

Appendix B - Summary MTFS Savings Tracker 2022-25

	2022-23						2023-24						2024-25						
	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	£'000
Directorate																			
Health, Adults & Community	1,295	174	1,469	1,469	-	-	171	-	171	171	-	-	-	-	-	-	-	-	-
Children & Culture	1,552	437	1,989	1,379	110	500	380	110	490	490	-	-	-	-	-	-	-	-	-
Place	1,025	600	1,625	400	500	725	5,216	500	5,716	1,751	2,250	1,715	500	2,250	2,750	100	2,150	500	
Chief Executive's Office	-	57	57	17	40	-	-	40	40	40	-	-	200	-	200	200	-	-	
Resources	200	450	650	530	120	-	-	120	120	120	-	-	700	-	700	700	-	-	
Cross-Directorate / Corporate	2,880	3,108	5,988	1,942	511	3,535	785	511	1,296	746	100	450	1,000	100	1,100	100	-	1,000	
Total	6,952	4,826	11,778	5,737	1,281	4,760	6,552	1,281	7,833	3,318	2,350	2,165	2,400	2,350	4,750	1,100	2,150	1,500	

Savings target							Slip	2022-23								2023-24						2024-25													
Reference	Year Approved	Title	Dir.	Directorate	Service Area	Savings Achievement Status	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	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								
SAV / RES 010 / 21-22	2021-22	Human Resources - reprofile of agreed saving RES001/17-18 Savings were reprofiled as part of 2022-23 budget setting.	RES	Resources	HR and OD	Delivered / On Target	-	-	-	-	-	-	Amber	Amber	1. The ability to make long-term savings in HR and Workforce Development staffing is being reviewed, taking into account potential system and process improvements, to inform the achievability of the savings profiled in 2024-25.	-	-	-	-	-	-	-	700	-	700	700	-	-							
SAV / RES 009 / 21-22	2021-22	Merging the Revenues & Benefits Services (Phase 2)	RES	Resources	Revenues and Benefits	Slipping but Achievable	-	150	150	30	120	-	Amber	Green	1. This restructure has been delayed due to needing to facilitate grant payments and the new Covid Additional Relief Fund for business rates, and Energy Rebate Scheme payments for Council Taxpayers.	-	120	120	120	-	-	-	-	-	-	-	-	-							
SAV / ALL 001 / 20-21	2020-21	Contract Management Efficiencies - Reprofile of agreed savings (SAV/CORP 02 / 18-19)	COP	Cross-Directorate / Corporate	All	Undeliverable / Unachievable	1,950	-	1,950	-	-	1,950	Red	Red	1. To achieve this saving, contracts within directorates would have needed to produce average efficiencies of circa 6% through tenders and direct negotiations, however due to the increased level of inflation in the economy this saving is no longer considered to be achievable and will be proposed to be written off in the 2023-26 MTFS.	-	-	-	-	-	-	-	-	-	-	-	-	-							
ALL003/17-18	2017-18	Debt Management & Income Optimisation	COP	Cross-Directorate / Corporate	All	Delivered / On Target	-	74	74	74	-	-	Green	Green	1. Growth in Council tax base above original MTFS assumption for 2022-23 (£74k) has been allocated against this saving.	-	-	-	-	-	-	-	-	-	-	-	-	-	-						
SAV / ALL 003 / 20-21	2020-21	Fees & Charges - reprofiled through SAV/ COP 003 / 21-22	COP	Cross-Directorate / Corporate	All	Delivered / On Target	420	-	420	420	-	-	Green	Green	1. Savings have been allocated to service directorate income budgets that were agreed for increased fees & charges.	235	-	235	235	-	-	-	-	-	-	-	-	-							
ALL006/17-18	2017-18	Local Presence / Contact Centre Review	COP	Cross-Directorate / Corporate	All	Undeliverable / Unachievable	-	461	461	7	-	454	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. £689k of savings were written off in the 2022-23 budget. The remaining £461k will be achieved through shift of customer access to 'digital by default' to reduce demand and consolidation of high volume telephone contact into the contact centre. 3. £7k will be achieved from pest control through the CRM being implemented which will give customers the ability to book pest control appointments online and this frees up time for the officers to maximise income generation. The commercial booking form, which will facilitate the additional income, is not yet fully implemented. 4. The remainder was aimed to be achieved from the Housing Options Service. When the homelessness self-referral form went live in May this increased the volume of applications and volume of related eligibility checks. The form is currently being redesigned to ensure only homelessness cases submit applications through this route. 5. The cost of living crisis has increased demand and therefore £454k is not achievable and is requested to be written off in the 2023-26 MTFS.	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
ALL001/17-18	2017-18	Review of Printing/ Scanning/ Use of Multi-Functional Devices (MFD's)	COP	Cross-Directorate / Corporate	All	Slipping but Achievable	-	371	371	-	371	-	Amber	Amber	1. The MFD and Reprographics elements of the project were delivered. 2. A new contract for the hybrid mail solution for outward mail has been setup. Work is underway to confirm the level of cashable savings that will be achieved from the Royal Mail contract, One Source, franking machines and some of the mail room staffing costs. The slippage in 2022-23 is requested to be offset through the Covid non-ringfenced grant reserve due to extra work continuing due to the pandemic, eg. in the Revenue and Benefits Service processing business rates reliefs and Council Tax energy rebates.	-	371	371	371	-	-	-	-	-	-	-	-	-							
SAV / ALL 007 / 19-20	2022-23	Greater Commercialisation - SAV / ALL 007 / 19-20 Savings were partially written off and reprofiled as part of 2022-23 budget setting.	COP	Cross-Directorate / Corporate	Cross-Directorate	Undeliverable / Unachievable	-	431	431	150	140	141	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. £150k of the £431k slipped savings will be achieved in 2022-23 and have been allocated to Registrars Services for increased events income at St George's Town Hall. 3. The remaining savings are being identified through increased venue hire, including in facilities management, Idea Stores, Community Hubs and at arts and parks centres and sports pitches. Improvements have been made to the venues and events website (Tower venues) and a new payment and booking system is being implemented to improve customer experience and increase bookings in future years. 4. This saving has been impacted by the pandemic and therefore £1.141m of the remaining saving is viewed as unachievable and is requested to be written off in the 2023-26 MTFS. 5. In 2022-23 the savings slippage and unachievable savings are requested to be offset through the Covid non-ringfenced grant reserve.	-	140	140	140	-	1,000	-	1,000	-	-	1,000	-	-							
SAV / ALL 005 / 19-20	2019-20	Asset Management Service	COP	Cross-Directorate / Corporate	Cross-Directorate / Place / Children's Services - Asset Management	Undeliverable / Unachievable	-	500	500	-	-	500	Red	Red	1. £250k of this saving relates to Place; £250k relates to Children and Culture. 4. Both services are charging the pressure against the covid general grant reserve in year with a proposal to write off the saving next year 2. For the Place saving, the comment against the 'Property Asset Strategy' saving (SAV / PLA 001 / 20-21) applies. 3. The Children and Culture share of the saving is also unachievable and the Commissioning and Culture division is already demonstrating this overspend pressure in 2022-23 in relation to rentable assets.	-	-	-	-	-	-	-	-	-	-	-	-	-							
SAV / ALL 001 / 19-20	2019-20	Phase 2 Local Presence - putting Digital First	COP	Cross-Directorate / Corporate	Cross-Directorate / Resources - Various	Delivered / On Target	-	305	305	305	-	-	Green	Green	1. The new Customer Services (Idea Stores) structure was implemented in July 2021 and the full year effect of the saving has been achieved in 2022-23.	-	-	-	-	-	-	-	-	-	-	-	-	-							
SAV / ALL 004 / 19-20	2019-20	Reduction in Enabling and Support Services Costs	COP	Cross-Directorate / Corporate	Cross-Directorate / Resources - Various Support Services	Delivered / On Target	-	750	750	750	-	-	Green	Green	1. The restructure was carried out in 2021-22 and the full year effect has been achieved in 2022-23.	-	-	-	-	-	-	-	-	-	-	-	-	-							
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	-	-	-	-	-	-	Red	Red	1. There has been no activity within Mulberry Housing Society and Seahorse Homes since their inception. As a result an external review of the use of these housing companies has been undertaken and concluded that neither company is viable in the current housing market. On the back of this report, Mulberry Housing Society (an independent company) has taken a board decision to be dissolved. A report is being taken to Cabinet on 30 November recommending the Council owned Seahorse Homes is also dissolved. If approved a shareholder meeting will take place on 8 December to formally wind up the company. As a result this saving is undeliverable and proposed to be written off	250	-	250	-	-	250	-	-	-	-										

Savings target

Slip

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							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	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
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	Slipping but Achievable	-	-	-	-	-	-	Amber	Amber	1. The saving relates to support service savings from the in-sourcing of THH. 2. If the ALMO were insourced following consultation then this saving would be achievable through support service efficiencies.	100	-	100	-	-	100	-	-	-	-	-	-
SAV / ALL 003 / 21-22	2021-22	Review of Senior Leadership Team	COP	Cross-Directorate / Corporate	Senior Management	Delivered / On Target	110	16	126	126	-	-	Green	Green	1. £314k was achieved in 2021-22 through the deletion of the Corporate Director Governance post and the Divisional Director Property & Major Programmes post. 2. The remaining £126k has been achieved in 2022-23 through the reduction in the Children and Culture directorate from four Divisional Director posts to three.	-	-	-	-	-	-	-	-	-	-	-	-
SAV / ALL 002 / 21-22	2021-22	Change of working hours and use of Flexible Retirement schemes	COP	Cross-Directorate / Corporate	Workforce	Undeliverable / Unachievable	400	200	600	110	490	-	Red	Red	1. £110k has been achieved through flexible retirements agreed in the Finance, Procurement and Audit division. 2. Remaining savings of £490k in 2022-23 and further £200k in 2023-24 are not achievable based on flexible retirement applications agreed to date and promoted twice in the organisation.	200	-	200	-	-	200	-	-	-	-	-	-