

UNACHIEVED DIRECTORATE SAVINGS 2017/18
APPENDIX 3(b)

REF	Directorate 2018/19	Directorate Savings 2017/18	Total Saving (£000)	Saving achieved in 2017/18 (£000)	Balance of savings to be found (£000)	Saving achieved in 2018/19 (£000)	Saving not achieved in 2018/19 (£000)	Comments
1	Economic Development	Commercialisation - improved charging and income generation for Security Services. This will be delivered through improved security services and income via internal and external bodies.	44	0	44	44	0	This saving was achieved through the removal of the Mobile Security Team, transferring the work to the ARC, and through a revision of the charging mechanism.
2	Economic Development	Increase in Rental Income - Strategic Estates	90	0	90	90	0	This saving was achieved in full through a combination of rent reviews, lease regears and new lettings.
Economic Development Total			134	0	134	134	0	
3	Education and Lifelong Learning	Central Staffing Costs Saving to be achieved through a reduction of staffing following a reorganisation/rationalisation of the staffing structures within the Directorate - taking into account all opportunities to offset costs through additional income or use of grants. Staffing reductions will be effective from September 2017, with full year effect from April 2018.	175	105	70	0	70	A staffing restructure is in the process of being implemented. However, this will not take effect until early 2019/20 and, therefore, the saving was not achieved during this financial year.
Education and Lifelong Learning Total			175	105	70	0	70	
4	People & Communities - Housing & Communities	Commercialisation Initial income target in relation to additional income opportunities within the Directorate, including - commercial sponsorships and partnerships - utilising the assets within the Directorate more commercially - sale of current services to realise additional income	46	0	46	0	46	This saving was not achieved, however it was mitigated by other managed underspends within the directorate. The saving will be reviewed in 2019/20 as part of an overview of the directorate as a whole.
5	People & Communities - Housing & Communities	New Approach to Locality and Neighbourhood Service Delivery At present the Council provides funding for a team of Neighbourhood Partnership Officers, and a separate fund for small scale projects led by community groups. This has enabled the Council and its partners to work more effectively together. The next step is to integrate services from the point of view of the citizen, so that main budgets are used in a fully joined up way. To achieve this, existing neighbourhood partnership arrangements will be changed to better consult local communities by identifying their priorities and utilise existing local networks which include Neighbourhood Police Teams, Community Hubs, community organisations and Tenant/Residents Groups. This proposal will create Locality Planning and Delivery Officers to better use council and partners time delivering targeted projects.	150	105	45	45	0	This saving was achieved in full as part of the recent Community & Wellbeing restructure.

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6	People & Communities - Housing & Communities	Llanover Hall - Sub lease To ensure the long term sustainability of Llanover Hall as a community arts venue and to better utilise the building, the Council wishes to enter into a partnership sub-lease with a partner. The intention is to find a partner that would co-locate and allow the Learning for Life offering to continue in the building; it is hoped that this would also have a positive effect on uptake of Learning for Life courses in Llanover Hall.	55	0	55	55	0	The original plan for a sub lease of Llanover Hall is no longer considered viable and the target was offset by additional income generation.
	People & Communities - Housing & Communities Total		251	105	146	100	46	
7	People & Communities - Social Services	Locality based service delivery Mapping on a pilot basis in the current financial year, 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	250	0	250	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 and new initiatives implemented going forward into 2019/20.
8	People & Communities - Social Services	Adolescent Resource Centre (ARC) Second year impact of saving proposed for 2016/17. Saving predicated on step downs to lower cost forms of care, shorter stays, quicker return to families, reduced numbers entering care following referral and change in age profile of those in care.	400	256	144	144	0	The shortfall carried forward reflected the delayed implementation of the ARC service. This became fully operational during 2017/18 and a full saving was achieved in 2018/19. This is, however, a preventative service and the saving achieved was cost avoiding rather than cashable.
9	People & Communities - Social Services	Safer Families Initiative Second year impact of 2016/17 savings proposal - utilise and encourage volunteering in the community to provide a mentoring service aimed at reducing Looked After Children admissions. Based on pilots in other authorities, it is anticipated that the scheme will reduce the numbers of children coming into the care system.	240	25	215	215	0	This proposal was re-focused in 2017/18 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. Other early help initiatives such as rapid response were also introduced and strengthened. A full saving was achieved in 2018/19, however, as a preventative initiative, the saving was cost avoiding rather than cashable.
10	People & Communities - Social Services	Reduction in the Number of Children Placed in Out Of Area Placements Second year impact of 2016/17 savings proposal. Aim to move 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.	1,331	917	414	414	0	A number of young people (23) have either moved out of residential placements to alternative accommodation or have moved to lower cost packages of care. There was also a full year effect saving in relation to the return of out of area young people in 2017/18. The carried forward saving was, therefore, achieved.
11	People & Communities - Social Services	Review Emergency Accommodation Service for Learning Disability Service Users Review the service and consider remodelling the social care crisis service to merge with the reprovision of the respite service.	290	190	100	100	0	A significant element of the original saving was written out as part of the 2018/19 budget, as demand for this form of provision has continued. A rationalisation of supported living schemes provided alternative savings in 2018/19.
12	People & Communities - Social Services	Retender Mental Health (MH) Supported Living Service Review the specification and retender existing service in order to improve efficiencies and value for money.	150	86	64	64	0	Although proposals to re-tender this service are still being developed, ongoing reviews of care packages across mental health provided significant savings on commissioning budgets, sufficient to offset the target.

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13	People & Communities - Social Services	Recommission of Children's Respite/Short breaks service Recommission the current contract for respite care/short breaks at Ty Storrie. New provision to reflect reduced demand for occupancy.	50	0	50	0	50	Proposals for the re-commissioning of this service were discontinued due to wider issues associated with the existing provision. The current proposal involves bringing the current external service in-house. It is not considered at this stage that any significant saving will be achieved.
14	People & Communities - Social Services	Joint commissioning of residential and nursing home beds with Health to create efficiencies Joint commissioning with Health to create efficiencies through a new procurement model.	130	0	130	0	130	Although joint procurement is being considered as part of the general process of integration involving the UHB and Vale Council, no firm proposals in relation to joint commissioning are currently in place.
People & Communities - Social Services Total			2,841	1,474	1,367	937	430	
15	Planning, Transport & Environment	Commercialisation - improved charging and income generation projects Increased fees and charges across city operations and improved collaboration with the directorate's advertising partner.	162	92	70	70	0	The saving was achieved through the introduction of hybrid printing across the directorate.
16	Planning, Transport & Environment	School Transport - Replace Taxis/Buses with Bus Passes (Cardiff IFF cards) for Pupil Referral Units - Phased Approach Pilot scheme to run at Greenhill School initially and if successful transfer to other PRU areas.	48	0	48	48	0	The pressure to maintain this service at previous levels means that this saving was not achievable, as originally intended. However, the shortfall was mitigated by an increased level of saving across Schools Transport following the detailed review undertaken in-year and the retendering of bus and taxi routes.
17	Planning, Transport & Environment	Introduce Travel Support Allowance - Pilot Scheme Replace taxi/bus provision with an advanced payment to parents. Parents would then be responsible for pupils' transport to school. This will be provided on a termly basis.	100	43	57	57	0	Whilst this initiative has proved successful, payments are now made to parents previously not on the scheme, thereby resulting in additional costs. This had an adverse affect on the saving achievement. The shortfall was mitigated by an increased level of saving across Schools Transport following the detailed review undertaken in-year and the retendering of bus and taxi routes.
18	Planning, Transport & Environment	Domestic - Round Performance Management Includes the introduction of new 'in cab' technologies to remove errors, wasted journey time and improve efficiencies. Further round balancing to improve efficiencies in resources and vehicle configurations.	170	0	170	170	0	The saving was achieved in full following a comprehensive review of the staff resources budgets.
19	Planning, Transport & Environment	Domestic Waste Collection - Improve Attendance at Work Reduce dependency on agency across the recycling and waste service team.	50	0	50	0	50	There is no evidence to indicate there has been improvements in overall attendance levels, therefore this saving remains unachieved.
20	Planning, Transport & Environment	Reducing Vehicle Costs in Commercial Services Fleet Reducing damage and insurance claims through better reporting, monitoring and training, supported by new fleet management system and supported driver training.	66	0	66	0	66	Work continues to improve driver training but it is difficult to substantiate whether or not the saving has been achieved. The saving is now included as part of the overall vehicle utilisation saving and this remains unachieved.
21	Planning, Transport & Environment	Central Transport Services income generation Utilising capacity in the fleet maintenance facility to insource work and increase external income, supported by new fleet management system.	75	0	75	75	0	Additional income has been generated from various streams and was achieved in full.
Planning, Transport & Environment Total			671	135	536	420	116	
22	Resources - Governance & Legal Services	Centralisation of External Legal Spend Achieve efficiency savings by centralising external legal spend from across the Council	55	0	55	0	55	External legal costs on childrens' cases remain high, with an increase in the number and complexity of cases being supported. Together with the time taken to recruit to vacant posts, it meant that this saving was not achieved.
Resources - Governance & Legal Services Total			55	0	55	0	55	

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23	Resources	Automation of forms, E billing and transactional website To generate channel shift from telephone in respect of Council tax and Non Domestic Rates (NDR) recovery.	154	118	36	36	0	This saving was achieved in full.
24	Resources	Reduction in external telephony spend Reduction in spend on telephony licences, network maintenance, and telephony support and maintenance. Replacement of Integrated Services Digital Network (ISDN) telephony with Internet Protocol (IP) telephony. This will include negotiations with suppliers and retendering to drive down costs.	50	0	50	0	50	The retendering process for telephony in 2017/18 resulted in increased prices and this saving is not achievable. However, ICT have advised that the saving will be achieved in future years via alternative means.
25	Resources	Income Generation - Enterprise Architecture Utilising the Enterprise Architecture function to generate income from either delivered internal projects or external services provided to other public sector bodies.	120	41	79	0	79	This income target was not achieved.
26	Resources	Commissioning & Procurement Local Authority Trading Company A reduction in the fixed costs of the Strategic Procurement Team through the charging of full costed staff time to the recently approved local authority trading company.	70	13	57	0	57	In 2017/18, a conscious decision was made to manage this £57,000 shortfall through establishment vacancies, to allow time to be invested in developing long-term relationships with organisations which will provide the company with future revenue generation opportunities. This situation continued in 2018/19 and, therefore, this income target was not achieved in 2018/19.
	Resources Total		394	172	222	36	186	
COUNCIL TOTAL			4,521	1,991	2,530	1,627	903	