

**BUDGET MONITORING – MONTH 9 REPORT**

**REPORT OF THE CORPORATE DIRECTOR RESOURCES**

**AGENDA ITEM: 9**

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

**Reason for this Report**

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

**Background**

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

**Issues**

**Revenue**

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

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

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

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

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

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

#### **Capital Financing (£500,000)**

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

#### **Children's Services + £1,600,000**

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

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

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

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

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

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

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

### **Corporate Management – on target**

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

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

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

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

### **County Clerk & Monitoring Officer (£29,000)**

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

### **Economic Development + £97,000**

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



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

### **Education & Lifelong Learning + £1,410,000**

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

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

### **Environment + £350,000**

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

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

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

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

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

#### **Health & Social Care + £5,595,000**

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

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

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

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

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

#### **Resources (£326,000)**

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

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

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

### **Sport, Leisure & Culture +£712,000**

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

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

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

### **Strategic Planning, Highways and Traffic & Transport – On target**

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



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

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

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

## Housing Revenue Account

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

## Cardiff Harbour Authority

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

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

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

## **Capital**

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

## **General Fund**

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

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

### Capital Schemes Update

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

### Communities, Housing and Customer Services

#### Neighbourhood Regeneration

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

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

### **Citizen Hubs**

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

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

## Housing

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

## Economic Development

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

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

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

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

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

### **City Development**

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

### **Education & Lifelong Learning**

#### **Schools Asset Renewal**

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

#### **Flying Start**

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



## **Schools Organisation Plan**

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

### **21<sup>st</sup> Century Schools**

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

### **Other SOP Schemes**

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

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

## **Environment**

### **Waste Management & Recycling**

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

### **Energy Projects and Carbon Management**

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

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

## **Health & Social Care**

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

## **Resources**

### **Technology**

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

### **Facilities Management**

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

### **Corporate**

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

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

## **Sport Leisure and Culture**

### **Parks & Green Spaces**

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

### **Leisure**

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

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

### **Harbour Authority**

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

### **Strategic Planning, Highways, Traffic & Transportation**

#### **Strategic Planning**

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

#### **Highway Maintenance**

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

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

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

### **Traffic & Transportation**

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

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

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

### **Capital Receipts**

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

### **Public Housing**

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

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

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

### **Public Housing Capital Receipts**

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

### **Section 106 and other contributions towards schemes**

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

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

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

### **Reason for Recommendations**

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

### **Legal Implications**

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

### **Financial Implications**

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



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

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

#### Financial Implications – Capital

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

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

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

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

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

## **RECOMMENDATIONS**

The Cabinet is recommended to:

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

### **CHRISTINE SALTER**

Corporate Director

13 February 2015

*The following appendices are attached:*

- Appendix 1 – Revenue position
- Appendix 2 – Budget Savings position
- Appendix 3 – Capital Programme

APPENDIX 1

**REVENUE 2014/2015**

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

**DIRECTORATE SAVINGS 2014/15**

Month 9

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

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

Children's Services	25	<b>Reduction in Operational Manager Support</b> - The level and organisation of OM support will be subject to review with a view to rationalising and reducing capacity to support OMs and delivering the saving.	30	30	30	0	Relevant posts identified for deletion.
Children's Services	26	<b>Removal of Family Assessment budget</b> - the family assessment budget is used to fund children and their parents in residential assessment units. This is not a route favoured by the Court although assessments may be required if directed. There is a significant underspend in the current financial year.	205	205	205	0	Significant underspend achieved on the family assessment budget in 2013/14 as court directives for family assessment have significantly declined. No expenditure to date in 2014/15.
Children's Services	27	<b>Funding of Paediatric social workers</b> - these are fully funded by charitable organisations with no requirement for the current budget of £17k.	17	17	17	0	No requirement for budget in 2014/15.
Children's Services	28	<b>Youth Offending Service Realignment</b> - there are currently four teams and the proposal is to realign to three teams, reducing the number of managers from four to three.	51	51	51	0	Anticipated that necessary restructuring will take place.
Children's Services	29	<b>Reduction in Carefirst expenditure</b> - The CareFirst budget is showing a significant underspend in the current financial year.	100	100	100	0	Budget reduced reflecting underspends in recent years. Possible utilisation of carefirst fund should there be any significant one-off costs.
Children's Services	30	<b>Reduction in Family Support posts</b> - Withdrawal of 3 posts from one of the two family Support Community Teams that provide family support to families with longstanding and complex needs that meet the Children's Services eligibility criteria. Typically these are families where children are at risk of becoming Looked After (LAC) or are Looked After with a return home plan, children on the Child Protection Register (CPR) and families in the Public Law Outline (PLO).	78	78	78	0	Posts identified for deletion.
Children's Services		<b>Total Children's Services</b>	<b>2,655</b>	<b>2,493</b>	<b>2,493</b>	<b>162</b>	
Communities, Housing & Customer Services	36	<b>Communities, Housing &amp; Customer Services Directorate Restructure</b> - Full restructure within the directorate. Savings will equate to approximately £317k.	317	317	317	0	This is a combination of VS and realignment of recharges to the HRA in line with the new management structure.
Communities, Housing & Customer Services	37	<b>Council Grant Reductions</b> 10% Reduction - Partnerships & Citizen Focus Grants (43k), Cardiff Gypsy & Traveller Project (£5k) Grants to Cease - Equality Development (£5k), Community Development Grant Scheme (7k) <b>Split with Community Development, Co-operatives &amp; Social Enterprise.</b>	5	5	5	0	Spend reduced in line with proposal.
Communities, Housing & Customer Services	37	<b>Council Grant Reductions</b> 10% Reduction - Partnerships & Citizen Focus Grants (43k), Cardiff Gypsy & Traveller Project (£5k) Grants to Cease - Equality Development (£5k), Community Development Grant Scheme (7k) <b>Split with Health, Housing &amp; Wellbeing.</b>	55	55	55	0	Budgets have been cut and spend will be monitored in line with reduced budget.
Communities, Housing & Customer Services	38	<b>Deletion of Senior Business Officer</b> - Post has been vacant for twelve months and duties are being covered by team. £21k of post relates to HRA.	13	13	13	0	Post deleted and savings achieved.
Communities, Housing & Customer Services	39	<b>Transfer of Funding for Planner Post</b> - It is proposed that one Planner Post (Grade 7) is funded from the Direct Revenue Funding element of the Neighbourhood Renewal Schemes Annual Capital Sum.	40	40	40	0	Budget realigned in line with the proposal and savings achieved.
Communities, Housing & Customer Services	40	<b>Deletion of Development Assistant Post</b> - it is proposed to delete the Development Assistant post within Housing Development (HD). The proposal is to pool the administration resource between HD & Disabled Facilities Service and to use the vacant HRA post to increase the Housing Revenue Account (HRA) recharge across the admin team to the equivalent of a grade 5. The pooling of administration resources will enable review of the level of administration posts within the team moving forward.	33	33	33	0	Post deleted, recharge to HRA adjusted and savings achieved.
Communities, Housing & Customer Services	41	<b>Review Business Support within Housing Development and Assisted Living</b> - Review business support within newly formed team. Potential to delete one FTE (50% General Fund).	13	13	13	0	Post deleted and savings achieved.
Communities, Housing & Customer Services	42	<b>Removal of Improvement Officer Posts (Customer Services)</b> - Deletion of a vacant Improvement officer post (Grade 3) and one occupied Improvement Officer Post which will be made possible through redeployment. The vacant post has been vacant for a number of months and any essential work relating to the post has been covered without significant impact.	49	49	49	0	Post deleted and savings achieved.

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

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



		5) Central Library -Introduction of fixed Timetabling & closure of secondary help desks. Deletion of 4 posts relating to secondary help desks. Planned to maintain assistance through 1 main help desk on each floor. 6) Closure of Library 1 day per week, closure of additional floor and lease of 2 floors to generate income.					
Communities, Housing & Customer Services	60	<b>Council Tax Reduction Scheme</b> - a budget allocation exists in respect of the Council Tax Reduction Scheme which is in relation to the fixed funding provided by Welsh Government. This funding was supplemented by an additional amount in 2013/14 in recognition of caseload risk. The amount released recognises that current caseload remains at a lower level than anticipated. This position will continue to be carefully monitored.	100	100	100	0	This target has been achieved on the basis of current claimant numbers and service area expenditure data.
Communities, Housing & Customer Services		<b>Total Communities, Housing &amp; Customer Services</b>	<b>2,886</b>	<b>2,178</b>	<b>2,405</b>	<b>481</b>	
Corporate Management	1	<b>Communications and Media Teams</b> – Restructure of the Communications and Media Team.	320	304	304	16	All post holders relating to this staffing restructure have now left the authority, although small delays in this the restructure including staff being placed in the redeployment pool have incurred additional costs of £16k.
Corporate Management	2	<b>Realign communications and media priorities</b> - Realign priorities against an agreed strategy to reduce the communications and media budget	79	79	79	0	Central Comms budget has been cut and the saving has been achieved.
Corporate Management	3	<b>Increase communications and media income targets</b> - The directorate already generates income from these activities. This saving seeks to generate additional amounts from these areas.	60	0	0	60	There is currently no detail plan in place to achieve this savings target. 2013/14 income levels are below the increased budget meaning achievement of this target will be challenging. This position will be closely monitored on a monthly basis but it is anticipated that this target will not be achieved.
Corporate Management	5	<b>Capital Times</b> - Capital Times reduce from 12 to 6 editions distributed each year. It would still continue to be published monthly online.	54	54	54	0	Number of editions have been cut from 12 to 6 and the saving will be achieved.
Corporate Management	6	<b>Deletion of Head of Cabinet Office</b>	108	108	108	0	This post was never filled and has, therefore, been deleted.
Corporate Management	61	<b>Contribution to the Glamorgan Archives Joint Committee</b> - This proposal is to reduce Cardiff Council's contribution to the running costs of the Glamorgan Archives service. Cardiff currently contributes £245k which represents 32% of the total budget. The 2014/15 Glamorgan Archives budget which incorporates this saving has been recommended by the Joint Committee and the contributing authorities have been notified. This budget will be approved unless there are any objections from the contributing authorities by mid-March.	25	25	25	0	The Glamorgan Archives Service has reduced its budget by 10%, in line with this savings proposal. The projected outturn will be monitored throughout the year, however any overspends are not passed on to the Council and, therefore, this saving is achieved.
Corporate Management	62	<b>Subscriptions to Local Authority Associations</b> - This proposal is to reduce the budget held for subscriptions to Local Authority Associations in line with the projected underspend for the 2013-14 financial year. Not all subscription rates are known for 2014-15 yet, however the Welsh Local Government Association (WLGA) have indicated a 5% reduction.	20	20	20	0	A £14k underspend was achieved in 2013/14 and, in conjunction with the anticipated reduction in subscription rates, this saving is expected to be achieved.
Corporate Management	63	<b>Removal of Programme Support Officer post</b> - The postholder has been seconded to the Business Change Programme for a number of years.	38	38	38	0	This post has been deleted and the post holder has taken VS, therefore, this saving is achieved.
Corporate Management	64	<b>Corporate Initiatives</b> - This proposal would see a reduction to the budget held for Corporate Initiatives. The result would be that the Council would have a reduced ability to react to opportunities during 2014-15.	804	804	804	0	The budget has been reduced and it is anticipated that this will be fully achieved.
Corporate Management	65	<b>Removal of Chief Operating Officer Post</b> - Deletion of vacant post and secretarial support post	208	208	208	0	This post has been deleted and the post holder has left the authority meaning this saving is achieved.
Corporate Management	67	<b>Council Grants Reduction</b> Grants to Cease - Barnado's Young Fathers Project	13	13	13	0	This budget has been reduced and the grant recipient has been advised of the cessation of the grant.
Corporate Management	68	<b>Realignment of Caseload demographic budget for Council Tax Reduction Scheme</b>	400	400	400	0	This budget was not utilised during 2013/14 and, therefore, is not required going forward. Any issues relating to the CTRS will impact upon the Communities, Housing & Customer Services directorate.
Corporate Management		<b>Total Corporate Management</b>	<b>2,129</b>	<b>2,053</b>	<b>2,053</b>	<b>76</b>	
County Clerk & Monitoring Officer	31	<b>Democratic Services ( including Elections and Protocol office)</b> . Restructure to delete vacant posts, accept voluntary severance (VS) applications and restructure management responsibilities, clerking fewer meetings and more efficient use of ICT.	183	183	183	0	Vacant posts have been deleted. Saving achieved.
County Clerk & Monitoring Officer	32	<b>Scrutiny Services deletion of vacant posts</b> - 2 x Principal Scrutiny Officer, 1 x Principal scrutiny support officer & 1 x Research engagement officer.	180	180	180	0	Vacant posts have been deleted. Saving achieved.
County Clerk & Monitoring Officer	33	<b>Additional Income Scrutiny - 1)</b> Welsh Government has invited Scrutiny to bid for four bids to a currently unallocated Scrutiny Development Fund totalling £60k. 2) Charge the Centre for Public Scrutiny for rental of their premises in County Hall.	66	0	35	31	Only £50k income is expected instead of £60k from WAG. Scrutiny are expecting to incur £15k costs as a result of securing the £50k. Income of £6k from CFPS will not be achieved. Saving not expected to be fully realised.

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

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

Education	98	<b>Education other than at School (EOTAS)</b> - The Education Service currently holds a budget to provide educational provision to pupils who have to be tutored outside of the school setting. In order to achieve this saving the directorate will work with schools and the admissions team to ensure excluded pupils are allocated an alternative school place promptly, thereby reducing the need for long term tuition and reducing the cost of tutors to the service. The directorate have introduced termly recoupment with schools and re-charging the actual cost of tuition. A robust mechanism of challenge has been introduced by the service area during the Fair Access Panel process which allocates tutors to pupils needing to use the tuition service. These initiatives will increase the income generated for the tuition provided. Tutors are employed on a temporary basis dependent on demand. The directorate will also work with Corporate Procurement to ensure more robust procurement arrangements for alternative education provision which will also contribute to achieving this saving target.	100	50	100	0	This saving can only be fully realised once the activity of the full year is known. The saving will include discussions with schools in respect of off rolling children and ensuring that all children receive the required level of education. The service needs to continue to ensure that where applicable the full costs of tuition are recovered by the school. The uncertainty lies in the potential for the demand on this service to be at greater level than 2013/14 The current projection is that the saving will be achieved.
Education	99	<b>Procurement framework for School Based Counselling</b> - The Education service is currently undertaking a procurement process for a combined contract for face to face school based counselling service and on-line counselling services available to all pupils in maintained schools from the ages of eleven to nineteen. The combined contract value is £395k per annum plus central management costs of £45k. The implementation of the new contract with effect from 1/4/14 will result in a saving to the directorate. This is an externally contracted service therefore there will be no impact on staffing.	50	37	50	0	The procurement framework for this contract has been put in place and was in operation from 1 April. The full saving is dependant on the levels of activity being at the agreed tender level price. Therefore, the actual saving reflects the first eight months activity only.
Education	100	<b>Re-organisation of Casework Team</b> - The role of the Casework Team is to manage the Council's statutory responsibilities in connection with pupils with Special Educational Needs (SEN). Casework Officers and Assistants are frontline staff responsible for explaining professional decisions to parents and managing the conflict and disagreement that can arise around this area of work. The team therefore has a critical role to play in the service aims to build capacity of schools and to promote early intervention. Delegation of resources to schools in 2012 has raised the threshold at which statements are needed. This is already leading to a slight fall in requests for statutory assessment, a decrease in the number of requests that result in statutory assessments, and an increase in the number of statutory assessments that do not result in a statement. As a result of these changes the team will be re-structured which will result in a saving on employee costs with effect from 1 April 2014 and the team reducing by two posts.	36	12	12	24	The proposal assumes that two posts will be reduced. One post has been reduced but work continues to be carried out in the case of the second post. The unachieved figure reflects the delay in restructure.
Education	101	<b>Youth Service and Community Building Review</b> - The £250k saving for 2014/15 will be achieved through the following actions: <ul style="list-style-type: none"> <li>- Retention of open access provision but on the basis of one reduced evening of open access provision across Cardiff.</li> <li>- Application of formula funding of part time staff against each provision.</li> <li>- Removal of Assistant Community Education Officer grade.</li> <li>- Self financing Duke of Edinburgh with Free School Meals subsidy for young people.</li> <li>- 40 Voluntary severance applications taken into consideration.</li> <li>- Closure of Pentwyn Dome.</li> <li>- Reallocation of provision from Trowbridge.</li> <li>- Increase revenue income from building hire and use, agreed standardised pricing structure through directorate.</li> <li>- Shared building costs E.G. Hub use / Communities First use.</li> <li>- Increase revenue for additional service with actual cost reflected in service delivery.</li> </ul> <p>The authority will move immediately, working with all relevant partners across the sector, to identify an alternative delivery model for the future of the service. (This is an amended proposal. The previous proposal was for £1m savings and has subsequently been replaced by this reduced proposal).</p>	250	180	250	0	This saving is projected to be fully achieved but is being monitored against the level of service to ensure it can be maintained for the year.
Education	102	<b>Education Welfare Services</b> - The significant increase in the level of additional resources delegated to secondary schools and the rationalisation of the central Education Welfare Service has contributed to the significant improvement in overall attendance in schools in the past two years with a 2.5% improvement at secondary school and 1.2% at primary secured since 2011. This saving will be achieved through a further rationalisation of the central team with the reduction of 1.5 FTE posts.	53	34	40	13	1.00 fte has taken Voluntary severance. A further reduction of 0.5fte has yet to be actioned. In mitigation, an additional amount of income from MEAG (Minority Ethnic Achievement Grant) has been identified for £35,000. This represents income from MEAG to cover 1.00 f.t.e. In light of other directorate budget savings not being achieved the directorate is advised to continue with the reduction of the 0.5fte.

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

Education	110	<b>NOVUS Project Manager</b> - The NOVUS Project Manager is currently funded from revenue. However similar childcare posts in other local authorities in Wales are 100% funded by European Social Fund (ESF). Officers have discussed with Welsh European Funding Office (WEFO) to request the transfer of funding for this post to ESF and align with other local authorities. WEFO have agreed to this request.	42	42	42	0	This has been achieved.
Education	111	<b>Childcare Strategy</b> - Deletion of Business Assistant post. This post currently provides support to Cardiff Childcare Strategy Unit. The work can be reallocated and absorbed into the workload of the Business Manager, Family Information Service and Cardiff Childcare Service Administration post.	22	16	16	6	This post has been deleted as of 30 June 2014. Therefore, a level of saving will not be achieved in respect of 2014/15
Education	112	<b>Health and Safety</b> - The service area will only deliver mandatory Health and Safety Training to schools to enable a reduction on this budget line.	50	20	50	0	This saving will only be fully realised once the full year commitments of this budget are known.
Education	113	<b>Delegation of Contract Cleaning</b> -Schools are responsible for the cleaning of premises through their delegated budgets. Many schools have chosen either not to purchase the cleaning facility from the Council's Direct Service Unit or employ their own cleaners. This central budget subsidises the cost of cleaning over and above the income received by schools and other units and this proposal would move the budget into the schools' delegated budget.	450	450	450	0	Central Education Budgets have been reduced. Delegated Schools are funding this provision from 2014 15 Efficiency savings.
Education	114	<b>Delegation of Primary School Meals Recharge</b> - The Education service currently contributes £471k to schools from revenue funding for the following tasks: administrative services £163k; electricity £6.5k; gas £177k; NNDR £44k; water supplies £51.5k; refuse collection £24K and telephones £5k. This proposal will expect schools to meet the cost of these functions without any subsidy from the directorate. This would enable the directorate to make a saving.	471	471	471	0	Central Education Budgets have been reduced. Delegated Schools are funding this provision from 2014 15 Efficiency savings.
Education	115	<b>Delegation of Early Years Team</b> - The Early Years Special Education Need (SEN) Team provides support and advice to schools dealing with children of Nursery age who are likely to have SEN. Through the facilitation of an SEN Early Years panel pupils are assisted with additional support and schools receive training and advice from the Team. This proposal would move the resources for the team into the schools' delegated budget.	132	132	132	0	Central Education Budgets have been reduced. Delegated Schools are funding this provision from 2014 15 Efficiency savings.
Education	116	<b>Delegation of Equalities and Partnership Team</b> - This team of five Partnership Inclusion Officers provide advice, support and challenge to schools on their Special Educational Need (SEN) practice. They also play a lead role in the cluster approach to managing SEN. Following on from the delegation of the SEN teams in 2013/2014 this team should also form part of the delegated schools responsibilities.	270	270	270	0	Central Education Budgets have been reduced. Delegated Schools are funding this provision from 2014 15 Efficiency savings.
Education	117	<b>Delegation of Integrated Childrens Centre (ICC) Management Team</b> - The Ely and Caerau Children Centre provides wrap around education and childcare to the West of the City. This integrated approach combines statutory Nursery provision and centrally and grant funded childcare facilities. The delegated functions are subject to the governance of a Governing Body but the other funded activities are not. This proposal would bring all the functions under the governance of the governing body.	221	221	221	0	Central Education Budgets have been reduced. Delegated Schools are funding this provision from 2014 15 Efficiency savings.
Education	118	<b>Education Management</b> - During the 2013/14 financial year the Education services across Wales will see further changes to the range of functions provided through the regional consortia arrangements. From April 2014 Welsh Government (WG) will expect further Education services to be included in the consortium arrangements. Alongside this WG are expecting all local authorities to increase the levels of resources that are delegated directly to schools. Both of these will impact on the role and capacity needed to be retained by a local Education Service. Staff will be consulted on savings planned to be achieved through a rationalisation of Centrally Employed staff and including those staff employed through the business support function (See EDU 23).	424	247	247	177	The projected savings are based upon the restructure within Education being in place with effect from the 1st September 2014. There was a delay in the implementation of the restructure as a result of the timing of the Estyn Monitoring Visit.
Education	119	<b>Out of County SEN Placements</b> - This significant budget is used to secure educational provision for pupils with statements of SEN who are educated outside of the City. This saving will be achieved through more robust procurement arrangements for new placements or placements under review.	400	0	0	400	The increase in demand for these placements is resulting in an overspend of £476,000
Education	120	<b>Business Support</b> - One Service - See EDU 21	300	100	100	200	The projected savings are based upon the restructure of business support being in place by the end of the calendar year. The business support restructure could not start until the management restructure has been completed which in itself was delayed due to the timing of the Estyn Monitoring visit.
Education	121	<b>Delegation of Breakfast Initiative</b> - Currently budgets are held centrally to facilitate the Welsh Government Breakfast Scheme initiative in Primary Schools. This proposal would move the responsibility of the scheme into the schools delegated budget.	863	863	863	0	Central Education Budgets have been reduced. Delegated Schools are funding this provision from 2014 15 Efficiency savings.
Education	122	<b>Re-alignment of contribution to School Organisation financial Model</b> - the capital charges requirements associated with the delivery of the existing proposals contained within the Schools Organisational Plan have been reviewed and the outcome is that this additional sum can be released as part of the savings proposals.	1,700	1700	1700	0	Achieved and is therefore a reduction in the amount to be transferred to SOP Reserve.

Education	123	<b>Council Grants Reduction</b> Grants to Cease - Mother Tongue Language Grants (8k), Cardiff and Vale School Sports Federation (9k), Youth & Community Grants (£44k), Festival Grants (£3k).	64	64	64	0	Achieved.
Education	124	<b>Delegation of Education Solicitor and Energy Officer to Schools</b> - The Council currently pays for an Education Solicitor and Energy Officer post, both of which are engaged for the use of schools. Under the proposal these amounts would be delegated to schools who may choose to employ directly or buy back the services delivered.	95	95	95	0	Central Education Budgets have been reduced. Delegated Schools are funding this provision from 2014 15 Efficiency savings.
Education		<b>Total Education</b>	<b>6,512</b>	<b>5,367</b>	<b>5,610</b>	<b>902</b>	
Environment	125	<b>Full Year Effect (FYE) of 2013/14 budget savings implementation</b> - (1) Hayes public conveniences - FYE of closure - Conveniences closed on 30th June 2013 (£47k) (2) Cardiff Outdoors 1 - FYE of efficiencies achieved in 13/14 in Street Cleansing comprising the off hiring of 4 small mechs.(£50k) (3) Cardiff Outdoors FYE of efficiencies achieved in 13/14 in Street Cleansing including acceptance of VS's, deletion of vacant posts, restructure of the graffiti teams, green waste collections and street washing efficiencies.(£154k)(4) Waste Collections/Street Cleansing Management Restructure - FYE of restructure implemented in 2013/14. (£20k); (5) Bulky Collections - FYE of charging - charging implemented on 1st October 2013 (full year outcome dependent on uptake by the public) (£38k);(6) Waste transfer income - FYE - charging due to be implemented in January 2014. Full year outcome dependent on uptake by SME's. (£60k) .	369	271	271	98	Full year effect of action taken in 2013-14 has realised £271k. The remaining was to be generated from increased income but there is likely to be a shortfall of £38k in Bulky Waste due to the number of customers who are entitled to a 'free' service. A further shortfall of £60k is anticipated in Bessemer Close SME income as the service needs time to grow the business through marketing.
Environment	126	<b>Further review street cleansing operations to streamline service provision which will include</b> - 1) Redesign City Centre Cleansing (£70K), reviewing resources deployment to achieve efficiencies by prioritising according to footfall & demand. 2) Redesign the City Wide Cleansing Operation (£585k), it is intended to undertake a detailed review of current operations and type and number of resources used to implement revised schedules with a greater focus upon cleansing need including a review of weekend overtime operations and bank holiday catch up working. 3) Reduce the under utilised budget for out of hours fly-tipping service on the adopted highway (£50k).  (This proposal has been amended. The proposal previously totalled £805k but has now been reduced to allow for the removal of savings related to events cleansing, cleansing of high speed routes and leaf cleansing operations).	705	734	734	-29	This saving has over-achieved by £29k. The use of agency staff ceased in 2013-14 enabling a reduction of £522k. 3 vacant posts have been deleted saving £62k. Reduced out of hours flytipping budget £50k. Redesign of City Centre cleansing wef 1 June 2014 will save £48k . 2 posts to be deleted following postholders taking VS in June - £52k.
Environment	127	<b>Refuse Collection - Stop Black Bag Provision</b> - Black Bags are currently provided to households in bag areas on an annual basis. Only a limited number of bags are provided and if residents require additional they have to purchase their own. Black bags are not currently provided to bin areas where residents already purchase their own bags. The proposal is that black bags are no longer provided to any resident, therefore the public buy their own. This would release £42,000 revenue. We will continue to provide green recycling bags and food waste liners for your recycling and food waste.	42	42	42	0	No more black bags will be purchased.
Environment	128	<b>Trade Waste - Commercial residual collections efficiency</b> - removal of round and associated resources (£72k) It has been identified that a residual commercial route has very low productivity and should be removed as the calls can be relocated to other existing rounds. Where vacancies exist redeployment will be offered within Waste Collection Services at the appropriate grade.	72	69	69	3	Commercial operatives reduced by one team (3 FTE's). Shortfall of £3k mitigated by additional saving in Line 129.
Environment	129	<b>Trade Waste - commercial recycling collections efficiency</b> - Removal of round and associated resources (£79k.) It has been identified that a recycling commercial route has very low productivity and should be removed as the calls can be relocated to other existing rounds. Where vacancies exist redeployment will be offered within Waste Collection services at the appropriate grade .	79	82	82	-3	3 posts have been deleted following the postholders transfer to other vacant post, therefore, this saving is achieved. Over achievement of saving used to offset shortfall in Line 128.
Environment	130	<b>Recycling Waste Collection Services - Rebalancing collection routes</b> - To optimise efficiency by changing round sizes and number of loaders in line with national standards and health and safety executive recommendations regarding single sided collections. These changes will not affect customer days of collection. Staff numbers affected are likely to be accommodated through Agency reductions. Should further savings be required then Voluntary Severance requests will be considered.	300	294	294	6	The rebalancing of the routes has enabled a reduction of 11 agency staff for each day leaving a small shortfall.

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



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

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

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

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

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

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

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

Sport, Leisure & Culture	230	<b>Penylan Leisure Centre – revise pricing to reflect all other facilities</b> - Penylan Library and community centre re-opened on the 7th May 2009 following a refurbishment of Roath community centre. A differential pricing structure for the gym and group fitness was implemented as a pilot to assess the differential pricing between community centres and leisure centres. Penylan as a refurbished facility is much larger than other community centres, and programmes provided are comparable to all other facilities, therefore equal pricing should apply.	25	25	25	0	This saving is on target to be fully achieved.
Sport, Leisure & Culture	231	<b>Catering remodelling in Llanishen Leisure Centre &amp; Pentwyn Leisure Centre</b> - the aim of this proposal is to eliminate the catering deficit at Pentwyn and Llanishen leisure centres by closing the under-used bar facilities and providing the service through the existing cafeteria facilities. This will increase the available space for physical activity within the centres and enable the maximisation of income generating potential.	160	74	101	59	A proportion of this saving has already been achieved following the deletion of posts through VS but there is likely to be a shortfall of £59k.
Sport, Leisure & Culture	232	<b>In year saving from Eastern Leisure Centre being closed for refurbishment; on re-opening of Eastern Leisure Centre, rationalise overall leisure provision</b> - Plans for the refurbishment of the building have been developed with a view to commencing work in 2014. Whilst closed for refurbishment a saving will accrue to the service. A Leisure Facilities Strategy is being prepared to establish the overall size of the leisure offer required in the future, paving the way for future service rationalisation. Following completion of the refurbishment, the Council would need to identify base savings at the same level.	240	0	40	200	No savings have been achieved to date as the centre remains open. The projection assumes a saving based on one months closure.
Sport, Leisure & Culture	233	<b>Reduce leisure subsidy to reflect income levels</b> - The implementation of the Leisure income strategy in 2010, has led to a continued growth in income for the service area. This continued growth in income has now removed the deficit making it possible to reduce the subsidy.	250	250	250	0	This saving is fully realised as the reduced subsidy through increased income generation had already been harvested in 2013-14.
Sport, Leisure & Culture	234	<b>Outdoor activities team closure</b> - The Cardiff Outdoor Activities Team (COAT) (which is an adventure activities act licensed provider) develops and provides opportunities for children and young people to take part in adventure activities. The ability for children to experience an outdoor adventure activity before the age of 12 will be reduced by the closure of this service. The COAT team are currently in receipt of a £50k, 4-year Families First grant for the provision of a Schools and NEET project.	120	26	80	40	This should be read in conjunction with Line 255. The decision to opt for reduced opening hours rather than closing some of the facilities meant that all Play staff were affected. This has meant prolonged negotiations with staff and TU's over slotting and matching. This has inevitably created a delay and the saving is unlikely to be achieved in full. Savings will be achieved from a staff restructure which will include the introduction of short term contracts and reduced agency staff costs.
Sport, Leisure & Culture	235	<b>Reduction in Management/Support Costs</b> - A review of management and support roles across the directorate has identified opportunities to delete three posts, two of the post holders have applied for voluntary severance. <b>Split with Environment.</b>	68	70	70	-2	This saving has been fully achieved following the deletion of two posts through VS.
Sport, Leisure & Culture	235	<b>Reduction in Management/Support Costs</b> - A review of management and support roles across the directorate has identified opportunities to delete three posts, two of the post holders have applied for voluntary severance. <b>Split with Community Development, Co-operatives &amp; Social Enterprise.</b>	40	40	40	0	This saving has been fully achieved following the deletion of a Parks Contracts Manager's post following VS.
Sport, Leisure & Culture	236	<b>Restructure Museum Budget</b> - Delete vacant posts of Audience Engagement Officer and Research Officer at the Cardiff Story Museum	40	41	40	0	This saving has been fully achieved through the deletion of a post following VS.
Sport, Leisure & Culture	237	<b>Secure concession to operate Lamby Way Catering</b> - This operation is the least cost effective of the Council's catering operations and lends itself to being run independently of the Council as a concession, thereby removing the trading deficit and generating a concession income for the Council.	28	0	10	18	There was no interest shown following the invitation to tender. The Environment Directorate requested that they be afforded the opportunity to identify an alternative provider due to staff wellbeing considerations. It had been proposed that the Environment Directorate take on the facility from January 2015 however this transfer hasnot taken place and the Sport, Leisure & Culture Directorate is following this up with the Environment Directorate to progress the transfer with immediate effect.
Sport, Leisure & Culture	238	<b>Roath Park Conservatory</b> -There is an opportunity to develop a new operating model for Roath Park Conservatory which generates in the region of 33,000 individual visits per year. Opportunities for third sector partnering along with the introduction / development of income streams are being explored in order to reduce expenditure and increase income. It is likely that there would be an impact on service users through the re-modelling of opening hours.	15	8	11	4	Whilst income is expected to be fully achieved the shortfall is due to on going costs linked to the opening of the facility incurring temporary staff costs.



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

Sport, Leisure & Culture	249	<b>Revision of the sailing programme at Cardiff Sailing Centre</b> - This saving will be achieved by concentrating on higher income generating activities and combining sailing staff with other Cardiff Bay Water Activity Centres to share resources, particularly during the winter period when there is less sailing activities, thus reducing casual staff costs and increasing income.	25	25	25	0	This saving has partially been achieved following the deletion of a post following VS. The remaining saving will be delivered through reduced costs and increased income generation.
Sport, Leisure & Culture	250	<b>Full year effect of Winter Wonderland and Cardiff Bay Beach</b> - Full year effect of new operating model for Cardiff's Winter Wonderland ice-rink and Christmas fairground agreed as part of the 2013-14 budget process, plus income from Cardiff Bay Beach.	135	135	135	0	This saving has been fully achieved in line with the proposal.
Sport, Leisure & Culture	251	<b>Events Restructure</b> - Restructuring the Events team to reflect the current Event programme for the city.	100	106	106	-6	This saving has been fully achieved by the deletion of two posts through VS.
Sport, Leisure & Culture	252	<b>Re-design of the Parks Development Service</b> - An opportunity exists to review and re-design the Parks Development service that includes the strategy, policy, planning, design, land management and playground management functions. It is anticipated that savings would be delivered through further technology efficiencies although alternative ways of delivering the service will be explored as part of the review.	50	17	17	33	Part of this saving has been achieved following the deletion of a post through VS. Further opportunities for VS are currently being considered but it is likely to show a shortfall in the current year due to the part year effect.
Sport, Leisure & Culture	253	<b>Council Grant Reductions</b> 10% Reduction - Artes Mundi Prize (£5k) Grants to Cease - Various Arts Grants (£136k).  (This an amended proposal. The previous proposal totalled £221k but has now been replaced by this reduced proposal).	141	141	141	0	Relevant grant budgets have been reduced.
Sport, Leisure & Culture	254	<b>Catering - New Operating Model</b> - it is proposed to invite third parties to run some or all of the Council's commercial and staff catering and commercial catering business. Expressions of interest could be invited either for a single operator to run the entirety of the business, or, recognising the diversity of the business, invite expressions separately for staff catering, individual retail units (Norwegian Church & Castle), and event/function catering. From the experience of third party operation of catering outlets in Parks, it is anticipated that there would be strong market interest, with resulting financial return to the Council in excess of current surpluses generated.	150	11	14	136	The Catering service has been re-modelled involving some market testing. The level of saving was ambitious hence making full saving challenging.
Sport, Leisure & Culture	255	<b>Community Building Review Play Service Rationalisation</b> - All Play Centres to stay open, with savings being made through introducing shorter operating hours, whilst identifying a new delivery model for Children's Play. Maintain disability play at the current level, but reduce Welsh medium play in line with the overall savings level. Introduce Flying Start at Riverside and Adamsdown Play Centres. As a result grant funding of £90,000 to Menter Caerdydd for Welsh Medium Play will reduce by £6,220 to £83,780 in line with directorate savings levels.  (This is an amended proposal. Previous proposals for Play services totalled £900k but these have now been replaced by this reduced proposal.)	200	0	50	150	This should be read in conjunction with Line 234. The decision to opt for reduced opening hours rather than closing some of the facilities meant that all Play staff were affected. This has meant prolonged negotiations with staff and TU's over slotting and matching. This has inevitably created a delay and the saving is unlikely to be achieved in full. No specific savings have yet been realised but it is anticipated these will be in region of a third. This will be achieved from a staff restructure which will include the introduction of short term contracts and reduced agency staff costs.
Sport, Leisure & Culture	256	<b>Cardiff Story Museum - Operating Model</b> - Secure savings through introduction of a slimmer operating model with skeleton staff and static display, co-staffed with the Tourist Information Centre and through use of volunteers.	180	111	153	27	Part saving has been achieved following the deletion of a post following VS. It is anticipated to deliver the remaining saving through further staff reductions although redeployment costs and a potential shortfall in income generation is likely to result in the saving not being fully achieved this year.
Sport, Leisure & Culture	257	<b>Remodel Sports Development</b> - the Council's Sports Development programme is largely funded by Sport Wales through a Local Authority Partnership Agreement (LAPA). A small core team is financed through the General Fund, but with the majority of staff employed using Sport Wales funding. This proposal paved the way for the service to move to a commissioning model, with a small core team only employed by the Council to define outcomes to be delivered by other agencies through the LAPA funding, and then monitor delivery of these outcomes. It is anticipated that the service would be commissioned on a Neighbourhood basis.	115	115	115	0	The transfer to the MET took effect from July and as a consequence the full saving has been realised.
Sport, Leisure & Culture	258	<b>Pontprennau Community Hall</b> -The use of this building is to be reviewed and the service area budget will be reduced to zero. As mitigation, the Corporate Initiatives budget will fund any costs in 2014/15.	109	109	109	0	The saving has already been realised on the understanding that any delay to the transfer would be funded by Corporate Initiatives.
Sport, Leisure & Culture	259	<b>Savings from Cultural Venues</b> - Savings would be achieved through: (a) new management operator being secured for either St David's Hall or New Theatre, or both, (b) introduction of transaction fees payable on ticket prices (c) closing for short, most costly periods where net savings can be made (d) reduction in staffing	530	197	230	300	The shortfall is linked to the planned new operator which will not be in place this year. Other savings are linked to staff reductions which have taken place and to increased income generation which needs to be monitored during the year.
Sport, Leisure & Culture	260	<b>Bereavement &amp; Registration - Income budget re-alignment</b>	150	150	150	0	A proportion of this saving has already been achieved following the generation of additional income in 2013-14. The remaining saving has been delivered through a staff restructure.

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

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

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

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

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

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



<u>DIRECTORATE &amp; SCHEME</u>	2014-15 Programme	2013-14 Slippage	Budget revision	Virements	Changes & New Approvals	Total 2014-15 Programme	Projected Outturn	(Underspend)/Overspend GF	(Underspend)/Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>City Development</b>													
Cardiff Enterprise Zone	5,300	(14,309)	17,000	0	0	7,991	1,375	0	0	0	(6,616)	0	(6,616)
<b>Property and Asset Management</b>													
Asset Renewal Buildings	130	0	0	(50)	0	80	80	0	0	0	0	0	0
<b>Total Property and Asset Management</b>	<b>130</b>	<b>0</b>	<b>0</b>	<b>(50)</b>	<b>0</b>	<b>80</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>EDUCATION &amp; LIFELONG LEARNING</b>													
<b>Schools</b>													
<b>Planning &amp; Development</b>													
Asset Renewal Buildings	2,963	0	0	41	0	3,004	3,404	400	0	0	0	0	400
Suitability and Sufficiency	500	0	0	0	0	500	500	0	0	0	0	0	0
Early Years - Flying Start	2,908	1,555	(1,321)	0	(245)	2,897	2,600	0	0	0	0	(297)	(297)
Whitchurch High School	1,700	0	0	0	0	1,700	1,700	0	0	0	0	0	0
<b>Total Planning &amp; Development</b>	<b>8,071</b>	<b>1,555</b>	<b>(1,321)</b>	<b>41</b>	<b>(245)</b>	<b>8,101</b>	<b>8,204</b>	<b>400</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(297)</b>	<b>103</b>
<b>Other schemes</b>													
Schools Wireless and ICT	634	0	0	0	(359)	275	275	0	0	0	0	0	0
Schools Energy Efficiency	0	11	0	0	0	11	0	(11)	0	0	0	0	(11)
<b>Total Other schemes</b>	<b>634</b>	<b>11</b>	<b>0</b>	<b>0</b>	<b>(359)</b>	<b>286</b>	<b>275</b>	<b>(11)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(11)</b>
<b>Total Schools</b>	<b>8,705</b>	<b>1,566</b>	<b>(1,321)</b>	<b>41</b>	<b>(604)</b>	<b>8,387</b>	<b>8,479</b>	<b>389</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(297)</b>	<b>92</b>
<b>Schools Organisation Planning</b>													
SOP Other	3,714	0	0	0	0	3,714	7,763	2,209	0	1,840	0	0	4,049
21st Century Schools	38,874	3,719	(3,719)	0	0	38,874	10,961	1,392	0	(16,384)	0	(12,921)	(27,913)
<b>Total Schools Organisation Planning</b>	<b>42,588</b>	<b>3,719</b>	<b>(3,719)</b>	<b>0</b>	<b>0</b>	<b>42,588</b>	<b>18,724</b>	<b>3,601</b>	<b>0</b>	<b>(14,544)</b>	<b>0</b>	<b>(12,921)</b>	<b>(23,864)</b>
<b>ENVIRONMENT</b>													
<b>Waste Management &amp; Recycling</b>													
Asset Renewal Buildings	50	0	0	0	0	50	50	0	0	0	0	0	0
Wedal Road Household Waste Recycling Centre	910	802	0	0	0	1,712	150	0	0	0	(1,562)	0	(1,562)
Waste Management and Collection Infrastructure	0	35	0	0	0	35	115	80	0	0	0	0	80
Materials Recycling Facility refurbishment	45	50	0	0	0	95	95	0	0	0	0	0	0
<b>Total Waste Management &amp; Recycling</b>	<b>1,005</b>	<b>887</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,892</b>	<b>410</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>(1,562)</b>	<b>0</b>	<b>(1,482)</b>
<b>Energy Projects and Carbon Management</b>													
Greener Grangetown	1,650	0	0	0	0	1,650	110	0	0	0	25	(1,565)	(1,540)
Energy Retrofit of Buildings	790	0	0	0	0	790	200	0	0	(590)	0	0	(590)
Radyr Weir	2,200	111	(111)	0	0	2,200	50	0	0	(2,150)	0	0	(2,150)
Solar PV Renewable Energy Initiative	400	(1)	1	0	0	400	400	0	0	0	0	0	0
Carbon Reduction and Salix	0	280	(87)	0	75	268	135	0	0	0	(133)	0	(133)
<b>Total Energy Projects and Carbon Management</b>	<b>5,040</b>	<b>390</b>	<b>(197)</b>	<b>0</b>	<b>75</b>	<b>5,308</b>	<b>895</b>	<b>0</b>	<b>0</b>	<b>(2,740)</b>	<b>(108)</b>	<b>(1,565)</b>	<b>(4,413)</b>

<u>DIRECTORATE &amp; SCHEME</u>	2014-15 Programme	2013-14 Slippage	Budget revision	Virements	Changes & New Approvals	Total 2014-15 Programme	Projected Outturn	(Underspend)/ Overspend GF	(Underspend)/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b><u>HEALTH &amp; SOCIAL CARE</u></b>													
<b><u>Health &amp; Social Care</u></b>													
Asset Renewal Buildings - Adults	70	0	0	(40)	0	30	30	0	0	0	0	0	0
Intermediate Care fund	1,292	0	0	0	0	1,292	1,292	0	0	0	0	0	0
<b>Total Health &amp; Social Care</b>	<b>1,362</b>	<b>0</b>	<b>0</b>	<b>(40)</b>	<b>0</b>	<b>1,322</b>	<b>1,322</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>Childrens' Social Services</u></b>													
Childrens' Social Services Asset Renewal	27	0	0	(7)	0	20	20	0	0	0	0	0	0
<b><u>RESOURCES</u></b>													
<b><u>Technology</u></b>													
Modernising IT to improve Business Processes	1,178	1,655	0	0	0	2,833	922	0	0	0	(1,911)	0	(1,911)
ICT Refresh	400	0	0	0	0	400	400	0	0	0	0	0	0
Members ICT	0	0	0	19	0	19	19	0	0	0	0	0	0
<b>Total Technology</b>	<b>1,578</b>	<b>1,655</b>	<b>0</b>	<b>19</b>	<b>0</b>	<b>3,252</b>	<b>1,341</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,911)</b>	<b>0</b>	<b>(1,911)</b>
<b><u>Facilities Management</u></b>													
Office Accomodation rationalisation	367	139	0	0	160	666	334	0	0	0	(332)	0	(332)
Asset Renewal Buildings	515	0	0	101	0	616	616	0	0	0	0	0	0
Asset Renewal Vehicle Replacement	250	0	0	0	0	250	250	0	0	0	0	0	0
Legionella	0	65	0	0	0	65	5	0	0	0	(60)	0	(60)
CCTV at Council sites	0	50	0	0	0	50	0	0	0	0	(50)	0	(50)
<b>Total Facilities Management</b>	<b>1,132</b>	<b>254</b>	<b>0</b>	<b>101</b>	<b>160</b>	<b>1,647</b>	<b>1,205</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(442)</b>	<b>0</b>	<b>(442)</b>
<b><u>Corporate</u></b>													
Contingency	680	0	0	0	0	680	75	(605)	0	0	0	0	(605)
Cardiff Social Innovation Fund	70	0	0	0	0	70	0	0	0	0	(70)	0	(70)
Invest to Save annual allocation	500	0	0	(57)	(343)	100	100	0	0	0	0	0	0
<b>Total Corporate</b>	<b>1,250</b>	<b>0</b>	<b>0</b>	<b>(57)</b>	<b>(343)</b>	<b>850</b>	<b>175</b>	<b>(605)</b>	<b>0</b>	<b>0</b>	<b>(70)</b>	<b>0</b>	<b>(675)</b>
<b><u>SPORT, LEISURE &amp; CULTURE</u></b>													
<b><u>Parks &amp; Green Spaces</u></b>													
Asset Renewal Buildings	140	0	0	(65)	0	75	75	0	0	0	0	0	0
Asset Renewal Parks Infrastructure	140	(75)	0	0	24	89	89	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	0	0	0	0	100	20	0	0	0	(80)	0	(80)
Heath Park Tennis Courts	0	0	0	0	153	153	153	0	0	0	0	0	0
Hywel Dda Public Open Space	0	130	0	0	0	130	100	0	0	0	(30)	0	(30)
Bishops Palace & Llandaff Belltower	90	17	0	0	0	107	17	0	0	0	(90)	0	(90)
Parc Cefn On	0	17	0	0	0	17	17	0	0	0	0	0	0
Bute Park Restoration	0	203	0	0	18	221	221	0	0	0	0	0	0
S106 schemes	1,359	0	0	0	0	1,359	748	0	0	0	0	(611)	(611)
<b>Total Parks &amp; Green Spaces</b>	<b>1,919</b>	<b>292</b>	<b>0</b>	<b>(65)</b>	<b>195</b>	<b>2,341</b>	<b>1,530</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(200)</b>	<b>(611)</b>	<b>(811)</b>

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

<u>DIRECTORATE &amp; SCHEME</u>	2014-15 Programme	2013-14 Slippage	Budget revision	Virements	Changes & New Approvals	Total 2014-15 Programme	Projected Outturn	(Underspend)/Overspend GF	(Underspend)/Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b><u>Traffic &amp; Transportation</u></b>													
Asset Renewal Transport & Traffic Management	540	0	0	0	0	540	540	0	0	0	0	0	0
Cycling Development Asset Renewal	400	(133)	0	0	0	267	417	0	0	0	150	0	150
Local Transport Plan - Bus Corridors	990	0	0	0	(500)	490	490	0	0	0	0	0	0
Local Transport Fund -Strategic Cycle network	660	0	0	0	(400)	260	260	0	0	0	0	0	0
Local Transport Fund - Active Travel Mapping	0	0	0	0	38	38	38	0	0	0	0	0	0
Local Transport Fund -Walkable Neighbourhoods	25	0	0	0	(25)	0	0	0	0	0	0	0	0
Local Transport Fund -Preparatory works	310	0	0	0	627	937	937	0	0	0	0	0	0
Local Transport Fund - Rail development	20	0	0	0	(20)	0	0	0	0	0	0	0	0
Road Safety Grant - Highway Junction improvements	310	0	0	0	56	366	366	0	0	0	0	0	0
Metro Phase 1 Cycle schemes	0	0	0	0	605	605	605	0	0	0	0	0	0
Transport Grant	2,000	0	0	0	0	2,000	0	0	(2,000)	0	0	0	(2,000)
Safe Routes in Communities (WG)	400	0	0	0	5	405	405	0	0	0	0	0	0
Moving Offences enforcement equipment	390	(12)	12	0	0	390	390	0	0	0	0	0	0
Butetown Pay & Display Invest to Save	100	0	0	0	0	100	100	0	0	0	0	0	0
Canton Pay & Display Machines Invest to Save	0	0	0	0	8	8	8	0	0	0	0	0	0
Asset Renewal Telematics/Butetown Tunnel	330	(3)	0	0	0	327	327	0	0	0	0	0	0
S106 schemes	1,243	0	0	0	0	1,243	500	0	0	0	0	(743)	(743)
<b>Total Traffic &amp; Transportation</b>	<b>7,718</b>	<b>(148)</b>	<b>12</b>	<b>0</b>	<b>394</b>	<b>7,976</b>	<b>5,383</b>	<b>0</b>	<b>(2,000)</b>	<b>0</b>	<b>150</b>	<b>(743)</b>	<b>(2,593)</b>
<b><u>TOTAL GENERAL FUND</u></b>	<b>110,408</b>	<b>6,302</b>	<b>11,521</b>	<b>0</b>	<b>(4,134)</b>	<b>124,097</b>	<b>70,047</b>	<b>3,565</b>	<b>(5,335)</b>	<b>(18,459)</b>	<b>(15,341)</b>	<b>(18,480)</b>	<b>(54,050)</b>
<b><u>PUBLIC HOUSING</u></b>													
Estate Regeneration and Area Improvement Strategies	2,700	0	0	750	0	3,450	3,450	0	0	0	0	0	0
External and Internal improvements to buildings	10,450	0	0	(1,950)	0	8,500	8,500	0	0	0	0	0	0
Energy schemes	0	0	0	0	0	0	0	0	0	0	0	0	0
ARBED ECO Bryn Fedw	65	0	0	550	745	1,360	1,360	0	0	0	0	0	0
Energy efficiency	685	0	0	0	0	685	685	0	0	0	0	0	0
Housing Partnerships Project	1,015	0	0	150	0	1,165	1,165	0	0	0	0	0	0
Disabled Facilities Service	1,675	0	0	500	0	2,175	2,175	0	0	0	0	0	0
Modernising IT to improve Business Processes	510	0	0	0	0	510	210	0	0	0	0	(300)	(300)
Other/Contribution to Affordable Housing	0	0	0	0	345	345	345	0	0	0	0	0	0
<b>TOTAL PUBLIC HOUSING</b>	<b>17,100</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,090</b>	<b>18,190</b>	<b>17,890</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(300)</b>	<b>(300)</b>
<b>TOTAL</b>	<b>127,508</b>	<b>6,302</b>	<b>11,521</b>	<b>0</b>	<b>(3,044)</b>	<b>142,287</b>	<b>87,937</b>	<b>3,565</b>	<b>(5,335)</b>	<b>(18,459)</b>	<b>(15,341)</b>	<b>(18,780)</b>	<b>(54,350)</b>