MTFS Savings Tracker 2017-20 as at 31 December 2017 - Summary

	2017-18					2018-19				2019-20			
	Savings target * £'000	Delivered / cashed £'000	Forecast savings £'000	Variance - Slippage £'000	Variance - Under / (over) delivery £'000	Revised Savings target £'000	Forecast savings £'000	Variance - Slippage £'000	Variance - Under / (over) delivery £'000	Revised Savings target £'000	Forecast savings £'000	Variance - Slippage £'000	Variance - Under / (over) delivery £'000
Directorate													
Health, Adults & Community	7,030	3,594	**5,500**	813	717	3,546	**3,567**	-	(21)	2,652	**2,652**	-	-
Children's Services	3,201	110	**2,536**	326	339	2,630	**2,380**	250	-	3,252	**3,002**	250	-
Place	2,648	68	**1,498**	750	400	1,530	**1,179**	351	-	2,827	**2,827**	-	-
Governance	759	79	**129**	630	-	630	**530**	-	100	-	**-**	-	-
Resources	2,293	1,253	**1,458**	835	-	2,910	**2,620**	-	290	525	**525**	-	-
All	10,169	4,575	**12,036**	1,650	(3,517)	9,219	**9,190**	-	29	7,119	**7,119**	-	-
Total	**26,100**	**9,679**	**23,157**	**5,004**	**(2,061)**	**20,465**	**19,466**	**601**	**398**	**16,375**	**16,125**	**250**	**-**
Savings Achievement Status													
Savings Delivered / On Target	15,437	8,924	**18,850**	104	(3,517)	8,674	**8,445**	250	(21)	10,146	**9,896**	250	-
Savings Slipping but Achievable	9,407	755	**4,307**	4,900	200	11,791	**11,021**	351	419	6,229	**6,229**	-	-
Not Deliverable / Not Achievable	1,256	-	**-**	-	1,256	-	**-**	-	-	-	**-**	-	-
Total	**26,100**	**9,679**	**23,157**	**5,004**	**(2,061)**	**20,465**	**19,466**	**601**	**398**	**16,375**	**16,125**	**250**	**-**

* Total savings £26.1m; Approved 2017-18 savings £20.396m & Historic savings carried forward £5.704m

MTFS Savings Tracker 2017-20 as at 31 December 2017

				2017-18							2018-19						2019-20					
Reference	Description	Directorate	Savings Achievement Status	Savings target £'000	Delivered / cashed £'000	Forecast savings £'000	Variance - Slippage £'000	Variance - Under / (over) delivery £'000	Forecast savings RAG	Status update	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings £'000	Variance - Slippage £'000	Variance - Under / (over) delivery £'000	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings £'000	Variance - Slippage £'000	Variance - Under / (over) delivery £'000
Savings Delivered / On Target																						
ADU001/17-18	Social Care Services for Older People	Health, Adults & Community	Savings Delivered / On Target	**200**	165	200		-	Green	1.Efficiencies have been achieved through reprocurements.	300	-	**300**	300	-	-	500	-	**500**	500	-	-
ADU002/17-18	Community Equipment Service	Health, Adults & Community	Savings Delivered / On Target	**179**	23	91	88	-	Green	1.Catalogue has been reviewed to reduce high cost special orders.	-	88	**88**	88	-	-	308	-	**308**	308	-	-
ADU004/17-18	Reshaping Reablement Services	Health, Adults & Community	Savings Delivered / On Target	**64**	-	64		-	Green	1.On track to be delivered.	467	-	**467**	467	-	-	319	-	**319**	319	-	-
ADU005/17-18	Workforce Efficiencies in Adults Social Care	Health, Adults & Community	Savings Delivered / On Target	**220**	220	220	-	-	Green	1.Substitute funding was secured through the Improved Better Care Fund.	220	-	**220**	220	-	-	-	-	**-**	-	-	-
ADU006/17-18	Substance Misuse	Health, Adults & Community	Savings Delivered / On Target	**950**	950	950		-	Green	1.Savings have been achieved.	50	-	**50**	50	-	-	-	-	**-**		-	-
ADU008/17-18	Day Opportunities Provision	Health, Adults & Community	Savings Delivered / On Target	**50**	-	50	-	-	Green	1.Savings will be achieved through reprocurements as part of the Ageing Well Strategy.	310	-	**310**	310	-	-	140	-	**140**	140	-	-
ADU009/17-18	Public Health – 0-19 Public Health Programme Savings	Health, Adults & Community	Savings Delivered / On Target	**-**				-		1.Future year savings. 2.School health will be the main saving in 2018-19 and health visitors the main saving in 2019-20.	409	-	**409**	409	-	-	311	-	**311**	311	-	-
ADU010/17-18	Public Health- Adult Weight Management	Health, Adults & Community	Savings Delivered / On Target	**48**		8	40	-	Green	1.Fit4Life Groups contract ends 28/2/18. 2.£96k full year saving in 2018-19. £8k over-achievement in savings.	48	40	**88**	96	-	(8)	-	-	**-**	-	-	-
ADU011/17-18	Public Health- Community Development Programme	Health, Adults & Community	Savings Delivered / On Target	**205**	205	205		-	Green	1.£490k one off saving in 2017-18 due to gap in service provision between contracts. New reprocurements will achieve £255k ongoing saving from 2018-19.	50	-	**50**	50	-	-	-	-	**-**	-	-	-
ADU012/17-18	Public Health – Primary Care Prevention Programme	Health, Adults & Community	Savings Delivered / On Target	**62**	70	100	(38)	-	Green	1. Smoking cessation services will achieve £140k one-off saving in 2017-18, after new procurement ongoing saving will be £100k from 2018-19. 2. 2017-18 target has been over-achieved by £38k due to savings being achieved quicker than originally planned. Total over-achievement for the 2017-19 period will be £8k.	30	(38)	**(8)**		-	(8)	-	-	**-**	-	-	-
ADU013/17-18	Public Health - Sexual Health Services	Health, Adults & Community	Savings Delivered / On Target	**267**	82	246	21	-	Green	1.Service confirmed that savings have been realised.	158	21	**179**	179	-	-	100	-	**100**	100	-	-
ADU014/17-18	Public Health - Specialist Smoking Programme	Health, Adults & Community	Savings Delivered / On Target	**96**	64	103	(7)	-	Green	1. Reprocurement has achieved 8 months savings in 2017-18. The full year effect saving in 2018-19 will be £155k. 2. 2017-18 target has been over-achieved by £7k due to savings being achieved quicker than originally planned. Total over-achievement for the 2017-19 period will be £5k.	54	(7)	**47**	52	-	(5)	-	-	**-**	-	-	-
ADU006/16-17	Charging for community Social Care services	Health, Adults & Community	Savings Delivered / On Target	**540**	350	540	-	-	Green	1.Charging took effect from 2/10/17. Charges of £614k raised to end of November. Net savings in 2017-18 are reduced by cost of project initiation.		-	**-**	-	-	-		-	**-**	-	-	-
ADU008/16-17	Improving focus on reablement for social care users	Health, Adults & Community	Savings Delivered / On Target	**322**	262	322		-	Green			-	**-**		-	-		-	**-**	-	-	-
ADU012/16-17	Working with the NHS to deliver jointly funded care packages	Health, Adults & Community	Savings Delivered / On Target	**1,000**		1,000		-	Amber	Risk from continuing discussions with TH CCG.		-	**-**		-	-		-	**-**	-	-	-
CLC003a/17-18	Service Redesign - Safer Communities	Health, Adults & Community	Savings Delivered / On Target	**448**	448	448	-	0	Green	1.Savings have been achieved.	-	-	**-**	-	-	-	255	-	**255**	255	-	-
CHI002/17-18	Better support for families through early help, and reduction in social care demand	Children's Services	Savings Delivered / On Target	**-**				-		1.2019/20 project, further work to be done - no significant risk at this stage.	-	-	**-**		-	-	1,000	-	**1,000**	1,000	-	-
CHI004/17-18	Integrating Employment Services for Young People	Children's Services	Savings Delivered / On Target	**-**	-	-	-	-		1.2019/20 project, further work to be done - no significant risk at this stage.	-	-	**-**	-	-	-	143	-	**143**	143	-	-
CHI006/17-18	Regional Adoption Agency	Children's Services	Savings Delivered / On Target	**-**	-	-	-	-		1.2019/20 project, further work to be done - no significant risk at this stage. 2.Slow progress is being made regionally to create the agency - this could have impact on the deliverability of this target. 3.There is a risk that saving will not be delivered and may need to written off	250	-	**250**	-	250	-	-	250	**250**	-	250	-
CHI005/16-17	Directorate support services- more efficient working	Children's Services	Savings Delivered / On Target	**160**	-	160		-	Amber	1.This is incorporated into the corporate business support review.	-	-	**-**		-	-	-	-	**-**		-	-
CHI006/16-17	Review of Child and Adolescent Mental Health services (CAMHS)	Children's Services	Savings Delivered / On Target	**50**		50		-	Green	Savings achieved. Service is reporting an underspend on 17/18 budget		-	**-**		-	-		-	**-**		-	-
CLC035/15-16	Review of Arts Parks & Events Team	Children's Services	Savings Delivered / On Target	**110**	110	110		-	Green	1. Saving Achieved		-	**-**		-	-		-	**-**		-	-
ESCW034/16-17	Directorate administration review	Children's Services	Savings Delivered / On Target	**317**	-	317		-	Amber	1.This is incorporated into the corporate business support review.	-	-	**-**		-	-	-	-	**-**		-	-
CLC001/17-18	Waste Management Contract Efficiencies	Place	Savings Delivered / On Target	**1,030**		1,030		-	Green	1. Savings target for 2017/18 delivered through the extension of the Recycling and Collection contracts.	208	-	**208**	208	-	-	1,800	-	**1,800**	1,800	-	-
CLC003b/17-18	Service Redesign - Safer Communities	Place	Savings Delivered / On Target	**400**		400	-	-	Green	1. Target for 2017/18 will be delivered through vacancy management. 2. This is a one-off saving for 2017/18 only with budget returned in 2018/19 onwards.	-	-	**-**	-	-	-		-	**-**		-	-
CLC004/17-18	Smarter Working – Parking, Mobility & Transport Services Efficiencies	Place	Savings Delivered / On Target	**-**	-			-		1.The target is for 2018/19 - no risks to delivering this at this stage.	300	-	**300**	300	-	-	-	-	**-**		-	-
D&R001/17-18	Responding to Competition in Planning	Place	Savings Delivered / On Target	**68**	68	68	-	-	Green	1. Achieved	72	-	**72**	72	-	-	76	-	**76**	76	-	-
D&R002/17-18	Maximising use of technology in Housing Options Service	Place	Savings Delivered / On Target	**-**				-		1. This is a 2019/20 saving - no risks flagged at this stage.	-	-	**-**		-	-	300	-	**300**	300	-	-
D&R003/17-18	Purchase of Private Sector Units within the General Fund for use as Temporary Accommodation	Place	Savings Delivered / On Target	**-**	-	-	-	-		1.The target is for 2018/19 - no risks to delivering this at this stage.	200	-	**200**	200	-	-	300	-	**300**	300	-	-

Reference	Description	Directorate	Savings Achievement Status	2017-18 Savings target £'000	2017-18 Delivered / cashed £'000	2017-18 Forecast savings £'000	2017-18 Variance - Slippage £'000	2017-18 Variance - Under / (over) delivery £'000	2017-18 Forecast savings RAG	2017-18 Status update	2018-19 Savings target £'000	2018-19 Slippage from previous year £'000	2018-19 Revised Savings target £'000	2018-19 Forecast savings £'000	2018-19 Variance - Slippage £'000	2018-19 Variance - Under / (over) delivery £'000	2019-20 Savings target £'000	2019-20 Slippage from previous year £'000	2019-20 Revised Savings target £'000	2019-20 Forecast savings £'000	2019-20 Variance - Slippage £'000	2019-20 Variance - Under / (over) delivery £'000
LPG010/15-16	Staffing and associated efficiencies	Governance	Savings Delivered / On Target	**79**	79	79		-	Green	1.Savings achieved		-	**-**		-	-		-	**-**		-	-
RES002/17-18	Benefits Service Admin Savings	Resources	Savings Delivered / On Target	**450**	450	450	-	-	Green	1.Savings achieved through contract efficiencies and other spend reductions	525	-	**525**	525	-	-	525	-	**525**	525	-	-
RES004/17-18	Fund DHP through the Tackling Poverty Fund	Resources	Savings Delivered / On Target	**725**	725	725	-	-	Green	1.Savings achieved through budget reduction. Commitment in tackling poverty is being funded by the Mayors Tackling Poverty Fund.	-	-	**-**	-	-	-	-	-	**-**	-	-	-
RES028/15-16	More efficient working across Central Service (HR) and Payroll	Resources	Savings Delivered / On Target	**78**	78	78		-	Green	1.Delivered	-	-	**-**		-	-	-	-	**-**		-	-
ALL002/17-18	Fees & Charges	All	Savings Delivered / On Target	**919**	815	919		-	Green	1.Achieved 2.£500k achieved through additional parking income - refer to monthly budget monitoring report 3.£419k was due from additional income through increased fees and charges	419	-	**419**	419		-	419	-	**419**	419	-	-
ALL003/17-18	Debt Management & Income Optimisation	All	Savings Delivered / On Target	**3,000**	-	4,650		(1,650)	Green	1.The £3m target for 2017/18 is on target for delivery. 2.Primarily through BR and CT debt review and recovery. 3.Additional savings in 2017/18 - from one off write off of historic credits	3,000	-	**3,000**	3,000	-	-	3,000	-	**3,000**	3,000		-
ALL007/17-18	Corporate Management Review	All	Savings Delivered / On Target	**500**	500	500	-	-	Green	1.Restructure completed and implemented January 2017. 2. A number of senior posts deleted - thus savings Achieved	-	-	**-**		-	-	-	-	**-**		-	-
ALL008/17-18	Treasury Management Efficiencies	All	Savings Delivered / On Target	**1,500**	2,060	3,367		(1,867)	Green	1.Target for 2017/18 delivered through treasury activities (reduction in corporate annual pension deficit contribution payments and early payment of pension fund liabilities to realise a discount & investment income)	500	-	**500**	500	-	-	-	-	**-**	-	-	-
ALL009/17-18	Consolidation of Business Support and Administration Functions	All	Savings Delivered / On Target	**-**	-	-		-		1.Future year saving	1,000	-	**1,000**	1,000	-	-	-	-	**-**		-	-
ALL010/17-18	ICT Centralisation	All	Savings Delivered / On Target	**-**				-		1.Future year saving	-	-	**-**		-	-	400	-	**400**	400	-	-
RES003/17-18	Revise Local Council Tax Reduction Scheme	All	Savings Delivered / On Target	**1,400**	1,200	1,400	-	-	Green	1.Savings achieved through additional CT income	-	-	**-**	-	-	-	-	-	**-**	-	-	-
Savings Delivered / On Target				**15,437**	**8,924**	**18,850**	**104**	**(3,517)**			**8,570**	**104**	**8,674**	**8,445**	**250**	**(21)**	**9,896**	**250**	**10,146**	**9,896**	**250**	**-**
Savings Slipping but Achievable																						
ADU003/17-18	Helping People with Learning Disability live Independently	Health, Adults & Community	Savings Slipping but Achievable	**736**	414	552	184	-	Amber	1.Project will achieve full savings over the three year MTFS period, through reviews of out of borough placements, price negotiation with providers, and review of care packages in line with Care Act eligibility levels.	582	184	**766**	766	-	-	619	-	**619**	619	-	-
ADU007/17-18	Improving Employment Support for Adults with Disabilities	Health, Adults & Community	Savings Slipping but Achievable	**164**	-	-	164	-	Amber	1.Reprocurements will occur to achieve savings in 2018-19.	55	164	**219**	219	-	-	100	-	**100**	100	-	-
ADU001/16-17	Review of Day Services for Older People	Health, Adults & Community	Savings Slipping but Achievable	**241**	20	80	161	-	Green	1.Mayfield House day centre was closed on 30/11/17. 2.Part year effect of saving achieved in 2017-18. Full year effect will achieve full target in 2018-19.		161	**161**	161	-	-		-	**-**	-	-	-
ADU007/16-17	Sharing Services with NHS Partners	Health, Adults & Community	Savings Slipping but Achievable	**521**	321	321	200	-	Green	1.Final restructure (sight and hearing) taking effect in January 2018.		200	**200**	200	-	-		-	**-**	-	-	-
CHI001/17-18	Youth Service Transformation	Children's Services	Savings Slipping but Achievable	**1,800**		1,760	40	-	Amber	1.Restructure now in place but was delayed - implemented Oct 2017. 2.Slippage of £400k due to delay - majority of which will be covered through vacancy management	-	40	**40**	40	-	-	-	-	**-**		-	-
CHI003/17-18	Increasing the involvement of partners in Early Years services	Children's Services	Savings Slipping but Achievable	**125**	-	-	125	-	Amber	1.Project not yet started - will slip into 2018/19 2.No mitigation in place yet - reflected in 2017/18 budget monitoring, service is reporting an overspend.	1,204	125	**1,329**	1,329	-	-	1,079	-	**1,079**	1,079	-	-
CHI005/17-18	Better targeting of services for children with special educational need and disabilities (SEND)	Children's Services	Savings Slipping but Achievable	**100**			100	-	Amber	1. There is still concerns about whether the savings are achieveable in the business case. 2.The service is currently forecasting an overspend and services are likely to be reviewed.	300	100	**400**	400	-	-	740	-	**740**	740	-	-
CLC002/17-18	Income Optimisation Opportunities	Children's Services	Savings Slipping but Achievable	**40**	-	-	40	-	Amber	1.Project slippage into 2018/19 when the substantial savings are due 2.Current year slippage of £40k is being manged through vacancy management.	300	40	**340**	340	-	-	40	-	**40**	40	-	-
CLC005/17-18	Culture, Learning & Leisure Service Efficiencies	Children's Services	Savings Slipping but Achievable	**160**	-	139	21	-	Amber	1.The year 2 GLL contract savings will not be achieved as the contract has been renegotiated without making savings. £21k Income generation for the Urban Duke of Edinburgh awards will be deferred to year 2. The project is assessed as amber as although the savings variance for this year is minimal, there is a potential £250k savings variance for the overall project. An exception report has been developed with the project sponsor for submission to the Smarter Service Design Board and is tabled for discussion at CLT on 9th August.	250	21	**271**	271	-	-	-	-	**-**	-	-	-
CLC005/16-17	Alternative Service Delivery Model for Animal Warden Service	Place	Savings Slipping but Achievable	**160**			160	-	Amber	1.Discussions have been undertaken with LB Hackney on agreeing an SLA. However, the proposal needs to be reviewed in terms of feasibility and increased costs which will reduce/ have an impact on the savings to be delivered. 2.In year mitigation through vacancy management across the division		160	**160**	160	-	-		-	**-**		-	-
CLC006/16-17	Income Generation Opportunity from CCTV Network	Place	Savings Slipping but Achievable	**200**				200	Red	1.This is a speculative savings based on income potential earning opportunities form firbre optics. The latest consultant's report identified that potential income of £200k could be achieved in the future, however the current market shows that generating a constant income stream is unlikely. 2.Cabinet on the 27 June 2017 approved the Public Wifi for All programme. The investment of £1.5m is now subject to wider review of CCTV installation and managment to determine if it drives additonal costs.		-	**-**		-	-		-	**-**		-	-

				2017-18							2018-19						2019-20					
Reference	Description	Directorate	Savings Achievement Status	Savings target £'000	Delivered / cashed £'000	Forecast savings £'000	Variance - Slippage £'000	Variance - Under / (over) delivery £'000	Forecast savings RAG	Status update	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings £'000	Variance - Slippage £'000	Variance - Under / (over) delivery £'000	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings £'000	Variance - Slippage £'000	Variance - Under / (over) delivery £'000
CLC007/16-17	Review of Enforcement Function- More Generic Working	Place	Savings Slipping but Achievable	**451**			451	-	Amber	1.Savings being reviewed as part of a wider review of Enforcement, including the development of the Neighbourhood Model pilot. The pilot will be introduced through a a phased implementation in 2018/19 and 2019/20. This will provide a menu of costed levels of service and outcomes for consideration. 2. The re-phased savings sums are £100k in 2018/19 and £351k in 2019/20 but will require further validation following the review in 2018/19.		451	**451**	100	351	-		351	**351**	351	-	-
CLC008/16-17	School Crossing Patrols to be delivered by Schools	Place	Savings Slipping but Achievable	**89**			89	-	Amber	1.This savings opportunity is not considered achievable as set out in the MTFS. Sending notification to schools that currently have the service to establish service level agreement to fund the cost of the School Crossing Patrol service is not considered tenable given the pressure schools budgets are under. This savings will be covered off from one off funding streams available in 2017/18. 2. Alternative options are being considered for Schools to fund the service from 2019/20.		89	**89**	89	-	-		-	**-**	-	-	-
D&R008/16-17	Generating more income from council assets	Place	Savings Slipping but Achievable	**50**			50	-	Amber	1.The council is currently looking into ways of generating income from its assests such as the borough Wifi initiative. This savings is subject to the wider council legal challenge on Wifi, therefore the savings will not be realised in 2017-18.		50	**50**	50	-	-		-	**-**	-	-	-
ALL005/17-18	Consolidation of Strategy, Policy & Performance Functions	Governance	Savings Slipping but Achievable	**600**	-	50	550	-	Amber	1.Restructure underway but dealyed and unlinkely to be in place until March, possibly April. Slippage will need to be covered corporately. 2.Full savings expected from 2018/19.	-	550	**550**	450	-	100	-	-	**-**		-	-
LPG002/15-16	Implementation of Registration Service new business model	Governance	Savings Slipping but Achievable	**80**		-	80	-	Amber	1.The new registrars service model was implemented towards the end of 2015/16. However additional income that needed to be generated through some increases in existing fees and new charges introduced as part of the new model has not materialised and the service is currently reviewing options to mitigate. 2.Mitigation - additional increases and new charges being put forward as part of fees and charges report - potential additional income expected from 2018/19 to help cover slippage. 3.Also - service efficiencies are being considered that will reduce costs next year.		80	**80**	80	-	-		-	**-**		-	-
RES001a/17-18	Human Resources	Resources	Savings Slipping but Achievable	**250**	-	160	90	-	Amber	1.Slippage to be covered corporately, through early delivery of treasury savings	1,250	90	**1,340**	1,250	-	90		-	**-**	-	-	-
RES005/17-18	Review and Revise Risk Management Service	Resources	Savings Slipping but Achievable	**90**	-	45	45	-	Amber	1.Savings achievable but changes to structure implemented part way through the year - thus savings will slip into 2018/19	-	45	**45**	45	-	-	-	-	**-**	-	-	-
ALL004/17-18	Centralisation of Finance	Resources	Savings Slipping but Achievable	**700**	-	-	700	-	Amber	1.Restructure delayed, unlikely to be implemented until April 2018. Slippage to be covered through early delivery of treasury savings	300	700	**1,000**	800	-	200	-	-	**-**		-	-
RES001b/17-18	Human Resources	All	Savings Slipping but Achievable	**1,500**	-	1,000	500	-	Amber	1.savings expected through reduced agency use 2.Savings realised being reviewed	1,500	500	**2,000**	1,971		29	2,000	-	**2,000**	2,000		-
RES006/17-18	Functional Consolidation of Procurement	All	Savings Slipping but Achievable	**250**	-		250	-	Amber	1.Part of the business support review which is progressing but unlikely to be implemented until 2018/19 - Slippage to be covered corporately	-	250	**250**	250		-	-	-	**-**			-
ALL001/17-18	Review of Printing/ Scanning/ Use of Multi-Functional Devices (MFD's)	All	Savings Slipping but Achievable	**500**	-	200	300	-	Amber		500	300	**800**	800		-	500	-	**500**	500	-	-
ALL006/17-18	Local Presence / Contact Centre Review	All	Savings Slipping but Achievable	**600**	-		600	-	Amber	1.Work is progressing on the first phases of both the Local Prescence (LP) and the Contact Centre Review (CCR) programmes and it is anticipated that (a) reconfiguration building work on the first LP location (ISWM) will commence in March (b) first phase of THCC integration (Revenues & Benefits) will be completed during Q4. These first phase projects should enable limited savings in Q4 with the bulk of the associated savings following in Q1/2 of 2018/19. Work is also underway to plan the full rollout of both LP and CCReview projects through 2018/19 with associated savings.	650	600	**1,250**	1,250		-	800	-	**800**	800		-
Savings Slipping but Achievable				**9,407**	**755**	**4,307**	**4,900**	**200**			**6,891**	**4,900**	**11,791**	**11,021**	**351**	**419**	**5,878**	**351**	**6,229**	**6,229**	**-**	**-**
Not Deliverable / Not Achievable																						
ESCW	One-offs to carry forward	Health, Adults & Community	Not Deliverable / Not Achievable	**593**				593	Red	1.Not deliverable. Request as part of 2018-19 budget setting to cancel this saving.		-	**-**		-	-		-	**-**		-	-
ESCW063/15-16	Additional restructure Adults OOH. To be linked to 3 other service challenges - ESCW17, 65 &66	Health, Adults & Community	Not Deliverable / Not Achievable	**62**				62	Red	1.Not deliverable. Request as part of 2018-19 budget setting to cancel this saving.		-	**-**		-	-		-	**-**		-	-
ESCW065/15-16	Additional restructure Adults OOH. To be linked to 3 other service challenges - ESCW17, 65 &66	Health, Adults & Community	Not Deliverable / Not Achievable	**62**				62	Red	1.Not deliverable. Request as part of 2018-19 budget setting to cancel this saving.		-	**-**		-	-		-	**-**		-	-
CHI003/16-17	Undergraduate & PGCE bursaries	Children's Services	Not Deliverable / Not Achievable	**33**				33	Red	1.Not deliverable. Request as part of 2018-19 budget setting to cancel this saving.		-	**-**		-	-		-	**-**		-	-
CSF 4 (2012)	Consolidation of information systems- Single View of a Child	Children's Services	Not Deliverable / Not Achievable	**255**	-			255	Red	1.Not deliverable. Request as part of 2018-19 budget setting to cancel this saving.	-	-	**-**		-	-	-	-	**-**		-	-
ESCW066/15-16	Extension of day service to incorporate out of hours work. To be linked to 3 other service challenges - ESCW17, 63 &65	Children's Services	Not Deliverable / Not Achievable	**51**				51	Red	1.Not deliverable. Request as part of 2018-19 budget setting to cancel this saving.		-	**-**		-	-		-	**-**		-	-

				2017-18							2018-19						2019-20					
Reference	Description	Directorate	Savings Achievement Status	Savings target £'000	Delivered / cashed £'000	Forecast savings £'000	Variance - Slippage £'000	Variance - Under / (over) delivery £'000	Forecast savings RAG	Status update	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings £'000	Variance - Slippage £'000	Variance - Under / (over) delivery £'000	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings £'000	Variance - Slippage £'000	Variance - Under / (over) delivery £'000
CLC	One-offs to carry forward	Place	Not Deliverable / Not Achievable	**200**				200	Red	1. This is a speculative savings based on income potential earning opportunities form firbre optics. The latest consultant's report identified that potential income of £200k could be achieved in the future, however the current market shows that generating a constant income stream is unlikely. 2. Not deliverable. Requested to be written off as part of the 2018-19 budget process.		-	-		-	-		-	-		-	-
Not Deliverable / Not Achievable				**1,256**	**-**	**-**	**-**	**1,256**			**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**	**-**
Total				**26,100**	**9,679**	**23,157**	**5,004**	**(2,061)**			**15,461**	**5,004**	**20,465**	**19,466**	**601**	**398**	**15,774**	**601**	**16,375**	**16,125**	**250**	**-**