

MTFS Savings Tracker 2019-22 as at 31 December 2019 - Summary

Directorate	2019-20						2020-21						2021-22					
	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Delivered / cashed £'000	Forecast savings £'000	Variance - Slippage (over) delivery £'000	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings £'000	Variance - Slippage (over) delivery £'000	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings £'000	Variance - Slippage (over) delivery £'000		
Health, Adults & Community	2,752	679	3,431	1,697	2,577	854	1,190	854	2,044	1,751	-	1,700	-	1,700	1,700	-		
Children and Culture	3,443	1,550	4,993	450	645	1,000	1,800	1,000	2,800	1,950	250	300	250	550	550	-		
Place	2,456	530	2,986	1,351	1,886	300	3,080	380	3,460	3,080	-	329	-	329	329	-		
Governance	50	-	50	50	50	-	-	-	-	-	-	-	-	-	-	-		
Resources	525	2,250	2,775	-	2,075	700	2,770	700	3,470	2,570	300	200	300	500	200	300		
Cross-Directorate	5,619	5,248	10,867	258	4,177	4,690	5,750	4,690	10,440	10,440	-	5,630	-	5,630	5,630	-		
Total	14,845	10,257	25,102	3,806	11,410	7,544	14,590	7,624	22,214	19,791	550	8,159	550	8,709	8,409	300		
Savings Achievement Status																		
Savings Delivered / On Target	6,067	319	6,386	2,376	5,586	-	14,590	80	14,670	12,790	300	8,159	300	8,459	8,159	300		
Savings Slipping but Achievable	4,959	8,359	13,318	830	5,774	7,544	-	7,544	7,544	7,001	250	-	250	250	250	-		
Not Deliverable / Not Achievable	3,819	1,579	5,398	-	50	-	-	-	-	-	-	-	-	-	-	-		
Total	14,845	10,257	25,102	3,806	11,410	7,544	14,590	7,624	22,214	19,791	550	8,159	550	8,709	8,409	300		

Reference	PMO Project Reference	Directorate	Service Area	Title	Savings Achievement Status	Year Approved	2019-20		2020-21		2021-22	
							Project Status RAG	Forecast Savings RAG	Slippage from previous year £'000	Revised Savings target £'000	Delivered / cashed £'000	Forecast savings £'000
SAV / ALL 004 / 19-20		Governance	Various Support Services	Reduction in Enabling and Support Services Costs	Savings Delivered / On Target	2019-20	50	50	50	50		
RES002/17-18	SS09-ASS	Resources	Benefits	Benefits Service Admin Savings	Savings Delivered / On Target	2017-18	525	525	525	525		
RES006/17-18		Cross-Directorate	All	Functional Consolidation of Procurement	Savings Slipping but Achievable	2017-18	250	250	250	250		
SAV / RES 01 / 18-19		Resources	Benefits	Improved Recovery of Housing Benefits Overpayments	Savings Delivered / On Target	2018-19	-	-	-	-		500
SAV / RES 06 / 18-19		Resources	Corporate Finance	Finance Services – Process improvements and new Finance System Implementation	Savings Delivered / On Target	2018-19	-	-	-	-		100
SAV / RES 10 / 18-19		Resources	Customer Access	Additional Local Presence Efficiencies	Savings Delivered / On Target	2018-19	-	-	-	-		300
SAV / RES 08 / 18-19		Resources	Housing	Income Through Housing Companies	Savings Delivered / On Target	2018-19	-	-	-	-		250
SAV / RES 09 / 18-19		Resources	Housing	THH - Potential support service Savings	Savings Delivered / On Target	2018-19	-	-	-	-		100
SAV / RES 02 / 18-19		Resources	Human Resources	HR Services - Additional Staffing Efficiencies	Savings Delivered / On Target	2018-19	-	-	-	-		100
SAV / RES 05 / 18-19		Resources	ICT	ICT Savings	Savings Delivered / On Target	2018-19	-	-	-	-		750
SAV / RES 001 / 19-20		Resources	Revenue Services	Improvements in Self Service and Digital uptake for Council Tax and Business Rates	Savings Delivered / On Target	2019-20	-	-	-	-		200
SAV / RES 002 / 19-20		Resources	Revenue Services	Reduction in Funding for Discretionary Rates Relief	Savings Delivered / On Target	2019-20	-	-	-	-		220
SAV / RES 004 / 19-20		Resources	Revenue Services	Revenue Services – Workforce efficiencies through greater self-service and automation	Savings Delivered / On Target	2018-19	-	-	-	-		100
SAV / RES 003 / 18-19		Resources	Risk Assessment	Internal Audit – Streamline Management and Explore Shared Service Options	Savings Delivered / On Target	2018-19	-	-	-	-		50
SAV / RES 007 / 18-19		Resources	Wi-Fi Concession Contract	Income Through Wi-Fi Concession Contract	Savings Delivered / On Target	2018-19	-	-	-	-		300
SAV / CORP 01 / 18-19		Cross-Directorate	All	Treasury Management Investment Opportunities	Savings Delivered / On Target	2018-19	258	258	258	258		300
SAV / CORP 02 / 18-19		Cross-Directorate	All	Contract Management Efficiencies	Savings Delivered / On Target	2018-19	-	-	-	-		4,250
ALL002/17-18		Cross-Directorate	All	Fees & Charges	Savings Delivered / On Target	2017-18	419	419	419	419		50
ALL004/17-18		Resources	Corporate Finance	Centralisation of Finance	Savings Slipping but Achievable	2017-18	1,000	1,000	1,000	1,000		300
ALL010/17-18		Cross-Directorate	All	ICT Centralisation	Savings Delivered / On Target	2017-18	400	400	400	400		4,250
SAV / ALL 006 / 19-20		Cross-Directorate	Cross-Directorate - Various	Mainstream Grants (MSG) Alternative Delivery Model	Savings Delivered / On Target	2019-20	-	-	-	-		330
SAV / ALL 005 / 19-20		Cross-Directorate	Cross-Directorate / Place / Children's Services - Asset Management	Asset Management Service	Savings Delivered / On Target	2019-20	-	-	-	-		500
SAV / ALL 007 / 19-20		Cross-Directorate	Cross-Directorate / Resources - All	Greater Commercialisation	Savings Delivered / On Target	2019-20	-	-	-	-		1,500
SAV / ALL 002 / 19-20		Cross-Directorate	Cross-Directorate / Resources - Risk and Audit	Counter Fraud Initiatives	Savings Delivered / On Target	2019-20	-	-	-	-		100
SAV / ALL 003 / 19-20		Cross-Directorate	Cross-Directorate / Resources - Various	Contract Management	Savings Delivered / On Target	2019-20	-	-	-	-		1,000
SAV / ALL 001 / 19-20		Cross-Directorate	Cross-Directorate / Resources - Various	Phase 2 Local Presence - putting Digital First	Savings Delivered / On Target	2019-20	-	-	-	-		700
SAV / ALL 004 / 19-20		Cross-Directorate	Cross-Directorate / Resources - Various Support Services	Reduction in Enabling and Support Services Costs	Savings Delivered / On Target	2019-20	-	-	-	-		1,500
Savings Delivered / On Target							6,067	2,976	7,636	6,836	800	1,580

Reference	PMO Project Reference	Directorate	Service Area	Title	Savings Achievement Status	Year Approved	2019-20		2020-21		2021-22	
							Project Status RAG	Forecast Savings RAG	Slippage from previous year £'000	Revised Savings target £'000	Delivered / cashed £'000	Forecast savings £'000
ADU008/17-18		Health, Adults & Community	Adult Social Care	Day Opportunities Provision	Savings Slipping but Achievable	2017-18	140	100	240	166	74	74
ADU003/17-18	FS03-SIN	Health, Adults & Community	Adults Social Care	Helping People with Learning Disability live Independently	Savings Slipping but Achievable	2017-18	619	550	1,169	389	780	219
ADU007/17-18		Health, Adults & Community	Adults Social Care	Improving Employment Support for Adults with Disabilities	Savings Slipping but Achievable	2017-18	100	29	129	129		
CH002/17-18	FS04-EHH	Children and Culture	Childrens Social Care	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	1,000	1,000	250
D&R002/17-18		Place	Housing Options	Maximising use of technology in Housing Options Service	Savings Slipping but Achievable	2017-18	300	300	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		
CLC008/16-17		Place	Public Realm	School Crossing Patrols to be delivered by Schools	Savings Slipping but Achievable	2016-17	89	89	89	89		
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	1,000	1,000	

Reference	PMO Project Reference	Directorate	Service Area	Title	Savings Achievement Status	Year Approved	2019-20				Status update	2020-21				2021-22												
							Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Delivered / cashed £'000		Forecast savings £'000	Variance - Slippage (over) £'000	Forecast savings £'000	Variance - Slippage (over) £'000	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings £'000	Variance - Slippage (over) £'000	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings £'000	Variance - Slippage (over) £'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	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	-	Red	1,500	1,500	-						
RES001a/17-18		Resources	Human Resources	Human Resources	Savings Slipping but Achievable	2017-18	1,250	1,250	1,250		550	700	-	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	-	Red	700	700	-						
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	-	Amber	1. Delay in implementation of the new customer access model. Working to validate the exact impact of delays in One Stop Shop closure and changes to establishment figures on potential savings from channel shift.	1,200	1,200	-	Amber	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	1. The MFD and Reprographics elements of the project are currently in delivery. 2. Printing and scanning savings are being reviewed - Paper Lite	990	990	-	Red	990	990	-						
Savings Slipping but Achievable							4,959	7,109	12,068	830	4,524	7,544	-			7,544	7,544	250	250	7,001	7,001	250	250	-				
Not Deliverable / Not Achievable																												
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	1. The saving related to potential 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. This saving will not be delivered in this way but instead by utilising additional income from the logistics team. This team carry out 1. £200k saving was achieved in Educational Psychology Service. 2. Remaining £90k is unachievable on general fund (relate to DSG funding).													
CH005/17-18	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	1. Local Authority day nurseries have closed, which reduces pressure in DSG. Savings do not impact general fund.													
CH003/17-18		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	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 under latest proposals are not forecast to achieve the savings target.													
RES001b/17-18		Cross-Directorate	All	Human Resources	Not Deliverable / Not Achievable	2017-18	2,000		2,000			2,000	-	Red														
Not Deliverable / Not Achievable							3,819	1,579	5,398	50	3,348	-	3,348	-														
Total							14,845	10,257	25,102	3,806	11,410	7,544	6,148				14,590	7,624	22,214	19,791	550	1,873	8,159	550	8,709	8,409	-	300