

Value for Money Programme Performance

Projects	Savings Target £m	Achieved £m	Unachieved £m	Achieved %
Adult Social Care	1.172	1.311	0.000	111.9%
Children's Services	0.301	3.686	0.000	1224.6%
ICT	0.361	0.341	0.020	94.5%
Procurement *	1.341	1.341	0.000	100.0%
Procurement (2011/12)	0.355	0.104	0.251	29.3%
Workstyles	0.270	0.270	0.000	100.0%
Systems Thinking/Process Efficiencies *	0.500	0.476	0.024	95.2%
Management & Admin	2.358	2.276	0.082	96.5%
Additional Management Savings 2012/13	0.275	0.275	0.000	100.0%
Client Transport	0.000	0.000	0.000	0.0%
Total All VFM Projects	6.933	10.080	0.377	145.4%

* 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
ICT		
20	There is a small underachievement relating to Telephony provision where anticipated savings were not as high as expected.	There are a number of contracts relating to this service area that need to be realigned in order to realise full potential savings and efficiencies in 2013/14.
251	Procurement savings are being achieved across services but it is often difficult to identify the cashable versus non-cashable elements of any saving i.e. price changes compared to volume changes compared to original contract budgets. This makes identifying the share of savings between corporate budgets and service budgets difficult and it has not	Service pressure funding has been provided within the approved 2013/14 budget to remove centrally held VfM targets where savings have already been reflected in service budgets.

Key Variances £'000	Description	Mitigation Strategy for Uncertain Savings
	<p>been possible to identify further savings that could be taken corporately. This residual corporate target dates back to 2011/12.</p> <p>This does not however mean that procurement savings are not being achieved, simply that they are occurring and are retained within services e.g. Home to School Transport. It is currently anticipated that Procurement savings of £1.341m will be achieved across the council, including corporate savings. Recognising this problem, all future procurement savings will be identified and retained within services and presented within the relevant service's savings proposals where appropriate.</p>	
82	The position with regard to Management & Admin savings was reported previously and risk provision of £0.105m was released to address the position. However, an improvement of £0.023m has reduced the expected shortfall.	The position has been mitigated through the use of risk provisions.
24	Similarly to procurement savings, efficiency savings arising from Systems Thinking (or Business Process Improvement) reviews are retained by services. Savings of £0.500m were anticipated in the 2012/13 budget but at outturn savings of £0.476m have been identified across the areas of Revenues & Benefits Admin, Libraries and Financial Services resulting in a small underachievement.	Savings are retained by services as and when achieved and are therefore treated as 'non-cashable'. There is therefore no forward impact from the unachieved amount.