

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	Alternative delivery for Leisure - 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	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	172	98	74	98	0	The delay and complications around the CATs created a shortfall against the overall target. Transfers have now been completed and the saving is expected to be achieved in full.
3	City Operations	Reshaping of grounds maintenance service - 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	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	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	New Operating Model for City Operations - the business case for reshaping services within City Operations.	418	0	418	341	341	77	A detailed delivery plan is in place to achieve this saving which includes staff reorganisation / voluntary severance 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	Public Transport - saving to be realised through transfer of Heliport to new operator.	40	0	40	40	40	0	The transfer to a new operator was completed last financial year and the saving has been achieved in full.
7	City Operations	Maintenance Operations - review of additional staff payments.	50	0	50	37	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	One Directorate Synergies - alignment of core processes within the new City Operations Directorate will result in synergies.	157	58	99	99	99	0	This saving has been achieved in full through a combination of staff reorganisation, voluntary severance and flexible retirements.
9	City Operations	Commercialisation - improved charging and income generation projects within the Transport Portfolio.	200	110	90	37	90	0	A detailed plan is being developed to improve commercialisation across the directorate. This is generating additional income enhanced by increased staff recharges against externally funded schemes.
10	City Operations	Improved digitalisation of services and payments - introduce E-auctioning to all areas of the City Operations directorate.	100	0	100	0	0	100	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	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	26	35	0	A number of schemes have now been implemented and the saving target will be achieved from the consequential reduction in energy costs.
12	City Operations	Street Lighting Conversion to LED - Replace main route lighting with LED to reduce long term energy expenditure.	150	79	71	53	71	0	A number of schemes have now been implemented and the saving target will be achieved from the consequential reduction in energy costs.
		Total City Operations	2,848	910	1,938	1,572	1,729	209	

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13	Communities Housing & Customer Services	Alarm Receiving Centre Additional Income - further realisation of income opportunities following the creation of the Alarm Receiving Centre.	300	0	300	0	0	300	This savings target will not be achieved this year although it is expected to be achieved in 2018-19 with the commencement of identified projects.
14	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	167	83	83	83	0	This saving has been achieved in full.
		Total - Communities, Housing & Customer Services Total	550	167	383	83	83	300	
		Total - Corporate Management	0	0	0	0	0	0	
15	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	45	41	30	30	11	This saving has been part achieved in respect of Public Realm. However, at present, no other schemes have been identified. As in previous years, progress will be monitored closely throughout the year and projections updated accordingly as and when scheme details become available.
16	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.	82	0	82	11	14	68	It is anticipated that this saving will be partly achieved. Taxi Marshals have reduced the number of hours that they are working and based on actual costs to date this saving is now anticipated to be partly achieved. However, proposals for new operational arrangements are currently under consideration and any improvement to the position as a result will be updated as new information becomes available.
17	Economic Development	Increase in City Centre Management Income - 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 additional income received through promotion sites throughout the city centre.
18	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	56	45	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	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	703	547	410	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.
		Total - Economic Development	1,519	748	771	496	692	79	
20	Economic Development (Commercial Services)	One Directorate Synergies - 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 will not be achieved this year.
21	Economic Development (Commercial Services)	One Directorate Synergies - 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)	Improved automated security at Lambly Way depot - security operation replaced by CCTV.	68	0	68	0	34	34	The saving shortfall was caused by the delayed opening of the new HRWC at Lambly 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. A revised shift pattern at the Waste Transfer Station should see the release of two agency staff, thereby contributing to the saving target.

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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	60	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 has been undertaken. 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	40	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	84	147	174	An amount of £84,000 has already been secured in 2017/18. The Organisational Development Team had been leading on the analysis work required to identify the utilisation saving opportunities across the Council but resources have now been withdrawn pending a presentation to SMT with recommendations on the way forward to further progress utilisation saving.
		Total - Economic Development (Commercial Services)	1,010	141	869	432	558	311	
		Grand Total - Economic Development	2,529	889	1,640	928	1,250	390	
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. 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	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. It is anticipated that a new model of operation will be identified. However, until then, there remains a significant risk to the achievement of this saving. For this financial year, it is assumed that an alternative mechanism for achieving the saving can be identified.
31	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	35	35	0	The restructure has taken place but was unable to deliver the required saving without compromising service delivery. The directorate has identified an alternative saving to offset this issue for 2017/18 and future years.
Total - Education and Lifelong Learning			1,114	370	744	35	184	560	
32	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	85	65	49	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	Digitalisation	875	600	275	0	275	0	Work is continuing to identify and realise savings arising from digitalisation in the current year including hybrid mail plus other on-going initiatives to reduce spend on postages, printing and stationery. At this stage it is anticipated that the full saving will be achieved but this will continue to be closely monitored during the year.
Total - Resources			1,025	685	340	49	340	0	
34	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	218	482	400	400	82	A staff group are in place and delivering a service from remote locations. It is anticipated that a permanent site will be operational in quarter 4 of 2017/18. Savings already identified are based on delaying or preventing admissions to expensive external placements. However, given the underlying growth in looked after children, the savings being realised largely relate to cost avoidance and are not, therefore, cashable. The measures are however limiting further cost growth which otherwise would have occurred. A shortfall is currently projected given the phased implementation of the resource centre.
35	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	136	74	0	74	0	This proposal has been 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 has been developed aimed at reducing the need for referrals. A cost avoidance saving sufficient to offset the unachieved saving is currently anticipated.
36	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	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.

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37	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	200	75	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	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	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.
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	A pilot scheme was initially implemented, however outcomes were not as originally anticipated. No specific savings are currently identifiable, however the position may change as the project is reviewed.
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. To date, a limited reduction in travel costs is evident.
41	Social Services	Reduction in Agency (Sickness & General) & General Staffing Savings	168	0	168	50	100	68	The service has been remodelled and the staff resource enhanced. The level of agency use has started to show a reduction. The position will, however, still be partly dependent on the market in regard to the recruitment of staff, which is a variable that cannot necessarily be controlled.
Total - Social Services			2,852	1,312	1,540	665	998	542	
COUNCIL TOTAL			10,918	4,333	6,585	3,332	4,584	2,001	