

CABINET MEETING: 2 JULY 2015

OUTTURN 2014/15

REPORT OF CORPORATE DIRECTOR RESOURCES

AGENDA ITEM: 2

PORTFOLIO: CORPORATE SERVICES & PERFORMANCE

Reason for this Report

1. This report serves to inform the Cabinet of the Council's financial position in respect of the year ending 31 March 2015.

Background

2. The report compares the outturn for the financial year ending 31 March 2015 with the budget for the year for both revenue and capital expenditure and also provides a summary Treasury Management Statement in respect of investments and borrowing. All figures are subject to external audit.
3. The final revenue outturn position shows a surplus of £1.741 million after contributions to and from reserves as compared to the balanced position reported at month nine. The change includes a significant improvement to the directorate positions with the overspends against these budgets reducing by £1.147 million compared to previous projections. This reflects a number of factors including the impact of the measures implemented by the Chief Executive as set out in the month nine monitoring report. Further savings were also identified as a result of a higher surplus on Council Tax and an increase in non-domestic rate (NDR) refunds on Council properties following successful appeals to the Valuation Agency.
4. During the year the Council's monitoring process identified financial pressures in a number of directorates, notably Health & Social Care, Children's Services, Education & Lifelong Learning and Sport, Leisure & Culture. This reflected a range of factors including increased demographic pressures, shortfalls in income and the failure to fully achieve the savings targets set as part of the 2014/15 budget. This is reflected in the outturn position forming part of an overall overspend of £7.650 million on directorate budgets. Apart from Children's Services these areas all reported a reduced overspend compared to the projections at month nine. Additional pressures were identified in Children's Services during the final quarter including additional placements and costs for looked after children which resulted in a

significant increase in the overspend in this area. The overspend on directorate budgets was offset by savings in other areas including Council Tax collection, NDR refunds on Council properties, capital financing and additional income arising from successful performance against the 2013/14 Outcome Agreement Grant.

Issues

5. An overall summary of the position shows:
 - A comparison of revenue spend against budgets shows a surplus of £1.741 million following transfers to reserves and the funding of voluntary severance costs in 2014/15.
 - Directorate budgets showed an overspend of £7.650 million at the year end with overspends of £5.368 million in Health & Social Care, £2.312 million in Children's Services, £1.008 million in Education & Lifelong Learning and £687,000 in Sport, Leisure & Culture. The issues faced by these directorates were set out clearly in monitoring reports during the year. These were offset by underspends in other directorates and by savings in areas such as Council Tax collection and NDR refunds on Council properties.
 - Overall, schools increased their individual reserves by £953,000 (net) in 2014/15 however this does not include the impact of £1.9 million of severance / redundancy costs which will be charged to schools over a five year period commencing in 2015/16. When this is taken into account the overall provision on reserves reduced by £947,000.
 - The Housing Revenue Account (HRA) shows a surplus for the year of £314,000. This sum has been transferred to the HRA Revenue Balance and is available for spending on HRA related issues only.
 - A comparison of capital spend against the budget shows an underspend of £62.8 million representing slippage of £60 million and scheme underspends of £2.8 million.

Revenue

6. Appendix A shows the financial summary for the year while Appendix B provides further details in respect of variations against budget by directorate.
7. Savings targets for each directorate were approved as part of the 2014/15 Budget and are set out in Appendix C to this report. These total £43.833 million against which an overall shortfall of £6.906 million was identified at the year end. This is a reduction of £269,000 compared to the projected shortfall reported at month nine. The shortfall is reflected in the directorate monitoring positions although where possible shortfalls have been offset by savings in other budget areas of that directorate. The £4.0 million General Contingency Budget which was allocated to reflect the risk and planning status of the proposed savings offsets this shortfall

in 2014/15. The shortfall represents a significant challenge particularly given the level of further savings targets approved as part of the 2015/16 Budget. It is essential therefore that directorates continue to progress any outstanding savings from 2014/15 so that these are fully achieved in the current financial year. This will be reviewed as part of the financial monitoring process in 2015/16.

8. The Summary Revenue Account (SRA) consolidates the overall revenue position for the Council and includes various adjustments to the Council's accounts including the revenue impact of changes to the Council's bad debt provision, the revenue effect of balance sheet adjustments and any prior year revenue items which have impacted on the overall revenue position of the Council. As reported during the year, the SRA includes the additional funding of £823,000 which the Council received in respect of the Outcome Agreement Grant. The receipt of this grant was dependent on achieving the outcomes jointly agreed between the Welsh Government and the Council with deductions to be made if the outcomes were only partially achieved or not achieved at all. To reflect this, the 2014/15 Budget Report set out that the receipt of this grant was assumed at 75%. The additional £823,000 was based on successful performance in relation to 2013/14 and increased the funding from this source to £3.305 million.
9. The SRA includes a number of significant commitments including a provision of £394,000 in respect of potential costs against a local land charges claim that has been made against all local authorities. An increase of £218,000 was also made to the provision for potential costs arising from claims in relation to taxi licensing. Contributions were also made to new earmarked reserves: £150,000 to provide funding to support the Council's contribution to any regional development agreement in relation to the City Deal, £125,000 to provide funding for future social care safeguarding and preventative measures and £60,000 to fund due diligence work in relation to NDR debtors. The contingency budget of £2.515 million in relation to waste management costs linked to Project Gwyrdd was fully utilised with transfers made to a provision and earmarked reserve. An amount of £495,000 was transferred to a provision in order to meet future costs arising from the early termination of the contract in respect of automated public conveniences. This will enable revenue budget savings to be achieved in future years. The balance of £2.020 million was transferred to the Waste Management / Project Gwyrdd Reserve in order to support costs in this area in future years. The budget of £7.573 million which was held in the SRA to meet voluntary severance costs was fully utilised as set out below.
10. The funding of voluntary severance costs continues to pose a major challenge for the Council both in relation to current cost and in the medium term. This reflects the impact of the reductions required to be made to the workforce to meet the budget reduction requirement with significant costs being incurred in 2014/15. In total the severance costs incurred during the year amounted to £11.861 million of which £3.569 million was in relation to teaching staff and met from schools budgets, £402,000 was funded via the Housing Revenue Account, £86,000 was

funded by Harbour Authority grant, £117,000 from other grant funding and £16,000 from the Building Control Fee Earning Account. The balance of £7.672 million represents the amount required to be funded by the Council's General Fund. In line with the Code of Practice for Local Government Accounting this includes provision in the 2014/15 accounts for payments relating to severance costs paid in 2015/16 as a result of budget savings agreed in 2014/15. In addition, pension costs to the Council arising as a result of voluntary severance in 2014/15 total £3.583 million of which £93,000 was met in-year. The balance of £3.490 million is funded via the Pension Fund and will be repaid to the Fund over a five year period.

11. The strategy for managing the implications of the exceptionally high severance costs in 2014/15 and the medium term was set out in the 2014/15 and 2015/16 Budget Reports. In 2014/15 the cost to the Council's General Fund of £7.672 million was initially met from the base budget of £7.573 million which had been set aside specifically for this purpose. In line with the agreed strategy the balance of £99,000 was then borrowed from earmarked reserves. All funding was channelled via the Employee Changes earmarked reserve which was established both for this purpose and to manage costs in relation to the implementation of single status. The cumulative borrowing from other reserves in relation to the funding of voluntary severance costs in 2013/14 and 2014/15 now totals £4.377 million. This includes £3.164 million from the SOP Reserve, £501,000 from the Housing Options Centre Reserve, £364,000 from the Homelessness Reserve and £348,000 from the Housing Support Reserve. These amounts will be repaid from revenue budgets over the next three years as set out in the 2015/16 Budget Report.
12. The surplus on Council Tax increased from £2.1 million at month nine to £2.933 million at the year end. The increase is largely due to a saving against the Council Tax bad debt provision and reflects improvements to the overall collection rate. This was identified as part of the balance sheet review exercise undertaken in support of the 2015/16 Budget with an amount of £595,000 being identified at that time from a resetting of the provision for Council Tax bad debts. This amount will therefore be utilised as part of the funding of the 2015/16 Budget. Overall, the Council Tax surplus reflects a number of factors including a higher than estimated number of properties across the city, lower levels of exemptions and an improved collection rate resulting in an overall reduction to the bad debt provision. A saving of £1.651 million was also reported in relation to refunds of non domestic rates (NDR) on Council properties achieved through the appeals process. This was £277,000 higher than the figure reported at month nine. The overall level of refunds includes significant sums 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.
13. During the year expenditure was incurred on various corporate initiatives. These include funding contributions towards the Ice Rink, the UEFA Super Cup, the World Half Marathon, the Cardiff Half Marathon, Glamorgan Cricket Club, the Heineken Cup and the Children's Literature

Festival. In line with the 2014/15 Budget Report funding was also provided to support the continued operation of Pontprennau Community Hall during the year. The final outturn position on corporate initiatives showed an underspend of £11,000 and this is reflected in the outturn position for Corporate Management.

14. School balances currently stand at £0.613 million deficit. The main reason for this deficit is that £1.9 million of severance / redundancy payments were paid in 2014/15 over and above the budget held in schools. This figure will be charged to school budgets over a five year period commencing in 2015/16. A budget of £380,000 has been set aside within school budgets to fund this. The individual schools hold a surplus balance totalling £1.287 million.
15. The table below sets out the balances held by individual schools as of 31 March 2015 -

2014/15	£m	% of Delegated Budget
Primary	3.005	2.71
Secondary	(2.262)	(2.72)
Special	0.544	4.83
Total – Individual Schools	1.287	0.62
Severance/Redundancy Costs	(1.900)	
Overall Balance	(0.613)	

16. The Individual figures within the above table show a mixed trend with roughly half the schools across each phase reducing their balances and half increasing their balances.
17. Although the overall percentages of balances are within DfES guidelines there are significant variations between schools. The number of Primary schools holding balances in excess of the School Funding (Wales) regulations of £50,000 has increased from 22 to 32 whilst three Secondary / Special Schools hold balances in excess of the prescribed level of £100,000.
18. It was anticipated during the year that Primary schools as a group would reduce their balances considerably. However, a combination of grant funding and delays on the completion of work has led to greater than anticipated balances.
19. In setting individual school budgets for 2015/16, indications are that individual school balances which are in surplus are being used to set balanced budgets. However, this was also the case in 2014/15 and still overall school balances increased in totality. The Council will review individual school balances that are held in excess of the Welsh Government prescribed limits and consider if there is a need to claim back any excess surplus. Currently, the intention remains for it to only be

in the case where it is clear that the school is unable to spend them in a responsible and reasonable manner. Currently, no school fits this criteria.

20. It is noted that there are twenty one schools in Cardiff with negative balances amounting to £3.76 million. Of that figure, £3.09 million is in respect of seven schools in the secondary sector. Work will continue in partnership with the individual school governing bodies to ensure that these deficits are managed downwards over a period of time.
21. During 2014/15, Rumney High school closed and the deficit of £834,545 was charged to the School Organisation Plan reserve.
22. In line with standard accounting practice a number of budgeted and anticipated contributions to and from reserves have been reflected in the 2014/15 accounts. In accordance with Council Minute 799(8) transfers to new earmarked reserves have also been effected and these are set out in Appendix D together with their purpose. Overall, Other Earmarked Reserves within the General Fund have increased by a net figure of £4.823 million during 2014/15. Significant contributions to this figure include the Cardiff Enterprise Zone reserve of £1.40 million, Waste Management/Prosiect Gwyrdd reserve of £2.020 million and the Insurance reserve of £1.03 million. Significant contributions from reserves include £1.28 million from the Schools Organisational Plan reserve and £571,000 from the Bereavement Services reserve. Reviews of earmarked reserves, provisions and other accounts have been carried out and amounts charged or released to the Council Fund Balance where appropriate. These transfers have been effected through the Summary Revenue Account.
23. Following transfers to earmarked reserves and provisions the revenue outturn shows a surplus of £1.741 million. The table below sets out the movement in the accounts that make up that figure.

	£000
Net service position - Deficit	(7,461)
Contingency	4,000
Summary Revenue Account & Capital Financing	1,125
Contribution to new earmarked reserves	(524)
Surplus on Discretionary Relief	17
Council Tax collected in excess of budget	2,933
NDR refunds on Council properties	1,651
Net Revenue outturn - surplus	1,741

24. From the surplus above £595,000 is set aside to be used to fund the 2015/16 budget as per the budget report.
25. The position on the Council Fund Balance as at 31st March 2015 now stands at £13.154 million. The Section 151 Officer has reviewed this

reserve and considers the balance prudent given the unbudgeted risks that the Council faces albeit that the position will be further reviewed as part of the 2016/17 budget preparation. These financial risks were set out in the 2015/16 Budget Report.

Civil Parking Enforcement

26. Civil Parking Enforcement is a ring-fenced account. The income generated from car parking fees, moving traffic offences and residents permits is used to fund the operational costs and to subsidise the enforcement unit. Any surplus or deficit will be transferred to the Parking Reserve and can only be used for specific purposes such as supporting transportation services, parking and highway services in accordance with Section 55 of the Road Traffic Regulations Act 1984.
27. The trading position for 2014/15 showed a surplus of £3.874 million which consisted of income of £7.817 million and expenditure of £3.943 million. This represents a significant increase compared to the level of surplus achieved in 2013/14. The increase was largely due to the introduction of the Moving Traffic Offences scheme during the year albeit that income levels in this area were slightly below target.
28. Income figures showed an adverse variance of £481,000 compared to budget. This included lower than anticipated income of £388,000 on car parking fees, £111,000 on penalty charge notices and £9,000 on residents parking permits. Income from the Moving Traffic Offences scheme was also below target by £27,000. These were partly offset by other income of £54,000. Expenditure against budget showed an overall underspend of £293,000. This included vacancy savings and other employee underspends of £419,000, partly offset by additional costs in other areas including £55,000 on support services primarily in relation to ICT and CTS recharges above budget. In addition, premises costs were £23,000 above budget with the balance of the variance due to overspends on supplies and services and capital financing costs. The net effect of these was a deficit of £188,000 against budget.
29. When the trading surplus of £3.874 million is applied to the brought forward figure of £121,000 the balance in the Parking Reserve is increased to £3.995 million. However eligible expenditure totalling £3.926 million was drawn down from the reserve in respect of various items leaving a balance of £69,000 at the 31 March 2015.

Parking Reserve

2013/14		2014/15
£000s		£000s
681	Parking Reserve brought forward	121
2,877	Annual trading surplus	3,874
3,558		3,995
	Utilisation	
3,050	Contribution to overall provision for transportation	3,926
387	Cardiff East Park & Ride subsidy	0
3,437		3,926
121	Parking Reserve Balance	69

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

Housing Revenue Account

31. The Housing Revenue Account (HRA) for 2014/15 shows a surplus of £314,000; an increase of £114,000 compared to the position reported at month nine. The overall position as set out in Appendix F reflects a range of variances. This includes an underspend of £643,000 on employee costs reflecting vacancies and other savings against staffing budgets during the year. There was also a significant saving of £643,000 against supplies and services budgets, including insurance costs of £202,000, tenant's removal expenses of £102,000 and a range of other budget headings including IT costs, mobile working costs, court fees and bank charges. Other savings include an underspend of £835,000 in the level of HRA subsidy payable to the Welsh Government and an underspend on capital financing costs of £347,000. In addition, there was an underspend of £312,000 against the budgeted increase to the Bad Debt Provision. This budget provided for the potential impact on rent arrears of the new under occupancy rules. However, the year end position based on service area statistics of debt movements indicated a significantly lower impact than anticipated. The variance also included a saving of £252,000 on support staffing due to reduced staff recharges.
32. These variances were partly offset by a net overspend of £3,152,000 on premises costs. This position includes a deficit of £3,970,000 on the Housing Repairs Account, reflecting a combination of additional work together with the settlement of a significant number of external contractor invoices previously in dispute. This overspend also includes an unbudgeted £200,000 provision for future settlement of outstanding external contractor invoices still in dispute in relation to variations. The overspend on the Housing Repairs Account is partly offset by savings of £818,000 on other premises budgets. This includes savings of £300,000 in relation to the budget set up for additional street cleansing and litter services and an underspend of £200,000 on site clearance costs for the Housing Partnership Project. Other premises underspends including facilities management and utility costs account for the balance of the variance. In addition, there were savings of £70,000 on transport costs and £15,000 within third party payments.
33. Income budgets showed an overall over recovery of £349,000. A reduction in void allowances partly offset by rental and service charge income below target accounted for £216,000 of this variance. In addition, an increase in Supporting People grant for the two hostels within the Housing Revenue Account accounted for £42,000 of the variance. A £40,000 deficit in recharges mainly relates to lower than anticipated staff recharges to capital schemes. The balance of the variance was due to income above budget in relation to a number of miscellaneous income targets. It is proposed that the overall surplus of £314,000 on the HRA be transferred to HRA Balances and used to fund future initiatives and spend in the HRA Capital Programme including the Housing Partnership Project.

Activities Inherited from Cardiff Bay Development Corporation including Harbour Authority

Cardiff Harbour Authority

34. A new three year budget was 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 to be achieved through a combination of staffing reductions, efficiency savings and increased income generation.
35. An additional claim for £12,000 was made during the year to cover costs associated with employee voluntary severance costs. This increased the budget allocation to £6.409 million.
36. The financial outturn at 31st March 2015 indicates an annual draw down of Welsh Government funding of £6.369 million, resulting in an overall variance of £40,000.

Budget Category	Budget £000	Out-turn £000	Variance £000
Expenditure	6,765	6,931	166
Income	(700)	(886)	(186)
Fixed Costs	6,065	6,045	(20)
Asset Renewal	332	324	(8)
Additional Claims	12	0	(12)
TOTAL	6,409	6,369	(40)

37. As no significant unforeseen circumstances arose during 2014-15 the contingency budgets to cover the associated risks were not required. This generated savings against the Environment and Groundwater monitoring budgets in addition to lower Barrage maintenance expenditure. Furthermore a significant increase in income was achieved mainly through additional car parking fees although higher levels were also achieved from harbour dues, water activities and various other sources.
38. Following an internal audit it became apparent that there was an over valuation of stock on the Balance Sheet. The majority of this related to items of equipment that should have been classified as assets rather than stock. To correct this it was necessary to write-down the value of stock which has partly offset the generated savings.
39. The underspend of £8,000 against the Asset Renewal budget reflected lower than anticipated costs against several schemes.
40. An additional claim was approved to part fund employee voluntary severance costs. However due to the more favourable outturn position this

was not required and will be returned to the Welsh Government in 2015-16.

41. The balance in the Project and Contingency Fund at 1st April 2014 was £734,968. In year contributions of £165,122 were made reflecting two capital receipts from the disposal of land and the transfer of the share of the 2013/14 underspend against the Fixed Cost budget. The cost of the high ropes facility at Cardiff International White Water was £203,387 and this has been fully financed by the Fund. This leaves a balance at the 31st March 2015 of £696,703 which will be retained for further improvement work and as a contingency against any unscheduled maintenance which may exceed the Fixed Cost budget.

Capital

42. The Council spent £82.5 million on capital expenditure across a range of services with £19.7 million of this in relation to Public Housing. Capital expenditure was funded from a number of sources including external grants and contributions, sale of surplus assets and also by borrowing money which will need to be repaid over time. Whilst £8.3 million of this borrowing is supported by WG, the additional unsupported borrowing of £28.3 million is required to be repaid by the Council from existing budgets or future land sales.
43. Slippage involves either external funding or the Council's own resources being carried forward into future years, or brought forward into the current year in order to meet changed profiles of expenditure compared with those originally envisaged when the Capital Programme was set. Slippage can also arise as a result of alternative sources of funding being made available in year. In 2014/15 slippage of £60.256 million into 2015/16 is recorded across the General Fund and Public Housing. Slippage was identified early on key schemes, however the levels of slippage at Outturn is higher than predicted at Month 9 across Directorates.
44. The 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 the weather and statutory and non statutory approval processes. Directorates are regularly reminded of the need to set achievable expenditure profiles and to identify slippage at an early stage.
45. The paragraphs below summarise the Outturn position of the Capital Programme for both the General Fund and Public Housing, with further detail provided at Appendix G and H. It should be noted that this Outturn position together with the funding of the Capital Programme is subject to audit.

General Fund

46. The Outturn for the year is £62.849 million, a variance of £62.842 million. This is represented by a net underspend of £3.035 million together with slippage of £59.807 million.

47. The net underspend of £3.035 million, includes a net underspend of £2 million for Transport Grants and £3.528 million for the Urban Broadband scheme. This was reduced by an overspend of just over £3 million on the Schools Organisation Planning Programme. Further detail in respect of the Capital Programme including these overspends is included in Appendix G.
48. The net slippage carried forward figure of £59.807 million includes £28.549 million for the Schools Organisation Planning Programme, £7.155 million for the Cardiff Enterprise Zone and £5.147 million for completion of highways schemes. Further details are included in Appendix H. This figure is higher than the slippage figure at Month 9 which was reported as £52.280 million.
49. A summarised General Fund Capital Outturn position against Directorates is shown in the table below. Further scheme detail is shown in Appendix G.

Capital Programme 2014/15	Budget	Outturn	Variance	Variance represented by:	
				(Under)/ Over spend	Slippage
	£000	£000	£000	£000	£000
Communities, Housing & Customer Services					
Neighbourhood Regeneration	2,159	1,688	(471)	(19)	(452)
Citizen Hubs	2,857	1,645	(1,212)	0	(1,212)
Libraries	93	5	(88)	(12)	(76)
Housing	4,294	4,245	(49)	(49)	0
Economic Development					
Economic Development	8,595	4,287	(4,308)	(3,528)	(780)
City Development & Major Projects	8,808	1,653	(7,155)	0	(7,155)
Property and Asset Management	124	41	(83)	0	(83)
Education & Lifelong Learning					
Schools General	8,029	7,546	(483)	(10)	(473)
Schools Organisation Planning	42,588	17,219	(25,369)	3,180	(28,549)
Environment					
Waste Management & Recycling	1,960	380	(1,580)	83	(1,663)
Energy Projects & Carbon	5,682	1,113	(4,569)	0	(4,569)

Management					
Health & Social Care					
Adult Social Care	1,498	1,498	0	0	0
Resources					
Technology	3,251	757	(2,494)	0	(2,494)
Facilities Management	1,217	775	(442)	0	(442)
Central Transport Services	250	273	23	0	23
Corporate	750	0	(750)	(680)	(70)
Sport, Leisure & Culture					
Parks & Green Spaces	2,452	1,205	(1,247)	0	(1,247)
Leisure	5,288	1,094	(4,194)	0	(4,194)
Venues & Cultural Facilities	182	102	(80)	0	(80)
Bereavement & Registration Services	850	850	0	0	0
Harbour Authority	527	527	0	0	0
Strategic Planning, Highways, Traffic & Transportation					
Strategic Planning	262	38	(224)	0	(224)
Highway Maintenance	15,805	10,658	(5,147)	0	(5,147)
Traffic & Transportation	8,170	5,250	(2,920)	(2,000)	(920)
Total	125,691	62,849	(62,842)	(3,035)	(59,807)

Funding

50. The Council funded the General Fund Capital Programme from a number of sources including external grants, borrowing, revenue sources, capital grants and external contributions. A summary showing the funding sources for capital expenditure in 2014/15 is shown below:

General Fund - Funding Source for 2014/15 Capital Programme	Amount £M	% of Funding
WG supported borrowing	8.3	13.2
WG General Capital Grant	5.1	8.1
WG and other external grants	17.2	27.4
Additional unsupported borrowing	6.7	10.6
Invest to Save unsupported borrowing	20.4	32.5
Revenue & Reserves	1.8	2.9
Capital receipts	1.5	2.4
External contributions	1.8	2.9
Total	62.8	100

51. The Council received from WG general capital grant and support within the settlement to meet the revenue financing costs of a specified level of borrowing. These sources of funding totalled £13.4 million. In addition the Council can enter into unsupported borrowing which has to be fully

met through the revenue budget in future years. In 2014/15 the Council used unsupported borrowing of £27.1 million to support General Fund capital expenditure which equates to 43.1% of total funding. Of this £20.4 million was for 'Invest to Save' borrowing, repayable from revenue budgets with the remaining £6.7 million borrowing required to balance the budget.

Section 106 schemes

52. The table below shows the Section 106 and other contributions at Outturn compared to original projections at the time of setting the budget. It also shows the balance of contributions held at 31 March 2015 to be spent in later years. Where there has been continued slippage over years, it is essential that Directorates put in place plans and resources to ensure sums held are spent to provide improvements to services.

	Original Projection	Outturn	Variance	Balance as at 31.3.2015
	£000	£000	£000	£000
Traffic & Transportation	986	242	(744)	2,009
Parks & Sport	1,359	614	(745)	3,197
Neighbourhood Regeneration	129	92	(37)	284
Planning	112	46	(66)	568
Hubs	313	23	(290)	313
Libraries	0	0	0	12
Business Development	12	12	0	0
Economic Development	370	56	(314)	972
Housing	0	0	0	2,274
Schools	0	0	0	270
Total	3,281	1,085	(2,196)	9,899

53. The Parks Directorate slippage is due primarily to continued staff capacity issues within the landscape design service and the diversion of resources to accommodate work connected with the development of the Local Development Plan and the increase in planning related work.
54. The Traffic & Transportation Section 106 budget of £986,000 is made up of over 70 individual contributions, ranging in value from £1,000 to £122,000. Monies are used for schemes including: public transport improvements; telematics; bus shelters and bus boarders. The Directorate concentrated resources during 2014/15 on schemes which were externally funded, in order to avoid missing grant deadlines. The actual Outturn is £242,000 with schemes now profiled for implementation in future years.
55. The Hubs budget of £313,000 includes £109,000 for the new STAR Hub and £204,000 for phase one improvements at St Mellons Hub. Both these schemes are due to start on site in 2015/16.

56. A contribution held under Economic Development was received towards dilapidations costs at Llanrumney Hall. This is dependant on plans for alternative use of the site and is now expected to be utilised in 2015/16.

Capital Receipts

57. The Capital Programme approved by Council in February 2014 included an estimate of £1 million for non earmarked general fund capital receipts from development sites and the sale of non-operational property. The budget report of February 2015 also highlighted the need to accelerate a reduction in the Council's asset base to support the affordability of the Capital Programme. A total of £1.5 million was received in 2014/15 including £500,000 from the sale of industrial units at Ipswich Road Industrial Estate, and £547,000 for land at Oxford Street and Caxton Place.
58. Former operational sites including 150 Thornhill Road, Meteor Street home, Scientific Laboratory at Croft Street and Ely Library were appropriated to the Housing Revenue Account from the General Fund. The total value of the appropriation from the General Fund to the Housing Revenue Account during 2014/15 was £1.1 million. The latter two sites have been included in the second phase of the Partnering scheme being developed to increase the level of affordable housing in the city.

Public Housing

59. The Outturn for the Public Housing Capital Programme is £19.665 million compared with the budget of £20.114 million, with a variance of £449,000 which is recorded as slippage.
60. The table below summarises the funding sources for the 2014/15 Public Housing Capital Programme:

Public Housing - Funding Source for 2014/15 Capital Programme	Amount £M	% of Funding
Major Repairs Allowance (WG grant)	9.6	48.7
Additional unsupported borrowing	1.2	6.1
Revenue & Reserves	3.8	19.3
Other WG grants and contributions	1.9	9.6
Capital receipts	3.2	16.3
Total	19.7	100

61. The Outturn included £3.968 million spent on estate regeneration. The key schemes delivered within this in 2014/15 include: Trowbridge Mawr estate regeneration scheme (£1.066 million) which has progressed ahead of target. The scheme has delivered much needed improvements including new boundary walls, railings, gully and courtyard enhancements. A similar scheme is being delivered in Hodges Square and both schemes will continue into 2015/16.

62. Other city wide external and internal improvements to buildings include kitchen and bathroom replacements (£913,000), communal flooring to flats (£1.125 million), windows and door replacements (£1.044 million), fencing upgrades (£927,000) and disabled adaptations (£1.948 million). The Directorate has replaced 1,353 inefficient boilers at a cost of £2.719 million with 'A' rated systems making a real impact against the issue of fuel poverty.
63. Included in energy schemes is an allocation of £428,000 towards a solar scheme in Trowbridge Mawr which provided photo voltaic panels to 100 households, as part of the Council's commitment to the WG Outcome Agreement Grant. Additional grant funding was provided by WG in 2014/15 under the ARBED Grant. Of this £1.471 million has been spent on external wall installation which is in line with the aims of this grant to reduce climate change and help eradicate fuel poverty.
64. The Major Repairs Allowance (MRA) grant was fully utilised this year, the Directorate should continue to ensure that procurement and contracts are in place to ensure full use of MRA grant in 2015/16.
65. Work has continued to clear Housing Partnership Programme sites of existing buildings ready for development. This includes the demolition of Ty Newydd, Llanrumney Housing Office and Depot. Relocation costs and works to start the demolition of Braunton Crescent accounts for a large proportion of the £958,000 expenditure.

Public Housing Capital Receipts

66. Capital Receipts of £1.7 million were generated from the sale of Council dwellings under the Right to Buy scheme. A further £2.4 million has been generated from the sale of various freeholds and retained equity held. Receipts have been either set aside to repay debt in accordance with statutory requirements or used to pay for expenditure on the Capital Programme in 2014/15.

Treasury Management

67. The Council continued to adopt a pragmatic approach to its treasury management activities in 2014/15. This was in accordance with the strategy approved at Council in February 2014.
68. During the year periodic reports on Treasury Management were submitted and reviewed by the Council's Audit Committee as well as at Cabinet and Council meetings.

Investments

69. At 31 March 2015, investments arising from temporary cash balances stood at £54.9 million. The balance of investments is taken at a point in time and will fluctuate depending on the timing of income and expenditure e.g. payments to suppliers, receipt of grants and capital receipts.

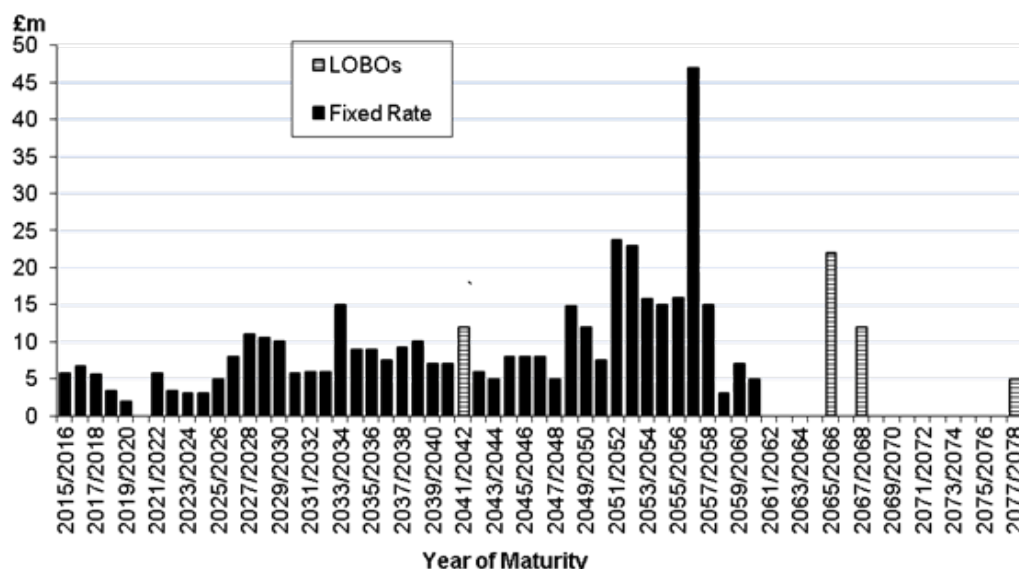
70. The overall level of interest receivable from treasury investments totalled £504,000 including interest on the £1 million Local Authority Mortgage Scheme indemnity. The average rate of interest on investments achieved for 2014/15 was 0.61% which compared favourably against the 7 day LIBID rate of 0.35% and the 3 Month LIBID rate of 0.43%. Whilst performance compared to industry benchmarks is positive, the historically low rate of return can be attributed to the Bank of England base rate which has remained at 0.5% during 2014/15.
71. The counterparties (organisations) with whom the Council invests were closely monitored in accordance with the criteria set out in the Council's Investment Strategy for 2014/15. Where possible the Council sought to diversify investments across organisations.

Borrowing

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

31 March 2014			31 March 2015	
£m	Rate (%)		£m	Rate (%)
420.7		Public Works Loan Board (PWLB)	418.1	
52.0		Market	52.0	
0.6		Other	0.4	
473.3	5.22	Total External Debt	470.5	5.19

73. The average rate on the Council's borrowing reduced from 5.22% at 31 March 2014 to 5.19% at the 31 March 2015. Total interest paid on external debt was £24.678 million, of which £4.806 million was charged to the Housing Revenue Account.
74. The maturity profile of borrowing at 31 March 2015 is shown in the chart below.



75. During 2014/15 the Council repaid £7.818 million of maturing loans. Whilst borrowing rates have remained higher than investment rates for most of 2014/15, the Council has undertaken internal borrowing which involves using temporary cash balances in the short term rather than undertaking external borrowing. In addition to the short term financial benefits, it also reduces exposure to credit risk. The risk attached to internal borrowing is that the Council may have to borrow at higher rates in the future when borrowing becomes a necessity. The level of internal borrowing at 31 March 2015, subject to audit is £26 million.
76. In recognition of these risks, £5 million of the Council's long term borrowing requirement was undertaken to partially mitigate against the risk of rising longer term interest rates. This was taken at a rate of 3.52% and with a maturity of 24 years. The decision took into account advisor's trigger rates for new borrowing as well as Audit Committee comments about exposure to significant levels of internal borrowing.
77. Whilst not reflected in the position as at 31 March 2015. in line with previous reports to Council and Cabinet, the Council undertook £187 million of PWLB loans in April 2015 to make a settlement payment or 'Buy-out' from the Housing Revenue Account Subsidy System. Further details of the payment and Treasury Management implications of the settlement payment will be reported as part of the first Budget Monitoring report of 2015/16.

Reasons for Recommendations

78. The report is for information and serves to complete the financial monitoring processes for 2014/15.

Legal Implications

79. It is a Council responsibility to set the budget and policy framework and to approve any changes thereto or departures there from (save for the provisions of the Constitution that provide for the Cabinet to approve such changes or departures in urgent circumstances). It is a Cabinet responsibility to receive financial forecasts including the medium term financial strategy and for the monitoring of financial information.

Financial Implications

80. Overall, a comparison of revenue spend against budget shows a surplus of £1.741 million of which £595,000 is already committed to supporting the 2015/16 Budget.
81. Directorate budgets showed an overspend of £7.650 million at the year end with overspends of £5.368 million in Health & Social Care, £2.312 million in Children's Services, £1.008 million in Education & Lifelong Learning and £687,000 in Sport, Leisure & Culture. These were offset by underspends in other directorates and by savings in areas such as Council Tax collection and NDR refunds on Council properties.

82. A shortfall of £6.906 million was reported against the £43.833 million budget savings targets for 2014/15. This is a concern particularly given the level of savings targets approved as part of the 2015/16 Budget. It is essential that directorates continue to progress any outstanding savings from 2014/15 so that these are fully achieved in the current financial year.
83. Overall, severance costs of £7.672 million were required to be funded by the Council's General Fund. This was an exceptional level of cost reflecting the impact of the workforce reductions necessary to meet the budget reduction requirement. The costs were funded from available base budgets together with borrowing from earmarked reserves in line with the financing strategy set out in the 2015/16 Budget Report.
84. The Council Fund Balance at 31 March 2015 is £13.154 million of which £595,000 is already committed to supporting the 2015/16 Budget. The Section 151 Officer has reviewed this reserve and considers the balance prudent given the unbudgeted risks that the Council faces albeit that the position will be further reviewed as part of budget preparation for 2016/17. These financial risks were set out in the 2015/16 Budget Report.
85. Overall, schools increased their individual reserves by £953,000 (net) in 2014/15 however this does not include the impact of £1.9 million of severance / redundancy costs which will be charged to schools over a five year period commencing in 2015/16. When this is taken into account the overall position on reserves reduced by £947,000.
86. The Capital Programme Outturn for the General Fund and Public Housing for 2014/15 is £82.514 million resulting in a total variance of £63.291 million of which £60.256 million is in relation to slippage. The level of slippage has been high throughout the year and as highlighted in previous monitoring reports directorates are reminded of the need to allocate sufficient resources to support the delivery of capital schemes and to report slippage as early as possible
87. The table below shows the movements in projected General Fund slippage from Month 4 through to Outturn. Slippage of over £51 million has been identified since month 6 which indicated that slippage in reporting at an early stage within the financial year however regardless of this the overall quantum of slippage is too high. In addition there was an increase in slippage between month 9 and outturn of £7.721 million.
88. In respect of General Fund schemes, excluding SOP, the increase from Month 9 to Outturn of £6.637 million principally relates to increases in Highways Maintenance £3.448 million, Technology £583,000 and Cardiff Enterprise Zone £539,000. For SOP schemes the increase in the level of slippage between month 9 and Outturn was £1.084 million. The overall SOP slippage is in the main linked to resetting the SOP Programme following a resubmission of the overall strategic business case to Welsh Government and the Cabinet approval of the reconfigured scheme in March 2015.

General Fund Slippage	Month 4 reported slippage	Month 6 reported slippage	Month 9 reported slippage	Outturn slippage
	£M	£M	£M	£M
General Fund (excluding SOP)	20,247	23,961	24,815	31,258
SOP schemes	20,546	27,159	27,465	28,549
Total	40,793	51,120	52,280	59,807

89. In respect of General Fund schemes, excluding SOP, the increase from Month 9 to Outturn of £6.637 million mainly relates to increases in Highways Maintenance £3.448 million, Technology £583,000 and Cardiff Enterprise Zone £539,000.
90. As detailed above directorates have a responsibility to plan and project capital expenditure within a capital programme effectively. To do otherwise can impact on the effective allocation of resources and can also have an associated impact on projecting the level of capital charges within the revenue budget.
91. Directors have previously been reminded of the importance of minimising and reporting slippage. This position will be emphasised again and a lessons learned document will be produced for 2014/15 focusing on the main areas of slippage so that the main reasons can be documented against standardised categories to allow consideration at a council wide level of reasons for this occurrence.

RECOMMENDATIONS

The Cabinet is recommended to note:

- (1) the report and the actions taken in respect of the Council's accounts for 2014/15
- (2) that this report will form an Appendix to the Financial Statements report to be considered at the Council meeting in September 2015

CHRISTINE SALTER

Corporate Director Resources

26 June 2015

The following Appendices are attached:

- Appendix A - Revenue 2014/15
- Appendix B - Directorate Variances
- Appendix C - Budget Savings 2014/15
- Appendix D - Earmarked Reserves
- Appendix E - Civil Parking Enforcement 2014/15
- Appendix F - Housing Revenue Account 2014/15
- Appendix G - Capital Scheme Updates
- Appendix H - Capital Programme 2014/15

REVENUE 2014/2015

	CASH LIMIT BUDGETS			OUTTURN			VARIANCES				VARIANCES		
	Gross Controllable Budget £000's	Income £000's	Net Expenditure £000's	Gross Controllable Spend £000's	Income £000's	Net Expenditure £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's	Contribs to new reserves £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's
Service Area													
Childrens Services	51,412	(5,331)	46,081	53,735	(5,342)	48,393	2,323	(11)	2,312	0	2,323	(11)	2,312
Communities, Housing & Customer Services	250,728	(207,624)	43,104	249,492	(207,245)	42,247	(1,236)	379	(857)	0	(1,236)	379	(857)
Corporate Management	26,907	(311)	26,596	26,754	(300)	26,454	(153)	11	(142)	0	(153)	11	(142)
County Clerk & Monitoring Officer	4,136	(264)	3,872	5,029	(1,175)	3,854	893	(911)	(18)	0	893	(911)	(18)
Economic Development	9,721	(9,107)	614	11,522	(10,913)	609	1,801	(1,806)	(5)	0	1,801	(1,806)	(5)
Education & Lifelong Learning	309,147	(79,363)	229,784	309,671	(78,879)	230,792	524	484	1,008	0	524	484	1,008
Environment	46,203	(19,616)	26,587	46,538	(20,121)	26,417	335	(505)	(170)	63	398	(505)	(107)
Health & Social Care	110,944	(15,812)	95,132	116,558	(16,184)	100,374	5,614	(372)	5,242	126	5,740	(372)	5,368
Resources	29,232	(10,692)	18,540	28,606	(10,658)	17,948	(626)	34	(592)	0	(626)	34	(592)
Sports, Leisure & Culture	49,541	(34,220)	15,321	51,372	(35,364)	16,008	1,831	(1,144)	687	0	1,831	(1,144)	687
Strategic Planning, Highways and Traffic & Transport	49,250	(22,358)	26,892	49,128	(22,240)	26,888	(122)	118	(4)	0	(122)	118	(4)
Capital Financing etc	39,477	(3,517)	35,960	38,835	(3,113)	35,722	(642)	404	(238)	0	(642)	404	(238)
General Contingency	4,000	0	4,000	0	0	0	(4,000)	0	(4,000)	0	(4,000)	0	(4,000)
Summary Revenue Account	12,555	0	12,555	12,798	(1,130)	11,668	243	(1,130)	(887)	335	578	(1,130)	(552)
Discretionary Rate Relief	250	0	250	233	0	233	(17)	0	(17)	0	(17)	0	(17)
Total	993,503	(408,215)	585,288	1,000,271	(412,664)	587,607	6,768	(4,449)	2,319	524	7,292	(4,449)	2,843
NDR refunds on Council properties	0	0	0	0	(1,651)	(1,651)	0	(1,651)	(1,651)	0	0	(1,651)	(1,651)
Council Tax Collection	0	0	0	0	(2,933)	(2,933)	0	(2,933)	(2,933)	0	0	(2,933)	(2,933)
Total	993,503	(408,215)	585,288	1,000,271	(417,248)	583,023	6,768	(9,033)	(2,265)	524	7,292	(9,033)	(1,741)

REVENUE

APPENDIX B

The main variances against directorate revenue budgets were as follows:

Capital Financing (£238,000)

(£500,000) Month 9

1. The capital financing budget for the General fund includes items such as external interest payable on borrowing, interest receivable and prudent provision for the repayment of historic capital expenditure funded by borrowing. The surplus for the year was £238,000, with the main variances highlighted below.
2. The Council continued to utilise internal borrowing where deemed manageable in accordance with its Treasury Management Strategy for 2014/15 and slippage in the Capital programme also deferred the need to undertake external borrowing during the year. 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. Deferral of borrowing compared to when originally planned as well as a higher share of interest payable by the HRA in accordance with required statutory formula, has resulted in a saving of circa £1.25 million during 2014/15. Interest receivable on investments was also £200,000 higher, however these benefits were offset in part by reduced interest receivable from the 21st Century school financial model and other invest to save schemes than originally budgeted. This amounted to £570,000 and reflected slippage in the capital programme. The Council was able to maintain its prudent approach to provision of repayment of debt in line with the policy set at Council in February 2014, including making additional provision for capital expenditure totalling £700,000 incurred in previous years, which will assist in meeting savings targets in future years.

Children's Services +£2,312,000

+£1,600,000 Month 9

3. The outturn position for Children's Services shows an overspend of £2.3 million, an increase of £712,000 compared to the position reported at month nine. The change reflected a number of factors including increased costs in relation to external residential and fostering placements, leaving care, adoption fees and allowances and external legal costs. These were partly offset by savings in other areas including Child Health & Disability and through the utilisation of grant funding to reduce costs in relation to training and youth justice. 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 was 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 of the service to April 2015 increased the cost by £225,000 in 2014/15 with a further £50,000 to be funded in 2015/16.

4. 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 overspend. These pressures were alleviated to a certain extent by mitigating actions taken in respect of guardianship allowances which provided a significant offsetting saving during the financial year. Total savings of £2.516 million were achieved against the £2.655 million savings targets set as part of the 2014/15 budget leaving a shortfall of £139,000. This is reflected in the directorate outturn position.
5. An overspend of £2.424 million was reported 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. The overspend of £1.3 million on the external fostering budget reflected a significant increase in the number of placements with numbers increasing by 37 compared to the equivalent period in 2013/14. Although there was only a small increase in residential placement numbers in 2014/15 there was a noticeable increase in projected costs due to the relative cost mix of individual placements. The overspend of £1.1 million in this area also reflected 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.
6. Other costs of looked after children, including support for those leaving care in the +16 age group also reported a significant overspend of £367,000. 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 are also affected by the cost of accommodating asylum seeker children. The overspend on leaving care support was partly offset by savings on social work and personal advisor staff budgets. An overspend of £541,000 was also reported 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 and in the previous year. Whilst this 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 £281,000 on internal fostering allowances and staff budgets within the in house Fostering and Adoption Service. Other overspends include £350,000 in relation to external legal advice and court fees with over £1 million spent in this area in 2014/15. The additional cost of £225,000 in relation to the extension of the Managed Social Work Service is also reflected as an overspend within the overall position as is an overspend

of £118,000 on safeguarding budgets mainly as a result of an increase in agency staff.

7. A saving of £415,000 was reported in relation to guardianship orders with no increase in the level of the residential order allowances taking place during 2014/15. The saving was partly offset by an increase in the number of allowances which is reflected in the figure above. A saving of £354,000 was reported in respect of development, admin and training budgets reflecting underspends on staffing and training budgets and maximisation of available grant funding at the year end. Staffing costs in social work teams and family support reported an underspend of £301,000 reflecting a significant reduction in the number of agency social workers employed within the service during the year. This reflected the impact of the active recruitment initiatives and the realignment of resources within the social work teams. A saving of £320,000 was also achieved 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. A saving of £118,000 was also reported in the Youth Offending Service mainly as a result of staffing savings.

**Communities, Housing & Customer Services
(£857,000)**

(£612,000) Month 9

8. The outturn position for the directorate shows a saving of £857,000, an increase of £245,000 compared to the position reported at month nine. The increase was mainly due to a further saving against the budget provision for the Council Tax Reduction Scheme, additional income in Customer Services and further savings within Partnerships and Community Engagement. Total savings of £2.405 million were achieved against the £2.886 million savings targets set as part of the 2014/15 budget leaving a shortfall of £481,000 in the financial year. This is reflected in the directorate outturn position. The shortfall was mainly in relation to the Central Library and the Community Buildings review. However, this was more than offset by the savings against the budget provision for the Council Tax Reduction Scheme and by other savings within the directorate.
9. Housing and Neighbourhood Renewal functions reported an overall saving of £918,000. This included a saving of £1.060 million on the Council Tax Reduction Scheme representing 3.6% of the revenue budget for the scheme. This reflected claimant numbers during the year and was £100,000 higher than previous projections at month nine. There was also a saving of £78,000 on the Disabled Facility Service mainly as a result of staff vacancies. These were partly offset by overspends in other areas including £131,000 in relation to gypsy sites reflecting unforeseen highways and repair works at the Rover Way site. An overspend of £89,000 was also reported in relation to housing and benefit functions with underspends on face to face customer services, service development and improvement, student support and homelessness budgets offset by overspends in other areas including systems and subsidy and assessment and support budgets.

10. A saving of £201,000 was reported in respect of Partnerships and Communities. This included the impact of in-year vacancies, additional income and underspends on neighbourhood grants and projects and the Neighbourhood Management Fund. Other areas of savings within the directorate included £87,000 in Customer Services reflecting additional income and savings against the Community Alarm functions, £57,000 as a result of vacancy savings in Into Work Services, £45,000 on Supporting People reflecting vacancies in the administrative team, £34,000 within Service Management and Support and £2,000 in Adult and Community Learning. The savings were partly offset by an overspend of £485,000 in the Library Service. This included a shortfall of £297,000 against the savings targets for the Community Buildings Review which reflected the timetable for the related restructurings and completion of property moves. A shortfall of £146,000 was also incurred 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 was mainly due to income shortfalls partly offset by vacancy savings. An overspend of £2,000 was also reported in relation to Neighbourhood Regeneration.

Corporate Management (£142,000)

On target - Month 9

11. The outturn position for Corporate Management shows a saving of £142,000 as compared to the balanced position previously reported at month nine. The improvement was mainly due to a significant reduction in costs within Media & Communications together with savings against senior management budgets and Policy & Cabinet Support. Total savings of £2.059 million were achieved against the £2.129 million savings targets set as part of the 2014/15 budget leaving a shortfall of £70,000 in the financial year. This is reflected within the outturn position. The shortfall relates to budget savings targets in Media & Communications.
12. The overall position includes a saving of £96,000 on general expenses and other costs. Significant variances in this area include savings of £44,000 arising from the Council's new banking arrangements and £64,000 from a reduction in external audit fees. There were also savings on Oracle licence costs, payments to the Mid Glamorgan Superannuation Fund and transition grants. These were partly offset by additional costs in relation to office restructuring. The overall position within Corporate Management also included savings of £47,000 against senior management budgets, £19,000 in relation to staff savings in Policy & Cabinet Support and £10,000 against the Corporate Initiatives budget. These were partly offset by an overspend of £25,000 on the Coroners budget reflecting a late notification of the charge for 2014/15 and £6,000 of various income shortfalls and other costs.
13. The outturn position for Media & Communications showed a balanced position. This includes an overspend of £70,000 in Media of which £60,000 related to income shortfalls linked to the budget savings targets for 2014/15. There was also an overspend of £86,000 against Capital Times reflecting a

shortfall in advertising income compared to previous years. These were offset by a saving of £156,000 in Communications of which £122,000 reflects underspends on Communication project budgets.

County Clerk & Monitoring Officer (£18,000)

(£29,000) Month 9

14. The outturn position shows a saving of £18,000 a reduction of £11,000 compared to the position reported at month nine. Total savings of £458,000 were achieved against the £494,000 savings targets set as part of the 2014/15 budget leaving a shortfall of £36,000 in the financial year. This is reflected in the directorate outturn position and was mainly due to one of the two scrutiny research income generating projects for Welsh Government not progressing.
15. The overall position included savings of £23,000 in Democratic Services, £22,000 in Bilingual Cardiff and £19,000 in Protocol Services all largely due to underspends on employee budgets. These were partly offset by an overspend of £35,000 in Scrutiny Services mainly due to shortfalls against income targets as indicated above and by an overspend of £13,000 in Member Services reflecting overspends on supplies and services budgets, including translation costs.

Economic Development (£5,000)

+ £97,000 Month 9

16. The directorate outturn position shows a saving of £5,000, an improvement of £102,000 compared to the position reported at month nine. The change included reduced overspends within Major Projects and Property, further savings on budgets in Tourism and a surplus on Construction and Design. Total savings of £1.205 million were achieved against the £1.509 million savings targets set as part of the 2014/15 budget leaving a shortfall of £304,000 in the financial year, however this was offset by savings elsewhere within the Directorate. This is reflected in the directorate outturn position.
17. An overspend of £66,000 was reported in relation to Major Projects mainly due to a shortfall in income for the sponsorship of the naming rights in connection with the Doctor Who Experience. The issue of the naming rights arose during 2013/14 and continued to be a problem in 2014/15. There was also a shortfall in the recovery of staff costs from capital schemes in Regeneration. The overspends were partly offset by savings in other areas within Major Projects including the Cardiff International Pool subsidy and an underspend on ISV maintenance budgets. An overspend of £75,000 was reported in relation to property budgets. This includes a shortfall of £130,000 in rental income from non operational properties within Land and Buildings with the £197,000 budget savings target from rent reviews only partially achieved. An overspend of £59,000 was also reported in relation to the Cardiff Market mainly due to shortfalls in income. These were partly offset by employee savings and additional recharge income elsewhere within Property Services.

18. A saving of £76,000 was reported in respect of Business & Investment. This included a surplus of £95,000 against the workshops estate and a saving of £93,000 on economic development initiatives. These were partly offset by a net deficit of £24,000 on the Cardiff Film Unit and by other costs including the contribution made to Cardiff Business Council in relation to the Cardiff Convention and match funding for the EU funded AT Brand Project. Other savings within the directorate included a £42,000 surplus on Construction and Design work and £30,000 in Tourism reflecting a combination of employee savings and additional income.

Education & Lifelong Learning +£1,008,000

+£1,410,000 Month 9

19. The outturn position for Education & Lifelong Learning shows an overspend of £1.008 million, a reduction of £402,000 compared to the position reported at month nine. The change reflected a number of factors, the most significant being a lower than anticipated level of commitments in respect of out of county placements for children with special educational needs (SEN). Cost reductions were also identified in relation to Service Improvement, Management and Support, Early Years and Childcare and Wellbeing and Compliance. These were partly offset by additional commitments within Centrally Funded Education. Total savings of £6.010 million were achieved against the £6.512 million savings targets set as part of the 2014/15 budget leaving a shortfall of £502,000 in the financial year. This is reflected in the directorate outturn position.
20. An overspend of £517,000 was reported in relation to Education Grant Expenditure. This was 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). This was identified as a significant monitoring issue earlier in the year and discussions took place with the Welsh Government to try to find a resolution. This proved unsuccessful, however efforts have been made to minimise the impact on the Council's Revenue Account both in 2014/15 and on-going in 2015/16. An overspend of £511,000 was also reported in respect of Centrally Funded Education. This was mainly in respect of previously agreed costs for tribunals, exit costs for school staff and interventions to improve school standards. It also included an overspend of £49,000 on the Music Service and £13,000 on Storey Arms both of which were due to lower than anticipated income levels.
21. An overspend of £289,000 was reported in relation to School Improvement, Management and Support Services mainly as a result of predicted shortfalls against savings targets. This included £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. An overspend of £80,000 was also reported in relation to Early Years and Childcare. This included a shortfall of £120,000 in respect of the NOVUS Grant which was reduced following issues highlighted by the Wales European Funding Office in relation to the Council's

match funding arrangements. An overspend of £60,000 was also incurred in relation to the County Hall Nursery reflecting the timing of the closure and a shortfall against budget savings targets. These were partly offset by savings on staffing budgets within the overall Childcare Service.

22. A significant improvement was identified in respect of Inter-Authority Recoupment and Special Educational Needs budgets at the year end with the overall position showing a saving of £43,000. The improvement was mainly due to a lower than anticipated level of commitments in relation to out of county placements although this still showed an overspend of £50,000 at the year end. There were also overspends of £22,000 against services of a specialised nature and £13,000 against the Pupil Referral Unit however these were more than offset by a saving of £128,000 on home and hospital tuition.
23. An underspend of £132,000 was reported in relation to Wellbeing and Compliance reflecting savings on building security and health and safety training. Other savings within the directorate included £106,000 in Catering, £87,000 in Cleaning and £27,000 in Lifelong Learning. The position in Lifelong Learning included a saving of £235,000 against the Youth Service although this was partly offset by additional costs arising from the occupation of the Friary and the Parade.

Environment (£170,000)

+£350,000 Month 9

24. The directorate outturn position shows an overall saving of £170,000, a reduction of £520,000 compared to the position reported at month nine. This represents a significant improvement, particularly compared to the £1.239 million overspend which was projected earlier in the year at month four. In addition to meeting the in year pressures the Directorate has also achieved a further £2.956 million in savings and adsorbed a savings shortfall of £344,000 to outturn with a positive overall net savings position of £170,000. The improvements reflect a range of operating efficiency measures, rigorous application of attendance policies, a deep and continuous analysis of waste flows and costs alongside improved commercialisation in all areas. This resulted in reduced agency costs and contractual spend, a reduced spend on supplies and residual and organic waste disposal contracts coupled with increased licensing, commercial collections and treatment/ disposal income. These were partly offset by in year pressures in relation to the post sorting of waste in order to achieve recycling targets and a reduced saving on external contractor processing costs due to increased recycling tonnages in the last quarter of the year.
25. Total savings of £2.956 million were achieved against the £3.300 million savings targets set as part of the 2014/15 budget leaving a shortfall of £344,000 which is reflected in the directorate outturn position. The final position also includes the allocation of the £350,000 contingency budget to meet shortfalls in income at the Material Recycling Facility and a further £242,000 to reflect the ongoing pressures arising from the reductions in Sustainable Waste Management (SWM) Grant which has been reduced by

circa £500,000 since 2012/13. These allocations were approved by Cabinet as part of the consideration of the month four report on 18th September.

26. An overspend of £837,000 was reported in relation to Recycling Processing. This included an overspend of £437,000 on the Material Recycling Facility (MRF) caused by increased external processing of end of line materials that no longer had a market and a shortfall in savings due to a delay in implementing a new shift pattern. In addition there was an income shortfall from sales 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 showed a shortfall of £252,000. The revised shift patterns are now in place and efficiency changes made to process more recycling in house. An overspend of £231,000 was reported against other processing costs mainly in relation to the processing of recycling materials captured at the Household Waste Recycling Centres (HWRCs). Most of this would have previously been charged to SWM Grant but reduced grant funding meant this was no longer possible. An overspend of £169,000 in relation to post sorting of waste was necessary in order to continue to support diversion activities from landfill and to mitigate the high financial risk of recycling fines.
27. Landfill and Aftercare reported a surplus of £588,000 which included a number of significant variances. This included an underspend of £892,000 against external processing of residual waste reflecting reduced tonnages as a result of the waste diversion into recycling processing activities undertaken. This significant reduction was the result of more detailed analysis of waste flows, recycling processing being cheaper and also reflected a saving on external transportation and bulking costs due to the extended life of the Lamby Way site. A saving of £322,000 was also achieved in relation to landfill tax also reflecting reduced tonnages and recycling diversion activities. These were partly offset by an overspend of £360,000 in relation to landfill diversion reflecting the cost of recycling processing two years of road sweepings to an external operator diverting away from landfill or energy from waste. The budget for landfill and aftercare also reported an overspend of £266,000 which reflected a shortfall against some savings targets and the additional costs of keeping the Lamby Way landfill site operational for the entire year offset by increased income for inert materials and from gas generation.
28. An underspend of £271,000 was reported in relation to Collection Services with a saving of £369,000 on household waste collections partly offset by overspends of £113,000 on bulky waste collections and £15,000 on commercial waste collections. The commercial waste position has improved significantly since the previous year due to the increased external income contracts and controls on expenditure. The saving on household waste collections reflected a number of factors with savings of £518,000 on employee costs and £89,000 on supplies and services budgets partly offset by additional vehicle costs of £238,000. The overspend on bulky waste collections was 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 was also a shortfall in income due to more residents applying for a free service than originally profiled.

29. Cleaner Cardiff reported an underspend of £222,000 with savings on employee costs partly offset by additional vehicle costs.
30. An overspend of £22,000 on Waste Strategy, Education and Enforcement reflected increased costs on the depots partly offset by savings on project support costs and waste recycling and education. Management & Support shows an overspend of £41,000 primarily in relation to various overhead costs.
31. An underspend of £25,000 was reported in respect of Energy & Sustainability. This was mainly due to savings on employee budgets and a more favourable recovery of staff costs against grants. This was partly offset by a shortfall of £62,000 against the savings targets for 'Invest to Save' and 'Invest to Earn' energy schemes.
32. Regulatory Services reported an overspend of £99,000, a significant improvement compared to previous projections caused by a combination of lower expenditure and higher income. The final position included an overspend of £106,000 in Licensing due to a combination of income shortfalls, a one-off cost in relation to a new database system and an overspend on employee costs. An overspend of £146,000 was also incurred at the Analyst Laboratory reflecting a shortfall against the savings target for 2014/15 together with additional costs of maintaining the service whilst new contract arrangements were implemented. In addition there was a shortfall of £40,000 relating to unallocated savings. These pressures were partly offset by savings elsewhere within the service including £95,000 in Public Protection, £43,000 in Consumer Protection and £25,000 in Regulatory Management & Support. A saving of £74,000 was also reported in relation to Housing Enforcement however £63,000 of licensing income was subsequently transferred to a new earmarked reserve in order to meet future costs over the five year period of the licence.

Health & Social Care +£5,242,000

+£5,595,000 Month 9

33. The outturn position for Health & Social Care shows an overspend of £5.242 million, a reduction of £353,000 compared to the position reported at month nine. The change reflected a number of factors including a lower than anticipated level of commitments in respect of continuing health care (CHC) and deprivation of liberty (Dols). It also reflected a fall in the number of domiciliary care hours delivered in recent months and reduced costs as a result of maximising available grant funding at the year end. Total savings of £3.229 million were achieved against the £6.213 million savings targets set as part of the 2014/15 budget leaving a shortfall of £2.984 million in the financial year. This is reflected in the directorate outturn position.

34. The overall position reflected a combination of increased demographic pressures and subsequent demand for services, cost increases and the shortfall of £2.984 million against the budget savings referred to above. The overspend was 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 overspend included £5.1 million on externally commissioned services with significant overspends in relation to services for older people, people with learning disabilities, people with physical disabilities and mental health services. An overspend of £849,000 was also reported in relation to direct services, mainly due to a shortfall against the budget savings targets including the reconfiguration of the Hafod contract. These were partly offset by savings in other areas within the directorate including Assessment and Care Management.
35. The overspend within externally commissioned services included £2.364 million in respect of older people, £1.421 million in relation to people with learning disabilities, £647,000 in mental health services and £644,000 in relation to people with physical disabilities. The overspend in relation to older people reflected a range of factors. Although the rate of growth in the provision of domiciliary care has been relatively stable and was lower than in previous years, there was still a combined growth of 1.8% in the level of domiciliary care and direct payments compared to 2013/14. This implied cost growth of £260,000 with additional costs also arising due to a partial shift from framework providers to more expensive spot contracts. Increased expenditure of £1.1 million was also incurred in nursing care. This largely reflects increases in the commissioned cost of a nursing placement. The overspend on commissioning services for older people also included an element of shortfall against the 2014/15 budget savings targets.
36. The overspend of £1.421 million in Learning Disabilities included increased expenditure of £1.0 million on residential services. This reflected an increase of 13 new college placements during the year together with 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. The overspend also included some increases in direct payments together with a shortfall in the savings targets for the Closer to Home Project and increased supported living costs. The overspend of £647,000 in Mental Health reflected a range of factors including increased costs of additional supported living packages which commenced in the latter part of the previous year. There were also increased residential care and nursing costs some of which related to former CHC placements and which had previously been funded by Health. There was also a £200,000 shortfall against the budgeted savings for the Mental Health Closer to Home Project. The overspend of £644,000 in relation to people with a physical disability was mainly due to additional costs of direct payments and domiciliary care together with some shortfalls against budget savings targets.
37. The outturn position in Direct Services included an overspend of £778,000 on residential care budgets for older people. This was mainly due to the shortfall

of £750,000 against the budget saving relating to the reconfiguration of the contract arrangements with Hafod Care and reflected the difficulties that have occurred in finalising the potential transfer or closure of the Cathedral View Home. An overspend of £398,000 was also reported in relation to the Council's internal supported living service again mainly due to a shortfall against budget savings targets. These overspends were partly offset by savings of £140,000 in Home Care, a surplus of £126,000 on the Joint Equipment Store and net savings of £61,000 in other areas within Direct Services. The surplus on the Joint Equipment Store has been transferred to a new earmarked reserve to reflect the pooled budget arrangement as set out in the Section 33 Agreement.

38. A saving of £669,000 was reported in relation to assessment and care management and occupational therapy budgets. This reflected the number of staff vacancies during the year but also included the impact of management actions to reduce the number of agency social workers employed within the service. A saving of £18,000 was also reported in relation to management and support budgets also mainly as a result of savings on staffing budgets.

Resources (£592,000)

(£326,000) Month 9

39. The directorate outturn position shows a saving of £592,000, an increase of £266,000 compared to the position reported at month nine. This reflects reduced costs and increased income in a number of areas including Fleet Management, Facilities Management, Human Resources and Finance. These were partly offset by increased costs in Business Administration. Total savings of £4.998 million were achieved against the £5.593 million savings targets set as part of the 2014/15 budget leaving a shortfall of £595,000 in the financial year. This is reflected in the directorate outturn position.
40. Significant cost reductions were achieved across the directorate largely through managed savings on employee budgets or as a result of additional income. This included savings of £282,000 in Finance, £141,000 in Organisational Development, £123,000 in Enterprise Architecture, £76,000 in Legal Services, £61,000 in Commissioning & Procurement and £11,000 in Improvement & Information. A saving of £164,000 was also reported in relation to Human Resources with savings against employee budgets and the Cardiff Academy partly offset by a shortfall of £189,000 against the budgeted surplus on Cardiff Works. A saving of £56,000 was also reported in relation to Fleet Management with an underspend in the workshops offsetting overspends on management and support and the Fabrication Unit. An overspend of £90,000 was reported in relation to ICT services including a shortfall of £60,000 against savings targets for the Customer Relationship Management Project however this was offset by a saving of £91,000 against the ICT Holding Account due to a reduction in hardware and software purchases.
41. These were partly offset by overspends in Facilities Management, Business Administration and Health & Safety. Facilities Management reported an

overspend of £175,000 with overspends on repairs and maintenance, cleaning and building support partly offset by savings in other areas including a £182,000 surplus on the Building Services Trading Account. An overspend of £103,000 on Business Administration was mainly due to a reduction in the level of recharge income whilst in the case of Health & Safety the overspend of £47,000 reflected a shortfall against the savings target relating to the proposal to work jointly with other councils.

Sport, Leisure & Culture +£687,000

+£712,000 Month 9

42. The directorate outturn position shows an overspend of £687,000, a reduction of £25,000 compared to the position reported at month nine. The overspend was mainly due to a shortfall of £902,000 against the £5.289 million budget savings targets for 2014/15. In addition to this target, the Harbour savings requirement of £1.2 million which was fully achieved resulted in the Directorates overall savings target for the year being £6.489 million. A range of additional service pressures were also identified during the year although these were offset by savings elsewhere within the directorate with increased income and reduced subsidies achieved in relation to a number of services compared to the previous financial year.
43. An overspend of £382,000 was reported in relation to Culture, Venues and Events. This included an overspend of £80,000 at St. David's Hall and the New Theatre including a shortfall of £300,000 due to the issues and timescales involved in securing a new management operator. This was partly offset by increased retained income and savings on employee and operational costs. Challenging income targets resulted in shortfalls of £262,000 in Catering and £115,000 at the Mansion House. The Events budget also reported an overspend £70,000 with reductions in commercial income only partly offset by cost reductions on Council sponsored events. Other overspends included £22,000 in respect of the Arts Management Unit and £11,000 on the Cardiff Story Museum. These were partly offset by surpluses of £79,000 for the Castle and £63,000 in relation to functions at City Hall. Other areas were broadly in line with budget or reported small surpluses. Overall, record surpluses were achieved in respect of the Castle, St. David's Hall, New Theatre and Commercial Catering.
44. Leisure Services reported an overspend of £425,000. This included £311,000 in relation to leisure and sports facilities, with a shortfall of £240,000 due to delays in achieving the budget saving for the temporary closure of Eastern Leisure Centre as a result of the project having to be re-tendered and design amended. A shortfall of £71,000 was also identified against savings targets based on increased income and reduced subsidies. An overspend of £121,000 was reported against community halls mainly due to delays to the community asset transfers at Maes-y-coed Road and Plasnewydd. These were partly offset by surpluses on other halls. As previously agreed the costs relating to Pontprennau were offset by corporate funding in 2014/15. Other overspends within Leisure Services included £49,000 on Leisure Support and £29,000 on Leisure Management both arising from unachieved savings.

These were partly offset by savings in other areas including £75,000 on specialist facilities. This saving was mainly in relation to the Cardiff Riding School which showed a reduction against subsidy of £55,000 resulting in an overall trading surplus of £22,000. Other savings on specialist facilities include increased income of £14,000 at the motorcycle initiative and reduced operating costs at Insole Court. The Cardiff International White Water Facility reported a saving after subsidy of £8,000 with a surplus of £3,000 also reported in relation to the Sailing Centre.

45. An overall saving of £166,000 was reported in Parks and Sport largely due to a managed underspend on employee costs across the division. This was partly offset by overspends in other areas of the budget including £125,000 in relation to the disposal of waste generated through litter clearance, bin emptying and fly tipping. This reflected both an increase in the amount of waste collected and the disposal costs. An overspend of £40,000 was also incurred in relation 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 were in place. A saving of £24,000 was achieved against the Flatholm budget largely due to a reduction in staff costs.
46. Play Services reported an overspend of £12,000 reflecting a shortfall against the £320,000 savings target which formed part of the 2014/15 budget. The savings achieved reflected the impact of restructuring the service together with additional in-year savings from the retention of vacant posts and careful management of agency and operating budgets. Other overspends within the directorate included £33,000 in Management & Support relating to unachieved savings and £1,000 in the Registration Service. In line with expectations the £222,000 trading surplus in Bereavement Services was transferred to reserves in order to fund future investment in the service.

Strategic Planning, Highways and Traffic & Transport (£4,000)

On target - Month 9

47. The Directorate outturn position shows a saving of £4,000 as compared to the balanced position previously reported at month nine. This included a shortfall of £549,000 against the £7.253 million savings targets set as part of the 2014/15 budget however this was offset by savings in other areas in order to achieve a balanced position. The overall position included an overspend of £199,000 arising from delays to management restructurings and other service support costs. There was also a small overspend in the Highways Service however these were offset by savings in Traffic & Transportation and Strategic Planning & Building Control.
48. An overspend of £2,000 was reported in relation to the Highways Service. This included an overspend of £142,000 in Highway Operations of which £123,000 was due to a shortfall against the budget savings target for the highways maintenance redesign restructure. The balance of the variance was mainly due to an under-recovery of income. An overspend of £92,000 was also reported in relation to Drainage Works with additional spend on drainage

repairs and lower than anticipated income levels. These were partly offset by savings in other areas including £110,000 in Highway Maintenance Management resulting from savings against vacant posts, supplies and services budgets and income above target. Other savings included £51,000 in Asset Management where a shortfall against the budget savings target for street works was more than offset by increased recharges to capital and grant funded schemes and by savings on expenditure in relation to bridges. Savings of £32,000 on Street Lighting and £39,000 arising from vacancy savings and other underspends within the Operational Manager budget were also reported.

49. An underspend of £149,000 was reported in relation to Traffic and Transportation. This included a saving of £126,000 in Public Transport reflecting reduced staff costs as a result of vacancies and recharging for bus shelter staff, additional income from concessionary fares relating to the number of passes in circulation and other operational savings. These were partly offset by departure income below target and premises cost overspends at the Central Bus Station. A saving of £65,000 was also identified in relation to the school crossing patrol budget as a result of staff vacancies at low risk sites. Other savings included £28,000 in the Infrastructure Design Service primarily due to a managed saving on maintenance at the Riverwalk site, £19,000 in the Road Safety Education Team, £10,000 in Transport Strategy reflecting recharge income in excess of target for the Metro Project and £7,000 against Traffic Surveys. These were partly offset by an overspend of £59,000 within Transport Projects reflecting a shortfall against the savings proposal for increased income from Traffic Regulation Orders and chargeable road closures. This was partly offset by additional recharge income. An overspend of £47,000 was also reported in relation to Telematics reflecting shortfalls in budget savings partly offset by managed underspends within the Butetown Tunnel maintenance budget. A balanced position was reported in relation to School Transport with contributions from the Education Trust and the School Organisation Plan Reserve supporting funding pressures in this area.
50. In line with the budget a drawdown of £3.926 million was made from the Parking Reserve and is reflected in the overall position on Traffic and Transportation. The outturn and accounting arrangements in relation to the Civil Parking Enforcement Account are set out in the main report and as an appendix to the report.
51. The Planning and Building Control Service reported a saving of £56,000. This included a surplus of £70,000 in relation to the Building Control non fee earning service reflecting staff vacancies and additional income from fire risk assessment works undertaken by the unit. A saving of £26,000 was also reported in relation to the Strategic Planning Service with shortfalls against budget savings targets offset by underspends on supplies and services budgets, income above target and staff vacancies. These were partly offset by an overspend of £39,000 within the Development & Control Division. This included a shortfall of £14,000 against the increased target for planning receipts of £1.887 million together with overspends on employee budgets.

These were partly offset by an over-recovery of £14,000 in respect of Section 106 income.

52. The Building Control Fee Earning Account achieved a year end surplus of £236,000 due to a combination of staffing underspends and income above target. This is a ring-fenced account and does not form part of the directorate outturn position. In line with previous practice the surplus will transfer to an earmarked reserve and be re-invested into the service in future years.

DIRECTORATE SAVINGS 2014/15

OUTTURN

+

Directorate	Number	DIRECTORATE SAVINGS 2014/15	Total Saving (£'000)	Savings achieved (£'000)	Savings not achieved in 2014/15 (£'000)	Comments
Children's Services	7	150 Thornhill Road - The home has been closed for 18 months. The design of the home is not fit for purpose and it is unlikely to be able to offer the type of residential experience the Council would want for looked after children locally. Other projects such as the Social Impact Bond (SIB) and the Children's Services Accommodation Strategy are seeking to improve services for looked after children and achieve better outcomes. The proposal ensures the establishment at Crosslands Children's Home is fit for purpose.	772	755	17	Home closed and staff savings realised via VS and vacancy deletion. Some residual property costs prevented realisation of full saving.
Children's Services	8	Out of Area Residential - Social Impact Bond (SIB) Project - The outcome of the SIB Feasibility study provides a robust business case that provides opportunities for significant savings to be achieved. Potential providers and investors have been identified as part of the study. The approaches that have been considered for the project have an evidence-base and have demonstrated success in other areas. The saving could be achieved alongside improving outcomes for this cohort of looked after children. The implementation of the project is subject to a procurement with the current proposal reflecting a part year saving.	122	0	122	Procurement process for a Payments by Results contract completed in final quarter of 2014/15. Step down of Children from expensive out of county placements into enhanced fostering placements will not now commence until 2015/16.
Children's Services	9	Review of external children's placements - The service is currently identifying children whose needs would be better met in placements in Cardiff with a view to planning for their return to the area. Any such moves would be subject to close consultation with each child, their birth family and partner agencies to ensure that prospective moves offer a better option for each child. Initial reviews of a relevant cohort suggests that there are children for whom this is already thought to be preferable and whose return could be moved on more effectively. This proposal would cover the period up until the introduction of a Social Impact Bond (SIB).	365	365	0	Step downs from expensive out of county placements were achieved.
Children's Services	10	Barnardo's Family Support Community Team - This is an externally commissioned service which forms part of Cardiff's range of family support services. The service was introduced more recently to provide a specific long term support service for parents who have been identified as having a mild to moderate learning difficulty. The purpose of the service is to improve the children's experience by being brought up in a supportive home over the longer term. Realising this saving would mean reverting to the level of service that existed previously for parents with additional needs in keeping with statutory obligations.	201	201	0	Saving achieved contract ended 31/3/2014.
Children's Services	11	Removal of Referral Order Case Manager Post - The Referral Order Case Manager carries out a range of tasks and works as part of a service which includes 4.5 posts; the rest of the service will absorb the shortfall. The post is currently vacant.	25	25	0	Loss of manager post via VS.
Children's Services	12	Removal of Case Management post - This OM1 post was intended to support the management and delivery of services for vulnerable children and their families. The post is vacant. A structural realignment is in progress and these duties have been reassigned within the restructure.	71	71	0	Post deleted.

Children's Services	13	Removal of post of CareFirst Project Manager - This grade 8 post is responsible for maintaining the CareFirst budget, contract relationship management, CareFirst training programme, co-ordination of work across directorates, process maps, flexible and mobile working initiatives (not yet implemented), system integration developments (not yet implemented), Electronic Document Management System (not yet implemented). The duties can be absorbed within existing resources.	45	45	0	Post deleted
Children's Services	14	Youth Offending Service (YOS) Business Support Budgets - Reduction to budgets including travel costs, printing and stationery, telephony, subsistence, postages and software budgets.	24	24	0	Relevant budgets adjusted and saving achieved.
Children's Services	15	Reduction in Business Support Staff - In total this proposal equates to a reduction of 3.4 FTE staff. 0.4 FTE, Grade 4 post currently provides support to the Business Planning process, Annual Council Reporting Framework (ACRF) and maintains Children's Services Corporate Intranet Service. The hours are currently vacant due to flexible retirement. The proposal also comprises deletion of 1 x Grade 4 and 1 x Grade 3 post which currently provide business support to 150 Thornhill Road. A further Grade 4 post was a job share - one partner has retired and the other is seconded elsewhere in the Council.	75	75	0	Relevant savings achieved via deletion of vacant posts and VS.
Children's Services	16	Reduction in Local Safeguarding Children Board (LSCB) Budget - the budget was established to fund two LSCB posts. The Executive Board of the LSCB has agreed a new funding formula for these posts involving agreed contributions from all partner agencies. This is an efficiency resulting from collaboration.	61	61	0	New funding formula agreed by LSCB board. Contributions from constituent board members provided funding to cover costs releasing the saving.
Children's Services	17	Removal of Placement Team Manager post - The functions of this post are already covered by interim arrangements. The deletion of this post will be made achievable by making these arrangements permanent however there may be a short term skills and knowledge gap in this area.	48	48	0	Post deleted.
Children's Services	18	Withdrawal of part funding for young carer's service - a family support service for young carers with high level needs who meet eligibility criteria is currently commissioned from Action for Children at cost of £79k. It is proposed that the service is not re-commissioned when the contract expires at the end of March 2014. Instead it is proposed that part of the funding is used to create a dedicated post that sits within Family Support to undertake assessments on Young Carers. It is proposed that a saving be made of £39k.	39	39	0	Commissioned service ended 31/3/2014
Children's Services	19	Removal of Volunteer Co-ordinator post - the proposal relates to the withdrawal of the volunteer co-ordinator post. The post holder currently manages a volunteer support worker who has responsibility for recruiting, training and supporting a group of befriender volunteers. The post holder is also responsible for the recruitment, training and support of a small group of mentors who work with care leavers.	38	38	0	Post deleted.
Children's Services	20	Reduction in Staff Training and Development Posts - three x Grade 8 posts from the Social Care Staff Training and Development Centre. The proposal relates to the deletion of 1 x Children's Services Training Officer, 1 x Back Care Advisor and 1 x Practice Learning Opportunity Officer (social worker student placements). All three post holders have requested VS and wish to be released before April 2014. There is currently capacity within the team and the duties can be absorbed.	127	127	0	Various post deletions in Training and Development due to VS. Also some realignment with SCDWP grant.

Children's Services	21	Family Group Conference Project - the Family Group Conference Service is commissioned externally from Tros Gynnal and it facilitates family group meetings (FGM) and the preparatory work required for these to take place. FGM is a method of engaging with families to support them to find a solution to addressing high level challenges they face. The project currently pays for up to 25 FGMs per year and the contract is in place until July 2014. If the saving is taken we would need to give early notice on the current contract. Children's Services will as now, continue to facilitate meetings between family members in order to explore best options although there may be some delays in terms of meeting-time availability.	40	40	0	Contract ended 31/3/2014
Children's Services	22	Barnado's Family Support to Black & Minority Ethnic (BME) Families - Barnardo's provide a bespoke family support project for BME families of children in need/ children in need of protection. Current provision enables families to have an element of choice regarding whether they receive the services directly from Children's Services or from Barnardos, in future the provision will only be met internally.	50	50	0	Contract ended 31/3/2014
Children's Services	23	Reduction in investment in Independent Advocacy Service - currently Tros Gynnal provides the advocacy service which includes independent and confidential information, advice, advocacy, representation and support. Children's Services have a statutory duty to provide advocacy services for LAC (including care leavers) and children in need who wish to make a complaint. The current contract expires in July 2014. The saving will come from recommissioning the service in a more efficient way, without detriment to individual advocacy support to young people. There is a residual risk that we will not be able to support participation at the existing level.	25	25	0	New contract arrangements in place.
Children's Services	24	Withdrawal of After Adoption Commissioned Service - the After Adoption Contract provides a range of post adoption support service. If we did not provide these services we would fail in relation to our statutory responsibilities to adoption. In reality Cardiff has struggled to find sufficient adopters to attend 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	0	Contract ended 31/3/2014. In house adoption support service implemented.
Children's Services	25	Reduction in Operational Manager Support - The level and organisation of OM support will be subject to review with a view to rationalising and reducing capacity to support OMs and delivering the saving.	30	30	0	Relevant posts identified for deletion.
Children's Services	26	Removal of Family Assessment budget - the family assessment budget is used to fund children and their parents in residential assessment units. This is not a route favoured by the Court although assessments may be required if directed. There is a significant underspend in the current financial year.	205	205	0	There was a significant underspend on the family assessment budget in 2013/14 as court directives for family assessment significantly declined. No expenditure in 2014/15.
Children's Services	27	Funding of Paediatric social workers - these are fully funded by charitable organisations with no requirement for the current budget of £17k.	17	17	0	No requirement for budget in 2014/15.
Children's Services	28	Youth Offending Service Realignment - there are currently four teams and the proposal is to realign to three teams, reducing the number of managers from four to three.	51	51	0	Saving achieved through restructuring.
Children's Services	29	Reduction in Carefirst expenditure - The CareFirst budget is showing a significant underspend in the current financial year.	100	100	0	Saving achieved.

Children's Services	30	Reduction in Family Support posts - Withdrawal of 3 posts from one of the two family Support Community Teams that provide family support to families with longstanding and complex needs that meet the Children's Services eligibility criteria. Typically these are families where children are at risk of becoming Looked After (LAC) or are Looked After with a return home plan, children on the Child Protection Register (CPR) and families in the Public Law Outline (PLO).	78	78	0	Posts identified for deletion.
Children's Services		Total Children's Services	2,655	2,516	139	
Communities, Housing & Customer Services	36	Communities, Housing & Customer Services Directorate Restructure - Full restructure within the directorate. Savings will equate to approximately £317k.	317	317	0	This is a combination of VS and realignment of recharges to the HRA in line with the new senior management structure.
Communities, Housing & Customer Services	37	Council Grant Reductions 10% Reduction - Partnerships & Citizen Focus Grants (43k), Cardiff Gypsy & Traveller Project (£5k) Grants to Cease - Equality Development (£5k), Community Development Grant Scheme (7k) Split with Community Development, Co-operatives & Social Enterprise.	5	5	0	Spend reduced in line with proposal.
Communities, Housing & Customer Services	37	Council Grant Reductions 10% Reduction - Partnerships & Citizen Focus Grants (43k), Cardiff Gypsy & Traveller Project (£5k) Grants to Cease - Equality Development (£5k), Community Development Grant Scheme (7k) Split with Health, Housing & Wellbeing.	55	55	0	Budgets were cut and spend reduced accordingly.
Communities, Housing & Customer Services	38	Deletion of Senior Business Officer - Post has been vacant for twelve months and duties are being covered by team. £21k of post relates to HRA.	13	13	0	Post deleted and savings achieved.
Communities, Housing & Customer Services	39	Transfer of Funding for Planner Post - It is proposed that one Planner Post (Grade 7) is funded from the Direct Revenue Funding element of the Neighbourhood Renewal Schemes Annual Capital Sum.	40	40	0	Budget realigned in line with the proposal and savings achieved.
Communities, Housing & Customer Services	40	Deletion of Development Assistant Post - it is proposed to delete the Development Assistant post within Housing Development (HD). The proposal is to pool the administration resource between HD & Disabled Facilities Service and to use the vacant HRA post to increase the Housing Revenue Account (HRA) recharge across the admin team to the equivalent of a grade 5. The pooling of administration resources will enable review of the level of administration posts within the team moving forward.	33	33	0	Post deleted, recharge to HRA adjusted and savings achieved.
Communities, Housing & Customer Services	41	Review Business Support within Housing Development and Assisted Living - Review business support within newly formed team. Potential to delete one FTE (50% General Fund).	13	13	0	Post deleted and savings achieved.
Communities, Housing & Customer Services	42	Removal of Improvement Officer Posts (Customer Services) - Deletion of a vacant Improvement officer post (Grade 3) and one occupied Improvement Officer Post which will be made possible through redeployment. The vacant post has been vacant for a number of months and any essential work relating to the post has been covered without significant impact.	49	49	0	Post deleted and savings achieved.

Communities, Housing & Customer Services	43	Reduction in C2C Opening Hours - 8.30am - 5pm (Mon - Fri) - C2C currently opens 8am-6pm Mon-Fri. Services include payment of council tax bills, parking enforcement calls, waste management and benefit enquiries, and repair reporting calls. It is proposed that these hours be reduced to 8.30am - 5pm in order to be able to release 2.5FTE and achieve further savings. C2C reduced hours in April 2013 (previously opened until 7pm and on Saturday mornings). Whilst this made call handling more challenging, C2C have not received a complaint in relation to the reduction in hours. Whilst reducing opening times will allow a reduction in FTE, it is not anticipated that this will lead to a reduction in call volumes. This will increase the difficulty of achieving service levels and is likely to mean increased wait times for customers. The impact of out of hours call handling services (e.g. for repair reporting calls) would also need to be considered.	58	58	0	Post deleted and savings achieved.
Communities, Housing & Customer Services	44	Deletion of Resource Supervisor (Complaints) - General Fund element (35%) - Deletion of Resource Supervisor post. As the post is 65% Housing Revenue Account (HRA) funded, only 35% of the total budget will form part of the savings proposals. Two posts cover House and Neighbourhood Renewals (HANR) complaints but one is sufficient to manage the workload.	8	8	0	Post deleted and savings achieved.
Communities, Housing & Customer Services	45	Increase external income - Community Alarm Services (CAS) - Increase external income through new contracts, increased service promotion and new products (Romad, Vega etc). A Marketing Officer is due to commence work shortly, to assist in increasing commercial activity with a view to increasing income streams. The service is currently submitting a tender for a telecare contract with a Housing Association valued at approximately £200k per annum. The saving proposal is less than this to enable some income to be retained for staff costs and to support expansion. CAS are also in discussions with a number of other Housing Associations and external agencies regarding handling of telecare / out of hours calls. Finally, CAS are looking to promote a new lone working product/system - Romad; targeted at clients suffering from dementia.	100	100	0	Saving achieved.
Communities, Housing & Customer Services	46	Community Building Review - The administrations commitment to join up local services within Community Hubs will continue to be rolled out with a focus on meeting local needs, making services more accessible and convenient and reducing the number of operational buildings. The aim is to provide Community Hubs in areas of identified need by reviewing the services and buildings currently in operational use and to join up face to face services in one, accessible location linked to more mobile provision in a wider range of community venues. This builds on the success of the pilot hubs and initiatives such as the Neighbourhood Librarian service taking library services out into schools and other venues to encourage literacy and reading. The experience of developing the hub concept so far has confirmed that the new method of delivery is popular and delivers savings. This saving is predicated on previous experience of general fund revenue savings associated with the Hub strategy with a focus on service retention and building reduction. As proposals come forward consideration will be given, where appropriate, to alternative uses or building transfer. Specific	535	238	297	There was a part year impact due to the timescales for related restructurings and completion of property moves and closures etc. 2014/15 final savings were £238,000, resulting in a shortfall of £297,000. This included the East and South West (Ely) Hub developments.
Communities, Housing & Customer Services	47	Restructure of Policy, Partnerships and Citizen Focus service - A proposed restructure of the Policy, Partnership and Citizen Focus service has been developed which includes a saving of £466k. The new structure retains capacity for the statutory responsibilities which the Council has in relation to partnership working, production of the Single Integrated Plan, community safety and delivery of the Strategic Equality Plan but will require wider ownership of partnership working responsibilities by the rest of the organisation and responsible directorates to ensure we meet our statutory partnership and equality duties Through the restructure it is proposed that the existing service will be split into a number of teams to enable a stronger focus on the policy development of the organisation and ensure that the Council is able to effectively co-ordinate the policy capacity of the Council to help inform decision making; enable a team focussing on partnership working and collaboration and allow the alignment of the equalities function within the wider decision making process.	466	428	38	There was a part year impact of this target due to the timescale for consultation, interviews etc linked to the restructure. Some savings were realised due to the voluntary severance of several postholders effective end of 2013/14. Final savings amounted to £428,000 with the full target to be achieved in 2015/16.

Communities, Housing & Customer Services	48	Funding of Restorative Approaches Delivery Officer - Full funding for this post can be achieved from Families First Funding, releasing budgetary provision and providing a saving.	24	24	0	Funding realigned and savings achieved.
Communities, Housing & Customer Services	49	Reduction in Policy, Partnerships and Citizen Focus Project Budgets (Partnership initiatives) - Reduction in project budget.	5	5	0	Savings achieved.
Communities, Housing & Customer Services	50	Removal of Benefit Officers/Support Officers Vacant Hours - There are a number of benefits and support officer posts within the benefit service where the member of staff has reduced their hours and the remaining hours have not been filled for some time. It is proposed to delete these additional hours.	54	54	0	Achieved through deletion of hours for a number of part time postholders previously with full time funding, offset by the loss of related Admin Subsidy grant. Achieved in full.
Communities, Housing & Customer Services	51	Removal of Benefit Team Manager Posts - There are six team manager posts within the Benefit Service. This proposal would reduce the number to four. The service has been operating with five teams for some time with no issues and the level of experienced staff within the teams will allow for an increase in the size of the remaining four teams.	84	84	0	Posts deleted in line with the proposal and savings achieved in full.
Communities, Housing & Customer Services	52	Review of number of senior staff within the Benefit Teams - Replace Grade 5/6 benefit posts with lower graded temporary posts. Posts are either vacant or will be released through voluntary severance. Savings will be offset by the creation of four temporary grade 4 posts within the structure.	64	64	0	Posts deleted and temp posts created in line with the proposal. Net savings achieved in full.
Communities, Housing & Customer Services	53	Review of Support Team - 1) Delete Development Co-ordinator Post through Voluntary Severance - £37k 2) extend mentor role to include support and monitoring of housing staff and recharge 30% to the Housing Revenue Account, saving £50k.	87	87	0	Post deleted and realignment of recharge to HRA in line with the proposal. Saving achieved.
Communities, Housing & Customer Services	54	Removal of anti-social behaviour budget from Community Safety - Following the realignment of Community Safety within the directorate and the transfer of substance misuse to Health. This budget was initially retained but has not been required for 2013/14, and it is therefore proposed to delete.	87	87	0	No spend against this budget in 2013/14 and budget now cut in line with the proposal. Achieved.
Communities, Housing & Customer Services	55	Housing Strategy, Support and Lettings Spend to Save Budget - The spend to save budget was created for projects within Homelessness. However, this budget can be released as an earmarked reserve is available to assist with initiatives to manage the Council's homelessness duty.	87	87	0	Budget reduced and saving achieved.
Communities, Housing & Customer Services	56	Customer Management Programme Review - Generate savings as a result of the Customer Management Programme.	50	50	0	This saving has been realised as part of the overall CHC restructure.
Communities, Housing & Customer Services	57	Removal of Housing and Neighbourhood Renewal (HANR) Outreach Worker post - Deletion of vacant post.	35	35	0	Posts deleted in line with the proposal and savings achieved in full.
Communities, Housing & Customer Services	58	Removal of Higher HUB Clerical Assistant post - Deletion of vacant post.	17	17	0	Posts deleted in line with the proposal and savings achieved in full.

Communities, Housing & Customer Services	59	Central Library - Changes to Service Delivery 1) Closure of Local Studies Dept within Library - Stock and material transferred to the Glamorgan Archives. Deletion of 3 posts. 2) Merge 2 Departments:- Leisure & Community Languages. Deletion of 1 post. 3) Closure of Reception Introduction of a concierge service – Currently up to 3 members of staff on reception at present. Plan to change to 1 with other Library staff providing cover where necessary. 4) Central Library - Re-modelling of Reader's Requests. Service-Integration of Readers Requests into specialist Departments rather than being dealt with by a dedicated post. 5) Central Library -Introduction of fixed Timetabling & closure of secondary help desks. Deletion of 4 posts relating to secondary help desks. Planned to maintain assistance through 1 main help desk on each floor. 6) Closure of Library 1 day per week, closure of additional floor and lease of 2 floors to generate income.	500	354	146	Part year impact due to the timing of staff and union consultation, ringfencing, interviews and appeals processes. The target will be fully achieved in 2015/16.
Communities, Housing & Customer Services	60	Council Tax Reduction Scheme - a budget allocation exists in respect of the Council Tax Reduction Scheme which is in relation to the fixed funding provided by Welsh Government. This funding was supplemented by an additional amount in 2013/14 in recognition of caseload risk. The amount released recognises that current caseload remains at a lower level than anticipated. This position will continue to be carefully monitored.	100	100	0	This target has been achieved and reflects claimant numbers and service area expenditure data.
Communities, Housing & Customer Services		Total Communities, Housing & Customer Services	2,886	2,405	481	
Corporate Management	1	Communications and Media Teams – Restructure of the Communications and Media Team.	320	310	10	Savings achieved as a result of the staff restructure with £10k shortfall in 2014/15 due to in-year redeployment costs.
Corporate Management	2	Realign communications and media priorities - Realign priorities against an agreed strategy to reduce the communications and media budget	79	79	0	Budgets were reduced and the saving achieved.
Corporate Management	3	Increase communications and media income targets - The directorate already generates income from these activities. This saving seeks to generate additional amounts from these areas.	60	0	60	This saving was not achieved although it was offset by other savings made in the service area.
Corporate Management	5	Capital Times - Capital Times reduce from 12 to 6 editions distributed each year. It would still continue to be published monthly online.	54	54	0	The number of editions was cut from 12 to 6 and the saving achieved.
Corporate Management	6	Deletion of Head of Cabinet Office	108	108	0	This post was deleted and the saving achieved.
Corporate Management	61	Contribution to the Glamorgan Archives Joint Committee - This proposal is to reduce Cardiff Council's contribution to the running costs of the Glamorgan Archives service. Cardiff currently contributes £245k which represents 32% of the total budget. The 2014/15 Glamorgan Archives budget which incorporates this saving has been recommended by the Joint Committee and the contributing authorities have been notified. This budget will be approved unless there are any objections from the contributing authorities by mid-March.	25	25	0	The Glamorgan Archives Service reduced its budget by 10%, in line with this savings proposal and therefore this saving was achieved. Whilst the service did have an overspend, these are not passed on to the Council and was therefore funded by a drawdown from their reserves.
Corporate Management	62	Subscriptions to Local Authority Associations - This proposal is to reduce the budget held for subscriptions to Local Authority Associations in line with the projected underspend for the 2013-14 financial year. Not all subscription rates are known for 2014-15 yet, however the Welsh Local Government Association (WLGA) have indicated a 5% reduction.	20	20	0	This budget was reduced in 2014/15 and the saving achieved in full.
Corporate Management	63	Removal of Programme Support Officer post - The postholder has been seconded to the Business Change Programme for a number of years.	38	38	0	This post was deleted and the post holder has taken VS, therefore, this saving is achieved.
Corporate Management	64	Corporate Initiatives - This proposal would see a reduction to the budget held for Corporate Initiatives. The result would be that the Council would have a reduced ability to react to opportunities during 2014-15.	804	804	0	The Corporate Initiatives budget was reduced in line with this proposal. The budget was carefully managed and the saving was achieved in full.

Corporate Management	65	Removal of Chief Operating Officer Post - Deletion of vacant post and secretarial support post	208	208	0	This post was deleted and the saving achieved.
Corporate Management	67	Council Grants Reduction Grants to Cease - Barnado's Young Fathers Project	13	13	0	This budget was reduced and the grant recipient advised of the cessation of the grant.
Corporate Management	68	Realignment of Caseload demographic budget for Council Tax Reduction Scheme	400	400	0	This saving was achieved in full
Corporate Management		Total Corporate Management	2,129	2,059	70	
County Clerk & Monitoring Officer	31	Democratic Services (including Elections and Protocol office) . Restructure to delete vacant posts, accept voluntary severance (VS) applications and restructure management responsibilities, clerking fewer meetings and more efficient use of ICT.	183	183	0	Vacant posts have been deleted. Saving achieved.
County Clerk & Monitoring Officer	32	Scrutiny Services deletion of vacant posts - 2 x Principal Scrutiny Officer, 1 x Principal scrutiny support officer & 1 x Research engagement officer.	180	180	0	Vacant posts have been deleted. Saving achieved.
County Clerk & Monitoring Officer	33	Additional Income Scrutiny - 1) Welsh Government has invited Scrutiny to bid for four bids to a currently unallocated Scrutiny Development Fund totalling £60k. 2) Charge the Centre for Public Scrutiny for rental of their premises in County Hall.	66	44	22	Only £50k income received instead of the expected £60k from WG. Scrutiny incurred £6k costs as a result of securing the £50k. Income of £6k from CFPS was also not achieved.
County Clerk & Monitoring Officer	34	Removal of Committee general expenditure budgets within Democratic Services and Scrutiny	16	9	7	Scrutiny continued to receive costs for translation & other services throughout the year. £7k shortfall at year end.
County Clerk & Monitoring Officer	35	Removal of Members refreshments and Yearbook budgets - This proposal includes the deletion of Members refreshments budgets and the budget for Yearbooks.	9	2	7	The budget for the yearbook has been cut and saving of £2k achieved. The £7k budget for refreshments was also cut but continued spend against this heading has occurred.
County Clerk & Monitoring Officer	66	Welsh Language Unit recharge to non-general fund areas The Welsh Language Unit provides a service for non-general fund areas and this saving reflects the full recovery of these amounts.	40	40	0	Saving achieved.
County Clerk & Monitoring Officer		Total County Clerk & Monitoring Officer	494	458	36	
Economic Development	69	Project design & development change in post funding mechanism - Capitalisation of a post within the projects, design and development service area.	68	68	0	This saving was achieved and the PDD section were able to report a surplus overall.
Economic Development	70	Removal of Project Management Fees within Major Projects - Removal of the project management budget associated with the delivery of the International Sports Village as it is no longer required.	130	130	0	This saving was achieved in full.
Economic Development	71	Reduction in Major Projects staffing budget - Reduction in employee expenditure budget not currently allocated against a specific post.	30	30	0	This saving was fully achieved, as an overall underspend against employees was achieved.
Economic Development	72	Reduction of Regeneration Initiatives project budget - A reduction of £100k from the Regeneration Initiatives project budget.	100	100	0	An underspend was reported against the residual initiatives budget and, therefore, this saving was achieved.
Economic Development	73	Reduction of Small Medium Enterprises (SME) project budget - A £30k reduction in the budget allocated for SME project development.	30	30	0	An underspend was achieved against the residual budget and, therefore, this saving was achieved.

Economic Development	74	Funding of agency staffing costs through Super Connected Cities programme.	35	35	0	This post was fully funded from a capital grant.
Economic Development	75	Vacancy provision - Increase vacancy provision in Economic Development. Split with Corporate Services & Performance.	4	4	0	Sufficient vacancies occurred across the directorate which meant that this saving was achieved.
Economic Development	75	Vacancy provision - Increase vacancy provision in Economic Development. Split with Economic Development & Partnerships.	6	6	0	Sufficient vacancies occurred across the directorate which meant that this saving was achieved.
Economic Development	76	Create OM2 post to remove agency staff - Economic Development - Creation of a new OM2 post to enable the removal of two agency staff, releasing a saving of £12k.	12	12	0	A Grade 10 post was created instead of an OM2 post and, therefore, this saving was achieved.
Economic Development	77	Removal of Property Surveyor Post - Retirement of existing post-holder and deletion of post within Strategic Estates.	21	21	0	The officer retired during 2013/14 and this saving was achieved.
Economic Development	78	Staff Rationalisation in Strategic Estates - Deletion of two posts, a Porter and a Surveyor and reduction of 0.2 FTE of Management Support Officer post.	58	41	17	A service redesign involving two Asbestos Surveyors was completed at the end of May. Whilst the vacant porter's post was deleted, cover continued to be required to comply with Health & Safety requirements and this element was not achieved although this shortfall was offset by savings within the Directorate overall. A staffing reorganisation has been undertaken within the market which will remove the need for agency costs and should ensure this saving becomes achievable going forward.
Economic Development	79	Miscellaneous savings within Strategic Estates - Tightened and more focussed monitoring on all operational budget headings to secure a range of minor efficiency savings.	6	6	0	This saving was achieved
Economic Development	80	Reduction in Property Surveys Budget within Strategic Estates - To be achieved by reducing the frequency of property condition surveys from a three year to a four year cycle for appropriate buildings.	52	52	0	A revised programme of surveys was implemented in 2014-15 and this saving was achieved.
Economic Development	81	Vacancy Provision - Increase the vacancy provision within Strategic Estates.	9	9	0	This saving was achieved due to non - filling of vacant posts.
Economic Development	82	Reduction in Strategic Estates Meter Reading Budget - Most of the Council's estate now benefits from automated meter reading with automated meters also being installed in the remaining sites.	23	23	0	This saving was achieved in full.
Economic Development	83	Funding of Major Project's project management costs through capital.	128	80	48	The £80k reduction to the Project Management budget has been achieved. However, it has not proved possible to identify the £48k required to be recharged to capital schemes.
Economic Development	84	Increase in income - in respect of workshops / Cardiff Business Technology Centre (CBTC) and Business in Focus. Workshop income £30k, CBTC £40k Business in Focus £35k.	105	85	20	The Workshops and CBTC2 income targets were achieved, although the Business in Focus income received was £20k short of the target. However, there was excess Workshops income which more than offset the shortfall in BIF income.
Economic Development	85	Remove Credit Union Contribution - discontinue this contribution to Credit Union Marketing activities.	12	12	0	The budget was adjusted and the Credit Union were notified accordingly.
Economic Development	86	Removal of Business Development Assistant post - Deletion of post in Economic Development to be achieved by Voluntary Severance.	22	22	0	The post holder took VS in 2013/14 and the post was deleted.
Economic Development	87	Re-negotiate management fees with Cardiff Business Technology Centre - renegotiate fees to cover the full costs of the manager.	11	11	0	Revised fees were agreed with CBTC2 and the saving achieved.
Economic Development	88	Elements of SME support to be delivered through the Cardiff Business Council	14	14	0	The residual budget was fully spent, meaning this saving was achieved.

Economic Development	89	Strategic Estates additional income - 1) realisation of additional revenue income from rent reviews due on non operational property estates (£145k). 2) Additional minor sales of land below £10k = £20k. 3) Additional fee income arising from increasing fee charges on re-letting and rent reviews = £32k (Professional Charges)	197	67	130	This saving was only partially achieved in 2014/15.
Economic Development	90	Miscellaneous savings in Economic Development - reduction in various budget headings associated with supplies and services, tightening and more focussed monitoring on all operational budget headings to secure a range of minor efficiency savings.	26	26	0	Reduced expenditure levels were achieved, which means that this saving was achieved.
Economic Development	91	Charges to capital for Strategic Estates in relation to land disposals - Regulations allow the costs of disposal to be charged up to a value of 4% of the capital receipt.	75	75	0	This saving was achieved in full.
Economic Development	92	Reduction in staff costs in City Centre Management - Reduction in the number of staff employed to manage the city centre with more emphasis to be placed on the private sector taking on a bigger role through a public private partnership approach.	125	60	65	Although a new structure was implemented from mid October 2014, delays to the process and consequent redeployment costs meant that this saving was unable to be fully achieved in 2014/15.
Economic Development	93	Reduction in Night Time Economy Budget - This will involve a reduction to the Taxi Marshalling service.	50	33	17	Delays to the restructure of the core City Centre team meant that it was not possible to fully achieve this saving in 2014/15.
Economic Development	94	Reduction in staff costs in Tourism - Reduction in staff costs associated with the operation of the Tourist Information Centre	80	80	0	A new structure was established and posts were deleted.
Economic Development	95	Operation of Hayes Big Screen - Proposal to commercialise the Hayes Big Screen on St David's Hall.	55	55	0	The budget was removed and the saving achieved. From July, the responsibility for the screen transferred over to Digital Cardiff.
Economic Development	96	City Centre Buggies - reduced hours of operation - The proposal is to reduce the provision of mobility buggies to a core provision of 4 hours per day, reflecting the periods of highest demand.	25	18	7	Delays to the restructure of the core City Centre team meant that it was not possible to review the delivery model for this service resulting in a shortfall against the savings target 2014/15.
Economic Development		Total Economic Development	1,509	1,205	304	
Education	98	Education other than at School (EOTAS) - The Education Service currently holds a budget to provide educational provision to pupils who have to be tutored outside of the school setting. In order to achieve this saving the directorate will work with schools and the admissions team to ensure excluded pupils are allocated an alternative school place promptly, thereby reducing the need for long term tuition and reducing the cost of tutors to the service. The directorate have introduced termly recoupment with schools and re-charging the actual cost of tuition. A robust mechanism of challenge has been introduced by the service area during the Fair Access Panel process which allocates tutors to pupils needing to use the tuition service. These initiatives will increase the income generated for the tuition provided. Tutors are employed on a temporary basis dependent on demand. The directorate will also work with Corporate Procurement to ensure more robust procurement arrangements for alternative education provision which will also contribute to achieving this saving target.	100	100	0	This saving has been achieved.

Education	99	Procurement framework for School Based Counselling - The Education service is currently undertaking a procurement process for a combined contract for face to face school based counselling service and on-line counselling services available to all pupils in maintained schools from the ages of eleven to nineteen. The combined contract value is £395k per annum plus central management costs of £45k. The implementation of the new contract with effect from 1/4/14 will result in a saving to the directorate. This is an externally contracted service therefore there will be no impact on staffing.	50	50	0	This saving has been fully achieved
Education	100	Re-organisation of Casework Team - The role of the Casework Team is to manage the Council's statutory responsibilities in connection with pupils with Special Educational Needs (SEN). Casework Officers and Assistants are frontline staff responsible for explaining professional decisions to parents and managing the conflict and disagreement that can arise around this area of work. The team therefore has a critical role to play in the service aims to build capacity of schools and to promote early intervention. Delegation of resources to schools in 2012 has raised the threshold at which statements are needed. This is already leading to a slight fall in requests for statutory assessment, a decrease in the number of requests that result in statutory assessments, and an increase in the number of statutory assessments that do not result in a statement. As a result of these changes the team will be re-structured which will result in a saving on employee costs with effect from 1 April 2014 and the team reducing by two posts.	36	12	24	The number of posts was not reduced as proposed but a saving of £12,000 was identified
Education	101	Youth Service and Community Building Review - The £250k saving for 2014/15 will be achieved through the following actions: - Retention of open access provision but on the basis of one reduced evening of open access provision across Cardiff. - Application of formula funding of part time staff against each provision. - Removal of Assistant Community Education Officer grade. - Self financing Duke of Edinburgh with Free School Meals subsidy for young people. - 40 Voluntary severance applications taken into consideration. - Closure of Pentwyn Dome. - Reallocation of provision from Trowbridge. - Increase revenue income from building hire and use, agreed standardised pricing structure through directorate. - Shared building costs E.G. Hub use / Communities First use. - Increase revenue for additional service with actual cost reflected in service delivery. 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).	250	250	0	This saving has been fully achieved
Education	102	Education Welfare Services - The significant increase in the level of additional resources delegated to secondary schools and the rationalisation of the central Education Welfare Service has contributed to the significant improvement in overall attendance in schools in the past two years with a 2.5% improvement at secondary school and 1.2% at primary secured since 2011. This saving will be achieved through a further rationalisation of the central team with the reduction of 1.5 FTE posts.	53	40	13	1.00 fte has taken Voluntary severance however a further reduction of 0.5fte has yet to be actioned. In mitigation, an additional amount of income from MEAG (Minority Ethnic Achievement Grant) was identified.
Education	103	Admissions Team - Service capability and efficiency will be maintained at lower cost through a transfer of budget responsibility from the directorate's base budget to the SOP financial model and the Minority Ethnic Achievement Grant. The team will also continue to explore enhancement of the online admissions process and consideration being given to how this particular service could be aligned with the customer-facing activities of the Hubs.	65	65	0	This saving has been achieved
Education	104	Safeguarding Team -The alignment of safeguarding with Children Services alongside a whole Council approach to children's safeguarding will lead to a reduction in the number of posts within the safeguarding team from three to two. Non specialist tasks will be delivered through the business support team.	40	0	40	This is unachieved for 2014/15

Education	105	Clerking Services to School Governing bodies - the current charge made to school Governing Bodies for the provision of clerking services does not meet the actual charge incurred by the Service. This level of saving will be achieved through the charging of actual costs to schools for the provision of this service. Schools through their delegated budget can choose not to purchase this service from the Local Authority. At the moment 65 of the 130 schools in Cardiff purchase the service from the Local Authority.	90	90	0	This saving has been fully achieved
Education	106	Additional recharge in respect of education officer support for Schools Information Communication Technology - the team includes two members who provide advice, support and guidance to schools and deliver training in the area of ICT for Education. This training service is commissioned by the Central South Consortium and the Cardiff Education Service is reimbursed for the work undertaken. As a result of this there is increased income generated to support the team as a whole and sustain the level of staffing. Additional advice is provided to specific Schools Organisational Plan (SOP) projects regarding ICT needs which have in the past been commissioned from external consultants. A recharge will be made to the SOP budget for this service.	30	30	0	This saving has been fully achieved
Education	107	Business Support Teams - County Hall, Mynachdy, Howardian - The work of the business support teams has been reviewed and increased use of technology has enabled efficiencies to be made. Members of the team have expressed an interest in Voluntary Severance enabling a reduction in staffing to correspond with this review.	93	93	0	This saving has been fully achieved.
Education	108	County Hall Nursery - The provision of a staff nursery at County Hall has been subsidised for the last four financial years. A combination of greater flexible working arrangements for staff, childcare vouchers and alternative providers has resulted in a significant decrease in the number of staff using this facility. This has meant that the subsidy being met by the Council has increased significantly. Taking this saving will mean that there will be no direct Council subsidy of the Nursery from the start of the 2014/15 financial year. The recent consultation regarding the proposal to close this facility, from the end of August 2014 identified a number of potential additional users, which combined with a potential reduction in staff numbers and an increase in fees could enable the nursery to run without a subsidy. This may mean a significant increase in the fee charged for users. Officers, therefore, have been asked to re-examine the business case for the Nursery facility and report back to Cabinet in June 2014 on the feasibility and sustainability of providing the nursery without subsidy. A final decision will be made on whether or not the nursery will have to be closed from 31 August 2014. If the nursery were to close, there is available childcare provision within the vicinity of County Hall and the childcare voucher scheme can be used with any registered childcare provider of choice. This option is already used by around 300 staff compared with the 21 staff who use the nursery. The Family Information Service would help	56	14	42	Although the nursery has closed, the timing meant that only a part year saving was achieved in 2014/15.
Education	109	Childcare Strategy - rationalisation of business support and workforce development teams. The Childcare Development Team and Flying Start project are co-located in premises on the Eastmoors industrial estate. The Flying Start project, which is WG funded, is expanding significantly and will provide an opportunity for a greater contribution from the grant towards premises costs and towards the staff involved in workforce development activities. Included within the budget strategy for 13/14 was the rationalisation of the business support activity for childcare settings. Prior to this financial year the Council had contracted out this function to a number of different providers. Savings were achieved in 13/14 by centralising the function with the Childcare Development Team. It has been identified that further savings can be achieved and that this function can be reduced by 1 fte posts without a negative impact on the level of Service.	145	145	0	This saving has been fully achieved
Education	110	NOVUS Project Manager - The NOVUS Project Manager is currently funded from revenue. However similar childcare posts in other local authorities in Wales are 100% funded by European Social Fund (ESF). Officers have discussed with Welsh European Funding Office (WEFO) to request the transfer of funding for this post to ESF and align with other local authorities. WEFO have agreed to this request.	42	42	0	This saving has been fully achieved
Education	111	Childcare Strategy - Deletion of Business Assistant post. This post currently provides support to Cardiff Childcare Strategy Unit. The work can be reallocated and absorbed into the workload of the Business Manager, Family Information Service and Cardiff Childcare Service Administration post.	22	16	6	This post has been deleted as of 30 June 2014. Therefore, a level of saving was not achieved in respect of 2014/15
Education	112	Health and Safety - The service area will only deliver mandatory Health and Safety Training to schools to enable a reduction on this budget line.	50	50	0	This saving has been fully achieved

Education	113	Delegation of Contract Cleaning -Schools are responsible for the cleaning of premises through their delegated budgets. Many schools have chosen either not to purchase the cleaning facility from the Council's Direct Service Unit or employ their own cleaners. This central budget subsidises the cost of cleaning over and above the income received by schools and other units and this proposal would move the budget into the schools' delegated budget.	450	450	0	Central Education Budgets have been reduced and Delegated Schools budgets have funded this provision from 2014 15 Efficiency savings.
Education	114	Delegation of Primary School Meals Recharge - The Education service currently contributes £471k to schools from revenue funding for the following tasks: administrative services £163k; electricity £6.5k; gas £177k; NNDR £44k; water supplies £51.5k; refuse collection £24K and telephones £5k. This proposal will expect schools to meet the cost of these functions without any subsidy from the directorate. This would enable the directorate to make a saving.	471	471	0	Central Education Budgets have been reduced and Delegated Schools budgets have funded this provision from 2014 15 Efficiency savings.
Education	115	Delegation of Early Years Team - The Early Years Special Education Need (SEN) Team provides support and advice to schools dealing with children of Nursery age who are likely to have SEN. Through the facilitation of an SEN Early Years panel pupils are assisted with additional support and schools receive training and advice from the Team. This proposal would move the resources for the team into the schools' delegated budget.	132	132	0	Central Education Budgets have been reduced and Delegated Schools budgets have funded this provision from 2014 15 Efficiency savings.
Education	116	Delegation of Equalities and Partnership Team - This team of five Partnership Inclusion Officers provide advice, support and challenge to schools on their Special Educational Need (SEN) practice. They also play a lead role in the cluster approach to managing SEN. Following on from the delegation of the SEN teams in 2013/2014 this team should also form part of the delegated schools responsibilities.	270	270	0	Central Education Budgets have been reduced and Delegated Schools budgets have funded this provision from 2014 15 Efficiency savings.
Education	117	Delegation of Integrated Childrens Centre (ICC) Management Team - The Ely and Caerau Children Centre provides wrap around education and childcare to the West of the City. This integrated approach combines statutory Nursery provision and centrally and grant funded childcare facilities. The delegated functions are subject to the governance of a Governing Body but the other funded activities are not. This proposal would bring all the functions under the governance of the governing body.	221	221	0	Central Education Budgets have been reduced and Delegated Schools budgets have funded this provision from 2014 15 Efficiency savings.
Education	118	Education Management - During the 2013/14 financial year the Education services across Wales will see further changes to the range of functions provided through the regional consortia arrangements. From April 2014 Welsh Government (WG) will expect further Education services to be included in the consortium arrangements. Alongside this WG are expecting all local authorities to increase the levels of resources that are delegated directly to schools. Both of these will impact on the role and capacity needed to be retained by a local Education Service. Staff will be consulted on savings planned to be achieved through a rationalisation of Centrally Employed staff and including those staff employed through the business support function (See EDU 23).	424	247	177	The saving reflects the restructure that took place during the year however delays in the implementation of the restructure as a result of the timing of the Estyn Monitoring Visit meant that this saving was unable to be fully achieved in 2014/15.
Education	119	Out of County SEN Placements - This significant budget is used to secure educational provision for pupils with statements of SEN who are educated outside of the City. This saving will be achieved through more robust procurement arrangements for new placements or placements under review.	400	400	0	This saving has been fully achieved
Education	120	Business Support - One Service - See Line 118	300	100	200	The saving reflects the restructure that took place during the year however the business support restructure could not start until the management restructure had been completed which in itself was delayed due to the timing of the Estyn Monitoring visit.
Education	121	Delegation of Breakfast Initiative - Currently budgets are held centrally to facilitate the Welsh Government Breakfast Scheme initiative in Primary Schools. This proposal would move the responsibility of the scheme into the schools delegated budget.	863	863	0	Central Education Budgets have been reduced and Delegated Schools budgets have funded this provision from 2014 15 Efficiency savings.
Education	122	Re-alignment of contribution to School Organisation financial Model - the capital charges requirements associated with the delivery of the existing proposals contained within the Schools Organisational Plan have been reviewed and the outcome is that this additional sum can be released as part of the savings proposals.	1,700	1700	0	Achieved and is therefore a reduction in the amount transferred to the SOP Reserve.
Education	123	Council Grants Reduction Grants to Cease - Mother Tongue Language Grants (8k), Cardiff and Vale School Sports Federation (9k), Youth & Community Grants (£44k), Festival Grants (£3k).	64	64	0	This saving has been achieved.

Education	124	Delegation of Education Solicitor and Energy Officer to Schools - The Council currently pays for an Education Solicitor and Energy Officer post, both of which are engaged for the use of schools. Under the proposal these amounts would be delegated to schools who may choose to employ directly or buy back the services delivered.	95	95	0	Central Education Budgets have been reduced and Delegated Schools budgets have funded this provision from 2014/15 Efficiency savings.
Education	Total Education		6,512	6,010	502	
Environment	125	Full Year Effect (FYE) of 2013/14 budget savings implementation - (1) Hayes public conveniences - FYE of closure - Conveniences closed on 30th June 2013 (£47k) (2) Cardiff Outdoors 1 - FYE of efficiencies achieved in 13/14 in Street Cleansing comprising the off hiring of 4 small mechs.(£50k) (3) Cardiff Outdoors FYE of efficiencies achieved in 13/14 in Street Cleansing including acceptance of VS's, deletion of vacant posts, restructure of the graffiti teams, green waste collections and street washing efficiencies.(£154k)(4) Waste Collections/Street Cleansing Management Restructure - FYE of restructure implemented in 2013/14. (£20k); (5) Bulky Collections - FYE of charging - charging implemented on 1st October 2013 (full year outcome dependent on uptake by the public) (£38k);(6) Waste transfer income - FYE - charging due to be implemented in January 2014. Full year outcome dependent on uptake by SME's. (£60k) .	369	233	136	This was partly achieved as a result of actions taken in 2013-14. The balance of the saving was to be generated from increased income but there was a shortfall of £52k in Bulky Waste due to the number of customers who are entitled to a 'free' service and a further shortfall of £84k in Bessemer Close SME income as the service needs time to grow the business through marketing.
Environment	126	Further review street cleansing operations to streamline service provision which will include - 1) Redesign City Centre Cleansing (£70K), reviewing resources deployment to achieve efficiencies by prioritising according to footfall & demand. 2) Redesign the City Wide Cleansing Operation (£585k), it is intended to undertake a detailed review of current operations and type and number of resources used to implement revised schedules with a greater focus upon cleansing need including a review of weekend overtime operations and bank holiday catch up working. 3) Reduce the under utilised budget for out of hours fly-tipping service on the adopted highway (£50k). (This proposal has been amended. The proposal previously totalled £805k but has now been reduced to allow for the removal of savings related to events cleansing, cleansing of high speed routes and leaf cleansing operations).	705	734	-29	This saving was over-achieved by £29k. The use of agency staff ceased in 2013-14 enabling a reduction of £522k. Other savings included £62k from deletion of 3 vacant posts, £50k from reduced out of hours flytipping, £48k from the redesign of City Centre cleansing wef 1 June 2014 and £52k from 2 posts deleted after postholders took VS.
Environment	127	Refuse Collection - Stop Black Bag Provision - Black Bags are currently provided to households in bag areas on an annual basis. Only a limited number of bags are provided and if residents require additional they have to purchase their own. Black bags are not currently provided to bin areas where residents already purchase their own bags. The proposal is that black bags are no longer provided to any resident, therefore the public buy their own. This would release £42,000 revenue. We will continue to provide green recycling bags and food waste liners for your recycling and food waste.	42	42	0	Saving achieved.
Environment	128	Trade Waste - Commercial residual collections efficiency - removal of round and associated resources (£72k) It has been identified that a residual commercial route has very low productivity and should be removed as the calls can be relocated to other existing rounds. Where vacancies exist redeployment will be offered within Waste Collection Services at the appropriate grade.	72	69	3	Commercial operatives reduced by one team (3 FTE's). Shortfall of £3k mitigated by additional saving in ENV5.
Environment	129	Trade Waste - commercial recycling collections efficiency - Removal of round and associated resources (£79k.) It has been identified that a recycling commercial route has very low productivity and should be removed as the calls can be relocated to other existing rounds. Where vacancies exist redeployment will be offered within Waste Collection services at the appropriate grade .	79	82	-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 ENV4.
Environment	130	Recycling Waste Collection Services - Rebalancing collection routes - To optimise efficiency by changing round sizes and number of loaders in line with national standards and health and safety executive recommendations regarding single sided collections. These changes will not affect customer days of collection. Staff numbers affected are likely to be accommodated through Agency reductions. Should further savings be required then Voluntary Severance requests will be considered.	300	294	6	The rebalancing of the routes has enabled a reduction of 11 agency staff for each day leaving a small shortfall.
Environment	131	Household Waste Recycling Centres (HWRC) Recharging/Service Level Agreements (SLA) - discussions with partner authorities are ongoing to establish SLA's in respect of non-Cardiff residents using the service. Data has been gathered from various sites where non Cardiff residents are frequent customers. Requires further data to be collected and then recharging mechanism to be agreed. The saving is related to the 7% of HWRC users that are from outside Cardiff. This could equate to over 2000t of waste from outside of Cardiff.	46	0	46	A WRAP survey was undertaken in May to evaluate the level of cross usage between authorities however after reviewing the position it became clear that no direct charge to another LA could be achieved. A budget realignment was made as part of the 2015/16 budget process to reflect this.

Environment	132	HWRC Service Redesign - This proposal is for a site redesign - moving to 2 large sites. In doing so the operating method will change to allow for three staff on site at all times and opening hours will be changed to match customer demand, this remodel will focus heavily on customer interaction on site to educate, control and enforce higher recycling, reduced landfill tax and post sorting costs.	135	135	0	The saving has been fully achieved through the deletion of 3 posts following VS, savings on an increased diversion of residual waste to recycling skips and further savings following the closure of the Waungron Rd Depot on 27th April 2014.
Environment	133	Reductions in Landfill expenditure - 1) Transfer station - repairs & maintenance budget underspent in 2012/13 and projected in 2013/14. (£44k) 2) operational savings - remove surplus budgets in landfill directives and transfer station (£60k). 3) Waste Disposal - staff restructure (£150k)	254	185	69	The saving was 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 £69k in the saving is due to the remaining staff restructure not taking place
Environment	134	Recycling Processing Redesign -(1) - Operational Savings (£152k) Savings made up of: 1) Cessation of residual waste disposal at £94 per tonne, to be replaced with Energy from Waste treatment option of < £94 per tonne. Procurement commenced. 2) Waste skip movements through the roll on off service reduced from 4 bins to 1. 3) Materials Sales: 3a) Grade 1 - Paper was sold as loose now baled. Net effect is additional £20 per tonne to year end. 3b) Grade 2 - Paper sent for post sorting, decreased contamination levels have resulted in additional £5 per tonne income to year end. 4) Existing mobile plant on hire to be replaced by new procurement, result will be less damage costs being recharged by hire company. Reduction of 1 forklift.	152	131	21	This saving was largely achieved following the introduction of a new shift pattern but as there was a short delay in implementation the saving was not fully realised.
Environment	135	Enforcement redesign - Proposed refocus and redesign of the enforcement team with a reduction in the numbers. Those remaining will focus on direct enforcement activity with a view to maximising recovery of costs of enforcement and supporting the ward based cleansing teams to improve. Enhancement of the use of the authorised and trained Civil Enforcement Officers and key service delivery teams to issue fixed penalty notices.	200	209	-9	This saving was 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 had taken VS during 2013-14, 1 transferred into the redeployment pool and 2 others were vacant.
Environment	136	Regulatory Services Voluntary Severances - Mitigated risk score takes account of the measures put into place by restructuring and improving technology built into each business case	126	126	0	This saving is fully achieved through the deletion of five posts through VS and the end of the previous financial year.
Environment	137	Pest Control Restructure - Deletion of a pest control technician post and change in duties of pest control manager post to include both managerial and operational role. Part of the savings attributed to the deletion of the post may be offset by regrade of current scale 4 post to take up additional support duties currently undertaken by pest control manager.	30	30	0	A vacant post has been deleted, therefore, this saving is achieved.
Environment	138	Additional Pest control income generation - Pest Control has over-recovered on its income target in the previous 2 years. Income projections indicate this is likely to occur again this year and is sustainable.	25	49	-24	New income target has been set but the outturn exceeded this by £24k.
Environment	139	Reduction of Operational Manager post.	50	50	0	This was achieved through the VS of an Operational Manager in Trading Standard in January 2014.
Environment	140	Interventions Cardiff Outdoors - a review of administration / customer contacts in Environment, Bulky/Fly tipping, Regulatory, Pest control and cleansing (£100k).	100	66	34	This saving was partially achieved through the deletion of two posts - 1 vacant and 1 following VS. A delay to the implementation of some initiatives resulted in a shortfall against the target.
Environment	141	Invest to Save Energy - Radyr Weir and Solar Panels at Lamby Way Radyr Weir and Solar Panels at Lamby Way are invest to save schemes already included in the existing Capital Programme. Radyr Weir - full year gross revenue is budgeted at £352k. Estimated date of operation end of November 2014. Gross in year saving £95k for 2014/15 of which £30k will be available after in year debt repayment. Solar panels on buildings at Lamby Way Gross in year saving 2014/15 £30k of which £10k will be available after in year debt repayment.	40	0	40	Delays resulted in an extended implementation date beyond this financial year so no income was generated in the current year.
Environment	142	Invest to save energy initiatives - Saving reliant on a capital bid for 2014/15 of £790k. In year gross Saving 14/15 £98k of which £22k will be available after in year debt repayment in respect of capital costs. Full year gross saving 15/16 is projected at £294k.	22	0	22	Delays resulted in an extended implementation date beyond this financial year so no income was generated in the current year.
Environment	143	Review of City Analyst Laboratory - The City Analyst Laboratory is currently a subsidised service. The proposal is to explore revised operating models options to eradicate this subsidy. This review will include consideration of the development of a business model to operate the Laboratory on a more commercial basis without public subsidy where it will be required to cover its operational costs from the generation of income from external and internal clients.	106	0	106	Delays resulted in an extended implementation date and as a consequence none of the planned savings were achieved this year. Contracts have now been awarded to external providers and all staff have left their position on VS

Environment	145	Restructuring Regulatory Services - Reduction in number of grade 9 and 8 officers across the Regulatory Services. This will impact mostly on the Food Safety Team which has the highest number of highly graded officers. This option protects the delivery of current services as the only other option is to delete significant number of posts. Posts affected are in the Food safety Team, the Health and safety Team, the Pollution Team In addition a post will be deleted from the Communicable Disease Team .	147	157	-10	This saving has exceeded its target through the deletion of posts on VS and a restructuring of the Food & Health and Safety and Pollution Control sections.
Environment	146	Enforcement Efficiencies - this proposal would result in increased litter enforcement activity and will generate increased income levels.	40	103	-63	Additional income was received in relation to trolley abandonment to exceed the savings target.
Environment	147	Waste Management Strategy, and Support post deletion - this is the deletion of a vacant post.	21	21	0	The funding for this vacant post has been removed.
Environment	148	Reduction of overtime across the directorate - the proposal will target the reduction of overtime across the Environment Directorate. The reductions will be in respect of areas of non-contractual overtime. The overall Directorate budget for overtime is £1.4M and the proposal is considered achievable.	208	208	0	A plan was produced providing details of how this target would be met and relevant budgets were reduced.
Environment	149	Consumer Advice Services - Service employs 6 grade 7 FTE's - approximately costing £200k . The service is non-statutory but is a busy front line service with 2000 service requests per quarter. The proposal is to reduce by one FTE and redistribute the work load and work more efficiently. They provide assistance to consumers to help them resolve disputes and losses through legal assistance and advice. They deal with enquiries and complaints from consumers and help them obtain refunds, replacements and repairs and also work with business to help them improve their trading practices.	31	32	-1	The saving is fully achieved as the post had been deleted following the VS of the postholder.
Environment		Total Environment	3,300	2,956	344	
Health & Social Care	150	Review of Mental Health Out of County Placements in residential care and re-commission - 7 service users have been consulted about moving from residential care to supported living within Cardiff. Care support would be provided to meet their needs in a model of accommodation with support in 2014/15. A support provider is being separately commissioned.	200	0	200	Delayed implementation of floating support contract designed to facilitate step-down meant that no savings were achieved in 2014/15. Contract was implemented at the end of 2014/15 so savings should start to accrue in 2015/16.
Health & Social Care	151	Review Community Alcohol and Drug Team (CADT) Management structure - reduction of 1 management post	45	45	0	VS and Post Deletion
Health & Social Care	152	Review all externally commissioned day care packages - for all service user groups. All care packages for individuals are regularly reviewed in line with our duty under the NHS & Community Care Act and any changes will be agreed to existing packages of day care where appropriate and to meet existing need. People will at the same time be offered Direct Payments to source different kinds of support, if this is right for them, to secure services which may not have been available when the day care package was originally sourced.	100	100	0	Specific targeted reductions in payments to learning disability related day care providers.
Health & Social Care	153	Deliver Business Process Review in Assessment & Care Management (ACM) - In February 2014, we are commencing a review of how we deliver ACM services alongside health colleagues, in line with streamlined approaches to Unified Assessment as required by Welsh Government. This will ensure that we have one lead professional who has contact with customers and will improve service . Structure change will be necessary as we roll out unified assessment.	150	150	0	18 VS applications were approved in 2014/15 to assist in the achievement of the saving.
Health & Social Care	154	Review management staffing structure within Health & Social Care including commissioning, planning and business support - Savings will be achieved from a restructure which will also take account of applications for Voluntary Severance / Voluntary Early Retirement.	496	496	0	Relevant posts identified for deletion. (Vacancies and VS)
Health & Social Care	155	Review & Transfer the Internal Supported Living Services to external providers - The proposal is to consult upon and review the Internal Supported Living Service and consider transfer to the existing external providers (within the existing contracts) on a locality basis across Cardiff. Service Users will not have to move from their homes unless their care needs can no longer be met in a supported living environment. Any change for service users would only be if their needs could no longer be met within the existing service.	750	390	360	Savings to value of £390k were achieved via a review of existing staff arrangements. There was however a shortfall relating to savings linked to a rationalisation of schemes.
Health & Social Care	156	Hafod reconfiguration of contract - Full year effect of the termination of the contract with Hafod Care in relation to provision of residential care homes. Contract anticipated to end during 2013/14.	1,500	750	750	Full year effect of 2013/14 home closures realised £750k of savings. However, the proposed transfer in 2014/15 of the one remaining home did not proceed as anticipated causing a significant shortfall against the 2014/15 savings target.

Health & Social Care	157	Review of commissioned services including residential and nursing care contracts - In conjunction with Commissioning & Procurement, a procurement exercise will be undertaken to seek block contracting conditions with current providers, providing longer term financial risk assurance for the Homes in exchange for their providing savings for the Council on the cost of beds.	500	200	300	Right sizing' and review of care placements produced savings of £200k mainly in LD/MH. A new dynamic purchasing system for residential and nursing care (Proactis) was also introduced in 2014/15. Although an improvement in process was evident, the ongoing growth in prices for nursing beds restricted the achievement of savings in 2014/15
Health & Social Care	158	Council Grants Reduction 10% Reduction - Carer's Grant (£1k). Grants to Cease - Various Health & Social Care Grants (£71k).	72	93	-21	Grant reductions identified in excess of initial target..
Health & Social Care	159	Review contractual arrangements for Direct Payments Support Provider - Recommissioning and reviewing options are being considered to review the existing contractual arrangements in place for Direct Payments provider.	100		100	Review being undertaken into revised arrangements for the management of direct payments however no saving was achieved in 2014/15.
Health & Social Care	160	Closer to Home Project - Learning Disabilities (LD) - Closer to Home is a project to support people to move from out of county residential accommodation, where appropriate to their needs, by finding housing solutions within Cardiff. In year one, we will work closely with service users, parents and carers to identify service users who could be accommodated appropriately in adapted supported accommodation. The project in years 2 and 3 will seek partnership options to develop purpose built core and cluster accommodation to meet the needs of service users with learning disabilities, challenging behaviours and complex needs. In order to deliver the project, we will work in partnership with Cardiff Housing Strategy and all housing partners. To achieve the identified savings the number of service users will be in the region of 14 individuals to return to Cardiff.	350	50	300	Proposals being developed and some specific step downs in care identified. However, only a limited impact in 2014/15 with potential for achievement of the saving in subsequent years.
Health & Social Care	161	Review of spot contracting for domiciliary care - through work with Commissioning & Procurement to develop business opportunity to expand the current block framework provision for the next 12 months in order to reduce current usage of more expensive Spot contracts. There are currently 682 people with 713 spot contracts worth £7.8 million.	400	0	400	A new dynamic purchasing system implemented for domiciliary care in Nov 2014. No significant price reduction evident in initial first four months of the contract and hence no identifiable saving to date. Work ongoing to encourage increase in number of providers bidding for contracts.
Health & Social Care	162	Subsidised Meals Service - there is a subsidy to both Meals on Wheels and the Meals served at Day Centres - the proposal is to increase the charge to individuals by £70p from £2.80 per 2-course meal to £3.50p, reducing the subsidy to existing service users in both services. The meals are still being subsidised as the overall cost is approximately £5.20 per meal. The Council does not have a statutory duty to subsidise meals.	50	50	0	MOW price increase implemented, however overall reduction in number of service users receiving meals has impacted on income levels.
Health & Social Care	163	Increase to maximum charge for non-residential domiciliary care services - Welsh Government regulations determine the maximum charge a service user may be charged for domiciliary care. This has been set for £50 a week since April 2011. Welsh Government have confirmed that the maximum charge will increase in April 2014 to £55 per week and this will net additional income	120	175	-55	Higher than anticipated additional income from increase in weekly domiciliary care charge.
Health & Social Care	164	Review the provision of rehabilitation services for Community Alcohol and Drug Team (see HSC2) - Any future rehabilitation packages, following discharge from hospital will be funded by the NHS. Bench-marking with other local authorities will inform the policy and commissioning change.	200	150	50	Saving based on proposed reduction in rehabilitation services. Some legacy costs in first quarter prevented achievement of full saving.
Health & Social Care	165	Review and Re-commission Day Service for Older People - Llanedeyrn Day Centre closed in December 13, as part of the Maelfa Regeneration Scheme, but service continued to be provided to those people in need. Savings were realised for 13/14 with a full year effect of savings in 14/15. New models of service delivery will be developed during 14/15 and we will explore the integration of day services with the Council's Community Hub developments. People who need day opportunity services will continue to be supported.	200	200	0	Llanedeyrn day centre closed and savings realised.
Health & Social Care	166	Right-sizing domiciliary care package and review of lower level provision - A review team has been established to review packages of care for older people and those with physical disabilities that will ensure that services are appropriately provided in accordance with need. Often people need a package when they come to the service for support which diminishes over time and this process ensures we are not over-specifying service. People who need the same or even larger care packages will continue to have their needs provided for appropriately.	800	220	580	Some savings were identified as a result of reviews undertaken during the year however a significant shortfall remains. The review work is ongoing.

Health & Social Care	167	Mobility Allowance Review - an exercise will take place to identify service users in receipt of Disability Living Allowance (mobility) and whether they are in the position to use this to fund their own transport in relation to social care provision.	20	0	20	Despite a review of all cases no saving was achieved in 2014/15.
Health & Social Care	168	Reduction in stationery budgets - A reduction based on historic spend profiles.	10	10	0	Stationery budgets reduced.
Health & Social Care	169	Review of Internal Day Services for people with Learning Disabilities - 132 service users currently use internal learning disability day services. We will continue to modernise the service based on an outcome-focussed model of "Services without walls" utilising opportunities within communities where attendance at a centre is not necessary for support to continue to be provided. Reviews of individual day service packages will be carried out under our duty to review services to meet needs and any changes to services proposed will be in line with current social policy and good practice	150	150	0	Posts identified for deletion sufficient to realise budgeted saving.
Health & Social Care		Total Health & Social Care	6,213	3,229	2,984	
Resources	170	Enterprise Architecture reduction in SAP Delivery External Spend - The £102k was earmarked to support the SAP delivery projects as a flexible budget for those deliverables that could not be capitalised. In line with the Council's policy on reducing external spend this budget can be offered up on the assumption that the sorts of specialist support that is required can be rolled into the capital projects delivering the SAP solutions.	102	102	0	Saving achieved.
Resources	171	Removal of Business Change Manager post in Enterprise Architecture - Deletion of vacant post.	45	45	0	Saving achieved.
Resources	172	Removal of posts in Commissioning and Procurement - the Business as usual & Projects team was temporary for a period of 2 years. This proposal will include the deletion of an OM post through voluntary severance and deletion of a vacant Assistant Procurement Officer post. The proposal will also include the removal of a Grade 5 Cataloguing Officer post together with a Senior Category Manager.	188	168	20	The majority of savings have been achieved. However, a small element is unachieved due to redeployment costs.
Resources	173	Reduction to the Category Team Supplies and Services Budget within Commissioning & Procurement - This will remove flexibility to bring in category specialists to support teams.	30	10	20	The budgets were reduced but the full saving not achieved.
Resources	174	Savings within Business Change Management - Ceasing spend on external advice and by undertaking a restructure to reduce both staff numbers and associated overheads. This will equate to approximately 12 FTEs. Currently the workforce is on secondments and fixed term contracts ending on the 31st March 2014. In addition this proposal includes the removal of funding for 2 FTE Business Change Support Accountant posts. As a result of this reduction in staff, there will be a significant impact on the amount of Project activity that can now be supported.	780	780	0	Saving achieved.
Resources	175	ICT. Termination of existing support or service contracts - This saving has been identified as achievable following a detailed analysis of existing contracts.	59	59	0	Saving achieved.
Resources	176	Reduction to the ICT Training budget - A £10k reduction in the training budget linked to the reduction in posts.	10	10	0	Saving achieved.
Resources	177	ICT. Reduction of SAP Support contract budget - The existing SAP Support contract budget can be reduced following a review of the capabilities maintained in-house.	50	50	0	Saving achieved.
Resources	178	Removal of posts within ICT - Deletion of 11 FTE posts within ICT. This will be achieved through a combination of voluntary severance , flexible retirement , deletion of vacant posts and a mini restructure . This will have service implications and this is reflected in the attached risk ratings.	460	460	0	Saving achieved.
Resources	179	Further opportunities for capitalisation of ICT Hardware / software expenditure - Links to Capital Programme bid.	341	341	0	Saving achieved.

Resources	180	Exploitation of existing ICT development - Schools target setting system support & maintenance - opportunity to charge support, maintenance and hosting charge for schools target setting database to Joint Education Service (JES). The system had been developed by Cardiff for internal use.	6	6	0	Saving achieved.
Resources	181	ICT reduction in software licence costs - This savings proposal is based on reductions in external licence spend as a result of reductions in employee numbers (for example the Microsoft Enterprise agreement, Citrix licences etc).	65	0	65	Employees were still in post when the licences had to be renewed and therefore the saving was not achieved this year.
Resources	182	Realignment of Business Support Posts in Business Administration - Two members of staff within the Business Support team have expressed an interest in Voluntary Severance. This has given the opportunity to review duties. A total of 4 posts can be deleted. In addition another member of staff has requested flexible retirement which has led to a further saving. The functions within these posts can be undertaken by existing staff.	100	87	13	3 posts have been deleted and the saving achieved. However, the full saving on the Grade 5 post is not achieved.
Resources	183	Income generation opportunities in respect of Central Transport Services (CTS) - Seek to maximise the external income potential from the Transport Operations Depot in Coleridge Road while continuing to maintain the Council's fleet of 850+ vehicles. The Council does not have the power to allow the depot to enter into competitive commercial activities and therefore the Council has approved the preparation of the business case to identify trading opportunities. Potential for an alternative model of service delivery.	120	0	120	Although no saving was achieved against this proposal in 2014/15 measures are being considered to identify future savings alongside work in connection with the alternative service delivery model.
Resources	184	Facilities Management / Energy Management Plan - In conjunction with the Energy Management Team, Facilities Management is proposing an eight point action plan which aims to improve energy efficiency and reduce carbon emissions in the short, mid and long terms. It should be noted that some investment will be needed in order to maximise the long term financial benefits. Recommendations will be made at a later date as to whether the prioritised options should be funded on an Invest to save basis or through Salix loans. The loans will be repaid within a specified payback period.	15	15	0	Energy budgets within FM were reduced and the saving achieved.
Resources	185	Facilities Management / CTS deletion of post - Deletion of vacant OM post within FM/CTS.	80	80	0	Post vacant since 2013/14. Post now deleted and saving achieved.
Resources	186	Facilities Management / CTS Systems Management - Review of the efficiency of processes across Facility management (FM) and Central Transport Service (CTS) using lean management techniques. The business process redesign will impact on the level of resources required.	100	100	0	Leaner operations and resource reductions have been achieved within CTS and FM.
Resources	187	Finance. Exchequer and Development Staff Savings - Staff savings within the Exchequer and Development section: Insurance: Grade 6 - Part Time - Voluntary severance (Also staff re-grade 4 to 5) £21k - £4k=£17k Administration - Grade 4 - Delete Vacant Post - (Also staff re-grade 6 -7 & 4-5) £25k - £9k= £16k Payments - Delete Vacant Post - (Remaining staff re-grade 5 to 6) £22k - £5k= £17k Payments - Reduce hours to term time (Already actioned) £5k. Deletion of additional post £19k.	74	74	0	Employee budgets were reduced accordingly and the saving has been achieved.
Resources	188	Finance - Payroll Staff Savings - Removal of a grade 10 post in the Pay Centre through Voluntary Severance. This will involve some realignment of duties and the risk rating reflects the nature of this essential service.	44	44	0	Budget was reduced - employee left on VS. Full saving was £50,000. Balance retained to fund realignment of duties
Resources	189	Finance Accountancy Services to carry out additional duties and charge to Pension Fund - Additional Recharge from Project and Technical Accountancy to the Pensions Section. A detailed review of the work undertaken has taken place and identified business process efficiencies, allowing these activities to be carried out by existing members of Finance and recharged to the Pension Fund. This has allowed the Council to support the application for Voluntary Severance of the Pensions Accountant who is charged directly to the Pension Fund.	45	45	0	Recharge income budget increased - additional duties carried out and recharged at year end.
Resources	190	Finance. Internal Audit - Staff Savings - Accept Voluntary Severance of a Grade 6 Investigator Post. Also accept the Voluntary Severance application from the Grade 10 Group Auditor and delete a vacant Grade 7 Senior Auditor post. In addition, the deletion of a Grade 9 post in the Quality & Review team.	169	169	0	Budgets reduced accordingly - 2 Vs and 2 vacant posts - Savings achieved

Resources	191	Finance. Service Accountancy Staffing - Reduction of three posts through a combination of Voluntary Severance and deletion of vacant posts currently covered on a temporary basis together with a realignment to reflect adjustments to part time hours and additional grant funding. Also deletion of a vacant CIPFA Trainee post.	153	153	0	Budgets reduced accordingly - 2 Vs and 2 vacant posts - Savings achieved. Also income budget increased re additional grant funding to reflect increased support.
Resources	192	Finance Restructure - post savings arising from a management restructure within Finance.	139	139	0	Posts have remained vacant in order to achieve this saving in 2014-15.
Resources	193	Finance. Revenues staffing savings -Deletion of a vacant Local Taxation Assistant post and part time vacant Cashiers post. -Deletion of an internal Bailiff post following approval of a Voluntary Severance application in July 2013. -Deletion of a vacant Council Tax Processor post -Deletion of Council Tax Apprentice post when vacant in September 2014 as a result of technology driven savings that will eliminate duplication of data capture. -Acceptance of a Voluntary Severance application from the Senior Inspector who has managed the team responsible for all property related inspections for Council Tax and Business Rates. - Acceptance of a Voluntary Severance application from a part time inspector.	157	157	0	Budgets reduced accordingly - relates to vacant posts and Vs- Savings achieved
Resources	194	Additional income within Revenues - This additional income will be achieved from three sources 1) Increase the internal charge made in respect of rating appeal work £33k. 2) Anticipated increase in Non-Domestic Rates grant of £20k. 3) Additional bailiff income as a result of a new fee structure to be introduced by the Ministry of Justice - implementation date expected to be 1 April 2014. It is expected that this will result in a £75 compliance fee and £235 enforcement fee.	82	82	0	Income budgets increased and saving achieved.
Resources	195	Finance Revenues - Support application for Voluntary Severance (VS) from Senior Local Taxation Officer - As work progresses with automating procedures it should be possible to make further staffing savings out of the revenues budget. The timing of these will depend on the availability of ICT to progress with automating our on line forms and also the success of the initial Direct Debit form which is currently in development.	25	25	0	Budget reduced accordingly - Employee left on VS - saving achieved
Resources	196	Finance - Revenues staff savings as a result of technology efficiencies - 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	0	Vacant post in council tax team deleted to achieve this.
Resources	197	Finance - Revenues - Reduction in hours VAT Accountant - Reduction in hours of full time post to 4 days per week.	10	10	0	Budget reduced and 30 hours now worked.
Resources	198	Finance - Revenues - Reduction in Council Tax employee budget that is used to fund planned overtime to cover peaks of work. It is proposed to delete this budget.	21	21	0	Budget deleted and saving achieved.
Resources	199	Local Financial Management (LFM) to generate additional income from Schools - a review of the LFM service has been undertaken to ensure that there is full cost recovery of the service to Schools.	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	HR People Services potential collaboration with the Vale Council - There are options in place to potentially collaborate with the Vale of Glamorgan Council on a number of HR activities which includes Occupational Health and other areas such as Learning & Development and HR Policy. In relation to Occupational Health we would need to increase the Occupational Health resources in Cardiff, and the Vale would buy in the services via a Service Level Agreement which would offset the additional costs and would create additional income.	20	0	20	No agreement reached during the year however work will continue to progress this during 2015/16

Resources	201	HR People Services to increase external income in respect of Cardiff Works / Cardiff Supply - Cardiff Works would look to expand in order to generate additional business which it is estimated would generate a surplus of around £119,000. We would look to provide administration and clerical support to the Vale Council, and the Fire Service. Other local public sector organisations may join in the future. We would offer services such as administration and clerical support, supply teachers and psychometric testing.	119	87	32	Saving partially achieved in 2014/15. HR will continue to progress income generation opportunities.
Resources	202	HR People Services. Combining Payroll teams with HRPS - there is an opportunity to combine the payroll teams with HRPS to achieve efficiencies in service provision. This streamlining would achieve the proposed saving by reducing the communication requirement between teams .Further savings should be possible in future years with process review and technological service enhancement.	10	0	10	Staff transferred in February 2015, Saving will be achieved in 2015/16.
Resources	203	HR People Services. Share with the Fire Service an Occupational Health Physician post and an Admin post enabling a Voluntary Severance (VS) to be accepted - The Council currently provides Occupational Health Physician advice to Council staff. The Occupational Health unit is already shared with the Fire Service. Further options are available to share the Occupational Health physician post which will provide reduced sessional costs with savings of £40,000, by the purchase of full-time physician to be shared with the fire service in terms of costs and access. Additionally sharing administrative support will enable a VS to be accepted and save half of the post.	53	20	33	Saving due to part time rather than full time physician being appointed however balance of savings have yet to be achieved.
Resources	204	HR People Services. Voluntary severance - the proposal would be to accept the applications for Voluntary Severance from one service delivery advisor Recruit grade 4, Service Delivery Advisor Manage Grade 7 , Senior Service Delivery Lead Attendance - Grade 7 and People Services Coach - Grade 6 - 2x Grade 4 Advisers FPOC, 1x Grade 5 recruitment consultant and 1x Grade 8 Senior Equality Specialist.	253	253	0	All actioned & saving achieved.
Resources	205	HR People Services. Mini restructure for Organisational Development (OD) / Learning & Development (L&D) function - As part of a mini restructure within the OD/L&D function, the proposal would result in the deletion of a grade 9 post. The current split of management function between the service delivery and L&D specialists needs to be addressed. Proposals already underway to integrate management of both areas into a single role. This will provide more joined up approach to the management of the L&D function which includes strategic responsibility for new lead role.	45	34	11	The majority of savings have been achieved. However, a small element is unachieved due to redeployment costs.
Resources	206	HR People Services. From within Manage, Recruit and Develop teams - Delete a vacant Grade 4 post, a Grade 10 and a Grade 7 post . This proposal also includes one flexible retirement at Grade 7 - 50% reduction in hours.	127	114	13	The majority of savings have been achieved. However, a small element is unachieved due to redeployment costs.
Resources	207	HR People Services. General savings - The proposed savings of £24k relate to the reduction in budget of a number of HR budget heads which includes Occupational Health & HR subscriptions, advertising, training, furniture, office equipment and refreshments.	24	24	0	Budgets have been reduced and the saving achieved.
Resources	208	HR People Services. Realignment of reporting lines Job Evaluation / Reward team and reduction in Employee Relations team- Delete grade 9 manager post and realign management under the grade 10 . Additional Schools Organisational Plan HR support would remain in Employee Relations team. The four Grade 7 employee relations specialists will be reduced by one.	87	74	13	The majority of savings have been achieved. However, a small element is unachieved due to redeployment costs.
Resources	209	HR People Services. Additional funding from Schools to cover cost of current HR service - the current funding for the HR service from schools is £384k. An analysis has been carried out of the actual FTEs supporting schools within the HR service and this represents 22.48 FTEs at a cost of £750k. The gap in funding from schools is £366k. This would be supported by a new SLA for schools which clearly sets out expected service levels and response times. Further detailed work is being progressed on both current and future provision.	366	366	0	Agreed and saving achieved
Resources	210	HR People Services. Realignment of reporting lines for Contact team - Option is to delete Grade 9 as a result of a Voluntary Severance application and to delete a grade 6 coach post and align under one of the People Partner OM2s. This would be a deletion of both posts	82	82	0	Actioned & saving achieved.
Resources	211	HR People Services - support for alternative delivery mechanism. Additional funding in order to support high level HR advice in relation to alternative delivery mechanisms.	58	58	0	Fixed term funding secured to meet budget saving.

Resources	212	HR People Services. Realignment of reporting lines for Recruit & Cardiff Works - Delete one grade 9 and merge the current teams of Recruit and Cardiff Works. This proposal would also delete the grade 7 recruit team leader post.	88	88	0	Saving achieved - deleted both posts
Resources	213	Health and Safety potential joint working with Vale of Glamorgan Council - There is a proposal to explore the potential of some form of joint working on health and safety with the Vale. This would need to be subject of exploratory discussions with colleagues from the Vale and be congruent with the agreed priorities of both Councils	137	60	77	Employee budgets reduced by £60k as related to vacant posts. Further saving of £77k relates to savings in respect of joint venture, which is still to be confirmed.
Resources	214	Legal. Miscellaneous Budget -deletion of a miscellaneous budget within the Legal Property team	3	3	0	Misc budget cut. Saving achieved.
Resources	215	Legal Services Staffing Savings - 2 Grade 10 posts have been vacated within the Procurement team. Further savings will be achieved by the deletion of a vacant Grade 5 post and a Grade 10 post within the Legal Communities team.	181	181	0	Posts were vacated and deleted in 2013/14. Saving achieved.
Resources	216	Legal. Deletion of vacant post and Voluntary Severance (VS) in the administration team - delete Practice Manager post in the Administration team - Grade 9 and Voluntary Severance in the Administration team - Grade 5	71	71	0	Posts were vacated and deleted in 2013/14. Saving achieved.
Resources	217	Re-alignment of Legal Services budgets -additional recharge to enable full cost recovery of current staff costs.	18	18	0	Income realignment actioned to match corresponding expenditure budgets. Saving achieved.
Resources	218	Customer Relationship Management - a business case is being prepared to move forward the business process changes required to implement a Customer Relationship Management approach across the Council. It is envisaged that this change will bring in a part year effect in 2014/15 with further significant savings materialising in 2015/16. The saving identified relates to a decommissioning of IT which will be replaced with the new arrangements.	100	40	60	Linked to the progression of the CRM work which was delayed pending project resources and the technology solution.
Resources	219	Cardiff Academy - a reduction in the budget which delivers the Cardiff Academy Programme.	18	18	0	Achieved
Resources	4	Reduction in Staffing of the Records Centre, County Hall - Deletion of one FTE post.	15	15	0	Post cut. Saving achieved.
Resources	144	Savings on a reduction on Council wide energy bills - this saving will be achieved through on going validation of utility bills. It is currently considered that a 1.5% saving on energy bills could be achieved.	135	47	88	A proportion of the saving was identified and agreed with Western Power through lowering the capacity on meters on a range of properties. Work is continuing to identify further savings in 2015/16.
Resources		Total Resources	5,593	4,998	595	
Sport, Leisure & Culture	220	Reduction of major classical concerts in the Welsh proms - Cutting the three major orchestral concerts in the Welsh Proms; leaving a last night of the Proms concert only. If any additional concerts are presented they will be on a zero cost basis to St David's Hall thus reducing the net financial support for the Proms by £30k to zero.	30	30	0	The budget to support the classical concerts was reduced and was therefore fully achieved.
Sport, Leisure & Culture	221	Increase in St David's Hall income - Increase overall performance profitability of box office, which will include up to a 3% increase (£9.7k) in commercial hire fees.	40	40	0	Retained income was £84k above revised target so saving fully achieved.
Sport, Leisure & Culture	222	Cessation of St David's Hall in house exhibition program - Replacement of the current exhibition programme in St David's Hall with longer term exhibitions, with occasional update/refresh, thereby reducing the staff resource required to hang and monitor the exhibitions. St David's Hall is not an ideal exhibition space and emphasis will be in developing Cardiff Contemporary, with city wide exhibitions.	50	50	0	The exhibitions budget has been removed so is therefore fully realised.
Sport, Leisure & Culture	223	Emergency Management Operations Income Generation - To generate additional income via charging for advice and guidance in relation to Control of Major Accidents & Hazards (COMAH) planning, business continuity, and other key areas of resilience.	25	25	0	This was fully achieved.

Sport, Leisure & Culture	224	Increase admission price for Cardiff Castle - The aim is to increase income through a £1 rise on the entrance fees at Cardiff Castle.	150	150	0	Prices were increased and revised income target set. Actual income figures were significantly higher than the revised target.
Sport, Leisure & Culture	225	Community Asset transfer of Maes-y-coed Community centre - The facility is open only on weekdays and attracts 30,579 attendances annually (85 users per day). The directorate has been approached by a local community group about a Community Asset Transfer. The community group has stated that it would aim to provide similar sessions to those currently delivered.	80	21	59	This saving has been partially achieved through the deletion of a post following VS, however the asset transfer did not take place until 1st April 2015 and therefore operating costs were maintained throughout 2014-15.
Sport, Leisure & Culture	226	Community Building Review. Splott Community Hub - At 30 years old Splott Pool is one of the oldest facilities in the Leisure stock and attracts fewer than 70,000 users per year (less than 200 users per day). It requires an annual subsidy of approx £325k (£4.63 per user). By comparison, Maindy has the lowest subsidy per user at £1.19. The building and associated plant is rapidly approaching the end of its useful life. The last property condition report completed in 2008 estimated that an investment of £80k was needed to key areas including the renewal of the boiler and heating distribution pipework. This is expected to have increased significantly since this date. A business case has been developed for Splott Community Hub and considered by Cabinet.	150	150	0	The Pool closed on 31st March and budgets removed.
Sport, Leisure & Culture	227	Reprogramming of space across all leisure centres and Community Halls - Complete a full programme review at all leisure centres and Community Halls to identify opportunities to maximise income generation. This will be achieved through the re-programming of high-income generating activities such as group fitness classes and through increased sales of active cards.	209	209	0	Revised income targets were allocated to the various centres and the saving achieved
Sport, Leisure & Culture	228	Reprogramming of swimming provision - Cardiff currently provides significantly more free swimming than required through the funding agreement with Welsh Government. Reducing free swim by 50% and converting this pool time to paid lessons by 75 classes per week (servicing existing waiting list) with improved financial position will still provide substantially more free swim than the level required by Welsh Government. Additionally this proposal involves aligning the swim club charges to standard lesson rates, and increased external hire charges to match competitors.	320	320	0	Revised income targets were allocated to the various centres and the saving achieved
Sport, Leisure & Culture	229	Impact of new Student Card offer - Maindy Centre is situated in the central ward of the city and this saving will initially concentrate on income generation from this centre, as it attracts 80% of the total student attendances for leisure services. There are more than 6,000 student accommodation places within walking distance of Maindy centre and the aim is to introduce a student Direct Debit (DD) card that allows Cardiff Council to compete with the ever expanding number of budget gyms in the area. We currently have a student discount card but this is now not competitive when compared to other local facilities offering a similar service. We will introduce a 9 month contracted DD or the option of a one-off annual payment, whilst still retaining the current pay as you go student card.	80	80	0	Revised income targets were allocated to the various centres and the saving achieved
Sport, Leisure & Culture	230	Penylan Leisure Centre – revise pricing to reflect all other facilities - 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	63	-38	This saving over achieved the target.
Sport, Leisure & Culture	231	Catering remodelling in Llanishen Leisure Centre & Pentwyn Leisure Centre - 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	160	0	A proportion of this saving was achieved following the deletion of posts through VS. The remaining amount is considered achieved as it is reflected in the overall net subsidy for all leisure centres.

Sport, Leisure & Culture	232	In year saving from Eastern Leisure Centre being closed for refurbishment; on re-opening of Eastern Leisure Centre, rationalise overall leisure provision - Plans for the refurbishment of the building have been developed with a view to commencing work in 2014. Whilst closed for refurbishment a saving will accrue to the service. A Leisure Facilities Strategy is being prepared to establish the overall size of the leisure offer required in the future, paving the way for future service rationalisation. Following completion of the refurbishment, the Council would need to identify base savings at the same level.	240	0	240	No saving was achieved against this proposal as the closure for redevelopment did not take place until the end of the financial year.
Sport, Leisure & Culture	233	Reduce leisure subsidy to reflect income levels - The implementation of the Leisure income strategy in 2010, has led to a continued growth in income for the service area. This continued growth in income has now removed the deficit making it possible to reduce the subsidy.	250	179	71	The revised income targets were allocated to the various centres with an overall shortfall of £71k identified and linked to this proposal.
Sport, Leisure & Culture	234	Outdoor activities team closure - 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	120	0	The issues around rationalising the Play Service were delayed for further consideration. No specific savings were realised but in year reductions on employee costs through the retention of vacant posts and other operational reductions have enabled this saving target to be mitigated in full this year.
Sport, Leisure & Culture	235	Reduction in Management/Support Costs - 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. Split with Environment.	68	69	-1	This saving was fully achieved following the deletion of two posts through VS.
Sport, Leisure & Culture	235	Reduction in Management/Support Costs - 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. Split with Community Development, Co-operatives & Social Enterprise.	40	40	0	This saving was fully achieved following the deletion of a Parks Contracts Manager's post following VS.
Sport, Leisure & Culture	236	Restructure Museum Budget - Delete vacant posts of Audience Engagement Officer and Research Officer at the Cardiff Story Museum	40	40	0	This saving was fully achieved through the deletion of a post following VS.
Sport, Leisure & Culture	237	Secure concession to operate Lamby Way Catering - This operation is the least cost effective of the Council's catering operations and lends itself to being run independently of the Council as a concession, thereby removing the trading deficit and generating a concession income for the Council.	28	10	18	No interest was shown following the invitation to tender. Responsibility for the canteen was transferred to the Environment directorate on 1st January 2015. The trading loss for the first 9 months was £18k resulting in a notional saving of £10k against the former budget.
Sport, Leisure & Culture	238	Roath Park Conservatory -There is an opportunity to develop a new operating model for Roath Park Conservatory which generates in the region of 33,000 individual visits per year. Opportunities for third sector partnering along with the introduction / development of income streams are being explored in order to reduce expenditure and increase income. It is likely that there would be an impact on service users through the re-modelling of opening hours.	15	12	3	Income exceeded its target through increased sales activity however, the full saving was not achieved due to on going agency costs.
Sport, Leisure & Culture	239	Introduction of charges for car parking at Llandaff Fields and Pontcanna Fields - Introduction of car parking charges at Llandaff Fields and Pontcanna Fields Car Parks which have historically been free of charge. Car Park users would receive the first three hours free of charge and parking free from 6pm weekdays and on weekends to avoid any impact on clubs, parks users and visitors to the Llandaff cafe (leased by Cardiff Council).	40	0	40	No saving was achieved due to delays in ensuring the TRO's were in place.
Sport, Leisure & Culture	240	End Staff Catering Subsidy - This saving will eliminate the staff catering subsidy in County & City Hall Canteens. This reduction has been anticipated in the Venues & Catering Restructure.	115	21	94	The removal of the subsidy was reflected in the budget. The outturn performance showed an overall shortfall of £262k. £150k of this is reflected in line 254, a further £18k against line 237 with the remainder shown against this target.

Sport, Leisure & Culture	241	Additional income to parks - Additional mobile concessions (£20k), delete florist post from nursery (£20k.) Income from Heath Park Car Park (£40k.)	80	61	19	This saving was partially achieved through the deletion of a vacant post and the generation of car park income . Little success was achieved in the generation of income from catering concessions.
Sport, Leisure & Culture	242	Parks Locking - The Council has, historically operated a park locking regime on a city wide basis and there are currently 18 Parks that form part of the regime:- Roath Park (including Pleasure Gardens), Parc Cefn Onn, Bute Park, Victoria Park, Thompsons Park, Fairwater Recreation Ground, Insole Court, Bishops Palace, Llandaff Fields Barrier, Plasturton 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	-2	This saving was achieved through the deletion of a post following VS.
Sport, Leisure & Culture	243	Sundry Reductions in Parks & Sport Budgets - Savings will include reduced expenditure on Royal Horticultural Society Flower Show, Cardiff in Bloom, and minor adjustment to other parks and sports budgets.	30	30	0	Savings achieved in line with the proposal.
Sport, Leisure & Culture	244	Weed Control Contract - A change in the standard of weed control on the hard surfaces in all parks sites. The current cost relates to a standard based on performance specification. This proposal would reduce this standard of maintenance as the hard surfaces would only be treated on one occasion during the growing season of 2014/15. This excludes hard sports surfaces and play areas.	20	20	0	Savings were achieved through securing a new contract
Sport, Leisure & Culture	245	Secure savings from Sport Cardiff & Active Communities through rationalisation and reduction in service - An opportunity exists to merge these functions, in doing so creating a sport and physical activity service. The saving will be achieved through FTE reductions. There are a number of key benefits that the re-structure of Sport Cardiff, Active Communities and Outdoor Sports Management could achieve that include: 1) cashable savings – the Active Community Officer roles can be absorbed within the six Neighbourhood Management Areas with a cashable saving of approximately £50k + on costs. An interest in voluntary severance has been expressed from the Assistant Outdoor Leisure Manager and two Games Attendants which will provide further savings depending on business case approval. It is envisaged that the new structure should also reduce the current spend on agency staff. Links to SLC43	50	56	-6	This saving was fully achieved through the deletion of a vacant post following VS and reduced operating costs.
Sport, Leisure & Culture	246	Reduce Bowls Subsidy - Provide a lifeline for Bowls clubs by giving them time to move to a position in which the Council will not subsidise maintenance of greens, whilst encouraging clubs to share facilities. (This is an amended proposal. Previous proposals for Bowls totalled £65k but have now been replaced by this reduced proposal.)	15	15	0	The budget for bowls provision was reduced.
Sport, Leisure & Culture	247	Boatstage Concession - There is an opportunity to invite expressions of interest for the operation of the Boatstage. The concession operating model removes the risk of low income due to poor weather for the Council. There is potential for the concession holder to invest in new boats, activities and infrastructure.	25	13	12	The planned concession did not take place but increased income generation has helped to reduce the shortfall to £12k.
Sport, Leisure & Culture	248	Income Generation in Venues & Catering - This will cover City Hall, Cardiff Castle and Commercial Catering. Catering have been able to generate income over and above their 2013/14 budget targets and in addition will continue to generate further income. The service will aim to increase income through targeted sales campaigns and adding new products e.g. high tea and Sunday lunch at the Mansion House. Work is also being done to establish the best opportunities for the future use of the Castle Undercroft to maximise room yield. The service will also revisit menus and re-cost function menus.	210	379	-169	A surplus of £169k was achieved against this proposal in 2014/15.
Sport, Leisure & Culture	249	Revision of the sailing programme at Cardiff Sailing Centre - This saving will be achieved by concentrating on higher income generating activities and combining sailing staff with other Cardiff Bay Water Activity Centres to share resources, particularly during the winter period when there is less sailing activities, thus reducing casual staff costs and increasing income.	25	25	0	This saving has partially been achieved following the deletion of a post following VS. The remaining saving was delivered through reduced costs and increased income generation.

Sport, Leisure & Culture	250	Full year effect of Winter Wonderland and Cardiff Bay Beach - Full year effect of new operating model for Cardiff's Winter Wonderland ice-rink and Christmas fairground agreed as part of the 2013-14 budget process, plus income from Cardiff Bay Beach.	135	135	0	This saving has been fully achieved in line with the proposal.
Sport, Leisure & Culture	251	Events Restructure - Restructuring the Events team to reflect the current Event programme for the city.	100	106	-6	This saving has been fully achieved by the deletion of two posts through VS.
Sport, Leisure & Culture	252	Re-design of the Parks Development Service - An opportunity exists to review and re-design the Parks Development service that includes the strategy, policy, planning, design, land management and playground management functions. It is anticipated that savings would be delivered through further technology efficiencies although alternative ways of delivering the service will be explored as part of the review.	50	18	32	This saving was partially achieved following the deletion of a post through VS. The shortfall reflects a part year effect against the savings identified in 2014/.15.
Sport, Leisure & Culture	253	Council Grant Reductions 10% Reduction - Artes Mundi Prize (£5k) Grants to Cease - Various Arts Grants (£136k). (This an amended proposal. The previous proposal totalled £221k but has now been replaced by this reduced proposal).	141	141	0	Relevant grant budgets have been reduced.
Sport, Leisure & Culture	254	Catering - New Operating Model - it is proposed to invite third parties to run some or all of the Council's commercial and staff catering and commercial catering business. Expressions of interest could be invited either for a single operator to run the entirety of the business, or, recognising the diversity of the business, invite expressions separately for staff catering, individual retail units (Norwegian Church & Castle), and event/function catering. From the experience of third party operation of catering outlets in Parks, it is anticipated that there would be strong market interest, with resulting financial return to the Council in excess of current surpluses generated.	150	0	150	The Catering service has been re-modelled involving some market testing. The level of saving was ambitious hence making full saving challenging. The outturn position showed an overall shortfall of £262k against the revised target. Therefore this saving was not achieved.
Sport, Leisure & Culture	255	Community Building Review Play Service Rationalisation - All Play Centres to stay open, with savings being made through introducing shorter operating hours, whilst identifying a new delivery model for Children's Play. Maintain disability play at the current level, but reduce Welsh medium play in line with the overall savings level. Introduce Flying Start at Riverside and Adamsdown Play Centres. As a result grant funding of £90,000 to Menter Caerdydd for Welsh Medium Play will reduce by £6,220 to £83,780 in line with directorate savings levels. (This is an amended proposal. Previous proposals for Play services totalled £900k but these have now been replaced by this reduced proposal.)	200	188	12	The issues around rationalising the Play Service were delayed for further consideration. No specific savings were realised but in year reductions on employee costs through the retention of vacant posts and other operational reductions have enabled this saving target to be largely mitigated this year.
Sport, Leisure & Culture	256	Cardiff Story Museum - Operating Model - Secure savings through introduction of a slimmer operating model with skeleton staff and static display, co-staffed with the Tourist Information Centre and through use of volunteers.	180	170	10	Part saving was achieved following the deletion of a post following VS. The remaining saving was achieved through income generation and reduced operating costs although this wasn't fully realised.
Sport, Leisure & Culture	257	Remodel Sports Development - the Council's Sports Development programme is largely funded by Sport Wales through a Local Authority Partnership Agreement (LAPA). A small core team is financed through the General Fund, but with the majority of staff employed using Sport Wales funding. This proposal paved the way for the service to move to a commissioning model, with a small core team only employed by the Council to define outcomes to be delivered by other agencies through the LAPA funding, and then monitor delivery of these outcomes. It is anticipated that the service would be commissioned on a Neighbourhood basis.	115	115	0	The transfer to the MET took effect from July and as a consequence the full saving was realised.
Sport, Leisure & Culture	258	Pontprenau Community Hall -The use of this building is to be reviewed and the service area budget will be reduced to zero. As mitigation, the Corporate Initiatives budget will fund any costs in 2014/15.	109	109	0	Following a delay to the transfer, in line with the budget proposal this was funded by Corporate Initiatives.

Sport, Leisure & Culture	259	Savings from Cultural Venues - Savings would be achieved through: (a) new management operator being secured for either St David's Hall or New Theatre, or both, (b) introduction of transaction fees payable on ticket prices (c) closing for short, most costly periods where net savings can be made (d) reduction in staffing	530	230	300	A proportion of the saving was achieved through staff reductions and increased income. The shortfall is linked to the planned new operator which was not in place this year.
Sport, Leisure & Culture	260	Bereavement & Registration - Income budget re-alignment	150	150	0	A proportion of the saving was achieved following the generation of additional income. The remaining saving was delivered through a staff restructure.
Sport, Leisure & Culture	261	Vegetation Management - the introduction of a functional approach to vegetation management would involve adjustment of maintenance regimes which would identify areas to be given minimal maintenance and focus resources on higher profile areas in terms of safety and visual amenity. Final proposals including impact on FTE numbers subject to progress of Cardiff Outdoors project.	100	100	0	The proposals were implemented and achieved in full.
Sport, Leisure & Culture	262	Heath Park Offices Staff Relocation - relocate staff currently operating from offices at Heath Park and offer building and associated dedicated parking for lease.	61	46	15	Because of the delay in transferring the Sports Development team to the Cardiff MET the offices remained occupied until 30th June. This resulted in an under achievement of the savings for this year.
Sport, Leisure & Culture	263	Channel View - Increased activity and income generation.	50	61	-11	Actual Fees & charges for 2014-15 £184k compared to £123k in 13-14, an increase of £61k (50%) resulting in an over achievement of the target.
Sport, Leisure & Culture	264	Parks Service Savings - Increase income from HRA, from fees and charges, and from wider uses of the buildings estate in parks. Cease provision of hanging baskets in city centre and introduce changes to employment of Summer casuals.	265	205	60	A significant proportion of the savings was achieved. The shortfall relates to the non achievement of the parks building estates income.
Sport, Leisure & Culture	265	Restructure of Management Posts with Sport, Leisure and Culture - a restructure of management posts within the directorate will be undertaken to achieve savings. Split with Community Development, Co-operatives & Social Enterprise.	26	26	0	This saving has been fully achieved following the arrangement to recharge a proportion of the Parks OM to the Cardiff Harbour Authority following the new management arrangements.
Sport, Leisure & Culture	265	Restructure of Management Posts with Sports Leisure and Culture - a restructure of management posts within the directorate will be undertaken to achieve savings. Split with Environment.	124	124	0	This was achieved including a saving arising from the recharge of management and support costs to the Cardiff Harbour Authority.
Sport, Leisure & Culture	266	Additional Posts Reductions - deletion of post at Norwegian Church and job share in events team.	55	55	0	This saving was achieved following the deletion of two vacant posts and a further post redesignated on a lower grade.
Sport, Leisure & Culture		Total Sport, Leisure & Culture	5,289	4,387	902	
Strategic Planning, Highways & T&T	267	Telematics Service Redesign - Removal of Grade 10 post 3 days a week.	31	31	0	Post deleted and savings achieved in line with proposal.
Strategic Planning, Highways & T&T	268	Telematics - deletion of 2 vacant posts.	50	50	0	Posts deleted and savings achieved in line with proposal.
Strategic Planning, Highways & T&T	269	Telematics - Efficiency savings in tunnel maintenance - Reviewing the process of tunnel closures for maintenance. Currently every 6 weeks for 2 nights, reduce to every 6 weeks for 1 night	20	20	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	270	Telematics - Voluntary Severance (VS) - 2 no. Control Room Staff/ 1 no. Engineer - Integration of Community CCTV team with Transport Control room team to cover 2 posts being put forward for VS. Restructuring costs of CCTV team from Grade 3 to 5. Engineer post proposed for VS, duties will be covered by existing team.	117	117	0	Restructuring and posts deleted in line with proposal and savings achieved.

Strategic Planning, Highways & T&T	271	Telematics - Reduction in Call Out - Currently two officers on call every night of the year - reduction to one per night. Current estimated annual cost of call out £25k, budget £31k, reduce call out by half to £12.5k- saving £18k.	18	0	18	Proposal is linked to and will be achieved as part of the overall SPHTT restructure. Delays in the process resulted in a final shortfall but this is fully achievable next year.
Strategic Planning, Highways & T&T	272	Telematics - Removal of shift allowance for non CCTV staff - Removal of shift allowance for non CCTV staff. Shift allowance for Control Room Staff only £27,633 required	14	14	0	There is a 12 week notice period involved with this proposal but the £14,000 is still achieved in the year as the part year impact.
Strategic Planning, Highways & T&T	273	Telematics combined use of plotter with Infrastructure Design - The shared use of the plotter will result in an overall reduction in cost.	10	10	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	274	Telematics - reduced Real Time Information (RTI) costs, buses upgraded to 4G - New bus shelter advertising contract to pay for 4G in buses and bus shelters, removal of existing radio based system including maintenance. RTI screens to be updated via capital / possibility supported by Section 106.	50	0	50	Delays in implementation of the new contract resulted in a £50,000 shortfall.
Strategic Planning, Highways & T&T	275	Telematics - Overtime realign based on current expenditure - Forecast overtime for 2013/14 IS £27k, realign budget to reflect this going forward.	16	16	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	276	Telematics -Drawdown of commuted sums to support existing assets - 1/20th of commuted sum total taken to support asset maintenance	95	95	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	277	Additional charge to capital schemes in respect of Telematics design - Telematics staff to charge fees associated with capital schemes.	38	38	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	278	Increased income for Traffic Regulation Orders - An Officer Decision Report is under consideration to increase Emergency Notices from £100.00 to £415.00 per Notice, and from £225.00 to £690.00 for Orders, excluding any advertising costs. Fee increase in line with other authorities.	137	67	70	A final shortfall of £70,000 achieved in relation to income generated from chargeable road closures.
Strategic Planning, Highways & T&T	279	Telematics - reduce from 5 to 4 vehicles	3	3	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	280	School Crossing Patrol - reduce number of sites - Propose cuts only where alternative provision of 'safety' is in place. Report being prepared to ensure optimum use of school crossing patrol officers.	70	70	0	Budget reduced and savings achieved in line with the proposed reduced establishment due to the historic vacancy levels and the review of service requirements for site prioritisation.
Strategic Planning, Highways & T&T	281	Public Transport - countywide buses reduction in level of service provision - Withdraw Sunday and evening services on an number of services - 1/2 (City Centre to Minton Court) , 138 (Central station to Pentrych/Creigiau), 86 (Central station to Lisvane), 136 (City Centre to Pentrych Creigiau). Combine bus services on 38/26c (City centre to Gwaelod y Garth/Gabalfa Circular).	71	71	0	Savings achieved in line with the proposal due to a reduction in service provision and an increase in the bus grant funding levels.
Strategic Planning, Highways & T&T	282	Public Transport - reduce frequency of Bay Car evening & early morning - Reduce frequency of service provision, early morning, evening and Sunday.	30	30	0	Reduction in frequency and savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	283	Public Transport Section 106 funding for bus operators - Increase Section 106 funding in respect of Bay car services. This funding will run out beginning of 2018/19.	75	75	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	284	Public Transport - change in bus shelter maintenance contract - No longer require maintenance budget as cost covered by new advertising contract.	56	56	0	Savings achieved in line with the proposal. New contract awarded March 14.

Strategic Planning, Highways & T&T	285	Public Transport - Reduce level of timetable changes to 4 per year - Reduce frequency of changes to bus timetables to 4 per year.	5	5	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	286	Public Transport - Deletion of vacant post	27	27	0	Post deleted and savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	287	Training - reduce central transport training - Reduce Central Training Budget to statutory & essential training only.	10	10	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	288	Transport - Voluntary Severance (VS) and restructure of team - Post put forward for VS, the post deals with the procurement of goods and services for Traffic & Transport, and the operation of the time recharging system Profess.	22	22	0	Restructure and deletion of posts in line with the proposal and savings achieved.
Strategic Planning, Highways & T&T	289	Deletion of Assistant Director Post	108	108	0	Post deleted as part of the service senior management restructure and savings achieved.
Strategic Planning, Highways & T&T	290	Road safety - Reduction in education and equipment budget - Reduction in education and equipment budget, therefore more reliant on grant from South East Wales Transport Alliance.	6	6	0	Budget reduced and savings achieved.
Strategic Planning, Highways & T&T	291	Road safety - Removal of Central Transport Services costs for Display Vehicle - disposal of road safety display vehicle - therefore will no longer require maintenance.	6	6	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	292	Road safety - Voluntary Severance (VS) Safer Routes to school officer - Safer routes to school officer taking VS - post to be deleted.	16	16	0	Voluntary severance and savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	293	Transport Policy - reduce budget for cycle maps / cycle festival - Reduce the amount of support to the cycle festival and production of cycle maps.	3	3	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	294	Transport Policy deletion of post - Part funded by capital schemes.	21	21	0	Post deleted and savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	295	Transport Strategy additional income - 1) Increase income target for Section 278 - Realign income recharge in line with level of recharging 2013/14. 2) Increase income target for Section 38 - Assuring future income is received by authority, delay due to adoption. Actively pursuing unpaid Section 38 payments.	120	120	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	296	Transport Surveys - Voluntary Severance (VS) - Deletion of surveyor post and restructure of team.	34	34	0	Restructure and deletion of posts in line with the proposal and savings achieved.
Strategic Planning, Highways & T&T	297	Traffic & Transportation Infrastructure Design- realign budget to be self financing - Income target increased as budget should be self financing.	18	18	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	298	Infrastructure Design- reduction of Riverwalk maintenance - Budget for maintenance of Riverwalk bridge estimated saving £24k over next 3 year. £8k per annum.	8	8	0	Savings achieved in line with the proposal.

Strategic Planning, Highways & T&T	299	Passenger transport retendering savings - a reduction in existing costs is expected following re-tendering of the contract which would start in September 2014.	117	268	-151	The retendering in respect of taxis and minibuses has been completed and savings of £151,000 above target are achieved.
Strategic Planning, Highways & T&T	300	Passenger Transport - Voluntary Severance (VS) -Grade 4, work covered by amalgamation with public transport, Road Safety teams etc.	22	22	0	Voluntary severance and savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	301	Passenger Transport - merging taxis for SEN, increased training for escorts/drivers - Optimise provision of transport for SEN, by merging taxis services and providing additional training and support strategies to staff.	50	50	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	302	Service redesign and integration of Transport and Highways services - including a full management restructure	250	200	50	Part year impact due to the timing of staff and union consultation, ringfencing, interviews and appeals processes.
Strategic Planning, Highways & T&T	303	Removal of Administrative posts in Development management - Deletion of vacant Secretary and Administrative Support posts.	74	44	30	Deletion of 2 vacant posts and VS for one Grade 3 but shortfall of £30,000 against this proposal.
Strategic Planning, Highways & T&T	304	Planning Assistants x 2 - Development Management - Delete two vacant posts	53	53	0	Posts deleted in line with the proposal and savings achieved.
Strategic Planning, Highways & T&T	305	Reduction in Strategic Planning revenue budget - This budget is used to support scoping reports linked to the Local Development Plan and its deletion will result in a workload review within the section.	47	47	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	306	Development Management additional Planning Fee income - Increase the efficiency of planning application processing of major applications and thus increase fee income.	512	342	170	This savings proposal had 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. Final figures for 2014/15 show a shortfall of £156,000 against the streetworks fee target and a net shortfall of £14,000 against the planning and pre application planning fees income targets.
Strategic Planning, Highways & T&T	307	Building Control Budget reduction - This proposal will be achieved by generating additional fee income in relation to fire risk assessments for schools and a minor restructuring within the service.	82	82	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	308	Reduction in Planning posts - posts have been identified across the Planning Service that will be deleted as part of this proposal.	256	188	68	£188,000 achieved through VS but a shortfall of £68,000 against this proposal.
Strategic Planning, Highways & T&T	309	Highways Maintenance Redesign Phase 2b - it is proposed to redesign the Highways Maintenance organisation structure to more clearly separate the asset management and operations functions. The restructure will also take into account the predicted reduction of defect repair work arising from the implementation of the new Highway Maintenance Policy. Additionally, following the establishment of the new Strategic Planning, Transportation and Highways Directorate, the restructure will build on synergies that exist between Highways and the Transportation and Planning Service to produce a more focused service delivery through improved strategic planning and asset management. Reduction in frontline operatives from 62 to 43. Reduction in staff vacant posts and Voluntary Severance requests.	693	570	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 2014/15. A shortfall of £123,000 is due to the leaving dates and part year impacts but the target will be fully achieved in 2015/16.
Strategic Planning, Highways & T&T	310	Dimming of Street Lights - In February 2013, the Council approved an invest to save scheme for the dimming of street lights in residential areas. The scheme is to be implemented over 3 years with a total of approximately 24,000 street lights being dimmed. It is planned to complete the installation of dimming units on 8,000 street lighting units in 2013/14 with the result that savings will start to be made next year.	100	35	65	A saving of £35,000 was achieved with a shortfall of £65k due to contract implementation delays.

Strategic Planning, Highways & T&T	311	Further capitalisation of highways works - A review of works undertaken has identified opportunities to capitalise further works. Currently, all minor works (i.e. non safety defects) and safety defects identified from inspections repairs are repaired either on a temporary or permanent basis depending upon the situation. However, there is a point when the permanent repair will be of a sufficient size for it to be considered a capital improvement and hence should be funded using the capital budget. Linked to Capital Programme bid.	350	350	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	312	Reduction of External Spend - a review of budgets used for external spend has been undertaken and it is believed that some savings can be made against certain budgets as follows: asset management £25k; drainage repairs £25k; purchase of new street furniture £25k; street nameplates £25k, lining £20k, coring £6k, litter clearance £6k, footpath signing £6k, PROW maintenance £10k, gully & grass materials £20k.	168	168	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	313	Reduction in Weed Spraying - Currently, under the Council's Grounds Maintenance Contract, the adopted highways are sprayed for weed control purposes 3 times a year. A saving could be made if the number of sprays was reduced to 2.	48	48	0	Budget reduced and savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	314	Overtime Reductions -This saving would involve reducing overtime budgets for Highways Operations (Street Lighting, Drainage and Defect Repairs). Overtime would be carefully controlled so that it would only be approved for essential maintenance, income earning or emergencies.	150	150	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	315	Business support efficiency savings - Change of model for business support where the embedded Technical Administration staff are line managed by the Administration Manager's post. In addition some process efficiencies and 'Lean' work to reduce the duplication of effort and the double handling of information will generate savings in work volumes.	150	61	89	Proposal linked to the overall SPHTT restructure with a part year impact of £61,000 due to leaving dates and part year impacts. Full year savings are anticipated for 2015/16.
Strategic Planning, Highways & T&T	316	Reduction in Winter Maintenance - salt principal and marginal routes only.	200	200	0	Achieved in line with the proposal.
Strategic Planning, Highways & T&T	317	Streetlighting efficiencies through re-alignment of budgets - 1) Electricity on Bridges £30k 2) Lighting Maintenance - reduced demand related to removal of night scouting operation 3) Lighting Accident Repairs.	70	70	0	Achieved in line with the proposal.
Strategic Planning, Highways & T&T	318	Reduction in Tarmac and Paving repairs budget - reduction in external spend. The policy change in intervention levels will lead to a reduction in demand along with efficiency improvements through performance management.	250	250	0	Achieved in line with the proposal.
Strategic Planning, Highways & T&T	319	City Centre and Tree Pits - improvement works to be undertaken within Capital Programme.	105	105	0	Achieved in line with the proposal.
Strategic Planning, Highways & T&T	320	Reduction of electrical testing and structural surveys - re-prioritisation of surveys and testing.	20	20	0	Budget reduced and savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	321	Reduction in permanent repairs - prioritisation of permanent repairs. The policy change in intervention levels will lead to a reduction in demand along with efficiency improvements through performance management.	150	150	0	Achieved in line with the proposal.
Strategic Planning, Highways & T&T	322	Reduction in external expenditure on culverts budgets - realignment of budget.	20	20	0	Budget reduced and savings achieved in line with the proposal.
Strategic Planning, Highways & T&T	323	Retender of Service (Cardiff East P&R) - Savings as a result of the re-tender of the service (Cardiff East Park & Ride). As a result of the re-tendering, the operation of this service no longer requires a Council subsidy.	550	550	0	Service retendered and Council subsidy considered no longer required.

Strategic Planning, Highways & T&T	324	Adjust Parking Tariffs: Adjust Parking charging and tariffs in Cardiff following an assessment of comparator cities.	354	354	0	Tariffs increased in line with the proposal and savings achieved.
Strategic Planning, Highways & T&T	325	Pay and Display Butetown (Schooner Way) - generation of additional income through implementation of Pay and display parking on Schooner Way.	50	12	38	Final shortfall of £38,000 against this proposal due to limited take up of parking at this scheme.
Strategic Planning, Highways & T&T	326	Moving Traffic Offences - Ensure more efficient use of highway network and reduce congestion by introducing appropriate charging to discourage driving in bus lanes and similar offences.	365	475	-110	The Moving Traffic Offences (MTO) initiative commenced after a delayed start on 1 st December. In spite of this, a significant income recovery was achieved which together with other underspends resulted in a net surplus of £110,000. There were, however, other offsetting income shortfalls for Penalty Charge Notices and on street parking
Strategic Planning, Highways & T&T	327	Operational Manager tier savings - following a review of work undertaken across the service.	240	210	30	Voluntary severance of two OM posts and funding realignment for a third. Overall shortfall of £30,000. To be achieved as part of the overall SPHTT restructure which achieved a part year impact as identified in line 302.
Strategic Planning, Highways & T&T	328	Staff savings across Planning Enforcement - following a review of all work undertaken across the planning service.	39	31	8	Voluntary severance of one post but 0.75 FTE so a shortfall of £8,000 against this proposal.
Strategic Planning, Highways & T&T	329	Passenger Transport - withdrawal of non statutory school transport (countryride). This saving proposal relates to children who already use the country wide service and pay a fare as they are within walking distance of the school. The proposal seeks to ensure that the amount charged more closely reflects the cost of providing this service.	300	300	0	Detailed programme in place to withdraw non statutory secondary routes and some routes to be commercially operated. This is a part year impact.
Strategic Planning, Highways & T&T	330	Maintenance Reductions - Routine bridge maintenance (£25k), tunnel maintenance (£10k) , material spend (£30k) and additional income / staff recharge to external funding sources (£10k).	75	75	0	Budgets reduced and savings achieved.
Strategic Planning, Highways & T&T	97	Events Park and Ride - the service current operates with a net subsidy of £37k. It is proposed to amend the operating model to ensure full recovery of the cost of the service.	37	37	0	Savings achieved in line with the proposal.
Strategic Planning, Highways & T&T		Total Strategic Planning, Highways & T&T	7,253	6,704	549	0
Grand Total		TOTAL SAVINGS	43,833	36,927	6,906	

APPENDIX D

EARMARKED RESERVES		
In line with Council Minute 799(8) the following amounts were transferred to new earmarked reserves		
RESERVE	£	PURPOSE
HMO Licensing – Cardiff Schemes	63,000	To provide funding for future costs arising in relation to additional schemes where licensing income covering a five year period has been received.
Joint Equipment Store – Pooled Budget	125,846	To reflect the transfer of the surplus on the Joint Equipment Store Pooled Budget and to allow the carry forward of the unspent balance to meet future commitments as incurred by the partners in the Section 33 Agreement.
City Deal	150,000	To provide funding to support the Council's contribution to any regional development agreement.
Social Care – Safeguarding & Preventative Measures	125,000	To provide funding for future social care safeguarding and preventative measures.
Non Domestic Rates – Due Diligence	60,000	To fund due diligence work in relation to non domestic rate debtors.

Civil Parking Enforcement 2014/15 Outturn

Appendix E

2013/14 Outturn £000's		2014/15 Estimate £000's	2014/15 Outturn £000's	2014/15 Variance £000's
Income				
(4,029)	On Street Car Parking Fees	(4,285)	(3,917)	368
(230)	Off Street Car Parking Fees	(687)	(667)	20
0	Moving Traffic Offences	(875)	(848)	27
(2,150)	Penalty Charge Notices	(2,188)	(2,077)	111
(142)	Residents Parking Permits	(263)	(254)	9
0	Disabled Bays	0	0	0
(48)	Other income	0	(54)	(54)
(6,599)	Total Income	(8,298)	(7,817)	481
Expenditure				
2,203	Employees	2,630	2,211	(419)
318	Premises	319	342	23
5	Transport	4	3	(1)
562	Supplies and services	685	701	16
242	Third party payments	212	221	9
217	Support services	204	259	55
175	Capital financing charges	182	206	24
3,722	Total Expenditure	4,236	3,943	(293)
(2,877)	Net Expenditure	(4,062)	(3,874)	188
2,877	Contribution to Parking Reserve	4,062	3,874	(188)
0	Total Civil Parking Enforcement	0	0	0

HOUSING REVENUE ACCOUNT 2014/15 - OUTTURN**APPENDIX F**

	2014/15 Estimate	2014/15 Outturn	2014/15 Variance
	£000	£000	£000
EXPENDITURE			
Employees	11,125	10,482	(643)
Premises			
Council House Repairs	13,212	17,182	3,970
Other Premises Expenditure	4,502	3,684	(818)
Total Premises	17,714	20,866	3,152
Transport	181	111	(70)
Supplies & Services	2,798	2,155	(643)
Third Party Payments	34	19	(15)
Support Services	6,173	5,921	(252)
Capital Financing			
Capital Financing	8,086	7,739	(347)
DRF	3,761	3,761	0
Total Capital Financing	11,847	11,500	(347)
Contributions to Funds/Doubtful Debts	835	523	(312)
Housing Subsidy Payable	15,300	14,465	(835)
GROSS EXPENDITURE	66,007	66,042	35
INCOME			
Rents	(58,728)	(59,019)	(291)
Service Charges	(5,097)	(5,022)	75
Interest			
Mortgage Interest	(5)	(3)	2
Interest On Balances	(45)	(62)	(17)
Total Interest Receivable	(50)	(65)	(15)
Grants income	(69)	(79)	(10)
Other Income	(704)	(852)	(148)
Total Recharges	(913)	(873)	40
Contributions to/from Reserves/Balances	(446)	(446)	0
TOTAL INCOME	(66,007)	(66,356)	(349)
NET SURPLUS (-)	0	(314)	(314)

Capital Schemes Update

The following provides an update of some capital schemes in addition to the detailed list at Appendix H.

Communities, Housing and Customer Services

Neighbourhood Regeneration

Based on member priorities, regeneration schemes had an initial budget of £834,000. Schemes included public realm improvements at Bedford Street and North Ely Youth Centre; improvements to the local shopping parade at Clarendon Road; upgrade of Lydstep Park local open space and environmental and safety improvements to Ann Street. Due to a scheme at Parc Coed y Nant slipping and higher external contributions slippage will be carried forward to ensure completion of schemes in 2015/16.

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. It includes public realm improvements to the junction to facilitate pedestrian movements and improvements to commercial businesses. Following the approval of a Vibrant & Viable Places WG grant for Grangetown, £111,000 was spent by the 31 March 2015. Work started in February 2015 against the local shopping centre regeneration budget, the junction works and phase 1 of the improvements to commercial businesses will be completed in 2015/16, with slippage of £162,000 shown against this scheme.

North Grangetown renewal area environmental schemes expenditure of £291,000 covering works at Hereford Street, Compton Street and Julie Street were completed. Implementation costs were under the grant allocation but as 2014/15 is the last year of the grant, slippage is not allowed and therefore this is shown as an underspend.

Spend on alleygating schemes of £235,000 was completed on area based schemes in Gabalfa and Grangetown, complemented by a number of one-off schemes for "hot-spot" lanes. In total, 88 alleygates were installed.

Citizen Hubs

Work was completed in 2014/15 on Ely/Caerau Hub which opened in June 2014 following conversion and refurbishment of the Jasmine Centre. Work commenced in March 2015 on the Grangetown Community Hub, Cymal grant has been received for this scheme (£80,000) together with WG Vibrant and Viable Places WG grant (£117,000).

Work has commenced at Central Library to accommodate services provided from Marland House, prior to its demolition, in a City Centre Hub. There has been expenditure of £74,000 in 2014/15 with most of the costs planned in 2015/16. Costs will need to be managed within existing Hub capital budgets and HRA revenue budget.

Spend on the STAR Community Hub was £480,000 during 2014/15 consisting primarily of design costs and the costs of demolishing the Splott Pool site. Other Hubs which are being progressed include Llandaff North, Fairwater Hub, Pentwyn Hub and Rumney Partnership Hub.

A receipt from the Dome site in Pentwyn has been spent on a range of measures during 2014/15, including replacing Pentwyn Leisure Centre swimming pool tiles, replacing heating at the Powerhouse, as well as wider improvements linked to hub proposals and planned accessibility improvements at Pentwyn Leisure Centre. Slippage of £273,000 is to be carried forward into 2015/16. Of this £89,000 is shown within the Citizen Hubs Programme, and £184,000 is shown within Leisure under Pentwyn Leisure Centre accessibility (Dome)

In respect of the Maelfa Regeneration Scheme - project scope and delivery arrangements for the main redevelopment scheme have been reviewed with a view to bringing forward a revised scheme in 2015/16. Surplus Council buildings were demolished under an advance works contract in 2014/15.

Housing

The WG Renewal Area Grants is a scheme funded by WG and provides external improvements to privately owned properties in West Adamsdown and North Grangetown, the amount spent in 2014/15 was £679,000. This is less than the budget of £718,000 but as this is the last year of the grant, slippage is not allowed and hence this has been shown as an underspend.

Economic Development

The Council has successfully delivered 5 projects under the Department of Culture Media and Sport's (DCMS) Urban Broadband Scheme, against an overall approved Capital Grant allocation of £8 million. Final Outturn figures identify capital spend of £4 million as set out in the table below:

Project	Allocated Budget £000	2013-14 Actual £000	2014-15 Final Outturn £000	Total Final Outturn £000	Variance £000	2015-16 Projection £000
Voucher	3,162	175	492	667	(2,495)	412
Demonstrator	698	381	93	474	(224)	0
Bus Wi-Fi	444	12	612	625	181	0
Internet Exchange	660	32	593	624	(36)	0
Public Wi-Fi	3,000	19	1,614	1,634	(1,366)	0
TOTAL	7,964	620	3,404	4,024	(3,940)	412

The main achievements for the schemes in 2014/15 include;

- Delivery and enhancement of the Digital Cardiff showcase.
- The successful implementation of free Wi-Fi on 224 buses throughout Cardiff.
- The Internet Exchange scheme successfully issued 29 from the available 30 Internet Exchange grants that were issued to companies for the purchase and installation of equipment to be located at the Cardiff Internet Exchange.
- Public Buildings Wifi project resulted in the successful installation of Wi-Fi into 150 buildings (121 Council buildings, 29 non-council buildings).

Final Outturn costs for the Bus Wi-Fi total £625,000 reporting an overspend of £181,000, this is due to a late amendment in the contract duration from a two to a three year contract term, as approved by DCMS in March 2015. The Public building Wi-Fi project previously projected that 200 buildings would be installed with the

provision of free Wi-Fi. As the number of buildings actually implemented was 150 this resulted in a reduction from that previously reported at Month 9 of £366,000.

All the above sub projects have now come to a close with the exception being the Cardiff Connection Voucher scheme which is set to continue through until 30 September 2015. This is to enable the Council to pay existing vouchers that have already been issued prior to the 31 March 2015. Current projections identify that a further £412,000 vouchers will be paid in 2015/16 in relation to this scheme. In total 649 vouchers have been issued, the take-up of Connection Vouchers has been significantly lower than the profile used to determine the grant allocation despite significant marketing and promotion, a pattern which has been reflected nationally.

City Development

Wood Street NCP car park is being purchased as part of the Cardiff Enterprise Zone scheme, with a deposit of £675,000 paid in 2014/15, and the balance of the total £9 million purchase price to be paid in 2015/16. Slippage from 2014/15 and the budget in 2015/16 will allow this payment to be made. Interim enabling works to create more bus capacity as well as rest facilities for drivers was undertaken, with £135,000 spent during the year and design for public realm works were progressed during the year, with expenditure of £537,000.

Expenditure of £280,000 was undertaken by the Major Projects team in production of masterplans, appraisals and other development costs on a range of schemes including Waterfront, International Sports Village Phase 3, Dumballs Road, Greenhill School and land south of the railway station. These development costs have been included in the Capital Programme and have been funded either by in year revenue budgets or on the expectation of a future capital receipt. Should receipts not materialise or the schemes be abortive, then such development costs will need to be charged back to a revenue budget.

Education & Lifelong Learning

Schools Asset Renewal

The projected Outturn for 2014/15 reported at Month 9 was £3.404 million, however the final Outturn position is a total spend on Schools Asset Renewal for 2014/15 of £2.455 million. From a budget of £2.955 million slippage of £473,000 has been allowed to carry forward into 2015/16. The Directorate and Facilities Management will need to work closely together during 2015/16 to co-ordinate works and priorities in order to ensure projections on this budget heading are accurate and closely monitored.

Flying Start

The final agreed Flying Start Allocation with WG for 2014/15 was £2.473 million following the last change requests submitted in March 2015. Final expenditure against this allocation in 2014/15 was £2.500 million which represents a net overspend of £27,000 against the approved grant allocation largely related to unforeseen construction works required. A further change request has been submitted to WG for this amount. Until then this overspend has been managed within the existing Capital Programme. The most significant areas of expenditure during the year were implementation of schemes at Baden Powell Primary (£532,000), Holy Family (£265,000), Riverside Play Centre (£225,000) and St Mellons (£209,000).

Schools Organisational Plan

Schemes are classified as either “21st Century Schools” or “SOP Other”. The combined final Outturn was £17.219 million. This represents a reduction of £1.505 million from the Month 9 estimated Outturn position, with reasons for slippage as previously reported.

The final outturn for the 21st Century Schools in 2014/15 was £10.825 million, this is a reduction of £136,000 since Month 9 as a combined result of underspends and the net impact of slippage and brought forward resources across a number of schemes.

Significant movements since Month 9 are represented by an underspend on Ysgol Treganna (£193,000), resources brought forward from future years for Eastern High (£787,000) and Pontprennau primary (£100,000) reflecting positive progress on site. These are partially offset by slippage against Mount Stuart Primary (£354,000), Hywel Dda (£166,000), Millbank (£98,000) and Michaelston / Glyn Derw (£74,000).

Capital expenditure during the year was across several schemes but the most significant spend was on the following schemes; Millbank Primary (£2.415 million), Pontprennau Primary (£2.200 million), Mount Stuart Primary (£1.746 million), Eastern High (£1.537 million) and Hywel Dda Primary (£1.334 million).

The most notable areas of slippage as previously identified against the original assumptions included in the budget were in relation to a number of factors:-

- Eastern High School, which is currently at procurement stage.
- The need to await the outcome of several consultations prior to finalising proposals, namely e.g Four wards, Gabalfa Primary and Ysgol Glan Ceubal, Baden Powell and Moorland Primary.
- The need to submit for approval a re-aligned 21st Century Schools programme to Welsh Government for approval.

Estimated expenditure profiles have been re-aligned in the 2015/16 budget.

The final outturn on Other SOP Schemes in 2014/15 is £6.394 million. This represents a reduction of £1.369 million compared to the Month 9 projected Outturn position.

SOP Reserve

The SOP reserve balance at 31 March 2015 is £7.170 million (£8.394 million at 31 March 2014) with a net drawdown on the reserve in 2014/15 of £1.224 million. Of this reserve balance, £3.164 million has been temporarily borrowed to fund Voluntary Severance expenditure; however a schedule is in place to repay this borrowing in advance of any requirement to drawdown for SOP.

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

In March 2015, WG approved a re-aligned 21st Century Schools programme totalling £164.1 million to be funded 50/50 by WG and Cardiff Council. The programme submitted by the Authority totalled £167.6 million but WG excluded the potential VAT liability of £3.5 million related to Eastern High from their approved programme at this stage, although they did not rule out any providing assistance entirely should the liability materialise at a future stage. As a result this increases the Authority's

potential liability due to this issue by £1.756 million and therefore increases risk around the affordability of the programme for the Authority should the VAT liability materialise and WG are unable to offer any assistance. There is therefore now a risk that this threshold balance on the SOP reserve may not be able to be maintained.

Three options around the profiling of receipt of WG grant funding were developed and updated to reflect the implications of the VAT issue. All three options show the reserve balance falling below the £1.5 million threshold in 2019/20 with the least impacting option falling to a balance of £1.385 million.

It seems likely therefore that in order to maintain the threshold balance on the reserve and therefore the robustness of the reserve as a measure of affordability, that discussions are needed around options for improving this position. There are various options which could be considered including allocation of additional revenue funding, reduction of other areas of revenue expenditure or reduction in net capital expenditure requirements to reduce Capital Financing pressures on the SOP reserve. One area where there is some potential for reducing the impact on the SOP reserve balance is the recently awarded tender for construction of the new Eastern High School. The winning tender is below the budget and therefore may provide some scope for offsetting any potential impact of the VAT issue, should it crystallise, on the SOP reserve balance.

Environment

Waste Management & Recycling

Work to redevelop an existing Household Waste Recycling Centre has slipped into 2015/16. Slippage of £1.587 million is shown against the budget of £1.712 million. The initial project requirements are being revisited to incorporate additional requirements consistent with the new waste strategy and to secure operational efficiencies within waste management operations.

Whilst site infrastructure works were undertaken at Lamby Way, additional works were essential and were approved under the existing contract. This has resulted in an overspend of £83,000. This has been managed within the overall Capital Programme.

The asset renewal budget of £65,000 has been spent on a vehicle canopy (£50,000) and £15,000 for security equipment at Bessemer Close HRWC.

The Council was successful in bidding for a NHS contract for waste collection. This required bins to be purchased at a cost of £53,000.

Whilst not included in the Outturn, £934,000 was spent on capping works at Lamby Way landfill site funded from the provision. A procurement exercise to cap the remaining area in accordance with obligation on the Council for aftercare is to be undertaken in 2015/16 and will also be paid for from the provision set up in 2013/14.

Energy Projects and Carbon Management

The Greener Grangetown scheme is a partnership project which includes £750,000 of Council funding and up to £1.645 million of external contributions over 2015/16 and 2016/17, 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 £1.550 million is reported against the initial 2014/15 budget of £1.650 million.

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 £785,000 reported at this stage.

One scheme that has been completed is solar panels have been installed on Lamby Way buildings roofs at a cost of £219,000. This has been paid for by utilising various budgets held for carbon reduction. This will allow any savings to be taken immediately rather than having to repay costs for an invest to save loan as originally planned.

The Radyr Weir scheme is a planned renewable energy scheme to generate hydro electricity that can subsequently be fed into the grid. The business case has been approved and a contractor has been selected. An amount of £14,000 has been spent in 2014/15 with slippage of £2.186 million to be carried forward. In accordance with a revised business case, £350,000 of additional investment has been approved. Implementation by December 2015 will result in a higher feed in tariff being achieved. Whilst the scheme is set-up to pay back over 15 years if the higher tariff can be achieved there is the possibility of a lower payback period, so a December 2015 implementation will be targeted.

The Solar PV Renewable Energy initiative budget was initially allocated for implementation of solar panels on Council building roofs. In the short term this 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. The cost of this is higher than the budget allocated of £400,000 and so £160,000 has been moved from the Invest to Save Corporate allocation.

Grant funding of £128,000 was received from WG for the Small Business Research Initiative (SBRI) for the heritage energy efficiency retrofit grant. This enables businesses with innovative ideas the chance to develop and demonstrate the technology to public bodies acting as the lead customer. This is being used to achieve greater energy efficiency in sensitive historic buildings.

Health & Social Care

The WG Intermediate Care Fund grant has been used to build a Smart House which demonstrates the range of rehabilitation and re-ablement services that can promote independent living. Six flats have been refurbished as interim care accommodation although as this work was done on public housing stock this spend is shown under Public Housing. Work has been done in partnership with Care and Repair to support older people to maintain their independence and to remain in their own homes.

Resources

Technology

ICT refresh spend of £356,000 has taken place on upgrading ICT hardware upgrades on the SAP system and in preparation for upgrades to be implemented in 2015/16 to mitigate risks associated with the end of financial year processes. Replacement of

systems such as internet management, e-mails, file services and network security equipment has also taken place.

Delivery of ICT projects as part of the Business Process Improvement capital budget is dependent on the capacity of the organisation to support and implement new systems. Slippage of £2.450 million is carried forward.

The first phase of the cloud based Customer Relationship Management (CRM) solution has been implemented during the year which is the first of its kind in the UK for a public sector body. This will enable the Council to work more closely with citizens to report and resolve issues reducing internal failure demand. The platform is planned to go live in September 2015 with subsequent phases increasing the number of digital services capable of being offered.

The document management roll out continues to deliver functionality across the Council with the pace of delivery increasing and demand for this new technology growing across Directorates. Rollout will continue over the next two years to cover the whole Authority.

Mobile working and scheduling technology is being utilised for care workers with other opportunities for further use being investigated.

A business case to implement a comprehensive property management platform is being developed which aims to underpin the corporate property strategy and enable a single view of property assets to be created.

Facilities Management (FM)

Capital expenditure of £259,000 for 2014/15 has been spent primarily on the building separation works at Brindley Road Depot. Enabling moves have been carried out to allow further services to be located within County Hall to ensure delivery of the next phase of office rationalisation.

The main achievements in 2014/15 have been vacation of the following properties the office element of Brindley Road, Bessemer Close and Alexander House where the lease has been surrendered.

Sites targeted for 2015/16 to allow for disposal or alternative use, include Mynachdy, Howardian, Controlled Parking Enforcement operations at Charles Street, Global link and St Davids House.

£516,000 has been spent on property asset renewal including lift improvements at City Hall at a cost of circa £265,000 and a range of smaller schemes at core administrative buildings such as fire alarm and security system upgrades and works to comply with health and safety reports.

The budget for CCTV at Council sites of £50,000 has been slipped. This is currently on hold pending a physical security review of FM sites which will be undertaken in 2015/16. This will form part of a wider collaboration project between the Resources and Communities, Housing & Customer Services Directorates in respect of security management and the offering of security services on a traded basis.

Corporate

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 have been assessed and implemented by successful bidders, expenditure will fall within next financial year.

In respect of the Contingency budget of £680,000, £400,000 was previously set aside to cover potential additional requirements for schools property asset renewal. The schools asset renewal budget for 2014/15 has underspent meaning the contingency is no longer required.

An allocation of £500,000 is delegated to the Section 151 Officer for Invest to Save schemes that are approved in year, subject to a satisfactory business case. In 2014/15, schemes included £160,000 on energy schemes, £18,000 on Members ICT and £38,000 on trixter bikes at Maindy Leisure Centre.

Sport Leisure and Culture

Parks & Green Spaces

In order to allow continued use of the Pontcanna Fields changing rooms pending a review of a wider consideration of options the Directorate agreed to proceed with expenditure to replace the roof at a cost of £116,000. Slippage of £70,000 is assumed towards this cost, with the works projected to be complete in the first quarter of 2015/16.

The Play Equipment budget of £90,000 has been used to upgrade Canal Park, Heath Park, Victoria Park, Heol Homfrey and Heol Maes Eirwyg. Works included resurfacing of playgrounds and replacement of playground equipment.

A phased programme of Flood Prevention works aimed to address issues at various locations where water flows from paths and open spaces onto adjacent land causing flooding has been established. Sites have been prioritised and a 3 year programme of works at £100,000 per annum established. Design capacity has resulted in slippage of £97,000.

The Council has been 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 £79,000 of slippage being shown, with progress on the scheme in 2015/16 dependant on match funding being available in that year.

Due to capacity issues, the Asset Renewal Infrastructure budget which is used to provide improvements at allotments and carrying out a range of hard infrastructure works within public open space including resurfacing of footpaths, access roads and car parks, replacement of utilities, and upgrading of outdoor recreational facilities, has slipped by £59,000 and will be combined with schemes to be undertaken in 2015/16 in order to benefit from a larger package of tendered works.

The capital spend on the Bute Park restoration scheme finished in 2014/15. Key achievements in 2014/15 include restoration of Blackfriars Friary site, re-flooding of Mill Leat adjacent to Cardiff Castle and installation of new signs. This completes a project that has spanned a number of years which establishes Bute Park as a major destination and popular City attraction. Works have included the creation of three cafes, the building of public toilets, restoration of the Animal Wall and West Lodge and establishment of Education and Outreach Programme based at a new purpose built education centre.

Leisure

A contract of just under £6 million pounds has been let following a single bid for the works to refurbish Eastern Leisure Centre. The centre was decommissioned at the end of February 2015. Refurbishment works will start from the end of April 2015 for a 66 week period. Financial risks of a refurbishment of this scale remain and costs will need to be monitored closely during the works. The slippage has been caused by delays to the commencement of the project due to having to re-tender and subsequently amend the design. This scheme accounted for the majority of the Directorate's overall slippage.

Following the procurement process and approval from external funding bodies for the Insole Court restoration and regeneration project, a contract for the value of £2.228 million was let and started on site in December 2014 for initially 40 week duration. Since the start of the contract, additional funds of £257,000 have been secured to reintroduce works omitted from the original contract due to budget restrictions. The project is approximately 25% through the capital build with works to the car park completed. Completion dates have slipped from beginning of November 2015 to the end with projected overrun costs currently standing at £42,000. There are further projected overspends with regular monitoring and Contractor meetings being held to address these issues. Plans are in place for the Trust to sign the lease and become operational by the end of November. Expenditure in 2014/15 of £411,000 has been funded primarily through Big Lottery, Heritage Lottery Fund, various trusts and foundations with the balance being funded through the Council.

Venues and Cultural Facilities

Asset renewal has been spent on Cardiff Castle, £17,000 on renewal dampers and £85,000 on repairing St David's Hall escalators, lifts and roof. An allocation of £80,000 for City Hall carpets was requested as part of Capital Programme bid for funding but not implemented. This has been slipped into 2015/16 due to the manufacturing lead time.

Bereavement & Registration Services

Spend of £850,000 was incurred on the Floral Tribute area, improvements to the main entrance and vehicle purchases. Funding of £813,000 was received from the Bereavement Reserve Fund and revenue, with the overspend of £37,000 to be recovered from the Bereavement Reserve in 2015/16.

Harbour Authority

The Harbour Asset Renewal budget of £324,000 forms part of a three year programme to 2016/17 for works at the Harbour and Barrage and the surrounding environmental infrastructure. Works included in the programme are: Barrage replacement parts and accessories, midlife refit of harbour equipment, public realm improvements and replacement of water quality monitoring equipment.

A new attraction providing high ropes adventure over the white water river at Cardiff International White Water was opened in 2014/15. This was funded by the Harbour projects and contingency reserve, to increase the range of activities on offer at the facility.

Strategic Planning, Highways, Traffic & Transportation

Strategic Planning

The Heritage programme has a budget of £150,000 in 2014/15, with £90,000 per annum thereafter. The main scheme started in 2014/15 and to be 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 has been 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

The WG Highway Improvement Local Government Borrowing initiative (LGBI) scheme provided revenue funding over a twenty year period to support £15.255 million of investment for highways infrastructure, during a three year period.

Carriageway investment has been targeted into three main areas i.e. carriageway reconstruction where the road has reached the end of its structural life and requires immediate attention, carriageway resurfacing where the roads structural integrity is generally intact but surface layers have deteriorated therefore requiring removal and replacement and preventative surfacing that protects roads that are starting to exhibit signs of deterioration by preventing the aging effects of weather and hydraulic action of traffic

Footway improvements have been targeted in two main areas, the removal of concrete slabs and their replacement with tarmac, to reduce future revenue repair demands and possible third party claims. Also, footway preventative surfacing that seals the existing deteriorating surface leaving a smooth even finish and prevents further deterioration through the aging effects of weather. In some areas where condition is particularly poor macadam footway reconstruction has taken place.

In respect of Street Lighting 1,450 age expired concrete columns were removed from the network and replaced with new galvanised steel columns, at a total cost of £3.289 million.

With a significant amount of spend in 2014/15 the final year (budget of £8.242 million), the Council has met the requirement for any LGBI funding given by WG to be committed at 31 March 2015 in order to allow carry forward. The risks of not being able to spend the full budget in year were highlighted in previous monitoring reports. In order to ensure that the Council complies with the requirement for additionality, any unutilised Council funding is also carried forward and is required in 2015/16 to meet sums due under contract for schemes including Phase 4 carriageway resurfacing £910,000, footways resurfacing £470,000, preventative treatments £900,000 and Insitu Recycling £400,000.

The Bridges and Structures budget of £2.091 million included Penarth Road bridge scheme which was completed in September 2014 with a revised contract value of £754,000. The other main scheme involves a joint agreement with network rail for Windsor Road Bridge, an £8 million project of which the Council has to make a contribution of 20%. The bridge was closed in January 2015 and will reopen Spring 2016 when the works are complete. The new bridge will handle heavier road loads and will be raised slightly to allow for future electrification of the main line. Slippage of £814,000 is carried forward to meet the Council's commitment to this scheme.

The Street Lighting Energy Invest to Save budget of £1.9 million was amended to £1.575 million following receipt of tenders. A total of 4,500 new dimming ballasts have been fitted to existing columns thus reducing energy usage by 50% between the hours of 12am and 6am. Slippage of £1.340 million has been carried forward to complete the remaining 17,895 columns.

Rhiwbina flood defence scheme commenced in August 2014 with expenditure in 2014/15 of £1.129 million spent on construction work which was substantially complete by the 31 March 2015. A small amount of slippage £137,000 will be to be used to pay for reinstatement works and replanting. The scheme will significantly reduce the flood risk to over 200 homes and businesses in Rhiwbina, an area that has suffered multiple flooding events over the past twenty years.

Traffic & Transportation

A number of local and strategic transport schemes were completed during the year using both Council and external grant funding. These included bus priority measures to the Western Bus Corridor, improvements to traffic signals and telematics equipment, creating safe routes in communities in Caerau & Ely and Grangetown and development of cycling routes in various parts of the City. Improvements to the junction at Newport Road/ City Road commenced in early November 2014 in and is due to be completed in May 2015.

Where schemes have cost in excess of budget, these have been managed by bringing forward and allocating commitments against future years budgets, as in the case of Route 6 Cycling scheme. Where match funding was necessary as part of grant funding, the external grant was spent as priority, therefore causing some slippage to be used for completion of schemes in 2015/16.

Additional grants totalling £988,000 have been approved by WG under the Metro Phase 1 scheme for pre development works on schemes such as transforming the bus system, design & preparatory works on the A470 and the A469, in 2015/16.

The Directorate receives funding from WG of £1.687 million for the Local Transport Fund and £366,000 for the Road Safety Fund. The Local Transport Fund supports bus priority and multi modal junction improvements, and the Road Safety Grant supports pedestrian improvements.

The £2 million Transport Grant was awarded to the Council, as part of the settlement with WG in relation to the Herbert Street Bridge for 2013/14. This scheme is unlikely to proceed in the near future, so this is shown as an underspend until clarification is sought from WG as to future use.

The purpose of the WG Safe Routes in Communities grant (£405,800) is to improve the accessibility and safety of local routes in Caerau and Ely and Grangetown Primary Schools. Spend in 2014/15 includes junction improvements, tabled and zebra crossings and signage.

An invest to save scheme for Moving Traffic Offences (MTO) was initiated, with bus lane enforcement implemented in December 2014. Work on yellow box junctions commenced with completion and enforcement planned for early 2015/16. Installation of pay & display machines at Schooner Way was also completed in 2014/15.

DIRECTORATE & SCHEME	2014-15 Programme	2013-14 Slippage	Budget revision	Virements	Changes & New Approvals	Total 2014-15 Programme	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
COMMUNITIES, HOUSING & CUSTOMER SERVICES													
Neighbourhood Regeneration													
Neighbourhood Renewal schemes	755	0	0	(35)	114	834	621	0	0	0	(213)	0	(213)
Local Shopping Centre regeneration	360	175	0	0	0	535	373	0	0	0	(162)	0	(162)
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	291	0	(19)	0	0	0	(19)
Alleygating	45	170	0	0	20	235	235	0	0	0	0	0	0
S106 schemes	94	0	0	0	40	134	57	0	0	0	0	(77)	(77)
Total Neighbourhood Regeneration	1,564	345	0	(35)	285	2,159	1,688	0	(19)	0	(375)	(77)	(471)
Citizen Hubs													
Hubs proposals - ongoing schemes	1,385	(12)	0	(620)	0	753	0	0	0	0	(753)	0	(753)
Ely/Caerau Hub Cymal Grant	100	0	0	405	(10)	495	495	0	0	0	0	0	0
STAR Hub	309	0	0	70	0	379	480	0	0	0	210	(109)	101
Maelfa Hub	(95)	580	0	0	0	485	133	0	0	0	(352)	0	(352)
Pentwyn Hub (Dome)	550	0	0	(308)	(90)	152	63	0	0	0	(89)	0	(89)
St Mellons Hub S106	204	0	0	0	0	204	43	0	0	0	43	(204)	(161)
Llanishen Community Hub	0	0	0	7	0	7	7	0	0	0	0	0	0
Grangetown Hub	0	0	0	21	220	241	283	0	0	0	42	0	42
Llandaff North	0	0	0	35	0	35	35	0	0	0	0	0	0
City Centre Superhub	0	0	0	50	24	74	74	0	0	0	0	0	0
Fairwater Hub	0	0	0	5	0	5	5	0	0	0	0	0	0
City Rd	0	0	0	26	0	26	26	0	0	0	0	0	0
Rumney Hub (Youth Centre)	0	0	0	1	0	1	1	0	0	0	0	0	0
Total Citizen Hubs	2,453	568	0	(308)	144	2,857	1,645	0	0	0	(899)	(313)	(1,212)
Libraries													
Central library furniture	0	93	0	0	0	93	17	0	0	0	(76)	0	(76)
Canton Library	0	0	0	0	0	0	(12)	(12)	0	0	0	0	(12)
Total Libraries	0	93	0	0	0	93	5	(12)	0	0	(76)	0	(88)
Housing													
Estate environmental improvements	225	(18)	0	35	0	242	242	0	0	0	0	0	0
Disabled Facilities Service	2,800	0	0	130	0	2,930	2,915	(15)	0	0	0	0	(15)
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	679	0	(39)	0	0	0	(39)
Traveller Site refurbishment	0	0	0	0	54	54	59	5	0	0	0	0	5
Total Housing	3,960	245	0	35	54	4,294	4,245	(10)	(39)	0	0	0	(49)
ECONOMIC DEVELOPMENT													
Economic Development													
Urban broadband	9,216	1,380	0	0	(3,252)	7,344	3,404	0	(3,528)	0	0	(412)	(3,940)
Cardiff Capital Fund	24	0	0	0	156	180	106	0	0	0	(74)	0	(74)
Llanrumney Hall	350	0	0	0	0	350	56	0	0	0	0	(294)	(294)
Longcross Farm rebuild	0	633	0	88	0	721	721	0	0	0	0	0	0
S106 schemes	20	0	(20)	0	0	0	0	0	0	0	0	0	0
Total Economic Development	9,610	2,013	(20)	88	(3,096)	8,595	4,287	0	(3,528)	0	(74)	(706)	(4,308)

DIRECTORATE & SCHEME	2014-15 Programme	2013-14 Slippage	Budget revision	Virements	Changes & New Approvals	Total 2014-15 Programme	Outturn	(Underspend)/ Overspend GF	(Underspend)/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
City Development													
Cardiff Enterprise Zone	5,300	(14,309)	17,000	0	0	7,991	836	0	0	0	(7,155)	0	(7,155)
Central Square Public Realm Detailed Design	0	0	0	0	537	537	537	0	0	0	0	0	0
Dumballs Rd / Metro System Scheme	0	0	0	0	83	83	83	0	0	0	0	0	0
Waterfront Development Scheme	0	0	0	0	72	72	72	0	0	0	0	0	0
ISV Retail 3	0	0	0	0	42	42	42	0	0	0	0	0	0
Development South of Station	0	0	0	0	58	58	58	0	0	0	0	0	0
Greenhill School	0	0	0	0	25	25	25	0	0	0	0	0	0
Total City Development	5,300	(14,309)	17,000	0	817	8,808	1,653	0	0	0	(7,155)	0	(7,155)
Property and Asset Management													
Asset Renewal Buildings	130	0	0	(6)	0	124	41	0	0	0	(83)	0	(83)
Total Property and Asset Management	130	0	0	(6)	0	124	41	0	0	0	(83)	0	(83)
EDUCATION & LIFELONG LEARNING													
Schools													
Planning & Development													
Asset Renewal Buildings	2,963	0	0	(8)	0	2,955	2,455	(27)	0	0	(473)	0	(500)
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	(669)	2,473	2,500	27	0	0	0	0	27
Whitchurch High School	1,700	0	0	0	0	1,700	1,700	0	0	0	0	0	0
Total Planning & Development	8,071	1,555	(1,321)	(8)	(669)	7,628	7,155	0	0	0	(473)	0	(473)
Other schemes													
Schools Wireless and ICT	634	0	0	0	(510)	124	124	0	0	0	0	0	0
Schools Energy Efficiency	0	11	0	0	(11)	0	0	0	0	0	0	0	0
Schools Challenge Cymru	0	0	0	0	277	277	267	0	(10)	0	0	0	(10)
Total Other schemes	634	11	0	0	(244)	401	391	0	(10)	0	0	0	(10)
Total Schools	8,705	1,566	(1,321)	(8)	(913)	8,029	7,546	0	(10)	0	(473)	0	(483)
Schools Organisation Planning													
SOP Other	3,714	0	0	0	0	3,714	6,394	1,951	0	729	0	0	2,680
21st Century Schools	38,874	3,719	(3,719)	0	0	38,874	10,825	1,229	0	(18,493)	(912)	(9,873)	(28,049)
Total Schools Organisation Planning	42,588	3,719	(3,719)	0	0	42,588	17,219	3,180	0	(17,764)	(912)	(9,873)	(25,369)
ENVIRONMENT													
Waste Management & Recycling													
Asset Renewal Buildings	50	0	0	15	0	65	65	0	0	0	0	0	0
Household Waste Recycling Centre	910	802	0	0	0	1,712	125	0	0	0	(1,587)	0	(1,587)
Waste Management and Collection Infrastructure	0	35	0	0	0	35	118	83	0	0	0	0	83
Materials Recycling Facility refurbishment	45	50	0	0	0	95	19	0	0	0	(76)	0	(76)
NHS Waste Collections	0	0	0	0	53	53	53	0	0	0	0	0	0
Total Waste Management & Recycling	1,005	887	0	15	53	1,960	380	83	0	0	(1,663)	0	(1,580)
Energy Projects and Carbon Management													
Greener Grangetown	1,650	0	0	0	0	1,650	100	0	0	0	50	(1,600)	(1,550)
Energy Retrofit of Buildings	790	0	0	0	0	790	5	0	0	(785)	0	0	(785)
Radyr Weir	2,200	111	(111)	0	0	2,200	14	0	0	(2,186)	0	0	(2,186)
Solar Panels Lamby Way Roofs	0	193	0	0	26	219	219	0	0	0	0	0	0
Solar PV Renewable Energy Initiative	400	(1)	1	160	0	560	560	0	0	0	0	0	0
Salix Energy Recycling Scheme (SERS)	0	87	(87)	0	135	135	40	0	0	0	(48)	(47)	(95)
Salix Energy Efficiency Loan Scheme (SEELS)	0	0	0	0	0	0	47	0	0	47	0	0	47
Heritage Energy Efficiency Retrofit Grant	0	0	0	0	128	128	128	0	0	0	0	0	0
Total Energy Projects and Carbon Management	5,040	390	(197)	160	289	5,682	1,113	0	0	(2,924)	2	(1,647)	(4,569)

DIRECTORATE & SCHEME	2014-15 Programme	2013-14 Slippage	Budget revision	Virements	Changes & New Approvals	Total 2014-15 Programme	Outturn	(Underspend /) Overspend GF	(Underspend/ Overspend) Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
HEALTH & SOCIAL CARE													
Health & Social Care													
Asset Renewal Buildings - Adults	70	0	0	(64)	0	6	6	0	0	0	0	0	0
Intermediate Care fund	1,292	0	0	0	200	1,492	1,492	0	0	0	0	0	0
Total Health & Social Care	1,362	0	0	(64)	200	1,498	1,498	0	0	0	0	0	0
Childrens' Social Services													
Childrens' Social Services Asset Renewal	27	0	0	(27)	0	0	0	0	0	0	0	0	0
RESOURCES													
Technology													
Modernising IT to improve Business Processes	1,178	1,655	0	0	0	2,833	383	0	0	0	(2,450)	0	(2,450)
ICT Refresh	400	0	0	0	0	400	356	0	0	0	(44)	0	(44)
Members ICT	0	0	0	18	0	18	18	0	0	0	0	0	0
Total Technology	1,578	1,655	0	18	0	3,251	757	0	0	0	(2,494)	0	(2,494)
Facilities Management													
Office Accomodation rationalisation	367	139	0	0	80	586	259	0	0	0	(327)	0	(327)
Asset Renewal Buildings	515	0	0	1	0	516	516	0	0	0	0	0	0
Legionella	0	65	0	0	0	65	0	0	0	0	(65)	0	(65)
CCTV at Council sites	0	50	0	0	0	50	0	0	0	0	(50)	0	(50)
Total Facilities Management	882	254	0	1	80	1,217	775	0	0	0	(442)	0	(442)
Central Transport Services													
Asset Renewal Vehicle Replacement	250	0	0	0	0	250	273	0	0	0	23	0	23
Corporate													
Contingency	680	0	0	0	0	680	0	(680)	0	0	0	0	(680)
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	(216)	(284)	0	0	0	0	0	0	0	0
Total Corporate	1,250	0	0	(216)	(284)	750	0	(680)	0	0	(70)	0	(750)
SPORT, LEISURE & CULTURE													
Parks & Green Spaces													
Asset Renewal Buildings	140	0	0	(29)	0	111	41	0	0	0	(70)	0	(70)
Asset Renewal Parks Infrastructure	140	(75)	0	15	0	80	21	0	0	0	(59)	0	(59)
Play Equipment	90	0	0	0	0	90	90	0	0	0	0	0	0
Flood Risk Prevention	100	0	0	0	0	100	3	0	0	0	(97)	0	(97)
Heath Park Tennis Courts	0	0	0	0	153	153	19	0	0	0	0	(134)	(134)
Hywel Dda Public Open Space	0	130	0	0	0	130	73	0	0	0	(57)	0	(57)
Bishops Palace & Llandaff Belltower	90	17	0	0	0	107	28	0	0	0	(79)	0	(79)
Parc Cefn On	0	17	0	0	0	17	14	0	0	0	(3)	0	(3)
Bute Park Restoration	0	203	0	(15)	114	302	302	0	0	0	0	0	0
S106 schemes	1,359	0	0	0	3	1,362	614	0	0	0	0	(748)	(748)
Total Parks & Green Spaces	1,919	292	0	(29)	270	2,452	1,205	0	0	0	(365)	(882)	(1,247)
Leisure													
Asset Renewal Buildings	200	0	0	59	0	259	219	0	0	0	(40)	0	(40)
Insole Court Conservation	1,017	978	0	0	0	1,995	411	0	0	0	0	(1,584)	(1,584)
Eastern Leisure Centre refurbishment	1,365	1,174	0	0	0	2,539	178	0	0	0	(2,361)	0	(2,361)
Llanishen Leisure Centre reconfiguration	75	0	0	(19)	0	56	51	0	0	0	(5)	0	(5)
Pentwyn Leisure Centre reconfiguration	90	0	0	0	0	90	70	0	0	0	(20)	0	(20)
Pentwyn Leisure Centre accessibility (Dome)	0	0	0	188	0	188	4	0	0	0	(184)	0	(184)
Pentwyn Leisure Centre Pool Tiles (Dome)	0	0	0	123	0	123	123	0	0	0	0	0	0
Maindy Trixter Bikes Invest to Save	0	0	0	38	0	38	38	0	0	0	0	0	0
Total Leisure	2,747	2,152	0	389	0	5,288	1,094	0	0	0	(2,610)	(1,584)	(4,194)

DIRECTORATE & SCHEME	2014-15 Programme	2013-14 Slippage	Budget revision	Virements	Changes & New Approvals	Total 2014-15 Programme	Outturn	(Underspend)/ Overspend GF	(Underspend)/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
<u>Venues & Cultural Facilities</u>													
Asset Renewal Buildings	115	0	0	(13)	0	102	102	0	0	0	0	0	0
City Hall Carpets	80	0	0	0	0	80	0	0	0	0	(80)	0	(80)
Total Venues & Cultural Facilities	195	0	0	(13)	0	182	102	0	0	0	(80)	0	(80)
<u>Bereavement & Registration Services</u>													
Improvements funded by Bereavement reserve	525	304	(234)	0	255	850	850	0	0	0	0	0	0
Total Bereavement & Registration Services	525	304	(234)	0	255	850	850	0	0	0	0	0	0
<u>Harbour Authority</u>													
Harbour Asset Renewal	413	0	0	0	(89)	324	324	0	0	0	0	0	0
High Ropes Course at Cardiff International Whitewater	200	0	0	0	3	203	203	0	0	0	0	0	0
Total Harbour Authority	613	0	0	0	(86)	527	527	0	0	0	0	0	0
<u>STRATEGIC PLANNING, HIGHWAYS, TRAFFIC & TRANSPORTATION</u>													
<u>Strategic Planning</u>													
Heritage schemes	150	0	0	0	0	150	(8)	0	0	0	(158)	0	(158)
S106 schemes	112	0	0	0	0	112	46	0	0	0	0	(66)	(66)
Total Strategic Planning	262	0	0	0	0	262	38	0	0	0	(158)	(66)	(224)
<u>Highway Maintenance</u>													
Highway Improvements LGBI - Carriageway	2,825	1,405	0	(63)	23	4,190	3,280	0	0	(910)	0	0	(910)
Highway Improvements LGBI - Footway	488	393	0	68	0	949	479	0	0	(470)	0	0	(470)
Highway Improvements LGBI - Street lighting	1,350	1,337	0	164	0	2,851	2,851	0	0	0	0	0	0
Highway Improvements LGBI - Barrier replacement	98	74	0	(79)	0	93	93	0	0	0	0	0	0
Highway Improvements LGBI - Drainage	244	28	0	(90)	0	182	122	0	0	(60)	0	0	(60)
Highway Reconstruction	1,295	0	0	1,009	0	2,304	1,014	0	0	0	(1,290)	0	(1,290)
Footpath reconstruction	275	112	0	(307)	0	80	80	0	0	0	0	0	0
Footways Tree Pit remediation	100	0	0	(8)	0	92	92	0	0	0	0	0	0
Bridges & Structures	1,060	1,031	0	0	0	2,091	1,277	0	0	0	(814)	0	(814)
Street Lighting (New and replacement)	300	400	0	(694)	0	6	6	0	0	0	0	0	0
Street Lighting dimming Invest to Save	1,600	300	0	0	(325)	1,575	235	0	0	(1,340)	0	0	(1,340)
Rhiwbina Flood defence scheme	1,090	1,196	0	0	(894)	1,392	1,129	0	0	0	(137)	(126)	(263)
Total Highway Maintenance	10,725	6,276	0	0	(1,196)	15,805	10,658	0	0	(2,780)	(2,241)	(126)	(5,147)
<u>Traffic & Transportation</u>													
Asset Renewal Transport & Traffic Management	540	0	0	(196)	31	375	222	0	0	0	(153)	0	(153)
Cycling Development Asset Renewal	400	(133)	0	25	0	292	442	0	0	0	150	0	150
Local Transport Plan - Bus Corridors	990	0	0	29	(500)	519	519	0	0	0	0	0	0
Local Transport Fund -Strategic Cycle network	660	0	0	(11)	(400)	249	249	0	0	0	0	0	0
Local Transport Fund - Active Travel Mapping	0	0	0	0	38	38	0	0	0	0	0	(38)	(38)
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	108	627	1,045	1,045	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	33	56	399	399	0	0	0	0	0	0
Metro Phase 1 Cycle schemes	0	0	0	0	1,026	1,026	988	0	0	0	0	(38)	(38)
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	43	5	448	448	0	0	0	0	0	0
Moving Offences enforcement equipment	390	(12)	12	0	0	390	337	0	0	(53)	0	0	(53)
Butetown Pay & Display Invest to Save	100	0	0	0	(1)	99	99	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	283	0	0	0	(44)	0	(44)
S106 schemes	1,243	0	0	(31)	(257)	955	211	0	0	0	0	(744)	(744)
Total Traffic & Transportation	7,718	(148)	12	0	588	8,170	5,250	0	(2,000)	(53)	(47)	(820)	(2,920)
TOTAL GENERAL FUND	110,408	6,302	11,521	0	(2,540)	125,691	62,849	2,561	(5,596)	(23,521)	(20,192)	(16,094)	(62,842)

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<u>PUBLIC HOUSING</u>													
Estate Regeneration and Area Improvement Strategies	2,700	0	0	409	859	3,968	3,968	0	0	0	0	0	0
External and Internal improvements to buildings	10,450	0	0	(1,121)	0	9,329	9,329	0	0	0	0	0	0
Energy schemes	0	0	0	0	0	0	0	0	0	0	0	0	0
ARBED ECO	65	0	0	0	1,456	1,521	1,521	0	0	0	0	0	0
Energy efficiency	685	0	0	434	0	1,119	1,119	0	0	0	0	0	0
Housing Partnerships Project	1,015	0	0	(57)	0	958	958	0	0	0	0	0	0
Disabled Facilities Service	1,675	0	0	273	0	1,948	1,948	0	0	0	0	0	0
Modernising IT to improve Business Processes	510	0	0	0	0	510	61	0	0	0	0	(449)	(449)
Other/Contribution to Affordable Housing	0	0	0	62	699	761	761	0	0	0	0	0	0
TOTAL PUBLIC HOUSING	17,100	0	0	0	3,014	20,114	19,665	0	0	0	0	(449)	(449)
TOTAL	127,508	6,302	11,521	0	474	145,805	82,514	2,561	(5,596)	(23,521)	(20,192)	(16,543)	(63,291)