

## Directorate Savings Targets: Provisional Outturn 2015/16

## Adult and Community Services

Ref:	Detail	Current Position (please also state if a project is required to deliver the savings)	Target	Forecast	Variance
			£000	£000	£000
ACS/SAV/01	Workforce remodelling	Savings achieved.	584	584	0
ACS/SAV/02a	Safeguarding adults - quality assurance and protection of property	Savings achieved.	104	104	0
ACS/SAV/02b	Safeguarding adults - Domestic Violence and Hate Crime	Savings achieved.	22	22	0
ACS/SAV/03a	Older People accommodation based services - review of Kallar Lodge	Savings achieved.	100	100	0
ACS/SAV/06a	Personalisation of Learning Disability Day Services and consequential closure of The Maples.	The Maples closed in September 2015. Delays occurred due to the process required to identify solutions with individual service users and their families.	257	112	145
ACS/SAV/06b	Staffing efficiencies at 80 Gascoigne Road.	Savings achieved.	70	70	0
ACS/SAV/07	Withdraw subsidy from Relish café.	Savings achieved.	120	120	0
ACS/SAV/10	Care and support in the home focused on people with doubling up of care staff as a result of high needs	Savings achieved.	85	85	0
ACS/SAV/12d	Community Interest Company delivering a range of services using creative arts	Savings achieved.	16	16	0
ACS/SAV/12f	The Foyer Supported Living for 18-24 year olds	Savings achieved.	275	275	0
ACS/SAV/12h	Summerfield House supported living for mothers aged 16-24 and their babies	Savings achieved.	143	143	0
ACS/SAV/12i	Bevan House supported living for vulnerable families	Savings achieved.	98	98	0
ACS/SAV/13b	Increase in social care income budget.	Savings achieved.	300	300	0

**Appendix B**

<b>Ref:</b>	<b>Detail</b>	<b>Current Position (please also state if a project is required to deliver the savings)</b>	<b>Target £000</b>	<b>Forecast £000</b>	<b>Variance £000</b>
ACS/SAV/15a	Integration and Commissioning and Directorate Support teams	Savings achieved.	200	200	0
ACS/SAV/16	Alcohol Services for adults and young people - to fund from Public Health grant	Savings achieved.	495	495	0
ACS/SAV/17	Reduce range of crime and Anti Social Behaviour interventions - Victim Offender Location Time work	Savings achieved.	47	47	0
ACS/SAV/18	Community Safety and IOM work - fund the Anti Social Behaviour Team from a range of funding streams rather than the GF	Savings achieved.	75	75	0
ACS/SAV/19	Youth Offending Service reduction in Out of Court work	Savings achieved.	92	92	0
ACS/SAV/24	School library service to be full cost recovery and Home Library Service to be delivered by volunteers.	Savings achieved.	56	56	0
ACS/SAV/26	Delete Libraries casual staffing budget and transfer of centrally controlled costs	Savings achieved.	35	35	0
ACS/SAV/23a	Reduce book fund	Savings achieved.	10	10	0
ACS/SAV/29a	Broadway Theatre - transfer to College	Savings achieved.	200	200	0
ACS/SAV/30	Community Halls - community managed or close	Savings achieved.	52	52	0
ACS/SAV/31	Leisure centres - Management and reception staff	Savings achieved.	47	47	0
ACS/SAV/32	Leisure centres - extraordinary increase in net income	Savings currently not achieved due to income pressures as a result of the delayed opening of the Abbey Sports Centre.	40	0	40

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ACS/SAV/34	Sport & Physical Activity team management cost reduction.	Savings achieved.	152	152	0
ACS/SAV/36	Leisure and cultural services trust proposal	Risk to delivery this financial year as outcome of the review will not take effect in this financial year. Pressure to be managed corporately.	250	0	250
ACS/SAV/39	Active Age Centres income	Savings achieved.	120	120	0
EH001	Food Safety Team Funding - Transfer of funding liability from General Fund to Public Health Grant	Savings achieved.	100	100	0
<b>Total</b>			<b>4,145</b>	<b>3,710</b>	<b>435</b>

## Children's Services

Ref:	Detail	Current Position (please also state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
CHS/SAV/23	Significant reduction in improvement support for education	Alternative saving identified via capitalisation of revenue expenditure	100	100	0
CHS/SAV/25b	Childcare and early years - move to DSG	Achieved saving on general fund by utilisation of legitimate expenditure to grant	455	455	0
CHS/SAV/26	Children's Centres, part of policy paper re frontline service delivery (use of libraries, developing hubs approach etc. and use of assets Closure of a number of centres	Achieved by reducing activities for young children and their parents and seeking alternative funding for the play and communications (language development work)	400	400	0
CHS/SAV/27	Youth Service - reconfigure to voluntary sector provision with £100k budget	Achieved by reducing the number of youth sessions provided across the borough via youth centres, StreetBase Local community youth clubs and the youth bus	100	100	0
CHS/SAV/28b	Educational psychology - provision using DSG only	Achieved through implementation of plans to achieve savings and through additional monies available to address the Education Act requirement to provide Education Health and Care (EHC) plans.	440	440	0
CHS/SAV/34	Reduction in CIN (c20 year 1, c120 year 2, c60 year 3) due to impact of Troubled Families agenda	Achieved through utilisation of grant funding to reduce CIN numbers through impact of the Troubled Families agenda	50	50	0
CHS/SAV/30	CAMHS - reduce to statutory minimum for year 1 and then delete service	Achieved by reducing Primary Mental Health Workers from 6 to 3 in 15/16	100	100	0
CHS/SAV/31	Limited support to Local Safeguarding Children's Board (LSCB). Reduce Child Death Overview Panel (CDOP) Manager to 0.5	The role is statutory and is part funded by the CCG for the rapid response function. Saving is to reduce this support.	15	15	0
CHS/SAV/37	Reduce GF contribution to Information & Statistics team	Achieved by removing general fund contribution to the team	30	30	0

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CHS/SAV/25a	Reduction in support to quality Childcare and early years provision	Saving delivered through reduction in saving and training costs.	200	200	0
CHS/SAV/28a	Social care learning and development	Savings achieved.	125	125	0
CHS/SAV/29	Access and connect - reduction in rewards available to young people to incentivise healthy behaviours	Delivered by reducing rewards to young people who use cashless card for catering.	50	50	0
<b>Total</b>			<b>2,065</b>	<b>2,065</b>	<b>0</b>

## Environment

Ref	Detail	Current Position (please state if project is required to deliver savings)	Target	Forecast	Variance
			£000	£000	£000
ES001	Loss of proactive drainage clearance	Saving has been delivered	80	80	0
ES002	Changes to winter maintenance of highway network	Saving has been delivered	35	35	0
ES007	Increase Parking Charges for all parking locations	New charges implemented.	190	190	0
ES008	Restructure Facilities Management - Building Services Officers - post deletions	Saving has been delivered	101	101	0
ES009A	Streamlining Building Cleaning	Saving has been delivered	49	49	0
ES009B	Building Cleaning - removal of Living Wage subsidy to school contracts	Achieved through increased income from ad-hoc activity and new contracts	96	96	0
ES010B	Prestart payment to drivers	Full year effect not achieved	53	22	31
ES012	Cease green garden waste collection	Saving based upon fully chargeable service being in place from September 2015. Now postponed until 2016/17.	110	0	110
ES014	Market Management	Transfer is from 25 April 2015. Achieved	281	281	0
ES015	Redesign of street cleansing operations	Service redesign is in place already.	243	243	0
ES016	Income generation in cemeteries	Concessions and extension of burial/memorial offer will not be fully achieved in 2015. Will require a programme to deliver future ambitions for income growth	30	0	30
ES019	Use of Public Health Grant to incentivise Council priorities through sports participation	Grant arrangements agreed for yr 1, but sustaining this will require all clubs/teams to develop significant capacity to deliver to club standard.	65	65	0
ES020	Increases in income expected from future regulatory activity.	Saving has been delivered	125	125	0
ES021	Increase income from staff parking charges	New charges implemented.	30	30	0

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ES022	Marketing in the public realm	Existing strategies for selling advertising space are providing limited income. Review of corporate arrangements is required.	70	0	70
ES025	Domestic bins rental	Achieved. Recharge agreed	17	17	0
ES026	Recycling bins rental – Recharge to HRA	Achieved. Recharge agreed	135	135	0
<b>Total</b>	<b>Environment</b>		<b>1,710</b>	<b>1,469</b>	<b>241</b>

## Housing General Fund

Ref	Detail	Current Position (please state if project is required to deliver savings)	Target	Forecast	Variance
			<b>£000</b>	<b>£000</b>	<b>£000</b>
HGF001	Expand Council hostel portfolio to accommodate temporary placements instead of using expensive B&B accommodation.	Saving delivered. YTD average below budget assumption and the provision of additional hostel units being made available. Additional units to be provided within 50 Waking Road and Butler Court.	900	900	0
HGF002	Housing Advice & Temporary Accommodation	Charges implemented - saving delivered	74	74	0
HGF003	Housing Strategy	Controls on non mandatory spend in place therefore saving delivered	31	31	0
<b>Total</b>			<b>1,005</b>	<b>1,005</b>	<b>0</b>



## Chief Executive's

Ref:	Detail	Current Position (please state if a project is required to deliver the savings)	Target £000	Forecast £000	Variance £000
CEX/SAV/01	Staff reduction Sustainable Communities and Economic Development	Saving delivered	99	99	0
CEX/SAV/02	Increase Income in Strategic Transport area	Saving delivered	63	63	0
CEX/SAV/03	Stop all business support activity e.g. business enterprise centre (move to no cost from 2015-16)	Stakeholders informed with regard to ceasing of funding – saving delivered	224	224	0
CEX/SAV/04	Increase income in Development Planning area	Income target met and saving delivered	85	85	0
CEX/SAV/05	Reduction in planning policy posts and amalgamation of Planning Policy Manager post and Strategic transport post	Savings delivered.	24	24	0
CEX/SAV/06	Reduction in supplies and services budget	Savings delivered.	45	45	0
CEX/SAV/07	Increase in income from Capital Programme	Recharges agreed	20	20	0
CEX/SAV/7b	Reduction of costs in Sustainable Communities area	Delivered through recharges to Capital.	200	200	0
CEX/SAV/08	Increase in income employment and skills	Budget increased to reflect previous years levels of income and saving delivered	100	100	0
CEX/SAV/08a	Recharge to the HRA in respect of supporting Housing Tenants into permanent employment.	Budget increased to reflect previous years levels of income and saving delivered	200	200	0
CEX/SAV/08b	Capital Commissioning & Delivery Group – To generate an annual surplus of £50k through additional framework contract income and reduce General Fund recharges by £90k.	Savings delivered	140	140	0

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CEX/SAV/09	Reduce democratic services structure dependant on moving towards a shared service and reducing the number and frequency of statutory meetings	Savings delivered	47	47	0
CEX/SAV/10	Increase Legal trading income	Savings delivered	135	135	0
CEX/SAV/11	General Fund reduction in supplies and services budget for legal services	Savings delivered	75	75	0
CEX/SAV/12a	Member training stopped with exception of the training required for members to serve and operate on the quasi-judicial meetings	Corporate funding used for this budget in 15/16	55	55	0
CEX/SAV/12b	Members Pension Contribution	Savings delivered	100	100	0
CEX/SAV/13	Residents Survey - no postal survey but online	Savings delivered	15	15	0
CEX/SAV/14	Centralise and top slice marketing and publicity budgets across Council	Consolidated M&C budgets are not sufficient to cover commitments and statutory obligations – Cabinet in July 2015 agreed central budget reallocation to cover shortfall	300	300	0
CEX/SAV/14a	Centralisation and top slicing of marketing and publicity budgets across the Council	Consolidated M&C budgets are not sufficient to cover commitments and statutory obligations - Cabinet in July 2015 agreed central budget reallocation to cover shortfall	100	100	0
CEX/SAV/15	Remodel marketing and communications service - core minimum team and consider shared service with Thurrock	Shared M&C service is no longer possible with Thurrock. Cabinet in July 2015 agreed central budget reallocation to cover shortfall	250	250	0
CEX/SAV/15a	Further remodelling of marketing and comms	Shared M&C service is no longer possible with Thurrock. Cabinet in July 2015 agreed central budget reallocation to cover shortfall	50	50	0
CEX/SAV/17	Develop a Research and Intelligence Hub	Saving requires consultation with Children's services and Public health to determine a forecast.	100	100	0
CEX/SAV/18	Centralise training and development budgets to improve efficiency of use and	Savings not achievable. Training and development budgets have been decentralised.	475	475	0

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	make saving	Cabinet in July 2015 agreed central budget reallocation to cover shortfall in 15/16			
CEX/SAV/21	Reduce health and safety provision, but must meet statutory responsibilities	Increased Income target should be achievable given current rate of HR and OH income generation	100	100	0
CEX/SAV/22	Look to provide employee relations advice in a different way	Savings delivered.	47	47	0
CEX/SAV/22a	Reduce the size of the HR Business Partner Team	Savings delivered.	60	60	0
CEX/SAV/23a	Additional savings to be delivered through centralising training and development budgets to improve efficiency of use	Savings not achievable. Training and development budgets have been decentralised. Cabinet in July 2015 agreed central budget reallocation to cover shortfall in 15/16	175	175	0
CEX/SAV/23b	Reduction in Business Change team staff	Savings delivered.	22	22	0
CEX/SAV/24	Remove Invest to Save budget	Savings delivered.	1,000	1,000	0
CEX/SAV/25	Debt interest payments	Savings delivered.	250	250	0
CEX/SAV/26	Minimum Revenue Provision (MRP) accounting	Savings delivered.	2,700	2,700	0
CEX/SAV/27	Investment income - rate change	Savings delivered.	500	500	0
CEX/SAV/29	Investment income - increase risk appetite	Savings delivered.	250	250	0
CEX/SAV/30a	Shared accountancy service	Shared service did not proceed, however, a restructure has been implemented to produce the required level of saving. Due to delayed implementation however, the full year effect has not been achieved.	500	450	50
CEX/SAV/31	Capital Programme Management Office (CPMO)	Recharge to HRA has been agreed	25	25	0
CEX/SAV/33	Treasury recharge to Pensions	Recharges agreed	20	20	0
CEX/SAV/34	Project Manager/Accountant	Recharge to HRA from Innovation & Funding	30	30	0

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		has been agreed.			
CEX/SAV/35	Innovation & Funding consultancy budget	Budget referred to was used to fund costs in respect of the BSF programme which has now ended – savings therefore achieved	150	150	0
CEX/SAV/36	External treasury management	Savings delivered.	75	75	0
CEX/SAV/37	Card transaction costs	This has been implemented. No Issues.	35	35	0
CEX/SAV/38	Introduce credit card charging	Savings delivered.	40	40	0
CEX/SAV/39	Benchmarking clubs	Expected to be delivered	40	40	0
CEX/SAV/40	Corporate sponsorship	Dagenham & Redbridge FC has been informed that this funding will cease.	30	30	0
CEX/SAV/41	Audit fees	Corporate Management saving – achieved	100	100	0
CEX/SAV/42	Energy team	Savings delivered.	25	25	0
CEX/SAV/43	Compliance team	No issues, savings delivered	55	55	0
CEX/SAV/45	Maritime House	No issues, savings on target to be delivered	115	115	0
CEX/SAV/46	Internal audit days - reduce plan	Audit plan reduced	45	45	0
CEX/SAV/48	Client team restructure	Savings delivered.	100	100	0
CEX/SAV/49	Registrars Cost/Income	Savings target delivered.	50	50	0
CEX/SAV/50	Taxicard Scheme	No issues savings delivered.	160	160	0
CEX/SAV/52a	Reduce council tax exemptions	Savings delivered.	200	200	0
CEX/SAV/52b	Amend council tax support scheme	The proposal to change the Local Council Tax support scheme, reducing the level of support from 85% to 75% generated additional Council Tax revenue. Not fully achieved	700	250	450
CEX/SAV/54	Shared insurance service	Saving delivered	18	18	0
CEX/SAV/54a	Additional recharge to the HRA - Innovation & Funding	Recharge agreed	25	25	0
CEX/SAV/54c	Reduction in Council Tax bad debt provision	Saving achieved	100	100	0

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CEX/SAV/54d	Reduction in Temporary Accommodation (TA) bad debt provision	Delivered based upon current position and delivery of Housing TA savings.	250	250	0
CEX/SAV/54e	Increase duration risk on external investments	The investment strategy have been amended to allow the Council to achieve this target.	100	100	0
CEX/SAV/54f	Pay Pension Fund contributions on 1 April instead of monthly	Saving achieved	60	60	0
CEX/SAV/54g	Increase saving from centralisation of FoI/Complaints	Team restructure under review	110	0	110
CEX/SAV/55	Elevate Overheads	Removal of overhead contribution to be negotiated as part of wider contract changes. Terms agreed but not formally contracted.	488	488	0
CEX/SAV/56	B&Ddirect - Customer Services Channel Shift	Elevate – Achieved for 15/16 but savings to be addressed as part of the overall new contractual deal.	64	64	0
CEX/SAV/58	Withdrawal of the Benefits Direct service at One Stop Shops.	Bens Direct closed at the end of February with resources transferring to the back office.	259	259	0
CEX/SAV/60	Automation of Inbound Email/Post Processing	Elevate – Savings to be addressed as part of the overall new contractual deal.	270	270	0
CEX/SAV/61	Council Tax - invest to collect more	Saving achieved	369	369	0
CEX/SAV/62	Property Services	Creates a pressure on repairs agenda on commercial portfolio but mitigated by increased income. Whole business review being carried out by group manager.	138	138	0
CEX/SAV/63a	ICT End User Technologies	Initial service proposal agreed between Agilisys and ICT Client. Design workshops scheduled. Target cost payable to Elevate for the service has been reduced.	135	135	0

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CEX/SAV/63b	ICT Service Management fulfilment		41	41	0
CEX/SAV/63c	ICT Infrastructure Applications		254	254	0
CEX/SAV/64	Client Team reduction	Saving achieved	45	45	0
CEX/SAV/65	Returning services - management fee	Saving achieved	136	136	0
CEX/SAV/66	Private Finance Initiative Monitoring efficiency	Saving achieved	50	50	0
CEX/SAV/67	PMO efficiency	Saving achieved	90	90	0
CEX/SAV/68	Review of complaints/FoI	See CEX/SAV/54g	40	30	10
CEX/SAV/69	HR/Payroll	Saving achieved	100	100	0
CEX/SAV/70	Revenues Services Restructure	Management restructure of Revenues agreed and implemented by Elevate.	92	92	0
CEX/SAV/77	Business Support review	Saving based on PwC management review	60	60	0
CEX/SAV/78	Reduction in middle management	Saving based on PwC management review – not fully achieved in 15/16	300	300	0
CEX/SAV/79	Corporate Procurement Saving	Ongoing corporate gainshare from Adecco contract - achieved	500	500	0
<b>Total</b>			<b>14,595</b>	<b>13,975</b>	<b>620</b>
<b>Grand Total</b>			<b>23,520</b>	<b>22,224</b>	<b>1,296</b>