

Savings Implementation Plan Monitoring – Month Five Position

Finance and Resources Committee

1 November 2011

Purpose of report

- 1 This report presents progress on the implementation plans for the savings approved in the 2011-2013 Budget. It complements the report 'Revenue Monitoring 2011/12 – Month Five Position' which is also on the agenda.

Main report

Background

- 2 The decisions taken by the Council on 10th February 2011 provide a clear financial plan for the next 3 years with savings of £55m approved over the years 2011-2013. Council instructed the Chief Executive to ensure that Directors put in place implementation plans and workforce plans for all savings contained in the budget motion in order to secure the financial benefit as quickly as possible.
- 3 In previous years, savings plans have been monitored through the usual Council financial and efficiency monitoring arrangements. The scale and nature of the savings approved in the budget in February 2011, however, have merited the development of an enhanced approach to monitoring.
- 4 This report is the second report to the Committee using the enhanced approach. It should be noted that monitoring over 250 savings plans (some of which extend to 2013/14) and attempting to forecast the achievement of the savings targets is a complex matter. The approach has been further refined since the Period Three report, however work is still ongoing. This will include the preparation of a single report for the new Department of Corporate Governance.

Approach

- 5 Appendices 1-6 contain progress reports for each Department up to 31 August 2011. The reports are based on 'exception' reporting and are intended to reflect a balance between:
 - a summary of the actual progress against the milestones of each savings implementation plan; and

- the views of Department Management Teams on the level of concern about the likely delivery of the target savings.
- 6 Each Departmental report contains the following:
- Overview 2011-12 and 2012-13. This summarises overall progress on the delivery of the savings approved in the budget motion. It identifies the forecast amount to be delivered against the target approved. This section also includes a summary of any savings which cannot be delivered and associated substitute savings to ensure that the overall target is met;
 - Major Savings 2011-12. This identifies (via an alert) those plans where there are concerns about their realisation as originally identified as well as those where there are no firm plans in place for substitute savings;
 - Small Projects Alert 2011-12. This identifies small projects (less than £100,000) where there are concerns about the realisation of the savings and which, either individually or collectively, could have a material impact on the outturn position for 2011-12; and
 - Post 11/12 Savings Alert. This identifies large projects due for delivery in later years, but which may be causing some concern in terms of expected progress.
- 7 Each Department has overall responsibility for implementing the savings plans and for recording progress in Covalent (the Council's performance monitoring system).
- 8 The alert flag (red or amber) for each saving is based on the opinion of Departmental Management Teams as to whether or not progress is sufficient and likely to deliver the required savings. Where savings are not likely to be delivered, substitute savings plans are being prepared by Departments and are noted in the alert note along with any new or unforeseen impacts.

Cross Council Monitoring

- 9 There were a number of savings in the budget of a cross Council nature, as follows:
- Procurement;
 - Grants;
 - Property;
 - ICT;
 - Fleet Management; and
 - Corporate Transport.
- 10 Procurement, Grants, Property and ICT work streams are reported separately. Savings plans have been developed for savings in Fleet Management and Corporate Transport. All 2011/12 savings for these services are now reflected in the monitoring arrangements of Services for Communities and (former) Corporate Services. Work will continue to ensure all the savings are reflected appropriately for 2012/13 and 2013/14.

Summary Position

- 11 Of the 251 savings plans originally identified for delivery between 2011/12 – 2013/14, a number have been broken down by departments into sub plans for each relevant year. Currently 38 plans (or sub plans) are causing some concern. The reasons for the concerns are varied and are summarised in the appendices. Many have substitute savings plans identified to cover the shortfall, however some, as yet, have no firm plans in place leading to a forecast shortfall against the target.
- 12 For 11/12, around £ 27.2m of the £28.6m target is forecast to be delivered. The shortfall is made up of £0.1m in Corporate Services and £1.3m in Services for Communities. A large proportion of the Corporate Services shortfall is due to uncertainty regarding the Corporate Transport savings. The main contributors to the shortfall in Services for Communities are the refuse collection (£0.18m) and waste fleet change proposals (£0.86m) which are not expected to deliver in 11/12.
- 13 For 12/13, £15.1m of the £19.4m target is forecast to be delivered. The shortfall is made up of £4.1m in Children and Families and £0.2m in City Development. The recent recommendations of the McCormac Review mean that it is now not anticipated that savings arising from increases in teacher class contact time will be delivered.
- 14 Other issues include:
 - clarification is required around the savings from the Property Conservation Service as a result of the transfer from City Development to Services for Communities; and
 - a number of 12/13 and 13/14 savings in (former) Finance Department are at risk due to delays in the Alternative Business Model programme (specifically the Corporate and Transactional Services element). This could lead to an additional pressure on the target of around £0.59m and will be clarified in later reports.
- 15 Departmental Management Teams are closely monitoring the progress of all plans, particularly those above. For those identified in paragraphs 12 -14 above, work is in hand to identify mitigating actions and substitute savings plans.
- 16 Specifically:
 - the shortfall in Services for Communities is being actively addressed by senior managers through a range of measures including bringing forward 2012/13 savings, temporary adjustment of other budgets and identification of substitute savings; and
 - staff in Corporate Governance are working to clarify the details of the Corporate Transport savings.
- 17 Summary details, where available, are included in the 'Alert Note' column of each appendix. The implications of these plans on the outturn position are reflected in the associated report, Revenue Monitoring – Month Five Position.

Financial Implications

- 18 This report identifies progress on the implementation plans which contribute significantly to the £55m approved savings over the years 2011-2013.
- 19 Well scoped savings plans and regular timely monitoring of these will support the delivery of the Council's approved budget.

Environmental Impact

- 20 There are no environmental impacts arising directly from this report.

Equalities Impact

- 21 The contents and proposals in this report are relevant to the general duty in the Equality Act 2010. A comprehensive exercise was undertaken in the run up to the budget in February 2011 to equality impact assess each savings proposal.
- 22 A separate monitoring arrangement has been developed to ensure mitigating actions are progressed. Any substitute savings proposals identified through this report will be suitably assessed and mitigating actions monitored. Further reports on equalities monitoring will be made to Policy and Strategy Committee in due course.

Recommendations

- 23 It is recommended that the Committee:
 - a) notes the enhanced approach to monitoring Budget 2011-13 savings implementation plans;
 - b) notes the ongoing work to fully represent Fleet Management and Corporate Transport savings in the monitoring for 2012-14;
 - c) notes the current position in Appendices 1-6; and
 - d) notes the summary position in paragraphs 11 to 17.

Alastair Maclean
Director of Corporate Governance

Appendices	<ol style="list-style-type: none">1. Children and Families Monitoring Report.2. City Development Monitoring Report.3. Corporate Services Monitoring Report.4. Finance Monitoring Report.5. Health and Social Care Monitoring Report.6. Services for Communities Monitoring Report.
Contact/tel/Email	Susanne Harrison. Tel 0131 469 3982. Email Susanne.harrison@edinburgh.gov.uk
Wards affected	All.
Single Outcome Agreement	Outcome 15.
Background Papers	<ol style="list-style-type: none">1. Budget Motion 10 February 2011.2. Savings Implementation Plan Monitoring - Month Three Position. Finance and Resources Committee 30 August 2011.3. Revenue Monitoring – Month Three Position. Finance and Resources Committee 30 August 2011.4. Revenue Monitoring – Month Five Position. Finance and Resources Committee 1 November 2011.

Key

	Significant concern that all or part of the saving will not be realised
	Some concern that all or part of the saving will not be realised
	Progress Bar: relates to the amount of work completed, measured subjectively or by meeting milestones.

C&F Savings

Generated on: 27 September 2011

Children & Families Savings	Current Year			
		Budget Savings	Forecast Savings	Note
	2011/12	£7.9m	£7.9m	Good progress has been made in the delivery of all approved savings. Three savings areas are particularly complex and involve detailed staffing reviews and the development of new models of service delivery. This work is ongoing and the savings have been given an alert status pending completion of the implementation plans and confirmation of the level of saving deliverable. Two of the small projects savings will not be met in full in 2011-12. However, substitute savings have been identified for these in order to meet any shortfall in 2011-12 and work is being undertaken to deliver these savings in 2012-13.
	Future Year(s)			
		Budget Savings	Forecast Savings	Note
	2012/13	£9.6m	£5.5m	Preparatory work required to achieve the 2012/13 savings is ongoing. Following the publication of the outcome of the McCormac Review there is now a red alert status placed on the delivery of savings (£4.1m) through increases in class contact time.

Major savings in 2011/12 (C&F)

Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
EFF_C&F010a Schools & Community Services - Secondary School Business Support - 11/12	184	184	11/12 - £184k	Mike Rosendale	44%	A number of factors are to be clarified which will have an impact upon the forecast.		Implementation of the savings plan will begin in October. Following a detailed review, indications are that the new staffing arrangements

Appendix 1

Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
								required will not allow the full saving to be achieved. This position is under close review and will be updated when the full savings plan has been developed. Any savings shortfall will be managed within the department's overall monitoring process.
EFF_C&F011a Schools & Community Services - Secondary School Management Costs - 11/12	1,492	1,492	11/12 - £1,492k	Mike Rosendale	<div style="width: 40%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 40%	A number of factors are to be clarified which will have an impact upon the forecast and phasing of the saving.		Implementation of the savings plan will begin in September. However, the delivery of this saving involves a detailed and complex service review which is still underway. It is unlikely that the original phasing of the saving will be achieved and may be more weighted towards year 2. Any changes in the phasing of the savings will be managed as part of the department's overall monitoring process.
EFF_C&F013a Schools & Community Services - Primary School Janitorial Support - 11/12	208	208	11/12 - £208k	Mike Rosendale	<div style="width: 50%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 50%	Progress being made in respect of this saving		Progress being made with review but the full delivery plan is still being developed.
EFF_C&F001 Resources Division - Staff Costs	123	123	11/12 - £123k 12/13 - £22k 13/14 - £39k	Billy MacIntyre	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	No further action required for 11/12 saving		
EFF_C&F002 Planning & Performance Division - Staff Costs	225	225	11/12 - £225k 12/13 - £36k 13/14 - £46k	Andy Gray	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	No further action required for 11/12 saving		
EFF_C&F003 Schools & Community Services - Staff Costs	147	147	11/12 - £147k 12/13 - £19k 13/14 - £27k	Mike Rosendale	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	No further action required for 11/12 saving		
EFF_C&F004 Schools & Community Services - CLD Management Staff Costs	114	114	11/12 - £114k 12/13 - £57k	Mike Rosendale	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	No further action required for 11/12 saving		
EFF_C&F005 Resources Division - Home to School Transport (non-staff)	500	500	11/12 - £500k	Billy MacIntyre	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	No further action required for 11/12 saving		
EFF_C&F006 Resources	125	125	11/12 - £125k	Billy	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px;"></div></div> 100%	No further action required for		

Appendix 1

Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
Division - FYE 2010/11 Approved Savings: Home to School Transport (non-staff)			12/13 - £0k 13/14 - £0k	MacIntyre		11/12 saving		
EFF_C&F007 Resources Division - FYE 2010/11 Approved Savings: School Meals	563	563	11/12 - £563k 12/13 - £0k 13/14 - £0k	Billy MacIntyre		No further action required for 11/12 saving		
EFF_C&F009 Schools & Community Services - Community Learning & Development Management	189	189	11/12 - £189k 12/13 - £0k 13/14 - £0k	Mike Rosendale		No further action required for 11/12 saving		
EFF_C&F012 Schools & Community Services - Primary Schools Management Costs	400	400	11/12 - £400k 12/13 - £200k 13/14 - £187k	Mike Rosendale		No further action required for 11/12 saving		
EFF_C&F015 Schools & Community Services - FYE 2010/11 - Primary School Rationalisation - Primary Sector	185	185	11/12 - £185k 12/13 - £180k 13/14 - £4k	Mike Rosendale		No further action required for 11/12 saving		
EFF_C&F017 Schools & Community Services - Pressures to be offset - CHS	330	330	11/12 - £330k 12/13 - £45k 13/14 - £18k	Mike Rosendale		No further action required for 11/12 saving		
EFF_C&F021 Resources - Budget Realignment - Future Savings in Unfunded Pension Costs	231	231	11/12 - £231k 12/13 - £38k 13/14 - £112k	Billy MacIntyre		No further action required for 11/12 saving		
EFF_C&F022 Resources - Budget - Realignment - Removal of central dept contingency budgets	200	200	11/12 - £200k	Billy MacIntyre		No further action required for 11/12 saving		
EFF_C&F023 Planning & Performance - Budget Realignment - Non staffing budget	100	100	11/12 - £100k	Andy Gray		No further action required for 11/12 saving		
EFF_C&F029 Schools & Community Services - Early Years - Workforce Development	456	456	11/12 - £456k	Mike Rosendale		No further action required for 11/12 saving		

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Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
EFF_C&F030 Schools & Community Services - Increased Pupil Contact Time - Probationers	565	565	11/12 - £565k 12/13 - £377k	Mike Rosendale	 0%	This saving was based on probationer pupil contact time increasing from 15.75 hours to 20.25 hours per week. Subsequent to Council approval a national agreement reduced this to 18.5 hours per week. The resulting shortfalls of £230k in 11/12 and £147k in 12/13 have been met by additional government funding.		
EFF_C&F031 Schools & Community Services - Supply Teachers' Terms & Conditions	290	290	11/12 - £290k 12/13 - £174k	Mike Rosendale	 0%	Reduction to schools' absence cover budget in response to national agreement to pay supply teachers on point 1 of the main scale. Process now in place to allow saving to be delivered.		
EFF_C&F032 Schools & Community Services - Supply Teachers' Class Contact Time	484	484	11/12 - £484k 12/13 - £291k	Mike Rosendale	 0%	This saving was based on paying supply teachers for class contact time only which was a reduction from 35 hours per week to 22.5 hours per week for the first 5 days. Subsequent to Council approval a national agreement increased this to 25 hours per week for the first 5 days. The resulting shortfalls of £100k in 11/12 and £55k in 12/13 have been met by additional government funding.		
EFF_C&F033 Schools & Community Services - Teachers' Leave Year	340	340	11/12 - £340k	Mike Rosendale	 0%	No further action required for 11/12 saving		
EFF_C&F034 Support to Children & Young People - Support to C&YP	294	294	11/12 - £294k	Alistair Gaw	 0%	No further action required for 11/12 saving		

Small project alerts 2011/12 (C&F)

Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
EFF_C&F019 Support to Children and Young People - FYE 2010/11 - StC&YP Commissioned Services	80	80	11/12 - £80k 12/13 - £80k	Alistair Gaw	0%	Work being undertaken to find permanent solution to the balance of this saving		£11k has been achieved in 2011/12. Plans in place to achieve permanently the balance but not before April 2012. The shortfall in 2011-12 will be covered by underspends elsewhere in the service area.
EFF_C&F028 Schools & Community Services - Various Non Staffing Budget - S&CS Non Schools, Health & Wellbeing	49	49	11/12 - £49k	Mike Rosendale	66%	Work being undertaken to find a permanent solution to the balance of this saving.		Partnership Development element of £22k has no permanent solution. A secondment provides a one-off saving to cover this in 2011/12.

Savings plan alert 2012/13 and 2013/14 (C&F)

Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
EFF_C&F042 Schools & Community Services - Class Contact Time			12/13 - £4,106k 13/14 - £2,054k	Mike Rosendale	0%			Following the publication of the outcome of the McCormac Review there is now a red alert status placed on the delivery of savings through increases in class contact time.
EFF_C&F010b Schools & Community Services - Secondary School Business Support - 12/13			12/13 - £551k	Mike Rosendale	0%	A number of factors are to be clarified which will have an impact upon the forecast.		Implementation of the savings plan will begin in October. Following a detailed review, indications are that the new staffing arrangements required will not allow the full saving to be achieved. This position is under close review and will be updated when the full savings plan has been

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								developed.
EFF_C&F011b Schools & Community Services - Secondary School Management Costs 12/13 & 13/14			12/13 - £845k 13/14 - £64k	Mike Rosendale	<input type="text" value="40%"/>	A number of factors are to be clarified which will have an impact upon the forecast and phasing of the saving.		Implementation of the savings plan will begin in September. However, the delivery of this saving involves a detailed and complex service review which is still underway. It is unlikely that the original phasing of the saving will be achieved and may be more weighted towards year 2.
EFF_C&F013b Schools & Community Services - Primary School Janitorial Support - 12/13			12/13 - £623k	Mike Rosendale	<input type="text" value="0%"/>	Progress being made in respect of this saving		Progress being made with review but the full delivery plan is still being developed.

City Development Savings

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City Development Savings	Current Year			
		Budget savings	Forecast savings	Note
	2011/12	£2.0m	£2.0m	City Development savings for 2011/12 are progressing as planned. Progress of savings is being closely monitored by the Department's Management Team. Should slippage occur, the Management Team will take mitigating action.
	Future Year(s)			
		Budget savings	Forecast savings	Note
	2012/13	£0.7m	£0.5m	Work to progress implementation of approved savings actions for 2012/13 is on-going. The transfer of Property Conservation to SfC has resulted in some concern that the approved savings in this area for 2012/13 and 2013/14 remain achievable. Discussions on the transfer of these savings to SfC are continuing.

Major savings in 2011/12 (CDD)

Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
EFF_CD11a CP2 - Property Conservation 11/12	159	159	11/12 - £159k	Dave Anderson	<input type="text" value="33%"/>	Awaiting confirmation that Property Conservation is to transfer to SfC and that the proposed savings will transfer.		Property Conservation is in the process of transferring to SfC. Discussions are on-going as to whether previously-agreed savings for 2011/12, 2012/13 and 2013/14 would be achievable.
EFF_CD28a Transport / Parking operations 11/12	480	480	11/12 - £480k	Bob McCafferty; Marshall Poulton	<input type="text" value="100%"/>	Savings realised by end period 5 are on target to achieve total savings by March 2012.		There is a slight risk that adverse weather, unfavourable economic conditions and/or on-going tram work could result in a lower saving being realised.

Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
EFF_CD14 Planning - Development Planning	139	139	11/12 - £139k	John Bury	<input type="text" value="100%"/>	VERA and staff leaving meant that savings were made.		
EFF_CD24a Transport, Traffic & Engineering CAPITAL 11/12	202	202	11/12 - £202k	Bob McCafferty; Marshall Poulton	<input type="text" value="100%"/>	VERA and staff leaving meant that savings were made.		

Small project alerts 2011/12 (CDD)

There are no relevant alerts within the Department's projects at this time.

Savings plan alert 2012/13 and 2013/14 (CDD)

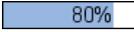
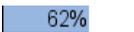
Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
EFF_CD11b CP2 - Property Conservation 12/13			12/13 - £111k	Dave Anderson	<input type="text" value="0%"/>	Awaiting confirmation that Property Conservation is to transfer to SfC and that the proposed savings will transfer.		Property Conservation is in the process of transferring to SfC. Discussions are on-going as to whether previously-agreed savings for 2012/13 are achievable.
EFF_CD28b Transport/Parking operations 12/13			12/13 - £210k	Bob McCafferty; Marshall Poulton	<input type="text" value="0%"/>	Approved, revised parking charges will be introduced and budgets adjusted accordingly		There is a slight risk that adverse weather, unfavourable economic conditions and/or on-going tram work could result in a lower saving being realised
EFF_CD28c Transport/Parking Operations 13/14			13/14 - £340k	Bob McCafferty; Marshall Poulton	<input type="text" value="0%"/>	Approved, revised parking charges will be introduced and budgets adjusted accordingly		There is a slight risk that adverse weather, unfavourable economic conditions and/or on-going tram work could result in a lower saving being realised

Corporate Services Savings

Generated on: 27 September 2011

Corporate Services Savings	Current Year			
		Budget savings	Forecast savings	Note
	2011/12	£1.7m	£1.6m	<p>Overview of savings 2011-2012</p> <p>Corporate Services is presently on track to deliver all of the savings agreed for the current financial year, except for two plans. £88K expected from the Corporate Transport Unit (CTU) will be delivered in 2012/13. £7K relating to HR case management may not be secured this year. For 2011/12 this equates to a projected outturn of around 95%. The slippage from the CTU plan will be met from savings elsewhere in CTU and Corporate Services budgets.</p>
	Future Year(s)			
		Budget savings	Forecast savings	Note
	2012/13	£1.2m	£1.2m	<p>Overview of savings 2012-2013</p> <p>Further work is ongoing to ensure the savings required in 12/13 and 13/14 are made, and any plans which are considered at risk are discussed below. The risks are largely as a result of external circumstances, or a requirement to delay action until another project or issue is resolved.</p>

Major savings in 2011/12 (CSD)

Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
EFFCS37 Transport - service users	101	13	11/12 £101K 12/13 £49K 13/14 nil	Adam Kassyk				£88K of savings are anticipated to slip to next year. The costs will be met from other budgets in Corporate Services, including those of the CTU.
EFFCS01 HR Service Centre	240	240	11/12 £240K 12/13 £40K 13/14	Philip Barr		Over £203K of savings have been found to date and it is anticipated that sufficient VERA applications will be made for the remaining savings by 30th September.		
EFFCS04 LAS - Committee Services	98	98	11/12 £98k 12/13 £74k 13/14 £75k	Alastair Maclean		Full year savings made for current year. Savings for 2012/13 and 2013/14 will be achieved by maximising income from clients including Joint Boards, introducing new technology to achieve efficiency savings and staff reductions if necessary.		
EFFCS05 Communications - Management delayering	100	100	11/12 £100k 12/13 £10k 13/14 £10k	Marjory Kenny		Full saving made for current year.		
EFFCS17 Culture and Sport - Edinburgh Leisure	347	347	11/12 £347k	Lynne Halfpenny		Saving achieved, although service reductions may result.		
EFFCS26 Culture and Sport - Cultural Grants & Strategies (except Winter Festivals)	218	218	11/12 £218k	Lindsay Robertson		Saving made. These may have service implications, which are being monitored through direct contact with funded organisations.		
EFFCS36 Corporate Transport and Fleet Maintenance	141	141	11/12 £141K 12/13 £142K 13/14 £366K	Adam Kassyk		The savings required for the current year have been made, those for next year are dependent on a reduced fleet of waste vehicles.		

Small project alerts 2011/12 (CSD)

Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
EFFCS22 HR Case Management and Advice Team	84	77	11/12 £84k 12/13 £84k 13/14 £84k	Philip Barr	<div style="width: 83%;"><div style="width: 83%;">83%</div></div>	Only £7K of the £84K required this year is outstanding. However, future years' savings may require redundancies in 2012/13.		Additional resources have been required to respond to an increase in activity levels.

Savings plan alert 2012/13 and 2013/14 (CSD)

Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
EFFCS09 Culture and Sport - Museums			11/12 12/13 £94k (including £45k of projected income) 13/14	Lynne Halfpenny	<div style="width: 33%;"><div style="width: 33%;">33%</div></div>	This saving was approved by Council at its budget meeting on 10 February 2011 and the Museums budget for 2012/13 has been amended in accordance with that decision. £45,000 of the total saving is projected income from the City Art Centre shop and a new attraction which will be launched at Acheson House later this year. Any gap from these sources will be covered by additional income from the Scott and Nelson Monuments.		There is a risk that income projections will not be met.
EFFCS22 HR Case Management and Advice Team			11/12 84k 12/13 84k 13/14 84k	Philip Barr	<div style="width: 83%;"><div style="width: 83%;">83%</div></div>	Only £7K of the £84K required this year is outstanding. However, future years' savings may require redundancies in 2012/13.		Additional resources have been required to respond to an increase in activity levels.

Appendix 3

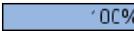
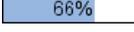
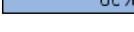
Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
EFFCS29 Contact Centre			2011/12 2012/13 2013/14 119k	Bill O'Fee	<div style="width: 0%;"><div style="border: 1px solid black; height: 10px; width: 100%;"></div></div> 0%	New legislation which takes effect on 1 October 2011 will create severance costs for agency staff resulting in unforeseen severance costs.		The savings are not required until 2013/14 and could be made through the ABM programme or process improvement. However, no milestones are available and legislative change is likely to incur additional costs.
EFFCS31 Culture and Sport - Edinburgh Leisure			11/12 12/13 £174K 13/14 £173K	Stephanie -Anne Harris	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	Council approved the saving at its budget meeting on 10 February 2011 and Edinburgh Leisure has been informed of its allocation.		Service reductions may result. This will be closely monitored in liaison with Edinburgh Leisure.
EFFCS32 Culture and Sport - Cultural Grants & Strategies (except Winter Festivals)			11/12 12/13 £100K 13/14 £99K	Lynne Halfpenny	<div style="width: 100%;"><div style="background-color: #4f81bd; height: 10px; width: 100%;"></div></div> 100%	Council approved the reduced cultural grants payments for 2012 /13 and 2013/14 at its meeting on 10 February 2011, and the grants clients have been informed of the outcome and the Arts budget has been reduced accordingly.		The implication of cuts on services will be closely monitored with funded organisations.
EFFCS35 HR Management delayering – CATS improvement			11/12 12/13 13/14 123k	Philip Barr	<div style="width: 0%;"><div style="border: 1px solid black; height: 10px; width: 100%;"></div></div> 0%	A revised HR Org Structure is in final stages of development. Phased implementation planned to begin September 2011. The savings required will be achieved through this restructuring which will be managed on a phased basis through non-filling of vacancies; VERA; voluntary or, as a last resort, compulsory redundancy.		While these savings are not required until 2013/14, no specific proposals are as yet available.

Finance Savings

Generated on: 27 September 2011

Finance Department Savings	Current Year			
		Budget Savings	Forecast Savings	Note
	2011/12	£1.3m	£1.3m	Currently it is projected that the savings target for 2011/12 will be met. The current progress on the 2011/12 savings is good in that the majority of the required milestones for the year have been completed.
	Future Year(s)			
		Budget Savings	Forecast Savings	Note
2012/13	£1.1m	£1.1m	Preparatory work required to achieve the 2012/13 savings is ongoing. Potential pressures of up to £592k, contingent upon the precise impact of the UK Government's Welfare Reform programme and Council's decision on ABM, exist at this time. The Finance Management Team is examining a range of options across the department's activities to address this potential shortfall.	

Major savings in 2011/12 (FIN)

Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
EFF_FINFS06a Reduce staffing/ freeze vacancies (Financial Services) 11/12	217	217	11/12 - £217k	John Connarty		Reductions achieved - 10 staff have left Business Support in last 15 months.		
EFF_FINFS09 Strategic Project Charges	100	100	11/12 - £100k	John Connarty		Additional staffing resource allocated to Strategic Projects Team from July 2011.		
EFF_FINPPS03a Integration of payroll /HR - 11/12	240	240	11/12 - £240k	Sally Griffiths		On track to be achieved		
EFF_FINPPS04a Payments Unit Restructuring - 11/12	125	125	11/12 - £125k	Pete Brannen		VERAs approved; further actions for 2012/13 savings to be determined.		

Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
EFF_FINREVS02a Revenues and Benefits - productivity gains - 2011/12	285	285	11/12 - £285k	Lynne Harvie; Ewan Ogilvie; Alan Sinclair	<input type="text" value="72%"/>	Home working now extended to 41 staff; use of Northgate performance module on hold pending assessment of information currently available.		

Savings plan alert 2012/13 and 2013/14 (FIN)

Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
EFF_FINFS11b Systems Admin/ICT Support 12/13			12/13 - £125k	David Camilleri; Lynne Harvie; Graham Mechan	<input type="text" value="0%"/>			£70k - Revenues & Benefits are experiencing significant pressure on their ICT budget and do not believe this is achievable. FMT have approved re-allocation of this saving across the department and alternative savings options are being considered.
EFF_FINFS11c Systems Admin/ICT Support 13/14			13/14 - £160k	Karen Kelly	<input type="text" value="0%"/>			FMT is examining options to address this potential shortfall.
EFF_FINREVS01b Promotion of online services and channel shift - 2012/13			12/13 - £159k	Lynne Harvie; Ewan Ogilvie	<input type="text" value="0%"/>	IT development budgeted for 2011/12 now delayed by at least twelve months pending a decision on ABM.		IT developments budgeted for the financial year 2011/12 are not expected to go ahead due to a delay in the CaTS ABM decision and uncertainty surrounding Welfare Reform. It is unlikely that this saving will be realised however work is ongoing to assess the potential outcome and to assess if any mitigating options are available.
EFF_FINREVS02b Revenues and Benefits - productivity gains - 2012/13			12/13 - £525k	Lynne Harvie; Ewan Ogilvie; Alan Sinclair	<input type="text" value="0%"/>			IT developments budgeted for financial year 2011/12 delayed by at least twelve months pending a decision on ABM. This is expected to cause savings to be delayed in 2012/13 by £0.3m, being achieved instead in 2013/14 and 2014/15.
EFF_FINREVS05a Demand			12/13 - £195k	Ewan	<input type="text" value="0%"/>	Demographic information		Risk that volumes do not reduce

Appendix 4

Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
reduction - 2012/13				Ogilvie		being collated to assess effect on demand - report considered by Finance Management Team on 19th September.		
EFF_FINREVS05b Demand reduction - 2013/14			13/14 - £196k	Ewan Ogilvie	<input type="text" value="0%"/>	Demographic information being collated to assess effect on demand - report considered by Finance Management Team on 19th September.		Risk that volumes do not reduce
EFF_FINPPS04c Payments & Procurement Management Delaying - 12/13			12/13 - £118k	Pete Brannen	<input type="text" value="0%"/>	Detailed plan required.		This saving is dependent upon the new structure for the Corporate Governance Department being in place by 1st April 2012.

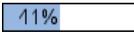
HSC Savings

Generated on: 27 September 2011

	Current Year		
	Budget Saving	Forecast Saving	Note
2011/12	£6.7m	£6.7m	<p>Of a total of £6.7m savings, 80% or £5.3m, have been delivered with the remaining on track to deliver by the end of the year. A small number of savings currently have amber alert status and are being closely monitored by the Departmental Management Team who will, if necessary, take mitigating action to ensure that an equivalent saving will be delivered.</p> <p>The Health and Social Care department at period 5 is forecasting an overspend of £900k on budget. This pressure arises from the implementation of pay modernising and includes a shortfall of £400k in the provision of staff increments and £500k being the cost of the reduction in the working week from 37 to 36 hours. Further pressures are emerging from the need to enhance the review activity within care services and the impact of the UK Government's closure of the Independent Living Fund on the cost of new packages of care for people with disabilities.</p>
	Future Year(s)		
	Budget Saving	Forecast Saving	Note
2012/13	£2.8m	£2.8m	<p>Detailed implementation plans, drawn up as part of the budget process, are currently being progressed to ensure 2012-2013 savings targets will be achieved. These will be reviewed in line with the current year status in relation to the delivery of savings and the emerging budget pressures highlighted within the 'Progress Overview for 2011/12 HSC Savings'.</p>

Major savings in 2011/12 (H&SC)

Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
EFF_H&SC12A Travel reductions (staff and client)	200	200	11/12 - £200k	Gordon Fraser	0%	Work in progress		Fuel cost increases - will impact on delivery
EFF_H&SC15A Procurement savings (block, care at home, direct payment) and Adult day services contracts	1,900	1,900	11/12 - £1,900k	Michael Gray; Chris Whelan	72%			2011/12: Estimated slippage of circa £300k (which will be delivered in 2012/13). Substitute savings identified and delivered 2011/12.
EFF_H&SC01A Management delayering - 1st to 3 rd tier	245	245	11/12 - £245k 12/13 - £185k 13/14 - £50k	Peter Gabbitas	51%	2011/12 : 100% - Achieved : Organisational review stages 2&3 completed		
EFF_H&SC02A HQ Back Office reductions - Phase 1	247	247	11/12 - £247k 12/13 - £27k 13/14 - £11k	Michelle Miller	85%	2011/12 : 98% - On Target		
EFF_H&SC03A Staffing mix/service redesign	249	249	11/12 - £249k 12/13 - £217k 13/14 - £20k	Monica Boyle	46%	2011/12: 42% - Several workstreams being actively progressed. 2012/13 : 35% delivered		
EFF_H&SC04A Mainstream homecare teams - Improved productivity through reduction in sickness absence and work scheduling	151	151	11/12 - £151k 12/13 - £141k 13/14 - £131k	Denise Brown	15%	Absence rate at March was 6.97%, compared to June 6.32% and July 5.81%		
EFF_H&SC05A Care Homes - sickness absence management	143	143	11/12 - £143k 12/13 - £141k 13/14 - £140k	Marion Randall	14%	Absence rate at March was 8.76%, compared to June 7.54% and July 7.25%		
EFF_H&SC06A Learning & Physical disability - sickness absence	100	100	11/12 - £100k 12/13 - £50k	Gillian Crosby	17%	2011/12 : On target		
EFF_H&SC07A Mental Health service development savings	127	127	11/12 - £127k	Colin Beck	100%	Linked to H&SC service development at the Royal Edinburgh Hospital. Finance have confirmed strategy in place to deliver.		
EFF_H&SC08A Home Care - Reablement	1,000	1,000	11/12 - £1,000k 12/13 - £1,000k	Denise Brown	33%	2011/12 : 100% - On target		

Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
			13/14 - £1,000k					
EFF_H&SC09A Organisational review, management de-layering, staff review and service re-design	224	224	11/12 – £224k 12/13 - £277k 13/14 - £50k	Monica Boyle		2011/12 : 100% - On Target		
EFF_H&SC10A Blindcraft Re-modelling	650	650	11/12 - £650k	Monica Boyle		2011/12 : 100% - Achieved		
EFF_H&SC11A Criminal Justice SW 8% overheads - top slice	300	300	11/12 – £300k	Colin Beck		2011/12 : 100% - Achieved		
EFF_H&SC13A Fees, equipment and material savings	200	200	11/12 - £200k	Monica Boyle		2011/12 : 100% - Achieved		
EFF_H&SC14A SWIFT core contract reductions	400	400	11/12 – £400k	Mike Brown		2011/12 : 100% - Achieved		

Small project alerts 2011/12 (H&SC)

There are no relevant alerts within the Department's projects at this time.

Savings plan alert 2012/13 and 2013/14 (H&SC)

There are no relevant alerts within the Department's projects at this time.

SfC Savings

Generated on: 04 October 2011

Services for Communities Savings	Current Year			
		Budget savings	Forecast savings	Note
	2011/12	£9.0m	£7.7m	<p>For the approved budgeted savings of £9.0 million the monitoring indicates that 86% are on target to be met. The projects that are currently rated red are under active consideration of recovery, mitigation or substitution interventions.</p> <p>SFC's month four savings monitoring indicates that 86% of the savings target for 2011/12 will be met. The savings target includes approved savings packages as well as the previous year's savings targets carried forward and corporate savings.</p>
	Future Year(s)			
		Budget savings	Forecast savings	Note
	2012/13	£4.0m	£4.0m	Preparatory work required to achieve the 2012/13 savings is ongoing.

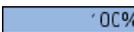
Major savings in 2011/12 (SfC)

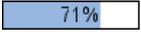
Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
EFF_SFC19 Refuse Collection	180	0	11/12 - £180k, 12/13 - £720k, 13/14 ongoing	Paul Scott	<input type="text" value="0%"/>			Initial food waste collections introduced fortnightly. Potential risk around timing of implementation. The programme could be delayed until mid May 2012 because of this and the savings will not be achieved.
EFF_SFC33 Waste Fleet Charges	861	0	11/12 - £861k 12/13 - £1,116k 13/14 - £421k		<input type="text" value="20%"/>			£55k per month saving phased in January 2012 for alternate weekly collections. This will not be achieved in 2011/12. £95k per month saving for

Appendix 6

Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
								double shifting phased in August 2011. The earliest this can be achieved is January 2012.
EFF_SFC27 Commissioning	1,300	1,300	11/12 - £1.3m	Mairi Keddie	<div style="width: 75%;"><div style="width: 75%;"></div></div> 75%			The shortfall in the commissioning budget is a result of commissioned services being unable to offer the required level of savings through negotiation in 2011/12. £900k savings identified. In 2012/13, full year savings will be achieved from a number of providers who agreed part year savings during 2011/12. Additional savings will be made through reviewing contracts and procurement in 2012/13 and 2013/14. The shortfall in year 1 is covered using other budgets.
EFF_SFC02 Community Protection Support	300	300	11/12 - £300k	Andrew Mitchell	<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%			Matching and assignment complete. Re-deployment process implemented. Any shortfall in the level of saving delivered will be contained in the current year through delaying the filling of vacancies and/or savings within the supplies and services budget.
EFF_SFC12 Community Protection Operations: Noise Team	500	330	11/12 - £500k	Andrew Mitchell	<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%			Revised service due to commence Oct 2011. Any shortfall in the level of savings delivered will be mitigated by the non-filling of vacancies and control of the overtime and supplies and services budget.
EFF_SFC01 Housing Support (Neighbourhood Support Services)	681	681	11/12 - £681k	Graham Kitching	<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	Complete		
EFF_SFC03 Planning, Performance and Quality/Business Change	400	400	11/12 - £400k	Peter Long	<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	Complete		
EFF_SFC04 Community Safety Management Delaying	500	500	11/12 - £500k, 12/13 - £500k	Susan Mooney	<div style="width: 0%;"><div style="width: 0%;"></div></div> 0%	Complete		

Appendix 6

Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
EFF_SFC05 Library & Information Service: Central Library and Strategic Business Units	360	360	11/12 - £360k	Liz McGettigan		Complete		
EFF_SFC07 Roads Management Delaying	245	245	11/12 - £245k	Euan Kennedy		Complete		
EFF_SFC08 DON3 (Emergency Services Unit)	155	155	11/12 - £155k	Alan Simpson		Complete		
EFF_SFC09 Private Rented Service and Homeowner Services	322	322	11/12 - £322k, 12/13 - £80k, 13/14 - £50k	Sarah Burns; Jim Davidson		£278k already achieved and budgets updated. Proposed new structure will achieve the remaining savings over years 1, 2 and 3. Balance of year 1 savings is being met through existing vacancies.		
EFF_SFC10 Environmental Protection	210	210	11/12 - £210k	Andrew Mackie		Complete		
EFF_SFC11 Recycling/Waste Disposal	237	237	11/12 - £237k	Stewart Holmes		Complete		
EFF_SFC13 Strategy and Investment (Regeneration)	170	170	11/12 - £170k	Alan Howie		New structure expected to be in place by December 2011. Any shortfall in savings due to delay in implementing structure will be met through vacancies.		
EFF_SFC14 Neighbourhood Environment Services	1,000	1,000	11/12 - £1m, 12/13 - £500k	Jim Hunter		Financial analysis undertaken for all Task Force budgets and this highlights that if current vacancies are not filled and strict control on overtime/ agency then a £1m saving will be realised.		
EFF_SFC16 Trading Standards	150	150	11/12 - £150k	Andrew Mackie		Complete		
EFF_SFC20 Parks, Gardens and Greenscape Management/Maintenance	237 (garden aid - 130, gardens 52, workshop staff 55)	237	11/12 - £237k, 12/13 - £90k	Alan Bell; Keith Logie		Complete		

Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
EFF_SFC23 Advice Services - Debt Advice Services, Welfare Rights	100 - debt advice 50, welfare rights 50	50 Sfc	11/12 - £100k 12/13 - £120k (debt £50k, welfare £70k) 13/14 - £70k (debt £30k, welfare £40k)	Susan Mooney	 100%	Complete		
EFF_SFC24 Environmental Health and Trading Standards & Community Protection	106	106	11/12 - £106k	Andrew Mackie	 100%	Complete		
EFF_SFC25 Community Protection Support	110	110	11/12 - £110k	Andrew Mitchell	 100%	Complete		
EFF_SFC26 Edinburgh Building Services	265	265	11/12 - £265k	Alex Burns	 66%	New structure approved, £200k savings already achieved from new structure and budgets updated. Matching and assignment process complete for managers and team leaders, work ongoing for posts below.		
EFF_SFC29 Roads, Operations, Business and Performance and Street Lighting	437	367	11/12 - £437k	John McFarlane ; Alan Simpson	 71%	Alternative savings for streetlighting electricity being investigated by Roads Services Management Team. £367k savings have been identified.		
EFF_SFC31 Parks & Greenspace	125	125	11/12 - £125k	David Jamieson	 100%	Complete		

Small project alerts 2011/12 (SfC)

There are no relevant alerts within the Department's projects at this time.

Savings plan alert 2012/13 and 2013/14 (SfC)

Appendix 6

Code & Title	Budget Saving £K (11-12)	F'cast Saving £K (11-12)	3 Yr Profile	Lead	Progress	Progress Summary	Alert	Alert Note/unforeseen impacts
EFF_SFC19 Refuse Collection	180	0	11/12 - £180k, 12/13 - £720k, 13/14 ongoing	Paul Scott	0%			Initial food waste collections introduced fortnightly. Potential risk around timing of implementation. The programme could be delayed until mid May 2012 because of this and the savings will not be achieved.
EFF_SFC33 Waste Fleet Charges	861	0	2011/12 - £861k 2012/13 - £1,116k 2013/14 - £421k		20%			£55k per month saving phased in January 2012 for alternate weekly collections. This will not be achieved in 2011/12. £95k per month saving for double shifting phased in August 2011. The earliest this can be achieved is January 2012.