MTFS Savings Tracker 2020-23

Period 9 Summary

-				2020-21						2021	-22					2022	-23		
	Savings target	Slippage from	Revised Savings		Forecast savings	Variance - Slippage	Variance - Under /	Savings target	Slippage from	Revised Savings		Variance - Slippage	Variance - Under /	Savings target	Slippage from	Revised Savings	Forecast savings	Variance - Slippage	
		previous year	target				(over) delivery		previous year	target			(over) delivery		previous year	target			(over) delivery
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
Directorate																			
Health, Adults & Community	1,322	780	2,102	496	1,288	-	814	2,491	-	2,491	1,745	-	746	550	-	550	550	-	-'
Children & Culture	1,544	1,000	2,544	-	1,959	585	-	2,468	585	3,053	2,304	-	749	1,327	-	1,327	1,327	-	
Place	2,801	300	3,101	-	2,901	100	100	1,464	100	1,564	1,564	-	-	525	-	525	525	-	
Governance	-	-	-	-	-	-	-	140	-	140	140	-	-	200	-	200	200	-	!
Resources	2,200	1,700	3,900	883	1,500	2,400	-	850	2,400	3,250	2,550	700	-	200	700	900	900	-	
Cross-Directorate	2,375	6,881	9,256	4,025	4,025	2,014	3,217	5,745	2,014	7,759	7,335	424	-	4,370	424	4,794	4,794	-	
Total	10,242	10,661	20,903	5,404	11,673	5,099	4,131	13,158	5,099	18,257	15,638	1,124	1,495	7,172	1,124	8,296	8,296	-	-
Savings Achievement Status																			
Delivered / On Target	7,692	3,000	10,692	5,054	10,032	-	660	12,302	-	12,302	11,302	-	1,000	6,962	-	6,962	6,962	-	-
Slipping but Achievable	2,200	3,930	6,130	350	1,526	4,350	254	606	4,350	4,956	3,654	1,050	252	210	1,050	1,260	1,260	-	-
Undeliverable / Unachievable	350	3,731	4,081	-	115	749	3,217	250	749	999	682	74	243	-	74	74	74	-	-
Total	10,242	10,661	20,903	5,404	11,673	5,099	4,131	13,158	5,099	18,257	15,638	1,124	1,495	7,172	1,124	8,296	8,296	-	-

MTFS Savings T	MTFS Savings Tracker 2020-23 - Period 9 Reference Year Title Directorate Service Area Sav						20,903	5,404	11,673	5,099	4,131				13,158	5,099	18,257	15,638	1,124	1,495	7,172	1,124	8,296	8,296	
Reference Year Approv		Directorate	Service Area	Savings Achievement Status	Savings target £'000	previous year	Savings target	Delivered/ cashed £'000	savings			Savings	Project Status RAG	Status update	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings £'000		Under / (over) delivery	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000		ariance - Variance · Slippage Under / (over) £'000 £'000
СНІ002/17-18 2017-18	Better support for families through early help,	Children & Culture	e Childrens Social Care	Delivered / On		· 1,000	1,000		1,000	-	-	Green	Green		-	-	-			-		-	-		-
SAV/ CHI 01 / 2018-19	and reduction in social care demand	Children & Culture		Target Slipping but	350) -	350		-	350	-	Red	Red	Slippage due to Covid and deliverability will be dependent on	-	350	350	350		-	-	-	-		
18-19 SAV / CHI 002/ 2019-20	Adoption Allowances	Children & Culture	Culture e Children's Social Care	Achievable Delivered / On	50		50		50			Green	Green	events taking place in 2021/22.	50		50	50							
19-20 SAV / CHI 005 / 2019-20		Children & Culture		Target Delivered / On	150		150		150			Green	Green	This is linked to CHI 002 / 20-21. There may be a risk to the											
19-20	Model)		Achievement (Parenta Engagement & Support)		130		150		150			Green	Green	full £506k as part of income generation has been delivered as part this saving.											
SAV / CHI 006 / 2019-20 19-20	Community Language Service	Children & Culture	e Sport, Leisure and Culture	Undeliverable / Unachievable	350) -	350		115	235		Red	Red	Savings for 2021/22 of £250k are unachievable due to slippage. Net budget in 2020/21 is £242k which can be taken in 2021/22.	250	235	485	242		243	-	-	-		-
SAV / CHI 001 / 2020-21 20-21	Rationalisation and development of early help services from conception to age 25 in youth and commissioning	Children & Culture	 Early Help Service, Integrated Early Years' Service, Youth Service part of the Youth and Commissioning Division 				-		-		-	Green	Amber		512	-	512	512		-	-	-	-		-
SAV / CHI 002 / 2020-21 20-21	Savings and traded delivery of education and partnership services	Children & Culture	e Education & Partnerships	Slipping but Achievable			-		-		-	Amber	Red	This is part of the Commercialisation agenda and requires Corporate Support.	506	-	506			506	110	-	110	110	-
SAV / CHI 003 / 2020-21 20-21	Transformation of service delivery provided by the integrated early years service	Children & Culture	 Integrated Early Years' Service (IEYS), Youth and Commissioning Division 	Delivered / On Target	494	-	494		494		-	Green	Green		-	-	-			-	406	-	406	406	-
SAV / CHI 004 / 2020-21 20-21	Transformation of service delivery following the youth service review	Children & Culture	 Youth Service (part of the Youth and Commissioning Division) 	Delivered / On Target	50) -	50		50		-	Green	Green		450	-	450	450		-	-	-	-		-
SAV / CHI 005 / 2020-21 20-21	Transformation of SEND transport commissioning	Children & Culture	e Education & Partnerships	Delivered / On Target		-	-		-		-	Amber	Amber		500	-	500	500		-	500	-	500	500	-
SAV / CHI 008 / 2020-21 20-21	Sharing Costs with CCG for Children with Disabilities - Reprofiling of agreed savings (SAV/CHI 004/19-20)	Children & Culture	e Children's Social Care	Delivered / On Target	100) -	100		100		-	Green	Green		200	-	200	200		-	311	-	311	311	-
SAV / HAC 001 / 2019-20 19-20	Efficiencies in Commissioned Services for Adult Social Care	Health, Adults & Community	Integrated Commissioning	Delivered / On Target		-	-				-	Green	Green	21/22 Saving. Work in progress to specify the services which will deliver savings.	1,000	-	1,000	-		1,000	-	-	-		-
SAV / HAC 001 / 2020-21 20-21	Accommodation and support for single homeless people	Health, Adults & Community	Integrated Commissioning	Delivered / On Target		-	-				-	Green	Green	21/22 - 22/23 Saving - context for this saving significantly impacted by Covid. Funding has been secured and approval in Cabinet for a contract for remodelling of the Hackney Road Hostel as part of our post Covid arrangements for homelessness - this will deliver the saving for Hackney Road in full (green). Work will then be needed on the future approach once the funding ends. Proposals for the reduction in floating support under development (amber).	343	-	343	343			350	-	350	350	-
SAV / HAC 002 / 2019-20 19-20	Integrated Commissioning Efficiencies	Health, Adults & Community	Integrated Commissioning	Delivered / On Target	190) -	190	190	190		-	Green	Green	Saving has been delivered.	-	-	-			-	-	-	-		-
SAV / HAC 002 / 2020-21 20-21	Merging of the physical disability day opportunities service with the Riverside Day Service	Health, Adults & Community	Adult Social Care	Delivered / On Target			-					Amber	Green	21/22 saving - this saving is now proposed to be delivered by a new savings proposal for a new model of day support which would involve the closure of these two centres previously earmarked for merger. Consultation on the new proposal concluded and goes to Cabinet in March 2021. Implementation date Q2 and therefore slippage in savings level in 21/22 requires mitigation.	316	-	316	316		-	-	-	-		-
SAV / HAC 003 / 2019-20 19-20	Promoting Independence and in Borough Care for Adults with Disabilities	Health, Adults & Community	Adult Social Care	Delivered / On Target			-				-	Amber	Amber	21/22 saving - progress on the Promoting Independence programme for people with learning disabilities (increasing provision and choice in borough for supported living & residential) is slower than expected but is progressing. This 21/22 saving is being reviewed alongside the existing programme - see below.	700	-	700	700		-	-	-	-		-
SAV / HAC 004 / 2020-21 20-21	Integration of Tower Hamlets short-term support services - rehabilitation and reablement	Health, Adults & Community	Localities East and Reablement	Delivered / On Target			-				-	Amber	Amber	Consultation on changing the charging policy was about to launch at the end of March 2020 to ensure delivery of this saving. Consultation postponed due to Covid. Implementation now expected 1/1/21 rather than 1/10/20. Potential loss of saving should be set against Covid expenditure. Consultation has an additional option added that would increase the income received and mitigate the slippage. Option being considered of delivering this saving earlier.	-	-				-	100	-	100	100	-
SAV / HAC 005 / 2020-21 20-21	Technology-enabled care	Health, Adults & Community	Adult Social Care	Delivered / On Target		-	-				-	Green	Green	22/23 Saving - work in progress. The 100k is a marker figure whilst scoping work is done. Likely to require capital which is flagged in the review of the capital programme.	-	-	-			-	100	-	100	100	-

Reference Year Appro	Title ved	Directorate	Service Area	Savings Achievement Status	Savings target £'000	Slippage from previous year £'000	Revised De Savings target	elivered/ F cashed		Variance - Slippage £'000	Variance - Under / (over) delivery £'000	Savings	Project Status RAG	Status update	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings £'000		/ariance Under / (over) delivery £'000	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast V savings £'000	/ariance - Variance · Slippage Under / (over) delivery £'000 £'000
SAV/ HAC 01 / 2018-1 18-19	9 Adult Social Care Transformation	Health, Adults & Community	Adult Social Care	Delivered / On Target	1,000	-	1,000	306	506	2000		Amber	Amber	£306k delivered through ceasing of meals on wheels - green. c200k delivered through mental health procurement savings - final validation in progress - green/amber. c500k to be	-	-	-	2 000	2000	-	-	-	-		-
														delivered through quality and expenditure controls via panels - analysis of CSPAM panel shows where achievement of savings has been made however we have experienced upward pressure on other care packages and a net saving has not been achieved - therefore saving green but overall impact not achieved - see finance monitor. Budget review in place to further explore sustainability, demography and delivery plans.											
ADU003/17-18 2017-1	8 Helping People with Learning Disability live Independently	Health, Adults & Community	Adults Social Care	Slipping but Achievable	-	706	706		452		254	Amber		Programme reviewing plans, slippage and any potential to bring forward savings. Plans developing to deliver £452k resulting in £254k slippage to 2021/22. £78k associated with Shared Lives may not be delivered in 2020/21. Review of this programme and the 21/22 further savings (see above) - to come to DLT in March 2021.	-	-	-	254		(254)	-	-	-		-
ADU008/17-18 2017-1	8 Day Opportunities Provision	Health, Adults & Community	Adult Social Care	Slipping but Achievable	-	74	74		74		-	Green		Will be delivered in the current financial year, will need processes in place to ensure that no pressure remains on the placements budget. Linked to other reviews in day centre provision.	-	-	-			-	-	-	-		-
SAV / HAC 003 / 2020-2 20-21	1 Changes to the adult social care charging poli	cy Health, Adults & Community	Adult Social Care	Delivered / On Target	132	-	132		66		66	Amber		Charging Policy amended following consultation and decision in Cabinet. Implementation in progress. Slippage 3/4 months which may impact on in year savings but may be mitigated by higher income achieved overall.	132	-	132	132		-	-	-	-		-
D&R002/17-18 2017-1	8 Maximising use of technology in Housing Options Service	Place	Housing Options	Slipping but Achievable	-	300	300		300		-	Amber		1. The financial saving was not delivered in 2019-20 and has slipped into 2020/21. This savings target relates partly to automating applications to the common housing register and also a review of the allocations policy, both of which have been completed in year but the associated benefit will not be realised until the following year. The financial saving has been mitigated through additional income received from RSL's being charged to use the Council's common housing register where demand has been higher than that budgeted.	-	-	-			-	-	-	-		
SAV/ PLA 01 / 2018-1 18-19	9 Waste, Recycling & Street Cleansing Contract	Place	Public Realm	Delivered / On Target	200	-	200		200		-	Green		 The financial saving will be delivered as part of the in- sourcing of the waste service. The service is now in-house and budgets have been built up including this saving. Careful monitoring of financial performance will occur over the months ahead to monitor delivery. At this point in time it is anticipated the saving will be delivered with no overspend forecast against budget 	-	-	-			-	-	-	-		
SAV/ PLA 02 / 2018-1 18-19	9 Review of Housing Delivery (THH/TH)	Place	Housing /THH	Delivered / On Target	100	-	100		-		100	Red		 The saving relates to efficiencies generated from in- sourcing THH. The saving cannot be delivered as the ALMO management agreement has been extended for a minimum of four more years. There may be opportunities to generate efficiencies when THH come to the new town hall. The saving is unachievable and should be written off 	-	-	-			-	-	-	-		-
SAV/ PLA 03 / 2018-1 18-19	9 Reduction in Running costs/ Liability of Counc Assets	il Place	Corporate Property & Capital Delivery	Slipping but Achievable	100	-	100			100	-	Amber		1. This saving will be added to the £1m saving to be delivered in 2021/22, giving a target of £1.1m. 2. An asset review and income maximisation board has been set up and options for delivering the £1.1m are being worked up and presented to the board. There are options available to deliver the saving in full and the £100k saving. 3. Lead in times for delivering the savings may result in it slipping into next year.	-	100	100	100		-	-	-	-		-
SAV / PLA 002 / 2019-2 19-20	0 Appropriation of Housing Revenue Account (HRA) Shops to General Fund (GF)	Cross-Directorate	Asset Management	Undeliverable / Unachievable		800	800				800	Red		 Financial modelling of the proposal has identified that the rental income is not substantial enough to meet the capital financing requirement that will also transfer to the GF and as a result appropriating these assets. The appropriation has therefore not taken place and the saving not delivered. This saving is being requested to be written-off through the 2021-24 MTFS budget setting process. 		-	-			-		-	-		-
SAV / PLA 005 / 2019-2 19-20	0 Parking – Operational Changes and Policy Review	Place	Parking	Delivered / On Target	500	-	500		500		-	Green		1. 2020/21 saving - introduction of permits for car clubs will generate additional income of £200k. This will be introduced and is expected to deliver the income target. Introduction of surcharges on permits has delivered the £180k saving target in 2018/19. The remaining £120k will result from savings on introducing a cashless Ringo payments system and again is on schedule for delivery. 2. In 2021/22 a further saving of £329k will be delivered through a wider review of parking which is being worked up in conjunction with the Mayor. Considerations include diesel levies on permits and paid for parking, which would be big income items and deliver the saving.	329	-	329	329		-	-	-	-		
SAV / PLA 006 / 2019-2 19-20	0 Waste Fleet Alternative Funding	Place	Waste - Public Realm	Delivered / On Target	1,800	-	1,800		1,800		-	Green		 The saving related to using alternative methods of funding vehicles used within Operational services. The vehicles have been purchased through capital investment delivering a saving against the revenue budget 	-	-	-			-	-	-	-		-

Reference	Year	Title	Directorate	Service Area	Savings	Savings	s Slippage	Revised	Delivered/	Forecast	Variance -	Variance -	Forecast	Project	Status update	Savings	Slippage	Revised	Forecast	Variance -	Variance	Savings	Slippage	Revised	Forecast V	/ariance - Variance ·
	Approved	1			Achievement Status	targe	t from previous	Savings target	cashed	savings			Savings	Status RAG		target	from previous	Savings target	savings	Slippage	Under / (over)	target	from previous	Savings target	savings	Slippage Under / (over)
					Status		year	-				delivery					year	-			delivery		year	-		delivery
						£'000	000'£ 0	£'000	£'000	£'000	£'000	£'000				£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000 £'000
SAV / PLA 001 /	/ 2020-21	Property Asset Strategy	Place	Corporate Property &	Delivered / On			-				-	Amber	Amber	1. An asset review and income maximisation board has been	1,000	-	1,000	1,000			-	-	-		
20-21				Capital Delivery	Target										set up and options for delivering the £1.1m are being worked up and presented to the board. There are options available to											
															deliver the saving in full but rent holidays that lessees require to enter into agreements may result in some of the saving											
															slipping.											
SAV / PLA 002 ,	/ 2020-21	Deletion of dedicated business assurance	Place	Growth and Economic		56	5 -	56		56		-	Green	Green	1. The post has been deleted and the saving delivered.	-	-	-			-	-	-	-		-
20-21		function for Place Directorate		Development	Target																					
SAV / PLA 003 ,	/ 2020-21	New Town Hall revenue savings	Place	Corporate Property &	Delivered / On			-				-	Green	Green	1. The project to deliver a new town hall is progressing and on	-	-	-			-	225	-	225	225	
20-21				Capital Delivery	Target										target, however it is currently too early to be certain that the required revenue savings will be delivered. 2. This is a											
															2022/23 saving and will be assessed in later years.											
SAV / PLA 005 , 20-21	/ 2020-21	Review of Parks - Reprofiling of agreed savings (SAV/PLA 05/18-19)	Place	Sport Leisure and Culture	Delivered / On			-				-	Green	Green	A parks review is currently being undertaken which is led by	-	-	-			-	300	-	300	300	-
20-21		(SAV/PLA 05/16-19)		Culture	Target										SPP. Children's and Place are working together to deliver the saving over the whole parks service. To date options for											
															delivering the saving in full have been identified and are currently being considered.											
SAV / PLA 006 /	/ 2020-21	Street Lighting Efficiencies - Reprofiling of	Place	Public Realm	Delivered / On	4		45		45			Green	Croop	1. The saving relates to replacing street lighting with LED	135		135	135							
20-21	2020-21	agreed savings (SAV/ PLA 04 / 18-19)	Place	i done nedili	Target	4:		45		45		-	GICCII	Green	 The saving relates to replacing street lighting with LED bulbs, reducing the electricity used and cost of street lighting. Although the bulbs will be replaced there is a risk it will not 	135	-	135	122		-		-	-		
															deliver the saving as the cost of electricity is rising at above											
															inflation rates year on year. Current forecasts project that the saving will be delivered in full but it is subject to the volatility											
															of utility costs.											
SAV / GOV 001 20-21	/ 2020-21	Legal services	Governance	Legal Services	Delivered / On Target			-				-				100	-	100	100		-	200	-	200	200	-
SAV / GOV 002 20-21	/ 2020-21	Modernisation of the Registration Service	Governance	Registration Service	Delivered / On Target			-				-				40	-	40	40		-	-	-	-		-
RES001a/17-18	2017-18	Human Resources	Resources	Human Resources	Slipping but Achievable		- 700	700		-	700	-	Red	Red	 A restructure was implemented in HR against the original savings target, however this did not achieve the full savings. 	-	700	700	-	700	-	-	700	700	700	-
					, temerable										A further restructure and other alternative ways of achieving											
															the residual saving of £0.7m are being considered. 2. This saving is being requested through the 2021-24 MTFS to be re-profiled to 2023-24.											
															to be re-profiled to 2025-24.											
RES001b/17-18	3 2017-18	Human Resources	Cross-Directorate	All	Delivered / On Target		2,000	2,000	2,000	2,000		-	Green	Red	1. Previous year savings of £2.5m were achieved through procurement of a less-expensive agency intermediary		-	-			-		-	-		-
															provider. 2. Training and development previous year savings were											
															achieved.											
															3. Remaining £2m savings target relates to terms and conditions changes and this saving has been offset in 2020-21											
															against the central £2m budget originally earmarked to fund spinal point increases which directorates are now managing											
															within their overall budgets.											
SAV/ RES 02 / 18-19	2018-19	HR Services - Additional Staffing Efficiencies	Resources	Human Resources	Delivered / On Target	100	- D	100	67	100	-	-	Green	Green	1. Efficiencies have been achieved.	-	-	-	-		-	-	-	-	-	-
SAV/ RES 01 / 18-19	2018-19	Improved Recovery of Housing Benefits Overpayments	Resources	Benefits	Slipping but Achievable	500	- 0	500	-	-	500	-	Red	Amber	1. This saving will not be achieved in 2020-21 due to the economic impact of Covid-19 and this savings slippage has	-	500	500	500		-	-	-	-		-
															been requested to be funded in 2020-21 through the Covid- 19 emergency grant.											
SAV/ RES 03 /	2010 10	Internal Audit – Streamline Management and	Deserves	Risk Assessment	Delivered / On	50		50		50			Create	Crean	1. This saving will be achieved in 2020-21 through holding											
18-19	2018-19	Explore Shared Service Options	Resources	KISK ASSESSMENT	Target	50	, -	50	55	50		-	Green	Green	vacancies, and will be permanently achieved in the future	-	-					-	-	-		-
															Finance, Procurement & Audit review of the 2019 restructure.											
SAV/ RES 04 / 18-19	2018-19	Revenue Services – Workforce efficiencies through greater self-service and automation	Resources	Revenue Services	Delivered / On Target	100	- 0	100	67	100		-	Green	Green	1. This has been achieved through a restructure.	-	-	-			-	-	-	-		-
SAV/ RES 10 / 18-19	2018-19	Additional Local Presence Efficiencies	Resources	Customer Access	Slipping but Achievable	300	- 0	300	-	-	300	-	Amber	Amber	1. This saving is being mitigated in 2020-21 and is planned for permanent achievement in 2021-22 together with wider Local	-	300	300	300		-	-	-	-		-
															Presence changes.											
SAV / RES 001 / 19-20	/ 2019-20	Improvements in Self Service and Digital uptake	Resources	Revenue Services	Delivered / On			-				-				200	-	200	200		-	-	-	-		-
19-20 SAV / RES 002 /	/ 2019-20	for Council Tax and Business Rates Reduction in Funding for Discretionary Rates	Resources	Revenue Services	Target Delivered / On	220	0 -	220	147	220		-	Green	Green	1. This has been achieved through alternative efficiencies.	-	-	-				-	-			
19-20		Relief			Target																					
SAV / RES 001 / 20-22	/ 2020-21	Revenues - Cashiers - reduce cash and cheque handling and eliminate the need for cheque	Resources	Revenue Services	Delivered / On Target	130	- D	130	87	130		-	Green	Green	1. This has been achieved through a restructure.	-	-	-			-	-	-	-		-
CA) / 255 - 55	(2022 ST	printing	Deres	Dura fri Curi	-								De d	A												
SAV / RES 002 / 20-21	2020-21	Benefits service – centralisation of assessments – service review and restructure	Kesources	Benefits Service	Slipping but Achievable	600	- נ	600			600	-	Red	Amber	1. This restructure has been delayed due to needing to facilitate grant payments and new business rates reliefs	100	600	700	700		-	100	-	100	100	-
															relating to the Covid-19 pandemic and a significant increase in the number of residents submitting new claims for Council											
															Tax Reduction. 2. Replacement funding of £0.6m has been requested from											
															the Covid-19 emergency grant to meet this short-term pressure in 2020-21.											
			<u> </u>]]								1			

Reference Year App	r T proved	itle	Directorate	Service Area	Savings Achievement Status	Savings target	Slippage from previous	Revised Savings target	Delivered/ cashed			/ Under (over)	Savings	-	Status update	Savings target		Revised Savings target	Forecast savings	Variance - Slippage	Under / (over)	Savings target	Slippage from previous	Revised Savings target	Forecast V savings	Slippage Under / (over)
						£'000	year £'000	£'000	£'000	£'000	£'000	delivery £'000				£'000	year £'000	£'000	£'000	£'000	delivery £'000	£'000	year £'000	£'000	£'000	delivery £'000 £'000
SAV / RES 003 / 2020 20-21		CT Savings - Reprofiling of agreed savings SAV/ RES 05 / 18-19)	Resources	ІСТ	Delivered / On Target	200	-	200	133	200		-	Green		1. The telephony IVR rationalisation saving of £0.1m has been achieved. 2. The rack rationalisation has been delayed due to supporting the Covid-19 BECC and will achieve part year savings of £0.04m in 2020-21. Efficiencies in contracted services will meet the short-term £0.06m savings delay pressure in 2020-21.	550	-	550	550		-	-	-	-		-
SAV / RES 004 / 2020 20-21	ne	inance Services – Process improvements & ew Finance System Implementation - eprofiling of agreed savings (SAV/ RES 06 / 18 9)	Resources	Corporate Finance	Delivered / On Target	-	-	-				-				-	-	-			-	100	-	100	100	-
ALL009/17-18 2017		onsolidation of Business Support and dministration Functions	Resources	All	Slipping but Achievable	-	1,000	1,000	350	700	300	-	Amber		1. Phase 1 restructure has been implemented and phase 2 planning is underway to achieve the remaining savings.	-	300	300	300		-	-	-	-		-
ALL001/17-18 2017		eview of Printing/ Scanning/ Use of Multi- unctional Devices (MFD's)	Cross-Directorate	All	Undeliverable / Unachievable	-	1,350	1,350		-	371	979	Red		 The MFD and Reprographics elements of the project are delivered. A hybrid mail solution for outward mail will be implemented to achieve savings of £371k in 2021-22. Remaining unachievable savings of £979k are being requested to be written off through the 2021-24 MTFS budget setting process. 		371	371	371	-	-	-	-	-	-	
ALL003/17-18 2017	7-18 D	ebt Management & Income Optimisation	Cross-Directorate	All	Undeliverable / Unachievable	-	1,581	1,581		-	143	1,438	Red		 £1,419k savings have been achieved through 2020-21 growth in Council tax base above original MTFS assumption (£974k) and fees & charges income (£445k) allocated against this income optimisation saving. £1,581k savings remain unachieved at 2020-21. Growth in Council tax base above original MTFS assumption for 2021-22 (£69k) and 2022-23 (74k) will also be allocated against this saving, leaving £1,438k which is being requested to be written- off through the 2021-24 MTFS budget setting process. 	-	143	143	69	74	-	-	74	74	74	-
ALL006/17-18 2017	7-18 Lo	ocal Presence / Contact Centre Review	Cross-Directorate	All	Slipping but Achievable	-	1,150	1,150		-	1,150	-	Red		Implementation of the new Customer Access model achieved £900k of savings from One Stop Shop closures and establishment changes from channel shift. Remaining savings include shift of customer access to 'digital by default' to reduce demand (including housing options and pest control), closure of Rushmead One Stop Shop site and consolidation of high volume telephone contact into contact centre.	-	1,150	1,150	1,150		-	-	-			-
SAV/ RES 08 / 2018 18-19	3-19 In	ncome Through Housing Companies	Cross-Directorate	Housing	Slipping but Achievable	250	-	250		-	250	-	Red		 There is currently no activity within the housing companies and as a result savings are not projected to be delivered at this time. A review of the use of the housing companies is being undertaken with a view to having a clear strategy around their roles and any savings that could be delivered. This saving is being requested through the 2021-24 MTFS to be re-profiled to 2023-24. 	-	250	250		250	-	-	250	250	250	-
SAV/ RES 09 / 2018 18-19	8-19 TI	HH - Potential support service Savings	Cross-Directorate	Housing	Slipping but Achievable	100	-	100		-	100	-	Red		 The saving relates to support service savings from the in- sourcing of THH. A decision has been taken to retain the current ALMO for a minimum of four years and as a result the saving will not be delivered at this time. This saving is being requested through the 2021-24 MTFS to be re-profiled to 2023-24. 	-	100	100		100	-	-	100	100	100	-
SAV / ALL 001 / 2019 19-20	9-20 PI	hase 2 Local Presence - putting Digital First	Cross-Directorate	Cross-Directorate / Resources - Various	Delivered / On Target	-	-					-				700	-	700	700		-	-	-	-		-
SAV / ALL 002 / 2019 19-20	9-20 Ci	ounter Fraud Initiatives	Cross-Directorate	Cross-Directorate / Resources - Risk and Audit	Delivered / On Target	-	-	-				-				100	-	100	100		-	-	-	-		-
SAV / ALL 003 / 2019 19-20	9-20 C	ontract Management	Cross-Directorate	Cross-Directorate / Resources - Various	Delivered / On Target	500	-	500	500	500		-	Green		 Savings have been allocated to service directorates. Contracts within directorates need to produce average efficiencies of circa 6% through retenders and direct negotiations. 	1,000	-	1,000	1,000		-		-	-		-
SAV / ALL 004 / 2019 19-20		eduction in Enabling and Support Services osts	Cross-Directorate	Cross-Directorate / Resources - Various Support Services	Delivered / On Target	-	-	-				-				1,500	-	1,500	1,500		-	-	-	-		-
SAV / ALL 005 / 2019 19-20		sset Management Service	Cross-Directorate	Cross-Directorate / Place / Children's Services - Asset Management	Delivered / On Target	-	-	-					Amber		The Asset Management Team is in the process of formulating the programme to deliver the Council's Asset Strategy. The programme will consist of a range of projects that focus on making the best of Council property with outcomes including:- community asset transfer options, development opportunities, disposals and reduced running costs. Work is underway to deliver the saving.	500	-	500	500			-	-	-		-
SAV / ALL 001 / 2020 20-21	of	ontract Management Efficiencies - Reprofiling f agreed savings (SAV/CORP 02 / 18-19)			Delivered / On Target	1,400	-	1,400	1,400	1,400		-	Green		 Savings have been allocated to service directorates. Contracts within directorates need to produce average efficiencies of circa 6% through retenders and direct negotiations. 	900	-	900	900		-	1,950	-	1,950	1,950	-
SAV / ALL 002 / 2020 20-21		ireater Commercialisation - Reprofiling of greed savings (SAV/ ALL 007 / 19-20)	Cross-Directorate	All	Delivered / On Target		-	-				-				500	-	500	500		-	2,000	-	2,000	2,000	-

R	eference	Year	Title	Directorate	Service Area	Savings	Savings	Slippage	Revised	Delivered/	Forecast	Variance ·	- Variano	e - Foreca	t Project	Status update	Savings	Slippage	Revised	Forecast	Variance	Variance ·	Savings	Slippage	Revised	Forecast Variand	<mark>ce -</mark> Variance ·
		Approved				Achievement	target	from	Savings	cashed	savings	Slippage	e Unde	er / <mark>Saving</mark>	Status		target	from	Savings	savings	Slippage	Under /	target	from	Savings	savings Slippa	age Under /
						Status		previous	target				(ov	er) <mark>RAG</mark>	RAG			previous	target			(over)		previous	target		(over)
								year					deliv	ery				year				delivery		year			delivery
							£'000	£'000	£'000	£'000	£'000	£'000	0 £'(000			£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000 £'	000'£'000
SA	V / ALL 003 /	2020-21	Fees & Charges	Cross-Directorate		Delivered / On	125	-	125	125	125			- Green	Green	1. Savings have been allocated to service directorate income	545	-	545	545		-	420	-	420	420	-
20)-21					Target										budgets that were agreed for increased fees & charges.											