

UNACHIEVED DIRECTORATE SAVINGS 2016/17

APPENDIX 2(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)	Projected savings in 2017/18 (£'000)	Projected Shortfall 2017/18 (£'000)	Comments
1	City Operations	<b>Alternative delivery for Leisure</b> - a new operating model in Leisure.	850	0	850	850	850	0	A new operator was appointed with effect from 1 Dec 2016. The agreed subsidy payment enables 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	49	98	0	The delay and complications around the CATs created a shortfall against the overall target. The delivery programme is currently being revised but reduced agency and operational costs in year should enable the saving to be realised.
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	15	55	0	The shortfall relates to CTS vehicle recharges (£40,000) and Parks Catering Concessions (£15,000). The CTS element is dependent on further discussions with CTS to try and seek agreement. The catering element has been 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	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 is yet to take place.
5	City Operations	<b>New Operating Model for City Operations</b> - the business case for reshaping services within City Operations.	418	0	418	296	296	122	A detailed delivery plan is in place to achieve this saving which includes staff reorganisation/VS and other non staff savings. However the reorganisation is yet to be approved which may delay a proportion of the saving being achieved.
6	City Operations	<b>Public Transport</b> - saving to be realised through transfer of Heliport to new operator.	40	0	40	0	40	0	Whilst a new operator is in place, various liabilities continue to be a burden for the Council. Clarification is needed regarding who should now be managing this site, however the saving is assumed to be achievable.
7	City Operations	<b>Maintenance Operations</b> - review of additional staff payments.	50	0	50	0	50	0	Changes have been made to working and supervisory arrangements, improved awareness of the need to work smartly has been acknowledged and the practice of charging to external clients and transferring costs wherever possible to achieve the savings target across the directorate is in place. Whilst this did not deliver any of the saving in 2016/17 this should be delivered in the current year.
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	99	0	A detailed delivery plan is in place to achieve this saving which includes staff reorganisation/VS and other non staff savings.
9	City Operations	<b>Commercialisation</b> - improved charging and income generation projects within the Transport Portfolio.	200	110	90	0	90	0	A detailed plan is being developed to improve digitalisation and commercialisation across the directorate. This is likely to require up front funding, the source of which will need to be identified.
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	0	A detailed plan is being developed to improve digitalisation and commercialisation across the directorate. This is likely to require up front funding, the source of which will need to be identified.
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	17	35	0	A project plan is in place to be completed by November 2017. The saving shortfall should be delivered from the consequential reduced energy costs.
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	36	71	0	A project plan is in place to be completed by November 2017. The saving shortfall should be delivered from the consequential reduced energy costs.
		<b>Total City Operations</b>	<b>2,848</b>	<b>910</b>	<b>1,938</b>	<b>1,362</b>	<b>1,784</b>	<b>154</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)	Projected savings in 2017/18 (£'000)	Projected Shortfall 2017/18 (£'000)	Comments
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	4	296	Current indications project a £296,000 shortfall in relation to this savings target. The directorate regularly review the projections and any changes to this position will be reflected in future reports.
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	83	0	This saving has been 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>87</b>	<b>296</b>	
		<b>Total - Corporate Management</b>	<b>0</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	30	30	11	This saving is currently anticipated to be partly achieved. Income of £30,000 has been received in respect of public realm, however, at present, no other schemes have been identified.
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	0	0	82	This saving is not anticipated to be achieved this financial year, however further options are being explored and any changes to this position will be updated as new information becomes available.
17	Economic Development	<b>Increase in City Centre Management Income</b> - through increased use of activity sites in the city centre.	45	0	45	0	45	0	It is currently anticipated that this projection will be achieved in full via the introduction of a new German Market at Christmas and other Med Market appearances throughout the year.
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	0	56	0	This saving is expected to be achieved in full based on additional rental income due to be received in respect of proposed rent reviews, lease re-gears, new lettings, acquisitions and licence income due this 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	274	547	0	It is anticipated that this saving will be achieved in full following the relinquishment of the lease at Global Link and the disposal of other smaller Council buildings within the Office Rationalisation division. Further disposals are earmarked for 2017-18 and any delays in this regard this may further impact on the position.
		<b>Total - Economic Development</b>	<b>1,519</b>	<b>748</b>	<b>771</b>	<b>304</b>	<b>678</b>	<b>93</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	0	33	There is currently no plan in place to deliver this saving and, therefore, it is assumed that it won't be achieved.
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	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	34	34	The saving shortfall is caused by the delayed opening of the new HWRC at Lamby Way. The site opened in June 2017, however the saving will not be realised until barriers are in place to secure the site allowing 2 security posts to be released. This work is anticipated to be completed in late 2017 which will release a part year saving in 2017/18. The 2017/18 shortfall on this saving will be mitigated by income received from the continued operation of Lamby Way landfill site until its planned closure.

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)	Projected savings in 2017/18 (£'000)	Projected Shortfall 2017/18 (£'000)	Comments
23	Economic Development (Commercial Services)	Further increasing income opportunity from renewal of landfill gas generator contract - contract negotiations in place.	100	0	100	100	100	0	The operator has reduced the number of generator's reflecting the lower levels of gas extracted from the landfill. As a consequence this saving cannot be achieved. However the continued operation of the Landfill site for external customers until June 2017 has been sufficient to cover this shortfall in 2017/18. It is hoped that a renegotiation of contract terms with the gas operator due to take place in 2017/18 should enable additional income for future years to enable the savings target to be achieved going forward.
24	Economic Development (Commercial Services)	Improved digitalisation of services and payments - introduce E-auctioning to all areas of the City Operations directorate.	100	0	100	30	30	70	Part of the saving has been 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)	Alternative Delivery Model - Security and Cleaning.	135	54	81	0	81	0	The Cleaning savings will be achieved through the implementation of an improvement plan for the delivery of cleaning services and also through a reduction in sickness and hence a reduction in usage of agency workers. A review of the Security Service by the Council's Commercial Partner commenced in June 2017. The review will culminate in the implementation of an action plan for improvements in service delivery, operational efficiencies and opportunities for commercial growth.
26	Economic Development (Commercial Services)	Vehicle replacement programme - efficiencies through procurement.	68	0	68	68	68	0	The procurement changes have been 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)	Reduction in Agency (Sickness & General) & General Staffing Savings - CLEANING	56	8	48	6	48	0	The saving will be achieved through the implementation of an improvement plan for the delivery of cleaning services and also through a reduction in sickness and hence a reduction in usage of agency workers.
28	Economic Development (Commercial Services)	Vehicle Utilisation	400	79	321	101	321	0	It is intended that the shortfall will be achieved by March 2018. The Organisational Development Team is now leading on the analysis work required to identify the utilisation saving opportunities across the Council. In November 2017, it is intended to provide to SMT an update on progress and also recommendations on how further savings can be achieved going forward.
<b>Total - Economic Development (Commercial Services)</b>			<b>1,010</b>	<b>141</b>	<b>869</b>	<b>355</b>	<b>732</b>	<b>137</b>	
<b>Grand Total - Economic Development</b>			<b>2,529</b>	<b>889</b>	<b>1,640</b>	<b>659</b>	<b>1,410</b>	<b>230</b>	
29	Education & Lifelong Learning	Reduction in OOC Costs: 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	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 its infancy. Current indications are that the overall cost of Out of County placements will increase compared to 2016/17 and, therefore, at this stage, it is not felt that any of the saving will be achieved.
30	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	149	0	149	0	A working group has been established and is looking at EOTAS provision across the board, part of which will be a focus on the Tuition Service. A preferred new model of operation has been identified, however this has not yet been implemented. Until that happens, there remains a significant risk to the achievement of this saving, however, for this financial year, it is assumed that an alternative mechanism for achieving the saving can be identified.

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)	Projected savings in 2017/18 (£'000)	Projected Shortfall 2017/18 (£'000)	Comments
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	0	35	0	The restructure has taken place but was unable to deliver the required saving without compromising service delivery. The directorate is identifying 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>0</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	33	65	0	The volume of PCN fines has increased and recent analysis of income for 2017-18 has indicated that the 2016-17 shortfall will now be achieved.
33	Resources	<b>Digitalisation</b>	875	600	275	0	275	0	Work is continuing to identify and realise savings arising from digitalisation in the current year including on-going initiatives to reduce spend on postages, printing and stationery. This is being supported through the Organisational Development Programme. At this stage it is anticipated that the full saving will be achieved but this will continue to be closely monitored during the year.
<b>Total - Resources</b>			<b>1,025</b>	<b>685</b>	<b>340</b>	<b>33</b>	<b>340</b>	<b>0</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	150	400	82	A new location has been identified and will be potentially operational during Q3 2017/18. A staff group is already in place and delivering a service. Some savings have already been identified, albeit these and further savings are likely to be cost avoiding in nature. Significant overall saving are anticipated, however it is thought, at this stage, that this will not be sufficient to fully offset the unachieved saving carried forward from 2016/17.
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	0	74	0	The Safer Families initiative was predicated on a partnership with an external partner, but outcomes were not as anticipated. The proposal was subsequently re-focused to pursue a more preventative service with increased emphasis on children on the edge of care. In partnership with Tros Gynnal, an early help model is being developed aimed at reducing the need for referrals. A cost avoidance saving sufficient to offset the unachieved saving carried forward from 2016/17 is currently anticipated.
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	140	174	0	It is anticipated that this residual saving will be 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	40	120	80	The procurement process has been completed with the new provider having commenced in August 2017. Costings suggest that the carry forward saving can be achieved in a full year. Only a part year saving will however be achievable in 2017/18.
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	0	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.

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)	Projected savings in 2017/18 (£'000)	Projected Shortfall 2017/18 (£'000)	Comments
39	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	124	126	0	0	126	Work is ongoing to establish a pilot scheme and an agency staff group has been appointed. Possible links to be made in relation to housing stock and the streamlining of connectivity to services. No specific savings are currently identifiable, however the position may change as the project develops.
40	Social Services	Travel/Mileage	194	8	186	0	0	186	It was anticipated that moves to agile/mobile working would lead to reductions in costs associated with travel and mileage. The assumptions around this proposition have been tested but it is considered unlikely that any further significant savings will be identified, given the context of increased demand and activity.
41	Social Services	Reduction in Agency (Sickness & General) & General Staffing Savings	168	0	168	0	100	68	The current plan to re-model the service and enhance the staff resource gives confidence that the level of agency used can be reduced. This will, however, be partly dependent on the market in regard to the recruitment of staff, which is a variable that cannot necessarily be controlled.
<b>Total - Social Services</b>			<b>2,852</b>	<b>1,312</b>	<b>1,540</b>	<b>330</b>	<b>998</b>	<b>542</b>	
<b>COUNCIL TOTAL</b>			<b>10,918</b>	<b>4,333</b>	<b>6,585</b>	<b>2,467</b>	<b>4,803</b>	<b>1,782</b>	