

Value for Money Programme Performance

Projects	Savings Target £m	Achieved £m	Anticipated £m	Uncertain £m	Achieved %
Adult Social Care	2.284	1.305	0.979	0.000	57.1%
Children's Services	2.660	2.696	0.898	0.000	101.4%
ICT	0.410		0.181	0.229	0.0%
Procurement *	1.396	1.047	0.349	0.000	75.0%
Workstyles	0.440	0.440	0.000	0.000	100.0%
Business Process Improvement *	0.320	0.240	0.080	0.000	75.0%
Accelerated Service Redesign (VS Scheme)	2.500	1.374		1.126	55.0%
Additional Management Savings 2012/13 (FYE)	0.175	0.149	0.000	0.026	85.1%
Client Transport	0.130	0.130	0.000	0.000	100.0%
Total All VFM Projects	10.315	7.381	2.487	1.381	71.6%

* These savings are retained by the service areas in which they occur.

Explanation of 'Uncertain' VFM Savings:

Key Variances £'000	Description	Mitigation Strategy for Uncertain Savings
Accelerated Service Redesign		
1,126	Accelerated Service Redesign required services to identify opportunities to accommodate staffing reductions through applications to a Voluntary Severance Scheme (VSS). The savings target of £3m (full year) was known to be challenging and at the conclusion of the process there is a forecast shortfall. All VSS applicants have been considered and decisions agreed through a corporate panel set up to oversee the process - 98% of accepted applicants have signed	Directorates have been requested to revisit service redesign proposals and have been given indicative targets to meet in order to address the shortfall. However, the saving is unlikely to be achieved in full in this financial year, which will require the use of risk provisions built into the approved budget in recognition of the level of risk inherent in achieving this saving and other complex or higher risk savings. The forward position is more critical given the substantial savings requirement next year and

Key Variances £'000	Description	Mitigation Strategy for Uncertain Savings
	agreements. The process included an appeals procedure which has been completed and therefore it is not anticipated that any further savings will be generated directly through the VSS process which is closed.	every effort will be made to ensure this does not impact further on 2014/15.
ICT		
229	A review of spending across all IT hardware and software categories in all services outside of the ICT service identified that spending has not always been consistent with corporate ICT strategy and also that potential procurement economies could be achieved. A full analysis of spend (and budgets) has now been undertaken across the council and a potential method of allocation identified. However, it has become clear that the method of allocation needs to be more sophisticated and will need to align with opportunities for cost reduction, which generally means understanding when IT contracts and licences are next up for renewal or review.	A more detailed piece of work is now being undertaken to gather information about patterns and timing of IT spend across services and the timing of potential reviews and renewals to determine whether this saving can be achieved without a detrimental impact on services.
Additional Management Savings 2012/13		
26	There is a small shortfall against the £0.400m Additional Management Savings 2012/13 of which the full-year effect of £0.175m is due to be achieved in 2013/14. The achieved savings of £0.374m resulted from two senior management restructures implemented by the Interim Chief Executive and subsequently completed and refined by the newly appointed permanent Chief Executive. The restructures resulted in a considerable number of changes which were originally estimated to meet the savings target in full but, which after all posts and costs are now in place and known, has resulted in a small shortfall, mainly due to variances in estimated on-costs.	As these restructures are now closed and the new structure was implemented in April 2013, this small shortfall will be met from unallocated contingency.