

BUDGET SAVINGS POSITION - 2016/17 SAVINGS

APPENDIX 2(a)

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
1	City Operations	New operator for Canton Community Hall via "stepping up process" - new management operation for Canton Community Hall.	43	0	0	43	Whilst there have been initial expressions of interest, these have not materialised. A review of the future plans is now required. In the meantime the saving is unlikely to be achieved this year.
2	City Operations	Alternative Delivery Model (ADM) for Cardiff International Sports Stadium - Lease of asset - ADM for Cardiff International Sports Stadium (based on Cardiff & Vale taking over the facility in 2015/16).	78	78	78	0	The Lease with the Cardiff and Vale College was signed on 31st March 2016, therefore this saving has been fully realised.
3	City Operations	Alternative delivery for Leisure - a new operating model in Leisure.	850	0	0	850	This target is in addition to the unachieved saving of £435k brought forward from 2015-16. The procurement process, decision making and implementation timescales is unlikely to generate any of this saving in the current year.
4	City Operations	Transfer of Insole Court to Community Trust, "stepping up process" - transfer of Insole Court to Community Trust (Friends of Insole Court).	59	59	59	0	Friends of Insole Court took responsibility of the building from April 2016 upon completion of the refurbishment. A budget has been retained to cover FM costs but no other operational costs should be incurred, therefore the saving has been fully realised.
5	City Operations	New model for Children's Play - a new delivery model for Children's Play responsive to the needs of children and young people. Play, including after school club activities, will in future be run from a range of community facilities within Neighbourhood Partnership areas.	270	118	220	50	A proportion of the saving has already been realised from action taken the previous year. A delivery plan is in place to transfer the centres to the communities but is unlikely to deliver all of the savings in this financial year.
6	City Operations	Parks reduced business administration/ efficiencies - reduced business support through deletion of a vacant post and savings across supplies and services.	24	22	24	0	Part of this saving has already been achieved through the deletion of a vacant post. The remaining saving should be achieved through general reductions in overheads.
7	City Operations	Tree Management efficiencies - the Council in-house team will be reshaped, releasing capacity and enabling it to undertake work previously undertaken by a contractor.	25	18	25	0	Part of the saving has already been achieved by reduced maintenance costs (£15k). The remaining saving (£10k) is to come from increased income of which £3k has already been secured.
8	City Operations	Optimise Parks Income - optimise income by increasing sales of nursery plants stock and increasing income from Roath Park Conservatory and Royal Horticultural Show.	41	25	31	10	The saving from the RHS Show (£20k) has been achieved. The Conservatory are showing an improved trading position and are on target to achieve the saving. The target for the Nursery will represent a challenge and at this stage it is unlikely to be achieved pending further discussions with neighbouring authorities.
9	City Operations	Reshaping of grounds maintenance service - reshaping of grounds maintenance services to protect core services whilst increasing productivity.	450	294	450	0	The saving is made up of a number of income and expenditure budgets. The elements which are at risk relate to FM (£20k) and CTS reductions (£90k) through reduction in damages/additional costs, however the current commitment from the directorate is to achieve this saving in full.
10	City Operations	Outdoor Sports - Reduce subsidies and outsource sport facilities - reduce subsidy through reductions in employee expenditure, supplies and services budgets, implementation of alternative delivery models and remodelling of fees and charges.	50	30	50	0	The saving relating to reduced employee costs has already been achieved. The remaining saving relates to the generation of income and reduction in FM charges following the closure of various changing rooms. The latter is at risk as agreement is required with FM.
11	City Operations	Victoria Park Paddling Pool Wet Play Improvements - modernisation to a wet play area will result in lower maintenance, utilities, supplies and services costs.	45	45	45	0	The development of the wet play facility to replace the paddling pool has been completed and the saving has been achieved in full.
12	City Operations	Landscape design fees - improve recharging process - a new mechanism for fees and charges will be introduced as part of a review of the landscape design service.	128	16	78	50	There is a plan to merge this unit with the Design & Delivery service which should generate efficiency savings and provide increased income opportunities but this will not be delivered until next financial year.

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13	City Operations	New Operating Model for City Operations - the business case for reshaping services within City Operations.	418	0	0	418	The saving is planned to be achieved from various employee savings through VS, flex-retirement and the deletion of vacant posts. The delivery plan shows that implementation will not deliver the saving in this financial year.
14	City Operations	Planning Fee Income increase - through combination of volume and price increase.	100	70	378	-278	It is anticipated the additional income will be achieved through the 15% increase in fees (Autumn '15) and increased volumes of applications following approval of LDP.
15	City Operations	Building Control - improve Business Process Efficiency.	46	46	46	0	The saving has already been realised through reductions in employee costs and increased income from fire assessment work.
16	City Operations	Transportation Policy - improved recharging for services and deletion of vacant posts.	90	56	90	0	A proportion of the saving has already been realised following the deletion of vacant posts. The remaining saving relies on the recharging of staff time to capital/grant funded projects.
17	City Operations	Public Transport - saving to be realised through transfer of Heliport to new operator.	40	40	40	0	The Heliport has been transferred to an operator and the saving has been achieved.
18	City Operations	Electrical Team - contract rationalisation and improved business process efficiencies.	134	95	134	0	A new contract has been awarded from July 2016 for the Telematics contracts and Tunnel, which should generate the saving.
19	City Operations	Butetown Tunnel - contract rationalisation, Business Process Efficiency and continued review of maintenance costs.	20	20	20	0	A new contract has been awarded from July 2016 for the Telematics contracts and Tunnel, which has delivered this saving in full.
20	City Operations	School Crossing Patrols - realignment of budget to reflect the staffing structure. There will be no change to the number of crossings supported by patrols. Locations will be reviewed as officers retire.	50	50	50	0	A number of vacant posts have been deleted thereby achieving the saving in full.
21	City Operations	Increase Civil Parking Enforcement contribution to fund Transport/Environment improvements currently funded by base revenue budgets - increase in Moving Traffic Income (bus lane enforcement and yellow box junctions.) Delivery of on- line payments for residential permits.	370	58	370	0	Whilst only a small proportion of the saving has been realised to date, the expansion programme for Yellow Box Junctions and Bus Lanes, scheduled for October 2016, should ensure the saving is achieved in full.
22	City Operations	Design Team - improved business process efficiencies.	100	31	100	0	The increased target is currently behind the profiled target but it is still anticipated to be achieved in full as further schemes are introduced.
23	City Operations	Riverwalk Bridge - Reduction in base budget for maintenance - saving to be achieved through the revision of the level of maintenance to the Riverwalk bridge to reflect existing requirements.	8	8	8	0	Maintenance of the bridge has transferred to the Structures Division and future maintenance will be combined with existing structures thereby reducing costs.
24	City Operations	Improved highway safety inspection will result in a reduction in the level of insurance claims - enhanced safety inspection information (introduction of new Asset Management system) will result in improved defence to claims.	60	0	60	0	Inspection staff have been retrained and should be able to work at full capacity to deliver improved defence to claims.
25	City Operations	Maintenance Operations - review of additional staff payments.	50	25	50	0	All standby payments are being reviewed with a view to reducing the number in each team. It is currently assumed the review will deliver the savings in full.
26	City Operations	Maintenance Operations (Foul drainage) - improved performance allowing for additional work to be undertaken internally.	40	17	40	0	Performance is being reviewed and additional internal work being clarified. A new process is being established to ensure correct costs are being captured and recharged.
27	City Operations	Roads & Pavements Highway Services - improved performance allowing for additional work to be undertaken internally. In-house work becomes a priority.	25	9	25	0	Performance is being reviewed and additional internal work being clarified. A new process is being established to ensure correct costs are being captured and recharged.
28	City Operations	Highways Transport - vehicle reduction/rationalisation	50	25	50	0	It is planned to reduce the overall number of vehicles and review existing CTS charges.
29	City Operations	High Speed Routes & Public Rights Of Way - saving to be achieved through staffing restructure.	7	0	7	0	A restructure is planned which should generate the saving.
30	City Operations	Drainage Staff recharging - optimise recharging of staff costs to applicable grants.	50	14	50	0	Performance is being reviewed and additional internal work being clarified including the opportunity to charge against grant funding.
31	City Operations	Street Lighting Operations - improved performance allowing alternative chargeable works to be undertaken.	33	25	33	0	Performance is being reviewed and additional internal work being clarified. A new process is being established to ensure correct costs are being captured and recharged.
32	City Operations	Street Lighting Recharging - improve recharging of design and inspection both externally and internally.	26	2	18	8	A new process is being established to ensure all rechargeable works are being captured and costs are appropriately recharged.

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33	City Operations	One Directorate Synergies - alignment of core processes within the new City Operations Directorate will result in synergies.	157	46	77	80	There is a plan to review the staffing structures including flexi-retirements across the directorate which should deliver this saving in full.
34	City Operations	Commercialisation - improved charging and income generation projects within the Transport Portfolio.	200	89	200	0	Progress is being achieved through the marketing partnership (Bay Media) and other sponsorship. Further opportunities are expected to deliver the remaining income target.
35	City Operations	Litter Enforcement - Increase enforcement powers to reduce Environment Crime (Full Year Effect) - implementation of the approved Cabinet decision to make use of new powers to set and apply levels of fines, in line with the Anti-Social Behaviour, Crime & Policing Act 2014. This includes Community Protection Notices (CPN) and consultation on Public Space Protection Orders (PSPO) for dog fouling, littering and highways.	50	12	50	0	New processes are being developed for parking on verges and increased focus on littering fines and it is assumed that this will be achieved with the use of third parties.
36	City Operations	Regulatory Collaboration - ongoing savings through the single shared service which brought the Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure.	310	310	310	0	The saving represents to agreed reduction in payment to the Shared Regulatory Service.
37	City Operations	Cessation of Automated Public Conveniences - the Council has seven Automated Public Convenience (APC) Units with an average cost of £16 per use. Formal notice has been given on the contract and the units will be taken out of operation from 1st April 2016.	137	137	137	0	The APC contract was terminated on 31st March 2016 so the saving has been achieved in full.
38	City Operations	Capital investment of Butetown Tunnel Fans resulting in reduced maintenance costs (6 years only)	80	40	80	0	New contracts introduced earlier in the year should enable the saving to be achieved in full.
39	City Operations	Conversion of CCTV cameras from BT lines to WIFI/own fibre	20	20	20	0	The current spending levels indicate this saving has been achieved in full.
40	City Operations	Managing reinstatement of road working for Utility street works - street works to manage fines and reinstatement.	30	14	30	0	The Street Works Division has implemented new processes for the inspection and enforcement of utility reinstatements, generating penalty charges.
41	City Operations	Trading - Street Lighting Maintenance (10 years)	27	0	27	0	The contract was in place from 1st Jan 2016 for 10 years which should now generate the saving.
42	City Operations	Improve charging for bespoke Planning Applications - support on design/master planning work	50	35	50	0	Charges are being agreed with applicants to secure an agreement on anticipated determination timescales. This should generate the additional income.
43	City Operations	Bereavement Service - Improved efficiency and income generation - saving to be achieved through reshaping services and delivering increased income opportunities.	100	23	67	33	A new fees and charges structure was introduced in April 2016, but it is unlikely to generate sufficient income in Registration Services.
44	City Operations	Improved digitalisation of services and payments - introduce E-auctioning to all areas of the City Operations directorate.	100	0	0	100	The income is anticipated to be generated from developing 'Chipside' and due to lead in times is unlikely to achieve the saving in this financial year.
45	City Operations	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history	277	138	277	0	Whilst this is shown as a projected achievement, this will not be confirmed until year end, following confirmation with the Council's insurance section.
46	City Operations	Renewable Energy Generation	20	0	0	20	The Radyr Weir Scheme is now complete and whilst it will soon begin to generate income it is currently forecast to be insufficient to meet this additional saving target in the current year.
47	City Operations	Street Lighting Dimming - The Council approved an invest to save scheme for the dimming of street lights in residential areas. The scheme is to be implemented over three 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 this financial year with the result that savings will start to be made next year.	35	0	35	0	Completion of dimming street lights is on track and the saving is anticipated to be achieved.
48	City Operations	Street Lighting Conversion to LED - Replace main route lighting with LED to reduce long term energy expenditure.	150	0	48	102	The scheme was delayed due to a trial to ascertain the best product and as a result is unlikely to deliver all of the saving this financial year.

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49	City Operations	Traffic Signals/Bollards - Conversion of traffic signals to LED lighting.	25	0	6	19	A plan is in place to deliver new improvements and savings via a new service contract, however it is unlikely to deliver the saving in full this year.
50	City Operations	School Transport - the full year effect of the withdrawal of non statutory primary school transport. Withdrawal of non statutory primary school transport from Sept 2015 - six routes: 614,621,624,626,633,638.	81	81	81	0	This is the full year effect of routes being withdrawn in Sept 2015.
51	City Operations	School Transport increase price of bus passes - Increase bus passes from £300 to £325.	5	0	16	-11	Letters were sent to parents in July 2016 for implementation date of September 2016 and, therefore, it is anticipated that this saving will be achieved.
52	City Operations	School Transport (Primary & Secondary) continued route retendering/optimisation - Continued route retendering/optimisation for mainstream primary and secondary transport. Mainstream school transport has reached its peak and should reduce as a result of the school reorganisation implementation.	60	30	60	0	Retendering and optimisation are on going. It is currently assumed that the saving will be achieved in full.
53	City Operations	School Transport - Additional Learning Needs (ALN) route optimisation, retendering of routes/mergers - continued route retendering/optimisation. Reviewing on a case by case basis and working closely with schools and Education. Review current transport provision - fits needs of pupil.	100	50	225	-125	Retendering/optimisation and merges are on going. It is currently assumed that the saving will be achieved in full.
54	City Operations	Additional Learning Needs (ALN) withdrawal of transport for pupils within 2-3 miles (primary/secondary school) and review and implement new ALN policy - Review transport for statemented pupils who live within two miles from primary school and three miles from secondary. This will done on an individual case basis, to take into account of the individual child's needs based on ALN transport policy.	125	0	125	0	Discussions are taking place with Education to review transport needs on a case by case basis. It is targeting year 7, 8, 9, 10 & 11 pupils living within distance to encourage travel training to assist independent travel.
55	City Operations	Facilities Management Budget for Cardiff Athletic Stadium	175	175	175	0	The lease was signed with the Cardiff and Vale College on the 31st March 2016 so no further costs should be incurred.
56	City Operations	Fees & Charges	60	31	60	0	The directorate is working towards achieving this saving in full.
57	City Operations	Travel/Mileage	56	43	52	4	The directorate is working towards achieving this saving in full. The shortfall relates to Planning.
58	City Operations	Reduction in Agency (Sickness & General) & General Staffing Savings	124	114	117	7	The directorate is working towards achieving this saving in full but there is a shortfall relating to Bereavement Services.
		Total City Operations	6,334	2,684	4,954	1,380	
59	Communities Housing & Customer Services	Refocusing Services from the Hubs - currently advice in the Hubs is provided through a variety of approaches including via the Council, Partners and Council-funded partners. This review would reduce Council-funded partner advice services to specialist financial advice with lower level demand delivered by the Hub Advice Officers.	100	100	100	0	The CAB Advice Service Grants contract has already been extended at the reduced rate and this saving has been achieved. The service area is working proactively with partners to review the outreach advice provision.
60	Communities Housing & Customer Services	Alarm Receiving Centre Additional Income - further realisation of income opportunities following the creation of the Alarm Receiving Centre.	300	0	0	300	Delays to the implementation of this new service were experienced last financial year resulting in income shortfalls against the £250,000 savings target. The recruitment of the Locality Wardens is now underway and whilst trials within schools are planned there will only be a part year impact from the income generating business. This is expected to partly offset the 2015-16 savings target in the first instance but is not anticipated to contribute to the 2016/17 target at this stage.

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61	Communities Housing & Customer Services	Additional income in relation to Adult Community Learning - this is the staged achievement of the council Adult Community Learning service to a nil subsidy position. The plan is to increase income in relation to the Learning for Life Programme, otherwise costs will be controlled in order that this element is cost neutral.	49	25	49	0	It is anticipated that this saving will be achieved in full through planned changes to course delivery with more focus on the more popular and more profitable courses within the Learning for Life programme.
62	Communities Housing & Customer Services	Continued roll out of the Libraries/Hub Strategy - this saving will be delivered through implementing the recommendations of the Cabinet Report in relation to Roath Library and the vacation of the Dominions Way storage facility.	250	102	167	83	This target is partly achieved through the release of budgets associated with the closure of Roath Library and other rationalisations within the Library service. Part year staff savings associated with this target are anticipated which may increase the shortfall and this will be reviewed in future months.
63	Communities Housing & Customer Services	Into Work Services - grant funded delivery - Universal Credit Face to Face grant funding and the alignment of the Adult Community Learning Grant will be used to deliver the outcomes of the Into Work Services.	130	130	130	0	This target partly relates to the funding of an Into Work Services trainer through the Adult Community Learning grant thus releasing base budget within that service. A restructure of the Into Work Service has already achieved £45,000 savings towards this target. The balance of the saving will be achieved through additional Universal Credit grant funding.
64	Communities Housing & Customer Services	Recharging of management costs to appropriate funding streams - efficiencies to be found in the management costs of the directorate. This includes the correct allocation of management costs in respect of grant funded services.	65	65	65	0	This saving is achieved through the realignment of management costs to the Adult Community Learning grant and Rent Smart Wales fee income reflecting the level of management support.
65	Communities Housing & Customer Services	Additional Web Income Generation - commercially exploit the expertise of the Council's web team to achieve additional income.	30	0	30	0	It is anticipated that this saving will be achieved in full. A surplus of £39,000 was achieved in 2015/16 through website development recharges.
66	Communities Housing & Customer Services	Neighbourhood Regeneration - recharging of service costs of the Neighbourhood Regeneration scheme to the appropriate funding source (either capital or housing revenue account), depending on the nature of the scheme.	142	142	142	0	This target is achieved through the realignment of staffing costs partly to Capital Programme recharges and partly to Housing Revenue Account recharges reflecting the appropriate level of staff support to those areas.
67	Communities Housing & Customer Services	Fees & Charges	13	6	13	0	It is anticipated that this saving will be achieved in full.
68	Communities Housing & Customer Services	Travel/Mileage	24	8	24	0	It is anticipated that this saving will be achieved in full.
69	Communities Housing & Customer Services	Reduction in Agency (Sickness & General) & General Staffing Savings	85	42	85	0	It is anticipated that this saving will be achieved in full. The service historically has a high volume turnover and usage of agency staff but this will be managed within the available budget.
70	Communities Housing & Customer Services	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history	9	4	9	0	It is anticipated that this saving will be achieved in full.
		Total - Communities, Housing & Customer Services Total	1,197	624	814	383	
71	Corporate Management	Corporate Initiative Efficiencies - reduction in the amount available to support events and market the city.	131	0	131	0	The current assumption is that this saving will be achieved, pending the completion of a review of the budget for Corporate Initiatives.

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72	Corporate Management	Reduction in Corporate Banking Charges - savings in relation to the banking contract.	15	0	15	0	This saving is anticipated to be achievable based on the charges experienced in previous years, following the introduction of a new banking contract.
73	Corporate Management	Reduction in Corporate Audit Fees - anticipated reduction in audit charges for 2016/17 as a result of partnership working.	30	0	30	0	It is anticipated at this stage that this saving is achievable.
74	Corporate Management	Reduction in Agency (General)	2	0	2	0	It is anticipated at this stage that this saving is achievable.
75	Corporate Management	General Staffing	3	0	3	0	It is anticipated at this stage that this saving is achievable.
76	Corporate Management	Precepts and Levies - a targeted reduction on precepts and levies paid to other bodies. The level of reduction targeted has been set at 3% which is in line with the Council's anticipated funding reductions from Welsh Government.	32	0	32	0	The current monitoring position suggests that this saving is achievable.
77	Corporate Management	Reduction in External Audit Fee - review of the audit fee to ensure that all areas of the Council are appropriately charged for audit work incurred.	25	0	25	0	Current indications suggest that this saving will be achievable, however the final position will not be known until nearer the end of the financial year.
78	Corporate Management	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history	1	0	1	0	It is anticipated at this stage that this saving is achievable.
79	Corporate Management	Digitalisation	875	0	600	275	Work is continuing to identify and realise savings arising from digitalisation in the current year with particular focus on initiatives to reduce spend on postages, printing and stationery. This is being supported through the Organisational Development Programme although at this stage it is unlikely that the full saving will be achieved during the current financial year.
		Total - Corporate Management	1,114	0	839	275	
80	Economic Development	Economic Development Income - generate additional income through sponsorship / advertising to cover a reduction in management costs.	88	0	88	0	It is currently anticipated that this saving will be achieved in full through bus shelter advertising income.
81	Economic Development	Capitalisation of posts - Major Projects - appropriate charging of staffing costs within Major Projects (two full time and one part time post) to reflect capital works undertaken.	86	0	86	0	This saving is currently anticipated to be achieved in full although progress will be monitored closely throughout the year and projections updated accordingly as and when scheme details become available.
82	Economic Development	Service Redesign of Strategic Estates - to release one full time post.	41	20	41	0	The proposed Directorate restructure is currently underway and it is projected to be fully implemented by January 2017. However it is currently anticipated that this saving will be achieved in year in full through staff vacancies.
83	Economic Development	Reduced service in Economic Development - reduce part-time hours in economic development to release 0.3 FTE.	15	15	15	0	This saving has been achieved in full, as the reduction in hours has taken place.
84	Economic Development	Increase in Income - increase rental income from the managed industrial workshop estate over and above existing income targets.	47	20	47	0	This saving is anticipated to be achieved in full through additional workshop rental income.
85	Economic Development	Reduction in Revenue Budget - reduction in miscellaneous revenue support budget.	7	3	7	0	This saving is anticipated to be achieved in full.
86	Economic Development	Economic Development Revenue Budget Reduction - remove budget for the provision of discretionary grants to Small to Medium Sized Enterprises (SMEs).	51	51	51	0	Discretionary grants are no longer granted to SME's, therefore this saving is achieved in full.
87	Economic Development	Cardiff Business Council - reduce revenue subsidy to Cardiff Business Council.	120	120	120	0	Cardiff Business Council have received a reduced budget allocation and this saving is therefore achieved in full.
88	Economic Development	Alternative model for the delivery of the Taxi Marshalling service – release revenue funding through a new approach to funding the taxi marshalling service for night time economy in the city centre on weekends.	122	0	25	97	Alternative models for the delivery of the taxi marshalling service are currently being considered. An increased shortfall of £97,000 is anticipated as changes to the existing system are not scheduled to be implemented until January 2017. Any further delays will increase the projected shortfall and the position will be closely monitored throughout the year.

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89	Economic Development	Increase in City Centre Management Income - through increased use of activity sites in the city centre.	45	22	45	0	This saving is expected to be achieved in full through additional income generated from weekly street food events within the City Centre.
90	Economic Development	Increase in Tourism Income - through increased local business subscriptions to the Cardiff Convention Bureau and the Cardiff Tourism Network.	33	0	33	0	This saving is projected to be achieved in full through additional income generated by the re-launch of the Visit Cardiff Network.
91	Economic Development	Arts Venues - review of costs, income and service delivery in Arts Venues.	430	0	300	130	Operational shortfalls in the region of £130,000 are currently anticipated primarily due to retained income below target due to the unplanned usage of the venues for the Festival of Voice. It is now anticipated that the Arts contract will not be in place until later in the financial year. The position will need to be reviewed in detail both as to the variables within the operational performance and the progress of the ADM.
92	Economic Development	Remove Cardiff Contemporary Project Budget - release revenue saving by identifying alternative funding sources for the Arts Management budget associated with the Cardiff Contemporary project.	50	0	50	0	Work is continuing to finalise the details of this proposal, however the directorate anticipate that it will be achieved in full.
93	Economic Development	Rationalisation of Culture, Venues and Events Sales, Marketing & Advertising Functions - rationalise existing Culture, Venues & Events Marketing and Sales provision releasing savings through reduced FTE.	95	95	95	0	The vacant posts which will be deleted as part of the service restructure have been identified and, therefore, this saving is achieved.
94	Economic Development	Income and Business Process Efficiencies - Strategic Estates - generate additional rental income from the Council's property estate through the periodic rent review process.	56	0	0	56	This saving is not anticipated to be achieved based on the total projected shortfalls in rental income targets of £292,000 projected for 2016-17. The investment Estate has undergone a recent restructure and any changes to this projection will be updated in future months.
95	Economic Development	Fees & Charges	51	25	51	0	The directorate is working towards achieving this saving in full.
96	Economic Development	Travel/Mileage	5	5	5	0	The directorate is working towards achieving this saving in full.
97	Economic Development	Reduction in Agency (Sickness & General) & General Staffing Savings	51	25	51	0	The directorate is working towards achieving this saving in full.
98	Economic Development	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history	19	9	19	0	The directorate is working towards achieving this saving in full.
99	Economic Development	Office Accommodation - next phase of savings from the office rationalisation programme. Ensuring more effective use of the Council's existing property estate and considering opportunities to rationalise where possible.	1,250	430	860	390	Delays in the Global Link vacation has meant a significant overspend. There are also concerns over the realisation of savings in other buildings. This will be partly mitigated in year by a unbudgeted drawdown from earmarked reserves, currently estimated at £150,000. To be carefully monitored throughout the year.
		Total - Economic Development	2,662	840	1,989	673	
100	Economic Development (Commercial Services)	New Operating Model for City Operations - the business case for reshaping services within City Operations.	634	211	634	0	Detailed plans and modelling are being developed to re-balance the rounds and improve the efficiency of domestic collections. Further gains are expected through the generation of additional trade waste income.
101	Economic Development (Commercial Services)	One Directorate Synergies - alignment of core processes within the new City Operations Directorate will result in synergies.	83	0	83	0	The directorate are planning to review staff structures including flexi-retirements with the aim of achieving this saving in full.
102	Economic Development (Commercial Services)	Commercialisation - Improved charging & income generation projects within the Environment portfolio - from areas such as sponsorship, selling services via the website, fees and charges.	200	200	200	0	This target has been achieved through the continuation of the landfill operation for inert materials.

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103	Economic Development (Commercial Services)	Trade Waste - Increase commercialisation - increase income through provision of new services and improved competitiveness.	78	78	78	0	This saving has been achieved through increased income and lower operational costs.
104	Economic Development (Commercial Services)	Waste Disposal - Prosiect Gwyrdd & Interim Contract - in July 2015 Cabinet approved the Interim Contract for residual waste with four Council partners. The benefits of this were significant in 2015/16. In addition the Prosiect Gwyrdd (PG) 25 year residual waste treatment contract with Viridor formally commences on 1st April 2016 with a 7 month contract commissioning period preceding that, bringing about further savings per tonne for that year. In addition Waste Collection changes have meant less residual waste per household being sent to treatment as more is recycled.	759	759	759	0	The saving is based on the original tonnage profile. This position could change due to demographics. However, any significant variation could be funded from earmarked reserves.
105	Economic Development (Commercial Services)	Materials recycling Reshaping Services - Increase productivity and plant maintenance of materials recycling processing. Improving flexibility to operate services for other Local Authorities and with partner operators.	252	252	252	0	Detailed plans were developed with the Partner which have resulted in the release of the night shift and the saving has now been achieved in full.
106	Economic Development (Commercial Services)	Marketing Bulking facility - income generated by optimising the marketing of transfer waste and recycling bulk loading facility with other local authorities and businesses.	90	45	90	0	The full achievement of this saving is dependent upon securing a contract and gate fee with the Vale of Glamorgan, however it is assumed that this saving will be achieved in full.
107	Economic Development (Commercial Services)	Household Waste Recycling Centres - full year effect of seasonal opening hours and charging for non-Cardiff householders. Full year effect of two-site operations for productivity and effectiveness once new planned Household Waste Recycling Centre opens in summer 2016.	76	0	0	76	This saving is planned through the rotation of staff and shift changes but is dependent on the site at Lamby Way and the reduction to two sites. As all three sites have been temporarily retained, this saving will not be achieved this year.
108	Economic Development (Commercial Services)	Improved automated security at Lamby Way depot - security operation replaced by CCTV.	68	0	0	68	This is linked to the new Lamby Way HWRC build which has been delayed. It is assumed that this saving will not be achieved this year. There might be an opportunity to deliver this saving through the ARC and this requires further dialogue.
109	Economic Development (Commercial Services)	Further increasing income opportunity from renewal of landfill gas generator contract - contract negotiations in place.	100	0	0	100	The operator has reduced the number of generators from four to two reflecting the lower levels of gas extracted from the landfill. As a consequence this increased income target will not be achieved.
110	Economic Development (Commercial Services)	Cost reduction from implementation of improved Customer Management Processes	105	105	105	0	This saving has been achieved through action taken in the previous financial year.
111	Economic Development (Commercial Services)	Improved digitalisation of services and payments - introduce E-auctioning to all areas of the City Operations directorate.	100	0	0	100	The original plan was to generate income from E-auctioning of recyclables. However there are concerns regarding the robustness of the business case particularly as it will require IT investment and a 6 month procurement process. It is therefore unlikely to yield any savings in this financial year.
112	Economic Development (Commercial Services)	Building general savings - general efficiency savings across a number of budget headings within Facilities Management Buildings.	11	6	11	0	This saving is anticipated to be achieved across a range of premises related budgets including security, pest control and cleaning.
113	Economic Development (Commercial Services)	Deletion of two Grade 3 posts in Business Support - the saving can be made without any impact on service delivery.	42	42	42	0	The employee budgets have been reduced and the saving has been achieved.
114	Economic Development (Commercial Services)	Alternative Delivery Model - Security and Cleaning.	135	30	135	0	The Cleaning service is anticipated to meet its saving target and the Security Service element is intended be achieved and a plan is being developed.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
115	Economic Development (Commercial Services)	Efficiencies in Security and Cleaning - maximising income and savings from partnership with the Alarm Receiving Centre.	30	6	30	0	The Cleaning Service is anticipated to meet its savings target and a plan is being developed to achieve the Security element.
116	Economic Development (Commercial Services)	Building Services Income - maximise all internal sources of income and market services to public sector bodies.	50	25	50	0	This saving is anticipated to be fully achieved through additional internal work undertaken during the year.
117	Economic Development (Commercial Services)	Staffing savings in Central Transport Services - Impact of team restructure.	30	30	30	0	The employee budgets have been reduced and the saving has been achieved.
118	Economic Development (Commercial Services)	Central Transport Services parts procurement & supply framework - improving the supply, stock and managing of parts.	20	20	20	0	This saving is fully achieved, as an underspend of £122,000 is currently projected on parts and stores in 2016/17.
119	Economic Development (Commercial Services)	Vehicle replacement programme - efficiencies through procurement.	68	0	68	0	The budget for leases has been reduced accordingly. The saving is assumed achievable at this stage, although this will need to be carefully monitored throughout the year.
120	Economic Development (Commercial Services)	Fees & Charges	53	42	53	0	The directorate is working towards achieving this saving in full.
121	Economic Development (Commercial Services)	Reduction in Agency (Sickness & General) & General Staffing Savings	324	280	292	32	The current projection shows that overall spend on Agency has reduced, however a shortfall is still anticipated.
122	Resources	Energy	70	9	40	30	The saving has been applied to the utilities budgets across FM Buildings. A reduction in bills is anticipated across the estate through improved management and behaviour change (Carbon Reduction Strategy). The shortfall relates to the ReFit capital project. This has been delayed and so full year savings will be achieved from next financial year.
123	Economic Development (Commercial Services)	Vehicle Utilisation	400	28	200	200	Action is currently being taken towards realising this saving, but progress is slow. The full year saving is not achievable and various delays have contributed towards this.
		Total - Economic Development (Commercial Services)	3,778	2,168	3,172	606	
		Grand Total - Economic Development	6,440	3,008	5,161	1,279	
124	Education & Lifelong Learning	Rationalisation of centrally held budgets for school related issues - a reduction in centrally held budgets that fund school initiatives which will fall out in 2016/17, or costs within schools for which the full responsibility will be delegated to schools as part of the 2016/17 school budget strategy. This will include savings identified nationally, through the revision of the All Wales Service Level Agreement with the WJEC for the provision of educational services to schools and the current energy efficiency invest to save scheme.	569	200	569	0	Specific budgets have been identified where savings can be achieved. However, continued monitoring is required to ensure achievability is maintained.
125	Education & Lifelong Learning	Reduction in costs of placements with other Local Authorities - when a pupil has a statement of Special Educational Need and has been placed in a school or educational establishment outside of Cardiff, the educational costs have to be met by Cardiff Council. In 2015/16 there are 146 pupils placed in local authorities other than Cardiff, an increasing number of whom have placements being charged at enhanced rates or with additional support costs. Officers will work with the Health Authority to improve joint commissioning arrangements with clear targets for reducing costs from other local authority placements.	150	0	0	150	Discussions required around commissioning of placements with other local authorities are ongoing and are unlikely to deliver any cashable savings this financial year.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
126	Education & Lifelong Learning	Reduction in number of Looked After Children placed Out Of County - 81 of the current Out Of County placements are children who are also Looked After. Officers will work with colleagues in Children's Services to identify children who potentially could be brought back into County and educated within an existing Cardiff provision.	100	65	100	0	Achievement of this proposal requires discussion and work with Children's Services to try and implement. Discussions have commenced and it has proved possible to reduce the number of out of authority placements to date.
127	Education & Lifelong Learning	Reduction in number of new placements - the age profile of children currently placed out of county will mean that there are a significant number who will cease to be the financial responsibility of the Council during 2016/17 financial year. Officers will work with the Health Authority, Children's Services, the Vale of Glamorgan Council and other neighbouring authorities to significantly reduce the numbers of new placements required outside of Cardiff. This will be complimented by the review work currently being undertaken with regards to the capacity and range of SEN Specialist provision within Cardiff.	680	0	375	305	The current placement cost information provided indicates reductions in the number of placements, however it is unlikely that it will be possible to achieve this saving in full.
128	Education & Lifelong Learning	Rationalisation of staff costs centrally retained to provide services of a specialised nature - The savings will be achieved by a restructure of the Specialist SEN teams.	60	0	60	0	This saving is currently projected to be achieved in full, as work is ongoing to identify posts against which savings can be made.
129	Education & Lifelong Learning	Reduction in central costs for the Education of Children not in School - over the past three financial years there has been a reduction in the level of central subsidy for pupils who are not educated in school. This saving will be achieved through the examination of a different delivery model for tuition through the commissioning of an external agency as opposed to direct employment of tutors which will reduce the overall cost of the service. Whilst it is expected that the full saving will be deliverable in this manner any shortfall will be recouped through an additional charge being levied on schools for providing tuition to pupils on roll in a school but educated elsewhere.	149	0	99	50	Delays in the implementation of this proposal have led to an inability to fully recover the costs of delivering the service. Steps are being put in place to increase cost recovery levels for 16/17 which may mitigate the level of unachievement but appear unlikely to fully mitigate the unachieved element at this stage.
130	Education & Lifelong Learning	Reduction in centrally retained budgets for supporting Childcare Providers - the Council has a statutory duty to assess the demand for, and supply of, childcare provision within the geographical area of Cardiff and provide a Family Information Service. In the past two years this team within the Education Service has been more closely aligned with the grant funded Flying Start provision which has facilitated significant savings. This proposal takes these savings further and will reduce the Childcare Team further. Support for childcare providers would be limited to that which is grant funded.	100	75	100	0	A shortfall of £25,000 against the intended budget saving is currently evident, however work is ongoing to identify further savings to replace the intended saving.
131	Education & Lifelong Learning	Reduction in contribution towards the Central South School Improvement Consortium - the Council currently contributes £1.5m towards the costs of providing an Education School Improvement Service across the Central South region of Wales. This accounts for 35% of the total costs of the service. This saving will be achieved through passing at least a 5% reduction in contribution onto the Consortium.	81	81	81	0	A reduction has been made to the budget and the Consortium have been notified.
132	Education & Lifelong Learning	Further rationalisation of Education Service business processes - to achieve these savings the Education Service will work with the Council's Organisational Development Team to improve the efficiency and effectiveness of the current processes for dealing with pupil admissions, statements of Special Educational Need, fines for pupil non-attendance and parental payment for school delivered services.	100	50	100	0	Specific budgets have been identified where savings can be achieved. However, continued monitoring is required to ensure achievability is maintained.
133	Education & Lifelong Learning	Reduction in staffing for Performance Management - the Performance and Information team provide a central resource to gather, analyse and disseminate the relevant pupil led, school level and authority level data necessary to allow the Council to discharge its statutory reporting duties. This saving will be achieved through a restructuring of this team which will align itself with other data functions both inside and outside the Council.	35	0	35	0	A restructure has taken place but this did not produce any staffing savings. The Directorate felt that delivering staffing savings from this restructure was not beneficial and that they would identify an alternative saving from another area. There is potential to deliver alternative staffing savings from further reductions to the Education Welfare Service but this has yet to be confirmed.
134	Education & Lifelong Learning	Youth Service Budget - this is a continuation of the 2015/16 budget decision to fundamentally change the provision of Youth Services in Cardiff and through this to save £1.7m of revenue budget over the medium term. This second year target of £650k will be achieved through a reduction in the numbers of full and part time youth workers delivering services across the City with a greater focus on meeting the needs of priority groups of young people.	650	325	650	0	There have been some delays in implementation of the restructure and relinquishing of buildings, however it is anticipated that this saving will still be achieved. However, there remains a risk to achievement within this financial year and continued monitoring will be required throughout the year.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
135	Education & Lifelong Learning	Annual Increase in the price of School Meals plus rationalisation of the service delivery model - this saving will be achieved through a combination of an increase of 10p in the price of a school meal, alongside a review of all costs not directly associated with the production of a school meal.	300	150	300	0	The current monitoring position for the Catering service indicates that the 10p price increase will deliver this saving, as with a similar proposal for 15/16.
136	Education & Lifelong Learning	Reduction of central budgets for the Education Welfare Service (EWS) - in recent years much work has been done between schools and the Central Team to improve the attendance service, which has resulted in a significant improvement in pupil attendance across the city. The Central EWS Team has become involved in individual cases which have to be escalated sometimes through the legal process. This budget saving will be achieved through a reduction in the staffing capacity within the service.	100	100	100	0	This saving has already been realised through the reduction of staff within the section. There is likely to be an overachievement against the proposal which could be used to offset the requirement to achieve staffing savings from a restructure of the Performance Team.
137	Education & Lifelong Learning	Fees & Charges	39	19	39	0	Based on performance to date, it is anticipated that this saving will be achieved via increased income generation with Catering and the Music Service. Increased lettings within the Storey Arms centre are also likely to contribute.
138	Education & Lifelong Learning	Travel/Mileage	44	22	44	0	This saving will be achieved through increased use of pool cars across the directorate
139	Education & Lifelong Learning	Reduction in Agency (Sickness)	25	12	25	0	Potential reductions in agency spend have been identified, which should allow this saving to be achieved.
140	Education & Lifelong Learning	Reduction in Agency (General)	21	10	21	0	Potential reductions in agency spend have been identified, which should allow this saving to be achieved.
141	Education & Lifelong Learning	General Staffing	36	18	36	0	Options have been identified, which will enable this saving to be achieved.
142	Education & Lifelong Learning	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history	117	0	117	0	It is currently anticipated that this saving will be achieved in full, however this will only be confirmed at year end, once insurance costs for the year are known.
		Total - Education and Lifelong Learning	3,356	1,127	2,851	505	
143	Governance & Legal Services	Review scrutiny research function - Reduction in vacant posts. Funding to be reinstated for 2016/17 to retain necessary resource and to carry out a review of the service.	50	35	50	0	Current salary projections has resulted in the identification of a £35,000 saving and the directorate is committed to identifying the remaining £15,000 during the remainder of the financial year.
144	Governance & Legal Services	Provision of in-house welsh language translation at council meetings - moving to a welsh translation service for public meetings that will be dealt with in house resulting in savings.	3	0	3	0	It is currently anticipated that it will be possible to achieve this saving in full.
145	Governance & Legal Services	Reduce level of directorate printing - a review of printing costs reflecting printing levels in the current year.	7	3	7	0	The directorate are currently committed to ensuring that this saving will be delivered.
146	Governance & Legal Services	Additional land charges income - additional income in land charges through a combination of increased demand and price.	41	0	34	7	The price increase did not come into effect until July. Therefore, this saving will only be achieved in respect of the remaining part of the financial year.
147	Governance & Legal Services	Welsh translation new income source - via a proposed invest to save initiative.	24	0	7	17	Workload pressures as a result of income generating work taken on for neighbouring authorities has removed the capacity to effectively achieve this saving in the year to date. Although this saving is not being achieved to date as required by this proposal, the shortfall in year is being offset by income generated by work for other local authorities.
148	Governance & Legal Services	Fees & Charges	3	1	3	0	It is currently anticipated that it will be possible to achieve this saving in full.
149	Governance & Legal Services	Travel/Mileage	2	1	2	0	It is currently anticipated that it will be possible to achieve this saving in full.
150	Governance & Legal Services	Reduction in Agency (Sickness)	9	4	9	0	It is currently anticipated that it will be possible to achieve this saving in full.
151	Governance & Legal Services	Reduction in Agency (General)	6	3	6	0	It is currently anticipated that it will be possible to achieve this saving in full.
152	Governance & Legal Services	General Staffing	6	3	6	0	It is currently anticipated that it will be possible to achieve this saving in full.
153	Governance & Legal Services	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history	1	0	1	0	It is currently anticipated that it will be possible to achieve this saving in full.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
		Total - Governance & Legal Services	152	50	128	24	
154	Resources	Deletion of two posts within Exchequer and Development - 1) voluntary severance of one Operational Manager in connection with on-going discussions regarding the future structure of Finance 2) voluntary severance of one Grade 7. Some of the work has been transferred to other areas within finance and there will be a merger of admin teams.	99	99	99	0	This saving is already achieved as both posts have been deleted and the occupants have taken voluntary severance
155	Resources	Reduction in Subscriptions - a review to streamline subscriptions has generated savings in relation to health and safety and credit checks.	8	8	8	0	Both subscriptions have not been renewed in 2016-17.
156	Resources	Projects and Technical Accountancy Additional Income - additional income in respect of activities in relation to major projects.	14	0	0	14	It is anticipated that this saving will not be achieved in 2016/17.
157	Resources	Deletion of two auditor posts and utilisation of reserve to enable fraud team to become self-financing - 1) deletion of one principal auditor and one senior auditor post. 2) Use of fraud detection reserve (£54k) as an interim measure to allow the fraud team two years to become self-financing through income generation measures.	140	86	140	0	Two vacant posts have been deleted to achieve the £86,000. A request will be submitted to request the draw down of £54,000 from the fraud detection reserve
158	Resources	Staff savings within Service Accountancy - reduction of up to three posts in Service Accountancy. This will be achieved through a review of team structures and responsibilities and business process efficiencies.	80	80	80	0	This saving has been achieved through the deletion of vacant posts.
159	Resources	Extension of Income Enforcement Service - continue with recent changes to bring more of the enforcement of Penalty Charge Notices (PCNs) directly under the control of Local Authority staff. The majority of compliance and enforcement activity required to collect outstanding PCN notices will be carried out by directly employed Council staff.	150	17	20	130	The total saving target in respect of this is £230,000. Only £23,000 of the 2015-16 target of £80,000 was achieved. It is anticipated at this stage that overall £100,000 will be achieved, meeting the full £80,000 target from 2015-16 and £20,000 of the £150,000 target in 2016-17. Anticipated volumes of PCN notices are lower than previously expected.
160	Resources	Business rates additional court cost income - robust recovery procedures are in place for businesses that default on their scheduled payments. The proposal reflects securing additional income over and above the existing budget.	15	0	15	0	It is anticipated that this saving will be achieved
161	Resources	Commissioning & Procurement Employee Owned Mutual 2016-17 - a proposed reduction in the fixed costs of the Strategic Procurement Team through 'sale' of full costed staff time to an employee owned mutual or local authority trading company.	60	0	60	0	Cabinet approved the creation of the company in June. It is anticipated that £90,000 will be achieved, meeting the full £30,000 target for 2015/16 plus the £60,000 for 2016/17.
162	Resources	Corporate Digital Efficiencies - the introduction of an income target to reflect the Enterprise Architecture Team's support in driving out the adoption of digital services across the organisation which will result in improved customer experience, increased automation and employee efficiencies.	125	100	125	0	It is anticipated that 60% of this target will be achieved through charging service areas for work undertaken internally with the remaining 40% coming from external opportunities
163	Resources	Post Deletions – HRPS Partnership Co-Ordinator (Grade 6) and Service Delivery Advisor (Grade 4) - in February 2015 Welsh Government announced that from September 2015 it would no longer require Careers Wales to have any involvement in the National Database which many schools use when sourcing potential placements. Instead, they now place the onus on schools to make their own arrangements directly with employers. The above posts are employed within HRPS to act as an intermediary which is no longer required. One expression of interest in voluntary redundancy has been received and one post holder is retiring in February 2016.	61	61	61	0	The relevant employee budgets have been reduced and this saving has been achieved.
164	Resources	Post Deletion – HRPS First Point of Contact Team (1 x Grade 4 and vacant hours at Grade 4) – This is based on reviewing demands and efficiencies in managing the Contact Team.	40	40	40	0	The relevant employee budgets have been reduced and this saving has been achieved.
165	Resources	Post Deletion – HRPS Manage Team (2 x Grade 4) - related to back office/systems efficiencies for example, the consolidation of the reduction to two Council payrolls, the roll out of DigiGOV to schools and proposed introduction of DBS on-line. This will reduce demand on the team. Post reduction will be made through the deletion of a vacant Grade 4 post and vacant hours at Grade 4.	50	50	50	0	The relevant employee budgets have been reduced and this saving has been achieved.
166	Resources	Savings from vacant hours across HR People Services - the permanent redesignation of full time employee posts to contracted hours.	24	24	24	0	The relevant employee budgets have been reduced and this saving has been achieved.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
167	Resources	Review of HR Organisational Development Team - as Employee Engagement Programme is now more embedded and Directors are responsible for engagement activity within their Directorates, there will be a reduced requirement for this level of activity to be supported corporately from within the Council's HRPS OD Team. Consequently vacant hours at Grade 7 and Grade 4 post is deleted.	40	40	40	0	The relevant employee budgets have been reduced and this saving has been achieved.
168	Resources	Staff savings within ICT - deletion of one vacant ICT Developer post and one vacant technical administrative post.	56	56	56	0	The relevant employee budgets have been reduced and this saving has been achieved.
169	Resources	Reduction in spend on licences, network, telephony links, support and maintenance - this will include negotiations with suppliers and driving down costs.	111	65	111	0	This saving is anticipated to be fully achieved through reductions in software licensing (Citrix, IBM Domino, One Modules, Fast) plus the migration of circuits to PSBA and voice circuits to SIP.
170	Resources	Alternate Delivery Models (ADMs) ICT implementation - income in relation to two posts to reflect transitional support provided to ADMs.	105	46	105	0	This saving is anticipated to be fully achieved. Costs will be recharged to the ADMs during the year.
171	Resources	Training budget savings - reduction in training budget.	5	3	5	0	This budget within Business Support has consistently underspent and therefore a £5,000 saving is fully achievable.
172	Resources	Deletion of Grade 3 post or reduction of hours - release or reduction in hours in this post will be linked to any decision to future Flexi Time arrangement.	10	10	10	0	The relevant employee budgets have been reduced and this saving has been achieved.
173	Resources	Restructure of the Improvement and Information Team - reduction in posts.	22	22	22	0	The relevant employee budgets have been reduced and this saving has been achieved.
174	Resources	Streamlining business processes and income generation through delivering Information Governance responsibilities across Council services	82	39	82	0	£39,000 of charges have already been made and a further £43,000 will be achieved through agreed SLAs with City Ops and Education.
175	Resources	Competitive charging model for the Council's Record Centre - reviewing the pricing and charging model for the Records Centre in order to generate additional income.	35	35	35	0	The charges for 2016-17 have been made and the savings target fully achieved.
176	Resources	Cardiff Works Income - securing additional income over existing budget.	29	15	29	0	This saving is anticipated to be fully achieved, as £80,000 above the external income target was achieved in 15/16.
177	Resources	Reduction to Third Sector Infrastructure Funding - following alignment of third sector infrastructure support within the city, further efficiencies would be sought in relation to increasing collaboration of back office functions (Cardiff Third Sector Council/VCS/Diverse Cymru and Race Equality First) and exploring joint opportunities with Cardiff & Vale UHB, Vale of Glamorgan Council and the Wales Council for Voluntary Action regional grant allocation.	60	0	60	0	The relevant organisations are aware of the reduction in funding and, therefore, this saving is achievable.
178	Resources	Reduction in Community Safety Funding - the existing community safety budget provides support to initiatives such as Victim Support; mobile CCTV; Operation Mistletoe to help manage the night time economy over the festive period; and additional support for major events. The saving includes £10k from removal of obsolete mobile CCTV cameras following cost benefit review, plus £25k reduction to the events/Operation Mistletoe budget (required December 2016). It is anticipated that by this date alternative funding mechanisms would be in place eg. BID/Late Night Levy (to be voted on in summer 2016).	35	0	35	0	The budget has been reduced accordingly and current projections indicate that this saving will be fully achieved.
179	Resources	Reduction in Cabinet Office - staffing reductions in Cabinet and Policy.	54	33	54	0	This target has been partly achieved through the deletion of a vacant post and it is currently anticipated that this saving will be achieved in full.
180	Resources	Efficiencies within Communications & Media - reduction in campaign budgets.	77	0	77	0	This saving is anticipated to be fully achieved, based on historic underspends and the fact that there are no fixed commitments against this budget.
181	Resources	Fees & Charges	5	2	5	0	This saving is anticipated to be fully achieved.
182	Resources	Travel/Mileage	24	10	24	0	This saving is anticipated to be fully achieved.
183	Resources	Reduction in Agency (Sickness & General) & General Staffing Savings	84	42	84	0	The full saving will be achieved through a combination of reduced spend on agency plus general staffing savings (reduced hours, vacant posts).
184	Resources	General Staffing	4	0	4	0	This saving is anticipated to be fully achieved.
185	Resources	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history.	56	0	56	0	This saving is anticipated to be fully achieved.
		Total - Resources	1,760	983	1,616	144	

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
186	Social Services	Early Help Strategy - introduction of 'Early Help Strategy' to promote and facilitate early interventions to tackle problems emerging for children, young people and their families. Steering Group developed with partners to establish and develop a multi-agency approach, promoting early support, better outcomes and more cost effective delivery of services. The aim is to reduce demand for external placements over a three year period. It is estimated that implementation of the early help strategy will lead to a 5% reduction in the looked after children population leading to savings of approximately £1.3m over three years. This proposal is a gross saving with an associated cost included in the financial pressures.	340	42	340	0	A rapid response team has been established and is providing a crisis intervention service aimed at preventing children from becoming looked after. The saving will reflect referrals to rapid response and the length of time of the intervention. It is assumed that, for the period of the intervention, children are not 'looked after' and there is therefore a resultant cost avoidance saving. A significant number of referrals to rapid response already evident in 2015/16. Although there is evidence of cost avoidance overall there was a significant increase in looked after children in the first quarter.
187	Social Services	Establish an Adolescent Resource Centre - this is a resource to assist in supporting young people to stay at home. It is based on a model operated in other authorities and will require some initial investment to establish the facility. This proposal is a gross saving with an associated cost included in the financial pressures.	700	0	293	407	The process for the establishment of the ARC has been delayed due to issues with the building identified for the project. The recruitment process for the ARC has however commenced and a proposed location is currently being considered. It is anticipated that the centre will not be fully operational until later in the year. Although some support can be provided from flexible settings a savings shortfall is still projected for the year.
188	Social Services	Safer Families Initiative - utilise and encourage volunteering in the community to provide a mentoring service aimed at reducing Looked After Children admissions. Based on pilot in other authorities, it is anticipated that the scheme will reduce the numbers of children coming into the care system. Research suggests an average saving of £5.4k per child referred. Forty referrals are targeted for 2016/17. This proposal is a gross saving with an associated cost included in the financial pressures.	210	0	150	60	This saving is predicated on volunteering groups providing respite and mentoring services aimed at preventing children becoming looked after or reducing the intensity and cost of any care requirement. The saving is dependent on the number of referrals. Take up is initially low but efforts are being made to increase the number of referrals. A full saving is anticipated at this stage, however, the position on referrals will need to be monitored through the year.
189	Social Services	Reduction in the Number of Children Placed in Out Of Area Placements - Review of children currently placed in out of area placements. Aim to step down children who are currently in residential care into alternative care settings, including enhanced fostering. Combine with other preventative initiatives aimed at reducing the number of looked after children in external placements.	500	384	384	116	A number of children, previously in out of county placements, have stepped down to lower cost forms of care such as fostering or independent living. The process of review will continue and further returns from Out Of Authority may be identified later in the year.
190	Social Services	Restructure of Social Work Teams - remodelling of social work service to reflect early help, targeted and specialist services that encourage prevention.	90	0	90	0	A number of vacant posts and hours are currently being held with a view to possible deletion.
191	Social Services	Review of Commissioned Services - a number of commissioning opportunities have been identified by the directorate to be targeted in 2016/17.	1,000	323	785	215	This saving was predicated on a number of different re-commissioning opportunities and a number of these have already been realised. Some potential shortfalls have been identified, notably in relation to the dynamic purchasing bidding process and LD day care. It is also anticipated that some of the saving related to extra care will slip into 2017/18. Other commissioning opportunities are being explored.
192	Social Services	Learning Disabilities Supported Living Contract - full year effect of the saving realised on the re-commissioning of the supported living contract for service users with learning disabilities. New contract arrangements commenced in August 2015 and a part year saving achieved in 2015/16. The full realisation of the saving will thus be achieved in 2016/17.	350	350	350	0	This is the full year effect of the saving achieved in 2015/16 through the re-commissioning of the Learning Disabilities supported living contract.
193	Social Services	Reshape Day Services for Older People - develop a new model for Day Opportunities which will be subject to specific consultation with users of the service. Savings will be achieved through the development of day opportunities that will be more outcome focused. This will include a review of the organisational resources required to meet the changing needs of the population.	250	250	250	0	A number of vacant posts have been identified for deletion following the re-structuring and re-modelling of the older people day care service in recent years, including the closure of Gabalfa day centre.
194	Social Services	Review of Continuing Health Care eligibility for Physical Disability care packages - review care packages for people with a physical disability to identify those service users who are eligible for continuing health care/joint funding.	100	248	275	(175)	A number of reviews to date have been successful in securing continuing health care funding. It is predicted therefore that this proposal will over-achieve in 2016/17.
195	Social Services	Review of Third Sector grants - Review of third sector grants to identify areas where funding can be reduced.	75	75	75	0	A review of the level of commitments against third sector grants budgets shows that the required saving will be achieved in 2016/17.

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
196	Social Services	Review of commissioning within the Community Alcohol and Drug Team - Review of the use of residential placements for people with substance misuse issues.	100	0	0	100	Given the ongoing demand for commissioned care for service users with substance misuse needs, it is anticipated that this saving will not be achieved in 2016/17.
197	Social Services	Review of administrative arrangements for Direct Payments - This will include the current contract with a support provider. Consideration to be given to alternative service delivery focussing on quality and best use of resources whilst continuing to maintain existing service user support to those receiving a direct payment.	200	0	0	200	Although work is progressing to identify/establish alternative arrangements for the administration of direct payments, it is anticipated that revised arrangements will not be in place until the last quarter of 2016/17. Potential savings within existing arrangements are being explored.
198	Social Services	Reduction in external legal costs - Proposed reduction in the external legal advice costs incurred in relation to Children's services, including the examination of alternative internal arrangements.	130	0	0	130	There is already evidence that a significant level of external legal advice will be commissioned in 2016/17, with a number of high cost court cases currently predicted. At this stage it is considered unlikely that there will be a significant reduction in external legal costs in 2016/17.
199	Social Services	Family Support/ Youth Offending Services (YOS) staffing review - Review of staffing in Family Support/YOS, involving increased use of grant funding.	65	65	65	0	Part of this saving will be achieved by transferring staff costs to the YOS grant. Additional FIS related vacancies have been identified and will be frozen in advance of wider restructuring.
200	Social Services	Reduction in Travel Costs - arising from office rationalisation.	25	0	25	0	It is anticipated that the relocation of staff and the adoption of agile working will result in a travel saving in 2016/17.
201	Social Services	Efficiency savings due to integration of directorate's central functions - Merger of directorates will enable business process efficiencies and facilitate a reduction in staffing, including finance assessment functions.	130	0	0	130	It is considered unlikely that any savings will be realised from central functions in 2016/17.
202	Social Services	Review of staffing within Assessment & Care Management - There will be a review of case management roles, responsibilities and assessment processes to ensure optimum efficiency in service delivery.	100	40	100	0	One post has already been identified for deletion and it is anticipated that the balance of the saving will be realised in the remainder of the year.
203	Social Services	Demand Management - Signposted alternative provision - increased sign-posting of service users (via the One Point of Contact service) to alternative forms of care and preventative services in order to reduce overall demand and cost. This will also contribute to a reduction in assessment activity via alternative models of care delivery, including equipment, alarm and universal services.	250	0	250	0	A number of referrals have been signposted to alternative forms of care. This will largely be a cost avoidance rather than cashable saving, though ultimately the proposal should help limit the growth in demand for domiciliary care.
204	Social Services	Locality based service delivery - initial mapping on a pilot basis would appear to indicate opportunities for improved service delivery and reduced costs through service redesign on a locality focused basis. This would include consideration of accommodation models, commissioned services and community opportunities. It is likely however that significant work will be required to implement a revised commissioning model for care services, with a roll out likely to take place over a number of financial years.	250	0	100	150	It is anticipated that locality based service delivery will not be fully operational in 2016/17. However, additional ICF grant will be utilised in 2016/17 to develop some of the initiatives implicit in the locality model thus providing a degree of offsetting saving.
205	Social Services	Review of Reablement Services - restructure of reablement services, refocussing towards reablement activities with fewer and better trained staff.	193	96	193	0	The service is anticipating a significant increase in ICF grant funding in 2016/17, aimed at intermediate care services such as reablement. It is anticipated that the reablement resource will therefore be strengthened, potentially reducing the subsequent demand for care services. There may also be the potential, via the grant, of some offset against existing costs. The creation of additional posts via ICF grant has enabled a number of base funded vacancies to remain unfilled.
206	Social Services	Fees & Charges	26	13	26	0	General growth in income should lead to achieved saving.
207	Social Services	Travel/Mileage	194	10	107	87	A 33% saving on social work travel for 3/4 of the year is assumed, in addition to £50,000 in other areas.
208	Social Services	Reduction in Agency (Sickness & General) & General Staffing Savings	241	40	40	201	Some evidence of reduced agency costs in comparison to 2015/16 mean that this saving has been part-achieved.
209	Social Services	Reduction in requirements of insurance claims provision - review of the level of cover based on current claims history.	20	0	20	0	It is assumed that this will be achieved as part of corporate review.
		Total - Social Services	5,539	1,936	3,918	1,621	

REF	Directorate 16/17	Directorate Savings 2016/17	Total Saving (£000)	Savings already achieved (£000)	Projected saving 2016/17 (£000)	Savings unlikely to be achieved in 2016/17 (£000)	Comments
COUNCIL TOTAL			25,892	10,412	20,281	5,611	