

## MTFS Savings Tracker 2018-21 as at 30 November 2018 - Summary

2018-19						
Savings target	Slippage from previous year	Revised Savings target	Delivered / cashed	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery
£'000	£'000	£'000	£'000	£'000	£'000	£'000

2019-20					
Savings target	Slippage from previous year	Revised Savings target	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery
£'000	£'000	£'000	£'000	£'000	£'000

2020-21					
Savings target	Slippage from previous year	Revised Savings target	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery
£'000	£'000	£'000	£'000	£'000	£'000

### Directorate

Children's Services	2,604	686	3,290	920	1,471	40	1,779
Health, Adults & Community	2,733	792	3,533	2,235	2,893	645	(5)
Place	1,880	950	2,830	-	2,229	401	200
Governance	-	680	680	-	680	-	-
Resources	2,075	995	3,070	250	1,120	1,950	-
All	9,027	1,340	10,367	900	7,197	3,170	-

3,002	40	3,042	1,223	1,819	-
2,652	645	3,297	3,297	-	-
1,376	401	1,777	1,477	300	-
-	-	-	-	-	-
525	1,950	2,475	2,475	-	-
7,119	3,170	10,289	10,289	-	-

350	1,819	2,169	350	1,819	-
1,000	-	1,000	1,000	-	-
880	300	1,180	1,180	-	-
-	-	-	-	-	-
2,550	-	2,550	2,550	-	-
4,250	-	4,250	4,250	-	-

<b>Total</b>	<b>18,319</b>	<b>5,443</b>	<b>23,770</b>	<b>4,305</b>	<b>15,590</b>	<b>6,206</b>	<b>1,974</b>
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<b>14,674</b>	<b>6,206</b>	<b>20,880</b>	<b>18,761</b>	<b>2,119</b>	<b>-</b>
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<b>9,030</b>	<b>2,119</b>	<b>11,149</b>	<b>9,330</b>	<b>1,819</b>	<b>-</b>
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### Savings Achievement Status

Savings Delivered / On Target	12,000	1,814	13,822	3,984	12,371	1,456	(5)
Savings Slipping but Achievable	4,565	3,204	7,769	121	3,019	4,750	-
Not Deliverable / Not Achievable	1,754	425	2,179	200	200	-	1,979

9,015	1,456	10,471	10,471	-	-
3,840	4,750	8,590	8,290	300	-
1,819	-	1,819	-	1,819	-

9,030	-	9,030	9,030	-	-
-	300	300	300	-	-
-	1,819	1,819	-	1,819	-

<b>Total</b>	<b>18,319</b>	<b>5,443</b>	<b>23,770</b>	<b>4,305</b>	<b>15,590</b>	<b>6,206</b>	<b>1,974</b>
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<b>14,674</b>	<b>6,206</b>	<b>20,880</b>	<b>18,761</b>	<b>2,119</b>	<b>-</b>
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<b>9,030</b>	<b>2,119</b>	<b>11,149</b>	<b>9,330</b>	<b>1,819</b>	<b>-</b>
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MTFS Savings Tracker 2018-21 as at 30 November 2018

Reference	PMO Project Reference	Directorate	Service Area	Title	Savings Achievement Status	2018-19								2019-20						2020-21										
						Savings target	Slippage from previous year	Revised Savings target	Delivered / cashed	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery	FTE Impact	Forecast Savings RAG	Project Status RAG	Status update	Savings target	Slippage from previous year	Revised Savings target	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery	FTE Impact	Savings target	Slippage from previous year	Revised Savings target	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery	FTE Impact
						£'000	£'000	£'000	£'000	£'000	£'000	£'000					£'000	£'000	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Savings Delivered / On Target</b>																														
SAV/ CHI 01 / 18-19		Children's Services	Sport Leisure and Culture	Events In Parks - Income Generation	Savings Delivered / On Target	300	-	300	300	300	-	-	Green										350	-	350	350	-	-		
CHI001/17-18		Children's Services	Youth Services and Commissioning	Youth Service Transformation	Savings Delivered / On Target	-	400	400	120	400	-	-	Green										-	-	-	-	-	-		
CHI002/17-18	FS04-EHH	Children's Services	Youth Services and Commissioning	Better support for families through early help, and reduction in social care demand	Savings Delivered / On Target	-	-	-	-	-	-	-										1,000	-	1,000	1,000	-	-			
CHI004/17-18		Children's Services	Children's Social Care	Integrating Employment Services for Young People	Savings Delivered / On Target	-	-	-	-	-	-	-										143	-	143	143	-	9.0			
CLC002/17-18		Children's Services	Sport Leisure and Culture	Income Optimisation Opportunities	Savings Delivered / On Target	300	40	340	300	300	40	-	Green									40	40	80	80	-	-			
CLC005/17-18		Children's Services	Sport Leisure and Culture	Culture, Learning & Leisure Service Efficiencies	Savings Delivered / On Target	250	21	271	-	271	-	-	Green										-	-	-	-	-			
SAV/ HAC 01 / 18-19		Health, Adults & Community	Adult Social Care	Adult Social Care Transformation	Savings Delivered / On Target	-	-	-	-	-	-	-										1,000	-	1,000	1,000	-	-			
ADU001/17-18		Health, Adults & Community	Adult Social Care	Social Care Services for Older People	Savings Delivered / On Target	300	-	300	238	300	-	-	Green									500	-	500	500	-	-			
ADU002/17-18	FS02-CES	Health, Adults & Community	Adult Social Care	Community Equipment Service	Savings Delivered / On Target	-	88	88	88	88	-	-	Green	Amber								308	-	308	308	-	0.0			
ADU003/17-18	FS03-SIN	Health, Adults & Community	Adults Social Care	Helping People with Learning Disability live Independently	Savings Delivered / On Target	582	184	766	170	250	516	-	Amber	Amber								619	516	1,135	1,135	-	-			
ADU004/17-18		Health, Adults & Community	Adult Social Care	Reshaping Reablement Services	Savings Delivered / On Target	467	-	467	230	467	-	-	Green									319	-	319	319	-	-			
ADU005/17-18		Health, Adults & Community	Adult Social Care	Workforce Efficiencies in Adults Social Care	Savings Delivered / On Target	220	-	220	220	220	-	9.0	Green									-	-	-	-	-	-			
ADU006/17-18		Health, Adults & Community	Adult Social Care	Substance Misuse	Savings Delivered / On Target	50	-	50	50	50	-	-	Green									-	-	-	-	-	-			
ADU009/17-18		Health, Adults & Community	Public Health	Public Health - 0-19 Public Health Programme Savings	Savings Delivered / On Target	409	-	409	409	409	-	-	Green									311	-	311	311	-	-			
ADU010/17-18		Health, Adults & Community	Public Health	Public Health- Adult Weight Management	Savings Delivered / On Target	48	40	88	88	88	-	-	Green										-	-	-	-	-			
ADU011/17-18		Health, Adults & Community	Public Health	Public Health- Community Development Programme	Savings Delivered / On Target	50	-	50	50	50	-	-	Green									-	-	-	-	-	-			
ADU012/17-18		Health, Adults & Community	Public Health	Public Health - Primary Care Prevention Programme	Savings Delivered / On Target	30	(38)	-	-	-	-	-	Green										-	-	-	-	-			
ADU013/17-18		Health, Adults & Community	Public Health	Public Health - Sexual Health Services	Savings Delivered / On Target	158	-	158	158	158	-	-	Green									100	-	100	100	-	-			
ADU014/17-18		Health, Adults & Community	Public Health	Public Health - Specialist Smoking Programme	Savings Delivered / On Target	54	(7)	47	52	52	(5)	-	Green									-	-	-	-	-	-			
CLC003a/17-18		Health, Adults & Community	Community Safety DAAT and ASB	Service Redesign - Safer Communities	Savings Delivered / On Target	-	-	-	-	-	-	-										255	-	255	255	-	-			
ADU001/16-17		Health, Adults & Community	Adults Social Care	Review of Day Services for Older People	Savings Delivered / On Target	-	161	161	161	161	-	-	Green									-	-	-	-	-	-			
ADU007/16-17		Health, Adults & Community	Adults Social Care	Sharing Services with NHS Partners	Savings Delivered / On Target	-	200	200	200	200	-	-	Green									-	-	-	-	-	-			
SAV/ PLA 01 / 18-19		Place	Public Realm	Waste, Recycling & Street Cleansing Contract	Savings Delivered / On Target	-	-	-	-	-	-	-										200	-	200	200	-	-			
SAV/ PLA 02 / 18-19		Place	Housing /THH	Review of Housing Delivery (THH/TH)	Savings Delivered / On Target	-	-	-	-	-	-	-										100	-	100	100	-	-			
SAV/ PLA 03 / 18-19		Place	Corporate Property & Capital Delivery	Reduction in Running costs/ Liability of Council Assets	Savings Delivered / On Target	-	-	-	-	-	-	-										100	-	100	100	-	-			
SAV/ PLA 04 / 18-19		Place	Public Realm	Street Lighting Efficiencies	Savings Delivered / On Target	-	-	-	-	-	-	-										180	-	180	180	-	-			
SAV/ PLA 05 / 18-19		Place	Sport Leisure and Culture	Review of Parks	Savings Delivered / On Target	-	-	-	-	-	-	-										300	-	300	300	-	-			
CLC001/17-18		Place	Public Realm	Waste Management Contract Efficiencies	Savings Delivered / On Target	1,008	-	1,008	1,008	1,008	-	-	Green									1,000	-	1,000	1,000	-	-			
CLC004/17-18		Place	Public Realm	Smarter Working - Parking, Mobility & Transport Services Efficiencies	Savings Delivered / On Target	300	-	300	300	300	-	-	Green										-	-	-	-	-			
D&R001/17-18		Place	Planning & Building Control	Responding to Competition in Planning	Savings Delivered / On Target	72	-	72	72	72	-	-	Green									76	-	76	76	-	-			
D&R003/17-18		Place	Housing Options	Purchase of Private Sector Units within the General Fund for use as Temporary Accommodation	Savings Delivered / On Target	500	-	500	500	500	-	-	Green										-	-	-	-	-			
RES005/17-18		Resources	Risk Assessment	Review and Revise Risk Management Service	Savings Delivered / On Target	-	45	45	45	45	-	-	Green										-	-	-	-	-			
SAV/ RES 01 / 18-19		Resources	Benefits	Improved Recovery of Housing Benefits Overpayments	Savings Delivered / On Target	-	-	-	-	-	-	-										500	-	500	500	-	-			

Reference	PMO Project Reference	Directorate	Service Area	Title	Savings Achievement Status	2018-19											2019-20						2020-21													
						Savings target	Slippage from previous year	Revised Savings target	Delivered / cashed	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery	FTE Impact	Forecast Savings RAG	Project Status RAG	Status update	Savings target	Slippage from previous year	Revised Savings target	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery	FTE Impact	Savings target	Slippage from previous year	Revised Savings target	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery	FTE Impact						
						£'000	£'000	£'000	£'000	£'000	£'000	£'000					£'000	£'000	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'000	£'000	£'000						
SAV/ RES 02 / 18-19		Resources	Human Resources	HR Services - Additional Staffing Efficiencies	Savings Delivered / On Target	-	-	-																				100	-	100	100	-	-	-	2.0	
SAV/ RES 03 / 18-19		Resources	Risk Assessment	Internal Audit – Streamline Management and Explore Shared Service Options	Savings Delivered / On Target	-	-	-																				50	-	50	50	-	-	-	0.5	
SAV/ RES 04 / 18-19		Resources	Revenue Services	Revenue Services – Workforce efficiencies through greater self-service and automation	Savings Delivered / On Target	-	-	-																				100	-	100	100	-	-	-	3.0	
SAV/ RES 05 / 18-19		Resources	ICT	ICT Savings	Savings Delivered / On Target	-	-	-																				750	-	750	750	-	-	-		
SAV/ RES 06 / 18-19		Resources	Corporate Finance	Finance Services – Process improvements and new Finance System Implementation	Savings Delivered / On Target	-	-	-																				100	-	100	100	-	-	-	2.0	
SAV/ RES 07 / 18-19		Resources	Wi-Fi Concession Contract	Income Through Wi-Fi Concession Contract	Savings Delivered / On Target	-	-	-																				300	-	300	300	-	-	-		
SAV/ RES 08 / 18-19		Resources	Housing	Income Through Housing Companies	Savings Delivered / On Target	-	-	-																				250	-	250	250	-	-	-		
SAV/ RES 09 / 18-19		Resources	Housing	THH - Potential support service Savings	Savings Delivered / On Target	-	-	-																				100	-	100	100	-	-	-		
SAV/ RES 10 / 18-19		Resources	Customer Access	Additional Local Presence Efficiencies	Savings Delivered / On Target	-	-	-																				300	-	300	300	-	-	-		
RES002/17-18		Resources	Benefits	Benefits Service Admin Savings	Savings Delivered / On Target	525	-	525	250	525				Green														525	-	525	525	-	-	-		
ALL005/17-18		Governance	Corporate Strategy & Equalities	Consolidation of Strategy, Policy & Performance Functions	Savings Delivered / On Target	-	600	600		600				Green															-	-	-	-	-	-		
LPG002/15-16		Governance	Registrars & Democratic Services	Implementation of Registration Service new business model	Savings Delivered / On Target	-	80	80		80				Green															-	-	-	-	-	-		
SAV/ CORP 01 / 18-19		All	All	Treasury Management Investment Opportunities	Savings Delivered / On Target	1,458	-	1,458	700	1,458				0.0 Green															-	-	-	-	-	-		
SAV/ CORP 02 / 18-19		All	All	Contract Management Efficiencies	Savings Delivered / On Target	-	-	-		-																			4,250	-	4,250	4,250	-	-	-	0.0
ALL002/17-18		All	All	Fees & Charges	Savings Delivered / On Target	419	-	419	200	419				Green														419	-	419	419	-	-	-		
ALL003/17-18	SS03-IC	All	All	Debt Management & Income Optimisation	Savings Delivered / On Target	3,000	-	3,000		3,000			0.0 Amber	Red														3,000	-	3,000	3,000	-	-	-	0.0	
ALL008/17-18	DP	All	All	Treasury Management Efficiencies	Savings Delivered / On Target	500	-	500		500			Green	Amber														-	-	-	-	-	-			
ALL009/17-18	SS02-BSH	All	All	Consolidation of Business Support and Administration Functions	Savings Delivered / On Target	1,000	-	1,000	100	900			36.0 Amber	Amber														-	900	900	900	-	-	-		
ALL010/17-18		All	All	ICT Centralisation	Savings Delivered / On Target	-	-	-		-																		400	-	400	400	-	-	-		
<b>Savings Delivered / On Target</b>						<b>12,000</b>	<b>1,814</b>	<b>13,822</b>	<b>3,984</b>	<b>12,371</b>	<b>1,456</b>	<b>(5)</b>	<b>45.0</b>														<b>9,015</b>	<b>1,456</b>	<b>10,471</b>	<b>10,471</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>9.0</b>		
<b>Savings Slipping but Achievable</b>																																				
ADU007/17-18		Health, Adults & Community	Adults Social Care	Improving Employment Support for Adults with Disabilities	Savings Slipping but Achievable	55	164	219	121	190	29			Amber														100	29	129	129	-	-	-		
ADU008/17-18		Health, Adults & Community	Adult Social Care	Day Opportunities Provision	Savings Slipping but Achievable	310	-	310		210	100			Amber														140	100	240	240	-	-	-		
CLC005/16-17		Place	Public Realm	Alternative Service Delivery Model for Animal Warden Service	Savings Slipping but Achievable	-	160	160		160	-			Amber														-	-	-	-	-	-	-		
CLC007/16-17		Place	Public Realm	Review of Enforcement Function- More Generic Working	Savings Slipping but Achievable	-	451	451		100	351			Amber															351	351	351	-	-	-		
CLC008/16-17		Place	Public Realm	School Crossing Patrols to be delivered by Schools	Savings Slipping but Achievable	-	89	89		89	-			Amber															-	-	-	-	-	-		
D&R002/17-18		Place	Housing Options	Maximising use of technology in Housing Options Service	Savings Slipping but Achievable	-	-	-		-	-																	300	-	300	-	300	-	9.0		
D&R008/16-17		Place	Corporate Property & Capital Delivery	Generating more income from council assets	Savings Slipping but Achievable	-	50	50		-	50			Amber														50	50	50	-	-	-	-		
RES001a/17-18		Resources	Human Resources	Human Resources	Savings Slipping but Achievable	1,250	250	1,500		250	1,250			25.0 Red															1,250	1,250	1,250	-	-	-		
ALL004/17-18		Resources	Corporate Finance	Centralisation of Finance	Savings Slipping but Achievable	300	700	1,000		300	700			15.0 Amber															700	700	700	-	-	-		
RES001b/17-18		All	All	Human Resources	Savings Slipping but Achievable	1,500	-	1,500		1,500				Amber															2,000	-	2,000	2,000	-	-	-	
RES006/17-18		All	All	Functional Consolidation of Procurement	Savings Slipping but Achievable	-	250	250		-	250			Amber															-	250	250	250	-	-	-	
ALL001/17-18	SS04-RPG SS06-MPS	All	All	Review of Printing/ Scanning/ Use of Multi-Functional Devices (MFD's)	Savings Slipping but Achievable	500	490	990		120	870			Red	Red													500	870	1,370	1,370	-	-	-		
ALL006/17-18	SS01-CS SS05-LP	All	All	Local Presence / Contact Centre Review	Savings Slipping but Achievable	650	600	1,250		100	1,150			3.0 Red	Red													800	1,150	1,950	1,950	-	-	-	54.0	
<b>Savings Slipping but Achievable</b>						<b>4,565</b>	<b>3,204</b>	<b>7,769</b>	<b>121</b>	<b>3,019</b>	<b>4,750</b>	<b>-</b>	<b>43.0</b>														<b>3,840</b>	<b>4,750</b>	<b>8,590</b>	<b>8,290</b>	<b>300</b>	<b>-</b>	<b>-</b>	<b>63.0</b>		
<b>Not Deliverable / Not Achievable</b>																																				
CHI006/17-18		Children's Services	Childrens Social Care	Regional Adoption Agency	Not Deliverable / Not Achievable	250	-	250			250			Red															-	-	-	-	-	-		

Reference	PMO Project Reference	Directorate	Service Area	Title	Savings Achievement Status	2018-19											2019-20							2020-21								
						Savings target	Slippage from previous year	Revised Savings target	Delivered / cashed	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery	FTE Impact	Forecast Savings RAG	Project Status RAG	Status update	Savings target	Slippage from previous year	Revised Savings target	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery	FTE Impact	Savings target	Slippage from previous year	Revised Savings target	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery	FTE Impact		
						£'000	£'000	£'000	£'000	£'000	£'000	£'000					£'000	£'000	£'000	£'000	£'000	£'000		£'000	£'000	£'000	£'000	£'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				1,329		Red		1. IEYS savings for LADN cannot be made due to the budget being funded by DSG. 2. Children's Services forecast increased in Q2 by £1.3m due to unachievable savings. This will be offset by additional income in Resources Directorate.	1,079	-	1,079			1,079										
CHI005/17-18	FS05-SEN	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		200	3.0	Green	Red	1. The £100k savings slipped from 2017-18 have been achieved by the Educational Psychologist Service. A further £100k will be achieved in 2018-19 by the Educational Psychologist Service. (Green) 2. There are still concerns about whether the £200k balance of the 2018-19 savings as stated in the original business case. Ongoing review of SEN services. (Red)	740	-	740			740										
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.	-	-	-			-										
<b>Not Deliverable / Not Achievable</b>						<b>1,754</b>	<b>425</b>	<b>2,179</b>	<b>200</b>	<b>200</b>	<b>-</b>	<b>1,979</b>	<b>3.0</b>				<b>1,819</b>	<b>-</b>	<b>1,819</b>	<b>-</b>	<b>1,819</b>	<b>-</b>	<b>-</b>	<b>-</b>	<b>0.0</b>	<b>-</b>	<b>1,819</b>	<b>1,819</b>	<b>-</b>	<b>1,819</b>	<b>-</b>	<b>0.0</b>
<b>Total</b>						<b>18,319</b>	<b>5,443</b>	<b>23,770</b>	<b>4,305</b>	<b>15,590</b>	<b>6,206</b>	<b>1,974</b>	<b>91.0</b>				<b>14,674</b>	<b>6,206</b>	<b>20,880</b>	<b>18,761</b>	<b>2,119</b>	<b>-</b>	<b>72.0</b>	<b>9,030</b>	<b>2,119</b>	<b>11,149</b>	<b>9,330</b>	<b>1,819</b>	<b>-</b>	<b>7.5</b>		