

DIRECTORATE BUDGET SAVINGS PROPOSAL SUMMARY 2020/21

			Savings Proposal						
			Employee Costs	Other Spend	Income	Total	Achieved	Unachieved	Comments
Dir.	Ref	Proposal	£000	£000	£000	£000	£000	£000	
Efficiency Savings									
CMT	E1	<b>Reduce Budget for Past Service Contributions</b> A review of past service contributions to pension funds in respect of ex-employees has identified that there will be a £90,000 reduction in costs for the year 2020/21. The current budget in respect of this area is £825,000.	90	0	0	90	90	0	This saving was achieved in full.
Corporate Management - Efficiency Total			90	0	0	90	90	0	
Economic Development	E2	<b>Deletion of Post in Major Projects</b> The deletion of one post through voluntary redundancy. The current staffing budget for Major Projects is £185,000.	53	0	0	53	53	0	The related post was deleted and this saving was achieved in full.
	E3	<b>Dr Who Experience</b> The existing budget will no longer be required once the building is dismantled and the land is handed back to Welsh Government. Handover should be completed by March 2020. The current net budget for the Dr Who Experience is £120,000.	0	120	0	120	120	0	This saving was achieved in full.
	E4	<b>Transfer of New Theatre building to an alternative provider</b> This saving will be achieved through the release of Facilities Management budgets following the transfer of the New Theatre building to an alternative provider. The current New Theatre Facilities Management budget is £212,000.	0	212	0	212	0	212	The transfer of the New Theatre was delayed as a direct result of the COVID-19 pandemic and this saving was not achievable this year.
	E5	<b>Reduction in staff costs in Facilities Management</b> Saving will be achieved following a restructure of staffing resources within Facilities Management. This proposal relates to the Building Support function with a current staffing budget of £1.354 million.	10	0	0	10	10	0	This restructure was implemented and the saving was achieved in full.
	E6	<b>Reduction in staffing budget in Economic Development</b> A reduction in the staffing budget associated with the operation of Economic Development. This reflects the deletion of 3 x vacant posts, and 1 x voluntary redundancy. This proposal relates to the Business and Investment functions with a current staffing budget of £825,000.	150	0	0	150	92	58	The three posts planned for deletion were deleted. However, agency staff still had to be utilised by the service, which impacted upon the achievability of the full saving.
	E7	<b>Relocate Tourist Information Centre from Old Library</b> Relocate provision of Tourist Information from the Old Library to St David’s Hall (SDH) as a satellite to the main Tourist Information Centre (TIC) at Cardiff Castle. Tourist information would be provided by existing staff at SDH, with the saving being achieved through a reduction in agency costs associated with covering the current TIC. Cover has been previously provided through the use of staff at Cardiff Castle with a current staffing budget of £1.343 million.	20	0	0	20	20	0	Staff linked to the provision of this service were relocated to St David's Hall and the saving achieved in full.
	E8	<b>Cardiff Castle - Bookings Taken On Line</b> St. David's Hall box office to facilitate Cardiff Castle bookings online providing a reduction in cost against the current external arrangements. The current budget for this service is £20,000.	0	20	0	20	20	0	Although both St David's Hall and the Castle experienced venue closures for a significant part of 2020/21 due to COVID-19, the arrangement for online bookings transferred to St David's Hall and realised savings in external costs.
	E9	<b>Cardiff Castle - Volunteer Programme</b> Implementation of a volunteer programme which will reduce agency and overtime costs. Volunteers would assist and support staff during peak demand and the summer season. Recruitment is planned from colleges and universities programme to include work experience, trainees or apprentices. Reduced costs during events weekend and Bank Holiday periods. The Castle has a current staffing budget of £1.343 million.	20	0	0	20	0	20	Cardiff Castle was either completely closed, or open on a restricted non paid basis, due to COVID 19 pandemic during 2020/21, meaning this saving could not be achieved.
	E10	<b>Reduction In Office Rationalisation Budget</b> This budget will no longer be required from April 2020 as a result of buildings being vacated. The current budget for Office Rationalisation is £184,000.	0	92	0	92	92	0	This saving was achieved in full.
	E11	<b>Revised Tourism Offer</b> A reduction in posts equivalent to 3 FTE in the Tourism Service. This will include the deletion of one vacant post and one voluntary redundancy. The current staffing budget for the Tourism service is £484,000.	100	0	0	100	100	0	Two posts relating to this proposal were deleted. A delayed voluntary redundancy was offset in-year by other staff savings meaning the target was still achievable.

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Ec	E12	<b>Reduction in Staff Costs in the Events Service</b> The Events Service has a core establishment of six staff supporting an average of 40 events, as well as the City Centre. The proposal includes the deletion of a part-time post through voluntary redundancy. In addition, the team has absorbed income-funded work that was previously covered by agency staff. The Events service has a current gross staffing budget of £604,000.	48	0	0	48	0	48	The planned voluntary redundancy did not take place and this savings target was not achieved.
	E13	<b>Reduced Cleaning in Corporate Buildings</b> The proposed saving would be achieved through a reduction in the frequency of cleaning, and also an increase in productivity where this is practical and possible. The frequency of cleaning hygiene areas will remain unchanged but the frequency of cleaning office, meeting/conference rooms and communal/circulation areas will decrease. Most of these changes will be in the larger Council buildings (e.g. County Hall, City Hall, Willcox House, Cord House, St David’s Hall,) where the current cleaning resource is greater. The savings will affect approximately 20 cleaning operatives (equivalent to circa FTEs). A number of voluntary redundancy applications from cleaners working in corporate buildings have been received. The current staffing budget for the Cleaning service is £4.956 million.	50	0	0	50	50	0	This saving was achieved in full.
	E14	<b>Review of staffing resources within Play Services</b> Saving will be found by deleting posts through voluntary redundancy. The current staffing budget for Play Services is £560,000.	40	0	0	40	40	0	This saving was achieved in full.
	E15	<b>Review of staffing resources within Facilities Management</b> Saving will be found by deleting posts through voluntary redundancy. The current staffing budget in respect of Facilities Management and Buildings Support is £4.019 million.	117	0	0	117	77	40	This saving was partially achieved, as one post was not progressed for voluntary redundancy.
	E39	<b>Shared Regulatory Service - 2020/21 Annual Savings</b> Reflects a further year's saving for Cardiff from the creation of a single shared service for Environmental Health, Trading Standards and Licensing functions of Cardiff, Bridgend and the Vale of Glamorgan Councils under a single management structure. As agreed in the service's financial business plan, this equates to 5% compounded over three years. The current budget provision is £4.793 million.	0	94	0	94	94	0	This saving was achieved following a revised agreed contribution to the SRS.
Economic Development - Efficiency Total			608	538	0	1,146	768	378	
Education	E16	<b>Reduction in centrally retained Business Continuity Budget</b> Improvements in the management of school buildings and clarity about the split of responsibility between schools and the Local Authority have meant that the centrally retained budget for responsive building repairs to assist business continuity in schools underspent in 2018/19. This proposal would reduce the budget by £150,000 to reflect this. The current net budget for Business Continuity is £272,000.	0	150	0	150	150	0	Final expenditure levels reflected full achievement of this savings target.
	E17	<b>Further staffing savings in the Education Directorate Management Structure</b> Following a restructure of the Education Directorate this proposal would involve deletion of one management post. The current budget for this post would be removed in full.	100	0	0	100	100	0	The budget for this post was deleted and the saving achieved in full.
	E18	<b>Realignment of ICT Invest to Save Budgets</b> Review of invest to save budgets to reflect current capital financing commitments. The current Invest to Save budget is £634,000.	0	150	0	150	150	0	The relevant budgets were reduced and the repayment schedules confirmed that this saving was achievable.
	E19	<b>Rationalisation of School Based Counselling Provision</b> This reflects the savings achieved by bringing the external contract through Action for Children for School Based Counselling Service in-house under the management of the Principal Education Psychologist. An additional amount would be achieved through refinancing of the online service element from WG grant. The current net budget for School Based Counselling is £426,000.	0	100	0	100	100	0	This saving was achieved in full in line with the original proposal.
	E20	<b>Reduce the annual contribution made to the Central South Consortium</b> A 3% reduction in the annual contributions made by partner LAs to the Central South Consortium in 2020/21. The current budget in respect of the contribution is £1.319 million.	0	41	0	41	41	0	The Council's contribution for the year was reduced in line with this proposal, resulting in this saving being achieved in full.
	E21	<b>Review of staffing resources</b> Saving will be found by deleting a post through voluntary redundancy. The current budget for this post would be removed in full.	45	0	0	45	45	0	The relevant post was deleted and this saving was achieved.
Education - Efficiency Total			145	441	0	586	586	0	

			Savings Proposal						
			Employee Costs	Other Spend	Income	Total	Achieved	Unachieved	Comments
Dir.	Ref	Proposal	£000	£000	£000	£000	£000	£000	
Housing and Communities	E22	<b>Better alignment of Advice Services and increased external income</b> The alignment of Into Work and Advice Gateways enables the deletion of a vacant manager post. This relates to the Money Advice Outreach service with a current staffing budget of £168,000.	43	0	0	43	43	0	This saving was achieved with the deletion of a vacant post
	E23	<b>Benefit Assessment - efficiencies in processing and digitalisation</b> Saving will be made through the deletion of posts via voluntary redundancy. This is possible due to efficiencies achieved through risk-based verification (reducing assessment time), digitalisation of services including Housing Benefit (HB) and Council Tax Reduction Scheme (CTRS) on-line claim forms, and scan station, reducing input time required by staff. This is in addition to a reduction in caseload of HB claims as Universal Credit roll out continues. The Benefit Assessment service has a current gross staffing budget of £3.215 million.	120	0	0	120	120	0	This savings target was achieved in full following a restructure which saw the deletion of four vacant posts.
	E24	<b>Citizen Advice Bureau (CAB) Contract - Agreed Reduction</b> This saving reflects the fourth year of a five year phased reduction in the cost of the Advice Services Contract. The contractual agreement reduces funding by £30k a year for four years and then by £20k in year five. The current budget for the Advice Services Contract is £350,000.	0	30	0	30	30	0	This was the fourth year of a five year phased reduction in contract payments to Citizens Advice and the savings target was achieved in full.
	E25	<b>Appeal Team Review</b> With the introduction of Universal Credit, fewer appeals against benefit decisions will be made and Tribunal hearings will reduce, enabling the reduction of one vacant post. The current staffing budget for the Complaints and Appeals service is £338,000.	38	0	0	38	38	0	This savings target was achieved in full with the deletion of one vacant post.
	E26	<b>Review of out of hours arrangements for homelessness</b> Currently both housing options and hostels services provide out of hours rota which is a duplication. Hostel staff can be trained to undertake this role. The current staffing budget for the Housing Options Centre is £2.261 million.	17	0	0	17	17	0	Budgets were reduced accordingly and this saving was achieved in full.
	E27	<b>Rationalisation for Childcare Business Support</b> The deletion of a post following the retirement of the post-holder. Impact on service delivery will be offset by Childcare Offer grant income in the short-term, as childcare provider support is integral to the new grant. The current staffing budget for the Childcare service is £340,000.	17	3	0	20	20	0	Budgets were reduced accordingly and this saving was achieved in full.
	E28	<b>Joint Equipment Service - Increase in contribution from partners</b> Currently the contributions from partners is based on a model set up in 2008, which no longer reflects current levels of activity. Work is underway with partners to address this, and Cardiff's contributions to the service are expected to reduce by £92,000. The current budget for total partner contributions to the service is £1.678 million.	0	92	0	92	92	0	This saving was achieved in full following a revised Joint Equipment Service Agreement which distributed service overheads on a revised basis.
	E29	<b>The Legal Process and Complaints Review</b> The alignment of two teams managing the legal process, and complaints and appeals under the same management structure. The current staffing budget for the Complaints and Appeals service is £338,000.	48	0	0	48	0	48	This saving was not achieved in year as the planned restructure was put on hold due to COVID-19.
Housing & Communities - Efficiency Total			283	125	0	408	360	48	
P&P	E30	<b>Staff restructure in Policy, Partnerships and Performance Management</b> The saving will be achieved through a restructure that will better align the work of Policy, Partnerships and Performance Management that will release two posts through voluntary redundancy. The combined staffing budget for these areas is £947,000.	79	0	0	79	79	0	Two posts were deleted via voluntary redundancy and the saving fully achieved.
	E31	<b>Third Sector Infrastructure Grant</b> The Council provides a grant to the Cardiff Third Sector Council (C3SC) to deliver through a Service Level Agreement (SLA), a range of support services to the third sector in the city. It is proposed to remove from the SLA, funded activities in relation to a community engagement work-stream, following a review of activities undertaken in recent years which concluded that insourcing these activities through the new Cohesion and Community Engagement Team would enhance efficiency and effectiveness in this area. With the new Local Government Bill proposing that all local authorities produce statutory Public Participation Strategies this will be a continued area of focus for the authority, particularly engaging with disconnected and deprived communities.  It is therefore proposed to remove the grant funding (£45,690) for community engagement activities from the SLA in 2020/21, with £25,690 reinvested to support the work of the Cohesion and Community Engagement team, realising a saving of £20,000. The current budget in respect of Third Sector Infrastructure Grant is £191,000.	0	20	0	20	20	0	The full saving was achieved.
Performance & Partnerships - Efficiency Total			79	20	0	99	99	0	

			Savings Proposal						
			Employee Costs	Other Spend	Income	Total	Achieved	Unachieved	Comments
Dir.	Ref	Proposal	£000	£000	£000	£000	£000	£000	
Recycling & Neighbourhood Services	E32	<b>Review of staffing resources</b> Saving will be found through a restructure within depots and cleansing that will enable the deletion of two posts through voluntary redundancy. The combined staffing budget for these areas is £4.139 million.	43	0	0	43	43	0	This saving was achieved via a planned restructure resulting in voluntary redundancy.
	E33	<b>Stores Review</b> A review of the current stores provision at Lamby Way will be undertaken including opportunities for a more integrated approach to stock delivery across the City. The review will include consideration of the levels of stock held including levels of obsolescent stock, alternative stock management options and governance. The saving will be achieved through a reduction in agency costs and vehicle utilisation. The current net budget for Stores is £748,000.	28	7	0	35	35	0	This saving was achieved in full.
Recycling & Neighbourhood Services - Efficiency Total			71	7	0	78	78	0	
Social Services	E34	<b>Support practice in mental health services across adult and children's services in understanding organisational responsibilities in respect of section 117 and children's CHC</b> Current practices for obtaining CHC funding for adults will be expanded in order to seek additional Health funding towards care packages for children. Given the size of children's care packages (c£210k for a residential placement) additional CHC contributions in just a small number of cases would be sufficient to achieve the saving. The current income budget for contributions from the Health Service towards the cost of jointly funded packages across Social Services is £3.7 million.	0	100	0	100	0	100	Children's placements were reviewed at panel including Education and Health to ensure all additional funding was considered. In Adults, the review of funding contributions did not happen as usual. Overall, no savings were achievable during the year.
	E35	<b>Review of existing contracts and practices</b> In addition to major contracts for domiciliary and residential care, the Directorate operates a range of smaller contracts for specific services. These will be reviewed and efficiencies identified. There will also be a review of placement finding and brokerage across adults and children’s to develop a single directorate team with the commercial skills, links to social work teams and strong relationships with providers. Across the Directorate, there are budgets of £3.3 million for small contracts for specific services.	0	100	0	100	0	100	Commissioning posts were put in place but did not result in savings in-year, due to the level of residential placements within Children's Services. In Adults, the review of contracts was concentrated on the recovery of services post-COVID 19 and therefore the saving was not achieved.
Social Services - Efficiency Total			0	200	0	200	0	200	
Planning, Transport & Environment	E36	<b>Residential LED Lighting Energy Reduction</b> Continuation of reduction in the energy costs associated with street lighting due to the introduction of LED lighting and the dimming and trimming of the network. The current Street Lighting energy budget is £2.516 million.	0	100	0	100	100	0	This saving was achieved in full, as planned.
	E37	<b>Highways - Reshaping of Maintenance Operations</b> A review of demand for highways related work has identified the opportunity to grant voluntary redundancy requests. A reduction in the need for reactive works, along with improvements in technologies and ways of working, supports a reduction in resources within Highways Operations, with no detrimental effect on service provision. The current staffing budget for Maintenance Operations is £2.261 million.	75	0	0	75	75	0	This saving was achieved in full, as planned.
	E38	<b>Highways - Reduction in External Spend</b> Reduced use of external resources related to non-essential and non-safety related highway asset improvement works. The current budget is £1.668 million.	0	15	0	15	15	0	This saving was achieved in full, as planned.
	E40	<b>Review of staffing resources within Planning</b> This saving would be achieved by deleting a post through Voluntary Redundancy. The current staffing budget in Planning is £2.103 million.	22	0	0	22	0	22	Progression of this proposal was delayed due to the pandemic, with a voluntary redundancy anticipated early in the 2021/22 financial year.
	E41	<b>Review of staffing resources within Road Safety</b> This saving would be achieved by deleting a post through Voluntary Redundancy. The current staffing budget in Road Safety is £609,000.	22	0	0	22	22	0	This saving was achieved in full, as planned.
	E42	<b>Review of staffing resources within Bereavement Services</b> This saving would be achieved by deleting a post through Voluntary Redundancy. The current staffing budget for Bereavement Services is £1.532 million.	40	0	0	40	19	21	A voluntary redundancy earlier in the year enabled a partial achievement of the saving, with the balance not proving achievable due to the impact of the pandemic.
	E43	<b>Street Lighting - use of Central Management System (CMS) to reduce Energy costs on Strategic routes</b> Use of CMS to further reduce energy costs on Strategic Routes through the introduction of a dimming regime during periods of very low traffic flow. The saving would be achieved by city-wide roll out, following an in-year pilot. The current Street Lighting energy budget is £2.516 million.	(5)	55	0	50	50	0	This saving was achieved in full, as planned.
Planning, Transport & Environment - Efficiency Total			154	170	0	324	281	43	

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			Employee Costs	Other Spend	Income	Total	Achieved	Unachieved	Comments
Dir.	Ref	Proposal	£000	£000	£000	£000	£000	£000	
Resources	E44	<b>Business Support Efficiencies</b> A further review of staffing within the section, enabling the deletion of posts through a combination of vacancies and voluntary redundancy. This would necessitate the transfer to other areas of some of the functions currently undertaken by the section. As part of this proposal, it will be necessary to review income targets associated with these areas of work. The current net budget for Business Support is £291,000.	125	25	(45)	105	105	0	This saving was achieved in full, as planned.
	E45	<b>Staff efficiencies within Information Governance</b> The proposal comprises an employee saving to be achieved in relation to staff turnover. The current staffing budget for Information Governance is £1.050 million.	50	0	0	50	50	0	This saving was achieved in full, as planned.
	E46	<b>Efficiencies in Recovery &amp; Revenues</b> The proposal comprises £60,000 staff savings through flexible retirement and voluntary redundancy. The current staffing budget in Revenue Services is £3.676 million.	60	0	0	60	60	0	This saving was achieved in full, as planned.
	E47	<b>Reduction in Accountancy Staff Budgets</b> A further review of staffing structures and responsibilities in the section, enabling staff savings through a combination of vacant posts and voluntary redundancy. The current staffing budget for Accountancy is £1.950 million.	60	50	0	110	110	0	This saving was achieved through a combination of voluntary redundancy and holding vacant posts.
	E48	<b>Organisational Development Staffing</b> Review of staffing structures and responsibilities in the section enabling the deletion of a post through voluntary redundancy. The current staffing budget for Organisational Development is £529,000.	27	0	0	27	27	0	This saving was achieved in full, as planned.
	E49	<b>Customer &amp; Digital Services Restructure</b> Implementation of the new staff structure within Customer and Digital Services, enhancing the ability to develop digital services across the Authority. The current staffing budget for this area is £11.882 million.	173	0	0	173	173	0	This saving was achieved in full, as planned.
	E50	<b>Reduction of ICT spend with external suppliers</b> <ul style="list-style-type: none"> <li>Blackberry Email licence removal - by the time of the next renewal of Blackberry email maintenance, it is anticipated all users will have been converted to O365 email</li> <li>Netapp file store maintenance removal</li> <li>Mitel licence reduction</li> <li>Sirsi Library maintenance reduction</li> </ul> The current net budget for ICT is £766,000.	0	100	0	100	60	40	This saving was only partly achieved this year with the shortfall being mitigated, within the overall outturn position, by use of the mobile device technology fund.
	E51	<b>Reduction in Emergency Management Unit salary budget</b> Deletion of a vacant post, retaining part of the budget to provide flexibility for overtime and standby pay. The current staffing budget for the Emergency Management Unit is £218,000.	17	0	0	17	17	0	This saving was achieved in full, as planned.
	E52	<b>Commissioning &amp; Procurement - Staffing</b> Savings released through flexible retirement. The current staffing budget for Commissioning & Procurement is £1.287 million.	2	0	0	2	2	0	This saving was achieved in full, as planned.
	E53	<b>Health &amp; Safety - Staffing</b> The saving will be achieved through not filling a vacant post within Health and Safety. The current staffing budget for Health & Safety is £786,000.	44	0	0	44	44	0	This saving was achieved in full, as planned.
	E54	<b>Human Resources - Staffing Efficiencies</b> Staffing efficiencies across HR through the deletion of vacant posts, voluntary redundancy and flexible retirement. The current staffing budget for Human Resources is £4.033 million.	147	0	0	147	147	0	This saving was achieved in full, as planned.
	E55	<b>Resetting of the Information Governance Offer</b> The proposal is to review the service delivery model to reduce costs without compromising the Council's ability to deliver compliance in this key area. A heightened level of accountability and responsibility from individual directorates will be a key component of the success of the proposal. The current staffing budget for Information Governance is £1.050 million.	75	0	0	75	75	0	This saving was achieved in full, as planned.
Resources - Efficiency Total			780	175	(45)	910	870	40	
GRAND TOTAL EFFICIENCY			2,210	1,676	(45)	3,841	3,132	709	

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Dir.	Ref	Proposal	£000	£000	£000	£000	£000	£000	
Income Savings									
Economic Development	INC1	<b>Increased Income Generation at St David's Hall</b> Saving will be achieved through the generation of increased income streams at St David's Hall. The current income target for St David's Hall is £6.059 million.	0	0	129	129	0	129	Due to the enforced closure of the venue as a result of the COVID-19 pandemic, this savings target was not achievable in 2020/21.
	INC2	<b>Pest Control</b> Increase in pest control charges in respect of rats, mice, squirrels and wasps. The current income target for the Pest Control service is £312,000.	0	0	27	27	0	27	Ability to achieve this target has been affected by the COVID-19 pandemic and loss of external customers and is, therefore, unlikely to be achieved.
	INC3	<b>New Theatre - Additional rental income from new operator</b> Additional rental income generated following the appointment of an independent theatre operator for the New Theatre. The New Theatre forms part of the Arts Venues budget with St David's Hall which has a combined net budget of £1.253 million.	0	0	60	60	0	60	The transfer of the New Theatre to an external operator has been delayed as a direct result of the COVID-19 pandemic and this saving will not be achievable this year.
	INC4	<b>New Attraction at Cardiff Castle (Black Tower Tales)</b> Black Tower Tales is a new interactive visitor attraction at Cardiff Castle, which will result in additional income from ticket sales. The attraction will serve a dual purpose as both an educational and entertaining addition to the Castle's core offering. This will increase the attractiveness of the facility to local schools, education establishments and community groups and to the established tourist market both nationally and internationally. The current income target for the Castle is £4.236 million.	0	0	190	190	0	190	The proposed Black Tower Tales new attraction to generate additional income was delayed in its implementation, due to the COVID-19 pandemic. Although it was implemented before the end of the year, there were not paid admissions to the Castle during 2020/21.
	INC5	<b>Increase retail yield at Cardiff Castle</b> Selling (including on-line) high yield products at Cardiff Castle. The current income target for the Castle is £4.236 million.	0	0	20	20	0	20	Due to the enforced closure of the venue as a result of the COVID-19 pandemic, this savings target was not achievable in 2020/21.
Economic Development - Income Total			0	0	426	426	0	426	
Education	INC6	<b>Proposal to increase prices at Storey Arms Centre</b> Proposal to increase all prices for users of Storey Arms by 5% from September 2020. The current income target is £527,000.	0	0	15	15	0	15	The ability to achieve an increased level of income was not possible, due to the enforced closure of the centre due to the COVID-19 pandemic.
	INC7	<b>Realignment of the Targeted Support, Early Help and Engagement teams to optimise deployment of provision across the City.</b> Recent changes in grant funding from Welsh Government will provide the service with an opportunity to realign the amount of base-budget funded provision. The current net budget for this area is £1.964 million.	0	0	100	100	100	0	Grant funding levels were sufficient, ensuring this proposal was achieved in full.
	INC8	<b>Review of Services provided to schools on a traded basis</b> This saving would be achieved through ensuring that the support costs are being captured in those services provided to schools on a traded basis, such as specialist teaching resources, educational psychology services, music tuition services and outdoor education and learning at the Storey Arms Centre. The current income target is £17.894 million.	0	0	250	250	0	250	Appropriate costs were recharged against the trading account, however it was not possible to cover these via additional income generation due to the impact of the COVID-19 pandemic and the service not being in operation during the early part of the year.
Education - Income Total			0	0	365	365	100	265	
Housing & Communities	INC9	<b>Review of Charging for Equipment</b> Cardiff currently purchases caddies, trollies and perching stools, the cost of which range from £8 to £25 per item. It is proposed to charge for these items. This model has been implemented in other Welsh Authorities without detriment to the citizen. In addition, if a client feels they are unable to pay this amount they will be referred to Independent Living Service to review their income, in order to establish they are in receipt of all relevant benefits. This is a new income target for the service.	0	0	31	31	0	31	Due to trading restrictions as a result of the pandemic this target was not achieved in 2020/21.
	INC10	<b>Cardiff Works - Increase Income Generation</b> The council has an in-house agency “Cardiff Works” for administrative staff but uses external agencies for all other agency workers. A project is being established to see if more agency staff can be provided in house and thereby retain the agency fee income. This is at an early stage and may require the establishment of an arms-length company to increase flexibility. A report will be made to Cabinet in quarter one 2020/21 in respect of this element of the saving, with the new model expected to be implemented in quarter three. For 2020/21, £50,000 is anticipated from the new model, with an additional £100,000 from revising the internal charge from 0.2% to 2%. The current income target for the service is £6.073 million.	0	0	150	150	150	0	This target was achieved in full following increased activity within the Track & Trace scheme.
	INC11	<b>Advice Services - increased external income</b> Grant funding is available to fund staff costs associated with the provision of fuel poverty advice. This relates to the Money Advice Outreach service with a current staffing budget of £168,000.	0	0	20	20	20	0	This target was achieved in full as Smart Energy grant was received in 2020/21
Housing & Communities - Income Total			0	0	201	201	170	31	

			Savings Proposal						
			Employee Costs	Other Spend	Income	Total	Achieved	Unachieved	Comments
Dir.	Ref	Proposal	£000	£000	£000	£000	£000	£000	
Social Service	INC12	<b>Increase in maximum weekly charge for Domiciliary Care in line with Welsh Government (WG) policy</b> It is proposed that the Council increases its maximum weekly charge from £90 to £100 per week in 2020/21 to mirror WG policy. This will increase the level of income the Council receives in service user contributions. The current income budget for charges for domiciliary care is £3.555 million.	0	0	255	255	200	55	Whilst there was a level of decline in Domiciliary Care income, the price increase was achievable on the element of retained income.
	<b>Social Services - Income Total</b>		0	0	255	255	200	55	
Planning, Transport & Environment	INC13	<b>Energy Management - Lamby Way Solar Farm Scheme</b> Lamby Way Solar Farm will provide a substantial amount of clean, renewable energy to supply the local electricity grid and connected sites, generating an income for the Council, in addition to making a positive contribution to national and local renewable energy generation and carbon reduction targets. The current income target for Lamby Way Solar Farm is £30,000.	0	0	35	35	0	35	Following delays of several months, the sale of energy to grid became operational during the year, although the income target was not achieved as the better solar months had passed.
	INC14	<b>Civil Parking Enforcement</b> Additional contribution from Civil Parking Enforcement reflecting an increase in activity of on street parking and Moving Traffic Offences. The current operating costs are £6.203 million.	0	0	550	550	0	550	Income was significantly affected by the pandemic and the saving was not achieved.
	INC15	<b>Planning - implement various Planning initiatives</b> Through improved proactive monthly monitoring of planning applications/Pre Planning Applications (PPAs) and major projects, this saving would be achieved by increasing income opportunities. The current income target is £2.481 million.	0	5	95	100	0	100	Income was lower due to COVID-19, with some of the larger schemes slipping into the following financial year.
	INC16	<b>Maximising opportunities for recharging services to grants</b> Maximising opportunities for recharging for services to WG grants within Transport, Policy & Strategy and Design & Delivery. The current income budget is £3.165 million.	0	0	135	135	135	0	The saving was achieved following the receipt of additional grants, for example Active Travel.
	INC17	<b>Bereavement Services - Burial and Cremation Fees</b> Generate additional income through increases to fees for burials and cremations. The current income target is £3.211 million.	0	0	120	120	120	0	The additional income was achieved following the price increases.
	INC18	<b>PTE - General Fees &amp; Charges</b> Generate additional income through increases to a number of fees & charges in respect of highways and transportation. The current income target is £1.083 million.	0	0	32	32	0	32	The additional income was not achieved due to the impact of COVID-19.
	INC19	<b>Registration - Fees &amp; Charges</b> Generate additional income through increases to fees & charges in respect of ceremonies and certificates. The current income target is £836,000.	0	0	30	30	0	30	The enforced closure caused by COVID-19 resulted in an income shortfall and therefore this saving was not achieved.
	INC20	<b>Cardiff Dogs Home</b> Use of the Cardiff Dog's Home Legacy reserve to support operational costs in the short term, pending a further, comprehensive review of the service. The current net budget for Cardiff Dogs Home is £275,000.	0	0	70	70	70	0	This saving was achieved by drawing down from the Legacy Fund in line with the proposal.
<b>Planning, Transport &amp; Environment - Income Total</b>			0	5	1,067	1,072	325	747	
Resources	INC21	<b>Additional Income in Recovery &amp; Revenues</b> The proposal comprises an income target of £85,000 in connection with recently recruited recovery staff. The current income target is £1.096 million.	0	0	85	85	0	85	This additional income was not achieved due to the impact of COVID-19, but was mitigated via the Hardship Fund.
	INC22	<b>WITS charge for Business Support functions</b> Cardiff Council host the WITS, which is funded by public sector partners. Rather than create additional support posts, WITS utilises Customer Services business support functions (statistics, workforce planning, ordering / invoicing, financial monitoring etc.) This proposal is to ensure that these costs are fully recovered from the service. The current income target for C2C is £1.109 million.	0	0	25	25	25	0	This saving was achieved in full.
	INC23	<b>Commissioning &amp; Procurement - Additional Income</b> Additional income reflecting procurement support for the 21st Century Schools Band B Programme (four year commitment). The current income target is £399,000.	0	0	40	40	0	40	This income was not achievable from this source, however it was mitigated, within the outturn position, by income from the administration of a national framework.
	INC24	<b>Commissioning &amp; Procurement - Additional Income</b> Additional income reflecting SEWSCAP / SEWH billing contractor levy (1 day a month). The current income target is £399,000.	0	0	3	3	3	0	This saving was achieved in full.
	INC25	<b>Health &amp; Safety - Additional External Income</b> The saving will be achieved through generation of additional income from asbestos and other Health and Safety training, as well as investigating opportunities for collaboration with neighbouring Local Authorities. The current external income target is £126,000.	0	0	15	15	0	15	Ability to achieve this target was affected by the COVID-19 pandemic and therefore was not achieved.
	INC26	<b>HR - Cardiff Academy Income</b> Additional income from Cardiff Academy. The current external income target is £99,000.	0	0	29	29	0	29	This income target was not achievable due to the inability to deliver physical classes. However, this was mitigated within the outturn position by reduced external spend on training providers.

Appendix 3 - Savings Summary 2020/21

			Savings Proposal						
			Employee Costs	Other Spend	Income	Total	Achieved	Unachieved	Comments
Dir.	Ref	Proposal	£000	£000	£000	£000	£000	£000	
	INC27	Increased Income within Information Governance The proposal comprises the introduction of an income target in line with levels of income being generated in the current year. The current income target is £14,000.	0	0	25	25	25	0	This saving was achieved in full.
Resources - Income Total			0	0	222	222	53	169	
GRAND TOTAL INCOME			0	5	2,536	2,541	848	1,693	

			Savings Proposal						
			Employee Costs	Other Spend	Income	Total	Achieved	Unachieved	Comments
Dir.	Ref	Proposal	£000	£000	£000	£000	£000	£000	

Service Change Savings									
Social Services	S1	<b>Strength Based Practice and Commissioning Saving - Children Services</b> Implementation of priorities contained in the children's services strategy to ensure the right range of cost effective services are in place, including development of community support to keep families together, a reunification framework, continued development of in-house fostering, reframing the relationship with IFAs and developing purposeful homes for children closer to Cardiff. Specifically, it is anticipated that the Directorate will successfully recruit an additional 15 internal foster carers (25 currently being assessed) leading to an equivalent reduction in the number of externally commissioned foster placements, producing a net saving of c£300,000. In addition, it is anticipated that, through the implementation of a range of initiatives, there will be reduced reliance on high cost residential placements. It is assumed that there will a net reduction of 3-4 placements, with an implied saving of c£600,000. The current budget for externally commissioned placements for children is £27.834 million.	0	900	0	900	0	900	Commissioning posts were implemented during the year, but could not be directly linked to savings in-year. The relevant processes and governance are currently under review but the levels of children's residential placements resulted in increasing expenditure. The Assessment Centre and other relevant initiatives are due to commence in full during 2021/22.
	S2	<b>Closer to Home Support - Return 5 people in year to lower cost provision from out of county residential care placements</b> Via an ongoing process of review, the aim is to return care users to lower cost forms of provision from out of county residential care placements or to step down individuals from other high cost placements. The proposed saving represents the equivalent of stepping down 5 individuals from a learning disability residential placement (average cost c£87,000 pa) to a medium cost supported living placement (average cost £57,000). There are currently 119 residential/nursing placements in learning disabilities. In terms of capacity, the existing supported living contract contains places for c300 care users with a degree of turnover evident each year. Work is ongoing with Communities to identify further accommodation. The availability of supported living places is constantly monitored and opportunities for step down considered on an ongoing basis. The current budget for care homes for adults with learning disabilities is £10.389 million.	0	150	0	150	0	150	Due to COVID-19 it was not practical to move residents from one form of provision to another and as a result savings were unachievable.
	S3	<b>Provide more step down to general purpose accommodation for mental health users</b> Via an ongoing process of review, the aim is to step down care users to general purpose accommodation. The proposed saving represents the equivalent of 3 residential mental health placements (average cost £37,000). If stepping down to a domiciliary care supported package (average £25k) then the equivalent of 12 individuals would have to step down to achieve the saving. There are currently 84 residential/nursing placements in mental health. The current budget for care homes for adults with mental health needs is £3.008 million.	0	150	0	150	100	50	Step-down provision was available from the end of July and therefore savings were achievable during the later part of the year.
	S4	<b>High Cost Case review in Older people and Physical Disability cases</b> The implementation of a strength-based panel in 2019/20 has increased the scrutiny and review of high cost placements. The panel examines opportunities to encourage independence and reduce reliance on traditional forms of care. The proposed saving of £250,000 represents the equivalent of 15,156 hours of care, which represents c1.25% of the total annual number of domiciliary care hours delivered to older people. The ongoing review includes right-sizing and examining opportunities for the use of community equipment where appropriate. The current combined budgets for commissioned domiciliary care, care homes and direct payments for older people and adults with physical disabilities amount to £51.854 million.	0	250	0	250	0	250	The focus during the year was on the response to the pandemic with little opportunity for scrutiny of high cost placements. Therefore, this saving was not achieved.
	S5	<b>Review packages for joint funding opportunities in Older People and Physical Disability</b> There is an established CHC review process to examine the potential for the joint (Health) funding of packages in learning disabilities. This has realised c£200k in additional Health funding in 2019/20. Recent data from external consultants suggests that further levels of joint health funding should be available in relation to learning disabilities. Learning disability placements are high cost (c£90,000) and where joint funding is agreed, the UHB contribution is typically 50%. To achieve the saving, 6-7 additional packages would need to be approved for CHC. It is intended that CHC processes in relation to older people and physical disability cases are enhanced with additional capacity being identified. The current income budget for contributions from the Health Service towards the cost of jointly funded packages is £3.7 million.	0	275	0	275	0	275	The mechanisms for reviewing funding arrangements were suspended or restricted in 2020/21, due to the pandemic, and, therefore, this savings target was not achieved.

			Savings Proposal						
			Employee Costs	Other Spend	Income	Total	Achieved	Unachieved	Comments
Dir.	Ref	Proposal	£000	£000	£000	£000	£000	£000	
Social Services	S6	<b>Double to single handed care review</b> There is an ongoing review process seeking opportunities to reduce double handed domiciliary care visits to single carer calls. Via OT reviews, savings of c£125,000 have been identified in 2019/20 to date. Use is made of existing community equipment budgets where appropriate. The proposed saving represents approximately 6,050 hours of care, which represents 0.5% of the total care hours delivered to older people in a year. There are currently 300 care users receiving double handed care. The current budget for older people's commissioned domiciliary care is £16.04 million.	0	100	0	100	0	100	Assessment and review was not possible during the year and, therefore, the savings target was not achievable.
	S7	<b>Community Resource Team</b> The community resource team provides a re-ablement service which in many cases leads to a reduction in the level of care required by vulnerable people, typically after discharge from hospital. It has been identified that c900 care users have not benefitted from reablement. The intention is therefore to increase the number of people reabled, with a recent trial study identifying that there were further opportunities in this area. The proposed saving represents the equivalent of 7,600 hours of care or 0.6% of the total hours delivered to older people in a year. A 50% care reduction to a typical package size would produce a saving of c£12,000 per individual. The current budget for older people's commissioned domiciliary care is £16.04 million.	0	125	0	125	0	125	The saving was around reabling people, especially on discharge from hospital, ultimately resulting in lower commissioned packages of Domiciliary Care. However, the pandemic placed hospital discharge mechanisms under pressure, therefore hindering the ability to deliver savings.
	S8	<b>Implement Review of Reablement</b> A significant element of the growth in the number of care hours delivered (and hence costs) relates to incremental increase in existing care packages. The strength based group is undertaking an ongoing and more stringent review of requests for increases to packages suggesting, alternatives where appropriate. The proposed saving represents the equivalent of 7600 hours of care or 0.6% of the total hours delivered. The current budget for older people's commissioned domiciliary care is £16.04 million.	0	125	0	125	0	125	Planned savings were predicated on a process of challenge on the level of domiciliary care packages provided. There was an initial drop off in the number of domiciliary care hours provide due to COVID-19. However, during this period, in order to support the care sector, providers were paid their "usual actual" hours. By the autumn provision had reduced to pre-pandemic levels and the saving was unachieved.
	S9	<b>Use of technology in the provision of care and support packages.</b> Explore opportunities for the use of technology in the provision of care and support packages. Some technological applications, such as telecare, are already being utilised to support care provision. Further opportunities are being explored with a focus on preventative services that could reduce the reliance on commissioned care, the aim being to mainstream the use of technology in care provision. The current combined budgets for commissioned domiciliary care, care homes and direct payments for older people and adults with physical disabilities amount to £51.854 million.	0	100	0	100	0	100	There was a lack of capacity to progress due to the pandemic and the saving was not achieved.
Social Services - Service Change Total			0	2,175	0	2,175	100	2,075	
GRAND TOTAL SERVICE CHANGE			0	2,175	0	2,175	100	2,075	
GRAND TOTAL SAVINGS PROPOSALS 2020/21			2,210	3,856	2,491	8,557	4,080	4,477	