

MTFS Savings Tracker 2019-22 as at 30 September 2019 - Summary

2019-20						
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

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

2021-22					
Savings target	Slippage from previous year	Revised Savings target	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery
£'000	£'000	£'000	£'000	£'000	£'000

Directorate

Health, Adults & Community	2,752	679	3,431	781	2,594	837	-
Children and Culture	3,443	1,550	4,993	450	645	1,000	3,348
Place	2,456	530	2,986	1,351	2,506	400	80
Governance	50	-	50	50	50	-	-
Resources	525	2,250	2,775	-	2,075	700	-
Cross-Directorate	5,619	5,248	10,867	258	6,177	4,690	-

1,190	837	2,027	1,751	-	276
1,800	1,000	2,800	1,950	250	600
3,080	400	3,480	2,780	-	700
-	-	-	-	-	-
2,770	700	3,470	2,570	300	600
5,750	4,690	10,440	10,440	-	-

1,700	-	1,700	1,700	-	-
300	250	550	550	-	-
329	-	329	329	-	-
-	-	-	-	-	-
200	300	500	200	-	300
5,630	-	5,630	5,630	-	-

Total	14,845	10,257	25,102	2,890	14,047	7,627	3,428
--------------	---------------	---------------	---------------	--------------	---------------	--------------	--------------

14,590	7,627	22,217	19,491	550	2,176
---------------	--------------	---------------	---------------	------------	--------------

8,159	550	8,709	8,409	-	300
--------------	------------	--------------	--------------	----------	------------

Savings Achievement Status

Savings Delivered / On Target	6,067	319	6,386	2,539	6,206	100	80
Savings Slipping but Achievable	6,959	8,359	15,318	351	7,791	7,527	-
Not Deliverable / Not Achievable	1,819	1,579	3,398	-	50	-	3,348

14,590	100	14,690	12,490	300	1,900
-	7,527	7,527	7,001	250	276
-	-	-	-	-	-

8,159	300	8,459	8,159	-	300
-	250	250	250	-	-
-	-	-	-	-	-

Total	14,845	10,257	25,102	2,890	14,047	7,627	3,428
--------------	---------------	---------------	---------------	--------------	---------------	--------------	--------------

14,590	7,627	22,217	19,491	550	2,176
---------------	--------------	---------------	---------------	------------	--------------

8,159	550	8,709	8,409	-	300
--------------	------------	--------------	--------------	----------	------------

MTFS Savings Tracker 2019-22 as at 30 September 2019

Reference	PMO Project Reference	Directorate	Service Area	Title	Savings Achievement Status	Year Approved	2019-20							2020-21						2021-22														
							Savings target	Slippage from previous year	Revised Savings target	Delivered / cashed	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery	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	Savings target	Slippage from previous year	Revised Savings target	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery						
							£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000					
Savings Delivered / On Target																																		
SAV/ HAC 01 / 18-19		Health, Adults & Community	Adult Social Care	Adult Social Care Transformation	Savings Delivered / On Target	2018-19											1,000	-	1,000	1,000	-													
ADU002/17-18	FS02-CES	Health, Adults & Community	Adult Social Care	Community Equipment Service	Savings Delivered / On Target	2017-18	308		308	308				Amber	Green	1. 2019-20 savings expected to be delivered following transfer of the service to Medequip in April 2019. 2. This saving continues to be reviewed as part of the Medequip steering group.																		
SAV / HAC 003 / 19-20		Health, Adults & Community	Adult Social Care	Promoting Independence and in Borough Care for Adults with Disabilities	Savings Delivered / On Target	2019-20										1. Saving is in 2021-22.											700	-	700	700				
ADU004/17-18		Health, Adults & Community	Adult Social Care	Reshaping Reablement Services	Savings Delivered / On Target	2017-18	319		319	319				Amber	Amber	1. Referral pathway is being reviewed.																		
ADU001/17-18		Health, Adults & Community	Adult Social Care	Social Care Services for Older People	Savings Delivered / On Target	2017-18	500		500	500				Green	Green	1. Efficiencies in integrated commissioning have been achieved.																		
CLC003a/17-18		Health, Adults & Community	Community Safety DAAT and ASB	Service Redesign - Safer Communities	Savings Delivered / On Target	2017-18	255		255	255				Green	Green	1. Contractual efficiencies have been delivered. 2. Restructure consultation has commenced.																		
SAV / HAC 001 / 19-20		Health, Adults & Community	Integrated Commissioning	Efficiencies in Commissioned Services for Adult Social Care	Savings Delivered / On Target	2019-20										1. Saving is in 2021-22.										1,000	-	1,000	1,000					
SAV / HAC 002 / 19-20		Health, Adults & Community	Integrated Commissioning	Integrated Commissioning Efficiencies	Savings Delivered / On Target	2019-20	100		100	100				Green	Green	1. Non-pay efficiencies have been delivered.			190	190														
ADU009/17-18		Health, Adults & Community	Public Health	Public Health - 0-19 Public Health Programme Savings	Savings Delivered / On Target	2017-18	311		311	156				Green	Green																			
ADU013/17-18		Health, Adults & Community	Public Health	Public Health - Sexual Health Services	Savings Delivered / On Target	2017-18	100		100	25				Green	Green																			
SAV / CHI 002/ 19-20		Children and Culture	Children's Social Care	Adoption Allowances	Savings Delivered / On Target	2019-20	150		150	150				Green	Green	1. Saving achieved from aligning number of years of adoption allowances to being in line with best practice.			50	50							50	-	50	50				
SAV / CHI 003 / 19-20		Children and Culture	Children's Social Care	Fostering Grants Underspend	Savings Delivered / On Target	2019-20	150		150	150				Green	Green	1. Saving achieved from historic underspend.																		
SAV / CHI 004 / 19-20		Children and Culture	Children's Social Care	Sharing Costs with CCG for Children With Disabilities	Savings Delivered / On Target	2019-20										1. Saving is in 2020-21. This will not be achieved in 2020-21 and as agreed at CLT (1.10.19) a new proposal will be submitted.			600			600												
CHI004/17-18		Children and Culture	Childrens Social Care	Integrating Employment Services for Young People	Savings Delivered / On Target	2017-18	143		143	143				Amber	Amber	1. Service staffing levels were reviewed and saving was planned for career service. 2. Careers service is transferring to Place in 2019-20.																		
SAV / CHI 005 / 19-20		Children and Culture	Learning & Achievement (Parental Engagement & Support)	Parent and Family Support Services (Traded Model)	Savings Delivered / On Target	2019-20										1. Saving is in 2020-21.			150	150														
SAV / CHI 001 / 19-20		Children and Culture	School Governance & Information	Governor Services - Service Redesign	Savings Delivered / On Target	2019-20	150		150	150				Green	Green	1. Service staffing structure was reviewed and saving achieved.																		
CLC005/17-18		Children and Culture	Sport Leisure and Culture	Culture, Learning & Leisure Service Efficiencies	Savings Delivered / On Target	2017-18		21	21	21				Amber	Red	1. £21k income generation for the Urban Duke of Edinburgh awards. Due to 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.																		
SAV/ CHI 01 / 18-19		Children and Culture	Sport Leisure and Culture	Events In Parks - Income Generation	Savings Delivered / On Target	2018-19										1. Saving is in 2020-21.			350	350														
CLC002/17-18		Place	Sport Leisure and Culture	Income Optimisation Opportunities	Savings Delivered / On Target	2017-18	40	40	80					Red	Red	1. The business case relates to income generated from the parks buildings which although do sit under the Corporate Landlord Model, events are managed directly by parks as opposed to the FM team and they keep the income generated from these events. A joint meeting has been held between Place and Childrens FM through the recent establishment map structure piece of work will be creating an income target generation for the events team and income relating to CLM properties in 20/21 and future years of 200k of which 114k would be given up as a target saving. There are no 40k savings relating to last year or this year for the properties maintained by CLM that host events. The business case relates to the Parks team for the arts parks and events service managed within Children's Services.																		
SAV / CHI 006 / 19-20		Children and Culture	Sport, Leisure and Culture	Community Language Service	Savings Delivered / On Target	2019-20	31		31	31				Green	Green	1. Saving achieved from vacant posts.			350	350						250	-	250	250					
SAV / PLA 002 / 19-20		Place	Asset Management	Appropriation of Housing Revenue Account (HRA) Shops to General Fund (GF)	Savings Delivered / On Target	2019-20	800		800	800				Amber	Red	1. A total of 301 assets with a rent roll of £2.3m have been identified to be transferred to the GF and will be reported to the December Cabinet for formal approval. The saving is predicated on the rental income and associated costs transferring to the General Fund for the full year. Therefore the delivery of the saving in full will require the transfer to be backdated to 1 April, legal agreement will need to be sought as to whether this is acceptable. The amount proposed for saving (£800k) appears to be deliverable but cannot be substantiated at present whilst associated costs are identified.																		
SAV / PLA 03 / 18-19		Place	Corporate Property & Capital Delivery	Reduction in Running costs/ Liability of Council Assets	Savings Delivered / On Target	2018-19										1. Saving is in 2020-21.			100			100												
SAV / PLA 004 / 19-20		Place	Growth & Economic Development	Economic Development Service Efficiencies	Savings Delivered / On Target	2019-20	40		40	40				Green	Amber	1. The saving relates to a major restructure within Economic Development. Delays to implementing the new structure mean that the saving will not be directly delivered in year. The restructuring is now completed and the saving will be delivered through further use of £106 allocation to the service in year.																		
SAV/ PLA 02 / 18-19		Place	Housing /THH	Review of Housing Delivery (THH/TH)	Savings Delivered / On Target	2018-19										1. Saving is in 2020-21.			100			100												
SAV / PLA 003 / 19-20		Place	Housing Options - Homelessness	Pan-London Homelessness Prevention Procurement Hub ("Capital Letters")	Savings Delivered / On Target	2019-20	100		100		100			Red	Green	1. This saving relates to additional temporary accommodation (TA) properties being acquired through the pan London capital letters programme, reducing the pressure on expensive nightly booked and B&B accommodation. The project is live resulting in a unit cost saving on each placement. If overall numbers of homeless cases stayed the same, a cashable budget saving would result. However, the level of demand has increased since the introduction of the Homelessness Reduction Act, which seems to be a London-wide trend. So whilst we hope to show better value for money in procurement, it is not anticipated a real budget saving will be achieved in 2019/20, rather an avoidance of additional cost.			200	100	300			300										
SAV / PLA 005 / 19-20		Place	Parking	Parking - Operational Changes and Policy Review	Savings Delivered / On Target	2019-20										1. Saving is in 2020-21.			500	500						329	-	329	329					

Reference	PMO Project Reference	Directorate	Service Area	Title	Savings Achievement Status	Year Approved	2019-20											2020-21						2021-22										
							Savings target	Slippage from previous year	Revised Savings target	Delivered / cashed	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery	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	Savings target	Slippage from previous year	Revised Savings target	Forecast savings	Variance - Slippage	Variance - Under / (over) delivery						
							£'000	£'000	£'000	£'000	£'000	£'000	£'000				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000					
CHI002/17-18	FS04-EHH	Children and Culture	Youth Services and Commissioning (should be CSC not Y&C)	Better support for families through early help, and reduction in social care demand	Savings Slipping but Achievable	2017-18	1,000		1,000			-	1,000		-	Red	Red	1. This will not be achieved in 2019-20. 2. Savings are due to come from multiple workstreams and a phase 2 restructure of the team, which will achieve part year savings in 2020-21 and full year in 2021-22.		1,000	1,000		750	250				250	250					
D&R008/16-17		Place	Corporate Property & Capital Delivery	Generating more income from council assets	Not Deliverable / Not Achievable	2016-17		50	50		50		-		-	Red	Red	1. The original saving related to revenues generated from the rental of street furniture that was anticipated from the exclusive concession award for Wi-Fi and small cell. This approach has now been abandoned based on legal advice received and the Wi-Fi project put on hold. The digital connectivity programme now concerns itself primarily with delivering broadband into social housing and this has been ratified by the Digital Portfolio Board. 2. An alternative means of delivering the saving has been identified through utilising the logistics team income. This team carries out various elements of internal rechargeable works around staff moves, logistical works and events and will deliver the £50k savings target.																
D&R002/17-18		Place	Housing Options	Maximising use of technology in Housing Options Service	Savings Slipping but Achievable	2017-18	300		300				300		-	Green	Red	1. Saving will not be delivered in 2019-20. The saving target relates to automating applications to the Common Housing Register. The on-line application process has recently gone live but a back log in assessments has required additional resourcing and negates any saving in-year. The allocations policy review is due to go to Cabinet in early 2020, following a public consultation process. Together these two changes should reduce the workload on the lettings team, resulting in savings in 2020/21.		300	300		300											
CLC007/16-17		Place	Public Realm	Review of Enforcement Function- More Generic Working	Savings Slipping but Achievable	2016-17		351	351	351	351				-	Green	Red	1. Mayoral growth funding has been agreed for 2019-20 and used to offset this original savings target which has not been achieved.																
CLC008/16-17		Place	Public Realm	School Crossing Patrols to be delivered by Schools	Savings Slipping but Achievable	2016-17		89	89		89				-	Green	Red	1. Alternative savings have been achieved to mitigate this saving which was not achieved.																
ALL009/17-18	SS02-BSH	Cross-Directorate	All	Consolidation of Business Support and Administration Functions	Savings Slipping but Achievable	2017-18		1,000	1,000				1,000		-	Red	Amber	1. The consultation closed on 29 March 2019. Implementation is occurring in 2019-20.		1,000	1,000		1,000											
ALL003/17-18	SS03-IC	Cross-Directorate	All	Debt Management & Income Optimisation	Savings Slipping but Achievable	2017-18	1,500	1,500	3,000		1,500	1,500			-	Red	Red	1. Validation of saving delivery is being completed. One-off initiatives are being used to partially achieve the savings in 2019-20.		1,500	1,500		1,500											
RES001a/17-18		Resources	Human Resources	Human Resources	Savings Slipping but Achievable	2017-18		1,250	1,250		550	700			-	Red	Red	1. Restructure has been implemented in HR, but savings target will not be achieved in full. Alternative ways of achieving the saving are being considered.		700	700		700											
RES001b/17-18		Cross-Directorate	All	Human Resources	Savings Slipping but Achievable	2017-18	2,000		2,000		2,000				-	Amber	Amber	1. Previous year savings of £2.5m have been achieved through procurement of a less-expensive agency intermediary provider. 2. Training and development previous year savings have been achieved. 3. Remaining £2m savings target relates to terms and conditions changes which are under consultation.																
ALL006/17-18	SS01-CS SS05-LP	Cross-Directorate	All	Local Presence / Contact Centre Review	Savings Slipping but Achievable	2017-18	800	1,250	2,050		850	1,200			-	Red	Amber	1. Delay in implementation of the new customer access model. Working to validate the exact impact of delays in Idea Store closure and changes to establishment figures on potential savings from channel shift.		1,200	1,200		1,200											
ALL001/17-18	SS04-RPG SS06-MPS	Cross-Directorate	All	Review of Printing/ Scanning/ Use of Multi-Functional Devices (MFD's)	Savings Slipping but Achievable	2017-18	500	990	1,490		500	990			-	Red	Red	1. The MFD and Reprographics elements of the project are currently in delivery. 2. Printing and scanning savings are being reviewed.		990	990		990											
Savings Slipping but Achievable							6,959	7,159	14,118	351	6,591	7,527								-	7,527	7,527	7,001	250	276	-	250	250	250	-	-			
Not Deliverable / Not Achievable																																		
CHI005/17-18	FS05-SEN	Children and Culture	Learning & Achievement	Better targeting of services for children with special educational need and disabilities (SEND)	Not Deliverable / Not Achievable	2017-18	740	200	940				940		-	Red	Red	1. £200k saving was achieved in Educational Psychology Service. 2. Remaining £940k is unachievable on general fund (relate to DSG funding).																
CHI003/17-18		Children and Culture	Learning & Achievement	Increasing the involvement of partners in Early Years services	Not Deliverable / Not Achievable	2017-18	1,079	1,329	2,408				2,408		-	Red	Red	1. Local Authority day nurseries have closed, which reduces pressure in DSG. Savings do not impact general fund.																
Not Deliverable / Not Achievable							1,819	1,529	3,348				3,348																					
Total							14,845	10,257	25,102	2,890	14,047	7,627	3,428									14,590	7,627	22,217	19,491	550	2,176	8,159	550	8,709	8,409	-	300	