

Reference	Description	Directorate	Year	Base budget £'000	Savings target £'000	Delivered/cashed £'000	Forecast savings £'000	Slippage £'000	Variance Under / (over) £'000	Forecast savings RAG	Variance narrative	Actions	Name of Action owner	Forecast savings target £'000	Variance	Savings target £'000	Forecast savings £'000	Variance	Project end date	Project status	Comment			
CLC002/17-18	Income Optimisation Opportunities	Children's Services	2017-18	3,198	40	-	-	-	40	-	Properties are being prepared to be rented out, service does not anticipate income will be generated in this financial year.	Identify new project sponsor	Judith St John	300	-	300	-	-	40	31/03/2020	Not Started	Identify a new project sponsor and project team to identify new income streams.		
CLC003/17-18	Service Redesign - Safer Communities	Health, Adults & Community	2017-18	2,967	848	448	848	-	0	Green	E448K savings confirmed. Awaiting confirmation from Finance Business Partner that one off £400K savings in relation to SEARS CCTV upgrade work has been delivered.	Finance business partner to provide evidence of savings for CCTV	Stephen Adams	-	-	-	255	255	0	31/03/2020	Active	Some savings for 2019/20 may be brought forward if restructure is completed before 1/4/2019.		
CLC005/17-18	Culture, Learning & Leisure Service Efficiencies	Children's Services	2017-18	3,054	160	-	139	21	-	Amber	E21K relates to income from Duke of Edinburgh awards, the fees and charges proposal is to be prepared and implemented which may not be complete in 2017/18 to deliver the savings target.	Progress fees & charges for DOE awards.	Judith St John	250	-	250	-	-	21	31/03/2019	Active	Discussions with GLL are ongoing, Shazia Hussain to confirm latest position on contract renegotiation		
D8R003/17-18	Responding to Competition in Planning	Place	2017-18	2,700	68	-	68	-	-	Green	Finance business partner to confirm value of savings delivered to date. Forecast to deliver savings this year.	Finance business partner to provide evidence of savings	Paul Leeson	72	-	72	76	76	-	31/03/2020	Active	Activity underway to identify and put in place savings from 2018 onwards. Savings and Improvement projects identified and are active.		
D8R004/17-18	Maximising use of technology in Housing Options Service	Place	2017-18	2,983	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-			
D8R005/17-18	Purchase of Private Sector Units within the General Fund for use as Temporary Accommodation	Place	2017-18	1,909	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	Target is to purchase 40 units in 17/18 and 60 units in 18/19, each unit will save approx. £3K revenue savings for us in temporary accommodation. As at Q1 17/18 14 units have been purchased.		
RES002/17-18	Benefits Service Admin Savings	Resources	2017-18	-	450	450	450	-	-	Green	Finance business partner to provide evidence of savings	Finance business partner to provide evidence of savings	Ekoal Husain	525	-	525	525	525	-	31/03/2020	Active	Project Sponsor Steve Hill to produce project plan for identification and implementation of savings for 18/19 and 19/20.		
ADU001/16-17	Review of Day Services for Older People	Health, Adults & Community	2016-17	-	241	241	241	-	-	Amber	Savings slipped. Consultation at Mayfield Court launched June 2017. Work required to identify slippage	Savings slipped. Consultation at Mayfield Court launched June 2017. Work required to identify slippage	-	-	-	-	-	-	-	-	-	Savings slipped. Consultation at Mayfield Court launched June 2017. Work required to identify slippage		
ADU006/16-17	Charging for community Social Care services	Health, Adults & Community	2016-17	-	540	540	540	-	-	Amber	Savings slipped. Work required to estimate 17-18 assessments. No invoices set out as at July 17	Savings slipped. Work required to estimate 17-18 assessments. No invoices set out as at July 17	-	-	-	-	-	-	-	-	-	Further work required to identify savings. Risk of duplication with 17-18 restructure savings		
ADU007/16-17	Sharing Services with NHS Partners	Health, Adults & Community	2016-17	-	521	521	521	-	-	Red	Further work required to identify savings. Risk of duplication with 17-18 restructure savings	Further work required to identify savings. Risk of duplication with 17-18 restructure savings	-	-	-	-	-	-	-	-	-	Further work required to identify delivery risk. Reablement services funded through BCF in 17-18		
ADU008/16-17	Improving focus on reablement for social care users	Health, Adults & Community	2016-17	-	322	322	322	-	-	Amber	Further work required to identify slippage. Policy in development	Further work required to identify slippage. Policy in development	-	-	-	-	-	-	-	-	-	Further work required to identify slippage. Policy in development		
ADU012/16-17	Working with the NHS to deliver jointly funded care packages	Health, Adults & Community	2016-17	-	1,000	1,000	1,000	-	-	Amber	Service risk to OOH service. Saving being included in wider adult social care restructure. As at June 17 restructure has not started	Service risk to OOH service. Saving being included in wider adult social care restructure. As at June 17 restructure has not started	-	-	-	-	-	-	-	-	-	Service risk to OOH service. Saving being included in wider adult social care restructure. As at June 17 restructure has not started		
ESC006/15-16	Additional restructure Adults OOH. To be linked to 3 other service challenges - ESCW17, 65 866	Health, Adults & Community	Historic	-	62	62	62	-	-	Amber	Service risk to OOH service. Saving being included in wider adult social care restructure. As at June 17 restructure has not started	Service risk to OOH service. Saving being included in wider adult social care restructure. As at June 17 restructure has not started	-	-	-	-	-	-	-	-	-	Service risk to OOH service. Saving being included in wider adult social care restructure. As at June 17 restructure has not started		
ESC005/15-16	Additional restructure Adults OOH. To be linked to 3 other service challenges - ESCW17, 65 866	Health, Adults & Community	Historic	-	62	62	62	-	-	Amber	Service risk to OOH service. Saving being included in wider adult social care restructure. As at June 17 restructure has not started	Service risk to OOH service. Saving being included in wider adult social care restructure. As at June 17 restructure has not started	-	-	-	-	-	-	-	-	-	Service risk to OOH service. Saving being included in wider adult social care restructure. As at June 17 restructure has not started		
ESOW	One-offs to carry forward	Health, Adults & Community	Historic	-	593	593	593	-	-	Red	Pre 16-17 saving proposal that this is reversed	Pre 16-17 saving proposal that this is reversed	-	-	-	-	-	-	-	-	-	Pre 16-17 saving proposal that this is reversed		
CH003/16-17	Undergraduate & PGCE bursaries	Children's Services	2016-17	-	33	33	33	-	-	-	Work is being undertaken to put in mitigating actions to address this such as management action to maintain vacancies, one off funding streams, contract efficiencies.	Work is being undertaken to put in mitigating actions to address this such as management action to maintain vacancies, one off funding streams, contract efficiencies.	-	-	-	-	-	-	-	-	-	Unlikely to achieve		
CH006/16-17	Review of Child and Adolescent Mental Health services (CAMHS)	Children's Services	2016-17	-	50	50	50	-	-	-	Children service review is ongoing. Not known if this saving will be fully achieved in 2017/18	Children service review is ongoing. Not known if this saving will be fully achieved in 2017/18	-	-	-	-	-	-	-	-	-	Children service review is ongoing. Not known if this saving will be fully achieved in 2017/18		
ESC006/15-16	Extension of day service to incorporate out of hours work. To be linked to 3 other service challenges - ESCW17, 63 865	Children's Services	Historic	-	51	51	51	-	-	-	Service is currently under review - Challenge to achieve savings with lack of permanent staff and significant agency cost	Service is currently under review - Challenge to achieve savings with lack of permanent staff and significant agency cost	-	-	-	-	-	-	-	-	-	Service is currently under review - Challenge to achieve savings with lack of permanent staff and significant agency cost		
CLC035/15-16	Review of Arts Parks & Events Team	Children's Services	Historic	-	110	110	110	-	-	-	Recently transferred to Childrens. Work is on going to see if the savings is achievable	Recently transferred to Childrens. Work is on going to see if the savings is achievable	-	-	-	-	-	-	-	-	-	Recently transferred to Childrens. Work is on going to see if the savings is achievable		
CLC005/16-17	Alternative Service Delivery Model for Animal Warden Service	Place	2016-17	-	160	160	160	-	-	-	Work has been undertaken with Hackney on agreeing an SLA, however, the proposal needs to be reviewed in terms of the increased costs which will reduce/ have an impact on the savings to be delivered.	Work has been undertaken with Hackney on agreeing an SLA, however, the proposal needs to be reviewed in terms of the increased costs which will reduce/ have an impact on the savings to be delivered.	-	-	-	-	-	-	-	-	-	Work has been undertaken with Hackney on agreeing an SLA, however, the proposal needs to be reviewed in terms of the increased costs which will reduce/ have an impact on the savings to be delivered.		
CLC006/16-17	Income Generation Opportunity from CCTV Network	Place	2016-17	-	200	200	200	-	-	-	Based on the latest consultants report, they have identified income of £200k can be achieved, however the current market shows that generating a constant income stream is unlikely.	Based on the latest consultants report, they have identified income of £200k can be achieved, however the current market shows that generating a constant income stream is unlikely.	-	-	-	-	-	-	-	-	-	Based on the latest consultants report, they have identified income of £200k can be achieved, however the current market shows that generating a constant income stream is unlikely.		
CLC007/16-17	Review of Enforcement Function- More Generic Working	Place	2016-17	-	451	451	451	-	-	-	It is anticipated this savings will be achieved through the restructuring of the enforcement service to be undertaken in 2017/18	Work is being undertaken to put in mitigating actions to address this such as management action to maintain vacancies, one off funding streams, contract efficiencies.	-	-	-	-	-	-	-	-	-	It is anticipated this savings will be achieved through the restructuring of the enforcement service to be undertaken in 2017/18		
CLC008/16-17	School Crossing Patrols to be delivered by Schools	Place	2016-17	-	89	89	89	-	-	-	Delays in sending notification to schools has meant that savings will slip to 2018/19. This savings will be covered off from one off funding streams in 2017/18	Work is being undertaken to put in mitigating actions to address this such as management action to maintain vacancies, one off funding streams, contract efficiencies.	-	-	-	-	-	-	-	-	-	Delays in sending notification to schools has meant that savings will slip to 2018/19. This savings will be covered off from one off funding streams in 2017/18		
CLC	One-offs to carry forward	Place	2016-17	-	200	200	200	-	-	-	Linked to CCTV (CLC006/16-17) Based on the latest consultants report, they have identified income of £200k can be achieved, however the current market shows that generating a constant income stream is unlikely.	Linked to CCTV (CLC006/16-17) Based on the latest consultants report, they have identified income of £200k can be achieved, however the current market shows that generating a constant income stream is unlikely.	-	-	-	-	-	-	-	-	-	Linked to CCTV (CLC006/16-17) Based on the latest consultants report, they have identified income of £200k can be achieved, however the current market shows that generating a constant income stream is unlikely.		
D8R008/16-17	Generating more income from council assets	Place	2016-17	-	50	50	50	-	-	-	The council is currently looking into ways of generating income from its assets such as the borough Wifi initiative	Work is being undertaken to put in mitigating actions to address this such as management action to maintain vacancies, one off funding streams, contract efficiencies.	-	-	-	-	-	-	-	-	-	The council is currently looking into ways of generating income from its assets such as the borough Wifi initiative		
IPG002/15-16	Implementation of Registration Service new business model	Governance	Historic	-	80	80	80	-	-	Amber	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	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	-	-	-	-	-	-	-	-	-	-	-	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

Reference	Description	Directorate	Year	Base budget £'000	2017-18					2018-19			2019-20			All years											
					Savings target £'000	Delivered/cashed £'000	Forecast savings £'000	Slippage £'000	Variance Under / (over) £'000	Forecast savings RAG	Actions	Name of Action owner	Variance Forecast savings £'000	Savings target £'000	Forecast savings £'000	Variance Forecast savings £'000	Savings target £'000	Forecast savings £'000	Variance Forecast savings £'000	Savings target £'000	Forecast savings £'000	Variance Forecast savings £'000					
UP001/15-16	Staffing and associated efficiencies	Governance	Historic		79		79		Green	Part of employment options process and has been absorbed by the service. The overall budget monitoring forecast for the service indicates that the target has been delivered.																	
Service Design				41,325	7,073	898	1,792	387	4,894					2,182	1,932	250	2,187	1,887	300	6,548	5,611	937					
RES003/17-18	Revise Local Council Tax Reduction Scheme	Resources	2017-18	85,837	1,400	350	1,400	-	Amber	Delivery & final forecast + baseline TBC (hence Amber). No delivery issues reported. Provisional Q1 element is banked.	Meeting to be set-up with Steve Hill. Rob Stanley	Rob Stanley															
RES004/17-18	Fund DHP through the Tackling Poverty Fund	Resources	2017-18	725	725	725	-	-	Green	Project decision confirms full saving as cashable. Any overruns have mitigation funds. No issues reported.	Meeting to be set-up with Steve Hill. Rob Stanley	Rob Stanley															
RES005/17-18	Review and Revise Risk Management Service	Resources	2017-18	1,200	90	-	90	-	Amber	No issues identified. Amber due to lack of start. Options appraisal to be undertaken.	Meet with PM and start.	Rob Stanley															
RES006/17-18	Functional Consolidation of Procurement	Resources	2017-18	TTC through project savings	250	-	250	-	Amber	To be blueprinting not yet complete or signed-off, this will be completed as part of the Business Support Programme.	Confirm blueprint and savings profile by end July.	Rob Stanley															
ALLO01/17-18	Review of Printing/ Scanning/ Use of Multi-Functional Devices (MFDs)	All	2017-18	TTC through project savings	500	-	200	300	Amber	Options appraisal to be undertaken - preferred option to be presented for approval and implementation - staff resource breakdown is £500k parking (in part from previous underrepresentation) and £4.9k other fees uplift - tbc.	Confirm preferred option and resources by 7th July.	Roger Jones/ Rob Stanley															
ALLO02/17-18	Fees & Charges	All	2017-18	36,000	919	500	919	-	Green	Breakdown is £500k parking (in part from previous underrepresentation) and £4.9k other fees uplift - tbc.	Projects defined by 6th July. Clear line on eligible benefits and projects.	Roger Jones/ Rob Stanley															
ALLO03/17-18	Debt Management & Income Optimisation	All	2017-18		3,000	-	3,000	-	Amber	No reported slippage/under delivery. However currently classed as Amber pending confirmation of the individual.																	
ALLO04/17-18	Centralisation of Finance	All	2017-18	4,900	700	-	500	200	Amber	To be blueprinting not yet complete or signed-off, this will be completed as part of the Business Support Programme.	Confirm blueprint and savings profile by end July.	Rob Stanley															
ALLO05/17-18	Consolidation of Strategy, Policy & Performance Functions	All	2017-18	4,200	600	-	300	300	Amber	To be blueprinting not yet complete or signed-off, this will be completed as part of the Business Support Programme.	Confirm blueprint and savings profile by end July.	Rob Stanley															
ALLO07/17-18	Corporate Management Review	All	2017-18	N/A	500	500	500	-	Green	Completed as part of the Business Support Programme.																	
ALLO08/17-18	Treasury Management Efficiencies	All	2017-18	18,960	1,500	250	1,300	200	Amber	Pension Fund Payments element of the project is delivered according to profile (£0.5m Q1 of £1m 17-18). However, this is Amber rated pending a review of the savings profile since the original business case.	Determine Pension Fund profile. Market engage/PIN for Early.	Rob Stanley/ Kevin Miles															
ALLO09/17-18	Consolidation of Business Support and Administration Functions	All	2017-18		-	-	500	(500)	Amber		Check MTS savings profile.	Rob Stanley															
ALLO10/17-18	ICT Centralisation	All	2017-18	2,000	-	-	-	-	Green	Future years check with ICT		Rob Stanley															
RES003/17-18	Human Resources	Resources	2017-18	6,100	1,750	-	1,200	550	Amber	This is Amber pending resolution of the HR restructure blueprint. As wider One HR savings are being tracked via this project.	Determine HR structure blueprint. Examine and confirm wider One HR Hierarchy.	Rob Stanley/ Corinne Hargreaves.															
CH005/16-17	Directorate support services- more efficient working	Children's Services	2016-17		160	-	160	-	Amber	Note: agreed at CLT that this is reported via BS in 17-18. Amber due to lack of current year profile definition. Work is on going to determine efficiencies within services.	Ascertain issues and new profile	Rob Stanley															
ESC004/16-17	Directorate administration review	Children's Services	2016-17		317	-	317	-	Amber	Note: agreed at CLT that this is reported via BS in 17-18. Amber due to lack of current year profile definition. Work is on going to determine efficiencies within services.	Ascertain issues and new profile	Rob Stanley															
CSF 4 (2012)	Consolidation of information systems- Single View of a Child	Children's Services	Historic		255	-	255	-	Amber	Review of children service systems is currently on going. Difficult to determine if the full savings will be achieved this year.	Liaise with Shirley Hamilton to understand previous B Case	Rob Stanley															
RES028/15-16	More efficient working across Central Service (HR) and Payroll	Resources	Historic		78	-	78	-	Amber	Part of historic employment options process and has been absorbed by the service. The overall budget monitoring	Ascertain issues and new profile	Rob Stanley															
Business Support				159,922	12,744	2,325	11,694	800	250					8,469	7,969	500	6,319	6,469	(150)	27,532	26,132	1,400					
Total				309,963	26,100	3,223	18,845	1,556	5,699					15,461	14,085	1,376	15,774	14,824	950	52,441	47,754	4,687					