### DIRECTORATE SUMMARY

The Corporate Transformation Savings Programme is at the heart of the Council's medium term financial planning and transformation delivery effort. Key objectives are to Streamline and optimise the Council's strategic core and business office to secure tangible efficiencies and hence protect front-line services. Target Saving for 2013/14 - £27.5m (excl. prior year carry forwards).

Reporting
This Report Period
9
Last Report Date
31/12/2013

Time (Days	)	RAG	Count	%
apsed	274	RED	4	4%
emaining	91	AMBER	13	15%
		GREEN	72	81%
		TOTAL	89	

£000s

Programme Description	Target Saving	Expected	Variance	Actual to Date	Target Profile	Variance	% Full Year Target	RED	AMBER	GREEN	Comment(s)
Education Social Care and Wellbeing	10,681	10,681	-0	7,449	6,640	809	0%	2	10	32	On track for 2013/14. Review One-offs for future years
											BAM: Asset Rationalisation and Maintenance costs from surplus assets. Pending Corp Landlord Model
Development & Renewal	5,542	5,542	0	5,287	5,478	-191	95%	2	0	6	
Chief Executive's	187	187	0	187	187	0	100%	0	0	3	On track.
Resources	1,850	1,850	0	952	1,115	-163	51%	0	1	7	Long term alternatives to One-stop shop closure being investigated, One-off solution in place for 2013.14.
											Broadly on track, however a number of areas such as GLL income and advertising income need to be reviewed.
Communities Localities and Culture	5,501	5,501	0	3,188	4,276	-1088	58%	0	2	18	
											On Track
Corporate	5,568	5,568	0	3,334	4,200	-866	60%	0	0	6	
Total	29,329	29,329	-0	20,397	21,896	-1,499	70%	4	13	72	On Track for 2013/14. Review risks for 2014/15.

## EDUCATION SOCIAL CARE AND WELL BEING (ESCW)

DIRECTORATE SUMMA

I/e have identified a shortfall against target which is being met by grant maximisation and one-off measures for 2013-14. However the an underlying shortfall of approximately £2.1m in future years, which the directorate is currently working to address.

	RAG Count	ı	Reporting	Tim	ie (Days)
RED	2	1	This Report Period	Lapsed	274
AMBER	10	1	9	Remaining	91
GREEN	32	]	Last Report Date		
TOTAL	44		31/12/2013	1	

					20	013/14						21	014/15	;								
			Target			Saving	Saving	Saving	Saving	Target			Saving	Saving	Saving	Saving		Days				
Directorate	Reference	Programme	Saving	Expected	Variance	Profile Q1	Profile Q2	Profile Q3	Profile Q4	Saving	Expected	Variance	Profile Q1	Profile Q2	Profile Q3	Profile Q4	Status	Remaining	RAG	Comment(s)	Start date E	End Date
AHWB	AHWB/1	Promoting Independence and reducing demand for domiciliary care through	0	443	443	319	443	443	443	0	585	585	585	585	585	585			Green	The final staff left under the ER/ VR programme at the end of July 2013. Saving fully delivered. There is some slippage into 2014-15.		
		reablement (In-house Homecare) Promoting Independence and															ACTIVE			Analysis of case data and expenditure on homecare has		
AHWB	AHWB/1	reducing demand for domiciliary care through	100	100	0	100	100	100	100	100	100	0	100	100	100	100	ACTINE		Green	demonstrated that the cost of home care packages has been reduced by supporting clients through reablement and reducing		
		reablement															ACTIVE			their level of support need. Savings in 2013-14 will be delivered through ongoing work to negotiate better rates with external providers, and		
AHWB	AHWB/2 AHWB 2 (2012)	Better use of Supported Housing (Mental Health Resettlement)	640	640	0	160	320	480	640	1,240	1,240	0	790	940	1090	1240			Amber	implementation of 2 new in borough supported housing schemes, one of which will be operational in February 2014. Any slippage will be covered from monies set aside to cover implementation		
																	ACTIVE		******	costs. Budget monitoring information suggests that the saving will be fully met in 2013-14. Part of this saving is already realised through work done part way		
AHWB	AHWB/2	Better use of Supported Housing (Learning Disability	500	578	78	354	513	578	578	500	730	230	730	730	730	730			Green	through 2012-13, through changing registered residential care providers to supported housing, and transferring clients through ordinary residence criteria to other boroughs. The rest will be		
	74111212	Resettlement)	300	370	70	334	313	370	370	300	730	230	730	730	730	730	ACTIVE		Green	achieved through ordinary residence transfers, 14 of which have been completed so far in 2013-14 with a further 2 expected to be		
																	ACTIVE			completed by the end of puacter 3 Saving being delivered through new contracts for delivery or day services. There are 4 new contracts, all of which have been awarded in June and were mobilised in July. There are some		
AHWB	AHWB/3	Modernising Learning Disability Day Services	600	212	-388	87	176	194	212	600	255	-345	255	255	255	255			Amber	existing clients who will remain with providers that are not in the new contracts and we are moving to spot purchasing		
																	ACTIVE			arrangements with these providers. Current estimates indicate that it is unlikely we will deliver the full saving and this is reflected in the "expected country" feature.		
																				New contracts are in place, although the originally planned savings were to come from moving to fewer bulk contracts, which was not implemented in order to meet the Mayor's priority to support		
		Domiciliary Care Re-																		local smal businesses. Some savings will be realised in 2013-14 from better monitoring of actual provision and a simplified cost		
AHWB	SSP/7	Commissioning	0	495	495	124	248	372	495	0	495	495	495	495	495	495			Red	structure. However, problems with our new monitoring system have delayed evidencing actual savings. At the time of reporting this information is not yet available but we expect to have an		
																				accurate position in the next monthly report. This saving is currently related as high risk and it is likely that it will need to be		
AHWB	Lean1/2/3	Commissioning Lean	93	93	0	0	0	93	93	93	93	0	93	93	93	93	ACTIVE		Green	covered off, at least in part.  Delivered through commissioning activity in supporting people.		
AHWB	Lean1/2/3	Topslice Gap	54	54	0	54	54	54	54	54	54	0	54	54	54	54	INACTIVE		Green	Permanent savings have been made to meet this target, through the deletion of a service head post as part of directorate integration		
AHWB	AHWB 1 (2012)	Physical Disability Day Opportunities Budget efficiency	20	20	0	20	20	20	20	20	20	0	20	20	20	20	COMPLETE		Green	Saving has been achieved by adjustment to supplies and services budget		
AHWB	AHWB 4 (2012)	Reorganisation of Children Schools and Families & Adults Health and Wellheing	150	150	0	90	90	90	150	150	150	0	150	150	150	150	COMPLETE		Green	Phase 1 of directorate integration is now complete and the saving has been delivered.		
AHWB	AHWB 5 (2012)	LD residential and supported living efficiencies via collaborative work with	100	69	-31	69	69	69	69	100	74	-26	74	74	74	74			Green	Collaboration with East London Solutions has resulted in reduced rates with existing providers through collective negotiations. As at November 2013 evidenced savings slightly below previously		
	AHWB 7	neighbouring Boroughs Improving the quality of the hostels sector and managing			_		coc	coc	500		, cor				en.	par	COMPLETE			expected.  Target has been delivered through closure of Aldgate hostel in		
AHWB	(2012) AHWB 8	reduction of the number of bed spaces	690	690	0	690	690	690	690	690	690	0	690	690	690	690	COMPLETE		Green	2012-13  Better income control processes and systems have been		
AHWB	(2012) AHWB 9	More Effective Income Control  Supporting People Framework	25	25 225	0	25	25	25 225	25	25	25	0	25	25 225	25	25 225	COMPLETE		Green	implemented and this saving has been delivered.  Work to deliver these savings by reducing cost through recommissioning was carried out in 2011-12, and the savings are		
AHWB	(2012) AHWB 11	Agreement	40	0	-40	0	0	0	0	40	40	0	40	40	40	40	COMPLETE		Red	on track to be delivered. A decision has now been taken to delay the review of day services		
	(2012) CE 1	Older People Day Services Strategy, Policy and								-			-				ACTIVE			until 2014 due to existing contractual commitments. This saving will not therefore be delivered in the current year. Saving has been delivered by supporting PH function within		
AHWB	(2012) AHWB 1	Performance: Management Restructure and Public Health Office Supplies	100	100	0	100	100	100	100	200	200	0	200	200	200	200	COMPLETE		Green	existing resources (economies of scale), and using the public health grant to fund our existing support structure. Reduction in office supplies budgets has been made.		
	(2013)																COMPLETE			The directorate is closely monitoring the vacancy rate which is currently 8% (above the required 5% for the savings target.)		
AHWB	AHWB 2 (2013)	Vacancy Management	1,280	730	-550	183	266	548	730	1,280	730	-550	183	266	548	730			Amber	However, the level of agency usage for vacancy cover is preventing full realisation of the target and we are taking action to reduce this. We estimate as at December 2013 that the target will		
																	ACTIVE			be under-delivered by £550k. Any under delivery will continue to impact on future years as this is an ongoing savings target.		
AHWB	AHWB 3 (2013)	Provision of Transport for Clients	50	50	0	50	50	50	50	100	100	0	100	100	100	100	ACTIVE		Green	Saving has been achieved by training more vulnerable adults to travel independently. This work is ongoing and may result in additional savines being realised.		
AHWB AHWB	CORP 3 (2013)	Review of staff travel allowances One-offs to carry forward	1,744	80	-1744	0	0	80	80	1,744	80	-1744	80	80	80	80	ACTIVE		Amber Amber	Being progressed corporately. Directorate finance has been informed that this saving no longer has to be delivered by the Additional item to reflect savings from 2012-13 that were covered		
AHWB		Une-offs to carry forward	1,744	0	-1744	U	U	U	U	1,744	U	-1744	0	U	U	U	INACTIVE		Amber	by one offs and are still to be made  Team is in place (since November 2012) and expanding the use of		
AHWB	AHWB 3 (2012)	Use of telecare			0					300	300	0	300	300	300	300	ACTIVE		Amber	assistive technology to reduce the cost of support plans. We are currently quantifying the saving that is likely to be delivered, and at this stage are confident that the 14-15 saving will be met.		
CSF	CSF/2	Family wellbeing model Pupil Transport efficiency	200	200	0	200	200	200	200	200	200	0	200	200	200	200	COMPLETE		Green	Saving being delivered through enhanced working with families via Troubled Families programme		
CSF	CSF/4	review Review of Extended Schools	100	19	-100 19	19	19	19	0	100	19	-100 19	19	19	19	19	COMPLETE		Green	Savings delivered early and counted in 2012-13  Expected saving relates to slippage from 2012-13		
CSF	CSF/6	Services Redesign of parent support and	40	40	0	40	40	40	40	40	40	0	40	40	40	40	COMPLETE		Green	Saving being delivered through increasing income from other agencies and schools. The income target is on track to be		
		advice to reflect need															ACTIVE			achieved. we are continuing to develop our traded offer and have significantly increased income this financial year. However the		
CSF	IO/1	Schools Support Services - Additional Income	100	0	-100	0	0	0	0	100	0	-100	0	0	0	0			Amber	additional income will only result in savings if there is a corresponding reduction in the unit costs of delivering services		
		(CSF 6 & 20) Improve Contract															ACTIVE			from economies of scale. We do not at this time anticipate significant additional savings in 2013-14. Saving is being delivered through reduction in procurement costs for looked after children placements, through renegotiation with		
CSF	SSP/1	pricing through Contract re- negotiation	181	84	-97	21	42	63	84	181	84	-97	84	84	84	84	ACTIVE		Green	agencies, better joint commissioning with other boroughs and increasing the use of in house foster care.		
CSF	ALL/1	(CSF 2) Cross-departmental Limit non-staffing inflation	559	559	-0	559	559	559	559	559	559	-0	559	559	559	559	COMPLETE		Green	Saving delivered through freeze of non-staffing budgets.		
CSF	Lean1/2/3	Mgt & Admin Review - TBD	0	149	149	0	0	0	149	0	375	375	375	375	375	375			Amber	Will be delivered through Phase 2 Directorate integration. £149k of the target saving has been permanently found, with additional savings expected in 2014-15 once further proposals are made in		
CSF	Lean1/2/3	Review of Commissioning	150	150	0	0	0	0	150	150	150	0	150	150	150	150	ACTIVE		Green	January 2014.  Permanent savings have been made to meet this target as part of		
CSF	Lean1/2/3	Function  Topslice Gap	0	0	0	0	0	0	0	0	0	0	0	0	0	0	INACTIVE		Black	our review of support services across the new ESW directorate  £223k savings target covered off by new replacement savings		
CSF	CSF 12	Contract services efficient review (to be included through	80	80	0	80	80	80	80	80	80	0	80	80	80	80	CANCELLED		Green	Saving delivered in 2011-12		
	CSF 4	Fees and Charges report)  Consolidation of information															COMPLETE			2013-14 savings delivered. A full business case is currently being		
CSF	(2012)	Consolidation of Information systems- Single View of a Child	5	5	0	5	5	5	5	260	260	0	260	260	260	260	ACTIVE		Green	2013-14 savings delivered. A full business case is currently being developped to inform the delivery of the 2014-15 savings.		
CSF	CSF 1 (2013)	Office Supplies	51	51	0	51	51	51	51	51	51	0	51	51	51	51			Green	Reduction in office supplies budgets has been made.		
																	COMPLETE					
																				The directorate is closely monitoring the vacancy rate which is currently 8% (above the required 5% for the savings target.) However, the level of agency usage for vacancy cover is		
	CSF 2 (2013)	Vacancy Management	2,298	1,448	-850	362	724	1086	1448	2,298	1,448	-850	1,448	1,448	1,448	1,448			Amber	preventing full realisation of the target and we are taking action to reduce this. We estimate as at November 2013 that the target will		
	CSF 3	Integration of new Education			Ш							$\vdash$					ACTIVE			be under-delivered by £850k. Any under delivery will continue to impact on future years as this is an ongoing savings target.  Permanent savings have been made to meet this target as part of		
	CSF 3 (2013)	Social Care and Wellbeing Directorate Better targeting of teacher	100	100	0	0	0	0	100	100	100	0	100	100	100	100	ACTIVE		Green	our review of support services across the new ESW directorate The revised bursary scheme will be introduced for new applicants		
	(2013) CSF 5	training bursaries	50	50	0	0	0	50	50	50	50	0	50	50	50	50	ACTIVE		Green	from October 2013. All existing bursaries will continue to be honoured.  The cost of registrations has been recharge to the DSG as part of		
CSF	(2013) CORP 3	Registration Recharge to DSG Review of staff travel	35	35	0	35	35	35	35	35	35	0	35	35	35	35	COMPLETE		Green	budget setting.  Being progressed corporately. Directorate finance has been		
ESW	(2013)	allowances Additional procurement	195	195	17	17	17	195	195	195	195	17	195	195	195	195	ACTIVE COMPLETE		Amber	informed that this saving no longer has to be delivered by the directorate.  These savings have been delivered through procurement of 2 contracts, which have been completed.		
		Savings				1720											COMPLETE			contracts, which has been completed. Innal allocations of NHS monies to support development of adult social care services were recently annnounced and some of this		
ESW		Grant Maximisation (one off)	0	1,720	1720	1720	1720	1720	1720	0	0	0	0	0	0	0	ACTIVE		Green	allocation has been earmarked to offset short term pressures in delivering efficiency projects. This is one off and the savings will still need to be made in future years. Non-recurring underspends identified to cover non-adult social		
		One off cover offs	0	979	979	979	979	979	979	0	0	0	0	0	0	0			Green	Non-recurring underspends identified to cover non-adult social related savings that are not being delivered. This is one- off and the savings will still need to be made in future years.		
CSF	CSF 2 (2012)	Move to a traded basis for Parent Support Services Saving in procurement of	0	0	0	0	0	0	0	205	205	0	0	205	205	205	ACTIVE		Green			
CSF	CSF 3 (2012)	placements for looked after children	0	0	0	0	0	0	0	500	500	0	125	250	475	500	ACTIVE		Green			
то			10,681																			

# **RESOURCES (RES)**

#### DIRECTORATE SUMMARY

RAG Count		Reporting	Time	(Days)
RED	0	This Report Period	Lapsed	274
AMBER	1	9	Remaining	91
GREEN	7	Last Report Date		
TOTAL	8	31/12/2013		

					201	3/14						20:	14/15							]		
Directorate	Reference	Programme	Target Saving	Expected	Variance	Saving Profile Q1	Saving Profile Q2	_	Saving Profile Q4	Target Saving	Expected	Variance	Saving Profile Q1		Saving Profile Q3	Saving Profile Q4	Status	Days Remaining	RAG	Comment(s)	Start Date	End Date
RES	MOI/1	Migrate Parking from FF to Online	200	200	0	200	200	200	200	200	270	70	270	270	270	270	COMPLETE		Green	Achieved through the deletion of two posts (£80K and 40K), service redesign and a reduction in the out of hours contract (£80K). AN additional £70K savings in 2014/15 has been identified that reflects a reduction in costs due to retendering (Oct 12) — It isn't envisage that any further savings could be achieved after 14/15. However, the current contract runs until 2018 with a price review after three years, so there may be a slight increase from October 2015.		
RES	IO/4	Improved Income Collection, Debt Management and Fraud prevention	554	554	0	140	140	140	134	554	554	0	140	140	140	134	COMPLETE		Green	On track to exceed savings target by the end of the year. October 2013 - £552,000 up on collections overall. This translated to £408,000 for LBTH and £144,000 for the GLA.		
RES	Lean1/2/3	Audit, Risk & Insurance Restructure	99	99	0	99	99	99	99	99	99	0	99	99	99	99	COMPLETE		Green	Reorganisation of purchasing and internal audit services completed in 2012/13		
RES	RES 1 (2012)	Phased Closure of Council's Cash Office Facility	80	80	0	0	0	80	80	80	80	0	80	80	80	80	COVERED OFF		Green	The Council's Cash Office Facility closed in March 2013, with the team being restructured in September 2013. The savings achieved by the re structure (30K) will be covered off in 2013/14 by the 'Implementation of Social Fund' grant funding (SOK) to cover the shortfall		
RES	RES 2 (2012)	Insurance - negotiate cheaper premiums in Consortium with other London Boroughs	125	125	0	30	30	30	35	125	125	0	125	125	125	125	COMPLETE		Green	200K savings achieved last year and 125K this year		
RES	RES 3 (2012)	Future Sourcing Project	500	500	0	0	0	250	250	730	647	-83	230	230	230	230	ACTIVE		Green			
RES	RES 4 (2012)	Rationalisation of One Stop Shops	202	202	0	0	0	0	202	202	0	-202					ACTIVE		Amber	Proposals to achieve this through closure of one stop shops currently not going ahead. An alternative proposal was presented to MAB SARP in September and was rejected. Resources DMT to consider alternative savings options. Will currently be mitigated through one-off vacancy management		
RES	RES 1 (2013)	L&D - Agilysis Training	90	90	0	90	90	90	90	90	90	0	90	90	90	90	COMPLETE		Green	This was originally planned to move over to Agilisys. 2 vacant posts have been deleted to meet the savings for 2013/14 onwards.		
TC	OTAL	]	1,850	1,850	0	559	559	889	1,090	2,080	1,865	-215	1,034	1,034	1,034	1,028						

## **Communities Localities and Culture (CLC)**

DIRECTORATE SUMMARY

Broadly On Track

	RAG Count	Reporting	Time	(Days)
RED	0	This Report Period	Lapsed	274
AMBER	2	9	Remaining	91
GREEN	18	Last Report Date		
TOTAL	20	31/12/2013		

					201	13/14						20	14/15									
Directorate	Reference	Programme	Target Saving	Expected	Variance	Saving Profile Q1	Saving Profile Q2	Saving Profile Q3	Saving Profile Q4	Target Saving	Expected	Variance	Saving Profile Q1	Saving Profile Q2	Saving Profile Q3	Saving Profile Q4	Status	Days Remaining	RAG	Comment(s)	Start Date	End Date
CLC	CLC/2	Highways income and efficiencies opportunities	50	50	0	10	25	40	50	50		-50	10	25	40	50	COMPLETE		Green	Achieved through advertising income. Contract in place, project complete. Income received quarterly in arrears	01/01/2012	01/05/2012
CLC	CLC/7	Commercial Waste Income Opportunities	400	400	0	100	100			400		-400	100	200	300	400	ACTIVE		Green	detailed project plan in place for the full 3 years. All milestones are on track		31/03/2014
CLC	SSP/2	Better targeting of Street Cleansing and Refuse Collection contracts	825	825	0	825	0	0	0	825		-825	825	0	0	0	COMPLETE		Green	Achieved as part of the contract negotiations in 2011	01/01/2011	01/04/2011
CLC	SSP/4	Public Realm Contracts Savings	1,300	1,300	0	1300	0	0	0	1,300		-1300	1300	1300	1300	1300	COMPLETE		Green	Achieved as part of contract negotiations in 2011	01/01/2011	01/04/2011
CLC	SSP 10	Leisure Service Efficiencies	495	495	0	0	0	0	495	495		-495	0	0	0	495	ACTIVE		Amber	Transfer from GLL of surplus share takes place at the end of the financial year. Therefore this will not be achieved until the last quarter of 2013/14	01/09/2013	31/03/2014
cıc	Lean1/2/3	Topslice Gap	413	413	0	100	100	100	113	413		-413	100	200	300	413	ACTIVE		Green	Plans are in place to achieve this through a variety of projects. All plans are currently on track and will be managed during the year.	01/04/2013	31/03/2014
CLC	CLC 104	Reduction of Idea Store Book Fund	26	26	0	26	0	0	0	26		-26	26	26	26	26	COMPLETE		Green	Budget reduction complete	01/04/2013	01/04/2013
cıc	BAM/1	Maximise income generation, increase in rentals for shop units in MEP	48	48	0				48	48		-48				48	ACTIVE		Green	Income to be achieved through annual rent reviews	01/04/2013	31/03/2014
cıc	BAM/1	Withdrawl from the Bethnal Green Centre.	150	150	0	150	0	0	0	150		-150	150	150	150	150	COMPLETE		Green	Service withdrawn, building transferred to CSF	01/04/2013	01/04/2013
cıc		Advertising Income from Hoardings	50	50	0	10	25	40	50	50		-50	10	25	40	50	COVERED OFF		Green	delivered through the over achievement of advertising in CLC/2. Income received quarterly in arrears	01/01/2012	01/05/2012
CLC	CLC 1 (2012)	Northumberland Wharf Commercial Lease	300	300	0	75	75	75	75	300		-300	75	150	225	300	COMPLETE		Green	Lease in place. Income received quarterly in advance	01/01/2013	01/04/2013
CLC	CLC 6 (2012)	Parking Permits Review	235	235	0	0	78	78	79	235		-235	58	117	176	235	ACTIVE		Green	Fees and charges increased from 1st June	01/12/2012	31/6/13
CLC	CLC 7 (2012)	Corporate Events in Parks	90	90	0	0	45	45	0	90		-90	0	45	90	90	ACTIVE		Green	Site marketing currently being undertaken. Events will take place in the summer months	01/12/2012	31/9/13
cıc	CLC 8 (2012)	Advertising Opportunity	600	600	0	0	0	300	300	600		-600	150	300	450	600	ACTIVE		Amber	The project savings has slipped into 2014/15. The directorate will implement one off measures for 2013-14 (details will be provided in the future update)	01/11/2012	31/03/2014
CLC	CLC 9 (2012)	Ideas Store Stock Fund	200	200	0	200	0	0	0	200		-200	200	200	200	200	COMPLETE		Green	Budget reduced	01/04/2013	01/04/2013
CLC	CLC 10 (2012)	Undertake the management of events in parks for other boroughs.	30	30	0	0	0	15	30	30		-30	0	0	15	30	ACTIVE		Green	Discussions underway with neighbouring boroughs	01/01/2013	01/09/2013
CLC	CLC 10 (2012)	Pest Control Service Options	40	40	0	10	10	10	10	40		-40	10	20	30	40	CANCELLED		Green	Fees and charges proposals were rejected by MAB SARP. This will be covered off by the Directorate.		
crc	CLC 1 (2013)	Roll out of Generic Working and Enhanced Deployment Methods Improvement of	154	154	0	38	38	38	40	154		-154	38	76	115	154	ACTIVE		Green	Achieved through vacancy management	01/04/2013	31/03/2014
CLC	CLC 2 (2013)	Procurement of supplies and services	70	70	0	70	0	0	0	70		-70	70	70	70	70	COMPLETE		Green	Budget reduction complete	01/04/2013	01/04/2013
CLC	CLC 4 (2013)	Cease Contribution to Spitalfields Community	25	25	0	25	0	0	0	25		-25	25	25	25	25	COMPLETE		Green	Budget reduction complete	01/04/2013	01/04/2013
cıc	CLC/5	Safety/Environmental Control Service Rationalisation - Restructure/Redesign of Directorate Enforcement Functions								150	150	0	37	75	112	150	INACTIVE			Will be achieved from 2014 onwards	01/04/2014	
cıc	CLC 3 (2013)	Market Fees								65		-65	16	32	49	65	INACTIVE			Market fee increase proposal to balance budget was rejected. Alternative options being evaluated. None available as at period 8 2013/14.	01/04/2014	
CIC	CLC 2 (2012)	Depot Consolidation								200		-200	50	100	150	200	INACTIVE			Depot strategy yet to be finalised. Hence unable to achieve reported saving from 2014		31/03/2015
TC	DTAL	]	5,501	5,501	0	2,939	496	841	1,390	5,916	150	-5766	3,250									

# **DEVELOPMENT & RENEWAL (D&R)**

Start date

End date

01/04/2010 31/03/2013

#### DIRECTORATE SUMMARY

Risk: BAM: Asset Rationalisation and Maintenance costs from suplus assets. Remaining elements on track.

RAG Count		Reporting	Time	(Days)
RED	2	This Report Period	Lapsed	274
AMBER	0	9	Remaining	91
GREEN	6	Last Report Date		
TOTAL	8	31/12/2013	Ī	

					203	13/14						20	14/15							
Directorate	Reference	Programme	Target Saving	Expected	Variance	Saving Profile Q1				Target Saving	Expected	Variance	Saving Profile Q1		Saving Profile Q3		Status	Days Remaining	RAG	Comment(s)
D&R	Lean1/2/3	Planning & Building     Control Review	146	146	0	146				146	146	0					COMPLETE		Green	Savings target achieved by 2012/13.
D&R	Lean1/2/3	3. Consolidate Council Wide Asset Management (inc FM/PM) organisation and strategy	75	75	0	20	20	20	18	75	75	0	20	40	60	78	COMPLETE		Green	Top Slice Saving achieved. Headcount saving from vote J32 (Admin Buildings) and J20 (Strategy Regen. Sustainability)
D&R	D&R 69	Requisition to Payment (R2P) and SX3 case management	35	35	0	35				35	35	0	35				COMPLETE		Green	Complete - 1 post saving
D&R	BAM/1	Reduction in maintenance costs resulting from surplus asset disposals	95	95	0	24	24	23	24	95	95	0					ACTIVE		Red	Off Track - in Hand. Pending final agreements with Members.
D&R	BAM/1	Asset Rationalisation/co- location	125	125	0	40	40	20	25	125	125	0					ACTIVE		Red	This is pending the finalisation of the corporate landlord model. Expected by Q3 of 2013/14
D&R	SW/1	Smarter Working	2,340	2,340	0	2340				2,340	2,340	0	2340				COMPLETE		Green	Complete. Processed by end May.
D&R	D&R 74	Disability Access in Planning	25	25	0	25				25	25	0	25				COMPLETE		Green	On Track
D&R	D&R 2 (2012)	Further Saving from Anchorage House	2,701	2,701	0	2701				4,235		-4235	4235				COMPLETE		Green	Complete. Processed by end May.
TC	DTAL	]	5,542	5,542	0	5,331	84	63	67	7,076	2,841	-4235	6,655	40	60	78				

# CHIEF EXECUTIVE'S (CHEX)

	DIRECTORATE SUMMARY
	1 2 1
On Track	

RAG Count								
RED	0							
AMBER	0							
GREEN	3							
TOTAL	3							

Reporting	Time	(Days)
This Report Period	Lapsed	274
9	Remaining	91
Last Report Date		
21/12/2012	1	

						201	13/14			2014/15							
	Directorate	Reference	Programme	Target Saving	Expected	Variance	Saving Profile Q1	Saving Profile Q2	Saving Profile Q3	Saving Profile Q4	Target Saving		Variance	Saving Profile Q1	Saving Profile Q2	Saving Profile Q3	Saving Profile Q4
	CHEX	IO/3	Shared Legal Services	7	7	0	7	0	0	0	7	7	0	7	0	0	0
-	CHEX	ALL/1	(CE 129) Council wide review to rationalise spend on publications, marketing, design and print	80	80	0	80	0	0	0	80	80	0	80	0	0	0
	CHEX	Lean1/2/3	CE Directorate Efficiencies	100	100	0	100	0	0	0	100	100	0	100	0	0	0
TOTAL		TAL .		187	187	0	187	0	0	0	187	187	0	187	0	0	0

						_
_	Status	Days Remaining	RAG	Comment(s)	Start date	End Date
	COMPLETE		Green			
	COMPLETE		Green			
	COMPLETE		Green			

# **CORPORATE (CORP)**

#### DIRECTORATE SUMMARY

Income lower than forecast, due to change in economic circumstances. Will be covered off through budget slippage.

RAG Count	
RED	(
AMBER	(
GREEN	(
TOTAL	(

Reporting	Time	(Days)
This Report Period	Lapsed	274
9	Remaining	91
Last Report Date		
31/12/2013		

					20:	13/14						20	14/1	5								
Directorate	Reference	Programme	Target Saving	Expected	Variance			Saving Profile Q3		Target Saving	Expected	Variance	Saving Profile Q1	Saving Profile Q2	Saving Profile Q3		Status	Days Remaining	RAG	Comment(s)	Start Date	End Date
CORP	CORP 2 (2012)	Reduction in Corporate Contingency Provision	1,434	1,434	0	500	500	200	234	1,434	1,434	0					COMPLETE		Green			
CORP	CORP 3 (2012)	Contribution to Improvement & Efficiency Reserve	2,900	2,900	0	725	725	725	725	2,900	2,900	0					COMPLETE		Green			
CORP	CORP 4 (2012)	Insurance and Risk Management Provisions	500	500	0	125	125	125	125	1,800	1,800	0					COMPLETE		Green			
CORP	CORP 1 (2013)	Audit Fees	185	185	0	50	50	50	35	185	185	0					COMPLETE		Green			
CORP	CORP 2 (2013)	London Pension Fund Authority Levy	399	399	0	100	100	100	99	399	399	0					COMPLETE		Green			
CORP	CORP 4 (2013)	Treasury Management Investment Income	150	150	0	0	0	0	0	150	150	0					ACTIVE		Green	Income lower than forecast, due to change in economic conditions. This will be mitigated through year end budget rationalisation.		
CORP	CORP 5 (2013)	Reduction in Severance Provisions								1,203	1,203	0					ACTIVE					
TO	TAL	]	5,568	5,568	0	1,500	1,500	1,200	1,218	8,071	8,071	0	0	0	0	0						