

BUDGET MONITORING – MONTH 4 REPORT

REPORT OF THE CORPORATE DIRECTOR RESOURCES

AGENDA ITEM:3

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

Reason for this Report

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

Background

2. This monitoring report provides details of the projected outturn for 2015/16 compared with the budget approved by Council on the 26th February 2015.
3. The presentation of surpluses and deficits in this report follows the convention, which shows an excess of expenditure over budget as a positive and additional income over budget as a negative. Conversely, expenditure less than budget would be shown as a negative while income lower than expected would be denoted as a positive. Negative items are shown in brackets.

Issues

Revenue

4. Overall, the month four revenue monitoring for the Council shows a balanced position with financial pressures and shortfalls against budget savings targets in directorate budgets offset by projected savings on capital financing and an anticipated surplus on Council Tax collection. Directorate budgets are currently projected to be overspent by £6.1 million however it is anticipated that management actions will enable this to be reduced by the year end. The current position includes projected overspends in the Social Services, City Operations and Economic Development Directorates and in Corporate Management. This reflects a number of factors including shortfalls against budget savings targets set as part of the 2015/16 budget and on-going shortfalls carried forward from the previous financial year. The directorate overspends are partially

offset by the £4.0 million general contingency budget which was maintained as part of the 2015/16 budget in order to reflect the quantum, risk and planning status of the proposed savings for 2015/16. A summary of the overall position is attached as Appendix 1 to this report.

5. The projected overspends in directorate budgets include £4.960 million in Social Services, £867,000 in City Operations, £300,000 in Economic Development and £138,000 in Corporate Management. This position reflect a range of factors including increased demographic pressures, shortfalls in income and the anticipated failure to fully achieve the savings targets set as part of the 2015/16 budget together with on-going shortfalls carried forward from the previous financial year.
6. The 2015/16 savings targets for each directorate are set out in Appendix 2(a) to this report together with the projected savings currently anticipated to be achieved. An overall shortfall of £5.422 million is currently anticipated against the £32.473 million directorate savings target with £16.785 million having been achieved to date and a further £10.266 million anticipated to be achieved by the year end. The budget approved by Council on the 26 February 2015 identified red or red / amber achievability risks totalling £10.230 million with £5.854 million of the savings proposals still at a general planning stage. These risks are evident in the projected shortfall currently reported as part of the month four monitoring. A projected shortfall of £2.769 million has also been identified in relation to savings targets carried forward from 2014/15 and these are set out in Appendix 2 (b) to this report. The projected shortfalls are reflected in the directorate monitoring positions although where possible shortfalls have been offset by savings in other budget areas. The £4.0 million General contingency budget which was allocated to reflect the risk and planning status of the proposed savings for 2015/16 is also available to offset the shortfall in the current financial year. However, despite this the shortfalls represent a continuing cause for concern particularly as the Council is about to embark on another very difficult budget round.
7. Actions are being taken by those directorates currently reporting a projected overspend in order to try to resolve the issues that led to the current position or alternatively to identify offsetting savings in other areas of the service. This will be reviewed as part of the challenge process to review the performance of directorates including the budget monitoring position. The Chief Executive has also held a series of meetings with directors to identify measures to reduce the level of spend across the Council with the intention of improving the overall position as the year progresses. These reviews will continue throughout the year and the actions taken also discussed in the Chief Executive's monthly meetings with individual directors.
8. The 2015/16 Budget included a number of specific contingencies including £2.515 million in relation to waste disposal reflecting the difficulty of predicting tonnage figures and the consequent impact on disposal costs and £1.422 million to reflect the potential for future growth in the number and value of claims as part of the Council Tax Reduction

Scheme (CTRS). There was also a contingency of £950,000 to reflect the potential for increased costs in relation to placements for looked after children in Social Services and £350,000 to offset potential income shortfalls in relation to the Material Recycling Facility (MRF) as a result of volatility in the market for recycle materials. Having reviewed these areas as part of the monitoring process this report recommends that the contingency budgets for looked after children and the MRF be fully allocated and that allocations of £1.147 million be made from the Waste Management Contingency and £673,000 from the CTRS Contingency. The Waste Management allocation includes £537,000 to reflect the impact of increased tonnages and £610,000 to support the interim recycling of incinerator bottom ash by Viridor in order for the Council to meet its recycling targets. The budget pressures in these areas will continue to be monitored as the year progresses and further draw downs identified where necessary. At present, for monitoring purposes the balance on these contingency budgets is shown as committed as is the £7.7 million budget earmarked to meet costs arising from the Council's Voluntary Severance Scheme in the current financial year. This includes repayments to earmarked reserves as set out in the financial model in the 2015/16 Budget Report.

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

Capital Financing (£1,212,000)

10. A saving of £1.212 million is currently forecast in relation to the Capital Financing budget. This reflects a number of factors that have resulted from financial opportunities since the budget was approved in February including the impact of continuing to hold borrowing in relation to the Housing Revenue Account and General fund as a single pool of debt. As a result the additional borrowing taken by the Council to exit the Housing Revenue Account Subsidy has reduced the council's overall average rate of debt, which has had the short term impact of reducing the General Fund share of external interest costs. There are also savings on potential external interest costs arising from the use of temporary internal borrowing rather than undertaking actual external borrowing. This is in accordance with the Council's Treasury Management Strategy which advises that internal borrowing will continue to be accessed where possible. The final outturn position will be dependent on a range of factors and these will be closely monitored throughout the year together with advice from the Council's treasury advisors.

City Operations +£867,000 (+£2,364,000 prior to proposed contingency allocation)

11. The Directorate is currently forecasting an overspend of £867,000 with projected overspends in Leisure Services, Neighbourhood Services and Waste Disposal & Treatment offset by savings in other areas of the Directorate's budget. The overall position reflects a significant shortfall against the budget savings targets both in respect of the 2015/16 budget

and in relation to on-going shortfalls against 2014/15 savings targets which have yet to be achieved. Total savings of £10.378 million are currently projected to be achieved against the Directorate's 2015/16 savings target of £12.058 million leaving a projected shortfall of £1.680 million. In addition a shortfall of £335,000 is also forecast against the savings targets carried forward from 2014/15. These shortfalls are reflected in the Directorate outturn projection with details of the individual variances set out in Appendices 2(a) and 2(b) to this report. The projected shortfalls are partly offset by in year savings and other measures proposed by the Directorate.

12. The Council's 2015/16 Budget included specific contingencies of £2.515 million in relation to waste disposal reflecting the difficulty of predicting tonnage figures and the consequent impact on disposal costs and £350,000 to offset potential income shortfalls in relation to the Material Recycling Facility (MRF) as a result of volatility in the market for recycle materials. Having reviewed these areas as part of the monitoring process this report recommends that the contingency budget in relation to the MRF be fully allocated and that an allocation of £1.147 million be made from the Waste Management Contingency. The Waste Management allocation includes £537,000 to reflect the impact of increased tonnages and £610,000 to support the interim recycling of incinerator bottom ash by Viridor in order for the Council to meet its recycling targets. The budget pressures in these areas will continue to be monitored as the year progresses and the allocations reviewed where necessary. The allocations set out above have been incorporated into the Directorate budget but are subject to Cabinet approval as set out in the recommendations to this report.
13. An overspend of £563,000 is currently projected in relation to Leisure Services. This includes a projected shortfall of £435,000 against the budget saving for the new operating model for leisure centres. Although the procurement process is being progressed in accordance with the agreed timetable, it is not anticipated that any new arrangements will be in place before 1st April 2016. In addition the current leisure centre performance indicates a potential shortfall of £233,000 against the reduced subsidy. A shortfall of £35,000 is also anticipated in relation to the proposed community asset transfer of Canton Community Centre. These are partly offset by savings arising from the redevelopment of Insole Court, an improved trading position at the Riding School and the early transfer through a licence to occupy of Cardiff Athletic Stadium to the Cardiff and Vale College.
14. The budgets for Waste Disposal & Treatment are currently projecting an overspend of £334,000. This is after taking into account the proposed allocations from contingency budgets as set out above. The overspend includes £215,000 in relation to the net cost of post sort activities undertaken in the early part of the year. This was necessary in order for the Council to achieve its recycling targets but has now ceased following the agreement with Viridor in relation to the recycling of incinerator bottom ash. Additional costs of £96,000 are projected in relation to the Household Waste Recycling Centres (HWRCs) mainly as a result of

additional staff agency costs due to decision delays on the two site provision. Other projected overspends include £75,000 at the transfer stations caused by a combination of income shortfalls and increased operating costs and £81,000 reflecting the net cost of the landfill site remaining open. Additional income for the transfer station and the MRF through other authority contracts offsets income shortfalls in Waste disposal and treatment, with the MRF currently projecting a surplus of £134,000.

15. Waste Collection Services are currently projecting an overspend of £1,000 with a shortfall of £56,000 against the trading surplus target for Commercial Waste and a deficit of £55,000 in Bulky Waste partly offset by projected savings in Household Waste. Overall, Cleaner Cardiff is currently reporting a projected saving of £11,000 with a projected shortfall of £147,000 against the savings targets for the reorganisation of the Street Cleansing Service offset by in-year savings on employee costs and the cleansing of high speed routes. A saving of £38,000 is also currently anticipated in relation to Waste Strategy, Education & Enforcement. A shortfall of £453,000 is projected against the budgeted saving in relation to Neighbourhood Services. Whilst plans are in place to deliver the full saving of £600,000 it is anticipated that some of the necessary changes will not be fully implemented until later this year.
16. A saving of £53,000 is currently projected in relation to Parks & Sport with identified pressures of £84,000 on grounds maintenance and the collection of litter offset by savings elsewhere within the service. These include £47,000 as a result of improved income from the Landscape Design Service, £34,000 due to the timing of appointments to apprenticeships, a managed saving of £22,000 in the Park Ranger Service and £20,000 from a reduced subsidy for the RHS show. Play Services are currently anticipating a saving of £198,000. This reflects the full year impact of the staffing restructure, the discontinuation of the Outdoor Activities Team as approved in the 2014/15 budget and a delay in the appointment of the temporary Community Coordinators by Communities First.
17. Infrastructure, Operations, Assets & Engineering are currently anticipating a saving of £132,000. This includes savings of £93,000 in Maintenance Operations due to reduced staff and depot costs and an increased drawdown from commuted sums and £92,000 in Design & Delivery through increased income and reduced employee costs. Other projected savings include £63,000 in Drainage Services as a result of vacant posts and reduced overtime, £34,000 in Road Safety due to vacancies in school crossing patrol staff, £17,000 as a result of additional income from concessionary bus passes and a net saving of £4,000 from Section 278/38 fees. These are partly offset by a projected overspend of £161,000 in the Asset Division due to income shortfalls from skip licences, land charges and defect notices and £12,000 in relation to Bridges with shortfalls in income from advertising partly offset by projected underspends on maintenance budgets.

18. A saving of £49,000 is also currently projected in relation to Schools Transport with funding pressures in relation to Additional Learning Needs, P2T 16+ Transport and the Independent Travel Scheme offset by savings on other school transport budgets. Transport Planning, Policy & Strategy are reporting a projected overspend of £4,000 with shortfalls against income targets for temporary road closures partly offset through maximising cost recovery and through freezing vacant posts. The budgeted contribution from the Parking Reserve is still anticipated to be on target. Overall, the Civil Parking Enforcement Account is currently anticipating a balanced position with projected income shortfalls from penalty charge notices and car parking fees and additional costs relating to tariff changes and enforcement support costs offset by income above target in relation to moving traffic offences.
19. Energy & Sustainability Management is currently projecting a saving of £45,000 with reduced employee costs, increased recharges to energy schemes and an anticipated underspend against the Carbon Reduction Allowance budget partly offset by a shortfall against savings targets. Other projected variances within the Directorate include an overspend of £24,000 on Directorate Management and Support due to unachieved savings from previous financial years, an overspend of £26,000 on Registration Services reflecting a shortfall in income from citizenship ceremonies and a projected saving of £7,000 in Animal Services. A balanced position is currently reported in respect of Regulatory Services however this forms part of the new collaboration arrangements and further clarity will be required on this as the year progresses. Planning and Building Control is reporting a projected saving of £5,000 with the increased planning fee target currently projected to be achieved.

Communities, Housing & Customer Services – On Target (+£673,000 prior to proposed contingency allocation)

20. The overall position indicates a balanced spend against budget with a projected overspend in the Library Service offset by savings elsewhere within the Directorate. Total savings of £1.439 million are currently projected to be achieved against the 2015/16 savings target of £1.643 million leaving a projected shortfall of £204,000. This is reflected in the Directorate outturn projection.
21. A saving of £102,000 is currently forecast in relation to Housing and Communities. This includes a projected underspend of £80,000 in the Disabled Facilities Service largely due to income above target in respect of renovation grant administration fees and £22,000 within the Assessment and Support functions mainly due to savings on general homelessness budgets. A drawdown of £673,000 from the specific contingency budget set aside to meet increased costs in relation to the Council Tax Reduction Scheme has been incorporated into the Directorate budget but is subject to Cabinet approval as set out in the recommendations to this report. Further adjustments to this figure may be required as the year progresses depending on fluctuations in the number of applications and the level of support required.

22. A saving of £28,000 is also forecast as a result of vacancies and other underspends in Service Management and Support. The Library Service is currently anticipating an overspend of £130,000. This includes a £50,000 shortfall against the budget savings target for the creation of the new community hub at Rumney. A part year impact is forecast due to delays in property moves and closures, with the transfer of the library currently planned for September 2015. Income shortfalls of £65,000 are also currently predicted within the Service in relation to library fines and charges for use of the internet and CD/DVD rentals. There are also additional support costs in relation to the shared reception arrangements at Penylan. Balanced positions are currently reported in relation to the other budget areas within the Directorate.

Corporate Management +£138,000

23. An overspend of £138,000 is currently projected in relation to Corporate Management. This includes a projected shortfall of £60,000 against the carried forward saving from 2014/15 in respect of Communications and Media income targets. All budget savings targets for 2015/16 are currently anticipated to be achieved.
24. Media and Communications is currently projecting an overspend of £143,000. This is mainly due to anticipated shortfalls in income including the £60,000 saving target from 2014/15. A projected overspend of £2,000 is also forecast in relation to Corporate Management and Other Costs. This includes a projected overspend of £29,000 on the Coroner's Service which is partly offset by savings on the Council's contribution to the Mid Glamorgan Superannuation Fund relating to past employees and as a result of reduced audit fees. An underspend of £7,000 is currently projected in relation to Policy & Cabinet Support reflecting savings on employee costs as a result of vacancies.

Council Tax Collection (£907,000)

25. A review of the Council Tax position indicates a potential surplus of £907,000. This reflects a number of factors but is mainly due to lower levels of exemptions and single person discounts than was anticipated when the Council Tax base report was approved in December 2014. The surplus represents a variance of 0.4% of the estimated gross debit and may be subject to further fluctuations as the year progresses.

Economic Development +£300,000

26. The overall position shows a projected overspend of £300,000 reflecting anticipated shortfalls against budget savings targets in Culture, Venues & Events. This relates to savings targets carried forward from 2014/15 which are currently projecting a shortfall of £479,000. All budget savings targets for 2015/16 are currently anticipated to be achieved. The shortfall against the savings targets carried forward from 2014/15 is partly offset by in-year savings identified by the Directorate including measures to increase income during the year. The projected savings shortfalls are

reflected in the Directorate outturn projection with details of the individual variances set out in Appendices 2(a) and 2(b) to this report.

27. Culture, Venues & Events is currently projecting an overspend of £350,000 reflecting shortfalls against savings targets. This includes a shortfall of £300,000 linked to the planned new management operator for St. David's Hall and the New Theatre. Although the procurement is being progressed in accordance with the agreed timetable it is not anticipated that any new arrangements will be in place before 1st April 2016. An overspend of £80,000 is anticipated in relation to the Events budget where although measures have been taken to increase advertising income a shortfall is still anticipated in relation to commercial activities. The overall position on Venues indicates a potential surplus of £30,000 with projected overspends of £100,000 on Functions and Retail Catering, £116,000 on the Mansion House and £13,000 on the Cardiff Museum offset by savings in other areas. These include an additional surplus of £150,000 through increased income generation at the Castle, an additional surplus of £51,000 on City Hall Functions and a saving of £58,000 on Venues Management. These positions include testing targets on increased income generation and will need to be closely monitored throughout the year.
28. Additional income of £50,000 is currently projected in relation to the Workshops within Business & Investment with all other divisions within the Directorate currently forecasting a balanced position. Whilst a shortfall still exists within Major Projects in relation to the naming rights for the Doctor Who Experience it is anticipated that this will be offset by additional advertising income generated during the year. Within Neighbourhood Regeneration a projected overspend in relation to the security and maintenance costs of alley gating is offset by anticipated employee savings of £42,000. Property is also currently projecting a balanced position although this requires significant additional income to be generated from rent reviews on non-operational properties and this will need to be closely monitored to ensure these savings are achieved.

Education & Lifelong Learning – On target

29. The overall position indicates a balanced spend against budget with a projected overspend in Management & Support Services offset by savings elsewhere within the Directorate. Total savings of £2.357 million are currently projected to be achieved against the 2015/16 savings target of £2.621 million leaving a projected shortfall of £264,000. This is reflected in the Directorate outturn projection.
30. An underspend of £108,000 is currently projected in relation to Centrally Funded Education budgets. This includes a projected saving of £42,000 in the Music Service where a recent restructure has enabled costs to be reduced. Other projected savings include £33,000 as a result of costs associated with the WJEC service level agreement being lower than budget and £27,000 in relation to Storey Arms reflecting a combination of increased income and reduced costs.

31. Inter Authority Recoupment and Special Educational Needs budgets are currently projecting an underspend of £38,000. This includes a projected saving of £114,000 in the specialist teams reflecting a combination of efficiencies within the staffing structure and a reduced requirement for support to the delegated teams. This is partly offset by a projected overspend of £76,000 in the Education other than at School service (EOTAS) reflecting a shortfall against the 2015/16 savings target. Both out of county placements and the Pupil Referral Unit are currently projecting a balanced position.
32. A saving of £140,000 is currently anticipated in relation to the Catering Service. This is mainly as a result of additional income which is projected to be achieved through price increases in the current year together with reduced expenditure arising from staffing efficiencies. A saving of £1,000 is also projected in relation to Early Years & Childcare. The savings identified above are offset by a projected overspend of £287,000 in Management & Support Services. This is mainly due to an anticipated shortfall against the budget saving based on the restructure and realignment of management arrangements within the Directorate. An overspend of £22,000 is also projected in relation to school improvement. These are partly offset by staffing savings within Performance and Governance. All other areas of the Directorate's budget are currently projecting a balanced position.

Governance & Legal Services – On target

33. The overall position indicates a balanced spend against budget with the £7,000 shortfall against the carried forward 2014/15 savings targets being offset by savings elsewhere within the Directorate. All budget savings targets for 2015/16 are currently anticipated to be achieved. Although Legal Services is currently forecasting a balanced position there are a number of significant variances including a shortfall of £200,000 against a previous initiative to reduce external legal costs and a further overspend of £63,000 due to in-year costs. These are offset by savings on employee costs as a result of vacancies and by increased income from staff recharges. All other services within the Directorate are reporting a balanced position with no significant variances to report at this stage.

Resources (£146,000)

34. The Directorate is currently projecting an underspend of £146,000 with savings in Human Resources, Finance and Improvement & Information partly offset by projected overspends in Facilities Management and Health & Safety. Total savings of £2.858 million are currently projected to be achieved against the Directorate's 2015/16 savings target of £3.052 million leaving a projected shortfall of £194,000. In addition a shortfall of £130,000 is also forecast against the savings targets carried forward from 2014/15. These shortfalls are reflected in the Directorate outturn projection.

35. Human Resources are currently projecting a saving of £183,000. This includes £100,000 in relation to Cardiff Works where income levels currently exceed the budgeted surplus. The balance is mainly due to savings on employee budgets across the service. Savings against budget of £28,000 are also currently projected for both the Finance and Improvement & Information services mainly as a result of staff vacancies and other employee savings. These are partly offset by a projected overspend of £47,000 in Health & Safety reflecting a shortfall against savings targets carried forward from 2014/15. These are being progressed but will not achieve a full saving in the current financial year. An overspend of £45,000 is also currently projected in relation to Facilities Management mainly due to overspends on supplies and services budgets in FM Buildings together with projected overspends on Building Support and Office Rationalisation. These are partly offset by savings in Security, Cleaning and School Caretaking budgets. All other areas within the Resources Directorate are currently projecting a balanced position.

Social Services +£4,960,000 (+£5,910,000 prior to proposed contingency allocation)

36. The overall position for the Directorate shows a projected overspend of £4.960 million with overspends of £1.2 million forecast in relation to Children's Services and £3.760 million in Adult Services. The projected overspend reflects the impact of continuing demographic pressures, especially within Children's Services where there has been a significant increase in the number of placements and cost for looked after children particularly in relation to external fostering. The overall position also reflects a significant shortfall against budget savings targets both in respect of the 2015/16 budget and in relation to on-going shortfalls against 2014/15 savings targets which have yet to be achieved. This is particularly the case in Adult Services with this being the major reason for the overspend in this area. Total savings of £5.057 million are currently projected to be achieved against the Directorate's 2015/16 savings target of £8.137 million leaving a projected shortfall of £3.080 million. In addition a shortfall of £1.758 million is also forecast against the savings targets carried forward from 2014/15. These shortfalls are reflected in the Directorate outturn projection with details of the individual variances set out in Appendices 2(a) and 2(b) to this report.
37. The Children's Services budget is currently projecting an overspend of £1.2 million however this includes the impact of the draw down of the £950,000 specific contingency budget set aside to meet increased costs in relation to placements for looked after children. The drawdown has been incorporated into the Directorate budget but is subject to Cabinet approval as set out in the recommendations to this report. Although the Service received an additional budget realignment of £2.4 million as part of the 2015/16 budget process, on-going pressures on the budgets for external placements, leaving care support costs and adoption allowances have all contributed to the overspend. These pressures have been alleviated to an extent by mitigating actions taken in respect of guardianship allowances and by savings in Child Health & Disability

commissioning budgets and in staff costs across the service. The overall position includes a projected shortfall of £950,000 against the £2.7 million of savings targets allocated to the Service as part of the 2015/16 budget process and this is reflected in the analysis of the variances below.

38. An overspend of £1.904 million is currently projected in respect of external placements for looked after children with on-going pressures on external residential placements and a significant increase in the number of external fostering placements increasing costs in this area. This is after allowing for the drawdown of the £950,000 contingency budget which was set aside specifically to meet increased costs associated with external placements. The projection includes an anticipated shortfall of £626,000 against the budget savings targets in this area with only partial savings likely to be achieved in relation to payment by results and other initiatives. Other projected overspends include £117,000 on leaving care support costs for children aged 16+ and £121,000 in relation to adoption fees and allowances reflecting increases in the number of children being placed for adoption. Whilst this results in higher fees and allowances the increase in adoptions will have prevented higher expenditure on more expensive forms of care. Projected overspends of £335,000 in Business Support & Performance and £115,000 in Management & Service Support budgets reflect a combination of projected shortfalls against budget savings targets, increased commitments and residual costs arising from the managed social work service.
39. A saving of £425,000 is projected in relation to guardianship orders with no increase in the level of residential order allowances anticipated in this financial year. A saving of £247,000 is projected in relation to Child Health & Disability commissioning budgets mainly in respect of domiciliary and respite care. This reflects a significant reduction in expenditure in this area in recent years following a process of reviews and a switch to direct payments. There are also projected savings of £290,000 on the Family Support / Personal Advisor Service and £59,000 on Internal Fostering both of which largely reflect savings on staffing budgets. An underspend of £370,000 is currently projected in relation to social work / case work and safeguarding budgets. This reflects a combination of staff turnover, a realignment of resources within the social work teams and measures taken to reduce the level of agency staff employed in this area.
40. The Adult Services budget is currently projecting an overspend of £3.760 million. This is due to projected shortfalls against the budget savings targets for 2015/16 and the on-going shortfalls from 2014/15. Although some cost pressures have been identified they are not as significant as in previous years and are offset by in-year savings on other budgets within the Directorate. This also reflects the additional funding provided as part of the 2015/16 Budget which included a budget realignment of £3.2 million, funding for demographic pressures of £1.6 million, £1.5 million to reflect specific cost and legislative pressures and £625,000 to meet fee increases. Overall the shortfall against the savings targets amounts to £3.845 million with £2.127 million relating to 2015/16 and £1.718 million carried forward from 2014/15. These include significant shortfalls against

savings targets on commissioning budgets including domiciliary care and residential and nursing care and have a particular impact on the overall monitoring position for Services to Older People and People with a Physical Disability. Details of the individual variances are set out in Appendices 2(a) and 2(b) to this report.

41. Overall, the commissioning budgets are currently reporting a projected overspend of £3.546 million of which the majority relates to shortfalls against savings targets. The overall position includes projected overspends of £2.393 million on Services for Older People, £823,000 on People with a Physical Disability, £142,000 on Mental Health Services, £118,000 on People with Learning Disabilities and £70,000 on the Community Alcohol and Drugs Team. Projected overspends arising from demographic and cost pressures are relatively limited with the main pressures linked to an increase in the cost of nursing beds for older people resulting in a projected overspend of £428,000. Specific pressures have also been identified in Services to People with a Physical Disability with projected overspends of £200,000 on domiciliary care and £100,000 on nursing care. An overspend of £70,000 is also projected on the Community Alcohol and Drugs commissioning budget reflecting growth in supported living placements. These are more than offset by in-year savings on other budgets within the Directorate including savings on other commissioning budgets, Internal Services and Assessment and Care Management.
42. Internal Services are currently projecting an overspend of £555,000 with £430,000 relating to Learning Disabilities Supported Living and Day Care and £225,000 linked to the realignment of the contract arrangements with Hafod Care and the closure of the Cathedral View Home. In both cases these projected overspends are linked to shortfalls against savings targets. The Cathedral View Home has now closed thereby achieving the full saving in future years. These overspends are partly offset by a saving of £100,000 arising from the reconfiguration of older people day care services and the closure of Gabalfa Day Centre in advance of the work to create a Community Hub at the same location. A saving of £191,000 is also projected in relation to Assessment and Care Management reflecting staff vacancies within the service.

Housing Revenue Account

43. The Housing Revenue Account (HRA) is currently reporting a balanced position with additional income and projected savings enabling the transfer to an earmarked reserve of £1.150 million. This reserve will be used to support investment and future housing development costs. Employee costs are currently projecting an underspend of £433,000 reflecting vacancies and other savings against the staffing budget. An overspend of £226,000 is currently anticipated in relation to premises budgets with increased costs of £300,000 projected in relation to the Housing Repairs Account reflecting increased demand for the service. This is partly offset by savings of £74,000 on other premises costs including the cost of utilities. Other variances include underspends of £288,000 on supplies and services with savings on insurance and a

range of other costs, £35,000 on transport costs and £10,000 on estimated support costs. There is also an anticipated reduction of £250,000 to the provision for bad debts. Income forecasts currently suggest a surplus of £360,000 mainly due to a lower than budgeted level of void rent loss.

Cardiff Harbour Authority

44. A new three year budget was agreed with the Welsh Government covering the period 2014/15 to 2016/17. The budget for 2015/16 was set at £6.253 million.
45. The current financial position indicates that the forecasted annual draw down of funding will be £6.207 million representing an underspend of £46,000.

Heading	Budget £'000	Projected Out-turn £'000	Variance £'000
Expenditure	6,680	6,635	(45)
Income	(750)	(751)	(1)
Fixed Costs	5,930	5,884	(46)
Asset Renewal	323	323	0
TOTAL	6,253	6,207	(46)

46. The underspend of £46,000 on the fixed costs budget includes reduced employee costs due to temporary vacant posts and a saving on environmental expenditure relating to the disposal of waste. All other budgets are currently forecast to be on target although this position could change as the year progresses. Projected income is in line with the target and includes £425,000 from car parking fees, £225,000 from harbour dues, £100,000 from water activities and a further £1,000 from other sources.
47. The Asset Renewal budget is currently indicating a full spend in line with the approved schedule of work.
48. The balance in the Project and Contingency Fund at 1st April 2015 was £697,000. Currently, the only commitment occurs in 2017/18 in relation to the Volvo Round the World Race. The balance will be retained for further improvement work and as a contingency against future spending. Any income generated during the year from the sale or disposal of land will be credited to the fund along with a 50% share of any underspend against the Fixed Cost budget.

Capital

49. The Council in February 2015 approved a 2015/16 Capital Programme of £298.245 million and an indicative programme to 2019/20. This included a range of assumptions in relation to slippage together with projected spend for other schemes planned to be undertaken in the year. The budget has since been adjusted to £324.441 million following the revisions mentioned above. This figure includes a settlement payment made to WG on the 2 April 2015 of £187.392 million in order to exit the HRA Subsidy system.

50. The sections below indicate a forecast position for 2015/16 for General Fund and Public Housing after revisions to include actual slippage reported at outturn, incorporation of new grant approvals and confirmation of actual grant awards.

General Fund

51. The projected outturn for the year is currently £88.294 million, a variance of £26.985 million. This is represented by a projected under spend of £2.222 million together with estimated slippage of £24.763 million.

52. A summarised General Fund capital outturn position against directorates is shown in the table below.

53.

Capital 2015/16	Programme	Budget	Projected Outturn at Month 4	Variance	Variance represented by:	
					(Under) /over spend	Slippage
		£000	£000	£000	£000	£000
City Operations						
Waste Management & Recycling		4,503	3,403	(1,100)	(1,100)	0
Energy Projects & Sustainability		5,733	4,433	(1,300)	0	(1,300)
Regulatory		216	0	(216)	0	(216)
Parks & Green Spaces		2,218	2,068	(150)	0	(150)
Leisure Services		8,531	8,531	0	0	0
Bereavement & Registration Services		123	123	0	0	0
Highway Maintenance		9,762	7,762	(2,000)	0	(2,000)
Traffic & Transportation		4,854	4,854	0	0	0
Strategic Planning		291	291	0	0	0
Harbour Authority		323	323	0	0	0
Communities, Housing & Customer Services						
Citizen Hubs		5,507	5,266	(241)	0	(241)
Libraries		198	198	0	0	0
Housing		3,555	3,555	0	0	0
Economic Development						
Economic Development		1,887	1,432	(455)	0	(455)
City Development & Major Projects		10,098	10,098	0	0	0
Neighbourhood Regeneration		2,414	2,212	(202)	0	(202)
Venues & Cultural Facilities		961	961	0	0	0
Property & Asset Management		146	146	0	0	0

Education & Lifelong Learning					
Schools General	5,562	5,562	0	0	0
Schools Organisation, Access & Planning Team	40,119	19,502	(20,617)	(722)	(19,895)
Governance & Legal Services					
Welsh Language Centre Grant	400	400	0	0	0
Resources					
Technology	2,049	1,825	(224)	0	(224)
Facilities Management	1,293	1,213	(80)	0	(80)
Central Transport Services	227	227	0	0	0
Corporate	4,284	3,884	(400)	(400)	0
Social Services					
Adult Services Asset Renewal	25	25	0	0	0
Total	115,279	88,294	(26,985)	(2,222)	(24,763)

Capital Schemes Update

54. Given the significant capital pressures and reductions in funding seen over the last few years and highlighted in the Budget Strategy Report to Council in July, slippage not identified at Month 4, particularly in relation to annual sums, will not automatically be carried forward. Therefore, directorates have been encouraged to review existing schemes and plan future schemes to determine realistic expenditure profiles in order to avoid slippage.
55. The following provides an update of some capital schemes in addition to the detailed list in Appendix 3.

City Operations

Waste Management & Recycling

56. The budget of £2.4 million for restricting residual waste, by changing the current 240L bins to 140L is reported to under spend by £1.1 million which will be used to reduce the Council's borrowing requirement. This is due to prices at tender being lower than expected. The household wheeled bin and recycling expansion project budget of £395,000 is projected to fully spend.

Energy Projects & Sustainability

57. The Greener Grangetown scheme is a partnership project which includes £750,000 of Council funding and up to £1.815 million grant between 2014/15 to 2017/18. The scheme will retrofit sustainable drainage systems and in the process improve the public realm in the relevant

areas. Delays to the start date for the scheme have been resolved, as the company that produced the feasibility work are producing the detailed designs with an expected start date on site, now in January 2016. There is the risk of further delays, including any planning issues and construction during the winter months.

58. A priority list is being developed for Energy Retrofit of Buildings in accordance with the Council's Asset Management Strategy, which seeks to reduce energy bills and the carbon footprint. The directorate is currently procuring a delivery partner for this work, although the process has been complex and slippage of £400,000 is reported at this stage. A more accurate estimate of the spend profile can be provided once a delivery partner is in place.
59. In accordance with a revised business case for the Radyr Weir scheme, £350,000 of additional investment was approved for 2015/16 by the Investment Review Board. The business case for the project is based on a connection to the grid by March 2016 although it has been identified that an earlier implementation by December 2015 will result in a higher feed in tariff being achieved. The contractor and relevant Council support services are working to achieve this earlier connection albeit that the programme is very tight.
60. The Solar Photovoltaics (PV) Renewable Energy initiative budget of £400,000 was initially allocated for implementation of solar panels on Council building roofs. In the short term, this was utilised for enabling works undertaken by Western Power Distribution to link the landfill site to the grid for a proposed Solar Farm. Recent Government consultation has emerged in relation to potential changes to financial support for Solar PV. It is unclear at present the impact that this will have on the proposed Solar Farm but there is a risk of an adverse affect on the scheme. As this issue has only recently come to light a full update will be provided in the next monitoring report. In the meantime, officers are working with the preferred contractor to closely manage and monitor the interim position.
61. Salix Energy Efficiency Loan Schemes (SEELS) is an invest to save project to achieve energy efficiency and carbon reduction savings in schools. In order to accelerate the proposed savings, the budget from 2016/17 of £340,000 has been brought forward to be spent in 2015/16. The opportunity for further investment will be considered subject to approval of individual business cases and Salix loan approval.

Regulatory

62. Following the regionalisation of regulatory services, the budget of £216,000 allocated for the Council's contribution for investment in ICT systems is unlikely to take place in 2015/16. This is whilst options are considered as to the most appropriate software, hardware and mobile working solutions to ensure maximisation of efficiencies.

Parks & Green Spaces

63. The Asset Renewal Buildings Budget is £157,000 which has been used towards the replacement of the roof at Pontcanna changing rooms, with tenders now being sought on the replacement of gas boilers at Fairwater Bowling Club.
64. A phased programme of flood prevention works will address issues at various locations where water flows from paths and open spaces onto adjacent land causing flooding. Sites have been prioritised and are currently the subject of design. Following slippage last year, it is essential that sufficient resources are now allocated this financial year to allow for completion of works, as these schemes are deemed to be a priority.
65. Heath Park tennis courts have re-opened following the reconstruction and resurfacing of 3 tennis courts and installation of flood lighting. Funding of £154,000 was received from the Lawn Tennis Association and Sport Wales, although £20,000 was spent in 2014/15. In order to meet the full cost of works to the tennis courts, as well as upgrading electrical infrastructure supplies to the Heath Park site at the same time, a virement of £140,000 from the Parks Infrastructure Asset Renewal Budget was undertaken.
66. A contract for works has now been let for the Bishops Palace & Llandaff Belltower restoration scheme, with an estimated construction cost of £119,000. Following confirmation of CADW funding of £41,000 along with the Council's remaining budget for this scheme, there was a shortfall of £25,000 which has been met by a virement from the Heritage budget in order to allow the scheme to proceed. The directorate will need to monitor costs carefully to ensure the scheme remains within the approved budget.
67. A scheme to provide an interactive wet play park at Victoria Park was approved with a Council contribution of £185,000, and use of planning obligations funding of £308,000. The directorate are currently putting in place a project team to design, develop and procure this scheme. With a target completion date of April 2016, some slippage is initially shown, however this is subject to the outcome of design and tenders.

Leisure

68. Planned spend on asset renewal schemes total £70,000, including £30,000 for works to the roof at Pontprennau and £40,000 for works on the riding school cottage to secure an external heritage retrofit grant.
69. A contract was let for £5.984 million, with works of £4.866 million to be completed in 2015/16 for the refurbishment of Eastern Leisure Centre. The scheme started at the end of April 2015 for a 66 week period and costs will need to be monitored closely during the works.
70. Planned expenditure of £184,000 for accessibility improvement works at Pentwyn Leisure Centre including a new front entrance with sliding

doors, ramp and steps access from Bryn Celyn Road will be funded from the receipt from the Dome site in Pentwyn.

71. A budget of £750,000 was identified for priority works on leisure centres in addition to a virement of £25,000 that has been made from two smaller leisure schemes which results in the total budget available being £775,000. As these works have not yet been designed and procured there is a risk of slippage, with a further update provided at the next monitoring report.
72. 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. It started on site in December 2014 for an initial 40 week duration with estimated total costs of the scheme in 2015/16 of £2.6 million. Since the start of the contract, additional works of £257,000 were reintroduced, which were omitted from the original contract due to budget restrictions. Anticipated completion is now January 2016 as the project is currently overrunning by 11 weeks. This is due mainly to problems with third party walls which has led to current projected overrun costs of approximately £107,500 which will be managed within existing asset renewal budgets. Regular monitoring and contractor meetings are being held to address these issues.

Bereavement & Registration services

73. The Bereavement Reserve programme of works includes infrastructure works for concrete foundations for new burial plots at Thornhill Crematorium and Western Cemetery, replacement of vehicle and plant. £15,000 has been transferred from Strategic Planning for St Mary's Church in Caerau for health and safety works to this listed building.

Highway Maintenance

74. In relation to the Council's commitment to the WG Highways Local Government Initiative, the Council had entered into contracts in 2015/16 for carriageway and footway resurfacing. These works are estimated at £1.440 million along with £1.290 million slippage on highway reconstruction works which are nearing completion. New Council funded allocations for carriageway and footway resurfacing are the subject of consultation and prioritisation. It is essential that any such contracts to complete the works are in place to avoid the winter period and any slippage arising, as has been the case in previous years.
75. Street lighting column replacement budget of £270,000 is being prioritised for use on circa 175 columns shown by surveys to have structural and corrosion issues. No expenditure has been incurred to date and this scheme will be the subject of a procurement and tender. The street lighting energy reduction scheme to introduce dimming technology to circa 22,500 columns in residential areas is forecast to be fully rolled out by March 2016. Savings from reduced energy usage will be used to repay initial investment.

76. The Council allocated £7 million under invest to save for instruction of LED lighting on principal roads of which £2 million was forecast to be spent in 2015/16. However this £2 million is all currently shown as slippage. The directorate are currently undertaking trials and due diligence to ensure any technology introduced is appropriate for the City and has no adverse impacts. Such information and review of financial payback will assist in supporting the business case which would be the subject of a Cabinet report, when completed.

Traffic & Transportation

77. The Council has received confirmation of funding from WG from the Local Transport Fund of £1.048 million. Assumptions initially made at budget setting in relation to the availability of external grant have been revised downwards following confirmation of grant approval. The fund supports bus priority and multi modal junction improvements. Schemes bid for and approved this year include Active Travel Mapping £38,000, Eastern Corridor Active Travel £297,000, Western Corridor Active Travel Network £386,000 and A48 Eastern Corridor- improvements at the Newport Rd/ Fitzalan Place, West Grove Junction £327,000. The Road Safety funding of £920,000 supports Capital projects that contribute to WG objectives to reduce casualties on Welsh roads. Schemes include North Road / Crown Way, Station Road / Heol Don and Rhydypenau roundabout.
78. The directorate is currently waiting for confirmation from WG of approval for grant bids for Metro Funding. Bids have been made for bus corridor schemes on the A469 Tair Erw Road to North of Maes Y Coed Junction, the A470 Caegwyn Road to Birchgrove and Cathedral Road. Any such approvals are likely to require completion by 31 March 2016. Accordingly tenders have been sought and would be withdrawn if grant approvals were not received.

Strategic Planning

79. The Heritage programme has a budget of £223,000, this includes slippage of £158,000 from 2014/15. The main scheme which started in 2014/15 and is due to be completed in 2015/16 is Pontcanna Street and Cathedral Road public realm works. A range of smaller schemes such as Insole Court and St. Mary's Church are being supported. These schemes typically require listed consent and involve the use of specialist materials.

Communities, Housing & Customer Services

Citizen Hubs

80. The Central Library hub opened its doors in August following an extensive revamp to accommodate advice, into work and other services relocated from Marland House. Funding includes a contribution from the Housing Revenue Account and CYMAL Grant of £150,000.

81. Work on the Grangetown hub extension is expected to be completed in December 2015. Welsh Government Vibrant and Viable Places Grant of £165,000 has been approved and the terms and conditions requires this grant to be spent by the end of the financial year.
82. Following a recent Officer Decision Report, the Council has entered into a £5.455 million contract for the construction of the STAR Hub, which will bring together a range of community and leisure services under one roof. Planned expenditure on the hub is circa £3.060 million during 2015/16. The main works contract programme started in August 2015 and work is due to be completed in September 2016.
83. The Phase 1 of the planned extension of St Mellons Hub (£390,000) is due to be completed in January 2016 with work starting on site in September 2015. This will be funded by a combination of hubs capital budget and developer contributions.
84. Other hubs to be completed in 2015/16 are Fairwater Hub (£250,000), Llanrumney Hub (£50,000) and Rumney Partnership Hub (£151,000) to be funded from a capital receipt for Rumney Library. Planning, design and consultation work is progressing on hubs at Llanishen, Llanedeyrn and Llandaff North with implementation programmed for 2016/17, subject to affordability within existing hubs capital budgets.

Libraries

85. A project to upgrade 28 self serve library kiosks will be undertaken at a cost of £149,000, with the majority of this to be funded by an invest to save budget repaid via reduced external maintenance costs of the new machines.

Housing

86. The Welsh Government has approved a grant of £205,000 to be spent on the refurbishment of the community hall (£35,000) and solar panel installation on amenity blocks and site office (£170,000) at Shirenewton site. As the terms and conditions state that the expenditure must be undertaken by the 31 March 2016, the directorate will need to ensure that plans are in place to ensure that this grant is fully spent.

Economic Development

87. A £70,000 budget is available for the Social Innovation fund for 2015/16. The fund will be managed under the umbrella of the Capital Cardiff Fund schemes with capital grants of up to £5,000 towards start up costs for new or expanding social enterprises. There are currently 3 projects approved, 3 at application stage and a few at the enquiry stage with slippage of £30,000 currently forecast.
88. The Council is to develop a joint investment fund in Small to Medium Enterprises with S4C. Both parties will make £150,000 available over a one year period. To be eligible, businesses must be based in the Cardiff

area and fall within S4C's remit. A few potential projects have been identified and a press release will be issued shortly, slippage of £75,000 is estimated at present.

City Development & Major Projects

89. A budget of £8.757 million for land purchase and other strategic costs includes the balance for completion of Wood Street NCP car park. Current operating arrangements will continue until such time as a redevelopment proposal for the wider regeneration of Central Square is approved by Council. Enabling works of £609,000 have been incurred to allow for the closure of the bus station in August 2015. At Month 4 the projected spend on Public Realm works is £522,000 and relates to detailed design of the proposed space including the specification, cost plan, associates survey and assessments.

Neighbourhood Regeneration

90. Revised plans are being brought forward for the regeneration of the Maelfa shopping centre, with spend of £150,000 projected this year on preliminary development costs.

Venues & Cultural facilities

91. St David's Hall and New Theatre required funding of £350,000 and £295,000 to address priority one works to these buildings, prior to implementation of any alternative delivery mechanisms. Estimates of cost are currently being determined by the directorate to see which works can progress within the budgets available. As these works have not yet been designed and procured there is a risk of slippage, with a further update provided at the next monitoring report.

Education and Lifelong Learning

Non-Schools Organisation Plan

Asset Renewal - Buildings

92. The original 2015/16 budget of £2.910 million is revised to £3.383 million as a result of slippage of £0.473 million being carried forward from 2014/15. The directorate has agreed a full schedule of works and the budget is currently expected to be fully spent in 2015/16.

Asset Renewal – Suitability and sufficiency

93. The full 2015/16 budget of £500,000 is currently projected to be spent. The biggest element of expected expenditure from this budget is £180,000 in matchfunding for Nursery Adaptations to Herbert Thompson under the Flying Start Programme. Other significant areas of spend are on security measures at a number of sites to address safeguarding issues, early Years provision at Ninian Park Primary and additional provision at Nant Caerau.

Whitchurch High DDA

94. The £200,000 budget for DDA works at Whitchurch High School is projected to be fully spent in 2015/16. Expenditure will be on design and feasibility works to plan future work to make the Upper School site DDA compliant.

Schools Organisation Plan

95. The Schools Organisation Plan (SOP) Programme profiles circa £255 million of capital expenditure over the life of the programme, including costs incurred to date. The Programme is funded by a combination of prudential borrowing, capital receipts, specific grants, Section 106 contributions and other Capital Programme resources.
96. The previous iteration of the SOP Consolidated Financial Model was subdivided into several phases: Fast Track, Welsh Medium, Cardiff East, Whitchurch and 21st Century Schools. The earlier phases are now nearing completion, except those which are also part of the 21st Century Schools Programme. It is therefore expedient to classify schemes as either '21st Century Schools', or 'SOP Other'.
97. In March 2015 the Authority submitted a re-aligned 21st Century Schools Programme for investment totalling £164.1 million which was subsequently approved by Welsh Government and now forms the basis for the Authority's Schools Organisation Programme going forward until 2019.
98. The 2015/16 Capital Programme includes £40.119 million in relation to SOP, with £37.209 million allocated to 21st Century Schools and £2.910 million to SOP Other.

21st Century Schools

99. The projected outturn for 2015/16 is £16.592 million, which is a net variance of £20.617 million. This is made up of projected slippage of £19.895 million and projected underspends of £0.722 million.
100. Of the total slippage of £19.985 million, the most significant amount is £11.855 million in relation to the new Eastern High School. £14.214 million in relation to this project was slipped from 2014/15 into 2015/16 and although the project is now making significant progress, the projected timeframe for the project means that only £2.359 million is projected to be spent in 2015/16 with the rest likely to require slipping into 2016/17 when the main construction element of the project will take place.
101. Other notable slippage is recognised as a result of project delays arising from ensuring thorough options appraisal and consultations are undertaken. This has required re-profiling of project expenditure across the current and future financial years. The most significant instances are

Willows Catchment (£2.552 million), Gabalfa Primary & Ysgol Glan Ceubal (£2.471 million) and Four Wards Primary Schools (£2.086 million).

Other SOP Schemes

102. The projected outturn for Non-21st Century Schools schemes in 2015/16 is £2.910 million. The majority of expenditure here relates to ongoing works with St Teilo's High School (£2.546 million) and related schemes in the East of Cardiff.

Governance & Legal Services

103. £400,000 grant from the WG has been approved to support the creation of a new Welsh Language Centre by refurbishing and re-modelling part of the Old Library Site in the city centre. A requirement of this grant is that the project must be completed by the 31 March 2016.

Resources

Technology

104. The primary focus for the business process improvement capital allocation in 2015/16 will be to transform the business towards a digital first approach, requiring the digitisation of business services utilising modern technology. The budget for 2015/16 is £1.605 million and the projected spend is £1.381 million which results in slippage of £224,000 into 2016/17. Projected costs of £250,000 for 2015/16 have been introduced for an Agile working solution for Social Workers to free up office space interlinked with the Office Rationalisation project target. Delivery of projects is dependent on the capacity of the organisation to support and implement new systems, and given these risks, there is a risk of further slippage.

Facilities Management

105. The 2015/16 Office Accommodation rationalisation budget is £436,000 with potential slippage of £50,000. Capital expenditure will be utilised primarily on enabling moves within County Hall to ensure that restructured teams are accommodated and space rationalised to maximise the available capacity for the Office Rationalisation Project. Proposals for car park barriers (£150,000) are to be funded by this budget.
106. The majority of the £742,000 asset renewal buildings budget is to be invested in two key buildings County Hall and City Hall. Significant spend at County Hall includes £295,000 for damper survey and fire dampers, £180,000 estimated for securing power supply to County Hall in the event of a power failure to ensure business continuity and £85,000 in relation to Disabled Disability Adaptations. Planned spend for City Hall includes £11,000 additional allocation for carpets, £45,000 for fire alarms/external fire doors, and £20,000 for renewal works in the turret.

107. No requests have been received for use of the £65,000 Legionella budget and slippage of £30,000 has been estimated. The CCTV at Council sites budget of £50,000 was slipped from 2014/15. This is currently on hold pending a physical security review of FM sites which is in the process of being undertaken. 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

108. Although it is early in the financial year, there is currently no requirement for any contingency hence this is shown as an under spend and will be used to reduce the level of borrowing assumed in the Capital Programme.
109. The WG Capitalisation Direction of £3.487 million is to be utilised to meet the revenue costs which include staff costs of Organisation Development, as well as statutory redundancy costs. This is to be funded from projected capital receipts from the sale of surplus assets in 2015/16, in accordance with an in principal Capitalisation Direction received from WG. Whilst the current forecast is that capital receipts can be realised by 31 March 2016, there is a risk when dealing with external parties and ensuring due diligence before completion of any transfers. Key sites include land north of County Hall purchased as an investment in 2001 and former Council offices at Bessemer Close.

Capital Receipts

110. In addition to the capital receipts required for the revenue costs outlined above, the 2015/16 Capital Programme included an assumption of £1 million for non earmarked capital receipts. To date there have been no disposals towards these requirements. Proceeds from the sale of Pentwyn Dome and former Clare Road Transport Depot are assumed either for reinvestment in earmarked schemes or to pay for previous expenditure incurred.

Public Housing

111. Significant schemes within the Housing Development budget of £1.4 million includes £200,000 for the conversion of the former children home at 150 Thornhill Road into older person "independent living" accommodation. £450,000 for South Edinburgh Court for improvements and remodelling of the buildings and communal areas. £300,000 for South Morgan Place for works to include balcony improvements, door entry system upgrades & remodelling bin stores and communal areas.
112. The main estate regeneration projects being undertaken in 2015/16 are Trowbridge Mawr phase 2 (defensible space and public realm improvements); Trenchard Drive (courtyard improvements); Loudoun/Nelson House (external improvements) and Skaithmuir Road

(courtyard and defensible space works). Approximately £500,000 is allocated for flat and courtyard improvements at various locations.

113. External and Internal improvements to buildings includes £2.4 million for central heating upgrades, £1.5 million for roofs, £1 million for upgrades to communal flooring and £1 million for front door upgrades .
114. A Welsh Government Eco Grant of £1.201 million is currently on site at Trowbridge and is being delivered by Melin Homes. This is being spent on external wall installation which is line with the aims of this grant to reduce climate change and help eradicate fuel poverty. The energy schemes allocation of £750,000 is for overcladding at Coed y Gores (£286,000) and Pennsylvania (£464,000).
115. Planned work continues to clear Housing Partnership Programme sites of existing buildings ready for development. With plans to demolish several buildings including Braunton Crescent and Clevedon Road, Llandudno maisonettes and Pwllheli Court in 2015/16. The procurement of a partner developer is due to complete in October 2015.
116. The Hubs budget includes an additional £670,000, these are contributions towards St Mellons, Grangetown, Central Library and Fairwater Hubs.

Section 106 schemes

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

	Budget	Projection at Month 4	Variance
	£000	£000	£000
Traffic & Transportation	505	551	46
Parks & Sport	1,051	1,001	(50)
Neighbourhood Regeneration	138	26	(112)
Hubs	347	205	(142)
Libraries	12	12	0
Planning	93	93	0
Economic Development	290	40	(250)
Other	5	5	0
Total	2,441	1,933	(508)

118. Significant Parks and Sport schemes which are or will be on site in 2015/16 include: Victoria Park Wet Play Area (£308,000), Parc Coed y Nant £120,000 in 2015/16 and £111,000 in 2016/17; Pontcanna Fields/ Llandaff Fields (£67,000) and Grangemoor Park (£66,000). £85,000 has been profiled to be spent on improvements to parks and public open space within Butetown and £87,000 within Cathays.
119. Neighbourhood regeneration funding is to be used for community facilities, in 2015/16 £26,000 is to be spent on Cathays Community

Centre other amounts profiled to be spent in 2015/16, were either spent in 2014/15 (£41,000) or are now profiled to be spent in 2015/16 (71,000) due to a suitable schemes not being available in the wards.

120. The Hubs budget of £347,000 originally included £141,000 for the new STAR Hub which is now to be spent on alternative schemes in the ward and profiled for 2016/17. £205,000 is for phase one improvements at St Mellons Hub and £1,000 is to be spent on Rumney Hub.
121. A contribution held under Economic Development was received towards dilapidations costs at Llanrumney Hall. Whilst some of the compensation received from the early release has been used utilised to pay for roofing works, the balance is to be carried forward to future years until agreements are in place.

Reasons for Recommendations

122. To consider the report and the actions therein that forms part of the financial monitoring process for 2015/16.

Legal Implications

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

Financial Implications

124. The overall revenue monitoring position currently indicates a balanced spend against budget with directorate overspends offset by projected savings on capital financing budgets and an anticipated surplus on Council Tax collection. Directorates are currently projecting an overspend of £6.1 million with overspends reported in relation to Social Services, City Operations, Economic Development and Corporate Management. The overspends reflect a range of factors including increased demographic pressures, shortfalls in income and the anticipated failure to fully achieve the savings targets set as part of the 2015/16 budget together with on-going shortfalls carried forward from the previous financial year. These are partly offset by the £4.0 million general contingency budget which was maintained as part of the 2015/16 budget in order to reflect the quantum, risk and planning status of the proposed savings for 2015/16. Where applicable, allocations from specific contingency budgets have been reflected in directorate budgets subject to approval by Cabinet as part of this report.
125. The potential overspend includes a projected shortfall against the savings identified for each directorate as part of the 2015/16 budget together with any shortfalls against savings targets carried forward from the previous year. An overall shortfall of £5.422 million is currently anticipated against the £32.473 million directorate savings targets for

2015/16 with £16.785 million having been achieved to date and a further £10.266 million anticipated to be achieved by the year end. A projected shortfall of £2.769 million has also been identified in relation to savings targets carried forward from 2014/15. The projected shortfalls are reflected in the directorate monitoring positions although where possible shortfalls have been offset by savings in other budget areas. The July Cabinet meeting approved the Budget Strategy Report for 2016/17 and identified the significant financial challenges that the Council faces in the medium term. The projected under-achievement of identified savings in 2015/16 together with those carried forward from the previous year underlines the difficulties of achieving year on year savings across the Council.

126. The projected overspend in directorate budgets and in particular the shortfalls against savings targets represent a continuing cause for concern. Actions are being taken by those directorates currently reporting a projected overspend in order to try to resolve the issues that led to the current position or alternatively to identify offsetting savings in other areas of the service. This will be reviewed throughout the year as part of the overall challenge process to review the performance of directorates including the budget monitoring position. The Chief Executive has also held a series of meetings with directors to identify measures to reduce the level of spend across the Council with the intention of improving the overall position as the year progresses. These reviews will continue throughout the year.
127. The 2015/16 Capital Programme is £324.441 million of which £115.279 million is in respect of General Fund schemes and £209.162 million is in relation to the Council's Public Housing schemes. Against this, the projected outturn for 2015/16 is £297.290 million resulting in a total variance of £27.151 million.
128. The Programme, Projected Outturn and Projected Variance are shown below:

Capital	2015/16 Programme	2015/16 Projected Outturn	Projected Variance
	£M	£M	£M
General Fund	115.3	88.3	(27.0)
Public Housing	209.1	209.0	(0.1)
Total	324.4	297.3	(27.1)

129. Where there is a risk of slippage, directorates, must address any obstacles promptly to ensure budgets allocated are spent in a timely manner. Where this is not possible, early reporting of issues should take place and robust profiles of expenditure should be developed for future years.
130. The Capital Programme update includes a number of schemes planned to be funded by external grants that have strict deadlines for expenditure having to be incurred. It is essential that directorates ensure that no

opportunities for utilisation of such funding are lost to the Council by ensuring appropriate resources are directed to these schemes and that consideration has been given to all steps required to ensure contracts are in place and to meet the terms and conditions of such funding.

RECOMMENDATIONS

The Cabinet is recommended to:

1. Note the potential outturn position based on the first four months of the financial year.
2. Approve allocations totalling £3.120 million from the Specific Contingency Budgets to the City Development, Communities, Housing & Customer Services and Social Services Directorates as set out in this report.
3. Reinforce the requirement for all directorates currently reporting overspends as identified in this report to put in place action plans to reduce their projected overspends.

CHRISTINE SALTER

Corporate Director

11 September 2015

The following appendices are attached:

Appendix 1 – Revenue position

Appendix 2 (a) – Budget Savings position – 2015/16 Savings

Appendix 2 (b) – Budget Savings position – 2014/15 Savings

Appendix 3 – Capital Programme

REVENUE 2015/2016

	CASH LIMIT BUDGETS			PROJECTED OUTTURN			VARIANCES		
	Gross Controllable Budget £000's	Income £000's	Net Expenditure £000's	Gross Controllable Spend £000's	Income £000's	Net Expenditure £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's
Service Area									
City Operations	116,921	(64,375)	52,546	117,986	(64,573)	53,413	1,065	(198)	867
Communities, Housing & Customer Services	228,518	(181,838)	46,680	229,739	(183,059)	46,680	1,221	(1,221)	0
Corporate Management	24,522	(254)	24,268	24,610	(204)	24,406	88	50	138
Economic Development	27,684	(25,370)	2,314	28,860	(26,246)	2,614	1,176	(876)	300
Education & Lifelong Learning	307,447	(72,783)	234,664	307,483	(72,819)	234,664	36	(36)	0
Governance & Legal Services	5,465	(964)	4,501	5,479	(978)	4,501	14	(14)	0
Resources	39,466	(22,763)	16,703	38,768	(22,211)	16,557	(698)	552	(146)
Social Services	154,036	(16,216)	137,820	158,961	(16,181)	142,780	4,925	35	4,960
Capital Financing etc	39,437	(3,592)	35,845	38,225	(3,592)	34,633	(1,212)	0	(1,212)
General Contingency	4,000	0	4,000	0	0	0	(4,000)	0	(4,000)
Summary Revenue Account	10,578	0	10,578	10,578	0	10,578	0	0	0
Discretionary Rate Relief	300	0	300	300	0	300	0	0	0
Total	958,374	(388,155)	570,219	960,989	(389,863)	571,126	2,615	(1,708)	907
Council Tax Collection	0	0	0	0	(907)	(907)	0	(907)	(907)
Total	958,374	(388,155)	570,219	960,989	(390,770)	570,219	2,615	(2,615)	0

Directorate 15/16	REF	Directorate Savings 2015/16	Total Saving (£'000)	Savings already achieved (£'000)	Projected saving 2015/16 (£'000)	Savings unlikely to be achieved in 2015/16 (£'000)	Comments
City Operations	1	Remove budget for Events Park & Ride - the Park & Ride arrangements put in place for major events will continue to be delivered but on a self-funding basis.	13	13	13	0	This has been achieved in line with the proposal
City Operations	2	Full Year Effect of 2014/15 actions includes efficiencies taken with collections/cleansing and enforcement where they were part completed in 2014/15 and the benefits roll into 2015/16 - reviewing the project support levels required for waste and cleansing. Streamlining cleansing and enforcement operations to deliver neighbourhood services. Multi-functional teams set up to tackle litter and waste presentation issues in specific wards. A neighbourhood service approach informs understanding of local needs and a develop knowledge of historical issues in order to ensure resources are prioritised accordingly. The redesign of the education and enforcement team changes from 2014. Dog fouling issues are now dealt with by ward based teams. Most areas have not seen a difference in the number of teams in their area, but the size of the teams has scaled down slightly in certain areas. In addition, two responsive teams deal with priority issues. Shop fronts have continued to be done daily. A review of commercial prices and expansion into new income areas has been explored.	557	376	557	0	Part of this saving has already been achieved through the deletion of posts in Cleaner Cardiff and the Enforcement Division. The remaining saving is to be generated from increased trade waste income. Current indications are that this will be achieved.
City Operations	3	In House Improvements (council wide) and Neighbourhood Services (council wide) - the saving involves delivering year one modified in- house services through an improved in-house infrastructure services and neighbourhood based approach to service delivery across council functions of several directorates. This cost benefit proposal is not confined to the Environment directorate as it is a cross directorate 'One Council' project to bring resilience to services that manage streetscene, parks, bereavement maintenance of land, open landscape, enforcement activities including waste and parking enforcement, highways maintenance, technical design. It will include savings for directorate areas that support them, e.g. fleet services, facilities management and depots.	600	0	147	453	The revised working arrangements are currently being reviewed as a pilot and therefore savings have yet to be achieved. At this stage it is considered unlikely that a full saving will be achieved in the current financial year.
City Operations	4	Early termination of Automated Public Conveniences contract - The Council has seven Automated Public Convenience (APC) Units, which are on a 20 year contract which ends 20 April 2025. The usage of the units in 2013 was approximately 13,160 times, which means each use cost on average £16. An opportunity exists for early termination of this contract which will lead to savings for the Council. A part year effect of £30k is reflected in 2015/16.	30	0	0	30	The termination of the contract takes effect from 31st March 2016 and therefore this saving will not be achieved in 2015-16.

City Operations	5	Redesign of cleansing as part of Neighbourhood Services (Environment only) - as part of neighbourhood services project and in-house improvements the cleansing of all Council land operational methods across the city would be redesigned. This is an approach taken by other authorities in Britain, which often results in a 'Streetscene' service that not only achieves efficiency in back office support and budgetary savings, but also see the services become more responsive to the needs of the local community and allows staff to have more autonomy in responding and addressing these needs. The service changes will be responding to needs of local communities rather than relying on frequency as a measure of quality, savings will be found by bringing service teams together, removing duplicate work, based on local areas, pooling skills and resources such as enforcement and cleansing activities. This will maintain current quality standards and build resilience in these critical frontline services.	450	191	316	134	Part of this saving has already been achieved via the deletion of posts through voluntary severance, vacant posts and reduced hours. Phase 2 of the restructure is due to take place and should realise further savings during the year however it is not anticipated that the full saving will be achieved in this financial year.
City Operations	6	Revised Waste Strategy - restrict black residual waste collection to either a smaller wheeled bin or less frequent collection for residual waste from September 2015. Weekly recycling, weekly food collections, recycling collections split into twin stream (two bag types) at the kerbside (to be finalised as part of the outcome of the current waste strategy consultation.)	267	0	267	0	A full saving is anticipated with the initiative due to commence in September.
City Operations	7	Waste Disposal interim contract & Prosiect Gwyrdd - in July 2014 Cabinet approved the interim contract for residual waste with the four Council partners. The full year benefits of this are significant in 2015/16 and will run up until the start of the contract commissioning period. In addition the Prosiect Gwyrdd 25 year residual waste treatment contract with Viridor formally commences on 1st April 2016 with a seven month contract commissioning period preceding that bringing about a further savings per tonne for that year.	3,572	3,572	3,572	0	Budgets have been realigned as per the tonnage profile. If tonnages are higher than the profile the increased costs will be funded from the specific contingency budget provided as part of the budget.
City Operations	8	Increasing control of the green bag and food liner provision and distribution - remove distribution through local stockists except for local hubs where supply can be controlled. Focus on delivering green bags and food liners directly to the household to reduce over-supply of the freely provided bags.	300	300	300	0	Grant funded budget has been removed and budget reallocated to other eligible expenditure so saving fully achieved. The waste restricting project and new system of bag distribution is expected to reduce the number of bags required during the year.
City Operations	9	Wheeled bin and reusable garden sack - expansion of the deployment of wheeled bins and also provide an "opt in" reusable garden waste sack collection for the remaining bio bag areas.	55	55	55	0	Grant funded budget has been removed and budget reallocated to other eligible expenditure so saving fully achieved. The waste restricting project and new system of bag distribution is expected to reduce the number of bags required during the year.
City Operations	10	Domestic Collections Efficiencies - streamlining collection services across the week in order to ensure resource requirements are more balanced (i.e. same number of rounds/vehicles/staff required each day). This could impact upon collection days and times and is linked to the Waste Strategy outcomes.	160	83	83	77	Part of this saving has already been achieved through the voluntary severance of three posts. At this stage a shortfall of £77k is projected.
City Operations	11	Waste Disposal Stop Post Sort - the allocation is used to support the post sort of waste received to increase recyclables and reduce residual waste and to ensure that Local Authority recycling targets are met. Loss of this budget can only be accommodated if the Waste strategy with residual waste restriction in relation to collections is also implemented.	316	101	101	215	To achieve the statutory recycling levels post sorting was undertaken for the first three months of the year. This has now ceased and will be replaced by IBA processing which yields a higher recycling percentage.

City Operations	12	Remaining two Household Waste Recycling Centres (HWRC) with reduced operating days and hours - the proposal is that both sites will operate five days per week with reduced opening times and that they would be closed on different days enabling access to a HWRC facility seven days a week. Both facilities will open on Saturdays and Sundays to manage the busiest periods of usage at weekends. Bank holiday opening will be maintained for the same reasons. Savings are generated from different working patterns and plant and equipment resources. The proposal enables the retention of sufficient resources and the ability to achieve high recycling and tonnage throughputs with customer care and education to further improve recycling rates.	42	0	42	0	The savings target is expected to be achieved, however this will be monitored closely when the reduced opening hours at HWRC's come into effect for the winter months.
City Operations	13	Management/ Support /Performance restructure - restructure of the Management and Performance team.	100	94	100	0	The majority of the saving has already been achieved through the deletion of two posts following voluntary severance. Remaining saving will be identified during the year.
City Operations	14	Regulatory Collaboration - creation of a single shared service comprising the Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure, with all relevant staff employed by one host authority. The model gives the councils the best chance of maintaining service resilience in the face of substantial budget cuts and significant opportunities to increase revenues by adopting a more commercial approach. The anticipated financial and non-financial benefits are set out in the Cabinet report of 9/10/14.	434	108	434	0	The collaboration commenced on 1st May. This will need to be closely monitored however at this stage it is still assumed that the the saving will be fully achieved.
City Operations	15	Renewable Energy Generation - a number of renewable energy schemes will become operational by or during 2015/16. Income will be derived from these through government incentives related to energy generation (feed In tariffs, etc), the sale of energy to the grid and/or other rental income.	85	0	25	60	Additional savings, over the 2014--15 targets from Radyr Weir, the solar farm and various solar panels will contribute to this target but this will be insufficient to achieve a full saving in this financial year.
City Operations	16	Reduction in sport, leisure and culture staffing - Deletion of 13 posts including vacant and VS in Parks (11) and Leisure (1) with the impact mitigated via flexible deployment of staff.	329	258	329	0	Majority of the saving achieved following deletion of vacant posts and VS. Further savings planned to be achieved during the year.
City Operations	17	Remodelling of the Park Ranger Service - Remodelling of the Park Ranger Service resulting in reduced staffing and expenditure on supplies / services. The Council would discharge basic responsibilities for the management of its 2 Country Parks, 7 Sites of Special Scientific Interest, 4 Local Nature Reserves, 58 Sites of Importance for Nature Conservation, Special Area of Conservation (European Designation), 236 hectares of Woodland and delivery of service level agreements linked to Cardiff Harbour Authority. The proposal would result in reduced community engagement / outreach work and park based community events, removal of site based staff in key parks e.g. Victoria, Bute, Thompsons and Roath, but would retain the current level of engagement for Friends Groups for 2015/16. The impact on anti-social behaviour and byelaw enforcement e.g. dog fouling and cycling; and reduced cleansing standards in addition to a corresponding overall increase in complaints and requests for service would be monitored.	220	220	220	0	The saving has been fully achieved following deletion of vacant posts and VS.
City Operations	18	Parks Apprenticeship Scheme - restructure of the scheme.	72	72	72	0	Vacant posts have been deleted
City Operations	19	Cessation of Cardiff in Bloom and Provision of Christmas Trees - unless sponsorship / alternative funding is secured.	26	26	26	0	Saving expected to be achieved in line with reduced budget.
City Operations	20	Reduced subsidy for allotments - through increased fees and charges and increased occupancy as part of the ongoing Council strategy to make the allotment service self sufficient.	8	8	8	0	Saving achieved.
City Operations	21	Heath Park Car Park Charges - increasing charges. Parking for up to 2 hours is free. The proposal involves increasing charges from £1.00 to £1.50 for up to 3 hours and from £3 to £4 for over 3 hours.	28	9	28	0	Anticipated to be achieved but will need to be monitored during the year.

City Operations	22	Removal of Bowls Subsidy - in line with the decision taken as part of the 2014/15 budget.	50	25	50	0	A part year saving has already been achieved through reduced FM charges and deletion of p/t gardener. Remaining saving will be achieved via maintenance buy-back agreements which are in place.
City Operations	23	Closure of public conveniences - permanent closure of toilets which are currently temporarily closed - Cowbridge Road East and Whitchurch Rd / Cathays Terrace. Closure of Llandaff High Street toilets.	53	53	53	0	Saving achieved.
City Operations	24	Outdoor Sport - reduction in support	40	40	40	0	Saving achieved in line with reduced budget.
City Operations	25	Flatholm Island - reduction in net budget	20	20	20	0	Saving achieved in line with reduced budget.
City Operations	26	Canton Community Centre - new management operator for Canton Community Centre to be operational by September 2015 .	53	0	18	35	Although new arrangements are expected to be in place it is not anticipated that a full saving will be made in the current financial year.
City Operations	27	Full year closure of Eastern Leisure Centre for Redevelopment - Eastern Leisure Centre is to close for refurbishment, re-opening during 2016. Decision previously made by Council.	200	200	200	0	Redevelopment has commenced and saving will be achieved.
City Operations	28	Alternative Delivery Model for Cardiff International Sports Stadium - Alternative Delivery Model for Cardiff International Sports Stadium. It is proposed that the saving would be a full year saving, minus the contractual costs and potential for a Council contribution for a sinking fund for track replacement.	305	0	305	0	A full saving is still anticipated from the planned transfer to Cardiff & Vale College.
City Operations	29	New Operating Model for Leisure Centres - the Council has agreed to progress with a procurement process to determine a new operating model for its leisure centres which will be tested against the current in-house provision. Saving expected to be generated for the final quarter of 2015/16. The level of saving is dependent on the procurement process that is being run in respect of leisure centre management throughout the first half of 2015/16. At this stage the level of savings to be achieved can only be estimated until the outcome of the procurement process in Autumn 2015.	435	0	0	435	Although the procurement process is being progressed in line with the agreed timetable it is not anticipated that any new arrangements will be in place by 1st April 2016.
City Operations	30	Leisure Centres - reduced subsidy to be achieved through a combination of expenditure efficiencies and additional income generation.	340	0	124	216	The directorate has developed an action plan to deliver increased income opportunities and drive out further efficiencies however this is unlikely to achieve a full saving in this financial year.
City Operations	31	Cardiff Riding School - current performance indicates that this facility is now able to operate without subsidy from the Council.	40	40	40	0	Saving achieved.
City Operations	32	Sailing Centre - increase income.	5	5	5	0	Saving achieved.
City Operations	33	Cardiff International White Water - increase income.	30	7	30	0	Current and projected income indicates this saving will be achieved in full.
City Operations	34	Increase in Bereavement and Registration Fees - including burial and cremation fees	200	67	200	0	Fee increases are in place and it is currently anticipated that this saving will be fully achieved. This will need to be monitored during the year.
City Operations	35	Bute Park Horticultural Nursery - increase income from the nursery by selling hardy stock and bedding plants throughout the city.	40	5	40	0	Savings on employee related expenditure are being realised. The service has also increased its production of hardy nursery stock and has three tranches identified for retail and wholesale sales for 15/16, 16/17 and 17/18. The service is working with a supply partner, the Horticultural Trades Association in order to identify the most profitable markets for sale and which will result in increased income in 15/16

City Operations	36	Transport Strategy - project completion - project due to be completed in 2015, no longer require funds.	37	37	37	0	Savings realised in line with the proposal.
City Operations	37	Reduction in Central Bus Station Security Costs - the Council is able to reduce the level of manned security due to enhancement of CCTV coverage. CCTV coverage is linked to the Council's and South Wales Police Control Room which is monitored 24/7 and will provide a quick response to any incidents. The bus station is now manned from 10 am - 6pm Mon to Sat, previously manned 9am - 11pm 7 days a week.	54	11	54	0	Savings realised in line with the proposal which involved an agreed reduction in hours which is now in place and the enhancement of CCTV arrangements.
City Operations	38	County Hall Park and Ride change in operator - Cardiff Bus are operating County Hall Park and Ride, on Saturdays and at Christmas. Therefore, there is no longer a requirement for Council casual staff to operate the service.	11	11	11	0	Savings realised in line with the proposal.
City Operations	39	Advertising/Publicity - no longer fund Park and Ride advertising as operated by Cardiff Bus.	12	12	12	0	Savings realised in line with the proposal.
City Operations	40	Reduction in Council Supported Bus Services - Council funds are used to enhance uncommercial bus services i.e. off peak services, early morning and evening which have low patronage. It is the intention to remove the following enhancements to services:- 1) Service 86, Central Station - Lisvane, £10k - withdrawal of Sunday service (commercially operated during week). <i>There are 6 journeys on a Sunday, which operate every 90 minutes, from 10.15 to 17.45.</i> 2) Service 55, City Centre - Pentwyn, £72k, withdrawal of Sunday & evening service. <i>Sunday service is every hour from 10.30 to 17.30. Evening service is every hour from 18.35 to 22.35.</i> 3) Service 6, Bay Car - £138k, contribution from Council will be withdrawn which will lead to a reduction in off peak services (£190k contribution from S106 will continue). <i>Reduced frequency - details to be confirmed.</i> 4) <i>Bus Service already withdrawn July 2014 Service 612 St Teilos- £17k</i>	236	236	236	0	Savings realised in line with the proposal.
City Operations	41	Bus shelter advertising contract - recharge staff time relating to bus shelters to the advertising contract .	40	0	40	0	Savings to be realised in line with the proposal, not anticipating any issues at this stage
City Operations	42	Private Circuit Rental - reduction in spend due to the change from analogue to digital. BT will no longer support analogue after 2017.	18	18	18	0	Savings to be realised in line with the proposal, not anticipating any issues at this stage
City Operations	43	Storage of telematic equipment - realignment of current storage arrangements in order to release savings.	37	37	37	0	Savings realised in line with the proposal.
City Operations	44	Review of Tunnel Costs - improve planned maintenance and tunnel closures to reduce costs.	72	72	72	0	Service area managed underspends in this area last financial year and not anticipating any issues with this target in 2015/16
City Operations	45	Review of additional staff payments - rationalise stand-by and call out allowances across the directorate.	48	0	48	0	Not anticipating any shortfall at this stage as changes to conditions and pay arrangements related to restructured service which was fully in place by the end of 2014/15.
City Operations	46	School Crossing Patrols – Realign budget - all high risk sites to be supported by a school crossing patrol officer. The saving relates to non-essential posts which have become vacant over recent years. Five posts will be recruited to allow the release of mobile officers that are currently operating at specified crossing sites. These mobile officers cover sickness, annual leave and provide training to the officers. There will be no job losses associated with this saving.	45	45	45	0	Achieved through a combination of releasing vacant posts and managed recruitment/realignment of staffing resources but not involving any reduction in numbers.
City Operations	47	Road Safety - road safety educational literature to be funded by Road Safety Grant (Welsh Government) only, with Council funding to be withdrawn.	7	7	7	0	Savings realised in line with the proposal.
City Operations	48	Riverwalk bridge maintenance reduction - realignment of budget in line with spend.	8	8	8	0	Savings realised in line with the proposal.
City Operations	49	Design Team - revision of costs - infrastructure design costs have reduced due to improved working practices, through collaborative working within the Council and commercialisation.	48	16	48	0	Savings to be realised in line with the proposal and not anticipating any shortfall at this stage.

City Operations	50	Planning - increase in Development Fee income target - increase in planning fees as a result of anticipated new development across the city and anticipated increase in fees (Welsh Government led.)	100	25	100	0	Part related to WG proposals for increased fees and anticipated increase in fee recovery levels. Considered achievable at this stage but to be subject to detailed monitoring.
City Operations	51	Planning - parking cost reduction due to relocation - no longer require parking at Dumfries Place (£13k). Reduction in car allowance budget based on previous year's spend (£10k).	23	23	23	0	Target achieved due to staff relocation to County Hall.
City Operations	52	Highways Income - fee increases in line with inflation.	10	0	10	0	Target considered achievable at this stage due to price increase effective April 15.
City Operations	53	Highways Street Lighting - LED conversion main routes - replace main route lighting with LED to reduce long term energy expenditure.	50	0	50	0	Considered achievable at this stage but progress to be closely monitored.
City Operations	54	Highways - Dimming of Street Lights - this is an Invest to Save Scheme which involves the dimming of 24,000 street lights over a 3 year period. In 2014/15, 8,000 street lighting units are to be dimmed, 16,000 are to be completed in 2015/16 and the start of 2016/17. The dimming involves changing the lamps from yellow to white. This means the light will be cleaner as the white lamp improves the clarity of the light dispersed.	126	0	126	0	Considered achievable at this stage but progress to be closely monitored as to number of units achieved in line with planned timescale.
City Operations	55	Highways Charge for Land Searches - bench marking exercise undertaken - other authorities charge for this service.	50	8	25	25	Considered part achievable at this stage but progress to be closely monitored.
City Operations	56	Commercialisation - improve internal recharging and generate new business .	30	0	30	0	Considered achievable at this stage. Service area to set up working group and develop strategy/identify potential income sources for current and future financial year targets.
City Operations	57	Reduction in printers/plotters - joint use of plotters due to relocation and removal of desk top printers.	10	10	10	0	Savings realised in line with the proposal.
City Operations	58	Reduction in training/subscriptions - essential training only - reflects reduced staff, reduce duplicate subscriptions.	10	0	10	0	Considered achievable in line with the proposal.
City Operations	59	Joint purchasing of IT software - joint purchase of IT software licenses for the directorate.	5	0	5	0	Considered achievable in line with the proposal.
City Operations	60	Moving Traffic Offences - net Income from Moving Traffic Offences as part of the civil parking enforcement arrangements within the city. This project commenced in December 2014.	450	150	450	0	Considered achievable in line with the proposal but will be subject to detailed monitoring throughout the year as to level of contraventions and recovery levels.
City Operations	61	Parking Strategy - to increase parking charges in accordance with the Parking Policy.	85	0	85	0	Car parking strategy and price review developed. Anticipated related price increases to be in place effective September 15. Currently considered achievable but subject to detailed monitoring as the year progresses and relevant statistics become available.
City Operations	62	Restructure - further staff savings building on the 2014/15 restructure within the directorate.	50	50	50	0	This additional target was achieved as part of the overall service restructure which was implemented by the end of 2014/15.
City Operations	63	Subscriptions - review of the council-wide subscriptions to organisations.	1	1	1	0	No specific saving made on subscriptions but alternative budget reductions have been made.
City Operations	64	Reduction in Agency Expenditure - targeted reductions across directorates based on existing spend analysis.	111	10	111	0	This is currently anticipated to be achieved but is subject to monitoring.
City Operations	65	Discretionary Overtime - targeted reductions across directorates based on existing spend analysis.	88	0	88	0	This is currently anticipated to be achieved but is subject to monitoring.
City Operations	66	Full Year Effect of 2014/15 bus service retendering - retendering process is currently underway - anticipated additional savings in 2015/16 as a result of decisions taken as part of the 2014/15 budget.	153	153	153	0	Full year impact of earlier changes to service levels
City Operations	67	Full Year Effect of 2014/15 withdrawal of non statutory secondary school transport - as a result of decisions taken as part of the 2014/15 budget.	183	183	183	0	Full year impact of earlier changes to service levels

City Operations	68	Taxis for Pupils with Special Educational Needs (SEN) - optimise provision of transport for pupils with SEN by merging taxi services and providing additional training and support strategies to staff.	100	0	100	0	Considered achievable at this stage but will be subject to detailed monitoring within the service
City Operations	69	Replacement of non statutory primary school transport with Commercial operator led services - remove subsidised funding from September 2015. The Council is working to facilitate service provision of eight routes. 1) 614 - Ysgol Y Berllan Deg (Penylan/ Roath/ Cyncoed) 2) 621 - Ysgol Y Berllan Deg (Pontprennau/Pentwyn) 3) 624 - Ysgol Y Wern (Heath/Rhiwbina) 4) 626 - Ysgol Y Wern (Llanishen/Lisvane/Thornhill) 5) 633 - Ysgol Bro Eirwg (Rumney/Trowbridge/Llanrumney) 6) 638 - Ysgol Pencae (Canton/Fairwater/Danescourt) 7) 627-Ysgol Pwll Coch (Grangetown) 8) Ysgol Pwll Coch (Canton)	102	102	102	0	Services to be withdrawn in September 15 and target considered achievable but subject to monitoring.
City Operations	70	Council Wide external training - 10% efficiency saving on existing budget.	27	7	27	0	This is currently anticipated to be achieved but is subject to monitoring.
City Operations	71	Council wide operational efficiencies - operational efficiency saving including printing, telephones and postage.	79	4	79	0	This is currently anticipated to be achieved but is subject to monitoring.
City Operations	72	Standby Payments to Officers - targeted savings across relevant directorates.	67	7	67	0	This is currently anticipated to be achieved but is subject to monitoring.
City Operations	Total City Operations		12,058	7,191	10,378	1,680	
Communities Housing & Customer Services	73	Reduction in spend on Benefit Service - the savings will be realised through a reduction in benefit officers and restructuring the Quality and Support Team.	137	137	137	0	This saving has been achieved through a restructure within the Benefits, Finance and Tenancy Services establishment with some deletion of vacant posts.
Communities Housing & Customer Services	74	Advice Contingency - To manage the increased demands placed on the service due to the Welfare Reform changes a contingency fund was created. As a result of the proactive way that the authority manages those affected this can now be reduced.	5	5	5	0	This saving has been achieved through the deletion of a minor contingency budget within Housing Strategy.
Communities Housing & Customer Services	75	Reduction in Spend on Homelessness Service - to achieve this saving, a reduction of one post will be required within the Homelessness service, along with the removal of the Homelessness spend to save budget which in the past has funded schemes to prevent and alleviate homelessness. The service is expecting a major change in legislation in the coming year, however it is anticipated that grant funding will be received to offset this additional work and therefore the loss of one post should not impact unduly on service delivery.	83	83	83	0	This homelessness prevention related budget has been cut but achievability will be monitored throughout the year.
Communities Housing & Customer Services	76	Cardiff Connect (Review of Community Alarm) - Community Alarm Service prices have remained static for a number of years. Current pricing levels have been reviewed against other local authorities (South East Wales Improvement Collaborative (SEWIC) members) and against the cost to deliver the service. Proposals are to increase the cost for the mobile response aspect of the service by £1 per week and to source additional clients.	240	0	240	0	This target is related to a price increase implemented from 1.4.15 and a targeted increase in customer base. A marketing campaign is underway and client base is being tracked on a monthly basis. Achievability to be monitored as the commercial base expands throughout the year.
Communities Housing & Customer Services	77	Alarm Receiving Centre Income - additional income through the creation of an Alarm Receiving Centre	250	0	250	0	It is anticipated that the commercialisation of the service/income opportunities could result in the full achievement of this target but this is subject to monitoring. It is anticipated that any shortfalls due to delays in the initial set up of the ARC will be mitigated by additional income generation through expansion of the customer base.
Communities Housing & Customer Services	78	Reduction in Supporting People Administration - to achieve this saving a review of the administration within Supporting People will be undertaken.	55	55	55	0	This has been achieved through the deletion of a vacant post.

Communities Housing & Customer Services	79	Implementation of Community Hub Strategy - saving is associated with the implementation of the Hub Strategy. The strategy addresses the need for change including financial pressures and changing demand through a range of themes including co-delivering services through Community Hubs, greater community involvement and use of technology.	100	0	50	50	This saving target is linked to the creation of the Community Partnership Hub in Rumney and the closure of Rumney Library. A part year impact is forecast due to the delays in property moves and closures with the transfer of the library currently planned for September 2015.
Communities Housing & Customer Services	80	Development of a City Centre Superhub - Central Library currently accounts for a significant amount of the overall Libraries' budget. In order to achieve the savings and safeguard Central Library, it is necessary to review the delivery options and/or the potential to bring services together.	349	0	233	116	This target is linked to the demolition of Marland House and the transfer of staff and services to the new Superhub at the Central Library. Delays to the proposed property moves and closures means there will be a part year impact in the current year.
Communities Housing & Customer Services	81	Into Work Services - Adult Community Learning funded trainer - this is a realignment of budgets to reflect the courses that are delivered by Into Work trainers through Adult Community Learning.	35	35	35	0	This realignment of funding has been agreed and the target has been achieved.
Communities Housing & Customer Services	82	Improve efficiency in the re-ablement service - the introduction of mobile working and scheduling for care staff in the reablement service will improve reporting and increase rostering and call efficiency. This will result in improvements for staff in terms of scheduling and will enable the directorate to reduce the number of supervisory/back office staff. This will also improve continuity of service for citizens using the service.	208	119	208	0	Reduction in home care manager posts to the value of £119,000 already achieved by VS. Balance of savings to be achieved by VS / VR of front line and back office staff.
Communities Housing & Customer Services	83	Management Restructure in the Reablement Service - reducing two registered manager posts within the Reablement Service to one post following the recent configuration of the service into the two Community Resource teams.	47	47	47	0	One registered manager post deleted following VS.
Communities Housing & Customer Services	84	Re-organising the way Community meals are delivered - we will recommission the current meals service by moving away from the existing pattern of delivering meals at a set time of day for up to five days a week, to linking service users to a wider range of luncheon clubs and other resources in their neighbourhood. Internal and external partnership working has already started to develop a more comprehensive range of lunch provision across the city and service users who continue to require a meal within their own homes will be identified. People who are eligible for this service and need assistance with meals will continue to receive a service.	75	0	37	38	This service is to be reviewed as part of the overall consideration of day care opportunities for older people. Only a part year saving is however envisaged at this stage.
Communities Housing & Customer Services	85	Council Wide external training - 10% efficiency saving on existing budget.	3	3	3	0	This saving has been achieved through the realignment of minor related budgets.
Communities Housing & Customer Services	86	Council wide operational efficiencies - operational efficiency saving including printing, telephones and postage.	35	6	35	0	This is currently anticipated to be achieved but is subject to monitoring.
Communities Housing & Customer Services	87	Discretionary Overtime - targeted reductions across directorates based on existing spend analysis.	12	2	12	0	This is currently anticipated to be achieved but is subject to monitoring.
Communities Housing & Customer Services	88	Standby Payments to Officers - targeted savings across relevant directorates.	9	2	9	0	This is currently anticipated to be achieved but is subject to monitoring.
Communities Housing & Customer Services		Total Communities Housing & Customer Services	1,643	494	1,439	204	

Corporate Management	89	Review of Management Support Budgets - ancillary support budgets.	45	45	45	0	The budgets have been reduced and will be closely monitored to ensure that this saving is achieved
Corporate Management	90	Reduction in Corporate Banking Charges - the outcome of the recent corporate banking retender has enabled a reduction in banking charges.	42	42	42	0	The budgets have been reduced and will be closely monitored to ensure that this saving is achieved
Corporate Management	91	Reduction in Corporate Audit Fees - as a result of the Wales Audit Office work programme for the Council.	30	30	30	0	The budgets have been reduced and will be closely monitored to ensure that this saving is achieved
Corporate Management	92	Reducing Corporate IT / Licensing Costs - savings based on current expenditure levels.	69	69	69	0	The budgets have been reduced and will be closely monitored to ensure that this saving is achieved
Corporate Management	93	Efficiencies within Communications & Media - reduction in the resources associated with Communications & Media. This saving will be found from the campaigns budget.	82	0	82	0	The team is working to the reduced budget though savings have yet to be achieved.
Corporate Management	94	Central Enterprise Zone - reprofile budget for capital charges based on timing of schemes and potential use of the earmarked reserve if required.	630	630	630	0	This budget has been reprofiled and is therefore achieved
Corporate Management	95	Cardiff Bus Dividend - level of dividend based on the anticipated performance within the 2014/15 accounts.	250	250	250	0	Cardiff Bus Board approved an interim dividend of £250,000 to be payable before September 2015
Corporate Management	96	Delete top-up received via the Council Tax Pensioner Reduction Scheme - relates to a previous specific grant arrangement in relation to pensioners. Households that receive full council tax reduction and those who receive no council tax reduction will not be affected. Households that receive partial reduction will still be in receipt of council tax support but will not receive a further top up from the Council Pensioner Reduction scheme.	310	310	310	0	This budget has been reprofiled and is therefore achieved
Corporate Management	97	Management and Related Savings - review of the Council's management structures.	650	450	650	0	This is currently anticipated to be achieved but is subject to monitoring.
Corporate Management	98	Council wide operational efficiencies - operational efficiency saving including printing, telephones and postage.	28	0	28	0	This is currently anticipated to be achieved but is subject to monitoring.
Corporate Management	99	Subscriptions - review of the council-wide subscriptions to organisations.	9	0	9	0	This is currently anticipated to be achieved but is subject to monitoring.
Corporate Management	100	Management Delaying - targeted savings managed in conjunction with Human Resources.	200	0	200	0	This is currently anticipated to be achieved but is subject to monitoring.
Corporate Management	101	Voluntary Schemes - proposal to establish and support the take up of voluntary schemes including purchase of annual leave, sabbaticals and voluntary reductions in hours.	300	84	300	0	This is currently anticipated to be achieved but is subject to monitoring.
Corporate Management	102	Precepts, levies and contributions - target of 2% reduction.	349	349	349	0	This saving has been realised.
Corporate Management		Total Corporate Management	2,994	2,259	2,994	0	
Economic Development	103	Review management structure in the Economic Development Service - restructure of the management of the Economic Development team to release one operational manager post.	87	87	87	0	The post holder has taken VS in line with the budget proposal.
Economic Development	104	Capitalisation of posts in Major Projects - two part-time posts and one full time post in Major Projects to be funded via capital rather than revenue.	163	0	163	0	This saving is currently projected to be achieved however details have yet to be agreed and this will need to be closely monitored.
Economic Development	105	Review service in Economic Development - restructure of the Economic Development service to release one post.	28	28	28	0	The post holder has taken VS in line with the budget proposal.
Economic Development	106	Reduced revenue budget for the Cardiff Business Council - increase the private sector contribution towards the cost of the Cardiff Business Council.	160	160	160	0	Cardiff Business Council are aware of the proposal and are committed to working within a reduced budget allocation.
Economic Development	107	Budget reduction in Strategic Estates - reduction in operational budgets.	6	0	6	0	The budgets have been reduced and will be closely monitored to ensure that this saving is achieved

Economic Development	108	Increase charges for services provided by Strategic Estates - increase the Service Level Agreement charges made by Strategic Estates to the Harbour Authority and Housing Revenue Account based on the service undertaken.	18	0	18	0	It is anticipated that this saving will be fully realised.
Economic Development	109	Capitalisation of Posts in Strategic Estates - two full-time posts in Strategic Estates that work on the disposal of Council properties generating capital receipts to be funded through capital rather than revenue.	96	0	96	0	This saving is currently projected to be achieved however details have yet to be agreed and this will need to be closely monitored.
Economic Development	110	Rent review income - generate additional income as result of future rent reviews that need to be negotiated in 2015/16.	120	0	120	0	The Directorate have indicated that this will be fully achieved however this will need to be closely monitored.
Economic Development	111	Removal of subsidy for mobility buggies in the city centre - introduce a charging mechanism to recover costs to enable the city centre buggies service to be maintained.	17	0	17	0	This saving will be achieved by selling advertising space on the mobility buggies. The scheme is due to commence in August 2015.
Economic Development	112	Review service in the management of the City Centre Night Time Economy - retain existing patterns of Taxi Marshall service but start the service at 10pm rather than 8pm.	13	0	13	0	It is anticipated that this saving will be fully realised.
Economic Development	113	Review Tourism Information Centre Offer - implement a partnership approach to the provision of Tourism Information Centre services across the city centre through the provision of a series of small satellite information points, including one at the existing city centre site and retain the centre in the bay.	120	120	120	0	The City Centre TIC has been closed and, whilst, there may be some residual costs, it is currently assumed that this saving will be achieved in full.
Economic Development	114	Fee income from management of workshop estate - additional income identified from the Workshop Estate as a consequence of undertaking a rent review exercise and increasing the occupancy level.	20	7	20	0	It is anticipated that this saving will be fully realised.
Economic Development	115	Professional fee income from property disposals - implementation of the property strategy generating additional fee income.	20	0	20	0	It is anticipated that this saving will be fully realised.
Economic Development	116	Neighbourhood Regeneration - this relates to the proposed re-profiling of the Neighbourhood Renewal Scheme (NRS) funding together with identification of capital as the funding source, rather than revenue. Approximately £1m in total will be required over the next three years in the proposed capital programme if schemes in the current NRS programme are completed.	300	0	300	0	It is anticipated that this saving will be fully realised.
Economic Development	117	Reduction in spend on post within Regeneration - reduction of staffing budget within Regeneration and Development.	19	19	19	0	This saving has been realised through the deletion of a vacant post.
Economic Development	118	Arts Funding - end of one year grant to Sherman Theatre. End of tapering funding as previously determined by Council.	80	80	80	0	This grant reduction has been communicated to the Theatre and has therefore the saving has been achieved in full.
Economic Development	119	Cessation of Events - cessation of Council funding for Callennig, St David's Day and Cardiff Country Fair.	159	159	159	0	The Council's funding for these events are not planned to occur during 2015/16 and therefore this saving has been achieved in full.
Economic Development	120	Transfer of Cardiff Story Museum Ownership -Transfer of ownership of Museum to an appropriate body.	50	0	50	0	Whilst it is anticipated that this saving will be fully achieved the transfer arrangements have not yet been determined.
Economic Development	121	Council Wide external training - 10% efficiency saving on existing budget.	1	0	1	0	This is currently anticipated to be achieved but is subject to monitoring.
Economic Development	122	Council Wide external training - 10% efficiency saving on existing budget.	2	0	2	0	This is currently anticipated to be achieved but is subject to monitoring.
Economic Development	123	Council wide operational efficiencies - operational efficiency saving including printing, telephones and postage.	14	0	14	0	This is currently anticipated to be achieved but is subject to monitoring.
Economic Development	124	Council wide operational efficiencies - operational efficiency saving including printing, telephones and postage.	26	0	26	0	This is currently anticipated to be achieved but is subject to monitoring.
Economic Development	125	Reduction in Agency Expenditure - targeted reductions across directorates based on existing spend analysis.	8	0	8	0	This is currently anticipated to be achieved but is subject to monitoring.
Economic Development	126	Subscriptions - review of the council-wide subscriptions to organisations.	1	0	1	0	This is currently anticipated to be achieved but is subject to monitoring.

Economic Development	127	Discretionary Overtime - targeted reductions across directorates based on existing spend analysis.	24	0	24	0	This is currently anticipated to be achieved but is subject to monitoring.
Economic Development	128	Standby Payments to Officers - targeted savings across relevant directorates.	1	0	1	0	This is currently anticipated to be achieved but is subject to monitoring.
Economic Development	129	Increased income through rent reviews of non-operational property - Strategic Estates -Review rental income on properties across the Council owned non-operational estate.	100	0	100	0	This saving is projected to be achieved due to planned rent reviews during 2015-16.
Economic Development		Total Economic Development	1,653	660	1,653	0	
Education	130	Inter Authority Recoupment - there is a Local Authority responsibility for ensuring that children have access to appropriate educational learning. The rationale for the placement of children is often led by Children's Services or the Health Authority. Further savings opportunities should also be explored through better collaborative working / commissioning with other Local Authorities. The steps to be taken to achieve this level of saving in the 2015/2016 financial year will be to: 1) Modify the Special Educational Needs (SEN) provision strategy so that investments we make in Cardiff schools allow us to cater for as many pupils with statements of SEN as possible 2) Commissioning a joint project with the Vale of Glamorgan Authority, the Health Authority and Children's Services to examine the commissioning of placements. 3) To work with Children's Services in their work exploring the use of Payment by Results funding mechanisms.	250	0	250	0	It is anticipated that this saving will be fully realised.
Education	131	Education Other Than at School (EOTAS) - the Local Authority has the statutory responsibility to provide full time educational opportunity for all pupils of statutory school age. There are occasions when individual tutors have to be engaged to provide ongoing educational support. Historically this has been achieved through the direct employment of tutors. With effect from 1 February 2014 the All Wales Framework Agreement for Educational temporary staff was introduced which included a single provider for the provision of all educational temporary staff and a maximum charge rate. By implementing the framework agreement the service area will make savings on the cost of providing tutors, current rates paid to tutors range from £27.00 to £45.00 per hour.	150	0	50	100	The savings are unlikely to be achieved in the manner suggested in the budget setting process. Alternative ways of achieving the saving are currently being considered.
Education	132	Pupil Referral Unit - an important part of the Council's provision for pupils with behavioural challenges is the Pupil Referral Unit based at Mynachdy. The unit provides educational provision for pupils at Key Stage 3 and Key Stage 4. Although managed through a management board its budget is not part of the schools delegated budget. Savings could be achieved through a rationalisation of provision and further exploration of the sharing of certain costs with schools.	100	0	100	0	The directorate is working to the reduced budget available but the savings have yet to be achieved.
Education	133	Childcare Strategy - the recent restructure of the directorate's management arrangements included the transfer of the management of this team to the Flying Start and Childcare Manager which should provide further opportunities for joint working on certain aspects of provision and more efficient support functions.	150	150	150	0	These savings have been achieved
Education	134	Staffing Realignment and Restructures within Education - the 2014/15 budget savings for the Education directorate included £450k to be achieved through a rationalisation of management arrangements. These further savings will be achieved through making further cuts to management capacity and exploring further opportunities for collaborative working with other directorates and possibly other Local Authorities.	390	100	98	292	Whilst some savings have been achieved, there is a level of uncertainty in respect of the full level of saving.

Education	135	Admissions and Education Welfare - increasing demands on school places has led to pressures on the admissions function with a significant increase in the number of appeals having to be administered. The current process, whilst meeting statutory requirements is particularly paper intensive. An online system has been in place now for two years and many more applications are received through this process, however this has not led to any efficiencies. Savings could be achieved through exploring business process efficiencies from the on line application process and potential greater use of the Council Hubs. Additionally the changes made to the Attendance Policy and greater delegation of funds and responsibilities to schools may provide further opportunity to reduce the size of the centrally held Education Welfare Team.	50	0	38	12	It is unclear at this stage as to whether or not the saving accepted will be achieved at the level required for admissions (£12k).
Education	136	Youth Service - the model seeks to maintain a high level of open access provision across the city through achieving input from voluntary, community and third sector groups whilst maintaining a re-shaped pattern of specialist provision which better meets the needs of priority groups. The model:- 1) Builds on current strong community based provision. 2) Develops a participatory budget for funding open access youth work 3) Includes StreetBased and mobile outreach services including the Youth Bus 4) Maintains Duke of Edinburgh Activity via charging participants 5) Council provision from six retained premises. This would achieve a saving of £0.85m in 2015/16 which allows more time for the transition of the service and allows the Council to keep the current local facilities running together with supporting street-based and outreach working until the new services are in place. Further savings of £0.9m to be found over 2016/17 and 2017/18 resulting in a base budget of circa £1m at the end of this period.	850	750	850	0	It is anticipated that this saving will be fully realised.
Education	137	Catering - the Local Authority currently provides the school meals function in all but one Cardiff school. Savings would be achieved through incremental increases in the price of a meal to pupils by 20p in April 2015 and a further 10p in April 2017 together with the examination of alternative models of delivery with schools.	300	143	440	(140)	School meal prices were increased and forecast numbers for first two months indicate that the income achieved will exceed the level of saving proposed.
Education	138	Cleaning - the Local Authority provides the school cleaning function to 83 (66%) of the 125 available school cleaning contracts. Savings could be achieved through the exploration of alternative models of delivery, combining the Direct Service Unit (DSU) with the Corporate Cleaning DSU and reducing any level of subsidy to schools.	100	100	100	0	Cleaning has been transferred to FM and the saving was achieved before transfer.
Education	139	School Effectiveness Grant - following a reduction in Welsh Government grant funding, there will be a cut in the match funding element of the School Effectiveness Grant.	79	0	79	0	Whilst the saving can not be delivered as stated this is looking to be achieved through the opportunities available as a result of the Education Improvement Grant
Education	140	Travellers Education - following a reduction in Welsh Government grant funding, there will be a cut in the match funding element of the Travellers Education Grant.	9	0	9	0	Whilst the saving can not be delivered as stated this is looking to be achieved through the opportunities available as a result of the Education Improvement Grant
Education	141	Wellbeing and Compliance -Efficiencies within the delivery of Health and Safety (H&S) and compliance issues.	50	0	50	0	This is currently anticipated to be achieved but is subject to monitoring.
Education	142	Council Wide external training - 10% efficiency saving on existing budget.	45	0	45	0	This is currently anticipated to be achieved but is subject to monitoring.
Education	143	Council wide operational efficiencies - operational efficiency saving including printing, telephones and postage.	79	0	79	0	This is currently anticipated to be achieved but is subject to monitoring.
Education	144	Subscriptions - review of the council-wide subscriptions to organisations.	6	0	6	0	This is currently anticipated to be achieved but is subject to monitoring.
Education	145	Reduction in Agency Expenditure - targeted reductions across directorates based on existing spend analysis.	5	0	5	0	This is currently anticipated to be achieved but is subject to monitoring.
Education	146	Discretionary Overtime - targeted reductions across directorates based on existing spend analysis.	8	0	8	0	This is currently anticipated to be achieved but is subject to monitoring.
Education		Total Education	2,621	1,243	2,357	264	
Governance & Legal Services	147	Mini restructure to reduce administrative, legal and protocol support to County Clerk & Monitoring Officer.	181	181	181	0	Mini-restructure in place and full saving achieved.

Governance & Legal Services	148	Reduce Member Expenses and Support Services - by removing Dictabank services, reduction in training and mayoral expenses.	37	0	37	0	This saving will now be achieved through the mini-restructure.
Governance & Legal Services	149	Staffing Changes to Legal Services - flexible retirement of Operational Manager and deletion of part-time vacant post with consequential redistribution of some duties and need to build in more robust cost of legal advice as part of any business case.	51	51	51	0	Achieved
Governance & Legal Services	150	Saving in law library budget - as a result of revised pricing and analysis of use .	8	8	8	0	The budget has been cut and it is anticipated that the saving will be fully achieved.
Governance & Legal Services	151	Additional income from Legal Charges – based on current levels being achieved and in line with continued improvements in the general housing market there is some scope to increase the level of income generated in this area.	30	10	30	0	Full saving anticipated to be achieved.
Governance & Legal Services	152	Council Wide external training - 10% efficiency saving on existing budget.	2	0	2	0	This is currently anticipated to be achieved but is subject to monitoring.
Governance & Legal Services	153	Council wide operational efficiencies - operational efficiency saving including printing, telephones and postage.	6	0	6	0	This is currently anticipated to be achieved but is subject to monitoring.
Governance & Legal Services		Total Governance & Legal Services	315	250	315	0	
Resources	154	Energy Savings (Council Wide) - energy costs are rising and the Council needs to control its consumption and bills more effectively. The strategy for this is for the energy team to support directorates in making targeted savings through good housekeeping.	90	0	90	0	Initiatives will be put in place during the year to achieve this saving.
Resources	155	Staffing Reductions within Exchequer and Development - 1) deletion of Senior Payroll Assistant via voluntary severance (VS) 2) deletion of Payments Officer post via VS and redistribution of work within Exchequer and Development. 3) deletion of post room supervisor post via VS and restructuring within other Exchequer teams. 4) restructure of Accounts Payable and Payroll Control Sections. This will assist with providing cover and enable deletion of vacant part time hours. 5) reduction of hours in Senior Payments Assistant 6) deletion of Payments Assistant post via VS and redistribution of work across the section. 7) review of management post once merger of Exchequer and Business Administration sections is embedded. These changes will help facilitate the creation of a transactional team as explained in the Finance Service review . 8) Deletion of 1 x Grade 3 post in Business Admin and reduction in training budget .	122	122	122	0	This has been achieved.
Resources	156	Projects Accountancy Additional Income - additional internal income from support provided by Project Accountancy to Major Projects across the Council including an additional recharge in respect of city centre major project initiatives.	45	0	45	0	It is anticipated that this will be achieved.
Resources	157	Projects and Technical Accountancy Employee savings - the reduction in the working hours of a Grade 8 Accountant on the closing team .	7	7	7	0	This has been achieved.
Resources	158	Post reduction in Internal Audit - reshaping the work undertaken will allow the reduction one post.	42	42	42	0	This has been achieved.
Resources	159	Reduction to posts in Service Accountancy - The saving will require the loss of four posts in 2015/16 . This will be achieved through a combination of vacancies and voluntary severance and will require a realignment of workload and team structures within the section. There is very limited opportunity to reduce the functions undertaken by Service Accountancy as these are either statutory or necessary in order to provide effective management and control of the Council's finances. As a result the saving will have to be achieved through efficiencies and changes to service delivery whilst maintaining the core functionality.	144	144	144	0	Saving achieved through a combination of voluntary severance and a vacant post.
Resources	160	Charges for credit card payments - the cost of paying by credit card will be passed onto customers. Notice will be given at the beginning of the transaction and customers will have the choice of paying by a different method if they wish.	26	0	0	26	Not likely to be achieved as the cost structure implemented by Banks is changing. However, the shortfall will be mitigated by projected underspends across the Directorate to achieve a balanced position overall.

Resources	161	Rating savings - significant rating savings can be achieved for the Council by successful appeals against rateable values. Most Local Authorities do not have the in house expertise to pursue these on their own and instead engage external companies who charge on a no win no fee basis. In Cardiff we have changed to adopt a similar approach using the in house team and this level of savings reflects the commission to be received from successful appeals.	25	0	25	0	It is anticipated that this saving will be achieved. Schools appeals are progressing this year.
Resources	162	Reduction in overtime budgets within Revenues - as a result of anticipated efficiency savings linked to automation of forms in future, it is proposed to reduce overtime budgets by approximately 50%.	34	0	34	0	This is expected to be achieved either by reducing overtime or by keeping a post in the council tax team vacant.
Resources	163	VAT savings - the directorate has entered into a new framework contract with Deloitte for VAT advice and proactive assistance to facilitate savings. This change in emphasis regarding VAT will mean the VAT accountant is spending more time pursuing these opportunities and it is proposed to charge a commission against the savings achieved in the same way that external companies would do .	31	0	31	0	It is anticipated that this will be achieved.
Resources	164	Private bailiff costs - the net cost of external bailiffs is entirely due to the recovery action that the Council has to take to collect outstanding debts. In recent years we have successfully increased collection rates to the benefit of the Council and thus reduced our bad debt provision. It is therefore proposed to charge these external costs of £14k against the bad debt provision.	14	0	14	0	It is anticipated that this will be achieved.
Resources	165	Implementation of Corporate Debt Approach - Implement a more Corporate and strategic approach to debt management by moving responsibility for the bailiff collection function of Penalty Charge Notices to Revenues and also consideration of the transfer of the accounts receivable function. These changes should enable a more holistic approach to debt management. There should also be opportunities to improve the level of income collected and the amount of internal bailiff fee income generated.	80	0	80	0	This is due to be implemented in October and a full saving is currently anticipated.
Resources	166	Commissioning & Procurement Restructure - this will enable a split between the strategic and operational aspects of the activities and will also increase visibility of compliance in Directorates through a more business orientated approach . The separation will also facilitate the approach to a transactional team as highlighted in the Finance Service review .	210	0	210	0	The restructure is nearing completion and the full saving will be achieved.
Resources	167	Commissioning and Procurement Local Authority Trading Company - to allow the Strategic Commissioning team to trade through the creation of an alternative trading company.	30	0	30	0	A number of commercial opportunities are being pursued and progressed and should achieve income of £30k.
Resources	168	Remove Enterprise Architect Post - deletion of vacant post and consequent reprofiling of work with recognition that Enterprise Architecture resource needs to be built into technology based business plans where appropriate.	52	52	52	0	This has been achieved.
Resources	169	Recharge Mobile & Scheduling Licenses to Directorate Services - recover licence costs through service areas for utilising corporate technology	16	0	16	0	It is anticipated that this will be achieved.
Resources	170	Staffing reductions within Human Resources - the proposal would be to accept the applications for Voluntary Severance where operationally possible, and the subsequent deletion of these posts. Also to delete a number of vacant posts which will provide the £260k savings required for 2015/16. To mitigate the impact of the FTE reduction, residual resources would need to be realigned to areas of priority to ensure delivery against existing SLA's, some support provided may have to reduce or cease altogether. This is being explored as part of the Service Review.	260	260	260	0	Salary budgets reduced. VS's taken/vacant posts deleted.
Resources	171	Mediation Service - this is a new mediation service which will be offered to directorates including Schools to support the Council in resolving disputes, thereby, reducing conflict and time involved in potentially lengthy disagreements. Human Resources People Services has trained mediators who will help resolve difficult situations and issues regarding employees, team leaders and senior managers using the mediator as an impartial third party.	10	0	10	0	It is anticipated that this will be achieved.
Resources	172	Increase in Cardiff Works income - Cardiff Works provides services for recruiting, assessing and employing temporary placements for engagement across the Council and engaging supply teachers and teaching assistants through our Cardiff Supply service. Consideration is to be given to ways of expanding the current placement levels, potentially through engagement with the Council's trading entity .	20	0	20	0	It is anticipated that this will be achieved.

Resources	173	Full Year Effect (FYE) of 2014/15 ICT staff related budget savings - residual savings relating to staff leaving part way through current financial year.	94	31	94	0	It is anticipated that this will be achieved.
Resources	174	Deletion of ICT Grade 3 post - vacant scale 3 post in ICT through increased use of self service functionality on the Help desk.	22	22	22	0	Post is vacant and has been deleted.
Resources	175	ICT recharge to non-general fund areas and external customers - ICT provides a service for non-general fund areas such as the Housing Revenue Account and Schools as well as external customers and this saving reflects the full recovery of these amounts.	61	20	61	0	Saving anticipated to be achieved and will be closely monitored. A new schools SLA will take effect from Sept 2015.
Resources	176	ICT - support for the transition to alternate service delivery mechanisms - Additional support needed to move existing systems and data to new service delivery models such as the new joint regulatory service or national and regional adoption agency as well as others. This will involve technical, security and business relationship additional work and the costs will need to be factored into future business cases for these projects.	52	0	52	0	It is anticipated that this will be achieved.
Resources	177	External ICT expenditure - this includes savings through reviewing the level of spend, re-rendering services to achieve cost reductions and ensuring that unavoidable cost increases are charged to customers as appropriate .	261	30	261	0	The service area are actively monitoring the achievement of this saving. The re-rendering of the Council's land line is likely to generate £30k.
Resources	178	Reduction in number of Central Transport Service maintenance vehicles - additional vehicles have been incorporated into the service over a period of time and following review and analysis of use, the optimal number of vehicles required for the service is three to cover breakdowns, overnight callout and vehicle collection. This is the full year effect of changes in the current financial year.	13	13	13	0	This has been achieved.
Resources	179	Replacement of ageing gritter fleet - reduction in maintenance costs. The gritters will be procured on a short term hire contract and will negate maintenance, washing (gritter bodies) and the need for additional winter call out.	40	40	40	0	This has been achieved.
Resources	180	Organisational Development Restructure - medium term restructure the Organisational Development (OD) team to reduce overall cost of delivery, reduce budget for OD related investment and support for projects, facilitated through the use of reserves initially.	110	110	110	0	All OD expenditure will be capitalised as a result of the WG Capitalisation Directive
Resources	181	Improvement Team Restructure - restructure the Corporate Improvement Team to reduce overall cost of providing performance support.	40	40	40	0	Restructure in place and saving fully achieved.
Resources	182	Realignment of additional funding sources - this saving involves recharging £15k to grant income for PREVENT grant work to reflect time spent on these activities, and also to recharge the Housing Revenue Account (HRA) for a portion of the Performance Management team (£25k) to reflect work undertaken in support of HRA funded activity.	40	0	40	0	Saving anticipated to be fully achieved.
Resources	183	Restructure Emergency Management Service - delete one post in the Emergency Management Team, with duties to be absorbed within the wider team.	47	47	47	0	Post deleted and saving fully achieved.
Resources	184	Restructure the way in which Cardiff manages its partnership working - we are working with our partners (particularly the Cardiff University Health Board) to join up our partnership support arrangements more effectively. The saving includes staff reductions however, partnership activity will also continue to be mainstreamed within Council services so that the activity is correctly funded as business as usual.	110	0	110	0	Saving anticipated to be fully achieved.
Resources	185	Re-profile Neighbourhood Partnerships Fund to support community groups - this proposes to remove the Neighbourhood Partnership Fund and retain £55k to create a Community Co-ordination function. This will provide a one stop route in for Community Groups to access support in potential Community Asset Transfers, grant applications and in the co-production of services.	155	155	155	0	Budget has been deleted in line with the proposal and considered fully achievable.
Resources	186	Community Safety - this is a review of the Community Safety fund. Major projects such as Operation Mistletoe will continue to be funded but a review of other projects will take place to ensure value for money.	50	50	50	0	Budget has been deleted in line with the proposal and considered fully achievable.
Resources	187	Deletion of Grants Transition Fund - this fund was set up to assist partners to manage the reduction in Council support for a temporary transition period.	50	50	50	0	Budget has been deleted in line with the proposal and considered fully achievable.
Resources	188	Review of the Infrastructure Grants given to External Agencies - to reduce the level of grant funding infrastructure support to external agencies.	93	93	93	0	Budget has been deleted in line with the proposal and considered fully achievable.

Resources	189	Office Rationalisation Efficiencies - project to release office space and focus occupancy in the Council's core administrative buildings.	400	0	232	168	The potential shortfall is a result of likely delays in vacating Global Link and Mynachdy Centre. It was essential that Mobile and scheduling opportunities were considered to support activities by adult and social care staff occupying Global Link. In relation to Mynachdy, finding alternative accommodation for the range of services provided from that site is still being considered. This shortfall will be mitigated by projected underspends across the Resources Directorate, to achieve a balanced position overall.
Resources	190	Council Wide external training - 10% efficiency saving on existing budget.	61	0	61	0	This is currently anticipated to be achieved but is subject to monitoring.
Resources	191	Council wide operational efficiencies - operational efficiency saving including printing, telephones and postage.	57	0	57	0	This is currently anticipated to be achieved but is subject to monitoring.
Resources	192	Subscriptions - review of the council-wide subscriptions to organisations.	1	0	1	0	This is currently anticipated to be achieved but is subject to monitoring.
Resources	193	Reduction in Agency Expenditure - targeted reductions across directorates based on existing spend analysis.	6	0	6	0	This is currently anticipated to be achieved but is subject to monitoring.
Resources	194	Discretionary Overtime - targeted reductions across directorates based on existing spend analysis.	25	0	25	0	This is currently anticipated to be achieved but is subject to monitoring.
Resources	195	Standby Payments to Officers - targeted savings across relevant directorates.	6	0	6	0	This is currently anticipated to be achieved but is subject to monitoring.
Resources		Total Resources	3,052	1,328	2,858	194	
Social Services	196	Breakthrough Commissioned Services - this service is provided by Action for Children and offers breaks either inside or outside of the family home. The breaks offer children and young people time away from their families and provides respite for parents/carers. Families are increasingly choosing to use Direct Payments to meet their needs in this area and so this provision can be removed.	42	42	42	0	Provision removed and payment withdrawn.
Social Services	197	Home Sessional Support posts x 0.86 - one vacant 5 hour and one vacant 27 hour Home Sessional support post to be deleted.	23	23	23	0	Relevant posts deleted
Social Services	198	Maintenance Officer x 1 and Residential Child Care Officer x 1 - there is no longer a need for a full-time maintenance officer for Residential Services although it will be important to retain some dedicated capacity for routine maintenance, painting and decorating to be undertaken at the Crosslands home in a timely way, in order for the home to maintain an appropriate standard of decoration. The proposal would seek to delete the current full-time grade 5 post and create a part-time grade 6 post releasing a vacant grade 5 Residential Child Care Officer post which is no longer required because current staffing levels are viewed as being at the optimum level.	39	39	39	0	Relevant post deleted
Social Services	199	Supervised Contact Service - the service provides supervised contact for Looked After Children who meet their parents in supervised conditions because other types of contact have been deemed unsafe. Currently half the service is provided in-house and half is provided by Barnardos under a contract that ends in June 2015. Efficiencies will be achieved by externally commissioning the whole service given its size and the desirability of the contract; we would not expect to reduce the level of service. Externally commissioning the service would also address the challenges we experience in identifying internal accommodation that is fit for purpose to meet demand.	60	0	60	0	Procurement process for re-commissioning contact service commencing. Some delay but anticipated that new arrangements will be in place in 2015/16 with sufficient time to achieve saving. Position to be reviewed as year progresses.

Social Services	200	Family Support & Intervention Driver Post x 1 - the driver was previously used to transport children to and from Children in Need nurseries. More recently, the post holder transports parents and children to and from centres when parents are required to undertake group parenting programmes as part of a statutory intervention (e.g. a child protection plan). Recently, the number of group programmes delivered by Children's Services has reduced as parents have been encouraged to attend programmes delivered in their local communities. Often, parents are encouraged to make their own way to the centres and therefore the driver is not currently utilised to full capacity. In the future, parents who cannot make their own way to the centre will be supported by staff in order that they feel more confident to use public transport. It is felt that this saving will not have a significant impact on a parent's ability to attend group parenting programmes when they are required to do so.	22	22	22	0	Relevant post deleted
Social Services	201	Withdrawal of Taith Funding - Taith is a service for young people who display sexually harmful behaviour. The service provides assessment and treatment. The Taith Partnership is a jointly funded arrangement made up of five Local Authorities. The service is delivered by Barnardos. These young people will continue to receive a service to meet their needs but this will be delivered by the National Society for the Prevention of Cruelty to Children (NSPCC) and is free of charge.	59	59	59	0	Funding withdrawn
Social Services	202	Deletion of Fostering Support Officers x 2 - the service has not found it effective to have unqualified Fostering Support Officer posts (which had been created some years ago utilising Social Worker posts). Recently, vacant posts have been deleted to expand social work capacity. These remaining two posts provide support to the placement finding process within the in-house fostering service and if this proposal is agreed, alternative arrangements would need to be made to do the initial matching of placement requests with available carers.	46	46	46	0	Relevant posts deleted
Social Services	203	Payment by Results - Looked After Children & Rehabilitation Project Year 1 - a Social Impact Bond (SIB) Feasibility study provided a robust business case for significant savings to be achieved by developing a local enhanced fostering scheme that provides wrap around support to enable children placed in residential care to step down into a family placement. Potential providers and investors have been identified and have indicated that they have finance to take this forward. The service will therefore tender for a payment by results contract rather than a SIB arrangement that would seek to secure external funding as well as identify an appropriate provider of the service. The approach identified by the winning provider will have an evidence base that has robustly demonstrated success. The saving could be achieved alongside improving outcomes for this cohort of looked after children. This proposal is supported by the on-going care planning to return young people from placements outside of Cardiff to home or local placements.	674	0	228	446	Payments by Results Contract for Enhanced Fostering Service in place and selected provider receiving referrals. However, protracted nature of selection and matching process means that it is unlikely that the full saving attributable to the project will be achieved in 2015/16. Some of the anticipated savings in 2015/16 have also been required to offset the unachieved saving brought forward from 2014/15. Ongoing review of all out of county placements to try and identify other savings separate from the PBR contract.
Social Services	204	Placement Support Officer x 1 - there are two Placement Support Officer posts that undertake the tendering process for finding placements for looked after children. One of the posts has been held vacant for a period during which time an analysis was undertaken which found the change to be effective. Capacity in the team has meant the continued provision of the service and confirmed the second post is no longer required.	27	27	27	0	Relevant post deleted
Social Services	205	Business Support Review (LEAN Review) - the saving relates to the deletion of vacant business support posts and one voluntary severance. Alternative ways of delivering business support will seek to mitigate the impact in relation to social workers' workload.	242	180	242	0	A significant number of posts have been identified for deletion (either vacancies or posts recently subject to VS) and it is anticipated that the saving will be achieved.

Social Services	206	CareFirst Trainer x 2 - there are currently four CareFirst Trainer posts responsible for the development and delivery of CareFirst training, across Children's Services and Health & Social Care. CareFirst is the client record system for Children's Services and Health & Social Care. Two posts are currently vacant and experience has demonstrated that the service can be provided by the remaining two posts.	58	58	58	0	Relevant posts deleted
Social Services	207	Training & Development Officer x 1 - the role of the Training & Development Officer (Race Equality) has now been integrated into all training that is provided and commissioned by the centre therefore this specialist role is no longer required and the post holder has been working more generically over recent years. There is adequate capacity for the generic training role to be covered by the training & development posts working within Health and Social Care and Children's Services enabling this post to be deleted.	42	42	42	0	Relevant post deleted
Social Services	208	Qualification Quality Assurance Co-ordinator x 1 - the role of the co-ordinator of the qualification centre has changed drastically over the last several years but more so recently with the centre no longer using outside assessors as a matter of course. The workload of in-house assessors has been re-assessed and has reduced the need for external assessors. We have also reviewed and expanded our partnership working with external qualification providers who offer a more cost effective service because of their ability to access Government funding. As the majority of our qualifications are offered to our commissioned providers the role of co-ordinating this process can fall within the responsibilities of the Social Care Workforce Development Officer.	42	42	42	0	Relevant post deleted
Social Services	209	Referral Order Case Manager - Referral Order Case Managers historically carried workloads of between 25 - 30 cases, involving brief interventions with young people who enter the criminal justice system for a first offence. As a result of the implementation of the Youth Offending Service prevention programmes such as Triage and our Anti Social Behaviour project a significant number of young people are now diverted from the criminal justice system and this has reduced the average workload to between 15-20 children on referral orders at any one time.	27	27	27	0	Relevant post deleted
Social Services	210	Youth Offending Services (YOS) Social Worker x 1 - this role supervises children and young people who are subject to Youth Rehabilitation Orders, serving a custodial sentence (Detention and Training Order) and those released from custody on licence. In recent years the impact of the Youth Offending Service prevention programmes have gradually reduced the overall YOS workloads as a significant number of young people are diverted from the criminal justice system following interventions from projects such as Triage and our Anti Social Behaviour programme. This has reduced average caseloads from 25-30 young people on supervision at any time to an average of 15 young people. This significant reduction in workload will enable us to state with confidence that this proposal will not affect children and young people in the criminal justice system as we are able to absorb the workload without placing undue pressure on the remaining case managers.	37	37	37	0	Relevant post deleted
Social Services	211	Transfer 65% of Operational Manager Salary to Grant Funding - the proposal is to transfer 65% of the Youth Offending Service (YOS) OM2 salary from base to grant funding. The YOS receives grants from the Youth Justice Board, Welsh Government and the Police Crime Commissioner for South Wales. It is customary to charge a proportion of the management costs against each grant. Each funding stream is utilised to fund a range of projects and services that enhance the work of the YOS.	41	41	41	0	Relevant cost to be transferred to grant
Social Services	212	Business Support Review (LEAN Review) - a Lean Review has commenced in the directorate and four value stream analysis workshops have been held where it has been identified that efficiencies can be made in relation to a wide range of operational processes. This may include further savings being achieved against the directorate's business support provision in addition to the savings already put forward (CHD10) as a result of a further review of business support arrangements.	327	0	0	327	Although, BPR/lean review is ongoing it is considered at this stage that no significant cashable savings will be generated in 2015/16. A significant element of administrative savings have been achieved as part of a review of business support arrangements but these are included against other savings proposals.

Social Services	213	Training provision across Health & Social Care and Children's Services - realign provision to continue to maximise the availability of grant funding in these areas.	216	216	216	0	Relevant base funded expenditure identified for grant funding. There has also been a reduction in core funded budgets.
Social Services	214	Block Purchase of residential beds - this saving is attributed to work that will be undertaken with an external residential provider to achieve a volume discount reduction against a block purchase arrangement of nine placements for children. The pattern of previous and current usage strongly indicates that this level of demand will continue. The savings is attributed to a 5% discount in the overall spend of £1.3m which is felt to be proportionate and achievable.	65		25	40	Saving predicated on block booking arrangement with specific provider. However, demand for LAC ASD placements has reduced meaning that block booking arrangement may no longer be viable.
Social Services	215	Partnership Review - this saving is attributed to a review of spend across the Council in relation to a specific provider. The overall spend is significant and it is expected that a review of the partnership arrangement in relation to this provider could generate this level of savings for the Directorate given that the overall level of spend is so significant. This is felt to be an opportunity for the organisation to achieve the savings from a review of the management costs attributed to each individual contract as well as other variable costs that would therefore not affect direct service provision.	100	0	100	0	Project has re-focused from pursuing a saving from a specific provider to a wider consideration of demand management in the CH&D team. This will include the identification of lower level support needs, not subject to statutory interventions, that can be met from external grant funding. Also, some one off reductions in certain commissioned services. At this stage therefore it is anticipated the saving will be achieved but will need to be monitored through the year.
Social Services	216	Leaving Care Support - this saving can be broken down into two elements: a) negotiation with key incumbent providers to achieve efficiencies and better value for money based on volume discounts. b) six months saving on Accommodation 16-24 through a Joint Commissioning approach between Children's Services and Communities, Housing and Customer Services. Spend in this area of provision is £1.2m and therefore this level of savings is felt to be achievable based on current spend and the proposals to develop a different approach to re-commissioning that involve joint working with the Communities Directorate.	120	0	120	0	Although it is unlikely that jointly commissioned arrangements with Housing/SP will be fully operational during 15/16, there are a number of savings opportunities being pursued in relation to joint working and maximising the SP grant in light of the changes to Housing Legislation (making Leaving Care YP a priority). These include a gateway for all referrals and SP funded supported lodgings as well as direct negotiations/discussions with staffed accommodation providers. At this stage therefore it is anticipated the savings target will be achieved.
Social Services	217	Market and Demand Management of Commissioned Residential Services - there is currently a spend of £8m on external residential placements for Looked After Children. The proposed review methodology has been tried and tested elsewhere and provides a price and cost challenge. The methodology is implemented via a project based approach and based on the current level of spend and the lessons learned from use of the methodology in adult social care.	200	0	60	140	Project Brief has been developed for negotiations with key specialist (non framework) residential providers who hold multiple placements. Process ongoing however some doubt as to whether whole of targeted saving will be achievable in 2015/16.
Social Services	218	Youth Offending Services - deletion of Team Manager, Referral Order Manager and social work posts. This proposal will require a restructure in the YOS combining 3 teams into 2 (sustained reduction in demand)	100	100	100	0	Relevant Posts Deleted
Social Services	219	Market Supplement for Social Workers - the market supplement was created as a temporary measure to enable recruitment to identified 'hard to fill vacancies'. It was a supplement that was to be reviewed as the recruitment of permanent social workers were recruited to the identified posts. This review has not happened to date. In July 2014 there was a realignment of services which has created a differential between staff working in the same directorate as the market supplement was attached to posts rather than people. Withdrawal of market supplement - proposal will require notice resulting in 6 month saving in 2015/16.	86	0	86	0	Notification given that market supplement will be withdrawn from September 2015.

Social Services	220	Reshaping the Internal Supported Living Service for people with learning disabilities - the current internal supported accommodation service supports 36 individuals living in community settings. There will be a review of the service to reflect changes in the needs of individual service users. The proposal will enable rationalisation of existing schemes and reduce the overall level of service provided.	250	0	0	250	Reduction of managerial staff has contributed to savings and there are further proposals to de-commission schemes. These initiatives could realise combined savings of £250,000. The potential saving is however shown against the unachieved savings target b/f from 2014/15 leaving the 2015/16 target unachieved at this stage.
Social Services	221	Re-shape the Internal Day Opportunity Service for people with learning disabilities - this service will be reviewed in order to develop a new service with two distinct functions. These will be support planning and brokerage that will provide support for people to organise the way their care needs are met. There will also be a specialist provision for service users who have complex and challenging needs. Following review of the service users we believe that some people's needs can be best met in the community rather than internal day provision. This will result in savings made from the reduction of agency staffing and some voluntary severance of posts. The uptake of Direct Payments will also be encouraged through the support planning and brokerage service.	550	300	500	50	As a result of a service review, c£400k can be achieved via the deletion of vacancies and the release of agency staff. In addition, efforts are being made to rightsize some high cost day care external packages.
Social Services	222	Deletion of Vacant Lead Manager posts - vacancies existing within the directorate. These posts are not front line positions, so the actual impact on service users from these groups will be minimal. Duties of these identified posts have already been incorporated into the roles of other staff or have been reviewed and dealt with in a more efficient manner.	100	100	100	0	Relevant Posts Deleted
Social Services	223	Increase to Maximum Charge for non-residential care services - This is in line with Welsh Government regulations which determine the maximum amount a service user may be charged for domiciliary care. This has been increased to £55 for 2014/15 and will be increased further to £60 per week in April 2015.	150	150	150	0	Increased charge implemented
Social Services	224	Review of Care Management across Health & Social Care - there will be a review of care management roles and responsibilities and assessment processes, arising out of the Business Process Review to support more effective delivery of the service. Implementation of mobile working and improvements in the support planning function will facilitate this.	761	500	660	101	The full year effect in 15/16 of staff who took voluntary severance in 2014/15 will result in a reduction of £500,000 in overall staffing costs. Further vacant posts within ACM have been identified and are being reviewed. It is however anticipated that there may be some shortfall against savings target although the position will continue to be reviewed.
Social Services	225	Improve efficiencies in strategic commissioning across all services - a reduction in commissioning budgets will be achieved by more efficient commissioning of care, improved understanding of the care provider market and more effective competition, as well as the development of preventative options to support people living independently for longer which can reduce demand.	1,926	0	250	1,676	Various commissioned services being considered for possible re-tendering processes and workstreams being developed. Specific areas identified for possible re-commissioning in 2015/16 include Extracare, Adult Placement Schemes and Emergency Accommodation Services. It is however anticipated that there will be a significant shortfall against the savings target in 2015/16.
Social Services	226	Review External Supported Living services for people with Learning Disabilities - the current service is provided by independent sector providers providing support to 257 people. A competitive tender process will be followed for the replacement of the existing arrangements and will be concluded in July 2015.	431	931	931	(500)	The SLS tender has been completed and will deliver savings in excess of the original target.

Social Services	227	"Closer To Home" service for people with Learning Disabilities - service users currently living away from the city often in high cost residential placements will, where appropriate, move back to the city, to supported housing where their needs can continue to be met.	300	0	0	300	Savings predicated on reduction in residential care costs following step down of service users to lower cost, supported living forms of care. Some savings identified however these are shown against the unachieved savings target brought forward from 2014/15. Significant shortfall therefore shown against the savings target for 2015/16 albeit work is ongoing to develop further step down opportunities.
Social Services	228	Reshaping the Mental Health Day Service - the saving will be achieved by reviewing all packages of support and seeking an alternative service delivery model which meets the requirements of those who may have been traditionally referred to day service support.	50	19	50	0	Saving anticipated to be fully achieved.
Social Services	229	Full year effect of 2014/15 savings Review of Mental Health Out of County Placements in residential care and re-commission - Service users have been consulted about moving from residential care to supported living within Cardiff. Care support would be provided to meet their needs in a model of accommodation with support in 2015/16.	200	0	50	150	Contract for floating support in place, service users identified, work ongoing at current time with RSL's and the Council to identify appropriate accommodation. Opportunity for saving also being explored with existing providers. Potential for saving in 2015/16 of c£250k. However £200k of this is shown against an unachieved saving b/f from 2014/14 below. Further savings above £250k considered unlikely at this stage however the position will be monitored through the year.
Social Services	230	Senior Management Restructure in Health & Social Care – this enables the reduction of 1 x Operational Manager post, through a review of senior management. Those previously reporting to this post can be effectively supported by other posts within the structure.	72	72	72	0	Savings achieved. OM post deleted.
Social Services	231	Reduction of on-call arrangements - currently on-call arrangements are in place in respect of the Hafod Care Contract (Cathedral View Home); Internal Learning Disability Supported Accommodation and Home Care Reablement services. These three services have, over time, been re-modelled or reduced considerably and as a result existing legacy budgets for on-call payments to staff can be reduced making an annual saving of £23k.	23	23	23	0	Work underway to reduce on-call arrangements.
Social Services	232	Review of Third Sector Commissioned Services - this saving will be achieved by reviewing how we commission third sector services. The directorate is developing alternative models of service provision through working with the third sector to develop neighbourhood based models of support and to align commissioned services to the delivery plan of the directorate.	180	90	180	0	Specific reductions in support for external organisations identified and are in the process of implementation.
Social Services	233	Recommissioning of Direct Payments Support Provision - the contract with the current Direct Payments Support Provider will expire on 31/03/15. The re-tendering process will focus on quality and competitive pricing for the service. The re-tendering process will be completed to maintain existing service user support to those receiving Direct Payments.	100	0	0	100	Ongoing negotiation with external provider in relation to reduced management fee for direct payments in advance of potential commissioning exercise. Potential saving of £100,000 however this is shown against the unachieved saving brought forward from 2014/15.
Social Services	234	Reduction in Business Support, Commissioning and Performance staff - Continue reduction of business support taking the opportunity from those who have applied for voluntary severance.	174	174	174	0	Relevant posts identified for deletion

Social Services	235	Council Wide external training - 10% efficiency saving on existing budget.	9	0	9	0	This is currently anticipated to be achieved but is subject to monitoring.
Social Services	236	Council wide operational efficiencies - operational efficiency saving including printing, telephones and postage.	34	0	34	0	This is currently anticipated to be achieved but is subject to monitoring.
Social Services	237	Subscriptions - review of the council-wide subscriptions to organisations.	2	0	2	0	Level of subscriptions being reviewed.
Social Services	238	Reduction in Agency Expenditure - targeted reductions across directorates based on existing spend analysis.	70	0	70	0	Use of agency staff across the Directorate monitored on a regular basis. Reduction anticipated as the year progresses. Initiatives to reduce reliance on agency being explored.
Social Services	239	Discretionary Overtime - targeted reductions across directorates based on existing spend analysis.	43	0	43	0	This is currently anticipated to be achieved but is subject to monitoring.
Social Services	240	Standby Payments to Officers - targeted savings across relevant directorates.	17	0	17	0	This is currently anticipated to be achieved but is subject to monitoring.
Social Services		Total Social Services	8,137	3,360	5,057	3,080	
			32,473	16,785	27,051	5,422	

Directorate 15-16	REF	DIRECTORATE SAVINGS 2014/15	Total Saving (£'000)	Savings achieved in 2014-15 (£'000)	Balance of savings to be found (£'000)	Savings achieved in 2015/16 to Date (£'000)	Projected Savings in 2015/16 (£'000)	Savings unlikely to be achieved in 2015/16 (£'000)	Comments
City Operations	1	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	44	73	63	The projected shortfall relates to increased income expectations from charging for Bulky Waste collections (£16k) and charges to SME's for use of the transfer station at Brindley Rd (£47k). Neither of these are currently projected to achieve the original expectations
City Operations	2	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	6	6	0	This has been achieved.
City Operations	3	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	0	0	69	This saving was partly achieved through a staff restructure leading up to the scaling down of operations linked to the planned closure of the landfill site. Further reductions were made against the Lamby Way Transfer Station and Landfill Directive budgets. The shortfall of £69k is due to the remaining staff restructure not taking place due to the continuation of the landfill operations.
City Operations	4	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	21	21	0	This has been achieved and reflects the full year effect of the new shift pattern introduced during 2014-15.
City Operations	5	Interventions Cardiff Outdoors - a review of administration / customer contacts in Environment , Bulky/Fly tipping, Regulatory , Pest control and cleansing (£100k).	100	66	34	34	34	0	Full year effect of saving achieved in previous financial year.
City Operations	6	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	7	40	0	The solar panels roofs have been installed at Lamby Way and are already generating income. The Radyr Weir scheme is in contract and subject to there being no delays should enable this saving to be fully achieved.
City Operations	7	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	0	22	0	The Lamby Way solar farm (subject to commissioning dates) is expected to generate approx. £10k. A further £6k is anticipated from a series of smaller solar installations on roofs. Additional income from the solar panels roofs scheme will enable this saving to be fully achieved.
City Operations	8	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	106	106	0	The Laboratory is now closed and the saving achieved.
City Operations	9	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	59	59	0	The CAT has taken place. All revenue budgets have been removed so this saving is now achieved.

City Operations	10	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	240	240	0	The redevelopment is now in progress so the centre is closed. The budget has been temporarily removed and there should not be any revenue costs incurred this year. Therefore the saving is achieved.
City Operations	11	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	40	71	0	Plans are already in place to increase income and reduce costs. Actual performance will need to be monitored during the year but it is expected to be achieved.
City Operations	12	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	0	3	0	Further increases in income are anticipated following the success achieved in 2014-15. The position will need to be monitored but the saving is expected to be fully achieved.
City Operations	13	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	40	40	0	The responsibility for these car parks has been transferred from Parks to Civil Parking Enforcement. Charging has not yet been introduced so no saving has yet been achieved. This will need to be monitored during the year but expected to be achieved.
City Operations	14	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	0	12	0	The contract to operate the Boatstage will generate the saving in full.
City Operations	15	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	32	32	0	The saving is achieved following the full year effect of action taken at the latter part of 2014-15
City Operations	16	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	2	12	0	It is anticipated that the remaining saving will be achieved through reduced costs derived during the year.
City Operations	17	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	15	15	0	Full year effect of the saving introduced in 2014-15.
City Operations	18	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	0	17	33	Assumption that new contract will be fully implemented by end of September 15 and that a part year achievement of £17,000 is possible.
City Operations	19	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	0	0	70	No indication this pressure will not continue so currently assuming this saving will not be achieved in 2015/16.
City Operations	20	Service redesign and integration of Transport and Highways services - including a full management restructure	250	200	50	50	50	0	A part year impact was achieved last financial year due to the timings of recruitment processes, ring fencing and release of posts through voluntary severance. The full restructure was in place by the end of 2014/15 and this remaining target is now achieved.
City Operations	21	Removal of Administrative posts in Development management - Deletion of vacant Secretary and Administrative Support posts.	74	44	30	30	30	0	The service restructure was in place and finalised by the end of March 15. This shortfall was addressed as part of the restructured service and this target has now been achieved.
City Operations	22	Development Management additional Fee income - Increase the efficiency of planning application processing of major applications and thus increase fee income together with additional fee income in relation to pre-planning application advice. The proposed saving also includes additional income from charges for street works.	512	342	170	0	70	100	No indication that this pressure will not exist, particularly within the street works element. May be offset by additional income from capital recharges and low contractor spend but currently anticipating a potential shortfall of £100,000 for 2015/16.
City Operations	23	Reduction in Planning posts - posts have been identified across the Planning Service that will be deleted as part of this proposal.	256	188	68	68	68	0	The service restructure was in place and finalised by the end of March 15. This shortfall was addressed as part of the restructured service and this target has now been achieved.

City Operations	24	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	123	123	0	The service restructure was in place and finalised by the end of March 15. This shortfall was addressed as part of the restructured service and this target has now been achieved.
City Operations	25	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	0	65	0	This is dependent on the progress of the contract in terms of the number of units actioned by the financial year end but the forecast currently assumes no further delays to this initiative.
City Operations	26	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	12	18	0	The service restructure was in place and finalised by the end of March 15. This was addressed as part of the restructured service.
City Operations	27	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	89	89	0	The service restructure was in place and finalised by the end of March 15. This target was addressed as part of the restructured service and has now been achieved.
City Operations	28	Pay and Display Butetown (Schooner Way) - generation of additional income through implementation of Pay and display parking on Schooner Way.	50	12	38	38	38	0	This budget has now been realigned in line with recovery levels on other budgets/income streams within the Civil Parking Enforcement Account for 2015/16.
City Operations	29	Operational Manager tier savings - following a review of work undertaken across the service.	240	210	30	30	30	0	The service restructure was in place and finalised by the end of March 15. This shortfall was addressed as part of the restructured service and this target has now been achieved.
City Operations	30	Staff savings across Planning Enforcement - following a review of all work undertaken across the planning service.	39	31	8	8	8	0	The service restructure was in place and finalised by the end of March 15. This shortfall was addressed as part of the restructured service and this target has now been achieved.
City Operations	Total City Operations		4,873	3,146	1,727	1,094	1,392	335	
Communities, Housing & Customer Services	31	Community Building Review - The administrations commitment to join up local services within Community Hubs will continue to be rolled out with a focus on meeting local needs, making services more accessible and convenient and reducing the number of operational buildings. The aim is to provide Community Hubs in areas of identified need by reviewing the services and buildings currently in operational use and to join up face to face services in one, accessible location linked to more mobile provision in a wider range of community venues. This builds on the success of the pilot hubs and initiatives such as the Neighbourhood Librarian service taking library services out into schools and other venues to encourage literacy and reading. The experience of developing the hub concept so far has confirmed that the new method of delivery is popular and delivers savings. This saving is predicated on previous experience of general fund revenue savings associated with the Hub strategy with a focus on service retention and building reduction. As proposals come forward consideration will be given, where appropriate, to alternative uses or building transfer. Specific consultation will take place.	535	238	297	297	297	0	A part year impact of £238,000 was achieved last financial year due to the timings for property moves and closures and staffing restructures related to the creation of the new Community Hubs. It is anticipated that the balance of £297,000 will be achieved in full in 2015/16 and this will include savings associated with the creation of the West Hub and the Grangetown Hub. It is currently assumed that the West Hub will be operational from November 2015 and the estimated timescale for completion on construction of the Grangetown Hub is the end of July 2015. Any delays to these timings could impact on achievability of the balance of the savings target.
Communities, Housing & Customer Services	32	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	38	38	0	Part year impacts were achieved last financial year due to delays to the restructure and related recruitment processes. The restructure was in place by the end of March 2015 and therefore this saving will be achieved in full in 2015/16.

Communities, Housing & Customer Services	33	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	146	146	0	Part year impacts were achieved last financial year due to delays to the restructure and related recruitment processes. The restructure was in place by the end of March 2015 and therefore this saving will be achieved in full in 2015/16.
Communities, Housing & Customer Services	Total Communities, Housing & Customer Services		1,501	1,020	481	481	481	0	
Corporate Management	34	Communications and Media Teams – Restructure of the Communications and Media Team.	320	310	10	10	10	0	The full year impact of the restructure will fully realise this saving
Corporate Management	35	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	0	0	60	There are currently no indications that this will be achieved.
Corporate Management	Total Corporate Management		380	310	70	10	10	60	
Economic Development	36	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	0	17	0	This saving is expected to be realised following a VS and a redesignated post within the markets.
Economic Development	37	Funding of Major Project's project management costs through capital.	128	80	48	0	48	0	It is currently anticipated that this saving will be achieved however this will need to be closely monitored and will depend on the availability of funding linked to capital schemes.
Economic Development	38	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	0	20	0	It is currently anticipated that this saving will be achieved however this will need to be closely monitored.
Economic Development	39	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	94	130	0	It is currently anticipated that this saving will be achieved however this will need to be closely monitored.
Economic Development	40	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		65	0	The restructure has now been implemented and it is anticipated that this will allow this saving to be achieved.
Economic Development	41	Reduction in Night Time Economy Budget - This will involve a reduction to the Taxi Marshalling service.	50	33	17		17	0	The necessary changes to staffing levels have been implemented and this saving should be achieved.
Economic Development	42	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		7	0	It is currently anticipated that this saving will be achieved however this will need to be closely monitored.
Economic Development	43	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	18	18	0	This saving has been achieved with the catering function at Lamby Way transferring to the City Operations Directorate.
Economic Development	44	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	0	94	0	The Retail outlets have been set a challenging surplus target. Updated forecasts at month 4 in relation to the County Hall and City Hall restaurants indicate the potential for additional income generation to meet this carried forward target. This will however need to be closely monitored.
Economic Development	45	Additional income to parks - Additional mobile concessions (£20k), delete florist post from nursery (£20k.) Income from Heath Park Car Park (£40k.)	80	61	19	0	0	19	The shortfall relates to catering concessions. There is a plan to attract a commercial partner to explore income opportunities within Parks but this is unlikely to generate this saving in this financial year.

Economic Development	46	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	0	50	100	The Retail outlets have been set a challenging surplus target and at present it is not anticipated that this saving will be fully achieved in 2015/16. This will be closely monitored.
Economic Development	47	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	0	10	0	It is currently anticipated that this saving will be achieved however this will need to be considered as part of the overall changes proposed for the building.
Economic Development	48	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	0	0	300	Although the procurement process is being progressed it is not anticipated that any new arrangements will be in place before 1st April 2016.
Economic Development	49	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	0	0	60	There is currently no indication that additional income opportunities exist to generate this saving in the current year.
Economic Development	Total Economic Development		2,036	1,081	955	112	476	479	
Education	50	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	0	24	0	The directorate remains committed to achieving the saving and plans are in place
Education	51	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	0	13	0	This is projected to be achieved.
Education	52	County Hall Nursery - The provision of a staff nursery at County Hall has been subsidised for the last four financial years. A combination of greater flexible working arrangements for staff, childcare vouchers and alternative providers has resulted in a significant decrease in the number of staff using this facility. This has meant that the subsidy being met by the Council has increased significantly. Taking this saving will mean that there will be no direct Council subsidy of the Nursery from the start of the 2014/15 financial year. The recent consultation regarding the proposal to close this facility, from the end of August 2014 identified a number of potential additional users, which combined with a potential reduction in staff numbers and an increase in fees could enable the nursery to run without a subsidy. This may mean a significant increase in the fee charged for users. Officers, therefore, have been asked to re-examine the business case for the Nursery facility and report back to Cabinet in June 2014 on the feasibility and sustainability of providing the nursery without subsidy. A final decision will be made on whether or not the nursery will have to be closed from 31 August 2014. If the nursery were to close, there is available childcare provision within the vicinity of County Hall and the childcare voucher scheme can be used with any registered childcare provider of choice. This option is already used by around 300 staff compared with the 21 staff who use the nursery. The Family Information Service would help employees find alternative childcare either close to their place of work or close to where they live.	56	14	42	42	42	0	This saving has been fully achieved.
Education	53	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	6	6	0	This saving has been fully achieved.
Education	54	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.	424	247	177	177	177	0	This saving has been fully achieved. The full year effect of posts becoming deleted during 2014/15 has delivered this saving in full.
Education	55	Business Support - One Service	300	100	200	200	200	0	This saving has been fully achieved.
Education	Total Education		891	429	462	425	462	0	

Governance & Legal Services	56	Removal of Committee general expenditure budgets within Democratic Services and Scrutiny	16	9	7	0	0	7	There is no specific plan in place to achieve this saving. However it will be mitigated by underspends across the Directorate to achieve an overall balanced position.
Governance & Legal Services	57	Removal of Members refreshments and Yearbook budgets - This proposal includes the deletion of Members refreshments budgets and the budget for Yearbooks.	9	2	7	0	7	0	It is currently anticipated that this saving will be achieved.
Governance & Legal Services	Total Governance and Legal Services		25	11	14	0	7	7	
Resources	58	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	20	20	0	This saving has been achieved.
Resources	59	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	0	20	0	It is currently anticipated that this will be achieved.
Resources	60	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	0	65	0	A reduction in the number of licences has been achieved.
Resources	61	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	13	13	0	This saving has been achieved.
Resources	62	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	5	120	0	It is currently anticipated that this will be achieved.
Resources	63	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	0	0	20	No further progress at this stage. However the shortfall will be mitigated by other savings across HRPS.
Resources	64	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	0	32	0	It is currently anticipated that this will be achieved.
Resources	65	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	0	10	0	Transfer of Payroll staff to HRPS has now been actioned.
Resources	66	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	0	0	33	No further progress at this stage. However the shortfall will be mitigated by other savings across HRPS.
Resources	67	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	11	11	0	This saving has been achieved.
Resources	68	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	13	13	0	This saving has been achieved.
Resources	69	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	13	13	0	This saving has been achieved.

Resources	70	Health and Safety potential joint venture - There is a proposal to explore the potential of some form of joint working on health and safety. This would need to be subject to exploratory discussions with colleagues from other Councils and be congruent with the agreed priorities of both Councils	137	60	77	0	0	77	Work is progressing to achieve a joint working arrangement with another Council. However the shortfall will be mitigated by other savings within Health & Safety.
Resources	71	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	0	60	0	This is linked to the progression of the CRM work and is currently anticipated to be achieved.
Resources	72	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	0	88	0	Initiatives are being undertaken to achieve this saving.
Resources		Total Resources	1,336	741	595	75	465	130	
Social Services	73	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	17	17	0	Home closed and passed to the HRA.
Social Services	74	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	0	122	0	Contract let and provider receiving referrals. Savings will commence when young people successfully step down to the enhanced fostering programme. This is currently anticipated to be achieved.
Social Services	75	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	0	200	0	Contract for floating support in place, service users identified, work ongoing at current time with RSL's and the Council to identify appropriate accommodation. The opportunity for converting residential placements to lower levels of support is also being explored with existing providers. This saving is currently anticipated to be achieved.
Social Services	76	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	80	250	110	Reduction of 1 registered manager and 1 senior care officer via VS has realised £80,000. In addition, it is proposed that 2 schemes be de-commissioned enabling vacant posts to be deleted and allowing further VS/VR within the staff group. This saving is not anticipated to be fully achieved in 2015/16.
Social Services	77	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	0	442	308	The Cathedral View home has now closed however this will only achieve a part year saving in 2015/16.
Social Services	78	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	0	0	300	This saving is largely predicated on reduced costs arising from the introduction of the dynamic purchasing system. No reduction in bed price has however been evident so it is unlikely any further saving will be achieved.
Social Services	79	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	0	100	0	Ongoing negotiations with the external provider in relation to a reduced management fee for direct payments in has been taking place in advance of a potential commissioning exercise. This will enable this saving to be achieved.
Social Services	80	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	100	200	100	The saving is predicated on a reduction in residential care costs following the step down of service users to lower cost supported living forms of care. The Supported Living work stream in the Vulnerable Adults Board is working to identify more supported housing schemes to facilitate further step downs however a shortfall of £100k is still anticipated in 2015/16.
Social Services	81	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	0	0	400	This was largely predicated on savings arising from the implementation of a new dynamic purchasing system. Current rates however suggest that no saving will be achieved in 2015/16.
Social Services	82	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	50	50	0	The full year effect of savings implemented in 2014/15 should result in this being fully achieved.

Social Services	83	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	0	100	480	Ongoing reviews of existing care packages are being undertaken however a significant shortfall is still currently projected against this saving.
Social Services	84	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		20	0	0	20	It is not anticipated that this saving will be achieved in 2015/16
Social Services	85	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	0	0	40	It is not anticipated that this saving will be achieved in 2015/16
Social Services	Total Social Services		5,754	2,515	3,239	247	1,481	1,758	
Grand Total	TOTAL SAVINGS		16,796	9,253	7,543	2,444	4,774	2,769	

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
CITY OPERATIONS													
Waste Management & Recycling													
Household Wheeled Bin & Recycling Bin Expansion	395	0	0	0	0	395	395	0	0	0	0	0	0
Restricting Residual Waste Changing the Current 240L Bins to 140L	2,400	0	0	0	0	2,400	1,300	(1,100)	0	0	0	0	(1,100)
Household Waste Recycling Centre	0	1,587	0	0	0	1,587	1,587	0	0	0	0	0	0
Materials Recycling Facility refurbishment	45	76	0	0	0	121	121	0	0	0	0	0	0
Total Waste Management & Recycling	2,840	1,663	0	0	0	4,503	3,403	(1,100)	0	0	0	0	(1,100)
Energy Projects and Sustainability													
Greener Grangetown	1,390	1,550	(1,390)	0	70	1,620	720	0	0	0	(350)	(550)	(900)
Energy Retrofit of Buildings	0	785	0	0	0	785	385	0	0	(400)	0	0	(400)
Radyr Weir	0	2,186	0	0	350	2,536	2,536	0	0	0	0	0	0
Solar PV Renewable Energy Initiative	0	0	0	0	0	0	0	0	0	0	0	0	0
Salix Energy Recycling Scheme (SERS)	0	95	0	0	0	95	95	0	0	0	0	0	0
Salix Energy Efficiency Loan Scheme (SEELS)	160	(47)	0	0	340	453	453	0	0	0	0	0	0
Heritage Energy Efficiency Retrofit Grant	0	0	0	0	219	219	219	0	0	0	0	0	0
Performer Grant	0	0	0	0	25	25	25	0	0	0	0	0	0
Total Energy Projects and Carbon Management	1,550	4,569	(1,390)	0	1,004	5,733	4,433	0	0	(400)	(350)	(550)	(1,300)
Regulatory													
Regionalising Regulatory Services	216	0	0	0	0	216	0	0	0	0	(216)	0	(216)
Total Regulatory	216	0	0	0	0	216	0	0	0	0	(216)	0	(216)
Parks & Green Spaces													
Asset Renewal Buildings	87	70	0	0	0	157	157	0	0	0	0	0	0
Asset Renewal Parks Infrastructure	140	59	0	(140)	0	59	59	0	0	0	0	0	0
Play Equipment	90	0	0	0	0	90	90	0	0	0	0	0	0
Flood Risk Prevention	100	97	0	0	0	197	197	0	0	0	0	0	0
Heath Park Tennis Courts	0	134	0	140	0	274	274	0	0	0	0	0	0
Hywel Dda Public Open Space	0	57	0	0	0	57	57	0	0	0	0	0	0
Bishops Palace & Llandaff Belltower	0	79	0	25	41	145	145	0	0	0	0	0	0
Parc Cefn On	0	3	0	0	0	3	3	0	0	0	0	0	0
Water Play Park at Victoria Park	185	0	0	0	0	185	85	0	0	0	(100)	0	(100)
S106 schemes	1,051	748	(748)	0	0	1,051	1,001	0	0	0	0	(50)	(50)
Total Parks & Green Spaces	1,653	1,247	(748)	25	41	2,218	2,068	0	0	0	(100)	(50)	(150)
Leisure													
Asset Renewal Buildings	110	40	0	(80)	0	70	70	0	0	0	0	0	0
Insole Court Conservation	1,562	1,584	(640)	90	40	2,636	2,636	0	0	0	0	0	0
Eastern Leisure Centre refurbishment	2,505	2,361	0	0	0	4,866	4,866	0	0	0	0	0	0
Llanishen Leisure Centre reconfiguration	0	5	0	(5)	0	0	0	0	0	0	0	0	0
Pentwyn Leisure Centre reconfiguration	0	20	0	(20)	0	0	0	0	0	0	0	0	0
Pentwyn Leisure Centre accessibility (Dome)	0	184	0	0	0	184	184	0	0	0	0	0	0
Leisure Centres Priority Works	750	0	0	25	0	775	775	0	0	0	0	0	0

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Total Leisure	4,927	4,194	(640)	10	40	8,531	8,531	0	0	0	0	0	0
<u>Bereavement & Registration Services</u>													
Improvements funded by Bereavement reserve	145	0	0	0	(37)	108	108	0	0	0	0	0	0
St Mary's Church, Caerau	0	0	0	15	0	15	15	0	0	0	0	0	0
Total Bereavement & Registration Services	145	0	0	15	(37)	123	123	0	0	0	0	0	0
<u>Highway Maintenance</u>													
Highway Improvements LGBI - Carriageway	0	910	0	0	0	910	910	0	0	0	0	0	0
Highway Improvements LGBI - Footway	0	470	0	0	0	470	470	0	0	0	0	0	0
Highway Improvements LGBI - Street lighting	0	0	0	0	0	0	0	0	0	0	0	0	0
Highway Improvements LGBI - Barrier replacement	0	0	0	0	0	0	0	0	0	0	0	0	0
Highway Improvements LGBI - Drainage	0	60	0	0	0	60	60	0	0	0	0	0	0
Highway Reconstruction	1,350	1,290	0	0	0	2,640	2,640	0	0	0	0	0	0
Footpath reconstruction	595	0	0	0	0	595	595	0	0	0	0	0	0
Bridges & Structures	400	814	0	0	0	1,214	1,214	0	0	0	0	0	0
Street Lighting (New and replacement)	270	0	0	0	0	270	270	0	0	0	0	0	0
Street Lighting Energy Use Reduction (Invest to Save)	0	1,340	0	0	0	1,340	1,340	0	0	0	0	0	0
LED Lighting on Principal Roads (Invest to Save)	2,000	0	0	0	0	2,000	0	0	0	(2,000)	0	0	(2,000)
Rhiwbina Flood defence scheme	0	263	0	0	0	263	263	0	0	0	0	0	0
Total Highway Maintenance	4,615	5,147	0	0	0	9,762	7,762	0	0	(2,000)	0	0	(2,000)
<u>Traffic & Transportation</u>													
Asset Renewal Transport & Traffic Management	670	153	0	0	0	823	823	0	0	0	0	0	0
Transport Grant Matchfunding	375	0	0	0	0	375	375	0	0	0	0	0	0
Cycling Development Asset Renewal	400	(150)	0	0	0	250	250	0	0	0	0	0	0
Local Transport Plan - Bus Corridors	6,605	0	0	0	(6,408)	197	197	0	0	0	0	0	0
Local Transport Fund -Strategic Cycle network	0	0	0	0	363	363	363	0	0	0	0	0	0
Local Transport Fund - Active Travel Mapping	0	38	0	0	0	38	38	0	0	0	0	0	0
Local Transport Fund -Walkable Neighbourhoods	490	0	0	0	(367)	123	123	0	0	0	0	0	0
Local Transport Fund -Preparatory works	50	0	0	0	277	327	327	0	0	0	0	0	0
Local Transport Fund - Rail development	30	0	0	0	(30)	0	0	0	0	0	0	0	0
Road Safety Grant - Highway Junction improvements	100	0	0	0	820	920	920	0	0	0	0	0	0
Metro Phase 1 Cycle schemes	0	38	0	0	(38)	0	0	0	0	0	0	0	0
Safe Routes in Communities (WG)	540	0	0	0	(80)	460	460	0	0	0	0	0	0
Moving Offences enforcement equipment	0	53	0	0	0	53	53	0	0	0	0	0	0
Asset Renewal Telematics/Butetown Tunnel	330	44	0	0	0	374	374	0	0	0	0	0	0
S106 schemes	505	744	(744)	0	46	551	551	0	0	0	0	0	0
Total Traffic & Transportation	10,095	920	(744)	0	(5,417)	4,854	4,854	0	0	0	0	0	0
<u>Strategic Planning</u>													
Heritage schemes	90	158	0	(50)	0	198	198	0	0	0	0	0	0
S106 schemes	93	66	(66)	0	0	93	93	0	0	0	0	0	0
Total Strategic Planning	183	224	(66)	(50)	0	291	291	0	0	0	0	0	0
<u>Harbour Authority</u>													
Harbour Asset Renewal	323	0	0	0	0	323	323	0	0	0	0	0	0
Total Harbour Authority	323	0	0	0	0	323	323	0	0	0	0	0	0

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
TOTAL CITY OPERATIONS	26,547	17,964	(3,588)	0	(4,369)	36,554	31,788	(1,100)	0	(2,400)	(666)	(600)	(4,766)
<u>COMMUNITIES, HOUSING & CUSTOMER SERVICES</u>													
<u>Citizen Hubs</u>													
Hubs proposals - ongoing schemes	(328)	0	0	0	0	(328)	0	0	0	0	328	0	328
STAR Hub	3,839	(101)	(109)	0	0	3,629	3,060	0	0	0	(569)	0	(569)
St Mellons Hub	105	0	0	0	0	105	105	0	0	0	0	0	0
St Mellons Hub S106	205	204	(204)	0	0	205	205	0	0	0	0	0	0
Llanishen Community Hub	13	0	0	0	0	13	13	0	0	0	0	0	0
Grangetown Hub	165	558	0	0	0	723	723	0	0	0	0	0	0
Llandaff North	30	0	0	0	0	30	30	0	0	0	0	0	0
Pentwyn Hub (Dome)	0	89	0	0	0	89	89	0	0	0	0	0	0
City Centre Superhub	358	0	0	52	0	410	410	0	0	0	0	0	0
City Centre Superhub - Cymal Grant	100	0	0	0	50	150	150	0	0	0	0	0	0
Fairwater Hub	140	110	0	0	0	250	250	0	0	0	0	0	0
Rumney Hub (Youth Centre)	1	0	0	0	150	151	151	0	0	0	0	0	0
Llanedeyrn Hub	30	0	0	0	0	30	30	0	0	0	0	0	0
Llanrumney Hub	50	0	0	0	0	50	50	0	0	0	0	0	0
Total Citizen Hubs	4,708	860	(313)	52	200	5,507	5,266	0	0	0	(241)	0	(241)
<u>Libraries</u>													
Central library furniture	0	76	0	(76)	0	0	0	0	0	0	0	0	0
Library Kiosk Upgrade	0	0	0	127	22	149	149	0	0	0	0	0	0
Radyr Library (S106)	12	0	0	0	0	12	12	0	0	0	0	0	0
Asset Renewal	37	0	0	0	0	37	37	0	0	0	0	0	0
Total Libraries	49	76	0	51	22	198	198	0	0	0	0	0	0
<u>Housing</u>													
Estate environmental improvements	150	0	0	0	0	150	150	0	0	0	0	0	0
Disabled Facilities Service	2,800	0	0	0	0	2,800	2,800	0	0	0	0	0	0
Discretionary Renovation grants	270	0	0	0	0	270	270	0	0	0	0	0	0
Group Repair Schemes	130	0	0	0	0	130	130	0	0	0	0	0	0
Renewal Area Schemes	0	0	0	0	0	0	0	0	0	0	0	0	0
Traveller Site refurbishment	0	0	0	0	205	205	205	0	0	0	0	0	0
Total Housing	3,350	0	0	0	205	3,555	3,555	0	0	0	0	0	0
TOTAL Communities, Housing & Customer Services	8,107	936	(313)	103	427	9,260	9,019	0	0	0	(241)	0	(241)
<u>ECONOMIC DEVELOPMENT</u>													
<u>Economic Development</u>													
Urban broadband	312	412	(312)	0	791	1,203	1,203	0	0	0	0	0	0
Cardiff Capital Fund	0	74	0	0	0	74	74	0	0	0	0	0	0
Council/S4C Investment Fund	150	0	0	0	0	150	75	0	0	0	(75)	0	(75)
Cardiff Social Innovation fund	0	70	0	0	0	70	40	0	0	0	(30)	0	(30)
Llanrumney Hall/Butetown Railway	290	294	(294)	0	0	290	40	0	0	0	0	(250)	(250)

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Community Asset Transfer	100	0	0	0	0	100	0	0	0	0	(100)	0	(100)
Total Economic Development	852	850	(606)	0	791	1,887	1,432	0	0	0	(205)	(250)	(455)
<u>City Development</u>													
Cardiff Enterprise Zone	268	0	0	0	(59)	209	209	0	0	0	0	0	0
CEZ Land Purchase & Other Strategic Cost	1,602	7,155	0	0	0	8,757	8,757	0	0	0	0	0	0
Temp Bus Station Enabling works	550	0	0	0	59	609	609	0	0	0	0	0	0
Central Square Public Realm Detailed Design	180	0	0	0	343	523	523	0	0	0	0	0	0
Total City Development	2,600	7,155	0	0	343	10,098	10,098	0	0	0	0	0	0
<u>Neighbourhood Regeneration</u>													
Neighbourhood Renewal schemes	685	213	0	0	0	898	898	0	0	0	0	0	0
Maelfa Centre Regeneration	0	352	0	0	0	352	150	0	0	0	(202)	0	(202)
Local Shopping Centre regeneration	360	162	0	0	0	522	522	0	0	0	0	0	0
Vibrant & Viable Places WG grant - Local Shopping Centre Regeneration	465	0	0	0	0	465	465	0	0	0	0	0	0
Alleygating	145	0	0	0	6	151	151	0	0	0	0	0	0
S106 schemes	279	77	(330)	0	0	26	26	0	0	0	0	0	0
Total Neighbourhood Regeneration	1,934	804	(330)	0	6	2,414	2,212	0	0	0	(202)	0	(202)
<u>Venues & Cultural Facilities</u>													
Asset Renewal Buildings	225	0	0	0	0	225	225	0	0	0	0	0	0
New Theatre	295	0	0	0	0	295	295	0	0	0	0	0	0
St David's Hall	350	0	0	0	0	350	350	0	0	0	0	0	0
City Hall Carpets	11	80	0	0	0	91	91	0	0	0	0	0	0
Total Venues & Cultural Facilities	881	80	0	0	0	961	961	0	0	0	0	0	0
<u>Property & Asset Management</u>													
Asset Renewal Buildings	63	83	0	0	0	146	146	0	0	0	0	0	0
Total Property and Asset Management	63	83	0	0	0	146	146	0	0	0	0	0	0
TOTAL ECONOMIC DEVELOPEMT	6,330	8,972	(936)	0	1,140	15,506	14,849	0	0	0	(407)	(250)	(657)
<u>EDUCATION & LIFELONG LEARNING</u>													
<u>Schools</u>													
<u>Planning & Development</u>													
Asset Renewal Buildings	2,910	473	0	0	0	3,383	3,383	0	0	0	0	0	0
Suitability and Sufficiency	500	0	0	0	0	500	500	0	0	0	0	0	0
Early Years - Flying Start	149	0	0	0	0	149	149	0	0	0	0	0	0
Whitchurch High School	200	0	0	0	0	200	200	0	0	0	0	0	0
Total Planning & Development	3,759	473	0	0	0	4,232	4,232	0	0	0	0	0	0
<u>Other schemes</u>													
Penarth Learning Community	1,330	0	0	0	0	1,330	1,330	0	0	0	0	0	0
Total Other schemes	1,330	0	0	0	0	1,330	1,330	0	0	0	0	0	0

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Total Schools	5,089	473	0	0	0	5,562	5,562	0	0	0	0	0	0
<u>Schools Organisation Planning</u>													
SOP Other	0	(729)	3,639	0	0	2,910	2,910	0	0	0	0	0	0
21st Century Schools	4,987	29,278	2,944	0	0	37,209	16,592	0	(722)	(4,197)	(912)	(14,786)	(20,617)
Total Schools Organisation Planning	4,987	28,549	6,583	0	0	40,119	19,502	0	(722)	(4,197)	(912)	(14,786)	(20,617)
TOTAL EDUCATION & LIFELONG LEARNING	10,076	29,022	6,583	0	0	45,681	25,064	0	(722)	(4,197)	(912)	(14,786)	(20,617)
<u>GOVERNANCE & LEGAL SERVICES</u>													
Bilingual Cardiff - Welsh Language Centre Grant	0	0	0	0	400	400	400	0	0	0	0	0	0
TOTAL GOVERNANCE & LEGAL SERVICES	0	0	0	0	400	400	400	0	0	0	0	0	0
<u>RESOURCES</u>													
<u>Technology</u>													
Modernising IT to improve Business Processes	(845)	2,450	0	0	0	1,605	1,381	0	0	0	(224)	0	(224)
ICT Refresh	400	44	0	0	0	444	444	0	0	0	0	0	0
Total Technology	(445)	2,494	0	0	0	2,049	1,825	0	0	0	(224)	0	(224)
<u>Facilities Management</u>													
Office Accomodation rationalisation	109	327	0	0	0	436	386	0	0	0	(50)	0	(50)
Asset Renewal Buildings	742	0	0	0	0	742	742	0	0	0	0	0	0
Legionella	0	65	0	0	0	65	35	0	0	0	(30)	0	(30)
CCTV at Council sites	0	50	0	0	0	50	50	0	0	0	0	0	0
Total Facilities Management	851	442	0	0	0	1,293	1,213	0	0	0	(80)	0	(80)
<u>Central Transport Services</u>													
Asset Renewal Vehicle Replacement	250	(23)	0	0	0	227	227	0	0	0	0	0	0
<u>Corporate</u>													
Contingency	400	0	0	0	0	400	0	(400)	0	0	0	0	(400)
Asset Renewal Building Contingency	0	0	0	0	0	0	0	0	0	0	0	0	0
Invest to Save annual allocation	500	0	0	(103)	0	397	397	0	0	0	0	0	0
WG Capitalisation Direction	3,487	0	0	0	0	3,487	3,487	0	0	0	0	0	0
Total Corporate	4,387	0	0	(103)	0	4,284	3,884	(400)	0	0	0	0	(400)
TOTAL RESOURCES	5,043	2,913	0	(103)	0	7,853	7,149	(400)	0	0	(304)	0	(704)
<u>SOCIAL SERVICES</u>													
<u>Adult Services</u>													
Adult Services Asset Renewal Buildings	25	0	0	0	0	25	25	0	0	0	0	0	0
Total Adult Services	25	0	0	0	0	25	25	0	0	0	0	0	0
Childrens Services													

<u>DIRECTORATE & SCHEME</u>	2015-16 Programme	2014-15 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2015-16	Outturn	(Underspend)/ Overspend GF	(Underspend)/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Childrens Social Services Asset Renewal	0	0	0	0	0	0	0	0	0	0	0	0	0
TOTAL SOCIAL SERVICES	25	0	0	0	0	25	25	0	0	0	0	0	0
TOTAL GENERAL FUND	56,128	59,807	1,746	0	(2,402)	115,279	88,294	(1,500)	(722)	(6,597)	(2,530)	(15,636)	(26,985)
<u>PUBLIC HOUSING</u>													
Housing Development	1,400	0	0	0	0	1,400	1,400	0	0	0	0	0	0
Estate Regeneration and Area Improvement Strategies	2,600	0	0	0	0	2,600	2,600	0	0	0	0	0	0
External and Internal improvements to buildings	11,550	0	0	0	0	11,050	11,050	0	0	0	0	0	0
Disabled Facilities Service	1,800	0	0	0	0	1,800	1,800	0	0	0	0	0	0
Energy Efficiency	750	0	0	0	0	750	750	0	0	0	0	0	0
ARBED ECO Grant	0	0	0	0	1,201	1,201	1,201	0	0	0	0	0	0
Housing Partnerships Project	1,700	0	0	0	0	1,700	1,700	0	0	0	0	0	0
Modernising IT to improve Business Processes	0	449	0	0	0	449	283	0	0	0	0	(166)	(166)
Settlement buy out payment	188,000	0	0	0	(608)	187,392	187,392	0	0	0	0	0	0
Hubs	150	0	0	0	670	820	820	0	0	0	0	0	0
TOTAL PUBLIC HOUSING	207,950	449	0	0	1,263	209,162	208,996	0	0	0	0	(166)	(166)
TOTAL	264,078	60,256	1,746	0	(1,139)	324,441	297,290	(1,500)	(722)	(6,597)	(2,530)	(15,802)	(27,151)