

POLICY REVIEW & PERFORMANCE
SCRUTINY COMMITTEE

1 October 2013

BUDGET MONITORING 2013/14 – MONTH 3

Reason for the Report

1. To update Members regarding the Council's budget monitoring. Attached at **Appendix A** is the Budget Monitoring Month 3 report which was presented to the Cabinet on 23 September 2013. Members may note that this quarter's monitoring report includes a breakdown of individual directorate savings targets with a projection of savings that are currently anticipated to be achieved.

Background

2. The Policy Review and Performance Scrutiny Committee has responsibility for monitoring the overall Council budget, as well as for monitoring specific directorate budgets. These include the Cabinet Office, Corporate Management, County Clerk and Monitoring Officer, and the Resources Directorate. Its remit also covers Equalities, Customer Services and Community Engagement (within the Communities Housing and Customer Services directorate), as well as Strategic Estates and International Policy (Economic Development directorate).
3. When the Committee discussed its work programme for 2013/14, Members indicated that they had an interest in focussing on particular service areas in more depth during future budget monitoring sessions. The Committee has scheduled a consideration of Central Transport Services and Facilities Management for its 7 January 2014 meeting, to coincide with the Month 6 budget monitoring report.
4. When scrutinising the Month 3 report, Members may wish to decide whether to focus on any other services within the Committee's remit in future meetings, or if

they would like to consider particular aspects of the Council’s budget. This could include the affordability of borrowing or, given some of the projections included in the attached report, the process by which savings proposals are assessed to be achievable.

Revenue budget issues

- 5. At Month 3 the Council’s projection is that there will be an overspend of £3.9 million at the end of this financial year. This compares to Month 3 of 2012/13, when an overspend of only £979,000 was projected.

- 6. Within this year’s projected overspend, Directorate budgets are predicted to be £7.1 million overspent. This is partly counteracted by savings on capital financing, where there is an assumption that in the short term the Council will use temporary cash balances rather than borrow. Non Domestic Rates refunds on Council properties and a projected surplus on Council tax should also offset this projected overspend.

- 7. The overall level of projected overspend also takes into account a proposal (approved by the Cabinet at its meeting on 23 September) to allocate funds of £1.075 from the Corporate Contingency Budget to particular directorate budgets. As part of the Budget Report for 2013/14 a contingency of £1.6 million was set for certain service areas, to be held centrally until ‘criteria-based evidence made a compelling case for the funding to be transferred to the particular service area’. Details of the original allocation and the amount now allocated are below:

	Funding approved in 2013/14 budget	Approved for allocation in Month 3 report
Children’s foster and residential placements	£950,000	£585,000
Social Care workforce	£300,000	£140,000
Material Recycling Facilities sale price fluctuations	£350,000	£350,000
Total	£1,600,000	£1,075,000

8. Particular overspends are forecast in Health and Social Care (£3.1 million), Environment (£1.9 million) and within this Committee's remit the Resources directorate (£1.8 million).
9. Members may like to refer to Appendix 2 of the attached report where the original 2013/14 budget savings target and a current projected savings level are set out for each directorate. Under the Resource directorate significant shortfalls in the achievement of savings targets are predicted in Facilities and Fleet Management (savings lines 207, 210, 211, 219 and 237). Issues are also highlighted with savings to be achieved from reducing external legal spend (savings line 161), moving data storage to IT Cloud (savings line 218) and casual homeworker BT line rentals (savings line 234).
10. A number of management actions are being put in place to reduce the level of spend councilwide, of which details are at paragraph 7 of the attached Cabinet report. These include reviewing:
 - Purchase of Goods and Services;
 - Consultants;
 - Use of resources;
 - Maximising income; and
 - Staffing arrangements.

Capital Issues

11. The adjusted 2013/14 Capital programme is £97.426 million, against which a variance of £7.171 million is currently projected. Both this Committee and the Wales Audit Office have previously raised concerns with the level of Capital Slippage. Further details of specific schemes can be found from paragraph 72 of the attached report.

Way Forward

12. Councillor Russell Goodway, Cabinet Member for Finance and Economic Development, and Marcia Sinfield, Interim Section 151 Officer, will be in attendance to present the report and answer Members' questions.

Legal Implications

13. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct legal implications. However, legal implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any legal implications arising from those recommendations. All decisions taken by or on behalf of the Council must (a) be within the legal powers of the Council; (b) comply with any procedural requirement imposed by law; (c) be within the powers of the body or person exercising powers of behalf of the Council; (d) be undertaken in accordance with the procedural requirements imposed by the Council e.g. Scrutiny Procedure Rules; (e) be fully and properly informed; (f) be properly motivated; (g) be taken having regard to the Council's fiduciary duty to its taxpayers; and (h) be reasonable and proper in all the circumstances.

Financial Implications

14. The Scrutiny Committee is empowered to enquire, consider, review and recommend but not to make policy decisions. As the recommendations in this report are to consider and review matters there are no direct financial implications at this stage in relation to any of the work programme. However, financial implications may arise if and when the matters under review are implemented with or without any modifications. Any report with recommendations for decision that goes to Cabinet/Council will set out any financial implications arising from those recommendations.

RECOMMENDATIONS

15. The Committee is recommended to:
- i. consider whether it wishes to make any comments to the Cabinet; and
 - ii. consider whether it wishes to use information contained in the report to inform future scrutiny items.

MARIE ROSENTHAL

County Clerk and Monitoring Officer (Democratic Services)
25 September 2013

CABINET MEETING: 23 SEPTEMBER 2013

BUDGET MONITORING – MONTH 3 REPORT

REPORT OF THE INTERIM SECTION 151 OFFICER

AGENDA ITEM:10

PORTFOLIO: FINANCE & ECONOMIC DEVELOPMENT

Reason for this Report

1. To provide the Cabinet with an update of the financial monitoring position for the authority based on the first three 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 2013/14 compared with the budget approved by Council on the 28 February 2013.
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 overspend of £3.9 million when compared with the budget, as detailed in Appendix 1 with financial pressures evident in a number of areas and significant overspends particularly in relation to the Environment, Health & Social Care and Resources Directorates. Overall, directorate budgets are currently projected to be overspent by £7.1 million however it is anticipated that management actions will significantly reduce this by the year end. The projected overspends in directorate budgets are partly offset by savings on capital financing, NDR refunds on Council properties and by a projected surplus on Council Tax. There are also savings arising from funding decisions which were reflected in the Council's Outturn position for 2012/13 and from the allocation provided in the budget in support of

changes arising from the implementation of the Council Tax Reduction Scheme.

5. The projected overspends in directorate budgets include £3.1 million in Health & Social Care, £1.9 million in Environment and £1.8 million in Resources. The overspends reflect a range of factors including increased demographic pressures, shortfalls in income and the failure to fully achieve the savings targets set as part of the 2013/14 budget.
6. The detailed savings targets for each directorate are set out in Appendix 2 to this report together with the projected savings currently anticipated to be achieved. An overall shortfall of £5.8 million is currently anticipated in relation to these savings targets. This is reflected in the Directorate monitoring positions although where possible shortfalls have been offset by savings in other budget areas. It is anticipated that the position will improve as the year progresses with Directorates continuing to review the scope for further savings in these areas. It remains however a major cause for concern particularly as the Council is about to embark on another very difficult budget round.
7. Action plans have been drawn up 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. It is acknowledged however that this is unlikely to result in the level of savings required in order to balance the overall Council spend against budget. As a result the Council's Interim Head of Paid Service has implemented a number of management actions to reduce the level of spend across the Council with the intention of improving the overall position as the year progresses and enabling a balanced position to be achieved by the end of the financial year. The management actions include:

Purchase of Goods and Services

- Review all uncommitted revenue funded works contracts on buildings, roads and other infrastructure.
- Review all spending budgets to ensure that no further spend is incurred unless essential. This should include but not be limited to:
 - Non-essential supplies and services
 - Furniture, ICT and other equipment
 - Conferences
 - Training courses and events (excl essential H&S/FirstAid/Fire Evacuation training)
 - Use of non-council buildings for council activities
 - Non-essential travel

Consultants

- Review engagement of interims, consultants and specialists for new contracts in accordance with the strategy that took effect from 1 August 2013.
- Review existing use of interims, consultants and specialists in order to reduce involvement where feasible.

Use of resources

- Review use of colour copying
- Reduce the quantity of paper produced for meetings & increase reliance on electronic methods.
- Re-use office materials and equipment wherever possible.

Maximise income

- Review all fees and charges and income sources in order to seek opportunities to further maximise income in the current year.

Staffing Arrangements

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

8. It is recognised that there will be exceptions where for technical funding reasons the implementation of measures will not result in direct savings to the council's revenue account. These exceptions include:
 - (i) Schools Delegated budgets.
 - (ii) Harbour Authority
 - (iii) Housing Revenue Account
 - (iv) External grant funded services.
 - (v) Trading Accounts undertaking work on capital schemes or on schools delegated budgets.
9. In support of the measures to restrict revenue spending during the remainder of 2013/14, the corporate Finance & Procurement teams have been instructed to ensure that the Council's Contract Standing Orders and Procurement Rules and Financial Procedure Rules are being fully adhered to by all staff. In particular, they have been instructed to remove off-contract spend and enforce adherence to the Council's corporate purchasing and payment processes. A number of specific actions will be progressed over the next few months to provide the Council with the necessary visibility and control to effectively manage external spend.
10. The projected outturn position includes a saving of £500,000 against the budget allocated to meet severance costs of staff leaving the Council's employment through voluntary severance in the previous financial year. The majority of these were linked to budget savings for 2013/14 with their posts being deleted by 1st April 2013. The saving reflects the decision taken as part of the Council's outturn for 2012/13 to meet in-year severance costs of £2.353 million from exceptional income thereby generating a saving in the current year. There is also a saving of

£400,000 arising from the allocation provided in the budget in support of the Council Tax Reduction Scheme. Current projections suggest this will not be required in 2013/14. For reporting purposes both these savings are included within the Summary Revenue Account.

11. 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:

Cabinet Office - On Target

12. The overall position indicates a balanced spend against budget with all 2013/14 budget savings anticipated to be achieved. Communications is projecting an overspend of £19,000 due to a one-off software purchase of newsflash licenses however this is offset by an underspend in Media, mainly in relation to employee budgets as a result of vacant posts. Improvement and Information Management is projecting a balanced position although this will need to be kept under review as it is currently subject to a restructuring.

Capital Financing (£660,000)

13. The projection for Capital Financing is a £660,000 under spend. This assumes that in the short term, the Council will continue to utilise its temporary cash balances to pay for Capital Programme works rather than borrow money externally from the Public Works Loan Board or money markets. Whilst the cost of borrowing is greater than the opportunity cost of interest receivable on investments, this approach can result in short term savings, however it can also result in increased costs in the long term should interest rates for future borrowing rise significantly. The position is monitored closely in conjunction with the Council's treasury advisors. Accordingly, this position is at risk if it is deemed beneficial to borrow this financial year.
14. The projected variance includes a £300,000 dividend budgeted to be received from Cardiff Bus which will not be payable to the Council this year due to the current low level of distributable reserves of the company.

Children's Services – On target (+£585,000 prior to proposed contingency allocation)

15. Initial projections indicate an overspend of £585,000 however it is currently assumed that subject to Cabinet approval this will be offset by an allocation from the Corporate contingency sum set aside in the 2013/14 budget specifically to meet increases in the cost of external placements. Although the directorate received an additional budget re-alignment of £1.8 million as part of the 2013/14 budget process, cost growth in external residential placements, recent increases in external fostering placements and unachieved savings in relation to the previous and current financial year have all contributed to the projected

overspend. A shortfall of £228,000 is currently anticipated against the 2013/14 savings targets.

16. Growth in expensive residential placements in the latter part of 2012 and in 2013 has led to a projected increase of circa £650,000 in the overall costs of external placements in 2013/14 compared to the previous financial year. An external residential placement can typically cost in excess of £150,000 a year so even a small increase in numbers can have a significant impact on costs. The budget for external placements also includes assumed savings of £330,000. These were introduced as part of the 2012/13 and 2013/14 budgets but are unlikely to be achieved in the current financial year. The feasibility of utilising a Social Impact Bond approach in this area is currently being considered and may assist in reducing or minimising costs of placements in future years. There is also an anticipated overspend of £195,000 on the budget for external fostering placements reflecting growth in numbers during 2013.
17. Other projected overspends include £201,000 in Child Health and Disability and £251,000 in Leaving Care. The overspend in Child Health and Disability largely reflects increased growth in the cost of domiciliary/sessional care with a £100,000 savings target against these budgets currently unlikely to be achieved. There is also a significant spend on agency staff in this area resulting in a projected overspend on staffing budgets. The overspend in leaving care reflects the on-going high cost of providing supported accommodation to homeless children aged 16 and over including unaccompanied asylum seeker children. An overspend is also anticipated in relation to residence order allowances reflecting both an increase in the number of orders and an assumption that rates will increase from January 2014. The overspends are partly offset by savings in other areas including £468,000 in internal residential accommodation mainly relating to the continued closure of the home at Thornhill Road. There are also savings of £119,000 on internal fostering and £68,000 in youth offending with further savings on staffing budgets across the directorate.
18. In line with the management actions implemented by the Acting Head of Paid Service, measures are being taken by the Directorate to improve the financial position, the outcome of which will be reported as part of future monitoring positions.

Communities, Housing & Customer Services (£140,000)

19. The directorate is currently projecting a saving of £140,000 with a significant overspend against the savings targets for the Local Training and Enterprise Service offset by savings in other areas including the budget provision for the Council Tax Reduction Scheme. Overall the anticipated shortfall against the 2013/14 savings targets is £522,000 of which £410,000 relates to Local Training and Enterprise.
20. Housing and Neighbourhood Renewal functions are projecting an overall underspend of £499,000 with savings of £43,000 on premises costs at gypsy sites, £40,000 as a result of vacancies in the Disabled Facility

Service and £416,000 in relation to the Council Tax Reduction Scheme. This forecast is based on claimant numbers and service expenditure data at the end of June and will need to be closely monitored as the year progresses. Other projected underspends within the directorate include £25,000 against Customer Service budgets and £26,000 in the Neighbourhood Regeneration Service both resulting from staff vacancies. The Library Service and Policy, Partnerships and Citizen Focus are currently projecting a balanced position. A balanced position is also forecast in relation to Supporting People Services with projected overspends on Community Alarm and Sheltered Housing offset by savings in administration and elsewhere within the service.

21. These are partly offset by a projected overspend of £410,000 in relation to Local Training and Enterprise. Whilst the core revenue budgets for this service are projected on target it is currently anticipated that the majority of the £500,000 saving included in the 2013/14 budget will be unachievable in the current financial year. The directorate is working towards the formulation of a plan to restructure the service and deliver the savings in full in the future, however at present only £90,000 has been identified as achievable in 2013/14. As the review of the service continues, it is likely that further savings will be identified as the year progresses.

Corporate Management (£167,000)

22. A saving of £136,000 is currently forecast in relation to the Chief Executive and Corporate Director budgets as a result of the changes that have taken place during the year. There are also savings against the Fire Service precept and general expenses budgets although these are partly offset by increased contributions towards the Coroners Service.

Council Tax Collection (£1,500,000) and NDR refunds on Council properties (£144,000)

23. A review of the Council Tax position indicates a potential surplus of £1.5 million. This includes the impact of the 0.5% reduction to the ultimate collection rate which was introduced in anticipation of the policy changes to the Council Tax Reduction Scheme. The Welsh Government subsequently made the decision to fully fund the scheme in 2013/14 and this has resulted in a projected surplus of circa £780,000 in the current year. The balance of the surplus reflects a combination of factors including a reduction in exemptions. This will continue to be closely monitored to identify any further fluctuations as the year progresses. A saving of £144,000 is currently anticipated in relation to refunds of NDR on council properties achieved through the appeals process.

County Clerk & Monitoring Officer (£55,000)

24. The overall position includes a projected underspend of £82,000 in Scrutiny Services mainly as a result of vacancy savings on employee budgets. This is partly due to delays in filling new posts funded as part of the 2013/14 Budget. This is offset by a projected overspend of £27,000

in Member Services reflecting a shortfall against the savings target for members broadband and increased translation costs. Other areas within the service are currently anticipating a balanced position.

Economic Development (£9,000)

25. The overall position indicates a projected underspend of £9,000. This includes an underspend of £89,000 within the Property division where additional rental income is anticipated. The Major Projects position includes a shortfall of £147,000 in leasing income for the now demolished ISV offices and £62,000 in relation to sponsorship income for the Doctor Who naming rights. These are partly offset by savings on staffing budgets in this area. The Events Park and Ride activity is currently anticipating a balanced position with Business and Investment and Construction and Design both projecting small underspends.

Education & Lifelong Learning +£344,000

26. The projected overspend reflects a combination of additional service pressures together with an anticipated shortfall of £510,000 against the savings targets set as part of the 2013/14 budget. These are partly offset by savings in other areas within the Directorate.
27. Projected overspends against centrally funded education budgets include £135,000 in relation to Storey Arms and £42,000 in the Music Service. The Storey Arms budget was reduced by £175,000 as part of the 2013/14 budget process assuming both increased income and reductions to expenditure budgets. Although income has increased this is not sufficient to meet the savings target. A review of the establishment is also on-going but it is unlikely that the proposed changes will be implemented within a timeframe that allows all the savings to be achieved in the current financial year. Current income projections for the Music Service suggest a £42,000 shortfall against the £151,000 budget saving, however this will need to be closely monitored following the increase in charges in September. An overspend of £126,000 is also projected in relation to on-going staffing commitments at Danescourt and St. Albans Primary schools.
28. Inter Authority Recoupment and Special Educational Needs (SEN) budgets are currently projecting an overspend of £64,000. The main area of overspend is within Home and Hospital Tuition which is forecasting an overspend of £230,000. The Education Service is working with schools to identify exactly what proportion of this spend should be the responsibility of an individual school and this may reduce this figure significantly. This is partly offset by anticipated savings in out of county placements.
29. The Catering Division is reporting a projected overspend of £114,000 mainly due to income shortfalls following the need to review what is sold from vending machines as a result of the statutory demands set by the Welsh Government on healthy eating. Although the 2013/14 budget provided £200,000 to fund increases in free school meals, the take up of

this provision has exceeded expectations and is currently projected to be in the region of £330,000. It is anticipated that the additional £130,000 will be funded from earmarked reserves set up to support the impact of Welfare reforms. The overspend on catering is offset by a projected surplus of £115,000 within the Cleaning Division.

30. The County Hall nursery is currently projecting an overspend of £44,000 although this is partly offset by savings of £19,000 in other childcare budgets. Management and support budgets are projecting an underspend of £49,000 with Lifelong Learning budgets currently assumed to achieve a balanced position.
31. In line with the management actions implemented by the Acting Head of Paid Service, measures are being taken by the Directorate to improve the financial position, the outcome of which will be reported as part of future monitoring positions.

Environment +£1,932,000 (£2,282,000 prior to proposed contingency allocation)

32. Initial projections indicate a potential overspend of £1.932 million. This includes a significant shortfall in income within some trading activities, a projected overspend on landfill tax and an under achievement against some of the budgeted savings.
33. An income shortfall of £1.1 million is currently projected in relation to the Material Recycling Facility (MRF). This reflects a drop in the market for recycle materials and is an extension to the difficulties experienced in the previous financial year. It also reflects the loss of income from the curtailment of arrangements with Caerphilly Council who previously provided tonnages for recycling at the facility. The pressure being experienced by the MRF in relation to market conditions and income opportunities was recognised in the 2013/14 budget and a corporate contingency sum of £350,000 was set aside to offset these pressures should they occur. This would reduce the projected income shortfall to £750,000 in the current year. The allocation of this contingency is assumed within the directorate position but is subject to Cabinet approval. Income shortfalls are also a significant factor in the projected deficit on the Trade Waste Collection Service. This is currently projecting a deficit of £464,000 of which £356,000 relates to a shortfall in income mainly as a result of competition from the private sector in the market place.
34. The budget for landfill tax is currently projected to be overspent by £1.0 million. This reflects a combination of factors including increased tonnages received by the council to treat and dispose of waste and an inability to meet the budget saving of £530,000 which was anticipated as a result of diversion activity. The overspend in this area is partly offset by a saving of £420,000 in relation to the use of contractors for waste disposal as this operation has now been withdrawn.

35. The balance of the overspend is mainly due to the anticipated under-achievement of budget savings both in relation to 2013/14 and in respect of savings carried forward from the previous year. The shortfall currently projected against the 2013/14 savings totals £923,000 and includes the £530,000 identified above in relation to landfill diversion. The shortfalls impact on both Waste Management and Regulatory Services including some service interventions such as Cardiff Outdoors that are linked to the Council's Change Management Programme. The directorate position also includes a projected overspend of £238,000 against vehicle budgets, an overall saving of £253,000 on employee budgets reflecting vacancies and service re-design and additional income in Regulatory Services. The additional income includes £40,000 in Animal Services which is currently projecting a saving of £77,000 and £22,000 in respect of Consumer Protection.
36. Confirmation of the Sustainable Waste Management Grant for 2013/14 has recently been received from the Welsh Government and provides revenue and capital funding of £7.35 million and £235,000 respectively in the current financial year. This represents a reduction of £513,000 in the revenue funding compared to the previous year and this will need to be carefully managed by the Directorate adding further pressures on the service. Measures are being put in place but this will need to be closely monitored during the remainder of the year.
37. The Environment Director and her senior management team are developing an action plan to consider what can be done to reduce the projected end of year deficit. These plans will require careful monitoring to ensure that they achieve reductions in this overspend for this area. The plans include the following activities:
- Undertaking a review of agency spend
 - Reviewing cleansing and waste operations
 - Undertaking an establishment review
 - Undertaking a review of fees and charges

Health & Social Care +£3,107,000 (£3,247,000 prior to proposed contingency allocation)

38. An overspend of £3.1 million is currently projected for Health and Social Care mainly due to increased demographic pressures in relation to services to older people and people with learning disabilities. This is reflected in a projected overspend of £3.8 million on externally commissioned services with costs in this area partly offset by savings in Direct Services and other areas of the directorate budget.
39. The projected overspends within externally commissioned services includes £1.8 million in respect of older people, £1.8 million in relation to people with learning disabilities and £282,000 in Mental Health Services. These are partly offset by savings in other areas. The overspend on older people largely reflects very significant growth (13%) in the number of domiciliary care hours delivered. This follows an increase of 10% in 2012/13. Only part of this growth is reflected by an increase in the

number of service users (3.5%) with the greater impact resulting from an increase in the average care hours received by each service user. This reflects the increasing demographic trend in terms of age profile and level of need. There has also been growth of 50% in the last twelve months in the number of hours of care paid via direct payments to those who wish to arrange their own care. An increase in the number of nursing home placements has also recently been identified and has added a further £200,000 to the projected overspend.

40. The projected overspend of £1.8 million in learning disabilities reflects a number of factors including 14% growth in the number of domiciliary care hours provided, a significant increase in the anticipated spend on residential care, an increase in the number of external supported accommodation placements and a significant increase in the number of care hours provided via direct payments. This includes the impact of a significant level of transitions from Children's Services including circa £1.1 million of costs in relation to 18-21 year olds which had not been identified as transferring at the point at which the budget was set in February and therefore was not reflected in the Health and Social Care budget. The projected overspend of £282,000 in Mental Health Services reflects growth in both the number and cost of residential placements.
41. Budget savings of £740,000 were identified in relation to externally commissioned services as part of the 2013/14 budget of which it is currently anticipated that £300,000 will be achieved leaving a shortfall of £440,000. This is reflected in the projected overspend for externally commissioned services.
42. Within Direct Services, residential care is currently projecting a saving of £482,000. This includes the anticipated financial impact of the recent decision to end the contract arrangements between the Council and Hafod Care in respect of the three remaining homes linked to that agreement, the contacts for which were due to expire in 2016. Subject to the necessary consultation and safeguards for residents it is anticipated that the Dorothy Lewis and Ty Newydd Care Homes will close and that the Cathedral View Home will transfer to Hafod Care. Discussions have been taking place with staff and trade unions regarding opportunities for redeployment and voluntary severance. It is anticipated that these arrangements will enable the achievement of the £500,000 budget saving based on a review of residential care provision and also provide further in-year savings to partially offset the overspends in externally commissioned services. The final position will depend on a number of factors including the final closure/transfer dates of the homes. The termination of the agreement with Hafod Care will also provide full year savings in support of the 2014/15 budget. The projected underspend on residential services also includes savings in internal learning disabilities supported accommodation reflecting staff vacancies against the budgeted establishment. A saving of £129,000 is also projected in relation to internal day care services, mainly as a result of staff vacancies in learning disabilities day care.

43. Savings of £111,000 are projected in other areas of the directorate including fieldwork/social work and management and support. A number of agency social workers are currently employed in older people review and hospital services and whilst these are largely offset by vacancies elsewhere within the service it is currently assumed that subject to Cabinet approval the balance of £140,000 will be met from the corporate contingency sum allocated to meet social work costs as part of the 2013/14 budget.
44. The Director of Health and Social Care and her senior management team are undertaking a robust scrutiny of all expenditure within the directorate and are bringing forward plans to mitigate in part against the projected end of year deficit. However it should be noted that this is against a backdrop of increasing demographic pressures. These plans include the following activities:
- Enforcing contract compliance with commissioned service providers
 - Re-commissioning services where there are a plethora of “spot” contracts
 - Ensuring that care package reviews are carried out to determine current eligibility for service
 - Undertaking an establishment review

Resources +£1,796,000

45. Initial projections indicate a potential overspend of £1.8 million. This is due to significant anticipated overspends in Facilities and Fleet Management mainly as a result of shortfalls against savings targets set as part of the 2013/14 Budget and in previous years. Together, the projected overspends in these areas total £2.3 million with offsetting savings identified against a range of budgets across the directorate. At a Directorate level the projected shortfall against the 2013/14 savings targets amounts to £2,138,000 and this is reflected in the service positions set out below.
46. The most significant variance is in relation to Fleet Management with a projected overspend of £1.5 million currently reported. This reflects a continuing shortfall against savings targets of which £675,000 was allocated in 2012/13 and £834,000 as part of the 2013/14 Budget. Delays in the fleet replacement and reduction programme have resulted in the continued use of short term hire as well as increased fuel usage and maintenance costs. The £250,000 saving for improving driver behaviour is now deemed unachievable and cannot be progressed while overspends are also reported against unbudgeted vehicle tracker costs.
47. Facilities Management is currently projecting an overspend of £815,000 also mainly as a result of shortfalls against savings targets. This includes projected shortfalls of £404,000 on security, £300,000 on building cleaning, £355,000 on other facility management budgets and £176,000 due to the delayed restructure within Building Support. These are partly offset by office accommodation savings generated by the

Office Rationalisation project and from other savings on premises budgets.

48. An overspend of £128,000 is projected in relation to Legal Services with a shortfall against the budget saving aimed at reducing external legal spend partially offset by savings on other budgets including employee costs and additional internal income. Commissioning and Procurement are also projecting an overspend of £50,000 with a shortfall in retrospective rebate income of £82,000 and a reduced surplus of £26,000 on the County Supplies trading account, partly offset by savings in other budgets including employee costs.
49. All other divisions within the directorate are either anticipated to be on target or have identified savings. This includes savings of £203,000 in Finance and £72,000 in Enterprise Architecture, mainly due to savings on employee budgets as a result of vacancies. A saving of £154,000 in ICT is mainly due to reduced expenditure on hardware and software purchases and other related costs, whilst in Change Management a saving of £178,000 has been achieved through a reduction in the level of project resources.
50. A saving of £105,000 is currently projected in Human Resources. This includes savings of £289,000 as a result of vacancies, part time hours and additional income in HR People Services and a projected surplus of £229,000 in relation to Cardiff Works. These are partly offset by funding of £413,000 in relation to HRPS system development.
51. Senior managers within the Resources Directorate are undertaking a robust scrutiny of all expenditure within the directorate and are bringing forward plans to mitigate the projected overspend. This includes measures to improve the achievement against specific savings targets as well as a range of other savings designed to reduce the overspend. These include:
 - A detailed review of vehicle utilisation and current contract arrangements within the Central Transport Service.
 - Targetting income opportunities including the use of the new workshop facility.
 - A review of options to bring forward savings in Facilities Management.
 - A review of IT expenditure and other supplies and services spending across the directorate.
 - Review of the establishment and identification of in-year savings as a result of not filling vacant posts and review of agency placements.

Sports, Leisure & Culture (£254,000)

52. The directorate is currently reporting a projected saving of £254,000 despite a shortfall of £444,000 against its 2013/14 saving target. This is mainly as a result of increased income and reduced expenditure in sports and leisure facilities. This represents an overall reduction of £590,000 in the subsidy for these facilities with increased income of £464,000

through improvements to Active Card memberships. This is a continuation of the trend seen in recent years. Expenditure budgets are also projecting a reduction of £127,000 mainly in relation to employee costs. There is a further net saving of £31,000 on community halls also reflecting increased income.

53. An overspend of £149,000 is projected in relation to Culture, Tourism and Events mainly due to a shortfall of £105,000 in income generation against the planned new operating model at the Mansion House. Other overspends include £33,000 on the Castle and £28,000 in Tourism. These are partly offset by savings in other areas including £30,000 on events.
54. Parks and Sport are currently reporting a projected overspend of £36,000. This includes overspends of £133,000 in relation to unfunded skip hire costs relating to the disposal of parks materials and shortfalls of £55,000 in sponsorship income and £43,000 in outdoor leisure income. These are partly offset by savings of £115,000 on employee costs and a range of other operational savings across the division.
55. The Cardiff International White Water (CIWW) facility is currently projecting an operational surplus of £114,000 against budget. However, this is offset by loan repayments of £306,000 which reflects the Council's investment in the facility which was provided on an invest to save basis. When this is taken into account it leaves a shortfall of £192,000. Savings of £16,000 on Flatholm and £9,000 at the Sailing Centre are currently projected.
56. Other variances include a shortfall of £30,000 in commissioning and procurement savings across the directorate and an underspend of £12,000 on the Welsh Translation Unit as a result of staff vacancies. At a directorate level the projected shortfall against the 2013/14 savings targets amounts to £444,000 and this is reflected in the overall position set out above.

Strategic Planning, Highways and Traffic & Transport +£533,000

57. The Directorate is currently reporting a projected overspend of £533,000. This includes a projected shortfall of £596,000 against the 2013/14 savings targets mainly in relation to the Highways Maintenance elements of the Cardiff Outdoors project.
58. The Highways Service is currently projecting an overspend of £454,000. This reflects the projected shortfall against the savings targets for the Highway maintenance elements of the Cardiff Outdoors project including the Highways Maintenance Service Redesign Phase 2 and fleet rationalisation. These are partly offset by additional savings against other savings targets. The overall spend on operational budgets is dependent on a number of factors including weather conditions during the remainder of the year. For the purposes of this report it is therefore assumed that these budgets will be fully spent. However managers are currently undertaking a review in the light of the spending restrictions and

it is anticipated that savings will be identified against these budgets, with an improved position being reported at month 6 and programmed delivery of the remaining shortfall to year end.

59. Traffic and Transportation functions are currently reporting an overspend of £79,000. This includes a shortfall of £83,000 in the budgeted contribution from the Parking Reserve which supports the Council's overall provision for transportation. This reflects a projected shortfall of £589,000 against the £3.5 million annual budgeted surplus in the Civil Parking Enforcement (CPE) account mainly as a result of lower than anticipated income levels. The shortfall reflects delays due to the required timescales for traffic regulation orders and the full implementation of initiatives included within the budget. These include a shortfall of £105,000 against the £650,000 budget proposal in relation to on street pay and display parking charges, £200,000 from the proposal to reduce the period of free parking within the Butetown Scheme and £108,000 in relation to the extension of charges in the evenings for the Butetown arrangements from 9.00pm to 10.00pm. There are also income shortfalls in relation to the Sophia Gardens car park and the introduction of charges in Canton. Expenditure in the CPE Account is currently projected to be £37,000 above budget.
60. The 2013/14 Budget Report noted that the margin between the projected annual surplus on the CPE account and the expenditure commitments was relatively small and that this imposed a significant risk in relation to future forecasts for the reserve and made it essential that the income targets were achieved. The current position assumes that the reserve will be fully utilised at the year end with a shortfall against budgeted commitments of £83,000. This will need to be closely monitored as the year progresses and the balance of risk reassessed as part of the 2014/15 budget process.
61. Other budget variances within Traffic and Transportation include a projected overspend of £49,000 on public transport mainly due to a shortfall in Central Bus Station departure charges and bus service maintenance costs above budget. There are also projected overspends on management and support and transport projects. These are offset by projected underspends of £78,000 on the school crossing patrol service and £29,000 on passenger transport.
62. The Planning and Building Control Service is currently reporting a balanced position with a projected overspend of £54,000 in Strategic Planning offset by additional income and savings in other areas. The overspend in Strategic Planning is mainly in relation to employee costs with the service currently unable to meet its vacancy provision. The Development and Control Division is reporting a projected underspend of £37,000 with a projected surplus of £177,000 on planning fee income offset by an estimated shortfall of £61,000 on Section 106 income and projected overspends on staffing and other operational budgets within the division. There are also projected underspends of £11,000 on the non-fee earning section of Building Control and £6,000 on management

and support costs. The Building Control Fee Earning Account is currently projecting a balanced position.

63. In line with the management actions implemented by the Acting Head of Paid Service, measures are being taken by the Directorate to improve the financial position, the outcome of which will be reported as part of future monitoring positions.

Housing Revenue Account

64. The Housing Revenue Account is currently projecting a surplus of £283,000. This reflects a range of variances including a projected underspend of £896,000 on employee costs reflecting vacancies and other savings against the staffing budget. Other projected savings include £154,000 on supplies and services and £144,000 on reduced support service costs. Premises budgets are reporting a projected overspend of £78,000 with increased costs above budget of £450,000 in the Housing Repairs Account due to an upward trend in expenditure on responsive and voids repairs. This is partly offset by a saving of £300,000 on budgets for works linked to the outdoor environment together with other premises savings in areas such as insurance. Capital financing budgets are currently projecting an overspend of £108,000 mainly as a result of the impact of land appropriations undertaken in 2012/13. Income is currently projected to be £738,000 under budget. This is mainly due to a significant increase in the void rent loss projection. Service area data indicates that the number of void properties has increased substantially compared to the same period in 2012/13. This reflects a number of factors including the time taken to re-let properties.

Cardiff Harbour Authority

65. The financial position at Month 3 indicates that a full draw down of Welsh Government funding will be required. This includes £7.100 million against the Fixed Cost budget and £513,000 for Asset Renewal.

Heading	Budget £'000	Out-turn £'000	Variance £'000
Expenditure	7,700	7,697	(3)
Income	(600)	(597)	3
Fixed Costs	7,100	7,100	0
Asset Renewal	513	513	0
TOTAL	7,613	7,613	0

66. The favourable expenditure variance of £3,000 includes a saving of £129,000 on staff costs due to vacant posts together with an anticipated reduction of £107,000 across various Environment budgets. These savings have enabled the completion of the essential repairs to the bascule bridges scheme, which commenced in the previous financial year.

67. The total income generated is anticipated to be £597,000 and includes £172,000 from Harbour dues and £364,000 from car parks fees. In addition £56,000 is expected to be generated from water activities and £5,000 from various other sources.
68. At present it is planned to spend the full allocation of £513,000 against the Asset Renewal. The more significant schemes include the renewal of the Bay Mermaid boat, replacement of 14 pedestrian barriers on the barrage and replacement of gearbox drives on the barrage fish pass.
69. It is anticipated that an additional claim for approximately £200,000 will be made to the Welsh Government in respect of costs associated with Job Evaluation.
70. The balance in the Project and Contingency Fund at 1st April 2013 was £1.15 million. An amount of £422,000 is earmarked to fund the final payments for the indoor surfing attraction whilst a further £200,000 is planned for the high ropes facility at the Cardiff International White Water activity. The remainder will be retained as a contingency against future spending.
71. The Council is currently negotiating the budget for the proceeding three years 2014 – 2017 with the Welsh Government. They have stressed that significant budget reductions are needed due to the continuing public spending pressures. Budget reductions of over 30% have been achieved over the past six years which has seen the budget reduced from £10.211 million to £7.100 million. If significant budget reductions are agreed it will be important that the levels of financial risk are appropriately shared between the Council and the Welsh Government.

Capital

72. Council in February 2013 approved a 2013/14 Capital Programme and an indicative programme to 2017/18. The sections below indicate a forecast position for 2013/14 for General Fund and Public Housing after revisions to include actual slippage reported at outturn, incorporation of new grant approvals and confirmation of actual grant awards.

General Fund

73. The approved Capital programme of £91.1 million for 2013/14 included a range of assumptions in relation to General Fund Capital Programme slippage together with projected spend for other schemes planned to be undertaken in the year. The budget has since been adjusted to £97.426 million following the revisions mentioned above.
74. The projected outturn for the year is currently £90.255 million, a variance of £7.171 million. This is represented by a projected under spend of £1.900 million together with estimated slippage of £5.271 million. Expenditure at the end of Month 3 was £12.655 million which represents 14 % of the projected outturn.

75. A summarised General Fund capital outturn position against Directorates is shown in the table below. Further scheme detail is shown in Appendix 3.

Capital Programme 2013/14	Budget	Projected Outturn at Month 3	Variance	Variance represented by:	
				(Under)/over spend	Slippage
	£'000	£'000	£'000	£'000	£'000
Adult Social Services					
Health & Social Care	420	420	0	0	0
Childrens' Social Services					
Childrens' Social Services	42	42	0	0	0
Education and Lifelong Learning					
Schools General	10,655	10,655	0	0	0
Schools SOP	33,177	35,877	2,700	350	2,350
Environment					
Waste Management	2,479	1,761	(718)	0	(718)
Highways	11,602	9,934	(1,668)	0	(1,668)
Strategic Planning & Transport					
Planning	350	295	(55)	0	(55)
Traffic & Transportation	7,860	5,598	(2,262)	(2,000)	(262)
Sport, Leisure and Culture					
Harbour Authority	1,033	1,033	0	0	0
Culture, Tourism & Events	929	929	0	0	0
Parks & Sport	3,938	2,962	(976)	0	(976)
Leisure & Play	2,870	833	(2,037)	0	(2,037)
Bereavement	875	875	0	0	0
Community & Neighbourhood Regeneration & Social Justice					
Private Housing	5,467	5,172	(295)	0	(295)
Neighbourhood Regeneration	1,974	1,409	(565)	0	(565)
Libraries	910	910	0	0	0
Citizens Hubs	450	550	100	0	100
Finance & Economic Development					
Economic Development	5,064	5,049	(15)	0	(15)
Strategic Estates	1,260	1,180	(80)	0	(80)
Resources	6,776	5,476	(1,300)	(250)	(1,050)
Central Transport Depot	(705)	(705)	0	0	0
Total	97,426	90,255	(7,171)	(1,900)	(5,271)

Capital Schemes Update

76. Delivery of capital projects is complex, may span a number of years and is influenced by a number of external and internal factors such as weather, statutory and non statutory approval processes. Following concerns raised previously by Wales Audit Office about the level of slippage, directorates continue to be reminded of the need to set achievable profiles of expenditure and to identify slippage at an early stage.
77. Given the significant capital pressures and reductions in funding seen over the last few years and highlighted in the Budget Strategy Report to Council in July, slippage not identified at month 3, particularly in relation to annual sums, will not automatically be carried forward. Therefore, directorates are encouraged to review existing schemes and planned future schemes to determine realistic expenditure profiles in order to avoid slippage.
78. The following provides an update of some capital schemes in addition to the detailed list in Appendix 3.

Adult Social Services

79. A Welsh Government (WG) grant of £397,000 will be paid to a voluntary organisation called 'Inroads' to continue the renovation of a property which will provide a single point of contact for service users as part of the substance misuse programme. This is part of a total grant for renovation of £850,000 of which the first payment was made in 2012/13, and follows a WG grant of £450,000 in 2011/12, which allowed the organisation to purchase the property.

Education and Lifelong Learning

Planning and Development

80. The Education Asset Renewal allocation for 2013/14 is £2.883 million (including £153,000 supervision fees). WG Capital Repair & Maintenance grant was awarded in February 2013 and used to fund 2012/13 asset renewal schemes, allowing slippage of £1.042 million Council asset renewal funds into 2013/14.
81. At Month 3 it is anticipated the full £3.925 million will be spent, with circa £1.3 million of this earmarked for Equality Act works at Whitchurch High School.
82. In addition to the annual Asset Renewal allocation, a bid for a 'Suitability and Sufficiency' budget was approved as part of the 2013/14 Capital Programme. This allocation is intended to address the suitability of school premises and undertake works which whilst deemed necessary to provide fit-for-purpose premises, fall outside the scope of asset renewal criteria. The 2013/14 allocation is £500,000 and this is expected to be fully spent with schemes to include new classroom provision at Radyr

Primary (£400,000) as well as improvements in accommodation and toilets and Equality Act works at other schools.

83. 'Planning and Development' includes the Flying Start programme, where the specific schemes funded by the WG Flying Start grant are not part of the Schools Organisation Plan financial model. The current Flying Start Programme began in 2012/13 and continues into 2014/15, with a grant allocation for 2013/14 of £2.716 million. Full expenditure in 2013/14 is unlikely, due to difficulties in confirming use of properties from which to provide services. Following discussions with WG, it seems unlikely that any flexibility will be allowed in the use of this grant and hence there is a risk that unspent amounts will be lost.
84. Together with Council Invest to Save funding undertaken by schools service, a grant of £1.460 million from WG for Learning in Digital Wales will be used towards upgrading schools internet connections and wireless implementation. The aim is to complete all schools as soon as practical, taking into account access and health and safety issues such as the outcome of asbestos surveys. The estimated total cost of upgrading all the schools will be confirmed in the next few months.
85. The Energy Efficiency scheme is in its second year, with design fees incurred in 2012/13. In 2013/14, the remaining £514,000 of this Invest to Save allocation is forecast to be spent, mainly on boiler replacements at the following schools: St Patrick's Roman Catholic Primary; Greenway Primary; Ton Yr Ywen Primary and Cantonian High.

Schools Organisation Plan

86. The Schools Organisation Plan (SOP) Consolidated Financial Model includes almost £240 million of Capital investment over the life of the programme, including expenditure in previous years.
87. The Council Budget set in February 2013 forecast SOP Capital expenditure of £34.206 million in 2013/14. After adjusting this for 2012/13 Outturn slippage, the forecast for 2013/14 was revised to £33.177 million. At Month 3, the projected outturn is revised to £35.877 million. The programme consists of a number of phases: Fast Track; Welsh Medium; Cardiff East, Whitchurch and 21st Century Schools:

Fast Track
 88. The 2013/14 expenditure forecast, adjusted following 2012/13 Outturn, was £2.205 million. At Month 3, slippage of £1.500 million into 2014/15 is reported, reducing the forecast to £705,000. The slippage all relates to the St Mary the Virgin Primary scheme, for which design work is anticipated in 2013/14, but the majority of the budget is slipped to 2014/15 and 2015/16.
Welsh Medium
 89. Expenditure within this phase of SOP is significant in 2013/14, with the outturn adjusted forecast of £7.064 million reported at Month 3.

Cardiff East

90. The forecast capital expenditure for Cardiff East has increased by £1.561 million compared to the outturn adjusted budget figure of £19.946 million. The 2013/14 forecast reported at Month 3 is £21.507 million.
91. The total variance of £1.561 million is the net effect of individual schemes brought forward (£4.030 million) and others put back into 2014/15 (£2.469 million).
92. The St Teilos High School scheme was the subject of recent Cabinet and Council reports which highlighted some of the acceleration measures which have been undertaken, allowing completion of the construction in August 2013. Accordingly, expenditure profiles within the SOP Model which had been based upon an early programme of works have been brought forward, bringing £4.030 million into 2013/14 from 2014/15.
93. Slippage of £2.469 million is reported in respect of the new Eastern High School. The Cabinet report dealing with the appraisal of site options highlights how the scheme has changed from the proposal originally reported to the former Executive committee in September 2011, with the appraisal necessitating a re-profiling of expenditure. Although a significant amount is being slipped into 2014/15, expenditure in later years is brought forward in order to meet the target date of September 2016 for the opening of the new school.

Whitchurch

94. The 2013/14 forecast expenditure on schemes within the Whitchurch phase of SOP was revised to £2.220 million at 2012/13 Outturn. At Month 3, this forecast is revised to £3.217 million, an increase of £997,000 which includes expenditure brought forward of £647,000 and a projected overspend of £350,000.
95. Expenditure of £647,000 is brought forward on Whitchurch Primary (£67,000) and Ysgol Melin Gruffydd (£580,000). Both schemes report better than anticipated progress on site, hence the re-profiling of expenditure.
96. Additional costs associated with the Whitchurch Primary scheme have resulted in an over spend of £350,000. This has arisen due to a number of variations made to the main construction contract which were not included in the original tender offer. Notable items within this variation include: relocation of demountable buildings (£100,000); the inclusion of new doors (£63,000), external play equipment (£33,000) and increased utility requirements (£30,000).

21st Century Schools

97. Several schemes within the SOP Model under the 21st Century Schools phase account for an increase in forecast expenditure of £1.642 million. This is an increase from the £1.721 million forecast at outturn, to the figure of £3.363 million now reported.

98. The £1.642 million is the net figure resulting from movements to and from 2014/15, with £458,000 slipped into 2014/15 and £2.1 million brought forward.
99. Within the £2.1 million brought forward, the most notable amount is £1.150 million for Mount Stuart Primary. This scheme was the subject of a June 2013 Cabinet report, and the combined scheme which incorporates Flying Start funding is expected to progress in 2013/14. Other significant amounts include Baden Powell (£300,000), Pontprennau (£300,000) and Adamsdown (£200,000) Primary schools. The £458,000 slippage relates to Ysgol Glan Ceubal (£278,000) and Gabalfa Primary (£180,000).
100. Design works are being undertaken on a number of 21st Century Schools schemes, in readiness for the submission of Business Cases to WG. The projects should then be ready to proceed once full WG grant approval is received.

Environment

Waste Management

101. Site surveys in 2012/13 for the Lamby Way Capping and Restoration scheme identified additional opportunities for the effective utilisation of previously tipped areas which will be optimised. The tender process for the Capping and Restoration scheme has recently been completed with start on site anticipated for September 2013.
102. Options are being considered for a new Wedal Road Household Waste Recycling Centre site together with an outline application for the closure of the existing site. Feasibility work is being carried out to determine if an additional site is required in the present economic climate, or if the plans should be deferred to a future year. A start on site will not be in 2013/14. Therefore slippage of £718,000 is reported against the 2013/14 allocation of £818,000 on this scheme, for which the total budget is £1.5 million.

Highways

103. Following submission of the Council's business justification case for Highway Improvement Local Government Borrowing Initiative (LGBI), the WG has approved revenue funding to support a further £5.125 million for highway infrastructure schemes, following an allocation of the same amount in 2012/13. Subject to approval of a future business case and review of the outcomes of previous capital investment, further expenditure will be undertaken in 2014/15.
104. LGBI, together with £1.336 million slippage from the 2012/13 allocation and Council funding for Highway improvements is intended to be used to meet the costs of previous phases of resurfacing; to undertake shorter life preventative treatment, and for further resurfacing and reconstruction works such as those on Hadfield Road

105. The significant programme of works to replace concrete columns will continue in 2013/14 utilising LGBI and the Council's own allocation. In addition, following receipt of feedback from the dimming pilot exercise undertaken in 2012/13, which has been used in a revised business case, light dimming technology is planned to be extended on the lighting network over a 3 year period. The first phase of this is due to commence later this year.
106. Given the quantum of the works to be undertaken as part of the overall infrastructure programme, slippage of £500,000 is initially highlighted against footways whilst a detailed list of priorities is determined following surveys.
107. Given the scale of investment, the need for mobilisation of contractors and need to ensure schemes are prepared, prioritised and monitored robustly, there is a risk to achieving full spend should the directorate not be able to identify priority schemes to be undertaken in time to allow procurement and completion of works before 31st March 2014. It is essential that any works planned to be undertaken using LGBI are committed under a contract by 31st March 2014.
108. The Bridges and Structures budget of £1.111 million is primarily for the Penarth Road bridge scheme as well as a contribution to Network Rail for a scheme to strengthen Windsor Road bridge. This jointly funded scheme is expected to cost £8 million, with the Council's total contribution identified initially as £1.65 million. The Penarth Road bridge scheme is the subject of a procurement exercise, with tenders expected back at the end of August, and a potential start on site in October.
109. The Rhiwbina Flood defence scheme will address surface water flooding to residential and commercial properties from watercourses in Rhiwbina. The 2013/14 budget of £1.413 includes £1.298m WG grant and £115,000 Council funding. The Council began detailed design solutions in 2012/13 and the final design will be completed in September which allows time for the scheme to remain on profile for expenditure. However, consultation with residents is ongoing, therefore, slippage of £1.018 million is reported. The Council has recently been notified by the Welsh European Funding Office of the risk of losing funding in 2015, should any projects not meet expenditure targets. Robust monitoring of this scheme is essential in order to minimise potential risk to delivery.
110. The Radyr Weir hydro scheme is an Invest to Save scheme, with a total budget in 2013/14 and 2014/15 of £2.4 million, approved on the basis that it will be repaid by savings and income generation. Work is at the preparatory stage, with the recent issue of a Prior Information Notice following which detailed designs will be undertaken. The complexity of the scheme is such that a start on site is unlikely until late in the financial year, and hence slippage of £150,000 is reported against the 2013/14 allocation of £200,000.

Strategic Planning & Transport

Planning

111. The main scheme being funded from the Heritage Schemes budget is Cathays Park toilets Phase 1 which includes remediation of the roof and walls of this at-risk listed structure, with an expected cost of £100,000, subject to detailed surveys.

Traffic & Transportation

112. The Asset Renewal allocation is to be spent on a range of junction and safety improvements, including completion of works on the A470 at Parkfield Place and Phase 1 works at Newport Road and City Road Junction.
113. For Regional Transport Capital Grant, assumptions initially made at budget setting in relation to the availability of external grant have been revised down following confirmation of grant approval. The budget of £1.048 million will be used, together with Council funding of £625,000 mainly for the development of cycling infrastructure in accordance with the Council's cycling strategy.
114. The £2 million Transport Grant was awarded to the Council as part of the settlement with WG in relation to the Herbert Street Bridge for 2013/14. This scheme is unlikely to proceed in the near future, so the Council has written to WG requesting the use of this sum for alternative public transport projects. There has been no feedback from WG therefore under spend is reported at this stage. Given the lead time for delivery of such projects this represents a significant risk to funding. Therefore, expenditure against this budget has stopped.
115. The purpose of the WG Safe Routes in Communities grant is to improve the accessibility and safety of local routes in Cathays, Roath and Riverside. Works programmed for 2013/14 include junction improvements, tabled and zebra crossings and signage, with the budget of £858,000 projected to be fully utilised.

Sport, Leisure & Culture

Harbour Authority

116. The WG Harbour asset renewal budget is used for the purchase or upgrade of equipment used for harbour operations as well as environmental and public realm works in the vicinity, with £513,000 projected to be spent in 2013/14.
117. The Flowrider – an indoor surf attraction at Cardiff International White Water – was opened in May. The estimated total cost of £2 million will be met from the Harbour Projects and Contingency reserve.

Culture, Tourism & Events

118. A contract was recently awarded for the St Davids Hall roof and balcony refurbishment. The scheme, for which £574,000 is included in the capital programme commenced in July, with further phases of roof works anticipated later in 2013/14.
119. The Cardiff Museum phase 1 scheme concludes with the purchase of display cases, signage and an audio guide. Given the significant time since funding was initially allocated to this scheme, any funding not utilised in 2013/14 will be taken as underspend.

Parks & Sport

120. The Asset Renewal Infrastructure budget of £140,000 will be used to provide: improvements at allotments; renew footpaths in public open spaces; for drainage and water course improvements at various sites: to renew footbridges at Roath Brook Gardens and Roath Wild Gardens, and refurbish the Millennium Bridge connecting Sophia Gardens and Bute Park. The Play Equipment budget of £100,000 will be used for upgrades at: Roath Park, Whitland Crescent and Greenway Road, Rumney and Hailey Park, Llandaff North. Works include resurfacing of playgrounds and replacement of playground units.
121. A scheme to improve Hywel Dda Public Open Space, Ely (£150,000) was approved as part of the 2013/14 Capital Programme. The scheme will create a safe, accessible public open space at a previously disused site. The recently approved WG grant of £74,000 for Heath Park Sensory gardens will be used for footpath upgrades and links, planting and new furniture.
122. As part of the Bute Park restoration scheme, the conservation of Blackfriars Friary and the restoration of the Eastern Boundary Wall will be completed, together with progress on the re-flooding of the Mill Leat, and a programme of minor works including signage and provision of bins and benches. Slippage of £150,000 is reported on the 2013/14 allocation of £1.550 million.
123. As is identified later in the report, the directorates' capacity to develop schemes to utilise Section 106 monies held for Public Open Space improvements is a significant concern, which is due primarily to the difficulty in recruiting landscape designers. Expenditure projections initially made when the budget was set will not be met, and slippage of £826,000 is reported. As this has been the case for a number of years, the directorate will need to consider as a matter of urgency measures to address the resource implications in order to deliver planned schemes.

Leisure & Play

124. The Insole Court renovation scheme has a total estimated cost of £3.8 million, with £467,000 provided by the Council and £3.3 million to be provided from a variety of external sources. However, following an

unsuccessful bid to WG for £365,000 and a fundraising shortfall of £435,000, the trust is reviewing alternative options to meet this funding gap. The main grant awarding bodies will not provide formal permission to start until confirmation of all funding is in place. Detailed design is being undertaken in order to avoid delays, and is expected to be complete by December, allowing accurate costs to be determined in readiness for a tender process. Slippage of £952,000 is reported on the 2013/14 allocation of £1.2 million as a start on site is unlikely in 2013/14. It is important that the trust continue to review all options to secure further external funding, and review the scope of the scheme and the impact on its business case in order to match detailed cost estimates.

125. Development of Eastern Leisure Centre was expected to be further advanced at this stage and has been delayed due to ongoing work to identify the scope of a sustainable scheme to inform the final design and enable commencement of the tender process. Slippage of £1.085 million is reported at this stage as a start on site is unlikely until at least summer 2014 and potentially Autumn 2014 should planning permission be required.

Bereavement

126. Work to increase capacity of burial space at Western Cemetery began in April 2013, and was completed in July. Council capital resources of £555,000 were slipped into 2013/14 to pay for this £570,000 scheme.

Communities, Housing & Social Justice

Private Housing

127. The Estate environmental improvements budget of £625,000 will fund owner occupier costs of improvements to housing and boundary walls. The annual sum allocation is £350,000, with the additional circa £275,000 required for completion of the Christina Street scheme being managed from existing allocations within the directorate. The main schemes for 2013/14 are: completion of Christina Street environmental improvements scheme; (£375,000) Trowbridge Mawr (£100,000); Warren Evans Court Phase 2 (£50,000), and improvements to courtyards, garages, gullies and open spaces.
128. Alleygating is planned to be implemented in the following areas: Plasnewydd; Grangetown (Phase 2); Penylan, Riverside and Cathays. Slippage of £80,000 is reported against the budget of £279,000 as there is a risk that full spend may not materialise. Historically slippage has been reported on this scheme: £154,000 in 2012/13 and £90,000 in 2011/12. It is important that the directorate ensure robust plans are in place to implement the schemes in order to avoid reporting an under spend.
129. A Welsh Government (WG) Shirenewton Traveller site improvement grant included in the Capital Programme at £200,000 has since been confirmed at £95,000, for works to remediate concrete slabs on pitches.

130. The Disabled Facilities Assistance budget funds low cost work such as hand rails as well as major home adaptations for public and private housing to allow individuals to remain independently in their own home. The total budget for 2013/14 is £4.596 million including the Public Housing allocation.
131. The Renewal Area 2013/14 grant allocation has been confirmed at £798,000, and together with 2012/13 slippage of £108,000 (subject to WG approval) will fund completion of an estimated 24 homes in Longcross Street, Grangetown. Property works being undertaken include rendering of walls and improvements to or replacement of roofs, windows and doors. The full allocation is not required to complete this work and therefore £140,000 has been vired to Neighbourhood Regeneration to fund public realm works at Sun Street, Adamsdown.

Neighbourhood Regeneration

132. The Neighbourhood Renewal Schemes annual sum is used for local regeneration projects, with 2013/14 schemes to include: public realm works at Salisbury Road, Cathays, to be completed this autumn (£350,000); subway improvements at Circleway West, Llanedeyrn (£200,000) with a September start date; a multi-use games area at Danescourt (£120,000) programmed to start in October, and public realm improvements at Sun Street, Adamsdown funded by Renewal Area grant of £140,000 vired from Private Housing.
133. The Local Shopping Centre regeneration annual sum budget of £499,000 includes a contribution to the mixed use redevelopment of Beechley Drive Upper shops (£370,000). Following agreement with existing retail tenants, the Councils development partner, Cadwyn Housing Association is scheduled to start work in the autumn. Improvements to the Clare Road and Penarth Road district centre (£110,000) are still at an early stage of development, and there is a risk that only design and consultation work (£10,000) will be completed in 2013/14, and hence slippage of £100,000 is reported at this stage as planned future schemes are not fully developed.
134. A preferred developer has been appointed for the Maelfa Regeneration scheme, 'heads of terms' have been agreed, and a development agreement is being negotiated. Advance site preparation works are programmed to start in the latter part of 2013/14 (£150,000) and will be completed in 2014/15 (£150,000), with these amounts to be funded from an allocation in the 'Citizens Hubs' budget. The main contract is not due to commence until autumn 2014/15, hence slippage of £468,000 is reported on this scheme, for which the Council's total contribution is £1.455 million. Options to refurbish the adjacent block of flats are also being considered as part of the overall scheme, subject to availability of funding within the Housing Revenue Account.

Libraries

135. Work to refurbish Canton library is underway with the cost of works not expected to be as high as the initially allocated budget of £976,000. A total of £200,000 has therefore been vired to the library element of Citizens Hub schemes at this stage, subject to current cost estimates of the Canton Library scheme and the potential for further works which may be found to be required on this historic building as the scheme develops.

Citizens Hubs

136. The Citizens Hub budget is £3 million, profiled over 2013/14, 2014/15 and 2015/16. The projected expenditure for 2013/14 of £250,000 has increased as a number of proposals have been brought forward, with £200,000 of this increase funded from monies vired from the Canton Library scheme to the library element of the hubs, and £100,000 brought forward from 2014/15. Allocation of this budget is ongoing and additional detail is shown in the appendix. Schemes to be progressed will be the subject of a forthcoming Cabinet report.

Finance & Economic Development

Economic Development

137. A loan of £1 million has been provided to Cardiff Bus, secured in the form a debenture on the property assets of the Company. Cardiff Bus is governed by transport legislation which places borrowing restrictions on it which means that it is unable to borrow long term from anyone other than the Council. The loan is to be repaid at the end of a three year period.
138. The Cardiff Enterprise Zone budget is projected to be fully spent by the directorate. A range of initiatives are being progressed and may require capital funding allocated to future years to be brought forward. A further update will be provided as details become available.
139. Emergency works of circa £2 million are required to the Coal Exchange building, though the amount could be subject to change. The works to this Grade 2 listed building will be undertaken using powers in the Building Act 1984. As the building is not in the Council's ownership, the Capital Programme assumes that these costs will be recovered from the building's owners.

Strategic Estates

140. The required reconstruction of the fire damaged Grade 2 listed Longcross Farm has commenced. Most of the total cost of circa £1 million is being funded by the Council's insurer, with the £250,000 excess on the claim being paid from the Council's insurance fund and £78,000 asset renewal monies also being used. Strategic Estates advice is that monies spent on this building will be recoverable by an increase in the value of the building following completion.

Resources

141. The Business Process Improvement programme is a range of projects using existing SAP technology as well as implementing new software, hardware and systems enabling alternative methods of working and changes to processes in order to achieve more effective and efficient customer service. Including the Public Housing contribution, spend for 2013/14 of £2.6 million is currently forecast against the overall budget of £3.6 million, with this level of expenditure dependent upon capability and capacity within the authority to ensure effective development and implementation.
142. The £2 million Urban Broadband grant is part of a total allocation of circa £10 million awarded by the Department for Culture, Media and Sport over 2013/14 and 2014/15. The grant will be used for a number of proposed schemes including: a voucher scheme to upgrade digital connectivity, together with help for digital businesses to grow, and for traditional businesses to go digital. Other schemes proposed at this stage include a demonstrator hub, internet exchange and the increase of wireless provision, with further detail to be included in a Cabinet report on Digital Strategy.
143. The Office Accommodation rationalisation budget will continue to be used to maximise space utilisation within County Hall and to release surplus buildings. This will include the rationalisation of Brindley Road offices and also consider changes to Children's Services accommodation as part of a strategic review.

Central Transport Depot

144. A total of £705,000 was brought forward into 2012/13 from 2013/14 as the new Vehicle Maintenance Depot was completed more quickly than expected. The total cost of the scheme was £6.305 million, with the funding managed in the short term within existing Capital Programme resources as well as taking an Invest to Save loan. The total value of this loan is subject to the potential amounts to be received from disposal of the relinquished former depot sites such as Clare Road.

Capital Receipts

145. The Capital Programme approved by Council in February included an estimate of £750,000 for non earmarked general fund capital receipts from development sites and the sale of non-operational property. A total of £288,000 has been received.
146. The Council owned Grade 2 listed Llanrumney Hall Hotel was the subject of a recent Officer Decision Report which recommended that the Council accepted early surrender of the lease on this building, which has fallen into disrepair and requires dilapidation works. As part of the conditions within this early surrender, the lessee has agreed to pay an amount towards the dilapidations works, and it is anticipated that the Council will dispose of the property, hence generating a capital receipt.

Public Housing

147. The 2013/14 Public Housing Capital Programme of £13.163 million has been revised to £13.882 million to include: £230,000 for the completion of Partnering Phase 1; the availability of an additional £180,000 revenue funding; £180,000 required for the Jasmine Hub and a new energy efficiency grant of £129,000. The projected outturn is £14.582 million, with the £700,000 variance due to £900,000 brought forward from 2014/15 in respect of the Housing Partnerships Project (HPP) scheme, and slippage into 2014/15 of £200,000 on the Business Process improvements scheme.
148. The Estates Regeneration and Area Improvement strategy budget includes Phase 1 of the Trowbridge Mawr scheme (£600,000) on which significant work has been undertaken and the procurement exercise for completion of this phase is underway. Other schemes include: the completion of environmental improvements at Christina Street, being jointly funded by Public Housing (£400,000) and General Fund (£375,000), for which overall costs are higher than expected; Warren Evans Court (£150,000), Litchfield Court (£177,000), Hodges Square (£135,000) and Edinburgh Court bin stores (£100,000).
149. External and internal improvements to buildings of £5.9 million are planned, with key schemes to include: Central heating upgrades (£2.4 million); roof upgrades (£800,000); kitchen and bathroom replacements, and a programme of improvements to flats to improve front doors, communal flooring, windows and lifts.
150. Work on the HPP scheme includes development of the Outline Business Case, including the procurement of a partner contractor. The original budget of £300,000 for 2013/14 is now revised to £1.2 million as preparatory works proceed on the demolition programme, and payments of tenant and leaseholder compensation are processed. The indicative budget for the period 2014/15 to 2017/18 is £17 million.
151. The development of the Jasmine Citizens Hub is being undertaken as part of the wider Citizens Hub programme. Accordingly, a contribution of £180,000 towards the scheme is now included in the Capital Programme, subject to Cabinet approval of the proposals.

Section 106 schemes

152. The table below shows the Section 106 and other contributions forecast to be spent at the time of setting the budget. This has been revised by directorates and is reflected in the new projection at Month 3. A review is currently underway to examine the available balances and expenditure profiles:

	Budget	Projection at Month 3	Variance
	£000	£000	£000
Traffic & Transportation	1,078	816	(262)
Parks & Sport	1,784	958	(826)
Neighbourhood Regeneration	120	123	3
Planning	140	85	(55)
Private Housing	215	0	(215)
Libraries	0	29	29
Business Development	74	74	0
Other	15	0	(15)
Total	3,426	2,085	(1,341)

153. Traffic & Transportation schemes partly or entirely funded by Section 106 contributions include: improvements to public transport, road safety, pedestrian and cycling infrastructure.
154. Significant Parks & Sport schemes which are or will be on site in 2013/14 include: Jubilee Park (£100,000); Grangemore Parc (£100,000); Parc Coed y Nant (£70,000) in 2013/14; £211,000 in 2014/15) and Canal Park action plan (£69,000 in 2013/14; £325,000 in 2014/15). Previous Cabinet reports have mentioned the recruitment of additional landscape designers on fixed term contracts, in order to progress Section 106 schemes. However the directorate has experienced difficulties in appointing suitable candidates, outlined in the body of the report, above, therefore slippage of £826,000 is reported.
155. Neighbourhood Regeneration contributions will be combined with other allocations to fund community facilities and environmental improvements at local shopping centres (£123,000).
156. Housing contributions of £215,000 are slipped into 2014/15 and will be combined with other contributions in the directorate to fund affordable housing.

Reasons for Recommendations

157. To consider the report and the actions therein that forms part of the financial monitoring process for 2013/14.

Legal Implications

158. 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

159. The overall revenue monitoring position indicates a potential overspend of £3.9 million when compared to the budget, with financial pressures

evident in a number of service areas and significant overspends identified, particularly in relation to the Environment, Health and Social Care and Resources directorates. These overspends result in a revenue monitoring position for directorates which identifies an overspend of £7.1 million which is partially offset by savings particularly in relation to a projected surplus on Council Tax and an underspend on capital financing charges.

160. The projected overspend is a significant cause for concern and as detailed in the report the Interim Head of Paid Service has implemented a number of management actions to reduce the level of spend across the Council. In addition the Environment, Health and Social Care and Resources Directorates have been asked to prepared action plans to demonstrate how the projected overspends in their areas can be reduced.
161. Within the potential overspend of £3.9 million there is a projected shortfall against the savings identified for each directorate as part of the 2013/14 budget. An overall shortfall of £5.8 million is currently anticipated in relation to these savings targets. This is reflected in the Directorate monitoring positions although where possible shortfalls have been offset by savings in other budget areas. The July Cabinet meeting approved the Budget Strategy Report for 2014/15 which identified the significant financial challenges that the Council would face in the medium term and this projected under-achievement of identified savings in 2013/14 underlines the difficulties of achieving year on year savings across the Council.
162. The Council's general balance at the start 2013/14 is £11.5 million and it should be noted that should the final outturn for the financial year still be in deficit then this amount would need to be drawn down from the general balance at the year end reducing the financial resilience of the Council. In recognition of this and the financial challenges in the medium term officers are reviewing the Council's balance sheet to consider the level of financial resilience that it affords.
163. The 2013/14 Capital Programme is £111.3 million of which £97.4 million is in respect of General Fund schemes and £13.9 million is in relation to the Council's Public Housing schemes. Against this the projected outturn for 2013/14 is £104.8 million resulting in a total variance of £6.5 million. The main variances are detailed in the table below:
164. The Programme, Projected Outturn and Projected Variance are shown below:

Capital	2013/14 Programme	2013/14 Projected Outturn	Projected Variance
	£M	£M	£M
General Fund	97.4	90.2	(7.2)
Public Housing	13.9	14.6	0.7
Total	111.3	104.8	(6.5)

165. Officers responsible for managing capital schemes are regularly reminded of the importance of effective profiling and reporting against schemes.

RECOMMENDATIONS

The Cabinet is recommended to:

1. Note the potential outturn position based on the first three months of the financial year.
2. Approve an allocation from the Corporate Contingency Budget of £1.075 million as set out in this report.
3. Note the actions taken by the Interim Head of Paid Service to reduce the projected overspend for the financial year.
4. Reinforce the requirement for the Environment, Health and Social Care and Resources Directorates, which are currently reporting significant overspends as identified in this report, to put in place action plans to reduce their projected overspends. These will be considered on a monthly basis by the relevant Cabinet member for each portfolio in conjunction with the Cabinet Member for Finance & Economic Development.

MARCIA SINFIELD

Interim Section 151 Officer
17 September 2013

The following appendices are attached:

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

REVENUE 2013/2014

	CASH LIMIT BUDGETS			PROJECTED OUTTURN			VARIANCES		
	Gross Expenditure £000	Income £000	Net Expenditure £000	Gross Expenditure £000	Income £000	Net Expenditure £000	Gross Expenditure £000	Income £000	Net Expenditure £000
Service Area									
Cabinet Office	2,456	(172)	2,284	2,480	(196)	2,284	24	(24)	0
Childrens Services	50,082	(3,441)	46,641	50,182	(3,541)	46,641	100	(100)	0
Communities, Housing & Customer Services	245,269	(198,637)	46,632	245,860	(199,368)	46,492	591	(731)	(140)
Corporate Management	26,502	(96)	26,406	26,593	(354)	26,239	91	(258)	(167)
County Clerk & Monitoring Officer	4,400	(70)	4,330	4,337	(62)	4,275	(63)	8	(55)
Economic Development	13,466	(7,637)	5,829	13,314	(7,494)	5,820	(152)	143	(9)
Education & Lifelong Learning	312,564	(67,631)	244,933	312,658	(67,381)	245,277	94	250	344
Environment	51,777	(20,248)	31,529	52,684	(19,223)	33,461	907	1,025	1,932
Health & Social Care	107,000	(13,084)	93,916	110,084	(13,061)	97,023	3,084	23	3,107
Resources	33,948	(10,083)	23,865	35,354	(9,693)	25,661	1,406	390	1,796
Sports, Leisure & Culture	54,719	(28,208)	26,511	53,813	(27,556)	26,257	(906)	652	(254)
Strategic Planning, Highways and Traffic & Transport	82,237	(20,533)	61,704	82,317	(20,080)	62,237	80	453	533
Capital Financing etc	(18,297)	(3,526)	(21,823)	(19,435)	(3,048)	(22,483)	(1,138)	478	(660)
Summary Revenue Account	0	0	0	(900)	0	(900)	(900)	0	(900)
Discretionary Rate Relief	250	0	250	280	0	280	30	0	30
Total	966,373	(373,366)	593,007	969,621	(371,057)	598,564	3,248	2,309	5,557
NNDR refunds on Council properties	0	0	0	0	(144)	(144)	0	(144)	(144)
Council Tax Collection	0	0	0	0	(1,500)	(1,500)	0	(1,500)	(1,500)
Total	966,373	(373,366)	593,007	969,621	(372,701)	596,920	3,248	665	3,913

COUNCIL WIDE SAVINGS SUMMARY 2013/14

			Saving	Projected saving in 2013/14	Potential saving shortfall	Comments
App ref.	Service Area	Savings Title	£000	£000	£000	
151	Cabinet Office	General budget reductions within finance - including printing, stationery and travel costs, reduction in Accounts Payable Budget used to purchase cheques in line with plan to reduce cheque usage, (£29k), licence maintenance and secretarial budget (£4k), savings on insurance postages, risk management initiatives and special projects (£37k)	0.2	0.2	0	
169	Cabinet Office	Vacancy Provision - increase in provision across Corporate Services including £55k for finance, £12k for Information Management, Health and Safety and £8k for Scrutiny.	6	6	0	
208	Cabinet Office	Communications - full year effect of a 2012/13 saving in relation to reduced print spend made from reduction in corporate print and advertising spend with processes in place to reduce unapproved advertising activity.	25	25	0	
226	Cabinet Office	Communications - vacant marketing post - as part of the budget savings the vacant post within the Campaigns Team (Marketing Co-ordinator, Grade 5) will not be filled.	30	30	0	
227	Cabinet Office	Capital Times - there are currently 13 editions of Capital Times published each year as it is produced every four weeks. It is proposed to reduce one edition of Capital Times per annum to make it a monthly publication. It is anticipated that dropping one edition will bring minimal impact to the audience and organisation as the perception is that it is already a monthly publication. The scheduling of the publication will be reviewed to ensure it meets the needs of the decision making process for the administration, bringing with it more value for the reader as to what decisions are being made by the Council. Whilst dropping one edition will mean less advertising space to sell, the cost to produce the Capital Times would offset this potential lost income. Dropping one edition would also free up resource within the team to maximise the income generating activity which supports the budget saving proposals for advertising.	19	19	0	
228	Cabinet Office	Communications and Media - Income Generation - a review of how the service markets the channels at the moment is underway, with a more strategic approach to selling being finalised. More innovative ways of making the Capital Times more attractive to advertisers (and the audience) are also being explored. With a more direct approach to selling, there has already been an increase in sales and general interest in advertising.	84	84	0	
Total Cabinet Office			164	164	0	
9	Children's Services	Llamau commissioned services housing for care leavers - full year effect of 2012/13 saving.	19	19	0	
10	Children's Services	Tros Gynnal Advocacy Contract - withdrawal of £38k would mean the full time administrator's hours would be reduced to half time. This would enable the project to continue to provide 156 advocacy episodes of LAC, 30 meetings a year of children in the child protection process, undertake more detailed work with children in our residential homes, lessen the impact on advocacy provision for LAC placed away from Cardiff, provide 12 advocacy episodes for Unaccompanied Asylum Seeker Children (UASC), retention of the care leavers group, increase capacity to support the LAC/Care Leavers Annual Awards (albeit at a reduced level), maintain a bi-annual newsletter for LAC, facilitate young people's involvement in five recruitment processes per year, and provide greater opportunities for young people to engage in consultation events. The service for CiN would remain the same.	38	38	0	
11	Children's Services	ABCD Contract - this is a service offered to black and ethnic minority families who have children with disabilities. They offer support through a translation service and individual support to families to assist them in their understanding of the services that are available to them. The organisation has recently been awarded Families First funding as part of the Disability Lot and this is seen to mitigate some of the impact of Children's Services withdrawing this contract.	30	30	0	
12	Children's Services	SNAP Contract - SNAP (Special Needs Assessment Project) provides a statutory service on behalf of the Education Service. The service provides advice, including access to legal advice for parents who are concerned that the education arrangements for their children are not meeting their needs. The Education Service provides £43k to support SNAP. The service is not related to fulfilling statutory responsibilities on behalf of social care services for children. SNAP is concerned that the service could be at risk if the £14k previously received from Children's Services is withdrawn however, the organisation has recently attracted Families First funding in the Emotional, Mental Health and Wellbeing and the Disability Focus lots and this is likely to mitigate some of the risk associated with Children's Services withdrawing this funding.	14	14	0	
13	Children's Services	Reduction in Support for Cardiff Women's Aid and South Riverside Centre - a 10% reduction in the support provided to these organisations.	8	8	0	

			Saving	Projected saving in 2013/14	Potential saving shortfall	Comments
App ref.	Service Area	Savings Title	£000	£000	£000	
15	Children's Services	Families Need Fathers - Both Parents Matter Grants - the service, funded through two grants the total value of which is £100k, are aimed at fathers and non-resident parents. It provides awareness raising for Children's Services and Education professionals as part of a service area training programme. Provision is already in place in Education and Children's Services (CS's) to ensure that services are inclusive of fathers, male carers and non-resident parents. Staff training and development in these areas is addressed through the service areas' training programmes delivered by trainers / organisations that have a good understanding of Education & CS's core business, whereas Families Need Fathers can only provide this service from a single agency perspective.	100	100	0	
16	Children's Services	National Childminding Association (NCMA) - provider decided to cease providing the co-ordination service. Service came to an end on 30.09.12 and a replacement service is not considered necessary.	16	16	0	
17	Children's Services	Respite Overnight Stays - respite overnight stays provides short breaks (overnight) to provide respite for parents and carers of disabled children. Recent demand for this service has been such that the budget has consistently been significantly underspent in recent years and can therefore be considered as a saving.	80	80	0	
18	Children's Services	Review of Sessional Support - review service specification and run a strategic sourcing exercise as current contract expires in September 2013.	100	0	100	There is a view that savings could derive from this source but that the potential target sum cannot be realistically identified until the issues identified within the recently concluded CHAD investigation are addressed. This may provide an opportunity for potential savings in 2014/15.
19	Children's Services	Residential Agency Placements - review, strengthen and improve the quality and effectiveness of assessment and care planning processes in case management services. Strengthen the process for matching assessed need with the services that are most conducive to achieving the desired outcomes (£45k). Engage with current providers to review individual placement arrangements to ensure that service levels provided reflect assessed needs and support the desired outcomes identified in the care plan (£30k).	75	0	75	The work undertaken to review individual placement contracts has improved the quality of service/enhanced VFM but has failed to deliver lower costs.
21	Children's Services	Fostering Agency Placements - use the Framework for Looked After Children (LAC) Agency Placements for all new foster care placements, additionally use it more proactively to maximise the opportunity of securing better rates.	30	0	30	Better rates have been secured and were on target to produce the saving but have been overtaken by increased demand for higher cost placements.
22	Children's Services	Family Support Provider - direct negotiations to achieve savings on six contracts covering primarily the Family Support category.	30	7	23	Negotiations have only produced a third of the anticipated target. This partnership will be revisited as part of the implementation of Category Management and any consequent re-tendering in the 2014/15 year
Total Children's Services			540	312	228	
100	Communities, Housing & Customer Services	Deletion of Citizen Focus Officer (Accessible Communications) - the Citizen Focus team has six Citizen Focus Officer posts (Grade 7) covering Engagement, Older People (temporary Welsh Government funded post), Access, Delivery & Monitoring, Policy & Research and Accessible Communications. The Accessible Communications Officer post is vacant, and it is proposed to delete this post and share the responsibilities across the remaining five.	36	36	0	
101	Communities, Housing & Customer Services	Deletion of Senior Outcome Delivery Officer - deletion of vacant Grade 6 post within the Partnership and Policy Team.	34	34	0	
102	Communities, Housing & Customer Services	Recharge from General Fund to Housing Revenue Account (HRA) on Disabled Facility Staff - due to staff recharges to the HRA, a General fund saving of £30k is available from 2013/14. This is the administration charges applied proportionally between Public and Private sector housing for the delivery of adaptations within the HRA.	30	30	0	
103	Communities, Housing & Customer Services	Restructuring Supporting People/Housing Strategy - the Supporting People function was recently transferred to Housing Strategy and Support. By merging that role with that of Housing Strategy, it will be possible to make this saving with limited effect on the service. The saving will be achieved by deleting an admin assistant post and the two existing Service Planning Officer posts. The two Service Planning Officer posts will be replaced by one new post, Service Development Officer.	37	37	0	
104	Communities, Housing & Customer Services	Restructure of Homelessness Service - a review of the service identified that the current structure supported silo working extending the time period of case management and enquiries, as well as creating unnecessary duplications. Consultation with staff has just begun and it is expected that the new structure could be established and operational by April 2013. Following consultation on the basic proposals, the restructure will enter its final stages of consultation in January 2013.	70	70	0	

			Saving	Projected saving in 2013/14	Potential saving shortfall	Comments
App ref.	Service Area	Savings Title	£000	£000	£000	
105	Communities, Housing & Customer Services	Housing Strategy, Support and Lettings Spend to Save Budget - it is proposed that the "spend to save" base budget is maintained at £187k which will be available to assist with initiatives to prevent or manage the Council's homelessness duty. The budget included a contingency element which is no longer required.	327	327	0	
106	Communities, Housing & Customer Services	Deletion of Housing Resources and Assisted Living Operational Manager - due to realignment of structures within Housing and Neighbourhood Renewal, this management post can be deleted.	34	34	0	
107	Communities, Housing & Customer Services	Transfer of role from General Fund to Housing Revenue Account - transfer of Team Leader post and Technical Officer post from Assisted Living to new responsibilities within the Housing Development for Cardiff Partnering. The Renewal Area is in its final year with a further reduction to its funding, in addition the targeted elderly budget has been reduced to £400k from £1.6m two years ago. Both elements allow for the role of these posts to be moved to a different section within Housing Development to support the delivery of the Housing Partnership project. The tasks will be covered by the remaining service managers.	78	78	0	
108	Communities, Housing & Customer Services	Delete Renewal Area Liaison Officer - with completion of the renewal area in 2013/14, the role of liaison officer will no longer be required as all visits to clients will have been completed in 2012/13 in readiness for 2013/14. Redeployment would be required.	30	30	0	
109	Communities, Housing & Customer Services	Delete Project Officer - this officer left through voluntary severance in Sept 2012. The post was responsible for providing technical support for the delivery of work within Welsh Government funded schemes. This area has seen a 20% reduction over the last three years and advice is that it will continue to reduce in coming years. This prompted a change in working practices which allowed an officer to take voluntary severance with little impact on the clients or remaining team members.	39	39	0	
110	Communities, Housing & Customer Services	Increase Housing and Assisted Living Fees - increase base fees within Housing and Assisted Living from £850 to £900, the last increase (£50) was in April 2012. This charge is for the provision of an agency service delivering grants to clients and is fully reimbursable from capital allocations.	22	22	0	
111	Communities, Housing & Customer Services	Realignment of Renewal Targeted Elderly - due to a reduction in the targeted elderly staffing budget, a saving of £20k against supplies and services budgets can be achieved, as realignment of staff has resulted in reduced overall running costs.	20	20	0	
112	Communities, Housing & Customer Services	Realignment of Benefit Structure - review Benefit Officer grades when posts become vacant. To include fewer Higher Benefit Officers and replace with Grade 4 officers. This reflects the change in the way that the benefits work is organised with change of circumstances and other less complex functions being assessed separately, allowing lower graded staff to action these. Two higher graded posts are vacant at present and it is anticipated that at least two more posts would become vacant during the year and the grades reviewed. Savings are therefore based on four posts. The existing two post saving equates to £13k.	25	13	12	Achievement of the full savings will depend on further vacancies and changes to the establishment in the later part of the year.
113	Communities, Housing & Customer Services	Document Management Team - increase Housing Revenue Account contribution to 40% to reflect increased housing use of Comino.	39	39	0	
114	Communities, Housing & Customer Services	Service Realignment of Benefits - it is proposed to divide the service into three functions 1) financial inclusion – to be managed by the housing finance team and focused mainly on council tenants and visiting for benefit claims with effective referrals for any other cases. 2) New claims advice – to be merged with the Housing & Benefit Enquiry Service 3) Landlord advice – to remain a distinct service but to be managed by a benefit team manager with support from benefit officers as required. Three manager/co-ordinator posts (Outreach Services Co-ordinator (Grade 7), two Senior Outreach Officers (Grade 5) and one administrative post will be deleted. Responsibility will be reassigned to existing managers within the service. This proposal would also make a saving of £10k for the Housing Revenue Account.	69	69	0	
120	Communities, Housing & Customer Services	Reduction in Core Grant to Race Equality First - Race Equality First (REF) have recently moved buildings which has led to a significant reduction in lease costs (£36k), enabling an efficiency to be realised within the grant budget.	36	36	0	
121	Communities, Housing & Customer Services	Reduction in Special Initiatives - this budget was used to pilot initiatives and one-off expenditure. Deletion will mean funding is no longer available for pilot initiatives.	70	70	0	
130	Communities, Housing & Customer Services	Commissioning and Procurement - various savings within Communities - the following efficiencies can be achieved: Books & Publishing - £20k, Building Maintenance - £20k, Agency/Consultancy and Professional Fees - £20k.	24	24	0	
131	Communities, Housing & Customer Services	Service Redesign of Income Assessment - to identify service redesign proposals across Housing and Neighbourhood Renewal and Adult Services on Income Assessment. Initial proposals are being identified and initial estimates are that this will achieve savings of £125k.	125	25	100	At this stage, there is not enough clarity or detail on the proposals being developed relating to rationalisation of Income Assessment across the service areas. Work is ongoing and subject to further monitoring it is anticipated that the saving will be achieved by the end of 2013/14.
132	Communities, Housing & Customer Services	Spans of Control - reduction in posts through review of spans of control.	47	47	0	

App ref.	Service Area	Savings Title	Saving £000	Projected saving in 2013/14 £000	Potential saving shortfall £000	Comments
133	Communities, Housing & Customer Services	Reduction in Agency Costs - measures will be taken to reduce the use of agency staff in Housing and Neighbourhood Renewal, Community Facilities, and Regulatory and Supporting Services.	86	86	0	
209	Communities, Housing & Customer Services	Operational Manager (OM) 2 Post - Research and Consultation (Customer & Business Knowledge) - The current OM post is responsible for eight full time permanent members of staff and both functions; Research and Consultation. Job evaluation has graded both team leaders at a Grade 9. These are significant management posts and the post holders are more than capable of managing their small teams and work loads which makes justification of an OM very difficult given the savings required. The proposal would be to re-align the teams within the Partnerships, Communities and Citizen Focus Service of the Communities Directorate. The rationale is based on the already close working which exists between the teams due to the synergies of agendas in relation to the Citizen Focus/Equalities/Engagement work with consultation and the significant work already being undertaken around partnership business intelligence and analysis to support the city wide and neighbourhood needs assessment and targeting of partnership resources.	69	69	0	
225	Communities, Housing & Customer Services	Closure of Connect to Cardiff Help Centre - C2C currently provides a limited face-to-face service for customers based at the New Central Library which is intended to replicate the services provided to customers via telephone and e-mail. At present, 85% of service activity is either the issue of bus passes or the handing out of recycling bags. Closing the Help Centre would allow 4.5 FTE posts to be deleted (1x Grade 6, 1x Grade 5, 2.5 x Grade 4). The intention would be to redeploy the Grade 4 posts to the C2C contact centre (using posts that are vacant or filled temporarily); the Grade 5 and 6 posts would need to be redeployed to other vacancies within the Council. The issue of bus passes from Citizen Hubs is currently being trialled and would provide a viable alternative to the Help Centre, and at more locations. Council recycling bags can be collected from numerous buildings across the city, in addition to requesting them via C2C, so this is likely to have a minimal impact on customers. The remaining enquiries mainly consist of signposting to other areas which is a function already undertaken by C2C.	118	118	0	
230	Communities, Housing & Customer Services	Reduction in C2C opening hours - reducing opening hours in order to 'release' FTEs. C2C currently opens 8am-7pm Mon-Fri and 9am-12.30pm on Saturdays. It is proposed that opening hours would change to 8am-6pm Mon-Fri and close on a Saturday morning to generate £42k in savings. The reduction in hours would allow the centre to reduce the establishment by 2 x Customer Service Representatives (Grade 4). It is not anticipated that call volumes would drop and so fewer staff would be handling more enquiries during the condensed hours. Currently the centre receives over 250 calls on a Saturday morning. The impact of customer satisfaction and C2C reputation needs to be considered along with the ability to integrate additional services into C2C in the future.	42	42	0	
	Communities, Housing & Customer Services	Reductions to Third Party Grants - reductions in grants to C3SC (£12k), Diverse Cymru (£4k), Equality Development (£1k), Salvation Army (£2k), Barnardos (£4k), Huggard (£3k), Llamau (£7k), Cardiff Women's Aid (£3k), Somali Progressive Association (£1k), Menter Caerdydd (£4k), Voluntary Community Services (£2k), Cardiff Gypsy & Traveller Project (£5k), Youth & Community Grants Scheme (£5k), Race Equality First (£36k) and Night Out Grant (£2k).	51	51	0	
119	Communities, Housing & Customer Services	Review of Learning, Training and Enterprise Service - to undertake a review of services provided by Learning Training and Enterprise (LTE) Centre. Proposals to include: 1) by opening the LTE Centres to job seeker clients, employers and partner organisation there is greater potential to earn additional income. 2) the St Mellons and Jasmine Enterprise Centre LTE Service to cease as a Council funded service and alternative provision established as part of new HUB arrangements. 3) reducing LTE provision from five to four days per week.	500	90	410	The review and redesign of the LTE service is progressing and is anticipated to result in savings estimated at £90,000 this year and to fully achieve the target in 2014/15. Restructuring proposals are being taken forward which may lead to further savings being identified in 2014/15.
123	Communities, Housing & Customer Services	Reducing full-time Branch Library Services from 6 to 5 days - access would be reduced from 48.5 hours to 40.5 hours per week at Canton, Cathays, Ely, Fairwater, Grangetown, Llandaff North, Llanedeyrn, Rhiwbina, Rhydypennau, Roath, Rumney, Whitchurch. Those unaffected would be: Llanishen (19.5 hours per week), Llanrumney Hub (54.5 hours per week), Penylan (54.5 hours per week), Radyr (28 hours per week), STAR (48.5 hours per week), St Mellons Hub (54.5 hours per week), Tongwynlais (4 hours per week). A minor restructure would be required to enable a management structure based on NMAs. This would enable closed days to be staggered within NMAs and lunchtime opening of some service points on a regular basis. There would be no reduction in Saturday opening hours. Welsh Public Library Standards (WPLS) impact - WPLS for floor space and minimum staffing levels will be maintained. WPLS for access hours would be maintained at the absolute minimum level of the standard. Extended closure of a building (e.g. for refurbishment) would result in failure of this standard within that year. WPLS for % of population within 2 miles of static library provision will be maintained.	120	120	0	
129	Communities, Housing & Customer Services	Discontinue Purchase of DVDs for Libraries - the proposal is to cease the purchase of DVDs. Lending of old stock can continue, but generally loans of older stock are not significant. Provision of film is not strictly related to the core purpose of libraries - it relates to the education and learning role rather than specifically reading. Provision of film is not a formal requirement of the Welsh Library Public Standards.	5	5	0	
Total Communities, Housing & Customer Services			2183	1661	522	

			Saving	Projected saving in 2013/14	Potential saving shortfall	Comments
App ref.	Service Area	Savings Title	£000	£000	£000	
14	Corporate Management	Family Connections Grant - the service is delivered jointly between Families Need Fathers, Both Parents Matter and Cardiff Women's Aid for children in need who wish to have contact with a non-resident parent. There are elements of this service that will be incorporated in mainstream Family Intervention and Prevention Services (FISS) to ensure that where appropriate, non-resident parents have a positive role in the lives of children in need.	20	20	0	
138	Corporate Management	Additional contribution to Pension Fund Voluntary Severance - costs incurred in previous years have now been fully repaid and so the budget is no longer needed.	47	47	0	
139	Corporate Management	Rhondda Cynon Taff (RCT) past employee pension costs - this budget is used to reimburse RCT council for payment of unfunded pension liabilities for former Glamorgan and Mid Glamorgan County Councils. The current charge is approximately £4.6k per month and therefore the proposed saving is achievable.	6	6	0	
140	Corporate Management	Social Projects and Development Post - deletion of vacant post	25	25	0	
141	Corporate Management	Port Health Authority Precept - this reduction will bring the existing budget in line with recent charges.	18	18	0	
143	Corporate Management	Local Government Information Unit Subscription - it is proposed to cease this subscription from the financial year 2013/14 onwards.	20	20	0	
	Corporate Management	Reductions to Third Party Grants - reductions in grants to Age Concern (£1k), Vision 21 (£2k), George Thomas Hospice (£10k), Barnardos (£1k), Touch Trust (£15k), The Gate Community Arts Centre (£20k), CS3C (£4k), Menter Caerdydd (£7k), Cardiff Gypsy & Traveller Project (£1k), Huggard (£15k), Women Connect First (£10k), MENFA (£10k), Community Development Grant Scheme (£1k), Cardiff & Vale Credit Union (£2k), Menter Caerdydd (£24k).	122	122	0	
Total Corporate Management			258	258	0	
154	County Clerk & Monitoring Officer	Reduction in Administrative Support within Democratic Services - the proposal reflects the deletion of an administrative assistant post within the service. This will impact on the level of support to Members.	25	25	0	
156	County Clerk & Monitoring Officer	Annual Canvas House Visits - proposed individual working - this is a statutory requirement. It is proposed that instead of having canvassers going out in pairs that they work on their own. There would be potential health and safety (H&S) implications so robust lone worker arrangements would need to be put in place. Adopting the required H&S arrangements for lone working would increase safety equipment costs, mileage claims, additional training costs and out of hours telephone support costs (total of £5k) but these would be offset by a lower pay rate per returned form. Overall the projected net savings (£5k) would be made.	5	0	5	Due to Health and Safety issues relating to the lone worker arrangements it is currently considered that this saving is unlikely to be achieved in 2013/14.
157	County Clerk & Monitoring Officer	Printing of election materials - as there is no election planned for next year there will be savings in printing costs.	6	6	0	
158	County Clerk & Monitoring Officer	Increase vacancy provision in Legal and Democratic Services - the Democratic Services budget currently has a vacancy provision of £7k and it is proposed increasing this to £10k. This is dependent on staff turnover.	3	3	0	
159	County Clerk & Monitoring Officer	General Budget reduction within Legal and Democratic Services - reduction in staff training, new installations and on line research within Legal and Democratic Services.	13	13	0	
160	County Clerk & Monitoring Officer	Reduction in Refreshments at Council Meetings - this budget is mainly for the meeting at Council which commences at 4.30pm.	5	5	0	
169	County Clerk & Monitoring Officer	Vacancy Provision - increase in provision across Corporate Services including £55k for finance, £12k for Information Management, Health and Safety and £8k for Scrutiny.	8	8	0	
173	County Clerk & Monitoring Officer	Scrutiny Service staff development budget - the risk in accepting this element would be a shortfall in training new Scrutiny Officers at a time when Scrutiny and Cabinet Members are collectively calling for the capacity of the Scrutiny team to be enhanced.	7	7	0	
174	County Clerk & Monitoring Officer	Supplies and Services budgets across five Scrutiny Committees - withdrawing an element of this budget will have a negative effect on the ability to deliver improved Scrutiny although at this level the saving follows historic spending trends.	5	5	0	
235	County Clerk & Monitoring Officer	Member Broadband - the council currently pays for broadband lines for council members. The proposal is to stop paying for member broadband. Members wishing to work at home can use the new solutions and their own broadband. Members' telephone lines are unaffected.	16	0	16	This saving was put forward by ICT in relation to Members broadband and is unlikely to be achieved. Proposals to identify savings from alternative areas of the ICT budget are being considered.
Total County Clerk & Monitoring Officer			93	72	21	

			Saving	Projected saving in 2013/14	Potential saving shortfall	Comments
App ref.	Service Area	Savings Title	£000	£000	£000	
31	Economic Development	Funding of posts in Projects, Design and Development - the proposal relates to the Projects and Resource manager post in Projects, Design and Development (PDD). It is proposed to charge a proportion of the role against capital projects in the same way as all other posts in PDD. The post will also be subject to Flexible Early Retirement. Part of the Project and Resource Manager post will also be capitalised.	25	25	0	
40	Economic Development	Reduction in staff (Economic Development) - the number of staff working in this area will reduce by one post. Work to be allocated to the remaining staff.	34	34	0	
41	Economic Development	Increase in Property Income (Economic Development) - increase in income in relation to the lettings of the various workshops across the city.	30	30	0	
42	Economic Development	Reduction in Consultancy Costs - reduction in consultancy costs in Economic Development.	10	10	0	
47	Economic Development	Major Projects - Revenue Budget - savings have been identified across a range of budget heads including NDR, electricity reservation charges which are now the responsibility of International Sports Village Waterfront (Greenbank), furniture, printing, project management, exhibitions, travel expenses, and cleaning and security.	161	161	0	
146	Economic Development	Reduction in Corporate Services Posts - including one bailiff post through voluntary severance (VS), one survey manager post through flexi-retirement and one procurement post through VS and largely enabled through the move towards collaborative frameworks. Also includes the reduction of one quality and administration post within Exchequer and Development through VS plus a number of reductions in hours within that area.	25	25	0	
149	Economic Development	Review of Accountancy and other Charges - 1) increase in the Treasury Management Recharge to come from scope that exists to increase the recharge based on 2011/12 outturn and the bringing of part of the external Sector service re investments in-house using internal expertise, upon retender. Delivery of this part of the saving will be dependent upon the tender for treasury services coming back at a lower costs as a result of removing this element from the tender specification. 2) HRA Income Recharge Realignment - There is scope based on last year's outturn to increase the recharge to the HRA for services carried out by the section. 3) charge to HRA reflecting Enterprise Architecture work and 4) review and realignment of Estates Income 5) review of Health and Safety Charges.	15	15	0	
150	Economic Development	Land and Buildings Rental Income - additional income is considered achievable given the number of rent reviews and lease renewals anticipated over the coming year.	131	131	0	
151	Economic Development	General budget reductions within finance - including printing, stationery and travel costs, reduction in Accounts Payable Budget used to purchase cheques in line with plan to reduce cheque usage, (£29k), licence maintenance and secretarial budget (£4k), savings on insurance postages, risk management initiatives and special projects (£37k)	2	2	0	
163	Economic Development	Technical Post (Surveys) - this post within Strategic Estates has been vacant for over a year, and has recently been held pending internal reorganisation. This reorganisation will now be undertaken in an alternative way.	19	19	0	
168	Economic Development	Additional Surveyors' Fees - recent detailed analysis of property sales reveals a shortfall in surveyors' fee recovery. Analysing future years' projected disposals, reveals an opportunity to charge a standard 1.5% fee on all sales either secured direct from the purchaser, where such recovery would not prejudice the sale, or subsequently secured by a deduction from the realisable capital receipt.	12	12	0	
170	Economic Development	Strategic Estates - reduction in budgets across a range of headings to reflect recent spend.	28	28	0	
	Economic Development	Reduction in Third Party Grants - reductions in grants to Cardiff Business Partnership (£37k) and Assistance to Industry (£8k).	45	45	0	
Total Economic Development			537	537	0	
175	Education & Lifelong Learning	Strategic Management Contingency Element Primary Schools - within this budget heading there is currently £338k supporting local agreements made by the service area: <ul style="list-style-type: none"> • £70k for the provision of resources required by increased Nursery provision - this will cease to be funded from central budgets and new nursery arrangements will be funded from the Schools Organisation Plan • £4k for cleaning at Greenway Primary – to be funded by Flying Start • £6k to support school based Long Service Awards – to be funded by existing schools delegated budgets • £4k hire of village hall at Gwaelod-y-Garth - to be funded by existing schools delegated budget • £254k contingency for increase to pupil numbers – to be funded by existing schools delegated budget 	338	338	0	

			Saving	Projected saving in 2013/14	Potential saving shortfall	Comments
App ref.	Service Area	Savings Title	£000	£000	£000	
176	Education & Lifelong Learning	Strategic Management Contingency Element Secondary Schools - within this budget heading there is currently £101k supporting local agreements made by the service area: <ul style="list-style-type: none"> • £42k salary top-up for Head teacher at Llanedeyrn High School – to be funded by the Schools Organisation Plan • £14k School Gym Inspections – to be funded by existing schools delegated budget • £4k to support school based Long Service Awards – to be funded by existing schools delegated budget • £41k contingency for increase to pupil numbers – to be funded by existing delegated budget 	101	101	0	
177	Education & Lifelong Learning	Strategic Management - Bishop of Llandaff Demountables - the completion of the Marion Centre will enable the service to discontinue the hire of temporary accommodation at Bishop of Llandaff saving £80k.	80	80	0	
178	Education & Lifelong Learning	Strategic Management Contingency Element Special Schools - within this budget heading there is currently £5k contingency for increasing pupil numbers – to be funded by existing schools delegated budget.	5	5	0	
179	Education & Lifelong Learning	Strategic Management - Other Expenses - the £30k originally supported the provision of contract cleaning. This cost has now been absorbed into other areas of the service, enabling the budget to be cut.	30	30	0	
180	Education & Lifelong Learning	School Improvement - Summer Learning Festival - the Summer Learning Festival has offered a range of extended learning opportunities for young people across Cardiff during the first three weeks of the school summer holiday including: 1) tutors delivering courses on school sites - cookery 2) local authority provision - youth service activity, white water rafting centre, Storey Arms 3) free providers - police service, flight simulation 4) external providers. The service area will continue to deliver the Summer Learning Festival by absorbing costs into the Youth Service, taking full advantage of free providers and other local authority provision. The charging mechanism will be revised to enable the service to be provided free to pupils in receipt of free school meals.	40	40	0	
181	Education & Lifelong Learning	School Organisation Planning (SOP) - currently within retained Education budgets, three SOP posts are funded. The proposal is to fund these posts directly from the SOP financial model. In addition, this amount included traffic impact assessment costs in respect of future SOP proposals and this will also be funded directly from the SOP financial model. If the proposed saving is accepted this will reduce the overall resources available to take forward SOP proposals.	168	168	0	
182	Education & Lifelong Learning	Childcare - reduction to rental of premises and provision of In-House Business Support - Savings proposals are: 1) £25k saving on the premises from a renewed lease with a 50% reduction on the rent and service charges of the Pembroke Suite. 2) £100k saving from service re-design of administrative and support functions and exploring the potential for greater alignment with Flying Start provision.	125	125	0	
183	Education & Lifelong Learning	Bringing Childcare Business Support In-house - £75k saving from the combined budget of the currently contracted services with five National childcare umbrella organisations including National Childminding Association (NCMA), National Day Nurseries Association (NDNA), Mudiad Meithrin (MM), Clybiau Plant Cymru Kids' Clubs (CPCKC), Welsh Pre-school Playgroups Association (WPPA). Increasingly local authorities are bringing Business support services in-house to be more flexible and responsive to the changing childcare market.	75	75	0	
184	Education & Lifelong Learning	Youth Service - this budget saving will be made by a realignment of the evening social youth centre provision. Savings made through realigning current youth centre part-time staffing on a formula basis of one leader in charge and three youth support workers, four evenings per week, 52 weeks opening, (funded to provide holiday provision). Savings made against a reduction in levels of part time staffing and consistent pay grades reflecting job roles and responsibilities. Full year saving £276k (loss of 10 FTE posts) <ul style="list-style-type: none"> • Any delay in implementing revised structure will impede the service areas ability to deliver on the NEETS agenda by supporting schools in the development of Stage 4 Behaviour provision • Youth Service are working with schools to design Stage 4 Pupil Alternative Curriculum Centre (PACC) models • Secondary schools will receive additional resources £850k uplift for Stage 4 Behaviour planning and implementation – Youth Service re-design will support the implementation of Stage 4 • The risk to this proposal is achieving a service re-design by 01.04.2013, however the Youth Service would counter this by vacancy management within the service. 	300	300	0	
185	Education & Lifelong Learning	Basic Skills - English for Speakers of Other Languages (ESOL) - the Council has accepted an offer from the Cardiff and Vale College to end the current Franchise arrangement for ESOL and Basic Skills programmes. In recent years the Council has ensured revenue funding is available to support the programme in addition to the income generated through the franchise arrangement. As the franchise arrangement has ended it is proposed that revenue support be stopped enabling a saving on base budget. The remaining £36k will enable the sustainability of the Families Learning Together provision.	113	43	70	The transfer of ESOL to Cardiff & Vale College has occurred. However issues in relation to the release of associated accommodation budgets has led to the projected savings shortfall identified. Building occupancy will continue to be monitored to identify further opportunities for savings.

			Saving	Projected saving in 2013/14	Potential saving shortfall	Comments
App ref.	Service Area	Savings Title	£000	£000	£000	
186	Education & Lifelong Learning	Neighbourhood Learning Friary Decant Budget - £100k of this budget was established to enable the decant of the Friary. As a result of recent efficiency projects the future use of the Friary building is still being considered.	100	30	70	This saving is linked to occupancy of the Friary building and will continue to be monitored to in light of proposals for the use of this building.
187	Education & Lifelong Learning	Miscellaneous - Healthy Schools - the proposal is to reduce the revenue funding for a Personal and Social Education (PSE) Advisory Teacher which is over and above the level of grant funding provided.	27	27	0	
188	Education & Lifelong Learning	Music Service Increase in Charges - the Cardiff and Vale Music Service provides a range of instrumental and vocal music tuition to over 8,000 pupils in schools in Cardiff and the Vale of Glamorgan. In addition it provides tuition for over 1,200 children in 24 Ensembles based at the Friary Centre. The costs for providing peripatetic music tuition is charged to individual schools on an hourly rate and schools then either pass on this cost to individual pupils, subsidise the cost or absorb the total cost in their school budget. The Music Service turnover is approx £1.8m per annum and this is currently financed by the generation of income from schools / parents, Ensemble membership fees from ensemble and orchestra members, a direct contribution from The Vale of Glamorgan Council and a balancing contribution from Cardiff Council. To enable the Music Service to sustain the complete deletion of revenue budget funding music tuition fees would need to be increased by 11% which would equate to an increase from £30.50 to £34.00 for maintained schools and from £33.50 to £37.50 for private schools generating additional income and the service would be designed to be cost	151	109	42	Income projections currently indicate that there will be a shortfall of approximately £42,000 in the current financial year. This will be subject to further monitoring as the year progresses.
189	Education & Lifelong Learning	Music Development Fund (MDF) - In 2011/12 The Music Development Fund (MDF) delivered projects and tuition in 61 schools, delivering to over 8,000 pupils, targeted at those in the most economically deprived areas of the city. We presented 34 performance events with partners such as Wales Millennium Centre (WMC) in an inclusive approach, embracing Special Educational Needs (SEN), English as an Additional Language (EAL), Looked After Children (LAC) and Emotional and Behavioural Difficulties (EBD) pupils, giving the extra support needed for their pupils to reach their potential and engage with the cultural life of the city. MDF supports schools in raising achievement, and have had a positive impact on parental engagement and emotional well-being, demonstrated by the feedback from headteachers. MDF offer sustainable, diverse, high quality music education for all young people, regardless of economic or social barriers. The MDF services would be offered on a direct buy back service from schools.	173	173	0	
190	Education & Lifelong Learning	Storey Arms - the Storey Arms centre outside Brecon provides a range of outdoor and training activities for pupils and staff in schools, in addition to offering activities to outside organisations both nationally and internationally. The Centre can deliver a saving of £75k by staff re-structure: including reviewing the need for a Deputy Head of Centre at the same rate of pay as Head of Centre; amending terms and conditions of instructor staff from term time working to 52 weeks, review the structure of senior outdoor instructor posts and instructor posts who deliver same service on different rates of pay <ul style="list-style-type: none"> Increased use of freelance instructors where income generation against cost is a return of 6:1 To facilitate the balance of saving, income opportunities and the fee structure will be fundamentally reviewed. The risk to this proposal would be that income generation would be insufficient to enable the centre to become totally self-sufficient. 	175	40	135	The budget saving assumed both increased income and reductions to expenditure budgets. Although income has increased this is not sufficient to meet the target set out in the budget. A review of the establishment is also ongoing but it is unlikely that the proposed changes will be implemented within a timeframe that allows all of the savings to be achieved in this financial year. Officers are currently reviewing those proposals with an intention of increasing the level of staff savings to be made.
191	Education & Lifelong Learning	Pupil Alternative Curriculum Centre (PACC) - reducing central PACC provision and carrying out the planned delegation of stage four budgets to schools could achieve this saving. If the whole of the saving were made in the short term it would have significant risks attached. This is mitigated by committed funding provided as part of Welsh Government's protection for Schools.	150	50	100	The Education Service is working with schools to identify exactly what proportion of this spend should be the responsibility of an individual school. This may significantly reduce the projected shortfall.
192	Education & Lifelong Learning	Pupil Support Services - Behaviour Support Services - delete role of exclusions officer. Reduce teacher numbers by 0.5. Reduce teaching assistants by 3 posts. The deletion and realignment of the exclusions officer post could be met within existing staff structure by temporary post job descriptions being revised to reflect the realignment. The recall of the seconded specialist teacher to the team would allow for withdrawal of half a temporary post. The loss of the teaching assistant posts would increase the risk of exclusion but if specialist provision and nurture provision development is able to support primary aged pupils, the risk could be ameliorated.	114	114	0	
194	Education & Lifelong Learning	Pupil Support Services - Communication and Sensory - to achieve the proposed saving the service would reduce work in the following areas: strategic work, working with parents, pupil engagement, SA+, SEN casework support, training, multiagency working, working with pre-school pupils. This would enable the deletion of 6.7 FTE specialist teacher posts. The possibility of schools buying back these services through delegated budgets is under discussion.	269	269	0	

			Saving	Projected saving in 2013/14	Potential saving shortfall	Comments
App ref.	Service Area	Savings Title	£000	£000	£000	
195	Education & Lifelong Learning	Pupils Support Service - Education Psychology - the Education Psychology Service has three areas of service delivery: 1) Core work - significant element of service time is allocated to core work: Direct work with children and families; support to schools; children not in school; post 16 assessment; specialist work on behalf of Ethnic Minority, Traveller, Asylum Seekers (EMTAS), Looked After Children (LAC), School Based Counselling and Flying Start 2) Strategic work - Emotional Literacy Support Assistants (ELSA), designated Teachers (LAC and Young Carers), Social and emotional aspects of learning (SEAL) 3) Service maintenance time. To achieve the saving, service delivery across all three areas would be affected. To achieve the saving 6.2 Education Psychology posts would be deleted and the ability to sustain the three levels of work detailed above would be reduced. The possibility of schools buying back these services through delegated budgets is under discussion.	225	225	0	
196	Education & Lifelong Learning	Pupil Support Service - Learning and Intervention - The team currently engages in the following activity. 1) statutory provision - direct teaching to statemented pupils (2011/12 62 pupils requiring 6 FTE specialist teachers) 2) direct teaching to SEN pupils without a statement (2011/12 - 54 pupils requiring 5.0 FTE specialist teachers). 3) school action plus advice and support to schools, preventing escalation to statutory assessment (2011/12 - 73 pupils requiring minimum 1.5 FTE specialist teacher). 4) training and capacity building in schools to minimise the number of SEN pupils failing to make progress and proceeding to statutory assessment (2011/12 - 100 schools received training 69 teachers trained 113 teaching assistants impacting directly of literacy and numeracy catch up programmes for approximately 623 pupils requiring approximately 4 FTE specialist teachers.) The work is integral to the Cardiff Language Literacy and Communication Strategy having significant impact in improving the literacy levels of Cardiff pupils. To achieve this saving 4 FTE specialist teachers posts would be deleted. The possibility of schools buying back these services through deleg	199	199	0	
197	Education & Lifelong Learning	Inter Authority Recoupment - the budget retained for placement of pupils with statements of Special Educational Needs (SEN) has grown significantly over the past five years. The recent improvements and expansion of provision within Cardiff (Ty Gwyn, The Marion Centre) plus a greater use of corporate procurement advice and assistance, should enable efficiencies to be made on this budget.	300	300	0	
198	Education & Lifelong Learning	Performance and Governance - efficiencies through rationalisation of software (£60k) by discontinuing the use of modules not fully utilised or using alternative existing software. Efficiencies of £10k within Governor Services through distributing electronic copies, providing only black and white versions of printed materials, taking 'office copies' of bulky documents to meetings and use of ICT at Governing Body meetings taking advantage of 21st Century Wi-Fi.	70	70	0	
199	Education & Lifelong Learning	Management and Support - Senior Achievement Leaders - the recent service restructure took account of the impact of the move to Consortium working for School Improvement services. This left the service with a residual function of two permanent full time Senior Achievement Leader posts. Since the restructure the service has failed to recruit to the two vacant posts and has provided the capacity for this function by commissioning external Systems Leaders on a daily part time temporary basis. This budget reduction would be achieved through the limit of a capped number of system leader days to be commissioned.	160	100	60	The posts have been deleted but the pressures on school improvement are such that a temporary resources has been required. These commitments need to be reassessed in light of the Corporate restructure and role of the Consortium.
200	Education & Lifelong Learning	Management and Support - Achievement Leader - 1) The 14-19 Learning Pathways Programme is now delivered on a Consortia basis. The lead Authority for this Programme is now Bridgend. Cardiff will no longer require the 14-19 Achievement Leader post enabling this post to be deleted saving £73k. 2) The Assessment for Learning Grant Co-ordinator post was funded by revenue. This grant ceased on 31 August 2012, the post of the Co-ordinator is no longer required saving £23k. 3) £61k was included in this budget line for an additional Achievement Leader seconded form school. As a result of the implementation of Consortia this post has been deleted and the post holder returned to their substantive post.	157	132	25	Savings from flexible retirement have been made however further opportunities including the identification of additional income to fund a post have yet to be realised. .
201	Education & Lifelong Learning	Management and Support - Administration County Hall - the Business Administration Team at County Hall provided support to the School Achievement Service and associated management teams within County Hall. With effect from 1 Sept 2012 the school improvement tasks of the achievement service will be conducted by the Central South Consortia. The administrative team will therefore be restructured to meet the current support requirements of the service resulting in the loss of 2.5 FTE posts.	80	80	0	
202	Education & Lifelong Learning	Management and Support - Administration Team Mynachdy - a rationalisation of the administrative functions, to take account of the Consortium arrangements, better use of IT systems and greater delegation of functions to schools should enable the structure to be reduced by 2 full time posts.	40	40	0	
203	Education & Lifelong Learning	Management and Support - Admissions - to achieve the saving and sustain statutory responsibilities the team would re-design discretionary services relating to: 1) advice and guidance to Parents and Schools 2) first contact service 3) guidance to Head teachers and officers 4) monitoring of attendance for pupils during application process 5) cease using Capita One system 6) public access to team – no counter service. To enable this saving 2FTE posts would be deleted within the team and the remainder of the team would be re-structured.	80	72	8	Further opportunities are being considered to identify the balance of the saving.

			Saving	Projected saving in 2013/14	Potential saving shortfall	Comments
App ref.	Service Area	Savings Title	£000	£000	£000	
204	Education & Lifelong Learning	Management and Support - Miscellaneous - within this budget heading there is currently £160k that supports: 1) £28k Contribution to the Extended Opportunities Programme for Special and Special Educational Needs Pupils - this will cease to be funded from central budgets. 2) £132k for School Based Staff Criminal Records Bureau (CRB) checks – schools would be expected to pay for all school related CRB checks from their own delegated resources. No additional funding will be provided. The recent changes whereby CRB checks are now transferrable will reduce the volume of CRB checks required.	160	160	0	
205	Education & Lifelong Learning	Management and Support - Achievement Section - Head (s) of Achievement – School Improvement, Inclusion Services - the proposed Corporate restructure of Senior Management may see the introduction of a new Director and Asst Director of Education. The introduction of these posts together with the impact of the Consortium arrangements for School Improvement Services would enable the Education Service to review the need for two posts at Head of Achievement level. At this moment one post (Inclusion) has been vacant since January 2012 and the other post will be vacated (following external recruitment) with effect from April 2103. The Achievement Section will still have one officer at Senior Achievement Leader, Soulbury 20–23 (+3) and five officers at Achievement Leader; Soulbury 16-19(+3)	87	87	0	
206	Education & Lifelong Learning	School Cleaning Service - having reviewed the costs of cleaning by examining use of cleaning staff and supplies, the service is able to operate this activity on a breakeven basis.	27	27	0	
	Education & Lifelong Learning	Reduction in Third Party Grants - reductions in grants to Cyfle Cyntaf (£5k), Mother Tongue Language Courses (£1k), Cardiff & Vale Peace Festival (£2k).	8	8	0	
Total Education & Lifelong Learning			4127	3617	510	
72	Environment	Environment - full year effect of 2012/13 saving - these efficiencies are the full year effect from 2012/13, including single supplier for refuse sacks initiative, continuous improvement regarding programming to drive through the single supplier for refuse sacks, Materials Recycling Facility tender, continuous improvement regarding programming to drive through the single supplier for biobags from work done in 2012/13 and Household Waste Recycling Centre tender.	225	225	0	
73	Environment	Waste Management Efficiency Improvements Bag Delivery - full year effect of 2012/13 saving - the full year effect of service redesign in 2012/13. The revised structure comprises two less posts than in the current structure, this being achieved through a vacancy and voluntary severance. These changes were implemented in 2012/13.	14	14	0	
74	Environment	Waste Management Commercial Collection Re-Design - full year effect of 2012/13 saving - full year effect of a team restructure that took place in 2012/13.	27	27	0	
75	Environment	Waste and Street Cleansing Materials Recycling Facility - full year effect of 2012/13 saving - following a rapid improvement exercise in 2012/13, a service redesign was introduced. It is assumed this will be fully implemented by April 2013.	48	16	32	Employee budgets have been reduced and have been partly achieved through a restructure however full implementation has been delayed until Feb 2014.
76	Environment	City Services Restructure Phase 1 - the full year effect of implementing the restructure changes across City Services - Waste Management and Cleansing (£40k) and Highway Maintenance (£70k.) This is dependent on full implementation of phase one during 2012/13. The City Services restructure is mainly management and supervisory staff being brought together to operate as joint services such as waste and cleansing being supervised by one team to effectively start to move towards functions and area responsibility schemes which will help facilitate better management of all Council land.	40	20	20	Saving partially achieved through the loss of one post, further opportunities for savings through VS are being considered.
77	Environment	Restructure of the Waste and Highways Business support functions - combine waste and highways administration to deliver a multi-skilled team. This will result in a removal of one management post. The proposal is heavily dependent on the Council wide corporate restructure into new directorates and how functions will be delivered. (Cardiff Outdoor's Project)	45	23	22	Saving partially achieved through the loss of one post, further opportunities for savings through VS are being considered.
81	Environment	Charging for Bulky Collections - at present, Cardiff only charges for the collection of 'fixtures and fittings' bulky items (e.g. doors, fitted wardrobes, etc). However, most Councils now charge for the collection of all bulky items (e.g. old settees, beds, etc). It is therefore proposed to charge £15 per visit to collect items. Residents who would prefer not to pay would have the option of taking their items to one of the Council's Household Waste Recycling Centres for reuse or for disposal. There is a risk of higher fly-tipping incidents. It is Welsh Government's preferred position to charge for bulky waste collections as this encourages waste minimisation. There would be good promotion of the changes ahead of the change date to allow items to be cleared out before charges are introduced. All staff will be included in the change process and the service will provide a comprehensive response and FAQ list to the C2C Contact Centre who schedule these service so that they can respond effectively to all enquiries. There would also be promotion of alternative options such as individual householder advertisements, third sector community groups, Freecycle to minimise waste a	101	101	0	

			Saving	Projected saving in 2013/14	Potential saving shortfall	Comments
App ref.	Service Area	Savings Title	£000	£000	£000	
82	Environment	Close Hayes Public Conveniences - the Hayes Public Conveniences are open seven days a week, 8am - 5pm and require four personnel to operate and maintain the facility who would be offered severance or who would be redeployed into existing vacancies. There are a number of alternative toilet facilities open at these hours around the Hayes including the Library, St David's Hall, St David's 2 and large stores. Other private sector businesses would be encouraged to open their toilets for general use and be provided with a grant for doing so through the Community Toilet Scheme. The facility would be closed but retained to explore other opportunities for its use and historical legacy.	92	76	16	The toilets were closed on the 30th June. The projected shortfall reflects redeployment costs in relation to staff.
83	Environment	Improved management of 'Cardiff Outdoors' - Efficiency Saving 1 - steps need to be taken to increase the efficiency of cleansing and maintenance across all council land. The majority of the street cleansing teams operate from Lamby Way, some operate and support housing and parks functions. The Cardiff Outdoors project would consolidate teams and seek to improve cleansing and maintenance standards of all Cardiff Outdoors, however this needs to be planned and considered in a detailed phased approach. There is an opportunity to reduce the number of vehicles if some are 'double shifted' which would reduce plant resource requirements overall. Allowing for the change of pay applicable to working between the hours of 8pm and 10pm, the estimated annual saving would be £120k (£83k in the first year due to implementation on 01/08/2013). The outcome would be greater flexibility to respond to cleansing needs throughout the day not just in the morning hours. (Cardiff Outdoor's Project)	83	83	0	
84	Environment	Improvement in Attendance Management - the Council is in the process of reviewing the content of its Sickness Absence Policy with reference to the more robust policies currently used by other Councils and private sector organisations. Assuming that a revised Sickness Absence Policy comprising more effective sickness management tools (i.e. the number of triggers being reduced; the triggers being based on both duration and number of absences;etc) is implemented on 01/04/2013, it is estimated that the sickness absence level within City Services will reduce in the region of 2% overall. This would relate to a cashable saving of circa £100k in relation to a reduction in the amount of Agency Workers used by teams to backfill staff absent through sickness. There would also be non cashable benefits in terms of improvements in productivity/output.	92	92	0	
85	Environment	Household Waste Recycling Centre (HWRC) and Transfer Station Efficiency Redesign - part year effect rising to £150k savings based on redesign of service and the assumption that Brindley Road and Lamby Way HWRC sites come under joint management. This saving requires a rapid improvement event to redesign service and efficiency against all Household Waste Recycling Centres, including customer management. This saving is dependent upon retaining HWRCs. (Cardiff Outdoor's Project)	35	70	-35	Following work undertaken as part of a Value Stream Analysis an additional saving of £35,000 is currently projected.
86	Environment	Green Waste - start to process green waste in house or contract out through a different route. Savings are based on a reduced gate fee. It should be noted that the new organic waste contract is due to be in place from April 2015.	200	160	40	Delays in implementing the proposed changes have led to the shortfall of £40,000. Opportunities are being explored to offset the shortfall.
87	Environment	Waste Transfer Income from Small / Medium Enterprises at Brindley/ Lamby - supporting small and medium enterprises by offering a waste transfer facility for a small gate fee could generate significant income with a net surplus of £200k per annum. This will also help reduce fly-tipping as an attractive pricing structure should secure the market of vans and builders, helping offset income loss through the landfill closure and drawing custom from private operators. This is a part year effect to ensure sufficient consultation with other service area users of the site. This option is also being considered in line with offering alternative commercial based controlled disposal points for small businesses with all waste types as an alternative to the Lamby Way Landfill and in preparation for its closure. (Cardiff Outdoor's Project)	100	40	60	Delays in the implementation and seasonal variations has meant that the full saving has not been achievable in the current year. Based on an implementation date of December 2013 full year savings of £200,000 are likely to be generated in 2014/15.
88	Environment	Landfill Tax Diversion Savings - this saving will be achieved through diversion activity which produces a waste reduction value of 5,000 tonnes through waste minimisation and waste diversion due to higher recycling. Delivery of this additional tax avoidance is dependent upon continued investment in the operational depots to facilitate commercial recycling and re-use, as well as continuing and improving upon current diversion levels achieved in 2012/13.	360	0	360	The base budget for landfill tax was reduced to reflect anticipated reductions in waste in line with the Waste Strategy. Current figures suggest a growth in tonnages has resulted in a projected spend in the current financial year. The directorate are exploring alternative options for residual disposal.
89	Environment	Landfill Tax Savings - other potential savings, projected to be £170k in the current financial year are included that will require close monitoring and assessment for delivery.	170	0	170	The base budget for landfill tax was reduced to reflect anticipated reductions in waste in line with the Waste Strategy. Current figures suggest a growth in tonnages has resulted in a projected spend in the current financial year. The directorate are exploring alternative options for residual disposal.
90	Environment	Rationalisation of Fleet - vehicles off hired are to be defined. This is an estimate and further work and assessment is required. (Cardiff Outdoor's Project)	30	0	30	This forms part of the Cardiff Outdoors project. Opportunities are continuing to be reviewed to identify this saving.
91	Environment	Efficiency Reorganisation - reduction in posts through review of functionality and spans of control as the new structure arises through the Environment portfolio. (Cardiff Outdoor's Project)	75	0	75	This forms part of the Cardiff Outdoors project. Although specific reduction in posts have not yet been agreed opportunities are being reviewed including potential scope through voluntary severance.
93	Environment	Income from Renewable Energy - Price and Renewable Obligations Certificate benefits have been renegotiated for additional gas drawdown royalties for a further seven years.	75	75	0	

			Saving	Projected saving in 2013/14	Potential saving shortfall	Comments
App ref.	Service Area	Savings Title	£000	£000	£000	
94	Environment	Improved Management of 'Cardiff Outdoors' - Efficiency Savings 2 - steps need to be taken to increase the efficiency of cleansing and maintenance across all council land. The majority of the street cleansing, graffiti, street washing and grasscutting, flytipping removal and general maintenance teams operate from Lamby Way, Wedal Road Housing teams, highways and City Centre. Some operate and support housing and parks functions, some are contracted through other service areas. The Cardiff Outdoors project would consolidate teams, budgets and resources to improve cleansing and maintenance and visual impact standards of all of Cardiff Outdoors. This needs to be planned and considered in a detailed phased approach. A first step identified is the opportunity to work from circa 6.30 to 2.45, meaning the number of vehicles required is determined by the number of teams. This is a cross service saving which will require strong project management and appropriate implementation resources coupled with the relevant mobile technology. Strong trade union and senior management engagement will be needed to reinforce the proposals. <i>(Cardiff Outdoor's Project)</i>	547	605	-58	These savings have been achieved including an additional £58,000 in the current financial year.
95	Environment	Commissioning and Procurement Benefits for 2013/14 - relating to the continuous improvement opportunities with the single suppliers of polythene and biodegradable sacks, a tender and medium/long term solution for the provision of Materials Recycling Facility maintenance and a tender and medium/long term solution for the collection of waste from Household Waste Recycling Centres.	50	24	26	Opportunities are being explored with Procurement to identify the balance of the saving. The £24k saving relates to the maintenance contract on the MRF and is dependent changes to working patterns being implemented in Feb 2014.
98	Environment	Business Administration Efficiency - merging of teams and consolidating processes to reduce demand. Reduction in administrative management posts across the new Environment Directorate. <i>(Cardiff Outdoor's Project)</i>	60	0	60	A reduction in posts is likely to take place in November however anticipated redeployment costs will mean that the saving will not be achieved in the current financial year.
99	Environment	Reducing Post Sort Treatment Tonnage - reduce the post sort treatment contracts to retain a level of flexibility, however to stop completely would constrict the ability to remain above the 52% needed to avoid statutory recycling fines of £200 per tonne if fall below 52%. Post sort total delivers 7,500 tonnes of recyclate which equates to approximately 6% off the total recycled. A balance has therefore been proposed between retaining ability to post sort and providing a budget cut.	500	500	0	
115	Environment	Regulatory & Supporting Service - Income Saving - the income will come from Bereavement & Registration fees of £60k; fees from additional House of Multiple Occupation (HMO) licensing of £60k; Operation of the primary Authority Principle with business of £15k; and other income generating activities by a review of other services currently provided free of charge of £65k.	200	270	-70	Increased income anticipated to be achieved. The additional £70,000 is within the Registration service.
116	Environment	Deletion of Environmental Health Officer - deletion of vacant post with duties to be shared amongst remaining team members.	41	41	0	
117	Environment	Review of Licensing Function - a saving is proposed through a cross service functional redesign. This cross functional approach will require strong project management and appropriate implementation resources.	100	100	0	
130	Environment	Commissioning and Procurement - various savings within Communities - the following efficiencies can be achieved: Books & Publishing - £20k, Building Maintenance - £20k, Agency/Consultancy and Professional Fees - £20k.	36	5	31	A saving of £5,000 has been identified through trading standard legal databases. Further savings opportunities in relation to commissioning and procurement have yet to be identified.
132	Environment	Spans of Control - reduction in posts through review of spans of control.	30	5	25	A saving of £5,000 has been identified in Pest Control management. Further savings opportunities in relation to spans of control have yet to be identified.
133	Environment	Reduction in Agency Costs - measures will be taken to reduce the use of agency staff in Housing and Neighbourhood Renewal, Community Facilities, and Regulatory and Supporting Services.	19	0	19	No savings have currently been identified in relation to this area of spend.
135	Environment	Trading Standards Collaboration - proposals to be identified following initial discussions to identify collaboration with Cardiff and Vale on Trading Standards.	55	55	0	
136	Environment	Private Sector Housing Realignment - reduction in posts through review of spans of control.	100	0	100	Further discussion is needed within the service area as to the opportunities that may be afforded in relation to spans of control, however to date proposals have yet to be identified.
Total Environment			3550	2627	923	
121	Health & Social Care	Hafod Occupancy Guarantee Agreement - the current occupancy guarantee agreement covering three Hafod homes will end in 2012/13. Hafod agreement is due to end in 2016.	200	200	0	
122	Health & Social Care	Review of residential care provision - demand for general residential care has continued to diminish necessitating a review of Council staffed provision within the existing care contract arrangements with Hafod Care. Discussions are on-going and consultation will take place with service users, staff and trade unions in relation to any resulting service changes.	500	500	0	

			Saving	Projected saving in 2013/14	Potential saving shortfall	Comments
App ref.	Service Area	Savings Title	£000	£000	£000	
123	Health & Social Care	Review all external services and grants to voluntary organisations to achieve cost improvement - all high cost packages to be reviewed as part of the "Achieving Better Outcomes" project. All domiciliary services currently outside the framework agreement and all residential and nursing placements will also be reviewed to identify cost improvements. A similar team will be established to review all grants made to voluntary organisations with a view to making savings. Savings will be achieved through collaborative work between the service area and commissioning and procurement.	690	200	490	Savings of £200,000 are anticipated and it is unlikely that further savings can be achieved within 2013/14. However, with the development of a longer term commissioning strategy which includes housing solutions together with our strategic partners in the third sector, it is planned that savings will be achieved as a result of reducing our dependency on institutional accommodation and service provision; thus the saving will be achieved in the next financial year.
124	Health & Social Care	Single Care Management (SCM) Project - this is a continuation of work undertaken in 2012/13 involving the review / assessment by occupational therapists of people who are having double handed domiciliary care packages from the authority. This will cover:- people currently in receipt of double handed care from an agency, people identified as a change in circumstances (from single to double or vice versa), people identified by Short Term Assessment and Response Team (START) for potential conversion to SCM, people identified by community resource team and clients receiving direct payments. The conversion of double handed care packages to single care packages will improve efficiency and achieve cashable savings.	50	100	-50	Work undertaken in this area suggests that a projected saving of £100,000 will be achieved in the current financial year.
129	Health & Social Care	Review of management structure within Learning Disabilities Day Services - to review layers of management within the service, rationalising the use of building based support and the development of more flexible support models. Also, to actively look to reduce reliance on externally provided agency staff.	200	200	0	
132	Health & Social Care	Training Budget - the current level of Social Care Development Workforce Programme (SCDWP) grant is £840k the budget has underspent by £100k of base budget in recent years. It is accepted that the current training requirements can be met from within the SCDWP grant.	100	100	0	
	Health & Social Care	Reduction in Third Party Grants - reductions in grants to Cruse (£12k), Cardiff Shopmobility (£9k), Pen yr Enfys (£11k), Adamsdown Day Centre Partnership (£3k), Cardiff & Vale Mental Health Development Project (£2k), Chinese Elderly Association (£1k), Carers Centre (£16k), Llanishen Good Neighbours (£1k), Radyr & District Good Neighbours (£1k), South Riverside Community Development (£7k), Voluntary Emergency Service Transport (£3k), Age Concern (£2k), Alzheimer's Society (£6k), British Red Cross (£7k), Carers Centre (£9k), Crossroads (£6k), Hafal (£9k), Riverside Advice (£4k), Stroke Association (£3k), Diverse Cymru (£10k).	122	122	0	
Total Health & Social Care			1862	1422	440	
144	Resources	Commissioning and Procurement - full year effect of a 2012/13 saving achieved through a review of commissioning and procurement arrangements including areas such as Commensura and other external spend. A saving will also be achieved through a cost sharing arrangement with the HRA which will benefit from the commissioning and procurement reviews being undertaken.	44	0	44	Further work is ongoing in respect of potential Commissioning and Procurement opportunities, however at present specific opportunities have yet to be identified.
145	Resources	Past year Pension and Severance costs - this budget covered the one fifth annual repayments of pension and severance costs which have now been fully repaid.	53	53	0	
146	Resources	Reduction in Corporate Services Posts - including one bailiff post through voluntary severance (VS), one survey manager post through flexi-retirement and one procurement post through VS and largely enabled through the move towards collaborative frameworks. Also includes the reduction of one quality and administration post within Exchequer and Development through VS plus a number of reductions in hours within that area.	173	173	0	
148	Resources	Additional Non-Domestic Rate (NDR) grant and court cost income - based on current income trends.	82	44	38	The saving in 2013/14 was based on projected income levels in 2012/13 when the budget was set. However income levels to date are not currently as high as in the previous year.
149	Resources	Review of Accountancy and other Charges - 1) increase in the Treasury Management Recharge to come from scope that exists to increase the recharge based on 2011/12 outturn and the bringing of part of the external Sector service re investments in-house using internal expertise, upon retender. Delivery of this part of the saving will be dependent upon the tender for treasury services coming back at a lower costs as a result of removing this element from the tender specification. 2) HRA Income Recharge Realignment - There is scope based on last year's outturn to increase the recharge to the HRA for services carried out by the section. 3) charge to HRA reflecting Enterprise Architecture work and 4) review and realignment of Estates Income 5) review of Health and Safety Charges.	74	74	0	
151	Resources	General budget reductions within finance - including printing, stationery and travel costs, reduction in Accounts Payable Budget used to purchase cheques in line with plan to reduce cheque usage, (£29k), licence maintenance and secretarial budget (£4k), savings on insurance postages, risk management initiatives and special projects (£37k)	68	68	0	

			Saving	Projected saving in 2013/14	Potential saving shortfall	Comments
App ref.	Service Area	Savings Title	£000	£000	£000	
153	Resources	Deletion of Health and Safety Post - the deletion of a Health and Safety Adviser post would significantly reduce the competent health and safety advisory service to the Council. This service has been reduced with the deletion of 2.5 FTE posts in the last three years. This has affected the ability of the team to meet increasing demands from Service Areas and to carry out the vital role of auditing the management of health and safety. The loss of a further post would significantly reduce the physical presence of Health and Safety Advisers in service areas, would reduce the amount of advice/support given and would curtail the development of online self auditing by managers and online accident reporting. It would also result in the Operational Manager-Health and Safety having to undertake operational activities rather than focussing on the strategic management of health and safety.	48	24	24	The budget saving is only partially achieved with arrangements for funding from internal income still to be resolved.
159	Resources	General Budget reduction within Legal and Democratic Services - reduction in staff training, new installations and on line research within Legal and Democratic Services.	8	8	0	
161	Resources	Reduction on External Legal Spend - to achieve £200k efficiency, all spend on external legal work for service departments would be commissioned and tracked through legal services. Capacity in Legal Services will be created by passing out low level work to service areas to free up solicitor time to take on work that was previously undertaken externally.	200	0	200	New arrangements for controlling external legal spend across the Council are currently being implemented. Whilst specific savings have yet to be identified it is anticipated that opportunities will arise once the new arrangements are fully implemented.
162	Resources	Revenues Cashiers Posts - a new, more efficient cheque scanning system has been implemented which has effectively rendered the cash receipting function redundant. The saving proposal reflects the deletion of the Deputy Head Cashier Post and the redesignation of a senior cashier post to recovery assistant.	35	35	0	
164	Resources	Senior Procurement Officer - Vacant Post - this is a vacant post in the Business As Usual (BAU) / Projects Team. It has always been the intention that this team and in particular this post was used to deal with BAU tender requirements to allow the category teams to focus on the strategic opportunities. Given the difficulty in recruiting to the permanent category teams the service has not sought to recruit to a temporary post and the BAU work is being managed by the existing BAU team or the relevant category team.	38	38	0	
165	Resources	Reduction of posts in the Local Financial Management Schools (LFMS) team - the proposal involves the loss of a grade 6 post in the LFMS team. This will be released through a ring-fenced appointment process involving a vacant grade 7 post within the team. This is a small team providing essential support and financial advice to schools and other education establishments. The team is largely funded by income received from delegated schools budgets which is linked to service level agreements. Workload within the team will need to be realigned to ensure the loss of this post doesn't adversely impact on Service Level Agreements and associated funding. The loss of the post will increase pressure on other team members and make it more difficult to provide the necessary support and advice to schools particularly when the number of chequebook schools and schools in difficulty has increased in recent years.	25	25	0	
169	Resources	Vacancy Provision - increase in provision across Corporate Services including £55k for finance, £12k for Information Management, Health and Safety and £8k for Scrutiny.	61	61	0	
171	Resources	Commissioning and Procurement - print and post - review of expenditure in these areas in order to achieve efficiency savings.	14	14	0	
207	Resources	Central Transport Services (CTS) Category Management Fleet Spend - full year effect of 2012/13 saving against external spend in this area.	77	0	77	The shortfall reflects delays in the fleet replacement and reduction programme and other CTS initiatives. These initiatives, including the vehicle replacement programme, renegotiating existing leases, reviewing vehicles taken home and opportunities for other contract savings will continue to be progressed with any in-year savings achieved reflected in future monitoring reports.
210	Resources	Facilities Management (FM) Security - savings are based on buildings with an FM security budget. A £487k saving is based on reduced operating hours for the eight in-scope buildings (City Hall, County Hall, Lamby Way, Marland House, Willcox House, Brindley Road, Cardiff Castle and Central Library) which would close at 10pm and re-open at 6am. They would be closed all day Sunday (excluding Lamby Way.) Should events occur in these buildings outside normal hours then the event would be charged directly for the additional security. The proposal would result in a staffing reduction of 10 FTE's. Additional detailed work will now be undertaken to ensure the saving can be realised without compromising operational efficiencies. Savings should also be made on operating costs of these buildings.	487	83	404	Savings have been achieved by reduced opening hours at a number of Council buildings. Proposals to achieve the balance of savings have yet to be implemented. Opportunities for greater use of CCTC and mobile security are still being considered but are subject to consideration of operational risks and investment requirements.
211	Resources	Office Cleaning - proposal to clean all non-school buildings to a consistent standard. A team cleaning model will be implemented and the service desk used to monitor feedback and cleaning requirements. A £479k saving would be achieved in 2013/14, with a further £105k in 2014/15. There would be approximately 68 displaced staff shifts (22 FTE) by the end of the third phase. Staff will be offered voluntary severance, vacancies in schools services or retraining and reskilling to fill other Council vacancies. The proposal also reflects associated savings on cleaning consumables.	479	279	200	A number of measures have already been implemented, however further savings opportunities have yet to be identified in order to achieve the full saving.

			Saving	Projected saving in 2013/14	Potential saving shortfall	Comments
App ref.	Service Area	Savings Title	£000	£000	£000	
212	Resources	Facilities Management (FM) staffing reductions and Merger of Business Support - Business Administration teams will merge with FM and Central Transport Service (CTS). Currently there are a number of posts covered via Cardiff Works and vacant posts which can be deleted once the process of the business case has been realigned and consultation completed implementation April 2013.	120	60	60	The restructure commenced in May 2013 and is anticipated to be completed in October 2013. The full saving will be achieved in 2014/15.
213	Resources	Reduction in energy consumption - a £50k reduction across facilities management buildings via reduction in energy consumption through good housekeeping and energy initiatives. This will involve working with the Energy Management Team and close monitoring of energy use information.	50	50	0	
216	Resources	Business Administration (BA) staff reductions - Removal of OM2 and removal of grade 9. The cancellation of the BA project has resulted in a much smaller team than was originally envisaged under the OM2 and grade 9 posts, and by moving the remaining staff under the Facilities Management structure, the existing management arrangement can be used to replace these staff.	117	117	0	
217	Resources	Service Migrations to new Microsoft products - a number of security products are required to ensure desktop / laptop deliveries are secure. The Microsoft enterprise agreement entered into in June allows the Council to replace two of these products with no-cost Microsoft ones performing the same function. No overall effect on delivery is anticipated from this change.	68	12	56	A review of security vulnerabilities indicated the solution was not fit for purpose. This saving is therefore not fully achievable. The shortfall will be met from managing demand for new services and new devices from ICT budgets.
218	Resources	Move data storage to IT cloud - Cardiff currently uses disc storage provided on its own storage servers, and backs up its data to tape storage. This is somewhat inflexible, and requires considerable investment to increase in size. Services providing storage and backup are available, and following the first year of ICT investment the Council is now able to use these - previously, this was not possible due to unsuitable infrastructure. The majority of storage and all backup, will be put to an external "cloud" provider, only retaining in house the smaller requirements where very high speed access is needed (mostly online databases and software). The external storage offers suitable levels of security and availability. An equipment investment is needed to make this happen, but this will be much smaller than the saving. There is also cost avoidance in this - the current model predicts a £1.2m cost for increasing the storage over the next three years. This change will avoid that cost and move increased storage costs to being a much smaller revenue impact.	150	76	74	There is a delay in delivery of the saving due to operational requirements of the Council within service directorates. The shortfall is planned to be met from managing demand for new services and new devices from ICT budgets.
219	Resources	Central Transport Service (CTS) Category Management Fleet Spend - comprises savings on service area fleet utilisation, vehicles travelling home, converting short term hire vehicles to long term hire, implementation of new fleet contracts, savings on utilisation of bespoke fleet management system to provide transparency and identify areas of issues and savings on tyres due to a rolling fleet replacement program and increased visibility on use and reasons for tyre replacement.	507	0	507	The shortfall reflects delays in the fleet replacement and reduction programme and other CTS initiatives. These initiatives, including the vehicle replacement programme, renegotiating existing leases, reviewing vehicles taken home and opportunities for other contract savings will continue to be progressed with any in-year savings achieved reflected in future monitoring reports.
220	Resources	Control of Short Term Hire & Grey fleet - by the introduction of mileage authorisation and claims for payment via Digi gov greater control on private vehicle usage is in place. Currently the projection of spend for the current year has reduced by 25% achieving the £240k saving. Further controls being put in place on how staff travel from one location to another via the pool car hire desk will drive out further savings.	240	240	0	
224	Resources	Central Transport Service / Facilities Management centralisation of compliance activities - these teams are currently working together but not sharing roles, duplications are occurring which will be reduced as training and shared knowledge occurs. Two post deletions are involved, one is currently occupied but the member of staff is ring fenced for a new post on a slot and matching exercise.	91	91	0	
232	Resources	Move in-house email to IT Cloud - Cardiff currently delivers its email systems using nine year old software on an in-house platform that is also at end of life. As part of the original Technology Framework proposals, it is intended to upgrade the in-house platforms to newer software and hardware during the coming year. The newer software offers the ability to move email to the "cloud" - that is, to purchase services from external providers to deliver the email, with the same reliability, security and speed as in-house delivery. The advantage is that by avoiding the cost of upgrading parts of the internal platform, a revenue saving of around £100k can be made. Note that a number of other councils, including in Wales, have already done this. This involves acceleration to the existing programme, but the service area believes this is deliverable within the timescales.	100	0	100	This saving has now been identified as a cost avoidance measure rather than a budget saving. The shortfall will be met from business as usual savings.
233	Resources	Reduction in Agency Spend - measures will be taken to reduce the use of agency within Facilities Management through filling posts on a permanent basis.	12	12	0	
234	Resources	Casual Homeworkers BT Line Rentals - the council currently pays for some broadband lines for casual homeworkers. Fixed homeworkers are excluded from this proposal; the cost of their broadband will continue to be met. The proposal is to stop paying for all casual homeworker lines. Officers wishing to work at home can use the new solutions and their own broadband.	104	0	104	This saving has proved to be unachievable due to the impact on services and cost implications of personal broadband connections. The shortfall is planned to be met from managing demand for new services and new devices from ICT budgets.

			Saving	Projected saving in 2013/14	Potential saving shortfall	Comments
App ref.	Service Area	Savings Title	£000	£000	£000	
236	Resources	Building Maintenance Services Procurement Contract - the Council is in the process of procuring framework arrangements for all building maintenance services. It is anticipated that the full year impact of these savings (£78k against annual £0.5m spend on general building services and £146k against annual spend of circa £2.9m on mechanical and electrical services.)	223	223	0	
237	Resources	Improving Driver Behaviour - by improving driver awareness in areas such as Insurance Claims, Driver Performance Management via tracker information giving details on harsh breaking and hard acceleration, speed control and its impact on vehicle costs this will drive out savings in fuel and insurance expenditure (currently £650k pa). Management controls in these areas will result in fuel reduction (5%), tyre replacement, excess wear and requirement of additional maintenance along with reduction in vehicle damage (10%). Introduction of a driver award programme along with further training, revised driver policy and driver handbook will establish an acceptable level of how a driver should use the Council's vehicles. This will need a six month introduction/consultation from January to June so nine months savings could be achieved in 2013/14.	250	0	250	Any costs of damage and other poor driver behaviour which cannot be met from insurance are currently met by the service areas. Therefore it is difficult for the Resources Directorate to identify and realise the anticipated saving. Some council wide savings may be achieved through a reduction in repairs, lower fuel use and uninsured costs.
Total Resources			3998	1860	2138	
50	Sport, Leisure & Culture	Parks & Sport - full year effect of 2012/13 saving	195	140	55	Despite efforts to generate the £55,000 of Sponsorship income the market place is proving difficult and is therefore unlikely to be achieved. Action will be taken within the service to mitigate the impact of this on the overall financial position of the service.
53	Sport, Leisure & Culture	Reduction in Floral Provision - City and Civic Centre - for many years the Council has installed and maintained floral displays (geranium pyramid planters and mixed floral cubes) and hanging baskets that are sourced from various approved external specialist suppliers in order to decorate / dress the city and civic centres areas. Under this proposal hanging basket provision would be retained in Queen Street, St.Mary Street and Central Square (multi poles). With regard to mixed floral cubes and pyramid planters, there would be no provision within the civic and city centre areas. In order to mitigate the negative visual impact, greater use will be made of displays including containers / planters produced within the Council's plant production nursery in Bute Park. There will be an overall reduction in the number of free standing displays provided from the 90 currently sourced externally to 35 produced within the Council's nursery.	50	50	0	
55	Sport, Leisure & Culture	Fees and Charges for Football, Rugby, Cricket and Baseball - to apply a new approach to charging for adult outdoor sport on a cost per head basis to help reduce the levels of subsidy per game and per sport for football, rugby, baseball and cricket. The fees reflect maintenance and staffing costs and further details are contained in the fees and charges appendix. Winter sports charges will be £2.50 per player; summer sports will be £3.00 per player. Note - no charge for youth football, rugby, cricket or baseball.	39	39	0	
56	Sport, Leisure & Culture	Heath Park Pitch and Putt Concession - recently had investment from the Ryder Cup Legacy fund however it fails to generate potential income levels due to the nature of staffing at the site and the cost of grounds maintenance. The facility runs at a £28k deficit per annum (£38k exp, £10k inc). The facility will be offered as a concession to be operated either by a social enterprise or a private operator depending on proposals received.	28	28	0	
57	Sport, Leisure & Culture	Flatholm Island - the saving reflects reduced operation of the island which will be kept in Council ownership for 2013/14 with opportunities for alternative options explored during the course of the year. The Council will seek expressions of interest in respect of the future operation of Flatholm and following review of these will bring back a report to Cabinet for consideration.	100	100	0	
58	Sport, Leisure & Culture	Sailing Centre Building Rationalisation and increase in fees - 1) increase charges by an average of 10% with lower increases for schools and child rates. 2) reduce accommodation charges through integration with Harbour Authority activities.	15	15	0	
59	Sport, Leisure & Culture	Additional income from Surfrider Development - the income generated from the Surfrider development will reduce the costs associated with the operation of the Cardiff International White Water Centre.	56	26	30	Surfrider opened on 3rd May 2013 so limited data to determine likely outturn but initial indications suggest a shortfall against the target. This will be closely monitored as the year progress and it is anticipated that this position may improve during the year as the activity becomes more popular.
60	Sport, Leisure & Culture	Venues and Tourism - Remodel Catering Unit - the catering service currently trades at a deficit, largely due to the poor financial performance of the subsidised staff catering function. It is proposed to explore alternative delivery models for catering, including exploration and evaluation of all available options including social enterprise model, private sector partnerships and in house delivery, for some or all of the service. The areas included in the scope are, as a minimum: 1) Functions and Events Cardiff Castle, City Hall and Mansion House 2) Norwegian Church Coffee Shop 3) Cardiff International White Water Coffee Shop 4) Staff Catering. Whilst undertaking preparatory work, necessary steps will be taken to further reduce operating costs through restructuring staffing and redefining the offer. In particular, staff catering will be substantially changed from the current "hot meal" offer, to a service based more on products with lower production costs.	150	150	0	

			Saving	Projected saving in 2013/14	Potential saving shortfall	Comments
App ref.	Service Area	Savings Title	£000	£000	£000	
61	Sport, Leisure & Culture	Reprofile Cardiff Events Programme - the Council has stated its ambition to develop an events programme which is focused on major events of international standing and with a significant economic impact on the City. This proposal entails stopping the Big Weekend music event, and stopping the music stage element of the Calenig event, but developing an alternative, venues based, music festival where local bands can be showcased alongside bigger names. In addition, funds will be directed to further develop Cardiff Contemporary which, based on the media attention secured in its pilot year, has the potential to become a significant biennial visual arts event. This proposal entails saving £160k from the two existing events, and retaining £60k within the events programme to deliver the new offer.	100	100	0	
62	Sport, Leisure & Culture	Winter Wonderland New Delivery Model - Winter Wonderland is a directly managed, high profile, winter event bringing together a range of activities individually procured - ice rink, fair ground attractions, etc. The proposal is to approach the market with an invitation to tender for delivery of the whole event, including the rink, ancillary attractions, and day to day management of the event.	20	20	0	
65	Sport, Leisure & Culture	Spans of Control - two posts have been identified for deletion (Cardiff Museum Project Manager & Tourism Service Manager). Responsibilities of these posts will be allocated to remaining team members. In addition, it is anticipated that a third post will also be released through this process.	110	110	0	
66	Sport, Leisure & Culture	Efficiencies in the delivery of Sport and Physical Activity - as a consequence of the Parks and Sports and Leisure Services coming together from April 2013, the opportunity exists to reconfigure a range of services promoting and facilitating sport and physical activity, and achieving economies of scale within the new service. Efficiencies will be achieved by bringing together Sports Development, Outdoor Leisure, Swimming Development, Street Games, Play Services and Outdoor Pursuits such that a new, combined team would lead on the delivery of engagement, service provision, and facilitating progression whether through the sport club infrastructure or through services provided in leisure centres or parks. By linking Play Services as part of a coherent physical activity / sport pathway there is an opportunity to engage with some of the city's most challenged communities and provide pathways which will impact on long term health and well being.	125	125	0	
67	Sport, Leisure & Culture	Mechanical and Electrical Procurement - deliver category management savings on mechanical and electrical spend and on grounds maintenance in parks.	35	0	35	The directorate are continuing to work with Commissioning and Procurement to identify savings in this area.
69	Sport, Leisure & Culture	St. David's Hall / New Theatre - Review of Stewarding - St David's Hall and New Theatre currently employ stewards who undertake meet and greet duties including showing audience to seats, etc. In addition they provide an essential role in evacuating the buildings should that be necessary. It is proposed to revise operating practices with a view to reducing total head count and backfilling some activities with volunteers. A number of other venues in the UK use this model.	60	40	20	Consultation with Trade Unions has taken place with an anticipated start date in September 2013, however a full achievement of savings is unlikely in the current year.
70	Sport, Leisure & Culture	Senior Management Saving - review senior management provision within the Culture, Tourism and Events service to secure an overall reduction in staffing.	30	30	0	
71	Sport, Leisure & Culture	Mansion House and Protocol - Changed Operating Model - in order to improve officer support to all members of the Council it is proposed to change the operating model of the Mansion House and Protocol team. It is proposed to operate the Mansion House as a commercial venue without public subsidy, and will be required to cover its operating costs from income generated through external and internal hire. Budgets which will need to be covered by income will include maintenance budgets of £65k and Event Staffing of £40k. Additionally, the majority of Protocol staff will transfer to Member Services to provide support to the Mayoralty and all other members, and the budget for Protocol events will be reduced by £30k. Use of the official car and driver will be reduced, allowing the deletion of the Driver post, with as needed driving being funded from the relief driver budget, saving £30k.	165	60	105	New operating model has proved challenging given the current economic climate and highly competitive business. It is anticipated that through a new Business Plan the shortfall will be reduced but it is unlikely the full saving target will be achieved in this financial year.
122	Sport, Leisure & Culture	Splott Pool - at 30 years old Splott Pool is one of the oldest facilities in the Leisure stock and attracts fewer than 70,000 users per year (less than 200 users per day). It requires an annual subsidy of approx £300k (£4.34 per person) making it one of the most costly Leisure facilities to run. The building and associated plant is rapidly approaching the end of its useful life and the last Property Condition Report completed in 2011 estimated that an investment of £96k was needed to key areas including the renewal of the boiler and heating distribution pipework. There are sufficient vacancies within Leisure Services to redeploy 6.5 pool/reception staff but it is not currently possible to redeploy the two remaining Full Time Assistant Managers. Work is underway looking at further options concerning Splott Pool and other Council owned facilities in the vicinity and it is intended that firm proposals will be forthcoming in the next few months (the proposed budget saving assumes an effective date of October 2013.) Plans would need to set out how any expenditure would be financed and may include partner contributions as well as using the Council's invest to save flexibility. The sav	149	149	0	

			Saving	Projected saving in 2013/14	Potential saving shortfall	Comments
App ref.	Service Area	Savings Title	£000	£000	£000	
124	Sport, Leisure & Culture	Administrative Redesign linked to new Portfolio Structure - merger of the administrative functions across Leisure & Play and Parks & Sport will enable a staff reduction of 3 FTE's (average Grade 5 – SCP 21). The restructure of the Leisure admin team in 2010/11 created more efficient ways of working and the team has had an active role in streamlining admin processes through the Systems Management approach piloted through the Communities Directorate in 2012/13. The capacity for the team to deal with a wider range of work is enhanced through the continued roll out of Sickness Management and Annual Leave etc. on DigiGov and the centralisation of standard admin functions. As the two Service Areas are being brought together from April 2013 the preparatory work involved in this restructure can begin immediately to realise the benefit of full year savings.	74	74	0	
125	Sport, Leisure & Culture	Community Halls - the proposal relates to Plasnewydd Community Hall. The £65k saving will be accrued through deletion of posts. Some displaced staff will be redeployed within the service. A community group has expressed interest in the Community Asset Transfer of Maes-Y-Coed Road Community Hall and this is something that may be factored into savings in 2014/15. The Council will over the next six months consider how the facility could be rationalised with the support of external partners if required and during this time the savings deficit will be met from the Corporate Initiatives Budget. If a positive outcome in respect of these proposals has been reached at the end of the six months then the remaining funding deficit for Plasnewydd Community Hall will also be met out of the Corporate Initiatives Budget. The Council will seek expressions of interest in respect of the future operation of the Hall and following review of these will bring back a report to Cabinet for consideration.	65	65	0	
126	Sport, Leisure & Culture	Early Closure of Leisure Centres on Sundays at 6.00 p.m. - the proposal is to close all Leisure Centres (except Llanishen Leisure Centre) at 6.00 p.m. on Sunday evenings which would mean that the last booking would end at 5.30 p.m. to allow time for the public to shower and change before leaving the centres. The £30k saving will be accrued through the deletion of hours from contracted staff. Very few of the lost hours will be found through redeployment within the service.	30	30	0	
128	Sport, Leisure & Culture	SPICE - the proposal is to close SPICE with effect from the end of the summer term with alternative summer holiday provision in the Llanishen area being provided through existing service area resources. SPICE currently offers after school and holiday provision in the Llanishen area. The scheme currently has up to 100 children registered who access the provision on a selective basis with approximately 4,500 attendances each year (45/50 per week during the 11 weeks holiday and a max of 20 per evening as an after school club for 32 weeks). In 2011/12, "after school" provision was provided for five schools but this is now only two this year from Thornhill and Coed Glas as there has been grant funding available for the setting up of after school clubs. In the case of Thornhill the service provided is actually an overflow provision as that provided by the school is full. In order to enable the current after school provision, together with the Easter and summer half term holiday programmes, fee increases will be applied to enable a break even position to be achieved for this period as set out in Appendix 4.	48	48	0	
132	Sport, Leisure & Culture	Spans of Control - reduction in posts through review of spans of control.	23	0	23	Savings opportunities in relation to spans of control are still being considered.
133	Sport, Leisure & Culture	Reduction in Agency Costs - measures will be taken to reduce the use of agency staff in Housing and Neighbourhood Renewal, Community Facilities, and Regulatory and Supporting Services.	96	20	76	Further savings opportunities in relation to agency spend are being considered, including converting agency arrangements into temporary contracts.
137	Sport, Leisure & Culture	Cancellation of Reduced Admittance Charges at Channel View Centre - in October 2012 the Cabinet gave approval to Channel View Leisure Centre becoming a Training and Work Placement Centre for young people not in employment, education or training (NEET). This is being facilitated by redeploying existing staff into vacant positions in other Leisure Facilities and back-filling their positions with NEET young people who will benefit from a full training programme. The proposal that was approved at the time was to use savings from the staff budget derived from filling positions with NEET young people to reduce admission charges by 40% to help improve attendance levels at the Centre. Reversing the decision to reduce the admission charge would allow £120k to be offered as a saving.	120	20	100	The budget saving linked to the NEET project and associated reduction in establishment costs are unlikely to be achieved. Furthermore admission charges have not been reduced.
	Sport, Leisure & Culture	Reduction in Third Party Grants - reductions in grants to Audiences Wales (£2k), Butetown History & Arts (£1k), Community Music Wales (£1k), Ffotogallery (£1k), Hijinx (£1k), Rubicon (£1k), Multicultural Arts Budget (£2k), Yr Academi & Iris Prize (£1k), Chapter (£10k), SWICA (£5k), Artes Mundi Prize (£5k), Sherman Cymru (£18k), Menter Caerdydd (£4k).	51	51	0	
Total Sport, Leisure & Culture			1934	1490	444	

			Saving	Projected saving in 2013/14	Potential saving shortfall	Comments
App ref.	Service Area	Savings Title	£000	£000	£000	
23	Strategic Planning, Highways & Transportation	Reduction in staff (Strategic Planning) - it is proposed to establish a more integrated planning service through the co-location of Strategic Planning and Development Management. As part of this it is proposed to create more rounded roles where planners are involved in a variety of work with less requirement for specialists. The proposal involves 1) a reduction in the number of Grade 7 strategic planners from six to five saving £37k and 2) a reduction in specialist Tree Officer posts from two to one saving £34k 3) a reduction in specialist Ecologist posts from two to one saving a further £35k. 4) a further reduction of two Grade 7 Strategic Planners. (£73k) 5) the Strategic Environmental Assessment Co-ordinator post has been vacant for a few months. The workload has been allocated to other members of staff. (£33k) 6) the Graphic Designer's post in Strategic Planning was vacated via voluntary severance in May 2012. The workload has been allocated to other members of staff. The resultant £18k saving is still in the budget.	230	230	0	
24	Strategic Planning, Highways & Transportation	Community Infrastructure Levy - in 2012/13 it was agreed as part of service pressures to recruit an additional member of staff dedicated to this project. This post is no longer justifiable in the current climate and the work will now be redistributed amongst existing staff. The balance of the budget is required to fund specialist advice and valuation work that cannot be conducted in-house, and to support the costs of the associated public inquiry into Community Infrastructure Levy.	45	45	0	
25	Strategic Planning, Highways & Transportation	Technical Support Team Manager - Strategic Planning - the manager of the Technical Support Team in Strategic Planning has expressed an interest in leaving through voluntary severance. It has been agreed that he will leave the Authority at the end of this financial year.	41	41	0	
26	Strategic Planning, Highways & Transportation	Reduction in staff within Strategic Planning Administrative Team - the co-location of staff offers an opportunity to consolidate the administrative support arrangements across the two current locations. It is proposed to delete one full-time Administrative Support post saving £22k and one part time Administrative Support post saving £15k. One Senior Administrative post will be removed following the recent departure of the current post holder on Voluntary Severance saving £17k. One part-time Administrative Support post which is currently vacant will also be deleted saving £11k.	65	65	0	
27	Strategic Planning, Highways & Transportation	Reduction in staff (Development Management Admin) - 1) There is a vacant post within the development management administrative team. Work load has been allocated to the remaining clerk / typists in the team. (£11k) 2) It is proposed to merge the fees and technical support teams in Development Management. As a result of this restructure, one FTE post would be deleted saving £34k.	34	34	0	
28	Strategic Planning, Highways & Transportation	Enforcement Officer (Development Management) - the previous post holder resigned from Development Management and the post has since been vacant in Enforcement. This has been for a period of well over 12 months.	24	24	0	
29	Strategic Planning, Highways & Transportation	Principal Officer (Building Control) x three via voluntary severance and retirement - this proposal involves the deletion of three Principal Officer posts in Building Control. Workload has decreased as a result of downturn in the market due to the present economic climate. 1) one post has been taken as part of a voluntary severance earlier this year and a saving of £11k identified from the revenue budget. 2) two officers have taken "flexible early retirement" (FER) with a total saving of £8k (£4k each) to the revenue budget. The balance of the saving will accrue to the fee-earning account.	19	19	0	
30	Strategic Planning, Highways & Transportation	Technical Support Team - Strategic Planning - it is proposed to establish a more integrated planning service through the co-location of Strategic Planning and Development Management. As part of this it is proposed to create more rounded roles where planners are involved in a variety of work with less requirement for specialists. This proposal involves the removal of three of the Technical Support Team and to re-distribute the work among the remaining members of the team.	86	86	0	
32	Strategic Planning, Highways & Transportation	Local Transport Projects - Engineer (change in post funding mechanism) - the post is currently funded through revenue. As a result of increased design work it is proposed to charge the role against capital.	34	34	0	
33	Strategic Planning, Highways & Transportation	General budget reductions and realignments - 1) Budget for general Operational Manager expenses not required (£3k) 2) reduction in printing and stationery budgets to reflect spend on core work. Stationery spend against specific projects will in future be charged to those projects. (£10k) 3) Realign car allowance budget based on previous years spend.	22	22	0	
34	Strategic Planning, Highways & Transportation	Remove Budget for Transport Scheme Measures - this proposal involves the removal of the current £70k revenue budget for local transport projects. Local transport projects are funded and managed through the Capital Programme.	70	70	0	
35	Strategic Planning, Highways & Transportation	Increase income target for City Development section 278/s38 - the proposal involves increasing the recharge target against externally funded capital cycling projects. The current target is £40k. The proposal involves increasing the target to £80k as income is achieved above target.	40	40	0	

			Saving	Projected saving in 2013/14	Potential saving shortfall	Comments
App ref.	Service Area	Savings Title	£000	£000	£000	
36	Strategic Planning, Highways & Transportation	Local Transport Projects - Technician - it is proposed to reduce the Local Transport Project Senior Technical Support team from two to one posts. At present there are two Senior Technical Officers at grade 6. The work will be allocated to the remaining member in the team, releasing a saving of £29k.	29	10	19	Savings will be achieved but are offset by in year redeployment costs.
37	Strategic Planning, Highways & Transportation	Increase capital income target to reflect staff recharge to Capital Cycling projects externally funded from Welsh Government and RTCG - the current income target is £40k and the recharge to externally funded schemes was £82k in 2011/12 and £55k in 2010/11. It is estimated to reach £68k in 2012/13.	22	22	0	
38	Strategic Planning, Highways & Transportation	Increase capital income target to include staff recharge for officer who undertake cycling projects but are not currently recharged. Cycling projects are externally funded from WG & RTCG. The proposal involves increasing the recharge target against external funded capital cycling projects. A proportion of the 2 full time equivalent grade 9 posts would be recharged to externally funded cycling projects.	51	51	0	
39	Strategic Planning, Highways & Transportation	Disposal of Briardene - Non Domestic Rate (NDR) budget - the current NDR budget for this property will be released as a saving once the property is sold.	12	12	0	
43	Strategic Planning, Highways & Transportation	Planning Fee Income - it is anticipated that there will be additional income generated through planning fees as major schemes are expected over the next 18 months.	50	50	0	
44	Strategic Planning, Highways & Transportation	Reduction in staff (Building Control Admin) - it is proposed to look into merging the Building Control and Development Management support team, thus reducing the number in Building Control. This will involve a deletion of one post on Grade 5 saving £28k.	28	28	0	
45	Strategic Planning, Highways & Transportation	Flexible Early Retirement (Development Management) - the OM1 in Development Management is now working 75% through Flexible Early Retirement. It is also proposed that one of the OM2's in Development Management will move to Flexible Early Retirement working 75%. This will allow a joint saving of £33k.	33	33	0	
46	Strategic Planning, Highways & Transportation	Building Control Surveyor - Part time - the proposal involves one post in Building Control becoming part time (Building Control Surveyor). Workload has decreased as a consequence of the economic downturn. This will realise a saving of £16k.	16	16	0	
48	Strategic Planning, Highways & Transportation	Transport Project - Surveyors - Delete one post - four full time equivalents to three - will have voluntary severance / redundancy costs which are unknown at present.	20	20	0	
49	Strategic Planning, Highways & Transportation	Training Budget - training budget reduced to reflect previous year spend.	10	10	0	
51	Strategic Planning, Highways & Transportation	Transport & Traffic Management - full year effect of 2012/13 saving	110	110	0	
52	Strategic Planning, Highways & Transportation	On Street Pay and Display Parking (P&D) Charges - 1) 100 new short stay P&D spaces in Cathays Park - 30 new short stay spaces would generate additional revenue of approximately £100k p.a. Revenue from changing an additional 70 bays from long stay to short stay, will increase revenue by approximately £78k p.a. 2) Increase Parking Charges (City Centre On Street) - increasing pay & display charge for short stay from £1.50 to £1.60 for up to one hour, from £2.50 to £2.70 for two hours, from £3.00 to £3.50 for up to 5 hours would generate additional income of £50k. Increasing long stay charges from £4.00 to £5.00 would generate approximately £300k. 3) Norwegian Church - increase the current 1, 2 and 3 hour "tourist/ visitor" parking from 50p per 1 hour, £1 per 2 hours & £1.50 per 3 hours to £1 per hour, £2 per 2 hours, £2.50 per 3 hours. This operates Monday to Saturday only. Separately, progress a new TRO to include Sundays into the Pay & Display regime. Taking these three proposals together would secure £650k.	650	545	105	The shortfall reflects delays due to the required timescales for traffic regulation orders and the full implementation of these initiatives
63	Strategic Planning, Highways & Transportation	Subsidised Bus Routes and County Hall Park & Ride - cease County Hall Park & Ride on Sundays - this service costs the Council circa £20k per annum, whilst the Saturday service breaks even. In addition, this proposal involves the reduction of subsidised bus routes where usage is too low to be viable. Proposed services impacted are: 615 Ely/Caerau - St Francis RC School (17 passengers am, 23 passengers pm, most within walking distance or with access to other routes, £29k); 654 St Mellons to John Lloyd RC Primary (less than 20 passengers, most within walking distance/alternative public transport £23k) 37 Gabalfa/Whitchurch to Central Station (4 regular users from Mynachdy Rd to City Centre, who have access to other services; virtually no use to / from Gabalfa; £12k) 32 - Central Station to St Fagans (3 evening return journeys with 2-3 passengers; £27k) 26A & 26B, Central Station to Gwaelod y Garth and Tongwynlais (low usage other than access to ASDA, service more frequent than necessary, propose merging the services to provide one, reduced frequency service £49k)	160	160	0	

			Saving	Projected saving in 2013/14	Potential saving shortfall	Comments
App ref.	Service Area	Savings Title	£000	£000	£000	
68	Strategic Planning, Highways & Transportation	Commissioning and Procurement - Cardiff East Park & Ride - security and bus operation at Cardiff East Park & Ride is provided by a private operator selected through competitive tendering. This contract is due for renewal and tenders are being invited for more innovative solutions than a conventional operation. This opens up the potential for a bidder to introduce additional revenue streams, thereby reducing the level of Council subsidy provided.	50	50	0	
76	Strategic Planning, Highways & Transportation	City Services Restructure Phase 1 - the full year effect of implementing the restructure changes across City Services - Waste Management and Cleansing (£40k) and Highway Maintenance (£70k.) This is dependent on full implementation of phase one during 2012/13. The City Services restructure is mainly management and supervisory staff being brought together to operate as joint services such as waste and cleansing being supervised by one team to effectively start to move towards functions and area responsibility schemes which will help facilitate better management of all Council land.	70	70	0	
78	Strategic Planning, Highways & Transportation	Highways Asset Management Redesign - Phase 2 - with the objective of improving service delivery and also efficiency, it is proposed to further progress the redesign of the Highways Asset Management team to create a more homogenous structure. The proposals comprise: 1) amalgamating the current functions for Highways Asset Management in City Services to create a single team which, whilst separate from Operations, would work closely with this team (projected saving - 2 FTE = c£50k) and 2) merging two existing posts involved in sign naming and numbering into one (projected saving one FTE = £25k). Assuming implementation of 1st August, the total 2013/14 saving would be £50k.	50	50	0	
79	Strategic Planning, Highways & Transportation	Highways Operations Service Redesign - Phase 2 - the proposals comprise: 1) reducing the Drainage Operations team by two posts through VS/Redeployment/Retirement. This is possible due to a reduction in workload. 2) Street Lighting: discontinuing the night scout operations resulting in the deletion of one post through VS/Redeployment. Many Councils have already removed this service as it is not a legislative requirement and street lighting performance will not be affected. 3) Deleting one supervisory post and two operatives through service redesign, to be achieved through VS/Vacancies/Redeployment. Total of 7FTE and £192k. 4) The balance of £295k will be achieved through improving both the efficiency and the effectiveness of the Highway Asset Management resources and also streamlining operational teams by establishing multi task responsive teams and building on existing contractual arrangements for larger scale planned maintenance. Changes will consider the future structure of the Council with an integrated Highways and Transportation section. This is expected to take time and sufficient resources to design, retrain staff and work through with the	487	68	419	The shortfall is due to a delay in implementing and executing redesign work, with the current view being that the saving will be implemented in 2014/15.
80	Strategic Planning, Highways & Transportation	Highway Management Licensing functional Efficiencies 2013/14 - it is proposed that the management of highways permits be transferred to the Network Management Team as it is envisaged that efficiencies can be attained through service redesign.	20	44	-24	The saving relates to the deletion of a post and changes to working patterns.
84	Strategic Planning, Highways & Transportation	Improvement in Attendance Management - the Council is in the process of reviewing the content of its Sickness Absence Policy with reference to the more robust policies currently used by other Councils and private sector organisations. Assuming that a revised Sickness Absence Policy comprising more effective sickness management tools (i.e. the number of triggers being reduced; the triggers being based on both duration and number of absences;etc) is implemented on 01/04/2013, it is estimated that the sickness absence level within City Services will reduce in the region of 2% overall. This would relate to a cashable saving of circa £100k in relation to a reduction in the amount of Agency Workers used by teams to backfill staff absent through sickness. There would also be non cashable benefits in terms of improvements in productivity/output.	8	8	0	
90	Strategic Planning, Highways & Transportation	Rationalisation of Fleet - vehicles off hired are to be defined. This is an estimate and further work and assessment is required.	70	0	70	Savings against fleet will form part of the outcome of the Cardiff Outdoors project. Although not currently identified it is anticipated that savings against vehicle costs will be achieved as part of the outcomes from this project.
91	Strategic Planning, Highways & Transportation	Efficiency Reorganisation - reduction in posts through review of functionality and spans of control as the new structure arises through the Environment portfolio.	75	86	-11	The saving has been achieved through a combination in voluntary severance and a reduction in vacant posts.
92	Strategic Planning, Highways & Transportation	Income from Fees and Charges - Highways - price increase in line with current Consumer Price Index (CPI) for charges for temporary signs and other activities on the highway generating anticipated additional income £1.3k. Price increase in line with current Consumer Price Index (CPI) for charges from developments and numbering of flats £0.5k.	2	2	0	
221	Strategic Planning, Highways & Transportation	Passenger Transport Category Management Procurement - deliver all the proposals and opportunities identified in the Passenger Transport Category Management Plan on time. £140k from utilisation of adult services minibuses on school routes, therefore increasing utilisation and reducing spend with external contractors £20k from VEST (community provider) allowing them to park at Brindley Road.	360	360	0	
222	Strategic Planning, Highways & Transportation	Passenger Transport Independent Travel Training - the scheme is being rolled out into other councils who are paying for the project co-ordinator to set up similar schemes in neighbouring authorities and the income is funding the cost of the training in Cardiff.	26	12	14	It is anticipated that Newport Council will sign up the scheme in 2014. The delay has resulted in a projected income shortfall of £14,000 in the current year.

			Saving	Projected saving in 2013/14	Potential saving shortfall	Comments
App ref.	Service Area	Savings Title	£000	£000	£000	
223	Strategic Planning, Highways & Transportation	Passenger Transport - closer working relationship with the Central Transport Service (CTS) administration team will be developed to share administrative resources and also involve them in the contract management spot checks and follow up, as well as utilising specialisms within the CTS teams around vehicle maintenance requirements and driver training requirements.	23	19	4	Savings were planned to be achieved through shared administrative processes/resources with CTS. This is no longer considered to be achievable, however, a reduction in escort costs resulting from the bus service cuts to Countyride services will achieve a part year effect of £19,000.
Total Strategic Planning, Highways & Transportation			3142	2546	596	
Grand Total			22388	16566	5822	

DIRECTORATE & SCHEME	PROGRAMME							VARIANCE					
	2013-14 Programme	2012-13 Slippage	Budget revision	Virements	Changes & New Approvals	Total 2013-14 Programme	Projected Outturn	(Underspend)/Overspend GF	(Underspend)/Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
ADULT SOCIAL SERVICES													
Health & Social Care													
Asset Renewal Buildings - Adults	23	0	0	0	0	23	23	0	0	0	0	0	0
Inroads' grant for property refurbishment	397	0	0	0	0	397	397	0	0	0	0	0	0
Total Health & Social Care	420	0	0	0	0	420	420	0	0	0	0	0	0
Childrens' Social Services													
Asset Renewal Buildings - Childrens	42	0	0	0	0	42	42	0	0	0	0	0	0
Total Childrens' Social Services	42	0	0	0	0	42	42	0	0	0	0	0	0
EDUCATION & LIFELONG LEARNING													
Schools													
Planning & Development													
Asset Renewal Buildings	2,883	1,042	0	0	0	3,925	3,925	0	0	0	0	0	0
Suitability and Sufficiency	500	0	0	0	0	500	500	0	0	0	0	0	0
Flying Start	2,720	0	(4)	0	0	2,716	2,716	0	0	0	0	0	0
Total Planning & Development	6,103	1,042	(4)	0	0	7,141	7,141	0	0	0	0	0	0
Other schemes													
Schools Wireless and ICT	2,000	(352)	0	0	(108)	1,540	1,540	0	0	0	0	0	0
Learning in Digital Wales grant	0	0	0	0	1,460	1,460	1,460	0	0	0	0	0	0
Schools Energy Efficiency	295	514	(295)	0	0	514	514	0	0	0	0	0	0
Total Other schemes	2,295	162	(295)	0	1,352	3,514	3,514	0	0	0	0	0	0
Total Schools	8,398	1,204	(299)	0	1,352	10,655	10,655	0	0	0	0	0	0
Schools Organisation Plan													
Fast Track	2,070	771	(636)	0	0	2,205	705	0	0	(1,500)	0	0	(1,500)
Welsh Medium	6,531	5,345	(4,812)	0	0	7,064	7,064	0	0	0	0	0	0
Cardiff East	19,987	4,855	(4,896)	0	0	19,946	21,507	0	0	1,561	0	0	1,561
Whitchurch	3,410	0	(1,190)	0	0	2,220	3,217	0	350	647	0	0	997
21st Century Schools	1,858	(537)	400	0	0	1,721	3,363	0	0	1,642	0	0	1,642
Other	350	21	(350)	0	0	21	21	0	0	0	0	0	0
Total Schools Organisation Plan	34,206	10,455	(11,484)	0	0	33,177	35,877	0	350	2,350	0	0	2,700
ENVIRONMENT													
Waste Management													
Asset Renewal buildings	0	10	0	0	0	10	10	0	0	0	0	0	0
Lamby Way Capping and Restoration	890	599	0	0	0	1,489	1,489	0	0	0	0	0	0
Wedal Road Household Waste Recycling Centre	840	(22)	0	0	0	818	100	0	0	0	(718)	0	(718)
Waste Management and Collection Infrastructure	0	112	0	0	0	112	112	0	0	0	0	0	0
Materials Recycling Facility refurbishment	50	0	0	0	0	50	50	0	0	0	0	0	0
Total Waste Management	1,780	699	0	0	0	2,479	1,761	0	0	0	(718)	0	(718)

Highways

Highway Improvements LGBI - Carriageway	3,125	1,336	0	0	0	4,461	4,461	0	0	0	0	0	0
Highway Improvements LGBI - Footway	500	0	0	0	0	500	0	0	0	(500)	0	0	(500)
Highway Improvements LGBI - Street lighting	1,350	0	0	0	0	1,350	1,350	0	0	0	0	0	0
Highway Improvements LGBI - Barrier replacement	100	0	0	0	0	100	100	0	0	0	0	0	0
Highway Improvements LGBI - Drainage (design)	50	0	0	0	0	50	50	0	0	0	0	0	0
Highway Reconstruction	945	227	0	0	0	1,172	1,172	0	0	0	0	0	0
Footpath reconstruction	415	0	0	0	0	415	415	0	0	0	0	0	0
Signage Renewals	30	0	0	0	0	30	30	0	0	0	0	0	0
Mobility access	100	0	0	0	0	100	100	0	0	0	0	0	0
Bridges & Structures	635	476	0	0	0	1,111	1,111	0	0	0	0	0	0
Street Lighting (New and replacement)	400	0	0	0	0	400	400	0	0	0	0	0	0
Street Lighting dimming Invest to Save	300	0	0	0	0	300	300	0	0	0	0	0	0
Rhiwbina Flood defence scheme	1,285	128	0	0	0	1,413	395	0	0	0	(82)	(936)	(1,018)
Radyr Weir	200	205	(205)	0	0	200	50	0	0	(150)	0	0	(150)
Solar PV Renewable Energy Initiative	0	250	(250)	0	0	0	0	0	0	0	0	0	0
Total Highways	9,435	2,622	(455)	0	0	11,602	9,934	0	0	(650)	(82)	(936)	(1,668)

STRATEGIC PLANNING & TRANSPORT**Planning**

Heritage schemes	175	35	0	0	0	210	210	0	0	0	0	0	0
S106 schemes	140	50	(50)	0	0	140	85	0	0	0	0	(55)	(55)
Total Planning	315	85	(50)	0	0	350	295	0	0	0	0	(55)	(55)

Traffic & Transportation

Asset Renewal Transport & Traffic Management	800	287	0	0	146	1,233	1,233	0	0	0	0	0	0
Regional Road Safety Schemes	1,200	0	0	0	(585)	615	615	0	0	0	0	0	0
Cycling Development	450	175	0	0	0	625	625	0	0	0	0	0	0
Regional Transport Capital Grant -Cycling Route 6	1,230	83	0	0	(535)	778	778	0	0	0	0	0	0
Regional Transport Capital Grant -Cycling Route 9	200	0	0	0	0	200	200	0	0	0	0	0	0
Regional Transport Capital Grant -Preparatory works	25	0	0	0	0	25	25	0	0	0	0	0	0
Regional Transport Capital Grant - Rail development	45	0	0	0	0	45	45	0	0	0	0	0	0
Transport Grant	2,000	0	0	0	0	2,000	0	(2,000)	0	0	0	0	(2,000)
Llandedeyrn Interchange Phase 2	0	3	0	0	0	3	3	0	0	0	0	0	0
Safe Routes in Communities (WG)	500	188	0	0	170	858	858	0	0	0	0	0	0
Asset Renewal Telematics/Butetown Tunnel	400	0	0	0	0	400	400	0	0	0	0	0	0
S106 schemes	1,078	535	(535)	0	0	1,078	816	0	0	0	0	(262)	(262)
Total Traffic & Transportation	7,928	1,271	(535)	0	(804)	7,860	5,598	(2,000)	0	0	0	(262)	(2,262)

SPORT, LEISURE & CULTURE**Harbour Authority**

Harbour Asset Renewal	495	0	0	0	18	513	513	0	0	0	0	0	0
Flow Rider	100	420	0	0	0	520	520	0	0	0	0	0	0
Total Harbour Authority	595	420	0	0	18	1,033	1,033	0	0	0	0	0	0

Culture, Tourism & Events

Asset Renewal Buildings	153	0	0	0	0	153	153	0	0	0	0	0	0
St David's Hall roof	500	74	0	0	0	574	574	0	0	0	0	0	0

Cardiff Museum	0	175	0	0	0	175	175	0	0	0	0	0	0
New Theatre Upper Circle seating	0	27	0	0	0	27	27	0	0	0	0	0	0
Total Culture, Tourism & Events	653	276	0	0	0	929	929	0	0	0	0	0	0

Parks & Sport

Asset Renewal Buildings	85	0	0	0	0	85	85	0	0	0	0	0	0
Asset Renewal Parks Infrastructure	140	0	0	0	0	140	140	0	0	0	0	0	0
Play Equipment	100	0	0	0	0	100	100	0	0	0	0	0	0
Hywel Dda Public Open Space	150	0	0	0	0	150	150	0	0	0	0	0	0
Heath Park sensory gardens	0	0	0	0	74	74	74	0	0	0	0	0	0
Bishops Palace & Llandaff Belltower	20	0	0	0	0	20	20	0	0	0	0	0	0
Parc Cefn On	20	0	0	0	0	20	20	0	0	0	0	0	0
Sophia Gardens - LOCOG events area scheme	0	0	0	0	15	15	15	0	0	0	0	0	0
Bute Park Restoration	1,229	1,550	(1,229)	0	0	1,550	1,400	0	0	0	(75)	(75)	(150)
S106 schemes	1,784	1,513	(1,513)	0	0	1,784	958	0	0	0	0	(826)	(826)
Total Parks & Sport	3,528	3,063	(2,742)	0	89	3,938	2,962	0	0	0	(75)	(901)	(976)

Leisure & Play

Asset Renewal Buildings	304	35	0	0	0	339	339	0	0	0	0	0	0
Insole Court renovation	1,200	0	0	0	0	1,200	248	0	0	0	0	(952)	(952)
Insole Court stable block	0	80	0	0	0	80	80	0	0	0	0	0	0
Eastern Leisure Centre refurbishment	1,250	(15)	0	0	0	1,235	150	0	0	0	(1,085)	0	(1,085)
Energy Efficiency schemes at Leisure Centres	0	16	0	0	0	16	16	0	0	0	0	0	0
Total Leisure & Play	2,754	116	0	0	0	2,870	833	0	0	0	(1,085)	(952)	(2,037)

Bereavement

Western Cemetery extension	0	555	0	0	0	555	555	0	0	0	0	0	0
Improvements funded by Bereavement reserve	200	92	0	0	28	320	320	0	0	0	0	0	0
Total Bereavement	200	647	0	0	28	875	875	0	0	0	0	0	0

**COMMUNITY & NEIGHBOURHOOD
REGENERATION & SOCIAL JUSTICE****Private Housing**

Estate environmental improvements	350	0	0	150	125	625	625	0	0	0	0	0	0
Alleygating	125	154	0	0	0	279	199	0	0	0	(80)	0	(80)
Traveller Site refurbishment	200	0	0	0	(105)	95	95	0	0	0	0	0	0
Disabled Facility Assistance	3,100	(109)	0	0	0	2,991	2,991	0	0	0	0	0	0
Discretionary renovation grants	400	0	0	0	0	400	400	0	0	0	0	0	0
Group Repair Schemes	150	0	0	(150)	0	0	0	0	0	0	0	0	0
Remedial overcladding	0	46	0	0	50	96	96	0	0	0	0	0	0
Renewal Area Schemes	750	108	0	(140)	48	766	766	0	0	0	0	0	0
Single Assessment Centre	0	10	(10)	0	0	0	0	0	0	0	0	0	0
S106 schemes	215	0	0	0	0	215	0	0	0	0	0	(215)	(215)
Total Private Housing	5,290	209	(10)	(140)	118	5,467	5,172	0	0	0	(80)	(215)	(295)

Neighbourhood Regeneration

Butetown Community Centre and Youth Pavilion	0	97	(20)	0	0	77	77	0	0	0	0	0	0
Neighbourhood Renewal schemes	600	0	0	0	0	600	600	0	0	0	0	0	0
Local Shopping Centre regeneration	400	99	0	0	0	499	399	0	0	0	(100)	0	(100)
Community Building Grants	70	0	0	0	0	70	70	0	0	0	0	0	0
Maelfa Centre Regeneration	450	18	0	0	0	468	0	0	0	0	(468)	0	(468)
Renewal Area grant - Sun Street public realm	0	0	0	140	0	140	140	0	0	0	0	0	0
S106 schemes	120	274	(274)	0	0	120	123	0	0	0	0	3	3

Total Neighbourhood Regeneration	1,640	488	(294)	140	0	1,974	1,409	0	0	0	(568)	3	(565)
Libraries													
Library investment Canton	225	706	0	(200)	62	793	793	0	0	0	0	0	0
Central library doors	0	105	0	0	0	105	105	0	0	0	0	0	0
S106 schemes	0	0	0	0	12	12	12	0	0	0	0	0	0
Total Libraries	225	811	0	(200)	74	910	910	0	0	0	0	0	0
Citizens Hubs													
Citizens Hubs - Maelfa	(500)	650	0	0	0	150	150	0	0	0	0	0	0
Citizens Hubs - Jasmine	0	100	0	100	0	200	200	0	0	0	0	0	0
Citizens Hubs - Marland	0	0	0	100	0	100	100	0	0	0	0	0	0
Citizens Hubs other	0	0	0	0	0	0	100	0	0	0	100	0	100
Total Citizens Hubs	(500)	750	0	200	0	450	550	0	0	0	100	0	100
FINANCE & ECONOMIC DEVELOPMENT													
Economic Development													
Asset Renewal Buildings	0	26	0	0	0	26	26	0	0	0	0	0	0
Cardiff Bus loan	1,000	0	0	0	0	1,000	1,000	0	0	0	0	0	0
Cardiff Capital Fund	74	226	(74)	0	211	437	437	0	0	0	0	0	0
Cardiff Enterprise Zone	(7,100)	10,686	0	0	0	3,586	3,586	0	0	0	0	0	0
S106 schemes	15	335	(335)	0	0	15	0	0	0	0	0	(15)	(15)
Total Economic Development	(6,011)	11,273	(409)	0	211	5,064	5,049	0	0	0	0	(15)	(15)
Strategic Estates													
Asset Renewal Buildings	43	30	0	0	0	73	73	0	0	0	0	0	0
Carbon Reduction and Salix	0	50	0	0	0	50	50	0	0	0	0	0	0
Carbon reduction for schools	0	230	0	0	0	230	150	0	0	0	(80)	0	(80)
Longcross Farm rebuild	78	0	0	0	829	907	907	0	0	0	0	0	0
Total Strategic Estates	121	310	0	0	829	1,260	1,180	0	0	0	(80)	0	(80)
Resources													
Business Process improvements	0	2,493	0	0	0	2,493	1,693	0	0	0	(800)	0	(800)
Urban broadband	2,000	0	0	0	0	2,000	2,000	0	0	0	0	0	0
Office Accomodation rationalisation	500	408	0	0	0	908	658	0	(250)	0	0	0	(250)
Invest to Save	500	0	0	0	0	500	250	0	0	(250)	0	0	(250)
ICT Refresh	400	12	0	0	0	412	412	0	0	0	0	0	0
Asset Renewal Buildings	348	0	0	0	0	348	348	0	0	0	0	0	0
Legionella	0	65	0	0	0	65	65	0	0	0	0	0	0
CCTV at Council sites	50	0	0	0	0	50	50	0	0	0	0	0	0
Total Resources	3,798	2,978	0	0	0	6,776	5,476	0	(250)	(250)	(800)	0	(1,300)
Central Transport Services													
New Vehicle Maintenance Depot	0	(705)	0	0	0	(705)	(705)	0	0	0	0	0	0
TOTAL GENERAL FUND	74,817	36,972	(16,278)	0	1,915	97,426	90,255	(2,000)	100	1,450	(3,388)	(3,333)	(7,171)

PUBLIC HOUSING

Estate Regeneration and Area Improvement Strategies	3,700	0	0	0	0	3,700	3,700	0	0	0	0	0	0
Energy Efficiency	687	0	0	0	129	816	816	0	0	0	0	0	0
External and Internal improvements to buildings	5,728	0	0	0	180	5,908	5,908	0	0	0	0	0	0
Housing Partnerships Project	300	0	0	0	0	300	1,200	0	0	0	900	0	900
Disabled Facilities Service	1,605	0	0	0	0	1,605	1,605	0	0	0	0	0	0
Business Process improvements	600	543	0	0	0	1,143	943	0	0	0	(200)	0	(200)
Partnering Phase 1	0	0	0	0	230	230	230	0	0	0	0	0	0
Jasmine Citizen hub contribution	0	0	0	0	180	180	180	0	0	0	0	0	0
TOTAL PUBLIC HOUSING	12,620	543	0	0	719	13,882	14,582	0	0	0	700	0	700
TOTAL	87,437	37,515	(16,278)	0	2,634	111,308	104,837	(2,000)	100	1,450	(2,688)	(3,333)	(6,471)