

BUDGET MONITORING – MONTH 4 REPORT

REPORT OF THE CORPORATE DIRECTOR RESOURCES

AGENDA ITEM: 3

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

Reason for this Report

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

Background

2. This monitoring report provides details of the projected outturn for 2016/17 compared with the budget approved by Council on the 25th February 2016.
3. The presentation of surpluses and deficits in this report follows the convention, which shows an excess of expenditure over budget as a positive and additional income over budget as a negative. Conversely, expenditure less than budget would be shown as a negative while income lower than expected would be denoted as a positive. Negative items are shown in brackets.

Issues

Revenue

4. Overall, the month four revenue monitoring for the Council shows a projected overspend of £850,000 reflecting financial pressures and shortfalls against budget savings targets in directorate budgets. These are partly offset by projected savings on capital financing, the release of contingency budgets previously earmarked to fund voluntary severance costs, an anticipated surplus on Council Tax collection and NDR refunds on Council properties. Directorate budgets are currently projected to be overspent by £6.5 million however it is anticipated that management actions will enable this to be reduced by the year end. The current position includes projected overspends in the Social Services, City Operations and Governance & Legal Services Directorates and in Corporate Management. The directorate overspends are partially offset by the £4.0 million general contingency budget which was maintained as part of the 2016/17 budget in

order to reflect the quantum, risk and planning status of the proposed savings for 2016/17. A summary of the overall position is attached as Appendix 1 to this report.

5. The projected overspends in directorate budgets include £5.221 million in Social Services, £785,000 in City Operations, £494,000 in Corporate Management and £44,000 in Governance and Legal Services. This position reflects a range of factors including increased demographic pressures in Social Services, shortfalls in income and the anticipated failure to fully achieve the savings targets set as part of the 2016/17 Budget together with on-going shortfalls carried forward from the previous financial year.
6. The 2016/17 savings targets for each directorate are set out in Appendix 2(a) to this report together with the projected savings currently anticipated to be achieved. An overall shortfall of £5.462 million is currently anticipated against the £25.892 million directorate savings target with £7.297 million having been achieved to date and a further £13.133 million anticipated to be achieved by the year end. The budget approved by Council on the 25 February 2016 identified red or red / amber achievability risks totalling £11.663 million with £2.752 million of the savings proposals still at a general planning stage. These risks are evident in the projected shortfall currently reported as part of the month four monitoring. A projected shortfall of £1.819 million has also been identified in relation to savings targets carried forward from 2015/16 and these are set out in Appendix 2 (b) to this report. The projected shortfalls are reflected in the directorate monitoring positions although where possible shortfalls have been offset by savings in other budget areas. The £4.0 million General contingency budget which was allocated to reflect the risk and planning status of the proposed savings for 2016/17 is also available to offset the shortfall in the current financial year. However, despite this the shortfalls represent a continuing cause for concern particularly as the Council is about to embark on another very difficult budget round.
7. Actions are being taken by those directorates currently reporting a projected overspend to try to resolve the issues that led to the current position or alternatively to identify offsetting savings in other areas of the service. These will be considered as part of the challenge process to review the performance of directorates including the budget monitoring position. The Chief Executive has held a series of meetings with directors to identify measures to reduce the level of spend across the Council with the intention of improving the overall position as the year progresses. These reviews will continue throughout the year and the actions taken also discussed in the Chief Executive's monthly meetings with individual directors. In addition the Chief Executive has implemented a number of management actions enabling a balanced position to be achieved by the end of the financial year. The management actions include:
 - **Purchase of Goods and Services**
 - Review all uncommitted revenue funded works contracts on buildings, roads and other infrastructure.
 - review all spending budgets to ensure that no further spend is incurred unless essential including but not limited to:

Non-essential supplies and services
Furniture, ICT and other equipment
Training courses and events (excluding essential H&S/First Aid/Fire Evacuation training)
Consultants
Use of non-council buildings for council activities
Non-essential travel

- **Maximise income**

- Review income sources in order to seek new opportunities to maximise income in the current year.

- **Staffing Arrangements**

- Review and limit any new agency engagements or extensions to current agency engagements (including Cardiff works but see exceptions).
- Review and limit any increase in level of contracted hours currently being worked.
- Review the need to fill any posts as they become vacant.
- Further review and limit external recruitment.
- Review all temporary contracts of less than 12 months and any extensions to existing temporary contracts.
- Review overtime working with a view to reducing non-essential spend.

- **Exceptions**

It is recognised that there will be exceptions where for technical funding reasons or to support the achievement of income the implementation of measures will not result in direct savings to the Council's Revenue Account. These exceptions can be agreed with the Council's Accountancy Manager and include:

- (i) Harbour Authority.
- (ii) Housing Revenue Account (posts fully and/or part funded).
- (iii) External grant funded services.
- (iv) Work on capital schemes or on schools delegated budgets.
- (v) Expenditure necessary to generate income or future savings and service transformation.
- (vi) Expenditure in relation to financial pressures specifically approved as part of the 2016/17 Budget including service priorities as identified in Appendices 4 and 14 to the Budget Report.

8. The 2016/17 Budget included a number of specific contingencies including £1.168 million in relation to waste disposal reflecting the difficulty of predicting tonnage figures and the consequent impact on disposal costs, £950,000 to reflect the potential for increased costs in relation to placements for looked after children in Social Services and £350,000 to offset potential income shortfalls in relation to the Material Recycling Facility (MRF) as a result of volatility in the market for recyclate materials. Having reviewed these areas as part of the monitoring process this report recommends that the contingency budgets for looked after children and the

MRF be fully allocated and that an allocation of £439,000 be made from the Waste Management Contingency. The budget pressures in these areas will continue to be monitored as the year progresses and any further variations to this position will be identified. Other Contingency budgets include £1.228 million to reflect the potential for future growth in the number and value of claims as part of the Council Tax Reduction Scheme (CTRS) with an allocation of £434,000 currently required to support claims in the current financial year. This will continue to be reviewed as the year progresses. At present, for monitoring purposes the balance on these contingency budgets is shown as committed. The budget also includes £5.975 million to meet costs arising from the Council's Voluntary Severance Scheme in the current financial year. Following a review of the anticipated commitments and taking into account the impact of the early repayments made to the earmarked reserves linked to this funding scheme as part of the closure of the 2015/16 accounts it has been identified that an amount of £600,000 can be released from this Contingency to support the projected outturn position in the current financial year. The balance of £5.375 million is currently committed but will be reviewed as the year progresses.

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

Capital Financing (£794,000)

10. The capital financing budget is currently forecasting an underspend of £794,000. This is primarily as a result of two main factors. Firstly, following the determination of final capital expenditure in 2015/16 and slippage in the programme, the amount required to be set aside for the repayment of capital expenditure which is usually charged a year in arrears is lower than originally forecast for this year. Secondly, as part of the Outturn report for 2015/16, it was reported that a technical adjustment was undertaken to pay off historic premiums and penalties amounting to £2.1 million in relation to rescheduling of borrowing undertaken in previous years. This cost would normally be spread over future years, however charging the full cost in 2015/16 has allowed a saving to be made in 2016/17 which will also support the Council's budgets in future years.
11. Following a further reduction in the Bank of England Base Rate and in line with the Treasury Management Strategy, the use of temporary cash balances to defer any significant external borrowing requirement continues to be adopted. Deferral of borrowing is likely to result in further savings to the Capital Financing Budget during the course of the year. However given the recent uncertainty in financial markets, this is a position that continues to be reviewed and further updates will be provided later in the year.

City Operations +£785,000 (£372,000 underspend excluding the impact of the Leisure ADM)

12. The Directorate is currently forecasting an underspend of £372,000 however when the impact of the delays to the Alternative Delivery Model (ADM) for Leisure are included this results in a projected overspend of

£785,000. In addition to the shortfall against the savings target relating to the implementation of the ADM in Leisure Services, overspends are also currently projected in relation to Neighbourhood Services, Enforcement and cross-directorate budgets. The mitigations against these overspends include savings in Bereavement Services, Infrastructure Services, Parks & Sport, Planning & Building Control, Schools Transport, Street Cleansing and Transport Policy. Within the overall position is a projected shortfall against 2016/17 savings targets totalling £1.629 million, of which £850,000 relates to the Leisure ADM. In addition, there are projected savings shortfalls of £511,000 in respect of unachieved 2015/16 savings carried forward, of which £307,000 also relates to the Leisure ADM. The individual variances can be seen in Appendices 2(a) and 2(b) to this report.

13. The total overspend within Leisure Services is projected to be £1.202 million, including the £1.157 million savings shortfall relating to the ADM process. Although a decision has been taken by Cabinet in respect of this issue, the implementation date of 1st November 2016 has resulted in a delay to the transfer of leisure centres to the new operator and therefore, in the achievement of the saving. This is partly offset by projected efficiency savings in leisure centres in the period prior to the transfer to the new operator. These amount to £170,000 thereby reducing the overall projected overspend on leisure centres to £987,000 in the current financial year. An operational deficit of £130,000 is also projected in respect of the Cardiff International White Water Centre together with a savings shortfall of £85,000 relating to the implementation of a new management operation for Canton Community Hall.
14. The other overspends within the Directorate relate to Neighbourhood Services, Enforcement and cross directorate savings targets. The Neighbourhood Services overspend of £288,000 is due to a shortfall against unachieved savings targets brought forward from 2015/16 in connection with a review of the cross service support functions within the newly formed division. It is anticipated that this saving will be achieved by a review of the structure for Neighbourhood Services, albeit that this will not take effect in time to deliver any savings in 2016/17. The £36,000 projected overspend in relation to Enforcement is due to employee costs associated with covering long term sickness absence and the £250,000 shortfall in cross-directorate savings targets relates to a range of savings initiatives, including a wholesale review of staffing levels.
15. The most significant projected underspend within the Directorate relates to the Transport Policy budget and totals £278,000. This is predominantly in relation to overstay charges for the Windsor Road Bridge scheme totalling £207,000 and other income increases from road related activities. In addition, Infrastructure Services is also projected to underspend by £143,000. This relates to additional concessionary fares travel reimbursement income of £138,000, as well as a £53,000 saving in connection with new contracts for electrical and tunnel maintenance and a £48,000 saving from vacant posts. These are partly offset by financial pressures in relation to the SWTRA cost recovery mechanism. Although there is also a shortfall of £102,000 due to delays in implementing the LED

street lighting saving, this is planned to be offset by a draw down from the Energy Conservation Reserve.

16. Further underspends are anticipated in relation to Schools Transport, Street Cleansing, Bereavement Services, Parks & Sport and Planning & Building Control. The School Transport underspend of £139,000 is due to additional income through the sale of seats, restriction of non-essential expenditure and further route optimisation in addition to that relating to agreed savings targets. The Street Cleansing underspend of £132,000 is due to employee cost savings resulting from the delayed filling of vacant posts. Bereavement Services is currently forecasting an underspend of £110,000 due to income in excess of targets and a reduced requirement to contribute to the Bereavement Reserve, albeit that the lower reserve contribution does present a risk in terms of reduced scope for future capital works. The Parks & Sport division is projected to underspend by £61,000, despite a shortfall in landscape design fees, increased ground maintenance costs and costs associated with parks toilets cleaning. However, it has been possible to more than mitigate these pressures with staff vacancies, reduced expenditure within Outdoor Leisure Management and Sports Development, reduced Bute Park maintenance and a reduced subsidy for the RHS Show. The £88,000 projected underspend against Planning & Building Control budgets is the result of additional planning fees and staff savings, partly offset by increased advertising costs and a Building Control overspend. Other projected underspends include £21,000 in Management & Support, £16,000 in Animal Services and £2,000 in Energy Management.
17. The other budgets within the Directorate, including Civil Parking Enforcement, Registration Services and Regulatory Services, are either forecasted to have balanced positions or minor variances. Although an anticipated income shortfall of £98,000 is currently forecast in relation to Civil Parking Enforcement this is offset by a reduced contribution to the Parking Reserve thereby enabling a balanced position to be reported. Regulatory Services is also projecting a balanced position, reflecting the full achievement of the £310,000 savings target in connection with the collaborative arrangement. The balanced position within Registration Services is despite challenges in achieving income targets however, it is still anticipated that targets will be achieved via increased volumes of events and ceremonies.
18. The budget for 2016/17 included additional resources to deal with around 3000 more potholes than previously (£320,000) and also £320,000 to improve neighbourhood and city centre street cleansing, drainage and gully cleaning. This work is being actively managed through City Operations and the expenditure is reflected in this report. In order to ensure optimal use of this budget, expenditure will be overseen by the Visible Services Joint Working Board which has already met.

Communities, Housing & Customer Services (£6,000)

19. The overall position indicates an underspend of £6,000 against budget. This includes projected underspends against the Housing & Communities, Partnership Delivery and Into Work Services divisions, partly offset by

projected overspends in relation to Customer Services and Libraries. Current indications are that savings totalling £814,000 will be achieved against the 2016/17 target of £1.197 million, leaving a shortfall of £383,000. In addition, a shortfall of £72,000 is projected in relation to unachieved savings targets brought forward from 2015/16. The shortfalls include £372,000 in relation to delays in the implementation of the Alarm Receiving Centre and this is reflected in the overall Directorate position.

20. The Housing & Communities division is currently projecting an underspend of £332,000. This includes a £121,000 underspend in relation to Assessment & Support functions, resulting from savings on employees and supplies and services, particularly postage. This is partly as a result of the proposed use of earmarked reserves to fund certain costs. Preventative Services is currently forecast to underspend by £179,000 with projected amounts of Renovation Grant administration fees in excess of the target, partly offset by reduced income levels relating to Targeted Elderly provision. All other budgets within this division are projected to balance, aside from Service Development & Improvement, which is projected to underspend by £32,000, resulting from projected savings within Housing Strategy Grants. Included within the overall position is a projected drawdown of £434,000 from the specific contingency budget set aside to meet increased costs in relation to the Council Tax Reduction Scheme. Further adjustments to this figure may be required as the year progresses, depending upon fluctuations in the number of applications and level of support required.
21. Customer Services is currently projected to overspend by £317,000, primarily in relation to the aforementioned £372,000 savings shortfall in connection with the Alarm Receiving Centre. This particular overspend is partly mitigated by employee savings within the division. A number of alternative income sources have also been identified, however these will not materialise until after 31st March 2017. A £52,000 underspend is projected within Partnership & Delivery, which primarily relates to employee and supplies and services savings in connection with Neighbourhood Working grants. This is due to the fact that alternative funding has been identified for certain costs. An underspend of £46,000 in relation to Into Work Services is also projected due to alternative funding for employee costs. In addition, an underspend of £24,000 is projected in relation to Independent Living Services, which is the result of additional Meals on Wheels and employee recharge income, partly offset by other minor overspends.
22. The projected £131,000 overspend in relation to Libraries is largely the result of a delay in the roll out of the Libraries and Hub Strategy. This £83,000 shortfall forms the balance of the total savings shortfalls outlined previously. The remainder of the Libraries overspend is because of additional employee costs and income shortfalls, both of which are partly offset by underspends against supplies and services budgets. The other divisions with the directorate are reporting balanced positions. Both the Supporting People and Communities First grants are forecast to be used in full.

Corporate Management +£494,000

23. An overspend of £494,000 is currently projected in relation to Corporate Management. This includes a projected shortfall of £275,000 against the 2016/17 budget savings target of £875,000 in relation to savings arising from the implementation of digitalisation across the Council. Work is continuing to identify further savings and this is being supported through the Organisational Development Programme. All other budget savings targets for 2016/17 are currently anticipated to be achieved.
24. A shortfall of £200,000 is also anticipated in relation to the budget for the release of savings through voluntary schemes including the purchase of leave although this will continue to be monitored as the year progresses. Other projected overspends include £49,000 in relation to payments for the Coroner's Service and £16,000 on the precept for the South Wales Fire Service. These are partly offset by savings in relation to bank charges and contributions to the Mid Glamorgan Superannuation Fund relating to past employees.

Council Tax Collection (£240,000) and NDR refunds on Council properties (£32,000)

25. A review of the Council Tax position indicates a potential surplus of £240,000. This reflects a number of factors including a higher than anticipated number of properties across the city and lower levels of single person discounts than was anticipated when the Council Tax base report was approved in December 2015. The surplus represents a variance of 0.1% of the estimated gross debit and may be subject to further fluctuations as the year progresses. A saving of £32,000 is also currently identified in relation to refunds of NDR on Council properties achieved through the appeals process however this may increase as further appeals are taken forward during the year.

Economic Development (£3,000)

26. The position for Economic Development is anticipated to be an underspend of £3,000. This includes underspends against Business & Investment, Workshops and Culture, Tourism & Events, offset by overspends within Major Projects, Property, City Centre Management and Office Rationalisation. Included within the overall Directorate position is the newly formed Commercial Services, which is currently projected to have a balanced position. The overall Directorate position includes anticipated savings shortfalls of £1.034 million in respect of 2016/17. In addition, there is a projected shortfall of £120,000 in relation to unachieved savings targets carried forward from 2015/16.
27. A significant underspend of £377,000 is projected against the budgets for Business & Investment. This is largely due to increased advertising income in connection with the contract for bus shelters and the Hayes Screen totalling £282,000. In addition, there is a £95,000 underspend projected in relation to Cardiff Branding following a reduction in committed expenditure. An underspend is also projected in relation to Workshops totalling £40,000.

This is due to savings in respect of non-domestic rates costs. Partly offsetting these underspends is a £94,000 projected overspend in relation to Major Projects, predominantly due to continued income shortfalls in connection with the naming rights for the Doctor Who Experience. This contract is due to cease in July 2017. An overspend of £46,000 is also forecast against City Centre Management budgets and relates to increased salary costs resulting from a delay in implementing a new operating model for the taxi marshalling service. These increased costs are partly offset by additional income and reduced premises costs.

28. The budget for Culture, Tourism & Events is forecast to underspend by £50,000. This is due to a £66,000 projected underspend within the Venues division, primarily because of additional income of £204,000 in relation to City Hall Functions. This is partly offset by income below target in respect of Functions and Retail Catering and a £26,000 overspend against the budgets for Mansion House. Protocol Services are also projecting an underspend, totalling £9,000, which relates to managed underspends within supplies and services budgets. Partially offsetting these underspends is a forecast overspend of £26,000 in connection with Events. This is largely due to parks sponsorship income being below target, partly offset by additional income at Cardiff Caravan Park and underspends at Sophia Gardens car park. The budgets held in respect of St David's Hall and the New Theatre are currently projecting a balanced position with an anticipated operational shortfall of £130,000 being mitigated by the use of an earmarked reserve. This reserve was created from the surplus which was reported as part of the 2015/16 outturn, part of which was set aside to act as a buffer against potential shortfalls in future years. The forecast income position will need to be closely monitored as box office income in particular can be subject to volatility. There is also uncertainty regarding the timing of a potential implementation of the Arts Venues ADM and this could also impact on the overall monitoring position.
29. The overall position in relation to the Property Division is an overspend of £37,000. Rental income shortfalls amount to £316,000 however these are partly offset by a series of income-related mitigations totalling £173,000, including rent reviews, acquisitions and disposals, and the issue of one-off licences. In addition, capital receipts under £10,000 are anticipated to exceed budget by £50,000, there is additional projected staff recharge income of £50,000 and an underspend of £6,000 in relation to Cardiff Market. Further to the Property overspend is a projected overspend of £287,000 in connection with Office Rationalisation. This is primarily in relation to the delayed transfer of the Global Link building to the local health board, as well as delays in the disposal of Bessemer Close resulting in increased non-domestic rates costs.
30. The new Commercial Services Division is currently anticipating a balanced position with all units within the division forecasting balanced positions aside from Recycling Waste Services and Management, which have minor offsetting variances. The £340,000 savings shortfall, in respect of 2016/17 targets relate to digitalisation and depot security within Recycling Waste Services and vehicle utilisation within Fleet Services. However, it has been

possible to identify mitigations to offset both these shortfalls and other emerging financial pressures.

31. The Council's 2016/17 budget included specific contingencies totalling £1.168 million in relation to waste disposal, reflecting the difficulty of predicting tonnage figures and the consequent impact on disposals, and £350,000 to offset potential income shortfalls in relation to the Materials Recycling Facility (MRF) to reflect the volatility in the market for recycle materials. Having reviewed these areas as part of the monitoring process, this report reflects the full use of the contingency budget for the MRF together with £439,000 allocated in respect of the impact of increased tonnages. These allocations have been incorporated within the Directorate position.
32. The overall position for Recycling Waste Services is a projected overspend of £7,000. This includes a £140,000 shortfall in savings targets, as well as in-year pressures totalling £440,000. These in-year pressures relate to higher third party payments associated with the treatment of glass and increased operating costs for the Recycling & Waste Management division. However, mitigations totalling £573,000 have been identified, including additional landfill income from inert materials, additional transfer station income and an assumed transfer from earmarked reserves to offset the projected costs associated with the delay in the implementation of changes to the HWRC sites. Fleet Services is currently reporting a balanced position, despite the savings shortfalls associated with vehicle utilisation. A number of mitigations for the £200,000 savings shortfall have been identified, including vacant posts and a projected surplus on the fabrication unit. Both Facilities Management and Design & Construction are also projecting balanced positions. Within Facilities Management small underspends relating to school caretaking and pest control are offset by a number of minor premises overspends in connection with operational buildings. The balanced position within Design & Construction is predicated on the use of earmarked reserves to fund upgrades to ICT equipment.

Education & Lifelong Learning – On target

33. The overall position indicates a balanced spend against budget, with a projected overspend against out of county placements offset by savings elsewhere within the Directorate, particularly Catering. Total savings of £2.838 million are currently projected to be achieved against the 2016/17 savings target of £3.356 million, leaving a projected shortfall of £518,000. In addition, there is a projected shortfall of £46,000 against the unachieved savings targets brought forward from 2015/16. These shortfalls are reflected in the directorate outturn projection.
34. An overspend of £529,000 is currently projected in relation to the budgets for Inter-Authority Recoupment and Special Educational Needs (SEN). The majority of this relates to the cost of out of county placements and shortfalls against savings targets totalling £468,000. The intention of the savings proposal was to reduce both the cost and number of placements and, whilst this has been possible in a number of cases, it has not resulted in the full achievement of the target. In addition, there is a projected overspend of

£50,000 in connection with the budget for Education Other Than At School (EOTAS), as a result of delays in the implementation of a new approach to the delivery of one-to-one tuition. A minor overspend is currently projected against the budget for Services of a Specialist Nature with all other SEN budgets, including the Pupil Referral Unit projecting balanced positions.

35. The overspend outlined above is partly offset by a £275,000 projected underspend in relation to the Catering service. This underspend has become possible because of additional income, following a price increase, and the continued identification of efficiencies against expenditure budgets. In addition to this there is a projected underspend of £7,000 against centrally held budgets, comprising an underspend of £31,000 against continuing pension contributions budgets and a projected £5,000 trading surplus relating to the Storey Arms Centre. These are partially offset by a £20,000 overspend against the budget for fees and subscriptions and a projected £9,000 overspend in connection with the Music Service.
36. The remainder of the overspend is offset by underspends totalling £197,000 within the School Improvement, Management & Support division and an underspend of £50,000 relating to Wellbeing & Compliance. This includes savings of £218,000 against Management & Support budgets, largely the result of recent management actions. These actions took the form of a review of staffing recharges and subsequent realignment of staffing costs. This allowed certain costs to be absorbed elsewhere within the directorate, without having a detrimental impact upon the overall position. Additional savings have resulted from staffing vacancies. Partly offsetting this particular position are various overspends against School Improvement budgets amounting to £40,000. The Wellbeing & Compliance saving results from shared service arrangements within Health & Safety. All other budgets are projected to balance.

Governance & Legal Services +£44,000

37. The overall position indicates an overspend against budget of £44,000. This includes a shortfall of £7,000 in relation to the 2016/17 savings targets. The overall position comprises a projected overspend within Legal Services of £116,000, partially offset by underspends against the Monitoring Officer budget, Scrutiny Services and Bilingual Cardiff. The Legal Services overspend is due to a shortfall against a previous initiative to reduce external legal costs totalling £200,000 and a shortfall in land charges fee income. Partially mitigating against this shortfall are staffing savings due to delays in appointing to vacant posts. The £41,000 underspend against the Monitoring Officer budget is the result of the vacant Monitoring Officer post, partly offset by the recruitment costs associated with filling the post. The underspend of £23,000 within Scrutiny Services is the result of staffing vacancies, whilst the projected £12,000 Bilingual Cardiff underspend is also due to staffing vacancies combined with additional income generation. The other budgets within the Directorate are projected to have balanced positions or minor variances.

Resources (£19,000)

38. The Directorate is currently projecting an underspend of £19,000 with savings in Performance & Partnerships and Human Resources partly offset by projected overspends in Finance and Health & Safety. Total savings of £1.756 million are currently projected to be achieved against the Directorate's 2016/17 savings target of £1.886 million leaving a projected shortfall of £130,000. All savings targets carried forward from 2015/16 are projected to be achieved.
39. An underspend of £104,000 is currently projected in relation to Performance and Partnerships with savings on employee budgets as a result of vacancies in the Cabinet Office, Performance Management and Policy and Partnerships. The latter also includes savings on supplies and services and transport costs although these are partly offset by a shortfall on income within the Cardiff Research Centre. An underspend of £9,000 is also currently projected in Human Resources with savings on employee budgets due to vacancies partly offset by shortfalls in income and a projected shortfall of £41,000 against the budgeted surplus for Cardiff Works.
40. These are partly offset by a projected overspend of £77,000 in Finance. This is mainly due to additional costs and income shortfalls within the Revenues Service including a £130,000 shortfall against the budget saving from the extension of the income enforcement service. Although savings have been achieved and continue to be progressed in this area it is not anticipated that they will be fully achieved in the current financial year. The projected overspend in Revenues is partly offset by vacancy savings and additional income in other areas of Finance. An overspend of £17,000 is also currently projected in relation to Health & Safety mainly as a result of being unable to meet the vacancy provision on the employee budgets in this area. All other areas within the Resources Directorate are currently projecting a balanced position.

Social Services +£5,221,000

41. The overall position for the Directorate shows a projected overspend of £5.221 million with overspends of £2.766 million forecast in relation to Children's Services and £2.455 million in Adult Services. The projected overspend reflects the impact of demographic pressures, especially within Children's Services where there has been a significant increase in the number of placements and cost for looked after children particularly in relation to external fostering. The overall position also reflects a significant shortfall against budget savings targets both in respect of the 2016/17 budget and in relation to on-going shortfalls against 2015/16 savings targets which have yet to be achieved. Total savings of £4.053 million are currently projected to be achieved against the Directorate's 2016/17 savings target of £5.539 million leaving a projected shortfall of £1.486 million. In addition a shortfall of £1.070 million is also forecast against the savings targets carried forward from 2015/16. These shortfalls are reflected in the Directorate outturn projection with details of the individual variances set out in Appendices 2(a) and 2(b) to this report.

42. The current projections make no assumptions in relation to further growth arising from demographic pressures during the remainder of this financial year. Demand for services are needs led and can be volatile and costs, particularly in relation to domiciliary, residential and nursing placements can be high. If the levels of demand continue to increase then the overall cost to the Directorate will also increase. This together with the significant level of assumed savings which have still to be achieved during the remainder of the year provides an element of risk that must continue to be closely monitored.
43. The Children's Services budget is currently projecting an overspend of £2.766 million however this already includes the impact of the draw down of the £950,000 specific contingency budget set aside to meet increased costs in relation to placements for looked after children. The drawdown has been incorporated into the Directorate budget position in this report. Although the Service received an additional budget realignment of £1.6 million as part of the 2016/17 budget process, on-going pressures on the budgets for external placements, leaving care support costs and external legal costs have all contributed to the 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 House Fostering & Adoption. The overall position includes a projected shortfall of £1.396 million against the savings targets for 2016/17 and carried forward from 2015/16 and this is reflected in the analysis of the variances below.
44. An overspend of £2.556 million is currently projected in respect of external placements for looked after children with on-going pressures on external residential placements and a significant rise in the number of external fostering placements thereby increasing costs in this area. This is after allowing for the drawdown of the £950,000 contingency budget which was set aside specifically to meet increased costs associated with external placements. The projection includes an anticipated shortfall of £837,000 against the budget savings targets in this area with only partial savings likely to be achieved in relation to a number of initiatives including the establishment of an Adolescent Resource Centre.
45. Other projected overspends include £450,000 on leaving care support costs for children aged 16+ reflecting the on-going high cost of supported accommodation and other support for those leaving care. An overspend of £633,000 is also projected in relation to Management & Business Support. This includes shortfalls in savings targets of £487,000 together with an anticipated overspend on external legal costs with pressures continuing in this area. An overspend of £246,000 is also currently anticipated on safeguarding budgets together with £87,000 on other social work teams. This is mainly due to the on-going requirement for agency support in this area although it is anticipated that this will reduce with measures to fill vacant posts continuing to be progressed.
46. A saving of £635,000 is projected in relation to guardianship orders with no increase in the level of residential order allowances anticipated in this financial year. A saving of £200,000 is also projected in relation to Child

Health & Disability commissioning budgets mainly in respect of domiciliary and respite care. This reflects the continuing reduction in expenditure in this area following a process of reviews and a switch to direct payments in recent years. Other underspends include £181,000 on Internal Fostering reflecting reduced numbers and savings on staffing budgets, £140,000 on Adoption budgets although there have been indications of further pressures in this area in recent months and £50,000 on the Family Support / Personal Advisor Service mainly due to savings on staffing budgets.

47. The Adult Services budget is currently projecting an overspend of £2.455 million. This is due to a combination of shortfalls against the budget savings targets for 2016/17 and the on-going shortfalls from 2015/16 together with a number of demographic and cost pressures particularly in relation to domiciliary and nursing care. This is despite the additional funding provided as part of the 2016/17 Budget which included a budget realignment of £2.5 million in relation to savings targets from previous years, funding for demographic pressures of £1.6 million and additional funding set aside to meet fee increases including the impact of the National Living Wage. Overall the shortfall against the savings targets amounts to £1.160 million with £607,000 relating to 2016/17 and £553,000 carried forward from 2015/16. Details of the individual variances are set out in Appendices 2(a) and 2(b) to this report.
48. Overall, commissioning budgets are currently reporting a projected overspend of £2.733 million. The overall position includes projected overspends of £2.631 million on Services for Older People, £576,000 on People with a Physical Disability including alcohol and drugs and £8,000 on People with Learning Disabilities. The projected overspends include both shortfalls against savings targets and demographic and cost pressures particularly in relation to domiciliary and nursing care. Domiciliary care costs for older people and people with a physical disability have increased by 7% in the past 12 months resulting in additional costs of £1.25 million. There has also been an increase of around 6% in the price of a nursing bed during this period increasing costs within services for older people by £700,000. These overspends are partly offset by a projected underspend of £482,000 in Mental Health Services. This is largely due to levels of expenditure on Deprivation of Liberty Safeguards (DOLS) continuing to be lower than anticipated. There has also been a recent reduction in residential placements.
49. Internal Services are currently projecting an underspend of £277,000. This is mainly due to an anticipated saving of £645,000 in Assessment and Care Management reflecting staff vacancies within the service. An underspend of £40,000 is also forecast in relation to Internal Support & Management. These are partly offset by an overspend of £397,000 in relation to Learning Disabilities Supported Living and Day Care mainly as a result of shortfalls against savings targets. An overspend of £11,000 is also projected in relation to day care and reablement services for older people.

Housing Revenue Account

50. The Housing Revenue Account (HRA) is currently reporting a balanced position with projected savings and additional income enabling the transfer to an earmarked reserve of £1.115 million. This reserve will be used to support investment and future housing development costs. Employee costs are currently projecting an underspend of £330,000 reflecting vacancies and other savings against the staffing budget. An underspend of £200,000 is also currently anticipated on premises budgets including reduced costs in relation to space occupied at the Central Library. A balanced position is currently forecast in relation to the Housing Repairs Account but this will continue to be closely monitored as the year progresses. Other variances include underspends of £120,000 on supplies and services with savings on insurance and bank charges and £136,000 on estimated support costs. There is also an anticipated reduction of £300,000 to the provision for bad debts. Income forecasts currently suggest a surplus of £29,000 mainly due to a lower than budgeted level of void rent loss.

Cardiff Harbour Authority

51. The original budget for 2016/17 was set at £6.146 million, as part of a three year budget that was agreed with the Welsh Government covering the period 2014/15 to 2016/17.
52. An amendment in April 2016 to the deed of variation, dated 3rd April 2014, between the Welsh Government and the City of Cardiff Council, reduced the 2016/17 fixed costs budget by £255,000.
53. The current financial position at the end of quarter one indicates that the forecasted annual draw down of funding will be £5.891 million, representing a full spend of budget.

Heading	Budget £000	Projected Out-turn £000	Variance £000
Expenditure	6,365	6,406	41
Income	(820)	(861)	(41)
Fixed Costs	5,545	5,545	0
Asset Renewal	346	346	0
TOTAL	5,891	5,891	0

54. The position includes reduced environment costs plus increased income generation offset by some additional essential maintenance costs at the barrage. The projected income of £861,000 includes £495,000 from car parking fees, £237,000 from harbour dues, £83,000 from water activities and a further £46,000 from other sources.
55. The Asset Renewal budget is currently indicating a full spend in line with the approved schedule of work.

56. The balance in the Project and Contingency Fund at 1st April 2016 was £756,000. The only commitment occurs in 2017/18 in relation to the Volvo Race. The balance will be retained for further improvement work and as a contingency against future spending. Any income generated during the year from the sale or disposal of land will be credited to the fund along with a 50% share of any underspend against the Fixed Cost budget.

Capital

57. The Council in February 2016 approved a Capital Programme of £114.329 million for 2016/17 and an indicative programme to 2020/21. This included a range of assumptions in relation to slippage together with projected spend for other schemes planned to be undertaken in the year. The budget for the General Fund and Public Housing has since been adjusted to £127.126 million to include actual slippage reported at outturn, incorporation of new grant approvals and confirmation of actual grant awards.
58. The sections below indicate a forecast position for 2016/17 for the General Fund and Public Housing.

General Fund

59. The projected outturn for the year is currently £81.704 million against a total programme of £101.641 million, a variance of £19.937 million which is slippage. Expenditure at the end of Month 4 was £16.071 million which represents 20% of the projected outturn, a third of the way through the financial year.

Capital Schemes Update

60. Delivery of capital projects is complex, may span a number of years and is influenced by a number of external and internal factors such as weather, statutory and non-statutory approval processes. Directorates continue to be reminded of the need to set achievable profiles of expenditure and to identify slippage at an early stage.
61. Given the significant capital pressures and reductions in funding seen over the last few years and highlighted in the Budget Strategy Report to Council in July, slippage not identified at Month 4, for annual sums, will not automatically be carried forward. Therefore, Directorates are encouraged to review existing schemes and plan future schemes to determine realistic expenditure profiles in order to avoid slippage.
62. The following provides an update on the significant capital schemes included in the programme in addition to the detailed list in Appendix 3. Future monitoring reports will focus on key variances.

City Operations

63. The 2016/17 programme for the Directorate is £28.875 million, with an initial variance identified of £3.045 million. This is primarily in relation to the implementation of LED lighting on principal roads and also the Greener

Grangetown scheme, where it is essential that the schemes proposed are technically suitable and which involve agreement of external partners. Details of schemes within the Directorate are shown below.

Energy Projects & Sustainability

64. Following approval of a business case to enter a contract under the retrofit programme, the Council is to implement a mixture of energy saving technologies at the following sites in order to achieve energy cost savings; Cardiff Castle, City Hall, Fitzalan High School, Lamby Way Cleansing Depot, Llanedeyrn Primary School, Radyr Comprehensive School, Willows High School and Ysgol Gyfun Gymraeg Plasmawr. The payback period for the project is 8 years, with the level of financial savings guaranteed by the contractor. The cost of the scheme is £1.230 million and as this is funded by borrowing from the WG Green Growth Wales Fund, it will need to be repaid from savings arising from the measures introduced.
65. The Radyr Weir hydro scheme, which has been under construction since June 2015, is part of the Council's commitment to generate and invest in clean, locally generated energy. The scheme to generate hydro electricity became operational in July 2016 and alongside the turbines is a specially constructed fish pass, a picnic area and wider improvements for cyclists and walkers on this section of the Taff Trail. The estimated total scheme cost of £4.1 million is higher than the initial business case and this has previously been reported to Cabinet. Such additional costs facilitated earlier commissioning of the technology and the receipt of a higher annual income in the form of a feed in tariff available over the next 25 years, despite the UK governments reduction in the level of feed in tariff available. All income receivable will be used to repay the invest to save loan undertaken to support investment in the project and to generate income in line with revenue budget targets over a 20-year period.
66. Salix Energy Efficiency Loan Schemes (SEELS) is an invest to save project to achieve energy efficiency and carbon reduction savings in schools. £235,000 of the initial £1.0 million approved towards these projects remains to be implemented, with the opportunity for further investment during the year subject to approval of an updated business case.

Regulatory

67. As part of the regionalisation of regulatory services, the Council is required to pay primarily towards new software, hardware and mobile working solutions to ensure maximisation of efficiencies as well as estate related requirements for the service. Following selection of an appropriate system after testing, the full £299,000 allocated in this financial year is currently forecast to be spent with a further £117,000 allocated in 2017/18 for these commitments.

Parks & Green Spaces

68. The Asset Renewal Infrastructure budget of £140,000 will be used to provide improvements at Lady Mary and Highfields allotments, renew

footpaths in public open spaces and for drainage and water course improvements at various locations.

69. The annual play equipment capital allocation of £90,000 is used towards resurfacing of playgrounds and replacement of playground equipment. Proposed use includes Llandaff Fields play area, The Marl multi use games area, Sanatorium Road, Wilson Road, Coleford Drive, Cwm Farm, Heol y Delyn and Parklands play areas.
70. A phased programme of flood prevention works to address issues at various locations is still being developed. Investigations at several sites to determine the condition of existing drainage systems and to understand the underlying reasons for the flooding problems are being undertaken. Sites, where the information has been obtained are being used to inform design solutions, the first phase of which will be implemented later this year. Delay in implementation means slippage of £100,000 has been initially identified into next year.
71. Following a successful bid to the Heritage Lottery Fund, Parc Cefn Onn a grade 2 listed historic country park, has been awarded a £459,999 grant. £190,000 of the grant and contributions are initially forecast to be used this financial year along with Council match funding of £30,000. Planned improvement over the forthcoming years include restoration of some of the historic park features, upgraded toilet provision, enhanced interpretation in a variety of formats including tactile and audio interpretation, colour contrast and use of symbols to provide a place where people with visual impairment and those with dementia can gain maximum benefit from their use of the park. Mobility scooters are proposed to be provided to encourage people to see the park as an accessible place despite its terrain.
72. Following confirmation of WG loan approval in April 2016 to support development of sporting facilities, existing sports pitches at Trelai Park and at the Marl are being upgraded to a 5 a-side and 7 a-side 3G pitch respectively. The estimated cost is £432,000, with any loan required to be repaid over a 10-year period along with ensuring adequate provision is made from retained income and Directorate revenue budgets for eventual replacement of the surface and ongoing maintenance of the pitches in line with required standards.
73. A scheme to provide an interactive wet play park on the site of the former paddling pool at Victoria Park was opened in June with numerous features for children to enjoy. The total cost of the scheme is circa £500,000 with £315,000 funded primarily by planning obligations and a Council capital programme allocation of £185,000.
74. The parks and green spaces programme also includes completion of schemes started in prior years including Heath Park Tennis Courts, Hywel Dda public open space creation and also preservation works to Bishops Palace and Llandaff Belltower.

Leisure

75. The lease and operational transfer of Insole Court is proposed to take place in September 2016. Additional costs due to heritage finds and extensions of time have previously been reported to Cabinet with the estimated costs for the project to date being £3.1 million, funded primarily by BIG Lottery, Heritage Lottery and the Council. This excludes any costs required to address the heritage finds and to complete the main house, although additional HLF funding of £268,000 to complete this additional work has been secured. This is not shown in the Council's Capital Programme at this stage as discussions are taking place with the Trust with a view to determining how these works are procured and progressed. The Council remains responsible for all external works to the building and is working with the Trust in order to undertake external works to the East wing of the house to allow the Trust to rent the space in accordance with their business plan.
76. Eastern Leisure Centre has been refurbished with total costs estimated to be £6.5 million including any fit out. The scheme started at the end of April 2015 for a 66-week period and is to be opened for use in August 2016.
77. Accessibility improvement works at Pentwyn Leisure Centre have been completed including a new front entrance, ramp and steps access from Bryn Celyn Road. The cost of £165,000 has been funded from proceeds following the sale of the Dome in Pentwyn.
78. As part of the procurement process for operators to run the Council's Leisure services there were two commitments included in the Capital Programme. The first was a requirement to provide a loan facility of up to £4.0 million over a 20-year period as an Invest to Save allocation, to be used by the successful bidder to invest in facilities and repay any such investment to the Council from additional income or savings. £1.0 million was initially profiled for use in 2016/17, however subject to completion of final contract it is assumed that there is likely to be some delay as to any approval and expenditure of this amount. Accordingly, slippage of £500,000 is assumed at this stage.
79. In addition, the Capital Programme also includes £531,000 of the initial £750,000 made available in 2015/16 to undertake priority works to the external fabric of buildings for which the Council would be responsible for under any contract. The Council has commissioned and received full external surveys and a detailed schedule of works based on these is currently being developed. Subject to the timing of this, whilst full spend is currently predicted for the remaining budget, there is a risk of slippage.

Bereavement & Registration services

80. The programme of £60,000 reflects proposed replacement plant and equipment to be purchased during the year and infrastructure works including roads and paths. There are circa £20,000 of building enhancements at Cathays Chapel which are being funded through planning obligations and other donations.

Highway Maintenance

81. A capital budget of £750,000 was approved in 2016/17 for the reconstruction of structurally deteriorated roads which were deemed to be a priority. Site investigations will be concluded in October which will determine the most appropriate treatment to address condition and form the basis of any tender exercise. Prioritised roads are Grand Avenue, Caegwyn Road, Rhydhelig Avenue, Llandennis Avenue, Ty Gwyn Road, Caeglas Road and New Road.
82. Over the prolonged winter months, Cardiff along with the majority of the country experienced unprecedented volumes of rainfall. These conditions, coupled with the low road temperatures had a severely detrimental effect on the road surfaces. Council funded allocations for carriageway and footway resurfacing including slippage from 2015/16 totals £2.459 million. Contracts already awarded include carriageway preventative works of £420,000 and permanent patching of £406,000. However, the balance of investment proposed in schemes such as carriageway resurfacing, footway resurfacing and footway preventative works are the subject of consultation and prioritisation. Full expenditure is currently forecast by the Directorate, however to avoid risk of slippage, these activities and procurements should be completed promptly to avoid works having to be undertaken in the winter period.
83. The A48 and A4232 were the worst hit roads, and deteriorated quickly primarily due to the very high traffic flows. Although localised 'make safe' repairs were undertaken throughout the winter period this could not be maintained from an operational, safety or cost perspective. It was therefore essential that the areas of worst deterioration were resurfaced. The estimated cost of urgent resurfacing works on routes is £595,000. No overspend is reported at this stage as it is proposed to review options for bringing forward future budgets or re-prioritising existing highway investment capital budgets which have not yet started and the implications and risks of doing so. A further update is to be provided in the next monitoring report.
84. The Bridges and Structures budget of £759,000 for 2016/17 is primarily the balance of the Council's agreed £1.628 million contribution to Network Rail of 20% towards the cost of the works for Windsor Road bridge. Although the road reopened in July 2016 additional work to the bridge is ongoing and final costs are unknown at this time. This will need to be managed within overall budgets for structures.
85. The street lighting renewal budget of £270,000 is proposed to be used to replace columns shown by surveys to have structural and corrosion issues. No expenditure has been incurred to date and this scheme will be the subject of a procurement and tender exercise. The street lighting energy reduction scheme to introduce dimming technology to circa 22,500 columns in residential areas completed most modifications in July 2016. Surveys are being undertaken to identify remaining lanterns that can be adapted to ensure completeness of the scheme, with financial savings from reduced energy usage to be used to repay initial investment.

86. Slippage of £1.984 million of the invest to save budget for LED Lighting on Principal Roads was carried forward into 2016/17. This was primarily as a result of the need to ensure that the technology introduced is suitable for the City, and relevant consultation takes place to avoid potential adverse risks including public perception. Following consideration in April 2016 of a business case and approval by Cabinet in July 2016, for the implementation of LED lighting and a Central Management System, a procurement exercise is to commence in September 2016 to deliver the change over a 2-year period. Subject to the outcome of this, a scheme with estimated costs of circa £4.9 million could start in December 2016, resulting in significant savings in energy usage and cost. If the estimated cost of the contract could exceed a value of £5.5 million, a further report is required for Cabinet for consideration. 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. Subject to timing of implementation, estimated expenditure in 2016/17 is £1.2 million, with the balance of the 2016/17 budget shown as slippage.
87. Subject to completion of agreements with funding partners Dwr Cymru and Landfill Community fund, the Greener Grangetown scheme is expected to start on site in October 2016. The scheme will retrofit sustainable drainage systems and in the process improve the public realm in the relevant areas. The estimated contract length is 42 weeks with expected completion in summer 2017. The total cost of the scheme is estimated to be £2.5 million, with £1.270 million profiled to be spent during 2016/17. Given the infrastructure nature of the scheme, any risks of additional costs during the construction period will need to be closely managed.

Traffic & Transportation

88. The asset renewal allocation including slippage from 2015/16 for Transport, Traffic Management, Cycling and Telematics is £1.934 million. It is to be spent on a range of schemes including safety improvements, strategic transport schemes, cycling and replacement of fans within Butetown tunnel. Full spend is currently being forecast by the Directorate.
89. A sum of £375,000 Council match funding is included in the Capital Programme to help secure a range of WG grants where match funding is required. Assumptions initially made at budget setting in relation to the availability of external grant schemes operated by WG have been revised downwards following confirmation of grant approval.
90. The WG allocation to Cardiff for the Local Transport Fund is £1.713 million. The fund supports development of integrated, effective, accessible, affordable and sustainable transport systems. Schemes bid for and approved this year include Active Travel Mapping (£25,000), Eastern Corridor Active Travel (£316,000), Western Corridor Active Travel Network (£554,000), A48 Eastern Corridor improvements at the Newport Rd/ Fitzalan Place and West Grove Junction (£738,000) and A469 Corridor parallel cycle route (£80,000).

91. The WG Road Safety grant of £427,500 will support capital projects that contribute to WG objectives to reduce road casualties. Schemes to be undertaken include safety improvements at Newport Road, Cypress Drive, Heathpark Road and Allensbank Road.
92. The WG Safe Routes in Communities Grant (£595,000) aims to improve the accessibility and safety of local routes for Splott and Pentwyn primary schools. Works programmed for 2016/17 include junction improvements, raised and zebra crossings as well as signage.
93. In 2015/16 the Directorate was successful in securing grant funding of up to £2.948 million from WG under the 'Metro Phase 1' scheme to enable the construction of the A469 and A470 Bus Corridor Improvement Schemes. These are expected to be complete by 31 October 2016 and 31 March 2017 respectively.
94. The Moving Traffic Offences enforcement scheme is a bid for £750,000 Invest to Save funding. The allocation will be spent on bus lane enforcement, yellow box junctions and replacement of aged pay and display machines, with any borrowing to be repaid from parking and enforcement income.
95. The programme includes an allocation of £500,000 to create a bus interchange at Waungron Road in the West of the city. Design and costing work is currently being undertaken to develop a feasible scheme. Whilst it is currently estimated that the allocation can be spent by the end of the financial year, this is subject to the factors above and affordability. A further update will be provided at the next monitoring report.
96. In respect of the CCTV Control Room System Upgrade to replace aged and unsupported software and IT equipment, a specification to allow a tender exercise to be undertaken has been prepared. Subject to costings the proposals may need to be prioritised so as not to exceed the available budget of £340,000. Full spend is currently predicted.

Harbour Authority

97. The Harbour Asset Renewal budget of £346,000 forms the final part of a 3-year programme for works at the Harbour and Barrage and the surrounding environmental infrastructure. Works included in the programme include seating renewal, renewal of litter bins and timber decking within the Inner Harbour area (£50,000), electrical and mechanical work in relation to the barrage (£30,000), replacement of equipment in the children's play area (£40,000), replacement of vessels (£73,000), replacement of oil pollution collection equipment (£35,000) and renewal of equipment at Cardiff Bay Water Activity Centre (£10,000).

Communities, Housing & Customer Services

98. The 2016/17 programme for the Directorate is £13.610 million, with an initial variance identified of £629,000 in relation to the timing of implementation of

remaining hubs projects. Details of schemes within the Directorate are shown below.

Citizen Hubs

99. The schemes included in the current programme allow completion of the Hubs strategy approved by Cabinet. Where cost estimates received have been in excess of budgets available, opportunities have been sought for external grant funding or reductions to scope where feasible to remain within the overall budgets allocated.
100. The STAR Hub, which commenced in August 2015, is on target for completion in September 2016 and within total budget of £6.760 million, which includes a contribution of £1.325 million from the public housing capital programme and £120,000 grant from WG Museum Archives and Libraries towards furniture and equipment. It is expected to open to the public at the end of September 2016.
101. Phase 2 of the planned extension of St Mellons Hub involves an extension to include a community hall, youth den, changing facilities, multi use rooms, flying start provision and a café area. Following the granting of planning permission, the proposals are to be the subject of a tender exercise starting in September 2016 in parallel with confirming potential valuations of four site disposals that would be used to pay for the works. Subject to no issues of affordability, construction could begin in January 2017. Estimated construction costs are circa £3.885 million and slippage of £400,000 is estimated to date.
102. Llanishen Hub involves the conversion of the ground floor of Llanishen Police Station to accommodate library, training and interview spaces, which will replace current provision from the existing leased premises. Subject to agreement with the police authority, works are proposed to start in the final quarter of 2016/17, and slippage of £100,000 is initially recorded to reflect this.
103. Llandaff North & Gabalfa Hub involves the refurbishment and re-modelling of the library and day centre to accommodate a wider range of community services and activities. Works commenced in May 2016 with the new facility forecast to be opened November 2016 at a total cost of £1.335 million of which £280,000 is a contribution from the public housing capital programme. Fairwater hub opened in May 2016, allowing an extension to the range of Council and partner services offered to fairwater residents.
104. Llanedeyrn Hub will be formed through an extension to the Powerhouse building. Estimated total costs of the scheme are £1.9 million of which £450,000 is a proposed contribution from the public housing capital programme. Works are scheduled to begin in September, with completion expected in April 2017.

Neighbourhood Regeneration

105. The Neighbourhood Renewal schemes budget is £985,000 allowing completion of schemes already started as well as design and tender of others in the programme. These include public realm improvements at Birchgrove Shopping Centre and Wentloog Road Shops; local centre improvements within Llanishen Village; environmental improvements at Cowbridge Road West/Narbeth Road Gully; Safer Splott CCTV and pedestrian safety improvements; Trenchard Drive footway renewal as well as play area improvements at Heol y Delyn and access improvements to Hendre Park.
106. Following the completion of Clare Road / Penarth Road junction improvements last financial year, the local shopping centre budget of £321,000 which includes owners' contributions estimated at £20,000 continues to incur expenditure on shop front improvements to commercial premises. This is supplemented by WG Vibrant & Viable Places Grant for the area of £138,000.
107. A regeneration scheme at Maelfa received planning approval in April 2016. Works are the subject of tender and subject to its development partner, Cardiff Community Housing Association, and the Council finalising a development agreement, implementation is scheduled to commence this autumn. 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 budget available for 2016/17 of £441,000 is primarily for pre development costs, with any land disposals arising as part of the regeneration being re-invested to support the viability of the scheme.
108. The Alleygating budget of £134,000 includes a further phase of area based schemes being implemented in Gabalfa £55,000 and Cathays £60,000, complemented by a number of one-off schemes for prioritised individual lanes. Following resident consultation, implementation is to be undertaken in the latter part of the financial year.

Housing (General Fund)

109. The Disabled Facilities Service supports administration fees and both mandatory and discretionary grants to housing owner occupiers to enable a person to continue living in their own home. The total budget of £4.905 million includes the one off allocation of £1.9 million of revenue budget in order to help reduce waiting times and meet additional pressures on this budget during 2016/17.
110. To provide adaptations support for independent living, encourage improvement of processes, joint working with health and the 3rd sector to reduce admissions, a grant of £398,000 has been approved by WG. Whilst the number of referrals is currently as expected, activity will need to be monitored closely during the year to determine whether any grant can be used to displace any of the Council's own funding, with an update provided in a future monitoring report.

111. A WG Intermediate Care Fund grant of £100,000 has been received to complete development, production and purchase of bespoke assisted living devices. These aim to ensure availability of a complete suite of technology to help sufferers of degenerative cognitive conditions to remain at home safely and independently. Such technology will be used alongside telecare units and key safes to enable the mobile warden response to assist at home as well as outside it.
112. To encourage comprehensive regeneration schemes, the estate environmental improvements capital allocation is intended, where feasible, to complement schemes being undertaken to public housing and estates by providing options to support the costs of works to owner occupier properties.

Economic Development

113. The 2016/17 programme for the Directorate is £9.835 million, with an initial variance identified of £1.432 million primarily in relation to the timing of central square public realm. Details of schemes within the Directorate are shown below.

Business and Investment

114. The extended Voucher Scheme was launched by the Department of Culture Media and Sports (DCMS) on 1 April 2015 with £40 million of grant funding available at a national level. It offers grants to Small and Medium Enterprises towards the capital costs of installing new broadband connection in order to access high speed connectivity and capability. The scheme has closed for any new voucher applications and the projected expenditure for Cardiff is £195,000 this financial year.
115. Under the umbrella of the Capital Cardiff fund scheme, no additional Council budget has been allocated for 2016/17. Any additional support is to be provided from the recovery of previous loans awarded under the scheme. Any outright grants provided during the year, will result in less funds being available for recycling into additional support in future years.
116. Slippage of £48,000 has been carried forward from 2015/16 for the Social Innovation Fund for 2016/17. The fund aims to award capital grants of up to £5,000 towards start up costs for new or expanding social enterprises. There are currently 7 projects approved to date with further applications expected following further promotional marketing. The Directorate forecast is for the budget to be fully spent.
117. The Council has also developed a joint investment fund in Small to Medium Enterprises with S4C. The partners will make £150,000 available over a one-year period. To be eligible for funding, businesses must be based in the Cardiff area and fall within S4C's remit. There were no awards for 2015/16, therefore the full amount was been carried forward. Full expenditure is currently forecast by the Directorate in 2016/17 whilst

applications are reviewed, however actual expenditure will be subject to any applicant meeting the terms and conditions of any loan agreement.

City Development & Major Projects

118. Following the completion of works to create the Cardiff International White Water facility as well as construction works on neighbouring sites over the past few years, construction waste materials have to be removed from land at the International Sports Village. Removal will allow land to be used for further development in line with the ISV masterplan, with removal costs to be paid for from the proceeds of disposal of land from phase one of the Bayscape development. Estimated costs including removal, disposal, landfill tax and any tipping fees are £600,000.
119. Following on from the above scheme, the Council is working with the developer at the ISV site in order to rationalise the parking strategy. This is necessary to meet existing contractual and planning requirements and will enable other areas of ISV land to be released for development. This is subject to confirmation of funding being in place and initially the Council is investigating potential funding options with the developer and other stakeholders.
120. Initial design work for the transport interchange is continuing as well as an options appraisal and costing to recommend a strategic approach to the delivery of the scheme and Central Square. This is to be the subject of a future Cabinet report and subject to approval for further design work, estimates for expenditure in the current year remain at £500,000.
121. Development is in progress of the first phase of design for public realm works at Central Square in conjunction with the developer. The developer will deliver the scheme with any council contribution anticipated at circa £9 million as part of the original estimate when setting the Capital Programme. The actual cost is yet to be agreed along with any specified maximum or contractual ceiling. Expenditure of £1.0 million is currently projected however is subject to finalisation of agreements.
122. As part of a proposal to bring forward further phases of the House of Sport in Leckwith and address wider security issues at the allotments, the Council is to contribute towards site clearance, road infrastructure and fencing at Leckwith allotments. The Council's commitment is to be £150,000 and funded from the invest to save capital budget. As part of a contractual agreement, the Council will benefit from increased land value and aims to recover any such investment from future development of the site.
123. A payment sum of £88,000 towards dilapidation costs was received by the Council in respect of the early termination of the Virgin Active lease at the New Tennis Facility. Originally this was set aside for upkeep of the building during 2016/17. However, the current lease arrangements are not due to terminate until 2017, therefore the sum is to be carried forward into future years in the event that we still have the responsibility for the building after that date.

124. A contribution was received from the lease towards dilapidations costs at Llanrumney Hall as compensation for their early release from the lease. Whilst part of the contribution has been utilised to pay for roofing works, the balance is to be carried forward to future years until agreements for a scheme are in place.

Property

125. The Investment Property Strategy approved by Cabinet in November 2015 approved the principle of ring fencing and reinvesting all capital receipts generated from the disposal of assets held in the newly formed Investment Estate to improve the yield of existing assets or to purchase better quality and better yielding assets. In accordance with that strategy a recommendation was made to acquire the leasehold interest of a former veterinary site on Bute Street, the freehold of which was already held by the Council. The investment (£273,000) is deemed to be of strategic importance for medium to long term redevelopment opportunities in the area, as well as short term income generation to offset any rental income lost on investment properties sold.
126. The projected outturn for the Office Accommodation Rationalisation budget is £1.019 million to support the efficient use of administrative buildings. This includes expenditure to relocate staff to County Hall from Global Link and other accommodation. The Council's lease for Global link was to run until November 2019. Rather than mothball the building, the Council has agreed to assign the lease to the Cardiff and Vale University Local Health Board in August 2016 in order to maximise savings to the Council. The agreement includes a commitment by the Council to pay an annual reverse premium and also includes a £600,000 dilapidations payment which has been included as part of the projection.
127. Further priorities in the short term are implementation of a Children's Services accommodation strategy which would allow the rationalisation of Suffolk House and Penhill Youth Offending Service. Both properties have a maintenance backlog and disposal would generate capital receipts to support costs arising from office rationalisation as well as supporting the overall Capital Programme. Any relocation will require investment in other buildings to improve service delivery, which can be funded from proceeds of the disposal of 150 Thornhill Road subject to certain criteria. As agreed by Cabinet, this £560,000 was earmarked for re-investment for the direct benefit of children and is currently profiled for use in the 2017/18 capital programme. No assumptions for use of this sum are currently included in 2016/17, however subject to costs and timing of the strategy, further monitoring reports will provide updates on the proposals.
128. The Community Asset Transfer budget can provide up to £25,000 for improvement works to buildings being taken on by third party organisations. Based on known commitments, any requirement is likely to be minimal during 2016/17 resulting in £50,000 slippage shown initially.

Commercial Services

129. Following receipt of tenders, the estimated cost during the year to replace the Household Waste Recycling Centre (HWRC) at Lamby Way is £1.941m. This is £396,000 in excess of the budget available and is primarily due to the cost of the modular system proposed which is increased in size from 16 skips to 20 skips in order to future proof the requirement and also the addition of a canopy to keep recycling streams dry and thus avoid future cost or loss of income. Additional costs are proposed to be met from existing budgets.
130. Whilst not shown in the monitoring report as costs are met by a separate provision, a contract of £2.0 million has been let for capping and restoration to the remaining 12 hectares of the Lamby Way landfill site. This will complete works as per requirement by Natural Resources Wales. The contract is anticipated to start in August 2016 with a programme of 40 weeks to complete the works.
131. Property Asset Renewal works for administration buildings of £534,000, includes works at County Hall to complete fire dampers and electrical works to ensure continuity of power supply and replacement lighting. City Hall works include subsidence and underpinning works to the ground floor toilet block as well as completion of the programme of fire alarm works which ensures the building meets new fire alarm regulations.
132. A number of vehicles that have reached the end of their useful life for Facilities Management and Social Services are proposed to be replaced as part of the £250,000 annual capital budget set up to replace via outright purchase. A feasibility study and trials are to be undertaken to determine suitability of electric or hybrid vehicles for parts of the Council's fleet.

Venues and Cultural Services

133. The property asset renewal allocation of £610,000 is for St David's Hall and the Castle. £300,000 is to refurbish two escalators at St David's Hall during 2016/17. Following repeated mechanical breakdown and their age, technical advice is that these need full refurbishment in order to ensure effective use of the building for patrons of the centre. It is proposed that two of the four escalators will be refurbished initially which will provide an indication of the effectiveness and cost for replacement of the remaining two.
134. Property Asset Renewal works of £310,000 at the Castle include health and safety lighting works in areas open to public access, emergency lighting upgrades to meet fire regulations, CCTV and intercom upgrades to main car park as well as an upgrade of public toilets.
135. St David's Hall and New Theatre were initially allocated funding in 2015/16 of £350,000 and £295,000 respectively to address priority works to the external fabric of the building, as part of any consideration of alternative delivery mechanisms. Estimates of costs and works proposed for the remaining total budget of £623,000 are currently being considered by the

Directorate following receipt of building condition reports. This includes works to New Theatre roof. As these works have not yet been determined there is a risk of slippage, with a further update provided at the next monitoring report.

Education and Lifelong Learning

136. The 2016/17 programme for the Directorate is £45.566 million, with an initial variance identified of £13.236 million. Whilst contracts for construction have been let, the variance relates to timing of costs expected in relation to the new Eastern High School and three new primary schools. Details of schemes within the Directorate are shown below.

Schools - General

Asset Renewal - Buildings

137. The original 2016/17 budget of £2.7 million is revised to £2.972 million as a result of slippage of £272,000 being carried forward from 2015/16. The Directorate has agreed a full schedule of works and the budget is currently expected to be fully spent in 2016/17.

Asset Renewal – Suitability and Sufficiency

138. The annual suitability and sufficiency budget of £500,000 is enhanced with an additional £500,000 funding for 2016/17 to give a total approved budget of £1.000 million. In addition, slippage of £171,000 has been carried forward from 2015/16 to give a total suitability and sufficiency budget of £1.171 million for 2016/17. A schedule of works has been agreed and the budget is expected to be fully spent in 2016/17.

Whitchurch High DDA

139. A budget of £2.0 million was approved within the 2016/17 Capital Programme for improvement works to comply with disabled accessibility requirements at Whitchurch High School. Current indications suggest that there will only be expenditure to the value of £1.0 million and therefore projected slippage of £1.0 million against this budget for 2016/17. Options for any further improvements required will need to be considered as part of a longer term strategy.

Flying Start Grant

140. Cardiff has been awarded £535,000 capital grant from WG to deliver improvements to St Cadoc's Primary. It is anticipated that the full allocation will be utilised in 2016/17. There is also slippage of £51,000 brought forward from 2015/16 schemes anticipated to be spent in 2016/17.

Schools Organisation Plan – 21st Century Schools

141. In March 2015 the Authority submitted a re-aligned 21st Century Schools Programme for investment totalling £164.1 million which was subsequently

approved by WG and now forms the basis for the Authority's Schools Organisation Programme going forwards until 2019.

142. 21st Century Schools expenditure anticipated in the 2016/17 Capital Programme totalled £39.186 million. The net impact of 2015/16 slippage, 2016/17 expenditure brought forward and budget virements is a reduction in the anticipated expenditure of £1.057 million to a revised programme of £38.133 million for 2016/17.
143. The projected outturn for 2016/17 is £25.897 million, which is a net variance of £12.236 million. This relates to projected slippage of £13.737 million partially offset by expenditure brought forward from later years of £1.5 million.
144. The most significant slippage amount is £8.712 million in relation to the new Eastern High School. Delays in reaching agreements with Cardiff and the Vale College for site access led to delays in demolition of the Trowbridge site which has had a knock on impact to the commencement of the construction contract. The contractors are now on site and no further delays to the construction timetable are anticipated at this stage.
145. Other notable slippage is recognised from schemes to deliver new primary schools, Howardian (£3.5 million) and Ysgol Hamadryad (£1.5 million). Procurement for these primaries as well as Ysgol Glan Morfa has been undertaken and works awarded to a single contractor to deliver all three primaries by September 2017. Initial designs have been agreed and the finalising of design requirements and fixed price agreements has now begun. It is anticipated that works will begin on site by January 2017.
146. Works brought forward from 2017/18 total £1.500 million and relate to Ninian Park Primary Extension (£800,000), New High School in the West (£500,000) and Moorland Primary (£200,000).

Resources

147. The 2016/17 programme for the Directorate is £3.430 million, with an initial variance identified of £1.595 million in relation to projects to improve business process. Details of schemes within the Directorate are shown below.

Technology

148. The main priority for the Modernising IT to improve Business Processes budget in 2016/17 is to support key projects in the Organisational Development Programme and the digitisation of business services utilising modern technology.
149. The budget for modernising business process in 2016/17 is £2.446 million and the projected spend is £851,000 resulting in slippage of £1.595 million into 2017/18. This slippage is due to a number of factors including resources available to support and facilitate business change and time taken to adopt new and often very different ways of working, extending the

original project timelines significantly e.g. in relation to electronic document management system and mobile working.

150. Slippage of £306,000 has been forecast for the SAP Customer Relationship Management project due to the need to resolve technical issues within phase 1 of the project. Until these are resolved further phases of expenditure are assumed to be deferred into 2017/18.
151. Any expenditure on a new property asset management system is likely to now occur in 2017/18 whilst a full business case is prepared to determine whether a SAP based or standard off the shelf solution is more effective in meeting the Councils' requirements at a lower cost.
152. The initial forecast of expenditure included the creation of several new posts to accelerate delivery of digital services, which if used effectively would support some of the issues highlighted above and create technical capacity to build IT infrastructure. Any posts created would need to be eligible capital expenditure and until posts have been approved and appointed to slippage of £461,000 is recognised to date.
153. The £384,000 budget for ICT refresh is to be used on a range of projects to support resilience, capacity and capability. This includes electrical works to the Computer electrical suite in County Hall in conjunction with back up power replacement works in the event of failure; Private Cloud and works towards Disaster Recovery strategy; and web proxy replacement and expansion to improve resilience.

Corporate

154. In respect of the contingency budget of £250,000, given that it is early in the financial year this is shown projected to be fully required, although as the year progresses, any under spend will be used to reduce the level of borrowing assumed in the Capital Programme.
155. Of the original £500,000 invest to save budget, £150,000 has been used towards an Economic Development scheme towards fencing and infrastructure at Leckwith allotments as mentioned previously. The balance is shown as fully required, however use will be dependant on approval of any relevant business cases received from Directorates.

Social Services

156. The 2016/17 programme for the Directorate is £325,000, with full expenditure projected. Details of schemes within the Directorate are shown below.

Adult Services

157. In order to support the Day Centre Opportunities Strategy and reconfiguration of day services for older people, design and costing work is currently being undertaken for the refurbishment and re-modelling of Minehead Road and Grand Avenue day centres. The aim is to provide high

quality day care facilities appropriate for dementia and other high need clients and their carers. A total of £920,000 has been allocated by the Council with £140,000 profiled for use in 2016/17 allowing completion of Minehead Road in the last quarter of this financial year and the start of Grand Avenue next financial year. Minehead Road is one of three projects supported by the WG Intermediate Care Fund Grant, with £185,000 approved and required to be spent by 31 March 2017.

Capital Receipts

158. The 2016/17 Capital Programme included an assumption of £2.0 million non-earmarked capital receipts net of fees to pay for the Capital Programme. To date the main receipts include the sale of former terrapin offices at Bessemer Close and depot on Hadfield Road (£394,000) and also the completion of disposal of the former Trading Standards offices at Bridge Street in the City Centre (£566,000).
159. Other disposals include the sale of investment property and former caretaker's houses (£281,000) and the youth hostel on Wedal Road (£885,000) which are proposed to be earmarked for reinvestment in specific schemes. The latter is proposed for re-investment in essential works to Roath Park and subject to agreed and acceptable costs, investment in Roath Park House.
160. In 2013/14, the Council provided a loan to Cardiff Bus Transport Limited of £1.0 million. In accordance with the loan agreement the loan was repaid to the Council in June 2016.

Public Housing (Housing Revenue Account)

161. The Capital Programme of £25.405 million set in the February 2016 Budget is forecast to be fully spent by the end of the financial year. Opportunities will be taken to bring spend forward and manage spend within the budget. The Directorate should ensure that procurement and contracts are in place to fully use the Major Repairs Allowance (MRA) Grant in 2016/17 as well as other grants and capital receipts made available.
162. Estate regeneration and stock remodelling scheme projected costs are circa £6 million in 2016/17 and include a range of schemes including; conversion of the former children home at 150 Thornhill Road into older person "independent living" accommodation (£700,000); (£1.9 million) for Edinburgh Court improvements and remodelling of the buildings and communal areas and South Morgan Place balcony improvements, door entry system upgrades and remodelling of bin stores and communal areas to encourage ownership of the estate and avoid anti social behaviour; Phase 2 of the estate regeneration scheme at Trowbridge Mawr (£1.480 million) and Hodges Square (£450,000) as well as schemes at Trenchard Drive and Loudoun House; Garage and courtyard improvement schemes (£800,000) and a number of schemes to improve the energy efficiency of blocks is proposed (£400,000) such as at Lavender Grove.

163. External and Internal Improvements include boiler replacement, heating, roofing, rewiring, underpinning of properties where subsidence issues have been found, front door upgrades to flats and works to maintain Welsh Housing Quality Standards, such as kitchens and bathroom upgrades when properties become vacant prior to re-letting. The budget includes £1.6 million for the refurbishment of Sandown Court to bring it up to a modern and desirable standard for older person housing. The refurbishment will remove the difficult to let and unsuitable bedsit units and make all flats on the ground floor fully wheelchair accessible. The refurbished complex will promote independent, older person living as well as making better use of the existing communal space and improving the external space for residents.
164. Where opportunities arise, particularly in high rise flats where significant works are proposed by the Council, properties previously sold as part of the Right to Buy scheme are being repurchased to bring them back into Council use and avoid significant scheme delays.
165. Following the appointment of Wates as partner for the Housing Partnership Programme, preparatory works include the completion of demolition of former scientific laboratory at Croft Street, as well as demolition of properties at Clevedon and Highmead Road. Planning applications for five Phase 1 sites have been submitted including at Braunton / Clevedon, Willowbrook in St Mellons, Llanrumney Depot and Walker House, which are due to be considered in September. Subject to appropriate consents, completion of viability and development agreements for each site and overall affordability, a start on site is expected for each of the above by the end of March 2017.
166. The allocation of £1.8 million to provide adaptations and associated improvements to the homes of disabled people in HRA properties is currently forecast to be fully spent. In addition, a grant of £80,000 has been received from the WG Intermediate Care Fund to make property adaptations and create 'Step Down' accommodation to allow prompt discharge from hospital.
167. The Hubs budget of £2.055 million makes allowance for HRA contributions towards the cost of service provision from Hubs during 2016/17. This includes £1.325 million for STAR Hub, Llandaff North / Gabalfa £280,000 and also £450,000 towards a Hub at Llanedeyrn.
168. The programme includes, a sum of £250,000 towards the Public Housing share of capital expenditure on modernising business process and technology. A virement has been undertaken to move this budget for use on building works and improvements to Council Dwellings, with any share of technology costs during 2016/17 being met from an earmarked revenue reserve which exists for this purpose.

Section 106 schemes and Other Contributions

169. The table below shows the Section 106 and other contributions forecast to be spent at the time of setting the budget. This has been reviewed by directorates and is reflected in the new projection at Month 4:

	Budget	Projection at Month 4	Variance
	£000	£000	£000
Traffic & Transportation	703	475	(228)
Parks & Sport	1,324	885	(439)
Neighbourhood Regeneration	151	22	(129)
Bereavement	20	20	0
Schools	270	274	4
Planning	133	94	(39)
Economic Development	494	269	(225)
Total	3,095	2,039	(1,056)

170. The Traffic and Transportation Section 106 projection of £475,000 is made up of over 30 individual contributions, ranging in value from £1,000 to £190,000. Monies are used to fund telematics, junction improvements and public transport schemes across the city. Slippage compared to the original profile is as a result of a revision of telematics schemes initially included.
171. Significant Parks and Sport schemes which are complete or will be on site in 2016/17 include Victoria Park Wet Play Area (£148,000) and 3G Pitch at Pentwyn Leisure Centre (£140,000). Public open space improvements are proposed at Parc Coed y Nant (£75,000), Pontcanna Fields/ Llandaff Fields (£91,000), Hamadryad Park (£50,000), Canal Park (£10,000) and Hendre Lake Park (£84,000). Significant slippage persists primarily as a result of capacity to design and take forward works.
172. Neighbourhood regeneration funding is to be used for community facilities and £22,000 is to be spent on Cathays Community Centre. Contributions originally planned towards the new STAR Hub are no longer proposed to be used for the facility with discussion on their use now planned to be undertaken with local members.
173. Sums within Planning relate to a programme of public realm works around the city centre between Queen Street Eastern Gateway and Fitzalan Place.
174. A Schools contribution of £274,000 is to be used towards an extension to allow the provision of additional school places at Coed Glas Primary School.
175. 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 utilised to pay for roofing works, the balance is to be carried forward to future years until agreements are in place. The £269,000 profiled to be spent this year is being used towards removal of waste building materials/soil on two sites within the Cardiff International Sports Village for the provision of usable space.

Reasons for Recommendations

176. To consider the report and the actions therein that forms part of the financial monitoring process for 2016/17.

Legal Implications

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

Financial Implications

178. The month four revenue monitoring for the Council shows a projected overspend of £850,000 reflecting financial pressures and shortfalls against budget savings targets in directorate budgets. These are partly offset by projected savings on capital financing, the release of contingency budgets previously earmarked to fund voluntary severance costs, an anticipated surplus on Council Tax collection and NDR refunds on Council properties. Directorate budgets are currently projected to be overspent by £6.5 million however it is anticipated that management actions will enable this to be reduced by the year end. The directorate overspends are partially offset by the £4.0 million general contingency budget which was maintained as part of the 2016/17 budget in order to reflect the quantum, risk and planning status of the proposed savings for 2016/17.
179. The projected overspends in directorate budgets include £5.221 million in Social Services, £785,000 in City Operations, £494,000 in Corporate Management and £44,000 in Governance and Legal Services. This position reflects a range of factors including increased demographic pressures in Social Services, shortfalls in income and the anticipated failure to fully achieve the savings targets set as part of the 2016/17 Budget together with on-going shortfalls carried forward from the previous financial year.
180. The potential overspend includes a projected shortfall against the savings identified for each directorate as part of the 2016/17 budget together with any shortfalls against savings targets carried forward from the previous year. An overall shortfall of £5.512 million is currently anticipated against the £25.892 million directorate savings target with £7.249 million having been achieved to date and a further £13.131 million anticipated to be achieved by the year end. A projected shortfall of £1.819 million has also been identified in relation to savings targets carried forward from 2015/16. The projected shortfalls are reflected in the directorate monitoring positions although where possible shortfalls have been offset by savings in other budget areas. The July Cabinet meeting approved the Budget Strategy Report for 2017/18 and identified the significant financial challenges that the Council faces in the medium term. The projected under-achievement of identified savings in 2016/17 together with those carried forward from the previous year underlines the difficulties of achieving year on year savings across the Council.

181. The projected overspend in directorate budgets and in particular the shortfalls against savings targets represent a continuing cause for concern. Actions are being taken by those directorates currently reporting a projected overspend in order to try to resolve the issues that led to the current position or alternatively to identify offsetting savings in other areas of the service. This will be reviewed throughout the year as part of the overall challenge process to review the performance of directorates including the budget monitoring position. The Chief Executive has also held a series of meetings with directors to identify measures to reduce the level of spend across the Council. These reviews will continue throughout the year. A number of management actions have been implemented to reduce the level of spend across the Council with the intention of improving the overall position as the year progresses and so enabling a balanced position to be achieved by the end of the financial year.
182. The 2016/17 Capital Programme is £127.126 million of which £101.641 million is in respect of General Fund schemes and £25.485 million is in relation to the Council's Public Housing schemes. Against this, the projected outturn for 2016/17 is £107.189 million resulting in a total variance of £19.937 million.
183. The Programme, Projected Outturn and Projected Variance are shown below:

Capital	2016/17 Programme	2016/17 Projected Outturn	Projected Variance
	£M	£M	£M
General Fund	101.641	81.704	(19.937)
Public Housing	25.485	25.485	0
Total	127.126	107.189	(19.937)

184. Where there is a risk of slippage, directorates, must address any obstacles promptly to ensure budgets allocated are spent in a timely manner. Where this is not possible, early reporting of issues should take place and robust profiles of expenditure should be developed for future years.
185. The Capital Programme update includes a number of schemes planned to be funded by external grants that have strict deadlines for expenditure having to be incurred. It is essential that directorates ensure that no opportunities for utilisation of such funding are lost to the Council by ensuring appropriate resources are directed to these schemes and that consideration has been given to all steps required to ensure contracts are in place and to meet the terms and conditions of such funding.

RECOMMENDATIONS

The Cabinet is recommended to:

1. Note the potential outturn position based on the first four months of the financial year.

2. Note the allocations from the Specific Contingency Budgets to the Economic Development, Communities, Housing & Customer Services and Social Services Directorates as set out in this report.
3. Reinforce the requirement for all directorates currently reporting overspends as identified in this report to put in place action plans to reduce their projected overspends.

CHRISTINE SALTER
Corporate Director
9 September 2016

The following appendices are attached:

- Appendix 1 – Revenue position
- Appendix 2 (a) – Budget Savings position – 2016/17 Savings
- Appendix 2 (b) – Budget Savings position – 2015/16 Savings
- Appendix 3 – Capital Programme

REVENUE 2016/2017

	CASH LIMIT BUDGETS			PROJECTED OUTTURN			VARIANCES		
	Gross Expenditure £000's	Income £000's	Net Expenditure £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's
Service Area									
City Operations	89,285	(55,537)	33,748	90,414	(55,881)	34,533	1,129	(344)	785
Communities, Housing & Customer Services	235,393	(191,307)	44,086	235,170	(191,090)	44,080	(223)	217	(6)
Corporate Management	24,563	(582)	23,981	25,034	(559)	24,475	471	23	494
Economic Development	58,641	(45,635)	13,006	59,831	(46,828)	13,003	1,190	(1,193)	(3)
Education & Lifelong Learning	315,739	(71,981)	243,758	315,347	(71,589)	243,758	(392)	392	0
Governance & Legal Services	5,696	(1,032)	4,664	5,752	(1,044)	4,708	56	(12)	44
Resources	30,456	(11,130)	19,326	30,549	(11,242)	19,307	93	(112)	(19)
Social Services	167,445	(22,053)	145,392	172,943	(22,330)	150,613	5,498	(277)	5,221
Capital Financing	39,714	(4,404)	35,310	38,913	(4,397)	34,516	(801)	7	(794)
General Contingency	4,000	0	4,000	0	0	0	(4,000)	0	(4,000)
Summary Revenue Account	10,590	0	10,590	9,990	0	9,990	(600)	0	(600)
Discretionary Rate Relief	300	0	300	300	0	300	0	0	0
Total	981,822	(403,661)	578,161	984,243	(404,960)	579,283	2,421	(1,299)	1,122
Council Tax Collection	0	0	0	0	(240)	(240)	0	(240)	(240)
NDR refunds on Council properties	0	0	0	0	(32)	(32)	0	(32)	(32)
Total	981,822	(403,661)	578,161	984,243	(405,232)	579,011	2,421	(1,571)	850

BUDGET SAVINGS POSITION - 2016/17 SAVINGS

APPENDIX 2(a)

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
1	City Operations	New operator for Canton Community Hall via "stepping up process" - new management operation for Canton Community Hall.	43	0	0	43	Whilst there have been initial expressions of interest, these have not materialised. A review of the future plans is now required. In the meantime the saving is unlikely to be achieved this year.
2	City Operations	Alternative Delivery Model (ADM) for Cardiff International Sports Stadium - Lease of asset - ADM for Cardiff International Sports Stadium (based on Cardiff & Vale taking over the facility in 2015/16).	78	78	78	0	The Lease with the Cardiff and Vale College was signed on 31st March 2016, therefore this saving has been fully realised.
3	City Operations	Alternative delivery for Leisure - a new operating model in Leisure.	850	0	0	850	This target is in addition to the unachieved saving of £435k brought forward from 2015-16. The procurement process, decision making and implementation timescales is unlikely to generate any of this saving in the current year.
4	City Operations	Transfer of Insole Court to Community Trust, "stepping up process" - transfer of Insole Court to Community Trust (Friends of Insole Court).	59	59	59	0	Friends of Insole Court are due to take responsibility of the building from April 2016 upon completion of the refurbishment. A budget has been retained to cover FM costs but no other operational costs should be incurred, therefore the saving has been fully realised.
5	City Operations	New model for Children's Play - a new delivery model for Children's Play responsive to the needs of children and young people. Play, including after school club activities, will in future be run from a range of community facilities within Neighbourhood Partnership areas.	270	118	220	50	A proportion of the saving has already been realised from action taken the previous year. A delivery plan is being discussed with staff for implementation during Q2. Transfer of centres to the communities is proceeding in all locations apart from Llanrumney. There is a risk that not all of the savings will be achieved.
6	City Operations	Parks reduced business administration/ efficiencies - reduced business support through deletion of a vacant post and savings across supplies and services.	24	21	24	0	Part of this saving has already been achieved through the deletion of a vacant post. The remaining saving should be achieved.
7	City Operations	Tree Management efficiencies - the Council in-house team will be reshaped, releasing capacity and enabling it to undertake work previously undertaken by a contractor.	25	15	25	0	A plan is in place to deliver this saving in full.
8	City Operations	Optimise Parks Income - optimise income by increasing sales of nursery plants stock and increasing income from Roath Park Conservatory and Royal Horticultural Show.	41	23	41	0	Whilst the RHS Show reduction should be achieved in light of attracting a main sponsor, the targets for the Nursery and Conservatory will represent a challenge. The current assumption is that the saving will be achieved, however the forecast may need revising as the year progresses.
9	City Operations	Reshaping of grounds maintenance service - reshaping of grounds maintenance services to protect core services whilst increasing productivity.	450	256	450	0	The saving is made up of a number of income and expenditure budgets. The element which is at risk relates to CTS reductions (£90k) through reduction in damages/additional costs, however the current commitment from the directorate is to achieve this saving in full.
10	City Operations	Outdoor Sports - Reduce subsidies and outsource sport facilities - reduce subsidy through reductions in employee expenditure, supplies and services budgets, implementation of alternative delivery models and remodelling of fees and charges.	50	28	50	0	The saving relating to reduced employee costs has already been achieved. The remaining saving relates to the generation of income.
11	City Operations	Victoria Park Paddling Pool Wet Play Improvements - modernisation to a wet play area will result in lower maintenance, utilities, supplies and services costs.	45	45	45	0	The development of the wet play facility to replace the paddling pool has been completed and should result in the saving being achieved in full.
12	City Operations	Landscape design fees - improve recharging process - a new mechanism for fees and charges will be introduced as part of a review of the landscape design service.	128	0	78	50	Realistically this proposal will only generate £48k through business as usual work, but a further £30k is anticipated from work relating to S106 schemes.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
13	City Operations	New Operating Model for City Operations - the business case for reshaping services within City Operations.	418	0	38	380	The saving was originally allocated to Cleaner Cardiff but is now likely to come from a wholesale staff restructuring and reductions in discretionary expenditure, the timing of which will prevent the majority of this saving being achieved in 2016/17.
14	City Operations	Planning Fee Income increase - through combination of volume and price increase.	100	53	100	0	It is anticipated the additional income will be achieved through the 15% increase in fees (Autumn '15) and increased volumes of applications following approval of LDP.
15	City Operations	Building Control - improve Business Process Efficiency.	46	15	46	0	This saving is currently anticipated to be achieved in full through expenditure efficiencies and fire risk assessment income.
16	City Operations	Transportation Policy - improved recharging for services and deletion of vacant posts.	90	54	90	0	A proportion of the saving has already been realised following the deletion of vacant posts. The remaining saving relies on the recharging of staff time to capital/grant funded projects.
17	City Operations	Public Transport - saving to be realised through transfer of Heliport to new operator.	40	40	40	0	The Heliport has been transferred to an operator and the saving has been achieved.
18	City Operations	Electrical Team - contract rationalisation and improved business process efficiencies.	134	134	134	0	A new contract has been awarded from July 2016 for the Telematics contracts and Tunnel, which should generate the saving.
19	City Operations	Butetown Tunnel - contract rationalisation, Business Process Efficiency and continued review of maintenance costs.	20	20	20	0	A new contract has been awarded from July 2016 for the Telematics contracts and Tunnel, which should generate the saving.
20	City Operations	School Crossing Patrols - realignment of budget to reflect the staffing structure. There will be no change to the number of crossings supported by patrols. Locations will be reviewed as officers retire.	50	50	50	0	A number of vacant posts have been deleted so this saving should be achieved.
21	City Operations	Increase Civil Parking Enforcement contribution to fund Transport/Environment improvements currently funded by base revenue budgets - increase in Moving Traffic Income (bus lane enforcement and yellow box junctions.) Delivery of on- line payments for residential permits.	370	21	370	0	The generation of income is aimed at Yellow Box Junctions and Bus Lanes. Tender awarded for procurement of cameras and expansion programmed for Apr-Aug '16 and it is currently assumed this will be fully achieved.
22	City Operations	Design Team - improved business process efficiencies.	100	21	100	0	In 2015/16 the unit over achieved its income target due to work volumes. Assuming a similar workload for 2016/17 this saving should be achieved.
23	City Operations	Riverwalk Bridge - Reduction in base budget for maintenance - saving to be achieved through the revision of the level of maintenance to the Riverwalk bridge to reflect existing requirements.	8	8	8	0	Maintenance of the bridge is transferring to the Structures Division and future maintenance will be combined with existing structures thereby reducing costs.
24	City Operations	Improved highway safety inspection will result in a reduction in the level of insurance claims - enhanced safety inspection information (introduction of new Asset Management system) will result in improved defence to claims.	60	0	60	0	Inspection staff have been retrained and should be able to work at full capacity to deliver improved defence to claims.
25	City Operations	Maintenance Operations - review of additional staff payments.	50	4	50	0	All standby payments are being reviewed with a view to reducing the number in each team. It is currently assumed the review will deliver the savings in full.
26	City Operations	Maintenance Operations (Foul drainage) - improved performance allowing for additional work to be undertaken internally.	40	5	40	0	Performance is being reviewed and additional internal work being clarified. A new process is being established to ensure correct costs are being captured and recharged.
27	City Operations	Roads & Pavements Highway Services - improved performance allowing for additional work to be undertaken internally. In-house work becomes a priority.	25	9	25	0	Performance is being reviewed and additional internal work being clarified. A new process is being established to ensure correct costs are being captured and recharged.
28	City Operations	Highways Transport - vehicle reduction/rationalisation	50	18	50	0	It is planned to reduce the overall number of vehicles and review existing CTS charges.
29	City Operations	High Speed Routes & Public Rights Of Way - saving to be achieved through staffing restructure.	7	0	7	0	A restructure is planned which should generate the saving.
30	City Operations	Drainage Staff recharging - optimise recharging of staff costs to applicable grants.	50	5	50	0	Performance is being reviewed and additional internal work being clarified including the opportunity to charge against grant funding.
31	City Operations	Street Lighting Operations - improved performance allowing alternative chargeable works to be undertaken.	33	12	33	0	Performance is being reviewed and additional internal work being clarified. A new process is being established to ensure correct costs are being captured and recharged.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
32	City Operations	Street Lighting Recharging - improve recharging of design and inspection both externally and internally.	26	3	26	0	A new process is being established to ensure all rechargeable works are being captured and costs are appropriately recharged.
33	City Operations	One Directorate Synergies - alignment of core processes within the new City Operations Directorate will result in synergies.	157	0	187	-30	There is a plan to review the staffing structures including flexi-retirements across the directorate which should deliver this saving in full.
34	City Operations	Commercialisation - improved charging and income generation projects within the Transport Portfolio.	200	94	200	0	Progress is being achieved through the marketing partnership (Bay Media) and other sponsorship.
35	City Operations	Litter Enforcement - Increase enforcement powers to reduce Environment Crime (Full Year Effect) - implementation of the approved Cabinet decision to make use of new powers to set and apply levels of fines, in line with the Anti-Social Behaviour, Crime & Policing Act 2014. This includes Community Protection Notices (CPN) and consultation on Public Space Protection Orders (PSPO) for dog fouling, littering and highways.	50	0	50	0	New processes are being developed for parking on verges and increased focus on littering fines and it is assumed that this will be achieved with the use of third parties.
36	City Operations	Regulatory Collaboration - ongoing savings through the single shared service which brought the Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure.	310	310	310	0	The saving represents to agreed reduction in payment to the Vale of Glamorgan Council.
37	City Operations	Cessation of Automated Public Conveniences - the Council has seven Automated Public Convenience (APC) Units with an average cost of £16 per use. Formal notice has been given on the contract and the units will be taken out of operation from 1st April 2016.	137	137	137	0	The APC contract was terminated on 31st March 2016 so the saving has been achieved in full.
38	City Operations	Capital investment of Butetown Tunnel Fans resulting in reduced maintenance costs (6 years only)	80	80	80	0	A new contract has been awarded from July 2016 which is anticipated to generate the saving.
39	City Operations	Conversion of CCTV cameras from BT lines to WIFI/own fibre	20	20	20	0	The programme is currently being developed and conversion is ongoing.
40	City Operations	Managing reinstatement of road working for Utility street works - street works to manage fines and reinstatement.	30	0	18	12	The Street Works Division is to implement and process the inspection and enforcement for utility reinstatements, generating penalty charges. The current forecast indicates a shortfall of £12,000.
41	City Operations	Trading - Street Lighting Maintenance (10 years)	27	0	27	0	The contract was in place from 1st Jan 2016 for 10 years which should now generate the saving.
42	City Operations	Improve charging for bespoke Planning Applications - support on design/master planning work	50	13	50	0	Charges are being agreed with applicants to secure an agreement on anticipated determination timescales. This should generate the additional income.
43	City Operations	Bereavement Service - Improved efficiency and income generation - saving to be achieved through reshaping services and delivering increased income opportunities.	100	12	65	35	A new fees and charges structure was introduced in April 2016, but it is unlikely to generate sufficient income in Registration Services.
44	City Operations	Improved digitalisation of services and payments - introduce E-auctioning to all areas of the City Operations directorate.	100	0	0	100	The income is anticipated to be generated from developing Chipside but is likely to require ICT investment. It is currently at risk of not being achieved this financial year.
45	City Operations	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history	277	0	277	0	Whilst this is shown as a projected achievement, this will not be confirmed until year end, following confirmation with the Council's insurance section.
46	City Operations	Renewable Energy Generation	20	0	0	20	The Radyr Weir Scheme is now complete and whilst it will soon begin to generate income it is currently forecast to be insufficient to meet this additional saving target in the current year.
47	City Operations	Street Lighting Dimming - The Council approved an invest to save scheme for the dimming of street lights in residential areas. The scheme is to be implemented over three 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 this financial year with the result that savings will start to be made next year.	35	0	35	0	Completion of dimming street lights is on track and the saving is anticipated to be achieved.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
48	City Operations	Street Lighting Conversion to LED - Replace main route lighting with LED to reduce long term energy expenditure.	150	0	48	102	The scheme was delayed due to a trial to ascertain best product. The tender contract is scheduled for Oct/Nov 2016 and as a result is unlikely to deliver all of the saving this financial year.
49	City Operations	Traffic Signals/Bollards - Conversion of traffic signals to LED lighting.	25	0	25	0	A Business Case has been developed. The intention is to use GCF to deliver new improvements and savings via a new service contract.
50	City Operations	School Transport - the full year effect of the withdrawal of non statutory primary school transport. Withdrawal of non statutory primary school transport from Sept 2015 - six routes: 614,621,624,626,633,638.	81	81	81	0	This is the full year effect of routes being withdrawn in Sept 2015.
51	City Operations	School Transport increase price of bus passes - Increase bus passes from £300 to £325.	5	0	5	0	Letters were sent to parents in July 2016 for implementation date of September 2016 and, therefore, it is anticipated that this saving will be achieved.
52	City Operations	School Transport (Primary & Secondary) continued route retendering/optimisation - Continued route retendering/optimisation for mainstream primary and secondary transport. Mainstream school transport has reached its peak and should reduce as a result of the school reorganisation implementation.	60	7	60	0	Retendering and optimisation are on going. It is currently assumed that the saving will be achieved in full.
53	City Operations	School Transport - Additional Learning Needs (ALN) route optimisation, retendering of routes/mergers - continued route retendering/optimisation. Reviewing on a case by case basis and working closely with schools and Education. Review current transport provision - fits needs of pupil.	100	0	100	0	Retendering/optimisation and merges are on going. It is currently assumed that the saving will be achieved in full.
54	City Operations	Additional Learning Needs (ALN) withdrawal of transport for pupils within 2-3 miles (primary/secondary school) and review and implement new ALN policy - Review transport for stated pupils who live within two miles from primary school and three miles from secondary. This will done on an individual case basis, to take into account of the individual child's needs based on ALN transport policy.	125	0	125	0	Discussions are taking place with Education to review transport needs on a case by case basis. It is targeting year 7, 8, 9, 10 & 11 pupils living within distance to encourage travel training to assist independent travel.
55	City Operations	Facilities Management Budget for Cardiff Athletic Stadium	175	175	175	0	The lease was signed with the Cardiff and Vale College on the 31st March 2016 so no further costs should be incurred.
56	City Operations	Fees & Charges	60	10	54	6	The directorate is working towards achieving this saving in full but there is a projected shortfall against Registration Fees.
57	City Operations	Travel/Mileage	56	21	51	5	The directorate is working towards achieving this saving in full. The shortfall relates to Planning.
58	City Operations	Reduction in Agency (Sickness & General) & General Staffing Savings	124	87	118	6	The directorate is working towards achieving this saving in full but there is a shortfall relating to Bereavement Services.
		Total City Operations	6,334	2,162	4,705	1,629	
59	Communities Housing & Customer Services	Refocusing Services from the Hubs - currently advice in the Hubs is provided through a variety of approaches including via the Council, Partners and Council-funded partners. This review would reduce Council-funded partner advice services to specialist financial advice with lower level demand delivered by the Hub Advice Officers.	100	100	100	0	The CAB Advice Service Grants contract has already been extended at the reduced rate and this saving has been achieved. The service area is working proactively with partners to review the outreach advice provision.
60	Communities Housing & Customer Services	Alarm Receiving Centre Additional Income - further realisation of income opportunities following the creation of the Alarm Receiving Centre.	300	0	0	300	Delays to the implementation of this new service were experienced last financial year resulting in income shortfalls against the £250,000 savings target. The recruitment of the Locality Wardens is now underway and whilst trials within schools are planned there will only be a part year impact from the income generating business. This is expected to partly offset the 2015-16 savings target in the first instance but is not anticipated to contribute to the 2016/17 target at this stage.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
61	Communities Housing & Customer Services	Additional income in relation to Adult Community Learning - this is the staged achievement of the council Adult Community Learning service to a nil subsidy position. The plan is to increase income in relation to the Learning for Life Programme, otherwise costs will be controlled in order that this element is cost neutral.	49	0	49	0	It is anticipated that this saving will be achieved in full through planned changes to course delivery with more focus on the more popular and more profitable courses within the Learning for Life programme.
62	Communities Housing & Customer Services	Continued roll out of the Libraries/Hub Strategy - this saving will be delivered through implementing the recommendations of the Cabinet Report in relation to Roath Library and the vacation of the Dominions Way storage facility.	250	102	167	83	This target is partly achieved through the release of budgets associated with the closure of Roath Library and other rationalisations within the Library service. Part year staff savings associated with this target are anticipated which may increase the shortfall and this will be reviewed in future months. This proposal is no longer linked to the vacation from Dominions Way.
63	Communities Housing & Customer Services	Into Work Services - grant funded delivery - Universal Credit Face to Face grant funding and the alignment of the Adult Community Learning Grant will be used to deliver the outcomes of the Into Work Services.	130	45	130	0	This target partly relates to the funding of an Into Work Services trainer through the Adult Community Learning grant thus releasing base budget within that service. A restructure of the Into Work Service has already achieved £45,000 savings towards this target. The balance of the saving will be achieved through additional Universal Credit grant funding.
64	Communities Housing & Customer Services	Recharging of management costs to appropriate funding streams - efficiencies to be found in the management costs of the directorate. This includes the correct allocation of management costs in respect of grant funded services.	65	65	65	0	This saving is achieved through the realignment of management costs to the Adult Community Learning grant and Rent Smart Wales fee income reflecting the level of management support.
65	Communities Housing & Customer Services	Additional Web Income Generation - commercially exploit the expertise of the Council's web team to achieve additional income.	30	0	30	0	It is anticipated that this saving will be achieved in full. A surplus of £39,000 was achieved in 2015/16 through website development recharges.
66	Communities Housing & Customer Services	Neighbourhood Regeneration - recharging of service costs of the Neighbourhood Regeneration scheme to the appropriate funding source (either capital or housing revenue account), depending on the nature of the scheme.	142	142	142	0	This target is achieved through the realignment of staffing costs partly to Capital Programme recharges and partly to Housing Revenue Account recharges reflecting the appropriate level of staff support to those areas.
67	Communities Housing & Customer Services	Fees & Charges	13	3	13	0	It is anticipated that this saving will be achieved in full.
68	Communities Housing & Customer Services	Travel/Mileage	24	7	24	0	It is anticipated that this saving will be achieved in full.
69	Communities Housing & Customer Services	Reduction in Agency (Sickness & General) & General Staffing Savings	85	0	85	0	It is anticipated that this saving will be achieved in full. The service historically has a high volume turnover and usage of agency staff but this will be managed within the available budget.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
70	Communities Housing & Customer Services	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history	9	2	9	0	It is anticipated that this saving will be achieved in full.
		Total - Communities, Housing & Customer Services Total	1,197	466	814	383	
71	Corporate Management	Corporate Initiative Efficiencies - reduction in the amount available to support events and market the city.	131	0	131	0	The current assumption is that this saving will be achieved, pending the completion of a review of the budget for Corporate Initiatives.
72	Corporate Management	Reduction in Corporate Banking Charges - savings in relation to the banking contract.	15	0	15	0	This saving is anticipated to be achievable based on the charges experienced in previous years, following the introduction of a new banking contract.
73	Corporate Management	Reduction in Corporate Audit Fees - anticipated reduction in audit charges for 2016/17 as a result of partnership working.	30	0	30	0	It is anticipated at this stage that this saving is achievable.
74	Corporate Management	Reduction in Agency (General)	2	0	2	0	It is anticipated at this stage that this saving is achievable.
75	Corporate Management	General Staffing	3	0	3	0	It is anticipated at this stage that this saving is achievable.
76	Corporate Management	Precepts and Levies - a targeted reduction on precepts and levies paid to other bodies. The level of reduction targeted has been set at 3% which is in line with the Council's anticipated funding reductions from Welsh Government.	32	0	32	0	The current monitoring position suggests that this saving is achievable.
77	Corporate Management	Reduction in External Audit Fee - review of the audit fee to ensure that all areas of the Council are appropriately charged for audit work incurred.	25	0	25	0	Current indications suggest that this saving will be achievable, however the final position will not be known until nearer the end of the financial year.
78	Corporate Management	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history	1	0	1	0	It is anticipated at this stage that this saving is achievable.
79	Corporate Management	Digitalisation	875	0	600	275	Work is continuing to identify and realise savings arising from digitalisation in the current year with particular focus on initiatives to reduce spend on postages, printing and stationery. This is being supported through the Organisational Development Programme although at this stage it is unlikely that the full saving will be achieved during the current financial year.
		Total - Corporate Management	1,114	0	839	275	
80	Economic Development	Economic Development Income - generate additional income through sponsorship / advertising to cover a reduction in management costs.	88	0	88	0	It is currently anticipated that this saving will be achieved in full through bus shelter advertising income.
81	Economic Development	Capitalisation of posts - Major Projects - appropriate charging of staffing costs within Major Projects (two full time and one part time post) to reflect capital works undertaken.	86	0	86	0	This saving is currently anticipated to be achieved in full although progress will be monitored closely throughout the year and projections updated accordingly as and when scheme details become available.
82	Economic Development	Service Redesign of Strategic Estates - to release one full time post.	41	0	41	0	The proposed Directorate restructure is currently underway and it is anticipated that this saving will be achieved in full.
83	Economic Development	Reduced service in Economic Development - reduce part-time hours in economic development to release 0.3 FTE.	15	15	15	0	This saving has been achieved in full, as the reduction in hours has taken place.
84	Economic Development	Increase in Income - increase rental income from the managed industrial workshop estate over and above existing income targets.	47	16	47	0	This saving is anticipated to be achieved in full through additional workshop rental income.
85	Economic Development	Reduction in Revenue Budget - reduction in miscellaneous revenue support budget.	7	2	7	0	This saving is anticipated to be achieved in full.
86	Economic Development	Economic Development Revenue Budget Reduction - remove budget for the provision of discretionary grants to Small to Medium Sized Enterprises (SMEs).	51	51	51	0	Discretionary grants are no longer granted to SME's, therefore this saving is achieved in full.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
87	Economic Development	Cardiff Business Council - reduce revenue subsidy to Cardiff Business Council.	120	120	120	0	Cardiff Business Council have received a reduced budget allocation and this saving is therefore achieved in full.
88	Economic Development	Alternative model for the delivery of the Taxi Marshalling service – release revenue funding through a new approach to funding the taxi marshalling service for night time economy in the city centre on weekends.	122	0	51	71	Alternative models for the delivery of the taxi marshalling service are currently being considered. An increased shortfall of £71,000 is anticipated as changes to the existing system are not scheduled to be implemented until October. Any further delays will increase the projected shortfall and the position will be closely monitored throughout the year.
89	Economic Development	Increase in City Centre Management Income - through increased use of activity sites in the city centre.	45	10	45	0	This saving is expected to be achieved in full through additional income generated from weekly street food events within the City Centre.
90	Economic Development	Increase in Tourism Income - through increased local business subscriptions to the Cardiff Convention Bureau and the Cardiff Tourism Network.	33	0	33	0	This saving is projected to be achieved in full through additional income generated by the re-launch of the Visit Cardiff Network.
91	Economic Development	Arts Venues - review of costs, income and service delivery in Arts Venues.	430	0	300	130	Operational shortfalls in the region of £130,000 are currently anticipated primarily due to retained income below target due to the unplanned usage of the venues for the Festival of Voice. It is now anticipated that the Arts contract will not be in place until later in the financial year. The position will need to be reviewed in detail both as to the variables within the operational performance and the progress of the ADM.
92	Economic Development	Remove Cardiff Contemporary Project Budget - release revenue saving by identifying alternative funding sources for the Arts Management budget associated with the Cardiff Contemporary project.	50	0	50	0	Work is continuing to finalise the details of this proposal, however the directorate anticipate that it will be achieved in full.
93	Economic Development	Rationalisation of Culture, Venues and Events Sales, Marketing & Advertising Functions - rationalise existing Culture, Venues & Events Marketing and Sales provision releasing savings through reduced FTE.	95	95	95	0	The vacant posts which will be deleted as part of the service restructure have been identified and, therefore, this saving is achieved.
94	Economic Development	Income and Business Process Efficiencies - Strategic Estates - generate additional rental income from the Council's property estate through the periodic rent review process.	56	0	0	56	This saving is not anticipated to be achieved based on the projected shortfalls in rental income targets of £296,000 projected for 2016-17. The Investment Estate has undergone a recent restructure and any changes to this projection will be updated in future months.
95	Economic Development	Fees & Charges	51	18	51	0	The directorate is working towards achieving this saving in full.
96	Economic Development	Travel/Mileage	5	3	5	0	The directorate is working towards achieving this saving in full.
97	Economic Development	Reduction in Agency (Sickness & General) & General Staffing Savings	51	17	51	0	The directorate is working towards achieving this saving in full.
98	Economic Development	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history	19	6	19	0	The directorate is working towards achieving this saving in full.
99	Economic Development	Office Accommodation - next phase of savings from the office rationalisation programme. Ensuring more effective use of the Council's existing property estate and considering opportunities to rationalise where possible.	1,250	0	813	437	Delays in the Global Link vacation has meant a significant overspend. There are also concerns over the realisation of savings in other buildings. This will be partly mitigated in year by a unbudgeted drawdown from earmarked reserves, currently estimated at £150,000. To be carefully monitored throughout the year.
		Total - Economic Development	2,662	343	1,968	694	

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
100	Economic Development (Commercial Services)	New Operating Model for City Operations - the business case for reshaping services within City Operations.	634	161	634	0	Detailed plans and modelling are being developed to re-balance the rounds and improve the efficiency of domestic collections. Further gains are expected through the generation of additional trade waste income.
101	Economic Development (Commercial Services)	One Directorate Synergies - alignment of core processes within the new City Operations Directorate will result in synergies.	83	0	83	0	The directorate are planning to review staff structures including flexi-retirements with the aim of achieving this saving in full.
102	Economic Development (Commercial Services)	Commercialisation - Improved charging & income generation projects within the Environment portfolio - from areas such as sponsorship, selling services via the website, fees and charges.	200	200	200	0	This target has been achieved through the continuation of the landfill operation for inert materials.
103	Economic Development (Commercial Services)	Trade Waste - Increase commercialisation - increase income through provision of new services and improved competitiveness.	78	78	78	0	It is currently assumed that this will be achieved through increased income and lower operational costs.
104	Economic Development (Commercial Services)	Waste Disposal - Prosiect Gwyrdd & Interim Contract - in July 2015 Cabinet approved the Interim Contract for residual waste with four Council partners. The benefits of this were significant in 2015/16. In addition the Prosiect Gwyrdd (PG) 25 year residual waste treatment contract with Viridor formally commences on 1st April 2016 with a 7 month contract commissioning period preceding that, bringing about further savings per tonne for that year. In addition Waste Collection changes have meant less residual waste per household being sent to treatment as more is recycled.	759	759	759	0	The saving is based on the original tonnage profile. This position is likely to change due to demographics. However, it is currently assumed that this saving will be fully achieved, with any significant variation funded from earmarked reserves.
105	Economic Development (Commercial Services)	Materials recycling Reshaping Services - Increase productivity and plant maintenance of materials recycling processing. Improving flexibility to operate services for other Local Authorities and with partner operators.	252	252	252	0	Detailed plans were developed with the Partner which have resulted in the release of the night shift and the saving has now been achieved in full.
106	Economic Development (Commercial Services)	Marketing Bulking facility - income generated by optimising the marketing of transfer waste and recycling bulk loading facility with other local authorities and businesses.	90	30	90	0	A contract has been secured and a gate fee agreed with the Vale of Glamorgan for 2016/17, which means that this saving has been achieved.
107	Economic Development (Commercial Services)	Household Waste Recycling Centres - full year effect of seasonal opening hours and charging for non-Cardiff householders. Full year effect of two-site operations for productivity and effectiveness once new planned Household Waste Recycling Centre opens in summer 2016.	76	0	76	0	This is the full year effect of a saving planned in 2015/16 that was not realised. The remaining saving should be achieved through the rotation of staff and shift changes although the proposal is linked in part to the new HWRC planned at Lamby Way which is delayed and could affect the full achievement.
108	Economic Development (Commercial Services)	Improved automated security at Lamby Way depot - security operation replaced by CCTV.	68	0	28	40	This is linked to the new Lamby Way HWRC build which has been delayed. Only a part year saving is likely from November 2016 through staff reductions. There might be an opportunity to deliver this saving through the ARC and this requires further dialogue.
109	Economic Development (Commercial Services)	Further increasing income opportunity from renewal of landfill gas generator contract - contract negotiations in place.	100	13	100	0	The directorate is working towards achieving this saving in full.
110	Economic Development (Commercial Services)	Cost reduction from implementation of improved Customer Management Processes	105	105	105	0	This saving has been achieved through action taken in the previous financial year.
111	Economic Development (Commercial Services)	Improved digitalisation of services and payments - introduce E-auctioning to all areas of the City Operations directorate.	100	0	0	100	The original plan was to generate income from E-auctioning of recyclables. However there are concerns regarding the robustness of the business case particularly as it will require IT investment and a 6 month procurement process. It is therefore unlikely to yield any savings in this financial year.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
112	Economic Development (Commercial Services)	Building general savings - general efficiency savings across a number of budget headings within Facilities Management Buildings.	11	2	11	0	This saving is anticipated to be achieved across a range of premises related budgets including security, pest control and cleaning.
113	Economic Development (Commercial Services)	Deletion of two Grade 3 posts in Business Support - the saving can be made without any impact on service delivery.	42	42	42	0	The employee budgets have been reduced and the saving has been achieved.
114	Economic Development (Commercial Services)	Alternative Delivery Model - Security and Cleaning.	135	80	135	0	Security savings of £100k are anticipated through the reduced safeguarding of sites eg Wilcox House. A saving of £35,000 is also anticipated for cleaning, through a combination of increased productivity and/or reduced service provision in schools.
115	Economic Development (Commercial Services)	Efficiencies in Security and Cleaning - maximising income and savings from partnership with the Alarm Receiving Centre.	30	0	30	0	This saving is anticipated to be fully achieved through increased work for Social Care and additional key holding for schools.
116	Economic Development (Commercial Services)	Building Services Income - maximise all internal sources of income and market services to public sector bodies.	50	10	50	0	This saving is anticipated to be fully achieved through additional internal work undertaken during the year.
117	Economic Development (Commercial Services)	Staffing savings in Central Transport Services - Impact of team restructure.	30	30	30	0	The employee budgets have been reduced and the saving has been achieved.
118	Economic Development (Commercial Services)	Central Transport Services parts procurement & supply framework - improving the supply, stock and managing of parts.	20	20	20	0	This saving is fully achieved, as an underspend of £102,000 is currently projected on parts and stores in 2016/17.
119	Economic Development (Commercial Services)	Vehicle replacement programme - efficiencies through procurement.	68	0	68	0	The budget for leases has been reduced accordingly. Assumed achievable at this stage, although this will need to be carefully monitored throughout the year.
120	Economic Development (Commercial Services)	Fees & Charges	53	41	53	0	The directorate is working towards achieving this saving in full.
121	Economic Development (Commercial Services)	Reduction in Agency (Sickness & General) & General Staffing Savings	268	268	268	0	The current projection shows that overall spend on Agency has reduced from £4.279 million in 15/16 to £3.643 million, a reduction of £636k so this saving will be achieved.
122	Economic Development (Commercial Services)	Vehicle Utilisation	400	0	200	200	Action is currently being taken towards realising this saving, but progress is slow. The full year saving is not achievable and various delays have contributed towards this.
		Total - Economic Development (Commercial Services)	3,652	2,091	3,312	340	
		Grand Total - Economic Development	6,314	2,434	5,280	1,034	
123	Education & Lifelong Learning	Rationalisation of centrally held budgets for school related issues - a reduction in centrally held budgets that fund school initiatives which will fall out in 2016/17, or costs within schools for which the full responsibility will be delegated to schools as part of the 2016/17 school budget strategy. This will include savings identified nationally, through the revision of the All Wales Service Level Agreement with the WJEC for the provision of educational services to schools and the current energy efficiency invest to save scheme.	569	0	569	0	Specific budgets have been identified where savings can be achieved. However, continued monitoring is required to ensure achievability is maintained.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
124	Education & Lifelong Learning	Reduction in costs of placements with other Local Authorities - when a pupil has a statement of Special Educational Need and has been placed in a school or educational establishment outside of Cardiff, the educational costs have to be met by Cardiff Council. In 2015/16 there are 146 pupils placed in local authorities other than Cardiff, an increasing number of whom have placements being charged at enhanced rates or with additional support costs. Officers will work with the Health Authority to improve joint commissioning arrangements with clear targets for reducing costs from other local authority placements.	150	0	75	75	Discussions required around commissioning of placements with other local authorities are unlikely to deliver any cashable savings prior to October and therefore the saving achievable has been reduced accordingly.
125	Education & Lifelong Learning	Reduction in number of Looked After Children placed Out Of County - 81 of the current Out Of County placements are children who are also Looked After. Officers will work with colleagues in Children's Services to identify children who potentially could be brought back into County and educated within an existing Cardiff provision.	100	0	50	50	Achievement of this proposal requires discussion and work with Children's Services to try and implement. Unlikely that any progress resulting in cashable savings will be achieved prior to October and therefore the saving achievable has been reduced accordingly.
126	Education & Lifelong Learning	Reduction in number of new placements - the age profile of children currently placed out of county will mean that there are a significant number who will cease to be the financial responsibility of the Council during 2016/17 financial year. Officers will work with the Health Authority, Children's Services, the Vale of Glamorgan Council and other neighbouring authorities to significantly reduce the numbers of new placements required outside of Cardiff. This will be complimented by the review work currently being undertaken with regards to the capacity and range of SEN Specialist provision within Cardiff.	680	0	337	343	The current placement cost information provided indicates reductions in the number of placements, however it is unlikely that it will be possible to achieve this saving in full.
127	Education & Lifelong Learning	Rationalisation of staff costs centrally retained to provide services of a specialised nature - The savings will be achieved by a restructure of the Specialist SEN teams.	60	0	60	0	This saving is currently projected to be achieved in full, as work is ongoing to identify posts against which savings can be made.
128	Education & Lifelong Learning	Reduction in central costs for the Education of Children not in School - over the past three financial years there has been a reduction in the level of central subsidy for pupils who are not educated in school. This saving will be achieved through the examination of a different delivery model for tuition through the commissioning of an external agency as opposed to direct employment of tutors which will reduce the overall cost of the service. Whilst it is expected that the full saving will be deliverable in this manner any shortfall will be recouped through an additional charge being levied on schools for providing tuition to pupils on roll in a school but educated elsewhere.	149	0	99	50	Delays in the implementation of this proposal have led to an inability to fully recover the costs of delivering the service. Steps are being put in place to increase cost recovery levels for 16/17 which may mitigate the level of unachievement but appear unlikely to fully mitigate the unachieved element at this stage.
129	Education & Lifelong Learning	Reduction in centrally retained budgets for supporting Childcare Providers - the Council has a statutory duty to assess the demand for, and supply of, childcare provision within the geographical area of Cardiff and provide a Family Information Service. In the past two years this team within the Education Service has been more closely aligned with the grant funded Flying Start provision which has facilitated significant savings. This proposal takes these savings further and will reduce the Childcare Team further. Support for childcare providers would be limited to that which is grant funded.	100	75	100	0	A shortfall of £25,000 against the intended budget saving is currently evident, however work is ongoing to identify further savings to replace the intended saving.
130	Education & Lifelong Learning	Reduction in contribution towards the Central South School Improvement Consortium - the Council currently contributes £1.5m towards the costs of providing an Education School Improvement Service across the Central South region of Wales. This accounts for 35% of the total costs of the service. This saving will be achieved through passing at least a 5% reduction in contribution onto the Consortium.	81	81	81	0	A reduction has been made to the budget and the Consortium have been notified.
131	Education & Lifelong Learning	Further rationalisation of Education Service business processes - to achieve these savings the Education Service will work with the Council's Organisational Development Team to improve the efficiency and effectiveness of the current processes for dealing with pupil admissions, statements of Special Educational Need, fines for pupil non-attendance and parental payment for school delivered services.	100	0	100	0	Specific budgets have been identified where savings can be achieved. However, continued monitoring is required to ensure achievability is maintained.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
132	Education & Lifelong Learning	Reduction in staffing for Performance Management - the Performance and Information team provide a central resource to gather, analyse and disseminate the relevant pupil led, school level and authority level data necessary to allow the Council to discharge its statutory reporting duties. This saving will be achieved through a restructuring of this team which will align itself with other data functions both inside and outside the Council.	35	0	35	0	A restructure has taken place but this did not produce any staffing savings. The Directorate felt that delivering staffing savings from this restructure was not beneficial and that they would identify an alternative saving from another area. There is potential to deliver alternative staffing savings from further reductions to the Education Welfare Service but this has yet to be confirmed.
133	Education & Lifelong Learning	Youth Service Budget - this is a continuation of the 2015/16 budget decision to fundamentally change the provision of Youth Services in Cardiff and through this to save £1.7m of revenue budget over the medium term. This second year target of £650k will be achieved through a reduction in the numbers of full and part time youth workers delivering services across the City with a greater focus on meeting the needs of priority groups of young people.	650	0	650	0	There have been some delays in implementation of restructure and relinquishing of buildings, however it is anticipated that this saving will still be achieved. However, there remains a risk to achievement within this financial year and continued monitoring will be required throughout the year.
134	Education & Lifelong Learning	Annual Increase in the price of School Meals plus rationalisation of the service delivery model - this saving will be achieved through a combination of an increase of 10p in the price of a school meal, alongside a review of all costs not directly associated with the production of a school meal.	300	0	300	0	The current monitoring position for the Catering service indicates that the 10p price increase will deliver this saving, as with a similar proposal for 15/16.
135	Education & Lifelong Learning	Reduction of central budgets for the Education Welfare Service (EWS) - in recent years much work has been done between schools and the Central Team to improve the attendance service, which has resulted in a significant improvement in pupil attendance across the city. The Central EWS Team has become involved in individual cases which have to be escalated sometimes through the legal process. This budget saving will be achieved through a reduction in the staffing capacity within the service.	100	100	100	0	This saving has already been realised through the reduction of staff within the section. There is likely to be an overachievement against the proposal which could be used to offset the requirement to achieve staffing savings from a restructure of the Performance Team.
136	Education & Lifelong Learning	Fees & Charges	39	0	39	0	Based on first quarter performance, it is anticipated that this saving will be achieved via increased income generation with Catering and the Music Service. Increased lettings within the Storey Arms centre are also likely to contribute.
137	Education & Lifelong Learning	Travel/Mileage	44	0	44	0	This saving will be achieved through increased use of pool cars across the directorate
138	Education & Lifelong Learning	Reduction in Agency (Sickness)	25	0	25	0	Potential reductions in agency spend have been identified, which should allow this saving to be achieved.
139	Education & Lifelong Learning	Reduction in Agency (General)	21	0	21	0	Potential reductions in agency spend have been identified, which should allow this saving to be achieved.
140	Education & Lifelong Learning	General Staffing	36	0	36	0	Options have been identified, which will enable this saving to be achieved.
141	Education & Lifelong Learning	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history	117	0	117	0	It is currently anticipated that this saving will be achieved in full, however this will only be confirmed at year end, once insurance costs for the year are known.
		Total - Education and Lifelong Learning	3,356	256	2,838	518	
142	Governance & Legal Services	Review scrutiny research function - Reduction in vacant posts. Funding to be reinstated for 2016/17 to retain necessary resource and to carry out a review of the service.	50	35	50	0	Current salary projections has resulted in the identification of a £35,000 saving and the directorate is committed to identifying the remaining £15,000 during the remainder of the financial year.
143	Governance & Legal Services	Provision of in-house welsh language translation at council meetings - moving to a welsh translation service for public meetings that will be dealt with in house resulting in savings.	3	0	3	0	It is currently anticipated that it will be possible to achieve this saving in full.
144	Governance & Legal Services	Reduce level of directorate printing - a review of printing costs reflecting printing levels in the current year.	7	0	7	0	The directorate are currently committed to ensuring that this saving will be delivered.
145	Governance & Legal Services	Additional land charges income - additional income in land charges through a combination of increased demand and price.	41	0	34	7	The price increase did not come into effect until July. Therefore, this saving will only be achieved in respect of the remaining part of the financial year.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
146	Governance & Legal Services	Welsh translation new income source - via a proposed invest to save initiative.	24	0	24	0	The directorate are currently anticipating that this saving will be achieved in full.
147	Governance & Legal Services	Fees & Charges	3	0	3	0	It is currently anticipated that it will be possible to achieve this saving in full.
148	Governance & Legal Services	Travel/Mileage	2	0	2	0	It is currently anticipated that it will be possible to achieve this saving in full.
149	Governance & Legal Services	Reduction in Agency (Sickness)	9	0	9	0	It is currently anticipated that it will be possible to achieve this saving in full.
150	Governance & Legal Services	Reduction in Agency (General)	6	0	6	0	It is currently anticipated that it will be possible to achieve this saving in full.
151	Governance & Legal Services	General Staffing	6	0	6	0	It is currently anticipated that it will be possible to achieve this saving in full.
152	Governance & Legal Services	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history	1	0	1	0	It is currently anticipated that it will be possible to achieve this saving in full.
		Total - Governance & Legal Services	152	35	145	7	
153	Resources	Deletion of two posts within Exchequer and Development - 1) voluntary severance of one Operational Manager in connection with on-going discussions regarding the future structure of Finance 2) voluntary severance of one Grade 7. Some of the work has been transferred to other areas within finance and there will be a merger of admin teams.	99	99	99	0	This saving is already achieved as both posts have been deleted and the occupants have taken voluntary severance
154	Resources	Reduction in Subscriptions - a review to streamline subscriptions has generated savings in relation to health and safety and credit checks.	8	8	8	0	Both subscriptions have not been renewed in 2016-17.
155	Resources	Projects and Technical Accountancy Additional Income - additional income in respect of activities in relation to major projects.	14	0	14	0	It is anticipated that this saving will be achieved
156	Resources	Deletion of two auditor posts and utilisation of reserve to enable fraud team to become self-financing - 1) deletion of one principal auditor and one senior auditor post. 2) Use of fraud detection reserve (£54k) as an interim measure to allow the fraud team two years to become self-financing through income generation measures.	140	86	140	0	Two vacant posts have been deleted to achieve the £86,000. A request will be submitted to request the draw down of £54,000 from the fraud detection reserve
157	Resources	Staff savings within Service Accountancy - reduction of up to three posts in Service Accountancy. This will be achieved through a review of team structures and responsibilities and business process efficiencies.	80	80	80	0	This saving has been achieved through the deletion of vacant posts.
158	Resources	Extension of Income Enforcement Service - continue with recent changes to bring more of the enforcement of Penalty Charge Notices (PCNs) directly under the control of Local Authority staff. The majority of compliance and enforcement activity required to collect outstanding PCN notices will be carried out by directly employed Council staff.	150	0	20	130	The total saving target in respect of this is £230,000. Only £23,000 of the 2015-16 target of £80,000 was achieved. It is anticipated at this stage that overall £100,000 will be achieved, meeting the full £80,000 target from 2015-16 and £20,000 of the £150,000 target in 2016-17. Anticipated volumes of PCN notices are lower than previously expected.
159	Resources	Business rates additional court cost income - robust recovery procedures are in place for businesses that default on their scheduled payments. The proposal reflects securing additional income over and above the existing budget.	15	0	15	0	It is anticipated that this saving will be achieved
160	Resources	Commissioning & Procurement Employee Owned Mutual 2016-17 - a proposed reduction in the fixed costs of the Strategic Procurement Team through 'sale' of full costed staff time to an employee owned mutual or local authority trading company.	60	0	60	0	Cabinet approved the creation of the company in June. It is anticipated that £90,000 will be achieved, meeting the full £30,000 target for 2015/16 plus the £60,000 for 2016/17.
161	Resources	Corporate Digital Efficiencies - the introduction of an income target to reflect the Enterprise Architecture Team's support in driving out the adoption of digital services across the organisation which will result in improved customer experience, increased automation and employee efficiencies.	125	0	125	0	It is anticipated that 60% of this target will be achieved through charging service areas for work undertaken internally with the remaining 40% coming from external opportunities

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
162	Resources	Post Deletions – HRPS Partnership Co-Ordinator (Grade 6) and Service Delivery Advisor (Grade 4) - in February 2015 Welsh Government announced that from September 2015 it would no longer require Careers Wales to have any involvement in the National Database which many schools use when sourcing potential placements. Instead, they now place the onus on schools to make their own arrangements directly with employers. The above posts are employed within HRPS to act as an intermediary which is no longer required. One expression of interest in voluntary redundancy has been received and one post holder is retiring in February 2016.	61	61	61	0	The relevant employee budgets have been reduced and this saving has been achieved.
163	Resources	Post Deletion – HRPS First Point of Contact Team (1 x Grade 4 and vacant hours at Grade 4) – This is based on reviewing demands and efficiencies in managing the Contact Team.	40	40	40	0	The relevant employee budgets have been reduced and this saving has been achieved.
164	Resources	Post Deletion – HRPS Manage Team (2 x Grade 4) - related to back office/systems efficiencies for example, the consolidation of the reduction to two Council payrolls, the roll out of DigiGOV to schools and proposed introduction of DBS on-line. This will reduce demand on the team. Post reduction will be made through the deletion of a vacant Grade 4 post and vacant hours at Grade 4.	50	50	50	0	The relevant employee budgets have been reduced and this saving has been achieved.
165	Resources	Savings from vacant hours across HR People Services - the permanent redesignation of full time employee posts to contracted hours.	24	24	24	0	The relevant employee budgets have been reduced and this saving has been achieved.
166	Resources	Review of HR Organisational Development Team - as Employee Engagement Programme is now more embedded and Directors are responsible for engagement activity within their Directorates, there will be a reduced requirement for this level of activity to be supported corporately from within the Council's HRPS OD Team. Consequently vacant hours at Grade 7 and Grade 4 post is deleted.	40	40	40	0	The relevant employee budgets have been reduced and this saving has been achieved.
167	Resources	Staff savings within ICT - deletion of one vacant ICT Developer post and one vacant technical administrative post.	56	56	56	0	The relevant employee budgets have been reduced and this saving has been achieved.
168	Resources	Reduction in spend on licences, network, telephony links, support and maintenance - this will include negotiations with suppliers and driving down costs.	111	37	111	0	This saving is anticipated to be fully achieved through reductions in software licensing (Citrix, IBM Domino, One Modules, Fast) plus the migration of circuits to PSBA and voice circuits to SIP.
169	Resources	Alternate Delivery Models (ADMs) ICT implementation - income in relation to two posts to reflect transitional support provided to ADMs.	105	35	105	0	This saving is anticipated to be fully achieved. Costs will be recharged to the ADMs during the year.
170	Resources	Training budget savings - reduction in training budget.	5	0	5	0	This budget within Business Support has consistently underspent and therefore a £5,000 saving is fully achievable.
171	Resources	Deletion of Grade 3 post or reduction of hours - release or reduction in hours in this post will be linked to any decision to future Flexi Time arrangement.	10	10	10	0	The relevant employee budgets have been reduced and this saving has been achieved.
172	Resources	Restructure of the Improvement and Information Team - reduction in posts.	22	22	22	0	The relevant employee budgets have been reduced and this saving has been achieved.
173	Resources	Streamlining business processes and income generation through delivering Information Governance responsibilities across Council services	82	39	82	0	£39,000 of charges have already been made and a further £43,000 will be achieved through agreed SLAs with City Ops and Education.
174	Resources	Competitive charging model for the Council's Record Centre - reviewing the pricing and charging model for the Records Centre in order to generate additional income.	35	35	35	0	The charges for 2016-17 have been made and the savings target fully achieved.
175	Resources	Cardiff Works Income - securing additional income over existing budget.	29	8	29	0	This saving is anticipated to be fully achieved, as £80,000 above the external income target was achieved in 15/16.
176	Resources	Reduction to Third Sector Infrastructure Funding - following alignment of third sector infrastructure support within the city, further efficiencies would be sought in relation to increasing collaboration of back office functions (Cardiff Third Sector Council/VCS/Diverse Cymru and Race Equality First) and exploring joint opportunities with Cardiff & Vale UHB, Vale of Glamorgan Council and the Wales Council for Voluntary Action regional grant allocation.	60	0	60	0	The relevant organisations are aware of the reduction in funding and, therefore, this saving is achievable.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
177	Resources	Reduction in Community Safety Funding - the existing community safety budget provides support to initiatives such as Victim Support; mobile CCTV; Operation Mistletoe to help manage the night time economy over the festive period; and additional support for major events. The saving includes £10k from removal of obsolete mobile CCTV cameras following cost benefit review, plus £25k reduction to the events/Operation Mistletoe budget (required December 2016). It is anticipated that by this date alternative funding mechanisms would be in place eg. BID/Late Night Levy (to be voted on in summer 2016).	35	0	35	0	The budget has been reduced accordingly and current projections indicate that this saving will be fully achieved.
178	Resources	Reduction in Cabinet Office - staffing reductions in Cabinet and Policy.	54	33	54	0	This target has been partly achieved through the deletion of a vacant post and it is currently anticipated that this saving will be achieved in full.
179	Resources	Efficiencies within Communications & Media - reduction in campaign budgets.	77	0	77	0	This saving is anticipated to be fully achieved, based on historic underspends and the fact that there are no fixed commitments against this budget.
180	Resources	Fees & Charges	5	0	5	0	This saving is anticipated to be fully achieved.
181	Resources	Travel/Mileage	24	0	24	0	This saving is anticipated to be fully achieved.
182	Resources	Reduction in Agency (Sickness & General) & General Staffing Savings	140	0	140	0	The full saving will be achieved through a combination of reduced spend on agency plus general staffing savings (reduced hours, vacant posts).
183	Resources	General Staffing	4	0	4	0	This saving is anticipated to be fully achieved.
184	Resources	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history.	56	0	56	0	This saving is anticipated to be fully achieved.
185	Resources	Energy (VIA TECHNICAL ADJUSTMENT)	70	0	70	0	Initiatives will be put in place during the year to achieve this full saving.
		Total - Resources	1,886	763	1,756	130	
186	Social Services	Early Help Strategy - introduction of 'Early Help Strategy' to promote and facilitate early interventions to tackle problems emerging for children, young people and their families. Steering Group developed with partners to establish and develop a multi-agency approach, promoting early support, better outcomes and more cost effective delivery of services. The aim is to reduce demand for external placements over a three year period. It is estimated that implementation of the early help strategy will lead to a 5% reduction in the looked after children population leading to savings of approximately £1.3m over three years. This proposal is a gross saving with an associated cost included in the financial pressures.	340	42	340	0	A rapid response team has been established and is providing a crisis intervention service aimed at preventing children from becoming looked after. The saving will reflect referrals to rapid response and the length of time of the intervention. It is assumed that, for the period of the intervention, children are not 'looked after' and there is therefore a resultant cost avoidance saving. A significant number of referrals to rapid response was already evident in 2015/16. Although there is evidence of cost avoidance overall looked after children numbers are still increasing.
187	Social Services	Establish an Adolescent Resource Centre - this is a resource to assist in supporting young people to stay at home. It is based on a model operated in other authorities and will require some initial investment to establish the facility. This proposal is a gross saving with an associated cost included in the financial pressures.	700	0	443	257	The recruitment process for the ARC has commenced and a suitable base for the centre has been identified and is being considered for modification. It is anticipated however that the centre will not be fully operational until later in the year. A reduced saving is therefore projected. There are ongoing building issues, however it is considered that a service can be provided in flexible settings, albeit progress will have to be closely monitored.
188	Social Services	Safer Families Initiative - utilise and encourage volunteering in the community to provide a mentoring service aimed at reducing Looked After Children admissions. Based on pilot in other authorities, it is anticipated that the scheme will reduce the numbers of children coming into the care system. Research suggests an average saving of £5.4k per child referred. Forty referrals are targeted for 2016/17. This proposal is a gross saving with an associated cost included in the financial pressures.	210	0	210	0	This saving is predicated on volunteering groups providing respite and mentoring services aimed at preventing children becoming looked after or reducing the intensity and cost of any care requirement. The saving is dependent on the number of referrals. Take up is initially low but efforts are being made to increase the number of referrals. A full saving is anticipated at this stage, however, the position on referrals will need to be monitored through the year.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
189	Social Services	Reduction in the Number of Children Placed in Out Of Area Placements - Review of children currently placed in out of area placements. Aim to step down children who are currently in residential care into alternative care settings, including enhanced fostering. Combine with other preventative initiatives aimed at reducing the number of looked after children in external placements.	500	0	250	250	A number of children have already been identified for possible return from out of area placements. However, a significant element of the potential saving associated with this is shown against the unachieved saving brought forward from 2015/16. It is however assumed that the process of review will continue and further returns from OOA will be identified through the year. Some have already stepped down to foster care or independent living.
190	Social Services	Restructure of Social Work Teams - remodelling of social work service to reflect early help, targeted and specialist services that encourage prevention.	90	0	90	0	A number of vacant posts and hours are currently being held with a view to possible deletion.
191	Social Services	Review of Commissioned Services - a number of commissioning opportunities have been identified by the directorate to be targeted in 2016/17.	1,000	186	780	220	This saving was predicated on a number of different re-commissioning opportunities. A small number of these have already been realised. An individual assessment has been made in relation to each of the remaining opportunities to determine the likelihood and scale of saving in 2016/17. Some potential shortfalls have been identified, notably in relation to the dynamic purchasing bidding process and LD day care. It is also anticipated that some of the saving related to extra care will slip into 2017/18.
192	Social Services	Learning Disabilities Supported Living Contract - full year effect of the saving realised on the re-commissioning of the supported living contract for service users with learning disabilities. New contract arrangements commenced in August 2015 and a part year saving achieved in 2015/16. The full realisation of the saving will thus be achieved in 2016/17.	350	350	350	0	This is the full year effect of the saving achieved in 2015/16 through the re-commissioning of the Learning Disabilities supported living contract.
193	Social Services	Reshape Day Services for Older People - develop a new model for Day Opportunities which will be subject to specific consultation with users of the service. Savings will be achieved through the development of day opportunities that will be more outcome focused. This will include a review of the organisational resources required to meet the changing needs of the population.	250	250	250	0	A number of vacant posts have been identified for deletion following the re-structuring and re-modelling of the older people day care service in recent years, including the closure of Gabalfa day centre.
194	Social Services	Review of Continuing Health Care eligibility for Physical Disability care packages - review care packages for people with a physical disability to identify those service users who are eligible for continuing health care/joint funding.	100	173	250	(150)	A number of reviews to date have been successful in securing continuing health care funding. It is predicted therefore that this proposal will over-achieve in 2016/17.
195	Social Services	Review of Third Sector grants - Review of third sector grants to identify areas where funding can be reduced.	75	75	75	0	A review of the level of commitments against third sector grants budgets shows that the required saving will be achieved in 2016/17.
196	Social Services	Review of commissioning within the Community Alcohol and Drug Team - Review of the use of residential placements for people with substance misuse issues.	100	0	0	100	Given the ongoing demand for commissioned care for service users with substance misuse needs, it is anticipated that this saving will not be achieved in 2016/17.
197	Social Services	Review of administrative arrangements for Direct Payments - This will include the current contract with a support provider. Consideration to be given to alternative service delivery focussing on quality and best use of resources whilst continuing to maintain existing service user support to those receiving a direct payment.	200	0	50	150	Although work is progressing to identify/establish alternative arrangements for the administration of direct payments, it is anticipated that revised arrangements will not be in place until the last quarter of 2016/17.
198	Social Services	Reduction in external legal costs - Proposed reduction in the external legal advice costs incurred in relation to Children's services, including the examination of alternative internal arrangements.	130	0	0	130	There is already evidence that a significant level of external legal advice will be commissioned in 2016/17, with a number of high cost court cases currently predicted. At this stage it is considered unlikely that there will be a significant reduction in external legal costs in 2016/17.
199	Social Services	Family Support/ Youth Offending Services (YOS) staffing review - Review of staffing in Family Support/YOS, involving increased use of grant funding.	65	65	65	0	Part of this saving will be achieved by transferring staff costs to the YOS grant. Additional FIS related vacancies have been identified and will be frozen in advance of wider restructuring.
200	Social Services	Reduction in Travel Costs - arising from office rationalisation.	25	0	25	0	It is anticipated that the relocation of staff and the adoption of agile working will result in a travel saving in 2016/17.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
201	Social Services	Efficiency savings due to integration of directorate's central functions - Merger of directorates will enable business process efficiencies and facilitate a reduction in staffing, including finance assessment functions.	130	0	65	65	Central functions are being reviewed and the scope for savings is being quantified. It is likely however that the realisation of any savings will be delayed until the second half of the year.
202	Social Services	Review of staffing within Assessment & Care Management - There will be a review of case management roles, responsibilities and assessment processes to ensure optimum efficiency in service delivery.	100	40	100	0	One post has already been identified for deletion and it is anticipated that the balance of the saving will be realised in the remainder of the year.
203	Social Services	Demand Management - Signposted alternative provision - increased sign-posting of service users (via the One Point of Contact service) to alternative forms of care and preventative services in order to reduce overall demand and cost. This will also contribute to a reduction in assessment activity via alternative models of care delivery, including equipment, alarm and universal services.	250	0	250	0	A number of referrals have been signposted to alternative forms of care. This will largely be a cost avoidance rather than cashable saving, though ultimately the proposal should help limit the growth in demand for domiciliary care.
204	Social Services	Locality based service delivery - initial mapping on a pilot basis would appear to indicate opportunities for improved service delivery and reduced costs through service redesign on a locality focused basis. This would include consideration of accommodation models, commissioned services and community opportunities. It is likely however that significant work will be required to implement a revised commissioning model for care services, with a roll out likely to take place over a number of financial years.	250	0	100	150	It is anticipated that locality based service delivery will not be fully operational in 2016/17. However, additional ICF grant will be utilised in 2016/17 to develop some of the initiatives implicit in the locality model thus providing a degree of offsetting saving.
205	Social Services	Review of Reablement Services - restructure of reablement services, refocussing towards reablement activities with fewer and better trained staff.	193	0	193	0	The service is anticipating a significant increase in ICF grant funding in 2016/17, aimed at intermediate care services such as reablement. It is anticipated that the reablement resource will therefore be strengthened, potentially reducing the subsequent demand for care services. There may also be the potential, via the grant, of some offset against existing costs.
206	Social Services	Fees & Charges	26	0	0	26	Limited growth in income is anticipated at this stage.
207	Social Services	Travel/Mileage	194	0	107	87	A 33% saving on social work travel for 3/4 of the year is assumed, in addition to £50,000 in other areas.
208	Social Services	Reduction in Agency (Sickness & General) & General Staffing Savings	241	0	40	201	The projected part-achievement of the target is based on the reduction in agency costs evident compared to 2015/16.
209	Social Services	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history.	20	0	20	0	It is assumed that this will be achieved as part of corporate review.
		Total - Social Services	5,539	1,181	4,053	1,486	
	COUNCIL TOTAL		25,892	7,297	20,430	5,462	

BUDGET SAVINGS POSITION - 2015/16 SAVINGS

APPENDIX 2(b)

REF	Directorate 16/17	Directorate Savings 2015/16	Total Saving (£'000)	Savings already achieved 2015/16 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2016/17 (£'000)	Projected savings in 2016/17 (£'000)	Projected Shortfall 2016/17 (£'000)	Comments
1	City Operations	In House Improvements (Council wide) and Neighbourhood Services (Council wide) - 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	8	8	288	The remaining savings target originally related to cross service support functions. The saving is now expected to be delivered through the newly formed Neighbourhood Services Division but the exact details of how the saving will be achieved are still to be finalised.
2	City Operations	Redesign of cleansing as part of Neighbourhood Services (Environment only) - 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	19	19	0	This saving has now been fully achieved, due to the full year effect of posts deleted in 2015/16.
3	City Operations	Bute Park Horticultural Nursery - increase income from the nursery by selling hardy stock and bedding plants throughout the city.	40	26	14	0	0	14	The service has worked with a supply partner, the Horticultural Trades Association, in order to identify the most profitable markets for sale however this additional challenging income target is unlikely to be achieved.
4	City Operations	Highways Income - fee increases in line with inflation.	10	0	10	10	10	0	Fees have been increased for 2016-17. Projected to be achieved.
5	City Operations	Highways Street Lighting - LED conversion main routes - replace main route lighting with LED to reduce long term energy expenditure.	50	0	50	0	50	0	The LED programme was delayed in 2015-16 as additional trials were required due to public concern. The implementation is anticipated to go ahead in 2016-17 to achieve this savings target.
6	City Operations	Highways Charge for Land Searches - bench marking exercise undertaken - other authorities charge for this service.	50	12	38	6	38	0	Income from this source is anticipated to be sufficient to meet the target.
7	City Operations	Renewable Energy Generation - 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	0	85	0	The Radyr Weir Scheme is now complete and whilst it will soon begin to generate income it is currently forecast to be insufficient to meet this additional saving target in the current year.
8	City Operations	Reduction in sport, leisure and culture staffing - 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	36	36	0	The deletion of a post has enabled this saving to be achieved.
9	City Operations	Canton Community Centre - new management operator for Canton Community Centre to be operational by September 2015.	53	11	42	0	0	42	Whilst there initial expressions of interest these have not materialised. A review of the future plans is now required. In the meantime the saving is unlikely to be achieved this year.
10	City Operations	New Operating Model for Leisure Centres - 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	0	128	307	The procurement process, decision making and implementation timescales mean that the majority of this saving will not be achieved during 2016/17.
11	City Operations	Leisure Centres - reduced subsidy to be achieved through a combination of expenditure efficiencies and additional income generation.	340	102	238	171	408	(170)	An action plan has been developed by the directorate to deliver the savings in 2016-17. This is already proving successful with an anticipated over-achievement against the target.
12	City Operations	Cardiff International White Water - increase income.	30	0	30	0	0	30	This target remains challenging particularly as there has been a further reduction in the subsidy received from Cardiff Harbour Authority.

REF	Directorate 16/17	Directorate Savings 2015/16	Total Saving (£'000)	Savings already achieved 2015/16 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2016/17 (£'000)	Projected savings in 2016/17 (£'000)	Projected Shortfall 2016/17 (£'000)	Comments
	City Operations	Total City Operations	2,472	1,179	1,293	250	782	511	
13	Communities Housing & Customer Services	Alarm Receiving Centre Income - additional income through the creation of an Alarm Receiving Centre	250	0	250	0	178	72	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 although it is anticipated that £178,000 of this target will be achieved this year with balance achieved in 2017-18.
14	Communities Housing & Customer Services	Implementation of Community Hub Strategy - 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	50	50	0	This saving target was linked to the creation of the Community Partnership Hub in Rumney and the closure of Rumney Library. A part year saving 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. A full year impact will be achieved in 2016/17.
15	Communities Housing & Customer Services	Development of a City Centre Superhub - 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	116	116	0	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. This transfer was not completed until August 2015 and part year premises costs at both venues resulted in part savings of £233,000 achievable in the year. A full year impact will be achieved in 2016/17.
	Communities Housing & Customer Services	Total Communities Housing & Customer Services	699	283	416	166	344	72	
16	Corporate Management	Management and Related Savings - review of the Council's management structures.	650	563	87	87	87	0	Full achievement of this target was not possible due to part year impacts in 2015/16 and a final shortfall of £87,000 was reported last year. The full year impact of the changes to the Council's management structure fully achieves this target in 2016/17.
	Corporate Management	Total Corporate Management	650	563	87	87	87	0	
17	Economic Development	Capitalisation of posts in Major Projects - two part-time posts and one full time post in Major Projects to be funded via capital rather than revenue.	163	0	163	42	163	0	Savings of £42,000 have been achieved to date and reflect the transfer of two members of staff to City Operations. The remainder of the saving is currently anticipated to be achieved in full although progress will be monitored closely throughout the year and projections updated accordingly.
18	Economic Development	Capitalisation of Posts in Strategic Estates - 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	0	58	0	This saving is expected to be achieved in full. Strategic Estates maintain time records to enable recharges for eligible staff time against relevant capital receipts.
19	Economic Development	Rent review income - generate additional income as result of future rent reviews that need to be negotiated in 2015/16.	120	0	120	0	0	120	This saving is not anticipated to be achieved based on the shortfalls reported in the 2015-16 rental income position. The revised operational arrangements in respect of the recent Investment Review will help address these shortfalls. This review involves the consideration of future disposals and acquisitions in order to generate greater returns for the Council. Any changes to this projection will be updated in future months.
22	Economic Development	Increased income through rent reviews of non-operational property - Strategic Estates -Review rental income on properties across the Council owned non-operational estate.	100	25	75	63	75	0	This saving is expected to be achieved in full based on rent reviews due this year.
	Economic Development	Total Economic Development	479	63	416	105	296	120	

REF	Directorate 16/17	Directorate Savings 2015/16	Total Saving (£'000)	Savings already achieved 2015/16 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2016/17 (£'000)	Projected savings in 2016/17 (£'000)	Projected Shortfall 2016/17 (£'000)	Comments
20	Economic Development (Commercial Services)	Waste Disposal Stop Post Sort - 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	215	215	0	The Post sort budget has been removed, with no post sorting to be undertaken in 2016-17.
21	Economic Development (Commercial Services)	Remaining two Household Waste Recycling Centres (HWRC) with reduced operating days and hours - 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	42	42	0	A delay to the introduction of reduced opening hours at the HWRC's resulted in the 2015-16 saving being delayed until 2016-17. These savings have now been achieved.
	Economic Development (Commercial Services)	Total Economic Development	358	101	257	257	257	0	
	Economic Development	Grand Total Economic Development	837	164	673	362	553	120	
23	Education	Education Other Than at School (EOTAS) - 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	0	108	0	These savings were only partially achieved in 2015-16, due to the resistance from delegated schools in accepting the charges and charges not reflecting a recovery of total cost. The Directorate are committed to achieving this target in 2016/17, however there remain risks which will need close monitoring throughout the year.
24	Education	Pupil Referral Unit - 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	0	50	0	The savings were only partially achieved in 2015-16. Due to the uncertainty surrounding the level of funding it is unclear whether these savings can be achieved in 2016-17, however the current assumption is that the savings will be achieved.
25	Education	Staffing Realignments and Restructures within Education - 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.	348	188	160	160	160	0	The savings were only partially achieved in 2015-16. However, due to management actions taken to review the distribution of costs across the directorate and a vacant post, it has been possible to report this saving as achieved in full.
26	Education	Admissions and Education Welfare - 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	0	30	0	The savings were only partially achieved in 2015-16. It is currently assumed that this saving will be achieved, however this will require close monitoring during the remainder of 2016-17.
27	Education	School Effectiveness Grant - 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	0	0	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 assumed that these savings will not be achieved in 2016-17.
	Education	Total Education	727	333	394	160	348	46	
28	Resources	Projects Accountancy Additional Income - 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	0	45	0	This saving is anticipated to be fully achieved.
29	Resources	Implementation of Corporate Debt Approach - 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	18	57	0	A delay in implementation resulted in a saving of only £23,000 in 15/16. It is anticipated that the full saving will be achieved in 2016-17.

REF	Directorate 16/17	Directorate Savings 2015/16	Total Saving (£'000)	Savings already achieved 2015/16 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2016/17 (£'000)	Projected savings in 2016/17 (£'000)	Projected Shortfall 2016/17 (£'000)	Comments
30	Resources	Commissioning and Procurement Local Authority Trading Company - to allow the Strategic Commissioning team to trade through the creation of an alternative trading company.	30	12	18	18	18	0	The £30k saving was impacted by delays with company proposals resulting in a saving of only £12k in 2015-16. Cabinet approved the creation of the company in June and the saving of £18k has now been achieved.
31	Resources	Recharge Mobile & Scheduling Licenses to Directorate Services - recover licence costs through service areas for utilising corporate technology	16	0	16	0	16	0	This saving was not achieved in 15/16 due to delays in rolling out to directorates. It is anticipated that this saving will be fully achieved in 2016-17
32	Resources	Mediation Service - 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	10	10	0	The mediation service is built into the new Resolution Policy as a tool to achieve resolution of issues.
33	Resources	Restructure the way in which Cardiff manages its partnership working - 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	65	65	0	Following a detailed review of related budgets within the service area, savings have now been identified which have fully achieved the remaining savings target.
	Resources	Total Resources	291	80	211	111	211	0	
34	Social Services	Supervised Contact Service - 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	60	60	0	The procurement process for re-commissioning contact service was completed towards the end of 2015/16. The new contract with a new provider has recently commenced and the tendered prices suggest that this saving will be achieved in 2016/17.
35	Social Services	Payment by Results - 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	376	476	0	The scope of this saving was widened in 2015/16 to include the return or step down of children from out of county placements to lower cost form costs of care or independence. The service has already identified a number of children currently out of area who will/should return to foster care or independence during 2016/17. A number of high cost placements have already stepped down and it is anticipated that there will be sufficient returns from out of area in 2016/17 to achieve the carried forward saving.
36	Social Services	Business Support Review (LEAN Review) - 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	0	0	327	Although, a BPR/lean review was undertaken in 2015/16 it is considered that no significant cashable savings will be generated as a result. A significant element of administrative savings were achieved separately in 2015/16 as part of a review of business support arrangements but these contributed to another specific savings target.
37	Social Services	Block Purchase of residential beds - 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.	25	0	25	0	0	25	This saving is predicated on a block booking arrangement with a specific provider. However, demand for LAC ASD placements has reduced meaning that block booking arrangements are not currently considered viable.
38	Social Services	Leaving Care Support - 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	0	60	0	Jointly commissioned arrangements with Housing/SP were not fully operational during 15/16 therefore there was a shortfall against the savings target. A number of savings opportunities are being pursued in relation to joint working and maximising the SP grant in light of the changes to Housing Legislation (making Leaving Care YP a priority). These include a gateway for all referrals and SP funded supported lodgings as well as direct negotiations/discussions with staffed accommodation providers.

REF	Directorate 16/17	Directorate Savings 2015/16	Total Saving (£'000)	Savings already achieved 2015/16 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2016/17 (£'000)	Projected savings in 2016/17 (£'000)	Projected Shortfall 2016/17 (£'000)	Comments
39	Social Services	Market and Demand Management of Commissioned Residential Services - 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	0	0	165	Negotiations were undertaken in 2015/16 with a number of key specialist (non framework) residential providers who hold multiple placements. However, given the countrywide demand for this form of care, no significant cost reductions were obtainable. Other initiatives are being explored, though it is difficult to predict any savings with certainty at this stage.
40	Social Services	Reshaping the Internal Supported Living Service for people with learning disabilities - 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	0	0	250	Although, certain schemes are being considered for review in 2016/17, it is anticipated that any resultant saving will be offset against the shortfall carried forward from 2014/15. It is considered, at this stage therefore, that any savings generated will be insufficient to meet the carry forward from 2015/16.
41	Social Services	Re-shape the Internal Day Opportunity Service for people with learning disabilities - 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	37	37	63	Full year effect savings of £37,000 will be realised in 2016/17 as a result of a service review in 2015/16 that involved the deletion of vacancies and the release of agency staff. Other high cost day care external packages are being reviewed however it is difficult to predict any further savings with certainty at this stage.
42	Social Services	Review of Care Management across Health & Social Care - 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.	681	660	21	21	21	0	The balance of this saving can be met via the full year effect in 16/17 of counselling staff who took voluntary severance in 2015/16.
43	Social Services	"Closer To Home" service for people with Learning Disabilities - 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	4	150	150	There is a full year effect saving in relation to service users who stepped down to lower cost forms of care in 2015/16, however this will largely be counted against the unachieved saving brought forward from 2014/15. It is anticipated that the new Meteor Street scheme will shortly become operational offering supported living support to service users who would otherwise have been in higher cost packages. A further saving is therefore anticipated in relation to 2016/17, though probably insufficient to meet the whole of the target.
44	Social Services	Full year effect of 2014/15 savings Review of Mental Health Out of County Placements in residential care and re-commission - 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	12	87	113	A contract for floating support is in place and a number of service users stepped down to lower forms of care in 2015/16. There is some full year effect of the 15/16 saving and some further step downs are anticipated in 2016/17. Some of this further saving has however been counted against the shortfall brought forward from 2014/15 thus leaving a potential shortfall against the carry forward from 2015/16.
45	Social Services	Recommissioning of Direct Payments Support Provision - 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.	30	0	30	53	53	(23)	Negotiation with the external provider in 2015/16 led to an agreement to reduce the management fee for direct payments in advance of potential commissioning exercise. The saving reflects the additional impact of this new arrangement in 2016/17.
	Social Services	Total Social Services	3,417	1,403	2,014	563	944	1,070	
			9,093	4,005	5,088	1,699	3,269	1,819	

<u>DIRECTORATE & SCHEME</u>	2016-17 Programme	2015-16 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2016-17	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
<u>CITY OPERATIONS</u>													
<u>Energy Projects and Sustainability</u>													
Energy Retrofit of Buildings	0	0	0	0	1,230	1,230	1,230	0	0	0	0	0	0
Radyr Weir	0	0	0	0	200	200	200	0	0	0	0	0	0
Salix Energy Efficiency Loan Scheme (SEELS)	0	0	0	0	235	235	235	0	0	0	0	0	0
Heritage Energy Efficiency Retrofit Grant	0	38	(32)	0	0	6	6	0	0	0	0	0	0
Performer Grant Grant Matchfunding	0	18	0	0	0	18	18	0	0	0	0	0	0
Total Energy Projects and Sustainability	0	56	(32)	0	1,665	1,689	1,689	0	0	0	0	0	0
<u>Regulatory</u>													
Regionalising Regulatory Services	83	216	0	0	0	299	299	0	0	0	0	0	0
Total Regulatory	83	216	0	0	0	299	299	0	0	0	0	0	0
<u>Parks & Green Spaces</u>													
Asset Renewal Buildings	78	0	0	0	0	78	78	0	0	0	0	0	0
Asset Renewal Parks Infrastructure	140	0	0	0	0	140	140	0	0	0	0	0	0
Play Equipment	90	0	0	0	0	90	90	0	0	0	0	0	0
Flood Risk Prevention	100	144	0	0	0	244	144	0	0	0	(100)	0	(100)
Parc Cefn Onn	30	0	0	0	190	220	220	0	0	0	0	0	0
3G Pitches - Sports Facilities Loan	0	0	0	0	432	432	432	0	0	0	0	0	0
Water Play Park at Victoria Park	0	185	0	0	0	185	185	0	0	0	0	0	0
Heath Park Tennis Courts	0	13	0	0	0	13	13	0	0	0	0	0	0
Hywel Dda Public Open Space	0	28	0	0	0	28	28	0	0	0	0	0	0
Bishops Palace & Llandaff Belltower	0	7	0	0	0	7	7	0	0	0	0	0	0
S106 schemes	1,324	705	(705)	0	0	1,324	885	0	0	0	0	(439)	(439)
Total Parks & Green Spaces	1,762	1,082	(705)	0	622	2,761	2,222	0	0	0	(100)	(439)	(539)
<u>Leisure</u>													
Asset Renewal Buildings	0	0	0	0	0	0	0	0	0	0	0	0	0
Insole Court Conservation	0	643	0	0	0	643	643	0	0	0	0	0	0
Eastern Leisure Centre refurbishment	1,500	610	0	0	0	2,110	2,110	0	0	0	0	0	0
Pentwyn Leisure Centre accessibility (Dome)	0	165	0	0	0	165	165	0	0	0	0	0	0
Leisure Centres Alternative Service Delivery	1,000	0	0	0	0	1,000	500	0	0	(500)	0	0	(500)
Leisure Centres Priority Works	0	531	0	0	0	531	531	0	0	0	0	0	0
Total Leisure	2,500	1,949	0	0	0	4,449	3,949	0	0	(500)	0	0	(500)
<u>Bereavement & Registration Services</u>													
Improvements funded by Bereavement reserve	140	0	0	0	(80)	60	60	0	0	0	0	0	0
S106 schemes	20	0	0	0	0	20	20	0	0	0	0	0	0
Total Bereavement & Registration Services	160	0	0	0	(80)	80	80	0	0	0	0	0	0
<u>Highway Maintenance</u>													
Highway Carriageway -Reconstruction	750	0	0	0	0	750	750	0	0	0	0	0	0
Highway Resurfacing	1,350	86	0	0	595	2,031	2,031	0	0	0	0	0	0
Footpath Resurfacing	595	428	0	0	0	1,023	1,023	0	0	0	0	0	0
Bridges & Structures	500	259	0	0	0	759	759	0	0	0	0	0	0
Street Lighting Column Replacement	270	93	0	0	0	363	363	0	0	0	0	0	0
Street Lighting Energy Use Reduction (Invest to Save)	0	259	0	0	0	259	259	0	0	0	0	0	0
LED Lighting on Principal Roads (Invest to Save)	0	1,984	0	0	0	1,984	1,200	0	0	(784)	0	0	(784)
Greener Grangetown	1,687	1,389	(851)	0	0	2,225	1,270	0	0	0	(155)	(800)	(955)
Rhiwbina Flood defence scheme	0	36	0	0	0	36	36	0	0	0	0	0	0

<u>DIRECTORATE & SCHEME</u>	2016-17 Programme	2015-16 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2016-17	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
Total Highway Maintenance	5,152	4,534	(851)	0	595	9,430	7,691	0	0	(784)	(155)	(800)	(1,739)
<u>Traffic & Transportation</u>													
Asset Renewal Transport & Traffic Management	670	4	0	0	0	674	674	0	0	0	0	0	0
Asset Renewal Telematics/Butetown Tunnel	860	0	0	0	0	860	860	0	0	0	0	0	0
Cycling Development Asset Renewal	400	0	0	0	0	400	400	0	0	0	0	0	0
Transport Grant Matchfunding	375	206	0	0	0	581	581	0	0	0	0	0	0
Local Transport Fund - Active Travel Mapping	0	0	0	0	25	25	25	0	0	0	0	0	0
Local Transport Fund - Western Corridor Active Travel	0	0	0	0	554	554	554	0	0	0	0	0	0
Local Transport Fund - Eastern Corridor Active Travel	0	0	0	0	316	316	316	0	0	0	0	0	0
Local Transport Fund - Newport Rd/Fitzalan Place	0	0	0	0	738	738	738	0	0	0	0	0	0
Local Transport Fund - A469 Corridor Parallel Cycle Rout	0	0	0	0	80	80	80	0	0	0	0	0	0
Metro Ph1 - A469/A470 Bus Corridor Improvements	1,523	1,713	(1,523)	0	431	2,144	2,144	0	0	0	0	0	0
Road Safety Grant - Highway Junction improvements	0	0	0	0	428	428	428	0	0	0	0	0	0
Safe Routes in Communities (WG)	0	0	0	0	595	595	595	0	0	0	0	0	0
Moving Offences Enforcement equipment	750	0	0	0	0	750	750	0	0	0	0	0	0
Cardiff West Interchange	500	0	0	0	0	500	500	0	0	0	0	0	0
CCTV System Upgrade	340	0	0	0	0	340	340	0	0	0	0	0	0
S106 schemes	703	31	(31)	0	0	703	475	0	0	0	0	(228)	(228)
Total Traffic & Transportation	6,121	1,954	(1,554)	0	3,167	9,688	9,460	0	0	0	0	(228)	(228)
<u>Strategic Planning</u>													
S106 schemes	133	93	(93)	0	0	133	94	0	0	0	0	(39)	(39)
Total Strategic Planning	133	93	(93)	0	0	133	94	0	0	0	0	(39)	(39)
<u>Harbour Authority</u>													
Harbour Asset Renewal	350	0	0	0	(4)	346	346	0	0	0	0	0	0
Total Harbour Authority	350	0	0	0	(4)	346	346	0	0	0	0	0	0
TOTAL CITY OPERATIONS	16,261	9,884	(3,235)	0	5,965	28,875	25,830	0	0	(1,284)	(255)	(1,506)	(3,045)
<u>COMMUNITIES, HOUSING & CUSTOMER SERVICES</u>													
<u>Citizen Hubs</u>													
Hubs proposals - ongoing schemes	200	0	0	(200)	0	0	0	0	0	0	0	0	0
STAR Hub	1,450	171	0	0	100	1,721	1,721	0	0	0	0	0	0
STAR Hub - MALD Grant	80	0	0	0	40	120	120	0	0	0	0	0	0
St Mellons Hub Phase 2	900	0	0	0	0	900	500	0	0	0	(400)	0	(400)
Llanishen Hub	490	0	0	0	0	490	390	0	0	0	(100)	0	(100)
Llandaff North & Gabalfa Hub	888	0	0	33	0	921	921	0	0	0	0	0	0
Llanedeyrn Hub	1,129	89	0	167	0	1,385	1,385	0	0	0	0	0	0
Fairwater Hub	90	0	0	0	0	90	90	0	0	0	0	0	0
Total Citizen Hubs	5,227	260	0	0	140	5,627	5,127	0	0	0	(500)	0	(500)
<u>Neighbourhood Regeneration</u>													
Neighbourhood Renewal schemes	595	390	0	0	0	985	985	0	0	0	0	0	0
Local Shopping Centre regeneration	360	(59)	0	0	20	321	321	0	0	0	0	0	0
Vibrant & Viable Places WG grant - Local Shopping Centre Regeneration	138	0	0	0	0	138	138	0	0	0	0	0	0
Maelfa Centre Regeneration	100	341	0	0	0	441	441	0	0	0	0	0	0
Allegating	155	(21)	0	0	0	134	134	0	0	0	0	0	0
S106 schemes	151	26	(26)	0	0	151	22	0	0	0	0	(129)	(129)
Total Neighbourhood Regeneration	1,499	677	(26)	0	20	2,170	2,041	0	0	0	0	(129)	(129)

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<u>Libraries</u>													
Asset Renewal Buildings	6	0	0	0	0	6	6	0	0	0	0	0	0
S106 schemes	0	6	0	0	(6)	0	0	0	0	0	0	0	0
Total Libraries	6	6	0	0	(6)	6	6	0	0	0	0	0	0
<u>Housing (General Fund)</u>													
Disabled Facilities Service	4,970	(65)	0	0	0	4,905	4,905	0	0	0	0	0	0
Enable Adaptations support for independent living	0	0	0	0	398	398	398	0	0	0	0	0	0
Assisted Living Technology	0	0	0	0	100	100	100	0	0	0	0	0	0
Estate Environmental Improvements	280	124	0	0	0	404	404	0	0	0	0	0	0
Total Housing	5,250	59	0	0	498	5,807	5,807	0	0	0	0	0	0
TOTAL Communities, Housing & Customer Services	11,982	1,002	(26)	0	652	13,610	12,981	0	0	0	(500)	(129)	(629)
<u>ECONOMIC DEVELOPMENT</u>													
<u>Business & Investment</u>													
Urban broadband	0	0	0	0	195	195	195	0	0	0	0	0	0
Cardiff Capital Fund	0	0	0	0	22	22	22	0	0	0	0	0	0
Council/S4C Investment Fund	0	150	0	0	0	150	150	0	0	0	0	0	0
Cardiff Social Innovation fund	0	48	0	0	0	48	48	0	0	0	0	0	0
Total Business & Investment	0	198	0	0	217	415	415	0	0	0	0	0	0
<u>City Development and Major Projects</u>													
Cardiff Enterprise Zone	0	163	0	0	0	163	163	0	0	0	0	0	0
ISV Waste Removal	600	0	0	0	0	600	600	0	0	0	0	0	0
ISV Temporary Car Park	200	0	0	0	0	200	200	0	0	0	0	0	0
Central Square Integrated Transport Hub	500	0	0	0	0	500	500	0	0	0	0	0	0
Central Square Public Realm Detailed Design	2,000	0	0	0	0	2,000	1,000	0	0	0	(1,000)	0	(1,000)
Leckwith Allotments	0	0	0	150	0	150	150	0	0	0	0	0	0
Llanrumney Hall	294	250	(250)	0	0	294	0	0	0	0	0	(294)	(294)
Tennis Centre Ocean Way	88	0	0	0	0	88	0	0	0	0	0	(88)	(88)
Total City Development & Major Projects	3,682	413	(250)	150	0	3,995	2,613	0	0	0	(1,000)	(382)	(1,382)
<u>Commercial Services</u>													
New HWRC Lamby Way	0	1,545	0	0	396	1,941	1,941	0	0	0	0	0	0
Waste Material Recycling Facility Upgrades	45	13	0	0	0	58	58	0	0	0	0	0	0
Asset Renewal Buildings FM	534	0	0	0	0	534	534	0	0	0	0	0	0
Asset Renewal - Vehicle Replacement	250	0	0	0	0	250	250	0	0	0	0	0	0
Total Commercial Services	829	1,558	0	0	396	2,783	2,783	0	0	0	0	0	0
<u>Venues & Cultural Facilities</u>													
Asset Renewal Venues	610	0	0	0	0	610	610	0	0	0	0	0	0
New Theatre	0	295	0	0	0	295	295	0	0	0	0	0	0
St David's Hall	0	328	0	0	0	328	328	0	0	0	0	0	0
Total Venues & Cultural Facilities	610	623	0	0	0	1,233	1,233	0	0	0	0	0	0
<u>Property & Asset Management</u>													
Office Accommodation rationalisation (General Fund)	681	338	0	0	0	1,019	1,019	0	0	0	0	0	0

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Investment Property Strategy	0	0	0	0	273	273	273	0	0	0	0	0	0
Community Asset Transfer	0	92	0	0	0	92	42	0	0	0	(50)	0	(50)
Asset Renewal Buildings	25	0	0	0	0	25	25	0	0	0	0	0	0
Total Property and Asset Management	706	430	0	0	273	1,409	1,359	0	0	0	(50)	0	(50)
TOTAL ECONOMIC DEVELOPMENT	5,827	3,222	(250)	150	886	9,835	8,403	0	0	0	(1,050)	(382)	(1,432)
<u>EDUCATION & LIFELONG LEARNING</u>													
<u>Schools - General</u>													
<u>Planning & Development</u>													
Asset Renewal Buildings	2,910	272	0	0	0	3,182	3,182	0	0	0	0	0	0
Suitability and Sufficiency	1,000	171	0	0	0	1,171	1,171	0	0	0	0	0	0
Early Years - Flying Start	0	51	0	0	535	586	586	0	0	0	0	0	0
Whitchurch High School	2,000	0	0	0	0	2,000	1,000	0	0	0	(1,000)	0	(1,000)
Total Planning & Development	5,910	494	0	0	535	6,939	5,939	0	0	0	(1,000)	0	(1,000)
<u>Other schemes</u>													
Schools Challenge Cymru	0	35	0	0	49	84	84	0	0	0	0	0	0
Bryn Deri Nursery Kitchen	410	0	0	0	0	410	410	0	0	0	0	0	0
Total Other schemes	410	35	0	0	49	494	494	0	0	0	0	0	0
Total Schools	6,320	529	0	0	584	7,433	6,433	0	0	0	(1,000)	0	(1,000)
<u>Schools Organisation Planning</u>													
21st Century Schools	39,186	18,234	(19,291)	0	4	38,133	25,897	0	0	(7,283)	0	(4,953)	(12,236)
Total Schools Organisation Planning	39,186	18,234	(19,291)	0	4	38,133	25,897	0	0	(7,283)	0	(4,953)	(12,236)
TOTAL EDUCATION & LIFELONG LEARNING	45,506	18,763	(19,291)	0	588	45,566	32,330	0	0	(7,283)	(1,000)	(4,953)	(13,236)
<u>RESOURCES</u>													
<u>Technology</u>													
Modernising IT to improve Business Processes	1,670	776	0	0	0	2,446	851	0	0	0	(1,595)	0	(1,595)
ICT Refresh	400	(16)	0	0	0	384	384	0	0	0	0	0	0
Total Technology	2,070	760	0	0	0	2,830	1,235	0	0	0	(1,595)	0	(1,595)
<u>Corporate</u>													
Contingency	250	0	0	0	0	250	250	0	0	0	0	0	0
Asset Renewal Building Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0
Invest to Save annual allocation	500	0	0	(150)	0	350	350	0	0	0	0	0	0
Total Corporate	750	0	0	(150)	0	600	600	0	0	0	0	0	0
TOTAL RESOURCES	2,820	760	0	(150)	0	3,430	1,835	0	0	0	(1,595)	0	(1,595)
<u>SOCIAL SERVICES</u>													
<u>Adult Services</u>													
Day Centre Opportunities	140	0	0	0	185	325	325	0	0	0	0	0	0
Total Adult Services	140	0	0	0	185	325	325	0	0	0	0	0	0

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Childrens Services													
Childrens Social Services Asset Renewal	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL SOCIAL SERVICES	140	0	0	0	185	325	325	0	0	0	0	0	0
TOTAL GENERAL FUND	82,536	33,631	(22,802)	0	8,276	101,641	81,704	0	0	(8,567)	(4,400)	(6,970)	(19,937)
<u>PUBLIC HOUSING (HRA)</u>													
Housing Development	0	0	0	0	0	0	0	0	0	0	0	0	0
Estate Regeneration and Stock Remodelling	6,000	0	0	0	0	6,000	6,000	0	0	0	0	0	0
External and Internal improvements to buildings	12,900	0	0	250	0	13,150	13,150	0	0	0	0	0	0
Disabled Facilities Service	1,800	0	0	0	0	1,800	1,800	0	0	0	0	0	0
Step Down Accommodation	0	0	0	0	80	80	80	0	0	0	0	0	0
Housing Partnerships Project	2,400	0	0	0	0	2,400	2,400	0	0	0	0	0	0
Hubs	2,055	0	0	0	0	2,055	2,055	0	0	0	0	0	0
Modernising IT to improve Business Processes	250	0	0	(250)	0	0	0	0	0	0	0	0	0
TOTAL PUBLIC HOUSING	25,405	0	0	0	80	25,485	25,485	0	0	0	0	0	0
TOTAL	107,941	33,631	(22,802)	0	8,356	127,126	107,189	0	0	(8,567)	(4,400)	(6,970)	(19,937)