

Meeting of:	Healthy Living and Social Care Scrutiny Committee
Date of Meeting:	Tuesday, 10 September 2024
Relevant Scrutiny Committee:	Healthy Living and Social Care
Report Title:	Quarter 1 Revenue Monitoring 2024/25
Purpose of Report:	To advise Committee of the Quarter 1 Revenue Monitoring position for 2024/25
Report Owner:	Director of Social Services
Responsible Officer:	Matt Bowmer Head of Finance/Section 151 officer

Executive Summary:

- The table below sets out the Original Budget and Virement requests for approval by Directorate.

Directorate	Original Budget 2024/25	Virement Request 2024/25	Amended Budget 2024/25	Projected Outturn	Variance
	£000's	£000's	£000's	£000's	£000's
Learning and Skills	133,438	0	133,438	138,810	5,372
Social Services	96,243	33	96,276	102,182	5,906
Environment and Housing	32,417	0	32,417	33,695	1,278
Corporate Resources	16,659	37	16,696	17,042	346
Place	3,163	0	3,163	3,192	29
Policy	29,301	-70	29,231	29,231	0
Use of Reserves	-2,360	0	-2,360	-1,662	698
Unplanned Use of Reserves	0	0	0	-13,629	-13,629
Total	308,861	0	308,861	308,861	0
Public Sector Housing (HRA)	-77	0	-77	-77	0
HRA Use of Reserves	77	0	77	77	0
Total	308,861	0	308,861	308,861	0

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- The revenue position for 2024/25 continues to reflect challenging demand and inflationary pressures with continuance of the key service pressures that we saw in the 2023/24 outturn position into 2024/25. The cost pressures allocated as part of the 2024/25 budget were adjusted to reflect the funding available and therefore do not provide full funding for pressures and these pressures have continued to increase in the first quarter of 2024/25. There is evidence of increasing demand in respect of Childrens and Young Peoples Care and Adults Social Care reflecting an increased incidence and complexity of need as well as significant increases in the cost of placements and care packages. Across the services inflationary pressures are also being experienced in respect of pay most notably where market forces are being utilised and for the funding gap between provision for the 2024/25 pay award and the likely pay award for 2024/25. The Council only allocated very limited contractual inflation as part of the 2024/25 budget and no general inflation for some years and this will have a general impact on the resilience of revenue budget. The delays on implementation of savings will also impact the 2024/25 outturn across services.
- Unplanned use of reserves approximately £13.629m, the Council has various workstreams progressing to mitigate the unplanned use of reserves and reduce in year overspends.
- Challenging savings and efficiency targets have been set out for 2024/25 this includes a target of £7.676m Corporate savings. The progress against these savings targets are reflected in the Appendix and summarised in the table below. The Council also continues to monitor the delivery of 2023/24 savings not achieved in year.

Directorate	2023/24 Savings outstanding	2024/25 Savings Target	Projected Amount to be Achieved 2024/25	Projected Amount to be Achieved of 2023/24 Outstanding	% Achieved 24/25	% Achieved Total Outstanding
Learning and Skills	65	371	201	0	54%	46%
Social Services	0	1,755	1,156	0	66%	66%
Neighbourhood Services and Housing	92	1,898	1,320	0	70%	66%
Place	20	286	235	20	82%	77%
Corporate Resources	250	1,308	936	0	72%	60%
Policy	0	2,008	1,968	0	98%	98%
Corporate	0	50	0	0	0%	0%
Total	427	7,676	5,816	20	76%	72%

- Projected transfers to and from reserves are set out in the table below.

As at	Balance 01/04/2024	Capital	Budget Revenue	Revenue Mvmt on Reserves	Unplanned Use of Reserves	Realloc of Reserve	Projected Balance 31/03/25
	£'000	£'000	£'000	£'000	£'000	£'000	£'000
General Fund	11,106	0	0	0	0	0	11,106

Insurance	4,878	0	0	0	0	0	4,878
Service Reserves	16,587	-309	0	-687	-8,320	0	7,271
Risk and Smoothing Reserves	24,655	-2,794	-1,997	-666	-1,000	-259	17,939
Capital	10,446	-6,270	0	820	0	259	5,255
Schools	5,057	0	0	0	-4,309	0	748
Housing Revenue Account	3,525	0	0	-77	0	0	3,448
Total	76,254	-9,373	-1,997	-610	-13,629	0	50,645

Recommendations

1. That the position with regard to the Authority's 2024/25 Revenue Budget be noted.
2. That Members note the virements requested as part of this report.

Reasons for Recommendations

1. To inform Committee of the projected revenue outturn for 2024/25.
2. To update the original budget for 2024/25 for virement requests.

1. Background

- 1.1 Council on 6th March 2024 approved the revenue budget for 2024/25 (minute no 891) and earlier in the year Council on 15th January 2024 approved the Housing Revenue Account budget for 2024/25 (minute number 695). There was an approved drawdown during 2024/25 of £2.744m from other specific reserves this has been reduced by £698k in year due to additional WG Grant for Housing and Resettlement and this sum will be retained in the Housing and Homelessness Reserve. There are a significant volume of pressures in year across services including Schools, Additional Learning Needs and Social Services both Adult and Children's Services. Other pressures include Highways resurfacing, Market forces for HGV drivers and some lag on the implementation of savings across 2023/24 and 2024/25. In the context of these pressures additional drawdown from Service reserves will be required in year over and above the £1m set aside as part of the 2024/25 budget for Budget Risk. The current projected unplanned use of reserves and use of the budget risk reserve are reflected in this monitoring report and will continue to be kept under review as the Council progresses through this financial year.

2. Key Issues for Consideration

Emerging Corporate Pressures

- 2.1 The revenue position for 2024/25 continues to reflect challenging demand and inflationary pressures with continuance of the key service pressures that we saw in the 2023/24 outturn position into 2024/25, chiefly Social Services, Education and Homelessness. The cost pressures allocated as part of the 2024/25 budget were adjusted to reflect the funding available and therefore do not provide full funding for pressures and these demands on services have continued to increase in the first quarter of 2024/25. There is evidence of increasing demand in respect of Childrens and Young Peoples Care and Adults Social Care reflecting an increased incidence and

complexity of need as well as significant increases in the cost of placements and care packages.

- 2.2 Across the services inflationary pressures are also being experienced in respect of pay most notably where market forces are being utilised and for the funding gap between provision for the 2024/25 pay award and the likely pay award for 2024/25. The Council only allocated very limited contractual inflation as part of the 2024/25 budget and no general inflation for some years and this will have a general impact on the resilience of revenue budget. The delays on implementation of savings will also impact the 2024/25 outturn across services, this is in part due to the time required to effectively implement savings of this scale but also reflects capacity within teams.

Revenue Financial Position

- 2.3 The table below details the original budget and reflects any requested virements. The use of reserves will be necessary to address emerging inflationary pressures and deliver projects across the service.
- 2.4 Unplanned use of reserves is currently projected to be approximately £13.629m (£4.309m relating to schools), the Council has various workstreams progressing to mitigate the unplanned use of reserves and reduce in year overspends which are set out in the bullet points below.
- Schools Budget Taskforce particular workstreams around consideration of all schools contracts and agency spend.
 - Additional resource to support the delivery of savings to help accelerate the delivery of savings with particular focus on high value savings that have not been progressed for capacity reasons.
 - Spend Controls – Introduction of additional controls on new recruitment and Directorate controls on non essential spend.
 - Directors are working with Service Accountants to manage the unplanned drawdown of service reserves.
 - Review of use of Grant Expenditure to ensure most efficient use of funding.
- 2.5 The more detailed service position is detailed in Appendix 1 and the service specific appendices.

Table 1. Budget and Projected Outturn

Directorate	Original Budget 2024/25	Virement Request 2024/25	Amended Budget 2024/25	Projected Outturn	Variance
	£000's	£000's	£000's	£000's	£000's
Learning and Skills	133,438	0	133,438	138,810	5,372
Social Services	96,243	33	96,276	102,182	5,906

Environment and Housing	32,417	0	32,417	33,695	1,278
Corporate Resources	16,659	37	16,696	17,042	346
Place	3,163	0	3,163	3,192	29
Policy	29,301	-70	29,231	29,231	0
Use of Reserves	-2,360	0	-2,360	-1,662	698
Unplanned Use of Reserves	0	0	0	-13,629	-13,629
Total	308,861	0	308,861	308,861	0
Public Sector Housing (HRA)	-77	0	-77	-77	0
HRA Use of Reserves	77	0	77	77	0
Total	308,861	0	308,861	308,861	0

Social Services

- 2.6 The Social Services budget was set at £96.243m for 2024/25.
- 2.7 A virement of £33k is requested as part of this report. The budget position is detailed in Appendix 2.
- 2.8 The savings target for Social Services for 2024/25 is £1.755m it is expected that 66% of savings will be delivered or mitigated in year.
- 2.9 The projected outturn for Social Services in 2024/25 an adverse variance of £5.906m and further detailed in Appendix 2.
- 2.10 Key pressures in addition to the reserves funding set out below within the directorate include the following;
- Rising costs associated with placements for Children and Young People.
 - Additional legal costs associated with increased complexity and incidence of care proceedings.
 - Increase in care hours required for Adults due to a significant ageing population.
 - The service is also reporting an increase in residential and nursing placements, an increase in direct care placements and respite.
 - The increase in residents over 75 has a significant impact on the levels of care required and this demographic pressure is particularly acute in the Vale.

Efficiency Targets

- 2.11 As part of the Final Revenue Budget Proposals for 2024/25, an efficiency target of £7.676m was set for the Council, which in a very challenging savings target and the highest that as ever been set for Corporate Services.

2.12 The current position in respect of the 2024/25 (76% achieved by 31st March 2025) and 2023/24 savings (72% of the combined 2023/24 and 2024/25 savings) is detailed in Table 2 below.

Table 2.

Directorate	2023/24 Savings outstanding £000s	2024/25 Savings Target £000s	Projected Amount to be Achieved 2024/25 £000s	Projected Amount to be Achieved of 2023/24 Outstanding £000s	% Achieved 24/25	% Achieved Total Outstanding
Learning and Skills	65	371	201	0	54%	46%
Social Services	0	1,755	1,156	0	66%	66%
Neighbourhood Services and Housing	92	1,898	1,320	0	70%	66%
Place	20	286	235	20	82%	77%
Corporate Resources	250	1,308	936	0	72%	60%
Policy	0	2,008	1,968	0	98%	98%
Corporate	0	50	0	0	0%	0%
Total	427	7,676	5,816	20	76%	72%

2.13 Attached at Appendix 3 is a statement detailing all savings targets for 2024/25 and the current progress against them.

Use of Reserves

2.14 Reserves are a way of setting aside funds from budgets in order to provide security against future levels of expenditure and to manage the burden across financial years. The Council has always taken a prudent approach with regard to Specific Reserves and uses them to mitigate known risks (financial and service) and contingent items, e.g. Insurance Fund. Other reserves have been established to fund Council priorities and in particular the Capital Programme.

2.15 Table 3 below sets out the use of reserves for a variety of purposes including planned usage to fund Capital Expenditure, planned revenue usage in accordance with the earmarked purpose of the reserve, unplanned usage to fund emerging overspends during 2024/25 and planned transfers to reserves to set aside fund for specific purposes.

Table 3.

As at	Estimated Balance 31/03/24	Capital	Budget Revenue	Revenue Mvmt on Reserves	Unplanned Use of Reserves	Realloc of Reserve	Provisional Balance 31/03/25

	£'000	£'000	£'000	£'000	£'000	£'000	£'000
General Fund	11,106	0	0	0		0	11,106
Insurance	4,878	0	0	0		0	4,878
Service Reserves							
Learning and Skills	2,340	-12	0	-464	-1000	0	864
Social Services	5,814	0	0	0	-5682	0	132
Neighbourhood Services	3,067	-117	0	0	-1400	0	1,550
Corporate Resources	529	0	0	-71	-238	0	220
Place	2,274	-146	0	-238		0	1,890
Other Service Reserves	1,864	-34	0	192		0	2,022
Other Corporate	699	0	0	-106		0	593
Risk and Smoothing Reserves							
Homelessness and Housing Reserve	5,449	0	-762	0		0	4,687
Cost of Living	371	0	-200	0		0	171
Pay Pressures	3,869	0	0	-142		0	3,727
Energy Pressures	1,485	-149	-1000	0		0	336
Legal	1,840	0	0	-259		0	1,581
Project Zero	1,708	-356	0	112		0	1,464
Investment and Growth Fund	0	0	0	0		0	0
Reshaping Risk and Investment	2,574	-100	-35	-377		0	2,062
Corporate Landlord	4,947	-2143	0	0		-259	2,545
Digital Reshaping	1,412	-46	0	0		0	1,366
Budget Risk	1,000	0	0	0	-1000	0	0
Capital Reserves							
Capital	8,488	-6270	0	820		-317	2,721
Independent Living Reserve	500	0	0	0		0	500
Capital Regeneration and Levelling Up	1,458	0	0	0		576	2,034
Sub Total	67,672	-9373	-1,997	-533	-9,320	0	46,449
Ring Fenced Reserves							
Schools	2,309	0	0	0	-2309	0	0
Other Ringfenced Schools Reserves	748	0	0	0		0	748
School Deficit Reserve	2,000	0	0	0	-2,000	0	0
Housing Revenue Account	3,525	0	0	-77		0	3,448
Total Reserves	76,254	-9,373	-1,997	-610	-13,629	0	50,645

3. How do proposals evidence the Five Ways of Working and contribute to our Well-being Objectives?

- 3.1 The revenue budget has been set in order to support services in the delivery of the Council's Well-being objectives. It is therefore important for expenditure to be monitored to ensure that these objectives are being delivered.
- 3.2 The revenue budget has been set and is monitored to reflect the 5 ways of working.
- 3.3 **Looking to the long term** - The setting of the revenue budget requires planning for the future and takes a strategic approach to ensure services are sustainable and that future need and demand for services is understood.
- 3.4 **Taking an integrated approach** - The revenue budgets include services which work with partners to deliver services e.g. Health via ICF.
- 3.5 **Involving the population in decisions** – As part of the revenue budget setting process there has been engagement with residents, customers and partners.
- 3.6 **Working in a collaborative way** – The revenue budgets include services which operate on a collaborative basis e.g. Shared Regulatory Service, Vale Valleys and Cardiff Adoption Service.
- 3.7 **Understanding the root cause of issues and preventing them** – Monitoring the revenue budget is a proactive way of understanding the financial position of services in order to tackle issue at the source as soon as they arise.

4. Climate Change and Nature Implications

- 4.1 The Council has identified dedicated funding in the 2024/25 reserves projections to support the delivery of Project Zero. Additional funding is ringfenced in the Capital Programme to support schemes.
- 4.2 All savings and cost pressures will be reviewed for Climate Change and Nature Implications prior to implementation.

5. Resources and Legal Considerations

Financial

5.1 As detailed in the body of the report.

Employment

5.2 As detailed in the body of the report.

Legal (Including Equalities)

5.3 There are no legal implications

6. Background Papers

None

Appendix 1

Directorate/Service	Original Budget	Virements Requested	Adjusted Original Budget	Projected Outturn	Variance	Use of Reserves
	2024/25 £'000	2024/25 £'000	2024/25 £'000	2024/25 £'000	2024/25 £'000	2024/25 £'000
Learning and Skills						
Schools	119,866	0	119,866	124,175	-4,309	0
Unplanned Use of Reserves (Schools)	0	0	0	-4,309	4,309	4,309
Planned Use of Reserves (Schools)	-300	0	-300	-300	0	300
Strategy, Culture, Community Learning & Resources	6,030	74	6,104	6,167	-63	430
Directors Office	257	0	257	257	0	0
Additional Learning Needs & Wellbeing	4,535	110	4,645	5,645	-1,000	0
Standards and Provision	3,051	-184	2,867	2,867	0	34
Unplanned Use of Reserves	0	0	0	-1,063	1,063	1063
Total Learning and Skills (incl. Schools)	133,438	0	133,438	133,438	0	6,136
Social Services						
Children and Young People	21,506	271	21,777	24,891	-3,114	160
Adult Services	65,583	406	65,177	66,738	-1,561	141
Resource Management & Safeguarding	8,438	154	8,592	9,999	-1,408	0
Youth Offending Service	716	15	731	555	176	0
Unplanned Use of Reserves	0	0	0	-5,906	5,906	5,906
Total Social Services	96,243	33	96,276	96,276	0	6,207
Environment and Housing						
Neighbourhood Services & Transport	26,734		26,734	28,910	-2,176	4
Unplanned Use of Reserves Neighbourhood Services	0		0	-1,976	1,976	1,976
Building/Cleaning Services	655		655	555	100	-100
Regulatory Services	1,638		1,638	1,638	0	0
Council Fund Housing	3,390		3,390	2,592	798	0
Public Sector Housing (HRA)	-77		-77	-77	0	0
Use of Reserves HRA	77		77	77	0	77
Total Environment and Housing	32,417	0	32,417	31,719	698	1,957
Corporate Resources						
Resources	17090	37	17,127	17,473	-346	582
Housing Benefit	-431		-431	-431	0	0
Unplanned Use of Resrves	0	0	0	-346	346	346
Total Corporate Resources	16,659	37	16,696	16,696	0	928
Place						
Regeneration	1,505		1,505	1,456	49	55
Sustainable Development	1,559		1,559	1,559		158
Private Housing	183		183	212	-29	43
Unplanned Use of Resrves	0		0	-29	29	29
Budgeted Use of Reserves	-84		-84	-35	-49	35
Total Place	3,163	0	3,163	3,163	0	320
Policy						
Members and Democratic	1666	-37	1,629	1,629	0	0
General Policy	867	-33	834	834	0	-42
Borrowing and Investments	7622		7,622	7,622	0	0
Levies and Precepts	8311		8,311	8,311	0	0
Council Tax Reduction Scheme and Arrears	10835		10,835	10,835	0	0
Total Policy	29,301	-70	29,231	29,231	0	-42
Use of Reserves	-2,360		-2,360	-1,662	-698	1,662
Grand Total	308,861	0	308,861	308,861	0	17,168

Funding	
Revenue Support Grant	- 161,928
NDR Contribution from Pool	- 47,853
Council Tax	- 99,080
Total Funding	- 308,861

Appendix 2	
Directorate	Social Services
Service Area	Social Services

Children and Young People's Services						
Monitoring Summary	Amended Budget 2024/25	Projected Outturn 2024/25	Variance	Unplanned Use of Reserves	Residual Variance 2024/25	Use of Reserves 2024/25
	£000's	£000's	£000's	£000's	£000's	£000's
Children and Young People	21,777	24,891	-3,114		-3,114	3098
Youth Offending Service	731	555	176		176	0
Total Children and Young People Services	22,508	25,446	- 2,938	-	- 2,938	3,098

Q1 Monitoring Key Headlines

The projected outturn for the Children and Young People Services budget for 2024/25 is an adverse variance of £2,938k. The adverse variance is attributable to:-
 External Placements projected overspend is £2.9m. Arrangements for bespoke accommodation and agency costs projected to be £378k - there are currently two cases where costs are projected to continue into July. Net staffing overspend of £163k projected in the Intake Team due to Agency workers covering five practitioner manager posts (to be reduced to four from August). Agency Social Workers were also employed in the Project Team which ended on 17th May at a cost of £71k. £148k of the Youth Offending Service's underspend is due to staffing vacancies.

Key Pressures

Payment for Domiciliary Care currently projected to be £126k overspent following an overspend in 23/24 of £182k. Only a small budget of £27k across the service.

Childcare/carer costs projected to cost £111k and follows an overspend of £182k in 23/24. There is no budget for this within the service.

External Placements projected overspend of £2.9m

National Minimum Fostering Allowance projected overspend of £373k. Underspends in other Third Party Payments in the Fostering Team result in a net overspend of £74k

Agency workers covering Social Worker and Practitioner Manager posts

Savings Tracker Update

The current position in relation to Children and Young People's savings target for 2023/24 and 2024/25 is as follows:-

Savings	Risk	£000's Target	£000's Value Achieved/Projected
Closer to Home Residential Care (C&YPs)	Red	100	0
UASC Supported Accommodation	Red	75	0
Pop up Accommodation	Red	75	0
Total		250	0

%

Proportion of Savings Achieved and Mitigated	0%
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Savings not achieved in year	100%
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Use of Reserves

Reserve Name	Planned 2024/25 Drawdown	Planned 2024/25 Drawdown
	Brief Description of purpose of drawdown	£000's
Legal Reserve	High legal costs due to increased case numbers and case complexity	160
Budget Risk	Unplanned use of reserves to offset savings not found	224
Social Services	Unplanned use of reserves to offset overspend	2714
Total Use of Reserves		3098

Adult Services						
Monitoring Summary	Amended Budget 2024/25	Projected Outturn 2024/25	Variance	Unplanned Use of Reserves	Residual Variance 2024/25	Use of Reserves 2024/25
	£000's	£000's	£000's	£000's	£000's	£000's
Adult Services	65,177	66,738	-1,561	0	-1,561	141
			0		0	0
Total Adult Services	65,177	66,738	- 1,561	-	- 1,561	141

Q1 Monitoring Key Headlines

The projected outturn for the Adult Services budget for 2024/25 is an adverse variance of £1,561k. The adverse variance is attributable to:-

The Community Care budget is projecting an overspend of £2,679k. This includes all external residential care, home care, direct payments, respite and supported accommodation payments. This may be offset during the year by deferred income receipts, as past costs are recouped from house sales. This overspend is further offset by team underspends, mostly relating to staffing, which include the Vale Community Reablement Service £344k, Long Term Care Team £81k, Older Peoples Mental Health Team £119k, Occupational Therapy Team £90k, Learning Disabilities Social Work Team £235k, Learning Disabilities Day Services Team £133k and Mental Health Social Work Team £90k.

Key Pressures

The Community Care Budget is the key pressure, with a current projected overspend of £2,679k. This reflects the increased number of complex care hours and some delay on the implementation of savings associated with this budget area.

Savings Tracker Update

The current position in relation to Adult Services savings target for 2023/24 and 2024/25 is as follows:-

Savings	Risk	£000's Target	£000's Value Achieved/Projected
Closer to Home Supported Living (LD)	Amber	100	
Day services remodelling & full cost recovery	Red	180	180
Fee review & full cost recovery	Green	5	5
Telecare Expansion & fee review	Amber	20	20
Adult Transport Review	Red	5	5
Releasing time to care	Red	300	100
Continuing Health Care	Amber	250	250
Hen Goleg	Red	50	0
Deferred Income	Green	300	300
Total		1210	860

	%
Proportion of Savings Achieved and Mitigated	71%
Savings not achieved in year	29%

Use of Reserves

Reserve Name	Planned 2024/25 Drawdown	Planned 2024/25 Drawdown
	Brief Description of purpose of drawdown	£000's
Risk, Reshaping and Investment Reserve	Invest to Save Releasing Time to Care	141
Social Services	Unplanned use of reserves to offset overspend	1561
Total Use of Reserves		1702

Resource Management and Safeguarding						
Monitoring Summary	Amended Budget 2024/25	Projected Outturn 2024/25	Variance	Unplanned Use of Reserves	Residual Variance 2024/25	Use of Reserves 2024/25
	£000's	£000's	£000's	£000's	£000's	£000's
Resource Management & Safeguarding	8,592	9,999	-1,408		-1,408	1408
Total Resource Management & Safeguarding	8,592	9,999	- 1,408	-	- 1,408	1,408

Q1 Monitoring Key Headlines

The projected outturn for the Resource Management and Safeguarding budget for 2024/25 is an adverse variance of £1,561k. The adverse variance is attributable to:- The 3 residential homes- Southway TownMill rd Cowbridge 650k, Ty dewi Sant Cedar Way Penarth 330k and Cartref Porthceri Barry 576k over the budget. This is because of agency staff being employed, also the cost of food supplies and premises costs for the facilities have increased dramatically.

Key Pressures

Residential Homes key pressures are the employment not being recruited or going on long time sick, which then we have to rely on agency staff (which is more expensive due to short notice) Also the food for residents has increased in cost. The water rates, electric and gas costs alongside other general premises costs have also risen this year.

Savings Tracker Update

The current position in relation to Resource Management and Safeguardings savings target for 2023/24 and 2024/25 is as follows:-

Savings	Risk	£000's Target	£000's Value Achieved/ Projected
Provider fees (cost avoidance – review of rate)	Green	243	243
Debt Recovery	Green	30	30
Direct Payment Review	Green	10	10
Deferred Payment Arrangement fee (income)	Amber	13	13
Total		296	296

%

Proportion of Savings Achieved and Mitigated	100%
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Savings not achieved in year	0%
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Use of Reserves

Reserve Name	Planned 2024/25 Drawdown	Planned 2024/25 Drawdown
	Brief Description of purpose of drawdown	£000's
Social Services	Unplanned use of reserves to offset overspend	1408
Total Use of Reserves		1408

Directorate	Description of Saving Proposal	Saving							Overall RAG Status	Comments/Narrative
		Category		2023/24	2023/24	2024/25	Value Achieved/ Expected to be Achieved	Percentage		
Learning and skills	Review Arts Provision	Tactical	Service Review	65	2023/24 NO			0%	Review Ongoing	Draft memorandum of understanding with arts friends groups re income generation and support completed. Income programme for events at Arts Central being finalised
Learning and skills	Energy Saving in Schools ICT switch Off	Transformational	Digital innovation		2024/25	15	15	100%	Green	In Progress
Learning and Skills	Payments to Non Maintained Nursery Providers Continuation of 23-24 Saving	Tactical	Service Review		2024/25	14	14	100%	Green	Provision at St Donat's has ended
Learning and Skills	Payments to Non Maintained Nursery Providers Additional Saving	Tactical	Service Review		2024/25	36	36	100%	Green	Final remaining non maintained nursery - notice has been served and saving will be achieved
Learning and skills	Move to full cost recovery position for ACL	Tactical	Generating Income		2024/25	130		0%	Amber	ACL full cost recovery programme was expanded and will take 2 terms to note the impact.
Learning and Skills	Old Hall - 20% loss overall in Cowbridge consider alternative funding	Transformational	Target Operating Model		2024/25	40		0%	Amber	Working to increase rental of annexes Annexe 1 due to complete January 2025 ready for hiring out. Annexe 3 is currently under some refurbishment additional courses from early September – this will increase income to Old Hall.
Learning and Skills	Reduced Contribution School Improvement	Tactical	Service Review		2024/25	34	34	100%	Green	CSC Contribution Budget Adjustment
Learning and Skills	Off set costs through targeted use of new grant funding	Tactical	Service Review		2024/25	102	102	100%	Green	The Youth Service budget has been cut - SPF have agreed £160,000 towards the purchase of an e-vehicle and renovations with additional staffing costs. The funding has been agreed for August 24 to March 25.
Subtotal Directorate Learning and Skills				65		371	201	46%		
Social Services	Closer to Home Residential Care (C&YPs)	Transformational	Target Operating Model		2024/25	100		0%	Red	Savings not yet achieved but should be when scheme goes live (autumn 24?)
Social Services	Reduced building rental	Tactical	Corporate Asset Strategy		2024/25	50		0%	Red	Part of wider asset reorganisation review overall costs and savings position this saving will need to be mitigated from within the service in 2024/25.
Social Services	Closer to Home Supported Living (LD)	Transformational	Target Operating Model		2024/25	100		0%	Amber	Further smart houses planned, additional work required to review potential for savings.
Social Services	Day services remodelling & full cost recovery	Transformational	Service Transformation		2024/25	180	180	100%	Amber	UHB have been invoiced at new rate
Social Services	Fee review & full cost recovery	Tactical	Generating Income		2024/25	5	5	100%	Green	Complete
Social Services	Telecare Expansion & fee review	Transformational	Service Transformation		2024/25	20	20	100%	Amber	Fee review complete. No loss in users as yet
Social Services	Adult Transport Review	Tactical	Service Review		2024/25	5	5	100%	Red	Draft policy considered at SSMT and will be reviewed as potential cross directorate. Will require Cabinet report and Equality Impact Assessment
Social Services	Releasing time to care	Tactical	Service Review		2024/25	300	100	33%	Red	SLT agreed business case. Posts have been developed but are awaiting regrading. Will be part of VCRS team.

Social Services	Continuing Health Care	Tactical	Service Review		2024/25	250	250	100%	Amber	Case in escalation and legal involved. Business case not required and could use existing resources. A number of cases have transferred. Spreadsheet to be shared with SS finance collages and corporate finance	
Social Services	Provider fees (cost avoidance – review of rate)	Tactical	Service Review		2024/25	243	243	100%	Amber	Fees have been set. Holding firm with escalation requests.	
Social Services	Debt Recovery	Tactical	Generating Income		2024/25	30	30	100%	Green	Target has already been exceeded	
Social Services	Direct Payment Review	Tactical	Generating Income		2024/25	10	10	100%	Green	Project group and workstreams continue to meet on target to achieve savings target	
Social Services	Deferred Payment Arrangement fee (income)	Transformational	Target Operating Model		2024/25	13	13	100%	Amber	Implementation has taken place saving should be achieved	
Social Services	Residential Accommodation for children	Transformational	Target Operating Model		2025/26	0	0	0%	Red	Currently waiting for registration and opening. It is likely that a financial benefit will be realised in year however it is difficult to quantify a saving at this stage and this may be cost avoidance.	
Social Services	UASC Supported Accommodation	Transformational	Target Operating Model		2024/25	75		0%	Red	Activity underway on both the identification of properties and preparing to tender for the support element. .	
Social Services	Pop up Accommodation	Transformational	Target Operating Model		2024/25	75		0%	Red	Renovations almost complete. Plans to furnish and equip underway. It is likely that a financial benefit will be realised in year however it is difficult to quantify a saving at this stage and this may be cost avoidance.	
Social Services	Additional Income	Tactical	Generating Income		2024/25	300	300	100%	Green	Budget Adjustment but dependent on Property Sales	
Subtotal Directorate Social Services					0	0	1,755	1,156	66%		
Neighbourhood and Housing	Review Car Park Provision	Tactical	Corporate Asset Strategy	50	2023/24 NO		-	-	Progress in 24/25	Parking Cabinet Report due in September/October additional Transformation resources to support this project	
Neighbourhood and Housing	Double Shift Mechanical sweepers (2 vehicles plus one spare)	Tactical	Service Review	40	2023/24 NO			0%	Identify Mitigation	Saving to be mitigated within the service	
Neighbourhood and Housing	Charging for public use of Electric vehicle chargers	Tactical	Generating Income	2	2023/24 NO			0%	Review Ongoing	This policy has now been developed and can be implemented	
Neighbourhood and Housing	Increase in fees and charges	Tactical	Generating Income		2024/25	10	10	100%	Green	New fees are now in place and will be monitored during the year	
Neighbourhood and Housing	Parking Charging Review	Tactical	Generating Income		2024/25	100	-	0%	Red	Parking Cabinet Report due in September/October additional Transformation resources to support this project	
Neighbourhood and Housing	Expand Construction and Design Team	Tactical	Generating Income		2024/25	150	150	100%	Amber	Budget Adjustment but dependent on capital projects in year need to keep under review	
Neighbourhood and Housing	Rationalisation of Public Conveniences	Tactical	Corporate Asset Strategy		2024/25	100	70	70%	Amber	Some elements of this saving not achievable, toilets closed and transferred.	
Neighbourhood and Housing	Review Planting in Parks consider use of shrubs/drought resistant planting and sponsorship	Tactical	Service Review		2024/25	40	40	100%	Amber	No bedding purchased and sponsorship of bedding is under review	
Neighbourhood and Housing	Review Street Lighting Contract and Energy Costs	Tactical	Service Review		2024/25	25	25	100%	Amber	There is further work to be explored but the savings will be met this FY	
Neighbourhood and Housing	Jenner Park alternative model	Transformational	Service Transformation		2024/25	65	14	22%	Red	Initial discussions undertaken with Club further options appraisal required	
Neighbourhood and Housing	Reassess Tracking Information to rationalise fleet	Transformational	Service Transformation		2024/25	10	10	100%	Amber	Fleet review report awaited from Energy Services Wales	

Neighbourhood and Housing	Various Vacant Posts to be deleted	Tactical	Service Review		2024/25	200	100	50%	Amber	A number of posts have been held vacant across the service and combined Business Support team development to support across the Directorate
Neighbourhood and Housing	Limit black bags at Barry and Llandow Civic Amenities Sites	Tactical	Service Review		2024/25	10	10	100%	Amber	Approach implemented June 2024
Neighbourhood and Housing	New Model for Community Centres to include full maintain of buildings	Transformational	Service Transformation		2024/25	20	0	0%	Amber	Repurpose community centres to enhance the sense of place to become hubs etc. Opportunities for greater external investment. Update: Discussions commenced with Colwinston and Murch. Targetted additional support from transformation team.
Neighbourhood and Housing	Rationalise Winter Maintenance Gritting Routes	Tactical	Service Review		2024/25	15	15	100%	Amber	Saving likely to be made by reduction of gritter.
Neighbourhood and Housing	Waste Maintenance collections at Flats and Apartments	Tactical	Service Review		2024/25	150	100	67%	Amber	Work with landlords ongoing and the anticipated value will increase within time.
Neighbourhood and Housing	School Grass Cutting full cost recovery	Tactical	Service Review		2024/25	50	50	100%	Amber	The service has restructured its responsive team and schools have been provided with revised prices. This saving will be achieved this FY.
Neighbourhood and Housing	Remove Green Flag Park status from all 8 Council parks	Tactical	Service Review		2024/25	140	140	100%	Red	All activities to achieve this value have been identified and revised models of working progressing. This will be achieved this FY.
Neighbourhood and Housing	Alleygates in Barry and Penarth Service Review	Tactical	Service Review		2024/25	25	25	100%	Amber	Review provision of alleygates in areas of Barry and Penarth. Including alternative funding available. Update: this work is progressing but the saving is expected to be achieved.
Neighbourhood and Housing	Directorate Business Support, Performance, Commercial Opportunities and Finance Review	Transformational	Service Transformation		2024/25	25	25	100%	Amber	Revised Housing and Neighbourhood Services Business Support Unit to ensure support fits businesses. Update business support review underway and with job evaluation. Saving will be made.
Neighbourhood and Housing	Decommission of foam stream equipment	Tactical	Service Review		2024/25	14	14	100%	Amber	This equipment has been decommissioned
Neighbourhood and Housing	Expansion of Commercial Recycling Collections	Transformational	Target Operating Model		2024/25	50	35	70%	Amber	The service is currently expanding and marketing a new source separated recycling commercial service. This work is ongoing.
Neighbourhood and Housing	Review of Street Cleansing Service	Tactical	Service Review		2024/25	191	191	100%	Amber	This work is ongoing but the savings target is expected and on target to be achieved.
Neighbourhood and Housing	Deploy an additional Enforcement car	Tactical	Service Review		2024/25	10	10	100%	Amber	options for undertaking further enforcement functions currently being explored.
Neighbourhood and Housing	Garage Generation of additional income	Transformational	Service Transformation		2024/25	10	2	20%	Amber	MOTs increased and promoted via Staffnet
Neighbourhood and Housing	Charging for public use of Electric vehicle chargers	Transformational	Service Transformation		2024/25	7	1	14%	Amber	Work with energy team to progress. Move corporately.
Neighbourhood and Housing	Invest to Save Pest Control (Shared Regulatory Services)	Transformational	Service Transformation		2024/25	50		0%	Amber	Invest to save proposal for Authority Specific Pest Control progressing no saving in year one but should be realisable in future years
Neighbourhood and Housing	Parkwood VAT relief	Tactical	Service Review		2024/25	70	35	50%	Amber	Cabinet Report due to be brought in October
Neighbourhood and Housing	School Crossing Patrols	Tactical	Service Review		2024/25	100	82	82%	Amber	Utilise existing underspend and do not progress further saving in this area
Neighbourhood and Housing	Increase income charges for highway development	Tactical	Generating Income		2024/25	50	50	100%	Amber	Linked to commuted sums
Neighbourhood and Housing	Additional concessions	Transformational	Service Transformation		2024/25	20	5	25%	Amber	Commercial Opportunities for additional concessions. Update: Work yet to commence on this. Resource required.
Neighbourhood and Housing	Holm View	Transformational	Service Transformation		2024/25	55	55	100%	Amber	Utilities decommissioned. Potential alternative use subject to a Cabinet Report.

Neighbourhood and Housing	Asset Transfers Single use Facilities	Transformational	Target Operating Model		2024/25	100	20	0%	Amber	Asset Transfers to include Maslin Park, Wick, Windmill Lane, Penarth Athletic Club, Old Penarthians, St Brides. Penarth Athletic Club and Windmill Lane reduce the maintenance/agency costs.	
Neighbourhood and Housing	Budget Adjustment Pre Tenancy Adviser and Voluntary Assisted Tenancies budget	Tactical	Service Review		2024/25	28	28	100%	Green	Budget Adjustment - achieved	
Neighbourhood and Housing	Miscellaneous	Tactical	Service Review		2024/25	8	8	100%	Green	Miscellaneous Budget Adjustments - achieved	
Subtotal Directorate Neighbourhood and Housing						92	0	1,898	1,320	66%	
Place	Increased DFG provision (removal of means testing)	Tactical	Generating Income	20	2023/24 NO		20	100%	2023/24 achieved	The recent introduction of Discretionary Adaptations Grants has increased the fee income potential for the team	
Place	Review of facilities contracts	Tactical	Corporate Asset Strategy		2024/25	23	23	100%	Green	The lease at VEC has now been terminated	
Place	Review of visitor attractions in country parks	Tactical	Service Review		2024/25	22	22	100%	Green	Cosmeston Medieval village will remain open to the public but associated support has been removed.	
Place	Review planning and additional fee income (e.g. PPAs)	Tactical	Generating Income		2024/25	20	20	100%	Achieved Budget Adjustment	Income will be achieved from a combination of fee increases for pre-applications and submissions and planning performance agreements, as well as raising the fee target for planning applications	
Place	Regeneration - General Budget Cutting	Tactical	Service Review		2024/25	21	21	100%	Achieved Budget Adjustment	Reducing budgets to a base minimum to function. In some cases teams are left with several hundred pounds remaining on their budgets.	
Place	Tourism marketing budget reduction	Tactical	Service Review		2024/25	15	15	100%	Achieved Budget Adjustment	Leaves only £10k publicity budget for the Vale	
Place	Facilities admin role	Tactical	Service Review		2024/25	15	15	100%	Green	Facilities administration will be picked up as required by the remaining team.	
Place	Planning - General Budget Cutting	Tactical	Service Review		2024/25	11	11	100%	Achieved Budget Adjustment		
Place	Business Support Post Deletion recently vacated Post	Tactical	Service Review		2024/25	33	33	100%	Green		
Place	Countryside -Increased contribution Dunraven	Transformational	Target Operating Model		2024/25	40	20	50%	Green	Transformation project - working with Dunraven estate to fund the Heritage Coast facilities at Dunraven beach. Progress being made with an agreement of a £20k contribution in 2024/25 rising to £40k in later years	
Place	Close reception at Cosmeston	Tactical	Service Review		2024/25	36	30	83%	Green	Reception closure now concluded. Delays have meant the saving cannot be fully achieved this year but the building will be made available for vending offer, including drinks and food.	
Place	Building Control	Tactical	Generating Income		2024/25	10	5	50%	Amber	Additional Income on Building Control Fees	
Place	Country Parks income	Transformational	Service Transformation		2024/25	20	20	100%	Green	Re-exploring opportunities for income in the parks, including expanding parking area, concessions, lease renewals and other opportunities.	
Place	ANPR Income Country Parks	Tactical	Generating Income		2024/25	20	0	0%	Amber	Dependent on installation of ANPR and includes possible overnight parking	
Subtotal Directorate Place						20	0	286	255	83%	
Resources	Review Docks Office Site	Tactical	Corporate Asset Strategy	200	2023/24 NO		7	4%	Amber Review ongoing	Full saving will not be achieved in year, however, some minimal savings from premises expenses have been achieved. This project is contingent on the LUF bid progressing, with final sign off expected imminently. Some preparatory works have commenced to identify via commission the future uses for the Docks Office so the project can progress once a decision on funding has been made.	

Resources	Review C1V Office Accommodation	Tactical	Corporate Asset Strategy	50	2023/24 NO			0%	Amber Review ongoing	The building was vacated during April 2024, with C1V relocated to the Civic Offices. A replacement occupier is currently being sought. NNDR savings achieved for three months and other minimal savings from premises expenses achieved. Work underway to deliver full saving.
Resources	Financial Services: Review Docks Office Site Reduced cost to the Council as a result of a new approach to operating the Docks Office rather than corporate office accommodation.	Transformational	Target Operating Model		2024/25	100	0	0%	Red	Full saving will not be achieved in year, however, some minimal savings from premises expenses have been achieved. This project is contingent on the LUF bid progressing, with final sign off expected imminently. Some preparatory works have commenced to identify via commission the future uses for the Docks Office so the project can progress once a decision on funding has been made.
Resources	Financial Services: Court Road Budget Deletion of the corporately held budget that previously supported the running of the Court Road site when operating as a depot. Costs of operating the new site are within the new school's budgets.	Tactical	Service Review		2024/25	206	206	100%	Green	Delivered. Site was demolished and funding for the school included in the Schools's budget.
Resources	Financial Services: Civic Offices NNDR Revaluation Saving resulting in a revaluation of the Civic Offices for the purpose of business rates.	Tactical	Service Review		2024/25	25	25	100%	Green	Delivered.
Resources	Financial Services: Corporate Office Accommodation Facilities Management Reduction in security and portorage cover within corporate office buildings and removal of the courier service.	Tactical	Service Review		2024/25	95	0	0%	Amber	This saving relates to changes in the security and cleaning arrangements at the Civic Offices. Analysis of potential changes is underway, with a meeting in September scheduled to agree changes to service provision and estimate the saving that will be achieved in year, with the residual in 2025/26.
Resources	Financial Services: Town Hall Income Increase in income received from the lease and service charge associated with the Town Hall.	Tactical	Generating Income		2024/25	8	8	100%	Green	Recognising actual level of income received.
Resources	Financial Services: Reduction in Repairs & Maintenance Budget for Corporate Facilities Saving as a result of reducing repairs and maintenance budgets for corporate buildings.	Tactical	Service Review		2024/25	50	50	100%	Amber	Budget reduced but some risk if urgent need arises.
Resources	HR & Organisational Development: Manual Handling Rental Saving as a result of relocating the Manual Handling team from BSC2 to the Civic Offices.	Tactical	Service Review		2024/25	12	12	100%	Green	Manual Handling team moved out of BSC2 during January/February 2024.
Resources	Directorate: Fees & Charges Inflationary and other increases on a range of directorate fees and charges, including	Tactical	Generating Income		2024/25	35	35	100%	Green	Most of this saving will be achieved from the annual inflationary increases (included in the fees & charges report). The target figure also includes an additional increase of £10k for Registrars.
Resources	Directorate: Welsh Church Acts Recharge Recharging Council officer time from	Tactical	Generating Income		2024/25	10	0	0%	Amber	Discussed with the Welsh Church Acts Committee and a report to the Committee will be presented in due course for consideration.
Resources	Financial Services: Property Fees & Charges Additional professional fees income to the	Tactical	Service Review		2024/25	50	50	100%	Amber	Under review and dependent on the mix and volume of schemes in the programme
Resources	Directorate: Recharge to HRA for Central Services Recovering central services costs from the Housing Revenue Account.	Tactical	Generating Income		2024/25	165	165	100%	Green	Agreed at budget setting.

Resources	Financial Services: DWP Income Increased income from the DWP for benefit work processes.	Tactical	Service Review		2024/25	16	16	100%	Green	Recognising actual level of grant received, subsidy notification for 2024/25 has now been received.
Resources	Legal & Democratic Services: Licence Work Income Increased income to the Legal Services department as a result of professional services provided to other departments in processing licences.	Tactical	Service Review		2024/25	5	5	100%	Green	Hourly rates of Legal Services staff increased.
Resources	HR & Organisational Development: Shared Cost AVCs Reduced employer national insurance contributions associated with an increase in the number of employees taking advantage of shared cost additional voluntary contributions.	Tactical	Service Review		2024/25	10	10	100%	Amber	2023/24 level of take up achieved and future uptake is expected to meet target. Based on current take-up levels the total annual saving is a little over £30k. Overall annual target is £35k.
Resources	Communications, Participation & Equalities Group: Media Monitoring System Reduction in the costs associated with the use of media monitoring system which provides intelligence on the Council's coverage in the media.	Tactical	Service Review		2024/25	13	13	100%	Green	This saving will now be realised in 2025/26 due to the timing of the licence revocation. This is being mitigated in year via income and vacancy savings within the Group.
Resources	Digital Service: Managed Print Service Saving as a result of rationalising the existing printing devices in corporate office buildings and retendering the contract within the year.	Tactical	Contract Review/Procurement		2024/25	80	0	0%	Red	Analysis of the saving to be realised will be possible when contract tender prices are received in August 2024. Part of the saving is contingent on reducing our printing volume and this will require a cultural shift across the organisation.
Resources	Digital Service: Security Software Saving associated with discontinuing use of security software, with functionality replicated within existing systems.	Tactical	Digital Strategy		2024/25	15	15	100%	Green	Achieved, removal of software complete
Resources	Financial Services: Open Banking & Payments Review of the systems used to process the Council's income, including banking and payment management.	Tactical	Digital Strategy		2024/25	10	5	0%	Red	Payment Strategy under way, unlikely to realise savings in 2024/25. Resource issues are affecting progress.
Resources	Legal & Democratic Services: Scanning Bureau Reduction in costs of accessing the scanning bureau by Legal Services.	Tactical	Service Review		2024/25	12	12	100%	Green	Delivered, contractual arrangement. Now delivered in house.
Resources	Directorate: Budget Reductions Savings from reducing supplies & services budgets across the Directorate, including through postage, subscriptions and miscellaneous budgets.	Tactical	Service Review		2024/25	8	8	100%	Amber	Reductions applied and being monitored as some will be subject to increased volume this year in support of other initiatives (e.g. e. postages as the historical debt recovery is stepped up).
Resources	Legal & Democratic Services: Mayors Office Budget Reduction Reduction in miscellaneous expenses for the Mayor and removal of the Mayor's official car and budget, to be replaced with the use of an electric pool car for official business. The official car would be sold at auction and proceeds from the sale added to the Mayor's Fund for community grants.	Tactical	Service Review		2024/25	44	44	100%	Amber	Mayor's budget adjusted - removal of budget for the car and other supplies and services. A virement from Policy is required to achieve most of the saving. Saving has been achieved which includes £37k from Policy. Position will be monitored during 24/25.

Resources	Directorate: Reduction in Headcount This saving will be delivered by deleting a number of vacant posts, restructuring within teams resulting in changes to roles and reduction in headcount in areas across the Directorate including within HR & Organisational Development, Legal & Democratic Services, Financial Services, Communications Participation & Equalities Group and Digital Services.	Tactical	Service Review		2024/25	339	250	74%	Amber	Action underway to achieve this saving which is related to reducing staff across the directorate. Vacant positions deleted and saving realised. Redundancy and retirements are in progress/completed and monitoring of the realisation of savings is ongoing.	
Subtotal Directorate Corporate Resources						250	0	1,308	936	60%	
Policy	Mayor's hospitality budget and twinning savings	Tactical	Service Review		2024/25	36	36	100%	Achieved Budget Adjustment		
Policy	Additional Investment Income (Temporary)	Tactical	Generating Income		2024/25	500	500	100%	Green	On Target to Achieve in full	
Policy	Temporary Capital Financing Headroom	Tactical	Service Review		2024/25	0	0	0%	Green		
Policy	MRP Policy Change	Tactical	Technical		2024/25	600	600	100%	Amber	Dependent on approval by Governance and Audit Committee	
Policy	Strong Communities Temp	Tactical	Service Review		2024/25	132	132	100%	Green		
Policy	Insurance	Tactical	Service Review		2024/25	200	160	80%	Amber	This is dependent upon the tender outcome and will be reviewed to ensure achieved.	
Resources	Communications, Participation & Equalities Group: Translation Budget Reduction Reduction in the costs of translating content through alternative methods and a reduction in wordcount professionally translated.	Tactical	Service Review		2024/25	40	40	100%	Amber	A trial of machine translation has been underway successfully for a number of months in the Communications Team where a high volume of translation requests are made. Consideration of translation requirements is underway. Further rollout of machine translation is planned.	
Policy	Council Tax Arrears	Tactical	Technical		2024/25	500	500	100%	Green	Assumed collection of historic Council Tax Arrears	
Subtotal Directorate Policy						0	0	2,008	1,968	98%	
Corporate - Cross Council Services	Reduce Mileage Claim - Across Council	Tactical	Service Review			50	-	-	Amber	Reduction of mileage claims. Assists climate agenda. Promote electric pool cars.	
Total Savings						427		7,676	5,836	72%	