fitzalan High Science Block (£699,000).

The most notable areas of slippage against the original assumptions included in the 2015/16 budget were in relation to a number of factors:-

- Eastern High School incurred slippage of £11.945 million in 2015/16. The scheme has been subject to long delays in the planning, design and procurement phases of the project over a number of years. The scheme is now proceeding having received planning approval, negotiation of agreements with Cardiff and the Vale College and the appointment of Wilmot Dixon to a £26 million construction contract.
- The need to await the outcome of several consultations prior to finalising proposals, namely e.g Four wards English & Welsh Medium schemes, Gabalfa Primary / Ysgol Glan Ceubal and Ysgol Glan Morfa and Moorland Primary. All of these schemes suffered delays in 2015/16 and therefore incurred significant levels of slippage in relation to 2015/16 budgeted expenditure.

### **SOP Reserve**

The SOP reserve balance at 31 March 2016 is £8.123 million (£7.170 million at 31 March 2015) with a net contribution to the reserve in 2015/16 of £0.953 million. Of this reserve balance, £3.164 million had been temporarily borrowed to fund corporate Voluntary Severance obligations in previous years but this amount was fully repaid into the reserve at 31/03/2016.

The SOP reserve balance over the life of the SOP Programme financial model is used as a measure of affordability of the programme. It was previously agreed at Investment Review Board that the balance on the future profile of the reserve should not fall below a threshold of £1.5 million.

### **Governance & Legal Services**

The Council received a grant of £335,000 from WG to support works to create a Welsh Language & Cultural Centre (WLCC) in Cardiff. Working with the Cardiff Story Museum and a range of partners, the facility in the old library building in the Hayes opened in February 2016 and includes a cafe bar, teaching rooms and exhibition space. The building underwent a programme of significant renovation, refurbishment and fit-out to accommodate the requirements of the WLCC partners as well as those of the Cardiff Story Museum.

### **Resources**

Overall the directorate has an underspend of £523,000 in relation to Corporate budgets and slippage of £1.098 million. The slippage primarily related to £776,000 in relation to Modernising IT to Improve Business Processes and £338,000 from the Strategic Property Rationalisation budget.

### **Technology**

Expenditure on ICT projects as part of the Modernising IT to Improve Business Processes capital budget was £829,000. Delivery of these schemes is dependent on the capacity of the organisation to support and implement new systems, and given these risks slippage of £776,000 is carried forward into 2016/17.

The main area of investment in 2015/16 has been to digitally enable suitable Council services utilising modern technology and to implement an agile working solution for suitable staff to allow the release of Global Link, as part of the Office Rationalisation project. Phase 1 of the Agile Working solution is nearing completion and scoping work for a further phase being undertaken including the creation of touchdown points for staff to use. Subject to a business case, there will be further expenditure for additional rollout in 2016/17.

The first phase of the cloud based Customer Relationship Management (CRM) solution was operational in January 2016 and is the first of its kind in the UK for a public sector body. This will enable the Council to work more closely with citizens to report and resolve issues reducing internal failure demand. There are subsequent phases being developed to increase the number of digital services capable of being offered. This project is expected to be fully complete by the end of 2016/17.

The roll out of the Document Management project is designed to deliver functionality across the Council with the pace of delivery increasing and demand for this new technology growing across directorates. Rollout has been slower than anticipated with 6% of Council staff now live on the system. Rollout will continue to the whole authority.

Phase 1 of the Income Management System was implemented in January 2016.

ICT refresh expenditure of £460,000 has taken place to upgrade hardware and servers, replace old Windows operating system based equipment and resolve licensing issues.

### **Facilities Management (FM)**

As part of the Strategic Property Rationalisation project, expenditure of £230,000 has been incurred primarily on enabling staff moves within County Hall to allow further services to be relocated and to allow the vacation and proposed re assignment of the lease of Global Link in the summer of 2016. Funding of this expenditure was partly from earmarked reserves of £132,000.

Properties vacated during 2015/16 included Bessemer Close, St David's House, Alexander House, and Charles Street, with a number of other properties to be reviewed during 2016/17 in order to make revenue savings, support the realisation of capital receipts and to ensure service delivery can take place from suitable buildings.

The budget of £541,000 for Property Asset Renewal has been spent on property asset renewal including works at County Hall including £259,000 on replacement of fire dampers and £132,000 on an upgrade to prevent power outage. Both schemes will be completed in 2016/17. As well as a range of smaller schemes at core administrative buildings including



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fire alarm and security upgrades, works to comply with health and safety reports were undertaken.

The Legionella budget of £65,000 has not been used for some years and is shown as an underspend which will be used to offset any overspends within the Capital Programme, with any future works planned from the annual property asset renewal budget.

Expenditure of £286,000 was incurred on a number of vehicles, primarily to replace old fleet with significant maintenance obligations coming to the end of their life.

### Corporate

The Contingency budget of £400,000 was not required during the year and this will be used to reduce the Council's borrowing requirement.

A £500,000 allocation of invest to save funding is delegated to the Section 151 Officer for requests received in the year, subject to a satisfactory business case. In 2015/16, £103,000 was used towards the upgrade of the self service library kiosks.

The main body of the outturn report provides background to a capitalisation direction from WG, towards which £2.435 million of revenue costs were charged during the year.

### Section 106 and other contributions

The table below shows the Section 106 and other contributions at Outturn compared to original projections at the time of setting the budget. It also shows the balance of contributions held at 31 March 2016 to be spent in later years and includes amounts received during the year. Parks and Sport continue to show large variances against initial projections with the reasons identified for this as longstanding issues relating to insufficient design staff and recruitment problems.

Service Area	Original Projection	Outturn	Variance	Balance as at 31.3.2016
	£000	£000	£000	£000
Traffic & Transportation	235	204	(31)	1,835
Parks & Sport	1,051	346	(705)	3,331
Neighbourhood Regeneration	138	0	(138)	392
Planning	93	0	(93)	230
Hubs	347	206	(141)	139
Libraries	12	6	(6)	6
Economic Development	290	382	92	932
Housing	0	0	0	2,636
Schools	0	0	0	274
<b>Total</b>	<b>2,166</b>	<b>1,144</b>	<b>(1,022)</b>	<b>9,775</b>

Traffic and Transportation includes a range of small schemes including; public transport improvements, telematics, bus shelters and bus boarders. Contributions to funding bus services have been transferred as revenue income to meet such costs.

Parks and Sport variances include either delays or schemes not starting on sites including; Victoria Park Splashpad (£96,000), Parc Coed y Nant 3G (£105,000), improvements to

## Appendix 7

parks and open spaces within Butetown (£85,000) and Cathays (£72,000). Pontcanna Fields/ Llandaff Fields (£67,000) and Grangemoor Park (£66,000).

Neighbourhood Regeneration and Planning - amounts profiled to be spent in 2015/16, were either spent in 2014/15 (£41,000) or are now profiled to be spent in 2016/17 (£71,000) due to a suitable schemes not currently being available in the wards.

Planning - sums allocated for a regeneration scheme at Mount Stuart Square and a programme of works in the city centre are now planned for future years.

Hubs - £205,000 was spent on phase one improvements at St Mellons Hub, with £106,000 allocated towards Splott Hub to be spent in future years.

A contribution held under Economic Development was received towards dilapidations costs at Llanrumney Hall. Whilst some of the compensation received from the early release has been used utilised to pay for roofing works, the balance is to be carried forward to future years until agreements are in place. Another contribution of £343,000 received towards public realm at Central Square was utilised during the year.

<u>DIRECTORATE &amp; SCHEME</u>	2015-16 Programme	2014-15 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2015-16	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
<b><u>CITY OPERATIONS</u></b>													
<b><u>Waste Management &amp; Recycling</u></b>													
Household Wheeled Bin Expansion & Restricting Residual Waste Changing the Current 240L Bins to 140L	2,795	0	0	0	0	2,795	1,834	(961)	0	0	0	0	(961)
New HWRC Lamby Way	0	1,587	0	0	0	1,587	42	0	0	0	(1,545)	0	(1,545)
Materials Recycling Facility refurbishment	45	76	0	0	0	121	108	0	0	0	(13)	0	(13)
<b>Total Waste Management &amp; Recycling</b>	<b>2,840</b>	<b>1,663</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,503</b>	<b>1,984</b>	<b>(961)</b>	<b>0</b>	<b>0</b>	<b>(1,558)</b>	<b>0</b>	<b>(2,519)</b>
<b><u>Energy Projects and Sustainability</u></b>													
Greener Grangetown	1,390	1,550	(1,390)	0	0	1,550	161	0	0	0	(629)	(760)	(1,389)
Energy Refit of Buildings	0	785	0	(609)	(173)	3	3	0	0	0	0	0	0
Radyr Weir	0	2,186	0	0	350	2,536	3,772	1,236	0	0	0	0	1,236
Solar PV Renewable Energy Initiative	0	0	0	609	0	609	609	0	0	0	0	0	0
Salix Energy Recycling Scheme (SERS)	0	95	(83)	0	0	12	12	0	0	0	0	0	0
Salix Energy Efficiency Loan Scheme (SEELS)	160	(47)	0	0	652	765	765	0	0	0	0	0	0
Heritage Energy Efficiency Retrofit Grant	0	0	0	40	230	270	232	0	0	0	0	(38)	(38)
Performer Grant Grant Matchfunding	0	0	0	0	25	25	7	0	0	0	(18)	0	(18)
<b>Total Energy Projects and Carbon Management</b>	<b>1,550</b>	<b>4,569</b>	<b>(1,473)</b>	<b>40</b>	<b>1,084</b>	<b>5,770</b>	<b>5,561</b>	<b>1,236</b>	<b>0</b>	<b>0</b>	<b>(647)</b>	<b>(798)</b>	<b>(209)</b>
<b><u>Regulatory</u></b>													
Regionalising Regulatory Services	216	0	0	0	0	216	0	0	0	0	(216)	0	(216)
<b>Total Regulatory</b>	<b>216</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>216</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(216)</b>	<b>0</b>	<b>(216)</b>
<b><u>Parks &amp; Green Spaces</u></b>													
Asset Renewal Buildings	111	70	0	0	16	197	197	0	0	0	0	0	0
Asset Renewal Parks Infrastructure	140	59	0	(140)	0	59	78	19	0	0	0	0	19
Play Equipment	90	0	0	0	0	90	88	(2)	0	0	0	0	(2)
Flood Risk Prevention	100	97	0	0	0	197	53	0	0	0	(144)	0	(144)
Heath Park Tennis Courts	0	134	0	140	25	299	286	0	0	0	(13)	0	(13)
Hywel Dda Public Open Space	0	57	0	0	0	57	29	0	0	0	(28)	0	(28)
Bishops Palace & Llandaff Belltower	0	79	0	25	26	130	106	(17)	0	0	(7)	0	(24)
Parc Cefn On	0	3	0	0	0	3	3	0	0	0	0	0	0
Water Play Park at Victoria Park	185	0	0	0	0	185	0	0	0	0	(185)	0	(185)
S106 schemes	1,051	748	(748)	0	0	1,051	346	0	0	0	0	(705)	(705)
<b>Total Parks &amp; Green Spaces</b>	<b>1,677</b>	<b>1,247</b>	<b>(748)</b>	<b>25</b>	<b>67</b>	<b>2,268</b>	<b>1,186</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(377)</b>	<b>(705)</b>	<b>(1,082)</b>
<b><u>Leisure</u></b>													
Asset Renewal Buildings	135	40	0	(120)	0	55	55	0	0	0	0	0	0
Insole Court Conservation	1,562	1,584	(771)	130	40	2,545	1,952	50	0	0	0	(643)	(593)
Eastern Leisure Centre refurbishment	2,505	2,361	0	0	0	4,866	4,256	0	0	0	(610)	0	(610)
Llanishen Leisure Centre reconfiguration	0	5	0	(5)	0	0	0	0	0	0	0	0	0
Pentwyn Leisure Centre reconfiguration	0	20	0	(20)	0	0	0	0	0	0	0	0	0
Pentwyn Leisure Centre accessibility (Dome)	0	184	0	0	0	184	19	0	0	0	(165)	0	(165)
Leisure Centres Priority Works	750	0	0	25	0	775	244	0	0	0	(531)	0	(531)
<b>Total Leisure</b>	<b>4,952</b>	<b>4,194</b>	<b>(771)</b>	<b>10</b>	<b>40</b>	<b>8,425</b>	<b>6,526</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>(1,306)</b>	<b>(643)</b>	<b>(1,899)</b>
<b><u>Bereavement &amp; Registration Services</u></b>													
Improvements funded by Bereavement reserve	145	0	0	0	(58)	87	87	0	0	0	0	0	0
St Mary's Church, Caerau	0	0	0	11	5	16	16	0	0	0	0	0	0
<b>Total Bereavement &amp; Registration Services</b>	<b>145</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>(53)</b>	<b>103</b>	<b>103</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<u>DIRECTORATE &amp; SCHEME</u>	2015-16 Programme	2014-15 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2015-16	Outturn	(Underspend ) / Overspend GF	(Underspend/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
<b>Highway Maintenance</b>													
Highway Improvements LGBI - Carriageway	0	910	0	0	121	1,031	1,031	0	0	0	0	0	0
Highway Improvements LGBI - Footway	0	470	0	0	(96)	374	374	0	0	0	0	0	0
Highway Improvements LGBI - Drainage	0	60	0	0	(25)	35	35	0	0	0	0	0	0
Highway Reconstruction	1,350	1,290	0	50	0	2,690	2,604	0	0	0	(86)	0	(86)
Footpath reconstruction	595	0	0	(50)	3	548	120	0	0	0	(428)	0	(428)
Bridges & Structures	400	814	0	(697)	697	1,214	955	0	0	0	(259)	0	(259)
Street Lighting Column Replacement	270	0	0	0	0	270	177	0	0	0	(93)	0	(93)
Street Lighting Energy Use Reduction (Invest to Save)	0	1,340	0	0	20	1,360	1,101	0	0	(259)	0	0	(259)
LED Lighting on Principal Roads (Invest to Save)	2,000	0	0	0	0	2,000	16	0	0	(1,984)	0	0	(1,984)
Rhiwbina Flood defence scheme	0	263	0	0	0	263	227	0	0	0	(36)	0	(36)
<b>Total Highway Maintenance</b>	<b>4,615</b>	<b>5,147</b>	<b>0</b>	<b>(697)</b>	<b>720</b>	<b>9,785</b>	<b>6,640</b>	<b>0</b>	<b>0</b>	<b>(2,243)</b>	<b>(902)</b>	<b>0</b>	<b>(3,145)</b>
<b>Traffic &amp; Transportation</b>													
Asset Renewal Transport & Traffic Management	670	153	0	(180)	180	823	813	(6)	0	0	(4)	0	(10)
Transport Grant Matchfunding	375	0	0	0	0	375	169	0	0	0	(206)	0	(206)
Cycling Development Asset Renewal	400	(150)	0	(235)	235	250	255	5	0	0	0	0	5
Local Transport Plan - Bus Corridors	6,605	0	0	0	(6,417)	188	188	0	0	0	0	0	0
Local Transport Fund -Strategic Cycle network	0	0	0	0	215	215	215	0	0	0	0	0	0
Local Transport Fund - Active Travel Mapping	0	38	0	0	(4)	34	34	0	0	0	0	0	0
Local Transport Fund -Walkable Neighbourhoods	490	0	0	0	(347)	143	143	0	0	0	0	0	0
Local Transport Fund - Junction Improvements Fitzalan Place /West Grove	50	0	0	0	328	378	378	0	0	0	0	0	0
Local Transport Fund - Rail development	30	0	0	0	(30)	0	0	0	0	0	0	0	0
Road Safety Grant - Highway Junction improvements	100	0	0	0	805	905	905	0	0	0	0	0	0
Metro Phase 1 Cycle schemes	0	38	0	0	(38)	0	0	0	0	0	0	0	0
Metro Ph1 - A469/A470 Bus Corridor Improvements	0	0	0	1,713	755	2,468	741	0	(14)	0	(1,713)	0	(1,727)
Safe Routes in Communities (WG)	540	0	0	0	(230)	310	310	0	0	0	0	0	0
Moving Offences enforcement equipment	0	53	0	0	55	108	108	0	0	0	0	0	0
Asset Renewal Telematics/Butetown Tunnel	330	44	0	0	0	374	375	1	0	0	0	0	1
S106 schemes	505	744	(744)	0	(270)	235	204	0	0	0	0	(31)	(31)
<b>Total Traffic &amp; Transportation</b>	<b>10,095</b>	<b>920</b>	<b>(744)</b>	<b>1,298</b>	<b>(4,763)</b>	<b>6,806</b>	<b>4,838</b>	<b>0</b>	<b>(14)</b>	<b>0</b>	<b>(1,923)</b>	<b>(31)</b>	<b>(1,968)</b>
<b>Strategic Planning</b>													
Heritage schemes	90	158	0	(86)	0	162	162	0	0	0	0	0	0
S106 schemes	93	66	(66)	0	0	93	0	0	0	0	0	(93)	(93)
<b>Total Strategic Planning</b>	<b>183</b>	<b>224</b>	<b>(66)</b>	<b>(86)</b>	<b>0</b>	<b>255</b>	<b>162</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(93)</b>	<b>(93)</b>
<b>Harbour Authority</b>													
Harbour Asset Renewal	323	0	0	0	(11)	312	312	0	0	0	0	0	0
<b>Total Harbour Authority</b>	<b>323</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(11)</b>	<b>312</b>	<b>312</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL CITY OPERATIONS</b>	<b>26,596</b>	<b>17,964</b>	<b>(3,802)</b>	<b>601</b>	<b>(2,916)</b>	<b>38,443</b>	<b>27,312</b>	<b>325</b>	<b>(14)</b>	<b>(2,243)</b>	<b>(6,929)</b>	<b>(2,270)</b>	<b>(11,131)</b>

<u>DIRECTORATE &amp; SCHEME</u>	2015-16 Programme	2014-15 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2015-16	Outturn	(Underspend )/ Overspend GF	(Underspend/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
<b><u>COMMUNITIES, HOUSING &amp; CUSTOMER SERVICES</u></b>													
<b><u>Citizen Hubs</u></b>													
Hubs proposals - ongoing schemes	(328)	0	0	10	0	(318)	0	0	0	0	318	0	318
STAR Hub	3,839	(101)	(109)	0	0	3,629	3,140	0	0	0	(489)	0	(489)
St Mellons Hub	105	0	0	0	0	105	113	8	0	0	0	0	8
St Mellons Hub S106	205	204	(204)	0	0	205	205	0	0	0	0	0	0
Llanishen Community Hub	13	0	0	(10)	0	3	3	0	0	0	0	0	0
Grangetown Hub	165	558	0	25	0	748	818	70	0	0	0	0	70
Llandaff North	30	0	0	68	0	98	98	0	0	0	0	0	0
Pentwyn Hub (Dome)	0	89	0	0	0	89	0	0	0	0	0	(89)	(89)
City Centre Superhub	358	0	0	(37)	0	321	321	0	0	0	0	0	0
City Centre Superhub - Cymal Grant	100	0	0	0	50	150	150	0	0	0	0	0	0
Fairwater Hub	140	110	0	(40)	0	210	210	0	0	0	0	0	0
Rumney Hub (Youth Centre)	35	0	0	0	150	185	195	10	0	0	0	0	10
Llanedeyrn Hub	30	0	0	36	0	66	66	0	0	0	0	0	0
Llanrumney Hub	50	0	0	0	0	50	64	14	0	0	0	0	14
<b>Total Citizen Hubs</b>	<b>4,742</b>	<b>860</b>	<b>(313)</b>	<b>52</b>	<b>200</b>	<b>5,541</b>	<b>5,383</b>	<b>102</b>	<b>0</b>	<b>0</b>	<b>(171)</b>	<b>(89)</b>	<b>(158)</b>
<b><u>Neighbourhood Regeneration</u></b>													
Butetown Community Centre	0	0	0	0	39	39	39	0	0	0	0	0	0
Neighbourhood Renewal schemes	685	213	0	0	0	898	508	0	0	0	(390)	0	(390)
Maelfa Centre Regeneration	0	352	0	0	0	352	11	0	0	0	(341)	0	(341)
Local Shopping Centre regeneration	360	162	0	0	0	522	581	0	0	0	59	0	59
Vibrant & Viable Places WG grant - Local Shopping Centre Regeneration	465	0	0	0	200	665	665	0	0	0	0	0	0
Alleygating	145	0	0	0	6	151	172	0	0	0	21	0	21
S106 schemes	279	77	(330)	0	0	26	0	0	0	0	0	(26)	(26)
<b>Total Neighbourhood Regeneration</b>	<b>1,934</b>	<b>804</b>	<b>(330)</b>	<b>0</b>	<b>245</b>	<b>2,653</b>	<b>1,976</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(651)</b>	<b>(26)</b>	<b>(677)</b>
<b><u>Libraries</u></b>													
Central library furniture	0	76	0	(76)	0	0	0	0	0	0	0	0	0
Library Kiosk Upgrade	0	0	0	127	22	149	149	0	0	0	0	0	0
Radyr Library (S106)	12	0	0	0	0	12	6	0	0	0	0	(6)	(6)
Asset Renewal	18	0	0	0	0	18	18	0	0	0	0	0	0
<b>Total Libraries</b>	<b>30</b>	<b>76</b>	<b>0</b>	<b>51</b>	<b>22</b>	<b>179</b>	<b>173</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(6)</b>	<b>(6)</b>
<b><u>Housing</u></b>													
Estate environmental improvements	150	0	0	0	0	150	26	0	0	0	(124)	0	(124)
Disabled Facilities Service	2,800	0	0	399	300	3,499	3,564	0	0	0	65	0	65
Discretionary Renovation grants	270	0	0	(269)	0	1	1	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 & Council match funding	0	0	0	0	8	8	8	0	0	0	0	0	0
WG ARBED ECO Grant	0	0	0	0	3,073	3,073	3,073	0	0	0	0	0	0
Traveller Site refurbishment	0	0	0	0	169	169	169	0	0	0	0	0	0
<b>Total Housing</b>	<b>3,350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,550</b>	<b>6,900</b>	<b>6,841</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(59)</b>	<b>0</b>	<b>(59)</b>
<b>TOTAL Communities, Housing &amp; Customer Services</b>	<b>10,056</b>	<b>1,740</b>	<b>(643)</b>	<b>103</b>	<b>4,017</b>	<b>15,273</b>	<b>14,373</b>	<b>102</b>	<b>0</b>	<b>0</b>	<b>(881)</b>	<b>(121)</b>	<b>(900)</b>

<u>DIRECTORATE &amp; SCHEME</u>	2015-16 Programme	2014-15 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2015-16	Outturn	(Underspend ) / Overspend GF	(Underspend) / Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
<b><u>ECONOMIC DEVELOPMENT</u></b>													
<b><u>Economic Development</u></b>													
Urban broadband	312	412	(312)	0	1,217	1,629	1,629	0	0	0	0	0	0
Cardiff Capital Fund	0	74	25	0	0	99	99	0	0	0	0	0	0
Council/S4C Investment Fund	150	0	0	0	0	150	0	0	0	0	(150)	0	(150)
Cardiff Social Innovation fund	0	70	0	0	0	70	22	0	0	0	(48)	0	(48)
Llanrumney Hall/Butetown Railway	290	294	(294)	0	(40)	250	0	0	0	0	0	(250)	(250)
Community Asset Transfer	100	0	0	0	0	100	8	0	0	0	(92)	0	(92)
Town Centre Loan Scheme	0	0	0	0	500	500	500	0	0	0	0	0	0
<b>Total Economic Development</b>	<b>852</b>	<b>850</b>	<b>(581)</b>	<b>0</b>	<b>1,677</b>	<b>2,798</b>	<b>2,258</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(290)</b>	<b>(250)</b>	<b>(540)</b>
<b><u>City Development</u></b>													
Cardiff Enterprise Zone	163	0	0	0	0	163	0	0	0	0	(163)	0	(163)
CEZ Land Purchase	1,530	7,155	0	0	0	8,685	8,685	0	0	0	0	0	0
Temp Bus Station Enabling works	727	0	0	(601)	601	727	727	0	0	0	0	0	0
ISV Retail 3 Investigation Works	0	0	0	0	3	3	3	0	0	0	0	0	0
Central Square Public Realm Detailed Design	180	0	0	0	409	589	589	0	0	0	0	0	0
GreenHill School	0	0	0	0	11	11	11	0	0	0	0	0	0
<b>Total City Development</b>	<b>2,600</b>	<b>7,155</b>	<b>0</b>	<b>(601)</b>	<b>1,024</b>	<b>10,178</b>	<b>10,015</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(163)</b>	<b>0</b>	<b>(163)</b>
<b><u>Venues &amp; Cultural Facilities</u></b>													
Asset Renewal Buildings	155	0	0	0	0	155	155	0	0	0	0	0	0
Asset Renewal - Old Library Security Works	188	0	0	0	0	188	188	0	0	0	0	0	0
New Theatre	295	0	0	0	0	295	0	0	0	0	(295)	0	(295)
St David's Hall	350	0	0	0	0	350	22	0	0	0	(328)	0	(328)
City Hall Carpets	11	80	0	0	0	91	91	0	0	0	0	0	0
<b>Total Venues &amp; Cultural Facilities</b>	<b>999</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,079</b>	<b>456</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(623)</b>	<b>0</b>	<b>(623)</b>
<b><u>Property &amp; Asset Management</u></b>													
Asset Renewal Buildings	12	83	0	0	18	113	113	0	0	0	0	0	0
<b>Total Property and Asset Management</b>	<b>12</b>	<b>83</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>113</b>	<b>113</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL ECONOMIC DEVELOPEMT</b>	<b>4,463</b>	<b>8,168</b>	<b>(581)</b>	<b>(601)</b>	<b>2,719</b>	<b>14,168</b>	<b>12,842</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,076)</b>	<b>(250)</b>	<b>(1,326)</b>

<u>DIRECTORATE &amp; SCHEME</u>	2015-16 Programme	2014-15 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2015-16	Outturn	(Underspend ) / Overspend GF	(Underspend/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
<b><u>EDUCATION &amp; LIFELONG LEARNING</u></b>													
<b><u>Schools</u></b>													
<b><u>Planning &amp; Development</u></b>													
Asset Renewal Buildings	2,910	473	0	0	(54)	3,329	3,057	0	0	0	(272)	0	(272)
Suitability and Sufficiency	500	0	0	0	0	500	329	0	0	0	(171)	0	(171)
Early Years - Flying Start	149	0	0	0	230	379	328	0	0	0	0	(51)	(51)
Whitchurch High School	200	0	0	0	0	200	200	0	0	0	0	0	0
<b>Total Planning &amp; Development</b>	<b>3,759</b>	<b>473</b>	<b>0</b>	<b>0</b>	<b>176</b>	<b>4,408</b>	<b>3,914</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(443)</b>	<b>(51)</b>	<b>(494)</b>
<b><u>Other schemes</u></b>													
Schools Challenge Cymru	0	0	0	0	176	176	141	0	0	0	0	(35)	(35)
Penarth Learning Community	1,330	0	0	0	0	1,330	1,330	0	0	0	0	0	0
<b>Total Other schemes</b>	<b>1,330</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>176</b>	<b>1,506</b>	<b>1,471</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(35)</b>	<b>(35)</b>
<b>Total Schools</b>	<b>5,089</b>	<b>473</b>	<b>0</b>	<b>0</b>	<b>352</b>	<b>5,914</b>	<b>5,385</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(443)</b>	<b>(86)</b>	<b>(529)</b>
<b><u>Schools Organisation Planning</u></b>													
SOP Other	0	(729)	3,639	0	0	2,910	2,120	0	(790)	0	0	0	(790)
21st Century Schools	4,987	29,278	183	0	0	34,448	15,180	0	(1,034)	(3,849)	(912)	(13,473)	(19,268)
<b>Total Schools Organisation Planning</b>	<b>4,987</b>	<b>28,549</b>	<b>3,822</b>	<b>0</b>	<b>0</b>	<b>37,358</b>	<b>17,300</b>	<b>0</b>	<b>(1,824)</b>	<b>(3,849)</b>	<b>(912)</b>	<b>(13,473)</b>	<b>(20,058)</b>
<b>TOTAL EDUCATION &amp; LIFELONG LEARNING</b>	<b>10,076</b>	<b>29,022</b>	<b>3,822</b>	<b>0</b>	<b>352</b>	<b>43,272</b>	<b>22,685</b>	<b>0</b>	<b>(1,824)</b>	<b>(3,849)</b>	<b>(1,355)</b>	<b>(13,559)</b>	<b>(20,587)</b>
<b><u>GOVERNANCE &amp; LEGAL SERVICES</u></b>													
Bilingual Cardiff - Welsh Language Centre Grant	0	0	0	0	335	335	335	0	0	0	0	0	0
<b>TOTAL GOVERNANCE &amp; LEGAL SERVICES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>335</b>	<b>335</b>	<b>335</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>RESOURCES</u></b>													
<b><u>Technology</u></b>													
Modernising IT to improve Business Processes	(845)	2,450	0	0	0	1,605	829	0	0	0	(776)	0	(776)
ICT Refresh	400	44	0	0	0	444	460	0	0	0	16	0	16
<b>Total Technology</b>	<b>(445)</b>	<b>2,494</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,049</b>	<b>1,289</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(760)</b>	<b>0</b>	<b>(760)</b>
<b><u>Facilities Management</u></b>													
Strategic Property Rationalisation	109	327	0	0	132	568	230	0	0	0	(338)	0	(338)
Asset Renewal Buildings	510	0	0	0	31	541	541	0	0	0	0	0	0
Legionella	0	65	0	0	0	65	0	(65)	0	0	0	0	(65)
CCTV at Council sites	0	50	0	0	(50)	0	0	0	0	0	0	0	0
<b>Total Facilities Management</b>	<b>619</b>	<b>442</b>	<b>0</b>	<b>0</b>	<b>113</b>	<b>1,174</b>	<b>771</b>	<b>(65)</b>	<b>0</b>	<b>0</b>	<b>(338)</b>	<b>0</b>	<b>(403)</b>
<b><u>Central Transport Services</u></b>													
Asset Renewal Vehicle Replacement	250	(23)	0	0	11	238	286	48	0	0	0	0	48
<b><u>Corporate</u></b>													
Contingency	400	0	0	0	0	400	0	(400)	0	0	0	0	(400)
Asset Renewal Building Contingency	106	0	0	0	0	106	0	(106)	0	0	0	0	(106)
Invest to Save annual allocation	500	0	0	(103)	(397)	0	0	0	0	0	0	0	0
WG Capitalisation Direction	3,487	0	0	0	(1,052)	2,435	2,435	0	0	0	0	0	0
<b>Total Corporate</b>	<b>4,493</b>	<b>0</b>	<b>0</b>	<b>(103)</b>	<b>(1,449)</b>	<b>2,941</b>	<b>2,435</b>	<b>(506)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(506)</b>
<b>TOTAL RESOURCES</b>	<b>4,917</b>	<b>2,913</b>	<b>0</b>	<b>(103)</b>	<b>(1,325)</b>	<b>6,402</b>	<b>4,781</b>	<b>(523)</b>	<b>0</b>	<b>0</b>	<b>(1,098)</b>	<b>0</b>	<b>(1,621)</b>
<b><u>SOCIAL SERVICES</u></b>													

<u>DIRECTORATE &amp; SCHEME</u>	2015-16 Programme	2014-15 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2015-16	Outturn	(Underspend )/ Overspend GF	(Underspend)/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
<b>Adult Services</b>													
Asset Renewal Buildings - Adults	20	0	0	0	1	21	21	0	0	0	0	0	0
<b>Total Adult Services</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>21</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Childrens Services</b>													
Childrens Social Services Asset Renewal	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL SOCIAL SERVICES</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>21</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL GENERAL FUND</b>	<b>56,128</b>	<b>59,807</b>	<b>(1,204)</b>	<b>0</b>	<b>3,183</b>	<b>117,914</b>	<b>82,349</b>	<b>(96)</b>	<b>(1,838)</b>	<b>(6,092)</b>	<b>(11,339)</b>	<b>(16,200)</b>	<b>(35,565)</b>



<u>DIRECTORATE &amp; SCHEME</u>	2015-16 Programme	2014-15 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2015-16	Outturn	(Underspend )/ Overspend GF	(Underspend)/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
<b><u>PUBLIC HOUSING</u></b>													
Housing Development	1,400	0	0	(938)	0	462	462	0	0	0	0	0	0
Estate Regeneration and Area Improvement Strategies	2,600	0	0	(305)	0	2,295	2,295	0	0	0	0	0	0
External and Internal improvements to buildings	11,550	0	0	550	0	12,100	12,100	0	0	0	0	0	0
Disabled Facilities Service	1,800	0	0	183	0	1,983	1,983	0	0	0	0	0	0
Energy Efficiency	750	0	0	198	0	948	948	0	0	0	0	0	0
ARBED ECO Grant	0	0	0	0	504	504	504	0	0	0	0	0	0
Housing Partnerships Project	1,700	0	0	(1,037)	0	663	663	0	0	0	0	0	0
Modernising IT to improve Business Processes	0	449	0	0	(331)	118	118	0	0	0	0	0	0
Settlement buy out payment	188,000	0	0	(608)	0	187,392	187,392	0	0	0	0	0	0
Hostels	0	0	0	22	0	22	22	0	0	0	0	0	0
Hubs	150	0	0	230	0	380	380	0	0	0	0	0	0
<b>TOTAL PUBLIC HOUSING</b>	<b>207,950</b>	<b>449</b>	<b>0</b>	<b>(1,705)</b>	<b>173</b>	<b>206,867</b>	<b>206,867</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>264,078</b>	<b>60,256</b>	<b>(1,204)</b>	<b>(1,705)</b>	<b>3,356</b>	<b>324,781</b>	<b>289,216</b>	<b>(96)</b>	<b>(1,838)</b>	<b>(6,092)</b>	<b>(11,339)</b>	<b>(16,200)</b>	<b>(35,565)</b>