

**Appendix B - Summary MTFS Savings Tracker 2021-24**

	2021-22						2022-23						2023-24					
	Savings target	Slippage from previous year	Revised Savings target	Forecast savings achievable	Savings slippage	Unachievable or (over delivery)	Savings target	Slippage from previous year	Revised Savings target	Forecast savings achievable	Savings slippage	Unachievable or (over delivery)	Savings target	Slippage from previous year	Revised Savings target	Forecast savings achievable	Savings slippage	Unachievable or (over delivery)
	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
<b>Directorate</b>																		
Health, Adults & Community	5,366	353	5,719	5,545	174	-	1,295	174	1,469	1,469	-	-	171	-	171	171	-	-
Children & Culture	5,126	585	5,711	5,174	537	-	1,552	537	2,089	2,089	-	-	380	-	380	380	-	-
Place	3,190	700	3,890	2,790	1,000	100	1,025	1,000	2,025	2,025	-	-	5,216	-	5,216	5,216	-	-
Governance	348	-	348	291	57	-	200	57	257	257	-	-	-	-	-	-	-	-
Resources	3,330	1,858	5,188	4,138	450	600	200	450	650	650	-	-	700	-	700	700	-	-
Cross-Directorate / Corporate	6,275	1,664	7,939	4,142	3,108	689	4,880	3,108	7,988	5,988	2,000	-	785	2,000	2,785	2,435	-	350
<b>Total</b>	<b>23,635</b>	<b>5,160</b>	<b>28,795</b>	<b>22,080</b>	<b>5,326</b>	<b>1,389</b>	<b>9,152</b>	<b>5,326</b>	<b>14,478</b>	<b>12,478</b>	<b>2,000</b>	<b>-</b>	<b>7,252</b>	<b>2,000</b>	<b>9,252</b>	<b>8,902</b>	<b>-</b>	<b>350</b>
<b>Savings Achievement Status</b>																		
Delivered / On Target	17,378	2,746	20,124	19,996	128	-	6,752	128	6,880	6,880	-	-	6,002	-	6,002	6,002	-	-
Slipping but Achievable	5,657	1,164	6,821	2,084	4,737	-	2,400	4,737	7,137	5,137	2,000	-	900	2,000	2,900	2,900	-	-
Undeliverable / Unachievable	600	1,250	1,850	-	461	1,389	-	461	461	461	-	-	350	-	350	-	-	350
<b>Total</b>	<b>23,635</b>	<b>5,160</b>	<b>28,795</b>	<b>22,080</b>	<b>5,326</b>	<b>1,389</b>	<b>9,152</b>	<b>5,326</b>	<b>14,478</b>	<b>12,478</b>	<b>2,000</b>	<b>-</b>	<b>7,252</b>	<b>2,000</b>	<b>9,252</b>	<b>8,902</b>	<b>-</b>	<b>350</b>



Reference	Year Approved	Title	Dir.	Directorate	Service Area	Savings Achievement Status
SAV / HAC 003 / 21-22	2021-22	Day Opportunities - day centres redesign	HAC	Health, Adults & Community	Adult Social Care	Delivered / On Target
SAV / HAC 004 / 21-22	2021-22	Integrated Commissioning staffing reductions	HAC	Health, Adults & Community	Integrated Commissioning	Delivered / On Target
SAV / HAC 005 / 21-22	2021-22	Reduction in Service, Partnership Support and Management – VAWG, Hate Crime and Community Safety Teams	HAC	Health, Adults & Community	Community Safety	Delivered / On Target
SAV / HAC 006 / 21-22	2021-22	Community Safety Response Team (CSRT)	HAC	Health, Adults & Community	Community Safety	Delivered / On Target
SAV / HAC 007 / 21-22	2021-22	Royal London Hospital Violence Reduction Project	HAC	Health, Adults & Community	Community Safety	Delivered / On Target
SAV / HAC 008 / 21-22	2021-22	Substance Misuse Service reductions	HAC	Health, Adults & Community	Community Safety	Delivered / On Target
SAV / HAC 009 / 21-22	2021-22	Mainstreaming Communities Driving Change	HAC	Health, Adults & Community	Public Health	Delivered / On Target
SAV / HAC 010 / 21-22	2021-22	Adult healthy lives services locality based model	HAC	Health, Adults & Community	Public Health	Delivered / On Target
SAV / HAC 011 / 21-22	2021-22	0-5 Specialist Community Public Health Nursing (Health Visiting) – in contract efficiency saving	HAC	Health, Adults & Community	Public Health	Delivered / On Target
SAV / HAC 012 / 21-22	2021-22	Young People's Wellbeing Service – recommissioning savings	HAC	Health, Adults & Community	Public Health	Delivered / On Target
SAV / HAC 013 / 21-22	2021-22	Hostels and Substance Misuse	HAC	Health, Adults & Community	Integrated Commissioning	
SAV / HAC 014 / 21-22	2021-22	Review Telecare model	HAC	Health, Adults & Community	Adult Social Care	Delivered / On Target
SAV / HAC 015 / 21-22	2021-22	Health E1 Homeless Drug and Alcohol Service (RHIDAS)	HAC	Health, Adults & Community	Community Safety	Delivered / On Target
SAV / CHI 01 / 18-19	2018-19	Events In Parks - Income Generation	CHI	Children & Culture	Sport Leisure and Culture	Slipping but Achievable
SAV / CHI 002 / 19-20	2019-20	Adoption Allowances	CHI	Children & Culture	Children's Social Care	Delivered / On Target
SAV / CHI 006 / 19-20	2019-20	Community Language Service	CHI	Children & Culture	Sport, Leisure and Culture	Delivered / On Target
SAV / CHI 001 / 20-21	2020-21	Rationalisation and development of early help services from conception to age 25 in youth and commissioning	CHI	Children & Culture	Early Help Service, Integrated Early Years' Service, Youth Service part of the Youth and Commissioning Division	Delivered / On Target
SAV / CHI 002 / 20-21	2020-21	Savings and traded delivery of education and partnership services	CHI	Children & Culture	Education & Partnerships	Delivered / On Target
SAV / CHI 003 / 20-21	2020-21	Transformation of service delivery provided by the integrated early years service	CHI	Children & Culture	Integrated Early Years' Service (IEYS), Youth and Commissioning Division	Delivered / On Target
SAV / CHI 004 / 20-21	2020-21	Transformation of service delivery following the youth service review	CHI	Children & Culture	Youth Service (part of the Youth and Commissioning Division)	Delivered / On Target
SAV / CHI 005 / 20-21	2020-21	Transformation of SEND transport commissioning	CHI	Children & Culture	Education & Partnerships	Delivered / On Target
SAV / CHI 008 / 20-21	2020-21	Sharing Costs with CCG for Children with Disabilities - Reprofitting of agreed savings (SAV/CHI 004/19-20)	CHI	Children & Culture	Children's Social Care	Delivered / On Target

2021-22								
Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings achievable £'000	Savings slippage £'000	Unachievable or (over delivery) £'000	Forecast Savings RAG	Project Status RAG	Status update
252		252	252			Green	Green	21/22 saving - this saving has now been delivered by a new model of day support involves the closure of two centres previously earmarked for merger. Implementation date has been delayed and therefore slippage in the ERVR of Day centre staff in 21/22 amounting to £302k will be funded via the reinvestment funding.
202		202	202			Green	Green	Saving has been delivered
226		226	226			Green	Green	Savings now within the EFR to ensure that staff are not in two reorganisations and savings are not duplicated. Saving has been mitigated within overall revenue budget so is now on track to be delivered during 21/22.
512		512	512			Green	Green	The slippage in the reorganisation of the Community Safety Service, and therefore the impact on the delivery of this saving, has been mitigated within the overall revenue budget and the use of ADDER grant funding. The saving is now on track to be delivered during 21/22.
102		102	102			Green	Green	As above. The stopping of the service forms part of the community safety reorganisation. Due to mitigation within the overall revenue budget, this saving will now be delivered during 21/22.
450		450	450			Green	Green	The reorganisation of the Substance Misuse Service saving will be delivered in 21/22 due to mitigation within the overall revenue budget. It has been agreed, following negotiations with providers, that the commissioned savings (£160k identified) will be delivered by PBR reductions.
371		371	371			Green	Green	Saving will be delivered
70		70	70			Green	Green	Saving will be delivered
100		100	100			Green	Green	Saving will be delivered
18		18	18			Green	Green	Saving will be delivered
-	-	-	-			Green	Green	2023/24 saving
71		71	71			Green	Green	Saving of £71k was delivered for 21-22. The 22-23 saving of £71k will be reviewed from the recommendations made by Argenti's diagnostic work and has been reprofiled to 23/24 as part of the MTFs going to Cabinet on 9th February 2022.
102		102	102			Green	Green	Contract ended on 31st March 2021
-	350	350	-	350		Amber	Amber	Slippage due to Covid and deliverability will be dependent on events taking place in 2022-23.
50		50	50			Green	Green	
250	235	485	485			Green	Green	
512		512	512			Green	Green	This saving is part of the overall Youth and Early Help reorganisation which has occurred during 2021-22. Full year effect will be achieved for 2022-23.
506		506	506			Green	Green	This saving has been impacted by the pandemic, however alternative methods of delivering the saving within Education and Partnerships have been identified.
-		-	-			Green	Green	This saving is part of the overall Youth and Early Help reorganisation which has occurred during 2021-22.
450		450	450			Green	Green	This saving is part of the overall Youth and Early Help reorganisation which has occurred during 2021-22. Full year effect will be achieved for 2022-23.
500		500	500			Green	Amber	The 2021-22 saving will be achieved through alternative DSG funding for personal transport budgets. The further 2022-23 saving is potentially at risk depending on the joint use of the Transport Service with Adult Social Care.
200		200	200			Green	Green	

2022-23						2023-24					
Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings achievable £'000	Savings slippage £'000	Unachievable or (over delivery) £'000	Savings target £'000	Slippage from previous year £'000	Revised Savings target £'000	Forecast savings achievable £'000	Savings slippage £'000	Unachievable or (over delivery) £'000
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
-	-	-	-	-	-	-	-	-	-	-	-
371		371	371			-	-	-	-	-	-
72		72	72			-	-	-	-	-	-
-	-	-	-			-	-	-	-	-	-
52		52	52			-	-	-	-	-	-
-	-	-	-			100	-	100	100	-	-
-	-	-	-			71	-	71	71	-	-
-	-	-	-			-	-	-	-	-	-
-	350	350	350			-	-	-	-	-	-
-	-	-	-			-	-	-	-	-	-
-	-	-	-			-	-	-	-	-	-
110		110	110			-	-	-	-	-	-
406		406	406			-	-	-	-	-	-
-	-	-	-			-	-	-	-	-	-
500		500	500			-	-	-	-	-	-
311		311	311			-	-	-	-	-	-

Reference	Year Approved	Title	Dir.	Directorate	Service Area	Savings Achievement Status
SAV / CHI 001 / 21-22	2021-22	Additional Integrated Early Years' Service Savings Educational Psychology	CHI	Children & Culture	Integrated Early Years' Service	Delivered / On Target
SAV / CHI 002 / 21-22	2021-22	Cessation of 'Free' Community Events provided for LBTH Arts Parks & Events	CHI	Children & Culture	Sport Leisure & Culture	Delivered / On Target
SAV / CHI 003 / 21-22	2021-22	Children's Commissioning – Contracts Review	CHI	Children & Culture	Youth and Commissioning	Delivered / On Target
SAV / CHI 004 / 21-22	2021-22	Children's Social Care management and service review	CHI	Children & Culture	Children's Social Care	Slipping but Achievable
SAV / CHI 005 / 21-22	2021-22	Youth Services Review	CHI	Children & Culture	Youth and Commissioning	Delivered / On Target
SAV / CHI 006 / 21-22	2021-22	Efficiencies in Commissioning for Placements	CHI	Children & Culture	Children's Social Care	Delivered / On Target
SAV / CHI 007 / 21-22	2021-22	Review of Education and Partnerships service	CHI	Children & Culture	Education and Partnerships	Delivered / On Target
SAV / CHI 008 / 21-22	2021-22	Children's Social Care - Changes to Edge of Care Service	CHI	Children & Culture	Children's Social Care	Delivered / On Target
SAV / CHI 009 / 21-22	2021-22	Substitution of Dedicated Schools Grant (DSG) funding for services currently funded by General Fund	CHI	Children & Culture	Education and Learning	Delivered / On Target
D&R002/17-18	2017-18	Maximising use of technology in Housing Options Service	PLA	Place	Housing Options	Delivered / On Target
SAV/ PLA 01 / 18-19	2018-19	Waste, Recycling & Street Cleansing Contract	PLA	Place	Public Realm	Delivered / On Target
SAV/ PLA 02 / 18-19	2018-19	Review of Housing Delivery (THH/TH)	PLA	Place	Housing /THH	Undeliverable / Unachievable
SAV/ PLA 03 / 18-19	2018-19	Reduction in Running costs/ Liability of Council Assets	PLA	Place	Corporate Property & Capital Delivery	Delivered / On Target
SAV / PLA 005 / 19-20	2019-20	Parking – Operational Changes and Policy Review	PLA	Place	Parking	Delivered / On Target
SAV / PLA 001 / 20-21	2020-21	Property Asset Strategy	PLA	Place	Corporate Property & Capital Delivery	Slipping but Achievable
SAV / PLA 003 / 20-21	2020-21	New Town Hall revenue savings	PLA	Place	Corporate Property & Capital Delivery	Delivered / On Target
SAV / PLA 005 / 20-21	2020-21	Review of Parks - Reprofitting of agreed savings (SAV/PLA 05/18-19)	PLA	Place	Sport Leisure and Culture	Delivered / On Target
SAV / PLA 006 / 20-21	2020-21	Street Lighting Efficiencies - Reprofitting of agreed savings (SAV/ PLA 04 / 18-19)	PLA	Place	Public Realm	Delivered / On Target
SAV / ALL 001 / 21-22	2021-22	Transformation of Regulatory and Enforcement Functions	PLA	Place	Community Safety / Public Realm	Delivered / On Target
SAV / PLA 001 / 21-22	2021-22	New unattended CCTV cameras	PLA	Place	Parking, Mobility & Markets Services	Delivered / On Target
SAV / PLA 002 / 21-22	2021-22	Change of fleet diesel supply	PLA	Place	Public Realm	Delivered / On Target

2021-22								
Savings target	Slippage from previous year	Revised Savings target	Forecast savings achievable	Savings slippage	Unachievable or (over delivery)	Forecast Savings RAG	Project Status RAG	Status update
£'000	£'000	£'000	£'000	£'000	£'000			
240	-	240	240		-	Green	Green	
248	-	248	248		-	Green	Green	
30	-	30	18	12	-	Amber	Green	There has been slippage on this work with some of the savings deferred by 5 months. Full year effect of the savings will be achieved in 2022-23.
275	-	275	200	75	-	Amber	Amber	
100	-	100		100	-	Green	Green	This saving is part of the overall Youth and Early Help reorganisation which has occurred during 2021-22. Full year effect will be achieved for 2022-23.
425	-	425	425		-	Green	Green	
610	-	610	610		-	Green	Green	
100	-	100	100		-	Green	Green	
630	-	630	630		-	Green	Green	
-	300	300	300		-	Green	Green	1. The financial saving was not delivered in 2020-21 and has slipped into 2021/22. Work towards automating applications to the common housing register and reviewing the allocations policy are ongoing and the benefits should be realised in 2021/22.
-	200	200	200		-	Green	Green	1. 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. This saving is being met in-year through additional one-off income relating primarily to cleansing at Chrisp Street market.
-	100	100			100	Red	Red	The saving relates to efficiencies generated from in-sourcing THH. A decision has been taken to extend the THH contract, making the saving undeliverable.
-	100	100	100		-	Green	Green	1. The saving is being delivered through additional income relating to the hire of Council venues by community organisations and members of the public.
329	-	329	329		-	Green	Green	1. The saving will be delivered in full through the diesel levy income.
1,000	-	1,000		1,000	-	Amber	Amber	1. The Asset Management Team is continuing to formulate the programme to deliver the Council's Asset Strategy. 2. 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 and new rental streams. Delays to delivery of this programme has resulted from Covid-19 with a slow down in the market for leasing properties. Where properties are let it normally requires an incentive, such as a rent free period, putting further delay in delivering the saving.
-	-	-			-	Green	Green	1. The project to deliver a new town hall is progressing and on 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.
-	-	-			-	Green	Green	A parks review is currently being undertaken which is led by 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.
135	-	135	135		-	Green	Green	1. The saving relates to replacing street lighting with LED bulbs, reducing the electricity used and cost of street lighting and has resulted in reduced energy and maintenance costs and the saving being delivered.
-	-	-			-	Green	Green	Saving to be delivered in 2022/23
218	-	218	218		-	Green	Amber	Two of the four cameras are now active. Any delays and loss of income will be mitigated elsewhere within Parking services.
20	-	20	20		-	Green	Green	Services are using the fuel pumps at the depot as opposed to more expensive fuel cards.

2022-23						2023-24					
Savings target	Slippage from previous year	Revised Savings target	Forecast savings achievable	Savings slippage	Unachievable or (over delivery)	Savings target	Slippage from previous year	Revised Savings target	Forecast savings achievable	Savings slippage	Unachievable or (over delivery)
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
-	-	-			-	-	-	-			-
-	-	-			-	-	-	-			-
125	12	137	137		-	300	-	300	300		-
-	75	75	75		-	-	-	-			-
-	100	100	100		-	-	-	-			-
-	-	-			-	-	-	-			-
100	-	100	100		-	80	-	80	80		-
-	-	-			-	-	-	-			-
-	-	-			-	-	-	-			-
-	-	-			-	-	-	-			-
-	-	-			-	-	-	-			-
-	-	-			-	-	-	-			-
-	-	-			-	-	-	-			-
-	-	-			-	-	-	-			-
-	-	-			-	-	-	-			-
-	-	-			-	-	-	-			-
225	-	225	225		-	-	-	-			-
280	-	280	280		-	-	-	-			-
-	-	-			-	-	-	-			-
150	-	150	150		-	-	-	-			-
-	-	-			-	-	-	-			-
-	-	-			-	-	-	-			-





Reference	Year Approved	Title	Dir.	Directorate	Service Area	Savings Achievement Status
SAV / ALL 005 / 19-20	2019-20	Asset Management Service	ALL	Cross-Directorate / Corporate	Cross-Directorate / Place / Children's Services - Asset Management	Slipping but Achievable
SAV / ALL 001 / 20-21	2020-21	Contract Management Efficiencies - Reprofile of agreed savings (SAV/CORP 02 / 18-19)	ALL	Cross-Directorate / Corporate	All	Delivered / On Target
SAV / ALL 002 / 20-21	2020-21	Greater Commercialisation - Reprofile of agreed savings (SAV/ ALL 007 / 19-20)	ALL	Cross-Directorate / Corporate	All	Slipping but Achievable
SAV / ALL 003 / 20-21	2020-21	Fees & Charges - reprofiled through SAV/ COP 003 / 21-22	ALL	Cross-Directorate / Corporate		Delivered / On Target
SAV / ALL 002 / 21-22	2021-22	Change of working hours and use of Flexible Retirement schemes	COP	Cross-Directorate / Corporate	Workforce	Slipping but Achievable
SAV / ALL 003 / 21-22	2021-22	Review of Senior Leadership Team	COP / GOV	Cross-Directorate / Corporate	Senior Management	Delivered / On Target
SAV / COP 001 / 21-22	2021-22	Income Through Housing Companies - reprofile of agreed saving SAV/ RES 08 / 18-19	COP	Cross-Directorate / Corporate	Housing	Undeliverable / Unachievable
SAV / COP 002 / 21-22	2021-22	THH - Potential support service Savings - reprofile of agreed saving SAV/ RES 09 / 18-19	COP	Cross-Directorate / Corporate	Housing	Undeliverable / Unachievable

2021-22									
Savings target	Slippage from previous year	Revised Savings target	Forecast savings achievable	Savings slippage	Unachievable or (over delivery)	Forecast Savings RAG	Project Status RAG	Status update	
£'000	£'000	£'000	£'000	£'000	£'000				
500	-	500	-	500	-	Amber	Amber	1. £250k of this saving relates to Place; £250k relates to Children and Culture. 2. 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 and new rental streams. Delays to delivery of this programme has resulted from Covid-19 with a slow down in the market for leasing properties. Where properties are let it normally requires an incentive, such as a rent free period, putting further delay in delivering the saving.	
900	-	900	900	-	-	Green	Amber	1. Savings have been allocated to service directorates. Contracts within directorates need to produce average efficiencies of circa 6% through tenders and direct negotiations.	
500	-	500	69	431	-	Amber	Amber	1. There have been savings achieved through the review of 2021-22 fees & charges. This review identified £39k extra income through the introduction of household bulky waste charges after 2 free collections and Commercial bulky waste charges, and £30k extra income in Registrars Services. 2. The remaining savings of £431k are being identified through increased venue hire. It is requested that the delayed achievement is offset through the Covid non-ringed grant.	
545	-	545	545	-	-	Green	Green	1. Savings have been allocated to service directorate income budgets that were agreed for increased fees & charges.	
200	-	200	-	200	-	Red	Red	1. Slippage is requested to be funded from the Covid non-ringed emergency grant. 2. Some flexible partial retirements have been agreed to take effect in 2022-23 and the scheme has re-opened for new applications.	
330	-	330	314	16	-	Green	Green	1. £314k has been achieved in 2021-22 through the deletion of the Corporate Director Governance post and the Divisional Director Property & Major Programmes post. 2. The remaining £16k will be achieved in 2022-23, together with the 2022-23 savings target of £110k, through a reduction in the number of Divisional Director posts in Children and Culture.	
						Red	Red	1. There is currently no activity within the housing companies and as a result this saving was agreed through the 2021-24 MTFS to be re-profiled to 2023-24. 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.	
						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 this saving was agreed through the 2021-24 MTFS to be re-profiled to 2023-24.	

2022-23						2023-24					
Savings target	Slippage from previous year	Revised Savings target	Forecast savings achievable	Savings slippage	Unachievable or (over delivery)	Savings target	Slippage from previous year	Revised Savings target	Forecast savings achievable	Savings slippage	Unachievable or (over delivery)
£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000	£'000
-	500	500	500	-	-	-	-	-	-	-	-
1,950	-	1,950	1,950	-	-	-	-	-	-	-	-
2,000	431	2,431	431	2,000	-	2,000	2,000	2,000	-	-	-
420	-	420	420	-	-	235	-	235	235	-	-
400	200	600	600	-	-	200	-	200	200	-	-
110	16	126	126	-	-	-	-	-	-	-	-
-	-	-	-	-	-	250	-	250	-	-	250
-	-	-	-	-	-	100	-	100	-	-	100