
BUDGET MONITORING – MONTH 9 REPORT

REPORT OF THE CORPORATE DIRECTOR RESOURCES

AGENDA ITEM: 6

**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 nine months of the financial year and as updated for significant movements to date.

Background

2. This monitoring report provides details of the projected outturn for 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. The overall position indicates a potential surplus of £988,000 an increase of £679,000 compared to the position previously reported at month six. This is largely due to an improvement in the monitoring position on directorate budgets, particularly in respect of City Operations. Despite this, financial pressures and shortfalls against budget savings targets in directorate budgets continue to result in projected overspends, however these are offset by projected savings on capital financing, an anticipated surplus on Council Tax collection and by NDR refunds on Council properties. Directorate budgets are currently projected to be overspent by £5.6 million however it is anticipated that further management actions will enable this to be reduced by the year end. The current position includes projected overspends in the Social Services, Economic Development and

City Operations 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 £4.920 million in Social Services, £395,000 in Corporate Management, £312,000 in Economic Development and £149,000 in City Operations. This position reflects 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 £6.075 million is currently anticipated against the £32.473 million directorate savings target with £21.979 million having been achieved to date and a further £4.419 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 nine monitoring. A projected shortfall of £2.594 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. Overall, in total the projected shortfall against savings targets has increased by £84,000 compared to the position reported at month six. 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 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 faced with another very difficult budget round. As part of the due diligence for the 2016/17 budget process consideration will be given as to the likely achievability of these shortfalls in future years.
7. Actions are continuing to be taken by those directorates currently reporting a projected overspend in order to try to resolve the issues that led to the current position or alternatively to identify offsetting savings in other areas of the service. This will continue to be reviewed as part of the challenge process which reviews the performance of directorates including the budget monitoring position. The financial monitoring position and any actions being taken by directorates to reduce the projected overspends are also discussed in the Chief Executive's monthly meetings with individual directors.

8. The Month Four Monitoring report which was considered by Cabinet on 17 September 2015 approved the drawdown of £3.120 million from specific contingencies. This included allocations to the City Operations, Communities, Housing & Customer Services and Social Services directorates. The budget pressures on which this drawdown was based will continue to be monitored as the year progresses with any further adjustments being made as required and reported upon as part of the closure of accounts. 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. Technical adjustments to the accounts will be made at the year end and actioned via the Summary Revenue Account. This will include the impact of any contributions to or from bad debt provisions including the Council Tax bad debt provision. At present a reduction of £1 million is currently anticipated in relation to this provision however it is intended that this will be transferred to a earmarked reserve and used to support the Council's 2016/17 Budget.
9. The position in relation to the Outcome Agreement Grant has yet to be finalised, with the Welsh Government indicating that they are still reviewing the self assessments received from local authorities. The receipt of the grant is dependent on achieving the outcomes agreed jointly between the Welsh Government and the Council with deductions being made if the outcomes are only partially achieved or not achieved at all. To reflect this, as in previous years the 2015/16 Budget Report set out that that this grant was assumed at 75%. No further assumptions have been included in the figures within this report with any variations to the level of funding dependent on the decision of the Minister. Any changes will be reflected in the Summary Revenue Account at the year end and reported as part of the closure of accounts.
10. 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)

11. A saving of £1.212 million continues to be 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 2015 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 consideration will be given to making in year technical adjustments where possible which will reduce revenue costs in future years. The position will be closely monitored during the remainder of the year together with consideration of advice from the Council's treasury advisors.

City Operations +£149,000

12. The Directorate is currently forecasting an overspend of £149,000, a reduction of £517,000 compared to the position reported at month six. The improvement reflects a range of factors and includes savings on recycling processing, recycling bag purchases, staff reductions in Neighbourhood Services, improved performance in Leisure Services, savings in school transport and additional income in relation to the administration of concessionary travel. The overall position continues to include projected overspends in Leisure Services, Neighbourhood Services and Waste Disposal & Treatment partly offset by savings in other areas of the Directorate's budget. The projected overspend includes a significant shortfall against the budget savings targets. Total savings of £10.618 million are currently projected to be achieved against the Directorate's 2015/16 savings target of £12.058 million leaving a projected shortfall of £1.440 million. In addition a shortfall of £200,000 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.
13. 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 recyclate materials. Having reviewed these areas as part of the monitoring process, allocations of £350,000 for the MRF and £1.147 million from the Waste Management Contingency were approved by Cabinet as part of the Month Four Monitoring Report in September 2015. These allocations are reflected in the Directorate's budget for month nine. The budget pressures on which these drawdowns from contingency were based will continue to be monitored and reviewed as the year progresses with further adjustments being made as required and reported upon as part of the closure of accounts. The monitoring position also includes anticipated drawdowns from earmarked reserves to offset the cost of the post sort arrangements undertaken earlier in the year and to meet the additional costs arising from the temporary shutdown of the Viridor plant.
14. An overspend of £475,000 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, it is not anticipated that

any new arrangements will be in place before 1st April 2016. In addition, even though significant improvements have been made the current leisure centre performance indicates a potential shortfall of £96,000 against the reduced operational subsidy. Other projected overspends include a shortfall of £26,000 in relation to the proposed community asset transfer of Canton Community Centre and £33,000 on unachieved support savings. These are partly offset by savings of £115,000 on specialist facilities including savings arising from the redevelopment of Insole Court, an improved trading position at the Riding School and a surplus projected in relation to motorcycle training.

15. The budgets for Waste Disposal & Treatment are currently projecting an overspend of £350,000. This is after taking into account the allocations from contingency budgets and a proposed contribution of £215,000 from the Waste Management Reserve to offset the net cost of post sort activities undertaken in the early part of the financial year. These activities were necessary in order for the Council to achieve its recycling targets but ceased following the agreement with Viridor in relation to the recycling of incinerator bottom ash. The projected overspend includes additional costs of £218,000 in relation to the Household Waste Recycling Centres (HWRCs) mainly as a result of additional staff agency costs due to procedural decision delays on the two site provision. Other projected overspends include £70,000 at the transfer stations caused by a combination of income shortfalls and increased operating costs and £174,000 reflecting the net cost of the landfill site remaining open. Maintenance at the Lamby Way Depot has also resulted in additional costs of £119,000 with a trading deficit of £17,000 also anticipated in relation to the staff canteen. Additional income from other authority contracts has helped to reduce the operating overspend at the MRF to £32,000. These pressures are partly offset by a saving of £201,000 against the budget allocated to fund recycling processing particularly in relation to food processing. There is also a projected saving of £79,000 on staff and project costs.
16. A shortfall of £367,000 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.
17. Waste Collection Services are currently projecting an underspend of £212,000. This includes a projected underspend of £271,000 in the Household Waste Collection Service with savings of £120,000 due to a planned reduction in equipment costs, £106,000 on bag purchases and £45,000 on other operational costs. These are partly offset by a projected shortfall of £39,000 against the trading surplus target for Commercial Waste and a deficit of £20,000 in Bulky Waste which has been affected by the reduction in Sustainable Waste Management Grant. Overall, Cleaner Cardiff is currently reporting a projected underspend of £116,000 mainly due to savings on employee costs and the cleansing of high speed routes. A saving of £34,000 is also currently anticipated in relation to Waste Strategy, Education & Enforcement.

18. A saving of £169,000 is currently projected in relation to Parks & Sport with identified pressures of £150,000 on the collection of litter, vehicle costs and playground maintenance offset by savings elsewhere within the service. These include £119,000 as a result of temporary staff vacancies in Parks Development, £55,000 due to the timing of appointments to apprenticeships, £30,000 in relation to the Bute Park restoration, £27,000 from a reduced subsidy for the RHS show, £21,000 of operational savings in Arboriculture, a managed saving of £14,000 in the Park Ranger Service and savings of £10,000 in Sports Development. Savings of £43,000 have also been identified in relation to internal recharges and employee support costs. Play Services are currently anticipating a saving of £199,000. This reflects the full year impact of the staffing restructure, the full year effect of the discontinuation of the Outdoor Activities Team as approved in the 2014/15 budget and the impact of previous delay in the appointment of the temporary Community Coordinators by Communities First.
19. Infrastructure, Operations, Assets & Engineering are currently projecting an underspend of £179,000. This includes savings of £124,000 on employee costs, £165,000 on various maintenance and operational budgets and additional income of £136,000 in relation to the administration of concessionary travel following a delay to the introduction of revised arrangements by the Welsh Government. These are partly offset by projected income shortfalls of £171,000 in relation to street works activities, bridge advertising and land search fees, a shortfall of £33,000 in the planned savings on RTI equipment and a shortfall of £24,000 in the planned saving on standby payments. An overspend of £18,000 is also projected in relation to the Central Bus Station.
20. An underspend of £132,000 is currently projected in relation to Schools Transport. This includes a saving of £205,000 on primary and secondary school transport as a result of higher savings resulting from the retendering exercise started in the previous financial year. Savings are also anticipated in relation to the P2T 16+ trust fund and on Countywide Services. These are partly offset by funding pressures in relation to Additional Learning Needs (ALN), the project associated with improving ALN transport, P2T 16+ Transport and the Independent Travel Scheme. Transport Planning, Policy & Strategy are reporting a projected underspend of £14,000 with shortfalls against income targets for temporary road closures and Section 278 work offset through maximising cost recovery and freezing vacant posts. The budgeted contribution from the Parking Reserve is still anticipated to be on target. The Civil Parking Enforcement Account is currently anticipating a surplus £186,000 above target in the current year. The overall position includes projected income shortfalls from penalty charge notices and car parking fees and additional costs relating to tariff changes and enforcement support costs however these are offset by income above target in relation to moving traffic offences. It is currently anticipated that the £186,000 surplus above target will be transferred to the Parking Reserve at the year end.
21. Energy & Sustainability Management is currently projecting a saving of £38,000 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 £60,000 on Directorate Management and Support due to unachieved savings from previous financial years, an overspend of £43,000 in the Registration Service reflecting a shortfall in income from citizenship ceremonies together with increased operating costs 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 clarification will be required on this prior to the final closure of accounts. Planning and Building Control is currently reporting a projected underspend of £46,000 with increased pre application advice and planning fee income and savings on employee costs through staff vacancies partly offset by increased costs on advertising and supplies and services. The position also includes a projected underspend of £8,000 in Building Control as a result of additional income from fire risk assessments. Bereavement Services are currently projecting a surplus of £200,000. This is generated from the levy paid by funeral directors for the specific purpose of investing back into the service. It is anticipated that this will be transferred to the related earmarked reserve at the year end in order to fund future investment and improvements to the service.

22. Cathays Cemetery is one of the largest Victorian cemeteries in the UK. The Council undertook significant investment a few years ago in order to keep the building watertight. However, the chapels require significant restoration work.
23. A crowdfunding campaign to raise money for the restoration of the Cathays Cemetery Chapels was launched at a special event taking place at the Grade II Listed cemetery in September 2015. A target of £37,000 was set for the first phase of fundraising towards replacing the stone windowsills and surrounds, putting in a new floor, and restoring the skilled masonry work to the inside wall at the Episcopalian chapel. It is estimated that a full restoration of both chapels and bell tower would cost around £100,000.
24. Restoring this chapel will allow funeral services to be held once more and potentially for it to take on a new life as the 'Venue', playing host to concerts, events and licensed for weddings and civil ceremonies. This will help to generate income that can be used to fund further restoration work to the second chapel for a proposed visitor centre and restoration of the bell tower.

Communities, Housing & Customer Services – On Target

25. The Directorate is currently projecting a balanced position as compared to the projected underspend of £24,000 reported at month six. The change reflects revised assumptions in relation to the achievement of the budgeted saving for the Alarm Receiving Centre with the additional income no longer projected to be achieved in the current financial year. This is partly offset by additional recharges and other income in the

Contact Centre and by staff vacancies within the directorate including a reduced overspend in the Library Service. Total savings of £1.508 million are currently projected to be achieved against the 2015/16 savings target of £1.962 million leaving a projected shortfall of £454,000. This is reflected in the Directorate outturn projection.

26. A saving of £54,000 is currently forecast in relation to Housing and Communities. This includes a projected underspend of £88,000 in the Disabled Facilities Service largely due to income above target in respect of renovation grant administration fees. An underspend of £89,000 is also projected in relation to Face to Face Customer Services with a projected shortfall against the savings target for the transfer of staff to the Central Library more than offset by vacancy savings within Hub Management and the Housing and Benefit Customer Service establishment. An underspend of £21,000 is also projected in Service Development and Improvement reflecting savings on employee budgets. These are partly offset by a projected overspend of £144,000 within Assessment and Support functions with employee costs above budget and overspends on postage and other supplies and services budgets. Overspends are also anticipated on homelessness budgets mainly due to void room charges and purchases for claimants. A projected spend of £28.692 million is currently anticipated in relation to the Council Tax Reduction Scheme with in-year fluctuations in the number of applications and changes to the level of support required being funded via drawdown from the specific contingency budget which was set aside for this purpose in the Council's 2015/16 Budget. A drawdown of £673,000 was approved by Cabinet as part of the month four report and is reflected in the Directorate's budget. This will be reviewed at the year end with final adjustments made to the level of drawdown at that stage.
27. An overspend of £108,000 is currently projected in respect of Customer Services with a projected deficit of £223,000 for the Community Alarm Service partly offset by a surplus of £115,000 on Contact Centre services. The position on the Community Alarm Service includes the £250,000 shortfall against the 2015/16 budget savings target for the Alarm Receiving Centre. Implementation delays have meant that this saving is no longer anticipated to be achieved in the current year however it is still expected to be fully achieved in 2016/17. The projected surplus on Contact Centre services is mainly due to additional recharge income for staff time in relation to the Adult and Community Learning Grant and Rent Smart Wales.
28. The Library Service is currently anticipating an overspend of £69,000. This includes a £50,000 shortfall against the budget savings target for the creation of the new community hub at Rumney with only a part year saving anticipated due to delays in property moves and implementation of revised arrangements. Income shortfalls and other overspends of £97,000 are also currently predicted within the Service. These are mainly in relation to library fines and charges. There are also additional support costs in relation to the shared reception arrangements at Penylan. These are partly offset by other variances including vacancies and other staff savings.

29. An underspend of £61,000 is currently projected in respect of Independent Living Services mainly due to vacancy savings and an underspend on car allowances. Projected savings of £51,000 in Service Management and Support and £11,000 in Neighbourhood Regeneration are also largely due to savings on employee budgets. Balanced positions are currently reported in relation to the other budget areas within the Directorate.

Corporate Management +£395,000

30. An overspend of £395,000 is currently projected in relation to Corporate Management, an increase of £241,000 compared to the position reported at month six. The increase is mainly due to revised projections in relation to the corporate savings targets for voluntary schemes, management delayering and senior management savings together with an increase in the projected overspend in Media and Communications. Total savings of £2.663 million are currently projected to be achieved against the 2015/16 savings target of £2.994 million leaving a projected shortfall of £331,000. In addition a shortfall of £60,000 is also forecast against the savings targets carried forward from 2014/15.
31. Media and Communications is currently projecting an overspend of £114,000, an increase of £28,000 compared to the position reported at month six. This is mainly due to an increase in the projected income shortfall for Capital Times with the shortfall in this financial year currently estimated to be £109,000. The overall position also includes projected overspends on communications budgets together with other income shortfalls mainly in relation to the 2014/15 savings target. These are partly offset by managed underspends against the budgets for communication projects and projected savings on a range of budgets within Media. A projected underspend of £44,000 is currently forecast in relation to Corporate Management and Other Costs with savings on the Council's contribution to the Mid Glamorgan Superannuation Fund relating to past employees, reduced audit fees and management costs partly offset by an overspend of £24,000 on the Coroner's Service. An underspend of £6,000 is currently projected in relation to Policy & Cabinet Support reflecting savings on employee costs as a result of vacancies.
32. A shortfall of £331,000 is currently anticipated against the 2015/16 corporate budget savings targets. This includes £150,000 against the saving target for voluntary schemes including purchase of annual leave and £94,000 on management delayering both of which were to be met through savings identified within service directorates. Although significant savings have been identified it is anticipated that this will not be sufficient to fully meet the savings targets in the current year. The projected shortfall against corporate savings targets also includes £87,000 in relation to the Council's senior management arrangements. The Cabinet reports in January and February 2015 which approved the Council's new management arrangements noted that part year savings were likely in 2015/16 due to the timescales for the appointment process and the

implementation of new service structures but that the saving of £650,000 would be fully achieved in 2016/17. This has proved to be the case and whilst other management savings have been identified in the current year a shortfall of £87,000 remains.

Council Tax Collection (£1,058,000) and NDR refunds on Council properties (£304,000)

33. A review of the Council Tax position indicates a potential surplus of £1.058 million which is in line with the position previously reported at month six. The projected surplus reflects a number of factors but is mainly due to lower levels of exemptions and single person discounts than was anticipated when the Council Tax base report was approved in December 2014. The surplus represents a variance of 0.5% of the estimated gross debit and may be subject to further fluctuations as the year progresses. A saving of £304,000 is currently anticipated in relation to NDR refunds on Council properties achieved through the appeal process, however further appeals are being taken forward and this may provide an opportunity for an increased saving as the year progresses.

Economic Development +£312,000

34. The Directorate is currently projecting an overspend of £312,000, a reduction of £257,000 compared to the position reported at month six. The improved position is mainly due to revised income assumptions and reduced costs in Culture, Venues & Events and increased income projections in relation to property rental and bus shelter income. The projected overspend includes a 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. Total savings of £1.073 million are currently projected to be achieved against the Directorate's 2015/16 savings target of £1.334 million leaving a projected shortfall of £261,000. In addition a shortfall of £372,000 is also forecast against the savings targets carried forward from 2014/15 mainly in relation to Culture, Venues & Events. 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.
35. Culture, Venues & Events is currently projecting an overspend of £430,000 mainly due to shortfalls against savings targets. This includes a shortfall of £230,000 in relation to St. David's Hall and the New Theatre where the shortfall against the £300,000 savings target in respect of securing a new management operator is partly offset by additional income projections for the venues. Although the procurement is being progressed it is not anticipated that any new arrangements will be in place before 1st April 2016. An overspend of £89,000 is anticipated in relation to the Events budget where although measures have been taken to increase income a shortfall is still anticipated in relation to commercial activities. The overall position on Venues indicates a potential deficit of £108,000 with projected overspends of £185,000 on Functions and Retail Catering, £123,000 on the Mansion House and £7,000 on the Cardiff Museum offset by savings in other areas. The savings include an

additional surplus of £112,000 through increased income generation at the Castle and an additional surplus of £95,000 on City Hall Functions. An overspend of £3,000 is also projected in relation to Protocol Services reflecting additional employee costs.

36. An overspend of £183,000 is currently projected in relation to Major Projects. This includes £93,000 due to a shortfall in income in respect of the naming rights and additional maintenance costs for the Doctor Who Experience. There is also an anticipated shortfall of £90,000 against the budget saving target for capitalisation of staff costs in this area although this will continue to be closely monitored to identify if there is further scope for capitalisation during the remainder of the year. An overspend of £100,000 is also projected in relation to Property budgets with a projected shortfall of £107,000 against savings targets for increased rental income on non-operational properties and an £18,000 overspend on the Cardiff Market partly offset by employee savings in Valuation & Land Strategy.
37. Business & Investment is currently projecting a saving of £400,000 with additional income of £350,000 anticipated in relation to bus shelter advertising and £50,000 from increased rental income at the Workshops. A balanced position is currently anticipated in relation to the Film Unit. An underspend of £1,000 is also projected in Tourism reflecting savings on employee budgets. All other divisions within the Directorate are currently forecasting a balanced position.

Education & Lifelong Learning – On target

38. The Directorate continues to report a balanced spend against budget with a projected overspend in Management & Support Services offset by savings elsewhere within the Directorate. Total savings of £2.459 million are currently projected to be achieved against the 2015/16 savings target of £2.621 million leaving a projected shortfall of £162,000. This is reflected in the Directorate outturn projection.
39. An underspend of £72,000 is currently projected in relation to Centrally Funded Education budgets. This includes a projected saving of £42,000 in the Music Service where a 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 £17,000 in relation to Storey Arms reflecting a combination of increased income and reduced costs. These are partly offset by additional costs in Strategic Management in relation to on-going teachers pension liabilities.
40. Inter Authority Recoupment and Special Educational Needs budgets are currently projecting an underspend of £40,000. This includes a projected saving of £107,000 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 £56,000 in the Education other than at School service (EOTAS) reflecting a shortfall against the 2015/16 savings target and

£10,000 in relation to the Pupil Referral Unit. Out of county placements are currently projecting a balanced position.

41. 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. The savings identified above are offset by a projected overspend of £253,000 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. A balanced position is currently projected in Lifelong Learning, however there may be some potential for offsetting savings in relation to the Youth Service. Other areas of the Directorate's budget are also currently projecting a balanced position.

Governance & Legal Services (£12,000)

42. The Directorate is currently projecting a saving of £12,000 as compared to the balanced position reported at month six. The budget savings targets of £315,000 for 2015/16 are projected to be fully achieved with a shortfall of £2,000 currently projected in relation to the carried forward 2014/15 savings targets.
43. The overall position includes a projected underspend of £22,000 in Scrutiny Services with savings on employee budgets offsetting shortfalls in income and additional costs on supplies and services. Legal Services is currently projecting an underspend of £5,000. This includes a number of significant variances including a shortfall of £200,000 against a previous initiative to reduce external legal costs. This is offset by savings on employee costs as a result of vacancies and by increased income including staff recharges. These are partly offset by projected overspends of £8,000 in Democratic Services and £7,000 in Bilingual Cardiff. All other services within the Directorate are reporting a balanced position.

Resources (£178,000)

44. The Directorate is currently reporting a projected underspend of £178,000, an increase of £2,000 compared to the position reported at month six. The overall position continues to reflect a significant saving in Human Resources together with savings in other areas including Finance, Commissioning & Procurement and Fleet Management. These are partly offset by projected overspends in Facilities Management and Health & Safety. Total savings of £2.905 million are currently projected to be achieved against the Directorate's 2015/16 savings target of £3.052 million leaving a projected shortfall of £147,000. In addition a shortfall of £172,000 is also forecast against the savings targets carried forward from 2014/15. These shortfalls are reflected in the Directorate outturn projection.

45. Human Resources are currently projecting a saving of £219,000. 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. Other savings include £79,000 in Finance, £35,000 in Commissioning & Procurement, £29,000 in Fleet Management and £17,000 in Partnerships & Community Engagement all mainly as a result of staff vacancies and other employee savings. These savings are partly offset by a projected overspend of £154,000 in Facilities Management which reflects additional costs of maintaining and operating Council buildings including costs arising from statutory and legislative building maintenance compliance. An overspend is also projected on Building Support. These are partly offset by a projected surplus of £100,000 in Building Services and savings on rents and office rationalisation. An overspend of £48,000 is also projected in relation to Health & Safety reflecting a shortfall against savings targets carried forward from 2014/15. Arrangements have been put in place to achieve these savings in future years however a full saving will not be achieved in the current financial year. All other areas within the Resources Directorate are currently projecting a balanced position.

Social Services +£4,920,000

46. The Directorate is currently projecting an overspend of £4.920 million a reduction of £40,000 compared to the position reported at month six. Within this figure, overspends of £1.590 million are forecast in relation to Children's Services and £3.330 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. The overall Directorate position also reflects a significant shortfall against budget savings targets both in respect of the 2015/16 budget and in relation to on-going shortfalls against 2014/15 savings targets which have yet to be achieved. This is particularly the case in Adult Services with this being the major reason for the overspend in that area of the service. In terms of the overall Directorate, total savings of £4.857 million are currently projected to be achieved against the 2015/16 savings target of £8.137 million leaving a projected shortfall of £3.280 million. In addition a shortfall of £1.788 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.
47. Within the overall Directorate position, the Children's Services element of the budget is currently projecting an overspend of £1.590 million, an increase of £390,000 compared to the position reported at month six. The increase is mainly due to a higher than anticipated number of external placements during this period together with continuing growth in the number of guardianship orders. The Children's Services budget includes the allocation of the £950,000 specific contingency budget which was set aside to meet increased costs in relation to placements for looked after children. The allocation was approved by Cabinet as part of the month four monitoring report in September. Although the Children's

Service received an additional budget realignment of £2.4 million as part of the 2015/16 budget process, on-going pressures on the budgets for external placements and leaving care support costs have contributed to the projected overspend. These pressures have been alleviated to an extent by mitigating actions taken in respect of guardianship allowances and by savings in Child Health & Disability commissioning budgets and in staff costs across the service. The overall position includes a projected shortfall of £1.1 million against the £2.7 million of savings targets approved for Children's Services as part of the 2015/16 budget process and this is reflected in the analysis of the variances below.

48. The Children's Services position includes an overspend of £2.188 million 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 although these have reduced slightly in recent months. The projected overspend 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 £800,000 against the budget savings targets for external placements with only partial savings likely to be achieved in relation to the payment by results and other initiatives. An overspend of £226,000 is currently projected in relation to leaving care support costs for children aged 16+ and unaccompanied asylum seekers with costs and the level of demand for these services remaining high. Other projected overspends include £263,000 in Business Support & Performance reflecting a projected saving shortfall and £40,000 in Management & Service Support reflecting increased commitments and residual costs arising from the managed social work service.
49. A saving of £381,000 is currently projected in relation to guardianship orders with no increase in the level of residential order allowances anticipated in this financial year. A saving of £132,000 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 £252,000 on the Family Support / Personal Advisor Service and £168,000 on Internal Fostering both of which largely reflect savings on staffing budgets. An underspend of £186,000 is currently projected in relation to social work / case work and safeguarding budgets in Children's Services. This reflects a combination of staff turnover, a realignment of resources within the social work teams and measures taken to reduce the level of agency staff employed in this area. There is also a projected underspend of £6,000 on adoption budgets.
50. The Adult Services element of the Directorate budget is currently projecting an overspend of £3.330 million, a reduction of £430,000 compared to the position reported at month six. The improvement is mainly due to a reduction in the anticipated level of commitments against the growth budget allocated in respect of deprivation of liberty standards (DOLs) with similar factors in relation to continuing health care (CHC) as

a result of a more robust approach to the apportionment of health related costs. Additional grant funding has also been allocated to the Council via the University Health Board and this has been utilised to offset pressures in the service, notably in relation to hospital discharge. If additional grant allocations are confirmed between now and the year end then this will provide a further opportunity to improve the monitoring position.

51. The overspend in Adult Services is mainly as a result of the projected shortfalls against the budget savings targets for 2015/16 and the on-going shortfalls from 2014/15. Although cost pressures have been identified they are not as significant as in previous years and are offset by in-year savings on other budgets within the Directorate. Additional funding for cost pressures in Adult Services was provided as part of the 2015/16 Budget. This included a budget realignment of £3.2 million, additional funding for demographic pressures of £1.6 million, funding of £1.5 million to meet specific cost and legislative pressures and £625,000 to reflect potential fee increases. Overall the shortfall against the savings targets in Adult Services amounts to £3.975 million with £2.227 million relating to 2015/16 and £1.748 million carried forward from 2014/15. These include significant shortfalls against savings targets on commissioning budgets including domiciliary care and residential and nursing care and have a particular impact on the overall monitoring position for Services to Older People and People with a Physical Disability. Details of the individual variances are set out in Appendices 2(a) and 2(b) to this report.
52. Overall, the commissioning budgets in Adult Services are currently reporting a projected overspend of £3.238 million of which the majority relates to shortfalls against savings targets. The overall position includes projected overspends of £2.356 million on Services for Older People, £882,000 on People with a Physical Disability, £80,000 on People with Learning Disabilities and £100,000 on the Community Alcohol and Drugs Team. An underspend of £180,000 is currently projected in relation to Mental Health mainly as a result of the reduced commitments in respects of CHC and DOLs. Demographic and cost pressures have generally been contained within the funding allocations provided in the Budget however specific pressures and some overspends have been identified as a result of increased costs of nursing beds and an increase in domiciliary care and direct payments for People with a Physical Disability. The additional cost in the Community Alcohol and Drugs commissioning budget is mainly due to growth in supported living placements.
53. The internal services within Adult Services are currently projecting a net overspend of £460,000. This includes an overspend of £480,000 in relation to Learning Disabilities Supported Living and Day Care and £205,000 in residential care largely linked to the realignment of the contract arrangements with Hafod Care and the closure of the Cathedral View Home. In both cases these projected overspends are linked to shortfalls against savings targets. The Cathedral View Home closed in August therefore the full saving will not be achieved until future years. These overspends are partly offset by a saving of £225,000 arising from

the reconfiguration of older people day care services and the closure of Gabalfa Day Centre in advance of the work to create a Community Hub at the same location. Savings of £283,000 are projected in relation to Assessment and Care Management reflecting staff vacancies within the service with a saving of £85,000 also anticipated in Support and Performance Management.

Housing Revenue Account

54. A balanced position is still reported on the Housing Revenue Account (HRA) although this is after allowing for a transfer of £160,000 to reserves to support investment and future housing development costs. The overall position includes a number of variances the most significant of which is a projected overspend of £2.0 million in the Housing Repairs Account. The pressures on this budget were identified in previous reports with service area information suggesting that increased costs are partly linked to additional maintenance costs as a result of the Wales Housing Quality Standard and fire safety improvements together with a significant increase in tenant demand over recent years. The statistics suggest an average of 80,000 jobs in the current year as compared with 66,000 in previous years. The service area have taken mitigating actions to restrict the allocation of jobs to external contractors and are continuing to review controls and levels of demand for services. This will continue to be closely monitored as the year progresses. In addition, a more robust adherence to required accounting treatment in relation to capitalisation of works has also limited flexibility in relation to allocating spend to the capital budget. The increased funding requirement for the Housing Repairs Account has been partly offset by a planned reduction in capital spend thereby reducing the cost of direct revenue financing of capital schemes by £1.091 million in the current year. In addition, a budget realignment of £1.0 million has also been undertaken in order to reflect further transfers of expenditure from capital to the revenue budget in the Housing Repairs Account. This is reflected in the position above but is subject to Cabinet approval as set out in the recommendations to this report.
55. Other variances within the HRA include a projected underspend of £513,000 on employee costs reflecting vacancies and other savings against the staffing budget. An underspend of £174,000 is also anticipated in relation to other premises costs. A £100,000 of this relates to savings on site clearance costs for the Housing Partnership Project Scheme with the balance reflecting a range of savings including the cost of utilities. There is also an anticipated reduction of £250,000 to the provision for bad debts and a £15,000 saving on transport costs. These are partly offset by a projected overspend of £119,000 on supplies and services budgets with additional unbudgeted costs relating to the refurbishment of the City Centre Library Hub partially offset by savings on other supplies and services budgets including insurance and subscriptions. Other projected overspends include £40,000 on support costs and £32,000 in respect of a final 2014/15 adjustment to Housing Subsidy payable. Income forecasts continue to suggest a surplus of £308,000 mainly due to a lower than budgeted level of void rent loss.

Cardiff Harbour Authority

56. 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.
57. The current financial position at month nine indicates that the forecasted annual draw down of funding will be £6.253 million, representing a full spend of budget.

Heading	Budget £'000	Projected Out-turn £'000	Variance £'000
Expenditure	6,680	6,754	74
Income	(750)	(824)	(74)
Fixed Costs	5,930	5,930	0
Asset Renewal	323	323	0
TOTAL	6,253	6,253	0

58. The position includes reduced environment costs plus increased income generation offset by some additional essential maintenance costs at the barrage. The projected income of £824,000 includes £480,000 from car parking fees, £229,000 from harbour dues, £98,000 from water activities and a further £17,000 from other sources.
59. The Asset Renewal budget is currently indicating a full spend in line with the approved schedule of work.
60. The balance in the Project and Contingency Fund at 1st April 2015 was £697,000. The only commitment occurs in 2017/18 in relation to the Volvo Race. The balance will be retained for further improvement work and as a contingency against future spending. Any income generated during the year from the sale or disposal of land will be credited to the fund along with a 50% share of any underspend against the Fixed Cost budget.

Capital

Capital Programme

61. The Capital Programme totals £329.624 million of which £118.770 million is in respect of General Fund schemes and £210.854 million relates to Public Housing. The Programme is based on the amounts approved as part of the Council's Budget in February 2015 but amended to reflect further slippage identified as part of the 2014/15 Outturn, new grant approvals or amendments to grants and any virements approved during the year. The Public Housing budget includes a settlement payment made to the Welsh Government on the 2 April 2015 of £187.392 million as a one off payment to exit the HRA Subsidy system.
62. The monitoring position at month nine shows an anticipated variance of £29.682 million against the General Fund representing a combination of

underspends and slippage. A minor variance of £179,000 is currently projected in respect of Public Housing.

General Fund

63. The projected outturn for the year is currently £89.088 million, a variance of £29.682 million. This is represented by a projected underspend of £998,000 together with estimated slippage of £28.684 million. Expenditure at the end of month nine was £50.026 million which represents 56% of the projected outturn at a point three quarters of the way through the financial year. A significant spend is therefore anticipated in the final quarter and this will need to be closely monitored. The delivery of capital projects is complex, may span a number of years and can be influenced by a number of external and internal factors such as weather and statutory and non statutory approval processes. Even so, the level of slippage currently reported is a cause for concern. Work will continue to monitor the position between now and the year end with directorates continuing to be reminded of the need to set achievable profiles of expenditure and to identify slippage at an early stage.
64. A financial statement identifying the position for each directorate and the approved schemes is attached as Appendix 3 to this report. Comments on the main variances and significant issues are as follows:

City Operations

65. Overall, the capital schemes in City Operations are currently reporting a projected underspend of £145,000. This includes a £1.1 million underspend on household bin replacement and an overspend of £860,000 for Radyr Weir. Estimated slippage is £6.681 million and includes £1.407 million in relation to upgrading Lamby Way Household Waste Recycling Centre and £2.0 million for LED lighting on principal roads.

Waste Management & Recycling

66. Expansion of wheeled household and recycling bins and replacement of 240 litre bins with 140 litre household bins is on target with an estimated £1.1 million saving on the replacement programme, as previously reported.
67. Work on the larger Household Waste Recycling Centre at the Lamby Way Depot in Rumney is now projected to start at the end of March 2016. Tenders are expected to be returned by the end of February 2016 and subject to the outcome, a review will be undertaken to determine whether the costs can be met within existing budgets. With completion expected in August 2016 slippage of £1.407 million is now forecast, an increase of £242,000, due to the delay in starting construction.

Energy Projects & Sustainability

68. Greener Grangetown is currently going through the procurement and tender process with the results of this now expected in early 2016. Subject to formalising an agreement with Welsh Water, the scheme is expected to start on site in Spring 2016 and this has been reflected with increased slippage totalling £1.380 million into 2016/17.
69. Work continues on Radyr Weir hydropower scheme but the key milestone of certification for Feed-in Tariff (FIT) by December was achieved. As previously highlighted, costs have increased as a result of both the need to accelerate works to achieve the connection before previously unannounced Government policy changes took effect, and additional works due to ground conditions and other regulatory requirements. A worst case scenario for the total cost of the scheme is currently projected at 3.55 million. Whilst, this is £860,000 in addition to the costs that were approved in the initial business case by Investment Review Board (IRB) the early certification has allowed a higher FIT to be achieved thus enabling net £4.0 million income in line with the original business case. Initially, the overspend is to be funded by an increase in the amount to be paid back by the Directorate, as this project is an invest to save. The Directorate are looking at options to mitigate the higher capital costs which include use of an earmarked reserve, exploring external sources of funding and also looking at opportunities for a power purchase agreement. The Directorate will need to seek authority for payments in excess of the initial contract sum in accordance with the Council's contract standing orders and procedure rules.
70. To deliver the Energy Refit of Buildings programme, a contractor has been appointed to prepare proposals for energy efficiency measures in City Hall, Cardiff Castle, Lamby Way, Radyr Comprehensive, Fitzalan High and Willows High. Their proposals for each site will be evaluated in January with any works only to proceed following preparation of a business case and its approval by IRB. At this stage slippage of £300,000 is shown.
71. Discussions are progressing with an alternative solar farm developer who expressed an interest in the Lamby Way site following the withdrawal of financial support from the originally preferred operator. They have, at their own risk, made significant progress towards preparing a planning application for the site, and are considering the impact of the Governments new policy on renewable incentives. Following this, consideration will be given as to feasibility of progressing a scheme including repayment of the Council's grid connection costs which currently remain a risk.
72. Equipment has been purchased in relation to installing and certifying Solar PV installations at 7 sites in advance of the Government policy change on the Renewal Support Framework which significantly reduces the FIT that will be available in the next financial year. The sites are Cardiff Bay Water Activity Centre, Cardiff International White Water,

Glamorgan Records Office, Ysgol Plasmawr, Ysgol Glantaf, Oakfield Primary and Willowbrook Primary.

73. In relation to the Salix Energy Efficiency Loan Scheme, 12 school LED lighting schemes have now been completed. The sites are: Thornhill Primary, Whitchurch Primary, Coryton Primary, Peter Lea Primary, Kitchener Primary, Rhiwbina Primary, Birchgrove Primary, St Fagan's Primary, Tongwynlais Primary, Radyr Comprehensive, Ysgol Gyfun Gymraeg Glantaf and Cardiff High. Following IRB approval, work is progressing on proposals that could deliver another 5 potential schemes at around £200,000 using budget brought forward from next year's allocation. Schools act as the applicant for Salix Loans which are used to undertake the works. Schools also take on the commitment to repay the loans from their delegated budgets utilising energy savings resulting from the schemes.

Regulatory

74. Spend of £154,000 is expected on the Council's contribution to ICT systems in 2015/16 and slippage has been adjusted to show £62,000 into 2016/17.

Parks & Green Spaces

75. The majority of the Asset Renewal Parks Infrastructure budget was spent on improvements to Heath Park tennis courts. The balance is being used to provide improvements at allotments and renew footpaths in public open spaces at various sites and is forecast to be fully utilised.
76. A scheme to protect Bishops Palace and Landaff Belltower from deterioration is complete and planned expenditure on play equipment is forecast to be fully spent by the end of the year.
77. A phased programme of flood prevention works aims to address issues at various locations where water flows from parks and open spaces onto adjacent land causing flooding. Six sites were originally prioritised, however, a further three sites have been identified where there is a direct flood risk to private property. These are currently the subject of investigations which should be concluded by mid February. Investment in these schemes slipped from 2014/15 and it is unlikely that that works will start on site during 2015/16, resulting in slippage of £147,000.
78. A scheme to provide an interactive wet play park at Victoria Park was approved with a Council contribution of £185,000 which is now projected to be slipped into 2016/17, and use of planning obligations funding of £308,000.

Leisure

79. As previously reported the refurbishment and renewal of Insole Court has necessitated the Council to incur additional costs. This is currently estimated at £265,000 up to the completion of the existing contract. This is shown as a £95,000 overspend, as £170,000 will be managed from

within existing budgets for the site including leisure property asset renewal, heritage budgets and a contribution from revenue. Discovery of heritage finds in the buildings have further delayed remaining planned works. Whilst discussions with CADW have allowed the release of some works, a completion date of works to be committed under the contract is now closer to the end of March 2016.

80. Any requirement to uncover and repair the finds are likely to result in additional costs of over circa £210,000, in order to allow the transfer of the operation of the House to the Trust as envisaged. The additional works have been recognised by the Heritage Lottery Fund (HLF) and bids will be submitted to both CADW and HLF in March 2016 with a view to fully funding the requirement and to help inform options about the way forward before any such expenditure is incurred.
81. The Council is working actively with the trust and other funding partners to secure the transfer of the house and outbuildings in line with the original agreement, including considering options to undertake any essential external works to the East Wing of the House which under the terms of the lease responsibility remains with the Council.
82. A contract was let for £5.984 million for a 66 week period to refurbish Eastern Leisure Centre. To date there have been a number of significant issues, primarily relating to defects with the existing structure of the building which have had to be rectified before progress could be made. These include the need to rebuild defective and structurally unstable brickwork columns and plinth to the front elevation, ensure fire protection to existing steelwork and re-introduction of storm water drainage attenuation system. This was initially omitted as part of pre-contract value engineering, but subsequently insisted upon in order to discharge the associated Planning Condition. The works above have utilised the contingency available in the contract and with risks remaining in relation to the condition of the pool tank and pipework etc., any further works could result in an overspend. Whilst it is initially expected that these additional works can be managed within the original contract period, close monitoring of costs is being undertaken by Projects, Design and Development to ensure issues are identified and mitigating actions are determined in order to deliver the project within the contract sum as well as the fit out of key areas of any refurbished facility.
83. As part of the procurement process for operators to run Leisure Services, the Council has allocated £775,000 to undertake priority one works to the buildings prior to contract commencement. Works estimated to cost £338,000 have been commissioned via Facilities Management and proposed to be undertaken by the end of the financial year, with the remaining £437,000 shown as slippage at this stage.

Highway Maintenance

84. The Council's previous year's commitments under the Local Government Borrowing Initiative have been fully spent.

85. The budget for highway and footway reconstruction is £3.235 million. This is made up of £1.945 million budget from 2015/16 and £1.290 million slippage. Whilst contracts have been awarded for the highways schemes, the tendering process for footway schemes is ongoing. Work is anticipated to start on site in March 2016. Full spend is currently projected by the Directorate on these schemes.
86. Slippage is currently identified of £113,000 in relation to Windsor Road Bridge which is being delivered by Network Rail. This scheme is expected to be completed in July 2016.
87. The predicted spend on street lighting column replacement is currently £270,000. A contract has been let with an expected start date on site in February 2016. Given the delay there is risk of slippage but full spend is currently assumed.
88. It is expected that the street lighting energy reduction scheme in residential areas will be completed by March 2016 at an estimated total cost of £1.6 million.
89. As previously reported, there is £2 million slippage in relation to LED lighting on principal roads. This is subject to approval of a business case and testing of technology and consultation which is expected to be completed during 2016/17.

Traffic & Transportation

90. Whilst full projections for schemes are currently shown, any requirement to ensure external grants are fully utilised in year, may result in slippage of Council resources.
91. The Directorate has been successful in securing grant funding up to £2.948 million from Welsh Government (WG) under the 'Metro Phase 1' scheme. The purpose of the funding is to enable the construction of the A469/A470 Bus Corridor Improvement Scheme. However due to the late confirmation of funding, only £1.425 million is likely to have been spent by 31 March 2016 and added to the Capital Programme.
92. Funding from Welsh Government (WG) for the Local Transport Fund has been revised to £948,000. This change is in relation to the A48 Eastern Corridor - improvements at the Newport Road/ Fitzalan Place, initially estimated to cost £327,000. As WG could not confirm funding for 2016/17, only phase 1 will be implemented this year at an estimated cost of £227,000.
93. Slippage of £218,000 is currently estimated in relation to Section 106 traffic and transportation schemes.

Strategic Planning

94. Estimated slippage of £91,000 relates to Section 106 contributions in relation to public realm improvements.

Communities, Housing & Customer Services

95. The Directorate is currently reporting a projected overspend of £119,000 and slippage of £241,000 in relation to schemes within the Citizen Hubs programme. £700,000 budget has been brought forward from 2016/17 for Disabled Adaptations Grants.

Citizen Hubs

96. The Central Library Hub, phase 1 extension at St Mellons Hub as well as Grangetown Hub have all been completed. At the Grangetown Hub, project delays and additional costs in relation to the relocation of utility services have resulted in a projected overspend of £70,000 which will need to be managed within the overall capital programme.
97. Work is scheduled to start in January 2016 on the refurbishment of Fairwater Library into a Hub which is due to be completed in May 2016.
98. Rumney Partnership Hub opened its doors in November 2015, with investment of £150,000 being available from a proposed capital receipt from the sale of Rumney Library. An overspend of £42,000 is currently reported due to additional works including accessibility spend. This will need to be managed from existing capital resources.

Housing

99. As reported at month six, the demand for the Disabled Facility Service is in excess of the original budget. A sum of £700,000 has been brought forward from the 2016/17 capital funding allocation to help meet waiting time targets. In addition, as reported at Month 6, a virement of £400,000 from the group repair and targeted elderly grants budget was approved as well as use of an expected £300,000 from repayments of previously awarded grants.
100. A tender exercise is currently progressing in relation to Solar PV installation at the Shirenewton traveller 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

101. The Directorate is currently projecting slippage of £1.319 million. This includes £435,000 for Economic Development, £522,000 for Neighbourhood Regeneration and £362,000 in relation to Venues and Cultural Facilities.

Economic Development

102. Previously reported slippage includes the Council's S4C Investment Fund, Social Innovation Fund and Community Asset Transfer totalling £185,000.
103. The Cardiff Connection Voucher Scheme which is funded by the Department of Culture Media and Sports (DCMS) Urban Broadband Scheme ended on the 30 December 2015. For 2015-16, the projected spend is £365,000.
104. In addition, the extended Voucher Scheme was launched from the 1 April 2015 and runs in parallel to the existing scheme. The new scheme has now ended as the £40 million national grant budget identified for all cities has been fully allocated but claims will still be submitted for vouchers previously approved. Claims can continue to be submitted until the 30 October 2016. The project is projecting to fully recover any project management costs from the 10% cap that has been granted to the scheme and projected spend of £1.603 million.
105. A contribution 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 of £250,000 is reported as slippage to be carried forward to future years until operating agreements for the facility are in place.

City Development

106. The main expenditure during the year has been the completion of the purchase of the Wood Street NCP car park. In December, Cabinet were provided with an update in relation to the regeneration of Central Square, including the delivery of a new Central Transport Interchange and the Public Realm scheme. Enabling works of £683,000 have been incurred to allow for the closure of the bus station in August 2015. At month nine the projected spend on Public Realm works is £523,000 and relates to detailed design of the proposed space including the specification, cost plan, associates survey and assessments.

Neighbourhood Regeneration

107. The neighbourhood renewal schemes budget of £898,000 includes public realm improvements to Birchgrove shopping centre and Wentloog Road shops, environmental improvements to Cowbridge Road West/Narbeth Road gully and Trenchard Drive/The Crystals and local centre improvements to Llanishen Village. Due to slow progress on scheme design and specification, works are now expected to be on site in January but due to the risk of adverse weather, slippage of £200,000 is currently shown.
108. Community consultation on the latest plans for the Maelfa redevelopment were undertaken in September. Costs this year will be preliminary development costs accordingly estimated slippage has been increased to

£322,000. As agreed by Cabinet in December 2015, the redevelopment of the Maelfa will be phased with commencement of phase 1 demolition works in September 2016, and a Council contribution of £2 million towards new commercial retail provision.

Venues & Cultural facilities

109. As part of the procurement process for alternative delivery mechanisms for St David's Hall and New Theatre, the Council has allocated budgets of £350,000 and £295,000 respectively to undertake priority one works to buildings prior to contract commencement. Projected costs for roofing works at New Theatre are currently in excess of the budgeted amount. However this is to be the subject of a tender exercise. Subject to this the current expenditure is estimated at £200,000 with the balance of £95,000 assumed to be slipped into 2016/17. In relation to St David's Hall, planned works in 2015/16 total £83,000, with any future works subject to consideration of a full building survey currently being undertaken. The balance of £267,000 funding allocated in 2015/16 is shown as slippage into 2016/17.

Education and Lifelong Learning

110. The Directorate is currently reporting a projected underpend of £572,000 together with slippage of £20.717 million in relation to 21st Century Schools.

Schools

111. The Directorate budgets for Property Asset Renewal, suitability, and for design and feasibility works to plan future work to make Whitchurch High Upper School site DDA compliant are forecast to be fully complete.
112. There is a potential risk of overspend in relation to Schools Asset Renewal budgets due to an unplanned requirement to fund refurbishments at Willows High School with a value of approximately £385,000. It is currently assumed that approval will be received from Welsh Government to allow these works to form part of the 21st Century Schools Investment programme, however until this approval has been granted there is a risk that these costs may have to be met from the Asset Renewal budget for 2015/16. This budget is already fully committed.

Schools Organisation Planning

SOP Other

113. 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.

21st Century Schools

114. The projected outturn for 2015/16 at month nine is £15.895 million which is a net variance of £21.289 million from the 2015/16 Capital Programme set in February 2015. This is made up of projected slippage of £20.717 million and projected underspends of £572,000.
115. Of the total slippage of £20.717 million, the most significant amount is £11.855 million in relation to the new Eastern High School. An amount of £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.
116. 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) although these are all issues which were highlighted in previous reports.
117. The projected outturn of £15.895 million is a reduction of £370,000 from the month six position projected outturn position of £16.265 million. This variance is the net impact of an exercise to review detailed expenditure profiles for all 21st Century Schools Projects.
118. An increase in projected slippage of £520,000 since month six relates to a number of schemes including Fitzalan High, Coed Glas Primary and Ysgol Y Wern and is partially offset by a £150,000 reduction in the combined projected underspend against projects such as Millbank and Pontprennau Primary.
119. The anticipated use of WG resources at month nine is £9.436 million for 2015/16. The WG resources are anticipated to be £1.011 million of direct capital grant and £8.425 million of LGBI borrowing making up the total of £9.436 million.

Resources

120. Overall, a variance of £826,000 is projected with a projected underspend of £400,000 in relation to corporate contingency budgets and anticipated slippage of £426,000.

Technology

121. The Modernising ICT budget for 2015/16 is £1.605 million with projected spend of £1.373 million resulting in slippage of £232,000 into 2016/17.

122. The primary focus for the investment in 2015/16 is to digitally enable suitable Council services utilising modern technology. The key priority for the remainder of 2015/16 is to implement an agile working solution for suitable staff to allow the release of Global Link, as part of the Office Rationalisation project. 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

123. Slippage has been identified to date regarding legionella and office rationalisation of £194,000.
124. The 2015/16 Office Accommodation rationalisation budget is £515,000 with potential slippage of £129,000. Capital expenditure will be utilised primarily on enabling moves within County Hall to ensure that restructured teams are accommodated together and to ensure capacity is maximised and to allow for relocation of staff to allow vacation of Global Link by the end of year.
125. The majority of the £684,000 asset renewal buildings budget is to be invested in two key buildings, County Hall and City Hall and is projected to be fully spent by Facilities Management.

Corporate

126. The contingency budget of £400,000 is shown as an underspend which offsets overspends in areas identified above. Any remaining budget will be utilised to reduce the Council's borrowing requirement.

Capital Receipts

127. The 2015/16 Capital Programme included an assumption of £4.487 million un-earmarked Capital receipts. Of this £1 million was assumed to pay for the capital programme and £3.487 million for an in principal WG Capitalisation Direction to be utilised to meet the revenue costs of Organisation Development, as well as statutory redundancy costs.
128. Plans are in place to secure the receipts required by 31 March 2016; however as with any such land transactions, timing is a risk as disposals are subject to a number of external factors. The largest by value relates to a receipt due in the last quarter for land adjacent to County Hall.
129. Proceeds to date include sale of land at John Street (former Johnstons Buildings), land at Brindley Road, the former Dorothy Lewis Care Home, Howardian caretaker's house and a deposit received for the sale of the former trading standards office at Bridge Street. The Council has also received an initial sum due from the developer in respect of the former Bus Station site, with the balance due in 2016/17. Proceeds from the sale of Pentwyn Dome and former Clare Road Transport Depot have been received and are assumed either for reinvestment in earmarked schemes or to pay for previous capital expenditure incurred.

Public Housing

130. The Directorate is currently reporting slippage of £179,000 which relates to the modernising IT to improve business processes.
131. Expenditure projected by the end of 2015/16 is £210.675 million which includes a settlement payment made to WG of £187.392 million. This was a one off payment to exit the HRA Subsidy system. In order to mitigate against the impact of additional expenditure on the Housing Repairs Account, there has been a reduction in the amount of revenue originally assumed to be received to pay for capital programme works. This has been managed by reviewing capital expenditure budgets as to requirement, reducing planned capital expenditure in 2015/16 and deferring work to be paid for by future years' budgets where feasible. This is to ensure that the planned level of expenditure does not result in an increase in borrowing required to fund expenditure in 2015/16.
132. The Directorate has fully utilised the Major Repairs Allowance (MRA) grant of £9.6 million and should ensure plans are in place to fully spend any other grants awarded such as energy efficiency grants.
133. The housing development budget involves a number of schemes including Edinburgh Court, South Morgan Place and the conversion of the former day centre at Meteor Street. Work on a number of the housing development schemes has been delayed due to slow progress on design and specification. However, work on estate regeneration and area improvement strategies including the Hodges Square regeneration scheme are progressing ahead of target. Other schemes include Trowbridge Mawr regeneration scheme where a contract with an estimated value of £1.8 million is to be let shortly.
134. Work currently being undertaken from the external and internal improvements to buildings, includes significant spend on boiler replacements, works to blocks of flats – front door upgrades and communal flooring and kitchen and bathroom upgrades.
135. In relation to the Housing Partnership Project, the Council has recently appointed Wates Living Space to work with the Council to deliver sustainable, mixed tenure homes to tackle the growing housing demand in the city. Work has continued to clear sites of existing buildings ready for development. This includes the demolition of Clevedon Road, Llandudno Road and Pwllheli Court, Rumney and Braunton Crescent.

Section 106 Schemes

136. 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 projection at month nine and in revised profiles of expenditure for future years:

	Original Budget	Projected at Month Nine	Variance
	£000	£000	£000
Traffic & Transportation	551	333	(218)
Parks & Sport	1,051	731	(320)
Neighbourhood Regeneration	138	26	(112)
Hubs	347	206	(141)
Libraries	12	12	0
Planning	93	2	(91)
Economic Development	290	40	(250)
Total	2,436	1,324	(1,112)

137. In addition to the slippage of £797,000 previously reported, further estimated slippage of £315,000 is now reported on Section 106 schemes. This is primarily in relation to contributions held by Traffic & Transportation £106,000, Parks & Sport £93,000 and Planning £91,000.

Reasons for Recommendations

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

Legal Implications

139. 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

140. The revenue monitoring position currently indicates a projected surplus of £988,000, an increase of £679,000 compared to the position previously reported at month six. The overall position includes projected overspends on directorate budgets offset by projected savings on capital financing, an anticipated surplus on Council Tax collection and by NDR refunds on Council properties. Directorates are currently projecting an overspend of £5.6 million with overspends reported in relation to Social Services, Economic Development, Corporate Management and City Services. 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 ongoing 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.

141. The potential overspend in directorate budgets 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 £6.075 million is currently anticipated against the £32.473 million directorate savings targets for 2015/16 with £21.979 million having been achieved to date and a further £4.419 million anticipated to be achieved by the year end. A projected shortfall of £2.594 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.
142. The projected overspend in directorate budgets and in particular the shortfalls against savings targets represent a continuing cause for concern and consideration will be given as part of the due diligence for the 2016/17 budget process as to the likely achievability of these shortfalls in future years. Actions are continuing to be taken by those directorates currently reporting a projected overspend in order to try to resolve the issues that led to the current position or alternatively to identify offsetting savings in other areas of the service. 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 financial monitoring position and any actions taken by directorates to reduce the projected overspends are also discussed as part of the Chief Executive's monthly meetings with individual directors.
143. Technical adjustments to the accounts will be made at the year end and actioned via the Summary Revenue Account. This will include the impact of any contributions to or from bad debt provisions including the Council Tax bad debt provision. At present a reduction of £1 million is currently anticipated in relation to this provision however it is intended that this will be transferred to a earmarked reserve and used to support the Council's 2016/17 Budget.
144. It is recommended that the projected surplus of £988,000 on the Revenue Account be transferred to the Council's General Fund Balance at the year end.
145. The 2015/16 Capital Programme totals £329.624 million of which £118.770 million is in respect of General Fund schemes and £210.854 million is in relation to the Council's Public Housing schemes. Against this, the projected outturn for 2015/16 is £299.763 million resulting in a total variance of £29.861 million.

146. 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	118.8	89.1	(29.7)
Public Housing	210.9	210.7	(0.2)
Total	329.7	299.8	(29.9)

147. 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. Any risk of overspend should be managed by directorates with mitigations put in place and early involvement of Financial Services.
148. 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 nine months of the financial year.
2. Note that the requirement for all directorates currently reporting overspends as identified in this report to put in place actions to reduce their projected overspends be reinforced.
3. Approve in principle that the projected surplus of £988,000 be transferred to the Council's General Fund Balance at the year end.
4. Approve the budget virement of £1.0 million in the Housing Revenue Account to reflect the transfer of funding from capital financing budgets to the Housing Repairs Account.

CHRISTINE SALTER

Corporate Director

12 February 2016

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	117,945	(65,556)	52,389	118,912	(66,374)	52,538	967	(818)	149
Communities, Housing & Customer Services	231,574	(184,598)	46,976	232,325	(185,349)	46,976	751	(751)	0
Corporate Mgt	25,254	(750)	24,504	25,665	(766)	24,899	411	(16)	395
Economic Development	29,788	(27,626)	2,162	31,340	(28,866)	2,474	1,552	(1,240)	312
Education & Lifelong Learning	307,925	(73,268)	234,657	307,449	(72,792)	234,657	(476)	476	0
Governance & Legal Services	6,255	(1,754)	4,501	6,232	(1,743)	4,489	(23)	11	(12)
Resources	39,611	(22,834)	16,777	38,982	(22,383)	16,599	(629)	451	(178)
Social Services	155,387	(17,557)	137,830	160,274	(17,524)	142,750	4,887	33	4,920
Capital Financing etc	39,437	(3,592)	35,845	38,189	(3,556)	34,633	(1,248)	36	(1,212)
General Contingency	4,000	0	4,000	0	0	0	(4,000)	0	(4,000)
Summary Revenue Account	10,278	0	10,278	10,278	0	10,278	0	0	0
Discretionary Rate Relief	300	0	300	300	0	300	0	0	0
Total	967,754	(397,535)	570,219	969,946	(399,353)	570,593	2,192	(1,818)	374
NDR refunds on Council properties	0	0	0	0	(1,058)	(1,058)	0	(1,058)	(1,058)
Council Tax Collection	0	0	0	0	(304)	(304)	0	(304)	(304)
Total	967,754	(397,535)	570,219	969,946	(400,715)	569,231	2,192	(3,180)	(988)

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	576	576	(19)	Part of this saving has already been achieved through the deletion of posts in Cleaner Cardiff and the Enforcement Division. The remaining saving is generated from increased trade waste income.
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	233	233	367	Savings have been realised through reductions in cleansing, enforcement and parks resources. The remaining saving relates to management and back office support, enforcement income, depot costs and vehicle rationalisation. It is anticipated that the full saving will be met in 2016/17.
City Operations	4	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	390	431	19	The majority of this saving has already been achieved via the deletion of posts through voluntary severance, vacant posts and reduced hours. The balance of the savings are dependent on agreements in relation to reduced vehicle costs.

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	The initiative commenced in September and whilst a full saving is anticipated detailed work is still required to determine the final position because of the complexity and interaction with numerous operational budgets.
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	160	160	0	This saving has been achieved through the voluntary severance of three posts and realignment of other waste operational budgets.
City Operations	11	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 ceased and was replaced by IBA processing which yields a higher recycling percentage. The post sort costs will be funded by a contribution from the Waste Management Reserve in the current year.
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	10	10	32	A delay to the introduction of reduced opening hours at the HWRCs will result in a part year saving and consequent shortfall. However, a full saving is expected in 2016/17.
City Operations	13	Management/ Support /Performance restructure - restructure of the Management and Performance team.	100	95	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	325	434	0	Figures produced by the host authority and reported to Joint Committee indicate that the savings is anticipated to be achieved in full by the year end.
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	293	293	36	Majority of the saving achieved following deletion of vacant posts and VS. A further review is required by the directorate to identify further savings however due to timing it is unlikely that a full saving will be achieved this 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 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	28	28	0	Anticipated to be achieved but will continue 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	50	50	0	The saving has been achieved through reduced FM charges and deletion of p/t gardener and via maintenance buy-back agreements which are in place.
City Operations	23	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	22	29	24	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	The transfer to the Cardiff & Vale College has been delayed so no saving has been achieved to date. A full saving is still anticipated however this is dependent on the transfer and recovery of operating costs.
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 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	183	244	96	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	11	15	15	Current and projected income indicates a shortfall is likely in the current financial year.
City Operations	34	Increase in Bereavement and Registration Fees - including burial and cremation fees	200	127	200	0	Fee increases are in place and it is currently anticipated that this saving will be fully achieved. This will need to be closely monitored.
City Operations	35	Bute Park Horticultural Nursery - increase income from the nursery by selling hardy stock and bedding plants throughout the city.	40	26	26	14	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 however some of the savings will not be realised until 2016/17.
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	54	54	0	Savings realised in line with the proposal which involved an agreed reduction in hours which is now in place and the enhancement of CCTV arrangements.

City Operations	38	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	14	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	36	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	0	8	0	Service area managed underspends in this area last financial year and not anticipating any issues with this target in 2015/16
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	48	48	0	Savings realised in line with the proposal.
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	42	100	0	Planning fees received to date are in line with last year's performance. There remains a risk against full achievement but with new developments in the city centre this is currently projected to be on target.

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	10	10	0	Savings realised in line with the proposal.
City Operations	53	Highways Street Lighting - LED conversion main routes - replace main route lighting with LED to reduce long term energy expenditure.	50	0	0	50	The LED Programme has been delayed as additional trials were required due to public concern. The saving will therefore not be achieved in the current year but is offset by over-achievement against other targets.
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	94	146	(20)	The programme will not be completed until the end of the year however current indications suggest this saving will over achieve its target.
City Operations	55	Highways Charge for Land Searches - bench marking exercise undertaken - other authorities charge for this service.	50	9	15	35	Considered part achievable at this stage but progress to be closely monitored.
City Operations	56	Commercialisation - improve internal recharging and generate new business .	30	42	42	(12)	The saving over achieved its target through increased recharges to capital sfunded schemes.
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	10	10	0	Savings realised in line with the proposal.
City Operations	59	Joint purchasing of IT software - joint purchase of IT software licenses for the directorate.	5	5	5	0	Savings realised 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	425	450	0	A significant proportion of this saving has already been achieved in line with the proposal.
City Operations	61	Parking Strategy - to increase parking charges in accordance with the Parking Policy.	85	60	85	0	Car parking strategy and price review was introduced in September. Currently considered achievable but subject to detailed monitoring.
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	107	111	0	This is currently anticipated to be achieved but is subject to monitoring with some expenditure in income generating services.
City Operations	65	Discretionary Overtime - targeted reductions across directorates based on existing spend analysis.	88	58	88	0	This is currently anticipated to be achieved but is subject to monitoring with some expenditure in income generating services.
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	61	61	39	A proportion of the saving has been achieved however some shortfall is anticipated.

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	Saving achieved.
City Operations	70	Council Wide external training - 10% efficiency saving on existing budget.	27	27	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	79	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	38	43	24	This saving will only be partly achieved in 2015/16.
City Operations	Total City Operations		12,058	9,470	10,618	1,440	
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 continue to 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	0	250	This target is linked to the construction and operation of the new Alarm Receiving Centre. This is experiencing delays and a saving is not anticipated in the current financial year. A full saving is still anticipated in 2016/17.
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	50	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 completed in November 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 under review 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	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	300	300	0	This saving will be fully realised.
Communities Housing & Customer Services	86	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.
Communities Housing & Customer Services	87	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	88	Council wide operational efficiencies - operational efficiency saving including printing, telephones and postage.	35	26	35	0	This is currently anticipated to be achieved but is subject to monitoring.
Communities Housing & Customer Services	89	Discretionary Overtime - targeted reductions across directorates based on existing spend analysis.	12	9	12	0	This is currently anticipated to be achieved but is subject to monitoring.
Communities Housing & Customer Services	90	Standby Payments to Officers - targeted savings across relevant directorates.	9	7	9	0	This is currently anticipated to be achieved but is subject to monitoring.

Communities Housing & Customer Services		Total Communities Housing & Customer Services	1,962	895	1,508	454	
Corporate Management	91	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	92	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	93	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	94	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	95	Efficiencies within Communications & Media - reduction in the resources associated with Communications & Media. This saving will be found from the campaigns budget.	82	71	82	0	The team is working to the reduced budget and indications are that a full saving will be achieved.
Corporate Management	96	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	97	Cardiff Bus Dividend - level of dividend based on the anticipated performance within the 2014/15 accounts.	250	250	250	0	A dividend has been approved by the Board, however this will only be confirmed towards the end of February 2016 on final confirmation of distributable reserves.
Corporate Management	98	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	99	Management and Related Savings - review of the Council's management structures.	650	485	563	87	Significant savings have been identified however some shortfall is anticipated due to the timescales for the appointment process and the implementation of new service structures. A full saving will be achieved in 2016/17.
Corporate Management	100	Council wide operational efficiencies - operational efficiency saving including printing, telephones and postage.	28	20	28	0	This is currently anticipated to be achieved but is subject to monitoring.
Corporate Management	101	Subscriptions - review of the council-wide subscriptions to organisations.	9	6	9	0	This is currently anticipated to be achieved but is subject to monitoring.
Corporate Management	102	Management Delaying - targeted savings managed in conjunction with Human Resources.	200	106	106	94	Savings have been achieved however at this stage some shortfall is anticipated.
Corporate Management	103	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	98	150	150	At present, the indications are that this will only be partly achieved in 2015/16.
Corporate Management	104	Precepts, levies and contributions - target of 2% reduction.	349	349	349	0	This saving has been realised.
Corporate Management		Total Corporate Management	2,994	2,511	2,663	331	
Economic Development	105	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	106	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	73	90	At present, the indications are that this will only be partly achieved in 2015/16.

Economic Development	107	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	108	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	109	Budget reduction in Strategic Estates - reduction in operational budgets.	6	6	6	0	The budgets have been reduced and will be closely monitored to ensure that this saving is achieved
Economic Development	110	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	111	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	112	Rent review income - generate additional income as result of future rent reviews that need to be negotiated in 2015/16.	120	0	6	114	Only £6k is anticipated to be achieved against this target in 2015/16 however a saving of £100k is anticipated against another savings target based on rent reviews.
Economic Development	113	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 commenced in October 2015.
Economic Development	114	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	115	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	116	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	15	20	0	It is anticipated that this saving will be fully realised.
Economic Development	117	Professional fee income from property disposals - implementation of the property strategy generating additional fee income.	20	20	20	0	It is anticipated that this saving will be fully realised.
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 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	It is currently anticipated that this saving target relating to the proposed introduction of a streamlined operating model for the Cardiff Story Museum will be realigned corporately due to the co-location of the Welsh Language Hub and the impact on income generation opportunities.
Economic Development	121	Council Wide external training - 10% efficiency saving on existing budget.	3	0	1	2	It is anticipated that this saving will not be fully achieved in the current year.
Economic Development	122	Council wide operational efficiencies - operational efficiency saving including printing, telephones and postage.	40	0	14	26	It is anticipated that this saving will not be fully achieved in the current year.
Economic Development	123	Reduction in Agency Expenditure - targeted reductions across directorates based on existing spend analysis.	8	0	0	8	It is not anticipated that this saving will be achieved in the current year.

Economic Development	124	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	125	Discretionary Overtime - targeted reductions across directorates based on existing spend analysis.	24	0	3	21	It is anticipated that this saving will not be fully achieved in the current year.
Economic Development	126	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	127	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	The directorate have indicated that this will be fully achieved however this remains subject to monitoring.
Economic Development		Total Economic Development	1,334	675	1,073	261	
Education	128	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	129	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	94	56	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	130	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	90	10	The directorate is working to the reduced budget available but the savings have yet to be achieved.
Education	131	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	132	Staffing Realignments and Restructures within Education - the 2014/15 budget savings for the Education directorate included £450k to be achieved through a rationalisation of management arrangements. These further savings will be achieved through making further cuts to management capacity and exploring further opportunities for collaborative working with other directorates and possibly other Local Authorities.	390	188	188	202	Whilst some savings have been achieved, there is a level of uncertainty in respect of the full level of saving. A shortfall of £202k is currently projected.

Education	133	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	16	34	It is unclear at this stage as to whether or not the saving accepted will be achieved at the level required for admissions.
Education	134	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	135	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 indicate that the income achieved will exceed the level of saving proposed.
Education	136	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	137	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	138	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	139	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	140	Council Wide external training - 10% efficiency saving on existing budget.	45	45	45	0	This is currently anticipated to be achieved but is subject to monitoring.
Education	141	Council wide operational efficiencies - operational efficiency saving including printing, telephones and postage.	79	79	79	0	This is currently anticipated to be achieved but is subject to monitoring.
Education	142	Subscriptions - review of the council-wide subscriptions to organisations.	6	6	6	0	This is currently anticipated to be achieved but is subject to monitoring.
Education	143	Reduction in Agency Expenditure - targeted reductions across directorates based on existing spend analysis.	5	5	5	0	This is currently anticipated to be achieved but is subject to monitoring.
Education	144	Discretionary Overtime - targeted reductions across directorates based on existing spend analysis.	8	8	8	0	This is currently anticipated to be achieved but is subject to monitoring.
Education		Total Education	2,621	1,474	2,459	162	
Governance & Legal Services	145	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	146	Reduce Member Expenses and Support Services - by removing Dictabank services, reduction in training and mayoral expenses.	37	27	37	0	This saving will now be achieved through the mini-restructure.
Governance & Legal Services	147	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	148	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 the saving will be fully achieved.
Governance & Legal Services	149	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	22	30	0	Full saving anticipated to be achieved.
Governance & Legal Services	150	Council Wide external training - 10% efficiency saving on existing budget.	2	2	2	0	This is currently anticipated to be achieved but is subject to monitoring.
Governance & Legal Services	151	Council wide operational efficiencies - operational efficiency saving including printing, telephones and postage.	6	6	6	0	This is currently anticipated to be achieved but is subject to monitoring.
Governance & Legal Services		Total Governance & Legal Services	315	297	315	0	
Resources	152	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	60	90	0	Initiatives are being undertaken to achieve this saving.
Resources	153	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	154	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	15	45	0	It is anticipated that this will be achieved.
Resources	155	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	156	Post reduction in Internal Audit - reshaping the work undertaken will allow the reduction one post.	42	42	42	0	This has been achieved.
Resources	157	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	158	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	159	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	25	25	0	This has been achieved.
Resources	160	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	22	34	0	This is expected to be achieved either by reducing overtime or by keeping a post in the council tax team vacant.
Resources	161	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	15	31	0	It is anticipated that this will be achieved.
Resources	162	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	11	14	0	It is anticipated that this will be achieved.
Resources	163	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	50	30	A delay in implementation means that a full saving is unlikely to be achieved in the current financial year.
Resources	164	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	210	210	0	The restructure has been completed and the full saving will be achieved.
Resources	165	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	166	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	167	Recharge Mobile & Scheduling Licenses to Directorate Services - recover licence costs through service areas for utilising corporate technology	16	0	0	16	This is not considered achievable in the current year.
Resources	168	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	169	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	0	10	No savings are anticipated in the current financial year.
Resources	170	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	13	20	0	It is anticipated that this will be achieved.

Resources	171	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	94	94	0	This has been achieved.
Resources	172	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	173	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	46	61	0	Saving anticipated to be achieved and will be closely monitored.
Resources	174	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	175	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	196	261	0	The service area are actively monitoring the achievement of this saving with a full saving currently anticipated.
Resources	176	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	177	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	178	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	179	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	180	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	30	40	0	Saving anticipated to be fully achieved.
Resources	181	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	182	Restructure the way in which Cardiff manages its partnership working - we are working with our partners (particularly the Cardiff University Health Board) to join up our partnership support arrangements more effectively. The saving includes staff reductions however, partnership activity will also continue to be mainstreamed within Council services so that the activity is correctly funded as business as usual.	110	45	45	65	Savings identified as a result of a staff restructure and realignment of grant funding. A full saving will not be achieved in the current financial year.
Resources	183	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	184	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	185	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	186	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	187	Office Rationalisation Efficiencies - project to release office space and focus occupancy in the Council's core administrative buildings.	400	250	400	0	It is anticipated that this saving will be fully achieved.

Resources	188	Council Wide external training - 10% efficiency saving on existing budget.	61	46	61	0	This is currently anticipated to be achieved but is subject to monitoring.
Resources	189	Council wide operational efficiencies - operational efficiency saving including printing, telephones and postage.	57	43	57	0	This is currently anticipated to be achieved but is subject to monitoring.
Resources	190	Subscriptions - review of the council-wide subscriptions to organisations.	1	1	1	0	This is currently anticipated to be achieved but is subject to monitoring.
Resources	191	Reduction in Agency Expenditure - targeted reductions across directorates based on existing spend analysis.	6	5	6	0	This is currently anticipated to be achieved but is subject to monitoring.
Resources	192	Discretionary Overtime - targeted reductions across directorates based on existing spend analysis.	25	19	25	0	This is currently anticipated to be achieved but is subject to monitoring.
Resources	193	Standby Payments to Officers - targeted savings across relevant directorates.	6	6	6	0	This is currently anticipated to be achieved but is subject to monitoring.
Resources		Total Resources	3,052	2,399	2,905	147	
Social Services	194	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	195	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	196	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	197	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 completed. 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	198	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	199	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	200	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	201	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	128	178	496	The Payment by Results contract was let and one service user stepped down to the enhanced fostering scheme. Difficulties have however been experienced by the chosen provider in relation to the availability of foster carers, severely restricting the level of savings achievable from the contract in 2015/16. Although, separately, a number of children in out of county placements have been returned to independent living arrangements outside the PbR contract, the associated cost reductions will be insufficient to prevent a significant shortfall against this savings target.
Social Services	202	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	203	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	242	242	0	Relevant posts deleted
Social Services	204	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	205	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	206	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	207	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	208	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	209	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	210	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	211	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	212	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	0	0	65	Saving predicated on block booking arrangement with specific provider. However, demand for LAC ASD placements has reduced meaning that block booking arrangements are not currently considered viable.

Social Services	213	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	214	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	215	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	35	165	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 targetted saving will be achievable in 2015/16.
Social Services	216	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	217	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	86	86	0	The market supplement was withdrawn from September 2015.
Social Services	218	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. 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	219	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	400	450	100	As a result of a service review, c£450k 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	220	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	221	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	222	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	626	660	101	The full year effect in 15/16 of staff who took voluntary severance in 2014/15 will result in a reduction 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	223	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	100	250	1,676	Various commissioned services are 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	224	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	225	"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	226	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	50	50	0	Saving fully achieved.
Social Services	227	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	0	200	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 however this is shown against an unachieved saving b/f from 2014/15. Further savings are considered unlikely at this stage however the position will be monitored through the year.
Social Services	228	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	229	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 on-going to reduce on-call arrangements.
Social Services	230	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	180	180	0	Specific reductions in support for external organisations identified and funding reduced.
Social Services	231	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	Negotiation with external provider has led to agreement to reduce the 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	232	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	233	Council Wide external training - 10% efficiency saving on existing budget.	9	9	9	0	This is currently anticipated to be achieved but is subject to monitoring.
Social Services	234	Council wide operational efficiencies - operational efficiency saving including printing, telephones and postage.	34	34	34	0	This is currently anticipated to be achieved but is subject to monitoring.
Social Services	235	Subscriptions - review of the council-wide subscriptions to organisations.	2	2	2	0	Level of subscriptions being reviewed.
Social Services	236	Reduction in Agency Expenditure - targeted reductions across directorates based on existing spend analysis.	70	70	70	0	Use of agency staff across the Directorate monitored on a regular basis. Initiatives to reduce reliance on agency continue to be explored.
Social Services	237	Discretionary Overtime - targeted reductions across directorates based on existing spend analysis.	43	43	43	0	This is currently anticipated to be achieved but is subject to monitoring.
Social Services	238	Standby Payments to Officers - targeted savings across relevant directorates.	17	17	17	0	This is currently anticipated to be achieved but is subject to monitoring.
Social Services		Total Social Services	8,137	4,258	4,857	3,280	
			32,473	21,979	26,398	6,075	

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	60	82	54	The projected shortfall relates to increased income expectations from charges to SME's for use of the transfer station at Brindley Rd.
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	69	69	0	Achieved through a staff restructure leading up to the scaling down of operations linked to the planned closure of the landfill site. Further reductions were made against the Lamby Way Transfer Station and Landfill Directive budgets.
City Operations	4	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	0	40	0	The solar panel roofs have been installed at Lamby Way and are already generating income. The Radyr Weir scheme is complete and connection made in time for the beneficial feed in tariff which should enable the 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	12	22	0	The Lamby Way solar farm is expected to generate approx. £10k. A further £12k is anticipated from a series of smaller solar installations on roofs. Additional income from the solar panel 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	71	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	0	3	Reductions to staff agency costs have not happened and whilst income has improved, it is not sufficient to offset the shortfall.
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. This will need to be monitored during the year but expected to be achieved.
City Operations	14	Additional income to parks - Additional mobile concessions (£20k), delete florist post from nursery (£20k.) Income from Heath Park Car Park (£40k.)	80	61	19	1	6	13	The shortfall relates to catering concessions. There is a plan to attract a commercial partner to explore income opportunities but details are not yet clarified.
City Operations	15	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	12	12	0	The contract to operate the Boatstage will generate the saving in full.
City Operations	16	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	17	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	12	12	0	It is anticipated that the remaining saving will be achieved through reduced costs derived during the year.
City Operations	18	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	19	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	0	50	The saving will not be achieved as the revised contract will not be in place until April 2016.
City Operations	20	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	25	39	31	Additional income is anticipated but not to the level required to fully meet the savings target although this is an improvement compared to previous forecasts.
City Operations	21	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	22	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	23	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	90	121	49	Part of this saving has been achieved but not to the level required to fully meet the savings target.
City Operations	24	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	25	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	26	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	49	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	27	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	18	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	28	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	29	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	30	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	31	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		4,953	3,207	1,746	1,408	1,546	200	
Communities, Housing & Customer Services	32	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. The balance of £297,000 is now achieved with full year operational savings linked to the East Hub at St Mellons and Llanrumney and additional savings associated with the creation of the West Hub and the Grangetown Hub.
Communities, Housing & Customer Services	33	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	34	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	35	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	36	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	37	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	17	17	0	This saving has been realised following a VS and a redesignated post within the markets.
Economic Development	38	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	39	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	40	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	112	130	0	It is currently anticipated that this saving will be achieved however this will need to be closely monitored.
Economic Development	41	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	65	0	The restructure has now been implemented and the saving achieved.
Economic Development	42	Reduction in Night Time Economy Budget - This will involve a reduction to the Taxi Marshalling service.	50	33	17	17	17	0	The necessary changes to staffing levels have been implemented and this saving should be achieved.
Economic Development	43	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	6	7	0	This saving is expected to be achieved in full.
Economic Development	44	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	45	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 9 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	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	12	68	82	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	70	230	Although the procurement process is being progressed it is not anticipated that any new arrangements will be in place before 1st April 2016. However, it is expected that £70,000 of additional income from ticket sales will partly mitigate the shortfall in the current year.
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		1,956	1,020	936	247	564	372	
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	5	7	0	It is now anticipated that this saving will be fully achieved through reduced spend on supplies and services budgets.
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	5	5	2	It is currently anticipated that a saving of £5k will be achieved in the current financial year.
Governance & Legal Services	Total Governance and Legal Services		25	11	14	10	12	2	

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	33	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	0	78	42	Various income streams are anticipated to realise savings in the current year however a shortfall of £42k is currently anticipated reflecting unforeseen licence and implementation costs.
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	16	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 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	A joint working arrangement with another Council has recently been agreed however whilst a full saving is anticipated in 2016/17 no specific savings have yet been identified in the current year. The shortfall will however be partly 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	88	88	0	Initiatives have been undertaken to achieve this saving.
Resources		Total Resources	1,336	741	595	207	423	172	

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	122	122	0	The Payment by Results contract was let and one service user stepped down to an enhanced fostering scheme. A number of children in out of county residential placements have also returned to independent living arrangements. The associated cost reductions are sufficient to meet the carried forward target from 2014/15 however difficulties with the PbR scheme has resulted in shortfalls against the 2015/16 savings target.
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	80	130	70	The contract for floating support is in place and a number of service users have stepped down to lower cost placements. Delays in the process, including availability of accommodation will however mean that there are insufficient numbers stepping down to realise the full saving or to meet the 2015/16 savings target. Efforts are being made to offset some of the shortfall via general reviews of care packages.
Social Services	76	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	170	210	150	Savings of £170k realised to date including the reduction of 1 registered manager and senior care officer posts together with the de-commissioning of a scheme. Although other schemes are being considered for review it is anticipated that the overall saving will be significantly below the combined 2014/15 and 2015/16 targets.
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	462	462	288	The Cathedral View home closed in August 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. Average bed prices have continued to rise in 2015/16 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	100	100	0	Negotiations with the external provider has led to agreement to reduce the management fee for direct payments in advance of a potential commissioning exercise. This will enable this saving to be achieved however there is still a potential shortfall against the 2015/16 saving target.
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	145	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 have resulted 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	108	160	420	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	1,254	1,451	1,788	
Grand Total	TOTAL SAVINGS		16,796	9,253	7,543	4,042	4,949	2,594	

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<u>CITY OPERATIONS</u>													
<u>Waste Management & Recycling</u>													
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)
New HWRC Lamby Way	0	1,587	0	0	0	1,587	180		0	0	(1,407)	0	(1,407)
Materials Recycling Facility refurbishment	45	76	0	0	0	121	100	0	0	0	(21)	0	(21)
Total Waste Management & Recycling	2,840	1,663	0	0	0	4,503	1,975	(1,100)	0	0	(1,428)	0	(2,528)
<u>Energy Projects and Sustainability</u>													
Greener Grangetown	1,390	1,550	(1,390)	0	20	1,570	190	0	0	0	(580)	(800)	(1,380)
Energy Refit of Buildings	0	785	0	(425)	0	360	60	0	0	(300)	0	0	(300)
Radyr Weir	0	2,186	0	0	350	2,536	3,396	860	0	0	0	0	860
Solar PV Renewable Energy Initiative	0	0	0	425	0	425	425	0	0	0	0	0	0
Salix Energy Recycling Scheme (SERS)	0	95	(83)	0	0	12	12	0	0	0	0	0	0
Salix Energy Efficiency Loan Scheme (SEELS)	160	(47)	0	0	940	1,053	1,053	0	0	0	0	0	0
Heritage Energy Efficiency Retrofit Grant	0	0	0	40	237	277	277	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	(1,473)	40	1,572	6,258	5,438	860	0	(300)	(580)	(800)	(820)
<u>Regulatory</u>													
Regionalising Regulatory Services	216	0	0	0	0	216	154	0	0	0	(62)	0	(62)
Total Regulatory	216	0	0	0	0	216	154	0	0	0	(62)	0	(62)
<u>Parks & Green Spaces</u>													
Asset Renewal Buildings	111	70	0	0	0	181	181	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	50	0	0	0	(147)	0	(147)
Heath Park Tennis Courts	0	134	0	140	25	299	299	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	0	0	0	0	(185)	0	(185)
S106 schemes	1,051	748	(748)	0	0	1,051	731	0	0	0	0	(320)	(320)
Total Parks & Green Spaces	1,677	1,247	(748)	25	66	2,267	1,615	0	0	0	(332)	(320)	(652)
<u>Leisure</u>													
Asset Renewal Buildings	110	40	0	(120)	0	30	30	0	0	0	0	0	0
Insole Court Conservation	1,562	1,584	(640)	130	40	2,676	2,771	95	0	0	0	0	95
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	338	0	0	0	(437)	0	(437)
Total Leisure	4,927	4,194	(640)	10	40	8,531	8,189	95	0	0	(437)	0	(342)
<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

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Highway Improvements LGBI - Footway	0	470	0	0	0	470	470	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	1,101	0	0	0	(113)	0	(113)
Street Lighting Column 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	20	1,360	1,360	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	20	9,782	7,669	0	0	(2,000)	(113)	0	(2,113)
Traffic & Transportation													
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	177	227	227	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
Metro Ph1 - A469/A470 Bus Corridor Improvements	0	0	0	0	1,425	1,425	1,425	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	333	0	0	0	0	(218)	(218)
Total Traffic & Transportation	10,095	920	(744)	0	(4,092)	6,179	5,961	0	0	0	0	(218)	(218)
Strategic Planning													
Heritage schemes	90	158	0	(90)	0	158	158	0	0	0	0	0	0
S106 schemes	93	66	(66)	0	0	93	2	0	0	0	0	(91)	(91)
Total Strategic Planning	183	224	(66)	(90)	0	251	160	0	0	0	0	(91)	(91)
Harbour Authority													
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
TOTAL CITY OPERATIONS	26,571	17,964	(3,671)	0	(2,431)	38,433	31,607	(145)	0	(2,300)	(2,952)	(1,429)	(6,826)
COMMUNITIES, HOUSING & CUSTOMER SERVICES													
Citizen Hubs													
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	793	70	0	0	0	0	70
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)	35	0	0	0	150	185	227	42	0	0	0	0	42

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	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Llanedeyrn Hub	30	0	0	0	0	30	30	0	0	0	0	0	0
Llanrumney Hub	50	0	0	0	0	50	57	7	0	0	0	0	7
Total Citizen Hubs	4,742	860	(313)	52	200	5,541	5,419	119	0	0	(241)	0	(122)
Libraries													
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
Housing													
Estate environmental improvements	150	0	0	0	0	150	150	0	0	0	0	0	0
Disabled Facilities Service	2,800	0	0	400	300	3,500	4,200	0	0	0	700	0	700
Discretionary Renovation grants	270	0	0	(270)	0	0	0	0	0	0	0	0	0
Group Repair Schemes	130	0	0	(130)	0	0	0	0	0	0	0	0	0
Renewal Area Schemes	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	505	3,855	4,555	0	0	0	700	0	700
TOTAL Communities, Housing & Customer Services	8,141	936	(313)	103	727	9,594	10,172	119	0	0	459	0	578
ECONOMIC DEVELOPMENT													
Economic Development													
Urban broadband	312	412	(312)	0	1,556	1,968	1,968	0	0	0	0	0	0
Cardiff Capital Fund	0	74	70	0	0	144	144	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	(40)	250	0	0	0	0	0	(250)	(250)
Community Asset Transfer	100	0	0	0	0	100	20	0	0	0	(80)	0	(80)
Town Centre Loan Scheme	0	0	0	0	500	500	500	0	0	0	0	0	0
Total Economic Development	852	850	(536)	0	2,016	3,182	2,747	0	0	0	(185)	(250)	(435)
City Development													
Cardiff Enterprise Zone	187	0	0	0	0	187	187	0	0	0	0	0	0
CEZ Land Purchase	1,530	7,155	0	0	0	8,685	8,685	0	0	0	0	0	0
Temp Bus Station Enabling works	683	0	0	0	0	683	683	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
Development North of the Station	20	0	0	0	0	20	20	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
Neighbourhood Regeneration													
Butetown Community Centre	0	0	0	0	40	40	40	0	0	0	0	0	0
Neighbourhood Renewal schemes	685	213	0	0	0	898	698	0	0	0	(200)	0	(200)
Maelfa Centre Regeneration	0	352	0	0	0	352	30	0	0	0	(322)	0	(322)
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	46	2,454	1,932	0	0	0	(522)	0	(522)
Venues & Cultural Facilities													
Asset Renewal Buildings	240	0	0	0	0	240	240	0	0	0	0	0	0

<u>DIRECTORATE & SCHEME</u>	2015-16 Programme	2014-15 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2015-16	Projected Outturn	(Underspend)/ Overspend GF	(Underspend)/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
New Theatre	295	0	0	0	0	295	200	0	0	0	(95)	0	(95)
St David's Hall	350	0	0	0	0	350	83	0	0	0	(267)	0	(267)
City Hall Carpets	11	80	0	0	0	91	91	0	0	0	0	0	0
Total Venues & Cultural Facilities	896	80	0	0	0	976	614	0	0	0	(362)	0	(362)
Property & Asset Management													
Asset Renewal Buildings	48	83	0	0	12	143	143	0	0	0	0	0	0
Total Property and Asset Management	48	83	0	0	12	143	143	0	0	0	0	0	0
TOTAL ECONOMIC DEVELOPEMT	6,330	8,972	(866)	0	2,417	16,853	15,534	0	0	0	(1,069)	(250)	(1,319)
EDUCATION & LIFELONG LEARNING													
Schools													
Planning & Development													
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
Other schemes													
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
Total Schools	5,089	473	0	0	0	5,562	5,562	0	0	0	0	0	0
Schools Organisation Planning													
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	2,919	0	0	37,184	15,895	0	(572)	(4,064)	(912)	(15,741)	(21,289)
Total Schools Organisation Planning	4,987	28,549	6,558	0	0	40,094	18,805	0	(572)	(4,064)	(912)	(15,741)	(21,289)
TOTAL EDUCATION & LIFELONG LEARNING	10,076	29,022	6,558	0	0	45,656	24,367	0	(572)	(4,064)	(912)	(15,741)	(21,289)
GOVERNANCE & LEGAL SERVICES													
Bilingual Cardiff - Welsh Language Centre Grant	0	0	0	0	335	335	335	0	0	0	0	0	0
TOTAL GOVERNANCE & LEGAL SERVICES	0	0	0	0	335	335	335	0	0	0	0	0	0
RESOURCES													
Technology													
Modernising IT to improve Business Processes	(845)	2,450	0	0	0	1,605	1,373	0	0	0	(232)	0	(232)
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	1,817	0	0	0	(232)	0	(232)
Facilities Management													
Office Accommodation rationalisation	109	327	0	0	79	515	386	0	0	0	(129)	0	(129)
Asset Renewal Buildings	684	0	0	0	0	684	684	0	0	0	0	0	0
Legionella	0	65	0	0	0	65	0	0	0	0	(65)	0	(65)
CCTV at Council sites	0	50	0	0	0	50	50	0	0	0	0	0	0
Total Facilities Management	793	442	0	0	79	1,314	1,120	0	0	0	(194)	0	(194)
Central Transport Services													
Asset Renewal Vehicle Replacement	250	(23)	0	0	0	227	227	0	0	0	0	0	0

DIRECTORATE & SCHEME	2015-16 Programme	2014-15 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2015-16	Projected Outturn	(Underspend)/ Overspend GF	(Underspend)/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
Corporate													
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	4,985	2,913	0	(103)	79	7,874	7,048	(400)	0	0	(426)	0	(826)
SOCIAL SERVICES													
Adult Services													
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													
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	1,708	0	1,127	118,770	89,088	(426)	(572)	(6,364)	(4,900)	(17,420)	(29,682)
PUBLIC HOUSING													
Housing Development	1,400	0	0	(250)	(532)	618	618	0	0	0	0	0	0
Estate Regeneration and Area Improvement Strategies	2,600	0	0	0	391	2,991	2,991	0	0	0	0	0	0
External and Internal improvements to buildings	11,550	0	0	0	(513)	11,037	11,037	0	0	0	0	0	0
Disabled Facilities Service	1,800	0	0	250	0	2,050	2,050	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	3,487	3,487	3,487	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	270	0	0	0	0	(179)	(179)
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	230	380	380	0	0	0	0	0	0
TOTAL PUBLIC HOUSING	207,950	449	0	0	2,455	210,854	210,675	0	0	0	0	(179)	(179)
TOTAL	264,078	60,256	1,708	0	3,582	329,624	299,763	(426)	(572)	(6,364)	(4,900)	(17,599)	(29,861)