MTFS Savings Tracker 2018-21 as at 31 March 2019 - Summary

			201	8-19					2019	-20			2020-21								
	Savings target	Slippage from previous year	Revised Savings target	/ cashed	Slippage	Under / (over) delivery	Savings target	Slippage from previous year	Revised Savings target	savings	Variance - Slippage	Under / (over) delivery	Savings target	Slippage from previous year	Revised Savings target	savings	Variance - Slippage	Under / (over) delivery			
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000			
Directorate																					
Children's Services	2,604	686	3,290	1,450	1,590	250	3,002	1,590	4,592	244	4,348	-	350	4,348	4,698	350	4,348	-			
Health, Adults & Community	2,733	792	3,533	2,859	679	(5)	2,652	679	3,331	3,331	-	-	1,000	-	1,000	1,000	-	-			
Place	1,880	950	2,830	1,980	490	360	1,376	490	1,866	1,566	300	-	880	300	1,180	1,180	-	-			
Governance	-	680	680	680	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
Resources	2,075	995	3,070	820	2,250	-	525	2,250	2,775	2,775	-	-	2,550	-	2,550	2,550	-	-			
All	9,027	1,340	10,367	5,159	5,248	(40)	7,119	5,248	12,367	12,109	258	-	4,250	258	4,508	4,250	258	-			
Total	18,319	5,443	23,770	12,948	10,257	565	14,674	10,257	24,931	20,025	4,906	-	9,030	4,906	13,936	9,330	4,606	-			
Savings Achievement Status																					
Savings Delivered / On Target	5,960	1,630	7,598	7,582	61	(45)	4,396	61	4,457	4,457	-	-	9,030	-	9,030	9,030	-	-			
Savings Slipping but Achievable	9,147	3,228	12,375	3,966	8,409	-	8,459	8,409	16,868	15,568	1,300	-	-	1,300	1,300	300	1,000	-			
Not Deliverable / Not Achievable	3,212	585	3,797	1,400	1,787	610	1,819	1,787	3,606	-	3,606	-	-	3,606	3,606	-	3,606	-			
Total	18,319	5,443	23,770	12,948	10,257	565	14,674	10,257	24,931	20,025	4,906	-	9,030	4,906	13,936	9,330	4,606	-			

					2018-19 Savings Slippage Revised Delivered Variance - Variance - Forecast Project Status update										2019	-20	2020-21					
Reference PMO Project	Directorate Service	Area	Title	Savings Achievement	Savings :	Slippage from		elivered V			Project Status	Status update	Savings target	Slippage from	Revised Savings	Forecast Variance - savings Slippage		Savings target	Slippage from	Revised Savings	Forecast Variance - savings Slippage	
Reference				Status	_	previous	target	Casilea	(over	r) RAG	RAG		target	previous	target	savings Siippage	(over)	target	previous	target	savings Siippage	(over)
					£'000	year £'000	£'000	£'000	£'000 £'00	•			£'000	year £'000	£'000	£'000 £'000	delivery £'000	£'000	year £'000	£'000	£'000 £'000	delivery £'000
Savings Delivered / On T	arget																					
SAV/ CHI 01	Children's Sport Le		Events In Parks - Income	Savings Delivered /	300	-	300	300		- Green		Fully achieved by additional event income.		-	-	-	-	350	-	350	350 -	-
/ 18-19 CHI001/17-	Services Culture Children's Youth S		Generation Youth Service Transformation	On Target Savings Delivered /	-	400	400	400		- Green		£400k slippage from 2017-18 fully achieved in 2018-19 as new structure was	-	-	-		-		-	-	-	
18	Services and Commis	sionina		On Target								implemented in October 2017.										
CHI004/17-	Children's Children		Integrating Employment Services	Savings Delivered /	-	-	-			-			143	-	143	143 -	-		-	-	-	-
CLC002/17-	Services Care Children's Sport Le	eisure and	for Young People Income Optimisation Opportunities		300	40	340	300	40	- Green		2018-19 savings target of £0.300m fully achievable by additional event income.	40	40	80	80 -	-		-	-	-	
18 CLC005/17-	Services Culture Children's Sport Le		Culture, Learning & Leisure Service	On Target Savings Delivered /	250	21	271	250	21	- Green		£0.04m savings target to be transferred to Place in 2019/20. 1. £21k Income generation for the Urban Duke of Edinburgh awards. Due to		21	21	21 -	-		-	-	-	
18	Services Culture		Efficiencies	On Target								reduction in schools funding it is unlikely this part of the savings target will be achieved, therefore alternative savings will be identified within the service to offset the loss of income for the awards.										
												The contract is now ready for sign off with GLL, therefore savings target for 2018/19 will be fully achieved.										
SAV/ HAC 01 / 18-19		ocial Care	Adult Social Care Transformation	Savings Delivered /	-	-	-			-		1. Future year savings in 2020-21.		-	-	-	-	1,000	-	1,000	1,000 -	-
ADU001/17-		ocial Care	Social Care Services for Older	On Target Savings Delivered /	300	-	300	300		- Green		Intensive Housing Support model (agreed at Cabinet 20/3/18) is being	500	-	500	500 -	-		-	-	-	-
18 ADU002/17- FS02-CES	Community Health, Adults & Adult So	ocial Care	People Community Equipment Service	On Target Savings Delivered /	-	88	88	88		- Green	Amber	implemented for sheltered accommodation sites. 1.Catalogue was reviewed in 2017-18 to reduce high cost special orders.	308	-	308	308 -	-		-	-	-	
18	Community			On Target								2.Full year effect in 2018-19 will achieve 2017-19 savings in full. 3. 2019-20 savings to be delivered as part of the transfer of the service to Medequip. Although implementation is delayed due to call-in of the decision to										
												transfer, it is not anticpated at present this will impact delivery of the remaining										
ADU004/17-		ocial Care	Reshaping Reablement Services	Savings Delivered /	467	-	467	467		- Green		saving in 2019-20. 1.On track to be delivered.	319	-	319	319 -	-		-	-	-	-
18 ADU005/17-	Community Health, Adults & Adult So	ocial Care	Workforce Efficiencies in Adults	On Target Savings Delivered /	220	-	220	220		- Green		Full year effect in 2018-19 of efficiencies actioned in 2017-18.		-	-	-	-		-	-	-	
18 ADU006/17-	Community Health, Adults & Adult So	ocial Care	Social Care	On Target Savings Delivered /	50	_	50	50		- Green		1.Savings have been achieved.		_	_		_		_	_		
18	Community			On Target						Green						244						
ADU009/17- 18	Health, Adults & Public H Community	lealth	Public Health – 0-19 Public Health Programme Savings	Savings Delivered / On Target	409	-	409	409		- Green		 Saving has been achieved through the combined reprocurement of school health, and the child and family weight management service. 	311	-	311	311 -	_		-	-	-	
ADU010/17- 18	Health, Adults & Public H Community	lealth	Public Health- Adult Weight Management	Savings Delivered / On Target	48	40	88	88		- Green		2017-19 savings target of £96k has been achieved on Fit4Life Groups contract.		-	-	-	-		-	-	-	-
ADU011/17-	Health, Adults & Public H	lealth	Public Health- Community Development Programme	Savings Delivered / On Target	50	-	50	50		- Green		1. Reprocurements have achieved 2017-19 savings of £255k.		-	-	-	-		-	-	-	-
ADU012/17-	Health, Adults & Public H	lealth	Public Health – Primary Care	Savings Delivered /	30	(38)	-			- Green		1. Re-procurement of smoking cessation services achieved 2017-19 saving of £100k		-	-	-	-		-	-	-	-
18	Community		Prevention Programme	On Target								against £92k target (over-achievement of £8k). 2. 2017-18 target was over-achieved by £38k due to savings being achieved quicker										
ADU013/17-	Health, Adults & Public H	lealth	Public Health - Sexual Health	Savings Delivered /	158	_	158	158		- Green		than originally profiled. 1. Savings have been achieved through Pan-London tariff prices and channel shift to	100	_	100	100 -	_		_	-	-	
18 ADU014/17-	Community Health, Adults & Public H	loalth	Services Public Health - Specialist Smoking	On Target	54	(7)	47	52	/6	5) Green		more modern and accessible services. 1. Re-procurement has achieved 2017-19 savings of £155k against the target of										
18	Community	lealtii	Programme	On Target	34	(7)	4/	32	(-	3) Green		1. Net production has achieved 2017-13 savings of £133k against the target of £150k (over-achievement of £5k). 2. 2017-18 target was over-achieved by £7k due to savings being achieved quicker								-		
CLC003a/17-	Health, Adults & Commu	nity	Service Redesign - Safer	Savings Delivered /	-	-				-		than originally profiled. 1. Future year savings in 2019-20.	255	-	255	255 -	-		-	-	-	
18	Community Safety D	AAT and	Communities	On Target																		
ADU001/16-	Health, Adults & Adults S	ocial Care	Review of Day Services for Older	Savings Delivered /	-	161	161	161		- Green		Mayfield House day centre was closed on 30/11/17.		-	-	-	-		-	-	-	-
17 ADU007/16-	Community Health, Adults & Adults S	ocial Care	People Sharing Services with NHS Partners	On Target Savings Delivered /	-	200	200	200		- Green		Full-year effect of the savings target has been achieved in 2018-19. Final restructure (sight and hearing) took effect in January 2018.		-	-	-	-		-	-	-	-
17 SAV/ PLA 01	Community Place Public R	ealm	Waste, Recycling & Street	On Target Savings Delivered /	-	_	_			_		Full year effect of the savings target has been achieved in 2018-19.		_	-		_	200	_	200	200 -	
/ 18-19 SAV/ PLA 02			Cleansing Contract	On Target														100		100		
/ 18-19	Place Housing		Review of Housing Delivery (THH/TH)	Savings Delivered / On Target										_	-						100 -	
SAV/ PLA 03 / 18-19	Place Corpora Property Capital I	<i>y</i> &	Reduction in Running costs/ Liability of Council Assets	Savings Delivered / On Target	-	-	-							-	-	-	-	100	-	100	100 -	-
SAV/ PLA 04 / 18-19	Place Public R		Street Lighting Efficiencies	Savings Delivered / On Target	-	-	-			-				-	-	-	-	180	-	180	180 -	-
SAV/ PLA 05			Review of Parks	Savings Delivered /	-	-	-			-				-	-	-	-	300	-	300	300 -	-
/ 18-19 CLC001/17-	Place Culture Public R		Waste Management Contract	On Target Savings Delivered /	1,008	-	1,008	1,008		- Green			1,000	-	1,000	1,000 -	-		-	-	-	-
18 CLC004/17- 18	Place Public R	ealm	Efficiencies Smarter Working – Parking, Mobility & Transport Services	On Target Savings Delivered / On Target	300	-	300	300		- Green			-	-	-	-	-		-	-	-	
D&R001/17-	Place Planning		Efficiencies Responding to Competition in	Savings Delivered /	72	-	72	72		- Green			76	-	76	76 -	-		-	-	-	
18 D&R003/17-		Control Options	Planning Purchase of Private Sector Units	On Target Savings Delivered /	500	-	500	500		- Green		MTFS assumes benefits will all accrue earlier in 2018-19. Original saving profile		-	-	-	-		_	-	-	
18			within the General Fund for use as Temporary Accommodation	On Target								was £200k in 18-19 and £300k in 19-20.										
RES005/17- 18	Resources Risk Ass	essment	Review and Revise Risk Management Service	Savings Delivered / On Target	-	45	45	45		- Green		Achieved through staffing changes within the service.		-	-	-	-		-	-	-	-
SAV/ RES 01 / 18-19	Resources Benefits		Improved Recovery of Housing	Savings Delivered /	-	-	-			-				-	-	-	-	500	-	500	500 -	-
SAV/ RES 02	Resources Human		Benefits Overpayments HR Services - Additional Staffing	On Target Savings Delivered /	-	-	-			-				-	-	-	-	100	-	100	100 -	-
/ 18-19 SAV/ RES 03	Resources Risk Ass	essment	Efficiencies Internal Audit – Streamline	On Target Savings Delivered /	-	-	-			-				-	-	-	-	50	-	50	50 -	
/ 18-19 SAV/ RES 04			Management and Explore Shared Service Options	On Target														100		100	100 -	
/ 18-19	Resources Revenue	services	Revenue Services – Workforce efficiencies through greater self- service and automation	Savings Delivered / On Target										-	-		_	100	-	100	100	

												2018	-19			2019	-20					2020-21		
Reference	PMO Project	Directorate	Service Area	Title	Savings Achievement	Savings target	Slippage from	Revised Savings	Delivered Va		/ariance - Forecast Under / Savings	Project Status	Status update	Savings target	Slippage from			Variance - V Slippage	ariance - Under /	Savings S target			recast Va avings S	ariance - Variance - Slippage Under /
	Reference				Status		previous	target			(over) RAG delivery	RAG			previous	_	_		(over) delivery	-	revious year	target		(over) delivery
						£'000	£'000	£'000	£'000	£'000	£'000			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000 £'000
SAV/ RES 05		Resources	ICT	ICT Savings	Savings Delivered /	-	-	-			-				-	-		-	-	750	-	750	750	
/ 18-19 SAV/ RES 06		Resources	Corporate	Finance Services – Process	On Target Savings Delivered /	-	-	-			-				-			-	-	100	-	100	100	
/ 18-19			Finance	improvements and new Finance System Implementation	On Target																			
SAV/ RES 07 / 18-19		Resources	Wi-Fi Concession Contract	Income Through Wi-Fi Concession Contract	n Savings Delivered / On Target	-	-	-			-				-	-		-	-	300	-	300	300	-
SAV/ RES 08		Resources	Housing	Income Through Housing	Savings Delivered /	-	-	-			-				-	-		-	-	250	-	250	250	
/ 18-19 SAV/ RES 09		Resources	Housing	Companies THH - Potential support service	On Target Savings Delivered /	-	-	-			-				-			-	-	100	-	100	100	
/ 18-19 SAV/ RES 10		Resources	Customer Access	Savings	On Target Savings Delivered /	_	_				_							_		300	_	300	300	
/ 18-19				Efficiencies	On Target				505											300		500	300	
RES002/17- 18		Resources	Benefits	Benefits Service Admin Savings	Savings Delivered / On Target	525		525			- Green		 On track; will be delivered through a reduction in the resilliance contract, reduction in overtime and other staffing efficiencies, none of which will effect levels of service provision. 	525		525	525	-			-	-		-
ALL005/17- 18		Governance	Corporate Strategy & Equalities	Consolidation of Strategy, Policy 8 Performance Functions	Savings Delivered / On Target	-	600	600	600		- Green		1.Restrcture completed and savings realised		-	-		-	-		-	-		
LPG002/15- 16		Governance	Registrars & Democratic Services	Implementation of Registration Service new business model	Savings Delivered / On Target	-	80	80	80		- Green		1.Service changes have been implemented; savings have been realised.		-	-		-	-		-	-		-
SAV/ CORP 02 / 18-19		All	All	Contract Management Efficiencies	-	-	-	-			-				-	-		-	-	4,250	-	4,250	4,250	-
ALL002/17-		All	All	Fees & Charges	On Target Savings Delivered /	419	-	419	419		- Green		1. On track.	419	-	419	419	-			-	-		
18 ALL008/17-	DP	All	All	Treasury Management Efficiencies	On Target Savings Delivered /	500	-	500	540		(40) Green	Amber	1. On track.	-	-		-	-	-		-	-		
18 ALL010/17-		All	All	ICT Centralisation	On Target Savings Delivered /	-	-				-			400	_	400	400	-			-	-		
18	wared (On Ta				On Target	F 060	1 620	7 500	7 502	61	(45)			4 306	61	4 457				0.030		0.030	0.020	
Savings Deli	vered / On Ta	arget				5,960	1,630	7,598	7,582	91	(45)			4,396	61	. 4,457	4,457	-	-	9,030	-	9,030	9,030	-
	ping but Achi																							
ADU003/17- 18	FS03-SIN	Community	Adults Social Care	e Helping People with Learning Disability live Independently	Savings Slipping but Achievable	582	184	766	216	550	- Amber	Red	Project will achieve full savings, although the profile is being reviewed at present. It will be delivered through reviews of out of borough placements, price negotiation with providers, review of care packages in line with Care Act eligibility levels and shared lives scheme This is managed through the Supporting Independence project. Deep dive is currently underway to attempt to find further mitigations in the	619	550	1,169	1,169	-				-		
ADU007/17-			Adults Social Care	E Improving Employment Support fo		55	164	219	190	29	- <mark>Amber</mark>		current financial year. 1. Map Squad savings have been achieved.	100	29	129	129	-	-		-	-		
18 ADU008/17-		Community Health, Adults &	Adult Social Care	Adults with Disabilities Day Opportunities Provision	Achievable Savings Slipping but	310	-	310	210	100	- <mark>Amber</mark>		Development of employment services will reduce usage of day services. This is managed through the Supporting Independence project. Efficiency by merging Riverside and Redcoat daycare services onto one site.	140	100	240	240	-	-		-	-		
18 CHI002/17- 18	FS04-EHH	Community Children's Services	Youth Services and	Better support for families through early help, and reduction in social		-	-	-			-		Reduce daycare usage of clients in residential and nursing placements.	1,000	-	1,000	-	1,000	-		1,000	1,000	-	1,000 -
CLC007/16- 17		Place	Commissioning Public Realm	care demand Review of Enforcement Function- More Generic Working	Savings Slipping but Achievable	-	451	451	100	351	- <mark>Amber</mark>		£100k will be delivered in 2018-19 with the balance of £351k being realised in 2019-20 through the Enforcement Review.		351	. 351	351	-	-		-	-		
CLC008/16-		Place	Public Realm	School Crossing Patrols to be	Savings Slipping but	-	89	89	-	89	- Amber		The shortfall for 2018-19 will be mitigated from the deferred waste efficiencies. Alternative options for funding are now being considered for achieving the		89	89	89	-			-	-		
17 D&R002/17-		Place	Housing Options	delivered by Schools Maximising use of technology in	Achievable Savings Slipping but	_	_				-		saving.	300		300		300			300	300	300	
18				Housing Options Service	Achievable									300							300	300	300	
D&R008/16- 17		Place	Corporate Property &	Generating more income from council assets	Savings Slipping but Achievable	-	50	50		50	- <mark>Amber</mark>		Income generation is associated with the Public space wifi programme. The tender process is to be relaunched, which will result in slippage of the saving.		50	50	50	-	-		-	-		-
RES001a/17- 18		Resources	Capital Delivery Human Resource	s Human Resources	Savings Slipping but Achievable	1,250	250	1,500	250	1,250	- Red		1. Restructure completed; £250k savings achieved. 2. The balance of savings will need to be delivered through non staffing budgets and through the agency reduction project and the terms and conditions review. Significant slippage expected in 2018-19 hence Ragged RED		1,250	1,250	1,250	-	-		-	-		
ALL004/17-		Resources	Corporate	Centralisation of Finance	Savings Slipping but	300	700	1,000		1,000	- <mark>Amber</mark>		Slippage in 2018-19. Full savings due from 2019-20.		1,000	1,000	1,000	_			-			
18	5503.75		Finance		Achievable							P		2.000										
ALL003/17- 18	5503-IC	All	All	Debt Management & Income Optimisation	Savings Slipping but Achievable	3,000	-	3,000	1,500	1,500	- Amber	Red	An uplift in Council Tax attributied £1.5m and a one off savings of £3m as a one off business rate credit write-off Sundry Debt and Parking Income collection Debt Recovery has not been fully analysed to determine any in year rayings.	3,000	1,500	4,500	4,500	-	-		-	-		-
RES001b/17- 18		All	All	Human Resources	Savings Slipping but Achievable	1,500	-	1,500	1,500		- Amber		analysed to determine any in year savings 1. Savings to be delivered through reductions in agency spend; a reduction in spend is not being achieved and savings are being delivered through a rebate process	2,000	-	2,000	2,000	-	-		-	-		-
RES006/17- 18		All	All	Functional Consolidation of Procurement	Savings Slipping but Achievable	-	250	250		250	- Amber		which relies on a higher agency spend. 1. Incorporated into the finance restructure project. See comments above on 'centralisation of finance'.	-	250	250	250	-	-		-	-		-
ALL001/17- 18	SS04-RPG SS06-MPS	All	All	Review of Printing/ Scanning/ Use of Multi-Functional Devices (MFD'		500	490	990		990	- Red	Red	Only the MFD and Reprographics elements of the project are currently in delivery. Other projects to contribute to the savings include the digital post room and scanning which have not yet been started.	500	990	1,490	1,490	-			-	-		
ALL006/17-	SS01-CS	All	All	Local Presence / Contact Centre	Savings Slipping but	650	600	1,250		1,250	- Red	Red	In year savings have slipped due to a more indepth business process re-	800	1,250	2,050	2,050	-	-		-	-		
18 ALL009/17-	SS05-LP SS02-BSH	All	All	Review Consolidation of Business Support	Achievable t Savings Slipping but	1,000	-	1,000		1,000	- Red	Amber	engineering approach. 1. Project progressing but has slipped into 2019-20. The consultation closed on 29	-	1,000	1,000	1,000	-			-	-		
18	ping but Achi	ievahle		and Administration Functions	Achievable	9,147		12,375	3,966	8,409			March 2019.	8,459						-	1,300	1,300	300	1,000 -
Javinys Siip	Ping Dut Achi	CVable				5,147	3,220	12,3/3	3,300	0,403				0,439	0,409	10,008	13,308	1,300			1,300	1,300	300	-,000
	able / Not Acl		Children - C	Pagional Adoption Ann	Not Deliverable	250		250			250 Red		This covings target will not be achieved to will be achieved to wi											
CHI006/17- 18		Children's Services	Childrens Social Care	Regional Adoption Agency	Not Deliverable / Not Achievable	250	-	∠50			250 Red		This savings target will not be achieved. It will be reversed in 2019/20.											

					2018-19											201	9-20			2020-21					
Reference PMO Project Reference	Directorate	Service Area	Title	Savings Achievement Status	Savings target	Slippage from previous year £'000	Revised Savings target		Variance - \ Slippage		Savings RAG	Project Status RAG	Status update	Savings target £'000	previous year	Revised Savings target £'000		Variance - \ Slippage	/ariance - Under / (over) delivery £'000	Savings target £'000	Slippage from previous year £'000		savings Slip	ance - Variance - ppage Under / (over) delivery £'000 £'000	
CHI003/17- 18	Children's Services	Learning & Achievement	Increasing the involvement of partners in Early Years services	Not Deliverable / Not Achievable	1,204	125	1,329	2 000	1,329		Red		I. IEYS savings for LADN cannot be made due to the budget being funded by DSG. Children's Services forecast increased in Q2 by £1.3m due to unachievable savings.	1,079				2,408	-	2 000	2,408	2,408		2,408 -	
CHI005/17- 18	Children's Services	Learning & Achievement	Better targeting of services for children with special educational need and disabilities (SEND)	Not Deliverable / Not Achievable	300	100	400	200	200	-	- Green	Red	1. The £100k savings slipped from 2017-18 have been achieved by the Educational Psychologist Service. A further £100k has been achieved in 2018-19 by the Educational Psychologist Service. (Green) 2. The £200k balance of savings in the business case is unachievable. Ongoing review of SEND services. (Red)	740	200	940		940	-		940	940		940 -	
CLC005/16- 17	Place	Public Realm	Alternative Service Delivery Model for Animal Warden Service	Not Deliverable / Not Achievable	-	160	160		-	160	Amber		1. This saving will not be achieved. Reversed in 2019-20.		-	-		-	-		-	-			
CLC006/16- 17	Place	Public Realm	Income Generation Opportunity from CCTV Network	Not Deliverable / Not Achievable	-	200	200			200	Red		1. This saving will not be achieved. Reversed in 2019-20.		-	-		-	-		-	-			
SAV/ CORP 01 / 18-19	All	All	Treasury Management Investment Opportunities	Not Deliverable / Not Achievable	1,458	-	1,458	1,200	258	-	Green	Red	£1.2m was generated for 2018-19 (Green). Investment was delayed and commenced July 2018. Also the total invested was less than planned, hence the shortfall (Red).		258	258		258	-	-	258	258		258 -	
Not Deliverable / Not A	chievable				3,212	585	3,797	1,400	1,787	610)			1,819	1,787	3,606	-	3,606	-	-	3,606	3,606	-	3,606 -	
Total					18,319	5,443	23,770	12,948	10,257	565	5			14,674	10,257	24,931	20,025	4,906	-	9,030	4,906	13,936	9,330	4,606 -	