

**UNACHIEVED DIRECTORATE SAVINGS 2016/17**
**APPENDIX 3(b)**

REF	Directorate 2017/18	Directorate Savings 2016/17	Total Saving (£000)	Saving achieved in 2016/17 (£'000)	Balance of savings to be found (£'000)	Saving achieved in 2017/18 (£'000)	Saving not achieved in 2017/18 (£'000)	Comments
1	City Operations	<b>Alternative delivery for Leisure</b> - a new operating model in Leisure.	850	0	850	850	0	A new operator was appointed with effect from 1 Dec 2016. The agreed subsidy payment enabled this saving to be realised.
2	City Operations	<b>New model for Children's Play</b> - 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	172	98	98	0	The delay and complications around the CATs created a shortfall against the overall target. The transfers of some sites has been completed and was sufficient to realise the saving in full.
3	City Operations	<b>Reshaping of grounds maintenance service</b> - reshaping of grounds maintenance services to protect core services whilst increasing productivity.	450	395	55	55	0	The shortfall related to CTS vehicle recharges (£40,000) and Parks Catering Concessions (£15,000). The CTS element was dependent on further discussions with CTS to try and seek agreement, which was achieved. The catering element was successfully reallocated against other income targets throughout the Parks division.
4	City Operations	<b>Landscape design fees - improve recharging process</b> - a new mechanism for fees and charges will be introduced as part of a review of the landscape design service.	128	96	32	0	32	Whilst a large proportion of the original saving was realised in 2016/17 the sum brought forward was dependent on the transfer of the Parks Landscape Design Team to the Highways Design & Delivery Team. This plan will no longer take place and the ability to achieve the target remains challenging.
5	City Operations	<b>New Operating Model for City Operations</b> - the business case for reshaping services within City Operations.	418	0	418	418	0	This saving was achieved in full through a combination of staff reorganisation, voluntary redundancy and flexible retirements.
6	City Operations	<b>Public Transport</b> - saving to be realised through transfer of Heliport to new operator.	40	0	40	40	0	The transfer to a new operator was completed last financial year and the saving was achieved in full.
7	City Operations	<b>Maintenance Operations</b> - review of additional staff payments.	50	0	50	50	0	Changes were made to working and supervisory arrangements, improved awareness of the need to work smartly was acknowledged and the practice of charging to external clients and transferring costs wherever possible to achieve the savings target across the directorate was put in place. Whilst this did not deliver any of the saving in 2016/17, it enabled the saving to be achieved in full in 2017/18.
8	City Operations	<b>One Directorate Synergies</b> - alignment of core processes within the new City Operations Directorate will result in synergies.	157	58	99	99	0	This saving was achieved in full through a combination of staff reorganisation, voluntary severance and flexible retirements.
9	City Operations	<b>Commercialisation</b> - improved charging and income generation projects within the Transport Portfolio.	200	110	90	39	51	A detailed plan continues to be developed to improve commercialisation across the directorate. This generated additional income, enhanced with increased staff recharges against externally funded schemes. As these plans often take time to develop before they deliver savings, an on-going shortfall remains.
10	City Operations	<b>Improved digitalisation of services and payments</b> - introduce E-auctioning to all areas of the City Operations directorate.	100	0	100	0	100	A detailed plan continues to be developed to introduce and improve digitalisation and commercialisation across the directorate. This is likely to require upfront funding, the source of which will need to be identified. The saving may take time to be realised.
11	City Operations	<b>Street Lighting Dimming</b> - 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	35	0	A number of schemes were implemented and the saving target was achieved from the consequential reduction in energy costs.

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12	City Operations	<b>Street Lighting Conversion to LED</b> - Replace main route lighting with LED to reduce long term energy expenditure.	150	79	71	71	0	A number of schemes were implemented and the saving target was achieved from the consequential reduction in energy costs.
		<b>Total City Operations</b>	<b>2,848</b>	<b>910</b>	<b>1,938</b>	<b>1,755</b>	<b>183</b>	
13	Communities Housing & Customer Services	<b>Alarm Receiving Centre Additional Income</b> - further realisation of income opportunities following the creation of the Alarm Receiving Centre.	300	0	300	0	300	This savings target was not achieved this year although it is expected to be achieved in 2018-19 with the commencement of identified projects.
14	Communities Housing & Customer Services	<b>Continued roll out of the Libraries/Hub Strategy</b> - 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	167	83	83	0	This saving was achieved in full.
		<b>Total - Communities, Housing &amp; Customer Services Total</b>	<b>550</b>	<b>167</b>	<b>383</b>	<b>83</b>	<b>300</b>	
		<b>Total - Corporate Management</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	<b>0</b>	
15	Economic Development	<b>Capitalisation of posts - Major Projects</b> - appropriate charging of staffing costs within Major Projects (two full time and one part time post) to reflect capital works undertaken.	86	45	41	41	0	This saving was fully realised through recharges to capital schemes including Public Realm, Dumballs Road and the Bus Station.
16	Economic Development	<b>Alternative model for the delivery of the Taxi Marshalling service</b> – release revenue funding through a new approach to funding the taxi marshalling service for night time economy in the city centre on weekends.	82	0	82	5	77	Limited savings were achieved this financial year, however new operational arrangements are set to take effect and as a result it is anticipated that these savings will be realised during 2018-19.
17	Economic Development	<b>Increase in City Centre Management Income</b> - through increased use of activity sites in the city centre.	45	0	45	45	0	Additional income was generated through the promotion of sites throughout the city centre and as a result this saving was achieved in full.
18	Economic Development	<b>Income and Business Process Efficiencies - Strategic Estates</b> - generate additional rental income from the Council's property estate through the periodic rent review process.	56	0	56	56	0	This saving was achieved in full through additional rental income in respect of completed rent reviews, lease re-gears, new lettings, acquisitions and licence income received this financial year.
19	Economic Development	<b>Office Accommodation</b> - 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	703	547	547	0	Following the relinquishment of the lease at Global Link, and the disposal of other smaller council buildings within the Office Rationalisation division, this saving was achieved in full.
		<b>Total - Economic Development</b>	<b>1,519</b>	<b>748</b>	<b>771</b>	<b>694</b>	<b>77</b>	
20	Economic Development (Commercial Services)	<b>One Directorate Synergies</b> - alignment of core processes within the new City Operations Directorate will result in synergies.	33	0	33	0	33	It was not possible to identify an appropriate saving to deliver this saving.
21	Economic Development (Commercial Services)	<b>One Directorate Synergies</b> - alignment of core processes within the new City Operations Directorate will result in synergies.	50	0	50	50	0	The saving was achieved through a voluntary severance request processed at the end of May 2017.
22	Economic Development (Commercial Services)	<b>Improved automated security at Lamby Way depot</b> - security operation replaced by CCTV.	68	0	68	0	68	The saving shortfall was caused by the delayed opening of the new HWRC at Lamby Way. The site opened in the summer, however the saving cannot be realised until barriers are in place to secure the site allowing two security posts to be released.

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23	Economic Development (Commercial Services)	<b>Further increasing income opportunity from renewal of landfill gas generator contract</b> - contract negotiations in place.	100	0	100	100	0	The operator reduced the number of generators reflecting the lower levels of gas extracted from the landfill. As a consequence this saving was not achieved in-year. However, the continued operation of the landfill site for external customers until June/July 2017 was sufficient to cover this shortfall in 2017/18. It is hoped that a renegotiation of contract terms with the gas operator should enable additional income for future years to enable the savings target to be achieved going forward.
24	Economic Development (Commercial Services)	<b>Improved digitalisation of services and payments</b> - introduce E-auctioning to all areas of the City Operations directorate.	100	0	100	30	70	Part of the saving was achieved through the revised 'Tidy Text' facility. The directorate continue to consider how the remainder of this saving can be achieved but, as there is no detailed plan, it is possible the shortfall will remain.
25	Economic Development (Commercial Services)	<b>Alternative Delivery Model</b> - Security and Cleaning.	135	54	81	81	0	The saving was achieved through the implementation of an improvement plan for the delivery of cleaning services and also through a reduction in sickness and consequent reduction in the usage of agency workers.
26	Economic Development (Commercial Services)	<b>Vehicle replacement programme</b> - efficiencies through procurement.	68	0	68	68	0	The procurement changes were implemented. The leased vehicles that have gone past their expiry date have been re-contracted for another year and the full saving realised.
27	Economic Development (Commercial Services)	<b>Reduction in Agency (Sickness &amp; General) &amp; General Staffing Savings - CLEANING</b>	56	8	48	48	0	The saving was achieved through the implementation of an improvement plan for the delivery of cleaning services and also through a reduction in sickness and consequent reduction in the usage of agency workers.
28	Economic Development (Commercial Services)	<b>Vehicle Utilisation</b>	400	79	321	84	237	An amount of £84,000 was secured in 2017/18 (plus a further £41,000 for 2018/19). Following consideration by SMT, it was agreed to support the progression of the project and achievement of the savings where service areas were resisting the removal of the fleet of low utilisation vehicles. The Organisational Development Team has been requested to provide the resource for the required data analysis in order to progress this Corporate project in 2018/19.
<b>Total - Economic Development (Commercial Services)</b>			<b>1,010</b>	<b>141</b>	<b>869</b>	<b>461</b>	<b>408</b>	
<b>Grand Total - Economic Development</b>			<b>2,529</b>	<b>889</b>	<b>1,640</b>	<b>1,155</b>	<b>485</b>	
29	Education & Lifelong Learning	<b>Reduction in OOC Costs:</b> Reduction in costs of placements with other Local Authorities Reduction in number of Looked After Children placed Out Of County Reduction in number of new placements	930	370	560	0	560	A significant amount of work is still required to achieve this saving. A working group has been established to look at the issue, however this is still in the early stages. Despite this, the growth in placements continues to be high and places the achievement of this target in the next financial year at risk.

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30	Education & Lifelong Learning	<b>Reduction in central costs for the Education of Children not in School</b> - 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	149	149	0	The working group continues to look at EOTAS provision across the board, part of which will be a focus on the Tuition Service. It is anticipated that a new model of operation will be identified. However, although the saving was achieved in 2017/18, there remains a risk of overspends going forward.
31	Education & Lifelong Learning	<b>Reduction in staffing for Performance Management</b> - 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	35	0	The restructure took place but was unable to deliver the required saving without compromising service delivery. The directorate identified an alternative saving to offset this issue for 2017/18 and future years.
<b>Total - Education and Lifelong Learning</b>			<b>1,114</b>	<b>370</b>	<b>744</b>	<b>184</b>	<b>560</b>	
32	Resources	<b>Extension of Income Enforcement Service</b> - 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	85	65	65	0	The volume of PCN fines increased and the 2016-17 shortfall was achieved.
33	Resources	<b>Digitalisation - Council-wide savings based on efficiencies through increased digitalisation.</b>	875	600	275	0	275	Whilst this saving was not achieved in 2017/18, it is anticipated to be fully achieved in 2018/19, largely through the hybrid mail initiative.
<b>Total - Resources</b>			<b>1,025</b>	<b>685</b>	<b>340</b>	<b>65</b>	<b>275</b>	
34	Social Services	<b>Establish an Adolescent Resource Centre</b> - 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	218	482	482	0	A permanent site became operational in 2017/18. Cost avoidance savings were identified based on interventions by the ARC which delayed or prevented admissions to expensive fostering or residential external placements.
35	Social Services	<b>Safer Families Initiative</b> - 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	136	74	74	0	The proposal was re-focused to pursue a more preventative service with increased emphasis on children on the edge of care. In partnership with Tros Gynol, an early help model was developed, aimed at reducing the need for referrals. A number of other early help initiatives such as rapid response were also introduced, with cost avoidance savings sufficient to offset the unachieved saving carried forward from 2016/17.
36	Social Services	<b>Review of Commissioned Services</b> - a number of commissioning opportunities have been identified by the directorate to be targeted in 2016/17.	1,000	826	174	174	0	The residual saving was achieved via the full year effect of initiatives that started part way through 2016/17, notably in relation to extracare, CRT and the introduction of a grant funded bridging team offering extended reablement.
37	Social Services	<b>Review of administrative arrangements for Direct Payments</b> - 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	200	120	80	The procurement process was completed and the new provider commenced in August 2017. Costings suggested that the carry forward saving could be achieved in a full year, however only a part year saving was achievable in 2017/18.

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38	Social Services	<b>Reduction in external legal costs</b> - Proposed reduction in the external legal advice costs incurred in relation to Children's services, including the examination of alternative internal arrangements.	130	0	130	130	0	As part of the centralisation of external legal costs, the budget was transferred to Legal Services and forms part of the overall position within that directorate.
39	Social Services	<b>Locality based service delivery</b> - 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	124	126	0	126	A pilot scheme was initially implemented, however outcomes were not as originally anticipated. No specific savings were identifiable, however the position may change as the project is reviewed.
40	Social Services	<b>Travel/Mileage</b>	194	8	186	0	186	It was anticipated that moves to agile/mobile working would lead to reductions in costs associated with travel and mileage. However, a limited reduction in travel costs was evident.
41	Social Services	<b>Reduction in Agency (Sickness &amp; General) &amp; General Staffing Savings</b>	168	0	168	168	0	A significant reduction in agency costs was achieved in 2017/18.
		<b>Total - Social Services</b>	2,852	1,312	1,540	1,148	392	
<b>COUNCIL TOTAL</b>			10,918	4,333	6,585	4,390	2,195	