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## AGENDA

<b>Committee</b>	ADOLYGU POLISI A CHRAFFU PERFFORMIAD
<b>Date and Time of Meeting</b>	DYDD MAWRTH, 5 GORFFENNAF 2016, 4.30 PM
<b>Venue</b>	YSTAFELL BWYLLGORA 4 - NEUADD Y SIR
<b>Membership</b>	Councillor Howells (Chair) Councillors Hunt, McKerlich, Murphy, Thomas, Walker a/ac Sanders

### 1 **Ymddiheuriadau am absenoldeb**

To receive apologies for absence.

### 2 **Datgan Buddiannau**

To be made at the start of the agenda item in question, in accordance with the Members' Code of Conduct.

### 3 **Cofnodion** (*Tudalennau 1 - 8*)

To approve as a correct record the minutes of the meeting held on 7 June 2016

### 4 **Corporate Asset Management Plan** (*Tudalennau 9 - 56*)

- Councillor Graham Hinchey, Cabinet Member, Corporate Services & Performance, will be in attendance and may wish to make a statement.
- Helen Jones, Head of Property & Assets will give a presentation.
- Questions by Members of the Committee.

### 5 **Corporate Risk Register** (*Tudalennau 57 - 82*)

- Councillor Graham Hinchey, Cabinet Member, Corporate Services & Performance, will be in attendance and may wish to make a statement.
- Christine Salter, Corporate Director Resources and Ian Allwood, Head of Finance will be in attendance to answer Members questions
- Questions by Members of the Committee.

**6 Budget Outturn 2015/16** (*Tudalennau 83 - 178*)

- Councillor Graham Hinchey, Cabinet Member, Corporate Services & Performance.
- Christine Salter, Corporate Director Resources and Ian Allwood, Head of Finance will be in attendance to answer Members questions.
- Questions by Members of the Committee

**7 Y Ffordd Ymlaen**

- Corporate Asset Management Plan
- Corporate Risk Register
- Budget Outturn 2015/16

**8 Dyddiad y cyfarfod nesaf**

13 September 2016 – subject to Council approval

**David Marr**

**Interim Monitoring Officer**

Date: Dydd Mercher, 29 Mehefin 2016

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***This document is available in Welsh / Mae'r ddogfen hon ar gael yn Gymraeg***

## POLICY REVIEW AND PERFORMANCE SCRUTINY COMMITTEE

7 JUNE 2016

Present: County Councillor Howells(Chairperson)  
County Councillors Hunt, Murphy, Thomas, Walker and Sanders

## 1 : APPOINTMENT OF CHAIRPERSON

The Committee was advised that at the Full Council meeting on 26 May 2016 Councillor Nigel Howells was appointed as Chairperson of the Committee.

## 2 : TERMS OF REFERENCE

The Committee noted the following Terms of Reference:

- To scrutinise, monitor and review the overall operation of the Cardiff Programme for Improvement and the effectiveness of the general implementation of the Council's policies, aims and objectives.
- To scrutinise, monitor and review the effectiveness of the Council's systems of financial control and administration and use of human resources.
- To assess the impact of partnerships with and resources and services provided by external organisations including the Welsh Government, joint local government services, Welsh Government Sponsored Public Bodies and quasi-departmental non-government bodies on the effectiveness of Council service delivery.
- To report to an appropriate Cabinet or Council meeting on its findings and to make recommendations on measures, which may enhance Council performance and service delivery in this area.

## 3 : MEMBERSHIP

The Committee noted that the Full Council meeting held on 26 May 2016 appointed the following membership:

Councillors Hunt, Murphy, Sanders, Huw Thomas and Walker.  
There were currently 3 vacancies.

The Chairperson welcomed the returning and existing members to the start of the 2016/17 municipal year.

Councillor Walker re-joins the Committee following a year in office as Lord Mayor.

The Chairperson thanked Councillor Rod McKerlich for his contribution to the Committee in 2015/16.

#### 4 : APOLOGIES FOR ABSENCE

None

#### 5 : DECLARATION OF INTEREST

The Chairperson advised Members that they had a responsibility under Article 16 of the Members' Code of Conduct to declare any interests and complete Personal Interest Forms at the commencement of the agenda item in question.

#### 6 : MINUTES

The Minutes of the meeting held on 10 May 2016 were agreed as a correct record.

#### 7 : ORGANISATIONAL DEVELOPMENT PROGRAMME - PROGRESS UPDATE

The Chairperson welcomed the following to the meeting:

- Councillor Phil Bale, Leader
- Councillor Graham Hinchey, Cabinet Member for Corporate Services and Performance
- Paul Orders, Chief Executive
- Christine Salter, Corporate Director, Resources
- Joseph Reay, Head of Performance & Partnerships
- Dean Thomas, Operational Manager, Organisational Development
- Andrew Gregory, Director City Operations
- Sarah McGill, Director Communities and Housing
- Helen Jones, Head of Estates

The Chairperson advised Members that they had an opportunity to consider progress since July last year, when they last considered the Organisational Development Programme and to enquire as to the Council's plans for maintaining the momentum of the Programme, prior to a refresh report planned for Cabinet in the near future. This presented an opportunity to evaluate how well the Programme captures the proposals for improvement that were contained within the WAO Follow On report published in February 2016.

The Chairperson invited Councillor Bale to make a statement.

Councillor Bale explained this was a 3 year comprehensive programme which had contributed to and supported performance in the Council. The intention was to build and develop on progress to date, Developing and promoting culture change in the organisation, to enhance the digitalisation agenda and improve the quality of service.

Councillor Hinchey emphasised to the Committee this was a significant 3 year programme designed to support and build on the recommendations from the WAO Follow On report. Improved arrangements were now in place to address long standing issues and support development across the organisation. Key success was recorded for 2015/16 with Council assets being utilised using alternate mechanisms. The People Programme was on-going with Programme Boards being established to support this.

The Committee received a presentation from Dean Thomas which provided information on the Organisational Development Programme to date.

The Chairperson thanked Officers for the information provided and invited the Committee to ask questions.

The Committee was keen to see what targets had been achieved for the Assets & Property portfolio. In response the Officers drew attention to the achievements set out in the report. For 2016/17 targets would be developed through the master scheme and reported back at the end of the year.

Members of the Committee drew attention to the OD Programme enablers supporting improvement and asked how these linked into the Corporate Plan and What Matters Agenda and how these supported the outcomes.

The Chief Executive explained the Corporate Plan objectives supported service improvement in the organisation, including Assets & Targets and Health & Social Care. The Corporate Plan identified explicit objectives and outcomes.

The Committee was advised of the dynamics of the Public Services Board, a partnership led board which strengthened linkages between partners. This programme was an opportunity to drive forward partnership development and innovation between organisations.

Members of the Committee drew attention to levels of performance and asked if these targets were being achieved and if so maintained.

The Committee was informed that to date there was scope for significant improvement in relation to performance indicators as inconsistency across the board had been identified. It was acknowledged that criticism had been received from the outcome of the Wales Audit Office report, in respect of the inconsistency across the organisation of performance management.

The Committee was concerned that the ethos of performance culture was not being cascaded through the organisation, with performance practices to date recorded as slow.

Members of the Committee were reminded of the serious issues faced by the Council identified by the Wales Audit Office. Key Statutory services had been identified as underachieving and therefore measures were being developed to support improvement. A Corporate oversight was required in certain areas, with a programme in place to generate new income streams.

Councillor Hinchey explained that improvement was being identified throughout the organisation. Development was moving in the right direction with on-going projects taking place; ADM Culture and Arts programmes, an active Infrastructure Programme and the establishment of a Local Authority Trading Company (LATC). Good examples could be seen across the Council with accelerated partnership work and closer relationships with the Trade Unions.

It was noted that in 2014 the Wales Audit Office report contained criticism of the Council's performance issues. One of the recommendations made by the Wales

Audit Office was that of publishing an Organisational Development Plan to address the concerns raised during the WAO inspection. This was seen as a basis to move forward and implement the OD Programme. It was recognised there was scope for improvement, however, progress could be seen in parts of the organisation.

Members of the Committee were keen to be provided with a report on development alone, as the current report was slightly repetitive. In response the Officers assured Committee that when reporting on the next Quarter a clearer statement on performance overall would be provided.

The Committee noted that some of the data provided was historical and therefore one of the way forward mechanisms was to move away from the current terminology being used.

Members of the Committee were provided with information on the current position of the Cultural and Leisure ADM. The Council had benchmarked against a different model to measure its in-house provision. The Service Area was going through the process and a report would be taken to Cabinet in July 2016.

The Committee asked how the Performance and Governance Programme was performing to date. In response Officers explained that Performance Management accountability processes were improving. An overall Organisational Development Programme efficiency review would take place in 2017.

Members of the Committee were keen to establish what differences would be evident in 6 months time. In response Officers advised that there would be changes to how the Council evaluated performance data, along with the development of procedures to support Members in their roles and further dialogue with Scrutiny Chairs to address the issues raised in the Scrutiny Response to the Wales Audit Office report.

The Committee was advised of the dynamics and input of both the Star Chamber and Challenge Forum. It was agreed that Minutes and Action Points from these forums be made available to Members.

RESOLVED: At the conclusion of the meeting the Committee discussed the evidence presented, following which they tasked the Chairperson of the Policy Review and Performance Scrutiny Committee to write to the witnesses to thank them for attending the meeting and set out the comments made by Members (letter attached)

## 8 : QUARTER 4 PERFORMANCE 2015/16

The Chairperson advised Members that performance reports were made available to the Committee quarterly and Members had decided this year that all consideration of Performance would be undertaken at full Committee. The Chairperson reminded Members that this Committee was responsible for overarching consideration of the Council's corporate wide performance. The central role was to monitor whether the Council had effective performance management arrangements in place and to monitor corporate performance generally. The Committee also had a specific

performance monitoring responsibility for services such as Resources, ICT, HR, Governance, Legal and Property Services.

The Chairperson invited Councillor Hinchey to make a statement.

Councillor Hinchey explained targets had been set to support continuous improvement. The intention was to drive down the Sickness Absence levels which were already improving. The PPDR compliance figure was 90% against a figure of 54% from the previous year. Council Tax collection figures were on target, along with land charge totals. A new Discipline Policy was being introduced and this would support the Employee Programme.

The Chairperson invited the Committee to ask questions.

The Committee drew attention to the summary of key issues from the Corporate Overview and asked why 12% of the Performance Indicator results were currently unavailable. In response Councillor Hinchey explained that PPDR/Sickness Absence information was unavailable for Schools even though the process was being retained.

The Committee noted that RAG status on the City Operations line was green and asked for further clarification on the managed data and the actions to support this.

Councillor Hinchey explained that a dedicated additional resource from Human Resources had been provided to Waste Management to support the service.

The Committee noted that in some Departments Sickness Absence was higher especially in areas where staff experienced vulnerable working conditions which led to challenging sickness issues. Employee support networks were available within the Council's Counselling Service and the additional Employee Assistance Programme provided a 24 hour service.

Members of the Committee were concerned that progress against actions in the Corporate Plan 2015/16 included 25% Amber status. In response Officers explained that in relation to the RAG ratings some performance indicators would always have Amber status, this was as a result of numerical tolerance levels.

The Committee drew attention to the progress against relevant performance indicators and asked why 8% were not appropriate for target setting. In response the Officers advised the targets were set on the baseline and the overall process would be analysed going forward.

The Committee acknowledged that improvements could be identified in some areas and it was dependent on the respective departments. Quality of conversation was essential to support improvement along with the overall working dynamics of the department. The Performance Development Framework was vital for the organisation going forward with the focus on objectives.

Members of the Committee explained that in some organisations line managers undertook more regular one to one meetings with employees, which helped to improve sickness absence. Return to work conversations were vital to support employees in their working environments.

The Committee asked for clarification on the following:

“The Waste restricting project continues to yield increased recycling tonnages. At the time of writing, performance in relation to recycling against statutory target was still to be confirmed.”

Officers advised Members of the Committee that the final target for recycling services had not been included as a result of the National Target final figure not yet being available.

The Committee discussed the Key Performance Indicator data for Educational Attainment, noting the indicators that were RAG status red.

Members of the Committee requested information on the reporting of key performance indicator data for fly tipping as its current RAG status was reported as green, which wasn't a true reflection in some wards. Further, Members enquired if it would be possible to provide this information on a ward basis.

The Committee was informed that these key performance indicators in relation to Waste Management issues were being held back as they were tied into the National Targets. The current information was only a partial picture and further evidence would be provided when the National Targets were released. The Performance Indicators provided an holistic picture and a triangulation of information was required to understand the correct picture of performance.

RESOLVED: At the conclusion of the meeting the Committee discussed the evidence presented, following which they tasked the Chairperson of the Policy Review and Performance Scrutiny Committee to write to the witnesses to thank them for attending the meeting and to set out the comments made by Members (letter attached)

## 9 : EMPLOYEE HEALTH & WELLBEING STRATEGY 2016-19

The Chairperson welcomed the following witnesses:

- Lynne David, Operational Manager, Centre of Expertise
- Sian Coleman, Organisational Development Specialist

The Chairperson advised the Committee that this item gave Members the chance to undertake pre-decision scrutiny of the draft Employee Health & Wellbeing Strategy 2016-19 prior to consideration by the Cabinet on 16 June 2016. The Strategy had evolved as a consequence of the Council's Workforce Strategy 2015-18, was underpinned by the Council's vision and values, and aligned to the Corporate Plan and Organisational Development Programme.

The Chairperson invited Councillor Hinchey to make a statement.

Councillor Hinchey explained five projects were contained under the Workforce Strategy, which highlighted the multiple core of support available to employees.

The Committee received a presentation which outlined the Strategy.



The Chairperson invited the Committee to ask questions.

Members of the Committee were concerned with the processes in place to identify employee stress and anxiety issues. In response Officers assured the Committee that procedures were in place to deal with employee stress related issues and a pilot stress awareness course was available for staff.

The Committee drew attention to the changes being made in relation to treating Mental Health issues. It was essential to remove the stigma attached to this issue and provide employees with the necessary support if required.

The Committee discussed Health & Safety at work and noted there were 2 Council Health & Safety Officers on the project group. A downward trend had been recorded against accidents and this had been reported to the group.

Members of the Committee drew attention to the specific definition of Physical and Mental Wellbeing. This seemed to be a medical model more than a social model and illness avoidance should not be targeted.

The Committee noted the Strategy could be accessed by Schools based staff. However, Schools complied with the Healthy School's Initiative rather than the Employee Health & Wellbeing Strategy...

Staff training was being developed through the Cardiff Academy, with the development of a Project team and Project Chair. There was also scope for partnership involvement.

The Committee noted the Strategy would return to the Committee for consideration with updated indicators and the Resolution Policy. The Employee Assistance Programme statistics would also be provided to the Committee for information.

RESOLVED: That the Chairperson of the Policy Review and Performance Scrutiny Committee write to the witnesses to thank them for attending the meeting and set out the comments made by Members (letter attached)

10 : COMMITTEE BUSINESS

The Committee noted the Correspondence Information report.

11 : DATE OF NEXT MEETING

5 July 2016

Mae'r dudalen hon yn wag yn fwriadol

**CITY AND COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**5 July 2016**

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**Corporate Asset Management Plan 2016-17 – Operational and Investment Estate**

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**Reason for the Report**

1. To provide the Committee with an opportunity to consider the Council's proposed Corporate Asset Management Plan, and provide its views to the Cabinet prior to consideration of the Plan in July 2016.

**Background**

2. The Committee has responsibility for scrutiny of the management of the Council's estate, which comprises both 'operational' property (from which the Council operates and delivers services), and 'non-operational' or 'investment' property (which is often let for commercial return or to promote local employment, small businesses and the economic regeneration of local areas).
3. The Committee has previously considered the Council's approach to non-operational property (3 November 2015), and during scrutiny of the Economic Development Directorate Delivery Plan on 12 April 2016 Members were offered sight of the Corporate Asset Management Plan, setting priorities in relation to supporting and investing in the Estate, for pre-decision scrutiny.
4. In September 2014 the Auditor General's Corporate Assessment of the Council highlighted a lack of improvement in some key service areas over time. One of those service areas highlighted was property assets. Based on evidence, at this point in time the Council was assessed as not managing its land and property assets well.

5. In February 2016 the Wales Audit Office published the Council's Follow On Review Assessment, and amongst the proposals for improvement in respect of the Council's management of its assets was a requirement to "*complete the data capture exercise relating to the use of assets and develop a single system to hold appropriate asset management information*".
6. Having received the Corporate Assessment Follow on Report the Council responded by preparing a Statement of Action, addressing the improvement in asset management by including an internal business case for the development of a new Corporate Asset Data Management system, including detailed business process mapping.
7. In addition the Council is addressing asset management improvement via its Organisational Development Programme (ODP), put in place to encapsulate all improvement programmes and projects required to address the WAO Corporate Assessment. The Assets and Property strand of the ODP includes nine Asset & Property projects, ranging from Strategic Property Management of the Operational Estate, to Office Rationalisation, Depot Rationalisation, and Schools Organisation.
8. In November 2014 the Council adopted a five year Corporate Property Strategy (2015-2020). This can be accessed by following the link below:  
[http://cardiff.moderngov.co.uk/Data/Cabinet/20141120/Agenda/Property%20Strategy%20\(6.56M\).pdf](http://cardiff.moderngov.co.uk/Data/Cabinet/20141120/Agenda/Property%20Strategy%20(6.56M).pdf)

## **Issues**

8. Attached at **Appendix A** is the Corporate Asset Management Plan 2016-17 (CAMP).
9. The CAMP, and the accompanying Cabinet report recommending its approval at **Appendix B**, highlights that property is a key strategic activity and corporate resource in enabling service modernisation. The overarching principle is captured in the strapline *Fewer but Better Buildings*.

10. The CAMP includes targets for reducing the size of the estate, the maintenance backlog, running costs and generating capital receipts. (*Appendix A page 6*) It will be implemented through the Asset Management Board, supported by the Asset Management Working Group, and will consider opportunities to work closely with other public sector partners, whilst also aligning with the Organisational Development Programme to ensure a structured approach that aligns with other Council objectives.

11. For clarity, the papers attached to this covering report are:

- **Appendix A:** The Corporate Asset Management Plan 2016-17
- **Appendix B:** *Cabinet Report – 14 July 2016.*

For further background reading Members may wish to follow the link above to the Corporate Property Strategy 2015-20.

## **Way Forward**

12. The Cabinet Member for Corporate Service and Performance Councillor Graham Hinchey has been invited to attend the meeting, and may wish to make a statement. Helen Jones (Strategic Estates Manager) will be in attendance to 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 on 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 the information presented in this report and at this meeting; and
- II. Decide whether it wishes to make any comments or recommendations to inform consideration by the Cabinet in July 2016.

**DAVID MARR**

Interim Monitoring Officer

29 June 2016

Mae'r dudalen hon yn wag yn fwriadol





# CORPORATE ASSET MANAGEMENT PLAN 2016/17

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# 1 EXECUTIVE SUMMARY





In 2015 Cardiff Council produced its first annual Corporate Asset Management Plan (CAMP). The CAMP is the delivery vehicle for the 5 year Corporate Property Strategy and is aligned to the Council's Corporate Plan 2015-2017. This is the second CAMP which sets out the strategic direction for the Council's estate for 2016-2017 with explicit targets and objectives for the year ahead. The four important targets are; to reduce the annual running cost of the estate, decrease the maintenance backlog, reduce the size of the estate and deliver capital receipts.

The asset management process and achievement of targets is supported by a detailed master schedule of operational property. Each Council owned asset is frequently reviewed to assess whether action is required. This schedule of actions can be subject to regular change due to a range of factors.

The key theme that sets the direction of the estate is the principle of '**Fewer, but better buildings**'. The Council's estate is vast and running the estate is the second highest cost to the Council after staff. The ongoing changes within the Council to the way it delivers services has a strong link to the Council operational property estate and offers opportunity to review the way it operates. This supports the key three themes of the Corporate Property Strategy; Modernisation, rationalisation and collaboration.

In 2015/16 the Council split its estate into two categories.

**- Operational Estate**  
**- Investment Estate**

The Operational Estate comprises assets used for Council services and the Strategic Estates Department manage the strategic direction of the estate. The principle of a corporate landlord model is to be further developed through 2016/17 to ensure the Council manage the vast estate in a strategic manner. The Investment Estate includes assets that are held for income generation.

**Modernisation:**

The Council is working towards a more modern portfolio of assets which; operate in line with the 21st Century requirements of the Authority, cost less to run and are not in need of costly repair. Last year the Council delivered the Pontprennau School and Central Library Hub, which are great examples of what the estate should look like going forward.

**Rationalisation:**

The Council can reduce the size of its estate through the rationalisation of property in various forms. It can sell surplus assets to generate capital receipts, it can relinquish leasehold interest to make revenue savings, it can lease out properties to generate an income and it can offer assets to the community through the Community Asset Transfer (CAT) route.

2015/16 saw good examples of this approach. The Council sold the former Clare Road Depot which generated a capital receipt and also provided a regeneration opportunity within Grangetown. The YMCA took over the Plasnewydd Community Centre through a Community Asset Transfer, this saved the Council the cost of running the property but still maintained an important community provision in the area.

**Collaboration:**

The wider public sector estate is substantial in Cardiff. The scale and variety of the estate, combined with the vast public sector services being provided from the assets, provides an excellent platform for collaboration. In 2015/16 the Council had many discussions with public sector partners and progressed a wide range of schemes, for example, the new HUB at Llanishen Police Station and the Maelfa development in Llanedeyrn.

To summarise, the Council will continually review and challenge the estate in order to provide a better, more efficient estate that aligns with the Council's vision and change in service needs.

The table below shows the Corporate Asset Management Plan targets and achievements from 2015/16, and the new targets for the CAMP 2016/17.

	2015/16 TARGET	2015/16 ACHIEVED	2016/17 TARGET
<b>Capital Receipts</b> Secure £10m capital receipts by 2018	£6.2m	£6.8m	£7.3m
<b>Gross Internal Area (GIA)</b> Reduce the GIA of operational buildings by 10% by April 2018.	3.5% <small>REDUCTION</small> 25,414 sqm 273,549 sqft	3.5% <small>REDUCTION</small> 25,463 sqm 274,038 sqft	4.2% <small>REDUCTION</small> 30,254 sqm 325,651 sqft
<b>Running Costs</b> Reduce the running cost of operational buildings by £2m by April 2018	4.5% <small>REDUCTION</small> £1,620,000	2.7% <small>REDUCTION</small> £987,867	4.4% <small>REDUCTION</small> £1,600,000
<b>Maintenance Backlog</b> Reduce the maintenance backlog by £12m by April 2018	4.2% <small>REDUCTION</small> £4,300,000	4.3% <small>REDUCTION</small> £4,440,123	4.3% <small>REDUCTION</small> £4,500,000

# ARY OF TARGETS 2015/16 and 2016/17



# 2 OPERATIONAL ESTATE – 2016/17

## 2.1 OBJECTIVES FOR 2016/17

The objectives and work streams set out in the CAMP directly align with the Corporate Property Strategy 2014, the Corporate Plan and the Organisational Development (OD) Programme. The monthly Asset Management Board, chaired by the Chief Executive, monitors the progress of the CAMP objectives throughout the year. The three key themes in delivering the objectives are: Modernisation, Rationalisation and Collaboration.

### MODERNISATION

This involves improving the quality of the Council's estate through a programme of investment to provide modern, fit for purpose and sustainable buildings with a low carbon footprint. Modern buildings will improve service delivery, customer satisfaction and staff morale; in addition to reducing the running cost of the estate and the maintenance backlog.

Modernisation typically results from significant capital investment in properties the Council wishes to retain and deliver services from over the medium to long term. Recent examples include Hubs such as Central Library Hub and Grangetown HUB.

The Schools Organisational Plan (SOP) is the biggest driver for modernisation within the Council. The 21st Century schools programme is investing significantly on an annual basis to ensure fit and modern school facilities are provided. The latest example is the new school Pontprennau Primary, which is a community school serving the wider populous of the area.

Vital to all modernisation projects is the investment of capital. The CAMP details an annual capital target that is then attributed to the required projects as agreed by Cabinet. This ensures a sustainable approach to modernisation and also contributes to the Rationalisation objective.

### RATIONALISATION

This is the process of reducing the number of buildings managed and operated by the Council to reflect the continually changing service requirements of the organisation. Rationalisation is perhaps the single most important element of the CAMP due to the impact it has on the size of the estate (Gross Internal Area), running cost (revenue), maintenance backlog and capital receipts targets. By disposing of assets either through freehold or leasehold disposal, the Council immediately alleviates itself of the running cost, the floor space, the maintenance backlog and if the property is sold, also receives a capital receipt.

Each year the Strategic Estates Department (SED) together with service areas review the estate to understand property asset performance and requirements.

2016/17 will see continued review of the office estate through the Office Rationalisation programme, and also a review of the Council's depot estate. The delivery of these projects will again focus on ensuring the Council operates **'fewer but better buildings'**.

### COLLABORATION

This involves improving the way the Council works with public sector partners to join-up service delivery where possible and make better use of each other's estate. Strategic Estates are creating strong links with other public sector partners to continually develop new ideas and initiate new projects.

As the pressure on Public Sector budgets continues, it is increasingly important to explore the opportunities afforded by partnership working with other organisations. Cardiff Council has forged strong ties with partners such as the University Health Board, Cardiff University, The South Wales Fire & Rescue and Police Services, Cardiff and Vale College and also Cardiff Third Sector. Collaboration is an opportunity for organisations to share space, costs and resources to ensure services remain at a high standard and at affordable cost. Collaboration projects aim to reduce the overall footprint of the public sector estate, the running cost of the estate and the maintenance backlog. There are also opportunities to sell or lease space from one another to make savings to the public purse.

The Partnership Asset Management Board is held on a quarterly basis and compliments the Council Asset Management Board. The purpose of the Board is to share and explore collaborative opportunities across the city between public sector bodies and work towards deliverable solutions. Recent collaboration projects include Ely and Caerau Hub, Llanishen Police station Hub and the Maelfa redevelopment.



## 2.2 CORPORATE REAL ESTATE IT SOLUTION

The ability of the Council to manage its extensive property estate is largely underpinned by access to accurate and up-to-date information. Recent internal and external audits have established that the Council's existing property systems are disparate in nature and in some instances reaching end of life. There is now a pressing need to implement a new fit for purpose property data infrastructure that is capable of underpinning the requirements of the Asset Management Process.

An OD project has been established within Assets and Property to determine a solution. Once implemented, the Council will have ready access to information and reports that presently require hours of manual work to prepare, freeing officer time to implement CAMP targets and undertake daily property management duties.

An essential requirement of the project is to ensure effective links with Asset Accountancy and to ensure the agreed solution is suitably "future proofed" and able to broaden in scope over time.

The Outline business case for the project was approved in 2015 by the Investment Review Board (IRB). The full business case is to be completed and presented to IRB in summer 2016.



Operational property is directly managed by the Council either to deliver services to the public through properties such as schools, libraries, leisure centres and day care facilities etc. or to facilitate service delivery via back office, operations and depot facilities.

**Summary**

- 441 operational properties
- Total operational Gross Internal Area GIA (floorspace) over 7,750,016sqft (720,000 sqm)
- 63% of the operational GIA relates to schools
- Maintenance Backlog is estimated at over £100m
- Operational running cost 2015/16 was circa £35m
- Circa one third of Cardiff land area is owned by Cardiff Council

**Number of operational properties**

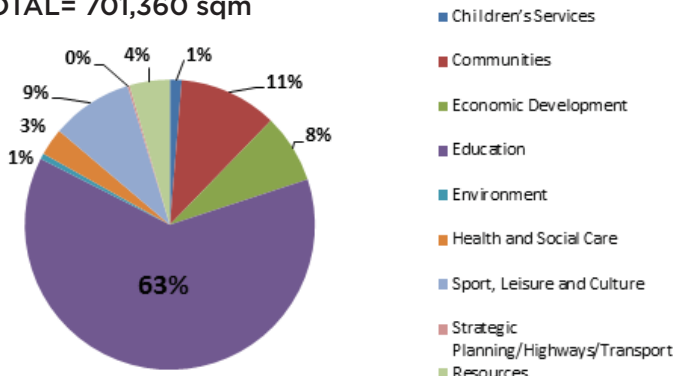
For the purposes of the CAMP the operational portfolio is divided into use categories: Offices and Operations, Community Buildings and Schools. This table shows the total number of operational buildings divided into use types.

Property type	number	%
Offices & Operations	107	24
Community buildings	148	34
Schools	186	42
<b>TOTAL</b>	<b>441</b>	

**Operational estate by Service Area**

City of Cardiff Council property is allocated to a Council service area to manage and deliver services. The graph shows the percentage floor area, or Gross Internal Area (GIA) that each managing service area/department is responsible for.

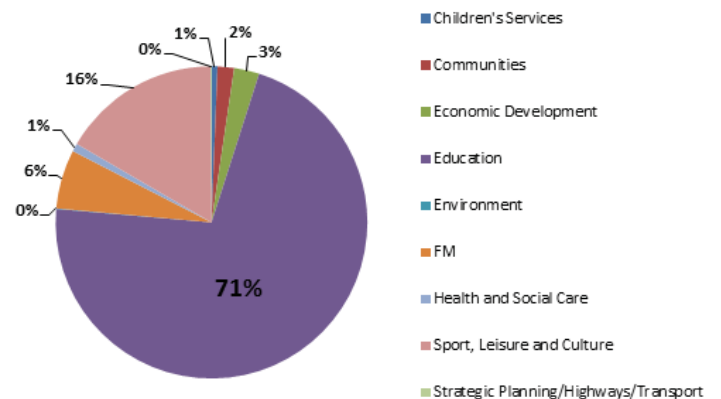
TOTAL= 701,360 sqm



**Total Maintenance Backlog by Service Area**

The property maintenance backlog divided by responsible service area/department.

TOTAL= £100,696,278



**Total Maintenance Backlog**

The operational estate has a considerable maintenance backlog in excess of £100m. As of April 2016 the backlog is apportioned:

Priority Rating	Cost of Works
Priority 1	£8,120,831
Priority 2	£55,167,559
Priority 3	£37,407,888
<b>TOTAL</b>	<b>£100,696,278</b>

This is the estimated cost required to restore the existing portfolio to a first rate condition. All works are attributed a priority rating which describes the urgency of repairs.

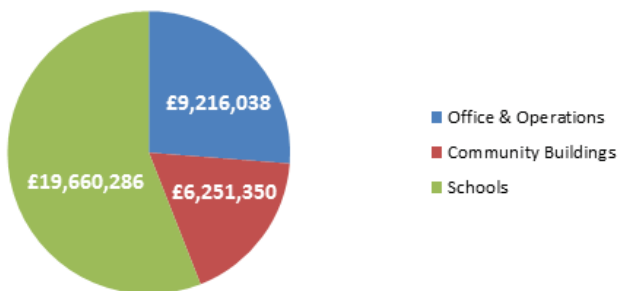
- **Priority 1** = Urgent/Immediate works.
- **Priority 2** = Works will become urgent/immediate within 2/3 years unless actioned.
- **Priority 3** = Satisfactory at present but condition likely worsen if left unresolved.

# SUMMARY OF OPERATIONAL ESTATE

## Total Running Cost 2015/16

The running cost of the estate in 2015/16 divided by property use category.

TOTAL= £35,127,674



## 2.4 WHAT WE SAID WE WOULD DO



**Total impact of the Office and Operations properties towards 2015/16 CAMP targets.**

Floor space reduction (sqft)	Maintenance Backlog reduction	Running Cost reduction	Capital Receipts received
72,918	£1,248,155	£351,624	£680,750

## OFFICE AND CITY OPERATIONS 2015/16

The office portfolio has been subject to the ongoing Office Rationalisation project for a number of years as well as other service area instigated moves.

The core objective of Office Rationalisation is to reduce the number of office buildings the Council operates and consolidate staff into the core offices, County Hall and Wilcox House.

Office Rationalisation continued to focus on the retention of good quality freehold properties and the active relinquishment of non-essential leasehold premises.

The adoption of new agile working methods this year within County Hall following the Social Services move from Global Link has resulted in a more efficient use of office space. Mobile devices facilitate a hotdesking philosophy negating the need for 1-1 desk ratios.

A new Depots project was added to the OD programme in 2015/16. This focuses on the Council's city wide depot facilities with the purpose of determining the best utilisation of assets to deliver services.

The Office and Operations estate summary 2015/16 is shown below.

Property	Ward	Intended Action	Result	Tenure
<b>Carnegie Centre, St David's House, Wood Street</b>	Cathays	Vacate and relinquish lease	Property vacated and Service relocated	Leasehold
<b>Alexander House, Excelsior Road</b>	Gabalfa	Vacate and relinquish lease	Property relinquished and Service relocated	Leasehold
<b>Traffic Wardens Office, 47 Landore Court</b>	Cathays	Vacate and relinquish lease	Property relinquished and Service relocated	Leasehold
<b>Global Link, Dunleavy Drive</b>	Grangetown	Vacate and moth ball property	Part vacated. Full vacation moved to 2016/17 plan, pending assignment of lease	Leasehold
<b>Mynachdy Centre Office Accommodation</b>	Gabalfa	Vacate and mothball property	Vacation moved to 2016/17 plan	Freehold
<b>Howardian Office Accommodation</b>	Penylan	Vacate and moth ball property	Vacation moved to 2016/17 plan	Freehold
<b>Bessemer Close site 1 - Procurement and Supplies Depot</b>	Grangetown	Dispose site	Property vacated. Disposal moved to 2016/17 plan	Freehold
<b>Bessemer Close site 2A - Schools Maintenance Depot (DSU)</b>	Grangetown	Dispose site	Property vacated. Disposal moved to 2016/17 plan	Freehold
<b>Bessemer Close site 2B - Terrapin Building (General Fund)</b>	Grangetown	Dispose site	Property vacated. Disposal moved to 2016/17 plan	Freehold
<b>71 Bridge Street</b>	Cathays	Added in year	Received initial down payment prior to full disposal in 2016/17 plan	Freehold
<b>Clare Road Depot</b>	Grangetown	Dispose site	Property sold	Freehold
<b>Brindley Road depot, Leckwith</b>	Grangetown	Added in year	Property and Land sold. Section of office leased back on short term.	Freehold
<b>Depot review</b>	City Wide	Added in year	Project initiated to review Council depots	Freehold

### Achievements

In regards to future revenue savings, the Council was able to progress negotiations in 2015/16 to assign the lease interest of Global Link to a third party. This transaction is yet to be completed but it is anticipated to complete in 2016/17 which will be a significant saving.

An Agile working business case was implemented in 2015/16 within the Social Services directorate. The purpose of the project was to modernise the way the service operates through the use of mobile devices and touchdown points. This resulted in a reduction in required office space and accommodation cost. The initiative is in its infancy however early analysis suggests that the staff and service are benefitting greatly from the new approach.

The success of the project will likely see implications for how Cardiff operates its core office space on a more corporate level.

The possibilities for rolling out an agile approach to all Council office based teams is to be explored in more detail through 2016/17.



**Total impact of the Communities properties towards 2015/16 CAMP targets.**

Floor space reduction (sqft)	Maintenance Backlog reduction	Running Cost reduction	Capital Receipts received
100,611	£942,600	£631,243	£460,000

## COMMUNITY BUILDINGS 2015/16

Community Buildings are property assets the Council uses to provide public services and facilities. The Council operates a wide variety of community services from dedicated properties.

Community properties are managed by various service areas and are subject to different priorities, budgets and processes. During the pre-budget consultation in 2014/15 the concept of Community Asset Transfers was introduced for surplus community assets and services. This initiative was again a key focus in 2015/16 as local interested groups continued to express interest in taking on Council Community assets the Council will not operate directly in the future. These expressions are managed at fortnightly steering group meetings and weekly CAT Board meetings.

### Achievements

**HUBs:** As of April 2016 the Community HUB programme consists of 12 projects, 6 of which are completed and 6 at different stages of development.

The opening of Central Library HUB and Grangetown HUB were both extremely successful with positive reception from local residents and consistently high footfall.

The purpose of the Communities led HUBs programme is to ensure citizens will be able to access the services they need in the way they want to, through joined up services and closer working between the Council and its partners.

**Community Asset Transfers (CATs):** The ongoing review of community assets has resulted in a series of properties being made available for Community Asset Transfer from across the Communities portfolio (Libraries, Play Centres, Youth Centres, Community Centres). The affected properties are in various stages of completion and are progressed by the CAT Board on a weekly basis. It is anticipated that further CAT relevant properties will be brought forward in 2016/17.

**Leisure Centres and Venues:** The procurement processes for both Leisure Services and the Arts venues have proceeded during the year. With regard to Leisure a call for final tenders from the two remaining bidders has been made with an expected Cabinet report in late July 2016.

With regard to the Arts Venues, final dialogue is taking place with the remaining bidder with a Cabinet Report scheduled for autumn 2016.

The outcome of this exercise is likely to have a significant impact on the performance of the estate in future years in regards to operational floor space, maintenance backlog and running costs.

**Play Centres:** In 2015/16 Cabinet approved a new model for delivering Play Services. The Council will not be reliant on owning or leasing dedicated facilities in the future, rather the new model will focus on the use of shared community facilities with local partners and also the Schools estate.

All the existing Play Centres have been subject to Community Asset Transfer interest to ensure they maintain a community role, with the exception of Llanrumney Play Centre for which there is currently no interest at all. Where CATs proceed buildings will be subject to leases with the Council retaining the freehold.

**Sports and Leisure facilities:** Assets such as Changing rooms and Bowls Pavilions were reviewed in 2015/16 and will be subject to a Cabinet report in 2016/17. The report will outline the assets and services the Council will continue to operate, and also seek approval to advertise for community interest in facilities that may be suitable for operation within the community. Selected assets already surplus (such as Grange Gardens Bowls Green & Pavilion and Llwynfedw Gardens Bowls Pavilion) have been subject to ongoing CAT applications.

**Youth Centres:** The Youth Services function has been remodelled in recent years with renewed focus on delivering Youth Services in areas where demand is highest. Retained Youth Centres have seen reinvestment and concentration of resources. Surplus assets have either been proposed for Community Asset Transfer or in some cases, been taken on operationally by the adjacent school to deliver additional teaching space.

**Day Centres:** A Day Centre review in 2015/16 resulted in a Cabinet decision to retain Minehead Road, Fairwater and Grand Avenue Day Centres. Resource is to be allocated to ensure the properties are suitable to deliver good quality services..

The Communities estate summary 2015/16 is shown below.

Property	Ward	Intended Action	Result	Tenure
<b>Butetown Hub, Loudoun Square</b>	Butetown	Continued investment	A small hub facility has been provided in the multi-functional Loudoun building offering a range of housing, advice and information services.	Leasehold
<b>Ely &amp; Caerau Hub (Jasmine Centre) , Cowbridge Road West</b>	Caerau	Pursue phase 2 expansion opportunities	The Hub has been very successful in bringing Council and partner provides services together under one roof. Phase 2 proposals progressing with public sector partners	Freehold
<b>Former City Centre Hub, Marland House</b>	Cathays	Dispose site	To be demolished	Freehold
<b>Central Library, City Centre Hub</b>	Cathays	Adaption to City Centre HUB	City Centre HUB established. Wide range of Council and partner services provided from second floor of Central Library in the City Centre.	Freehold
<b>Grangetown Hub, Havelock Place</b>	Grangetown	Continued investment	The new hub opened to the public in January. Strong community support, with 5036 customers in the first 2 weeks	Freehold
<b>Llanrumney Library &amp; Hub, Countisbury Avenue</b>	Llanrumney	Continued investment	Upgraded through a refurbishment project, allowing a greater range of services to be provided. Customer feedback shows high levels of satisfaction with the improved facilities.	Freehold
<b>Powerhouse Hub (Llanedeyrn NLC)</b>	Pentwyn	Secure approval to proceed	Extension to existing Powerhouse Community Centre. Accommodation for SWP on first-floor. Scheme currently being tendered.	Freehold
<b>Rumney Hub, Llanstephan Road</b>	Rumney	Continued investment	Hub opened to the public in November 2015.	Freehold
<b>St Mellons Library &amp; Hub, Crickhowell Road</b>	Trowbridge	Continued investment	Two phase extension to existing library Hub. Phase 1 completed in Jan 2016.	Freehold
<b>Fairwater Hub (former library)</b>	Fairwater	Continued investment	Fairwater Library is currently being improved and adapted to accommodate a wider range of Hub services. Works include the creation of additional community, training and interview rooms.	Freehold
<b>Llandaff North &amp; Gabalfa Hub</b>	Llandaff North	Secure approval to proceed	Refurbishment and conversion of Llandaff North library and Gabalfa day centre into Hub approved. Construction due Dec 2016.	Freehold
<b>Llanishen Hub</b>	Llanishen	Secure approval to proceed	Plans for ground-floor of Llanishen Police Station to be converted into a Hub, due	Freehold
<b>Llanishen Hub</b>	Llanishen	Secure approval to proceed	Plans for ground-floor of Llanishen Police Station to be converted into a Hub, due	Freehold
<b>STAR Hub, Splott Park</b>	Splott	Continued investment	New Hub currently under construction at Splott Park, bringing together community and leisure services into a single facility.	Freehold
<b>Maes-y-coed Community Hall, Maes-Y-Coed Road</b>	Heath	Complete Community Asset Transfer	CAT moved to 2016/17 plan. Completion imminent.	Freehold
<b>Plasnewydd Community Centre, Shakespeare Street</b>	Plasnewydd	Complete Community Asset Transfer	CAT completed to YMCA	Freehold
<b>Pentrebane Community Centre, Beechley Drive</b>	Fairwater	Complete Community Asset Transfer	CAT completed to Pentrebane Zone	Freehold
<b>Pentwyn NLC (The Dome), Bryn Heulog</b>	Pentwyn	Service Area review	Site disposed	Freehold
<b>Old Library, City Centre</b>	Cathays	Pursue conversion to Welsh language HUB	Welsh language HUB established	Freehold



<b>Howardian Youth Centre, Hammond Way</b>	Penylan	Redevelopment	Redevelopment to comence in 2016/17 plan	Freehold
<b>Pontprennau Community Centre, Hoel Pontprennau</b>	Pontprennau & Old St Mellons	Redevelopment	Property incorporated into new Primary School	Freehold
<b>Former Caerau Library and Community Centre, Bishopston Road</b>	Caerau	Service Area review	Disposal proposed for 2016/17	Freehold
<b>Branch Library properties</b>	City Wide	Reshape service where appropriate	Retain local library services	Freehold
<b>Play Centre properties</b>	City Wide	Determine future provision requirment	New service operating model to be implimented starting 2016/17. CAT discussions progressed on a variety of sites.	Freehold
<b>Youth Centre properties</b>	City Wide	Pursue CAT interest	CAT discussions progressed at Dusty Forge. Selected properties to be used for operational school purposes.	Freehold
<b>Day Centre properties</b>	City Wide	Determine future provision requirment	Cabinet approval obtained to invest in Minehead Rd, Fairwater and Grand Ave Day Centres	Freehold
<b>Leisure Centres</b>	City Wide	Progress procurement project	Procurement project to be finalised 2016/17	Freehold
<b>Venues</b>	City Wide	Progress procurement project	Procurement project to be finalised 2016/17	Freehold
<b>All Sports Facilities</b>	City Wide	Determine future provision requirment	Service review proposals to be presented to Cabinet 2016/17	Freehold





**Total impact of the Schools properties towards 2015/16 CAMP targets.**

Floor space reduction (sqft)	Maintenance Backlog reduction	Running Cost reduction	Capital Receipts received
100,554	£2,249,368	£5,000	£235,860

# SCHOOLS PROPERTIES 2015/16

Continued investment and modernisation of the schools estate is a major part of the Council's Investment Plan. Schools constitute the biggest part of the Council's property estate.

As of April 2016 SOP has completed 13 Projects at £43m and committed a further 5 Projects at £49m which are either onsite or at design stage.

The SOP impact on the Council's property estate in 2015/16 is shown below.

Property	Ward	Type	Intended Action	Result	Tenure
New High School in the West	Ely / Caerau	High School	Develop a new High School in the west to replace both Michaelston College and Glyn Derw High	Local consultation completed and Glyn Derw site selected as location of new 8 form entry High School	Freehold
Llanedeyrn High School Site, Round Wood	Pentwyn	High School	Demolish High School for use as St Teilo's pitches	School demolished, new St Teilo's pitches to be created	Freehold
Fitzalan High School	Canton	High School	Develop new science block	New science block completed	Freehold
New Primaries for the Butetown, Grangetown, Riverside and Canton areas	Butetown, Grangetown, Riverside and Canton	Primary Schools	Develop a 2 form entry Welsh Medium and 2 form entry English Medium Primary	New site acquired at Hamadryad Hospital for construction of new 2 form entry Welsh Medium School	Freehold
New Primary School for Splott and Adamsdown	Splott and Adamsdown	Primary School	Develop a 2 form entry Primary School	New Primary School to be built on the Maltings site in Splott	Freehold
New Primary School for Llandaff North	Llandaff North	Primary School	Develop a 2 form entry Primary School	Design commenced for 2 new x 1 form entry schools on existing site to replace current buildings, as a 'back to back' building so that hall and other spaces can be shared by both schools.	Freehold
Pontprennau Primary School	Pontprennau	Primary School	Complete construction of new community focussed Primary School	New Primary School completed incorporating Pontprennau Community Centre. Opened Sept 2015	Freehold
Millbank Primary School	Caerau	Primary School	Investment to improve teaching space and quality of facilities	Large extension to existing school to provide new hall and admin facilities. Also refurbishment of all classrooms	Freehold
New English Medium Primary for Cyncoed, Penylan and parts of Roath	Cyncoed, Penylan and parts of Roath	English Medium Primary	Develop a 2 form entry English Medium Primary	Approval obtained to build new Primary School on existing Howardian site	Freehold
Adamsdown Primary School	Adamsdown	Primary School	Seek approval to ensure 2 form entry provision and Nursery facilities	Remodelling project approved to deliver 2FE & Nursery unit.	Freehold
Coed Glas Primary School	Llanishen	Primary School	Consolidate to 2.5 form entry	Consolidation of 2.5 form entry achieved	Freehold
Ysgol y Wern	Llanishen	Primary School	Consolidate to 2.5 form entry	Consolidation of 2.5 form entry achieved	Freehold
Former Hawthorn School,	Llandaff North	School	Added in year	Deferred part payment following disposal in 2012	Freehold
Grangetown Caretakers House	Grangetown	Caretakers House	Dispose via auction	Disposal moved to 2016/17 plan	Freehold
Herbert Thompson Caretakers House	Ely	Caretakers House	Dispose via auction	Disposal moved to 2016/17 plan	Freehold
Howardian Caretakers House	Penylan	Caretakers House	Dispose via auction	Sold via auction	Freehold



## INVESTMENT AND LAND DISPOSALS 2015/16

Generating capital receipts from disposals is a key component of the Council's budget. Receipts are essential in order to secure investment into new facilities and to modernise the estate.

Various surplus sites were disposed during 2015/16, sites vary from large development disposals that are planned years in advance, to smaller plots of land that may be brought forward for disposal during the year.

Property	Ward	Type	Intended Action	Result	Tenure
Hamadryad Hospital Easement	Butetown	Investment	Added in year	Premium received to implement easement	Freehold
Dorothy Lewis Home, Canton Court	Canton	Investment	Added in year	SOLD	Freehold
RAFA Club	Ely	Investment	Added in year	SOLD	Freehold
Unit 38 Brindley Road	Grang-etown	Investment	Added in year	SOLD	Freehold
The Medicentre	Heath	Investment	Added in year	SOLD	Freehold
Land North of County Hall	Butetown	Land	Dispose site	SOLD	Freehold
Johnston Buildings Site (former), John Street	Butetown	Land	Dispose site	SOLD	Freehold
Bayscape land - Phase 1	Grang-etown	Land	Added in year	SOLD	Freehold
Brindley Road surplus land	Grang-etown	Land	Dispose site	SOLD	Freehold
Leckwith Coach Park site	Grang-etown	Land	Added in year	SOLD	Freehold
Land adjoining, Lamby Way Workshops	Rumney	Land	Dispose site	SOLD	Freehold
Land at Hadfield Close	Grang-etown	Land	Dispose site	Land retained for operational use consideration	Freehold
261a Allensbank Road	Cathays	Residential	Added in year	SOLD	Freehold
59 Grand Avenue	Ely	Investment	Added in year	SOLD	Freehold
Ifor Jones Court Hillrise	Llanedeyrn	Residential	Added in year	SOLD	Freehold
141 Pen-y-Dre	Rhiwbina	Residential	Added in year	SOLD	Freehold

### Total impact of the Land and Investment disposals towards 2015/16 CAMP targets.

Floor space reduction (sqft)	Maintenance Backlog reduction	Running Cost reduction	Capital Receipts received
n/a	n/a	n/a	£5,492,742

This table shows the targets for 2015/15 and the actual achievements.

	Floor space (sqft)	Maintenance Backlog	Running cost reduction	Capital Receipts
<b>2015/16 End of year result</b>	<b>274,083</b>	<b>£4,440,123</b>	<b>£968,605</b>	<b>£6,869,352</b>
<b>2015/16 End of year result %</b>	<b>3.5</b>	<b>4.3</b>	<b>2.7</b>	<b>n/a</b>
<b>2015/16 AMP reported Target</b>	<b>273,549</b>	<b>£4,300,000</b>	<b>£1,620,000</b>	<b>£6,200,000</b>
<b>2015/16 AMP reported Target %</b>	<b>3.5</b>	<b>4.1</b>	<b>4.5</b>	<b>n/a</b>

The results show that the targets for reducing floor space, maintenance backlog and achieving capital receipts were all exceeded. The target for running cost was not met.

The annual Asset Management programme for property moves, relinquishments and disposals is a dynamic process and subject to change throughout the year.

In regards to running cost reduction, some transactional delays and review of project timescales resulted in certain properties being moved from the 2015/16 programme to 2016/17. Therefore the proposed revenue savings will still be made however they will be realised at a later date than first anticipated.

### Capital receipt allocation

- The anticipated capital receipt figure for 2015/16 was £6.2m
- £4.5m was to be reserved for Capitalisation Direction
- £1.7m was to be ring-fenced for other Council projects and initiatives.

As of end 2015/16;

- £3.6m was secured for Capitalisation Direction
- £3.3m was secured for ring-fenced for other Council projects and initiatives.

# 2.5 END OF YEAR RESULTS 2015/16



## 2.6 WHAT WE WILL DO IN 2016/17



**Total anticipated impact of the Office estate towards 2016/17 CAMP targets.**

Floor space reduction (sqft)	Maintenance Backlog reduction	Running Cost reduction	Capital Receipts anticipated
190,396	£2,001,457	£1,311,325	£4,200,000



2016/17 will continue with targets set for the estate in line with the core property strategy objectives.

There will be a continued focus on realising efficiency savings through reduced running costs, eliminating maintenance backlog through disposal/lease relinquishments, and reducing the Gross Internal footprint within operational buildings.

The realisation of capital receipts from surplus assets will again be attributed highest priority, with investment to focus on retained, core buildings required for and to support statutory service delivery.

## OFFICE AND CITY OPERATIONS 2016/17

The Office Rationalisation project will focus on the completion of the Global Link move, a series of key Social Services moves, and the improved use of County Hall.

There will be an emphasis to work closely with Enterprise Architecture and the Organisational Development team to implement more efficient and corporate ways of working, such as agile and hotdesking within core offices. The continued adoption of agile working within the Social Services directorate will ensure core office space is used efficiently and cost effectively.

The Depot review within the OD programme will work towards recommendations for the future management of the Council's depot properties and services.

Programme for 2016/17:

Property	Ward	Type	Intended Action	Tenure
<b>Procurement and Supplies Depot, Bessemer Close</b>	Grangetown	Office	Dispose site	Freehold
<b>Schools Maintenance Depot, Bessemer Close</b>	Grangetown	Office	Dispose site	Freehold
<b>Terrapin Building, Bessemer Close</b>	Grangetown	Office	Dispose site	Freehold
<b>The Rise Penhill, Penhill Road</b>	Llandaff	Family Centre	Vacate and dispose via auction	Freehold
<b>Suffolk House, Romilly Road</b>	Canton	Family Centre	Vacate and dispose via auction	Freehold
<b>Ely Family Centre</b>	Ely	Family Centre	Dispose Interest	Freehold
<b>71 Bridge Street ATC &amp; Drugs and Alcohol team</b>	Cathays	Office	Complete disposal	Freehold
<b>John Reynolds Centre, Shaw Close</b>	Llanrumney	Family Centre	Vacate and dispose Interest	Freehold
<b>28 The Parade (Cardiff Education Trust)</b>	Plasnewydd	Office	Facilitate disposal	Freehold (Trustees)
<b>Llanedeyrn Family Centre</b>	Pentwyn	Family Centre	Vacate and dispose site	Freehold
<b>Global Link, Dunleavy Drive</b>	Grangetown	Office	Vacate and assign Lease	Leasehold
<b>Mental Health Team, 32 Cowbridge Road East</b>	Riverside	Office	Vacate and relinquish lease	Leasehold
<b>Cardiff Motorpoint Events Office</b>	Cathays	Office	Vacate and relinquish licence	Leasehold
<b>Unit 5 Quay Point, Collivaud Place</b>	Splott	Office and Store	Vacate and relinquish lease	Leasehold
<b>Depot review</b>	City Wide	Added in year	Determine recommendations for future management model	Freehold



**Total anticipated impact of the Community estate towards 2016/17 CAMP targets.**

Floor space reduction (sqft)	Maintenance Backlog reduction	Running Cost reduction	Capital Receipts anticipated
145,245	£1,594,895	£769,237	£580,000

# COMMUNITY BUILDINGS 2016/17

The Community property portfolio will continue to be reshaped and adapted to enable new and alternative service delivery models to be introduced.

The result of alternative approaches to core community services such as sports and leisure, libraries, youth centres, and play centres may result in additional properties becoming surplus to Council requirements.

The Hub programme will proceed with continued investment in established Hubs and development of new Hubs such as the Powerhouse and Llandaff North / Gabalfa Hub.

The CAT programme will continue to be progressed as a priority with several sites due for completion and new properties to be put forward.

The results of the Venue and Leisure Centre procurement processes will determine the future of those services and assets. This has the potential to significantly affect the Council's operational estate performance and impact on benchmark targets.

Programme for 2016/17:

Property	Ward	Intended Action	Tenure
Powerhouse HUB (Llanedeyrn NLC)	Pentwyn	Implement business case to develop HUB	Freehold
Fairwater HUB (former library)	Fairwater	Re-open following refurbishment	Freehold
Llandaff North & Gabalfa HUB	Llandaff North	Implement business case to develop HUB	Freehold
Llanishen HUB	Llanishen	Implement business case to develop HUB	Freehold
STAR Leisure HUB	Splott	Implement business case to develop HUB	Freehold
Branch Library properties	City Wide	Reshape service where appropriate	Freehold
Play Centre properties	City Wide	Implement revised Play model and determine implications for property assets	Freehold
Youth Centre properties	City Wide	Pursue CAT interest where appropriate	Freehold
Day Centre properties	City Wide	Implement business case to develop Day services at Minehead Rd, Fairwater and Grand Avenue.	Freehold
Leisure Centres	City Wide	Progress procurement project	Freehold
Venues	City Wide	Progress procurement project	Freehold
All Sports Facilities	City Wide	Submit service review to cabinet	Freehold
Rumney Library (HUBs)	Rumney	Complete disposal	Freehold
Former Caerau / Trelai Library and Community Centre	Caerau	Complete disposal	Freehold
Cardiff International Athletics Stadium, Leckwith	Canton	Dispose via lease	Freehold
Former STAR Leisure Centre	Splott	Dispose via lease	Freehold
Insole Court	Llandaff	Finalise CAT process	Freehold
Dusty Forge Youth Centre	Ely	Finalise CAT process	Freehold
Canton Community Hall	Canton	Finalise CAT process	Freehold
Maes-y-coed Community Hall	Heath	Finalise CAT process	Freehold
Roath Library	Adamsdown	Finalise CAT process	Freehold
Riverside Play Centre	Riverside	Finalise CAT process	Freehold
Splott Play Centre	Splott	Finalise CAT process	Freehold
Ely Play Centre	Ely	Finalise CAT process	Freehold
Llanedeyrn Play Centre	Pentwyn	Finalise CAT process	Freehold
Adamsdown Play Centre	Adamsdown	Finalise CAT process	Freehold
Grangetown (Marl) Play Centre	Grangetown	Finalise CAT process	Freehold
Llwynfedw Gardens Bowls Pavilion	Heath	Finalise CAT process	Freehold
Grange Gardens Bowls Green & Pavilion	Grangetown	Finalise CAT process	Freehold
Howardian Youth Centre	Penylan	Redevelop along with new School	Freehold
Llanrumney Play Centre	Llanrumney	Finalise CAT process	Freehold
Dalton St Day Centre	Cathays	Finalise CAT process	Freehold
Highfields and Oaks Garden Nursery	Heath	Finalise CAT process	Freehold



## SCHOOLS BUILDINGS 2016/17

As reported in the Schools Organisational Plan, the projects below will be pursued this year following business case approval from Welsh Government and consideration of financial affordability of the 21st Century Schools Financial Model.

Cardiff has the largest SOP programme in Wales with the “Band A” envelope of £164m up until 2019 predicated on 50:50 split in funding. £82m from the Council is made up from Capital Receipts & prudential borrowing. Welsh Government provides funding subject to approval of business cases on an individual project basis.

### Total anticipated impact of the Schools estate towards 2016/17 CAMP targets.

Floor space reduction (sqft)	Maintenance Backlog reduction	Running Cost reduction	Capital Receipts anticipated
1,927	£89,320	£6,000	£240,000

### Programme for 2016/17:

Property	Ward	Type	Intended Action	Tenure
New High School in the East	Ely / Caerau	High School	Implement plan to develop a new 8 form entry High School in the east in collaboration with Cardiff and Vale College	Freehold
New High School in the West	Ely / Caerau	High School	Implement plan to develop a new 8 form entry High School in the west to replace both Michaelston College and Glyn Derw High	Freehold
Llanedeyrn High School Site	Pentwyn	High School	Complete new St Teilo's pitch project	Freehold
Hamadryad Primary	Butetown	Primary School	Implement plan to develop a 2 form entry Welsh Medium Primary School	Freehold
Maltings Primary School	Splott and Adamsdown	Primary School	Develop a 2 form entry Primary School to be built on the Maltings site in Splott	Freehold
Gabalfa & Glan Ceubal Primary Schools	Llandaff North	Primary School	Finalise design for 2 new x 1 form entry schools on existing site to replace current buildings	Freehold
Howardian Primary School	Penylan	Primary School	Develop a 2 form entry English Medium Primary on existing Howardian site	Freehold
Adamsdown Primary School	Adamsdown	Primary School	Implement approval to ensure 2 form entry provision and Nursery facilities	Freehold
Ysgol Glan Morfa	Splott	Primary School	Implement plan to construct new 2FE Welsh Medium Primary	Freehold
Ninian Park School	Grangetown	Primary School	Construct 1 form entry extension	Freehold
Grangetown Caretakers House	Grangetown	Caretakers House	Dispose via auction	Freehold
Herbert Thompson Caretakers House	Ely	Caretakers House	Dispose via auction	test



## INVESTMENT AND LAND DISPOSALS 2016/17

In addition to the core operational estate, other Council land and property assets are subject to ongoing rationalisation initiatives.

In the case of investment properties, as per the agreed strategy, the Strategic Estates team will focus on disposing low revenue receiving properties in order to secure a capital receipt. These receipts will then be ringfenced to re-invest into the investment estate and increase its future revenue potential.

### Total anticipated impact of Investment and Land disposals towards 2016/17 CAMP targets.

Floor space reduction (sqft)	Maintenance Backlog reduction	Running Cost reduction	Capital Receipts anticipated
n/a	£250,000	£7,500	£1,905,000

Programme for 2016/17:

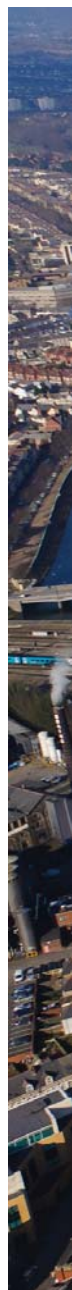
Property	Ward	Type	Intended Action	Tenure
Wedal Road YHA Hostel & caretakers	Cathays	Investment	Dispose via auction	Freehold
151-153 Bute Street	Butetown	Investment	Seek approval to dispose	Freehold
75 St Mary Street	Cathays	Investment	Seek approval to dispose	Freehold
29 Caroline Street	Cathays	Investment	Seek approval to dispose	Freehold
Radio mast site, Bessemer Close	Grangetown	Investment	Seek approval to dispose	Freehold
ATS, Hadfield Road	Grangetown	Investment	Seek approval to dispose	Freehold
Units 3 & 4 Newport Road Industrial Estate	Splott	Investment	Seek approval to dispose	Freehold

This table shows the targets for 2016/17

	<b>Floor space (sqft)</b>	<b>Maintenance Backlog</b>	<b>Running cost reduction</b>	<b>Capital Receipts</b>
<b>2016/17 AMP Target</b>	<b>325,651</b>	<b>£4,500,000</b>	<b>£1,600,000</b>	<b>£7,300,000</b>
<b>2016/17 AMP Target % impact</b>	<b>4.2</b>	<b>4.3</b>	<b>4.4</b>	<b>n/a</b>

The targets for reducing floor space, maintenance backlog and achieving capital receipts in 2016/17 are determined from the Office, Communities, Schools and Land programmes described above.

The asset management process and achievement of targets is supported by a detailed master schedule of operational property that is continually reviewed throughout the year via the Asset Management Board.





# 2.7 CAMP TARGETS 2016/17



# 3 INVESTMENT ESTATE

## 3.1 PURPOSE AND SCOPE

The investment estate is a portfolio of non-operational property held by the Council for the purpose of generating income to support the Council's revenue budget. The estate has been acquired and built up over many years and currently includes a wide range of property types of variable commercial quality. A new approach to the investment estate was approved by Cabinet and in accordance with that decision the assets will now be managed on a commercial and corporate basis with the objective of reducing costs, improving the quality of the estate and increasing rental income. All income received from assets will be held in one budget and managed by SED.

## 3.2 SUMMARY OF ESTATE ASSETS

The estate comprises 247 properties split into the categories shown below and the current gross rental income is £3.7 million per annum.

Asset Type	Number of Properties
Advertising	2
Agricultural Tenancies	2
Car Parking	7
Commercial	15
Hostel	3
Hotel	7
Land	5
Light Industry/Workshops	96
Public House	8
Residential Properties	2
Residential Land	12
Retail (Ground Rent)	48
Retail (Rack Rent)	17
Sporting Activities	6
University	6
Utilities	11
<b>Total</b>	<b>247</b>

## 3.3 MISSION STATEMENT

Strategic Estates will proactively manage the Council's investment estate for the purpose of generating income to support the Council's revenue budget with the primary objective of increasing the annual net income and capital value.

Notwithstanding the imperative to maximise income, commercial transactions will be undertaken in such a way as to facilitate inward investment and regeneration for the purpose of increasing social benefit wherever possible.



### 3.4 STRATEGIC AIMS AND OBJECTIVES FOR 2016-2017

The corporate objectives for the investment estate will focus on the following priorities:

Objective (A) – Review entire portfolio and score each asset with a view to retain it, remodel it or release it.

Objective (B) – Increase rental income.

Objective (C) – Dispose of underperforming assets.

Objective (D) – Invest in existing assets where performance can be improved.

Objective (E) – Purchase new high yielding investment properties.

Objective (F) – Consider land assembly opportunities for future development.

Objective (G) – Consider the purchase or development of business starter units to promote inward investment.

Objective (H) – Review opportunities within the estate and the Council’s operational estate to generate additional rental income.

Timescale for objectives

Short Term	Medium Term	Long Term
Objective A		
Objective B	Objective B	Objective B
Objective C		
Objective D	Objective D	
Objective E	Objective E	Objective E
		Objective F
Objective G	Objective G	
Objective H	Objective H	

#### Management and Governance Arrangements

The estate is managed by SED. An Investment Board has been established to make decisions regarding the estate and comprises officers from Strategic Estates, Capital Accountancy, Service Accountancy and a representative from the Council’s appointed external property advisor.

Decisions made at the Property Investment Board are reported to Asset Management Board, chaired by the Chief Executive for further approval and the cabinet member with responsibility for the investment estate is informed of our recommended decision.

### 3.5 PERFORMANCE MANAGEMENT AND MONITORING

Progress will be kept under constant review and a report to Cabinet will be prepared on an annual basis. In addition to this, Strategic Estates will prepare a Corporate Investment Estate Plan which will provide a 3 year strategy for management and rental growth.







**Corporate Asset Management Plan**

**Economic Development**

**AGENDA ITEM:**

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**PORTFOLIO:** Leader of the Council and Cabinet Member for Economic Development, Cabinet Member Corporate Services & Performance

**Reason for this Report**

1. To enable Cabinet to consider and approve the Corporate Asset Management Plan (CAMP) for 2016-2017.

**Background**

2. In November 2014 the Council, for the first time, adopted a five year Corporate Property Strategy (2015-2020), which set out a clear framework within which all property related issues can be addressed in a structured manner. The CAMP is an annual document that acts as the implementation vehicle for the Strategy.
3. The CAMP sets out various information and objectives for the operational and investment estate. It sets out key data, reinforces overarching principles for the strategy of the estate, summarises what was achieved the year before, what is planned for the year ahead and provides explicit targets relating to the reduction in the size and cost of the estate.

**Issues**

4. Property asset management is a key strategic activity which aligns service strategies with the property estate. It ensures optimisation of property assets in a way which best supports the organisations business goal and objectives.
5. The requirement for asset management is based on treating property as a corporate resource. The importance of the corporate approach is due to the significant costs and value of the Council estate and its importance in assisting with the delivery of effective Council services. Property can also act as an enabler for service change and modernisation.
6. The overarching principles for the asset management of the Council estate is best summarised in the Property Strategy strapline 'Fewer but better buildings'. The key principles of rationalisation, modernisation and

collaboration essentially work towards a smaller, more efficient and fit for purpose modern estate. The targets set out in the CAMP include reducing the maintenance backlog, reducing running costs and generating capital receipts.

7. The CAMP provides a snap shot at a given point in time, however the nature of the property market and changes in demands on services means asset management is a dynamic operation.
8. CAMP 2015/16. The targets and end of year achievements for the CAMP 2015/16 are shown below.

		Building GIA (sqft)	Maintenance Backlog	Running Cost (14/15)	Capital Receipts
Achieved 2015/16	Achieved figure	274,083	£4,440,123	£987,867	£6,869,352
	Percentage	3.5	4.3	2.7	n/a
Reported AMP target 2015/16	Target figure	273,549	£4,300,000	£1,620,000	£6,200,000
	Percentage	3.5	4.1	4.5	n/a

9. CAMP 2016/17. The new targets for this year's CAMP are:

	Building GIA (sqft)	Maintenance Backlog	Running Cost (14/15)	Capital Receipts
Target figure	325,651	£4,500,000	£1,600,000	£7,300,000
Target Percentage	4.2	4.3	4.4	n/a

10. The CAMP will be implemented through the Asset Management Board (AMB) which is chaired by the Chief Executive. This board provides a strategic and corporate oversight across the Council's objectives. The board is supported by the Asset Management Working Group, a group of senior managers from across various service areas who assess and review opportunities to make better use of the estate in more detail.
11. In addition to the internal Council review of the estate the CAMP will also consider opportunities to work closer with other public sector partners. There will be quarterly meetings with Chief Executives from other public sector bodies which will deliberate ideas to better collaborate and this will be supported with bi-monthly working group meetings with property managers who will deliberate and implement ideas.
12. The CAMP will also align with the Operational Development Programme to ensure a structured approach that aligns with other Council objectives.

## Conclusion

13. The CAMP sets out objectives and targets for the Council's property estate. The overarching principles being to continuously challenge the estate in order to make it more efficient and modern.



## **Local Member consultation (where appropriate)**

14. Member engagement will take place through the implementation of the plan.

## **Reasons for Recommendations**

15. To enable Cabinet to consider the 2016-17 asset management progress, objectives and principles.

## **Financial Implications**

16. This report has no direct financial implications. Property assets used by the Council influence a significant part of service delivery and also form a large part of the revenue and capital budget of the authority. A sustainable and efficient property portfolio, based on a Corporate Asset Management Plan, will result in savings in expenditure and allow prioritisation of limited resources to assets essential in delivering improved services.
17. The budget report 2016/17 highlighted the need for the Council to make savings in relation to its property estate. The release of property, based on a Corporate Asset Management Plan, will result in savings in revenue expenditure from the operating costs of holding property. These will contribute towards the additional savings target of £1.25M proposed from office accommodation under the 'Addressable Spend' part of the budget.
18. The budget report has also consistently highlighted the need for the Council to undertake additional borrowing in order to support the Council's Capital Programme. The capital programme includes allocations to address property condition as highlighted in this report, however significant allocations are not affordable and relinquishment of assets can help minimise the backlog and allow the resources that do exist, to be prioritised on assets that are intended to be retained and essential in service delivery.
19. The budget report 2016/17 indicated that within the financial climate of reducing revenue resources it is clear that all necessary actions must be taken to reduce both initial capital expenditure by accelerating a reduction in the Council's asset base within a limited timeframe and also the subsequent need to borrow.
20. The role of the Asset Management Board is key in ensuring strategic and affordable choices are made in relation to property retention, acquisition and disposal, securing holistic solutions which consider both revenue and capital budgets.
21. This report highlights a range of property Initiatives, such as reducing the size of the estate, reducing the maintenance backlog, reducing running costs and generating capital receipts. These initiatives potentially have a range of differing financial implications which will need to be considered in conjunction in Financial Services, as the strategy is implemented. The

financial implications of such initiatives will be reported as part of the Asset Management Board arrangements, identified in the report.

22. Properties identified for disposal should be done so promptly in order to minimise revenue costs associated with holding onto surplus property

### **Legal Implications**

23. The Council has an obligation to ensure value for money in its management, acquisition and disposal of land and property as public assets

### **RECOMMENDATION**

24. The Cabinet is recommended to approve the attached 2016/17 Corporate Asset Management Plan.

**Neil Hanratty**  
**July 2016**

The following appendices are attached:

- 2016-17 CAMP

DRAFT

**CITY AND COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**

**POLICY REVIEW AND PERFORMANCE  
SCRUTINY COMMITTEE**

**5 July 2016**

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**CORPORATE RISK REGISTER – Year end review 2015/16**

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**Reasons for the Report**

1. To give the Committee an opportunity to consider the Corporate Risk Register at the 2015/16 year end, and to advise Members of the strategic risks facing the Council. The Register will be presented to the Cabinet on 14 July 2016.

**Background**

2. Under the Council's Risk Management Policy, Strategy and Methodology<sup>1</sup>, the Corporate Risk Register is identified as the key record of 'strategic risks which have an impact beyond any one service area and/or are of such significance that they need to be highlighted corporately'. The Register is currently updated and presented to the Senior Management Team on a quarterly basis and to Cabinet six monthly.

**Issues**

3. The Corporate Risk Register identifies the major challenges faced by the Council, allowing the Cabinet and senior managers to make informed

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<sup>1</sup> Available at:

<https://www.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/ManagingRisk/Documents/Risk%20Management%20-%20Policy,%20Strategy%20and%20Methodology.pdf>

decisions in terms of their management. Attached at **Appendix A** is the summary version of the Corporate Risk Register, showing the 2015/16 year end position. Attached at **Appendix B** is the full version of the Corporate Risk Register. The draft report which will be considered by the Cabinet in July is attached at **Appendix C**.

4. On the Register, each risk is assigned a 'traffic light' 'Inherent Risk' rating (or level of risk before any control measures are taken into account), as well as a 'Residual Risk' rating (or level of risk once existing control actions are factored in). These traffic light ratings are defined under the Risk Management Policy, Strategy and Methodology. For Members' information, a copy of the Council's Risk Matrix and Definitions, which describes the traffic light classification, is attached at **Appendix D**.

#### **Current corporate risks**

5. The Register separates risks into two categories: *Event Driven Risks*, which typically relate to specific occurrences (for example Social Services and Wellbeing (Wales) Act and Preparation of the Local Development Plan), and *Ongoing Risks* to the Council, which present a more constant risk (for example Budget Prioritisation and Performance Management).
6. The Register identifies a 'Risk Owner' at Corporate Director level for each risk.
7. The Register lists twenty four risks. These cover themes as varied as ICT platforms (or desktop, software, network and telephone network) being unsuitable or outdated; Workforce Planning; Information Governance; and Asset Management. The Senior Management Team considers that two risks have been sufficiently addressed at the year end:
  - Preparing a Local Development Plan considered sound by the Inspector, within the proposed timescale. This risk has decreased from High to Low priority, and;

- Ensuring effective operation of the Council's Asset Management Board to achieve effective strategic oversight and identified savings. This risk has decreased from High to Medium priority.
8. In total, ten Inherent High Risks have become Medium/ Low Residual Risks following review and updating by the respective risk owner, and collectively agreed by all Directors at Senior Management Team.

### **Way Forward**

9. Councillor Graham Hinchey (Cabinet Member for Corporate Services and Performance), Christine Salter (Corporate Director Resources), and Ian Allwood (Head of Finance) will be in attendance to present the Register and take Members' questions.

### **Legal Implications**

10. 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 on 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**

11. 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**

12. The Committee is recommended to:

- Note the Corporate Risk Register and the strategic challenges facing the Council;
- Consider whether it wishes to relay any concerns or observations to the Cabinet and;
- Consider if it would like to build any further consideration of these issues into its work programme.

### **DAVID MARR**

Interim Monitoring Officer

Governance & Legal Services

29 June 2016

Risk Description	Inherent Risk	Residual Risk	Risk Owner	Cabinet Member
<b>EVENT DRIVEN RISKS</b>				
<b>Social Services and Wellbeing (Wales) Act</b> Failure to implement the Social Services & Wellbeing (Wales) Act 2014.	High Priority B1	Medium Priority (Red/Amber) B3	Tony Young	<b>Councillor Sue Lent</b> , Deputy Leader - Early Years, Children & Families & <b>Councillor Susan Elsmore</b> Health, Housing & Wellbeing
<b>Hostile Vehicle Mitigation in Cardiff</b> Vehicle Borne Improvised Explosive Device (VBIED) detonating in an area identified as a high risk crowded place, as a result of the inappropriate boundary treatments and access control processes protecting and managing it.	High Priority B1	High Priority B1	Andrew Gregory	<b>Councillor Ramesh Patel</b> Transport, Planning & Sustainability
<b>Welfare Reform</b> That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform including: Universal Credit, further reduction in Benefit Cap, size restrictions for social tenants and restriction of social housing rents to LHA levels. Lack of information, short timescales for implementation and the large number of citizens affected makes these changes a significant risk.	High Priority A2	High Priority B2	<b>Sarah McGill</b> (Jane Thomas)	<b>Councillor Susan Elsmore</b> Health, Housing & Wellbeing
<b>Waste Management</b> Failure to achieve targets for Landfill allowance, specifically for Biodegradable Municipal Waste and WG statutory Recycling Targets. Ineffective delivery of recycling targets and residual waste treatment.	High Priority B1	High Priority B2	Andrew Gregory	<b>Councillor Bob Derbyshire</b> Environment
<b>Preparation of Local Development Plan</b> Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.	High Priority B1	Low Priority (Achieved)	Andrew Gregory	<b>Councillor Ramesh Patel</b> Transport, Planning & Sustainability
<b>Education – Schools - SOP</b> Large scale programme with tight timescales for delivery, in context of very rapidly growing primary age school population.	High Priority B1	Medium Priority (Red/Amber) C1	<b>Nick Batchelar</b> (Janine Nightingale)	<b>Councillor Sarah Merry</b> Education
<b>Education Consortium &amp; Attainment</b> The Central South Consortium does not deliver effective services that challenge and support Cardiff schools to improve and Educational Attainment does not improve at the required rate.	High Priority B1	Medium Priority (Red/Amber) C2	<b>Nick Batchelar</b> (Angela Kent)	<b>Councillor Sarah Merry</b> Education
<b>ICT Platforms Unsuitable/ Outdated</b> The ICT platforms (desktop, software, network, servers, and telephones) will not be able to support the technologies required by the corporate change programme and deliver effective service to the council, or will not provide a reliable service due to age and condition of equipment and systems.	High Priority A2	Medium Priority (Red/Amber) C2	<b>Christine Salter</b> (Phil Bear)	<b>Councillor Graham Hinchey</b> Corporate Services & Performance
<b>ONGOING RISKS</b>				
<b>Budget prioritisation</b> Delivery of the statutory obligation to set a balanced annual budget and to set a Medium Term Financial Plan which takes into account statutory budget planning obligations (compounded by the risk of late settlement figures from the Welsh Government).	High Priority A1	High Priority B2	<b>Christine Salter</b> (Ian Allwood)	<b>Councillor Graham Hinchey</b> Corporate Services & Performance
<b>Financial Resilience</b> Financial resilience of the Council over the medium term, given the scale of the financial challenge ahead.	High Priority A1	High Priority B2	<b>Christine Salter</b> (Ian Allwood)	<b>Councillor Graham Hinchey</b> Corporate Services & Performance
<b>Budget Monitoring</b> Failure to achieve the budget set, inclusive of budgeted spend and savings across Directorates, with increased use of emergency finance measures and the drawdown of reserves.	High Priority A1	High Priority B2	<b>Christine Salter</b> (Allan Evans)	<b>Councillor Graham Hinchey</b> Corporate Services & Performance
<b>Health and Safety</b> Ineffective compliance of health and safety through poor application and embedding of the 'Framework for Managing Health and Safety in Cardiff Council.	High Priority A1	High Priority B1	Christine Salter	<b>Councillor Graham Hinchey</b> Corporate Services & Performance
<b>Climate Change &amp; Energy Security</b> Un-preparedness to the effects of climate change due to lack of future proofing for key (social and civil) infrastructure and business development, and inability to secure consistent energy supply due to rising energy costs and insecurity of energy supply.	High Priority B1	High Priority B1	Andrew Gregory	<b>Councillor Bob Derbyshire</b> Environment
<b>Information Governance</b> Information handled inappropriately leaves the Council exposed to intervention and financial penalties issued by the Information Commissioner (ICO). This includes information held by Cardiff Schools.	High Priority A1	High Priority A2	<b>Christine Salter</b> (Vivienne Pearson)	<b>Councillor Graham Hinchey</b> Corporate Services & Performance
<b>Social Services - Costs</b> Failure to reduce the cost of delivering social services.	High Priority B1	High Priority B2	Tony Young	<b>Councillor Sue Lent</b> , Deputy Leader - Early Years, Children & Families
<b>Delayed Transfers of Care</b> Failure (with Health partners) to reduce the number of Cardiff residents experiencing delayed transfers of care.	High Priority B1	High Priority B2	Tony Young	<b>Councillor Susan Elsmore</b> Health, Housing & Wellbeing
<b>Performance Management</b> A performance management culture is not embedded within the Council leaving the Council exposed to intervention by Welsh Government in line with the Local Government (Wales) Measure 2009 and associated requirements.	High Priority B2	High Priority B2	<b>Christine Salter</b> (Joe Reay)	<b>Councillor Graham Hinchey</b> Corporate Services & Performance
<b>Organisation Development</b> OD projects fail to deliver the radical change required to deliver efficiency savings and service changes, due to service and resource pressures.	High Priority B1	High Priority B2	<b>Christine Salter</b> (Dean Thomas)	<b>Councillor Graham Hinchey</b> Corporate Services & Performance
<b>Business Continuity</b> Large scale incident/loss affecting the delivery of services.	High Priority B1	Medium Priority (Red/Amber) C1	Christine Salter	<b>Councillor Phil Bale</b> , Leader – Economic Development & Partnerships
<b>Education – Schools Delegated Budgets</b> Secondary Schools with deficit budgets do not deliver agreed deficit recovery plans, impacting on the overall budgets for all schools.	High Priority A2	Medium Priority (Red/Amber) C2	<b>Nick Batchelar</b> (Neil Hardee)	<b>Councillor Sarah Merry</b> Education
<b>Legal Compliance</b> Changes in services and staff roles across the Council resulting in: - gaps in Council wide knowledge of the local authority framework of responsibilities and duties within which we have to operate; - inability to deliver the services in accordance with all duties and responsibilities due to lack of resource: in each case leading to increased risk of challenges.  Reduction and changes in front-line services, discretionary and statutory, will lead to increased risks of challenge from users and other stakeholders affected.	High Priority B2	Medium Priority (Red/Amber) C2	<b>Christine Salter</b> (David Marr)	<b>Councillor De'Ath</b> Skills, Safety & Engagement
<b>Fraud, Bribery and Corruption</b> Fraud, financial impropriety or improper business practices increase as internal controls are weakened as resources become severely stretched.	High Priority B2	Medium Priority (Red/Amber) B3	Christine Salter	<b>Councillor Graham Hinchey</b> Corporate Services & Performance
<b>Asset Management</b> Ensure effective operation of the Council's Asset Management Board to achieve effective strategic oversight and identified savings.	High Priority B2	Medium Priority (Amber/Green) D2	Neil Hanratty	<b>Councillor Phil Bale</b> , Leader – Economic Development & Partnerships
<b>Workforce Planning</b> Importance of forecasting and planning to build capability and capacity for the future is not fully recognised and embedded.	Medium Priority (Red/Amber) B3	Medium Priority (Red/Amber) B3	<b>Christine Salter</b> (Philip Lenz)	<b>Councillor Graham Hinchey</b> Corporate Services & Performance

Mae'r dudalen hon yn wag yn fwriadol



Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
<b>EVENT DRIVEN RISKS</b>										
<p><b>Social Services and Wellbeing (Wales) Act</b></p> <p>Failure to implement the Social Services &amp; Wellbeing (Wales) Act 2014.</p>	<p>Reputational / Financial / Stakeholders / Service delivery / Legal / Partnership / Community</p> <ul style="list-style-type: none"> <li>Legal challenge around interpretation of 'duties' under the 'wellbeing' concept.</li> <li>Increases in demand, or service offer, stimulated by new duties under the Act.</li> <li>Social care sector staff not sufficiently trained to implement Act from 6<sup>th</sup> April 2016.</li> </ul>	B	1	High Priority	<ul style="list-style-type: none"> <li>Governance arrangements in place to ensure effective monitoring of progress across the region.</li> <li>Senior lead officers identified with responsibility for each work stream.</li> <li>Regional task and finish groups established for each work stream and action plans being delivered.</li> <li>Director leading workforce development planning for the region.</li> <li>Updated Social Care Development and Workforce Plan submitted to Welsh Government in September 2015.</li> <li>Successful partnership workshop held to ensure full engagement in process.</li> <li>Officers contributing to national work groups as required.</li> <li>Regular reports to Scrutiny Committee with references to Cabinet in place.</li> <li>National Learning &amp; Development Plan being developed by Care Council for Wales to support implementation of the Act.</li> <li>Staff attending workforce development sessions on a prioritised basis</li> </ul>	B	3	Medium Priority (Red/Amber)	<ul style="list-style-type: none"> <li>Joint approaches to developing opportunities across Cardiff, the Vale of Glamorgan and University Health Board (UHB) closely monitored through the regional Strategic Leadership Group.</li> <li>Establishment of the Regional Implementation Plan.</li> <li>Establishment of Regional Partnership Board as required by Part 9 of the Social Services &amp; Wellbeing (Wales) act 2014.</li> </ul>	<p><b>Tony Young</b></p> <p><b>Councillor Sue Lent, Deputy Leader - Early Years, Children &amp; Families</b></p> <p><b>Councillor Susan Elsmore - Health, Housing &amp; Wellbeing</b></p> <p><b>Updated Current Controls and Proposed Improvement Actions</b></p>
<p><b>Hostile Vehicle Mitigation in Cardiff</b></p> <p>Vehicle Borne Improvised Explosive Device (VBIED) detonating in an area identified as a high risk crowded place, as a result of the inappropriate boundary treatments and access control processes protecting and managing it.</p>	<p>Service Delivery / Reputation / Legal / Financial / Health &amp; Safety / Financial / Partnership / Community &amp; Environment / Stakeholders</p> <p>Potential for:-</p> <ul style="list-style-type: none"> <li>Large no's of fatalities, injuries to public in crowded place.</li> <li>Extensive structural damage and/or collapse of surrounding buildings.</li> <li>Major fire.</li> <li>Damage/disruption to utilities (gas, electricity, water etc.)</li> <li>Immediate impact to businesses in the Cardiff area.</li> <li>Media coverage affecting public perception, leading to a loss of public confidence directly resulting in reduced business, retail and tourism revenues generated in the city.</li> <li>Area to be viewed as a risk for potential future business investment.</li> <li>Inability to attract major future national and international events (political, sporting etc.)</li> <li>Increase in demand for council services/support for all affected.</li> <li>Current economic climate to reduce the effectiveness of any recovery/regeneration of the area</li> </ul>	B	1	High Priority	<ul style="list-style-type: none"> <li>All existing identified high risk; crowded places have been formally assessed.</li> <li>Most crowded places have an extremely limited and in some cases 'third party managed' access control process to operate them; providing little/no challenge.</li> <li>Most crowded places have varying standards of boundary treatments protecting them; providing a limited/cursory visual deterrent but little/no protection from a hostile vehicle.</li> <li>CONTEST Protect/Prepare Task &amp; Finish Group has developed a City Gateways Public Realm Enhancement Scheme, with agreed options for suitable PAS 68/69 mitigation for appropriate boundary locations; referred to as 'gateways'.</li> <li>20 (40%) of the identified 'gateways' into the crowded places already benefit from PAS 68/69 mitigation in place, implemented as a direct result of Home Office (Crowded Places) and Olympic Legacy funding.</li> <li>Wales Extremism and Counter Terrorism Unit (WECTU) Counter Terrorist Security Advisor's (CTSA's), the Emergency Services &amp; Cardiff Council provide Project Argus and EVAC/Griffin training across the city to raise awareness for likely impacts associated with major incidents and in particular, terrorist attacks. The sessions also cover the support likely to be immediately available from the emergency services and Cardiff Council, the practical and simple preparations people/organisations can make prior to incident occurring to help themselves manage and recover from its impacts.</li> </ul>	B	1	High Priority	<ul style="list-style-type: none"> <li>WECTU CTASAs, the Emergency Services &amp; Cardiff Council continue to promote and provide Project Argus and EVAC/Griffin training across the city. The revised products were launched nationally in November 2014 and are now being rolled out in South Wales.</li> <li>The CONTEST Protect/Prepare Group will continue to maintain the City Gateways Public Realm Enhancement Scheme to ensure that the proposed PAS 68/69 mitigation for the remaining gateways remains appropriate. This work also includes the estimated costs for the procurement and installation of the PAS 68/69 mitigation and ancillary services.</li> <li>Work is ongoing with City Operations to advise developers across the city in relation to appropriate mitigation required.</li> <li>The CONTEST Protect/Prepare Group will continue to monitor and review the scheme to ensure it is fit for purpose until it is fully installed.</li> <li>Additional funding must be secured to procure and install the PAS 68/69 mitigation at the remaining 30 gateways (currently).</li> <li>The Cardiff City Centre Access Control Protocol is currently operating at the heightened response level, reflecting the UK National Threat Level; permitting vehicles onto the pedestrianised areas within Cardiff City Centre using strict parameters.</li> <li>The Tabernacle Access Control Document is now fully operational and sits and as an annex document to the main City Centre Access Control Protocol. It enables the Urban Traffic Control Officers to better manage Tabernacle 'users', covering their requirements whilst adhering to the existing Traffic Regulation Order.</li> <li>The CONTEST Protect/Prepare Group will continue to support City Operations in the delivery of all outstanding and future works associated with this risk.</li> </ul>	<p><b>Andrew Gregory</b></p> <p><b>Councillor Ramesh Patel – Transport, Planning &amp; Sustainability</b></p> <p><b>Updated Proposed Improvement Actions</b></p>

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
<p><b>Welfare Reform</b></p> <p>That the Council cannot meet its statutory obligations with the increased demands and reduced budgets placed upon it by the Welfare Reform including: Universal Credit, further reduction in Benefit Cap, size restrictions for social tenants and restriction of social housing rents to LHA levels. Lack of information, short timescales for implementation and the large number of citizens affected makes these changes a significant risk.</p>	<ul style="list-style-type: none"> <li>Private landlords stop renting to benefit claimants</li> <li>Social housing rents become unaffordable to some claimants, in particular those under 35 and with large families.</li> <li>Increased homelessness and demand for temporary accommodation</li> <li>Increased rent arrears, increased evictions</li> <li>Redeployment / Severance for 140 staff</li> <li>Changing demands on Council stock resulting in increased voids and/or undersupply of smaller properties.</li> <li>Barriers to building additional affordable housing Supported accommodation becomes unaffordable impacting on social services and vulnerable homeless clients.</li> </ul>	A	2	High Priority	<ul style="list-style-type: none"> <li>Communities staff continue to work closely with private landlords and advice agencies to mitigate wherever possible the reduction in benefit. To date private landlords have not withdrawn from the benefits market in large numbers but changes in the economy could influence this in the future so this will continue to be monitored closely.</li> <li>Discretionary Housing payments are being used to top up the benefit claims of those most affected by the changes and to pay rent in advance and bonds to help tenants to move accommodation where necessary.</li> <li>Timely information is being given to claimants to help them respond to the changes.</li> <li>A streamlined process is in place for re-housing tenants who need to downsize as a result of the social housing size restrictions. DHP is being used to pay removal costs and to cover shortfall while tenants are waiting to move.</li> <li>A new Welfare Liaison team has been created within the housing service to assist tenants affected by the changes. Work is underway to identify those affected by the reduced Benefit Cap and to advise them accordingly.</li> <li>The number of properties becoming vacant has increased as a result of Welfare reform and this combined with other issues has resulted in a significant increase in void rent loss. Work is being done to encourage exchanges rather than transfers.</li> <li>Universal Credit has commenced in Cardiff, very small numbers affected. The scheme has been changed to include more information sharing for landlords and this should offset some of the risk. The council is providing face to face services on behalf of the DWP including digital inclusion and budgeting advice.</li> <li>The implications of the restriction of social housing rents to LHA rate are being considered in partnership with RSLs and options for providing shared / low cost housing are being considered. Work is ongoing to review supported housing schemes and prioritise this ahead of the changes.</li> <li>The Advice Hub in Central Library is providing comprehensive advice services for those affected by Welfare Reform.</li> <li>The Welfare Reform Task Group is working well in coordinating multi-agency activity and developing appropriate interventions during a difficult transition period for many people affected.</li> <li>Briefings continue to be provided to Members on Welfare Reform and further information is sent as appropriate.</li> </ul>	B	2	High Priority	<ul style="list-style-type: none"> <li>Universal Credit was introduced from 30/11/15 but only for a small number of claimants. A review of workforce is currently underway using approximate roll out timetable. Agreement has been reached with DWP to provide face to face services for UC claimants and funding will be provided for this in the current year. Services and appropriate publicity are being developed.</li> <li>Digital inclusion training and banking support has been successfully implemented and will continue to be monitored.</li> <li>Additional resource has been agreed for supporting council tenants with the Universal Credit changes, staff have been recruited to assist with this and procedures are being developed.</li> <li>Work has been undertaken to cost the potential risks of Universal Credit and this will continue to be updated as the more information is known.</li> <li>Size restriction for social tenants and the Benefit Cap remains a significant risk with potential increased arrears and homelessness; procedures are being kept under review to identify any further action that can be taken, including more support for those wishing to exchange. Regular meetings are held with social housing providers to monitor and improve processes.</li> <li>DHP spend is being monitored carefully following the reduction in budget for 2015/16, to date spend is within budget.</li> <li>Work has been carried out on the impact of possible council rent decreases on the HRA business plan and discussion is ongoing with social landlords about the impact of possible rent decreases on future housing development. Further work will be undertaken when more information becomes available.</li> <li>Impacts of the Budget announcements such as the restrictions on benefit for younger people and reduction in benefit cap to £20k will be reviewed as more information becomes available.</li> </ul>	<p>Sarah McGill (Jane Thomas)</p> <p>Councillor Susan Elsmore – Health, Housing &amp; Wellbeing</p> <p>Updated Current Controls and Proposed Improvement Actions</p>
<p><b>Waste Management</b></p> <p>Failure to achieve targets for Landfill allowance, specifically for Biodegradable Municipal Waste and WG statutory Recycling Targets. Ineffective delivery of recycling targets and residual waste treatment.</p>	<p>Reputational / Financial / Stakeholder / Service delivery / Legal / Environmental / Community</p> <ul style="list-style-type: none"> <li>Significant financial penalties for failure at up to £200/tonne or incorrectly capture tonnage data</li> <li>Procure landfill elsewhere with additional costs.</li> <li>Reputation damage</li> <li>Increased costs of landfill and alternative treatment markets</li> <li>Risk to grant funding (currently £6.9m 2016/17), potential in year cuts, future year grant reductions and changing terms and conditions</li> <li>No MTFP for future grant funds or capital confirmed by WG</li> <li>Reducing Grants; reducing market values for recyclates</li> </ul>	B	1	High Priority	<p><b>Policies / Strategy</b></p> <ul style="list-style-type: none"> <li>Previous updates contain the policy position improvements between 2008-2015.</li> <li>Waste Management Strategy 2011-2016 was approved on 13th Jan 2011 and was revised and approved in April 2015.</li> <li>Several progress reports have been made to Cabinet and Environmental Scrutiny in that period.</li> <li>Monthly performance tracking of recycling has been established to help predict the end of year position.</li> <li>Steps taken to improve MRF processing rates means less waste to treatment.</li> <li>Commercial recycling centre opened March 2014, its performance is increasing with more commercial HWRC being identified.</li> <li>Focus on pre-sort on the HWRCs is showing improvements in site recycling.</li> <li>Restrictions to Cardiff domestic householders have reduced tonnage profiles in qu4 of 2015/16.</li> </ul> <p><b>Contracts / Projects</b></p> <ul style="list-style-type: none"> <li>Several Contracts have been put in place for additional materials to be recycled from the HWRC's.</li> <li>Interim contract in place for disposal of biodegradable green/food waste</li> <li>A flexible Interim Disposal Contract in place with Biffa for 2-10 years; commenced April 2009.</li> <li>Aggregate recycling is now in place.</li> <li>Recycling litter bins are in place in the city centre.</li> <li>New initiatives such a charging for bulky waste, commercial recycling centre, sweepings, mattress and carpet recycling schemes are all underway.</li> <li>New HWRC delivery model is under review.</li> </ul> <p>This year, placing the focus on pre-sort high quality recycling and removing the reliance on post sorting of waste.</p> <p><b>Prosiect Gwyrd</b> Financial Close occurred December 2013 Viridor are the appointed contractor which commenced Sept 2015.</p>	B	2	High Priority	<p><b>Risk of Fines</b></p> <p>The minister still has wavered fines for the 13/14 failings. However, the targets increase from 52% to 58% in 15/16, 64% to be achieved by 2019/20, therefore, the risk rating remains high.</p> <p><b>Policy / Strategy</b></p> <ul style="list-style-type: none"> <li>The outline waste strategy has been approved by Cabinet April 2015. The first phase of reducing residual waste capacity to force higher dry recycling and food and green waste recycling began in Qtr. 2 and the city wide changes were completed by the end of Qtr. 3. Flats Strategy to improve waste and recycling collections from flats is designed to enable greater recycling and food waste from hard to capture areas, to be implemented in 2016/17.</li> <li>The sweepings contract is secured and operating</li> <li>Exploring reuse partners, Market test and commencement to take place by Qu3 2016/17.</li> <li>Working with other Local Authorities to explore TEEP business cases and/or exploring joint working options</li> <li>Delays have been experienced in the HWRCs changes, which will reduce the recycling potential and waste minimisation activities that were planned for 2015/16 onwards. Revised streamlining of sites to fully commence in qu3 2016/17.</li> </ul> <p><b>Contracts / Projects</b></p> <ul style="list-style-type: none"> <li>Progress the Organic procurement is to timescale to SCD of 01/04/17. Interim contracts remain in place.</li> <li>An interim Contract for residual treatment is in place for when the landfill closes and to ensure LAS targets are met and tax avoided wherever possible.</li> <li>New markets for carpets and mattresses are being explored</li> </ul> <p><b>Project Gwyrd</b></p> <ul style="list-style-type: none"> <li>Financial Close occurred December 2013, service commencement started 01 April 2016, all risks regarding</li> </ul>	<p>Andrew Gregory</p> <p>Councillor Bob Derbyshire - Environment</p> <p>Updated Potential Consequences, Current Controls &amp; Proposed Improvement Actions</p>

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
					<p><b>Organic procurement</b> The procurement of a processing facility for food and green waste was completed for both Cardiff and the Vale of Glamorgan. The new facility will be operational in 2016, whilst the interim arrangements remain in place.</p> <p><b>Household &amp; Commercial Waste Collections</b> Household Waste collections were changed further towards the WG recycling blueprint is now underway by changing to: smaller fortnightly black (with accompanying hygiene services and weekly food and dry recycling and fortnightly green. National government discussions on comingled recycling remain an issue and further modelling on the best option for Cardiff will be completed in 2016.</p> <p><b>Collaboration work</b> Working and engaging with Welsh Government on legal and policy changes.</p>				<p>treatment and recycling of the ash (IBA) derived from residual now lie fully with the contractor.</p> <ul style="list-style-type: none"> <li>To help secure 2015/16 IBA, recycling began in Qtr. 2 to secure additional recycling tonnages. Furthermore, for 2016/17, the contractor has secured recycling for flue gas residues which will offer a further 1%.</li> </ul> <p><b>Collections</b></p> <ul style="list-style-type: none"> <li>Commercial waste operations have refined the marketing package for recycling in the commercial sector to increase recycling from commercial waste collected by the Waste Collection Authority that is included in the total MSW (and therefore relevant to statutory targets).</li> <li>Set and achieve new commercial recycling opportunities for new materials and new income opportunities – targeting commercial food collections and schools.</li> <li>Risk remains high that recycling performance and weather impacts on green waste could lead to a status quo in recycling performance or at worse a drop in performance</li> </ul> <p><b>MRF</b></p> <ul style="list-style-type: none"> <li>A high risk remains in the materials market fluctuations influenced by world-wide pricing affecting the volume of material recycled. In qu 4 Glass market impacts severely risked several 1000's tonnes of glass, this situation was recovered but highlights the ongoing volatility and risk to meeting statutory targets</li> </ul>	
<p><b>Preparation of Local Development Plan</b></p> <p>Preparing a plan that is considered 'sound' by the Inspector, within the proposed timetable.</p>	<p>Service delivery / Reputation / Legal / Financial / Partnership / Community &amp; Environment &amp; Stakeholder</p> <ul style="list-style-type: none"> <li>Preparing a plan which the independent Inspector considers 'unsound' and therefore cannot be adopted.</li> <li>Reputational issues for the Council.</li> <li>No adopted plan in place would mean the Council would not be in a position to effectively manage and control development- its ability would be significantly reduced.</li> <li>Failure to achieve corporate priorities which the LDP would help deliver relating to economic, social and environmental objectives.</li> <li>Possible breakdown of key strategic partnerships and with stakeholder groups.</li> <li>Delays in preparation.</li> <li>Possibility of planning applications being submitted in advance of plan adoption.</li> <li>Possible negative publicity on delay.</li> <li>Stakeholder concern at delay to timetable.</li> <li>Potentially significant objections raised by objectors and / or legal challenge submitted against Council impacting on timetable and plan content.</li> <li>Infraction proceedings against the Council resulting in significant financial penalties.</li> <li>Insufficient resources.</li> <li>Staff resource and monies required to undertake technical studies and other specialist advice considered necessary.</li> </ul>	B	1	High Priority	<ul style="list-style-type: none"> <li>Use of project management techniques to effectively manage process and regular update meetings between Senior Officers and Members.</li> <li>Monitor emerging legislation/guidance/evidence and respond early to changes.</li> <li>Monitor budget spend and consider additional resources when required. A medium term financial bid has been agreed for 2013/14.</li> <li>Undertake Scrutiny process together with wider Member Briefing to raise awareness.</li> <li>Build in effective consultation and engagement into process to ensure stakeholders are informed at all stages.</li> <li>Close liaison with the Welsh Government Planning Division and Planning Inspectorate to:</li> <li>Ensure early warning of any problems (e.g. Consultation on LDP)</li> <li>Ensure LDP is sound, founded on a robust evidence base with sustainability appraisal and well audited community and stakeholder engagement. Undertake tests of soundness 'self assessment' at all stages of LDP preparation as recommended in national guidance</li> <li>Ensure procedures, Act, Regulations etc, are complied with and no undue risks taken</li> <li>LDP Corporate Officers Working Group</li> <li>A revised timetable for preparation of the LDP has been agreed by Executive and Council in November 2011. The revised timetable for the Delivery Agreement was agreed by WG in December 2011</li> <li>Initiated schedule of meetings with Authorities within South East Wales and other stakeholders to discuss cross border and consistency issues to meet the tests of soundness</li> <li>Meetings held with Authorities within South East Wales and other stakeholders to discuss cross border and consistency issues to meet the tests of soundness. Report of Findings agreed and forms a background paper to the Preferred Strategy.</li> <li>A Flood Study Report to investigate fluvial food risk from reens in the Wentloog Levels has been completed and evidence presented in the report has informed the assessed candidate sites and inclusion of an additional strategic site.</li> <li>The LDP Preferred Strategy was approved by Cabinet on 18th October 2012 and Council on 25th October 2012.</li> <li>A consultation on the Preferred Strategy was completed on 14th December and over 1000 responses have been received.</li> <li>Final report has been completed on population and household projections as part of the evidence base to support the Deposit Plan. Report recommends reducing the overall level of housing growth in the Plan by approximately 4,000 dwellings.</li> <li>Final draft Gypsy and Traveller study investigating potential new sites has been completed and circulated for Member agreement.</li> <li>Report on Masterplanning general principles was approved by Cabinet on 16th May. These principles inform the preparation of the schematic Masterplans.</li> <li>Workshops held with officers to help inform the development of the strategic sites specific frameworks.</li> <li>A Masterplanning Framework Document has been prepared as a background paper to the Deposit Plan.</li> </ul>	D	4	Low Priority (Green)	<ul style="list-style-type: none"> <li>Local Development Plan adopted by Council on 28<sup>th</sup> January 2016 within timescales agreed with Welsh Government and within budget.</li> <li>No Legal challenge received within the required timescales (6 weeks of adoption).</li> </ul>	<p><b>Andrew Gregory</b></p> <p><b>Councillor Ramesh Patel - Transport, Planning &amp; Sustainability</b></p> <p><b>Updated Current Controls, Proposed Improvement Actions and Residual Risk.</b></p>

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
					<ul style="list-style-type: none"> <li>The Deposit Plan was approved by Cabinet on 12th September 2013 and Council on 26th September 2013 for consultation purposes.</li> <li>Consultation on the Deposit Plan was completed on 26th November 2013 and over 400 responses have been received.</li> <li>Consultation on the Alternative Sites was undertaken between 11th February and 4th April 2014.</li> <li>Following approval by Council on 26th June, 2014 the Deposit Plan and supporting information was submitted to the Welsh Government and Planning Inspectorate for examination on 14th August 2014.</li> <li>Following commencement of the examination, the Council submitted Statements relating to the "Matters and Issues" raised by the Inspectors and the LDP Examination Hearing Sessions were held in January and February 2015. These Statements included Statements of Common Ground agreed with key stakeholders.</li> <li>Following the request by the Inspectors the Council responded to the 187 Action Points within the agreed timescales to support the LDP at examination. These responses were prepared in partnership with relevant service areas and consultation on the First Matters Arising Changes Schedule took place in June 2015.</li> <li>Further Hearing Sessions took place in September 2016 and consultation on the second Matters Arising Schedule took place in October 2015.</li> <li>The Inspectors Report was published in January 2016 and the Plan was adopted by Council on 28<sup>th</sup> January 2016.</li> </ul>					
<p><b>Education – Schools - SOP</b></p> <p>Large scale programme with tight timescales for delivery, in context of very rapidly growing primary age school population.</p>	<p>Reputational / Legal / Financial / Social / Stakeholder / Health &amp; safety.</p> <ul style="list-style-type: none"> <li>Insufficient primary places in some areas of the City.</li> <li>Further degeneration of school buildings</li> <li>Reducing educational standards.</li> <li>Project cost and time overruns</li> <li>Risk that Welsh Government do not support the revised strategy and associated capital bid including agreement to the additional funds requested and/or withhold individual project funding if not satisfied with Business Cases.</li> <li>Difficulties associated with data source and production could undermine proposals and stakeholder trust in the SOP change process</li> </ul>	B	1	High Priority	<p>Proposals to balance supply and demand at primary level to reduce risk of insufficiency including:</p> <ul style="list-style-type: none"> <li>At its meeting on 10 March the Cabinet approved proposals to expand Ninian Park Primary from 2FE to 3FE and to establish a new 2FE Welsh-medium school on site adjacent to Hamadryad Park (the new school is to open in September 2016 in the vacated Ysgol Tan yr Eos accommodation).</li> <li>The St Mary the Virgin CW Primary School Governing Body have also approved proposals to expand the school from 1FE to 2FE.</li> <li>At its meeting on 10 March the Cabinet approved the proposal to close Glyn Derw High School and Michaelston Community College from September 2017 and to transfer the new replacement school to the new build accommodation on the Glyn Derw site from September 2018.</li> <li>At its meeting on 10 March the Cabinet approved proposals to consolidate Gabalfa Primary School at 1FE and to permanently establish Ysgol Glan Ceubal at 1FE and to establish a nursery at the school.</li> <li>At its meeting on 21 March the Cabinet approved the proposal to expand Ysgol Glan Morfa from 1FE to 2FE, the transfer the newly expanded school to a new build school at the Maltings and the expansion of Moorland Primary School from 2FE to 3FE ( a verbal update will be provided at the meeting).</li> <li>At its meeting on 21 March the Cabinet approved recommendations on proposed changes to English-medium and Welsh-medium catchment area changes. This was to leave English catchments unchanged for now and consider further, but to implement changes to Welsh medium catchments. The latter decision has now been called in and will be heard on 17<sup>th</sup> May.</li> <li>Consultation on the proposal to close Meadowbank Special School was extended to 06 April, and proposed outcome will be discussed shortly.</li> <li>Capital funding for suitability and sufficiency issues is £1m for 2016/17 to compliment Asset budget and deal with buildings issues not covered by either Asset or 21<sup>st</sup> century funding.</li> <li>Assets being considered corporately to maximise the opportunity to focus funds realised within the Council and through other sources on fewer high quality buildings.</li> <li>Alternative models of design, procurement and construction in the initial stages of implementation with a view to reducing likelihood of cost overruns and reduce time required to complete the whole process. For example the Eastern High two stage tender process and incorporation of standardised design approaches. This approach has been adopted on subsequent procurement of three new primary schools.</li> <li>Extensive work on the 21<sup>st</sup> Century Schools Band B funding now to take place during 2016 to submit progress to WG in early 2017.</li> <li>Consultation on restructure of team completed and recruitment to be completed by end May 2016</li> </ul>	C	1	Medium Priority (Red/ Amber)	<p>All risks being monitored and reported to Schools Programme Board.</p> <ul style="list-style-type: none"> <li>Pursue 'Turn Key solution' i.e. one contract, single point of management and responsibility</li> <li>Two step procurement methods being undertaken on all procurements</li> <li>Standardised design methods being used where possible</li> <li>Continued active dialogue with Welsh Government and other professional parties to support progress and development</li> <li>Prioritise population data development to support accurate projections and forecasts for existing resident populations and to support effective s106 negotiations going forward</li> <li>Ensure consistent monitoring and reporting of all risks to Schools Programme Board.</li> <li>Strengthen capacity in SOP Team.</li> </ul>	<p><b>Nick Batchelar</b></p> <p><b>(Janine Nightingale)</b></p> <p><b>Councillor Sarah Merry - Education</b></p> <p><b>Updated, Current Controls and Proposed Improvement Actions</b></p> <p><b>Residual Risk reduced from B2</b></p>
<p><b>Education Consortium &amp; Attainment</b></p>	<p>Reputational / Legal / Financial.</p> <ul style="list-style-type: none"> <li>Budget implications.</li> </ul>	B	1	High Priority	<p>The authority has made satisfactory progress against the Estyn recommendation that relates to the Central South Consortium.</p>	C	2	Medium Priority	<ul style="list-style-type: none"> <li>Officers will continue to ensure the agreed commissioning arrangements are refreshed and delivered and impact positively on the performance of schools.</li> </ul>	<b>Nick Batchelar</b>

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
The Central South Consortium does not deliver effective services that challenge and support Cardiff schools to improve and Educational Attainment does not improve at the required rate.	<ul style="list-style-type: none"> <li>Educational standards falling behind other LA's. Potential impact on Estyn judgement for LA.</li> <li>Intervention from WG</li> </ul>			High	<p>Estyn reported in March 2016 that Overall, Cardiff schools are being challenged more rigorously and supported more effectively to improve. There have been improvements in most of the outcome indicators at all key stages, although the performance of a few of Cardiff secondary schools is still a significant concern. The work of the school improvement service commissioned from the regional consortium is based on clear priorities and a good understanding of Cardiff schools. Since the monitoring visit in 2014, the local authority has worked well with its schools to engage school leaders and to develop a change in culture in which schools are more aware of their responsibility for their own improvement.</p> <p>There is a strong working relationship between the local authority and the regional consortium. The local authority has moderated the outcomes of categorisation in partnership with the regional consortium, and this has led to a more accurate view of school performance, an improved model of differentiated support and challenge, and earlier intervention in schools causing concern.</p> <p>The performance management and quality assurance of the work of challenge advisers is now more systematic, and the authority has taken robust steps to improve practice where underperformance is identified. There are robust processes to quality assure the reports of challenge advisers, and this has led to an improvement in the consistency and precision of their reports. Processes to validate judgements through the collection of first-hand evidence are improving, and this is beginning to provide the authority with a more accurate evaluation of their schools. Through school improvement meetings, challenge advisers are developing a better understanding of the role that wider services in the local authority play in improving schools.</p> <p>The local authority works productively with its regional consortium to address the specific needs of Cardiff schools, and to promote school-to-school working. A few Cardiff schools are acting as hubs to disseminate good practice and to provide training and networking opportunities across the consortium. School improvement groups (SIGs) of teachers and leaders across the region are working on key improvement issues, and these groups focus well on evaluating their work in terms of outcomes for pupils. The local authority has commissioned the regional consortium to deliver a comprehensive range of leadership development programmes specifically to address leadership issues across its schools. These include training for aspiring leaders, middle leaders, headteachers at various stages of their careers, and development for those leaders who are capable of supporting other headteachers, or leading more than one school.</p>			(Red/Amber)	<ul style="list-style-type: none"> <li>Directorate delivery plan now refreshed with clear accountabilities and performance measures. These will be shared with the consortium and associated roles, responsibilities and accountabilities agreed.</li> <li>Recruit a Secondary senior challenge adviser with well-developed knowledge and skills to build on the progress made to date.</li> </ul>	<p>(Angela Kent)</p> <p>Councillor Sarah Merry - Education</p> <p>Updated current Controls and Proposed Improvement Actions</p> <p>Residual Risk Reduced from B2</p>
<p><b>ICT Platforms Unsuitable/Outdated</b></p> <p>The ICT platforms (desktop, software, network, servers, and telephones) will not be able to support the technologies required by the corporate change programme and deliver effective service to the council, or will not provide a reliable service due to age and condition of equipment and systems.</p>	<ul style="list-style-type: none"> <li>Reputational / Financial / Stakeholder / Service delivery.</li> <li>Loss of PSN services.</li> <li>Service delivery impacts from unreliable/unavailable ICT systems.</li> <li>Cardiff seen as unable to deliver on aspirations.</li> <li>Poor morale from frustrations with inability to deliver services.</li> <li>Potential for income losses from revenue collection impacts.</li> <li>Unable to meet delivery deadlines on both business as usual and transformation projects.</li> </ul>	A	2	High Priority	<ul style="list-style-type: none"> <li>Measurements put in place to track impact.</li> <li>Existing ICT budget spend focused on dealing with critical issues, capital and revenue budget resource provided to address major issues, medium term financial plan investment programme in place for subsequent years.</li> <li>Spending complete for renewal/upgrade of highest risk items, in particular firewalls, core servers/switches and external bandwidth.</li> <li>New system down analysis process in place to ensure that key pressure points are rapidly identified and fixed at minimum cost until full programme can be initiated. Recent issues with telephony have resulted in retargeting of some resources to focus on weak points now identified.</li> <li>New deliveries are all being designed for a 99.99% minimum uptime, with critical systems targeted at 99.999% (equating to less than 6 minutes per year).</li> <li>Due to mitigation actions so far to reduce the risk, the risk of critical service downtime has been reduced to medium.</li> <li>Additional load balancers to be purchased for application resilience in key systems.</li> <li>All SAP hardware has been replaced and software versions brought to latest levels</li> <li>Continued replacement of unsupported window servers.</li> <li>Publication of system and application support lifecycles.</li> <li>Thin client server farms fully refreshed with new hardware and software versions upgraded</li> </ul>	C	2	Medium Priority (Red/Amber)	<ul style="list-style-type: none"> <li>Continued assessment of priorities for replacement – removal of systems out of supplier support is the main priority.</li> <li>System owners are being tasked to identify action plan for replacing systems out of supported levels</li> <li>Firmer engagement with business on decommissioning or replacing unsupported platforms and applications.</li> <li>Supplement existing file store solution – current solution is struggling for throughput so extra capacity required urgently</li> <li>Replace aged contact centre telephony</li> </ul>	<p>Christine Salter</p> <p>(Phil Bear)</p> <p>Councillor Graham Hinchey - Corporate Services &amp; Performance</p> <p>Updated current Controls and Proposed Improvement Actions</p>
ONGOING RISKS										

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
<p><b>Budget prioritisation</b></p> <p>Delivery of the statutory obligation to set a balanced annual budget and to set a Medium Term Financial Plan which takes into account statutory budget planning obligations (compounded by the risk of late settlement figures from the Welsh Government).</p>	<p>Reputational / Financial / Legal / Service delivery / Stakeholder</p> <ul style="list-style-type: none"> <li>Risk of failing to meet statutory budget setting deadlines</li> <li>Risk that service delivery impacted due to decreasing resources or failure to effectively prioritise spend inline with Corporate Plan Objectives</li> <li>Risk that settlement figures will not be as anticipated giving an element of uncertainty to any proposals from Cabinet during public consultation and beyond.</li> <li>Risk that savings identified as part of business as usual and efficiencies are not achieved as planned</li> <li>Risk that financial constraints lead to increased instances of non compliance and financial impropriety</li> <li>Risk that annual budget settlement frustrates medium / longer-term planning and that the cycle does not integrate with other business cycles and vice versa</li> <li>Risk of unbalanced budget as savings required over the medium term become harder to achieve and their impact on service delivery more difficult to manage.</li> <li>Failure of financial organisations with whom the Council has invested money.</li> <li>Risk that organisational development does not align to the financial strategy in relation to budget reduction requirements.</li> <li>Additional obligations such as Wellbeing of Future Generations Act leading to Council failing in statutory duty.</li> </ul>	A	1	High Priority	<p><b>2015/16 Budget Setting</b></p> <ul style="list-style-type: none"> <li>The 2015/16 Budget Report was set in February 2015 and included savings of £32.476M and savings from a capitalisation direction of £3.487M.</li> <li>Progress towards savings has been monitored throughout the year and 2015/16 savings totalling £1.969m that are no longer considered technically achievable, were written out as part of the 2016/17 Budget process in order to improve resilience moving forward.</li> <li>The capital receipts necessary to support the capitalisation direction have been received. Capitalisation of eligible revenue spend is under review as part of outturn.</li> </ul> <p><b>2016/17 and Medium Term</b></p> <ul style="list-style-type: none"> <li>The Provisional Settlement was not received until December 2015. At - 0.1%, the funding decrease was better than the -3% anticipated. This position was confirmed by final settlement with a very minimal change (&lt;£20k.)</li> <li>The better than anticipated settlement was used to reduce risk and improve resilience through addressing the pace and scale of the most challenging saving proposals, reviewing planning assumptions and introducing a new financial resilience mechanism. The latter is intended to reduce future risk whilst allowing for one-off investment and development in the meantime.</li> <li>The final 2016/17 Budget is underpinned by Directorate Savings of £20.344m, Council Wide Savings of £2.895m and Addressable Spend Savings of £5.596m; a total of £28.835m</li> <li>Savings proposals were underpinned by the Reshaping the Base exercise undertaken in conjunction with SMT and Informal Cabinet as part of 2016/17 Budget Strategy Development</li> <li>Focus will now need to shift immediately to achieving these savings.</li> <li>The Feb 16 Budget Report updates and rolls forward by one year, the MTFP set out in the July Budget Strategy Report. The estimated Budget Reduction Requirement for the medium term (2017/18-2019/20) is £73m. The Budget Report included a response to the medium term budget gap through a combination of budget planning assumptions and savings</li> </ul>	B	2	High Priority	<p><b>2016/17</b></p> <ul style="list-style-type: none"> <li>Work has already commenced on monitoring the achievability of these savings moving forward and directorates have been asked to provide updates on achievability risks and key milestones. This information will be shared with SMT during April.</li> <li>Consideration was given to the Wellbeing of Future Generations Act during the 2016/17 budget process and this will be built upon as part of 2017/18 Budget Strategy.</li> </ul> <p><b>Medium Term</b></p> <ul style="list-style-type: none"> <li>The Budget Report included a response to the medium term budget gap through a combination of a) planning assumptions and b) savings based on the 2016/17 Reshaping the Base exercise. The existence of a set of savings proposals for 2017/18 has shifted the first Budget Strategy focus from a target setting exercise to more detailed development of savings and this is already underway.</li> <li>Earlier focus on the development of savings should allow further time for due diligence, challenge of proposals and development of detailed plans.</li> </ul>	<p>Christine Salter (Ian Allwood)</p> <p>Councillor Graham Hinchey - Corporate Services &amp; Performance</p> <p>Updated Risk Description, Current Controls and Proposed Improvement Actions</p> <p>Residual Risk Reduced from A1</p>
<p><b>Financial Resilience</b></p> <p>Financial resilience of the Council over the medium term, given the scale of the financial challenge ahead.</p>	<p>Reputational / Financial / Legal / Service delivery / Stakeholder</p> <ul style="list-style-type: none"> <li>Risk that the financial position of the Council is not understood by key stakeholders</li> <li>Risk that relevant, timely action commensurate with the Council's financial challenges are not taken</li> <li>Risk that this leads to intervention and increasing issues in respect of financial resilience</li> </ul>	A	1	High Priority	<ul style="list-style-type: none"> <li>The Council regularly reports in relation to its financial performance and monitoring.</li> <li>The Council used the better than anticipated provisional settlement for 2016/17 to improve financial resilience as previously outlined. This included the establishment of a £4m financial resilience mechanism to protect the Council from the uncertainties associated with the absence of multi-year settlement information whilst allowing for one-off investment in the mean-time.</li> <li>The Wales Audit Office's Report into financial resilience scored the Council as low risk in terms of financial planning and control and medium risk in terms of financial planning.</li> <li>Improvement actions associated with the medium risk for financial planning related to 1) the improvement of savings plans and 2) the improvement of links between the MTFP and Organisational Development Programme, Service Plans and Improvement Plans.</li> </ul>	B	2	High Priority	<ul style="list-style-type: none"> <li>A financial snapshot has been developed in respect of the financial resilience of the Council and is reviewed 3 times a year and report at Budget Report (Feb), Budget Strategy (Jul) and to Audit Committee.</li> <li>Key stakeholders are briefed on this position and financial triggers against this snapshot continue to be developed and reviewed.</li> <li>A response to the Wales Audit Office's Financial Resilience recommendations has been developed and included as part of the Statement of Action re: the Corporate Assessment Follow on Report. It is anticipated that the level of General Reserves will increase as the result of the expected positive Council outturn position.</li> <li>Work in respect of improving savings plans has already commenced through the much earlier focus on development of detailed proposals for the forthcoming financial year which should allow further time for due diligence, challenge and development of detailed plans. Savings documentation has also been reviewed and developed with the aim of ensuring consideration and capture of key factors relating to savings proposals.</li> <li>Links between the MTFP, OD Programme, Service Plans and Improvement Plans will be enhanced and made more explicit as part of 2017/18 Budget Strategy Work.</li> </ul>	<p>Christine Salter (Ian Allwood)</p> <p>Councillor Graham Hinchey - Corporate Services &amp; Performance</p> <p>Updated Risk Description, Current Controls and Proposed Improvement Actions</p> <p>Residual Risk Reduced from A1</p>
<p><b>Budget Monitoring</b></p> <p>Failure to achieve the budget set, inclusive of budgeted spend and savings across Directorates, with increased use of emergency finance measures and the drawdown of reserves.</p>	<ul style="list-style-type: none"> <li>Inability to balance spend, against budget, for the financial year.</li> <li>Requirement to implement emergency measures to reduce spending during the financial year.</li> <li>Requirement to drawdown from General Reserves at the year end.</li> <li>Impact on the 2016/17 Budget where issues remain with achieving 2015/16 budget savings and any unachieved savings brought forward from 2014/15.</li> </ul>	A	1	High Priority	<ul style="list-style-type: none"> <li>Clear financial procedure rules setting out roles and responsibilities for budget management are in place.</li> <li>In recognition of the quantum of savings and the risks posed a £4 million General Contingency was allocated in the Budget.</li> <li>Full financial monitoring processes are in place for month 3 to 11 of the financial year including achievement of budget savings.</li> <li>Monthly meetings are held between service accountants, directors and Cabinet Members. An initial review of the budget savings took place in month 2 with full directorate / portfolio monitoring meetings having taken place for Months 3 to 11. Work is currently being undertaken to finalise the outturn position.</li> <li>Availability of General Reserve should this be required.</li> <li>The full Council monitoring report for Month 9 was presented to Cabinet on 18 February 2016. The overall monitoring position showed a potential surplus of £988,000. However this included a projected overspend of £5.6m in relation to directorate budgets with projected shortfalls of £6.075m against 2015/16 savings targets and £2.594m against shortfalls</li> </ul>	B	2	High Priority	<ul style="list-style-type: none"> <li>The monitoring and challenge processes undertaken during the year have enabled offsetting savings to be identified which offset the shortfall against savings targets and this is reflected in the position set out in the Month 9 Monitoring Report.</li> <li>The outturn position is currently being finalised and will be reported to Cabinet in June.</li> <li>Significant work has been undertaken to track progress against savings targets and to try to reduce the amount of unachieved saving and this has been reported to Directorates, Cabinet Members and Cabinet throughout the year.</li> <li>In setting the 2016/17 Budget, the due diligence process considered the on-going achievability of the budget savings shortfalls identified in respect of 2015/16 and carried forward from 2014/15. As a result £3.029m was reinstated into the 2016/17 budget thereby reducing the on-going risk in</li> </ul>	<p>Christine Salter (Allan Evans)</p> <p>Councillor Graham Hinchey - Corporate Services &amp; Performance</p> <p>Updated Risk Description, Potential Consequence,</p>

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
					<p>carried forward from 2014/15. Whilst the overall position is positive the shortfall against savings targets remains a significant area of concern.</p> <ul style="list-style-type: none"> <li>The final outturn position will be presented to Cabinet in June 2016.</li> <li>The Corporate Director of Resources, Chief Executive and Cabinet Members have held challenge meetings throughout the year particularly in those areas where significant overspends are reported.</li> </ul>				<p>respect of these savings targets.</p> <ul style="list-style-type: none"> <li>The balance of any 2015/16 or 2014/15 savings targets still to be achieved will carry forward into 2016/17 and will need to be monitored in conjunction with the £28.835m of savings targets set as part of the 2016/17 Budget.</li> </ul>	<p><b>Current Controls and Proposed Improvement Actions</b></p> <p><b>Residual Risk Reduced from B1</b></p>
<p><b>Health and Safety</b></p> <p>Ineffective compliance of health and safety through poor application and embedding of the 'Framework for Managing Health and Safety in Cardiff Council.</p>	<p>Reputational / Legal / Financial / Service delivery</p> <ul style="list-style-type: none"> <li>Fatalities</li> <li>Serious injuries</li> <li>Prosecution – fines for body corporate and/ or fines/imprisonment for individual</li> <li>Claims</li> </ul>	A	1	High Priority	<ul style="list-style-type: none"> <li>Dedicated team of competent Health and Safety Advisers providing specialist advice and guidance.</li> <li>Implementation of the 'Framework for Managing Health and Safety' based on the HSE model for successful health and safety management as detailed in the Council's Health and Safety Policy (revised 2014).</li> <li>The five key elements of the management system model for occupational health and safety are:-</li> <li>Policy 2. Organising - Control, Co-operation, Communication, Competence 3. Planning 4. Measuring Performance and 5. Audit and Review. (These elements encompass a wide range of actions including development and implementation of relevant policies and procedures, risk assessing, Annual Directorate Health and Safety Action Plans, corporate health and safety objectives, Directorate and Council Annual Health and Safety Reports, monitoring by Directorates, training, consultation with trade unions through corporate and Directorate meetings, accident reporting and investigation and auditing).</li> <li>Directorates carry out suitable and sufficient risk assessments as appropriate and ensure any necessary control measures are implemented and monitored.</li> <li>Health and Safety Advisers carry out a programme of health and safety audits, focussing on high risk activities, and undertake other inspections / investigations as necessary.</li> <li>Annual Business Objectives for Health and Safety Advisers.</li> <li>Code of Guidance on Leading Health and Safety for Senior Managers and Headteachers included on CIS.</li> </ul>	B	1	High Priority	<ul style="list-style-type: none"> <li>Service Level Agreement for Caerphilly to provide management of H&amp;S function has commenced. Review of current processes is underway.</li> </ul>	<p>Christine Salter</p> <p><b>Councillor Graham Hinchey - Corporate Services &amp; Performance</b></p> <p><b>Updated Current Controls</b></p>
<p><b>Climate Change &amp; Energy Security</b></p> <p>In-preparedness to the effects of climate change due to lack of future proofing for key (social and civil) infrastructure and business development, and inability to secure consistent energy supply due to rising energy costs and insecurity of energy supply.</p>	<p>Reputational / Financial / Stakeholder / Service delivery / Legal / Partnership / Community / Health &amp; Safety</p> <p>Flooding &amp; increased frequency and severity of storm events:</p> <ul style="list-style-type: none"> <li>Loss of life and personal injury</li> <li>Direct damage to property, infrastructure and utilities</li> <li>Contamination and disease from flood and sewer water and flood on contaminated land</li> <li>Increased costs of insurance</li> <li>Break up of community and social cohesion</li> <li>Blight of land and development</li> </ul> <p>Increased summer temperatures:</p> <ul style="list-style-type: none"> <li>An increase in heat related discomfort, illness and death, increasing pressure on health and emergency services</li> <li>An increase in demand for limited water supplies</li> <li>Damage to temperature sensitive infrastructure (transport systems, electrical systems).</li> <li>Migration of biodiversity.</li> </ul> <p>Inconsistent energy supply and cost:</p> <ul style="list-style-type: none"> <li>Inability to deliver public services</li> <li>Decrease in economic output</li> <li>Disruption to the supply of utilities</li> <li>Increased transport costs</li> <li>Increased costs for heating / providing services to buildings</li> <li>Increased fuel poverty</li> </ul>	B	1	High Priority	<p><b>Emergency Management Unit</b></p> <ul style="list-style-type: none"> <li>Cardiff Council Emergency Management Unit is working through the Local Resilience Forum (LRF) with Utilities (including Dwr Cymru) and Telecom companies to ensure planning is carried out with consideration of flood risk.</li> <li>Cardiff Area Community Risk Register is developed and reviewed on a regular basis by the Cardiff Area Risk Group. It takes into account changes in the national risk register and how those changes affect Cardiff.</li> <li>Cardiff Area flood group exists to exchange information, this group consists of NRW, Met Office, Emergency Services and Council Departments with a response to flooding. We also link into other responding agencies and voluntary organisations through the LRF via the Severe Weather Group, the Warning and Informing group and the Humanitarian Assistance and Community Resilience Group to promote preparedness through exchange of knowledge, assistance in plan writing and training.</li> <li>Cardiff Council Emergency Management Unit are carrying out a large and long term communication strategy in Cardiff in conjunction with multi agency partners highlighting flood awareness alongside other emergency eventualities and how residents, businesses and communities can be aware of the risks in their area and hence better prepare for them should that risk materialise. Cardiff now has 5 active community flood plans with others in the planning stage, we have also, through multi agency consultation, produced a '<b>Preparing for Emergencies – A Guide for Communities</b>' document which is now available to all agencies and organisations. It provides information on how to prepare, respond and recover from an incident including flooding. The document can be found via the following link; <a href="https://www.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Emergency-Planning-and-Resilience/Emergency-Planning-and-Resilience/Pages/default.aspx">https://www.cardiff.gov.uk/ENG/Your-Council/Strategies-plans-and-policies/Emergency-Planning-and-Resilience/Emergency-Planning-and-Resilience/Pages/default.aspx</a></li> </ul> <p>Emergency Management Unit maintain up to date flood warning information from Natural Resources Wales on the Council GIS system.</p> <p><b>Energy Management Unit</b></p> <ul style="list-style-type: none"> <li>The Energy Management Team, in conjunction with Service Areas continues to promote initiatives to reduce energy consumption and carbon emissions, with the establishment of various loan funds, coupled with capital bids and allocations.</li> <li>The Council procures competitive energy contracts through the Welsh Purchasing Consortium on a 6 monthly purchasing window for the following 12 month financial year.</li> <li>Key sites are fitted with back-up generators for emergency backup, specifically for IT systems.</li> <li>The Carbon reduction Strategy 2022 identifies projects and activities</li> </ul>	B	1	High Priority	<ul style="list-style-type: none"> <li>A public and key stakeholder consultation exercise has been completed, and the Local Flood Risk Management Strategy drafted for cabinet approval.</li> <li>An officers flood working group has been established to improve internal and key stakeholder communications on flooding issues.</li> <li>The proposal to further progress Surface Water modelling further in line with national guidance and deadlines to inform the Cardiff Area Flood Plan awaits the next guidance from the Welsh Government</li> <li>Identify where flood risk information is in place for key social and civil infrastructure and identify where there are gaps (i.e. contaminated land).The Flood Regulations 2009 require Flood Hazard &amp; Risk Maps to be produced showing impact and extent of future significant flood events (City Services by June 2015)</li> <li>To consider flood risks recognised in the Community Risk Register in the Community Planning/Integrated Partnership process. Community resilience workshops continue in high risk areas</li> <li>Strategic climate change resilience action plan approved by Cabinet on 11th July as part of a wider One Planet Cardiff Cabinet Report. Actions and recommendations in the plan cover heat planning and flooding issues.</li> <li>Corporate PI on climate change resilience developed to ensure that the authority and its services are prepared for a changing climate, and to enable robust reporting to WG on this work (in line with the potential reporting requirements of the Climate Change Act and Well-being of Future Generations Act). To focus on different aspects of climate change resilience annually - to enable Directorates to consider impacts from climate change to their assets, infrastructure, service delivery, strategy and partnerships, and to identify actions for improvement from this process. Meetings held with Performance to embed within corporate processes. Training and 1-2-1 support has been offered by the SD Unit to all Directorates to support them addressing the Corporate PI on this issue but uptake from Directorates has been low. The SD Unit will offer further support to Directorates to provide a combined year 1 &amp; 2 response and will investigate other ways to ensure that parties are more proactively engaged, including an analysis of how new legislation (Well-being of Future Generations Act and upcoming Environment Bill) will help to influence this agenda.</li> </ul>	<p>Andrew Gregory</p> <p><b>Councillor Bob Derbyshire - Environment</b></p> <p><b>Updated Current Controls and Proposed Improvement Actions</b></p>

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
					<p>through 4 strands in order to achieve a 35% reduction in the council's carbon emissions from electricity and gas by 2022. These include; Renewables, energy Efficiency, Design and Asset Management and Behaviour Change.</p> <ul style="list-style-type: none"> <li>A new energy policy and carbon reduction map has been developed which focuses on electricity and gas. This was implemented from 2015/16 and will run through until 2022 with an overall carbon target as well as site specific including a project programme</li> </ul> <p><u>Local Flood Risk Management Strategy</u> A Local Flood Risk Management Strategy was produced by the end of 2012 based on WG's Flood &amp; Coastal Risk Strategy guidance. Which integrates; the PFRA, a coastal protection strategy, stakeholder communications and set a clear corporate approach to flood management and risk was presented to the Environmental Scrutiny on 2 Oct 2012. Public consultation was undertaken on the full strategy between January and March.</p> <p><u>Planning</u></p> <ul style="list-style-type: none"> <li>Flood Consequence Assessment to inform LDP process (ongoing).</li> <li>A Flood Study Report to investigate fluvial food risk from reens in the Wentloog Levels completed to inform the assessed candidate sites.</li> <li>Compliance with WAG TAN 15 (Development &amp; Flood Risk - 2004) is already part of the planning process.</li> </ul> <p><u>Sustainable Development Unit</u></p> <ul style="list-style-type: none"> <li>Carbon Lite Cardiff Vision Forum project - Carbon Lite Cardiff Action Plan</li> <li>Changing Climate, Changing Places pilot project.</li> <li>Further guidance to be disseminated to service areas on climate change issues as and when new information becomes available.</li> <li>Share learning experiences of climate change related risks with Integrated Strategy partners as and when information becomes available.</li> </ul>				<ul style="list-style-type: none"> <li>The Council has signed up to the Compact of Mayors in addition to its existing commitment to the Covenant of Mayors. Work is underway with the Compact and Covenant staff to agree a combined method of emissions reporting so as not to duplicate efforts and to get maximum benefit from both commitments.</li> <li>The Council has signed up to the Compact of Mayors in addition to its existing commitment to the Covenant of Mayors. Work is underway with the Compact and Covenant staff to agree a combined method of emissions reporting so as not to duplicate efforts and to get maximum benefit from both commitments.</li> <li>To consider the long term planning implications for coastal protection owned/managed by the Council (will be considered under the Local Flood Risk Management Strategy). An initial coastline survey has been completed and added to the strategy report, which indicates high levels of coastal erosion in south east Cardiff, further study is required into the high priority sites identified consideration of strategic defences is required alongside Welsh Government. Funding of £400k has been secured from Welsh Government for 2016/17 to develop a Project Appraisal Report to manage coastal flooding and erosion risk. The appraisal must consider flood risk and wider benefits, therefore, the investigation will be commissioned to establish a potential project to protect against coastal flooding for future years.</li> <li>To consider the long term planning implications for coastal protection owned/managed by the Council (will be considered under the Local Flood Risk Management Strategy). An initial coastline survey has been completed and added to the strategy report, which indicates high levels of coastal erosion in south east Cardiff, further study is required into the high priority sites identified consideration of strategic defences is required alongside Welsh Government.</li> <li>Progress has been made to establish up to date energy budgets.</li> <li>Deliver development of local power generation within city boundaries and with neighbouring LAs by securing heat networks, deliver the fuel Poverty strategy through measures such as Cyd Cymru, ECO and Green Deal opportunities, provide supplementary planning guidance on passive and renewal heating systems to new build and retrofit schemes.</li> <li>Energy security related issues to inform corporate financial systems revised buying and power consumption monitoring arrangements to save money and reduce demand and provide corporate &amp; community planning for Energy City Wide to Business and public sector.</li> <li>Further guidance to be disseminated to service areas on energy security and energy savings opportunities such as implementation of Carbon Culture, delivering extensive energy invest to save programmes on the Council Estate.</li> <li>Delivering renewables within larger properties to lower dependency to grid supply.</li> <li>Energy Performance certificates undertaken to Council owned stock to improve understanding along with a variety of energy efficiency measures (cavity / loft / external wall insulation and boiler upgrades) funded via ARBED, ECO and Green Deal.</li> </ul>	
<p><b>Information Governance</b></p> <p>Information handled inappropriately leaves the Council exposed to intervention and financial penalties issued by the Information Commissioner (ICO). This includes information held by Cardiff Schools.</p>	<p>Reputational / Financial / Legal / Service delivery / Stakeholder</p> <ul style="list-style-type: none"> <li>Leads to the Information Commissioner issuing notices of non compliance and implementing financial penalties</li> </ul>	A	1	High Priority	<ul style="list-style-type: none"> <li>Information Security Board chaired by the SIRO held quarterly.</li> <li>Suite of Information Governance Policies in place.</li> <li>Processes for Information Requests, Data Loss in place.</li> <li>The Information Governance Training Strategy in place.</li> <li>Information Requests and Training compliance monitoring reports provided and reported to Information Security Board, SIRO.</li> <li>The processing of CCTV requests (section 35 requests) has been centralised to ensure that these are dealt with appropriately</li> <li>ICO Consensual Audit determined that the Council is considered to have a 'reasonable level of assurance' in place</li> <li>Procurement contracts to include a clause regarding 3rd Parties processing personal data</li> <li>Privacy Impact Assessment process realigned and a PIA Board established to ensure that the Council, when changing systems and processes where personal data is involved, considers relevant legislation. (in preparation for the new EU requirements)</li> <li>PQA process includes the requirement for PIA's where personal information is being processed</li> </ul>	A	2	High Priority	<ul style="list-style-type: none"> <li>The Improvement and Information Team who are responsible for the Governance of CCTV have compiled a register of all CCTV devices owned by the Council. A review of the use of these devices is being undertaken through the council's Information Security Board and the nominated Directorate Information Asset Owners</li> <li>Work is underway to provide advice and guidance to Directors and Lead Officers working on the Alternative Delivery Models on Information Governance matters</li> <li>Work is underway to ensure that Information Governance matters are key considerations as the Council moves towards being 'digital by default'</li> <li>Work to support the collaborative services i.e. Regional Regulatory Service, Vale Valleys and Cardiff Adoption Service continues to ensure that the on-going Information Governance requirements are met and delivered</li> <li>Advice and assistance provided to the National Adoption Service and Rent Smart Wales continues as Cardiff Council is the Data Controller for these services</li> </ul>	<p>Christine Salter</p> <p>(Vivienne Pearson)</p> <p>Councillor Graham Hinchey - Corporate Services &amp; Performance</p> <p>Updated Proposed Improvement Actions</p>



Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
									<ul style="list-style-type: none"> <li>New e-learning training programme to go live in May 2016</li> <li>Review remaining 10% of Information Requests siting in Directorates with a view to bringing them into the 'One Council Approach'</li> <li>Business case to be presented including options to take forward work on Information Sharing Protocols in line with revised WASPI arrangements</li> </ul>	
<p><b>Social Services – Costs</b></p> <p>Failure to reduce the cost of delivering social services.</p>	<p>Reputational / Community / Legal / Financial / Stakeholders / Service delivery</p> <p>Quality and range of services and interventions compromised, e.g.:</p> <ul style="list-style-type: none"> <li>Safety and welfare of individuals in the community compromised.</li> <li>Achievement of good outcomes for service users compromised.</li> <li>Shortage of appropriate services including placements.</li> <li>Inability to meet key objectives and performance targets.</li> <li>Increase in challenges from carers, including financial challenges.</li> <li>Increase in Delayed Transfers of Care (DToC).</li> </ul>	B	1	High Priority	<p>Strategic service improvement governance arrangements including:</p> <ul style="list-style-type: none"> <li>Organisational Development Programme.</li> <li>Multi agency Improving Services to Children Board.</li> <li>Adult Services Improvement Board.</li> <li>Vulnerable Families Partnership Board.</li> <li>Social Services Reshaping Programme.</li> <li>Adult Social Care Strategic Commissioning Programme.</li> <li>DToC action plan.</li> <li>Internal Review team within Assessment &amp; Care Management continues to focus on delivery of targeted reviews and reviewing packages of domiciliary care for individuals.</li> <li>Assessment &amp; Case Management Business Process Review - commenced with corporate resources.</li> <li>Adult Social Services Position Statement completed.</li> <li>Robust and transparent scrutiny of budgets in place but this remains a significant challenge.</li> <li>Adult Services, Care &amp; Social Services Inspectorate Wales (CSSIW) and the Providers are working together to improve service delivery.</li> </ul>	B	2	High Priority	<ul style="list-style-type: none"> <li>Remodelling Children's Services.</li> <li>Multi-Agency Safeguarding Hub (MASH).</li> <li>Remodelling services to disabled children.</li> <li>Redesign services for children with emotional, behavioural or mental health difficulties (UHB led).</li> <li>Enhance Community Resource Teams e.g. moving to 7 day working (ICF and RCF funding).</li> <li>Plan to increase domiciliary care capacity.</li> <li>Creation of combined Health &amp; Social Care Locality Community Resource Teams to increase efficiency and effectiveness.</li> <li>Review and implement effective contract monitoring and management arrangements.</li> <li>Identify commercialisation opportunities.</li> <li>Ongoing close monitoring of DToC Action Plan</li> <li>Living Wage growth bid submitted for 2016/17 budget.</li> <li>Rationalise / streamline improvement boards and governance.</li> </ul>	<p><b>Tony Young</b></p> <p><b>Councillor Sue Lent, Deputy Leader - Early Years, Children &amp; Families</b></p> <p><b>Councillor Susan Elsmore - Health, Housing &amp; Wellbeing</b></p> <p>Updated, Current Controls and Proposed Improvement Actions</p>
<p><b>Delayed Transfers of Care</b></p> <p>Failure (with Health partners) to reduce the number of Cardiff residents experiencing delayed transfers of care.</p>	<p>Reputational / Legal / Financial / Community / Stakeholders / Service delivery</p> <ul style="list-style-type: none"> <li>Potential ministerial intervention incurring significant reputational and political risk.</li> </ul>	B	1	High Priority	<ul style="list-style-type: none"> <li>Leadership group established to tackle DToC - consisting of Cabinet Members from the Cardiff, Vale of Glamorgan, Chair of UHB and relevant officers.</li> <li>Joint action plan received and agreed by the Health Minister on 29th June 2015 under frequent review to monitor progress.</li> <li>Health &amp; Social Care Integration - continued progression on integration with Health - partnership / governance arrangements for Mental Health, Learning Disabilities and frail older people; development of integrated complex hospital discharge team across Cardiff, Vale of Glamorgan and the UHB.</li> </ul>	B	2	High Priority	<ul style="list-style-type: none"> <li>Performance challenges set to improve DToC - includes ongoing close monitoring of DToC Plan.</li> <li>Strategic review of reablement as part of ODP.</li> <li>Strategic review of DToC re-engineering as part of ODP.</li> <li>ICF and RCF monies to enhance the Community Resource Teams - e.g. moving to 7 day working, 2<sup>nd</sup> Primary Care Fund.</li> <li>Plan to create more domiciliary care capacity to ensure availability of services to achieve timely discharges.</li> </ul>	<p><b>Tony Young</b></p> <p><b>Councillor Susan Elsmore - Health, Housing &amp; Wellbeing</b></p> <p>Updated Proposed Improvement Actions</p>
<p><b>Performance Management</b></p> <p>A performance management culture is not embedded within the Council leaving the Council exposed to intervention by Welsh Government in line with the Local Government (Wales) Measure 2009 and associated requirements</p>	<p>Reputational / Service delivery / Stakeholder</p> <ul style="list-style-type: none"> <li>The strategic and corporate level changes do not have the intended impact because they are not fully embedded in operational practices.</li> <li>Council unable to accelerate performance improvement as planned/desired.</li> </ul> <p><u>Outcome Agreement 2013/16</u> Financial</p> <ul style="list-style-type: none"> <li>The WG guidance for the Outcome Agreement for 2013/16 means that there is a risk of not securing all or part of the £3.2m funding for 2013/14 and subsequent years</li> </ul>	B	2	High Priority	<ul style="list-style-type: none"> <li>The Council's refreshed Corporate Plan, which sets out four key priorities along with a series of related Improvement Objectives, was approved alongside the budget in February 2016.</li> <li>The Council's improved approach to the way it manages its performance was recognised by the Wales Audit Office's follow-on report, but it is also clear there is more work to be done to build on the success achieved so far. A new Performance Management programme will be put in place to deliver the required change.</li> <li>The Council's developing approach to Performance Management will continue to develop the way in which Benchmarking data is used, with specific emphasis on measuring the Council's improvement compared to Wales and Core Cities.</li> <li>Balanced Scorecards are produced each quarter and circulated to Cabinet and Directors for use in improving communication of performance. The continuing development of a scorecard approach to reporting will be a key part of the Performance Management programme of activity.</li> </ul>	B	2	High Priority	<ul style="list-style-type: none"> <li>A Programme of activity is being launched in April 2016 to ensure the Council's Performance Management arrangements continue to improve, leading in turn to improved services and better outcomes for our residents and service users</li> <li>Planned areas of focus include: <ul style="list-style-type: none"> <li>Developing a reporting framework that allows the right audiences to focus on the right level of detail to better aid decision-making</li> <li>Ensuring greater effectiveness of corporate planning frameworks, with clearer accountabilities and enhanced 'line of sight'</li> <li>Embedding a culture of challenge throughout the organisation</li> <li>Increasing the transparency with which we manage our performance</li> </ul> </li> </ul>	<p><b>Christine Salter</b></p> <p><b>(Joe Reay)</b></p> <p><b>Councillor Graham Hinchey - Corporate Services &amp; Performance</b></p> <p>Updated Current / Existing Controls and Proposed Improvement Actions</p>

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
<p><b>Organisation Development</b></p> <p>OD projects fail to deliver the radical change required to deliver efficiency savings and service changes, due to service and resource pressures.</p>	<ul style="list-style-type: none"> <li>The Council's budget constraints are so severe that the consequence of not delivering large-scale change could have a major impact on customer services.</li> <li>Radical changes to service delivery models may impact on the Council's reputation if not planned, co-ordinated and governed effectively.</li> <li>If change is not delivered, there could be unplanned reduction in staffing to achieve savings, which would result in loss of business knowledge and resources to implement change.</li> <li>Reputational impact if services do not meet increasing customer expectations.</li> <li>If change is not effectively planned, managed and implemented it may be delayed and subsequently impact on the Council's ability to achieve necessary savings and service improvements.</li> <li>With the increased budget pressures, the Council may not have sufficient capital and revenue to invest in technology which would achieve medium and long-term improvements and savings.</li> </ul>	B	1	High Priority	<ul style="list-style-type: none"> <li>Governance arrangements established, led by the Chief Executive and Programme Boards, chaired by Directors to ensure change is delivered</li> <li>Disciplined approach, where risk assessment forms an integral part of the approach to change</li> <li>Programmes initiated with dedicated resources</li> <li>Experienced gained by managing programmes and projects over a number of years, building on lessons learned</li> <li>Building capacity and capability across the organisation through development opportunities and skills transfer</li> <li>Appropriate engagement and stakeholder management, including Trade Union meetings and updates for PRAP, Scrutiny and Internal Audit.</li> <li>Improving compliance to project and programme management governance standards by streamlining core processes and enhancing reporting, increasing transparency across change initiatives.</li> <li>Continued implementation of Programme &amp; Project Management Database to enhance management information and reporting. Investment Review Board review/approve Business Cases and prioritise resources.</li> <li>Organisational Development Board joined up with Senior Management Team who meets monthly to discuss the OD Programme. This ensures all Directors are fully engaged with the OD Programme.</li> <li>OD/SMT Board approved Programme Briefs for Reshaping Services, Enabling &amp; Commissioning and all component programmes. OD/SMT have approved the draft Digital Strategy, ahead of formal submission to Cabinet in May 2016.</li> <li>Improved reporting for the OD Programme has been developed (Dashboard Reports) and implemented at OD/SMT Board. These reports are produced 4-weekly.</li> <li>Appointment of programme managers to oversee the OD Programme (OM2 in April 2015 and OM1 in August 2015) has provided additional capacity and direction.</li> <li>SharePoint implementation within OD began in December 2015 and will continue through spring 2016, further improving information management, efficiency and internal communications.</li> <li>Controlled Risk Self Assessment tool piloted in OD to inform strengths and weaknesses in controls and help prioritise areas for improvement.</li> </ul>	B	2	High Priority	<ul style="list-style-type: none"> <li>New Programmes &amp; projects being initiated as part of Organisational Development – driving change from within Directorates, but corporately governed.</li> <li>Digital Services Roadmap to be developed / finalised and used to inform delivery.</li> <li>Further work required to improve programme reporting and information flow.</li> <li>Further work required to understand the interdependencies for all the projects ongoing in the OD Programme to ensure best use of resources and no duplication of effort.</li> <li>Enabling technologies to be realigned as appropriate to the priority areas.</li> <li>Meetings arranged with DMTs to discuss ongoing OD Programme and future projects that may require OD support so that resources can be planned accordingly.</li> <li>Annual review of the ODP that will map out the next steps for key projects and initiatives.</li> <li>Working with Finance to ensure that saving plans included in the medium term financial plan are directly linked to the ODP.</li> </ul>	<p>Christine Salter (Dean Thomas)</p> <p>Councillor Graham Hinchey - Corporate Services &amp; Performance</p> <p>Updated Current Controls and Proposed Improvement Actions</p>
<p><b>Business Continuity</b></p> <p>Large scale incident/loss affecting the delivery of services.</p>	<p>Reputational / Legal / Financial / Stakeholder / Service delivery / Health &amp; safety</p> <ul style="list-style-type: none"> <li>Inability to operate in a timely and efficient manner.</li> <li>Potential impact on health and safety.</li> <li>Impact on key services to the public.</li> <li>Inability to meet business obligations e.g. partnership arrangements.</li> </ul>	B	1	High Priority	<ul style="list-style-type: none"> <li>The Council has a BCM Champion who sponsors BCM at a strategic level and is actively supporting the BCM Programme.</li> <li>We have an approved Business Continuity Policy which is aligned to ISO22301.</li> <li>BCM Intranet web page.</li> <li>BCM toolkit is now available on CIS allowing all service managers to develop an appropriate BCM response for their services allowing future effective maintenance and audit. BCM workshops are available from the BC Officer on request.</li> <li>The Council has employed a Business Continuity Officer (appointed October 2010). The officer is a qualified ISO22301 lead auditor.</li> <li>The Council worked with Marsh to complete a corporate exercise to identify and prioritise all activities. Marsh conducted a follow up BCM session at CMB on the 24th May 2011 which concluded the work on prioritising and classifying all of the Councils activities. This work to prioritise activities continues to be reviewed annually by the senior leadership team to keep the work live.</li> <li>The Red and Amber activities were last reviewed in July 2014. The BCM Champion presented a report to the SLT on the position on all the Red and Amber activities. Directors, Assistant Directors and Chief Officers were tasked with ensuring that their Red and Amber activities had business continuity plans produced and audited by the end of 2014/2015.</li> <li>A partnership approach between the Emergency Management Unit and the Corporate Risk Steering Group is helping to raise awareness and drive forward the BCM programme.</li> <li>71 % of our most time critical activities (Reds) now have Business Continuity plans which have met, or are going through, audit. Work on the remaining plans is ongoing to close gaps and bring them up to date and in line with the corporate audit requirement</li> <li>14.5 % of our Amber activities now have business continuity plans which meet the business continuity audit requirement.</li> <li>The Council now has a 24 hour Incident Management structure for Gold and Silver Officers. This structure was exercised in a corporate exercise OTAN run by the Emergency Management Unit in 6th and 9th of June 2014. This exercise also gave BC plan owners the opportunity to exercise their own BC arrangements. Further training for our Gold officers is due in November 2015.</li> <li>The existing and well tested corporate emergency management structure was successfully and extensively used in the preparation for and over the NATO summit period. This structure was ready to manage a corporate response to any incident.</li> </ul>	C	1	Medium Priority (Red/ Amber)	<ul style="list-style-type: none"> <li>It was agreed by SLT in July 2014 that a target date for completion of effective up to date Red and Amber business continuity plans would be put in place and this would have a target date of the end of 2014/2015, individual Directorates are responsible for progressing this work.</li> <li>The BC Officer has started working with Directorates to start building business continuity plans for the Councils 62 Amber activities (activities that need to be recovered between 1 hour and 24 hours following business disruption)</li> <li>The Emergency Management Unit has developed an Incident Management Plan (Cardiff Councils Emergency Management Plan) to ensure alignment with ISO22301 this has been distributed to all Directorates.</li> <li>The BC Officer is working closely with Facilities Management to ensure they have effective plans in place to help manage possible business disruptions to our four core buildings.</li> <li>Continue to promote the need for the Office Rationalisation Project to incorporate a solution to manage the risk and impact of loss of work space effectively, to limit impact on the provision of council services should there be a business continuity incident. This would probably be best achieved through roll out of an effective mobile working solution. A solution has been identified and is available to staff. Internal services have been working to improve the resilience and capability of infrastructure to support the use of this solution.</li> <li>Work with ICT to ensure our core infrastructure is as resilient as practical to support a resilient and effective delivery of essential ICT services and the effective planning for recovery of critical IT services after an incident that affects our IT.</li> <li>Work with the teams involved with looking at the potential of using alternative delivery models for council services. Identifying risks associated with alternative delivery models for specific services and recommend potential risk management solutions for implementation, to protect the delivery of our most critical services.</li> <li>Facilities Management have identified a vulnerability within one of our electrical emergency generator supplies which the BC Officer is working to support the closure of this vulnerability.</li> <li>The BC Officer is actively supporting the development of an</li> </ul>	<p>Christine Salter</p> <p>Councillor Phil Bale, Leader – Economic Development &amp; Partnerships</p> <p>Reviewed – No change</p>

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
					<ul style="list-style-type: none"> <li>Cardiff Council is a member of the Core Cities Business Continuity Group and has been for the last 4 years. This membership allows the sharing of best practice and joint initiatives between group members.</li> <li>The Business Continuity Officer has been working closely with the procurement section of Resources to ensure that the resilience of suppliers is considered carefully when procuring services which are important to our most time sensitive activities, our Red and Amber activities.</li> <li>Risk and Audit conducted an audit of the Business Continuity Risk in the first 2 quarters of 2015 / 2016 a briefing note has been issued to SLT on the current position and actions moving forward to further enhance our organisational resilience.</li> </ul>				appropriate Threat and Response Policy to support council security arrangements.	
<p><b>Education – Schools Delegated Budgets</b></p> <p>Secondary Schools with deficit budgets do not deliver agreed deficit recovery plans, impacting on the overall budgets for all schools.</p>	<p>Reputational / Legal / Financial.</p> <ul style="list-style-type: none"> <li>Budget implications.</li> <li>Reducing educational standards.</li> <li>Intervention from WG</li> </ul>	A	2	High Priority	<ul style="list-style-type: none"> <li>2015/2016 Budget allocations issued to schools in early March 2015 and monitoring arrangements put in place for those schools showing financial concern. This has continued for the 16/17 budget process.</li> <li>Officers from Education and Financial Services have worked with individual schools through Headteachers and Governing Bodies to formulate Medium Term Financial Plans (MTFP) to seek to either balance individual school deficits within four financial years or to ensure that the accumulated deficits were frozen or slowed as much as possible. .</li> <li>The fall in pupil numbers for certain schools made it clear that a longer period than four years was needed in order to achieve a balanced medium term position</li> <li>Officers continue to monitor and challenge those schools in deficit before allowing any additional financial commitments, both staffing and other expenditure.</li> <li>Work ongoing with all schools but focussed targeting on specific secondary schools to continue to dampen the growth in deficits and ensure that those that do occur are recoverable.</li> <li>Officers from Education, HR, finance and legal looking at potential intervention strategies and developing a protocol for intervention.</li> <li>Reviewing closely with Education Management Team and SOP in particular as to the opportunities available to address short medium term fall in pupil numbers for certain secondary schools. Some schools are unviable in short term but the spaces will be required in the next five years so financial plans required to get over the next few years with low pupil numbers.</li> <li>For each school in deficit, the Council has identified a monitoring officer to provide an independent challenge to the school. This is in addition to the LFM Officer currently supporting that school</li> <li>Individual school budget monitoring positions reported to Education Management Team on a quarterly basis</li> </ul>	C	2	Medium Priority (Red/Amber)	<ul style="list-style-type: none"> <li>Council make full use, if necessary, of formal warnings and powers of intervention.</li> <li>Officers have exercised the statutory powers of intervention in three secondary school governing bodies which is beginning to have a positive impact on the ability of the Council to ensure schools meet the targets set out in their deficit recovery plans.</li> <li>Officers exercise the statutory powers of intervention on a school or schools in deficit who are unable to provide a medium term financial plan, this may involve removing delegation from a Governing Body.</li> <li>Officers explore through the School Organisation Planning process how different organisational arrangements for schools would affect the supply of pupils to schools thus affecting their delegated budgets. This will include an understanding of the long term impact of any unused school supply places on the funding formula.</li> <li>School Budget Forum has agreed a revised protocol for responding to schools in deficit and this needs regular review with a tightening on the number of deficit budgets accepted. This has been reflected in the harder message contained within the 2016/17 school budget letters and the 2016/17 Budget Report.</li> <li>Finance Officers continue to meet with Challenge Advisers to discuss individual schools in respect of their financial and school standard performance.</li> <li>The Council has been able to protect school delegated budgets over and above the Welsh Government threshold and a smaller number of schools than in 15/16 have been identified as requiring meeting with S151 officer and senior education officers. These meetings will place in April and early May.</li> <li>Work is continuing with the School Budget Forum and consortium to ensure that the formula funding mechanism is transparent and remains fit for purpose whilst considering any interaction or impact of any grant allocation decisions.</li> <li>Maintaining the need for financial probity whilst ensuring that each school has the opportunity to improve school standards.</li> <li>Working with consortium to ensure that maximising value from constituent parts of Education Improvement Grant is secured and that there is clarity of allocation mechanism for 2017/18 and beyond.</li> <li>Developing the medium term budget strategy for 2017/18 and providing early notification to budget forum and individual schools of likely impact of said strategy.</li> </ul>	<p><b>Nick Batchelar</b> <b>(Neil Hardee)</b></p> <p><b>Councillor Sarah Merry - Education</b></p> <p><b>Updated Current Controls and Proposed Improvement Actions</b></p> <p><b>Residual Risk Reduced from B2</b></p>

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
<p><b>Legal Compliance</b></p> <p>Changes in services and staff roles across the Council resulting in:</p> <ul style="list-style-type: none"> <li>- gaps in Council wide knowledge of the local authority framework of responsibilities and duties within which we have to operate;</li> <li>- inability to deliver the services in accordance with all duties and responsibilities due to lack of resource:</li> </ul> <p>in each case leading to increased risk of challenges.</p> <p>Reduction and changes in front-line services, discretionary and statutory, will lead to increased risks of challenge from users and other stakeholders affected.</p>	<p>Reputational / Legal / Financial / Service delivery</p> <ul style="list-style-type: none"> <li>• Increase in number of challenges with consequences in terms of already stretched resources and impact of adverse decisions</li> <li>• Implementation of decisions delayed due to challenges and potentially fatally disrupted.</li> <li>• Impact on projects if reputation for sound management and implementation of projects is damaged</li> <li>• Major incident.</li> <li>• Adverse press/media reaction</li> <li>• Involvement from Welsh Government in terms of performance standards or measures.</li> <li>• Increased costs on external legal support</li> </ul>	B	2	High Priority	<ul style="list-style-type: none"> <li>• Professional internal legal and financial advice provided to a high standard.</li> <li>• Legal Services repositioned in the senior management structure.</li> <li>• Maintaining robust decision making process with legal implications on all reports.</li> <li>• Appropriate use of NPS Legal Services by Solicitors Framework to increase resilience.</li> <li>• Dedicated teams in specialist areas e.g. equalities, FOI / DPA.</li> <li>• Sharing training/publications received</li> </ul>	C	2	Medium Priority (Red/Amber)	<ul style="list-style-type: none"> <li>• Prioritisation of work to make best use of internal expertise (including programme of projects in accordance with SMT decision)</li> <li>• Continue efforts with exploration of collaboration with other legal services to see if there is the potential to increase resilience and / or efficiencies.</li> <li>• Further development of standard precedents with guidance for use in cases of low value/low risk/repetitive matters</li> <li>• Provide legal training to Directorates to develop knowledge within Directorates of specific statutory functions.</li> <li>• Encourage Directorates to ensure reports are discussed at preliminary stage in development to ensure all legal issues are addressed early</li> </ul>	<p>Christine Salter (David Marr)</p> <p>Cllr DeAth - Skills, Safety &amp; Engagement</p> <p>Updated Current Control &amp; Proposed Improvement Actions</p>
<p><b>Fraud, Bribery and Corruption</b></p> <p>Fraud, financial impropriety or improper business practices increase as internal controls are weakened as resources become severely stretched.</p>	<p>Reputational / Financial / Legal / Service delivery / Stakeholder</p> <ul style="list-style-type: none"> <li>• Increase in frauds and losses to the Council.</li> <li>• Reputational risk as more frauds are reported.</li> <li>• Increased time investigating suspected fraud cases.</li> </ul>	B	2	High Priority	<ul style="list-style-type: none"> <li>• The Council communicates a zero tolerance approach to fraud, bribery and corruption.</li> <li>• Regular review of relevant policies and procedures e.g. the Fraud, Bribery and Corruption Policy.</li> <li>• Financial Procedure Rules and Contract Standing Order and Procurement Rules frameworks for staff to follow.</li> <li>• Dedicated team of professionally trained and experienced investigators to prevent deter and detect fraud against the Council.</li> <li>• Proactive work on National Fraud Initiative exercises led by the Internal Audit team, in collaboration with the Cabinet Office and Wales Audit Office.</li> <li>• Receipt and dissemination of fraud intelligence alerts from law enforcement agencies.</li> <li>• Regular reports to the Section 151 Officer and Audit Committee and the Chief Executive.</li> <li>• Audit Committee review and assess the risk management, internal control and corporate governance arrangements of the authority.</li> <li>• Independent assurance from Internal and External Audit on the effectiveness of governance, risk and control.</li> <li>• Procurement team compliance role relating to contract procedure rules.</li> <li>• Savings proposals are reviewed and supported by a robust business case and process in consideration of risks to the operation.</li> <li>• Ongoing delivery of briefings to Schools on fraud and control risks.</li> <li>• Cardiff Manager Programme includes session on risk management and compliance / control.</li> <li>• Senior Management Assurance Statements – challenge to Directors and the Chief Executive.</li> <li>• Approval of new Fraud, Bribery and Corruption Policy and Money Laundering Policy at Cabinet, June 2015.</li> <li>• Provision of disciplinary management information on DigiGov.</li> <li>• Multi-team collaboration in the development of the updated Disciplinary Policy and supplementary guidance materials.</li> </ul>	B	3	Medium Priority (Red/Amber)	<ul style="list-style-type: none"> <li>• Seek approval of a policy for Monitoring Employees at work and a management framework for its enactment.</li> <li>• Development of a package of mandatory e-learning modules for the pool of Investigating Officers and Disciplinary Chairs throughout quarter one 2016/17.</li> <li>• Continue to deliver the mandatory face to face training for investigating Officers to improve the standard of investigations. To be delivered to the pool of Investigating Officers by the end of quarter two 2016/17.</li> <li>• Continue to deliver the mandatory face to face training for of Disciplinary Hearing Chairs. To be delivered to the pool of Disciplinary Hearing Chairs by the end of quarter two 2016/17.</li> <li>• Continue to build upon and enhance the mandatory face to face training programmes.</li> <li>• Review process for ensuring appropriate fraud, bribery and corruption awareness for Council officers.</li> <li>• Delivery of Cardiff Manager Programme.</li> <li>• Review a sample of Disciplinary Hearing outcomes for consistent application of the Disciplinary Policy.</li> <li>• Challenge inconsistent disciplinary sanctions and report findings to the Section 151 Officer and Audit Committee.</li> <li>• Enhance DigiGov to facilitate changes introduced by the new Disciplinary Policy and the production of management information, by the end of quarter 2 2016.</li> </ul>	<p>Christine Salter</p> <p>Councillor Graham Hinchey - Corporate Services &amp; Performance</p> <p>Updated Risk Title, Current Control &amp; Proposed Improvement Actions</p>
<p><b>Asset Management</b></p> <p>Ensure effective operation of the Council's Asset Management Board to achieve effective strategic oversight and identified savings.</p>	<p>Reputational / Legal / Financial / Health &amp; Safety / Stakeholders</p> <ul style="list-style-type: none"> <li>• Poor use of assets / VFM.</li> <li>• Lost opportunity for capital receipts.</li> <li>• Increased maintenance.</li> <li>• Prosecutions / fines.</li> </ul>	B	2	High Priority	<ul style="list-style-type: none"> <li>• Cabinet formally approved a new Property Strategy in November 2014.</li> <li>• Corporate Asset Management Board and supporting Working Group now set up to raise property profile and introduce more structured, disciplined approach to management of property and the Office Accommodation Rationalisation Programme.</li> <li>• Established rolling programme of 'Fitness for Purpose' reviews of all council properties providing high level assessment of the current performance and value of buildings.</li> <li>• Carbon Management / Energy Efficiency - Certificates / General Awareness / Introduction of Energy Renewables Strategy.</li> <li>• Established Implementation Plan for the new Property Strategy.</li> <li>• Determined governance and work programme updates for new Corporate Asset Management Board at meeting in January 2015.</li> <li>• Review of Investment portfolio completed. Report on future strategy and direction of non-operational estate presented to PRAP in January 2015 for onward consideration by Cabinet in June 2015.</li> <li>• Asset Management Plan considered by Cabinet in July 2015.</li> <li>• Future Strategy and direction of the Council's non - operational Investment Estate approved by Cabinet in November 2015.</li> <li>• Asset Management Board and Partnership Board fully operational.</li> </ul>	D	2	Medium Priority (Amber/Green)	<p>Establish Investment Board and new Governance for the Investment Estate.</p>	<p>Neil Hanratty</p> <p>Councillor Phil Bale, Leader – Economic Development &amp; Partnerships</p> <p>Updated Current Controls and Proposed Improvement Actions</p>

Risk Description	Potential Consequence	L	C	Inherent Risk	Current/Existing Controls	L	C	Residual Risk	Proposed Improvement Action	Risk Owner & Cabinet Member
					<ul style="list-style-type: none"> <li>Delivered targets in Corporate Asset Management Plan in 2015-17 as follows: <ul style="list-style-type: none"> <li>Gross internal floor area reduced by 3.5%</li> <li>Maintenance backlog reduced by @£4.4m</li> <li>Running cost reduced by £1m</li> <li>Delivered £6.7 million capital receipts</li> </ul> </li> </ul>					
<p><b>Workforce Planning</b></p> <p>Importance of forecasting and planning to build capability and capacity for the future is not fully recognised and embedded.</p>	<p>Reputational / Financial / Stakeholder / Service delivery</p> <ul style="list-style-type: none"> <li>Poor service delivery due to ineffective use of resources.</li> <li>Lack of resources with the knowledge and skills the Council requires for future delivery</li> <li>Loss of resources and recruitment problems.</li> <li>Poor morale</li> <li>Loss of experienced staff members including managers</li> <li>Reduce the likelihood of attracting high calibre managers to Cardiff Council</li> <li>Risk of not meeting statutory and legislative requirements in relation to specific workforce requirement e.g. social care.</li> </ul>	<b>B</b>	<b>3</b>	<p>Medium Priority</p> <p>(Red/Amber)</p>	<ul style="list-style-type: none"> <li>The Workforce Planning Project forms one of the projects within the Workforce Strategy programme with its purpose to review, develop and implement workforce planning</li> <li>The Workforce planning project has a completed project brief identifying a number of key outputs required for workforce planning</li> <li>HRPS provided the Workforce Planning data within the Resources/Staff section of Directorate Delivery Plan</li> <li>Behavioural Competence Framework implemented, including 12 behavioural competencies set out in 4 levels as a way in which the Council describes its people and jobs.</li> <li>Work is being carried out on linking processes that can be used for the identification and development of potential e.g. Recruitment &amp; Selection, PPDR and Cardiff Academy and underpinning these with the Competency Frameworks.</li> <li>The Workforce Planning approach commenced with the roll out of the new tool and managers guide in March 2014. Whilst awaiting an IT solution, a new tool has been developed to enable the organisation to take a snapshot of where they are currently and to start to consider the 'skills' requirements piece</li> <li>Managers' guide to WFP developed and disseminated to Directorates March 2014.</li> <li>The Behavioural Competency Framework has been reviewed and stakeholder feedback collated to inform a revised approach which has been implemented</li> <li>Additional research and benchmarking undertaken to help inform WFP approach going forward; including – attendance at WLGA – Work Force Planning Wales event. LGA/ Skills for Local Government hosted COP event.</li> <li>HR working with Directorates where required, to help identify appropriate strategies to support their WFP agenda.</li> <li>Workforce strategy developed and agreed by Cabinet in April 2015</li> <li>Options appraisal to deliver a workforce planning IT solution to be developed</li> </ul>	<b>B</b>	<b>3</b>	<p>Medium Priority</p> <p>(Red/Amber)</p>	<ul style="list-style-type: none"> <li>Workforce planning dashboard data provided to each Directorate to inform Directorate Delivery Planning discussions and development. The alignment of DDP's and the Workforce Strategy has been piloted within Children's Services.</li> <li>Workforce Strategy signed off In April 2015 and a refreshed Workforce Planning approach is being taken forward in a number of ways. Children's Services have developed a Workforce Strategy for their area. Some test work has been carried out of a Workforce Planning Canvas tool. Resources have held a workshop which focussed on Professional and Technical areas to inform the key skills required for the Directorate going forward. Work has been carried out to build workforce planning into the Directory Delivery Plan process for 2016/17. There is also a review underway with Procurement colleagues of the Service Review Toolkit to fully integrate Workforce Planning into the tool kit. In addition work is still ongoing to identify a suitable Workforce Planning IT solution. Work has taken place with Cardiff and Vale College to look at an Essential Skills diagnostic tool. Work is being carried out with WLGA and WAO to look at a Wales wide workforce planning process for use within Local Authorities.</li> <li>The project Plan for the Workforce Planning Project gives full details of the improvement action plan.</li> </ul>	<p><b>Christine Salter</b></p> <p><b>(Philip Lenz)</b></p> <p><b>Councillor Graham Hinchey - Corporate Services &amp; Performance</b></p> <p><b>Updated Risk Description, Consequence, Current Controls &amp; Proposed Improvement Actions</b></p>

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# **CITY OF CARDIFF COUNCIL CYNGOR DINAS CAERDYDD**

## **CABINET MEETING: 14 July 2016**

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### **CORPORATE RISK REGISTER – YEAR END REVIEW 2015/16**

#### **REPORT OF CORPORATE DIRECTOR RESOURCES**

#### **AGENDA ITEM:**

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

#### **Reason for this Report**

1. To bring the Corporate Risk Register (CRR) to the attention of the Cabinet, in order to consider the strategic risks facing the Council.

#### **Background**

2. To support the arrangements for good corporate governance, it is necessary for the Council to have a clear statement of its overall position in relation to corporate risks which are reviewed on a regular basis.
3. The CRR should identify the main risks facing the Council so that elected Members and senior management can make informed decisions and prioritise actions, with these high level risks in mind. The process followed is to identify the risk and then to address it through the control measures and mitigations in place or planned within the Council. This exercise results in a residual risk score which should demonstrate the effectiveness of the controls in place to manage the risk.
4. From 2016/17, the responsibility for leading on risk management was assigned to the Information Governance and Risk Section. Work has commenced in order to build upon the risk management practices previously facilitated by the Internal Audit Section. The existing reporting processes and the well-established risk management infrastructure will continue.
5. The Cabinet last sighted the CRR on 10 December 2015 containing 24 risks, which reflected the mid-year position 2015/16. The register continues to be updated quarterly and presented to the Senior Management Team, to ensure their collective ownership and agreement of the strategic risks facing the Council. On this occasion the register has been updated to reflect the year end position 2015/16.

#### **Issues**

6. The CRR is currently made up of twenty four risks, all of which are assigned to members of the Senior Management Team to ensure the most senior level of ownership and accountability by officers.

7. Each risk has been reviewed and updated by the respective risk owner to reflect the year end position, and then the full register was shared with all Directors at the Senior Management Team meeting on 24 May 2016, to gain their collective agreement. It is felt that the updates have strengthened the mitigating actions against the risks currently identified.
8. At the meeting with Senior Management Team, the corporate risks register was discussed together with collated comments received from the Risk Champion Team. The consensus was that that two risks from the year-end position have been sufficiently addressed, which were:
  - Preparing a Local Development Plan that is considered 'sound' by the inspector, within the proposed timescale, and;
  - To ensure effective operation of the Council's Asset Management Board to achieve effective strategic oversight and savings.
9. For the year-end position risk descriptions, controls and risk ratings have been updated resulting from the management review. Some positive milestones have been achieved in relation to certain corporate risks which represent areas of good progress. However, in 2016/17 consideration will be given to whether achieving certain milestones will represent the closure of particular risks, or whether it is a case that new risks have now emerged which require management and monitoring at a corporate level. Decisions about any changes to the content and structure of the CRR will be made in the next Risk Management Steering Group meeting and prior to the mid-year review for 2016/17.
10. It is important to note that risks are liable to change as circumstances alter and the CRR presents the position at a point in time i.e. this report reflects the year end position. The register will continue to be refreshed quarterly and the identified risk owners have a responsibility to ensure the register remains focused and relevant.
11. It is appreciated that there is considerable detail in the complete register and, therefore, two appendices are attached; Appendix A details the complete register while Appendix B is a summarised version.

### **Reason for Recommendations**

12. As part of the arrangements for good corporate governance, it is necessary for the Council to have a clear statement identifying what strategic risks the Authority faces. The CRR will update Members and enable them to make informed decisions. In addition, the Council will be able to demonstrate that there are effective and robust systems in place for managing risk.

### **Financial Implications**

13. There are no direct financial implications arising from this report. The Corporate Risk register will be used to guide the Internal Audit Plan and the Council's resource planning processes and forms an important part of the governance arrangements for the Council.



**Legal Implications (including Equality Impact Assessment where appropriate)**

14. There are no direct legal implications arising from this report. However, one of the benefits of identifying risk is that mitigation measures may be taken, if appropriate, and consequently successful claims against the Council may be avoided altogether, or reduced.

**RECOMMENDATIONS**

15. The Cabinet is recommended to note the content of the Corporate Risk Register.

**Christine salter**  
**Corporate Director Resources**  
**Date: 14 July 2016**

*The following appendices are attached:*

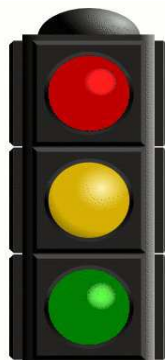
**Appendix A** – Corporate Risk Register (Detailed)  
**Appendix B** – Corporate Risk Register (Summary)

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# Risk Matrix and Definitions

The 'traffic light' system for categorising levels of risk has been used for simplicity. The list below describes the four risk categories:



<b>High Priority</b>	Red - Significant management action, control, evaluation or improvements required with continued proactive monitoring.
<b>Medium Priority</b>	Red / Amber - Seek cost effective management action, control, evaluation or improvements with continued proactive monitoring.
<b>Medium Priority</b>	Amber / Green - Seek cost effective control improvements if possible and / or monitor and review regularly.
<b>Low Priority</b>	Green - Seek control improvements if possible and / or monitor and review.

## RISK MATRIX

### CONSEQUENCES

		1	2	3	4
<b>LIKELIHOOD</b>	A	A1	A2	A3	A4
	B	B1	B2	B3	B4
	C	C1	C2	C3	C4
	D	D1	D2	D3	D4

#### Likelihood:

- A Very Likely
- B Likely
- C Unlikely
- D Very Unlikely

#### Consequences:

- 1 Major
- 2 Significant
- 3 Moderate
- 4 Minor

### LIKELIHOOD

Description	Probability	Indicators
<b>A</b> - Very Likely	More than 75% chance of occurrence	<ul style="list-style-type: none"> <li>Is expected to occur in most circumstances</li> <li>Circumstances frequently encountered - daily/weekly/monthly/annually</li> <li>Imminent/near miss</li> </ul>
<b>B</b> - Likely	51% - 75% chance of occurrence	<ul style="list-style-type: none"> <li>Will probably occur in many circumstances</li> <li>Circumstances occasionally encountered but not a persistent issue (e.g. once every couple/few years)</li> <li>Has happened elsewhere in the UK within the last decade</li> </ul>
<b>C</b> - Unlikely	10% - 50% chance of occurrence	<ul style="list-style-type: none"> <li>Not expected to happen, but is possible (once in 3 or more years)</li> <li>Not known in this activity</li> </ul>
<b>D</b> - Very Unlikely	Less than 10% chance of occurrence	<ul style="list-style-type: none"> <li>May occur only in exceptional circumstances</li> <li>Has rarely / never happened before</li> </ul>

## CONSEQUENCE

Description	1 - Major	2 - Significant	3 - Moderate	4 - Minor
<b>Implications for Service and / or Achievement of Key Targets / Objectives</b>	<p>Major loss of service, including several important areas of service and / or protracted period</p> <p>Service Disruption 5+ Days</p> <p>Major impact on achievement of several key targets / objectives</p>	<p>Complete loss of an important service for a short period</p> <p>Significant effect to services in one or more areas for a period of weeks</p> <p>Service Disruption 3-5 Days</p> <p>Significant impact on achievement of a key target / objective or some impact on several</p>	<p>Moderate effect to an important service for a short period</p> <p>Adverse effect to services in one or more areas for a period of weeks</p> <p>Service Disruption 2-3 Days</p> <p>Moderate impact on achievement of one or more targets / objectives</p>	<p>Brief disruption of service</p> <p>Minor effect to non-crucial service</p> <p>Service Disruption 1 Day</p> <p>Minor impact on achievement of targets and objectives</p>
<b>Reputation</b>	<p>Adverse and persistent national media coverage</p> <p>Adverse central government response, involving (threat of) removal of delegated powers</p> <p>Officer(s) and / or Members forced to resign</p>	<p>Adverse publicity in professional / municipal press, affecting perception / standing in professional / local government community</p> <p>Adverse local publicity of a significant and persistent nature</p>	<p>Adverse local publicity / local public opinion</p> <p>Statutory prosecution of a non-serious nature</p>	<p>Contained within Directorate</p> <p>Complaint from individual / small group, of arguable merit</p>
<b>Health &amp; Safety</b>	<p>Fatality (ies)</p>	<p>Incidents reportable to the HSE i.e. major injuries, over three days lost from work injuries, specified work related diseases and specified dangerous occurrences. Cases of other illnesses (not reportable to HSE)</p>	<p>Minor injuries</p> <p>No time lost from work</p>	<p>No injuries but incident has occurred</p>
<b>Failure to provide statutory duties / meet Legal Obligations</b>	<p>Multiple Litigation</p>	<p>Litigation</p>	<p>Ombudsman</p>	<p>Individual claims</p>
<b>Financial</b>	<p>Corporate Budget realignment</p>	<p>Budget adjustment across Directorates</p>	<p>Contained within Directorate</p>	<p>Contained within Section / Team</p>
<b>Implications for Partnership (e.g. objectives / deadlines)</b>	<p>Complete failure / breakdown of partnership</p>	<p>Significant impact on partnership or most of expected benefits fail</p>	<p>Adverse effect on partnering arrangements</p>	<p>Minimal impact on partnership</p>
<b>Implications for the Community or the Environment</b>	<p>Extensive, long-term impact</p> <p>Major public health / environmental incident or loss of significant community facility</p>	<p>Long-term environmental or social impact such as a chronic and / or significant discharge of pollutant</p>	<p>Short-term, local environmental or social impact such as a major fire</p>	<p>No lasting detrimental affect on the environment or the community e.g. noise, fumes, dust etc.</p>
<b>Stakeholders</b>	<p>Stakeholders would be unable to pursue their rights and entitlement and may face life threatening consequences</p>	<p>Stakeholders would experience considerable difficulty in pursuing rights and entitlements</p>	<p>Some minor effects on ability of stakeholders to pursue rights and entitlements, e.g. other sources or avenues would be available to stakeholders</p>	<p>The interests of stakeholders would not be affected</p>

**CITY & COUNTY OF CARDIFF  
DINAS A SIR CAERDYDD**

**POLICY REVIEW & PERFORMANCE  
SCRUTINY COMMITTEE**

**5 July 2016**

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**BUDGET OUTTURN 2015/16**

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**Reason for the Report**

1. To provide Members with an opportunity to consider the final budget outturn position for 2015/16.

**Scope of the Scrutiny**

2. The Committee will have an opportunity to reflect on the Council's financial position at the year ending March 2016, and to offer its observations on the 2016/17 Outturn. Members may also like to use the information presented to inform Committee's work programming for 2016/17.

**Background**

3. The Policy Review and Performance Scrutiny Committee has responsibility for monitoring the overall Council budget, as well as for monitoring Directorate functions, including Corporate Services, Finance, ICT, Governance & Legal Services, and HR People Services.

**Revenue budget issues**

4. Attached at **Appendix A** is the Budget Outturn 2015/16 report considered by the Cabinet on 16 June 2016.

5. The Council's final revenue position shows a surplus of £1.696 million against the Council's overall net budget of £546 million.
6. The Council received an Outcome Agreement Grant from Welsh Government of £862,000 in relation to 2014/15.
7. A contribution of £1 million has been made to reserves which as set out in the budget report formed part of the funding for the 2016/17 budget..
8. Directorate budgets showed an overspend of £4.635 million with just two Directorates overspent: Social Services (£5.022 million) and Corporate Management (£372,000). The overspends were offset by a £4.0 million contingency budget, and underspends in the other Directorates.
9. There was an overall shortfall in savings targets for 2015/16 of £6.586 million against a target of £32.473 million. A further shortfall of £2.837 million had been carried over from 2014/15. The Cabinet report makes clear that the shortfalls together represent a significant challenge in light of further savings targets in the 2016/17 budget.
10. Within the remit of this Committee, Members may particularly like to note the variances below and consider factoring more detailed scrutiny of these areas as part of 2016/17 budget monitoring.
  - **Capital Financing** is on target, having been underspent by £1.212 million at month 9.
  - Within an overall saving of £166,000 in the Communities, Housing & Customer Services budget, **Customer Services** reported an overspend of £93,000, due largely to the savings target for the Alarm Receiving Centre being unachievable in 2015/16 due to implementation delays.
  - Within a **Corporate Management** overspend of £372,000, **Media & Communications** reported an overspend of £111,000, including an income

shortfall of £125,000 in relation to Capital Times; and a shortfall of £378,000 in relation to 2015/16 corporate budget savings.

- Within the **Economic Development Directorate** saving of £208,000, an improved position was reported in relation to Property budgets. Construction & Design and Property Services both reported balanced positions at the year end. There was a shortfall of £195,000 against savings targets for increased rental income on non-operational properties.
  
- Within an overall underspend of £4,000 in the **Governance & Legal Services** budget:
  - An underspend of £12,000 against the Scrutiny Services budget.
  - An overspend of £43,000 against the Monitoring Officer budget.
  - An underspend of £74,000 in Legal Services..
  - An overspend of £28,000 in Electoral Services incurred, supporting
  - An overspend of £11,000 in Bi-lingual Cardiff.
  
- The **Resources** Directorate has an underspend of £252,000, having delivered total savings of £2.815 million against a target of £3.052 million leaving a shortfall of £237,000 to be added to the shortfall of £224,000 carried forward from 2014/15. Within this budget notable underspends include:
  - An underspend of £87,000 in ICT
  - An underspend of £83,000 in Facilities Management
  - An underspend of £44,000 in fleet management
  - An underspend of £52,000 in Human Resources.

11. The Cabinet report attached at **Appendix A**, itself has many appendices, as follows:

**Appendix 1** - Revenue 2015/16

**Appendix 2** - Directorate Variances

**Appendix 3 (a)** - Budget Savings - 2015/16 Savings

**Appendix 3 (b)** - Budget Savings - 2014/15 Savings

**Appendix 4** - Earmarked Reserves

**Appendix 5** - Civil Parking Enforcement 2015/16

**Appendix 6** - Housing Revenue Account 2015/16

**Appendix 7** - Capital Scheme Updates

**Appendix 8** - Capital Programme 2015/16.

## **Way Forward**

12. Councillor Graham Hinchey (Cabinet Member Corporate Services and Performance), Christine Salter (Corporate Director Resources) and Ian Allwood, Head of Finance 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 on 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. note the Budget outturn report;
- ii. consider whether it wishes to make any comments to the Cabinet; and
- iii. consider whether it wishes to use information contained in the report to inform future scrutiny items.

## **DAVID MARR**

Interim Monitoring Officer

Governance & Legal Services

29 June 2016

Mae'r dudalen hon yn wag yn fwriadol

**CABINET MEETING: 16 JUNE 2016**

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**OUTTURN 2015/16**

**REPORT OF CORPORATE DIRECTOR RESOURCES**

**AGENDA ITEM: 7**

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

**Reason for this Report**

1. This report serves to inform the Cabinet of the Council's financial position in respect of the year ending 31 March 2016.

**Background**

2. The report compares the outturn for the financial year ending 31 March 2016 with the budget for the year for both revenue and capital expenditure and also provides a summary Treasury Management Statement in respect of investments and borrowing. All figures are subject to external audit.
3. The revenue outturn position shows a surplus of £1.696 million after contributions to and from reserves as compared to the surplus of £988,000 reported at month nine. The improvement reflects a number of factors including a significant improvement to the directorate positions at the year end, a higher surplus on Council Tax and an increase in non-domestic rate (NDR) refunds on Council properties following successful appeals to the Valuation Agency. Additional funding of £862,000 was also received in relation to the Outcome Agreement Grant as a result of confirmation from the Welsh Government regarding meeting the agreed outcomes and successful performance in relation to 2014/15. These were partly offset by a reduction to the previously reported underspend on capital financing as a result of utilising the underspend to pay off historic premiums and penalties relating to rescheduling of borrowing undertaken in previous years. This will enable savings to be released in support of the 2017/18 budget strategy. Contributions were also made to reserves including £1.0 million, which as set out in the Budget Report forms part of the funding for the 2016/17 Budget.
4. During the year the Council's monitoring process identified financial pressures in a number of directorates, notably Social Services, Corporate Management, City Operations and Economic Development. This reflected a range of factors including increased demographic pressures, shortfalls in

income and the failure to fully achieve the savings targets set as part of the 2015/16 budget. Although overall, directorate budgets still reported an overspend of £4.635 million this represents a significant improvement compared to the monitoring position at month nine with the overall directorate position improving by £951,000. This included significant improvements to the positions in City Operations and Economic Development and both these directorates reported a surplus at the year end. Overspends of £5.022 million on Social Services and £372,000 on Corporate Management were still reported however these were partly offset by savings in other directorates. The directorate overspends were partially offset by the £4.0 million general contingency budget which was maintained as part of the 2015/16 budget in order to reflect the quantum, risk and planning status of the proposed savings in 2015/16. The overall position also included savings in other areas including Council Tax collection, NDR refunds on Council properties and additional income arising from successful performance against the 2014/15 Outcome Agreement Grant.

## Issues

5. An overall summary of the position shows:

- A comparison of revenue spend against budgets shows a surplus of £1.696 million following transfers to reserves and the funding of voluntary severance costs in 2015/16.
- Directorate budgets showed an overspend of £4.635 million at the year end with overspends of £5.022 in Social Services and £372,000 in Corporate Management. The issues faced by these directorates were set out clearly in monitoring reports during the year. These were offset by underspends in other directorates and by the £4.0 million general contingency budget. They were also offset by savings in areas such as Council Tax collection, Outcome Agreement Grant funding and NDR refunds on Council properties.
- Overall, schools increased their individual reserves by £1.234 million (net). A reduction of £1.106 million was also made to the on-going commitments arising from the 2014/15 overspend of £1.9 million on redundancy costs. When this is taken into account the overall increase in school balances is £2.34 million.
- The Housing Revenue Account (HRA) shows a balanced position after transfers to earmarked reserves. Contributions to reserves include £516,000 to meet future pressures in housing repairs and building maintenance services and £200,000 to support the Tackling Overcrowding Project.
- The Council spent £289.216 million on capital expenditure. A comparison of the capital spend against the budget shows an underspend of £35.565 million representing slippage of £33.631 million and scheme underspends of £1.934 million.

## Revenue

6. Appendix 1 shows the financial summary for the year while Appendix 2 provides further details in respect of variations against budget by directorates.
7. The 2015/16 savings targets are set out in Appendix 3(a) to this report together with the final outturn positions in terms of savings achieved and shortfalls against targets. An overall shortfall of £6.586 million is reported against the £32.473 million directorate savings targets for 2015/16 with a further shortfall of £2.837 million against the savings targets carried forward from 2014/15 as set out in Appendix 3(b). Compared to the position at month nine this represents an increased shortfall of £511,000 against the 2015/16 savings and £243,000 against the savings targets carried forward from 2014/15. The shortfalls are reflected in the directorate monitoring positions although where possible these have been offset by savings in other budget areas within the directorates. The £4.0 million General Contingency Budget which was allocated to reflect the risk and planning status of the proposed savings in 2015/16 partly offsets these shortfalls. The shortfalls do however represent a significant challenge particularly given the level of further savings targets approved as part of the 2016/17 Budget and the amounts required in future years. The risk of these savings not being achieved was considered as part of the 2016/17 budget process and as a result £3.029 million of these budget savings were written back in the budget. This still leaves an on-going shortfall of £6.394 million to be achieved in 2016/17 in addition to the budget savings approved as part of the 2016/17 budget process itself. It is essential therefore that the directorates continue to progress any outstanding savings from 2014/15 and 2015/16 so that these are fully achieved in the current financial year. This will be reviewed as part of the financial monitoring process in 2016/17.
8. The Summary Revenue Account (SRA) consolidates the overall revenue position for the Council and includes various adjustments to the Council's accounts including the revenue impact of changes to the Council's bad debt provisions, the revenue effect of balance sheet adjustments and any prior year revenue items which have impacted on the overall revenue position of the Council. The SRA also includes a number of commitments including transfers to earmarked reserves and provisions. Transfers to earmarked reserves include £1.323 million to the Waste Reserve and £1.683 million to the Welfare Reform Reserve reflecting the transfer of un-committed contingency sums for Waste Management and the Council Tax Reduction Scheme. A further transfer of £379,000 was also made to the Waste Reserve in relation to prior year amounts recovered from the HMRC and credited to the SRA in relation to a trade waste compensation claim. The transfers to earmarked reserves also include a contribution of £50,000 to the new reserve for Corporate Events & Cultural Services. This is subject to Cabinet approval and is intended to provide funding for potential corporate events in the future. The 2016/17 Budget Report indicated that following a review, a reduction to the provision for Council Tax bad debts could be supported following the sustained increased

recovery action over recent years and that this would enable £1.0 million to be released to support the budget. This has been actioned as part of the adjustments within the SRA with £1.0 million being transferred to the General Fund Balance for drawdown in 2016/17. The positive outturn position has also enabled a transfer of £1.0 million to be made to the Employee Changes Reserve in order to fund early payment of pension costs in relation to employees who left the Council in previous years as part of the Voluntary Severance Scheme. This will provide budget savings in future years and will support the budget strategy for 2017/18. The relatively low level of voluntary severance costs in 2015/16 and the ability to capitalise an element of these costs has enabled the early repayment of sums previously borrowed from earmarked reserves as part of the funding mechanism set out in the Council's budget reports. These adjustments were actioned via the SRA and are set out in more detail in the paragraphs below. The SRA also includes the revenue impact of changes to provisions. Significant changes include the setting up of a new provision of £522,000 to meet potential prior year costs in relation to the Friary Building and the release of £249,000 from the provision for legal costs following changes to the arrangements for local land charges. This follows the allocation of funding from Welsh Government which has enabled these costs to be met.

9. The Outturn position includes additional funding of £862,000 in respect of the Outcome Agreement Grant. The receipt of this grant was dependent on achieving the outcomes jointly agreed between the Welsh Government and the Council with deductions to be made if the outcomes were only partially achieved or not achieved at all. To reflect this, the 2015/16 Budget Report set out that the receipt of this grant was assumed at 75%. The additional £862,000 was based on successful performance in relation to 2014/15 and increased the funding from this source to £3.344 million. The Month Nine Monitoring Report approved by Cabinet in February 2016 outlined the potential for additional grant to be received however as the final review had not been completed by Welsh Government at that stage, no assumptions regarding additional funding were included within the overall monitoring position.
10. As part of the revenue budget proposals for 2015/16, the Council secured an in principal capitalisation direction from the Welsh Government, allowing revenue costs based on securing service reform as defined by Welsh Government to be met from capital receipts from surplus assets. The revenue budget included an amount of £3.487 million to be funded from capitalisation the majority of which it was anticipated would be used to fund statutory redundancy costs although assumptions were also made around funding costs of Organisation Development. This was subject to the necessary capital receipts being achieved. In the event, sufficient capital receipts were achieved and the actual revenue costs in 2015/16 charged as capital expenditure using this flexibility totalled £2.435 million. Details are provided in the table below. The overall sum was less than anticipated mainly due to the lower level of statutory redundancy costs incurred during the year.

<b>Type of Expenditure</b>	<b>£000</b>
Statutory Redundancy (Non Schools)	479
Statutory Redundancy (Schools)	353
Organisation development costs to deliver service reform	973
One off technology driven project costs	289
Project costs of facilitating Strategic Property Rationalisation	117
One off costs of moving to alternative delivery models	224
<b>Total Charged as Capital Expenditure</b>	<b>2,435</b>

11. Where expenditure was budgeted, adjustments were made to offset these against the £3.487 million capitalisation budget with the balance being offset against the voluntary severance budget.
  
12. In total the redundancy costs incurred during the year amounted to £2.027 million. This is significantly lower than in recent years with the comparative cost in 2014/15 totalling £11.861 million. The £2.027 million includes £1.018 million in respect of school based staff of which £353,000 related to statutory costs and was capitalised in line with the Welsh Government direction as set out above. The balance was charged to schools budgets. The overall redundancy figure also includes £15,000 which was funded via the Housing Revenue Account, £64,000 which was charged to the Civil Parking Enforcement Account and £52,000 funded from grants. The balance of £878,000 represents the amount required to be funded by the Council's General Fund. Of this, £479,000 related to statutory costs and was capitalised as set out above. The remaining £399,000 was funded via the voluntary severance budget in the SRA. In line with the Code of Practice on Local Authority Accounting these figures include provision in the 2015/16 accounts for payments relating to severance costs paid in 2016/17 as a result of budget savings agreed in 2015/16. In addition, pension costs charged to the Council arising as a result of voluntary severance in 2015/16 total £1.127 million. These will be funded via the Pension Fund and will be repaid to the Fund over a five year period.
  
13. As previously indicated, the relatively low level of redundancy costs in 2015/16 and the ability to capitalise an element of these costs has enabled the early repayment of sums previously borrowed from earmarked reserves as part of the funding mechanism set out in the Council's budget reports. The repayments totalled £4.377 million and included £3.164 million to the SOP Reserve, £501,000 to the Housing Options Reserve, £364,000 to the Homelessness Reserve and £348,000 to the Housing Support Reserve. These early repayments improve the Council's financial resilience and will reduce the commitments against the voluntary severance revenue budget in future years. They will also provide further opportunities for budget savings against this budget as part of the budget strategy for 2017/18. The balance of £632,000 on the voluntary severance budget was transferred to the Employee Changes Reserve in order to support staff costs associated with organisational change including the future impact of voluntary severance on the Council's budget.

14. The surplus on Council Tax collection increased from £1.058 million at month nine to £1.429 million at the year end. The surplus reflects a number of factors but is mainly due to lower levels of exemptions and single person discounts than was anticipated when the Council Tax Base Report was approved in December 2014. The surplus represents a variance of 0.7% of the estimated gross debit. A saving of £370,000 was also reported in relation to refunds of non domestic rates (NDR) on Council properties achieved through the appeals process. This is £66,000 higher than the figure reported at month nine. These backdated sums represent an exceptional and one-off source of income to the Council.
15. During the year expenditure was incurred on various corporate initiatives. These include funding contributions towards the Rugby World Cup, the temporary ice rink, the Cardiff Half Marathon, the Extreme Sailing Event, themed street dressing and the Velothon. The final outturn position on corporate initiatives showed an underspend of £34,000 and this is reflected in the outturn position for Corporate Management.
16. School balances currently stand at £1.727 million surplus, which is a total increase in balances of £2.34 million compared to 2014/15. The individual schools hold surplus balances totalling £2.522 million. This is partly offset by a £794,000 balance held in respect of prior year redundancy costs.
17. In 2015/16, there was a total reduction of £1.106 million against the ongoing commitments arising from the 2014/15 school redundancy overspend of £1.9 million. This included the budgeted repayment of £400,000 together with an additional £706,000 as a result of lower than anticipated expenditure against the annual redundancy budget. This was partly due to the capitalisation of statutory redundancy costs as outlined earlier in paragraph 12 in this report.
18. The table below sets out the balances held by individual schools as at 31 March 2016 -

2015/16	£m	% of Delegated Budget
Primary	4.227	3.84
Secondary	(2.214)	(2.39)
Special	0.509	4.51
<b>Total – Individual Schools</b>	<b>2.522</b>	<b>1.18</b>
Redundancy Costs	(0.794)	
<b>Overall Balance</b>	<b>1.727</b>	

19. The Individual figures within the above table show a mixed trend with 43% of the schools across the phases reducing their balances and 57% increasing their balances.
20. Although the overall percentages of balances are within DfES guidelines there are significant variations between schools. The number of primary schools holding balances in excess of the School Funding (Wales)



regulations of £50,000 has increased from 32 to 39, whilst six secondary / special schools hold balances in excess of the prescribed level of £100,000.

21. It was anticipated during the year that primary schools, as a group, would reduce their balances considerably. However, a combination of grant funding and delays on the completion of work has led to greater than anticipated balances.
22. In setting individual school budgets for 2016/17, indications are that individual school balances in surplus are being used to set balanced budgets. However, this was also the case in 2014/15 and 2015/16 and overall school balances still increased in totality. The Council will review individual school balances that are held above the Welsh Government prescribed limits and consider if there is a need to claim back any excess surplus. Currently, the intention remains for it to only be in the case where it is clear that the school is unable to spend their reserves in a responsible and reasonable manner. Currently, no school fits this criteria.
23. It is noted that there are 22 schools in Cardiff with negative balances amounting to £3.52 million. Each of these schools has a medium term financial plan agreed with the Council. Of that figure, £3.20 million is in respect of 9 schools in the secondary sector. Work will continue in partnership with the individual school governing bodies to ensure that these deficits are managed downwards over a period of time. Of the 9 secondary schools, 4 have had financial delegation withdrawn from the Governing Body, Eastern High, Cantonian High, Michealston and GlynDerw High Schools.
24. In line with standard accounting practice a number of budgeted and anticipated contributions to and from reserves have been reflected in the 2015/16 accounts. In accordance with Council Minute 799(8) a transfer to a new earmarked reserve has also been effected and this is set out in Appendix 4 together with the purpose of the reserve. The new reserve is in respect of Corporate Events & Cultural Services and has received a contribution of £680,000. The changes made to the Council's earmarked reserves as part of the outturn position include increased net contributions of £1.799 million to the Welfare Reform Reserve principally in relation to funding for the Council Tax Reduction Scheme, £1.540 million to the Insurance Reserve, £1.550 million to the Employee Changes Reserve, £585,000 to the Cardiff Enterprise Zone Reserve and £548,000 to the Waste Reserve. The overall position on earmarked reserves has also increased as a result of the early repayment of borrowing in relation to voluntary severance totalling £4.377 million as previously outlined in this report. This includes a repayment of £3.164 million to the School Organisational Plan Reserve with this reserve also receiving a further net increase of £954,000 as a result of in-year contributions from delegated schools budgets during the year. Amounts have also been set aside to support a range of on-going initiatives and anticipated future commitments. These include £835,000 to support digitalisation and other IT projects which support organisational change, £500,000 for energy conservation initiatives, £402,000 for vehicle replacement, £307,000 to

support the costs of the forthcoming Council elections, £200,000 for exceptional legal costs in Children’s Services and £190,000 to fund a programme of repair work in the Council’s youth centres. As required under the regulations, the surplus of £212,000 on the Building Control Fee Earning Account has also been set aside to offset costs on this service in future years. Other net movements on earmarked reserves showed an increase of £383,000 reflecting a range of contribution to and from reserves. This included the outcome of any reviews of earmarked reserves, provisions and other accounts undertaken at the year end. These adjustments serve to improve the Council’s financial resilience and will be available to assist in ensuring that one-off enabling investment to support service transformation can be funded. A full list of the Council’s earmarked reserves will be included within the financial statements for 2015/16.

25. Following transfers to earmarked reserves and provisions the revenue outturn shows a surplus of £1.696 million. The table below sets out the movement in the accounts that make up that figure.

	£000
Net service position - Deficit	(4,005)
Contingency	4,000
Summary Revenue Account & Capital Financing	573
Contribution to new earmarked reserves	(680)
Surplus on Discretionary Relief	9
Council Tax collected in excess of budget	1,429
NDR refunds on Council properties	370
<b>Net Revenue outturn - surplus</b>	<b>1,696</b>

26. The 2015/16 Net Revenue Surplus of £1.696million has been transferred to the Council Fund Balance. In addition, a further contribution of £1million has been transferred to the balance and will be utilised in funding the 2016/17 budget, in line with the 2016/17 Budget Report proposals.
27. The Council Fund Balance at 31<sup>st</sup> March 2015 was £13.154million, of which, in line with the 2015/16 Budget Report, £595,000 has been utilised in funding the 2015/16 budget. The Council Fund Balance at 31<sup>st</sup> March 2016 therefore stands at £15.255million.
28. The Section 151 Officer has reviewed the Council Fund Balance and considers the balance prudent given the unbudgeted risks that the Council faces albeit that the position will be further reviewed as part of the 2017/18 budget preparation. These financial risks were set out in the 2016/17 Budget Report.

## Civil Parking Enforcement

29. Civil Parking Enforcement is a ring-fenced account. The income generated from car parking fees, moving traffic offences and residents permits is used to fund the operational costs and to subsidise the enforcement unit. Any surplus or deficit is transferred to the Parking Reserve and can only be used for specific purposes such as supporting transportation, parking and highway and environmental services in accordance with Section 55 of the Road Traffic Regulations Act 1984.
30. The trading position for 2015/16 showed a surplus of £4.957 million which was £211,000 above the target and represents a 28% increase compared to the level of surplus achieved in 2014/15. The increase was largely due to the impact of the Moving Traffic Offences scheme.
31. Total income generated was £10.312 million. This included £4.271 million from on-street and £805,000 from off-street parking fees. A further £2.840 million was generated from Moving Traffic Offences, £2.085 million from Penalty Charge Notices and £309,000 from Residents Parking Permits with a further £2,000 from Disabled Badge users. In total this was £638,000 above target and reflected increased income from Moving Traffic Offences of £1.016 million and £108,000 from off-street car parking fees. On-street car parking fees were below target by £246,000 although higher than the previous year. Income from Penalty Charge Notices was also higher than that received in 2014/15.
32. Total expenditure amounted to £5.355 million and was £427,000 over the budget. This included additional costs of £429,000 on capital financing charges where the trading position enabled earlier repayment in respect of the set up costs associated with the Moving Traffic Offences which will reduce future costs. Supplies and services budgets also showed an overspend of £307,000 reflecting increased volumes which created additional spend on equipment, credit card commission, advertising and postage. In addition overspends of £36,000 on support costs and £18,000 on transport were also reported. These were partly offset by vacancy savings and other employee underspends of £351,000 and reduced third party payments of £12,000 reflecting a lower management fee.
33. When the trading surplus of £4.957 million is applied to the brought forward figure of £69,000 the balance in the Parking Reserve is increased to £5.026 million. However eligible expenditure totalling £4.656 million was drawn down from the reserve leaving a balance of £370,000 at the 31 March 2016. The budgeted drawdown of £4.656 million was used to support a range of Council services including ongoing support and improvements to transport, parking, highways and environmental services.

## Parking Reserve

2014/15		2015/16
£000s		£000s
121	Parking Reserve brought forward	69
3,874	Annual trading surplus	4,957
<b>3,995</b>		<b>5,026</b>
	<b>Utilisation</b>	
3,926	Contribution to overall provision for transportation, highways and environmental maintenance and improvements	4,656
<b>69</b>	<b>Parking Reserve Balance</b>	<b>370</b>

34. A statement setting out the outturn position on Civil Parking Enforcement is included as Appendix 5 to this report.

## Housing Revenue Account

35. The Housing Revenue Account (HRA) shows a balanced position after transfers to earmarked reserves. Contributions to reserves include £516,000 to meet future pressures in housing repairs and building maintenance services and £200,000 to support the Tackling Overcrowding Project. The overall position as set out in Appendix 6 includes a number of variances, the most significant of which is a £1.9 million overspend in the Housing Repairs Account. The pressures on this budget were identified in previous monitoring reports with service area information suggesting that increased costs are partly linked to additional maintenance costs as a result of the Wales Housing Quality Standard and fire safety improvements together with a significant increase in tenant demand over recent years. The statistics suggest an average of 80,000 jobs in 2015/16 as compared with 66,000 in previous years. The service area has taken mitigating actions to restrict the allocation of jobs to external contractors and is continuing to review controls and levels of demand for services. In addition, a more robust adherence to required accounting treatment in relation to capitalisation of works has also limited flexibility in relation to allocating spending to the capital budget. The increased funding requirement for the Housing Repairs Account has been partly offset by a planned reduction in capital spend thereby reducing the cost of direct revenue financing of capital schemes by £382,000 in 2015/16. There was also a further underspend of £136,000 on other capital financing budgets. In addition, as previously approved by Cabinet as part of the Month Nine Monitoring Report, a budget realignment of £1.0 million was also undertaken during the year in order to reflect transfers of expenditure from capital to the revenue budget in the Housing Repairs Account.
36. Other variances within the HRA include an underspend of £549,000 on employee costs reflecting vacancies and other savings against the staffing

budget. An underspend of £414,000 was also reported in relation to other premises costs. This includes savings of £133,000 against utility budgets, reduced facility management costs of £91,000, an underspend of £100,000 against site clearance costs in relation to the Housing Partnership Project and a £34,000 saving against insurance budgets. Supplies and Services budgets were also underspent by £314,000 mainly in relation to insurance costs but with savings also reported on other budgets such as IT costs and printing and stationery. A reduced contribution to the Bad Debt provision was also required providing a saving of £695,000. This is a significant increase in the saving compared to the previous projection at month nine. Other variances include savings of £34,000 on transport costs and overspends of £32,000 on Housing Subsidy payable, £14,000 on support services and £3,000 on third party payments. Income was £141,000 above target mainly due to a lower than budgeted level of void rent loss.

### Activities Inherited from Cardiff Bay Development Corporation including Harbour Authority

#### Cardiff Harbour Authority

37. A new three year budget was agreed with the Welsh Government covering the period 2014/15 to 2016/17. The budget for 2015/16 was set at £6.253 million which represented a reduction of £0.144 million compared to the previous year's budget. This has increased the level of financial risk to the Council as any unforeseen costs have to be absorbed within the agreed fixed cost budget unless there are qualifications within the agreement.

The financial outturn at 31 March 2016 indicates an annual draw down from Welsh Government funding of £6.240 million, resulting in an overall variance of £13,000.

Budget Category	Budget £000	Out-turn £000	Variance £000
Expenditure	6,680	6,881	201
Income	(750)	(887)	(137)
Contribution from Project & Contingency Fund	0	(64)	(64)
<b>Fixed Costs</b>	<b>5,930</b>	<b>5,930</b>	<b>0</b>
Asset Renewal	323	310	(13)
<b>Approved Budget</b>	<b>6,253</b>	<b>6,240</b>	<b>(13)</b>

38. Operational savings were generated against the Environment and Groundwater monitoring budgets in addition to lower pest control expenditure. Furthermore a significant increase in income was achieved mainly through additional car parking fees although higher levels were also achieved from harbour dues, water activities and various other sources. This enabled essential maintenance and improvement work to be undertaken on a range of activities. In line with the decision taken by Council as part of the 2015-16 Budget, the contract for the provision and maintenance of the automated public convenience in Havannah Street was terminated during the year resulting in an additional one off cost of £72,000. This will generate

savings of £192,000 over the remaining life of the contract and will help to meet any further reductions in the Harbour Authority budget in future years. These additional in year costs resulted in an overspend of £64,000 against the Fixed Cost budget which under the current terms of the Deed of Variation was funded from a contribution from the Project and Contingency Fund.

39. The under spend of £13,000 against the Asset Renewal budget reflected lower than anticipated costs against some schemes.
40. The balance in the Project and Contingency Fund at 1 April 2015 was £697,000. In year contributions of £123,000 were made from a capital receipt following the disposal of land for the 'Bayscape' development and through the transfer of the 50% share of 2014/15 underspend against the Fixed Cost budget. The drawdown to fund excess expenditure over the budget was £64,000. The net effect leaves a balance at the 31 March 2016 of £756,000 which will be retained for further improvement work and as a contingency against any unscheduled maintenance which may exceed the Fixed Cost budget.

### **Capital Outturn 2015/16**

41. The Council spent £289.216 million on capital expenditure across a range of services with £206.867 million of this in relation to Public Housing (HRA) the majority of which was in relation to the Housing Subsidy Settlement. Capital expenditure was funded from a number of sources including external grants and contributions, sale of assets and also by borrowing money which will need to be repaid in future from revenue budgets, future asset sales or increasing council tax and rents.
42. The delivery of capital projects is complex and influenced by a number of external and internal factors. Directorates are regularly reminded of the need to set achievable expenditure profiles and to identify slippage at an early stage. Slippage was identified early on key schemes, however the levels of slippage at Outturn is higher than predicted at Month 9 across Directorates.
43. The paragraphs below summarise the Outturn position of the Capital Programme for both the General Fund and Public Housing, with further detail provided in Appendix 7 and 8. It should be noted that this Outturn position together with the funding of the Capital Programme is subject to external audit.

### **General Fund Expenditure**

44. The Outturn for the year is £82.349 million, a variance of £35.565 million. This is represented by a net underspend of £1.934 million together with slippage of £33.631 million.

## Funding Expenditure

45. General Fund capital expenditure in 2015/16 was paid for from a number of sources as shown in the table below:

<b>General Fund - Funding Source for 2015/16 Capital Programme</b>	<b>Amount £000</b>	<b>Percentage of Funding (%)</b>
WG Supported Borrowing	8,361	10.15
WG General Capital Grant	5,088	6.18
WG and other external grants	16,543	20.09
Additional Unsupported Borrowing	25,656	31.16
Invest to Save Unsupported Borrowing	20,364	24.73
Revenue & Reserves	1,136	1.38
Capital Receipts	3,981	4.83
External Contributions	1,220	1.48
<b>Total</b>	<b>82,349</b>	<b>100.00</b>

46. The Council received from WG General Capital funding of £13.449 million in 2015/16 made up of cash grant of £5.088 million and capital financing support within the revenue budget settlement to undertake £8.361 million of borrowing. In addition the Council can enter into unsupported borrowing which has to be fully met through the revenue budget in future years. In 2015/16, the Council used unsupported borrowing of £46.020 million to support General Fund expenditure which equates to 51.17% of total funding. Of this £25.656 million of borrowing was required to balance Capital Programme commitments and £20.364 million was for 'Invest to Save' borrowing, repayable from directorate revenue budgets. The latter includes 21<sup>st</sup> Century School building investment as well as schemes predicated on receiving income or making savings such as energy generation or usage reduction.

## Capitalisation Direction

47. As part of the revenue budget proposals for 2015/16, the Council secured an in principal capitalisation direction from WG, allowing any revenue costs of securing service reform as defined by WG, to be met from capital receipts from surplus assets. The budget included a target to generate sales of up to £3.487 million, from disposal of sites such as land adjacent to County Hall. The actual revenue costs in 2015/16 charged as capital expenditure using this flexibility totalled £2.435 million.
48. For 2016/17 to 2018/19, WG have extended the opportunity to allow Councils to meet such relevant costs from capital receipts, subject to necessary Council approval and receipts being available.

## Capital Receipts

49. The Capital Programme approved by Council in February 2015 included an estimate of £1million for non earmarked General Fund capital receipts and as mentioned above a further target of up to £3.487 million to meet costs chargeable against the capitalisation direction.

50. A total of £8.532 million was received in 2015/16 from the sale of property assets after making a deduction for revenue costs of disposal. Some receipts have either been earmarked for previous years' expenditure or for future expenditure. The significant cash receipts received during the year are shown in the table below:-

	<b>£000</b>
<b>General Fund – Non Earmarked</b>	
Land North of County Hall	2,386
Former Dorothy Lewis Care Home	360
26 Hampton Court Road	202
Former Johnstons Buildings	168
Brindley Road Land (Plot B)	136
71 Bridge Street (deposit)	63
Other Properties	149
<b>Total</b>	<b>3,464</b>
<b>General Fund Earmarked for Specific Capital Schemes</b>	
Former Bus station site (part payment)	2,000
Medicentre Joint Venture	1,282
Land at International Sports Village – Bayscape	576
Dome Pentwyn	460
Former Maintenance Depot – Clare Road	432
Brindley Road former offices	165
Proceeds from Investment Properties	128
Other Properties	25
<b>Total</b>	<b>5,068</b>

51. The Council aims to maximise value from any disposals of land in accordance with its procedure rules for disposal of land. This includes ensuring wider Council objectives, such as regeneration, are considered as well as seeking independent external valuations where required.
52. The Council continues to take forward a number of initiatives to ensure effective use and holding of property. In November 2015, Cabinet approved a review of the non-operational investment property estate to rationalise and re-invest proceeds in modernising this estate to sustain income. Cabinet established a new governance arrangement to deal with the efficient management of the Investment Estate with support of a commercial advisor. Recommendations for disposal, investment, re-gearing and acquisition will be assessed with the aim of re-instating any lost income from disposals as well as in the medium term addressing any shortfall in income over time compared to current revenue budgets.
53. There has been no appropriation of sites between the General Fund and Public Housing during the year.

### **Public Housing (HRA)**



54. Expenditure on Public Housing schemes is £206.867 million and the table below shows how capital expenditure was paid for in 2015/16:-

<b>Public Housing - Funding Source for 2015/16 Capital Programme</b>	<b>Amount £000</b>	<b>Percentage of Funding (%)</b>
Major Repairs Allowance (WG grant)	9,614	4.65
Additional Unsupported Borrowing	2,599	1.26
Additional Unsupported Borrowing (HRAS Settlement)	187,392	90.59
Revenue & Reserves	4,818	2.33
Other WG Grants and Contributions	568	0.27
Capital Receipts	1,876	0.90
<b>Total</b>	<b>206,867</b>	<b>100.00</b>

55. The high level of expenditure in 2015/16 is exceptional as it includes the £187.392 million settlement payment made by the Council to WG/HM Treasury to exit the Housing Revenue Account Subsidy System. This means that the HRA is no longer required to pay a net subsidy payment to WG and can retain all rental income paid by tenants to make an annual saving. The settlement payment has been made by taking additional borrowing, with the costs of servicing and provision for repayment of that borrowing to be met from the Housing Revenue Account.
56. The Outturn included £2.296 million spent on estate regeneration. Schemes undertaken include Trowbridge Mawr (£455,000) which delivered much needed improvements including new boundary walls, railings, gully and courtyard enhancements. Similar schemes were also delivered in Hodges Square (£493,000) and Skaithmuir Road/ Arbroath Court (£262,000). External improvements around Loudon and Nelson House in Butetown (£229,000) has benefited tenants delivering benches and handrail, new paving and trees, creative artwork and an area for children's play.
57. Other City wide improvements to dwellings include kitchen and bathroom replacements (£954,000), communal flooring to flats (£1.249 million), secure by design / fire safe door replacements to flats (£508,000), lift upgrades (£691,000), roof replacement (£1.837 million), fencing upgrades (£381,000) door entry systems to blocks of flats (£760,000) and disabled adaptations (£1.983 million). The directorate has replaced 931 inefficient boilers at a cost of £2.580 million with 'A' rated systems.
58. Additional funding was provided by WG in 2015/16 under the ARBED Grant for external wall installation (EWI) at Trowbridge and Bryn Fedw (£504,000). This amount included unused grant allocation from 2014/15 that WG agreed could be spent in 2015/16. The directorate supplemented this grant with EWI schemes at Coed-y-Gores (£354,000) and Pennsylvania (£481,000) paid for from the HRA budget.
59. Work also commenced on the upgrading and remodelling of Sandown Court (sheltered accommodation) to make it fit for purpose and offer

flexible, independent living. This scheme will continue into 2016/17 when other similar type accommodation will also be upgraded to ensure these properties are sustainable and can adapt to future needs.

60. Following the appointment of Wates Construction Limited during the year to develop new Council owned affordable housing and private sale housing, work has continued to clear sites of existing buildings ready for development. This includes the demolition of Ely Housing Office and Library, Briardene, Clevedon Road, Braunton Crescent, Llandudno Road and Pwllheli Court. Demolition, survey costs and homeless payments amounted to £663,000 in the year.
61. The HRA's contribution to the Council's Modernising IT to improve Business Processes was £118,000. The budget for this scheme has been adjusted, as the remaining £331,000 is not required in 2016/17.
62. The HRA contribution to the Community HUB's programme included St Mellon's, Grangetown and Fairwater (£380,000) which will provide benefits for tenants utilising the facilities.

### **Public Housing Capital Receipts**

63. Capital Receipts of £1.668 million were generated from the sale of Council dwellings under the Right to Buy scheme. A further £964,000 has been generated from the sale of various freeholds and retained equity held from previous Council and developer home ownership support schemes. Receipts have been earmarked for future expenditure or used to pay for capital expenditure in 2015/16.

### **Treasury Management**

64. The Council continued to adopt a pragmatic approach to its treasury management activities in 2015/16. This was in accordance with the strategy approved at Council in February 2015.
65. During the year periodic reports on Treasury Management were submitted and reviewed by the Council's Audit Committee as well as at Cabinet and Council meetings. This included the impact of additional borrowing to make a £187 million Housing Subsidy Reform Settlement payment to Welsh Government / HM Treasury.

### **Investments**

66. At 31 March 2016, investments arising from temporary cash balances stood at £58million. The balance of investments is taken at a point in time and will fluctuate depending on the timing of income and expenditure e.g. payments to suppliers, receipt of grants and capital receipts.
67. The overall level of interest receivable from treasury investments totalled £518,000 including interest on the £1million Local Authority Mortgage Scheme indemnity. The average rate achieved for 2015/16 is 0.7% which compares favourably against the 7 day LIBID rate of 0.36% and the 3

Month LIBID rate of 0.46%. Whilst performance compared to industry benchmarks is positive, the low rates of return can be attributed to the Bank of England base rate which has remained at 0.5% during 2015/16.

68. The counterparties (organisations) with whom the Council invests were closely monitored in accordance with the criteria set out in the Council's Investment Strategy for 2015/16. Where possible the Council sought to diversify investments across organisations.

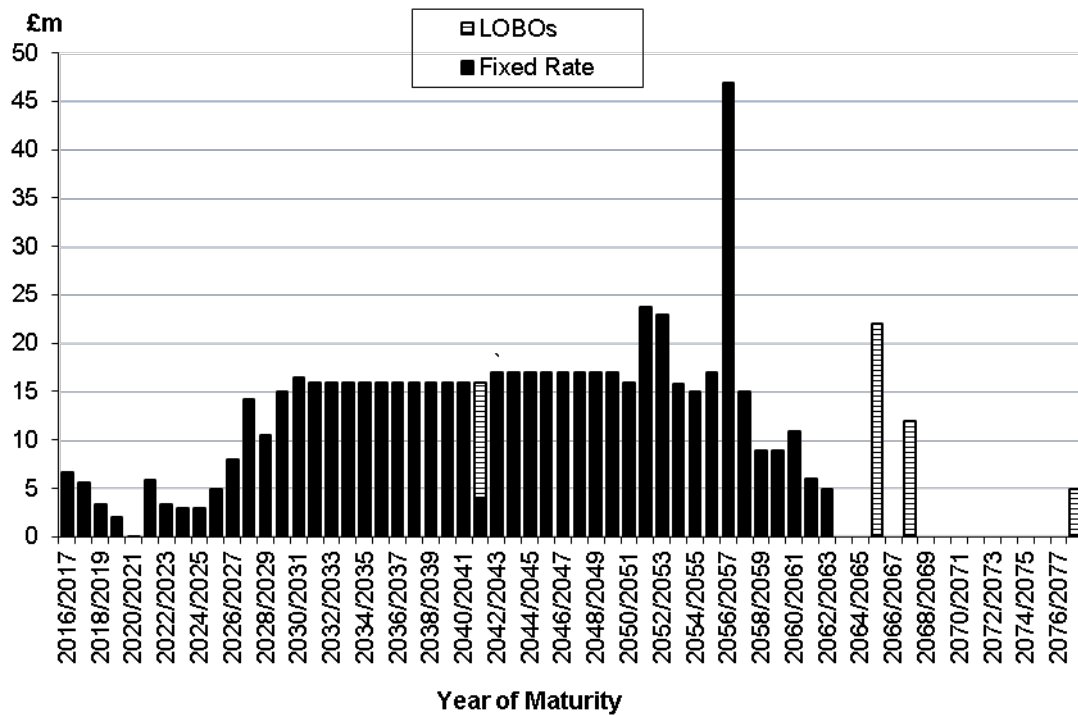
## Borrowing

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

31 March 2015			31 March 2016	
£m	Rate (%)		£m	Rate (%)
418.1		Public Works Loan Board (PWLB)	612.8	
52.0		Market	52.0	
0.0		Welsh ~Government	0.5	
0.4		Other	0.8	
<b>470.5</b>	<b>5.22</b>	<b>Total External Debt</b>	<b>666.1</b>	<b>4.84</b>

70. The average rate on the Council's borrowing reduced during the year, from 5.22% to 4.84% primarily as a result of undertaking additional external borrowing at a lower rate. Total interest paid on external debt was £32.199 million, of which £13.015 was charged to the Housing Revenue Account. All borrowing is in the name of the Council and a single pool of debt is maintained rather than having separate loans for the HRA.
71. As reported previously to Council and Cabinet, £187.392 million of PWLB loans were undertaken in April 2015 to make a settlement payment or 'Buy-out' from the Housing Revenue Account Subsidy System.
72. In accordance with the requirements of the agreement with Welsh Government and HM Treasury, the level of borrowing had to generate a specified level of interest payable in the first five years, be taken only from the PWLB and be at special rates of interest determined by the PWLB and HM Treasury.
73. Twenty eight loans were taken out at an average rate of 4.17% and an average maturity of 27 years meeting the above requirement whilst minimising the length of the loans and aiming to smooth the Council's total maturity profile.

The maturity profile of borrowing at 31 March 2016 is shown in the chart below.



74. During 2015/16 the Council repaid £5.981 million of maturing loans. Whilst borrowing rates have remained higher than investment rates in 2015/16, the Council has undertaken internal borrowing which involves using temporary cash balances in the short term rather than undertaking external borrowing. In addition to the short term financial benefits, it also reduces exposure to credit risk. The risk attached to internal borrowing is that the Council may have to borrow at higher rates in the future when borrowing becomes a necessity.

75. In recognition of these risks, £14.219 million of the Council’s long term borrowing requirement was undertaken to mitigate the risk of rising longer term rates. This was taken at an average rate of 2.82% and average maturity of 33 years. The decision took into account previous Audit Committee concerns about exposure to significant levels of internal borrowing.

76. The level of internal borrowing at 31 March 2016, subject to audit is £43 million.

**Reason for Recommendations**

77. The report is for information and serves to complete the financial monitoring processes for 2015/16.

**Legal Implications**

78. The report is submitted for information as part of the Authority’s Financial monitoring process. The Council’s constitution providing that it is a Council responsibility to set the budget and policy framework and to approve any changes thereto or departures there from. It is a Cabinet

responsibility to receive financial forecasts including the medium term financial strategy and the monitoring of financial information and indicators

## Financial Implications

79. Overall, a comparison of revenue spend against budget shows a surplus of £1.696 million following transfers to reserves and the funding of voluntary severance costs in 2015/16. This compares to a surplus of £988,000 at month nine.
80. Directorate budgets showed an overspend of £4.635 million at the year end with overspends of £5.022 million in Social Services and £372,000 in Corporate Management. These were offset by underspends in other directorates and by the £4.0 million general contingency budget. They were also offset by savings in areas such as Council Tax collection, Outcome Agreement Grant funding and NDR refunds on Council properties.
81. The outturn position includes additional funding of £862,000 in respect of the Outcome Agreement Grant. The receipt of this grant was dependent on achieving the outcomes jointly agreed between the Welsh Government and the Council in relation to performance in 2014/15. This was only confirmed after the month nine monitoring report was approved by Cabinet in February.
82. A shortfall of £6.586 million was reported against the £32.473 million directorate savings targets for 2015/16 with a further shortfall of £2.837 million against the savings targets carried forward from 2014/15. Although £3.029 million of these shortfalls was written back as part of the 2016/17 Budget this still leaves an on-going shortfall of £6.394 million to be achieved in 2016/17 in addition to the budget savings approved as part of the 2016/17 budget process itself. It is essential therefore that directorates continue to progress any outstanding savings from 2014/15 and 2015/16 so that these are fully achieved in the current financial year.
83. As part of the revenue budget proposals for 2015/16, the Council secured an in principal capitalisation direction from the Welsh Government allowing revenue costs based on securing service reform including statutory redundancy costs to be met from capital receipts from surplus assets. Eligible expenditure of £2.435 million was identified as part of the Council's outturn position and this was capitalised, with the capital receipts necessary to support this having been achieved during the year.
84. In total, redundancy costs incurred during the year amounted to £2.027 million of which £1.018 million was in respect of school based staff. The statutory redundancy costs were capitalised in line with the Welsh Government direction leaving just £399,000 to be funded in the General Fund via the voluntary severance budget in the SRA. The relatively low level of redundancy costs in 2015/16 allowed repayments of £4.377 million to be made to earmarked reserves to offset sums previously borrowed from reserves as part of the funding mechanism used to support the level of redundancy costs in previous years.

85. Increases in the Council's earmarked reserves as a result of the out-turn position will serve to improve the Council's overall financial resilience. In addition, the resources will be available to assist in funding one-off investments to support service transformation.
86. The Council Fund Balance at 31<sup>st</sup> March 2016 is £15.255 million. This includes the net revenue surplus of £1.696 million together with a further contribution of £1 million which in line with the 2016/17 budget proposals has been transferred to the balance and will be utilised in funding the 2016/17 budget.
87. Overall, schools increased their individual reserves by £1.234 million (net). A reduction of £1.106 million was also made to the on-going commitments arising from the 2014/15 overspend of £1.9 million on redundancy costs. When this is taken into account the overall increase in school balances is £2.34 million.
88. The Capital Programme Outturn for the General Fund and Public Housing for 2015/16 is £289.216 million, a variance of £35.565 million of which £33.631 million is in relation to slippage. The table below shows the movements in projected General Fund slippage from Month 4 through to Outturn. Significant elements of the increase in slippage for the General Fund (excluding SOP) between Month 9 and Outturn include £1.557 million Leisure, £1.032 million Highways Maintenance and £1.750 million Traffic and Transportation. Directorates are regularly reminded of the need to set achievable profiles and identify slippage at an early stage. This will be reinforced by the monitoring process in 2016/17.

<b>General Fund Slippage</b>	<b>Month 4 reported slippage</b>	<b>Month 6 reported slippage</b>	<b>Month 9 reported slippage</b>	<b>Outturn slippage</b>
	<b>£000</b>	<b>£000</b>	<b>£000</b>	<b>£000</b>
General Fund (excluding SOP)	4,868	7,427	7,967	15,397
SOP schemes	19,895	20,197	20,717	18,234
<b>Total</b>	<b>24,763</b>	<b>27,624</b>	<b>28,684</b>	<b>33,631</b>

89. The increased level of capital expenditure in 2015/16 is exceptional and is due to the £187.392 million settlement payment made by the Council to WG/HM Treasury to exit the Housing Revenue Subsidy System. This expenditure was funded by borrowing and HM Treasury required a cap on HRA borrowing to be implemented. Breach of this cap could result in the Council incurring financial penalties from WG, accordingly HRA capital expenditure priorities in its business plan and affordability of those will need to be managed so that any borrowing is within the cap.
90. The General Fund Capital Programme in 2015/16 required £46.020 million of unsupported borrowing. Of this, £20.364 million relates to funding required to be repaid by savings in the revenue budgets or income generation. Consideration needs to be given to the medium and long-term impact of this additional borrowing on the Council's revenue budget.

Accordingly, local affordability and other indicators need to be continually reviewed and monitored to ensure the impact of increased levels of debt is sustainable and affordable.

## **RECOMMENDATIONS**

The Cabinet is recommended to:

1. approve the report and the actions taken in respect of the Council's accounts for 2015/16
2. note that this report will form an Appendix to the Financial Statements report to be considered at the Council meeting in September 2016

## **CHRISTINE SALTER**

Corporate Director

10 June 2016

*The following appendices are attached:*

- Appendix 1 - Revenue 2015/16
- Appendix 2 - Directorate Variances
- Appendix 3 (a) - Budget Savings - 2015/16 Savings
- Appendix 3 (b) - Budget Savings - 2014/15 Savings
- Appendix 4 - Earmarked Reserves
- Appendix 5 - Civil Parking Enforcement 2015/16
- Appendix 6 - Housing Revenue Account 2015/16
- Appendix 7 - Capital Scheme Updates
- Appendix 8 - Capital Programme 2015/16

**REVENUE 2015/2016**

	CASH LIMIT BUDGETS			PROJECTED OUTTURN			VARIANCES				VARIANCES		
	Gross Controllable Budget £000's	Income £000's	Net Expenditure £000's	Gross Controllable Spend £000's	Income £000's	Net Expenditure £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's	Contribs to new reserves £000's	Gross Expenditure £000's	Income £000's	Net Expenditure £000's
<b>Service Area</b>													
City Operations	124,225	(74,320)	49,905	124,732	(74,830)	49,902	507	(510)	(3)	0	507	(510)	(3)
Communities, Housing & Customer Services	231,869	(185,614)	46,255	232,370	(186,281)	46,089	501	(667)	(166)	0	501	(667)	(166)
Corporate Management	30,105	(750)	29,355	30,133	(406)	29,727	28	344	372	0	28	344	372
Economic Development	31,678	(29,351)	2,327	32,861	(31,372)	1,489	1,183	(2,021)	(838)	630	1,813	(2,021)	(208)
Education & Lifelong Learning	310,875	(76,269)	234,606	311,354	(76,874)	234,480	479	(605)	(126)	0	479	(605)	(126)
Governance & Legal Services	6,143	(1,728)	4,415	6,249	(1,838)	4,411	106	(110)	(4)	0	106	(110)	(4)
Resources	37,621	(21,769)	15,852	36,789	(21,189)	15,600	(832)	580	(252)	0	(832)	580	(252)
Social Services	156,123	(18,520)	137,603	161,606	(18,981)	142,625	5,483	(461)	5,022	0	5,483	(461)	5,022
Capital Financing	39,437	(3,592)	35,845	39,714	(3,869)	35,845	277	(277)	0	0	277	(277)	0
General Contingency	4,000	0	4,000	0	0	0	(4,000)	0	(4,000)	0	(4,000)	0	(4,000)
Summary Revenue Account	9,756	0	9,756	11,698	(1,653)	10,045	1,942	(1,653)	289	50	1,992	(1,653)	339
Outcome Agreement Grant	0	0	0	0	(862)	(862)	0	(862)	(862)	0	0	(862)	(862)
Discretionary Rate Relief	300	0	300	291	0	291	(9)	0	(9)	0	(9)	0	(9)
<b>Total</b>	<b>982,132</b>	<b>(411,913)</b>	<b>570,219</b>	<b>987,797</b>	<b>(418,155)</b>	<b>569,642</b>	<b>5,665</b>	<b>(6,242)</b>	<b>(577)</b>	<b>680</b>	<b>6,345</b>	<b>(6,242)</b>	<b>103</b>
NDR refunds on Council properties	0	0	0	0	(370)	(370)	0	(370)	(370)	0	0	(370)	(370)
Council Tax Collection	0	0	0	0	(1,429)	(1,429)	0	(1,429)	(1,429)	0	0	(1,429)	(1,429)
<b>Total</b>	<b>982,132</b>	<b>(411,913)</b>	<b>570,219</b>	<b>987,797</b>	<b>(419,954)</b>	<b>567,843</b>	<b>5,665</b>	<b>(8,041)</b>	<b>(2,376)</b>	<b>680</b>	<b>6,345</b>	<b>(8,041)</b>	<b>(1,696)</b>



The main variances against directorate revenue budgets were as follows:

**Capital Financing – On target****(£1,212,000) Month 9**

1. During the year savings on capital financing costs were achieved in a number of areas including the impact of continuing to hold borrowing in relation to the Housing Revenue Account and General Fund as a single pool of debt. As a result the additional borrowing taken by the Council to exit the Housing Revenue Account Subsidy has reduced the Council's overall average rate of debt, which has had the short term impact of reducing the General Fund share of external interest costs. There were also savings on potential external interest costs arising from the use of temporary internal borrowing rather than undertaking actual external borrowing. This is in accordance with the Council's Treasury Management Strategy which advises that internal borrowing will continue to be accessed where possible. The savings in these areas together with the positive overall position on the Council's outturn has allowed a technical adjustment to be undertaken to pay off historic premiums and penalties payable amounting to £2.1 million in relation to rescheduling of borrowing undertaken in previous years. In accordance with accounting requirements these amounts would normally be required to be charged to the Revenue Account over a number of years and this adjustment will therefore allow savings to be realised in support of future budgets.

**City Operations (£3,000)****+£149,000 Month 9**

2. The Directorate outturn shows an overall saving of £3,000, an improvement of £152,000 compared to the position reported at month nine. The change includes improvements in Parks and Sport due to a combination of higher income and reduced vehicle costs, further savings on School Transport mainly from the re-tendering process and the achievement of further budget savings in Neighbourhood Services. Overall, improved positions were also reported in relation to the Waste Collection Service and Waste Disposal and Treatment with increased costs in some areas more than offset by additional income and further savings across the services as a whole. The improvement in these areas was partly offset by a worsening of the position in Leisure Services with income levels lower than previously forecast. Overall, the final outturn position represents a significant improvement, particularly compared to the £867,000 overspend which was forecast earlier in the year at month four. The improved position reflects a range of actions taken by the Directorate, mitigating a potential overspend through managed in-year staff vacancies, operating efficiency measures and increased income generation in several activities. In addition to meeting in-year pressures, the Directorate has also achieved budget savings of £12.015 million and absorbed a savings shortfall of £1.789 million by achieving offsetting savings in other areas.

The savings shortfall includes £1.531 million against the 2015/16 target of 12.058 million together with a shortfall of £258,000 against savings targets carried forward from 2014/15.

3. The Council's 2015/16 Budget included a specific contingency of £2.515 million in relation to waste disposal reflecting the complexity of predicting tonnage figures and the consequent impact on disposal costs. A contingency of £350,000 was also allocated in order to offset potential income shortfalls in relation to the Material Recycling Facility (MRF) as a consequence of volatility in the market for recyclate materials. Having reviewed these areas as part of the monitoring process, allocations of £350,000 for the MRF and £1.147 million from the Waste Management Contingency were approved by Cabinet as part of the Month Four Monitoring Report in September 2015. The pressures in these areas have continued to be reviewed throughout the year, confirming the requirement in relation to the MRF and identifying the need for an additional £45,000 from the Waste Management Contingency. This reflects further fluctuations in tonnages and prices. Subject to Cabinet approval, this increases the drawdown from the Waste Management Contingency to £1.192 million at the year end and this is included within the overall Directorate position. The overall position also includes a drawdown of £1.155 million from the Waste Reserve. This provided funding to meet additional costs in relation to IBA processing and Post Sort which were necessary to enable the recycling target to be met and to avoid fiscal penalties, to fund additional costs arising from the temporary shutdown of the Viridor Plant and to fund compensation payments and abortive costs at HWRC sites. The unused balance of £1.323 million on the contingency budget has been transferred to the Waste Reserve in order to meet further fluctuations in tonnages and one-off costs in future years.
4. The budget for Waste Disposal and Treatment showed an overspend of £329,000 at the year end. This is after taking into account the allocations from contingency budgets and the contributions from the Waste Reserve as set out above. The position includes an overspend of £416,000 against the MRF mainly as a result of higher employee costs and third party processing. Income from the sale of materials was also £40,000 below target after taking into account the £350,000 allocation from contingency. The position also includes the impact of the net surplus achieved as a result of the processing of materials from Caerphilly County Borough Council. Other overspends include £97,000 due to increased maintenance costs at the Lamby Way and Millicent Street depots, £79,000 due to income shortfalls and increased operating costs at the transfer stations, £35,000 from a trading deficit on the staff canteen and £6,000 in relation to the Household Waste Recycling Centres (HWRCs). The position of the HWRCs shows a significant improvement mainly due to a reallocation of funding from the Environment and Sustainable Development (ESD) Grant. The overspends identified above are partly offset by savings of £173,000 from retaining the landfill operations, £79,000 on staff and project costs and £52,000 against the budget allocated to fund composting processing.
5. Waste Collection Services reported an underspend of £313,000 with savings of £252,000 on Commercial Waste and £81,000 on Household

Waste partly offset by overspends of £8,000 on bulky waste and £12,000 on Management and Support. The Commercial Waste position improved significantly throughout the year due to the increase in external income contracts with total income of £3.794 million being achieved. The savings in Household Collections was mainly due to reduced employee costs with the overspend in bulky waste collections reflecting a reduction in grant funding. Cleaner Cardiff also reported an underspend of £136,000 mainly due to savings on employee and other operating costs. A saving of £49,000 was reported in relation to Waste Strategy, Education and Enforcement.

6. An overspend of £751,000 was reported in relation to Leisure Services. This includes a shortfall of £435,000 against the budget saving for the new operating model for Leisure Centres. Although the procurement is being progressed, new arrangements were not implemented during 2015/16. In addition, a shortfall of £247,000 was reported against the savings targets based on increasing income and reducing the subsidy. An overspend of £74,000 was also reported against community halls mainly due to delays to the community asset transfer at Canton. The overspends were partly offset by a saving of £5,000 on specialist facilities This includes a range of facilities with underspends on Insole Court, the Cardiff Riding School and Motorcycle training partly offset by overspends on the Cardiff International White Water facility and the Sailing Centre.
7. A shortfall of £296,000 was reported against the budget saving in relation to Neighbourhood Services. This was an improvement to the position reported at month nine with savings of £304,000 delivered through a combination of employee and vehicle reductions in Cleansing, a restructure and increased income in Enforcement and savings in Parks. Plans are in place to release further savings and it is anticipated that this will be fully achieved in 2016/17.
8. An overall saving of £297,000 was reported in Parks & Sport largely due to a managed underspend on employee and operational costs across the service. This includes an underspend of £76,000 in Parks Management with operational savings in Arboriculture, the appointment of apprenticeships, grounds maintenance and the Park Ranger Service partly offset by additional pressures in relation to litter and the Nursery. The Parks Development Division achieved a saving of £105,000 with reduced employee costs in the Landscape Design and Land Management Units, increased income from Bute Park events, a reduced subsidy for the RHS show and improved performance at the allotments. These were partly offset by increased maintenance costs at playgrounds and a loss of income from roundabout sponsorship. Other savings included £68,000 in the Parks Support Service and £49,000 in Outdoor Leisure Management both largely due to savings on employee costs.
9. Infrastructure, Operations, Assets & Engineering reported an underspend of £92,000. This included savings of £183,000 on employee costs, £71,000 on various maintenance and operational budgets and additional income of £135,000 in relation to the administration of concessionary travel following a delay to the introduction of revised arrangements by the

Welsh Government. These were partly offset by income shortfalls of £215,000 in relation to street works activities, bridge advertising and land search fees. There was also a shortfall of £50,000 in the planned savings on RTI equipment and an overspend of £32,000 in relation to the Central Bus Station and Heliport.

10. An underspend of £239,000 was reported in relation to School Transport. This includes a saving of £312,000 on primary and secondary school transport as a result of higher savings from the retendering exercise started in the previous financial year. A saving of £23,000 was also achieved on Countryride services. These were partly offset by funding pressures relating to projects associated with improving Additional Learning Needs (ALN) transport, additional routes for the Pupil Referral Unit and the Independent Travel Scheme. Transport Planning, Policy & Strategy reported an underspend of £32,000 with shortfalls against income targets for temporary road closures and Section 278 work offset through maximising cost recovery and freezing vacant posts.
11. In line with the budget a drawdown of £4.655 million was made from the Parking Reserve and was used to support a range of Council services including ongoing support and improvements to transport, parking, highways and environmental services. The outturn and accounting arrangements in relation to the Civil Parking Enforcement Account are set out in the main report and as an appendix to this report.
12. Play Services reported an underspend of £184,000 reflecting the full year effect of the staffing restructure and the discontinuation of the Outdoor Activities Team.
13. Planning and Building Control reported an underspend of £40,000. This included a surplus of £46,000 in Building Control as a result of additional income from fire risk assessments. A saving of £48,000 was also reported in Strategic Planning with savings on staff costs through in-year vacancies and underspends on supplies and services. These were partly offset by an overspend of £64,000 in the Development Control Division which was mainly due to increased advertising costs. The income targets for planning fees were achieved. The Building Control Fee Earning Account generated a surplus of £213,000 and this has been transferred to the earmarked reserve for use in future years.
14. Energy & Sustainability Management reported an underspend of £19,000 with reduced employee costs, increased recharges to energy schemes and an underspend against the Carbon Reduction Allowance budget partly offset by a shortfall against savings targets. Other variances within the Directorate include an overspend of £10,000 on Directorate Management and Support due to unachieved savings from previous financial years and an overspend of £47,000 in the Registration Service due to increased operating costs and a shortfall in income. A saving of £35,000 was reported in relation to Animal Services with increased income generation at the Dog's Home and lower operating costs in Pest Control. Overall, a balanced position was reported in respect of Regulatory Services with the costs arising from the collaboration being in line with budget

15. The Bereavement Service achieved a surplus of £227,000. This is generated from the levy paid by funeral directors for the specific purpose of investing back into the service and was transferred to the earmarked reserve at the year end in order to fund future investment and improvements to the service.

### **Communities, Housing & Customer Services**

**(£166,000) On target – Month 9**

16. The outturn for Communities, Housing & Customer Services shows a saving of £166,000 as compared to the balanced position previously reported at month nine. The improvement includes the impact of additional funding from the Intermediate Care Fund (ICF) in relation to both Preventative and Independent Living Services, further savings on staff vacancies across the directorate and additional income and savings on expenditure budgets in Adult & Community Learning and Into Work Services. This improvement has negated the need for a drawdown from the Housing Benefit Reserve which was intended to fund temporary staff costs in the Assessment & Support functions in Housing Benefit. Total savings of £1.508 million were achieved against the 2015/16 savings target of £1.962 million leaving a shortfall of £454,000 in the financial year. All savings targets carried forward from 2014/15 were achieved. This is reflected in the Directorate outturn position.
17. The Housing and Communities Service reported a balanced spend against budget. The overall position included a saving of £163,000 in the Disabled Facilities Service due to income above target in respect of renovation grant administration fees. Other savings included £102,000 in Face to Face Customer Services, £83,000 in Preventative Services and £54,000 in Systems & Subsidy functions. These reflect a range of factors including additional ICF funding and savings on employee budgets. A saving of £76,000 in Service Development & Improvement was largely due to savings on housing strategy grants payable. These were offset by additional costs in Assessment & Support following the decision not to proceed with the planned drawdown from reserves to fund temporary staff costs in this area. A spend of £28.628 million was incurred in relation to the Council Tax Reduction Scheme with in-year fluctuations in the number of applications and changes to the level of support required being funded via drawdown from the specific contingency budget which was set aside for this purpose in the Council's 2015/16 Budget. A final drawdown of £184,000 was required which was £489,000 lower than the £673,000 previously approved by Cabinet as part of the Month Four Monitoring Report.
18. An underspend of £223,000 was reported in respect of Independent Living Services mainly as a result of additional ICF funding from the Cardiff & Vale University Health Board. This was an improvement to the previous projection at month nine with the level of funding received at the year end being significantly higher than had been anticipated. Other underspends include £54,000 in Adult & Community Learning due to income above

target and reduced support recharges, £30,000 in Into Work Services reflecting savings on supplies and services budgets and £22,000 in Service Management and Support. Balanced positions were reported in relation to Supporting People Services and Neighbourhood Regeneration.

19. Customer Services reported an overspend of £93,000 with a deficit of £256,000 on the Community Alarm Service partly offset by additional income and savings in other areas including a surplus of £124,000 on Contact Centre services. The position on the Community Alarm Service includes the £250,000 shortfall against the 2015/16 budget savings target for the Alarm Receiving Centre. Implementation delays have meant that this saving could not be achieved in 2015/16. The projected surplus on Contact Centre Services is mainly due to additional recharge income for staff time in relation to the Adult and Community Learning Grant and Rent Smart Wales.
20. The Library Service reported an unchanged overspend of £69,000. This included a £50,000 shortfall against the budget savings target for the creation of the new community hub at Rumney with only a part year saving achieved due to delays in property moves and the implementation of revised arrangements. Income shortfalls and other overspends of £97,000 were also reported within the Service. These were mainly in relation to library fines and charges. There were also additional support costs in relation to the shared reception arrangements at Penylan. These were partly offset by other variances including vacancies and other staff savings.

**Corporate Management +£372,000**

**+£395,000 Month 9**

21. The outturn position for Corporate Management shows an overspend of £372,000, a reduction of £23,000 compared to the position reported at month nine. The improvement reflects additional savings in a number of areas partly offset by an increase in the shortfall against the corporate savings target for voluntary schemes. Total savings of £2.616 million were achieved against the 2015/16 savings target of £2.994 million leaving a shortfall of £378,000. In addition a shortfall of £60,000 was also reported in relation to the savings targets carried forward from 2014/15.
22. Media and Communications reported an overspend of £111,000. This includes an income shortfall of £125,000 in relation to Capital Times together with other shortfalls including amounts which formed part of the 2014/15 budget savings targets. These were partly offset by managed underspends against the budgets for communication projects and savings on a range of budgets within Media. An underspend of £63,000 was reported in relation to Corporate Management and Other Costs with savings on the Council's contribution to the Mid Glamorgan Superannuation Fund relating to past employees, reduced audit fees and other costs partly offset by an overspend of £19,000 on the Coroner's Service. Underspends of £34,000 on Corporate Initiatives and £20,000 on Policy & Cabinet Support were also reported, the latter reflecting savings on employee costs as a result of vacancies.

23. A shortfall of £378,000 was reported in relation to the 2015/16 corporate budget savings targets. This included £197,000 against the saving target for voluntary schemes including purchase of annual leave and £94,000 on management delayering both of which were to be met through savings identified within service directorates. Although significant savings have been identified they were not sufficient to fully meet the savings targets in 2015/16. As previously reported, the shortfall against corporate savings targets also includes £87,000 in relation to the Council's senior management arrangements. The Cabinet reports in January and February 2015 which approved the Council's new management arrangements noted that part year savings were likely in 2015/16 due to the timescales for the appointment process and the implementation of new service structures but that the saving of £650,000 would be fully achieved in 2016/17. This has proved to be the case and whilst other management savings have been identified in the current year a shortfall of £87,000 remains.

**Economic Development (£208,000)**

**+£312,000 Month 9**

24. The Directorate outturn shows a saving of £208,000 an improvement of £520,000 compared to the position reported at month nine. This is mainly due to a considerably improved position in Culture, Venues and Events where income levels in the final quarter were significantly higher than had been anticipated particularly in relation to St. David's Hall and New Theatre, the Castle and City Hall Functions. Improved positions were also reported in relation to Property budgets and the Workshops reflecting a combination of reduced expenditure and increased income in these areas. The outturn position also includes a contribution of £630,000 to a new reserve to fund expenditure on corporate events and cultural services in future years. This includes £65,000 to fund future commitments in relation to the Cardiff Contemporary Festival with the balance of £565,000 representing the overall surplus achieved on the budgets within Culture, Venues and Events during 2015/16. Details of this new reserve are set out in Appendix 4 to this report, the transfer to the reserve being subject to Cabinet approval. Overall, total savings of £918,000 were achieved against the Directorate's 2015/16 savings target of £1.334 million leaving a shortfall of £416,000. In addition a shortfall of £507,000 was also reported against the savings targets carried forward from 2014/15. The shortfalls were more than offset by additional income and reduced expenditure in other budgets particularly within Culture, Venues and Events.
25. An underspend of £565,000 was reported in relation to Culture, Venues & Events mainly due to exceptional levels of income achieved in the final quarter of the year. As set out above, subject to Cabinet approval it is proposed that this be transferred to a new reserve to fund expenditure on corporate events and cultural services in future years. Cultural venues reported an underspend of £440,000 reflecting a significant increase in income from ticket sales at the New Theatre and St. David's Hall. This was higher than had been anticipated and more than offsets the shortfall against the £300,000 savings target in respect of securing a new management operator. Although the procurement is being progressed it

was not possible to implement new arrangements during 2015/16. An underspend of £273,000 was also reported in relation to the Castle with increased income from ticket sales benefitting from the number of visitors attending the Rugby World Cup and other major events in the City and from there being two Easter breaks falling within the 2015/16 financial year. City Hall functions also reported a surplus of £173,000 reflecting an increase in lettings and catering income. Other underspends include £20,000 in Events and £11,000 in Protocol. These were partly offset by overspends in other areas of Culture, Venues & Events including £226,000 against other Functions and Retail Catering and £127,000 at the Mansion House both reflecting shortfalls against challenging income targets.

26. Business & Investment also reported a saving of £457,000 with additional income of £311,000 in relation to bus shelter advertising and £134,000 from increased rental income at the Workshops. Other underspends include £23,000 in relation to the Cardiff Business Technology Centre and £4,000 against the Film Unit. These were partly offset by small overspends in other areas within Business & Investment. An underspend of £17,000 was also reported in relation to City Centre Management with savings on employee costs and additional advertising income offsetting an increase in relief taxi marshal costs during the Rugby World Cup and other events.
27. The savings above were partly offset by an overspend of £253,000 in Major Projects. This includes £83,000 due to a shortfall in income in respect of the naming rights and additional maintenance costs for the Doctor Who Experience. There was also a shortfall of £170,000 against the budget saving target for capitalisation of staff costs with the level of eligible costs being lower than previously anticipated. Other directorate overspends include £7,000 in Tourism and £6,000 in Management & Support. Construction & Design and Property Services both reported balanced positions at the year end. The Property Services position included a shortfall of £195,000 against the savings targets for increased rental income on non-operational properties however this was offset by savings of £103,000 on vacant property maintenance costs, NDR and additional surveyor fee income. There was also a saving of £92,000 in Valuation & Land Strategy including underspends on employee budgets and additional recharge income.

#### **Education & Lifelong Learning (£126,000)**

**On target – Month 9**

28. The outturn shows a saving of £126,000 as compared to the balanced position previously reported at month nine. The improvement reflects changes in a number of areas including increased savings on Inter Authority Recoupment and Special Educational Needs budgets, the Catering Service and Early Years & Childcare. These were partly offset by increased costs and reduced income in other areas including the Music Service and the Friary. Total savings of £2.431 million were achieved against the 2015/16 savings target of £2.621 million leaving a shortfall of £190,000. This is reflected in the Directorate outturn projection.



29. An underspend of £286,000 was reported in relation to Inter Authority Recoupment and Special Educational Needs budgets. This is a significant increase compared to the position reported at month nine and is mainly due to lower than anticipated commitments in respect of out of county and special resource base placements in mainstream schools. The overall position includes savings of £363,000 on Inter Authority Recoupment and £81,000 in the specialist teams reflecting a combination of efficiencies within the staffing structure and a reduced requirement for support to the delegated teams. These were partly offset by overspends of £108,000 in the Education other than at School service (EOTAS) and £50,000 in relation to the Pupil Referral Unit both of which reflected shortfalls against 2015/16 savings targets.
30. A surplus of £246,000 was reported in relation to the Catering Service. This was mainly due to additional income achieved as a result of price increases together with reduced expenditure arising from staffing efficiencies. Other savings included £116,000 in Early Years & Childcare where payments to the non maintained sector for nursery places were lower than anticipated. A saving of £37,000 was also reported in Wellbeing & Compliance.
31. The savings identified above were partly offset by an overspend of £253,000 in Management & Support Services. This was mainly due to a shortfall against the budget saving based on the restructure and realignment of management arrangements within the Directorate. There was also an overspend of £215,000 in Lifelong Learning where delays to the occupancy of space within the Friary Building led to a shortfall in income. It had been anticipated that this would be offset by a drawdown from reserves however the positive position in relation to the overall Directorate outturn negated the need for this and the reserve will be maintained to support expenditure in future years. Other overspends included £46,000 against Education Grant expenditure and £41,000 in respect of Centrally Funded Education budgets where reduced income led to an overspend of £35,000 for the Music Service together with overspends in Strategic Management due to on-going teacher's pension liabilities.

#### **Governance & Legal Services (£4,000)**

**(£12,000) Month 9**

32. The outturn shows a saving of £4,000, a reduction of £8,000 compared to the position reported at month nine. The change reflects additional costs in Electoral Services, Bilingual Cardiff and in relation to the Monitoring Officer although these were largely offset by an improved position in Legal Services mainly as a result of additional income. The budget savings targets of £315,000 for 2015/16 were fully achieved.
33. An underspend of £74,000 was reported in Legal Services. This included a number of variances including a shortfall of £200,000 against a previous initiative to reduce external legal costs. This however was more than offset by savings on employee costs as a result of vacancies and by increased

income including staff recharges. Scrutiny Services also reported an underspend of £12,000. These were partly offset by projected overspends in other areas including £43,000 against the Monitoring Officer budget. An overspend of £28,000 was also incurred in Electoral Services largely due to additional costs in excess of grant funding for Individual Electoral Registration. An overspend of £11,000 in Bilingual Cardiff reflected the additional workloads relating to the Welsh Language Standards with some work having to be procured externally in the run up to the deadlines for implementation. Democratic and Member Services reported largely balanced positions.

**Resources (£252,000)**

**(£178,000) Month 9**

34. The outturn for the Resources Directorate shows a saving of £252,000, an increase of £74,000 compared to the position reported at month nine. The change reflects an improved position in Facilities Management with further savings also being identified in relation to ICT, Fleet Management and Partnership & Community Engagement. These were partly offset by increased costs in other areas. Total savings of £2.815 million were achieved against the Directorate's 2015/16 savings target of £3.052 million leaving a shortfall of £237,000. In addition a shortfall of £224,000 was also reported in relation to the savings targets carried forward from 2014/15. These shortfalls are reflected in the Directorate outturn position.
35. Underspends were reported in a number of areas including £87,000 in ICT as a result of savings on employee budgets due to staff vacancies, £49,000 in Partnership & Community Engagement reflecting savings on employee budgets, supplies and services and grants to outside bodies and £21,000 in Commissioning & Procurement where savings on employee budgets as a result of staff vacancies were partly offset by shortfalls in income. Facilities Management reported an underspend of £83,000 with savings on FM trading accounts including Building Maintenance, Cleaning, Caretaking and Security and a surplus on the Office Accommodation Account partly offset by overspends on Building Support and FM Buildings. Other underspends include £44,000 in Fleet Management and £52,000 in Human Resources where a surplus of £277,000 on Cardiff Works was partly offset by additional costs within the service including contributions to reserves to fund future digitalisation and IT costs.
36. These were partly offset by an overspend of £30,000 in Finance where shortfalls in recharges and other income budgets were only partly offset by savings on employee costs. An overspend of £56,000 was also reported in relation to Health & Safety. This reflects a shortfall against the savings target for a joint venture which was carried forward from 2014/15. Although arrangements have been put in place to achieve these savings in future years a full saving could not be achieved in 2015/16. All other areas within the Resources Directorate reported a balanced position.

**Social Services +£5,022,000**

**+£4,920,000 Month 9**

37. The Directorate outturn shows an overspend of £5.022 million an increase of £102,000 compared to the position reported at month nine. The increase was mainly in relation to additional placement and external legal costs within Children's Services with costs in Adult Services reducing compared to month nine mainly due to additional Intermediate Care Grant funding and reduced costs in commissioning. The overall Directorate position includes overspends of £2.013 million in relation to Children's Services and £3.009 million in Adult Services. The overspend reflects the impact of continuing demographic pressures, within Children's Services where there has been an increase in the number of placements and cost for looked after children and within Adult Services where there has been a demographic change towards people with more complex and enduring needs. The overall Directorate position also reflects a significant shortfall against budget savings targets both in respect of the 2015/16 budget and in relation to on-going shortfalls against 2014/15 savings targets which have yet to be achieved. This is particularly the case in Adult Services with this being the major reason for the overspend in that area of the service. In terms of the overall Directorate, total savings of £4.757 million were achieved against the 2015/16 savings target of £8.137 million leaving a shortfall of £3.380 million. In addition a shortfall of £1.788 million was reported against the savings targets carried forward from 2014/15. These shortfalls are reflected in the Directorate outturn position with details of the individual variances set out in Appendices 3(a) and 3(b) to this report.
38. Within the overall Directorate position, the Children's Services element of the budget reported an overspend of £2.013 million, an increase of £423,000 compared to the position reported at month nine. The increase reflects a higher than anticipated cost in relation to external legal support together with a further increase in the number of external placements during this period. The Children's Services budget includes the allocation of the £950,000 specific contingency budget which was set aside to meet increased costs in relation to placements for looked after children. The allocation was approved by Cabinet as part of the Month Four Monitoring Report in September. Although the Children's Service received an additional budget realignment of £2.4 million as part of the 2015/16 budget process, on-going pressures on the budgets for external placements, leaving care support and external legal costs have contributed to the projected overspend. These pressures have been alleviated to an extent by mitigating actions taken in respect of guardianship allowances and by savings in Child Health & Disability commissioning budgets and in staff costs across the service. The overall position includes a shortfall of £1.153 million against the £2.781 million of savings targets approved for Children's Services as part of the 2015/16 budget process and this is reflected in the analysis of the variances below.
39. The Children's Services position includes an overspend of £2.309 million in respect of external placements for looked after children reflecting pressures on external residential placements and a significant increase in the number of external fostering placements earlier in the year. The overspend is after allowing for the drawdown of the £950,000 contingency budget referred to above. The overspend includes a shortfall of £762,000

against the budget savings targets for external placements with only partial savings achieved in relation to the payment by results and other initiatives. An overspend of £308,000 was also reported in relation to leaving care support costs for children aged 16+ and unaccompanied asylum seekers with costs and the level of demand for these services remaining high. Other overspends include £433,000 in Business Support & Performance reflecting an increase in external legal costs, a shortfall against budget savings targets and residual costs arising from the managed social work service. An overspend of £13,000 was also reported in relation to the Youth Offending Service.

40. A saving of £353,000 was reported in relation to guardianship orders with no increase in the level of residential order allowances taking place during the financial year. A saving of £239,000 was also reported in relation to Child Health & Disability commissioning budgets mainly in respect of domiciliary and respite care. This reflects a significant reduction in expenditure in this area in recent years following a process of reviews and a switch to direct payments. There were also savings of £152,000 on the Family Support / Personal Advisor Service, £130,000 on adoption budgets and £75,000 on Internal Fostering. An underspend of £99,000 was also reported in relation to social work / case work and safeguarding budgets in Children's Services. This reflects a combination of staff turnover, a realignment of resources within the social work teams and measures taken to reduce the level of agency staff employed in this area.
41. The Adult Services element of the Directorate budget shows an overspend of £3.009 million, a reduction of £321,000 compared to the position reported at month nine. The improvement reflects additional Intermediate Care Grant funding and other income together with a further reduction in costs in Mental Health and Learning Disabilities commissioning budgets.
42. The overspend in Adult Services is mainly as a result of the projected shortfalls against the budget savings targets for 2015/16 and the on-going shortfalls from 2014/15. Although cost pressures have been identified they were not as significant as in previous years and are offset by in-year savings on other budgets within the Directorate. Additional funding for cost pressures in Adult Services was provided as part of the 2015/16 Budget. This included a budget realignment of £3.2 million, additional funding for demographic pressures of £1.6 million, funding of £1.5 million to meet specific cost and legislative pressures and £625,000 to reflect potential fee increases. Overall the shortfall against the savings targets in Adult Services amounts to £3.975 million with £2.227 million relating to 2015/16 and £1.748 million carried forward from 2014/15. These include significant shortfalls against savings targets on commissioning budgets including domiciliary care and residential and nursing care and have a particular impact on the overall monitoring position for Services to Older People and People with a Physical Disability. The difficulty and likelihood of these savings being achieved in future years was acknowledged in the 2016/17 Budget with budget realignments being made to reduce the on-going requirement for these savings in 2016/17 by £2.546 million.

43. Overall, the commissioning budgets in Adult Services reported an overspend of £2.957 million of which the majority relates to shortfalls against savings targets. The overall position includes overspends of £2.375 million on Services for Older People, £821,000 on People with a Physical Disability and £100,000 on the Community Alcohol and Drugs Team. An underspend of £275,000 was reported in relation to Mental Health mainly as a result of the reduced commitments in respects of CHC and DOLs with an underspend of £64,000 also reported in respect of People with a Learning Disability. Demographic and cost pressures have generally been contained within the funding allocations provided in the Budget however specific pressures and some overspends have been identified as a result of increased costs of nursing beds and an increased cost in domiciliary care and direct payments for People with a Physical Disability. The additional cost in the Community Alcohol and Drugs commissioning budget is mainly due to growth in supported living placements. The fragility of the nursing care and domiciliary market remains a challenge.
44. The directly run care services within Adult Services reported a net overspend of £448,000. This includes an overspend of £504,000 in relation to Learning Disabilities Supported Living and Day Care and £222,000 in residential care largely linked to the realignment of the contract arrangements with Hafod Care and the closure of the Cathedral View Home. In both cases these projected overspends are linked to shortfalls against savings targets. The Cathedral View Home closed in August therefore the full saving will not be achieved until 2016/17. These overspends are partly offset by a saving of £278,000 arising from the reconfiguration of older people day care services and the closure of Gabalfa Day Centre in advance of the work to create a Community Hub at the same location. Savings of £346,000 were reported in relation to Assessment and Care Management reflecting staff vacancies within the service with a saving of £50,000 also identified in relation to Support and Performance Management.

Directorate 15/16	REF	Directorate Savings 2015/16	Total Saving (£'000)	Savings achieved (£'000)	Savings not achieved in 2015/16 (£'000)	Comments
City Operations	1	<b>Remove budget for Events Park &amp; Ride</b> - the Park & Ride arrangements put in place for major events will continue to be delivered but on a self-funding basis.	13	13	0	Saving achieved.
City Operations	2	<b>Full Year Effect of 2014/15 actions includes efficiencies taken with collections/cleansing and enforcement where they were part completed in 2014/15 and the benefits roll into 2015/16</b> - reviewing the project support levels required for waste and cleansing. Streamlining cleansing and enforcement operations to deliver neighbourhood services. Multi-functional teams set up to tackle litter and waste presentation issues in specific wards. A neighbourhood service approach informs understanding of local needs and a develop knowledge of historical issues in order to ensure resources are prioritised accordingly. The redesign of the education and enforcement team changes from 2014. Dog fouling issues are now dealt with by ward based teams. Most areas have not seen a difference in the number of teams in their area, but the size of the teams has scaled down slightly in certain areas. In addition, two responsive teams deal with priority issues. Shop fronts have continued to be done daily. A review of commercial prices and expansion into new income areas has been explored.	557	576	(19)	This saving was achieved through the deletion of posts in Cleaner Cardiff and the Enforcement Division together with increased trade waste income. The additional saving offsets the shortfall in line 5.
City Operations	3	<b>In House Improvements (council wide) and Neighbourhood Services (council wide)</b> - the saving involves delivering year one modified in-house services through an improved in-house infrastructure services and neighbourhood based approach to service delivery across council functions of several directorates. This cost benefit proposal is not confined to the Environment directorate as it is a cross directorate 'One Council' project to bring resilience to services that manage streetscene, parks, bereavement maintenance of land, open landscape, enforcement activities including waste and parking enforcement, highways maintenance, technical design. It will include savings for directorate areas that support them, e.g. fleet services, facilities management and depots.	600	304	296	Savings have been realised through reductions in cleansing, enforcement and parks resources. The remaining saving relates to management and back office support, enforcement income, depot costs and vehicle rationalisation. It is anticipated that the full saving will be met in 2016/17.
City Operations	4	<b>Early termination of Automated Public Conveniences contract</b> - The Council has seven Automated Public Convenience (APC) Units, which are on a 20 year contract which ends 20 April 2025. The usage of the units in 2013 was approximately 13,160 times, which means each use cost on average £16. An opportunity exists for early termination of this contract which will lead to savings for the Council. A part year effect of £30k is reflected in 2015/16.	30	30	0	Saving achieved.
City Operations	5	<b>Redesign of cleansing as part of Neighbourhood Services (Environment only)</b> - as part of neighbourhood services project and in-house improvements the cleansing of all Council land operational methods across the city would be redesigned. This is an approach taken by other authorities in Britain, which often results in a 'Streetscene' service that not only achieves efficiency in back office support and budgetary savings, but also see the services become more responsive to the needs of the local community and allows staff to have more autonomy in responding and addressing these needs. The service changes will be responding to needs of local communities rather than relying on frequency as a measure of quality, savings will be found by bringing service teams together, removing duplicate work, based on local areas, pooling skills and resources such as enforcement and cleansing activities. This will maintain current quality standards and build resilience in these critical frontline services.	450	431	19	The majority of this saving has already been achieved via the deletion of posts through voluntary severance, vacant posts and reduced hours. The net shortfall is offset by additional savings in line 2.

City Operations	6	<b>Revised Waste Strategy</b> - restrict black residual waste collection to either a smaller wheeled bin or less frequent collection for residual waste from September 2015. Weekly recycling, weekly food collections, recycling collections split into twin stream (two bag types) at the kerbside (to be finalised as part of the outcome of the current waste strategy consultation.)	267	267	0	The initiative commenced in September and is fully achieved.
City Operations	7	<b>Waste Disposal interim contract &amp; Prosiect Gwyrdd</b> - in July 2014 Cabinet approved the interim contract for residual waste with the four Council partners. The full year benefits of this are significant in 2015/16 and will run up until the start of the contract commissioning period. In addition the Prosiect Gwyrdd 25 year residual waste treatment contract with Viridor formally commences on 1st April 2016 with a seven month contract commissioning period preceding that bringing about a further savings per tonne for that year.	3,572	3,572	0	Budgets have been realigned as per the tonnage profile with higher tonnages funded from the specific contingency budget provided as part of the budget.
City Operations	8	<b>Increasing control of the green bag and food liner provision and distribution</b> - remove distribution through local stockists except for local hubs where supply can be controlled. Focus on delivering green bags and food liners directly to the household to reduce over-supply of the freely provided bags.	300	300	0	Grant funded budget has been removed and budget reallocated to other eligible expenditure so saving fully achieved.
City Operations	9	<b>Wheeled bin and reusable garden sack</b> - expansion of the deployment of wheeled bins and also provide an "opt in" reusable garden waste sack collection for the remaining bio bag areas.	55	55	0	Grant funded budget has been removed and budget reallocated to other eligible expenditure so saving fully achieved.
City Operations	10	<b>Domestic Collections Efficiencies</b> - streamlining collection services across the week in order to ensure resource requirements are more balanced (i.e. same number of rounds/vehicles/staff required each day). This could impact upon collection days and times and is linked to the Waste Strategy outcomes.	160	160	0	This saving has been achieved through the voluntary severance of three posts and realignment of other waste operational budgets.
City Operations	11	<b>Waste Disposal Stop Post Sort</b> - the allocation is used to support the post sort of waste received to increase recyclables and reduce residual waste and to ensure that Local Authority recycling targets are met. Loss of this budget can only be accommodated if the Waste strategy with residual waste restriction in relation to collections is also implemented.	316	101	215	To achieve the statutory recycling levels post sorting was undertaken for the first three months of the year. This ceased and was replaced by IBA processing which yields a higher recycling percentage. Although the saving was not achieved the post sort costs were funded by a contribution from the Waste Management Reserve in 2015-16.
City Operations	12	<b>Remaining two Household Waste Recycling Centres (HWRC) with reduced operating days and hours</b> - the proposal is that both sites will operate five days per week with reduced opening times and that they would be closed on different days enabling access to a HWRC facility seven days a week. Both facilities will open on Saturdays and Sundays to manage the busiest periods of usage at weekends. Bank holiday opening will be maintained for the same reasons. Savings are generated from different working patterns and plant and equipment resources. The proposal enables the retention of sufficient resources and the ability to achieve high recycling and tonnage throughputs with customer care and education to further improve recycling rates.	42	0	42	A delay to the introduction of reduced opening hours at the HWRCs resulted in the saving being delayed until 2016/17.
City Operations	13	<b>Management/ Support /Performance restructure</b> - restructure of the Management and Performance team.	100	100	0	The saving was achieved through the deletion of two posts following voluntary severance.
City Operations	14	<b>Regulatory Collaboration</b> - creation of a single shared service comprising the Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure, with all relevant staff employed by one host authority. The model gives the councils the best chance of maintaining service resilience in the face of substantial budget cuts and significant opportunities to increase revenues by adopting a more commercial approach. The anticipated financial and non-financial benefits are set out in the Cabinet report of 9/10/14.	434	434	0	The outturn position shows that the saving has been achieved.
City Operations	15	<b>Renewable Energy Generation</b> - a number of renewable energy schemes will become operational by or during 2015/16. Income will be derived from these through government incentives related to energy generation (feed In tariffs, etc), the sale of energy to the grid and/or other rental income.	85	0	85	The Radyr Weir Scheme was not completed by the end of the financial year so no income has been received.

City Operations	16	<b>Reduction in sport, leisure and culture staffing</b> - Deletion of 13 posts including vacant and VS in Parks (11) and Leisure (1) with the impact mitigated via flexible deployment of staff.	329	293	36	Majority of the saving achieved following deletion of vacant posts and VS. A further review is required by the directorate to identify further savings however due to timing issues this was not achieved this year.
City Operations	17	<b>Remodelling of the Park Ranger Service</b> - Remodelling of the Park Ranger Service resulting in reduced staffing and expenditure on supplies / services. The Council would discharge basic responsibilities for the management of its 2 Country Parks, 7 Sites of Special Scientific Interest , 4 Local Nature Reserves , 58 Sites of Importance for Nature Conservation , Special Area of Conservation (European Designation), 236 hectares of Woodland and delivery of service level agreements linked to Cardiff Harbour Authority. The proposal would result in reduced community engagement / outreach work and park based community events, removal of site based staff in key parks e.g. Victoria, Bute, Thompsons and Roath, but would retain the current level of engagement for Friends Groups for 2015/16. The impact on anti-social behaviour and byelaw enforcement e.g. dog fouling and cycling; and reduced cleansing standards in addition to a corresponding overall increase in complaints and requests for service would be monitored.	220	220	0	The saving has been fully achieved following deletion of vacant posts and VS.
City Operations	18	<b>Parks Apprenticeship Scheme</b> - restructure of the scheme.	72	72	0	Vacant posts have been deleted
City Operations	19	<b>Cessation of Cardiff in Bloom and Provision of Christmas Trees</b> - unless sponsorship / alternative funding is secured.	26	26	0	Saving achieved in line with reduced budget.
City Operations	20	<b>Reduced subsidy for allotments</b> - through increased fees and charges and increased occupancy as part of the ongoing Council strategy to make the allotment service self sufficient.	8	8	0	Saving achieved.
City Operations	21	<b>Heath Park Car Park Charges</b> - increasing charges. Parking for up to 2 hours is free. The proposal involves increasing charges from £1.00 to £1.50 for up to 3 hours and from £3 to £4 for over 3 hours.	28	28	0	Saving achieved.
City Operations	22	<b>Removal of Bowls Subsidy</b> - in line with the decision taken as part of the 2014/15 budget.	50	50	0	The saving has been achieved through reduced FM charges and deletion of p/t gardener and via maintenance buy-back agreements which are in place.
City Operations	23	<b>Closure of public conveniences</b> - permanent closure of toilets which are currently temporarily closed - Cowbridge Road East and Whitchurch Rd / Cathays Terrace. Closure of Llandaff High Street toilets.	53	53	0	Saving achieved.
City Operations	24	<b>Outdoor Sport</b> - reduction in support	40	40	0	Saving achieved in line with reduced budget.
City Operations	25	<b>Flatholm Island</b> - reduction in net budget	20	20	0	Saving achieved in line with reduced budget.
City Operations	26	<b>Canton Community Centre</b> - new management operator for Canton Community Centre to be operational by <b>September 2015</b> .	53	11	42	The process to identify interested parties to take over the community hall continues but was not achieved this year. The shortfall reflects the overspend for the hall.
City Operations	27	<b>Full year closure of Eastern Leisure Centre for Redevelopment</b> - Eastern Leisure Centre is to close for refurbishment, re-opening during 2016. Decision previously made by Council.	200	200	0	Redevelopment has commenced and saving achieved.
City Operations	28	<b>Alternative Delivery Model for Cardiff International Sports Stadium</b> - Alternative Delivery Model for Cardiff International Sports Stadium. It is proposed that the saving would be a full year saving, minus the contractual costs and potential for a Council contribution for a sinking fund for track replacement.	305	305	0	Saving achieved although some issues still to be resolved with the Cardiff & Vale College.



City Operations	29	<b>New Operating Model for Leisure Centres</b> - the Council has agreed to progress with a procurement process to determine a new operating model for its leisure centres which will be tested against the current in-house provision. Saving expected to be generated for the final quarter of 2015/16. The level of saving is dependent on the procurement process that is being run in respect of leisure centre management throughout the first half of 2015/16. At this stage the level of savings to be achieved can only be estimated until the outcome of the procurement process in Autumn 2015.	435	0	435	The procurement arrangements are continuing however it was not possible to achieve this saving in 2015/16.
City Operations	30	<b>Leisure Centres</b> - reduced subsidy to be achieved through a combination of expenditure efficiencies and additional income generation.	340	102	238	An action plan was developed by the Directorate to deliver the savings however delivery of these has been affected by the ADM process.
City Operations	31	<b>Cardiff Riding School</b> - current performance indicates that this facility is now able to operate without subsidy from the Council.	40	40	0	Saving achieved.
City Operations	32	<b>Sailing Centre</b> - increase income.	5	5	0	Saving achieved.
City Operations	33	<b>Cardiff International White Water</b> - increase income.	30	0	30	The saving proved challenging particularly as there was also a reduction in the Harbour subsidy.
City Operations	34	<b>Increase in Bereavement and Registration Fees</b> - including burial and cremation fees	200	200	0	The income generated for the year shows that this saving was achieved.
City Operations Page 127	35	<b>Bute Park Horticultural Nursery</b> - increase income from the nursery by selling hardy stock and bedding plants throughout the city.	40	26	14	Savings on employee related expenditure were realised. Despite an increase in income of 91% compared to 2014/15 this was insufficient to meet the revised target. An action plan linked to public and staff sales is being implemented which should deliver the saving in 2016/17.
City Operations	36	<b>Transport Strategy</b> - project completion - project due to be completed in 2015, no longer require funds.	37	37	0	Saving achieved.
City Operations	37	<b>Reduction in Central Bus Station Security Costs</b> - the Council is able to reduce the level of manned security due to enhancement of CCTV coverage. CCTV coverage is linked to the Council's and South Wales Police Control Room which is monitored 24/7 and will provide a quick response to any incidents. The bus station is now manned from 10 am - 6pm Mon to Sat, previously manned 9am - 11pm 7 days a week.	54	54	0	Savings realised in line with the proposal which involved an agreed reduction in hours which is now in place and the enhancement of CCTV arrangements.
City Operations	38	<b>County Hall Park and Ride change in operator</b> - Cardiff Bus are operating County Hall Park and Ride, on Saturdays and at Christmas. Therefore, there is no longer a requirement for Council casual staff to operate the service.	11	11	0	Saving achieved.
City Operations	39	<b>Advertising/Publicity</b> - no longer fund Park and Ride advertising as operated by Cardiff Bus.	12	12	0	Saving achieved.
City Operations	40	<b>Reduction in Council Supported Bus Services</b> - Council funds are used to enhance uncommercial bus services i.e. off peak services, early morning and evening which have low patronage. It is the intention to remove the following enhancements to services:- 1) Service 86, Central Station - Lisvane, £10k - withdrawal of Sunday service (commercially operated during week). <i>There are 6 journeys on a Sunday, which operate every 90 minutes, from 10.15 to 17.45.</i> 2) Service 55, City Centre - Pentwyn, £72k, withdrawal of Sunday & evening service. <i>Sunday service is every hour from 10.30 to 17.30. Evening service is every hour from 18.35 to 22.35.</i> 3) Service 6, Bay Car - £138k, contribution from Council will be withdrawn which will lead to a reduction in off peak services (£190k contribution from S106 will continue). <i>Reduced frequency - details to be confirmed.</i> 4) <i>Bus Service already withdrawn July 2014 Service 612 St Teilos- £17k</i>	236	236	0	Savings realised in line with the proposal.

City Operations	41	<b>Bus shelter advertising contract</b> - recharge staff time relating to bus shelters to the advertising contract .	40	40	0	Saving achieved.
City Operations	42	<b>Private Circuit Rental</b> - reduction in spend due to the change from analogue to digital. BT will no longer support analogue after 2017.	18	18	0	Saving achieved.
City Operations	43	<b>Storage of telematic equipment</b> - realignment of current storage arrangements in order to release savings.	37	37	0	Saving achieved.
City Operations	44	<b>Review of Tunnel Costs</b> - improve planned maintenance and tunnel closures to reduce costs.	72	72	0	Saving achieved.
City Operations	45	<b>Review of additional staff payments</b> - rationalise stand-by and call out allowances across the directorate.	48	48	0	Saving achieved with changes to conditions and pay arrangements related to restructured service fully in place by the end of 2014/15.
City Operations	46	<b>School Crossing Patrols</b> – Realign budget - all high risk sites to be supported by a school crossing patrol officer. The saving relates to non-essential posts which have become vacant over recent years. Five posts will be recruited to allow the release of mobile officers that are currently operating at specified crossing sites. These mobile officers cover sickness, annual leave and provide training to the officers. There will be no job losses associated with this saving.	45	45	0	Achieved through a combination of releasing vacant posts and managed recruitment/realignment of staffing resources but not involving any reduction in numbers.
City Operations	47	<b>Road Safety</b> - road safety educational literature to be funded by Road Safety Grant (Welsh Government) only, with Council funding to be withdrawn.	7	7	0	Saving achieved.
City Operations	48	<b>Riverwalk bridge maintenance reduction</b> - realignment of budget in line with spend.	8	8	0	Savings achieved.
City Operations	49	<b>Design Team - revision of costs</b> - infrastructure design costs have reduced due to improved working practices, through collaborative working within the Council and commercialisation.	48	48	0	Saving achieved.
City Operations	50	<b>Planning - increase in Development Fee income target</b> - increase in planning fees as a result of anticipated new development across the city and anticipated increase in fees (Welsh Government led.)	100	100	0	Increased planning fee income shows this saving achieved in full.
City Operations	51	<b>Planning - parking cost reduction due to relocation</b> - no longer require parking at Dumfries Place (£13k). Reduction in car allowance budget based on previous year's spend (£10k).	23	23	0	Target achieved due to staff relocation to County Hall.
City Operations	52	<b>Highways Income</b> - fee increases in line with inflation.	10	0	10	This saving has not been achieved but will be addressed in 2016/17.
City Operations	53	<b>Highways Street Lighting - LED conversion main routes</b> - replace main route lighting with LED to reduce long term energy expenditure.	50	0	50	The LED Programme has been delayed as additional trials were required due to public concern. The saving was therefore not achieved but is offset by over-achievement against other targets.
City Operations	54	<b>Highways - Dimming of Street Lights</b> - this is an Invest to Save Scheme which involves the dimming of 24,000 street lights over a 3 year period. In 2014/15, 8,000 street lighting units are to be dimmed, 16,000 are to be completed in 2015/16 and the start of 2016/17. The dimming involves changing the lamps from yellow to white. This means the light will be cleaner as the white lamp improves the clarity of the light dispersed.	126	126	0	Total energy costs for the year were within the reduced budget therefore saving achieved.
City Operations	55	<b>Highways Charge for Land Searches</b> - bench marking exercise undertaken - other authorities charge for this service.	50	12	38	Income from this source not sufficient to meet the target.
City Operations	56	<b>Commercialisation</b> - improve internal recharging and generate new business .	30	30	0	The saving was achieved through increased recharges to capital funded schemes.
City Operations	57	<b>Reduction in printers/plotters</b> - joint use of plotters due to relocation and removal of desk top printers.	10	10	0	Saving achieved.
City Operations	58	<b>Reduction in training/subscriptions</b> - essential training only - reflects reduced staff, reduce duplicate subscriptions.	10	10	0	Saving achieved.

City Operations	59	<b>Joint purchasing of IT software</b> - joint purchase of IT software licenses for the directorate.	5	5	0	Saving achieved.
City Operations	60	<b>Moving Traffic Offences</b> - net Income from Moving Traffic Offences as part of the civil parking enforcement arrangements within the city. This project commenced in December 2014.	450	450	0	Saving achieved.
City Operations	61	<b>Parking Strategy</b> - to increase parking charges in accordance with the Parking Policy.	85	85	0	Car parking strategy and price review was introduced in September and saving achieved in full.
City Operations	62	<b>Restructure</b> - further staff savings building on the 2014/15 restructure within the directorate.	50	50	0	This additional target was achieved as part of the overall service restructure which was implemented by the end of 2014/15.
City Operations	63	<b>Subscriptions</b> - review of the council-wide subscriptions to organisations.	1	1	0	No specific saving made on subscriptions but alternative budget reductions have been made.
City Operations	64	<b>Reduction in Agency Expenditure</b> - targeted reductions across directorates based on existing spend analysis.	111	111	0	Saving achieved.
City Operations	65	<b>Discretionary Overtime</b> - targeted reductions across directorates based on existing spend analysis.	88	88	0	Saving achieved.
City Operations	66	<b>Full Year Effect of 2014/15 bus service retendering</b> - retendering process is currently underway - anticipated additional savings in 2015/16 as a result of decisions taken as part of the 2014/15 budget.	153	153	0	Full year impact of earlier changes to service levels
City Operations	67	<b>Full Year Effect of 2014/15 withdrawal of non statutory secondary school transport</b> - as a result of decisions taken as part of the 2014/15 budget.	183	183	0	Full year impact of earlier changes to service levels
City Operations	68	<b>Taxis for Pupils with Special Educational Needs (SEN)</b> - optimise provision of transport for pupils with SEN by merging taxi services and providing additional training and support strategies to staff.	100	100	0	The saving was achieved following the on-going work to generate a more efficient service.
Page 129 City Operations	69	<b>Replacement of non statutory primary school transport with Commercial operator led services</b> - remove subsidised funding from September 2015. The Council is working to facilitate service provision of eight routes. 1) 614 - Ysgol Y Berllan Deg (Penylan/ Roath/ Cyncoed) 2) 621 - Ysgol Y Berllan Deg (Pontprennau/Pentwyn) 3) 624 - Ysgol Y Wern (Heath/Rhiwbina) 4) 626 - Ysgol Y Wern (Llanishen/Lisvane/Thornhill) 5) 633 - Ysgol Bro Eirwg (Rumney/Trowbridge/Llanrumney) 6) 638 - Ysgol Pencae (Canton/Fairwater/Danescourt) 7) 627-Ysgol Pwll Coch (Grangetown) 8) Ysgol Pwll Coch (Canton)	102	102	0	Services were withdrawn in September 2015 and saving achieved.
City Operations	70	<b>Council Wide external training</b> - 10% efficiency saving on existing budget.	27	27	0	Saving achieved.
City Operations	71	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	79	79	0	Saving achieved.
City Operations	72	<b>Standby Payments to Officers</b> - targeted savings across relevant directorates.	67	67	0	Saving achieved.
City Operations	<b>Total City Operations</b>		<b>12,058</b>	<b>10,527</b>	<b>1,531</b>	
Communities Housing & Customer Services	73	<b>Reduction in spend on Benefit Service</b> - the savings will be realised through a reduction in benefit officers and restructuring the Quality and Support Team.	137	137	0	This saving has been achieved through a restructure within the Benefits, Finance and Tenancy Services establishment with some deletion of vacant posts.
Communities Housing & Customer Services	74	<b>Advice Contingency</b> - To manage the increased demands placed on the service due to the Welfare Reform changes a contingency fund was created. As a result of the proactive way that the authority manages those affected this can now be reduced.	5	5	0	This saving has been achieved through the deletion of a minor contingency budget within Housing Strategy.
Communities Housing & Customer Services	75	<b>Reduction in Spend on Homelessness Service</b> - to achieve this saving, a reduction of one post will be required within the Homelessness service, along with the removal of the Homelessness spend to save budget which in the past has funded schemes to prevent and alleviate homelessness. The service is expecting a major change in legislation in the coming year, however it is anticipated that grant funding will be received to offset this additional work and therefore the loss of one post should not impact unduly on service delivery.	83	83	0	This homelessness prevention related budget is used to fund one off initiatives and schemes. The saving was achieved.

Communities Housing & Customer Services	76	<b>Cardiff Connect (Review of Community Alarm)</b> - Community Alarm Service prices have remained static for a number of years. Current pricing levels have been reviewed against other local authorities (South East Wales Improvement Collaborative (SEWIC) members) and against the cost to deliver the service. Proposals are to increase the cost for the mobile response aspect of the service by £1 per week and to source additional clients.	240	240	0	This target was achieved through a price increase implemented from 1.4.15 and a targeted increase in customer base along with some Housing Support Reserve funding to offset the impact of reduced Supporting People funding in year.
Communities Housing & Customer Services	77	<b>Alarm Receiving Centre Income</b> - additional income through the creation of an Alarm Receiving Centre	250	0	250	This target was linked to the construction of the new Alarm Receiving Centre (ARC) which experienced delays to the full implementation of the new initiative. Due to these delays the target was not achieved in 2015-16.
Communities Housing & Customer Services	78	<b>Reduction in Supporting People Administration</b> - to achieve this saving a review of the administration within Supporting People will be undertaken.	55	55	0	This has been achieved through the deletion of a vacant post.
Communities Housing & Customer Services	79	<b>Implementation of Community Hub Strategy</b> - saving is associated with the implementation of the Hub Strategy. The strategy addresses the need for change including financial pressures and changing demand through a range of themes including co-delivering services through Community Hubs, greater community involvement and use of technology.	100	50	50	This saving target was linked to the creation of the Community Partnership Hub in Rumney and the closure of Rumney Library. A part yearsaving and a £50,000 shortfall was achieved due to the delays in property moves and closures with the transfer of the library completed in November 2015.
Communities Housing & Customer Services	80	<b>Development of a City Centre Superhub</b> - Central Library currently accounts for a significant amount of the overall Libraries' budget. In order to achieve the savings and safeguard Central Library, it is necessary to review the delivery options and/or the potential to bring services together.	349	233	116	This target was linked to the demolition of Marland House and the transfer of staff and services to the new Superhub at the Central Library. The transfer was not completed until August and part year premises costs at both venues resulted in part year savings of £233,000 being achieved during the year.
Communities Housing & Customer Services	81	<b>Into Work Services</b> - Adult Community Learning funded trainer - this is a realignment of budgets to reflect the courses that are delivered by Into Work trainers through Adult Community Learning.	35	35	0	This realignment of funding was agreed and the target achieved in full.
Communities Housing & Customer Services	82	<b>Improve efficiency in the re-ablement service</b> - the introduction of mobile working and scheduling for care staff in the reablement service will improve reporting and increase rostering and call efficiency. This will result in improvements for staff in terms of scheduling and will enable the directorate to reduce the number of supervisory/back office staff. This will also improve continuity of service for citizens using the service.	208	208	0	Reduction in home care manager posts to the value of £119,000 achieved by VS. Balance of savings achieved by VS / VR of front line and back office staff.
Communities Housing & Customer Services	83	<b>Management Restructure in the Reablement Service</b> - reducing two registered manager posts within the Reablement Service to one post following the recent configuration of the service into the two Community Resource teams.	47	47	0	The saving was achieved through VS of one Technical Manager.
Communities Housing & Customer Services	84	<b>Re-organising the way Community meals are delivered</b> - we will recommission the current meals service by moving away from the existing pattern of delivering meals at a set time of day for up to five days a week, to linking service users to a wider range of luncheon clubs and other resources in their neighbourhood. Internal and external partnership working has already started to develop a more comprehensive range of lunch provision across the city and service users who continue to require a meal within their own homes will be identified. People who are eligible for this service and need assistance with meals will continue to receive a service.	75	37	38	This service is under review as part of the overall consideration of day care opportunities for older people. A part year saving only was achieved resulting in a shortfall of £38,000.

Communities Housing & Customer Services	85	<b>Neighbourhood Regeneration</b> - this relates to the proposed re-profiling of the Neighbourhood Renewal Scheme (NRS) funding together with identification of capital as the funding source, rather than revenue. Approximately £1m in total will be required over the next three years in the proposed capital programme if schemes in the current NRS programme are completed.	300	300	0	Saving achieved.
Communities Housing & Customer Services	86	<b>Reduction in spend on post within Regeneration</b> - reduction of staffing budget within Regeneration and Development.	19	19	0	This saving was realised through the deletion of a vacant post.
Communities Housing & Customer Services	87	<b>Council Wide external training</b> - 10% efficiency saving on existing budget.	3	3	0	This saving was achieved through the realignment of minor related budgets.
Communities Housing & Customer Services	88	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	35	35	0	Saving achieved.
Communities Housing & Customer Services	89	<b>Discretionary Overtime</b> - targeted reductions across directorates based on existing spend analysis.	12	12	0	Saving achieved.
Communities Housing & Customer Services	90	<b>Standby Payments to Officers</b> - targeted savings across relevant directorates.	9	9	0	Saving achieved.
Communities Housing & Customer Services		Total Communities Housing & Customer Services	<b>1,962</b>	<b>1,508</b>	<b>454</b>	
Corporate Management	91	<b>Review of Management Support Budgets</b> - ancillary support budgets.	45	45	0	Saving achieved.
Corporate Management	92	<b>Reduction in Corporate Banking Charges</b> - the outcome of the recent corporate banking retender has enabled a reduction in banking charges.	42	42	0	Saving achieved.
Corporate Management	93	<b>Reduction in Corporate Audit Fees</b> - as a result of the Wales Audit Office work programme for the Council.	30	30	0	Saving achieved.
Corporate Management	94	<b>Reducing Corporate IT / Licensing Costs</b> - savings based on current expenditure levels.	69	69	0	Saving achieved.
Corporate Management	95	<b>Efficiencies within Communications &amp; Media</b> - reduction in the resources associated with Communications & Media. This saving will be found from the campaigns budget.	82	82	0	Saving achieved.
Corporate Management	96	<b>Central Enterprise Zone</b> - reprofile budget for capital charges based on timing of schemes and potential use of the earmarked reserve if required.	630	630	0	Saving achieved.
Corporate Management	97	<b>Cardiff Bus Dividend</b> - level of dividend based on the anticipated performance within the 2014/15 accounts.	250	250	0	Saving achieved.
Corporate Management	98	<b>Delete top-up received via the Council Tax Pensioner Reduction Scheme</b> - relates to a previous specific grant arrangement in relation to pensioners. Households that receive full council tax reduction and those who receive no council tax reduction will not be affected. Households that receive partial reduction will still be in receipt of council tax support but will not receive a further top up from the Council Pensioner Reduction scheme.	310	310	0	Saving achieved.
Corporate Management	99	<b>Management and Related Savings</b> - review of the Council's management structures.	650	563	87	Full achievement of this saving was not possible due to part year impacts and a final shortfall of £87,000 was reported against this target.
Corporate Management	100	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	28	28	0	Saving achieved.

Corporate Management	101	<b>Subscriptions</b> - review of the council-wide subscriptions to organisations.	9	9	0	Saving achieved.
Corporate Management	102	<b>Management Delaying</b> - targeted savings managed in conjunction with Human Resources.	200	106	94	Full achievement of this target was not possible and a final shortfall of £94,000 was reported against this target.
Corporate Management	103	<b>Voluntary Schemes</b> - proposal to establish and support the take up of voluntary schemes including purchase of annual leave, sabbaticals and voluntary reductions in hours.	300	103	197	Savings of £103,000 were achieved across the directorates resulting in a shortfall of £197,000 against this corporate target.
Corporate Management	104	<b>Precepts, levies and contributions</b> - target of 2% reduction.	349	349	0	Saving achieved.
Corporate Management		Total Corporate Management	<b>2,994</b>	<b>2,616</b>	<b>378</b>	
Economic Development	105	<b>Review management structure in the Economic Development Service</b> - restructure of the management of the Economic Development team to release one operational manager post.	87	87	0	The post holder has taken VS in line with the budget proposal.
Economic Development	106	<b>Capitalisation of posts in Major Projects</b> - two part-time posts and one full time post in Major Projects to be funded via capital rather than revenue.	163	0	163	This saving was not achieved as expenditure was not eligible to be capitalised.
Economic Development	107	<b>Review service in Economic Development</b> - restructure of the Economic Development service to release one post.	28	28	0	The post holder has taken VS in line with the budget proposal.
Economic Development	108	<b>Reduced revenue budget for the Cardiff Business Council</b> - increase the private sector contribution towards the cost of the Cardiff Business Council.	160	160	0	Saving achieved.
Economic Development	109	<b>Budget reduction in Strategic Estates</b> - reduction in operational budgets.	6	6	0	Saving achieved.
Economic Development	110	<b>Increase charges for services provided by Strategic Estates</b> - increase the Service Level Agreement charges made by Strategic Estates to the Harbour Authority and Housing Revenue Account based on the service undertaken.	18	18	0	Saving achieved.
Economic Development	111	<b>Capitalisation of Posts in Strategic Estates</b> - two full-time posts in Strategic Estates that work on the disposal of Council properties generating capital receipts to be funded through capital rather than revenue.	96	38	58	This saving was not fully achieved although the shortfall was partly mitigated by additional surveyors income.
Economic Development	112	<b>Rent review income</b> - generate additional income as result of future rent reviews that need to be negotiated in 2015/16.	120	0	120	This saving was not achieved in 2015-16 although the shortfall was mitigated by additional income and savings within Property. The non operational estate has been restructured in 2016-17 and the service area are working towards achieving this saving in future years.
Economic Development	113	<b>Removal of subsidy for mobility buggies in the city centre</b> - introduce a charging mechanism to recover costs to enable the city centre buggies service to be maintained.	17	17	0	This saving was achieved in full by selling advertising space on the mobility buggies.
Economic Development	114	<b>Review service in the management of the City Centre Night Time Economy</b> - retain existing patterns of Taxi Marshall service but start the service at 10pm rather than 8pm.	13	13	0	Saving achieved.
Economic Development	115	<b>Review Tourism Information Centre Offer</b> - implement a partnership approach to the provision of Tourism Information Centre services across the city centre through the provision of a series of small satellite information points, including one at the existing city centre site and retain the centre in the bay.	120	120	0	The City Centre TIC has been closed and the saving achieved in full.
Economic Development	116	<b>Fee income from management of workshop estate</b> - additional income identified from the Workshop Estate as a consequence of undertaking a rent review exercise and increasing the occupancy level.	20	20	0	Saving achieved.
Economic Development	117	<b>Professional fee income from property disposals</b> - implementation of the property strategy generating additional fee income.	20	20	0	Saving achieved.
Economic Development	118	<b>Arts Funding</b> - end of one year grant to Sherman Theatre. End of tapering funding as previously determined by Council.	80	80	0	This grant reduction was achieved in full.
Economic Development	119	<b>Cessation of Events</b> - cessation of Council funding for Callennig, St David's Day and Cardiff Country Fair.	159	159	0	Council funding for these events did not occur during 2015/16 and therefore this saving was achieved in full.

Economic Development	120	<b>Transfer of Cardiff Story Museum Ownership</b> -Transfer of ownership of Museum to an appropriate body.	50	50	0	This saving was realigned corporately due to the co-location of the Welsh Language Hub and the impact on income generation opportunities.
Economic Development	121	<b>Council Wide external training</b> - 10% efficiency saving on existing budget.	3	3	0	Saving achieved.
Economic Development	122	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	40	40	0	Saving achieved.
Economic Development	123	<b>Reduction in Agency Expenditure</b> - targeted reductions across directorates based on existing spend analysis.	8	8	0	Saving achieved.
Economic Development	124	<b>Subscriptions</b> - review of the council-wide subscriptions to organisations.	1	1	0	Saving achieved.
Economic Development	125	<b>Discretionary Overtime</b> - targeted reductions across directorates based on existing spend analysis.	24	24	0	Saving achieved.
Economic Development	126	<b>Standby Payments to Officers</b> - targeted savings across relevant directorates.	1	1	0	Saving achieved.
Economic Development	127	<b>Increased income through rent reviews of non-operational property - Strategic Estates</b> -Review rental income on properties across the Council owned non-operational estate.	100	25	75	This saving was not fully achieved in 2015-16 although the shortfall was mitigated by additional income and savings within Property. The non operational estate has been restructured in 2016-17 and the service area are working towards achieving this saving in future years.
Economic Development		Total Economic Development	<b>1,334</b>	<b>918</b>	<b>416</b>	
Page 133 Education	128	<b>Inter Authority Recoupment</b> - there is a Local Authority responsibility for ensuring that children have access to appropriate educational learning. The rationale for the placement of children is often led by Children's Services or the Health Authority. Further savings opportunities should also be explored through better collaborative working / commissioning with other Local Authorities. The steps to be taken to achieve this level of saving in the 2015/2016 financial year will be to: 1) Modify the Special Educational Needs (SEN) provision strategy so that investments we make in Cardiff schools allow us to cater for as many pupils with statements of SEN as possible 2) Commissioning a joint project with the Vale of Glamorgan Authority, the Health Authority and Children's Services to examine the commissioning of placements. 3) To work with Children's Services in their work exploring the use of Payment by Results funding mechanisms.	250	250	0	Saving achieved.
Education	129	<b>Education Other Than at School (EOTAS)</b> - the Local Authority has the statutory responsibility to provide full time educational opportunity for all pupils of statutory school age. There are occasions when individual tutors have to be engaged to provide ongoing educational support. Historically this has been achieved through the direct employment of tutors. With effect from 1 February 2014 the All Wales Framework Agreement for Educational temporary staff was introduced which included a single provider for the provision of all educational temporary staff and a maximum charge rate. By implementing the framework agreement the service area will make savings on the cost of providing tutors, current rates paid to tutors range from £27.00 to £45.00 per hour.	150	42	108	The savings were only partially achieved in 2015-16. Due to the resistance from delegated school in accepting the charges and charges not reflecting a recovery of total cost it is unclear whether these savings will be achieved in 2016-17.
Education	130	<b>Pupil Referral Unit</b> - an important part of the Council's provision for pupils with behavioural challenges is the Pupil Referral Unit based at Mynachdy. The unit provides educational provision for pupils at Key Stage 3 and Key Stage 4. Although managed through a management board its budget is not part of the schools delegated budget. Savings could be achieved through a rationalisation of provision and further exploration of the sharing of certain costs with schools.	100	50	50	The savings were only partially achieved in 2015-16. Due to the uncertainty surrounding the level of funding it is unclear whether these savings will be achieved in 2016-17.

Education	131	<b>Childcare Strategy</b> - the recent restructure of the directorate's management arrangements included the transfer of the management of this team to the Flying Start and Childcare Manager which should provide further opportunities for joint working on certain aspects of provision and more efficient support functions.	150	150	0	Saving achieved.
Education	132	<b>Staffing Realignments and Restructures within Education</b> - the 2014/15 budget savings for the Education directorate included £450k to be achieved through a rationalisation of management arrangements. These further savings will be achieved through making further cuts to management capacity and exploring further opportunities for collaborative working with other directorates and possibly other Local Authorities.	390	188	202	The savings were only partially achieved in 2015-16. There will be an opportunity to reduce this in 2016-17 by £63,000 due to the 2016-17 budget settlement and the full year effect of a vacant post. It is unclear whether the balance of these savings will be achieved in 2016-17.
Education	133	<b>Admissions and Education Welfare</b> - increasing demands on school places has led to pressures on the admissions function with a significant increase in the number of appeals having to be administered. The current process, whilst meeting statutory requirements is particularly paper intensive. An online system has been in place now for two years and many more applications are received through this process, however this has not led to any efficiencies. Savings could be achieved through exploring business process efficiencies from the on line application process and potential greater use of the Council Hubs. Additionally the changes made to the Attendance Policy and greater delegation of funds and responsibilities to schools may provide further opportunity to reduce the size of the centrally held Education Welfare Team.	50	20	30	The savings were only partially achieved in 2015-16. A further review may be required to establish whether these savings will be achieved in 2016-17.
Education	134	<b>Youth Service</b> - the model seeks to maintain a high level of open access provision across the city through achieving input from voluntary, community and third sector groups whilst maintaining a re-shaped pattern of specialist provision which better meets the needs of priority groups. The model:- 1) Builds on current strong community based provision. 2) Develops a participatory budget for funding open access youth work 3) Includes StreetBased and mobile outreach services including the Youth Bus 4) Maintains Duke of Edinburgh Activity via charging participants 5) Council provision from six retained premises. This would achieve a saving of £0.85m in 2015/16 which allows more time for the transition of the service and allows the Council to keep the current local facilities running together with supporting street-based and outreach working until the new services are in place. Further savings of £0.9m to be found over 2016/17 and 2017/18 resulting in a base budget of circa £1m at the end of this period.	850	850	0	Saving achieved.
Education	135	<b>Catering</b> - the Local Authority currently provides the school meals function in all but one Cardiff school. Savings would be achieved through incremental increases in the price of a meal to pupils by 20p in April 2015 and a further 10p in April 2017 together with the examination of alternative models of delivery with schools.	300	546	(246)	School meal prices were increased with income exceeding the level of saving proposed.
Education	136	<b>Cleaning</b> - the Local Authority provides the school cleaning function to 83 (66%) of the 125 available school cleaning contracts. Savings could be achieved through the exploration of alternative models of delivery, combining the Direct Service Unit (DSU) with the Corporate Cleaning DSU and reducing any level of subsidy to schools.	100	100	0	Saving achieved.
Education	137	<b>School Effectiveness Grant</b> - following a reduction in Welsh Government grant funding, there will be a cut in the match funding element of the School Effectiveness Grant.	79	33	46	The savings were only partially achieved in 2015-16. Due to the reduction in the match funding element set by the CSC it is unclear whether these savings will be achieved in 2016-17.
Education	138	<b>Travellers Education</b> - following a reduction in Welsh Government grant funding, there will be a cut in the match funding element of the Travellers Education Grant.	9	9	0	Saving achieved.
Education	139	<b>Wellbeing and Compliance</b> -Efficiencies within the delivery of Health and Safety (H&S) and compliance issues.	50	50	0	Saving achieved.
Education	140	<b>Council Wide external training</b> - 10% efficiency saving on existing budget.	45	45	0	Saving achieved.
Education	141	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	79	79	0	Saving achieved.
Education	142	<b>Subscriptions</b> - review of the council-wide subscriptions to organisations.	6	6	0	Saving achieved.
Education	143	<b>Reduction in Agency Expenditure</b> - targeted reductions across directorates based on existing spend analysis.	5	5	0	Saving achieved.



Education	144	<b>Discretionary Overtime</b> - targeted reductions across directorates based on existing spend analysis.	8	8	0	Saving achieved.
Education		Total Education	<b>2,621</b>	<b>2,431</b>	<b>190</b>	
Governance & Legal Services	145	<b>Mini restructure to reduce administrative, legal and protocol support to County Clerk &amp; Monitoring Officer.</b>	181	181	0	Mini-restructure in place and full saving achieved.
Governance & Legal Services	146	<b>Reduce Member Expenses and Support Services</b> - by removing Dictabank services, reduction in training and mayoral expenses.	37	37	0	Saving achieved.
Governance & Legal Services	147	<b>Staffing Changes to Legal Services</b> - flexible retirement of Operational Manager and deletion of part-time vacant post with consequential redistribution of some duties and need to build in more robust cost of legal advice as part of any business case.	51	51	0	Saving achieved.
Governance & Legal Services	148	<b>Saving in law library budget</b> - as a result of revised pricing and analysis of use .	8	8	0	Saving achieved.
Governance & Legal Services	149	<b>Additional income from Legal Charges</b> – based on current levels being achieved and in line with continued improvements in the general housing market there is some scope to increase the level of income generated in this area.	30	30	0	Saving achieved.
Governance & Legal Services	150	<b>Council Wide external training</b> - 10% efficiency saving on existing budget.	2	2	0	Saving achieved.
Governance & Legal Services	151	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	6	6	0	Saving achieved.
Governance & Legal Services		Total Governance & Legal Services	<b>315</b>	<b>315</b>	<b>0</b>	
Resources	152	<b>Energy Savings (Council Wide )</b> - energy costs are rising and the Council needs to control its consumption and bills more effectively. The strategy for this is for the energy team to support directorates in making targeted savings through good housekeeping.	90	90	0	Saving achieved.
Resources	153	<b>Staffing Reductions within Exchequer and Development</b> - 1) deletion of Senior Payroll Assistant via voluntary severance (VS) 2) deletion of Payments Officer post via VS and redistribution of work within Exchequer and Development. 3) deletion of post room supervisor post via VS and restructuring within other Exchequer teams. 4) restructure of Accounts Payable and Payroll Control Sections. This will assist with providing cover and enable deletion of vacant part time hours. 5) reduction of hours in Senior Payments Assistant 6) deletion of Payments Assistant post via VS and redistribution of work across the section. 7) review of management post once merger of Exchequer and Business Administration sections is embedded. These changes will help facilitate the creation of a transactional team as explained in the Finance Service review . 8) Deletion of 1 x Grade 3 post in Business Admin and reduction in training budget .	122	122	0	Saving achieved.
Resources	154	<b>Projects Accountancy Additional Income</b> - additional internal income from support provided by Project Accountancy to Major Projects across the Council including an additional recharge in respect of city centre major project initiatives.	45	0	45	This was not achieved, the shortfall arising from the central support calculations for 2015-16 and the analysis of staff time.
Resources	155	<b>Projects and Technical Accountancy Employee savings</b> - the reduction in the working hours of a Grade 8 Accountant on <b>the closing team.</b>	7	7	0	Saving achieved.
Resources	156	<b>Post reduction in Internal Audit</b> - reshaping the work undertaken will allow the reduction one post.	42	42	0	Saving achieved.
Resources	157	<b>Reduction to posts in Service Accountancy</b> - The saving will require the loss of four posts in 2015/16 . This will be achieved through a combination of vacancies and voluntary severance and will require a realignment of workload and team structures within the section. There is very limited opportunity to reduce the functions undertaken by Service Accountancy as these are either statutory or necessary in order to provide effective management and control of the Council's finances. As a result the saving will have to be achieved through efficiencies and changes to service delivery whilst maintaining the core functionality.	144	144	0	Saving achieved through a combination of voluntary severance and a vacant post.

Resources	158	<b>Charges for credit card payments</b> - the cost of paying by credit card will be passed onto customers. Notice will be given at the beginning of the transaction and customers will have the choice of paying by a different method if they wish.	26	0	26	Saving not achieved as the cost structure implemented by the banks is changing. However, the shortfall has been mitigated by other savings across the Directorate.
Resources	159	<b>Rating savings</b> - significant rating savings can be achieved for the Council by successful appeals against rateable values. Most Local Authorities do not have the in house expertise to pursue these on their own and instead engage external companies who charge on a no win no fee basis. In Cardiff we have changed to adopt a similar approach using the in house team and this level of savings reflects the commission to be received from successful appeals.	25	25	0	Saving achieved.
Resources	160	<b>Reduction in overtime budgets within Revenues</b> - as a result of anticipated efficiency savings linked to automation of forms in future, it is proposed to reduce overtime budgets by approximately 50%.	34	34	0	Saving achieved.
Resources	161	<b>VAT savings</b> - the directorate has entered into a new framework contract with Deloitte for VAT advice and proactive assistance to facilitate savings. This change in emphasis regarding VAT will mean the VAT accountant is spending more time pursuing these opportunities and it is proposed to charge a commission against the savings achieved in the same way that external companies would do .	31	31	0	Saving achieved.
Resources	162	<b>Private bailiff costs</b> - the net cost of external bailiffs is entirely due to the recovery action that the Council has to take to collect outstanding debts. In recent years we have successfully increased collection rates to the benefit of the Council and thus reduced our bad debt provision. It is therefore proposed to charge these external costs of £14k against the bad debt provision.	14	14	0	Saving achieved.
Resources	163	<b>Implementation of Corporate Debt Approach</b> - Implement a more Corporate and strategic approach to debt management by moving responsibility for the bailiff collection function of Penalty Charge Notices to Revenues and also consideration of the transfer of the accounts receivable function. These changes should enable a more holistic approach to debt management. There should also be opportunities to improve the level of income collected and the amount of internal bailiff fee income generated.	80	23	57	A delay in implementation resulted in a shortfall of £57,000.
Resources	164	<b>Commissioning &amp; Procurement Restructure</b> - this will enable a split between the strategic and operational aspects of the activities and will also increase visibility of compliance in Directorates through a more business orientated approach . The separation will also facilitate the approach to a transactional team as highlighted in the Finance Service review .	210	210	0	The restructure has been completed and the full saving achieved.
Resources	165	<b>Commissioning and Procurement Local Authority Trading Company</b> - to allow the Strategic Commissioning team to trade through the creation of an alternative trading company.	30	12	18	The achievement of the saving has been impacted by delays to company proposals resulting in a shortfall of £18,000.
Resources	166	<b>Remove Enterprise Architect Post</b> - deletion of vacant post and consequent reprofiling of work with recognition that Enterprise Architecture resource needs to be built into technology based business plans where appropriate.	52	52	0	Saving achieved.
Resources	167	<b>Recharge Mobile &amp; Scheduling Licenses to Directorate Services</b> - recover licence costs through service areas for utilising corporate technology	16	0	16	Saving not achieved due to delay in rolling out to directorates.
Resources	168	<b>Staffing reductions within Human Resources</b> - the proposal would be to accept the applications for Voluntary Severance where operationally possible, and the subsequent deletion of these posts. Also to delete a number of vacant posts which will provide the £260k savings required for 2015/16. To mitigate the impact of the FTE reduction, residual resources would need to be realigned to areas of priority to ensure delivery against existing SLA's, some support provided may have to reduce or cease altogether. This is being explored as part of the Service Review.	260	260	0	Saving achieved.

Resources	169	<b>Mediation Service</b> - this is a new mediation service which will be offered to directorates including Schools to support the Council in resolving disputes, thereby, reducing conflict and time involved in potentially lengthy disagreements. Human Resources People Services has trained mediators who will help resolve difficult situations and issues regarding employees, team leaders and senior managers using the mediator as an impartial third party.	10	0	10	Saving not achieved. The billing and promotion of the Mediation Service will be progressed in 2016-17.
Resources	170	<b>Increase in Cardiff Works income</b> - Cardiff Works provides services for recruiting, assessing and employing temporary placements for engagement across the Council and engaging supply teachers and teaching assistants through our Cardiff Supply service. Consideration is to be given to ways of expanding the current placement levels, potentially through engagement with the Council's trading entity .	20	20	0	Saving achieved.
Resources	171	<b>Full Year Effect (FYE) of 2014/15 ICT staff related budget savings</b> - residual savings relating to staff leaving part way through current financial year.	94	94	0	Saving achieved.
Resources	172	<b>Deletion of ICT Grade 3 post</b> - vacant scale 3 post in ICT through increased use of self service functionality on the Help desk.	22	22	0	Saving achieved.
Resources	173	<b>ICT recharge to non-general fund areas and external customers</b> - ICT provides a service for non-general fund areas such as the Housing Revenue Account and Schools as well as external customers and this saving reflects the full recovery of these amounts.	61	61	0	Saving achieved.
Resources	174	<b>ICT - support for the transition to alternate service delivery mechanisms</b> - Additional support needed to move existing systems and data to new service delivery models such as the new joint regulatory service or national and regional adoption agency as well as others. This will involve technical, security and business relationship additional work and the costs will need to be factored into future business cases for these projects.	52	52	0	Saving achieved through reduction in software licencing and maintenance agreements.
Resources	175	<b>External ICT expenditure</b> - this includes savings through reviewing the level of spend, re-rendering services to achieve cost reductions and ensuring that unavoidable cost increases are charged to customers as appropriate .	261	261	0	Saving achieved.
Resources	176	<b>Reduction in number of Central Transport Service maintenance vehicles</b> - additional vehicles have been incorporated into the service over a period of time and following review and analysis of use, the optimal number of vehicles required for the service is three to cover breakdowns, overnight callout and vehicle collection. This is the full year effect of changes in the current financial year.	13	13	0	Saving achieved.
Resources	177	<b>Replacement of ageing gritter fleet</b> - reduction in maintenance costs. The gritters will be procured on a short term hire contract and will negate maintenance, washing (gritter bodies) and the need for additional winter call out.	40	40	0	Saving achieved.
Resources	178	<b>Organisational Development Restructure</b> - medium term restructure the Organisational Development (OD) team to reduce overall cost of delivery, reduce budget for OD related investment and support for projects, facilitated through the use of reserves initially.	110	110	0	Saving fully achieved. All OD expenditure was capitalised as a result of the WG Capitalisation Directive
Resources	179	<b>Improvement Team Restructure</b> - restructure the Corporate Improvement Team to reduce overall cost of providing performance support.	40	40	0	Saving achieved.
Resources	180	<b>Realignment of additional funding sources</b> - this saving involves recharging £15k to grant income for PREVENT grant work to reflect time spent on these activities, and also to recharge the Housing Revenue Account (HRA) for a portion of the Performance Management team (£25k) to reflect work undertaken in support of HRA funded activity.	40	40	0	Saving achieved.
Resources	181	<b>Restructure Emergency Management Service</b> - delete one post in the Emergency Management Team, with duties to be absorbed within the wider team.	47	47	0	Saving achieved.
Resources	182	<b>Restructure the way in which Cardiff manages its partnership working</b> - we are working with our partners (particularly the Cardiff University Health Board) to join up our partnership support arrangements more effectively. The saving includes staff reductions however, partnership activity will also continue to be mainstreamed within Council services so that the activity is correctly funded as business as usual.	110	45	65	Staffing restructure with deletion of vacant posts and realignment of grant funding resulted in a saving of £45,000. The shortfall was offset by temporary vacancies.

Resources	183	<b>Re-profile Neighbourhood Partnerships Fund to support community groups</b> - this proposes to remove the Neighbourhood Partnership Fund and retain £55k to create a Community Co-ordination function. This will provide a one stop route in for Community Groups to access support in potential Community Asset Transfers, grant applications and in the co-production of services.	155	155	0	Saving achieved.
Resources	184	<b>Community Safety</b> - this is a review of the Community Safety fund. Major projects such as Operation Mistletoe will continue to be funded but a review of other projects will take place to ensure value for money.	50	50	0	Saving achieved.
Resources	185	<b>Deletion of Grants Transition Fund</b> - this fund was set up to assist partners to manage the reduction in Council support for a temporary transition period.	50	50	0	Saving achieved.
Resources	186	<b>Review of the Infrastructure Grants given to External Agencies</b> - to reduce the level of grant funding infrastructure support to external agencies.	93	93	0	Saving achieved.
Resources	187	<b>Office Rationalisation Efficiencies</b> - project to release office space and focus occupancy in the Council's core administrative buildings.	400	400	0	Saving achieved.
Resources	188	<b>Council Wide external training</b> - 10% efficiency saving on existing budget.	61	61	0	Saving achieved.
Resources	189	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	57	57	0	Saving achieved.
Resources	190	<b>Subscriptions</b> - review of the council-wide subscriptions to organisations.	1	1	0	Saving achieved.
Resources	191	<b>Reduction in Agency Expenditure</b> - targeted reductions across directorates based on existing spend analysis.	6	6	0	Saving achieved.
Resources	192	<b>Discretionary Overtime</b> - targeted reductions across directorates based on existing spend analysis.	25	25	0	Saving achieved.
Resources	193	<b>Standby Payments to Officers</b> - targeted savings across relevant directorates.	6	6	0	Saving achieved.
Resources		Total Resources	<b>3,052</b>	<b>2,815</b>	<b>237</b>	
Social Services	194	<b>Breakthrough Commissioned Services</b> - this service is provided by Action for Children and offers breaks either inside or outside of the family home. The breaks offer children and young people time away from their families and provides respite for parents/carers. Families are increasingly choosing to use Direct Payments to meet their needs in this area and so this provision can be removed.	42	42	0	Provision removed and payment withdrawn.
Social Services	195	<b>Home Sessional Support posts x 0.86</b> - one vacant 5 hour and one vacant 27 hour Home Sessional support post to be deleted.	23	23	0	Relevant posts deleted
Social Services	196	<b>Maintenance Officer x 1 and Residential Child Care Officer x 1</b> - there is no longer a need for a full-time maintenance officer for Residential Services although it will be important to retain some dedicated capacity for routine maintenance, painting and decorating to be undertaken at the Crosslands home in a timely way, in order for the home to maintain an appropriate standard of decoration. The proposal would seek to delete the current full-time grade 5 post and create a part-time grade 6 post releasing a vacant grade 5 Residential Child Care Officer post which is no longer required because current staffing levels are viewed as being at the optimum level.	39	39	0	Relevant post deleted
Social Services	197	<b>Supervised Contact Service</b> - the service provides supervised contact for Looked After Children who meet their parents in supervised conditions because other types of contact have been deemed unsafe. Currently half the service is provided in-house and half is provided by Barnardos under a contract that ends in June 2015. Efficiencies will be achieved by externally commissioning the whole service given its size and the desirability of the contract; we would not expect to reduce the level of service. Externally commissioning the service would also address the challenges we experience in identifying internal accommodation that is fit for purpose to meet demand.	60	0	60	Procurement process for re-commissioning contact service completed. However the contract with the new provider is not due to start until June 2016. Saving still anticipated but will not be realised until 2016-17.

Social Services	198	<b>Family Support &amp; Intervention Driver Post x 1</b> - the driver was previously used to transport children to and from Children in Need nurseries. More recently, the post holder transports parents and children to and from centres when parents are required to undertake group parenting programmes as part of a statutory intervention (e.g. a child protection plan). Recently, the number of group programmes delivered by Children's Services has reduced as parents have been encouraged to attend programmes delivered in their local communities. Often, parents are encouraged to make their own way to the centres and therefore the driver is not currently utilised to full capacity. In the future, parents who cannot make their own way to the centre will be supported by staff in order that they feel more confident to use public transport. It is felt that this saving will not have a significant impact on a parent's ability to attend group parenting programmes when they are required to do so.	22	22	0	Relevant post deleted
Social Services	199	<b>Withdrawal of Taith Funding</b> - Taith is a service for young people who display sexually harmful behaviour. The service provides assessment and treatment. The Taith Partnership is a jointly funded arrangement made up of five Local Authorities. The service is delivered by Barnardos. These young people will continue to receive a service to meet their needs but this will be delivered by the National Society for the Prevention of Cruelty to Children (NSPCC) and is free of charge.	59	59	0	Funding withdrawn
Social Services	200	<b>Deletion of Fostering Support Officers x 2</b> - the service has not found it effective to have unqualified Fostering Support Officer posts (which had been created some years ago utilising Social Worker posts). Recently, vacant posts have been deleted to expand social work capacity. These remaining two posts provide support to the placement finding process within the in-house fostering service and if this proposal is agreed, alternative arrangements would need to be made to do the initial matching of placement requests with available carers.	46	46	0	Relevant posts deleted
Social Services	201	<b>Payment by Results</b> - Looked After Children & Rehabilitation Project Year 1 - a Social Impact Bond (SIB) Feasibility study provided a robust business case for significant savings to be achieved by developing a local enhanced fostering scheme that provides wrap around support to enable children placed in residential care to step down into a family placement. Potential providers and investors have been identified and have indicated that they have finance to take this forward. The service will therefore tender for a payment by results contract rather than a SIB arrangement that would seek to secure external funding as well as identify an appropriate provider of the service. The approach identified by the winning provider will have an evidence base that has robustly demonstrated success. The saving could be achieved alongside improving outcomes for this cohort of looked after children. This proposal is supported by the on-going care planning to return young people from placements outside of Cardiff to home or local placements.	674	198	476	The Payment by Results contract commenced and one service user stepped down to the enhanced fostering scheme. Difficulties experienced by the chosen provider in relation to the recruitment of foster carers ultimately led to the suspension of the contract, severely restricting the level of savings achievable. However, separately from the contract, a number of children in out of county placements have been returned to independent living arrangements or foster care providing a significant offsetting saving albeit well short of the original target.
Social Services	202	<b>Placement Support Officer x 1</b> - there are two Placement Support Officer posts that undertake the tendering process for finding placements for looked after children. One of the posts has been held vacant for a period during which time an analysis was undertaken which found the change to be effective. Capacity in the team has meant the continued provision of the service and confirmed the second post is no longer required.	27	27	0	Relevant post deleted
Social Services	203	<b>Business Support Review (LEAN Review)</b> - the saving relates to the deletion of vacant business support posts and one voluntary severance. Alternative ways of delivering business support will seek to mitigate the impact in relation to social workers' workload.	242	242	0	Relevant posts deleted

Social Services	204	<b>CareFirst Trainer x 2</b> - there are currently four CareFirst Trainer posts responsible for the development and delivery of CareFirst training, across Children's Services and Health & Social Care. CareFirst is the client record system for Children's Services and Health & Social Care. Two posts are currently vacant and experience has demonstrated that the service can be provided by the remaining two posts.	58	58	0	Relevant posts deleted
Social Services	205	<b>Training &amp; Development Officer x 1</b> - the role of the Training & Development Officer (Race Equality) has now been integrated into all training that is provided and commissioned by the centre therefore this specialist role is no longer required and the post holder has been working more generically over recent years. There is adequate capacity for the generic training role to be covered by the training & development posts working within Health and Social Care and Children's Services enabling this post to be deleted.	42	42	0	Relevant post deleted
Social Services	206	<b>Qualification Quality Assurance Co-ordinator x 1</b> - the role of the co-ordinator of the qualification centre has changed drastically over the last several years but more so recently with the centre no longer using outside assessors as a matter of course. The workload of in-house assessors has been re-assessed and has reduced the need for external assessors. We have also reviewed and expanded our partnership working with external qualification providers who offer a more cost effective service because of their ability to access Government funding. As the majority of our qualifications are offered to our commissioned providers the role of co-ordinating this process can fall within the responsibilities of the Social Care Workforce Development Officer.	42	42	0	Relevant post deleted
Social Services	207	<b>Referral Order Case Manager</b> - Referral Order Case Managers historically carried workloads of between 25 - 30 cases, involving brief interventions with young people who enter the criminal justice system for a first offence. As a result of the implementation of the Youth Offending Service prevention programmes such as Triage and our Anti Social Behaviour project a significant number of young people are now diverted from the criminal justice system and this has reduced the average workload to between 15-20 children on referral orders at any one time.	27	27	0	Relevant post deleted
Social Services	208	<b>Youth Offending Services (YOS) Social Worker x 1</b> - this role supervises children and young people who are subject to Youth Rehabilitation Orders, serving a custodial sentence (Detention and Training Order) and those released from custody on licence. In recent years the impact of the Youth Offending Service prevention programmes have gradually reduced the overall YOS workloads as a significant number of young people are diverted from the criminal justice system following interventions from projects such as Triage and our Anti Social Behaviour programme. This has reduced average caseloads from 25-30 young people on supervision at any time to an average of 15 young people. This significant reduction in workload will enable us to state with confidence that this proposal will not affect children and young people in the criminal justice system as we are able to absorb the workload without placing undue pressure on the remaining case managers.	37	37	0	Relevant post deleted
Social Services	209	<b>Transfer 65% of Operational Manager Salary to Grant Funding</b> - the proposal is to transfer 65% of the Youth Offending Service (YOS) OM2 salary from base to grant funding. The YOS receives grants from the Youth Justice Board, Welsh Government and the Police Crime Commissioner for South Wales. It is customary to charge a proportion of the management costs against each grant. Each funding stream is utilised to fund a range of projects and services that enhance the work of the YOS.	41	41	0	Relevant cost transferred to grant
Social Services	210	<b>Business Support Review (LEAN Review)</b> - a Lean Review has commenced in the directorate and four value stream analysis workshops have been held where it has been identified that efficiencies can be made in relation to a wide range of operational processes. This may include further savings being achieved against the directorate's business support provision in addition to the savings already put forward (CHD10) as a result of a further review of business support arrangements.	327	0	327	Although, BPR/lean review was undertaken no significant cashable savings were generated in 2015/16. A significant element of administrative savings have been achieved as part of a review of business support arrangements but these are included against other savings proposals.

Social Services	211	<b>Training provision across Health &amp; Social Care and Children's Services</b> - realign provision to continue to maximise the availability of grant funding in these areas.	216	216	0	Relevant base funded expenditure identified for grant funding. There has also been a reduction in core funded budgets.
Social Services	212	<b>Block Purchase of residential beds</b> - this saving is attributed to work that will be undertaken with an external residential provider to achieve a volume discount reduction against a block purchase arrangement of nine placements for children. The pattern of previous and current usage strongly indicates that this level of demand will continue. The savings is attributed to a 5% discount in the overall spend of £1.3m which is felt to be proportionate and achievable.	65	0	65	Saving predicated on block booking arrangement with specific provider. However, demand for LAC ASD placements has reduced meaning that block booking arrangement are not currently considered viable.
Social Services	213	<b>Partnership Review</b> - this saving is attributed to a review of spend across the Council in relation to a specific provider. The overall spend is significant and it is expected that a review of the partnership arrangement in relation to this provider could generate this level of savings for the Directorate given that the overall level of spend is so significant. This is felt to be an opportunity for the organisation to achieve the savings from a review of the management costs attributed to each individual contract as well as other variable costs that would therefore not affect direct service provision.	100	100	0	Project has re-focused from pursuing a saving from a specific provider to a wider consideration of demand management in the CH&D team. This included the identification of lower level support needs, not subject to statutory interventions, that can be met from external grant funding. Also, some one off reductions in certain commissioned services.
Social Services	214	<b>Leaving Care Support</b> - this saving can be broken down into two elements: a) negotiation with key incumbent providers to achieve efficiencies and better value for money based on volume discounts. b) six months saving on Accommodation 16-24 through a Joint Commissioning approach between Children's Services and Communities, Housing and Customer Services. Spend in this area of provision is £1.2m and therefore this level of savings is felt to be achievable based on current spend and the proposals to develop a different approach to re-commissioning that involve joint working with the Communities Directorate.	120	60	60	Jointly commissioned arrangements with Housing / SP not fully operational during 2015-16 therefore full saving not achieved.
Social Services	215	<b>Market and Demand Management of Commissioned Residential Services</b> - there is currently a spend of £8m on external residential placements for Looked After Children. The proposed review methodology has been tried and tested elsewhere and provides a price and cost challenge. The methodology is implemented via a project based approach and based on the current level of spend and the lessons learned from use of the methodology in adult social care.	200	35	165	A Project Brief was developed for negotiations with key specialist (non framework) residential providers who hold multiple placements. However meetings with providers indicated that the overall high demand for placements and cost pressures within the sector meant that the scope for negotiated savings was limited.
Social Services	216	<b>Youth Offending Services</b> - deletion of Team Manager, Referral Order Manager and social work posts. This proposal will require a restructure in the YOS combining 3 teams into 2 (sustained reduction in demand)	100	100	0	Relevant Posts Deleted
Social Services	217	<b>Market Supplement for Social Workers</b> - the market supplement was created as a temporary measure to enable recruitment to identified 'hard to fill vacancies'. It was a supplement that was to be reviewed as the recruitment of permanent social workers were recruited to the identified posts. This review has not happened to date. In July 2014 there was a realignment of services which has created a differential between staff working in the same directorate as the market supplement was attached to posts rather than people. Withdrawal of market supplement - proposal will require notice resulting in 6 month saving in 2015/16.	86	86	0	The market supplement was withdrawn from September 2015.

Social Services	218	<b>Reshaping the Internal Supported Living Service for people with learning disabilities</b> - the current internal supported accommodation service supports 36 individuals living in community settings. There will be a review of the service to reflect changes in the needs of individual service users. The proposal will enable rationalisation of existing schemes and reduce the overall level of service provided.	250	0	250	Savings of £210,000 realised via reduction of registered manager and senior care officer posts (through VS) and the de-commissioning of a scheme. This saving has however offset the unachieved saving brought forward from 2014-15 and is therefore not shown against the 2015-16 savings target. Although other schemes are being considered for review, the achieved saving is significantly below the combined 2014-15 and 2015-16 target.
Social Services	219	<b>Re-shape the Internal Day Opportunity Service for people with learning disabilities</b> - this service will be reviewed in order to develop a new service with two distinct functions. These will be support planning and brokerage that will provide support for people to organise the way their care needs are met. There will also be a specialist provision for service users who have complex and challenging needs. Following review of the service users we believe that some people's needs can be best met in the community rather than internal day provision. This will result in savings made from the reduction of agency staffing and some voluntary severance of posts. The uptake of Direct Payments will also be encouraged through the support planning and brokerage service.	550	450	100	As a result of a service review, savings of £450,000 have been achieved via the deletion of vacancies and the release of agency staff. In addition, efforts are being made to review high cost day care external packages and convert to internal day provision.
Social Services	220	<b>Deletion of Vacant Lead Manager posts</b> - vacancies existing within the directorate. These posts are not front line positions, so the actual impact on service users from these groups will be minimal. Duties of these identified posts have already been incorporated into the roles of other staff or have been reviewed and dealt with in a more efficient manner.	100	100	0	Relevant Posts Deleted
Social Services	221	<b>Increase to Maximum Charge for non-residential care services</b> - This is in line with Welsh Government regulations which determine the maximum amount a service user may be charged for domiciliary care. This has been increased to £55 for 2014/15 and will be increased further to £60 per week in April 2015.	150	150	0	Increased charge implemented
Social Services	222	<b>Review of Care Management across Health &amp; Social Care</b> - there will be a review of care management roles and responsibilities and assessment processes, arising out of the Business Process Review to support more effective delivery of the service. Implementation of mobile working and improvements in the support planning function will facilitate this.	761	660	101	The full year effect in 2015/16 of staff who took VS in 2014/15 combined with the impact of the VS of Counselling staff in 2015/16 has led to an overall saving of £660,000. Although other proposals are being considered these will not impact until 2016/17.
Social Services	223	<b>Improve efficiencies in strategic commissioning across all services</b> - a reduction in commissioning budgets will be achieved by more efficient commissioning of care, improved understanding of the care provider market and more effective competition, as well as the development of preventative options to support people living independently for longer which can reduce demand.	1,926	250	1,676	Various commissioned services are being considered for possible re-tendering processes and workstreams being developed. However, these will not impact until 2016/17 leaving a significant shortfall against this saving. The service did however re-align expenditure to facilitate the use of offsetting grant funding in 2015/16.
Social Services	224	<b>Review External Supported Living services for people with Learning Disabilities</b> - the current service is provided by independent sector providers providing support to 257 people. A competitive tender process will be followed for the replacement of the existing arrangements and will be concluded in July 2015.	431	931	(500)	The SLS tender has been completed and will deliver savings in excess of the original target.



Social Services	225	<b>"Closer To Home" service for people with Learning Disabilities</b> - service users currently living away from the city often in high cost residential placements will, where appropriate, move back to the city, to supported housing where their needs can continue to be met.	300	0	300	Savings predicated on reduction in residential care costs following step down of service users to lower cost, supported living forms of care. Savings of £200,000 were achieved, however this is counted against the unachieved saving brought forward from 2014/15. Insufficient numbers have so far stepped down to lower cost forms of care resulting in a shortfall against the savings target for 2014/15 and 2015/16. The supported living work stream in the Vulnerable Adults Board is working to identify more supported housing schemes to facilitate further step downs.
Social Services	226	<b>Reshaping the Mental Health Day Service</b> - the saving will be achieved by reviewing all packages of support and seeking an alternative service delivery model which meets the requirements of those who may have been traditionally referred to day service support.	50	50	0	Saving fully achieved.
Social Services	227	<b>Full year effect of 2014/15 savings Review of Mental Health Out of County Placements in residential care and re-commission</b> - Service users have been consulted about moving from residential care to supported living within Cardiff. Care support would be provided to meet their needs in a model of accommodation with support in 2015/16.	200	0	200	Contract for floating support in place and a number of service users have stepped down to lower cost forms of care. Care and cost reductions were also negotiated with existing providers. However, the first step downs did not occur until the latter part of the year and not in sufficient numbers. The savings were counted against the unachieved saving from 2014/15.
Social Services	228	<b>Senior Management Restructure in Health &amp; Social Care</b> – this enables the reduction of 1 x Operational Manager post, through a review of senior management. Those previously reporting to this post can be effectively supported by other posts within the structure.	72	72	0	Savings achieved. OM post deleted.
Social Services	229	<b>Reduction of on-call arrangements</b> - currently on-call arrangements are in place in respect of the Hafod Care Contract (Cathedral View Home); Internal Learning Disability Supported Accommodation and Home Care Reablement services. These three services have, over time, been re-modelled or reduced considerably and as a result existing legacy budgets for on-call payments to staff can be reduced making an annual saving of £23k.	23	23	0	Saving achieved.
Social Services	230	<b>Review of Third Sector Commissioned Services</b> - this saving will be achieved by reviewing how we commission third sector services. The directorate is developing alternative models of service provision through working with the third sector to develop neighbourhood based models of support and to align commissioned services to the delivery plan of the directorate.	180	180	0	Specific reductions in support for external organisations identified and funding reduced.
Social Services	231	<b>Recommissioning of Direct Payments Support Provision</b> - the contract with the current Direct Payments Support Provider will expire on 31/03/15. The re-tendering process will focus on quality and competitive pricing for the service. The re-tendering process will be completed to maintain existing service user support to those receiving Direct Payments.	100	0	100	Negotiation with external provider has led to agreement to reduce the management fee for direct payments in advance of potential commissioning exercise. Savings of £100,000 achieved however this is shown against the unachieved saving brought forward from 2014/15.
Social Services	232	<b>Reduction in Business Support, Commissioning and Performance staff</b> - Continue reduction of business support taking the opportunity from those who have applied for voluntary severance.	174	174	0	Relevant posts identified for deletion and saving made.
Social Services	233	<b>Council Wide external training</b> - 10% efficiency saving on existing budget.	9	9	0	Saving achieved.

Social Services	234	<b>Council wide operational efficiencies</b> - operational efficiency saving including printing, telephones and postage.	34	34	0	Saving achieved.
Social Services	235	<b>Subscriptions</b> - review of the council-wide subscriptions to organisations.	2	2	0	Saving achieved.
Social Services	236	<b>Reduction in Agency Expenditure</b> - targeted reductions across directorates based on existing spend analysis.	70	70	0	Saving achieved.
Social Services	237	<b>Discretionary Overtime</b> - targeted reductions across directorates based on existing spend analysis.	43	43	0	Saving achieved.
Social Services	238	<b>Standby Payments to Officers</b> - targeted savings across relevant directorates.	17	17	0	Saving achieved.
Social Services		Total Social Services	<b>8,137</b>	<b>4,757</b>	<b>3,380</b>	
			<b>32,473</b>	<b>25,887</b>	<b>6,586</b>	

Directorate 15-16	REF	DIRECTORATE SAVINGS 2014/15	Total Saving (£'000)	Savings achieved in 2014-15 (£'000)	Balance of savings to be found (£'000)	Savings in 2015/16 (£'000)	Savings not achieved in 2015/16 (£'000)	Comments
City Operations	1	<b>Full Year Effect (FYE) of 2013/14 budget savings implementation</b> - (1) Hayes public conveniences - FYE of closure - Conveniences closed on 30th June 2013 (£47k) (2) Cardiff Outdoors 1 - FYE of efficiencies achieved in 13/14 in Street Cleansing comprising the off hiring of 4 small mechs.(£50k) (3) Cardiff Outdoors FYE of efficiencies achieved in 13/14 in Street Cleansing including acceptance of VS's, deletion of vacant posts, restructure of the graffiti teams, green waste collections and street washing efficiencies.(£154k)(4) Waste Collections/Street Cleansing Management Restructure - FYE of restructure implemented in 2013/14. (£20k); (5) Bulky Collections - FYE of charging - charging implemented on 1st October 2013 (full year outcome dependent on uptake by the public) (£38k);(6) Waste transfer income - FYE - charging due to be implemented in January 2014. Full year outcome dependent on uptake by SME's. (£60k) .	369	233	136	98	38	The shortfall relates to increased income expectations from charges to SME's for use of the transfer station at Brindley Rd. Whilst income is being generated it is currently not sufficient to meet the target.
City Operations	2	<b>Recycling Waste Collection Services - Rebalancing collection routes</b> - To optimise efficiency by changing round sizes and number of loaders in line with national standards and health and safety executive recommendations regarding single sided collections. These changes will not affect customer days of collection. Staff numbers affected are likely to be accommodated through Agency reductions. Should further savings be required then Voluntary Severance requests will be considered.	300	294	6	6	0	This has been achieved.
City Operations	3	<b>Reductions in Landfill expenditure</b> - 1) Transfer station - repairs & maintenance budget underspent in 2012/13 and projected in 2013/14. (£44k) 2) operational savings - remove surplus budgets in landfill directives and transfer station(£60k). 3) Waste Disposal - staff restructure (£150k)	254	185	69	69	0	Achieved through a staff restructure leading up to the scaling down of operations linked to the planned closure of the landfill site. Further reductions were made against the Lamby Way Transfer Station and Landfill Directive budgets.
City Operations	4	<b>Recycling Processing Redesign</b> -(1) - Operational Savings (£152k) Savings made up of: 1) Cessation of residual waste disposal at £94 per tonne, to be replaced with Energy from Waste treatment option of < £94 per tonne. Procurement commenced. 2) Waste skip movements through the roll on off service reduced from 4 bins to 1. 3) Materials Sales: 3a) Grade 1 - Paper was sold as loose now baled. Net effect is additional £20 per tonne to year end. 3b) Grade 2 - Paper sent for post sorting, decreased contamination levels have resulted in additional £5 per tonne income to year end. 4) Existing mobile plant on hire to be replaced by new procurement, result will be less damage costs being recharged by hire company. Reduction of 1 forklift.	152	131	21	21	0	This has been achieved and reflects the full year effect of the new shift pattern introduced during 2014-15.
City Operations	5	<b>Interventions Cardiff Outdoors</b> - a review of administration / customer contacts in Environment , Bulky/Fly tipping, Regulatory , Pest control and cleansing (£100k).	100	66	34	34	0	Full year effect of saving achieved in previous financial year.
City Operations	6	<b>Invest to Save Energy - Radyr Weir and Solar Panels at Lamby Way</b> Radyr Weir and Solar Panels at Lamby Way are invest to save schemes already included in the existing Capital Programme. Radyr Weir - full year gross revenue is budgeted at £352k. Estimated date of operation end of November 2014. Gross in year saving £95k for 2014/15 of which £30k will be available after in year debt repayment. Solar panels on buildings at Lamby Way Gross in year saving 2014/15 £30k of which £10k will be available after in year debt repayment.	40	0	40	27	13	Income has been generated from solar panel installations but the Radyr Weir scheme is still in completion stage so there is a shortfall against the target.
City Operations	7	<b>Invest to save energy initiatives</b> - Saving reliant on a capital bid for 2014/15 of £790k. In year gross Saving 14/15 £98k of which £22k will be available after in year debt repayment in respect of capital costs. Full year gross saving 15/16 is projected at £294k.	22	0	22	22	0	A series of smaller solar installations on roofs have enabled this saving to be achieved in full.
City Operations	8	<b>Review of City Analyst Laboratory</b> - The City Analyst Laboratory is currently a subsidised service. The proposal is to explore revised operating models options to eradicate this subsidy. This review will include consideration of the development of a business model to operate the Laboratory on a more commercial basis without public subsidy where it will be required to cover its operational costs from the generation of income from external and internal clients.	106	0	106	106	0	The Laboratory is closed and the saving achieved.
City Operations	9	<b>Community Asset transfer of Maes-y-coed Community centre</b> - The facility is open only on weekdays and attracts 30,579 attendances annually (85 users per day). The directorate has been approached by a local community group about a Community Asset Transfer. The community group has stated that it would aim to provide similar sessions to those currently delivered.	80	21	59	59	0	The CAT has taken place. All revenue budgets have been removed so this saving is achieved.
City Operations	10	<b>In year saving from Eastern Leisure Centre being closed for refurbishment; on re-opening of Eastern Leisure Centre, rationalise overall leisure provision</b> - Plans for the refurbishment of the building have been developed with a view to commencing work in 2014. Whilst closed for refurbishment a saving will accrue to the service. A Leisure Facilities Strategy is being prepared to establish the overall size of the leisure offer required in the future, paving the way for future service rationalisation. Following completion of the refurbishment, the Council would need to identify base savings at the same level.	240	0	240	240	0	The redevelopment commenced in February 2015. The budget was temporarily removed and no revenue costs were incurred this year. Therefore the saving is achieved.
City Operations	11	<b>Reduce leisure subsidy to reflect income levels</b> - The implementation of the Leisure income strategy in 2010, has led to a continued growth in income for the service area. This continued growth in income has now removed the deficit making it possible to reduce the subsidy.	250	179	71	71	0	Improved trading position has enabled this saving to be achieved.

City Operations	12	<b>Roath Park Conservatory</b> -There is an opportunity to develop a new operating model for Roath Park Conservatory which generates in the region of 33,000 individual visits per year. Opportunities for third sector partnering along with the introduction / development of income streams are being explored in order to reduce expenditure and increase income. It is likely that there would be an impact on service users through the re-modelling of opening hours.	15	12	3	3	0	This has been achieved.
City Operations	13	<b>Introduction of charges for car parking at Llandaff Fields and Pontcanna Fields</b> - Introduction of car parking charges at Llandaff Fields and Pontcanna Fields Car Parks which have historically been free of charge. Car Park users would receive the first three hours free of charge and parking free from 6pm weekdays and on weekends to avoid any impact on clubs, parks users and visitors to the Llandaff cafe (leased by Cardiff Council).	40	0	40	40	0	The responsibility for these car parks has been transferred from Parks to Civil Parking Enforcement and incorporated into the overall CPE position.
City Operations	14	<b>Additional income to parks</b> - Additional mobile concessions (£20k), delete florist post from nursery (£20k.) Income from Heath Park Car Park (£40k.)	80	61	19	9	10	The shortfall relates to catering concessions. A number of concessions were retendered during 2015/16 which resulted in reduced tender sums when compared to previous financial years. Also, no tenders were received for some of the mobile catering renewals and new sites.
City Operations	15	<b>Boatstage Concession</b> - There is an opportunity to invite expressions of interest for the operation of the Boatstage.The concession operating model removes the risk of low income due to poor weather for the Council. There is potential for the concession holder to invest in new boats, activities and infrastructure.	25	13	12	12	0	The contract to operate the Boatstage became effective during the year thereby achieving the saving in full.
City Operations	16	<b>Re-design of the Parks Development Service</b> - An opportunity exists to review and re-design the Parks Development service that includes the strategy, policy, planning, design, land management and playground management functions. It is anticipated that savings would be delivered through further technology efficiencies although alternative ways of delivering the service will be explored as part of the review.	50	18	32	32	0	The saving was achieved following the full year effect of action taken at the latter part of 2014-15
City Operations	17	<b>Community Building Review Play Service Rationalisation</b> - All Play Centres to stay open, with savings being made through introducing shorter operating hours, whilst identifying a new delivery model for Children's Play. Maintain disability play at the current level, but reduce Welsh medium play in line with the overall savings level. Introduce Flying Start at Riverside and Adamsdown Play Centres. As a result grant funding of £90,000 to Menter Caerdydd for Welsh Medium Play will reduce by £6,220 to £83,780 in line with directorate savings levels.  (This is an amended proposal. Previous proposals for Play services totalled £900k but these have now been replaced by this reduced proposal.)	200	188	12	12	0	The remaining saving was achieved through reduced costs derived during the year.
City Operations	18	<b>Heath Park Offices Staff Relocation</b> - relocate staff currently operating from offices at Heath Park and offer building and associated dedicated parking for lease.	61	46	15	15	0	Full year effect of the saving introduced in 2014-15.
City Operations	19	<b>Telematics - reduced Real Time Information (RTI) costs, buses upgraded to 4G</b> - New bus shelter advertising contract to pay for 4G in buses and bus shelters, removal of existing radio based system including maintenance. RTI screens to be updated via capital / possibility supported by Section 106.	50	0	50	0	50	The saving was not achieved as the contract will not be in place until April 2016.
City Operations	20	<b>Increased income for Traffic Regulation Orders</b> - An Officer Decision Report is under consideration to increase Emergency Notices from £100.00 to £415.00 per Notice, and from £225.00 to £690.00 for Orders, excluding any advertising costs. Fee increase in line with other authorities.	137	67	70	49	21	Additional income was achieved but not to the level required to meet the target.
City Operations	21	<b>Service redesign and integration of Transport and Highways services</b> - including a full management restructure	250	200	50	50	0	A part year impact was achieved last financial year due to the timings of recruitment processes, ring fencing and release of posts through voluntary severance. The full restructure was in place by the end of 2014/15 and this remaining target is now achieved.
City Operations	22	<b>Removal of Administrative posts in Development management</b> - Deletion of vacant Secretary and Administrative Support posts.	74	44	30	30	0	The service restructure was in place and finalised by the end of March 2015. This shortfall was addressed as part of the restructured service and this target has now been achieved.
City Operations	23	<b>Development Management additional Fee income</b> - Increase the efficiency of planning application processing of major applications and thus increase fee income together with additional fee income in relation to pre-planning application advice. The proposed saving also includes additional income from charges for street works.	512	342	170	44	126	Additional income was achieved but not to the level required to meet the savings target.
City Operations	24	<b>Reduction in Planning posts</b> - posts have been identified across the Planning Service that will be deleted as part of this proposal.	256	188	68	68	0	The service restructure was in place and finalised by the end of March 2015. This shortfall was addressed as part of the restructured service and this target has now been achieved.

City Operations	25	<b>Highways Maintenance Redesign Phase 2b</b> - it is proposed to redesign the Highways Maintenance organisation structure to more clearly separate the asset management and operations functions. The restructure will also take into account the predicted reduction of defect repair work arising from the implementation of the new Highway Maintenance Policy. Additionally, following the establishment of the new Strategic Planning, Transportation and Highways Directorate, the restructure will build on synergies that exist between Highways and the Transportation and Planning Service to produce a more focused service delivery through improved strategic planning and asset management. Reduction in frontline operatives from 62 to 43. Reduction in staff vacant posts and Voluntary Severance requests.	693	570	123	123	0	The service restructure was in place and finalised by the end of March 2015. This shortfall was addressed as part of the restructured service and this target has now been achieved.
City Operations	26	<b>Dimming of Street Lights</b> - In February 2013, the Council approved an invest to save scheme for the dimming of street lights in residential areas. The scheme is to be implemented over 3 years with a total of approximately 24,000 street lights being dimmed. It is planned to complete the installation of dimming units on 8,000 street lighting units in 2013/14 with the result that savings will start to be made next year.	100	35	65	65	0	The overall energy cost remained within budget so the saving was achieved.
City Operations	27	<b>Telematics - Reduction in Call Out</b> - Currently two officers on call every night of the year - reduction to one per night. Current estimated annual cost of call out £25k, budget £31k, reduce call out by half to £12.5k- saving £18k.	18	0	18	18	0	The service restructure was in place and finalised by the end of March 2015. This shortfall was addressed as part of the restructured service and this target has now been achieved.
City Operations	28	<b>Business support efficiency savings</b> - Change of model for business support where the embedded Technical Administration staff are line managed by the Administration Manager's post. In addition some process efficiencies and 'Lean' work to reduce the duplication of effort and the double handling of information will generate savings in work volumes.	150	61	89	89	0	The service restructure was in place and finalised by the end of March 2015. This shortfall was addressed as part of the restructured service and this target has now been achieved.
City Operations	29	<b>Pay and Display Butetown (Schooner Way)</b> - generation of additional income through implementation of Pay and display parking on Schooner Way.	50	12	38	38	0	This budget has been realigned in line with recovery levels on other budgets/income streams within the Civil Parking Enforcement Account for 2015/16.
City Operations	30	<b>Operational Manager tier savings</b> - following a review of work undertaken across the service.	240	210	30	30	0	The service restructure was in place and finalised by the end of March 2015. This shortfall was addressed as part of the restructured service and this target has now been achieved.
City Operations	31	<b>Staff savings across Planning Enforcement</b> - following a review of all work undertaken across the planning service.	39	31	8	8	0	The service restructure was in place and finalised by the end of March 2015. This shortfall was addressed as part of the restructured service and this target has now been achieved.
City Operations	<b>Total City Operations</b>		<b>4,953</b>	<b>3,207</b>	<b>1,746</b>	<b>1,488</b>	<b>258</b>	
Communities, Housing & Customer Services	32	<b>Community Building Review</b> - The administrations commitment to join up local services within Community Hubs will continue to be rolled out with a focus on meeting local needs, making services more accessible and convenient and reducing the number of operational buildings.  The aim is to provide Community Hubs in areas of identified need by reviewing the services and buildings currently in operational use and to join up face to face services in one, accessible location linked to more mobile provision in a wider range of community venues. This builds on the success of the pilot hubs and initiatives such as the Neighbourhood Librarian service taking library services out into schools and other venues to encourage literacy and reading.  The experience of developing the hub concept so far has confirmed that the new method of delivery is popular and delivers savings. This saving is predicated on previous experience of general fund revenue savings associated with the Hub strategy with a focus on service retention and building reduction. As proposals come forward consideration will be given, where appropriate, to alternative uses or building transfer. Specific consultation will take place.	535	238	297	297	0	A part year impact of £238,000 was achieved last financial year due to the timings for property moves and closures and staffing restructures related to the creation of the new Community Hubs. The balance of £297,000 is now achieved with full year operational savings linked to the East Hub at St Mellons and Llanrumney and additional savings associated with the creation of the West Hub and the Grangetown Hub.
Communities, Housing & Customer Services	33	<b>Restructure of Policy, Partnerships and Citizen Focus service</b> - A proposed restructure of the Policy, Partnership and Citizen Focus service has been developed which includes a saving of £466k. The new structure retains capacity for the statutory responsibilities which the Council has in relation to partnership working, production of the Single Integrated Plan, community safety and delivery of the Strategic Equality Plan but will require wider ownership of partnership working responsibilities by the rest of the organisation and responsible directorates to ensure we meet our statutory partnership and equality duties  Through the restructure it is proposed that the existing service will be split into a number of teams to enable a stronger focus on the policy development of the organisation and ensure that the Council is able to effectively co-ordinate the policy capacity of the Council to help inform decision making; enable a team focussing on partnership working and collaboration and allow the alignment of the equalities function within the wider decision making process.	466	428	38	38	0	Part year impacts were achieved last financial year due to delays to the restructure and related recruitment processes. The full restructure was in place by the end of March 2015 and therefore this saving was achieved in full in 2015/16.

Communities, Housing & Customer Services	34	<b>Central Library - Changes to Service Delivery</b> 1) Closure of Local Studies Dept within Library - Stock and material transferred to the Glamorgan Archives. Deletion of 3 posts. 2) Merge 2 Departments:- Leisure & Community Languages. Deletion of 1 post. 3) Closure of Reception Introduction of a concierge service – Currently up to 3 members of staff on reception at present. Plan to change to 1 with other Library staff providing cover where necessary. 4) Central Library - Re-modelling of Reader's Requests. Service-Integration of Readers Requests into specialist Departments rather than being dealt with by a dedicated post. 5) Central Library -Introduction of fixed Timetabling & closure of secondary help desks. Deletion of 4 posts relating to secondary help desks. Planned to maintain assistance through 1 main help desk on each floor. 6) Closure of Library 1 day per week, closure of additional floor and lease of 2 floors to generate income.	500	354	146	146	0	Part year impacts were achieved last financial year due to delays to the restructure and related recruitment processes. The restructure was in place by the end of March 2015 and therefore this saving was achieved in full in 2015/16.
Communities, Housing & Customer Services	<b>Total Communities, Housing &amp; Customer Services</b>		<b>1,501</b>	<b>1,020</b>	<b>481</b>	<b>481</b>	<b>0</b>	
Corporate Management	35	<b>Communications and Media Teams</b> – Restructure of the Communications and Media Team.	320	310	10	10	0	The full year impact of the restructure enabled this saving to be fully realised.
Corporate Management	36	<b>Increase communications and media income targets</b> - The directorate already generates income from these activities. This saving seeks to generate additional amounts from these areas.	60	0	60	0	60	Additional income necessary to meet this saving was not achieved.
Corporate Management	<b>Total Corporate Management</b>		<b>380</b>	<b>310</b>	<b>70</b>	<b>10</b>	<b>60</b>	
Economic Development	37	<b>Staff Rationalisation in Strategic Estates</b> - Deletion of two posts, a Porter and a Surveyor and reduction of 0.2 FTE of Management Support Officer post.	58	41	17	17	0	This saving has been realised following a VS and a redesignated post within the markets.
Economic Development	38	<b>Funding of Major Project's project management costs through capital.</b>	128	80	48	33	15	This saving showed a shortfall as only £33,000 was eligible to be recharged to capital in 2015-16.
Economic Development	39	<b>Increase in income</b> - in respect of workshops / Cardiff Business Technology Centre (CBTC) and Business in Focus. Workshop income £30k, CBTC £40k Business in Focus £35k.	105	85	20	20	0	The shortfall related to Business in Focus income and was achieved in full during 2015-16.
Economic Development	40	<b>Strategic Estates additional income - 1)</b> realisation of additional revenue income from rent reviews due on non operational property estates (£145k). <b>2)</b> Additional minor sales of land below £10k = £20k. <b>3)</b> Additional fee income arising from increasing fee charges on re-letting and rent reviews = £32k (Professional Charges)	197	67	130	130	0	Rent reviews carried out during 2015-16 ensured that this saving was achieved in full.
Economic Development	41	<b>Reduction in staff costs in City Centre Management</b> - Reduction in the number of staff employed to manage the city centre with more emphasis to be placed on the private sector taking on a bigger role through a public private partnership approach.	125	60	65	65	0	This saving has been achieved in full following the full year impact of the restructure.
Economic Development	42	<b>Reduction in Night Time Economy Budget</b> - This will involve a reduction to the Taxi Marshalling service.	50	33	17	17	0	This saving has been achieved.
Economic Development	43	<b>City Centre Buggies - reduced hours of operation</b> - The proposal is to reduce the provision of mobility buggies to a core provision of 4 hours per day, reflecting the periods of highest demand.	25	18	7	7	0	This saving has been achieved.
Economic Development	44	<b>Secure concession to operate Lamby Way Catering</b> - This operation is the least cost effective of the Council's catering operations and lends itself to being run independently of the Council as a concession, thereby removing the trading deficit and generating a concession income for the Council.	28	10	18	18	0	This saving has been achieved with the catering function at Lamby Way transferring to the City Operations Directorate.
Economic Development	45	<b>End Staff Catering Subsidy</b> - This saving will eliminate the staff catering subsidy in County & City Hall Canteens. This reduction has been anticipated in the Venues & Catering Restructure.	115	21	94	79	15	The retail outlets were set challenging targets. A final shortfall of £15,000 was reported due to additional agency costs.
Economic Development	46	<b>Catering - New Operating Model</b> - it is proposed to invite third parties to run some or all of the Council's commercial and staff catering and commercial catering business. Expressions of interest could be invited either for a single operator to run the entirety of the business, or, recognising the diversity of the business, invite expressions separately for staff catering, individual retail units (Norwegian Church & Castle), and event/function catering. From the experience of third party operation of catering outlets in Parks, it is anticipated that there would be strong market interest, with resulting financial return to the Council in excess of current surpluses generated.	150	0	150	33	117	The retail outlets were set challenging targets. Whilst part of the target was met, £117,000 was unachieved due to unforeseen costs relating to staff sickness and maternity.
Economic Development	47	<b>Cardiff Story Museum - Operating Model</b> - Secure savings through introduction of a slimmer operating model with skeleton staff and static display, co-staffed with the Tourist Information Centre and through use of volunteers.	180	170	10	10	0	This saving has been achieved.

Economic Development	48	<b>Savings from Cultural Venues</b> - Savings would be achieved through: (a) new management operator being secured for either St David's Hall or New Theatre, or both, (b) introduction of transaction fees payable on ticket prices (c) closing for short, most costly periods where net savings can be made (d) reduction in staffing	530	230	300	0	300	This saving was not achieved in 2015-16 as the ADM procurement process is still on-going. The current timetable anticipates a new operating model by November 2016. This was mitigated by significant income received from ticket sales during the final quarter of the year.
Economic Development	49	<b>Parks Service Savings</b> - Increase income from HRA, from fees and charges, and from wider uses of the buildings estate in parks. Cease provision of hanging baskets in city centre and introduce changes to employment of Summer casuals.	265	205	60	0	60	This saving was not achieved as no additional income opportunities were identified.
Economic Development	<b>Total Economic Development</b>		<b>1,956</b>	<b>1,020</b>	<b>936</b>	<b>429</b>	<b>507</b>	
Education	50	<b>Re-organisation of Casework Team</b> - The role of the Casework Team is to manage the Council's statutory responsibilities in connection with pupils with Special Educational Needs (SEN). Casework Officers and Assistants are frontline staff responsible for explaining professional decisions to parents and managing the conflict and disagreement that can arise around this area of work. The team therefore has a critical role to play in the service aims to build capacity of schools and to promote early intervention. Delegation of resources to schools in 2012 has raised the threshold at which statements are needed. This is already leading to a slight fall in requests for statutory assessment, a decrease in the number of requests that result in statutory assessments, and an increase in the number of statutory assessments that do not result in a statement. As a result of these changes the team will be re-structured which will result in a saving on employee costs with effect from 1 April 2014 and the team reducing by two posts.	36	12	24	24	0	This saving has been achieved.
Education	51	<b>Education Welfare Services</b> - The significant increase in the level of additional resources delegated to secondary schools and the rationalisation of the central Education Welfare Service has contributed to the significant improvement in overall attendance in schools in the past two years with a 2.5% improvement at secondary school and 1.2% at primary secured since 2011. This saving will be achieved through a further rationalisation of the central team with the reduction of 1.5 FTE posts.	53	40	13	13	0	This saving has been achieved.
Education	52	<b>County Hall Nursery</b> - The provision of a staff nursery at County Hall has been subsidised for the last four financial years. A combination of greater flexible working arrangements for staff, childcare vouchers and alternative providers has resulted in a significant decrease in the number of staff using this facility. This has meant that the subsidy being met by the Council has increased significantly. Taking this saving will mean that there will be no direct Council subsidy of the Nursery from the start of the 2014/15 financial year. The recent consultation regarding the proposal to close this facility, from the end of August 2014 identified a number of potential additional users, which combined with a potential reduction in staff numbers and an increase in fees could enable the nursery to run without a subsidy. This may mean a significant increase in the fee charged for users. Officers, therefore, have been asked to re-examine the business case for the Nursery facility and report back to Cabinet in June 2014 on the feasibility and sustainability of providing the nursery without subsidy. A final decision will be made on whether or not the nursery will have to be closed from 31 August 2014. If the nursery were to close, there is available childcare provision within the vicinity of County Hall and the childcare voucher scheme can be used with any registered childcare provider of choice. This option is already used by around 300 staff compared with the 21 staff who use the nursery. The Family Information Service would help employees find alternative childcare either close to their place of work or close to where they live.	56	14	42	42	0	This saving has been achieved.
Education	53	<b>Childcare Strategy</b> - Deletion of Business Assistant post. This post currently provides support to Cardiff Childcare Strategy Unit. The work can be reallocated and absorbed into the workload of the Business Manager, Family Information Service and Cardiff Childcare Service Administration post.	22	16	6	6	0	This saving has been achieved.
Education	54	<b>Education Management</b> - During the 2013/14 financial year the Education services across Wales will see further changes to the range of functions provided through the regional consortia arrangements. From April 2014 Welsh Government (WG) will expect further Education services to be included in the consortium arrangements. Alongside this WG are expecting all local authorities to increase the levels of resources that are delegated directly to schools. Both of these will impact on the role and capacity needed to be retained by a local Education Service. Staff will be consulted on savings planned to be achieved through a rationalisation of Centrally Employed staff and including those staff employed through the business support function.	424	247	177	177	0	The full year effect of posts being deleted during 2014/15 has delivered this saving in full.
Education	55	<b>Business Support - One Service</b>	300	100	200	200	0	This saving has been achieved.
Education	<b>Total Education</b>		<b>891</b>	<b>429</b>	<b>462</b>	<b>462</b>	<b>0</b>	
Governance & Legal Services	56	<b>Removal of Committee general expenditure budgets within Democratic Services and Scrutiny</b>	16	9	7	7	0	This saving has been achieved.
Governance & Legal Services	57	<b>Removal of Members refreshments and Yearbook budgets</b> - This proposal includes the deletion of Members refreshments budgets and the budget for Yearbooks.	9	2	7	7	0	This saving has been achieved.
Governance & Legal Services	<b>Total Governance and Legal Services</b>		<b>25</b>	<b>11</b>	<b>14</b>	<b>14</b>	<b>0</b>	

Resources	58	<b>Removal of posts in Commissioning and Procurement</b> - the Business as usual & Projects team was temporary for a period of 2 years. This proposal will include the deletion of an OM post through voluntary severance and deletion of a vacant Assistant Procurement Officer post. The proposal will also include the removal of a Grade 5 Cataloguing Officer post together with a Senior Category Manager.	188	168	20	20	0	This saving has been achieved.
Resources	59	<b>Reduction to the Category Team Supplies and Services Budget within Commissioning &amp; Procurement</b> - This will remove flexibility to bring in category specialists to support teams.	30	10	20	6	14	Supplies and services headings across Commissioning & Procurement are £14,000 overspent in 2015/16.
Resources	60	<b>ICT reduction in software licence costs</b> - This savings proposal is based on reductions in external licence spend as a result of reductions in employee numbers (for example the Microsoft Enterprise agreement, Citrix licences etc).	65	0	65	65	0	Saving achieved in full through a reduction in the number of licences.
Resources	61	<b>Realignment of Business Support Posts in Business Administration</b> - Two members of staff within the Business Support team have expressed an interest in Voluntary Severance. This has given the opportunity to review duties. A total of 4 posts can be deleted. In addition another member of staff has requested flexible retirement which has led to a further saving. The functions within these posts can be undertaken by existing staff.	100	87	13	13	0	This saving has been achieved.
Resources	62	<b>Income generation opportunities in respect of Central Transport Services (CTS)</b> - Seek to maximise the external income potential from the Transport Operations Depot in Coleridge Road while continuing to maintain the Council's fleet of 850+ vehicles. The Council does not have the power to allow the depot to enter into competitive commercial activities and therefore the Council has approved the preparation of the business case to identify trading opportunities. Potential for an alternative model of service delivery.	120	0	120	100	20	Various savings and income streams were achieved including £24,000 from the vehicle wash, £4,000 additional MOT income, £54,000 from an internal staffing restructure to support trading activity and £18,000 cost savings on the maintenance of the car wash facility. Work is ongoing developing MOT revenue, maintenance of school minibuses and trial of employee cars after MOT failure. External revenue from Days and Royal Mail not realised as expected due to unforeseen licence and implementation costs.
Resources	63	<b>HR People Services potential collaboration with the Vale Council</b> - There are options in place to potentially collaborate with the Vale of Glamorgan Council on a number of HR activities which includes Occupational Health and other areas such as Learning & Development and HR Policy. In relation to Occupational Health we would need to increase the Occupational Health resources in Cardiff, and the Vale would buy in the services via a Service Level Agreement which would offset the additional costs and would create additional income.	20	0	20	0	20	No further progress during 2015-16. However the shortfall was mitigated by other savings across HRPS.
Resources	64	<b>HR People Services to increase external income in respect of Cardiff Works / Cardiff Supply</b> - Cardiff Works would look to expand in order to generate additional business which it is estimated would generate a surplus of around £119,000. We would look to provide administration and clerical support to the Vale Council, and the Fire Service. Other local public sector organisations may join in the future. We would offer services such as administration and clerical support, supply teachers and psychometric testing.	119	87	32	32	0	This saving has been achieved.
Resources	65	<b>HR People Services. Combining Payroll teams with HRPS</b> - there is an opportunity to combine the payroll teams with HRPS to achieve efficiencies in service provision. This streamlining would achieve the proposed saving by reducing the communication requirement between teams. Further savings should be possible in future years with process review and technological service enhancement.	10	0	10	10	0	Transfer of Payroll staff to HRPS has been actioned.
Resources	66	<b>HR People Services. Share with the Fire Service an Occupational Health Physician post and an Admin post enabling a Voluntary Severance (VS) to be accepted</b> - The Council currently provides Occupational Health Physician advice to Council staff. The Occupational Health unit is already shared with the Fire Service. Further options are available to share the Occupational Health physician post which will provide reduced sessional costs with savings of £40,000, by the purchase of full-time physician to be shared with the fire service in terms of costs and access. Additionally sharing administrative support will enable a VS to be accepted and save half of the post.	53	20	33	0	33	No further progress during 2015-16. However the shortfall was mitigated by other savings across HRPS.
Resources	67	<b>HR People Services. Mini restructure for Organisational Development (OD) / Learning &amp; Development (L&amp;D) function</b> - As part of a mini restructure within the OD/L&D function, the proposal would result in the deletion of a grade 9 post. The current split of management function between the service delivery and L&D specialists needs to be addressed. Proposals already underway to integrate management of both areas into a single role. This will provide more joined up approach to the management of the L&D function which includes strategic responsibility for new lead role.	45	34	11	11	0	This saving has been achieved.
Resources	68	<b>HR People Services.</b> From within Manage, Recruit and Develop teams - Delete a vacant Grade 4 post, a Grade 10 and a Grade 7 post. This proposal also includes one flexible retirement at Grade 7 - 50% reduction in hours.	127	114	13	13	0	This saving has been achieved.
Resources	69	<b>HR People Services.</b> Realignment of reporting lines Job Evaluation / Reward team and reduction in Employee Relations team- Delete grade 9 manager post and realign management under the grade 10. Additional Schools Organisational Plan HR support would remain in Employee Relations team. The four Grade 7 employee relations specialists will be reduced by one.	87	74	13	13	0	This saving has been achieved.
Resources	70	<b>Health and Safety potential joint venture</b> - There is a proposal to explore the potential of some form of joint working on health and safety. This would need to be subject to exploratory discussions with colleagues from other Councils and be congruent with the agreed priorities of both Councils	137	60	77	0	77	A joint working arrangement with another Council has been implemented however whilst a full saving is anticipated in 2016/17 no specific savings were identified in 2015/16. The shortfall was however partly mitigated by other savings within Health & Safety.



Resources	71	<b>Customer Relationship Management</b> - a business case is being prepared to move forward the business process changes required to implement a Customer Relationship Management approach across the Council. It is envisaged that this change will bring in a part year effect in 2014/15 with further significant savings materialising in 2015/16. The saving identified relates to a decommissioning of IT which will be replaced with the new arrangements.	100	40	60	0	60	This is linked to the on-going progression of the CRM work.
Resources	72	<b>Savings on a reduction on Council wide energy bills</b> - this saving will be achieved through on going validation of utility bills. It is currently considered that a 1.5% saving on energy bills could be achieved.	135	47	88	88	0	Initiatives have been undertaken to achieve this saving.
Resources	<b>Total Resources</b>		<b>1,336</b>	<b>741</b>	<b>595</b>	<b>371</b>	<b>224</b>	
Social Services	73	<b>150 Thornhill Road</b> - The home has been closed for 18 months. The design of the home is not fit for purpose and it is unlikely to be able to offer the type of residential experience the Council would want for looked after children locally. Other projects such as the Social Impact Bond (SIB) and the Children's Services Accommodation Strategy are seeking to improve services for looked after children and achieve better outcomes. The proposal ensures the establishment at Crosslands Children's Home is fit for purpose.	772	755	17	17	0	Home closed and passed to the HRA.
Social Services	74	<b>Out of Area Residential - Social Impact Bond (SIB) Project</b> - The outcome of the SIB Feasibility study provides a robust business case that provides opportunities for significant savings to be achieved. Potential providers and investors have been identified as part of the study. The approaches that have been considered for the project have an evidence-base and have demonstrated success in other areas. The saving could be achieved alongside improving outcomes for this cohort of looked after children. The implementation of the project is subject to a procurement with the current proposal reflecting a part year saving.	122	0	122	122	0	The Payment by Results contract was let and one service user stepped down to an enhanced fostering scheme. Difficulties experienced by the chosen provider in relation to the recruitment of foster carers ultimately led to the suspension of the contract, severely restricting the level of savings achievable. However, a number of children in out of county residential placements have been returned to independent living arrangements or foster care providing an offsetting saving, albeit there are shortfalls against the target for 2015/16.
Social Services	75	<b>Review of Mental Health Out of County Placements in residential care and re-commission</b> - 7 service users have been consulted about moving from residential care to supported living within Cardiff. Care support would be provided to meet their needs in a model of accommodation with support in 2014/15. A support provider is being separately commissioned.	200	0	200	130	70	The contract for floating support is in place and a number of service users have stepped down to lower cost placements. Delays in the process, including availability of accommodation has however meant that there were insufficient numbers stepping down to realise the full saving or to meet the 2015/16 savings target. Efforts are being made to offset some of the shortfall via general reviews of care packages.
Social Services	76	<b>Review &amp; Transfer the Internal Supported Living Services to external providers</b> - The proposal is to consult upon and review the Internal Supported Living Service and consider transfer to the existing external providers (within the existing contracts) on a locality basis across Cardiff. Service Users will not have to move from their homes unless their care needs can no longer be met in a supported living environment. Any change for service users would only be if their needs could no longer be met within the existing service.	750	390	360	210	150	Savings of £210,000 realised via reduction of registered manager and senior care officer posts through VS and the de-commissioning of a scheme. Although other schemes are being considered for review the achieved saving is significantly below target.
Social Services	77	<b>Hafod reconfiguration of contract</b> - Full year effect of the termination of the contract with Hafod Care in relation to provision of residential care homes. Contract anticipated to end during 2013/14.	1,500	750	750	462	288	Partial achievement of saving following closure of the Cathedral View home in August 2015. The shortfall reflects the unbudgeted operating costs incurred from the start of the financial year to the point of closure.
Social Services	78	<b>Review of commissioned services including residential and nursing care contracts</b> - In conjunction with Commissioning & Procurement, a procurement exercise will be undertaken to seek block contracting conditions with current providers, providing longer term financial risk assurance for the Homes in exchange for their providing savings for the Council on the cost of beds.	500	200	300	0	300	This saving is largely predicated on reduced costs arising from the introduction of the dynamic purchasing system. Average bed prices have continued to rise in 2015/16 so no evident saving was achieved.
Social Services	79	<b>Review contractual arrangements for Direct Payments Support Provider</b> - Re-commissioning and reviewing options are being considered to review the existing contractual arrangements in place for Direct Payments provider.	100		100	100	0	Negotiations with the external provider has led to agreement to reduce the management fee for direct payments in advance of a potential commissioning exercise. Saving of £100,000 therefore shown against the unachieved saving brought forward from 2014/15.

Social Services	80	<b>Closer to Home Project - Learning Disabilities (LD)</b> - Closer to Home is a project to support people to move from out of county residential accommodation, where appropriate to their needs, by finding housing solutions within Cardiff. In year one, we will work closely with service users, parents and carers to identify service users who could be accommodated appropriately in adapted supported accommodation. The project in years 2 and 3 will seek partnership options to develop purpose built core and cluster accommodation to meet the needs of service users with learning disabilities, challenging behaviours and complex needs. In order to deliver the project, we will work in partnership with Cardiff Housing Strategy and all housing partners. To achieve the identified savings the number of service users will be in the region of 14 individuals to return to Cardiff.	350	50	300	200	100	The saving is predicated on a reduction in residential care costs following the step down of service users to lower cost supported living forms of care. Savings of £200,000 were achieved, however insufficient numbers have so far stepped down to lower cost forms of care resulting in a shortfall against the targetted savings for 2014/15 and 2015/16. The Supported Living work stream in the Vulnerable Adults Board is working to identify more supported housing schemes to facilitate further step downs.
Social Services	81	<b>Review of spot contracting for domiciliary care</b> - through work with Commissioning & Procurement to develop business opportunity to expand the current block framework provision for the next 12 months in order to reduce current usage of more expensive Spot contracts. There are currently 682 people with 713 spot contracts worth £7.8 million.	400	0	400	0	400	This was largely predicated on savings arising from the implementation of a new dynamic purchasing system. The hourly rates for care have however subsequently increased since the implementation of the DPS with the result that no saving was achieved in 2015/16.
Social Services	82	<b>Review the provision of rehabilitation services for Community Alcohol and Drug Team (see HSC2)</b> - Any future rehabilitation packages, following discharge from hospital will be funded by the NHS. Bench-marking with other local authorities will inform the policy and commissioning change.	200	150	50	50	0	The full year effect of savings implemented in 2014/15 have resulted in this being fully achieved.
Social Services	83	<b>Right-sizing domiciliary care package and review of lower level provision</b> - A review team has been established to review packages of care for older people and those with physical disabilities that will ensure that services are appropriately provided in accordance with need. Often people need a package when they come to the service for support which diminishes over time and this process ensures we are not over-specifying service. People who need the same or even larger care packages will continue to have their needs provided for appropriately.	800	220	580	160	420	An ongoing process of reviews of existing care packages is being undertaken. Savings on LD, OP and MH care packages were identified during 2015/16 albeit there is still a significant shortfall against the original target.
Social Services	84	<b>Mobility Allowance Review</b> - an exercise will take place to identify service users in receipt of Disability Living Allowance (mobility) and whether they are in the position to use this to fund their own transport in relation to social care provision.	20		20	0	20	No saving achieved in 2015/16.
Social Services	85	<b>Safeguarding Team</b> -The alignment of safeguarding with Children Services alongside a whole Council approach to children's safeguarding will lead to a reduction in the number of posts within the safeguarding team from three to two. Non specialist tasks will be delivered through the business support team.	40	0	40	0	40	No saving achieved in 2015/16.
Social Services		<b>Total Social Services</b>	<b>5,754</b>	<b>2,515</b>	<b>3,239</b>	<b>1,451</b>	<b>1,788</b>	
Grand Total		<b>TOTAL SAVINGS</b>	<b>16,796</b>	<b>9,253</b>	<b>7,543</b>	<b>4,706</b>	<b>2,837</b>	

<b>EARMARKED RESERVES</b>		
<b>In line with Council Minute 799(8) the following amounts were transferred to new earmarked reserves</b>		
<b>RESERVE</b>	<b>£</b>	<b>PURPOSE</b>
Corporate Events & Cultural Services	680,000	To support feasibility studies and costs of major events and to offset future pressures arising from fluctuations in income within Venues and Cultural Services.

Civil Parking Enforcement 2015/16 Outturn

Appendix 5

2014/15 Outturn £000's		2015/16 Estimate £000's	2015/16 Outturn £000's	2015/16 Variance £000's
<b>Income</b>				
(3,917)	On Street Car Parking Fees	(4,517)	(4,271)	246
(667)	Off Street Car Parking Fees	(697)	(805)	(108)
(848)	Moving Traffic Offences	(1,824)	(2,840)	(1,016)
(2,077)	Penalty Charge Notices	(2,328)	(2,085)	243
(254)	Residents Parking Permits	(308)	(309)	(1)
0	Disabled Bays	0	(2)	(2)
(54)	Other income	0	0	0
<b>(7,817)</b>	<b>Total Income</b>	<b>(9,674)</b>	<b>(10,312)</b>	<b>(638)</b>
<b>Expenditure</b>				
2,211	Employees	3,060	2,709	(351)
342	Premises	231	231	0
3	Transport	5	23	18
701	Supplies and services	771	1,078	307
221	Third party payments	239	227	(12)
259	Support services	338	374	36
206	Capital financing charges	284	713	429
<b>3,943</b>	<b>Total Expenditure</b>	<b>4,928</b>	<b>5,355</b>	<b>427</b>
<b>(3,874)</b>	<b>Net Expenditure</b>	<b>(4,746)</b>	<b>(4,957)</b>	<b>(211)</b>
3,874	Contribution to Parking Reserve	4,746	4,957	211
<b>0</b>	<b>Total Civil Parking Enforcement</b>	<b>0</b>	<b>0</b>	<b>0</b>

## HOUSING REVENUE ACCOUNT 2015/16 - OUTTURN

## APPENDIX 6

	2015/16 Estimate £000	2015/16 Outturn £000	2015/16 Variance £000
<b>EXPENDITURE</b>			
Employees	11,329	10,780	(549)
<b>Premises</b>			
Council House Repairs	16,900	18,800	1,900
Other Premises Expenditure	4,110	3,696	(414)
<b>Total Premises</b>	21,010	22,496	1,486
Transport	123	89	(34)
Supplies & Services	2,475	2,161	(314)
Third Party Payments	0	3	3
Support Services	5,454	5,468	14
<b>Capital Financing</b>			
Capital Financing	21,099	20,963	(136)
DRF	5,200	4,818	(382)
<b>Total Capital Financing</b>	26,299	25,781	(518)
Contributions to Funds/Doubtful Debts	1,260	565	(695)
Housing Subsidy Payable	0	32	32
<b>GROSS EXPENDITURE</b>	<u>67,950</u>	<u>67,375</u>	<u>(575)</u>
<b>INCOME</b>			
Rents	(61,206)	(61,318)	(112)
Service Charges	(4,910)	(5,060)	(150)
<b>Interest</b>			
Mortgage Interest	(2)	(2)	0
Interest On Balances	(50)	(70)	(20)
<b>Total Interest Receivable</b>	<u>(52)</u>	<u>(72)</u>	<u>(20)</u>
Grants income	(553)	(554)	(1)
Other Income	(422)	(432)	(10)
Total Recharges	(807)	(655)	152
Contributions to/from Reserves/Balances	0	716	716
<b>TOTAL INCOME</b>	<u>(67,950)</u>	<u>(67,375)</u>	<u>575</u>
<b>NET SURPLUS (-)</b>	<u>0</u>	<u>0</u>	<u>0</u>



### **Capital Schemes Update**

The following provides an update of capital schemes to accompany the detailed list at Appendix 8.

### **City Operations**

Overall, the capital schemes in City Operations are reporting a £311,000 overspend. This includes a £961,000 underspend on household bin replacement but an overspend of £1.236 million for Radyr Weir. Estimated slippage is £11.442 million and includes £1.545 million in relation to upgrading Lamby Way Household Waste Recycling Centre, £1.389 million regarding Greener Grangetown, £1.949 million in relation to Leisure, £3.145 million in Highway Maintenance including £1.984 million for LED lighting on principal roads and £1.713 million Metro phase 1 – bus corridor improvements.

### **Waste Management & Recycling**

Expansion of wheeled household and recycling bins and replacement of 240 litre bins with 140 litre household bins has cost £961,000 less than the initial budget allocated. The projected variance had previously been reported as £1.100 million, however additional expenditure was required to ensure the replacement programme was completed as quickly as possible.

Work on the development of a larger Household Waste Recycling Centre at Lamby Way Depot in Rumney is now projected to start in August 2016. Tenders are expected to be returned by the end of July 2016 and subject to the outcome, a review will be undertaken to determine whether the costs can be met within existing budgets. With completion and opening of the site expected in October 2016, slippage of £1.545 million is reported.

Whilst not included in the Outturn, £420,000 was spent on landfill aftercare costs at Lamby Way landfill site funded from the provision set up for aftercare. A procurement exercise to cap the remaining area in accordance with the obligation on the Council for aftercare is to be undertaken in 2016/17 and will also be paid for from the provision.

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

The Greener Grangetown scheme is a partnership project with Welsh Water, the Council, Landfill Communities Fund and Natural Resources Wales to retrofit sustainable highway drainage systems and in the process improve the public realm. A procurement exercise has been undertaken and the scheme, estimated to cost a total of £2.5 million, is subject to finalisation of a funding agreement with Welsh Water and contractual terms with the contractor. The scheme is now expected to start in early summer, accordingly slippage of £1.389 million is shown into 2016/17.

To deliver the Energy refit of Buildings programme, a desk top assessment to ascertain the viability of energy conservation measures, in City Hall, Cardiff Castle, Lamby Way, Radyr Comprehensive, Fitzalan High, Willows High, Llanedeyrn Primary and Ysgol Gyfn Plasmawr has been undertaken. This is now being progressed to develop a more detailed business case including confirming implementation costs and savings. The original invest to save allocation of £790,000, has been utilised to implement Solar Panels. During March 2016, the directorate made a bid, of £2.1 million to the WG Greener Growth Invest to Save Fund to expand the scope of the REFIT project which would provide an interest free loan for such works. This was approved by WG subject to the Council's own and WG approval of the business case. Updates on the project will be provided during the course of 2016/17. As with any invest to save funding, initial costs have to be repaid from savings and it is

essential that any works proposed consider the long term property strategy for each site before proceeding.

The estimated contract value for construction of a hydropower facility at Radyr Weir is currently £4.055 million, £1.422 million in excess of the estimate included in the initial business case by considered Investment Review Board. A contribution of circa £185,000 is due from Natural Resources Wales towards works to the fish pass and circa £50,000 from the Landfill Communities Fund. Following completion of public areas and landscaping, the site is expected to be handed over to the Council in early June 2016. The key milestone of certification for Feed-in Tariff (FIT) by December 2015 was achieved. However, as previously highlighted, costs have increased as a result of both the need to accelerate works to achieve the connection before previously unannounced Government policy changes took effect, and additional works due to ground conditions and other regulatory requirements. Early certification has allowed a higher FIT to be achieved thus enabling a currently projected net £3.3 million income over a twenty year period, subject to successful operation of the facility. The overspend is to be funded by an increase in the invest to save allocation which must be paid back by the directorate, as well as use of a £183,000 earmarked revenue reserve during 2015/16 which was set aside as a contingency for the scheme. The directorate is looking at other options to mitigate the higher capital costs which include opportunities for a Private Wire Agreement purchase arrangement. The directorate will need to seek authority for payments in excess of the initial contract sum in accordance with the Council's contract standing orders and procedure rules, with a Cabinet report proposed when the works are complete.

In order to install and certify solar installations prior to changes in Government policy which reduces the FIT funding of £609,000 was utilised to install 7 sites. (Ysgol Gyfun Gymraeg Glantaf, Ysgol Gyfun Gymraeg Plawmawr, Glamorgan Records Office, Cardiff International White Water, Channel View Water Activity Centre, St. Teilo's High School and Oakfield Primary School). Costs of installation will need to be repaid from savings and income generated.

Discussions are continuing with an alternative solar farm developer who expressed an interest in the Lamby Way site following the withdrawal of financial support for the originally preferred operator. They have at their own risk made significant progress towards preparing a planning application for the site and are considering the impact of the Government's new policy on renewable incentives. Should this not prove feasible, then options for remarketing the site will need to take place. It is currently expected that any operator would re-imburse the costs incurred by the Council to connect the site to the grid, circa £560,000, however until this is confirmed, there remains a risk of abortive costs.

In relation to the SALIX Energy Efficiency Loan Scheme, loans totalling £765,000 were taken by Schools during the year to implement LED lighting schemes. Schools act as the applicant for Salix Loans and also take on the commitment to repay the loans from their delegated budgets utilising energy savings resulting from the schemes.

Grant funding of £232,000 has been received from the WG for the Small Business Research Initiative (SBRI) for the heritage energy efficiency retrofit grant. This is being used to achieve energy efficiency in sensitive historic buildings including Mill House and Kitchener Primary School. The remaining scheme at Roath Park School will be completed in 2016/17 and slippage of £38,000 is shown accordingly.



### Regulatory

Expenditure of £154,000 had initially been projected for 2015/16 but due to a delay in implementing a new Information Technology System due to testing, the full budget for the year of £216,000 has been slipped into 2016/17.

### Parks & Green Spaces

Property Asset renewal funding of £197,000 was utilised for Pontcanna Changing Rooms roof replacement, replacing water mains to pitches at Pontcanna Caravan Park and replacement boilers and electrical works at Fairwater Bowling Green.

The Asset Renewal Parks Infrastructure budget was spent on minor improvements to allotments, resurfacing of footpaths in public open spaces at various sites and to undertake urgent works at Roath Park Boat Stage. In order to meet the circa £320,000 total cost of improvements works at Heath Park tennis courts, £140,000 was vired to this scheme during the year. The courts re-opened in July 2015 following the reconstruction and resurfacing of three tennis courts and installation of flood lighting, with grant funding of £154,000 received from the Lawn Tennis Association and Sport Wales.

The Play Equipment budget of £90,000 was used for upgrades at Butterfield Park, Fairwater Park, Millheath Lisvane, Rhydypenau and Rhydlafar, Victoria Park and Sovereign Chase, with works including resurfacing of playgrounds and replacement of equipment.

A scheme to protect the structural integrity of the Bishops Palace and Landaff Belltower, (circa 900 year old monuments), from further deterioration is complete. CADW funding of £26,000 was received towards the Council's obligation to keep these monuments in a good state of repair. Minor landscaping and installation of interpretation boards will be undertaken in 2016/17.

A phased programme of flood prevention works aims to address issues at various locations where water flows from parks and open spaces onto adjacent land causing flooding. Six sites were originally prioritised, however, a further three sites have been identified where there is a direct flood risk to private property. The majority of these investigations have been concluded, with findings and potential actions, associated costs and a prioritisation process to be undertaken. Funding for this scheme slipped in 2014/15 and delays continue into 2016/17 with slippage of £144,000.

Following public consultation on design options, a scheme to provide an interactive wet play area at Victoria Park started on site in February 2016 and is scheduled to be complete in June 2016 in readiness for the summer season. The estimated total cost of the scheme is circa £500,000 with £308,000 funded by developers planning obligations and a Council Capital Programme allocation of £185,000. Full slippage of the Council contribution is shown into 2016/2017.

Previously approved allocations for creating open space on the demolished Hywel Dda school site have slipped again due to capacity issues in the Parks Landscape Design section. The balance of £28,000 of funding is still deemed to be required to complete works now planned to be completed in Autumn 2016.

### Leisure

A contract was let for £5.984 million for a 66 week period to refurbish Eastern Leisure Centre. Expenditure in 2015/16 is £4.256 million with slippage of £610,000 into 2016/17. To date there have been a number of significant issues relating to the building which have had

to be rectified. These include the need to rebuild defective and structurally unstable brickwork columns and plinth to the front elevation, to ensure fire protection to existing steelwork and to re-introduce a storm water drainage attenuation system. The latter was initially omitted in order to remain within the initial budget, but subsequently required as part of planning conditions. The issues identified are expected to delay contract completion by circa seven weeks, with risk to the contract sum being exceeded. The directorate are looking to mitigate any such risk by reviewing contingency and fit out budgets, with a further update provided in the next monitoring report for 2016/17.

As previously reported the refurbishment and renewal of Insole Court has necessitated the Council to incur additional costs in excess of budget available. This is currently estimated at £220,000 up to the completion of the existing contract in May 2016. This is shown as a £50,000 overspend, as £170,000 will be managed from within existing budgets for the site including leisure property asset renewal, heritage budgets and a contribution from revenue.

The contract has seen a 26 week extension due to various technical issues arising in the outbuildings which required heritage involvement and approval, inclement weather delaying working on external features and general re-specification to mitigate challenges with the initial state of the buildings. The main house has suffered the longest delay in programming due to the find of rare wall paintings and ceiling stencils. However, as a consequence of these finds, the project was awarded a further £268,000 capital funding from the Heritage Lottery Fund to undertake repairs and holding works which will permit full public access to the house. These works, will be undertaken separately by the Trust rather than the Council's contract.

Given the additional costs above and contract variations previously approved, the directorate will need to seek authority for payments in excess of the initial contract sum in accordance with the Council's contract standing orders and procedure rules, with a Cabinet report proposed when the works are complete.

In line with the Council's maintenance responsibility to the fabric of the building under the terms of the lease, the Council is also currently undertaking investigative works to the roof of the east wing of the house. Whilst costs of any measures required are not yet known, this would allow the Trust to utilise and generate income from this part of the building in accordance with its business plan.

The Trust has been undertaking various community engagement events to raise the profile of the project and community feedback has been very positive. The Council is actively working with the trust to secure the transfer of the whole estate in line with the original agreement, expected in June 2016.

Slippage of £165,000 is carried forward to complete Pentwyn Leisure Centre internal alterations and improved access to the building, funded from the capital receipt of the Dome in Pentwyn. As part of the procurement process for operators to run leisure services, £775,000 is available to undertake priority one works to the buildings prior to any contract commencement. There has been expenditure of £244,000 in 2015/16 including replacing air conditioning units, lifts and fire alarms. Slippage of £531,000 is reported, with further works to be prioritised based on property condition reports recently received for each of the sites and availability of budget.

### **Bereavement & Registration Services**

The majority of the £87,000 spend in 2015/16 for Bereavement Services was in relation to the cemetery extension at Western Cemetery including new plinths for memorials and new paths for access to burial sections.

A virement of £11,000 was made from the Strategic Planning budget and together with a grant of £5,000 from CADW, was used towards restoration works to St Mary's Church, Caerau Fort.

### **Highway Maintenance**

The Council's previous year's commitments of £1.440 million under the Local Government Borrowing Initiative (LGBI) for carriageway resurfacing, footways and drainage have been fully spent during the year. This completes total expenditure under the LGBI scheme funded by additional borrowing of £15.3 million since its introduction in 2012/13.

Expenditure on a range of Council Capital Programme funded highway and footway treatments is £2.724 million. Whilst contracts had been awarded for both schemes, slippage of £514,000 in total is carried forward as a result primarily of delays to the letting of the footway.

In relation to bridges and structures, £209,000 of slippage is reported for the Council's contribution to Windsor Road Bridge which is being delivered by Network Rail and expected to be complete in July 2016. The balance of £50,000 is in relation to Gelynys Farm footbridge to undertake works to replace and widen the footpath.

The budget for street lighting column replacement was £270,000. Delays in letting the contract have necessitated slippage of £93,000.

The majority of the residential street lighting columns in the City have now had energy reduction measures installed, resulting in savings from energy use, with no negative impact on service delivery. Whilst it was expected that the circa £1.600 million total cost of the scheme would be completed by 31 March 2016, delays by the contractor delivering his programme has necessitated slippage of £259,000 of this invest to save funding in order to complete the scheme. The works are forecast to be complete by the end of June 2016. There have been no additional installation costs to the Council as a result of the associated delays.

Slippage of £1.984 million of the invest to save budget for LED Lighting on Principal Roads is reported. This is primarily as a result of the need to ensure that the technology introduced is suitable for the City, and relevant consultation takes place. Subject to Cabinet approval for the implementation of LED lighting and a Central Management System, the next steps are to undertake a procurement exercise. Subject to the outcome of this, a scheme could start in December 2016, resulting in significant savings in energy usage and cost. SALIX have offered an in principal interest free loan towards the full cost of the scheme which will need to be considered subject to any final contract to proceed.

### **Traffic & Transportation**

Asset Renewal Public Transport and Traffic Management expenditure of £813,000 was undertaken on various low cost safety measures as well as meeting grant match funding commitments from the previous year.

Funding of £958,000, from Welsh Government is Local Transport Fund to promote active travel, was spent on schemes including Cardiff to Newport cycle Route, walkable neighbourhoods, Route 6 Ely Bridge including footway, Fitzalan Place / West Grove junction improvements and active travel mapping.

## Appendix 7

Road Safety WG Grant of £905,000 was used to make pedestrian footpath, pedestrian crossing and cycling improvements at North Road/Crown Way junction, Rhydypennau roundabout and Station Road / Bridge Road roundabout.

As reported during the year, the directorate was successful in securing grant funding of £2.948 million from Welsh Government under the 'Metro Phase 1' scheme for A469/A470 Bus Corridor Improvements. WG required £2.468 million of this to be spent by the end of March 2016 however expenditure of only £741,000 was possible based on works undertaken.

With the agreement of Welsh Government, the Council has been able to ensure that contractual commitments can still be met by substituting grant funding for various schemes that would otherwise have been paid for by the Council, thus allowing Council funding of £1.713 million to be carried forward as slippage in order to complete works to the A469/A470 during 2016/17.

The schemes and area within which this expenditure appears in Appendix 8 and amount of resource substituted is shown in the table below:-

<b>Scheme</b>	<b>Area</b>	<b>£000</b>
Bus priority and active travel improvements to the A4119 Corridor	Traffic and Transportation	180
Provision of bus infrastructure works in Cardiff City Centre required by the demolition of the Central Bus Station	City Development and Major Projects	601
Reconstruction of Windsor Road Bridge	Highway Maintenance	697
Active travel works to Route 90 Column Road & Active travel/ pedestrian safety measures to route 50-Ninian Park Road	Traffic and Transportation	235
<b>Total</b>		<b>1,713</b>

Safe Routes in Communities WG Grant of £310,000 was used to improve the accessibility and safety of local routes for Splott and Pentwyn primary schools. Works included junction improvements, tabled and zebra crossings as well as signage.

Expenditure of £375,000 on Butetown Tunnel and Telematics included spend on tunnel infrastructure, a contribution towards telematics costs of improvement to Penarth Road and Clare Road Junction, upgrade of analogue phones lines to digital and fibre works and ducting works at Gabalfa.

### Strategic Planning

Final expenditure for the Heritage programme for 2015/16 was £162,000 which was utilised to complete the Pontcanna Street and Cathedral Road public realm works. There is no further provision within the future Capital Programme for Heritage schemes.

### Harbour Authority

The Harbour Asset Renewal budget of £313,000 forms part of a three year programme to 2016/17 for works at the Harbour and Barrage and the surrounding environmental infrastructure. Works included in the programme are: an upgrade of the Barrage play area, Barrage replacement parts and accessories, refurbishment of the pontoon and new equipment for water activities.

### **Communities, Housing and Customer Services**

The Directorate has an overspend in the year of £102,000 in relation to completion of various schemes within the Citizen Hubs programme. Overall slippage of £1.002 million includes £260,000 in relation to Citizen Hubs and £677,000 for schemes within Neighbourhood Regeneration.

#### **Citizen Hubs**

Hubs completed and opened during the year included Central Library Hub, Grangetown Hub and Rumney Partnership Hub. Llanrumney Hub was refurbished during the year and phase 1 of St Mellons Hub extension was also completed. There have been small overspends on these projects which will be met from underspends elsewhere in the capital programme to ensure no adverse impact on the remaining schemes to be undertaken in future years to complete the Hubs Programme.

Design work is progressing on St Mellon's Hub phase 2, with its approval subject to planning permission and also funding being in place from the disposal of land identified in the Cabinet report approving the development of the scheme.

STAR Hub expenditure is £3.14 million during 2015/16, with the balance of circa £3 million identified to complete the scheme in 2016/17. The completion date remains on target for September 2016.

The Fairwater Hub opened in May 2016 and work has started on site on the Llandaff North and Gabalfa Hub. This will convert the existing Llandaff North library and Day Centre into a Hub at a scheme cost estimated at £1.3 million. In March 2016, Cabinet approved the conversion of part of Llanishen Police Station to a Llanishen Community Hub and this is currently in the design phase, with costs estimated at this stage to be circa £500,000, subject to the outcome of procurement.

Llanedeyrn Hub implementation has been delayed due to the need to undertake a further procurement process due to costs being in excess of original estimates. Following receipt of revised tender, costs still remain high and mitigations are being looked at in order to reduce costs or identify alternative budgets in order to allow the scheme to proceed.

#### **Neighbourhood Regeneration**

Neighbourhood renewal schemes are based on member priorities and include public realm improvements to Birchgrove shopping centre and Wentloog Road shops, environmental improvements to Cowbridge Road West/Narbeth Road gully and Trenchard Drive/The Crystals and local centre Improvements to Llanishen Village. Due to delays in scheme design and specification and issues with contractor performance on some schemes, slippage of £390,000 is reported against the initial budget of £898,000, to allow completion of the schemes in 2016/17.

Following the granting of planning permission work is proposed to start on the Malefa redevelopment in 2016/17, costs in 2015/16 relate to preliminary development costs and accordingly slippage into 2016/17 is £341,000. Subject to its development Partner, Cardiff Community Housing Association, and the Council finalising a viable development agreement, works include the construction of affordable and private sale homes, the creation of retail units for commercial rent, as well as extensive infrastructure and public realm improvements.

The Local Shopping Centre regeneration budget for 2015/16 has been used towards a comprehensive regeneration scheme for Clare Road/Penarth Road. Work was completed in 2015/16 on public realm improvements to the junction to facilitate pedestrian movements and improvements to commercial businesses. Phase 2 of work on the improvements to commercial businesses has been completed with phase 3 to be completed in 2016/17. In order to progress with works funding of £59,000 has been brought forward from the 2016/17 budget. WG Vibrant and Viable Places WG grant of £665,000 was received for these schemes.

Expenditure in 2016/17 on alley gating schemes was £172,000 with £21,000 slippage brought forward from 2016/17. Works included area based schemes in Cathays, Gabalfa and Grangetown as well as a number of one off schemes to address specific issues.

### **Libraries**

A scheme to upgrade 28 self serve library kiosks, whose software was no longer supported, was completed at a cost of £149,000. The majority of this scheme is to be funded by an invest to save budget to be repaid from the savings in reduced maintenance costs.

### **Private Housing**

The estate environmental improvements budget which supports costs to works on owner occupier properties is reporting slippage of £124,000 into 2016/17. This is due to slower progression than anticipated on some of the estate regeneration schemes in Public Housing.

During the year the increasing pressure on the disabled adaptations budget was reported as a result of increasing demand. It was initially proposed that circa £400,000 would supplement this budget from virements of other housing budgets and also £321,000 from repayments to the Council of previously awarded housing grants. In addition a sum of £700,000 was to be brought forward from future year's adaptations budget. With expenditure incurred totalling £3.564 million during the year, whilst commitments were in place, only £65,000 was required to be brought forward from the future years budget.

It was agreed with WG that the unused allocation of the 2014/15 allocation of the Warm Homes ARBED scheme, would be utilised in 2015/16 along with a new allocation in 2015/16, this resulted in total spend of £3.073 million. This was spent on external wall insulation improvements and associated works to properties at Brynfedw and Trowbridge. This represents expenditure on non Public Housing properties.

Work to install solar panels at the Shirenewton traveller site and site office and community hall improvements were completed in 2015/16 at a cost of £169,000.

### **Economic Development**

The directorate has slippage of £1.326 million. This includes £540,000 for Economic Development, £163,000 for City Development and £623,000 in relation to Venues and Cultural Facilities.

### **Economic Development**

The Cardiff Connection Voucher Scheme which is funded by the Department of Culture Media and Sports (DCMS) Urban Broadband Scheme ended on the 30 December 2015 with total spend of £374,000. All claims have been submitted on time and in-line with the agreed grant terms and conditions.

In addition, the extended Voucher Scheme was launched from the 1 April 2015 and runs in parallel to the existing scheme. The extended scheme comprised of a £40 million national grant budget and was available to all cities. This budget was fully allocated during the year, but claims will continue to be submitted for approved vouchers until the 30 October 2016. Total spend for 2015/16 is £1.255 million and project management costs have been fully recovered from the 10% cap that has been granted to the scheme.

Cardiff Capital Fund expenditure of £99,000 was incurred in providing either loan, grant or taking equity in Small to Medium Enterprises. During the year £49,000 of loans previously provided were requested by the Directorate to be written off due to amounts owed being deemed irrecoverable. Any new amounts to be awarded from the fund will only be done so from previous loan amounts repaid and recycled. A similar scheme established in partnership with the S4C made no awards during the year whilst applications for support in 2016/17 are being considered. Accordingly £150,000 is carried forward for this scheme.

Expenditure of £22,000 was incurred on provision of grants as part of the Social Innovation Fund. The balance of the total £70,000 allocation is shown as slippage, with applications for funding already received being considered in 2016/17.

A contribution received towards dilapidations costs at Llanrumney Hall and initially profiled for use in 2015/16 is reported as slippage to be carried forward to future years until operating agreements for the facility are in place.

Using repayable WG Town Centre Loan funding, a loan of £500,000 was made by the Council towards the redevelopment of the Tramshed, the former Council Vehicle Maintenance Depot on Clare Road which is listed and has not been utilised for some time. The redevelopment is well underway with the performance venue having opened during 2015/16 and business incubator and residential units to be completed in 2016/17.

Slippage of £92,000 is shown on the 2015/16 budget allocated towards meeting up to £25,000 of improvement costs on buildings that are to be the subject of an approved Community Asset Transfer (CAT). With a number of CATs to be progressed in 2016/17, it is intended that greater use will be made of the funding made available.

### **City Development**

The main expenditure during the year has been £8.685 million to complete the purchase of the Wood Street NCP car park. Cabinet have been provided with a number of updates during the year in relation to the regeneration of Central Square. The key schemes that were progressed during 2015/16 include preparation and design works in relation to the new Central Transport Interchange and the Central Square public realm scheme. Enabling works of £727,000 have been incurred to allow for the closure of the bus station and setting-up of the interim arrangements. In addition, the 2015/16 Outturn position includes £589,000 spent on public realm detailed design, preparation of the specification, cost plan, associated surveys and assessments.

### **Venues and Cultural Facilities**

Asset renewal works in relation to Cardiff Castle totalled £155,000 and included emergency lighting, fire and door access, CCTV works to comply with licensing conditions and refurbishment of toilets.

As part of the procurement process for alternative delivery mechanisms for New Theatre and St David's Hall, the Council had allocated budgets of £295,000 and £350,000 respectively towards priority one works to the fabric of the buildings prior to contract commencement.

Whilst there has been expenditure of £22,000 on entrance doors at St David's Hall, initial estimates for works to New Theatre roof were in excess of budget so not progressed. The remaining budget totalling £623,000 is slipped into 2016/17 to be prioritised based on recent full property condition surveys received for both the sites.

Replacement of carpets in function areas at City Hall cost £91,000, with the initial allocation of £80,000 from 2014/15 supplemented by £11,000 from the asset renewal budget for 2015/16.

In order to allow Cardiff Story Museum to retain its Museum Status and also to facilitate the effective operation of the old Library building which is now configured as two separate units to include the Welsh Language Centre, works costing £188,000 were required. These have been funded from property asset renewal budgets and included security works to the building.

### **Property & Asset Management**

Expenditure in 2015/16 related to replacement boiler at Royal Stuart Workshops (£24,000), works to shops at Chestnut Road Shops (£16,000), and works to Lamby Way Workshops including security bollards, external cladding improvements, roller shutter doors and gate improvements (£60,000).

### **Education & Lifelong Learning**

#### **Schools Asset Renewal & Suitability**

The projected Outturn for 2015/16 reported at Month 9 was £3.173 million, however the final Outturn position is a total spend on Schools Asset Renewal for 2015/16 of £2.901 million, an underspend of £272,000. There is also an underspend against the Schools Suitability budget of £171,000. Both underspends are as a result of delays to planned works for 2015/16 already underway but not complete and therefore will be allowed to carry forward as slippage into 2016/17 budgets.

#### **Flying Start**

The final agreed Flying Start Allocation with WG for 2015/16 was £379,000. The majority of this allocation (£305,000) was in relation to improvements at Herbert Thompson Nursery. This work has been completed and the full funding allocation has been used to complement funding from 21<sup>st</sup> Century Schools in order to deliver the required works.

The remaining Flying Start Allocations for 2015/16 relate to the provision of Canopies at other Flying Start locations and these were at varying stages of completion at 31<sup>st</sup> March 2016. As a result the overall Flying Start Allocation has not been fully utilised in 2015/16 and there is slippage against Flying Start schemes of £51,000 in 2015/16.

#### **Schools Organisational Plan**

Schemes are classified as either "21<sup>st</sup> Century Schools" or "SOP Other". The combined final Outturn was £17.300 million. This represents a reduction of £1.505 million from the Month 9 estimated Outturn position.

SOP Other schemes outturn for 2015/16 was £2.120 million against a budget of £2.910 million. The main reason for this variance is the final valuation for the contract to build the new St Teilo's school identifying an underspend of £631,000 late in the financial year. This project is now largely complete and no further Capital Expenditure is anticipated in 2016/17.



The final outturn for 21<sup>st</sup> Century Schools projects in 2015/16 was £15.180 million, this is a reduction of £715,000 since Month 9 as a combined result of underspends and the net impact of slippage and brought forward resources across a number of schemes.

Capital expenditure during the year was across several schemes but the most significant spend was on the Pontprennau Primary School project (£4.915 million). The project is now complete and the school is operational with Year 7 classes beginning in September 2016. The project also delivered an underspend against the project budget of approximately £200,000.

Other notable Capital Expenditure on 21<sup>st</sup> Century Schools Schemes included; Eastern High School (£2.320 million), Hamadryad Welsh Medium School (£2.130 million), Ysgol Y Wern Extension & Refurbishment (£909,000), New High School in the West of Cardiff (£890,000), Adamsdown Primary (£884,000), Mount Stuart Primary (£785,000), Coed Glas Primary (£707,000) and Fitzalan High Science Block (£699,000).

The most notable areas of slippage against the original assumptions included in the 2015/16 budget were in relation to a number of factors:-

- Eastern High School incurred slippage of £11.945 million in 2015/16. The scheme has been subject to long delays in the planning, design and procurement phases of the project over a number of years. The scheme is now proceeding having received planning approval, negotiation of agreements with Cardiff and the Vale College and the appointment of Wilmot Dixon to a £26 million construction contract.
- The need to await the outcome of several consultations prior to finalising proposals, namely e.g Four wards English & Welsh Medium schemes, Gabalfa Primary / Ysgol Glan Ceubal and Ysgol Glan Morfa and Moorland Primary. All of these schemes suffered delays in 2015/16 and therefore incurred significant levels of slippage in relation to 2015/16 budgeted expenditure.

### **SOP Reserve**

The SOP reserve balance at 31 March 2016 is £8.123 million (£7.170 million at 31 March 2015) with a net contribution to the reserve in 2015/16 of £0.953 million. Of this reserve balance, £3.164 million had been temporarily borrowed to fund corporate Voluntary Severance obligations in previous years but this amount was fully repaid into the reserve at 31/03/2016.

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

### **Governance & Legal Services**

The Council received a grant of £335,000 from WG to support works to create a Welsh Language & Cultural Centre (WLCC) in Cardiff. Working with the Cardiff Story Museum and a range of partners, the facility in the old library building in the Hayes opened in February 2016 and includes a cafe bar, teaching rooms and exhibition space. The building underwent a programme of significant renovation, refurbishment and fit-out to accommodate the requirements of the WLCC partners as well as those of the Cardiff Story Museum.

### **Resources**

Overall the directorate has an underspend of £523,000 in relation to Corporate budgets and slippage of £1.098 million. The slippage primarily related to £776,000 in relation to Modernising IT to Improve Business Processes and £338,000 from the Strategic Property Rationalisation budget.

### **Technology**

Expenditure on ICT projects as part of the Modernising IT to Improve Business Processes capital budget was £829,000. Delivery of these schemes is dependent on the capacity of the organisation to support and implement new systems, and given these risks slippage of £776,000 is carried forward into 2016/17.

The main area of investment in 2015/16 has been to digitally enable suitable Council services utilising modern technology and to implement an agile working solution for suitable staff to allow the release of Global Link, as part of the Office Rationalisation project. Phase 1 of the Agile Working solution is nearing completion and scoping work for a further phase being undertaken including the creation of touchdown points for staff to use. Subject to a business case, there will be further expenditure for additional rollout in 2016/17.

The first phase of the cloud based Customer Relationship Management (CRM) solution was operational in January 2016 and is the first of its kind in the UK for a public sector body. This will enable the Council to work more closely with citizens to report and resolve issues reducing internal failure demand. There are subsequent phases being developed to increase the number of digital services capable of being offered. This project is expected to be fully complete by the end of 2016/17.

The roll out of the Document Management project is designed to deliver functionality across the Council with the pace of delivery increasing and demand for this new technology growing across directorates. Rollout has been slower than anticipated with 6% of Council staff now live on the system. Rollout will continue to the whole authority.

Phase 1 of the Income Management System was implemented in January 2016.

ICT refresh expenditure of £460,000 has taken place to upgrade hardware and servers, replace old Windows operating system based equipment and resolve licensing issues.

### **Facilities Management (FM)**

As part of the Strategic Property Rationalisation project, expenditure of £230,000 has been incurred primarily on enabling staff moves within County Hall to allow further services to be relocated and to allow the vacation and proposed re assignment of the lease of Global Link in the summer of 2016. Funding of this expenditure was partly from earmarked reserves of £132,000.

Properties vacated during 2015/16 included Bessemer Close, St David's House, Alexander House, and Charles Street, with a number of other properties to be reviewed during 2016/17 in order to make revenue savings, support the realisation of capital receipts and to ensure service delivery can take place from suitable buildings.

The budget of £541,000 for Property Asset Renewal has been spent on property asset renewal including works at County Hall including £259,000 on replacement of fire dampers and £132,000 on an upgrade to prevent power outage. Both schemes will be completed in 2016/17. As well as a range of smaller schemes at core administrative buildings including

fire alarm and security upgrades, works to comply with health and safety reports were undertaken.

The Legionella budget of £65,000 has not been used for some years and is shown as an underspend which will be used to offset any overspends within the Capital Programme, with any future works planned from the annual property asset renewal budget.

Expenditure of £286,000 was incurred on a number of vehicles, primarily to replace old fleet with significant maintenance obligations coming to the end of their life.

### Corporate

The Contingency budget of £400,000 was not required during the year and this will be used to reduce the Council's borrowing requirement.

A £500,000 allocation of invest to save funding is delegated to the Section 151 Officer for requests received in the year, subject to a satisfactory business case. In 2015/16, £103,000 was used towards the upgrade of the self service library kiosks.

The main body of the outturn report provides background to a capitalisation direction from WG, towards which £2.435 million of revenue costs were charged during the year.

### Section 106 and other contributions

The table below shows the Section 106 and other contributions at Outturn compared to original projections at the time of setting the budget. It also shows the balance of contributions held at 31 March 2016 to be spent in later years and includes amounts received during the year. Parks and Sport continue to show large variances against initial projections with the reasons identified for this as longstanding issues relating to insufficient design staff and recruitment problems.

Service Area	Original Projection	Outturn	Variance	Balance as at 31.3.2016
	£000	£000	£000	£000
Traffic & Transportation	235	204	(31)	1,835
Parks & Sport	1,051	346	(705)	3,331
Neighbourhood Regeneration	138	0	(138)	392
Planning	93	0	(93)	230
Hubs	347	206	(141)	139
Libraries	12	6	(6)	6
Economic Development	290	382	92	932
Housing	0	0	0	2,636
Schools	0	0	0	274
<b>Total</b>	<b>2,166</b>	<b>1,144</b>	<b>(1,022)</b>	<b>9,775</b>

Traffic and Transportation includes a range of small schemes including; public transport improvements, telematics, bus shelters and bus boarders. Contributions to funding bus services have been transferred as revenue income to meet such costs.

Parks and Sport variances include either delays or schemes not starting on sites including; Victoria Park Splashpad (£96,000), Parc Coed y Nant 3G (£105,000), improvements to

parks and open spaces within Butetown (£85,000) and Cathays (£72,000). Pontcanna Fields/ Llandaff Fields (£67,000) and Grangemoor Park (£66,000).

Neighbourhood Regeneration and Planning - amounts profiled to be spent in 2015/16, were either spent in 2014/15 (£41,000) or are now profiled to be spent in 2016/17 (£71,000) due to a suitable schemes not currently being available in the wards.

Planning - sums allocated for a regeneration scheme at Mount Stuart Square and a programme of works in the city centre are now planned for future years.

Hubs - £205,000 was spent on phase one improvements at St Mellons Hub, with £106,000 allocated towards Splott Hub to be spent in future years.

A contribution held under Economic Development was received towards dilapidations costs at Llanrumney Hall. Whilst some of the compensation received from the early release has been used utilised to pay for roofing works, the balance is to be carried forward to future years until agreements are in place. Another contribution of £343,000 received towards public realm at Central Square was utilised during the year.

<u>DIRECTORATE &amp; SCHEME</u>	2015-16 Programme	2014-15 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2015-16	Outturn	(Underspend /) Overspend GF	(Underspend/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000	£000
<b>CITY OPERATIONS</b>													
<b>Waste Management &amp; Recycling</b>													
Household Wheeled Bin Expansion & Restricting Residual Waste Changing the Current 240L Bins to 140L	2,795	0	0	0	0	2,795	1,834	(961)	0	0	0	0	(961)
New HWRC Lamby Way	0	1,587	0	0	0	1,587	42	0	0	0	(1,545)	0	(1,545)
Materials Recycling Facility refurbishment	45	76	0	0	0	121	108	0	0	0	(13)	0	(13)
<b>Total Waste Management &amp; Recycling</b>	<b>2,840</b>	<b>1,663</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>4,503</b>	<b>1,984</b>	<b>(961)</b>	<b>0</b>	<b>0</b>	<b>(1,558)</b>	<b>0</b>	<b>(2,519)</b>
<b>Energy Projects and Sustainability</b>													
Greener Grangetown	1,390	1,550	(1,390)	0	0	1,550	161	0	0	0	(629)	(760)	(1,389)
Energy Refit of Buildings	0	785	0	(609)	(173)	3	3	0	0	0	0	0	0
Radyr Weir	0	2,186	0	0	350	2,536	3,772	1,236	0	0	0	0	1,236
Solar PV Renewable Energy Initiative	0	0	0	609	0	609	609	0	0	0	0	0	0
Salix Energy Recycling Scheme (SERS)	0	95	(83)	0	0	12	12	0	0	0	0	0	0
Salix Energy Efficiency Loan Scheme (SEELS)	160	(47)	0	0	652	765	765	0	0	0	0	0	0
Heritage Energy Efficiency Retrofit Grant	0	0	0	40	230	270	232	0	0	0	0	(38)	(38)
Performer Grant Grant Matchfunding	0	0	0	0	25	25	7	0	0	0	(18)	0	(18)
<b>Total Energy Projects and Carbon Management</b>	<b>1,550</b>	<b>4,569</b>	<b>(1,473)</b>	<b>40</b>	<b>1,084</b>	<b>5,770</b>	<b>5,561</b>	<b>1,236</b>	<b>0</b>	<b>0</b>	<b>(647)</b>	<b>(798)</b>	<b>(209)</b>
<b>Regulatory</b>													
Regionalising Regulatory Services	216	0	0	0	0	216	0	0	0	0	(216)	0	(216)
<b>Total Regulatory</b>	<b>216</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>216</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(216)</b>	<b>0</b>	<b>(216)</b>
<b>Parks &amp; Green Spaces</b>													
Asset Renewal Buildings	111	70	0	0	16	197	197	0	0	0	0	0	0
Asset Renewal Parks Infrastructure	140	59	0	(140)	0	59	78	19	0	0	0	0	19
Play Equipment	90	0	0	0	0	90	88	(2)	0	0	0	0	(2)
Flood Risk Prevention	100	97	0	0	0	197	53	0	0	0	(144)	0	(144)
Heath Park Tennis Courts	0	134	0	140	25	299	286	0	0	0	(13)	0	(13)
Hywel Dda Public Open Space	0	57	0	0	0	57	29	0	0	0	(28)	0	(28)
Bishops Palace & Llandaff Belltower	0	79	0	25	26	130	106	(17)	0	0	(7)	0	(24)
Parc Cefn On	0	3	0	0	0	3	3	0	0	0	0	0	0
Water Play Park at Victoria Park	185	0	0	0	0	185	0	0	0	0	(185)	0	(185)
S106 schemes	1,051	748	(748)	0	0	1,051	346	0	0	0	0	(705)	(705)
<b>Total Parks &amp; Green Spaces</b>	<b>1,677</b>	<b>1,247</b>	<b>(748)</b>	<b>25</b>	<b>67</b>	<b>2,268</b>	<b>1,186</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(377)</b>	<b>(705)</b>	<b>(1,082)</b>
<b>Leisure</b>													
Asset Renewal Buildings	135	40	0	(120)	0	55	55	0	0	0	0	0	0
Insole Court Conservation	1,562	1,584	(771)	130	40	2,545	1,952	50	0	0	0	(643)	(593)
Eastern Leisure Centre refurbishment	2,505	2,361	0	0	0	4,866	4,256	0	0	0	(610)	0	(610)
Llanishen Leisure Centre reconfiguration	0	5	0	(5)	0	0	0	0	0	0	0	0	0
Pentwyn Leisure Centre reconfiguration	0	20	0	(20)	0	0	0	0	0	0	0	0	0
Pentwyn Leisure Centre accessibility (Dome)	0	184	0	0	0	184	19	0	0	0	(165)	0	(165)
Leisure Centres Priority Works	750	0	0	25	0	775	244	0	0	0	(531)	0	(531)
<b>Total Leisure</b>	<b>4,952</b>	<b>4,194</b>	<b>(771)</b>	<b>10</b>	<b>40</b>	<b>8,425</b>	<b>6,526</b>	<b>50</b>	<b>0</b>	<b>0</b>	<b>(1,306)</b>	<b>(643)</b>	<b>(1,899)</b>
<b>Bereavement &amp; Registration Services</b>													
Improvements funded by Bereavement reserve	145	0	0	0	(58)	87	87	0	0	0	0	0	0
St Mary's Church, Caerau	0	0	0	11	5	16	16	0	0	0	0	0	0
<b>Total Bereavement &amp; Registration Services</b>	<b>145</b>	<b>0</b>	<b>0</b>	<b>11</b>	<b>(53)</b>	<b>103</b>	<b>103</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>

<u>DIRECTORATE &amp; SCHEME</u>	2015-16 Programme	2014-15 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2015-16	Outturn	(Underspend ) / Overspend GF	(Underspend/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
<b>Highway Maintenance</b>													
Highway Improvements LGBI - Carriageway	0	910	0	0	121	1,031	1,031	0	0	0	0	0	0
Highway Improvements LGBI - Footway	0	470	0	0	(96)	374	374	0	0	0	0	0	0
Highway Improvements LGBI - Drainage	0	60	0	0	(25)	35	35	0	0	0	0	0	0
Highway Reconstruction	1,350	1,290	0	50	0	2,690	2,604	0	0	0	(86)	0	(86)
Footpath reconstruction	595	0	0	(50)	3	548	120	0	0	0	(428)	0	(428)
Bridges & Structures	400	814	0	(697)	697	1,214	955	0	0	0	(259)	0	(259)
Street Lighting Column Replacement	270	0	0	0	0	270	177	0	0	0	(93)	0	(93)
Street Lighting Energy Use Reduction (Invest to Save)	0	1,340	0	0	20	1,360	1,101	0	0	(259)	0	0	(259)
LED Lighting on Principal Roads (Invest to Save)	2,000	0	0	0	0	2,000	16	0	0	(1,984)	0	0	(1,984)
Rhiwbina Flood defence scheme	0	263	0	0	0	263	227	0	0	0	(36)	0	(36)
<b>Total Highway Maintenance</b>	<b>4,615</b>	<b>5,147</b>	<b>0</b>	<b>(697)</b>	<b>720</b>	<b>9,785</b>	<b>6,640</b>	<b>0</b>	<b>0</b>	<b>(2,243)</b>	<b>(902)</b>	<b>0</b>	<b>(3,145)</b>
<b>Traffic &amp; Transportation</b>													
Asset Renewal Transport & Traffic Management	670	153	0	(180)	180	823	813	(6)	0	0	(4)	0	(10)
Transport Grant Matchfunding	375	0	0	0	0	375	169	0	0	0	(206)	0	(206)
Cycling Development Asset Renewal	400	(150)	0	(235)	235	250	255	5	0	0	0	0	5
Local Transport Plan - Bus Corridors	6,605	0	0	0	(6,417)	188	188	0	0	0	0	0	0
Local Transport Fund -Strategic Cycle network	0	0	0	0	215	215	215	0	0	0	0	0	0
Local Transport Fund - Active Travel Mapping	0	38	0	0	(4)	34	34	0	0	0	0	0	0
Local Transport Fund -Walkable Neighbourhoods	490	0	0	0	(347)	143	143	0	0	0	0	0	0
Local Transport Fund - Junction Improvements Fitzalan Place /West Grove	50	0	0	0	328	378	378	0	0	0	0	0	0
Local Transport Fund - Rail development	30	0	0	0	(30)	0	0	0	0	0	0	0	0
Road Safety Grant - Highway Junction improvements	100	0	0	0	805	905	905	0	0	0	0	0	0
Metro Phase 1 Cycle schemes	0	38	0	0	(38)	0	0	0	0	0	0	0	0
Metro Ph1 - A469/A470 Bus Corridor Improvements	0	0	0	1,713	755	2,468	741	0	(14)	0	(1,713)	0	(1,727)
Safe Routes in Communities (WG)	540	0	0	0	(230)	310	310	0	0	0	0	0	0
Moving Offences enforcement equipment	0	53	0	0	55	108	108	0	0	0	0	0	0
Asset Renewal Telematics/Butetown Tunnel	330	44	0	0	0	374	375	1	0	0	0	0	1
S106 schemes	505	744	(744)	0	(270)	235	204	0	0	0	0	(31)	(31)
<b>Total Traffic &amp; Transportation</b>	<b>10,095</b>	<b>920</b>	<b>(744)</b>	<b>1,298</b>	<b>(4,763)</b>	<b>6,806</b>	<b>4,838</b>	<b>0</b>	<b>(14)</b>	<b>0</b>	<b>(1,923)</b>	<b>(31)</b>	<b>(1,968)</b>
<b>Strategic Planning</b>													
Heritage schemes	90	158	0	(86)	0	162	162	0	0	0	0	0	0
S106 schemes	93	66	(66)	0	0	93	0	0	0	0	0	(93)	(93)
<b>Total Strategic Planning</b>	<b>183</b>	<b>224</b>	<b>(66)</b>	<b>(86)</b>	<b>0</b>	<b>255</b>	<b>162</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(93)</b>	<b>(93)</b>
<b>Harbour Authority</b>													
Harbour Asset Renewal	323	0	0	0	(11)	312	312	0	0	0	0	0	0
<b>Total Harbour Authority</b>	<b>323</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(11)</b>	<b>312</b>	<b>312</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL CITY OPERATIONS</b>	<b>26,596</b>	<b>17,964</b>	<b>(3,802)</b>	<b>601</b>	<b>(2,916)</b>	<b>38,443</b>	<b>27,312</b>	<b>325</b>	<b>(14)</b>	<b>(2,243)</b>	<b>(6,929)</b>	<b>(2,270)</b>	<b>(11,131)</b>

<u>DIRECTORATE &amp; SCHEME</u>	2015-16 Programme	2014-15 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2015-16	Outturn	(Underspend )/ Overspend GF	(Underspend/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
<b><u>COMMUNITIES, HOUSING &amp; CUSTOMER SERVICES</u></b>													
<b><u>Citizen Hubs</u></b>													
Hubs proposals - ongoing schemes	(328)	0	0	10	0	(318)	0	0	0	0	318	0	318
STAR Hub	3,839	(101)	(109)	0	0	3,629	3,140	0	0	0	(489)	0	(489)
St Mellons Hub	105	0	0	0	0	105	113	8	0	0	0	0	8
St Mellons Hub S106	205	204	(204)	0	0	205	205	0	0	0	0	0	0
Llanishen Community Hub	13	0	0	(10)	0	3	3	0	0	0	0	0	0
Grangetown Hub	165	558	0	25	0	748	818	70	0	0	0	0	70
Llandaff North	30	0	0	68	0	98	98	0	0	0	0	0	0
Pentwyn Hub (Dome)	0	89	0	0	0	89	0	0	0	0	0	(89)	(89)
City Centre Superhub	358	0	0	(37)	0	321	321	0	0	0	0	0	0
City Centre Superhub - Cymal Grant	100	0	0	0	50	150	150	0	0	0	0	0	0
Fairwater Hub	140	110	0	(40)	0	210	210	0	0	0	0	0	0
Rumney Hub (Youth Centre)	35	0	0	0	150	185	195	10	0	0	0	0	10
Llanedeyrn Hub	30	0	0	36	0	66	66	0	0	0	0	0	0
Llanrumney Hub	50	0	0	0	0	50	64	14	0	0	0	0	14
<b>Total Citizen Hubs</b>	<b>4,742</b>	<b>860</b>	<b>(313)</b>	<b>52</b>	<b>200</b>	<b>5,541</b>	<b>5,383</b>	<b>102</b>	<b>0</b>	<b>0</b>	<b>(171)</b>	<b>(89)</b>	<b>(158)</b>
<b><u>Neighbourhood Regeneration</u></b>													
Butetown Community Centre	0	0	0	0	39	39	39	0	0	0	0	0	0
Neighbourhood Renewal schemes	685	213	0	0	0	898	508	0	0	0	(390)	0	(390)
Maelfa Centre Regeneration	0	352	0	0	0	352	11	0	0	0	(341)	0	(341)
Local Shopping Centre regeneration	360	162	0	0	0	522	581	0	0	0	59	0	59
Vibrant & Viable Places WG grant - Local Shopping Centre Regeneration	465	0	0	0	200	665	665	0	0	0	0	0	0
Alleygating	145	0	0	0	6	151	172	0	0	0	21	0	21
S106 schemes	279	77	(330)	0	0	26	0	0	0	0	0	(26)	(26)
<b>Total Neighbourhood Regeneration</b>	<b>1,934</b>	<b>804</b>	<b>(330)</b>	<b>0</b>	<b>245</b>	<b>2,653</b>	<b>1,976</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(651)</b>	<b>(26)</b>	<b>(677)</b>
<b><u>Libraries</u></b>													
Central library furniture	0	76	0	(76)	0	0	0	0	0	0	0	0	0
Library Kiosk Upgrade	0	0	0	127	22	149	149	0	0	0	0	0	0
Radyr Library (S106)	12	0	0	0	0	12	6	0	0	0	0	(6)	(6)
Asset Renewal	18	0	0	0	0	18	18	0	0	0	0	0	0
<b>Total Libraries</b>	<b>30</b>	<b>76</b>	<b>0</b>	<b>51</b>	<b>22</b>	<b>179</b>	<b>173</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(6)</b>	<b>(6)</b>
<b><u>Housing</u></b>													
Estate environmental improvements	150	0	0	0	0	150	26	0	0	0	(124)	0	(124)
Disabled Facilities Service	2,800	0	0	399	300	3,499	3,564	0	0	0	65	0	65
Discretionary Renovation grants	270	0	0	(269)	0	1	1	0	0	0	0	0	0
Group Repair Schemes	130	0	0	(130)	0	0	0	0	0	0	0	0	0
Renewal Area Schemes & Council match funding	0	0	0	0	8	8	8	0	0	0	0	0	0
WG ARBED ECO Grant	0	0	0	0	3,073	3,073	3,073	0	0	0	0	0	0
Traveller Site refurbishment	0	0	0	0	169	169	169	0	0	0	0	0	0
<b>Total Housing</b>	<b>3,350</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>3,550</b>	<b>6,900</b>	<b>6,841</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(59)</b>	<b>0</b>	<b>(59)</b>
<b>TOTAL Communities, Housing &amp; Customer Services</b>	<b>10,056</b>	<b>1,740</b>	<b>(643)</b>	<b>103</b>	<b>4,017</b>	<b>15,273</b>	<b>14,373</b>	<b>102</b>	<b>0</b>	<b>0</b>	<b>(881)</b>	<b>(121)</b>	<b>(900)</b>

<u>DIRECTORATE &amp; SCHEME</u>	2015-16 Programme	2014-15 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2015-16	Outturn	(Underspend )/ Overspend GF	(Underspend)/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
<b><u>ECONOMIC DEVELOPMENT</u></b>													
<b><u>Economic Development</u></b>													
Urban broadband	312	412	(312)	0	1,217	1,629	1,629	0	0	0	0	0	0
Cardiff Capital Fund	0	74	25	0	0	99	99	0	0	0	0	0	0
Council/S4C Investment Fund	150	0	0	0	0	150	0	0	0	0	(150)	0	(150)
Cardiff Social Innovation fund	0	70	0	0	0	70	22	0	0	0	(48)	0	(48)
Llanrumney Hall/Butetown Railway	290	294	(294)	0	(40)	250	0	0	0	0	0	(250)	(250)
Community Asset Transfer	100	0	0	0	0	100	8	0	0	0	(92)	0	(92)
Town Centre Loan Scheme	0	0	0	0	500	500	500	0	0	0	0	0	0
<b>Total Economic Development</b>	<b>852</b>	<b>850</b>	<b>(581)</b>	<b>0</b>	<b>1,677</b>	<b>2,798</b>	<b>2,258</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(290)</b>	<b>(250)</b>	<b>(540)</b>
<b><u>City Development</u></b>													
Cardiff Enterprise Zone	163	0	0	0	0	163	0	0	0	0	(163)	0	(163)
CEZ Land Purchase	1,530	7,155	0	0	0	8,685	8,685	0	0	0	0	0	0
Temp Bus Station Enabling works	727	0	0	(601)	601	727	727	0	0	0	0	0	0
ISV Retail 3 Investigation Works	0	0	0	0	3	3	3	0	0	0	0	0	0
Central Square Public Realm Detailed Design	180	0	0	0	409	589	589	0	0	0	0	0	0
GreenHill School	0	0	0	0	11	11	11	0	0	0	0	0	0
<b>Total City Development</b>	<b>2,600</b>	<b>7,155</b>	<b>0</b>	<b>(601)</b>	<b>1,024</b>	<b>10,178</b>	<b>10,015</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(163)</b>	<b>0</b>	<b>(163)</b>
<b><u>Venues &amp; Cultural Facilities</u></b>													
Asset Renewal Buildings	155	0	0	0	0	155	155	0	0	0	0	0	0
Asset Renewal - Old Library Security Works	188	0	0	0	0	188	188	0	0	0	0	0	0
New Theatre	295	0	0	0	0	295	0	0	0	0	(295)	0	(295)
St David's Hall	350	0	0	0	0	350	22	0	0	0	(328)	0	(328)
City Hall Carpets	11	80	0	0	0	91	91	0	0	0	0	0	0
<b>Total Venues &amp; Cultural Facilities</b>	<b>999</b>	<b>80</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1,079</b>	<b>456</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(623)</b>	<b>0</b>	<b>(623)</b>
<b><u>Property &amp; Asset Management</u></b>													
Asset Renewal Buildings	12	83	0	0	18	113	113	0	0	0	0	0	0
<b>Total Property and Asset Management</b>	<b>12</b>	<b>83</b>	<b>0</b>	<b>0</b>	<b>18</b>	<b>113</b>	<b>113</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL ECONOMIC DEVELOPEMT</b>	<b>4,463</b>	<b>8,168</b>	<b>(581)</b>	<b>(601)</b>	<b>2,719</b>	<b>14,168</b>	<b>12,842</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(1,076)</b>	<b>(250)</b>	<b>(1,326)</b>



<u>DIRECTORATE &amp; SCHEME</u>	2015-16 Programme	2014-15 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2015-16	Outturn	(Underspend ) / Overspend GF	(Underspend/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
<b><u>EDUCATION &amp; LIFELONG LEARNING</u></b>													
<b><u>Schools</u></b>													
<b><u>Planning &amp; Development</u></b>													
Asset Renewal Buildings	2,910	473	0	0	(54)	3,329	3,057	0	0	0	(272)	0	(272)
Suitability and Sufficiency	500	0	0	0	0	500	329	0	0	0	(171)	0	(171)
Early Years - Flying Start	149	0	0	0	230	379	328	0	0	0	0	(51)	(51)
Whitchurch High School	200	0	0	0	0	200	200	0	0	0	0	0	0
<b>Total Planning &amp; Development</b>	<b>3,759</b>	<b>473</b>	<b>0</b>	<b>0</b>	<b>176</b>	<b>4,408</b>	<b>3,914</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(443)</b>	<b>(51)</b>	<b>(494)</b>
<b><u>Other schemes</u></b>													
Schools Challenge Cymru	0	0	0	0	176	176	141	0	0	0	0	(35)	(35)
Penarth Learning Community	1,330	0	0	0	0	1,330	1,330	0	0	0	0	0	0
<b>Total Other schemes</b>	<b>1,330</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>176</b>	<b>1,506</b>	<b>1,471</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(35)</b>	<b>(35)</b>
<b>Total Schools</b>	<b>5,089</b>	<b>473</b>	<b>0</b>	<b>0</b>	<b>352</b>	<b>5,914</b>	<b>5,385</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(443)</b>	<b>(86)</b>	<b>(529)</b>
<b><u>Schools Organisation Planning</u></b>													
SOP Other	0	(729)	3,639	0	0	2,910	2,120	0	(790)	0	0	0	(790)
21st Century Schools	4,987	29,278	183	0	0	34,448	15,180	0	(1,034)	(3,849)	(912)	(13,473)	(19,268)
<b>Total Schools Organisation Planning</b>	<b>4,987</b>	<b>28,549</b>	<b>3,822</b>	<b>0</b>	<b>0</b>	<b>37,358</b>	<b>17,300</b>	<b>0</b>	<b>(1,824)</b>	<b>(3,849)</b>	<b>(912)</b>	<b>(13,473)</b>	<b>(20,058)</b>
<b>TOTAL EDUCATION &amp; LIFELONG LEARNING</b>	<b>10,076</b>	<b>29,022</b>	<b>3,822</b>	<b>0</b>	<b>352</b>	<b>43,272</b>	<b>22,685</b>	<b>0</b>	<b>(1,824)</b>	<b>(3,849)</b>	<b>(1,355)</b>	<b>(13,559)</b>	<b>(20,587)</b>
<b><u>GOVERNANCE &amp; LEGAL SERVICES</u></b>													
Bilingual Cardiff - Welsh Language Centre Grant	0	0	0	0	335	335	335	0	0	0	0	0	0
<b>TOTAL GOVERNANCE &amp; LEGAL SERVICES</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>335</b>	<b>335</b>	<b>335</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b><u>RESOURCES</u></b>													
<b><u>Technology</u></b>													
Modernising IT to improve Business Processes	(845)	2,450	0	0	0	1,605	829	0	0	0	(776)	0	(776)
ICT Refresh	400	44	0	0	0	444	460	0	0	0	16	0	16
<b>Total Technology</b>	<b>(445)</b>	<b>2,494</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>2,049</b>	<b>1,289</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(760)</b>	<b>0</b>	<b>(760)</b>
<b><u>Facilities Management</u></b>													
Strategic Property Rationalisation	109	327	0	0	132	568	230	0	0	0	(338)	0	(338)
Asset Renewal Buildings	510	0	0	0	31	541	541	0	0	0	0	0	0
Legionella	0	65	0	0	0	65	0	(65)	0	0	0	0	(65)
CCTV at Council sites	0	50	0	0	(50)	0	0	0	0	0	0	0	0
<b>Total Facilities Management</b>	<b>619</b>	<b>442</b>	<b>0</b>	<b>0</b>	<b>113</b>	<b>1,174</b>	<b>771</b>	<b>(65)</b>	<b>0</b>	<b>0</b>	<b>(338)</b>	<b>0</b>	<b>(403)</b>
<b><u>Central Transport Services</u></b>													
Asset Renewal Vehicle Replacement	250	(23)	0	0	11	238	286	48	0	0	0	0	48
<b><u>Corporate</u></b>													
Contingency	400	0	0	0	0	400	0	(400)	0	0	0	0	(400)
Asset Renewal Building Contingency	106	0	0	0	0	106	0	(106)	0	0	0	0	(106)
Invest to Save annual allocation	500	0	0	(103)	(397)	0	0	0	0	0	0	0	0
WG Capitalisation Direction	3,487	0	0	0	(1,052)	2,435	2,435	0	0	0	0	0	0
<b>Total Corporate</b>	<b>4,493</b>	<b>0</b>	<b>0</b>	<b>(103)</b>	<b>(1,449)</b>	<b>2,941</b>	<b>2,435</b>	<b>(506)</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>(506)</b>
<b>TOTAL RESOURCES</b>	<b>4,917</b>	<b>2,913</b>	<b>0</b>	<b>(103)</b>	<b>(1,325)</b>	<b>6,402</b>	<b>4,781</b>	<b>(523)</b>	<b>0</b>	<b>0</b>	<b>(1,098)</b>	<b>0</b>	<b>(1,621)</b>
<b><u>SOCIAL SERVICES</u></b>													

<u>DIRECTORATE &amp; SCHEME</u>	2015-16 Programme	2014-15 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2015-16	Outturn	(Underspend )/ Overspend GF	(Underspend)/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
<b>Adult Services</b>													
Asset Renewal Buildings - Adults	20	0	0	0	1	21	21	0	0	0	0	0	0
<b>Total Adult Services</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>21</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>Childrens Services</b>													
Childrens Social Services Asset Renewal	0	0	0	0	0	0	0	0	0	0	0	0	0
<b>TOTAL SOCIAL SERVICES</b>	<b>20</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>1</b>	<b>21</b>	<b>21</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL GENERAL FUND</b>	<b>56,128</b>	<b>59,807</b>	<b>(1,204)</b>	<b>0</b>	<b>3,183</b>	<b>117,914</b>	<b>82,349</b>	<b>(96)</b>	<b>(1,838)</b>	<b>(6,092)</b>	<b>(11,339)</b>	<b>(16,200)</b>	<b>(35,565)</b>

<u>DIRECTORATE &amp; SCHEME</u>	2015-16 Programme	2014-15 Slippage	Budget revision	Virements	Changes & New Approvals	Total Programme 2015-16	Outturn	(Underspend )/ Overspend GF	(Underspend)/ Overspend Other	Invest to Save slippage/SOP 'reserve'	Slippage GCF	Slippage Other	Total Variance
<b><u>PUBLIC HOUSING</u></b>													
Housing Development	1,400	0	0	(938)	0	462	462	0	0	0	0	0	0
Estate Regeneration and Area Improvement Strategies	2,600	0	0	(305)	0	2,295	2,295	0	0	0	0	0	0
External and Internal improvements to buildings	11,550	0	0	550	0	12,100	12,100	0	0	0	0	0	0
Disabled Facilities Service	1,800	0	0	183	0	1,983	1,983	0	0	0	0	0	0
Energy Efficiency	750	0	0	198	0	948	948	0	0	0	0	0	0
ARBED ECO Grant	0	0	0	0	504	504	504	0	0	0	0	0	0
Housing Partnerships Project	1,700	0	0	(1,037)	0	663	663	0	0	0	0	0	0
Modernising IT to improve Business Processes	0	449	0	0	(331)	118	118	0	0	0	0	0	0
Settlement buy out payment	188,000	0	0	(608)	0	187,392	187,392	0	0	0	0	0	0
Hostels	0	0	0	22	0	22	22	0	0	0	0	0	0
Hubs	150	0	0	230	0	380	380	0	0	0	0	0	0
<b>TOTAL PUBLIC HOUSING</b>	<b>207,950</b>	<b>449</b>	<b>0</b>	<b>(1,705)</b>	<b>173</b>	<b>206,867</b>	<b>206,867</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>
<b>TOTAL</b>	<b>264,078</b>	<b>60,256</b>	<b>(1,204)</b>	<b>(1,705)</b>	<b>3,356</b>	<b>324,781</b>	<b>289,216</b>	<b>(96)</b>	<b>(1,838)</b>	<b>(6,092)</b>	<b>(11,339)</b>	<b>(16,200)</b>	<b>(35,565)</b>

Mae'r dudalen hon yn wag yn fwriadol