

Appendix B - Provisional Outturn Summary MTFs Savings Tracker 2020-23

| | 2020-21 | | | | | | | 2021-22 | | | | | | 2022-23 | | | | | |
|-----------------------------------|----------------|-----------------------------|------------------------|--------------------|------------------|---------------------|------------------------------------|----------------|-----------------------------|------------------------|------------------|---------------------|------------------------------------|----------------|-----------------------------|------------------------|------------------|---------------------|------------------------------------|
| | Savings target | Slippage from previous year | Revised Savings target | Delivered / cashed | 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 | 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 |
| Directorate | | | | | | | | | | | | | | | | | | | |
| Health, Adults & Community | 1,322 | 780 | 2,102 | 1,749 | 1,749 | 353 | - | 5,366 | 353 | 5,719 | 5,202 | 517 | - | 1,366 | 517 | 1,883 | 1,883 | - | - |
| 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 | - | 2,401 | 700 | - | 1,464 | 700 | 2,164 | 2,164 | - | - | 525 | - | 525 | 525 | - | - |
| Governance | - | - | - | - | - | - | - | 140 | - | 140 | 140 | - | - | 200 | - | 200 | 200 | - | - |
| Resources | 2,200 | 1,700 | 3,900 | 1,342 | 1,342 | 2,558 | - | 850 | 2,558 | 3,408 | 3,408 | - | - | 200 | - | 200 | 200 | - | - |
| Cross-Directorate | 2,375 | 6,881 | 9,256 | 4,025 | 4,825 | 2,014 | 2,417 | 5,745 | 2,014 | 7,759 | 7,335 | 424 | - | 4,370 | 424 | 4,794 | 4,794 | - | - |
| Total | 10,242 | 10,661 | 20,903 | 7,116 | 12,276 | 6,210 | 2,417 | 16,033 | 6,210 | 22,243 | 20,553 | 941 | 749 | 7,988 | 941 | 8,929 | 8,929 | - | - |
| Savings Achievement Status | | | | | | | | | | | | | | | | | | | |
| Delivered / On Target | 7,260 | 3,000 | 10,260 | 5,857 | 10,102 | 158 | - | 14,205 | 158 | 14,363 | 14,363 | - | - | 7,778 | - | 7,778 | 7,778 | - | - |
| Slipping but Achievable | 2,632 | 3,930 | 6,562 | 1,259 | 1,259 | 5,303 | - | 1,578 | 5,303 | 6,881 | 5,508 | 867 | 506 | 210 | 867 | 1,077 | 1,077 | - | - |
| Undeliverable / Unachievable | 350 | 3,731 | 4,081 | - | 915 | 749 | 2,417 | 250 | 749 | 999 | 682 | 74 | 243 | - | 74 | 74 | 74 | - | - |
| Total | 10,242 | 10,661 | 20,903 | 7,116 | 12,276 | 6,210 | 2,417 | 16,033 | 6,210 | 22,243 | 20,553 | 941 | 749 | 7,988 | 941 | 8,929 | 8,929 | - | - |

| Reference | PMO Project Reference | Year Approved | Title | Dir. | Directorate | Service Area | Savings Achievement Status | Savings target £'000 | Slippage from previous year £'000 | Revised Savings target £'000 | Delivered/cashed £'000 | Forecast savings £'000 | Variance - Slippage £'000 | Variance Under / (over) delivery £'000 | Forecast Savings RAG | Project Status RAG | Status update | Savings target £'000 | Slippage from previous year £'000 | Revised Savings target £'000 | Forecast savings £'000 | Variance Slippage £'000 | Variance Under / (over) delivery £'000 | Savings target £'000 | Slippage from previous year £'000 | Revised Savings target £'000 | Forecast savings £'000 | Variance - Slippage £'000 | Variance Under / (over) delivery £'000 | | |
|-----------------------|-----------------------|---------------|---|------|-------------------|--|------------------------------|-------------------------|--------------------------------------|---------------------------------|---------------------------|---------------------------|------------------------------|---|----------------------|--------------------|--|-------------------------|--------------------------------------|---------------------------------|---------------------------|----------------------------|---|-------------------------|--------------------------------------|---------------------------------|---------------------------|------------------------------|---|---|---|
| SAV / RES 002 / 20-21 | | 2020-21 | Benefits service – centralisation of assessments – service review and restructure | RES | Resources | Benefits Service | Slipping but Achievable | 600 | - | 600 | | | 600 | | Red | Amber | 1. This restructure has been delayed due to needing to facilitate grant payments and new business rates reliefs 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. | 100 | 600 | 700 | 700 | | | 100 | - | 100 | 100 | | | - | |
| SAV / RES 003 / 20-21 | | 2020-21 | ICT Savings - Reprofitting of agreed savings (SAV/ RES 05 / 18-19) | RES | Resources | ICT | Delivered / On Target | 200 | - | 200 | 140 | 140 | 60 | | Green | 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. Replacement funding from the Covid-19 emergency grant funded the short-term £0.06m savings delay pressure in 2020-21. | 550 | 60 | 610 | 610 | | | - | - | - | - | - | - | | |
| SAV / RES 004 / 20-21 | | 2020-21 | Finance Services – Process improvements & new Finance System Implementation - Reprofitting of agreed savings (SAV/ RES 06 / 18-19) | RES | Resources | Corporate Finance | Delivered / On Target | - | - | - | | | | | | | | - | - | - | - | | | 100 | - | 100 | 100 | | | - | |
| ALL009/17-18 | SS02-BSH | 2017-18 | Consolidation of Business Support and Administration Functions | ALL | Resources | All | Slipping but Achievable | - | 1,000 | 1,000 | 700 | 700 | 300 | | Amber | 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 | SS04-RPG SS06-MPS | 2017-18 | Review of Printing/ Scanning/ Use of Multi-Functional Devices (MFD's) | ALL | Cross-Directorate | All | Undeliverable / Unachievable | - | 1,350 | 1,350 | | | 371 | 979 | Red | Red | 1. The MFD and Reprographics elements of the project are delivered. 2. A hybrid mail solution for outward mail will be implemented to achieve savings of £371k in 2021-22. 3. Remaining unachievable savings of £979k were agreed to be written off through the 2021-24 MTFS budget setting process. | - | 371 | 371 | 371 | | | - | - | - | - | - | - | | |
| ALL003/17-18 | SS03-IC | 2017-18 | Debt Management & Income Optimisation | ALL | Cross-Directorate | All | Undeliverable / Unachievable | - | 1,581 | 1,581 | | | 143 | 1,438 | Red | Red | 1. £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. 2. £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 has been agreed to be written-off through the 2021-24 MTFS budget setting process. | - | 143 | 143 | 69 | 74 | | | - | - | 74 | 74 | | | - |
| ALL006/17-18 | SS01-CS SS05-LP | 2017-18 | Local Presence / Contact Centre Review | ALL | Cross-Directorate | All | Slipping but Achievable | - | 1,150 | 1,150 | | | 1,150 | | Red | Red | 1. Implementation of the new Customer Access model achieved £900k of savings from One Stop Shop closures and establishment changes from channel shift. 2. The remaining savings slippage of £1.15m includes 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 / 18-19 | | 2018-19 | Income Through Housing Companies | RES | Cross-Directorate | Housing | Slipping but Achievable | 250 | - | 250 | | | 250 | | Red | Red | 1. There is currently no activity within the housing companies and as a result savings are not projected to be delivered at this time. 2. 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. 3. This saving was agreed through the 2021-24 MTFS to be re-profiled to 2023-24. | - | 250 | 250 | 250 | | | - | - | 250 | 250 | | | - | |
| SAV/ RES 09 / 18-19 | | 2018-19 | THH - Potential support service Savings | RES | Cross-Directorate | Housing | Slipping but Achievable | 100 | - | 100 | | | 100 | | Red | Red | 1. The saving relates to support service savings from the in-sourcing of THH. 2. 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. 3. This saving was agreed through the 2021-24 MTFS to be re-profiled to 2023-24. | - | 100 | 100 | 100 | | | - | - | 100 | 100 | | | - | |
| SAV / ALL 001 / 19-20 | | 2019-20 | Phase 2 Local Presence - putting Digital First | ALL | Cross-Directorate | Cross-Directorate / Resources - Various | Delivered / On Target | - | - | - | | | | | | | | 700 | - | 700 | 700 | | | - | - | - | - | - | - | | |
| SAV / ALL 002 / 19-20 | | 2019-20 | Counter Fraud Initiatives | ALL | Cross-Directorate | Cross-Directorate / Resources - Risk and Audit | Delivered / On Target | - | - | - | | | | | | | | 100 | - | 100 | 100 | | | - | - | - | - | - | - | | |
| SAV / ALL 003 / 19-20 | | 2019-20 | Contract Management | ALL | Cross-Directorate | Cross-Directorate / Resources - Various | Delivered / On Target | 500 | - | 500 | 500 | 500 | | | Green | Amber | 1. 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 / 19-20 | | 2019-20 | Reduction in Enabling and Support Services Costs | ALL | Cross-Directorate | Cross-Directorate / Resources - Various Support Services | Delivered / On Target | - | - | - | | | | | | | | 1,500 | - | 1,500 | 1,500 | | | - | - | - | - | - | - | | |
| SAV / ALL 005 / 19-20 | | 2019-20 | Asset Management Service | ALL | Cross-Directorate | Cross-Directorate / Place / Children's Services - Asset Management | Delivered / On Target | - | - | - | | | | | Amber | 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 / 20-21 | | 2020-21 | Contract Management Efficiencies - Reprofitting of agreed savings (SAV/CORP 02 / 18-19) | ALL | Cross-Directorate | All | Delivered / On Target | 1,400 | - | 1,400 | 1,400 | 1,400 | | | Green | Amber | 1. 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 | | | - | |

| Reference | PMO Project Reference | Year Approved | Title | Dir. | Directorate | Service Area | Savings Achievement Status | Savings target £'000 | Slippage from previous year £'000 | Revised Savings target £'000 | Delivered/cashed £'000 | Forecast savings £'000 | Variance - Slippage £'000 | Variance Under / (over) delivery £'000 | Forecast Savings RAG | Project Status RAG | Status update | Savings target £'000 | Slippage from previous year £'000 | Revised Savings target £'000 | Forecast savings £'000 | Variance Slippage £'000 | Variance Under / (over) delivery £'000 | Savings target £'000 | Slippage from previous year £'000 | Revised Savings target £'000 | Forecast savings £'000 | Variance - Slippage £'000 | Variance Under / (over) delivery £'000 |
|-----------------------|-----------------------|---------------|--|------|----------------------------|--------------------------|----------------------------|-------------------------|--------------------------------------|---------------------------------|---------------------------|---------------------------|------------------------------|---|----------------------|--------------------|---|-------------------------|--------------------------------------|---------------------------------|---------------------------|----------------------------|---|-------------------------|--------------------------------------|---------------------------------|---------------------------|------------------------------|---|
| ADU003/17-18 | FS03-SIN | 2017-18 | Helping People with Learning Disability live Independently | | Health, Adults & Community | Adult Social Care | Slipping but Achievable | - | 706 | 706 | 452 | 452 | 254 | | Amber | 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 | 254 | - | - | - | - | - | - | - | - |
| ADU008/17-18 | | 2017-18 | Day Opportunities Provision | | Health, Adults & Community | Adult Social Care | Slipping but Achievable | - | 74 | 74 | 74 | 74 | | | Green | 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 / 20-21 | | 2020-21 | Changes to the adult social care charging policy | | Health, Adults & Community | Adult Social Care | Slipping but Achievable | 132 | - | 132 | 33 | 33 | 99 | | Amber | Green | 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 | 99 | 231 | 132 | 99 | - | - | - | 99 | 99 | - | - |
| SAV / HAC 014 / 21-22 | | 2021-22 | Review Telecare model | | Health, Adults & Community | Adult Social Care | Delivered / On Target | | | | | | | | Green | Green | Delivered | 71 | | 71 | 71 | - | - | 71 | | 71 | 71 | - | - |
| SAV / HAC 006 / 21-22 | | 2021-22 | Community Safety Response Team (CSRT) | | Health, Adults & Community | Community Safety | Slipping but Achievable | | | | | | | | Amber | Red | There will be slippage in this saving due to a public consultation needed with residents and employees for cessation of the service after September 2021. Timescales are currently under consideration, however, estimated slippage is currently 6 months. ADDER Funding may mitigate some of the current slippage. | 512 | | 512 | 258 | 254 | - | - | 254 | 254 | - | - | |
| SAV / HAC 005 / 21-22 | | 2021-22 | Reduction in Service, Partnership Support and Management – VAWG, Hate Crime and Community Safety Teams | | Health, Adults & Community | Community Safety | Slipping but Achievable | | | | | | | | Amber | Red | There will delay in delivering this saving to allow for restructuring to take place. See Note 1 below for detailed savings narrative. | 226 | | 226 | 113 | 113 | - | - | 113 | 113 | - | - | |
| SAV / HAC 007 / 21-22 | | 2021-22 | Royal London Hospital Violence Reduction Project | | Health, Adults & Community | Community Safety | Slipping but Achievable | | | | | | | | Amber | Red | | 102 | | 102 | 51 | 51 | - | - | 51 | 51 | - | - | |
| SAV / HAC 015 / 21-22 | | 2021-22 | Health E1 Homeless Drug and Alcohol Service (RHDAS) | | Health, Adults & Community | Community Safety | Delivered / On Target | | | | | | | | Green | Green | Contract ends on 31st March 2021 | 102 | | 102 | 102 | - | - | - | - | - | - | - | |
| SAV / HAC 008 / 21-22 | | 2021-22 | Substance Misuse Service reductions | | Health, Adults & Community | Community Safety | Delivered / On Target | | | | | | | | Green | Green | These savings are funded by PH. Savings will be realigned to other GF budgets (See Note 2 below for detailed savings narrative) | 450 | | 450 | 450 | - | - | - | - | - | - | - | |
| SAV / ALL 001 / 21-22 | | 2021-22 | Transformation of Regulatory and Enforcement Functions | | Health, Adults & Community | Community Safety | Delivered / On Target | | | | | | | | Green | Green | See Note 3 below for detailed savings narrative | - | | - | - | - | - | 150 | | 150 | 150 | - | - |
| SAV / HAC 013 / 21-22 | | 2021-22 | Hostels and Substance Misuse | | Health, Adults & Community | Integrated Commissioning | Delivered / On Target | | | | | | | | Green | Green | | - | | - | - | - | - | - | - | - | - | - | |
| SAV / HAC 002 / 21-22 | | 2021-22 | Adults Transport savings | | Health, Adults & Community | Adult Social Care | Delivered / On Target | | | | | | | | Green | Green | | 100 | | 100 | 100 | - | - | 100 | | 100 | 100 | - | - |
| SAV / HAC 003 / 21-22 | | 2021-22 | Day Opportunities - day centres redesign | | Health, Adults & Community | Adult Social Care | Delivered / On Target | | | | | | | | Green | Green | | 252 | | 252 | 252 | - | - | - | - | - | - | - | |
| SAV / HAC 001 / 21-22 | | 2021-22 | Tenant Activity Pot (TAP) activities programme | | Health, Adults & Community | Integrated Commissioning | Delivered / On Target | | | | | | | | Green | Green | This saving has been delivered | 299 | | 299 | 299 | - | - | - | - | - | - | - | |
| SAV / HAC 004 / 21-22 | | 2021-22 | Integrated Commissioning staffing reductions | | Health, Adults & Community | Integrated Commissioning | Delivered / On Target | | | | | | | | Green | Green | Savings will be delivered | 202 | | 202 | 202 | - | - | - | - | - | - | - | |
| SAV / HAC 011 / 21-22 | | 2021-22 | 0-5 Specialist Community Public Health Nursing (Health Visiting) – in contract efficiency saving | | Health, Adults & Community | Public Health | Delivered / On Target | | | | | | | | Green | Green | Savings will be delivered | 100 | | 100 | 100 | - | - | - | - | - | - | - | |
| SAV / HAC 009 / 21-22 | | 2021-22 | Mainstreaming Communities Driving Change | | Health, Adults & Community | Public Health | Delivered / On Target | | | | | | | | Green | Green | Savings will be delivered | 371 | | 371 | 371 | - | - | 371 | | 371 | 371 | - | - |
| SAV / HAC 010 / 21-22 | | 2021-22 | Adult healthy lives services locality based model | | Health, Adults & Community | Public Health | Delivered / On Target | | | | | | | | Green | Green | Savings will be delivered | 70 | | 70 | 70 | - | - | 72 | | 72 | 72 | - | - |
| SAV / HAC 012 / 21-22 | | 2021-22 | Young People's Wellbeing Service – recommissioning savings | | Health, Adults & Community | Public Health | Delivered / On Target | | | | | | | | Green | Green | Savings will be delivered | 18 | | 18 | 18 | - | - | 52 | | 52 | 52 | - | - |